

**ALLEN COUNTY COUNCIL MEETING MINUTES**  
**JUNE 20, 2019**  
**8:30 AM**

The Allen County Council met on Thursday, June 20, 2019 at 8:30 am in the Discussion Room at Citizens Square. The purpose of the meeting was for additional appropriations, transfer of funds in excess of the current budget, grants, budget approval and any other business to come before Council.

Attending: Robert A. Armstrong, Joel M. Benz, Larry L. Brown, Kenneth C. Fries, Tom A. Harris, Kyle A. Kerley and Sharon L. Tucker.

Also Attending: Nick Jordan, Auditor.

The meeting was called to order by President Tom Harris with the Pledge of Allegiance and a moment of silent prayer.

**Tom Harris:** Good morning everyone. First on the agenda is the approval of the June 20, 2019 meeting minutes. Are there any additions or corrections?

**Joel Benz:** Move to approve the minutes from June 20, 2019.

**Sharon Tucker:** Second.

**Tom Harris:** All in favor signify by saying aye, opposed, same sign. The motion passes 7-0. Next is the financial report from Auditor Nick Jordan.

**Nick Jordan:** Good morning, Council. In your packet you see the financials through May. You will see that we have a property tax advance and so there is a portion of property taxes collected. We have already done the June settlement and we are a little ahead of 50% for the year which is normal because some people pay the full year installment in the spring. As I mentioned at the last meeting, we received supplemental income tax distribution totaling just over \$2 million. About \$1 million went into the General Fund, a piece goes into the LIT Economic Development Fund and a piece into LIT Public Safety. I can take any questions that you have. Next month we will go through the budget estimates for 2020.

**Tom Harris:** Council, are there any questions?

**Sharon Tucker:** I will make a motion to accept the Auditor's report as provided.

**Larry Brown:** Second.

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**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0. On the agenda this morning we have total appropriations in the General Fund at \$344,389 and total appropriations in Other Funds are \$3,352,546. At this time we open it to Public Comment. If there is anyone who has public comment at this time that they would like to share, please come up. Hearing none we will move on to Economic Development.

**Elissa McGauley:** Elissa McGauley, Director of Redevelopment with the Department of Planning Services. On behalf of the Allen County Redevelopment Commission, the Board of Commissioners asked Auditor Nick Jordan to place this resolution back on the agenda for your consideration. The resolution asks for your approval on the issuance of Tax Increment Financing Bonds not to exceed \$1.4 million. The bond proceeds will go towards turn and signalization improvements on Parkview Plaza Drive and Dupont Road, Diebold and Dupont Roads, Parkview Plaza Drive and Corporate Drive, Parkview Plaza Drive and West Campus Loop Road that supports Parkview Regional Medical Center and other businesses in the area. Parkview will be the buyer of the bonds and the bonds will be repaid with no interest from the property tax increment collected in the Dupont Diebold allocation area that was established by the Allen County Redevelopment Commission in February of 2018. The bond process started back in March with a meeting by the Redevelopment Commission and an adoption of a resolution making a preliminary determination to issue the bonds. The Board of Commissioners adopted a resolution approving the bonds as well. At the Redevelopment Commission's April meeting, an appropriation hearing was held and the Redevelopment Commission approved a final bond resolution. What I would like to offer this morning is additional information that you weren't provided at last month's meeting that goes over the history of the County and the Redevelopment Commission assisting in infrastructure improvements as well as some background information on the Redevelopment Commission's process working with Parkview in developing businesses in the area to create the Dupont Diebold Economic Development area. I can also speak to the infrastructure project and the improvements that have been designed. For specific questions on the improvements, I may ask County Highway as well as Scott Crites from American Structure Point to come up to answer those questions. I also have the Allen County Commissioner Rich Beck who serves as the President of the Allen County Redevelopment Commission should you have questions. If there are specific questions related to the bond, we have Kevin Bruns as our Redevelopment Commission legal counsel. With that I would like to go forward with some information that you did not see last month. The Allen County Redevelopment Commission has been a partner in assisting financing infrastructure in the Dupont Diebold area for over fifteen years. The

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Commission was first asked to assist in 2003 with improvements to North Clinton Street, Mayhew Road and Tonkel Road. We created the Oak Crossing Economic Development area an allocation area. Oak Crossing which is right at the corner of Tonkel and Dupont Roads and includes businesses such as Walgreen's. Kroger announced in 2017 that they will build a new grocery store just west of there. Property tax increment was used to fund the realignment of North Clinton, Mayhew and Tonkel Roads intersection with a goal of improving public safety. The project cost, at that point, was \$1.6 million. The Redevelopment Commission and the Board of Commissioners executed a loan agreement whereby funds from the Commissioners was loaned to the Redevelopment Commission to pay for the improvements and property tax increment generated from the allocation area was used to repay the loan. The loan was repaid earlier this year. Moving forward, we were involved with the Dupont Corner economic area and allocation area. That was created in 2015. The planning included improvements to Diebold Road including a roundabout and upgrades to the intersection at a cost of \$3.6 million which was split between the City of Fort Wayne and the County. Diebold Road hugs the City and County boundaries at that point. The Commissioners entered into a loan agreement with the County Redevelopment Commission where we had TIF revenues would repay the County and City for the cost of the project. At the time, Dupont Corner EDA was vacant. The area now includes Mike's Carwash and Midwest America Bank. There is also a Holiday Inn Express under construction. In March of last year, Meijer announced that they were going to invest \$25 million to build a store there. We are anticipating additional property tax increment to be collected in that area to repay the City and the County for those improvements. In 2018, we collected \$25,432 and the increment generated this year is approximately \$31,557. We anticipate receiving more increment as the hotel is completed and Meijer is constructed. It is generating about \$1.8 million in assessed value. At this point we are at 2017 and we have another opportunity to participate. We started working with Parkview in 2017. Since they have an understanding that we have used property tax increment to fund infrastructure, Parkview officials reached out. We also reached out to Don Steininger who was the developer of the Dupont Corner as well as the Parkside Development. That is on the Diebold Corner EDA that was created in June of last year. At one of the first meetings, Parkview shared with us the long range plan for the campus. I know they have shared that with you as well. Before beginning the process, the Redevelopment Commission needed to dissolve one of our existing EDA's and it is not on this map. There was an old economic development area and allocation area that was established in 2002 that was inactive and not collecting any property tax increment. It was originally proposed for a technology park. We went through the process of dissolving that before we proceeded in working on an economic development plan for Dupont Diebold EDA and allocation area. The Dupont

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Diebold EDA is highlighted in red and is about 756 acres. It contains property that fronts Union Chapel Road on the north, Diebold Road on the east and I-69 as the western boundary. Dupont Road is the southern boundary. The area has a mix of zoning classifications that ranges from Agricultural to C-2, General Commercial. The businesses and uses in the area include Parkview Regional Medical Center, Manchester University, Mirro Center, Engineering Resources, Retina Institute of Indiana, Springfield Suites Hotel as well as other countless businesses operating in the New Vision Office Park. Though the area, over the last decade and a half has seen unprecedented development, when we started down the road of writing a plan in the fall of 2017 there was approximately 384 acres of vacant land. As part of our plan we created an allocation area which is also known as a TIF District. It is about 233 acres and for the most part is the undeveloped land around Parkview Regional Medical Center. At the time the plan was written, the current assessed value in the blue was around \$15 million. The area only collects real property tax increment. There is no business or personal property tax increment. In 2019, the TIF District is expected to provide around \$198,000 from an assessed value captured of \$11,342,160. The parcels in the red and what Parkview owns will owe about \$1.5 million in property taxes this year. I put together a list of the properties that Parkview owns, in the red, as well as the blue, the areas in the larger EDA that Parkview owns are estimated to owe the County \$1.5 million in property taxes.

**Kyle Kerley:** But of that only \$198,000 is going into the TIF, right?

**Elissa McGauley:** Yes. Following approval of the Economic Development Area and the Allocation Area, Parkview had been working with us all along but they reached out to us to delineate and specify some of the specific infrastructure needs. In the plan that we created with this project, we didn't get very specific on the projects however we did reach out to Parkview and City Utilities, the Trails, County Highway, Northeast Indiana Regional Coordinating Council to ascertain what the infrastructure needs would be now and into the future for that entire area. That was put into the contents of the Economic Area Plan. Back in 2018 officials at Parkview outlined for us what their priorities were and that is where we are today with this bond issue. One of their priorities was Dupont Diebold and the Parkview Plaza Drive improvements that you see in front of you. At that time they had an estimate of the cost to be around \$1.5 million. They are also asking us to consider participating in other projects that they consider priority. One of them is widening Diebold Road and North Clinton intersection. As you know, we have the roundabout there that is being covered through the Dupont Corner economic development area but they have asked us to consider plans to improve and widen that intersection. The other one is Union Chapel Road and Parkview Plaza looking at improvements and a possible roundabout

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there. At the time, the estimated cost was about \$2 million. Parkview is always engaged with County Highway, Regional Transportation Officials at NIRCC as well as INDOT. Dupont is a State Road. All of the other roads that are part of this bond are County owned. They are public roads and that is the only reason we are getting involved in this. We obviously wouldn't be involved in a private road or a private drive. When Parkview engaged with INDOT in 2018 regarding the design and cost of these improvements, INDOT agreed that the proposed improvements were needed but they didn't express any willingness to help fund the project.

**Tom Harris:** Why would that be?

**Elissa McGauley:** It is planning and timing. I don't know if you want Scott Crites or anyone else to come up.

**Tom Harris:** Maybe after your comments we will have that individual or those individuals come up and talk through that.

**Elissa McGauley:** As I mentioned previously, the scope of the project includes additional turn lanes on Dupont Road at the intersection of Parkview Plaza Drive, an additional left turn lane on Dupont at Diebold, an additional right turn lane on Parkview Plaza Drive at the intersection of Dupont, signal modifications at the intersection of Parkview Plaza Drive and Corporate Drive, Parkview Plaza Drive and West Loop Road, Dupont Road and Diebold Road and pavement widening. As part of this project, obviously the intersection of Parkview Plaza Drive and Dupont Road has seen a lot of accidents. Parkview was kind enough to have their Security Officer reach out to the City Police Department and gather some information for us and I don't know if they passed that onto you. In 2016 and 2017, there were 232 accidents at that intersection.

**Sharon Tucker:** What kind of accidents?

**Elissa McGauley:** Sideswipes, ignoring the right of way, rear-enders.

**Tom Harris:** A little confusion on the Parkview Plaza Drive, it is a County road.

**Elissa McGauley:** Yes.

**Tom Harris:** While it has the Parkview title on it, there was some thought that it is a Parkview owned road but that is not the case.

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**Elissa McGauley:** To answer your question more specifically, 80% of those 232 accidents were failure to yield the right of way, 58% were rear end accidents and they didn't just happen at a particular time of day. The majority of them happened between 3:00 and 6:00 p.m. Obviously you know that Parkview is a large employer and a large tax payer. There are about 9,000 people that visit that campus and over 6,000 of them are employees each day. This is an area that has seen an increased growth and demand. A lot of developers are responding with their own developments to take advantage of the fact that this is a growing area. We will continue to see that growth and the County is just acting in response to that and helping to provide financing for these improvements faster. I don't know if you have any other questions.

**Tom Harris:** I will open it up to Council and maybe through that process we will have individuals come up.

**Kenny Fries:** Elissa, thank you and I appreciate you putting all of this together. As I told the Commissioners yesterday that this is not just for us but for the public too that needs to understand why we are spending this money. I think if we would have had more information last month, it probably would have passed back then. There are more questions I will probably have for County Highway and State Highway.

**Elissa McGauley:** I think one of the issues we have is that we don't see you as often and we see you for other things. From a Redevelopment Commission standpoint, we do our best every year to send on our annual reports to you and get in front of you at least once a year. You have a member on the Council that sits on our Redevelopment Commission. When it comes to approval of economic development areas that is something that is held with the legislative body and that approval is not with the fiscal body. We try our best to keep you up to speed on what we are doing and what our plans are.

**Tom Harris:** Council, are there any other questions? One of the questions was in regards to the Engineer and working with INDOT. Is it possible to discuss that just a little bit? Understanding that INDOT has to approve all of these or make recommendations through this process? Those are based on projections in exponential growth in the area and trying to forecast the demand of traffic patterns and such, right?

**Scott Crites:** Scott Crites, I am with American Structure Point. We are the design engineer for the project. I would be in charge of actually putting together the roadway for structure improvements and the plans. This has been a fairly long process. We have met with INDOT and NIRCC multiple times to talk about the existing traffic issues and congestion at those

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intersections, specifically Parkview Plaza Drive and Dupont Road and also Diebold Road and Dupont Road. We did a traffic impact study to try to understand what the issues were and what improvements really need to be made out there to alleviate the existing congestion that most everyone has seen going through those intersections. We don't just look at today but also the twenty-year outlook. What is the growth of the area going to do to the traffic utilizing those intersections? Many improvements that we would want to do are for the long-term and not just an immediate fix. We met with INDOT multiple times and one thing I want to make sure everyone understands is that the one thing INDOT was very helpful with was allowing us to reconfigure Dupont Road to utilize one of the through lanes for the additional left turn lane at both of the County roadways. Instead of requiring us to expand Dupont Road, we are actually taking a through lane and utilizing that for the left turn lane which will reduce the project cost significantly and eliminate the need for right-of-way as well.

**Kenny Fries:** That is my biggest concern. We know that Meijer is going to go in. We know that Kroger is going to go in. We know there is unprecedented development going in along Dupont. We continue to see growth along Dupont and we are taking one of those eastbound lanes to make it a two-lane road. That will not handle the traffic in the future.

**Scott Crites:** Through our coordination with INDOT, I think everyone understands that is the case, long term. I cannot speak for INDOT but through our conversations, the goal is for INDOT to have a future project to basically replace that capacity. My understanding is that they would do the project as their own INDOT project.

**Tom Harris:** Let me jump in there, Ken, if I could. How do they prioritize this? Based on what? In other words we are growing faster than they are reacting. This project is trying to get ahead of the curve with the demands that are climbing out there. Where would the State be or what would the timing be for when the State would come through to work on a project like that?

**Scott Crites:** I don't have an idea on that.

**Tom Harris:** I had heard from some officials that it could be up to ten years. Is that fair that it may take ten years for them to come out and work on that further?

**Scott Crites:** It's possible but I think it depends on the traffic demands. If the congestion is an issue, I think they would look at it and move faster.

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**Sharon Tucker:** Scott, one of the things I was hoping you would be able to answer is why INDOT was not able to respond with financial help or the reason as to why they aren't.

**Scott Crites:** I am not able to speak for INDOT. I am not an INDOT employee. Through the coordination that we have had, I think they have been very helpful in allowing us to reconfigure Dupont Road which does save the County a lot of cost. Most of the improvements are actually on the County roadways. It does benefit Dupont Road but the actual work on Dupont is really very limited to restriping and pulling back a couple of center medians. As far as expanding capacity on the County roads, most of the work is associated with the County road.

**Kyle Kerley:** I have a couple of questions. One of them kind of piggybacks off Councilman Fries and one thing I am worried about is that INDOT has plans. Are we setting a precedent that we are saying we are a little impatient to get this done and so we are going to go ahead and pay for it? INDOT can say, in the future that we have already set the precedent and we said this was a ten-year project but we are going to push it out another ten years and try to force the County into really paying for a project that isn't their responsibility. I know you have said that you have talked with INDOT as far as planning goes but it seems like the people I have talked to said that Dupont is on their master plan but it might be five to ten years before they get there. Are we jumping in too quick on the Dupont side of it and setting a bad precedent? Have discussions been made from INDOT, Redevelopment or Parkview or the County to determine that since this is in the plan for five years, we will pay for it now and you guys can pay it back when it would have been in the budget cycle. That is probably more of an Elissa question than it is to you. Can you comment on that at all?

**Elissa McGauley:** When we were putting together this plan, this is a tool that holds increment and can be used for a variety of projects that we outlined in the plan. We weren't giving a specific long-range plan for infrastructure necessarily. We have been given information as to how this area will be built out and the increment that could possibly be captured for such projects but nothing specific as to how we were teeing up these projects one-by-one. I don't know if that answers your question or not. The Economic Development plan takes into consideration, and we kept it general and not specific. We were given priority projects by Parkview and feedback and input from the various entities, NIRCC and County Highway, Trails and City Utilities.

**Tom Harris:** To follow up on that piece, it is a legitimate request from the County in that if the State was to have this on their master plan for five or

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ten years and we decide to work forward to make it happen, should they not be coming back to reimburse the County?

**Elissa McGauley:** I don't have regular discussions with INDOT so I don't know how to answer that question.

**Tom Harris:** Would that come through the Highway Department?

**Elissa McGauley:** Most of our discussions would come through them first.

**Tom Harris:** Is there a potential or possibility of having a post vote? In other words, we vote today and it moves forward but then we sit down with INDOT to have some of this discussion about reimbursement? This stuff doesn't disappear. It is appropriate to ask that question. Do the Commissioners or the Highway Department have any further comment on this? Commissioner Beck, are you able to speak to that?

**Rich Beck:** Rick Beck, President of the Redevelopment Commission. I can't speak to the INDOT situation but keep in mind that Parkview is up-fronting the cost of this and the TIF is going to repay Parkview and so there is no financial outlay from the County here.

**Mike Thornson:** Mike Thornson, Allen County Engineer. The Highway Department doesn't negotiate with INDOT for financial assistance. We work with them to make sure the standards are met and assess traffic patterns and needs. My personal view in how INDOT handles these things is if there is an immediate need, accidents, and fatalities and so on, they are more responsive to those types of things. If it is more something in the future or a pattern that is developing and they foresee problems on down the line then they have a series of studies and a process to get it added to their priority list. I know for some of the improvements out there, the interchange at Union Chapel, NIRCC was involved in negotiations. The Commissioners helped some but the Highway Department doesn't negotiate.

**Kyle Kerley:** My next question is that I have heard numbers from Parkview as low as \$900,000 to as high as \$1.5 million for this project. What component of that money were actually Dupont Road improvements? Do you have that broken down into what would have been State responsibility?

**Scott Crites:** I don't have that broken out specifically but as I mentioned before, the work on Dupont Road is actually pretty minimal compared to the work on Parkview Plaza and Diebold. It is pavement striping because we are able to utilize existing INDOT infrastructure. What we need to do is remove

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some of the striping and restripe it and a little bit of concrete patching. Signal heads will be shifted but that is fairly simple too.

**Kyle Kerley:** You are talking long term and we know we are going to need more lanes. What is the right-of-way situation along Dupont Road right now? Is there room to expand or are we running out of right-of-way? What are the issues there? When you look at the maps, it doesn't look like there is a lot of room to go south so any expansion would have to go north.

**Scott Crites:** We did take a quick look at that when we did the traffic impact study and we do believe the very minimal right-of-way would be required to reestablish those lanes on Dupont in the future. You are right that you may have to widen to the north and basically shift the lanes but this is a pavement marking issue. There is right-of-way out there but we do believe you could reestablish the roadway without significant right-of-way impact in the future.

**Kenny Fries:** I have a couple of questions also. I talked to Parkview before and they said they would be willing to give ground for the right-of-way in the future if it is needed. I think that would be a good thing to have happen. My question is, if we don't want to wait on the State we talk about highway money and TIF money and everything but it is all taxpayer money. My goal is to make sure if this project gets done, we don't have a negative impact further down the road. Is it possible, through Redevelopment and these TIF Districts, if we see that there is a need to expand Dupont Road sooner than what the State is going to do it, can we use those other TIF Districts and Redevelopment help to get that done in the next couple of years? I don't want the motorists to be waiting ten or fifteen years stuck in traffic on Dupont Road. Is there a possibility to use those Districts for that?

**Elissa McGauley:** Certainly there is and we have the ability to as long as it is in the area.

**Kenny Fries:** Then it would piggyback on what Councilman Kerley said and then go to the State to see if they would reimburse the cost for the highway improvements. Whether they will or not, it is all taxpayer money. That is my goal. I am glad you came and showed us what the turns will be to improve traffic flow and I want to make sure it doesn't negatively impact things further east on Dupont.

**Tom Harris:** Very good. Council, are there other questions?

**Joel Benz:** I just have a couple of comments. I think there are two issues here. One is the right now issue with Parkview's entrance and some of the other

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areas around there. I think Councilman Fries has pointed out that there is clearly a longer term issue of the roadway. In talking to people, I feel that there is a pretty significant need out there to have some of the traffic alleviated in the I-69 and Parkview interchange area. It is backed up if you come through there during busy times. It is all the way out of the turn lanes, sometimes and that is a long turn lane. I think a double turn in there and some of the other improvements that would take place are probably needed and I think that is why Parkview went through the process and brought it before Redevelopment to come through. I am not convinced that a TIF District is the best way but it is a tool that we have been provided through the Commissioners and Redevelopment and within those confines, I feel that this road improvement needs to happen. Using the TIF District, at this point, is probably the best tool. I will make a motion for the consideration of the Allen County Redevelopment District Tax Increment Revenue Bonds to be issued in an aggregate principal amount not to exceed \$1,400,000, Resolution 2019-06-20-06.

**Bob Armstrong:** Second.

**Kyle Kerley:** Rollcall vote please.

**Tom Harris:** Nick, will you lead us in the rollcall vote.

**Nick Jordan:** Tom suggested alphabetical order. Bob

**Bob Armstrong:** Aye.

**Nick Jordan:** Joel.

**Joel Benz:** Aye.

**Nick Jordan:** Larry.

**Larry Brown:** Yes.

**Nick Jordan:** Kenny.

**Kenny Fries:** Yes.

**Nick Jordan:** Tom.

**Tom Harris:** Yes.

**Nick Jordan:** Kyle.

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**Kyle Kerley:** Yes.

**Nick Jordan:** Sharon.

**Sharon Tucker:** Nay

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 6-1 (Tucker). Thank you all and thank you, Council, for the amount of work. There has been a lot of discussion and a lot of insight and we look forward to those improvements out there. Next on the agenda is also with Economic Development. We have a number of Statement of Benefit concerns to discuss this morning.

**Rachel Black:** Rachel Black, Allen County Economic Development. First, I would like to ask if you would like for me to give a rundown of everything and then you can make motions on those resolutions at the end or if you want to do them individually.

**Tom Harris:** Let's start with an overview of this process a little bit and then we can talk through how we want to deal with each statement.

**Rachel Black:** The first resolution is the Compliance with the Statement of Benefits for 2019 pay 2020. As required under State law, all companies with existing designations that file for deductions are required to file a Compliance with Statement of Benefits form that contains information showing the extent that they have been in compliance with the originally approved Statement of Benefits. Those forms are due to the County Auditor and the designating body by May 15<sup>th</sup>. Under State law, the designating body has 45 days after receipt of those compliance forms to determine whether or not the company has substantially complied. Would you like me to do a brief overview of the compliance policy that you have or are you pretty familiar with it?

**Tom Harris:** Do a brief overview.

**Rachel Black:** First we look at the total number of full-time or part-time jobs. Those jobs need to meet 75% of what was stated on their Statement of Benefits. It is an "and/or" situation and then we look at total salaries. Again that is 75%. If the company doesn't meet those requirements, it shall be determined whether the property owner has made a reasonable effort to substantially comply and whether the property owner's failure to comply was caused by factors beyond their control. At that point, staff determines whether the investment on the real or personal property is equal or exceeds the 75% of the investment of real or personal property. In that resolution is

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an Exhibit A which is the last page and it is all of the companies through my review that are in compliance for the 2019 pay 2020 year. I don't know if you have any questions for that. There were a total of 24 companies that filed. Three were found to be non-compliant; two were late in filing, one that did not meet the required County policy and one company that did not file. There was another one that I ended up finding out after I had submitted all of the paperwork that they had submitted their CF-1. They had not submitted their 103ERA and 103 to the Assessor. We are not looking at that company today. That will probably be next month.

**Tom Harris:** Rachel, just one more time on that.

**Rachel Black:** Three non-compliance, two late, one did not file and then one that did file but didn't meet the County policy for jobs, salaries and investment. I will go through each company and what had happened.

**Tom Harris:** With that Council, do you have any questions? Larry.

**Larry Brown:** I apologize for not being able to discuss these in detail when you called but late last night when I was reviewing this, it occurred to me that it would be beneficial if I knew the actual numbers on the non-compliance category. What they committed to on their SB-1 or CF-1 and what their results are performance side and commitment side.

**Rachel Black:** Okay and I think I can answer that because I brought my spreadsheet with me.

**Tom Harris:** We can do that individually then?

**Rachel Black:** Sure.

**Larry Brown:** I don't think it changes anything. She has done exactly what I would expect her to do. It would just be nice to have that backup information so that when we interview these folks at a later time, we have that data in front of us.

**Rachel Black:** Okay. I think primarily for that specific place it is R3 Composites. I have the percentages of that and specific numbers.

**Tom Harris:** Rachel, help us understand our obligation or opportunity, what do we need to do at this stage in this process? We have the ability to have them come before us or what else?

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**Rachel Black:** Each one of the resolutions, if they are approved, means that you would like to see the company come back to the table next month.

**Tom Harris:** If we approve it, we are requesting them to come back or requiring them to come back before us.

**Rachel Black:** Yes. There will be a notice placed in the Fort Wayne Newspaper stated that there will be a public hearing to take place and the applicant will come before you to give their story as to what took place. For two of the companies, a brief explanation of what took place already.

**Tom Harris:** So that is if we vote in favor of that. We bring them back. If it is not approved, what takes place at that point?

**Rachel Black:** That would mean that you find them compliant.

**Tom Harris:** Okay, so by not taking action, we are okay with their status and they would continue to receive the abatement.

**Rachel Black:** That is correct.

**Tom Harris:** Council, how would you like to proceed? Do you want to do these one at a time? I am seeing some nods so let's look to number 2 on the agenda.

**Rachel Black:** That would be consideration of Resolution 2019-06-20-01 approving 2019 pay 2020 Compliance with Statement of Benefits forms.

**Tom Harris:** Actually that is the process and the form in itself.

**Rachel Black:** For that particular resolution, that is for the approval that they have all met the compliance policy.

**Nick Jordan:** Number two on the agenda is those companies that are in compliance.

**Tom Harris:** Council, are there any questions on that?

**Sharon Tucker:** I move for consideration of Resolution 2019-06-20-01 approving 2019 pay 2020 Compliance with Statement of Benefits forms.

**Kyle Kerley:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0. Number three is next.

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**Rachel Black:** That is Resolution 2019-06-20-02 determining substantial non-compliance with Statement of Benefits for Bandera Acquisition LLC/Precimed Inc. This was approved back in 2011 for \$11 million real investment and \$5.2 million in personal property. They were approved for the ten-year tax abatement and this particular company did not file their paperwork at all. They have three and four years remaining on the real side and four years on the personal property side. I have not been able to get in contact with this company. That has not happened before but I believe there has been a change of hands. Integer is the new company on Kroemer Road. We have another staff member that has been trying to get hold of them. We are hoping this was just an oversight.

**Tom Harris:** At this stage, we are at a point where we have to bring them back or not. Council, are there any thoughts on this particular item?

**Sharon Tucker:** I move for Resolution 2019-06-20-02 determining substantial non-compliance with Statement of Benefits for Bandera Acquisition LLC/Precimed Inc.

**Larry Brown:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0. Now for number four.

**Rachel Black:** This is Resolution 2019-06-20-03 determining substantial non-compliance with Statement of Benefits for General Mills Operations, LLC. General Mills was approved in 2011 for abatement on real and personal property. The amount was \$36.1 million. Their personal property, CF-1, paperwork was filed by the May 15<sup>th</sup> deadline however the real property paperwork was not filed and was not received until May 29<sup>th</sup>. Once they submitted the paperwork, I determined that they are in compliance with salaries and investment. They still have four years remaining. I received a letter from their Tax Manager. He says he wanted to apologize for filing late. It was a simple oversight and procedures have been put in place to prevent it from happening again. Their Admin had retired and they were using a third party to help with compliance and as a result, the CF-1 real property form was missed. It should be noted that once we were notified, the missing CF-1 was filed immediately.

**Tom Harris:** So by taking no action, we would act as if they were in compliance.

**Nick Jordan:** One clarification there. You do have to pass a Waiver of Non-Compliance. If they don't file or file late, the Auditor is allowed to deny that

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because they didn't file timely. If they don't meet the investment aspect and you take no action that is fine because they filed timely. If you don't file timely, you still have to file a Waiver of Non-Compliance. This is determining them as non-compliant but you have to waive it. You don't necessarily need them to come back but you need to waive non-compliance for not filing timely. I don't have any discretion in that regard. If you don't file on time, it is late. You have to waive it. I can't simply accept it late. I don't get to pick and choose.

**Tom Harris:** The waiver would happen after we vote that they have not complied?

**Rachel Black:** Next month I can bring a resolution that would waive that non-compliance.

**Nick Jordan:** You don't need them to come unless you want them to repeat that.

**Kenny Fries:** Has this happened in the past with them?

**Rachel Black:** No, this has never happened with them.

**Sharon Tucker:** This body has given people opportunities before when they have filed late. I move that we take no action.

**Larry Brown:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0.

**Larry Brown:** We need to ask Rachel to come back next month with a resolution.

**Nick Jordan:** Rachel will come back anyway if you want the next two companies or the same scenario on those. There are three that you can take no action on because they filed on time but they don't meet the investment.

**Tom Harris:** So that brings up that next item which is number five.

**Rachel Black:** Resolution 2019-06-20-04 determining substantial non-compliance with Statement of Benefits for R3 Composites Corporation. They were approved in 2011 for ten-year personal property and seven-year real abatement. The company never moved forward with the real property investment and so we won't be talking about that today.

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**Tom Harris:** So they did not receive the abatement.

**Rachel Black:** Not on the real side. They came before you last year and they have come each year since I took this position in 2015. They have given reason for their non-compliance each year and you have approved to continue that abatement. The company is not compliant with the County policy in terms of jobs. Instead of 75%, they are meeting 39%. They are reporting 155 jobs which are down 140 jobs from last year.

**Tom Harris:** So they have dropped 140 jobs.

**Rachel Black:** Salaries also do not meet the 75%. They came in at 44%. Based on our policy, I took it another step further and looked at investment. They also did not meet that and came in at 64% of the promised investment.

**Tom Harris:** Do you show how much they are paying in taxes?

**Rachel Black:** I do not have that with me.

**Nick Jordan:** It will be a second but I can pull them up.

**Tom Harris:** Is there any indication from the company in terms of why they have not met that?

**Rachel Black:** Not at this time. They filed on time and once they receive the letter and you would like them to come back, in previous years they have brought their attorney with them. Some of us know the story that they lost a big client and they had promised 400 jobs. Since that client decided not to move forward with them, it really hurt them. That is why they have been back year after year. I don't know why this current 140 job loss.

**Tom Harris:** It would be interesting to see how much they have paid in taxes versus how much they have saved based on Council continuing to give them that abatement each year.

**Rachel Black:** I can try to provide that at the next meeting.

**Tom Harris:** Councilwoman Tucker.

**Sharon Tucker:** I was just thinking about what is the amount of taxes that they have paid as compared to what we have given them as the abatement. I also think there is another element that we have to look at because the sheet requires them to meet certain thresholds. Regardless of the outside influences, they still have a responsibility to modify their request or meet the

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thresholds. Since I have been on Council, we have had them every year and we have given them opportunity every time. Right now we are at a point where if someone wants a job and there is opportunity, I just can't... Not only are they not maintaining but they have dropped. We still say yes, you qualify? That is hard for me.

**Tom Harris:** With that are there other questions or comments?

**Sharon Tucker:** I will make a motion for Resolution 2019-06-20-04 determining substantial non-compliance with Statement of Benefits for R3 Composites Corporation.

**Larry Brown:** Second.

**Joel Benz:** I think we have given them every benefit and I think it is time to look at this one closely.

**Tom Harris:** By passing this today it would require them to come back.

**Rachel Black:** Yes.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0. Finally number six.

**Rachel Black:** Resolution 2019-06-20-05 determining substantial non-compliance with Statement of Benefits for Michelin North America, Inc. They were approved in 2018 for real and personal property in an amount of about \$44 million. The personal property CF-1 was not filed by the May 15<sup>th</sup> deadline however the company has filed that paperwork. I did not receive a letter but I received an email. I will briefly summarize what the email stated. The last property tax prepared by the previous tax consulting firm had referenced that the resolution was to expire on July 17<sup>th</sup> of 2018. Glen Williams continued to file the resolution paperwork that needed to be filed. They have multiple abatements and this was not the only one. The other two were fine. Under the assumption that the information was correct, the 2008 was to expire. The Assessor's Office stated that they still had two years left as there was a two-year ramp up period that took them time to get everything in place. The original consulting firm was in error. He took them at their word and moved forward. They still have the two years remaining.

**Kenny Fries:** They did file it but were just late?

**Rachel Black:** Yes.

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**Nick Jordan:** They filed the other two timely, like Rachel mentioned.

**Sharon Tucker:** I move that Resolution 2019-06-20-05 that no action is taken.

**Larry Brown:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0.

**Rachel Black:** I just have one note to add. Ground Effects did file their CF-1 forms in a timely manner however I found out that they did not file their Form 103 or 103ERA with the Allen County Assessor. I have been in contact with the company and they are in the process of getting those forms submitted to the Assessor. My hope is that we will receive those forms and next month I can bring a substantial non-compliance just like we did today. We can then move forward with what you guys want to do from there.

**Tom Harris:** Thank you very much. I think that is one hour of Economic Development. Let's move on to the Sheriff's Department.

**Dave Gladieux:** Dave Gladieux, Sheriff of Allen County.

**Kara Simonoff:** Kara Simonoff, HR Generalist and Compensation Specialist.

**Tracy Mitchener:** Tracy Mitchener, Assistant HR Director.

**Dave Gladieux:** First of all, I would like to thank you for allowing me to come before you today. Also for the individual meetings to discuss the needs of the Sheriff's Department on the Sworn Officer side and the Civilian side. I know I came in front of the Personnel Committee with a slew of requests. Through talking with all of you individually, it was posed what do I need right away. I think to stop the bleeding, if you will, at the Jail we came down to my request today of six additional Confinement Officers to get me through 2019. I guess if you want to discuss all of the others, we can do that at the end. Currently, with regards to my request today first is consideration of a salary ordinance for School Resource Officer, \$53,332, 40 hours per week, non-exempt. This position, like all of the others, is roughly a 70/30 split between the Sheriff's Department and the school district. They will pay 70% of the salary. They use them throughout the school year and I get them back in the summer. They go to Road Patrol or wherever else they are needed in the department. I am not asking for anything additional to adjust their salary. I am just asking for the funds to be put back into my budget to replace.

**Tom Harris:** Just to make sure I'm clear, that is the Sworn Officer.

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**Dave Gladieux:** Yes and if they request a K9 that has always been covered under my budget. I take care of that and the training and the vehicle. I will eventually have to come to you and bump up my vehicle allotment. That \$300,000 has been around since I was a kid.

**Tom Harris:** Just a couple of questions. Last month or a couple of months ago, we talked about the State is now allowing additional funds for Resource Officers. Do we continue on this path of simply providing more and more Officers to the schools or does that model change? When do we say two or three is enough for each school system? What is your thought?

**Dave Gladieux:** That is an interesting question. I think the State will sit back and watch it happen for as long as it can happen. I think there is going to be some funds available at the State level for grants.

**Tom Harris:** But will that just be a grant for the schools to come to the Sheriff?

**Dave Gladieux:** Yes.

**Tom Harris:** They are not necessarily hiring their own but continue to look to the Sheriff.

**Dave Gladieux:** Yes. Who are they going to go to outside of law enforcement?

**Larry Brown:** Thanks to Allen County, we offer a pretty sweet deal. 70% is pretty sweet.

**Dave Gladieux:** I think it is a win-win.

**Tom Harris:** Do we keep growing that for now on? When do you say we need to change that model?

**Dave Gladieux:** Hopefully when they don't want them anymore and I don't think you are going to hear that.

**Tom Harris:** Do you change the 70% to 80%? If the schools are getting more grant money to be able to pay for this.

**Dave Gladieux:** If the school is getting the person for 70% of the time, they are going to argue why it should be changed. It is a huge benefit for us in the summertime. It is our busy time and we utilize that person. Kenny can tell you that vacations and things like that and time off and FMLA issues, it helps cover that.

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**Tom Harris:** Councilwoman Tucker and then Councilman Brown.

**Sharon Tucker:** I think with the tight budgets that schools are under and the more we TIF District and cut funds from being able to go into those school districts, the money that the State is giving them helps alleviate some of the pressure that they are under. They get that money for increased security which helps them pay for their 70%. The other money can be used to educate our kids.

**Larry Brown:** I think there is another aspect. The presence of a uniformed Officer and if they are lucky enough to have a K9, a relationship can be built that otherwise wouldn't exist. The K9 breaks the barrier and opens the door for further relationship building and communication and all of that. Personally, I hope we don't change our current structure. In fact, I think it is going to expand to a uniformed Officer in every single school whether it is elementary, middle or high school.

**Dave Gladioux:** Eventually, I think you are right.

**Sharon Tucker:** In that same vein what you were talking about with the relationships that are built I also think we put on the barriers. When those kids see Officers that they can talk to and relate to, it makes it okay for them to become Police Officers. So we have a pool we can reach from.

**Larry Brown:** Exactly.

**Sharon Tucker:** Personally I see this becoming its own division because we have given them the ability to hire Managers and another and so I actually support and really believe in the Resource Officers. I would like to make a motion for the consideration of a salary ordinance for School Resource Officer, \$53,332, 40 hours per week, non-exempt.

**Larry Brown:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0.

**Dave Gladioux:** One thing I would like to add to this and I know there are some Council members here, the ones not on Personnel Committee, the job that they do isn't just security work for the schools. One of my School Resource Officers up in Northwest was actually nominated for Teacher of the Year which speaks volumes. She went above and beyond in a personal situation in one of the student's life and got involved with the family and helped out. They felt strongly enough to nominate her for Teacher of the

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Year. I thought that was some pretty good information for you guys to take in.

**Larry Brown:** Thanks for sharing that too.

**Tom Harris:** The next item.

**Dave Gladieux:** I came before you with a large list of things we need to do to address some manpower shortages. I think it was back in 2013 where we had a study done and it came back that we should be up to 170 Confinement Officers and not the 125 or 125 that we had. We took a look into that and a lot of things came into play. In 2018, 60 Officers were injured in the line of duty at the Jail with inmate contact. That included the 30 that went in the one incident of the opioid exposure. It is an ever changing world over there. It seems to be getting worse. Our population is up. Today is 841 in a 741 bed Jail. Overcrowding is starting this early and we haven't consistently had warm weather yet. I can almost guarantee you that summertime we will be creeping up to 150 over like we were last year. They are stretched pretty thin over there. I am requesting to stop the bleeding. Right away I am requesting six additional Confinement Officers. That goes into my long-term plan of over a three to four year period, I don't know if you want to switch over to this or just tackle this one.

**Tom Harris:** No we don't.

**Dave Gladieux:** My official request is to add six additional Confinement Officers to the Allen County Jail.

**Tom Harris:** I think we will have ample opportunity to talk about that in the upcoming budget as well. Just maybe a thought in terms of those additional positions, how does that correlate with the opening of the Work Release standpoint. We see that opening in the next couple of months here. The idea is to take some pressure off of the Jail and move additional inmates over to Work Release.

**Dave Gladieux:** Eventually, yes. That is part of the additional ask later on. When that project is complete, it is not like we are just going to open the doors and start throwing the additional 130 plus inmates out there on top of the 100 that we have now. It is a long process.

**Tom Harris:** It should take some pressure off.

**Dave Gladieux:** Yes, however, I am not going to sit here and tell you that if I have beds available that they are not going to get filled. It is the old baseball

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field, if you build it they will come. I am just going off history. When my numbers are down, it unfortunately doesn't last very long.

**Tom Harris:** But just for understanding that it is not necessarily the correlation to people being hired to the number of guys in the Jail. You are saying that these six are getting you closer to the recommendation and not necessarily to the number of inmates in the Jail. This is what you need to run the Jail.

**Dave Gladieux:** This is a very small band aid. This will get me through until the next time I come in front of you.

**Sharon Tucker:** I just wanted to ask for clarification. When you and I talked, you had mentioned that some of these Officers were in the booths doing both sides of the work and this would help alleviate that. This is also an issue where we were having extreme overtime hours because of them doing dual duties. This additional six would help alleviate.

**Dave Gladieux:** Yes, it would help stop that or curb it a little bit. One of the additions to the Jail was designed for two Officers in each block. For those of you that haven't been there, there are blocks here and blocks there and a module in between where the Officers sit. One Officer is to keep an eye on this block and the other is to keep an eye on that block. It has never been manned correctly since day one. There is only one Officer there and he walks from one computer to the other computer to do what he has to do to keep track of what could possibly be 120 inmates.

**Bob Armstrong:** One guy.

**Dave Gladieux:** One guy and he will go in the blocks by himself and does the feeding and things like that. His one-on-one contact with the inmates is a little dangerous with those numbers.

**Kenny Fries:** That is why I had hoped that you would ask for more. I talked to Councilman Harris about this a little bit about Work Release. If you have a block of 56 people and you take six out for Work Release, you still have 50 inmates in this block and 50 inmates in this block. It is a safety issue to have two CO's than to have one. It is probably going to be difficult to hire six at this time but six is a very small stop gap measure to get us even close to compliance.

**Dave Gladieux:** He is absolutely correct. Again, this is a small band aid. I appreciate the six to get me going. As I have explained to some of you, we probably couldn't hire that many, right off the bat. With the process that we

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are putting them through, we are changing our hiring process and we hire them as if we were hiring Policemen. We are trying to attract ones that want to further their career from the civilian side to the law enforcement side. We have six or seven in the wings right now ready to go. We have a waiting list and I don't know that it has ever happened before. I really do think it is because of that hiring process and the possibility of them being called up to do other duties.

**Tom Harris:** And that is part of your career path.

**Dave Gladieux:** Yes, instead of two hiring processes we are really only doing one and we are starting to pull from the people that we already know. We know their work ethic, we know what they want to do long-term in their life and we just think that is a better route.

**Tom Harris:** In other words, those Confinement Officers now may end up getting promoted into higher positions. So these six Officers, as they come onboard, still gives you the ability to hire additional people but you are also moving them through there faster.

**Joel Benz:** I just have a couple of comments. Through my day job, I have had the personal interaction regarding the safety aspect of this. I feel that it has gotten worse over time here. I feel that all of the requests, he has a long-term trajectory plan and I think for the safety of people, these are probably the most needed things that he has presented. I am definitely in favor of these positions.

**Larry Brown:** One thing that Personnel Committee had and if it is here, I don't see it. Our population is up. Our revenue is up. There are a percentage of bad people in our population and as the population goes up, Jail population goes up. That is just the way it is. I am also in favor of this. I also appreciate the four-year plan that was brought before the Personnel Committee so that this body can begin to understand, absorb and plan for those kinds of needs.

**Sharon Tucker:** I would like to say two things before I make a motion. This passed out of Personnel three to zero. The second thing I would like to do is make a motion for consideration of a salary ordinance for six new Jail-Confinement Officers, POLE 3/2, \$42,727, 40 hours per week, non-exempt.

**Bob Armstrong:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0. The funding piece is next.

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**Nick Jordan:** Items three through thirteen, onto the next page. Items three through ten are for the Confinement Officers and eleven through thirteen is for the Resource Officer.

**Tom Harris:** Thoughts in terms of the amount of rollover that comes from the Sheriff's Department. Are you in a position to pay for these this year? That is just half of the year which would represent considerably less than what your rollover amount is.

**Dave Gladieux:** If I had a crystal ball but I don't. I don't know what my rollover is going to be.

**Tom Harris:** You have also had a lot of open positions.

**Dave Gladieux:** Not as much as in the past. Because of the changing of the hiring process, we may be one down right now over at the Jail. I would ask that you fund it and if all goes well, you get the money back at the end of the year. Other than that I would have to come back closer to October or November.

**Joel Benz:** Last year, if I remember correctly, we gave a \$750,000 increase to you for overtime and stuff like that. Has your overtime budget been down this year?

**Dave Gladieux:** I anticipate the overtime, you are correct I might be able to make it with much less overtime. Last year a lot of overtime was used for being short and a lot of vacant spots. Today I am full. I am just across the street and if you would like me to come back for the next couple of months...

**Joel Benz:** I actually did think that this was coming out of the General Fund because it says appropriation in the General Fund. I assumed that was what we were doing.

**Tom Harris:** Point of clarification. Is that the case? Is this request coming from County General or from the Sheriff's fund?

**Nick Jordan:** The Sheriff's operations are paid from the County General Fund. The Sheriff, Work Release and the Jail are all paid out of the General Fund. He has some special revenue funds but by no means do they create enough revenue to possibly even fund one Officer.

**Sharon Tucker:** So right now you still have to find and hire, right?

**Dave Gladieux:** Right now I believe I have seven people on a list.

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**Sharon Tucker:** You may or may not be able to fund it.

**Dave Gladieux:** I have it now but would run out eventually. That is if I don't have rollover built up by then. This is a hard thing to predict.

**Larry Brown:** We can beat this horse to death but in approving this in the 100 fund means that it can't be used for anything but the 100 fund. I will offer a motion to approve the appropriation in the Sheriff's General Fund, items three through thirteen.

**Bob Armstrong:** Second.

**Tom Harris:** We have a motion and a second.

**Joel Benz:** I have a long-term intent of reducing rollover. I think it balloons our budget. I am going to vote no to this just because I would like to see rollover come down in everybody's budget. It is not that I don't support this fully and if you got towards the end of the year and needed the funds, I would certainly support it. That is my long-term intent.

**Tom Harris:** All in favor say aye, those opposed, like sign. The motion passes 5-2 (Benz and Kerley).

**Dave Gladieux:** Did you want to discuss the long-term plan?

**Tom Harris:** Not at this point but when we get into the budget, we will. We are going to take a recess for about five minutes.

RECESS

**Tom Harris:** Before we start on our next item, I wanted to clarify on the DOC has a new funding formula that is effective today with Jail inmates. It is significantly changing Level Six Felon reimbursements to us. Nick that is something that is coming from the DOC and we should not be concerned that the Sheriff has to submit anything by today.

**Nick Jordan:** Exactly. The current process is the Sheriff's Department bills monthly to the DOC for reimbursement. They will make one payment based on the historical data, so to speak. We will see how that meets up with the inmates that we have had.

**Tom Harris:** I wish I would have mentioned that to the Sheriff. I would be interested to see if this is going to help us or hurt Allen County.

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**Nick Jordan:** Time will tell. The current process is they would submit it based on DOC Level Six inmates that we have here. What the State would tell us is that they are going to pay for this one and not for that one, if that was the case. We would get the revenue that we would get but I don't think we ever argued with the State.

**Tom Harris:** But now they are going to look at it more on an annual basis?

**Nick Jordan:** Exactly.

**Tom Harris:** We will have to be watching that. Next item on the agenda is Building Department.

**John Caywood:** John Caywood, Building Commissioner.

**Kara Simonoff:** Kara Simonoff, HR Generalist and Compensation Specialist.

**Tracy Mitchener:** Tracy Mitchener, Assistant HR Director.

**John Caywood:** I am here to have you consider three positions and additional funding for some of the items on the capital list and some that were not on the capital list. I guess I will jump right in. Item one, the Commercial Building Inspector is necessitated by the continued economic growth in the area. There has been demand from the Building Contractors Association to reduce the amount of time it takes to get an inspection and the volume that we have had for the last 24 months.

**Tom Harris:** Explain that. They asked you for reduction in the amount of time it takes.

**John Caywood:** When we have people on vacation or we have a large volume of inspections, it may take more than 48 hours to get out to a job to do something as simple as check framing before drywall is hung. You have a crew that is put on hold or put somewhere else because we can't get out there in a timely manner. The volume of concrete, which takes precedence over other inspections, we try to keep a two-hour window on that. If it is a sunny day, we may be chasing concrete all day and then catching up on a day like today on the drywall inspections that we can get to. Adding this will significantly help us.

**Tom Harris:** Let's talk through the first three and then we will come back to discuss these individually.

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**John Caywood:** Item two is a Senior Property Maintenance Inspector. This is something that I think we reviewed last year and I hope to explain it a little bit better this year and I feel that I did to the Personnel Committee. I feel that we demonstrated why we need this because there were some duties that the Commercial Inspectors would do such as restaurant inspections before they open up. We talked a lot about abandoning restaurant inspections for the Building Department because they are not required. In talking with Mindy Waldron, I saw the value required in doing that. It is something that would take away the time that a normal Inspector would do. We put procedures in place several months ago so that those inspections continue. The result of that is we are finding lots of stuff where people are doing substandard work or work without inspections. We are coordinating to keep restaurants safer and in compliance with the Health Department. We also changed on how we do stop work orders, condemnations and other things that traditionally the Inspectors would do themselves. That takes away from our primary goal which is getting inspections passed or failed for permitted work out there. In the past, it was kind of well-known in Allen County if you are a house flipper and you get caught, you sit on that house for two or three months and there are no follow up by the Building Department. We have since changed that so there is follow up on all of it but it takes time and resources to do.

**Tom Harris:** And then the third item.

**John Caywood:** The third one is the Operations Manager for the Allen County Community Development Corporation. That has been staffed, sometimes, by as many as four people. When I took over, we had two individuals that were part-time. As we reported in February of this year, we doubled the number of our sales which also reduces the number of properties that we have to manage. With that we eliminated the admin position and so we have one person who can take care and manage it all. I will note that it is at the 37.5 hours as opposed to 40 hours that everyone else in the Building Department works. Through the use of technology and the way that we market things a little differently, we can reduce that to one person.

**Tom Harris:** John, as you have come onboard, there has been a perceived need and the needs of the community and these are three additional positions. How would you prioritize these? If you were to put these in order one, two and three, which are first priority, second priority and third priority?

**John Caywood:** I would say that the way they are listed right now. The Commercial Inspector would be first. The Senior Property Maintenance Inspector would be second and the Operations Manager would be the third position. I would add that the Community Development Corporation self-

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funds that position through the sales of the property. That one would not have a negative impact on the General Fund.

**Tom Harris:** Except, do they need a vehicle?

**John Caywood:** They will not need a vehicle because one of the vehicles that I have they would share with the Assistant Commissioner. We spend a lot of time in the office and for example, we have two open houses this week which is something that we have never done with the Community Development Corporation. Yesterday was an open house at 1820 Clay Street got eleven individuals in and people were trying to give us bids at the open house. We redirected them back to follow procedure. The current Operations Manager, which is part-time, went out with the County vehicle shared by the Assistant Commissioner or me to do that so we will not be asking for a vehicle for that.

**Tom Harris:** Council, any questions or comments on these three positions?

**Kyle Kerley:** What were the votes?

**Kara Simonoff:** The vote for the Commercial Inspector was three to zero. For the Senior Property Maintenance Inspector, it was two to one. For the Operations Manager it was three to zero.

**Joel Benz:** John, talk a little bit about the Commercial Building Inspector. In Personnel Committee we had talked a little bit about the number of permits that have been filed and your ability to respond to those.

**John Caywood:** Okay, right now I have about 300 inspections on my dashboard and probably 150 of them are ones that need to be done today, right away or next up. The rest of them are for a roof or a water heater kind of thing where we need to follow up with the property owner to get back in to do that inspection. Roofing has to be pushed off by as much as a week or two weeks but that just puts us further behind.

**Tom Harris:** That is the first position.

**John Caywood:** Even as we try to make it more contractor friendly such as allowing third party inspections and we are exploring photo inspections, it still requires that Senior Commercial Inspector, who would be the Supervisor of the position that I have there to stay in the office for two or three hours to take sprinkler reports, match them up so we can do a final inspection and answer a lot of calls on inspections. There is so much development right now such as last night someone called and wanted to meet at the end of the day at a restaurant/bar because they are interested in renting it out. They want to

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do their due diligence to make sure they are not going to have additional expenses. While that is not an inspection, it is still what I call good customer service and helps development for us to send a Commercial Inspector out there to meet with them and look the building over and tell them they are going to have to do step one, two and three in order to be compliant with the Building Department as opposed to letting them go forward saying we don't do that kind of thing, we just issue permits. They then do what they think they need to and get hit by the Building Department. That is not what we do. We want to encourage development and being in compliance. That takes extra time which takes away from inspections also but I think it is a big value to our community.

**Joel Benz:** What about your overall numbers year over year?

**John Caywood:** The overall numbers are pretty steady. Right now, with the number of permits for structural however some of the trade permits have increased also but the permit value of the jobs has increased. We are close to \$600 million right now. We will exceed the billion at this rate. The complexity of what is going on is we have a new hospital that is going to be put up and the other one torn down. Hospitals are very complex with inspections and all of the med gas and piping. You are familiar with that. We have Parkview putting up a whole new wing. We have schools going up not to mention basic retail. It is nothing to have \$10 to \$12 million in permits come across my desk to be approved daily. We are at the level of sustainability of where we were the last two years of hitting a billion having the same kinds of issues with latency of getting permitting done in a timely manner. The complexity is kind of being driven up.

**Kenny Fries:** I don't have an issue with these. I just have a question about manpower. Do you ever have them work varied hours? Like someone starts at 10 until six or work Saturdays or anything?

**John Caywood:** We do have some Saturday's right now and that is why I am requesting some additional overtime. We have done things where we try to be innovative such as we had one of the big builders call and they wanted to get something open. We had someone stay until 7:00 getting those all done so they could get occupancy because they had something planned for the weekend. That drives my overtime up when we have to do that.

**Tom Harris:** As we are looking at some of your overall needs here, maybe just talk in terms of these other items. You have vehicle requests, software and some other items on here.

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**John Caywood:** Sure. I know you bring up a lot of times and I have in the back of my head that every time I bring personnel issues up for additional hiring, in property maintenance the volume of complaints would go down or we would do something different. Right now we have two of the three people are at retirement age or over and so through attrition we could correct that easily. One person in the Commercial Structural Division and is a current Inspector is over the retirement age has indicated there is some interest in retiring. That may be something if the economy goes down that we consider not hiring additional or filling that position in a year when it is empty. That is always in consideration. In dealing with the additional, FICA and PERF are self-explanatory. We have burnt through a significant amount of overtime not only with Inspectors but also in the office processing licenses and the number of permits that we have. Part of that are problems with latency with our system that we are addressing. When it would take two minutes to process a permit might take ten or fifteen minutes.

**Tom Harris:** Talk a little bit about that. Some of the investments and some of the funds that have come to your function were to expedite and improve the efficiency and reduce the demand on labor and such. Is that happening?

**John Caywood:** Like the \$40,000 I came for, we made great strides in reducing the number of scripts and other things. I think the biggest thing this year has been a load balancer. We had new server put in at the recommendation of our third party software vendor and third party IT vendor and that has not been going very well at all. I personally pushed back with both vendors and we have had a number of meetings to improve that but we are really striving for consistency now. Last weekend we had staff lined up to work Saturday morning and when they came in a report server was down. We sent them home and then on Monday morning there were two hours of nothing going on until that report server was restarted. We had a series of meetings on that. I see some better consistency coming through better communication but that seems to be the common theme right now trying to get technology to catch up with our willingness to work overtime and make it happen. Can you say anything about that Larry?

**Larry Brown:** In the bigger picture, we have asked for review and analysis and investigation on not what we do today or tomorrow but what we should be considering technology-wise for the future. Is there something out there that is better than Accela? That is still being investigated. That is not a ten dollar fix. It affects all of the departments and not just the Building Department but they are the ones that suffer the brunt most of the time. We get situations where contractors want to do things online to speed up the process and make things more efficient. When the system freezes up, so to speak, they can accomplish what they want to do. You go to the front desk

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and guess what? Those gals are all frozen up too. Sometimes it has been as bad as hours sitting there waiting. It is a problem and is being reviewed and addressed.

**John Caywood:** I know we weren't here today to discuss the IT but that is part of why I am asking for the additional overtime. Another aspect of the overtime is I think they must have switched the gas and brake pedals around. We have a substantial amount of vehicles into buildings lately. One liquor store had two into the same store in a week's time. We have better relationships with the Fire Departments in the Townships to call us out so we can get there and assess the structure in real time and be able to secure it. We have safer buildings out there right after the fires. We have sent out Inspectors on Saturdays to do enforcement on doing things without a license.

**Tom Harris:** How about the next two items further down on your list. You mentioned software. How about vehicles?

**John Caywood:** I have three vehicles to replace and two new vehicles. The vehicles to be replaced are in excess of the 124,000 miles. I have one with 178,000 and one with 164,000. I think another one is 149,000. Two are 2010's and a 2005.

**Tom Harris:** The request for two new vehicles?

**John Caywood:** Would be for the positions that you may approve.

**Tom Harris:** Number one and number two?

**John Caywood:** Yes.

**Tom Harris:** Sharon, is there a question on that?

**Sharon Tucker:** I am confused on the vehicles. You said you had two older vehicles with extreme mileage on them?

**John Caywood:** Three older vehicles and I did request them as part of the capital five-year plan. Then there are two for the new hires if they are approved.

**Sharon Tucker:** On the three, did you go through the process?

**John Caywood:** With Dawn? Yes.

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**Sharon Tucker:** I have a question back on the original thing. I supported these in Personnel but I know last year we gave you money for software and we gave positions and now we are going to potentially give additional positions. I am concerned now that we are going to keep slow rolling.

**Tom Harris:** Councilwoman Tucker, I would add that the office renovation was substantial and I think it was a discussion that Council had. Go ahead, John.

**John Caywood:** I hope this is it because it will put four individuals in each one of the trades in structural and residential. We will be pretty balanced out and I don't really anticipate additional manpower needed.

**Sharon Tucker:** While you were talking about the software stuff, I can see that we haven't used all of that money. Do we really need to give additional software money if you still have money in that line item?

**John Caywood:** This is different from the software money that we requested last year. That was for specific things and I think I was the host for that for the other people on the leadership team. Some of that went for Planning, Health and other departments shared in that for improvements to the system. This \$763 is for Microsoft Office on the two laptops that we would need for the new employees.

**Joel Benz:** In Personnel Committee, the Senior Property Maintenance Inspector, I vote no on that. I wanted to lay out some of the reasons so that Council knew why I made that vote. Once you have that department structured in your department, it will have two people. The other departments all have more than that. It is a small piece of what you do. Please share briefly what you are going to have that individual do, the job description.

**John Caywood:** It is actually a really time consuming department that in the past had taken away from getting the inspections done because the Building Inspectors would have to take on some of these administrative things. For example, yesterday we had a complaint that one of our existing high profile cases, the pig farm on Roussey Road which I am sure you have all heard about, we had complaints that the buildings were open and people inhabited them. Instead of sending a Building Inspector out, I sent the Property Maintenance Inspector out who keeps a good accurate file with photos and is one person dealing with the case. They found the building was indeed open and people were in there using it. From 3:00 until about 7:10 last night, I had staff onsite as we had to re-secure and board up the house, garage and accessory building. I had discussion with the Sheriff because the person was pushing back on that. We have to keep people out of there. If there was a fire

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or an open door burglary call, the building inside the accessory building has two 2X4's holding up a mezzanine office and could kill a first responder that wasn't familiar with what was going on in there. Having staff available to properly address that and be able to keep the detailed files that we need is just one aspect. I know you have heard about other high profile cases of garages out west and those kinds of things. All of those take a lot of time to manage which takes away our primary task of getting inspections called in and passed. I am glad we did things this way because our Unsafe Building Fund, where the fine and penalty money was going into grew to a little over \$300,000 and in a talk with the Commissioners last month that is no longer going to go into the Unsafe Building Fund but will go into the General Fund. I would like to substantiate these positions, with that going into the General Fund will help to cover those costs. Typically we carry \$50,000 but the meat packing plant on Carroll Road that we had to clean up because unlicensed people got in there and mingled the asbestos with all of the demo debris created an emergency situation. In working in collaboration with the Health Department that was a \$72,000 bill that the taxpayers won't have to pay for because it came out of the Unsafe Building Fund. These are some of the things that department would do.

**Joel Benz:** My concern there is that you have a person in place and doing a pretty good job and managing effectively, from what I heard. I don't know that a second person in that department is required. That is where I am on that.

**Tom Harris:** John, I was going to make a comment that I think I have supported every request that you have brought to date, nearly all of them. My concern is the demands won't stop. The challenge on Council is how to manage that growth. I am leading towards support of the first one in order to meet some of those demands but I will be voting no on numbers two and three. This is on the basis that I want to continue to see, you have done a tremendous job and how can we continue that without continuing to add additional resources nearly every quarter. That concern over the cars as well. The previous person in your position had cars that were higher than that in mileage. The cars being built can sometimes run higher. That would save one vehicle any way.

**Kenny Fries:** My comment about the cars, I don't know if you go by the 125,000 miles or if you go with maintenance records. Maintenance records are important and if that is part of it, we should probably know that. These high mile cars are costing us because of the maintenance that is being done on them.

**Joel Benz:** We have a scoring system.

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**John Caywood:** The reason I didn't bring that is because the scoring system that once it gets over a certain mileage, the score is given the max score.

**Sharon Tucker:** I still think we should be privy to that information regardless of what that score is. I think it just helps support your case. We've asked every other department to give that to us when we are trying to decide if we are or are not going to give them a new vehicle or a replacement vehicle. I think that information, in the future, should be included.

**John Caywood:** As far as the Property Maintenance position and the other one, the Community Development Corporation is self-funding. The Property Maintenance position, when I started in 2015 as an Inspector, the first nine months I had a caseload of 139 that kept me pretty busy. Right now they are running at about 1,200 on their caseload. As you get calls from constituents asking why this building is not up to code or has 30 cars sitting around it, those are the people that respond to that. I will have a difficult time responding to that number of complaints consistently and serving that without that position.

**Tom Harris:** Numbers two and three are management leadership types of positions.

**John Caywood:** Yes they are.

**Kyle Kerley:** Is the Property Maintenance Inspector a Senior or Regular position?

**John Caywood:** There are two regulars and this would be a Supervisory position.

**Tom Harris:** Councilwoman Tucker.

**Sharon Tucker:** I would like to make a motion for consideration of a salary ordinance for Commercial Building Inspector, PAT 3/2, \$44,896, 40 hours per week, non-exempt.

**Larry Brown:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0.

**Larry Brown:** I will make a motion for consideration of a salary ordinance for Senior Property Maintenance Inspector, PAT 4/2, \$51,604, 40 hours per week, non-exempt.

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**Kenny Fries:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 4-3 (Harris, Benz & Kerley).

**Larry Brown:** Rollcall vote.

**Nick Jordan:** Sharon.

**Sharon Tucker:** Aye.

**Nick Jordan:** Kenny.

**Kenny Fries:** Aye.

**Nick Jordan:** Larry.

**Larry Brown:** Aye.

**Nick Jordan:** Tom.

**Tom Harris:** No.

**Nick Jordan:** Joel.

**Joel Benz:** No.

**Nick Jordan:** Kyle.

**Kyle Kerley:** No.

**Nick Jordan:** Bob.

**Bob Armstrong:** Aye.

**Tom Harris:** The motion passes 4-3 (Harris, Benz & Kerley).

**Sharon Tucker:** Consideration of a salary ordinance for ACCDC Operations Manager, PAT 3/2, \$42,090, 37.5 hours per week, non-exempt.

**Bob Armstrong:** Second.

**Tom Harris:** We have a motion and a second. Council, are there any questions or comments?

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**Larry Brown:** Yes. John, it just jumped out at me that this is 37.5 hours instead of 40 hours. What is the reasoning for that?

**John Caywood:** They don't need to do it in 40 hours. Right now we have a part-time person doing it at 30 hours but eliminating the admin position, the 37.5 is appropriate. That position will also not be set hours because I want that person going to neighborhood association meetings and other fraternal type meetings to try to market these things. It is kind of a unique position.

**Larry Brown:** With that expectation, those will be after normal working hours.

**John Caywood:** Yes, it is after normal working hours but will not be overtime.

**Larry Brown:** Because you will adjust the schedule accordingly.

**John Caywood:** Yes, like right now we are not open five days a week.

**Larry Brown:** Thank you.

**Tom Harris:** All in favor say aye, those opposed, like sign. The motion passes 6-1 (Harris). Next up, I think you have discussed this already but Council, are there any further questions on items five through twelve?

**Larry Brown:** Four is part of it.

**Tom Harris:** Are there any questions or comments?

**Sharon Tucker:** I have a question that is maybe for the Auditor. I would like to do them separate, if we can because I am not in support of the vehicles or the software.

**Nick Jordan:** You have to do number four separately because that is a reduction. Then items five through twelve, you can do those separately.

**Kyle Kerley:** Wouldn't we have to do five through twelve first though because if some of the five through twelve don't pass, it will change four.

**Nick Jordan:** Yes, you can. That is fine. We can reduce the amount.

**Tom Harris:** Or reduce the amount after you choose.

**John Caywood:** Could I briefly comment on this? I would ask, as you are going forward, I would at least need two vehicles for the new employees that

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you are passing right now. I understand if I need to come back and justify the replacements but it would be defeating to double-seat Inspectors. I need them going to their different jobs. If you would consider that in this vote, I would appreciate it.

**Larry Brown:** Not to be defiant but I will offer a motion to approve the appropriation requests for items four through twelve.

**Tom Harris:** We have a motion.

**Bob Armstrong:** Second.

**Tom Harris:** So, Larry, you simply want to move for the entire package.

**Kenny Fries:** The only other thing I have is about the vehicles. I have a concern about the miles. Keeping that in mind, it is going to be difficult to separate the two out unless we did a not-to-exceed on the cost. I'll be in favor of it.

**Tom Harris:** I guess where I was at, in terms of the vehicles, is I would have to vote no on this unless you are willing to pull the three out and take the two new I do understand you are bringing on a new employee and you need resources. Maybe hold off on the three and bring them back a second time.

**John Caywood:** If it would make the Council more comfortable, I would be willing to do that.

**Joel Benz:** You have a vote on the table. I will just say that I think the reason why that policy is in place is because once you get above a certain mileage, the vehicles become less able to be sold and you get a reduced amount for them. That is why that policy is in place. We revisited that pretty extensively three or four years ago.

**Tom Harris:** I appreciate that but I would like to remind Council that in the month of July, the County-wide fleet management proposal is going to be coming before us to discuss that policy, process and such.

**Sharon Tucker:** I agree that I would not be able to support the motion as it is with those vehicles, especially when we require every other department to follow the procedure. We have to make sure that every department follows the procedure.

**Tom Harris:** We have a motion and a second.

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**Kyle Kerley:** Rollcall vote.

**Joel Benz:** I want Sharon to clarify what she is saying. What procedure are you...

**Sharon Tucker:** Bringing the paperwork to us to review the mechanic's review from the garage. We have looked at every single one of those.

**Tom Harris:** We have had a request for a rollcall vote.

**Nick Jordan:** Sharon.

**Sharon Tucker:** Nay.

**Nick Jordan:** Ken.

**Kenny Fries:** Aye.

**Nick Jordan:** Larry.

**Larry Brown:** Yes.

**Nick Jordan:** Tom.

**Tom Harris:** No.

**Nick Jordan:** Joel.

**Joel Benz:** Aye.

**Nick Jordan:** Kyle.

**Kyle Kerley:** No.

**Nick Jordan:** Bob.

**Bob Armstrong:** Aye.

**Tom Harris:** So it does pass four to three (Tucker, Harris & Kerley).

**Larry Brown:** John, if you would, email all of us the inspection report from the garage on the vehicles.

**John Caywood:** Sure.

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**Tom Harris:** Next up is the Election Board.

**Beth Dlug:** Beth Dlug, Director of Elections.

**Kara Simonoff:** Kara Simonoff, HR Generalist and Compensation Specialist.

**Tracy Mitchener:** Tracy Mitchener, Assistant HR Director.

**Beth Dlug:** There are a couple of things I want to start off with. There is a new position for Election Security and Technology Manager. Even though security is not a new topic for Election Administrators, 2016 was a game changer. As indicated in the Mueller Report, Russia attacked U.S. elections in 2016 using multiple strategies including social media, covert operations and cyber-attacks. As we look forward to 2020, we expect that cyber criminals will intensify efforts to steal voter information, breach voting systems and influence election outcomes with new modifications of the 2016 efforts.

Hyper-election security is now our top priority. In 2017, the Department of Homeland Security designated election equipment as critical infrastructure. DHS has responded with a wealth of information and best practices that should be implemented in all jurisdictions. In response to these recommendations, Indiana passed legislation in 2017 and 2018 that required more ballot reconciliation, chain of custody, secure physical storage and contingency planning. Indiana Legislators passed a total of twelve election bills this year. Three deal directly with security issues. All of this legislation adds more accountability to election administration. County Administrators are literally on the front lines of defending our election infrastructure and are responsible to make sure that we are adhering to the new rules and regulations. It has become apparent to me in the last two elections that this increased responsibility can no longer be absorbed by my current full-time staff of four. We need a professional who will focus on parts and prioritizing an enormous amount of guidance for assessing risk, managing physical security and developing contingency plans. The person hired for this position will work with the Secretary of State's Office, other County Clerks, County IT and DHS and cyber security experts to develop and monitor best practices for our office. The Election Security and Technology Manager will be responsible to document and review security fundamentals for our office, limit physical access to election equipment and regularly audit sensitive and critical election systems. They will test election systems for security vulnerability. They will review and document compliance with DHS Best Practices and FBI Security Alerts both internally and with our vendors. They will plan for electricity, telephone, computer and communication disruptions including at polling locations. They will train staff how to detect and respond to problems. They will conduct pre-election equipment tests and post-election equipment audits. They will help build processes that will lessen the likelihood of a

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successful attack and to mitigate the damage of any that were to occur. On the data management side, this position will review and update our internal database infrastructure to improve data flow and analysis. They will manage our data storage processes. They will prepare statistical and analytical reports to improve operations and security. They will be responsible for our GIS data, redistricting and drawing new precinct lines. They will extend the capabilities of our online training portal, social media presence and webpage content. They will be responsible to fulfill all public information requests. On the technical side, they will be responsible to ensure that the voting machines, electronic poll books and election management equipment are properly inventoried and secured. They will work with vendors for upgrades to election equipment. They will ensure that network segmentation is appropriate for the security of our data. As technology advances, they will be responsible to find and address new vulnerabilities. They will research and advise the Director about any additional IT initiatives that are required. Very importantly on the election side, the person hired for this position will be an elections expert especially understanding all statutory deadlines. They will adjust deployment of resources to address each individual election. They will plan to meet the demands of peak voting season and support other staff members. They will react quickly to changes in election legislation. They will provide technical support and testimony during election recounts and contests. It is important to remember that voting machines and tabulation systems are decentralized and not connected to the internet or each other. Our systems are certified to the latest Federal and State guidelines. We train bi-partisan teams on security measures in each step of the voting and tabulation processes. We perform post-election audits. This is all very good but is no longer good enough when we look at the processes now recommended by the DHS and codified by the State of Indiana. That is why I am looking for this additional position.

**Tom Harris:** We will open this up for questions. The first one I would like to ask is do you see this position being hired internally from your existing staff?

**Beth Dlug:** No I do not.

**Tom Harris:** Okay. This person would come from outside of the County employees or is their talent within County employees?

**Beth Dlug:** I am hoping there is talent within County employees.

**Tom Harris:** I am not suggesting that you need to or should focus on that. I am simply asking if the talent is there. You listed off a whole lot of talent.

**Beth Dlug:** Absolutely.

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**Tom Harris:** Is that somebody that comes from the tech world outside County employees or is that something that someone in the County is going to post for and end up in?

**Beth Dlug:** First of all, there is nobody on the outside that has this. Anybody that comes into this position is going to be trained to do this. They are going to have to have the tech experience and then go into the election experience.

**Tom Harris:** So it is not a pre-requisite to understand the election process and know all of that.

**Beth Dlug:** Right. I don't expect to get somebody off the street that is going to know all of those things. Are there people in the County that understand the elections and would be capable of doing the IT? Probably. Are they going to be interested in this position? I don't know. I don't have anyone in mind. Am I going to find someone from the outside? It will be difficult with the salary that has been suggested. I think Human Resources will say that this is the number we came up with but if we are not able to find someone, we may have to re-look at PAT 4.

**Kenny Fries:** I also wondered how at \$48,000 a year we are going to find an IT specialist at that price.

**Beth Dlug:** It would be nice to be able to find someone within the County that is going to start at a higher rate than the starting rate of \$48,000.

**Kenny Fries:** Is it possible for us to put in a range?

**Tracy Mitchener:** That would be a Special Occupation then.

**Tom Harris:** That would be a paradigm shift.

**Tracy Mitchener:** I think this is another example of how the PAT grid might need to be looked at.

**Sharon Tucker:** This passed out of Personnel Committee three to zero.

**Tom Harris:** Council, are there any other thoughts or questions?

**Sharon Tucker:** I would like to make a motion for consideration of a salary ordinance for Election Technology Manager, PAT 4/2, \$48,379, 37.5 hours per week, non-exempt.

**Kenny Fries:** Second.

**Tom Harris:** We have a motion and a second.

**Joel Benz:** I will say that what Beth described is a lot of what she does. There is a lot that is entailed. I went in and sat down with her going over things. I initially was against doing anything like this but as I sat with her, I feel there is enough shift in the way we are handling things. One thing she didn't mention is that her department has had the same number of positions for decades. Things have changed in our world and I think she has done a pretty good job of handling that department and staying the same size. I think it is a needed position.

**Tom Harris:** The challenge that we see, in my opinion, is that it is almost a self-fulfilling prophecy that we are saying all the stuff around an election is a problem. It is now becoming a problem whether it was or not. We have to almost prepare to deal with it as if it is a real problem. That said, I will be in favor of it as well. **All in favor say aye, those opposed, like sign. The motion passes 6-1 (Armstrong).** Next is the appropriation.

**Beth Dlug:** This is to purchase some voting machines. Our current machines were purchased in 2007. Our Presidential voting population was 253,000 at that time and we bought 675 machines. Our current voting population should rise to 270,000 for the 2020 Presidential. Although the turnout of registered voters shows decreases over the years, the actual number of people voting has actually increased. For example, in 1988 we had an 81% turnout with 117,411 voters voting. In 2004, we had a 58% turnout but had 131,987 people voting. In 2016, we had 54% turnout with 150,739 voters voting. We have increased the total number of voters voting over when we originally purchased these. In 2016, we deployed 673 of our 675 machines to the polling locations on Election Day. We leased 40 additional machines from the vendor to handle early voting, training and traveling board machines and we still had three-hour lines for early voting. Since 2016 we have changed the satellite voting locations to accommodate more voting machines and added longer voting hours. Our deployment calculations say that we will again need 650 plus machines on Election Day and at least 50 machines for early voting. Those early voting machines cannot be reused on Election Day. We anticipated that we would lease the extra machines again in 2020 but that is no longer an option. The vendor's business model no longer allows us to lease.

**Tom Harris:** Why is that? Have they just chosen not to do that?

**Beth Dlug:** They are in the business of selling machines. Some vendors will do both but they leased the machines to us as a favor in 2016. It wasn't something that they normally did but as we saw 2016 approaching and realized that we were going to need more machines, we begged. The fact that

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we lent them machines at a time when they needed it in a Tennessee election, they borrowed some of our machines.

**Tom Harris:** Was there a lease involved and rent?

**Beth Dlug:** We got money for it.

**Tom Harris:** Okay, great.

**Beth Dlug:** We do have the opportunity to purchase those 40 machines for \$2,900 each instead of \$3,900 for new machines. They are giving us the \$20,000 that we paid for that lease as a credit on top of that. We will get a four-year warranty on the 40 machines and if we purchase them now, the machines will be grandfathered and we will be able to use them without the new VPAT System. VPAT stands for Voter-Verifiable Paper Audit Trail. That is going into effect on December 31, 2029. Any machines that we purchase at the end of this year will have to have the VPAT on it.

**Tom Harris:** And that is where a printout of your vote would happen. Is that what that is?

**Beth Dlug:** Yes.

**Tom Harris:** But that is not until 2029.

**Beth Dlug:** Right that is when it goes into effect.

**Tom Harris:** So the demand is climbing. Is there any further thought of having fewer locations you would get more out of each machine?

**Beth Dlug:** It is interesting because the last time I talked to Council we talked about Marion County going to vote centers. The first vote center for the election was the primary. They ended up buying additional machines to go to vote centers. Their vote center plan was 287 locations for 2018 and for the municipal election they had 277 locations. They lost ten locations for a municipal election which is not much. We lose almost thirty locations when we go into a municipal election. And because you can't determine how many machines go to what location, you have to guess. With our model we can say that we know we have 3,000 people assigned to go there and with a 50% turnout that means 1,500 people are going to show up and I am going to put as many machines that I can to cover those 1,500 people. If you don't know how many people are assigned and you could have anywhere from 1,000 to 5,000 or even 10,000 people, how do you determine how many machines you

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are going to put there? Initially you are going to have to put more machines but you may be able to lower that as time goes on.

**Tom Harris:** Based on your trends.

**Beth Dlug:** Right. It is all guesswork before that.

**Sharon Tucker:** What is the lifespan of one of those machines?

**Beth Dlug:** Well that is in question. Right now there is a lot of Federal talk going on that it is a ten-year lifespan. Our machines are already ten years old but we just had them refurbished in 2017. That gave us another ten years of life. Who knows what is going to happen in those next ten years? Who knows what is going to happen with those VPAT's? It is definitely an evolving situation right now. Maybe there will be some Federal money that will go into purchasing new voting machines like they did back in 2007. It is a struggle across the country to replace machines that everyone already has in place.

**Tom Harris:** The item before us is item two down through item four, Election Tech Manager. Is that the balance needed for the overall...

**Beth Dlug:** That is for the rest of the year.

Nick Jordan: It will be July before you even get someone hired on. The \$24,190, FICA and PERF and the \$96,000 is the equipment.

**Sharon Tucker:** I will make a motion for items two through six for the Election Board.

**Larry Brown:** Second.

**Tom Harris:** All in favor say aye, those opposed, like sign. The motion passes 6-1 (Armstrong). Next up is Building Maintenance.

**Vance Hernandez:** Vance Hernandez, Director of Buildings and Grounds.

**Brenda Wright:** Brenda Wright, Operations Manager.

**Vance Hernandez:** Today we are here to ask to spend some money for a new copier. Our copier is at the end of its life. It is a ten-year old copier and the technician tells us there are no parts available. If this thing dies, it is dead.

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**Tom Harris:** And you get to know the other departments around you even better.

**Sharon Tucker:** I would like to make a motion for the appropriation reduction in Council General Fund for \$5,998 and for the appropriation in Building Maintenance General Fund for Miscellaneous Equipment for \$5,998.

**Bob Armstrong:** Second.

**Tom Harris:** What is the life expectancy of a \$6,000 printer?

**Vance Hernandez:** The life expectancy is around seven to ten years.

**Kyle Kerley:** We just gave HR a new printer. What happened to the one that they replaced?

**Brenda Wright:** You would have to ask Purchasing.

**Tom Harris:** It may have died.

**Kyle Kerley:** No, we had to get the ADA compliant one. Do they have two printers in there now or did they replace?

**Tom Harris:** I see some heads bobbing.

**Tracy or Kara (from the audience):** The other printer was towards the end of its life and needed to be replaced anyway?

**Tom Harris:** All in favor say aye, those opposed, like sign. The motion passes 7-0. Next up is Environmental Management.

**Tom Fox:** Tom Fox, Director of Allen County Department of Environmental Management. I am here to get Council's authorization to apply for a grant from the Indiana Department of Environmental Management. Before I do that our liaison, Councilman Brown, suggested that I give a little overview and recap of what we have been up to for the last fifteen months. We have been the new kid on the block since March of last year. I know the hour is late and we have been doing a lot of things but I will try to make this as brief as possible. In 1991, the State of Indiana created the Solid Waste Management Districts. The Allen County District was formed at that time as a single County District. You could be single or multi at that time. Fast forward to 2017, the State changed and created a new legislation which allowed Solid Waste Management Districts which were single County Districts to be consolidated into County government as a County department.

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Allen County became the first and the only County government to do that. In March of last year the Allen County Department of Environmental Management was born. Over the last fifteen months we have been doing a review of each of the existing programs and trying to make changes where they were appropriate. I would like to quickly go over those. The first one is the Household Hazardous Waste Program. For years the District held a one-day Tox-Away Day in September. Citizens could turn in unwanted household waste such as cleaners, fertilizers and those kinds of things. It was very successful however we have gotten to the point with a population of 370,000 people that one day a year just wasn't adequate. In July of last year we initiated a weekly program which we entitled Tox-Away Tuesday at our facility on Carroll Road. From nine to two, every Tuesday, we accept household hazardous waste from residents of Allen County. By the end of the year we had collected about 20 tons of material. So far in 2019, we have collected ten tons. We are also collaborating with the City of Fort Wayne for a Saturday program for six Saturdays this year. We have had three so far and that program has also collected in excess of ten tons. In addition, we have initiated a Thursday program for businesses to dispose of their hazardous waste. Also, we have extracted materials that we get unused, for example we get 50 pound bags of fertilizer that have never been opened or cleaners that have never been used. We set those aside and are working with not-for-profits to get those in the hands of groups that can use them. We are continuing the community drop-off sites for recycling. We have six staffed recycling trailers throughout the County on Tuesday through Saturday. We have an agreement with Republic Services to carry out that program. We conduct sustainability audits of businesses interested in improving their operations and become more environmentally friendly. The numbers of these audits have increased dramatically. We did nine audits in 2018 and have done almost that many already this year. We are becoming more active in community development. We are being contacted by groups such as Fort for Fitness and Riverfront Development into the planning stages of those. As far as education and community outreach, we have stepped up those efforts significantly. We continue to have a presence at festivals handing out information but also increased our social media presence. We are currently in the process of redoing our website to make it more user-friendly. Last year you may have seen part of our campaign, Say No to the Straw. We want to get people to think about eliminating single-use plastic straws. This was very successful in that it brought a lot of attention to our programs. People went to our website and found out about other programs that we are doing. We distributed reusable aluminum straws to restaurants that have altered their practices. This year we are initiating a program that we call BYO Utensils. This is targeting plastic utensils. I brought SPORFs for all of you. They are made of recycled materials and can be reused. We also have an electronics recycling program. We took in 331 tons of electronics last year at our site on Meyer

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Road. Our costs will be going up for this because of changes in the recycling market.

**Tom Harris:** Tom this is impressive and I thank you for the gift this morning. I have not seen one of these. It is an impressive list of what you are doing but in terms of the request for your grant, it looks like it is approximately \$5,000.

**Tom Fox:** It is \$5,000 matching grant through IDEM. What we are proposing is to buy about 2,000 containers that we would distribute through our partnership hardware stores that collect batteries and light bulbs and educate people about lithium batteries. According to Federal regulations, we need to tape the ends of lithium batteries because if they come in contact with each other there is the possibility of igniting. As companies convert more and more to lithium batteries, we are trying to educate people about it and have them tape the batteries before they turn them in for recycling.

**Tom Harris:** It looks like the deadline for this grant is tomorrow.

**Tom Fox:** It is kind of a short deadline and didn't announce it until May first and by the time we got the paperwork we had missed the deadline to get it before Council at the May meeting.

**Sharon Tucker:** Move for permission to apply for the grant through Recycling Market Development Program.

**Kyle Kerley:** Second.

**Tom Harris:** All in favor say aye, those opposed, like sign. The motion passes 6-0-1 (Fries absent).

**Bob Armstrong:** If you get time, can you send to us an email on the number of staff that you have full-time and/or part-time? With the staff that you have, do they all have the certification or college degrees that they need to hold their job descriptions?

**Tom Fox:** Sure, I can send that.

**Tom Harris:** Next up is Community Corrections.

**Kim Churchward:** Kim Churchward, Director of Community Corrections.

**Jeff Stevens:** Jeff Stevens, Senior Finance Manager at Community Corrections.

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**Kim Churchward:** We are before you this morning seeking appropriations from funds other than the General Fund. It is a very unique situation for Community Corrections. You will note that the appropriation request is for a six-month extension. We were notified in March by the Indiana Department of Corrections that they were moving our funding from a fiscal cycle to a calendar cycle effective January first of 2020. To facilitate that they orchestrated this six-month extension budget process literally taking our fiscal 2018-2019 budget and dividing it exactly in half and approving that amount for a six-month budget. We have been informed that the final process for the 2020 calendar budget is not yet done. We anticipate a live budget hearing in Indianapolis in August. At that time we will be able to present our 2020 calendar budget. That means logistically for us locally that at some point this fall I will be back in front of you seeking a calendar budget appropriation. All of the new money requests we did make in March when we received the notice, we certainly on the cusp of presenting our fiscal budget for 2019 and 2020. That has all been stayed. We are hoping to have the opportunity to make those pitches at this live budget hearing process in August. I ask that you favorably consider our appropriation request for the amounts as published.

**Joel Benz:** I have one question. Why did they do this? Can you provide any insight on that?

**Kim Churchward:** The explanations in the meetings that I have been at are trying to get us in a more consistent budget cycle with local government budgets. We are somewhat unique in that we don't also receive County General Funding.

**Tom Harris:** This simply gets you through this calendar year and does not meet the needs that you may have proposed or thinking about. Just as the State has put a stay on those funds, you have had to put a stay on.

**Kim Churchward:** Absolutely.

**Larry Brown:** To continue on with that which is difficult or troubling, at least, with ramifications of House Bill 1006. The other question, which we discussed briefly this morning, is what is the timing going to be as it relates to our local budget process that we go through? Nick, I hope you are involved in all of these findings.

**Nick Jordan:** I was going to say if you think of our local budget process, they would have no part in it. They would come now to essentially appropriate for the full next year. With the new schedule or cycle, even if they don't have feedback from the State by October, we would have to appropriate the dollars

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when they do get the grant awarded. We can't appropriate it until the grant is awarded. If you appropriated \$4 million and they were only awarded \$2 million, it would be an effort in inefficiency.

**Tom Harris:** Kim, one other question, is the plan still to work with Work Release in this next coming year? What is your plan there?

**Kim Churchward:** We had prepared the submission to the State asking for funding to enable us to meet our housing needs through collaboration with the Sheriff and getting beds at the new Work Release Center. That was in our documentation and has been submitted to the State. It is part of the packet that has simply been set aside. Certainly that is my need and my intention and I will continue to ask every opportunity that I get.

**Tom Harris:** Is that part of the proposal that you would be presenting in August?

**Kim Churchward:** Absolutely.

**Larry Brown:** I will make a motion to approve appropriation requests items one, two and three totaling \$3,272,198.

**Sharon Tucker:** Second.

**Tom Harris:** All in favor say aye, those opposed, like sign. The motion passes 7-0. Next up is the Department of Health.

**Mindy Waldron:** Mindy Waldron, Administrator Department of Health.

**Kara Simonoff:** Kara Simonoff, HR Generalist and Compensation Specialist.

**Tracy Mitchener:** Tracy Mitchener, Assistant HR Director.

**Mindy Waldron:** I will give you the short version and then I will be glad to take any questions. Hopefully my submissions are fairly self-explanatory. The first is the Public Health Nurse. These are both new positions that we are requesting. Specifically for the Nurse, this would be for HIV/STD related nursing position. As you saw in my submission, in the last 20 years we have more than doubled the number of cases but have decreased the positions by one. What we need this particular position for is not only for STD related activities inside our clinic, it would have a heavy emphasis on contacting the folks that are contacts to known STD clients. That is something that we have to do for every single case, find everyone they have been with and offer treatment or do the treatment for them. It would also allow us to have this

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person mobile in the field at any given time. A bigger portion of the clients that we are seeing are mobile. We are at the Jail at least one or two times a week and sometimes more with some of the outbreaks that we are currently encountering. We are at a number of other sites throughout the week. This would allow, instead of us taking a Nurse or several staff out of our actual clinic which is robbing Peter to pay Paul. We can't take as many clients in the STD Clinic when we send them out to do the mobile clinics. We would like to have the ability to have them both running full staff at all times. It also allows for cross training but would be heavily emphasizing the STD type of testing and treatment. You can see the numbers that I submitted and I am glad to answer any questions on that. The bottom line is we really need to go to the clients and this would allow that and would also give a presence in our HIV/STD Prevention Division of a nursing position that we currently do not have.

**Tom Harris:** And maybe the second position if you want to explain that one.

**Mindy Waldron:** Sure. The second position is a bit of a combo. We have had an open position for close to two years now for a Special Projects Coordinator. It is a really odd thing to try to find people with a specialty in public health/enforcement and preparedness. When our last person left, we combined several duties into one position and it is not needed to be full-time. That is another thing to hire part-time, no benefits and some pretty special types of things they need to do. I have been doing those duties for the last two years. That involves our Medical Reserve Corp, all of our preparedness equipment which is over \$2 million worth of supplies and equipment that have to be maintained. I am no equipment expert, let's be clear. It has been difficult to do a lot of these duties in addition to what I already do. We have also been unsuccessful in finding someone to fill that position and so what we have done is taken a good portion of the administrative parts of the duties, inventory for the whole department as well as a lot of the Information System types of activities and I won't belabor the Accela stuff that has already been mentioned here today. We have the most reports as that is how we do inspections. Ours are very detailed and we have well over 120 and other departments may have 20. We have 80 CAPS which is a type of inspection. Most will have a few. We have nonstop development, nonstop testing and nonstop troubleshooting in our department for a number of divisions. As you know, we are a very broad department. We don't just do building inspections but we do different types of inspections per State law. We have ten data systems. We contract with some IT folks as well but this particular person would do all of the in-house testing, development, reports and would become a Super User. We need a position that actually does that versus taking our secretarial staff and doing testing for IT systems. They would also do a

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number of other things that I detailed in the job description that have been added on in the last ten years but would be put into one position.

**Tom Harris:** Thank you. Council, are there any questions?

**Kenny Fries:** I have to bring up the salary again. I mean \$37,946 to hire someone full-time to do this job?

**Mindy Waldron:** Are you saying that it is low?

**Kenny Fries:** I think it is way low. I don't know how you are going to get somebody for that.

**Mindy Waldron:** We did consider and went through a number of options but I always leave the ultimate decision to the experts. We talked about whether this was an OSS because there is a heavy admin kind of presence but it landed in a PAT 2, right?

**Kara Simonoff:** Yes.

**Mindy Waldron:** There was quite a bit of judgment involved in what happens with the informatics part of it. That is why I started out that this is an odd position. I think you are right.

**Kenny Fries:** I wish you luck on hiring someone at this but I think you will be coming back.

**Joel Benz:** We had several discussions in Personnel Committee about the PAT grid, which is where this one is. Four, five or six years ago now, we did a comprehensive study and adjusted all of the grids. I think the PAT was adjusted less than some of the others. I think that is part of the reason why...it is a systemic problem and not isolated to these new positions.

**Kenny Fries:** I can see the whole PAT system because I am looking at jobs now that people are applying for and the dollars they are making because the economy is so good. They can really pick and choose and at \$37,000 that is low end.

**Kara Simonoff:** And you will see that with Nick's positions. It is the scoring and the grid that is off. It is not keeping up with the market right now.

**Kenny Fries:** How soon do we look at readjusting those?

**Tracy Mitchener:** As soon as you guys decide to.

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**Tom Harris:** That would be something for a different day. Are there any other questions or comments?

**Joel Benz:** I will make a motion for consideration of a salary ordinance for Public Health Nurse (HIV/STD Prevention), PAT 5/2, \$53,217, 37.5 hours per week, non-exempt. Also consideration of a salary ordinance for Information Systems and Special Projects Coordinator, PAT 2/2, \$37,946, 37.5 hours per week, non-exempt. Mindy and I have talked about this for a long time and I think that she has displayed the need. She has all kinds of statistics that we talked about in Personnel Committee and it came out of there three to zero.

**Bob Armstrong:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0. That takes care of items one and two.

**Joel Benz:** I would like to make a motion that we pass items three through nine in the amount of \$80,348.

**Bob Armstrong:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0. Next up is the County Auditor.

**Nick Jordan:** Nick Jordan, County Auditor. I am here to discuss four reclassifications. I will note in advance that there is no appropriation associated with them because we have the funding in place. I can go into detail if you would like that. I will start with one and you can interrupt me as need be. At Personnel Committee, this first one is Property Tax Deputy which is Business Deductions and Homesteads. This did pass out of Personnel Committee for Council two to one. Currently I have eight Property Tax Deputies, as they are called, and they handle various aspects of property taxes. This position that I am asking to be reclassified from OSS 5 to OSS 6 is because they handle the business deductions which are the abatements. They also deal with other business deduction which is SEED Summit City Entrepreneurial and Enterprise District that just expanded at the beginning of 1/1/18. It has the potential to create almost 900 more abatements, so to speak. They are abatements that no fiscal body sees them because they go through the Urban Enterprise Association.

**Tom Harris:** I think that was in this morning's newspaper. The Governor...

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**Nick Jordan:** No that is for a different aspect. On that note, there are only two Cities in the State Lafayette and Fort Wayne, which has a SEED. It is a pilot and expires in four years unless the Mayor does renew it. Nonetheless, these flow through the Auditor's Office and this individual handles them. When I was Chief Deputy, I took the reins of it until I felt this person was confident to do it and I feel they have been. Someone reviews her work. The differentiation between handling the business deductions and the other property deductions, I believe, is significant enough to warrant this reclassification from OSS 5 to OSS 6. I will note as well as what was presented in the Personnel Committee, the counterparts that she works with Rachel, Carmen from the City and the UEA staff are all classified higher at a PAT 4 or higher. I am requesting this to be reclassified as an OSS 6. If this is not approved, we will reevaluate the route we need to go down. It may even need to be reevaluate in two or three years if the GE Campus has happened and we receive...the 900 figure isn't even factoring in if someone would locate in the GE Campus because they would all be eligible for this SCED deduction also. If that were to happen in two to three years, this single individual can't take on the full amount of business deductions, we would reevaluate at that time. At the current time, I feel this is warranted.

**Tom Harris:** Nick, just a question on that. One of the things that we look at when we reevaluate the position is not just the increase in volume but also the increase in skill, demands and complexity. Has that changed or is it a volume issue?

**Nick Jordan:** These were all looked at in 2015 when Auditor Klutz was here. I don't believe enough emphasis was placed on the business deduction aspect of it.

**Tom Harris:** The complexity.

**Nick Jordan:** Yes. You can get a mortgage deduction and it is \$3,000 and it will not change if unless your mortgage falls below that. That is an example of a property tax deduction. The homestead is \$45,000. It is a system calculation for those other deductions. When it comes to business deductions, Rachel wouldn't be here this morning explaining the ones who were non-compliant if there wasn't a difference in complexity. We wouldn't need Redevelopment except to go out and seek these or possibly Greater Fort Wayne if there wasn't a difference in complexity with business deductions. You wouldn't need attorneys to file paperwork or accountants to do the deductions and all of those people communicate with my office.

**Tom Harris:** Maybe number two.

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**Nick Jordan:** Again, this is a Property Tax Deputy that previously handled mortgage deductions and dealt with mortgage companies along with some other ancillary duties. In the recent economic boom, we have gotten complaints from City Utilities, Building Department or whatever it may be because in the life cycle of a plat, you go before Planning Commission and you may go through rezoning. You submit your plat and as soon as that plat is submitted to our office, developers and builders want to pull permits. The two current positions in my office, GIS Techs, have to draw those plats. If you have a farmland and it is platted, if you have a neighborhood it is already on a plat and is simple conveyance. For the ones with farmland and two people are doing it, they fall behind. Sometimes they are two weeks behind or three weeks or a month, depending on what is going on. Secondly, the complexity of GIS to begin with, you don't just find people off the street that are willing and able to do this. Atos, our third party IT provider just did a hiring for a GIS Tech. It took months and at a \$60,000 starting salary with a range of \$60,000 to \$70,000 and the person doesn't even want to work here. They want to work remotely. That is not what I am looking for because that includes a different complexity from GIS. This position would be \$42,000. There is a discount there to begin with. The second reasoning besides us falling behind is making these departments wait. The reason they are waiting is they need a parcel number that identifies the specific property or address and those aren't assigned until we put them on the map. The second reason is that we currently have one GIS Tech that is of retirement age. She has mentioned retirement in six months. Instead of waiting until that date and then posting the job hoping we can find someone, I looked at this as a route to train someone internally to get the experience. When that person does retire, hopefully this Junior GIS Tech can hit the ground running. It should also be mentioned that this is an OSS 6 and the other GIS positions in the Assessor's Office and my two GIS Techs are PAT 4. There is quite a difference in classification and I don't feel this one should be classified like that because she is just learning and doesn't have the experience. There are some PAT 3's that are GIS and the City is also different because they are engineering people.

**Tom Harris:** Okay, number three.

**Nick Jordan:** Number three is on the finance side of the Auditor's Office. It is the Payroll Manager. You will not notice a difference in job description in this regard. I am bringing this one forward because I believe it is incorrectly classified as it stood. The reason being that the starting salary is \$53,000 and Allen County is the ninth largest employer with over 1,300 FTE's. If you want to compare it to the City of Fort Wayne, you can because this position would fall in line with the City's second payroll person. This one would be quite below the Payroll Manager for the City. If you correlate it with the

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schools, Fort Wayne Community Schools which has almost 4,000 FTE's has four payroll people. We only have one other Payroll Deputy. The other school districts are smaller but start around \$45,000. If you look at the external market, which I believe is a good correlation because payroll and finance is pretty similar especially payroll. You are going to pay the same taxes for State and Federal and have the same deductions such as withholdings, insurance, retirement or whatever. There is a good correlation with the outside market. If you look at Robert Half which is nationally known, accounting and finance placement agency, this will fall in line with their window based on the experience. I focus on the starting of \$53,000 after six months. If I would need to hire someone in the door today, I would hope to find someone with the experience to do that and not rely on the other staff that is there.

**Tom Harris:** Number four.

**Nick Jordan:** The last one is the Finance Manager. You will notice some changes in the job description. Those are directly related to the Chief Deputy duties that I would like to pass down instead of hiring a Chief Deputy. Specifically in regards to tax distributions, we have property and excise tax and whatever it would be and I would like to hand those down to the Finance Manager and I would become the reviewer in that regard. Right now I am doing it, as I did when I was Chief Deputy and this person is more than capable. If they were to leave, with the higher salary that I am proposing, I feel we would attract a very good applicant. The other thing I want to focus on is the Other Duties as Assigned. The salary that I am requesting at a PAT 6, she is open for many Other Duties as Assigned because I would like our Finance and Budget Director to pass down some of the current duties that she is doing so that we don't have such a silo of knowledge that is currently happening in the Auditor's Office.

**Tom Harris:** Does this position kind of become your Chief Deputy?

**Nick Jordan:** No, not at all.

**Tom Harris:** There would be enough differentiation between the title of this position and Chief Deputy.

**Nick Jordan:** The Property Tax Administrator and Finance and Budget Director could be the Deputy Chiefs if you wanted to look at the Sheriff's Department as a correlation. The Deputy Chiefs and you looked at the hierarchy of the organizational chart, everyone reports up to them. I didn't feel the Chief Deputy was warranted. I think my two Deputy Chiefs can handle the duties that they currently need to and then those that I want

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to pass off, for example to the Finance Manager, we would do. Every department has someone like a Finance Manager or a Payroll Manager and those all roll off into my office. If you looked in the Personnel Committee packet, I gave some correlations of where they currently are at PAT 4 and PAT 5 versus where I want them to be at PAT 5 or PAT 6. We could argue all day about that but everything flows from finance and payroll into my office. In a perfect world where everything was correct, these positions wouldn't have much to do except push buttons. But that is not the case.

**Tom Harris:** Your Chief Deputy, if you had a Chief Deputy, what would the pay be approximately?

**Nick Jordan:** It can be anywhere from 75% to 100%. Right now I am at \$90,000 and some and so 75% would be \$68,901 not factoring any benefits or FICA.

**Tom Harris:** These four changes represent...

**Nick Jordan:** \$25,000 including FICA and PERF.

**Tom Harris:** Is there anything else you want to add?

**Nick Jordan:** Just the one thing is that I have been around for eight years and this is the beginning of my first term, I am looking at things a little differently and the office as a whole. I am also going to approach to see who wants to work 40 hours. Working 40 hours makes sense. If we can potentially do that with somebody leaving or a change in personnel, if not it increases the cost if we can't get rid of somebody to offset the increased cost. Depending on how it goes with these, if these are no, we may come back with a different scenario or see how it works out for six months to a year.

**Tom Harris:** First of all, I think I may have challenged you a few times in that Chief Deputy role. I don't know that there is another example in the County that someone is not filling their Chief Deputy role. I recognize and compliment you on keeping things fiscally tight even within your own team and structure and the fact that position would have paid \$68,901. These changes represent \$25,000.

**Sharon Tucker:** In the Personnel Committee, I was on the fence for a couple of these but since going and talking to Nick, I support all of them now. One of the comments was that we don't just increase because of workload but we did increase because of workload with the Building Department because they have expanded so much and all that they do. In Nick's department, there are a couple of people whose workload has increased similar to that of the

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Building Department. That is one of the things that changed my mind on one that I was on the fence on.

**Nick Jordan:** It is scary but when you look at some of these salaries, they are high. I am not going to discount that. That is the nature of our grids. I have had discussions with other people and that is how the payroll grids work. The starting salaries where these people are going to be, if we don't like where they are at in fifteen years, where two of these are being paid in the \$60,000 to \$70,000, it is our grids and not a fault of where we started them. It is not that it is a PAT or just any grid. It is the nature of the beast. It is what the County uses currently. The City uses a range. The Airport uses a different structure. The State uses a different structure. It is something to note and that is why I focused on the starting salaries when I was talking to these. The \$53,000 is going to be at \$61,000. If I had to hire, \$53,000 versus \$48,000, I wouldn't find a Payroll Manager at \$48,000. You can't go to a public accounting firm and find a starting job for \$48,000.

**Tom Harris:** One of the things that I sometimes forget about your department and a little unique to other departments is that we just think you are looking at County funds, County systems and County operations. You have responsibilities far beyond the employment and employee relationship. It goes to all different facets of taxing and so forth.

**Nick Jordan:** \$400 million passes through our office in any given year.

**Tom Harris:** And you can't make mistakes. Councilman Benz.

**Joel Benz:** At Personnel Committee, HR had some recommendations.

**Kara Simonoff:** At Personnel Committee, I will take the Property Tax Deputies first. My recommendation was to keep them at the OSS 5 for the Property Tax Deputies. I feel, after reviewing everything and looking at the position that they are in line with the eight other Property Tax Deputies that he has and what sets them apart from them. Especially the GIS, the GIS Tech is only temporary. This is a temporary void in case someone retires and the other duties could be absorbed through the other seven Property Tax Deputies. I get that he is training. We talked about it in Personnel Committee that maybe doing a temporary salary ordinance to see when that person actually does retire. This person is technically in training to take over the full-time GIS Tech once that person retires. On the first one, I disagreed when I sat down to do my desk audit. She has been doing the SCED funding. This isn't new to her and it is only four years. If the Mayor or the next Mayor doesn't approve it for another that gets taken away. The GIS Tech would also be red-lined.

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**Joel Benz:** Let me interject here a little bit. You talked about number two. What was the vote at Personnel Committee on that one?

**Kara Simonoff:** One to two and did not pass.

**Joel Benz:** You talked about number one.

**Kara Simonoff:** That one passed two to one. For the Payroll Manager and the Finance Manager, this goes back to the scoring is right and is the salaries on the grid that are incorrect and not keeping up with the market. Since I am new to the position, when the grids were reviewed before, it is my understanding that all of the other levels, LTC, OSS, were all moved up to the very top of the third tier. PAT grid was the only one not moved up to the third tier. That is why these positions are now catching up and we are not in the competitive market anymore. I agree with Nick 100% about those two positions that if those people would leave and he would have to outsource and go back to that they are high because that person has been in that position for that long. If he had to go back and hire out, it would be very difficult. I think this warrants a bigger discussion about reviewing and relooking at the PAT grid.

**Tom Harris:** What was the vote?

**Kara Simonoff:** For the Payroll Manager, because there were no duty changes, was one to two. For the Finance Manager, it was two to one.

**Nick Jordan:** I will add something on that. If there is a problem with the PAT grid, I hope you don't take that out on my two positions versus all of the other ones that you have approved this morning and at previous meetings.

**Joel Benz:** One other thing I want to point out on this. HR's recommendation on all of these positions initially was what?

**Kara Simonoff:** To remain the same.

**Joel Benz:** So basically a no vote on all of them. You have not changed your recommendation at all?

**Tracy Mitchener:** I think really about the PAT ones are really about the salary and not the scoring. If we move these up, the other PAT 5's could potentially come up as well. It is about the many and not the scoring. When you look at the OSS 6/6 is \$51,460. That is office support staff. You look at PAT positions PAT 5/5 is \$61,605. In PAT there is usually specialized training or technical skills and a Bachelor's Degree.

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**Sharon Tucker:** We opened Pandora's Box a couple of meetings ago when I made the reference that the floodgates are going to come. I agree that his department shouldn't be the one that we penalize because we already started moving these grids like two months ago.

**Kara Simonoff:** Can I go into more detail about why I feel they should remain the same? The Payroll Manager and the Finance Manager and it is not just that the PAT grid is skewed.

**Tom Harris:** Kyle, did you have a question?

**Kyle Kerley:** I appreciate that you said you opened Pandora's Box. Here is my concern is that it sounds like we are putting a band aid on a problem. My concern is that we go back and fix the grid and these people are incorrect classifications and now they are going to be at a higher salary than they are supposed to be. Are we going to go back and reclassify these people down? The answer would be no.

**Sharon Tucker:** That is one of the questions I had. We would red-line them.

**Tom Harris:** There is a process for when that happens.

**Nick Jordan:** I don't think that HR is suggesting that the payroll grid is too high. That wouldn't even be in the conversation. I think HR is suggesting that there is a systemic problem with the payroll grid that has been too low. There wouldn't be anything bringing them down...

**Kara Simonoff:** I get what you are saying. If we raised these two positions now and then go back and do the survey then these two positions would be classified one step above the other positions that are classified.

**Tracy Mitchener:** I think it has been the philosophy, and I have been here eight and a half years, we are trying to keep everything consistent. This is kind of one of those positions that it scores as it scores. I think it is important to continue to be consistent and look at internal equity to make sure we are scoring the positions correctly.

**Sharon Tucker:** I would only agree with you if we were consistent with our consistency.

**Joel Benz:** We have tried to be as consistent as we can. It is really difficult. The problem is we shift one and it is the ripple effect and goes on and on and on. Councilmen Fries and Kerley were not on Council when we adjusted the grids the first time. The ripple effect from that lasted for years. As much as

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we can, I feel that there are certain special occasions where maybe something is considerably out of whack like a couple of months ago. I feel that when HR says no, we have to stick with HR's recommendation. If we don't, it gets things more whopper-jawed and eventually we are so far out of whack that we might as well get a new system and start over.

**Sharon Tucker:** I don't necessarily disagree with you because in our Personnel meetings, we have asked what their recommendation was but we have also listened to the people who were there every day. HR does their desk audit. They go in and sit and listen and review. They are not in the thick of it on a day-to-day basis to make that determination completely. We do have to take some of the consideration of what the Department Heads have to input because they are doing it on a day-to-day basis. I know they do a great job but I also know that in the past we have done a mixed match of both of those.

**Kenny Fries:** I was here when they put the grid system in place. I worked under before we had the grid system and once we got the grid system. The issue with that is not every foot fits the glass slipper. We are trying to make everybody Cinderella and it just doesn't happen. The jobs that Nick's people do may not be the same as what clerical people do there. Even though they are all generally the same, there are specific things and needs. I always look at this that we have experts in these fields for a reason. Nick is our Auditor and he is the expert. He tells us what he needs to get his jobs done properly. I rely on his expertise to tell me this is what he needs to get this done. It does get difficult when you get out of the consistency but every job is not the same. I know that we have ventured down this path before and I am willing to venture down it again.

**Joel Benz:** The PAT grid is certainly worth taking a look at. I think Personnel Committee is the place to start with that.

**Tom Harris:** We may want to discuss that particularly as we move to the next month as part of the overall budget process.

**Joel Benz:** The PAT grid is the largest grid and adjusting it has significant financial repercussions.

**Kenny Fries:** I look at each one of these as an individual person doing their job and what do we do to keep them here and don't have to hire new and go through the training process. And what do we pay to hire them?

**Sharon Tucker:** I would like to make a motion for consideration of a salary ordinance reclassifying the Property Tax Deputy-Homesteads from OSS 5/6,

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\$47,646, 37.5 hours per week, non-exempt to Property Tax Deputy-Business Deductions/Homesteads, OSS 6/6, \$51,460, 37.5 hours per week, non-exempt.

**Kenny Fries:** Second.

**Tom Harris:** We have a motion and a second.

**Joel Benz:** I just know that if this moves forward, repercussions and HR is the expert and if we start moving outside of that it is a dangerous road.

**Tom Harris:** All in favor say aye, those opposed, like sign. The motion passes 5-2 (Benz and Kerley).

**Sharon Tucker:** I would like to make a motion for the consideration of a salary ordinance for the reclassifying the Property Tax Deputy-Mortgage Companies from OSS 5/3, \$41,554, 37.5 hours per week, non-exempt to Property Tax Deputy-GIS Technician/Mortgage Companies, OSS 6/3, \$44,881, 37.5 hours per week, non-exempt.

**Larry Brown:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 5-2 (Benz and Kerley).

**Sharon Tucker:** I would like to make a motion for consideration of a salary ordinance reclassifying the Payroll Manager from PAT 4/5, \$56,004, 37.5 hours per week, non-exempt to Payroll Manager, PAT 5/5, \$61,605, 37.5 hours per week, exempt.

**Nick Jordan:** I wanted to point out that this is something different from what you usually do with PAT 5's. I requested that this be exempt based on the salary that is well above a non-exempt employee. She is not to receive overtime.

**Larry Brown:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 5-2 (Benz and Kerley).

**Sharon Tucker:** Lastly I would like to make a motion for consideration of a salary ordinance reclassifying the Finance Manager, PAT 5/6, \$64,069, 37.5 hours per week, non-exempt to Finance Manager, PAT 6/6, \$72,398, 37.5 hours per week, exempt.

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**Larry Brown:** Second.

**Tom Harris:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 5-2 (Benz and Kerley).

**Nick Jordan:** Thank you on behalf of the employees in these current positions.

**Sharon Tucker:** I would like to say to HR to not take it that we don't respect your professionalism and the work that you have put in. There are times that we will agree to disagree.

**Tom Harris:** HR has pulled the item under the Discussion portion of the agenda.

**Larry Brown:** Two things that I would like to bring up related to HR. One is the PAT grid review. I don't know whether it is time. The goal is to be competitive with the outside world, right? Is it time to get a consultant again?

**Tom Harris:** I would like to have that thought and discussion sometime between now and the next Council meeting.

**Larry Brown:** I would agree.

**Tom Harris:** And that is to identify where we want to go as well as the need and that could be brought up in the July meeting as part of moving onto the budget process.

**Larry Brown:** Okay and another topic and this is not looking for a vote or anything. One of the difficulties that the County has is we don't recognize is prior experience. The City does. I think we need to have that discussion and talk through and think through that process of whether or not we should be recognizing prior experience. The outside world does recognize experience. I wasn't around when that process was created and so I am not sure what the thinking was there. It certainly does not match the outside world at all.

**Tom Harris:** Thank you, Councilman Brown.

**Sharon Tucker:** I think to add on to that and we had kind of discussed this about four years ago when we were trying to figure out how to initiate the findings that we had. We have to think about and we can do this outside and think about where we want to be. That is part of the difficulty that we had the last time is where do we want to be. Do we want to be below medium, medium or above medium?

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**Tom Harris:** Be the market, lead the market or trail the market. We have had a variety of opinions over the last couple of years. Should we lead the market and try or do we meet and try to retain? Should local government lead the market and drive other employers' rates up or should we follow? Anyway, those discussions need to happen.

**Larry Brown:** Being an employer in the outside world, and have been for 45 years, there are two sides to this discussion. One is recognizing prior experience and another is the benefit package that the County offers. Our benefit package through the County is I can't think of anybody, not even the hospitals that offer a plan like we do. It is worth a lot of money.

**Tom Harris:** And yet we don't factor that in when we look to meeting market. It is like 96% that we pay for the overall cost of a health insurance package. And yet what is happening in the market is 70% or lower.

**Kenny Fries:** I have an issue with that too that these young people are getting into the market and they don't really care about the insurance. They are looking at the salary and wondering if it is going to pay their mortgage and car.

**Tom Harris:** One other comment and we have a number of items before us.

**Kyle Kerley:** I was going to say that you are exactly right on the benefits side. For a family of four, a typical annual cost for health insurance premiums is well over \$20,000 to \$25,000 a year. That is a real cost that businesses incur and is kind of lost in this whole picture of what is the true cost to the County. We do better because we self-insure but we have a large enough employee pool to be able to self-insure. Smaller companies have to go in to United or PHP or whatever. There are real costs that people don't see.

**Tom Harris:** I would like to bring a couple of things before you. One is that we are under a lawsuit situation in regards to the Public Defender. Our attorney has shot an email to us that while a decision is pending with the courts, the individual that brought the suit wants to negotiate directly with the County in terms of the settlement. She felt that her attorney was not representing her effectively or enough. Our attorney has indicated that he suggested that we wait until the courts make a decision on this pending piece before we would even think about a further discussion. I just want a consensus that we follow our attorney's recommendation that we sit and wait until the court makes a decision. I don't need a motion but do I have consensus on that?

Many in agreement.

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**Tom Harris:** Next month we will probably have before us the proposal for the Innkeepers Tax. The Visit Fort Wayne organization has indicated that they would like to present it to us. Also there is the County-wide Fleet Management proposal is being considered. The item that was taken off of today's agenda could very well be back before us next month. Next are the Council meetings that are happening in southern Indiana. Is anyone planning to attend those?

**Kenny Fries:** I am.

**Tom Harris:** I may join you on that. June 28<sup>th</sup> happens to be the day before that annual meeting and is on de-populating the Jails. They have experts that are actually speaking. Kenny, were you planning to attend that?

**Kenny Fries:** I think it is the evening before and yes I will.

**Tom Harris:** The budget coming before us, Nick do you need some kind of understanding today but next year, because of the way the calendar falls, we actually have an extra payroll week and that happens about every eleven years. That would represent about another \$2.5 million. We need to make a decision if we will put another \$2.5 million into the budget or do we take the annual amount that someone makes and simply spread that out over for an additional pay. In my head, it would take someone's paycheck and reduce it. If our employees have mortgages and car payments and all of those things tied to those paychecks, this could throw them a bit of a whammy. Is that accurate?

**Nick Jordan:** You are either going to give them an extra check or take their annual salary and divide it by 27. I don't need that today but it is something to think about for the July meeting.

**Tom Harris:** But you would need that in the July meeting?

**Nick Jordan:** I will put in the worst case scenario if you are giving it in extra pay and then if you strike it out, it just leaves more money available. The second piece is if you are thinking about a raise.

**Tom Harris:** Generally in this next meeting in July, we would propose some kind of increase or not or whatever we might want to do there. The third item was the Chief Deputies as a percent.

**Nick Jordan:** I was saying that Elected Officials and Chief Deputies don't get the 27<sup>th</sup> pay since their salary is what it is. The Chief Deputy is a percentage

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and they don't get the increases. The State Judicial Officers, Sheriff and Prosecutor, will be getting a 2.7% raise.

**Tom Harris:** Strategic Planning session is happening on Monday, the 24<sup>th</sup> from 9 to 11. Are there any other items that need to come before Council?

**Larry Brown:** In memory of former Councilman Roy Buskirk, I have to remind us do we want to consider removing the \$5,000 bonus to the Judges?

**Nick Jordan:** You can't change their salary during their term.

**Tom Harris:** Anything further from Council?

**Sharon Tucker:** Approval to waive the reading on any matter approved today for which it may be deemed necessary for the County Council meeting of June 20, 2019.

**Kyle Kerley:** Second.

**Tom Harris:** All in favor please signify by saying aye. The motion passes 7-0.

**Bob Armstrong:** Move to adjourn.

**Joel Benz:** Second.

**Tom Harris:** All in favor please signify by saying aye. Opposed like sign. The motion carries 7-0.