

VILLAGE BOARD OPERATION MEETING MINUTES

July 29, 2019

5:30 P.M.

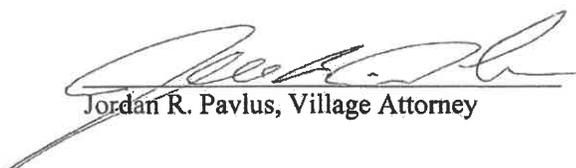
PRESENT: Mayor Hubbard, Trustees Zapata, Stokes-Cawley, Sennett, and Eriksen, Municipal Board Chair McQuaid*, Commissioners Blackler*, Angelillo*, Palmer*, Rhoads*, Village Attorney Pavlus, Assistant Director of Municipal Operations Robinson*, Clerk to the Boards Dundon*

Village Utility and Employment Operational Structure – Clerk to the Boards Dundon facilitated the discussion by reviewing the operations structure of the Village, i.e. Electric, Water, WWTP, Sewer, DPW. Automation and reporting is required in every area. Various positions reviewed by Clerk to the Boards Dundon included electric superintendent, water lead, WWTP chief operator, DPW lead, sewer. He reviewed staff knowledge and licenses required for various departments. Clerk to the Boards Dundon referenced the term “catchers” and Trustee Sennett asked if the Village had any “catchers.” Clerk to the Boards answered yes, but there is not one person at the top of the structure, whereupon a discussion took place regarding “catchers” vs. “doers”. Trustee Zapata said “catchers” tie up loose ends. Commissioner Palmer said tasks should be divided into categories and each task should go to the appropriate department. Strategic vs. Tactical. Chair McQuaid asked for an example. Commissioner Palmer said understanding duties of a line leader is strategic, tactical is how to develop the recruiting process. Commissioner Rhoads said the Village has utilities, but does not have adequate information on age, conditions on asset information. Should the Village document all assets or just go to the next emergency? Staffing levels also need to be addressed. Who decides on staffing levels, training, and so on. Qualified people need to be in positions. Clerk to the Boards Dundon said what role should the Trustees have? Commissioner Rhoads said they can decide or delegate. Trustee Zapata said asset management is the purview of the Municipal Board and then they make recommendations to the Village Board. Chair McQuaid said it is an operational activity, the Municipal Board makes recommendations to the Village Board. Commissioner Rhoads said the Village needs a comprehensive evaluation of all Village assets. Commissioner Angelillo said that extensive work has been done on the water distribution system. Trustee Stokes-Cawley said the Village has done a lot of work on water, but not as much on electric. Commissioner Rhoads referenced the water main break in front of the burger place on Jordan Street as an illustration of what he is talking about. Commissioner Palmer said the Village may have the information, but needs a way to distribute it. Trustee Zapata said the electric superintendent could inventory the electric system. Whereupon a discussion took place regarding the hiring of WWTP operator Twitchell and the civil service requirements surrounding it. Commissioner Angelillo said the Village has a fiscal responsibility and Adam is well qualified, he has the ability to grow. Trustee Sennett asked if the Village should inventory every pole, screw, plate, etc. Commissioner Angelillo said Allan Abbott has institutional knowledge. Ten years ago, the DPW did all of the work, then the Village got away from that system. Clerk to the Boards Dundon said the electric department has institutional knowledge. Commissioner Palmer said electric is highly regulated, including rates. Commissioner Angelillo asked should the Village hire a manager or an electric superintendent? Chair McQuaid asked if the Village has coverage for all utilities and what the electric superintendent would do? Commissioner Angelillo said WWTP operator is not an eight hour a day job. Commissioner Rhoads said the recent SPDES permit has requirements and questioned whether the operator would do regulatory compliance. Who does Adam report to? Whereupon a discussion was held regarding reporting to the Village Board liaison and then to the Village Board. Commissioner Angelillo said this is a discussion regarding what to do without a Director of Municipal Operations. Clerk to the Boards Dundon showed a slide on the projector that reflected an operations coordinator as the person to whom each department would report. It is open for discussion. Commissioner Rhoads said it makes sense to have a discussion of organizational structure at the same time as the discussion of hiring an electric superintendent. Commissioner Palmer said the operations coordinator could obtain information and provide it to the Village Board and the Mayor. Commissioner Rhoads said each department head could file a report once a month. Trustee Zapata asked ADMO Robinson what she thought of the organizational structure. ADMO Robinson said silos are important. There is a huge difference between hitting targets and understanding engineering. Chair McQuaid asked if the Village Board liaisons would obtain specialized knowledge to manage their

liaison assignments. Trustees Stokes-Cawley and Sennett said Trustees are not in office long enough to make this practical. Trustee Zapata said the liaison should get information, but not advise. Trustee Eriksen said the liaison just reports. Chair McQuaid said the liaison is an escalation point. Commissioner Rhoads said the Village Board is ultimately responsible for budgeting. Trustee Zapata said the electric superintendent is important, and the organizational structure can be determined later. Whereupon a discussion took place regarding inter-municipal agreements, plan A and plan B. Commissioner Angelillo said the Municipal Board is technical, the Village Board has all sorts of skill sets. Chair McQuaid asked if there was a tentative plan on how to staff. Commissioner Angelillo said there should be a long-term solution – a higher level of structure. Commissioner Rhoads said all solutions should be considered. Mayor Hubbard said nothing is an option, but doing something is better. We have a job description for an electric superintendent from the Village of Solvay. Trustee Zapata said she could work on the overall structure with Clerk to the Boards Dundon. Trustee Zapata said when utility poles came down on Genesee Street, Solvay helped. Mayor Hubbard said fixing poles and wires is one thing, but specialized technical knowledge of the system is another. Trustee Eriksen said feedback from department heads may be helpful. *ADMO Robinson left the meeting. Chair McQuaid said it will take at least three months to hire an electric superintendent. Commissioner Angelillo offered to help. **Resolution #2019-183:** On the motion of Trustee Sennett, seconded by Trustee Zapata, it was resolved and unanimously carried (5-0 in favor) to advertise for the electric superintendent position. Chair McQuaid asked what is the timeline? Commissioner Rhoads asked what kind of electric superintendent do you want to hire? Mayor Hubbard said civil service will respond to the Village. We can look at existing positions. *Chair McQuaid, Commissioners Blackler, Angelillo, Palmer, Rhoads, Clerk to the Boards Dundon left the meeting.

Executive Session – Personnel

Resolution #2019-184: On the motion of Trustee Sennett, seconded by Trustee Zapata, it was resolved and unanimously carried (5-0 in favor) to enter into executive session to discuss a personnel matter at 7:01 p.m. **Resolution #2019-185:** On the motion of Trustee Sennett, seconded by Trustee Eriksen, it was resolved and unanimously carried (5-0 in favor) to come out of executive session and immediately adjourn the meeting at 7:28 p.m.



Jordan R. Pavlus, Village Attorney