



Government Operations Committee

Special Committee Meeting

60 Central Ave.
Cortland, NY 13045
<http://www.cortland-co.org>

~ Minutes ~

Tuesday, October 19, 2021

8:30 AM

Board Room

Call to Order

The meeting was called to order at 8:40 AM by Committee Chair, Susan Wilson

Attendee Name	Organization	Title	Status	Arrived
Sandra Price	Cortland County, NY	Committee Member	Present	
George Wagner	Cortland County, NY	Committee Vice-Chair	Present	
Linda Jones	Cortland County, NY	Committee Member	Excused	
Kelly L. Fairchild-Preston	Cortland County, NY	Committee Member,	Remote	
Cathy Bischoff	Cortland County, NY	Committee Member	Late	8:45 AM
Susan Wilson	Cortland County, NY	Committee Chair,	Present	
Eugene Waldbauer	Cortland County, NY	Committee Member	Present	
Mitchel Eccleston	Cortland County, NY	Board Member	Present	
Richard Stock	Cortland County, NY	Board Member	Present	
Douglas Bentley	Cortland County, NY	Board Member	Present	
Rob Corpora	Cortland County, NY	County Administrator	Present	
Savannah Hempstead	Cortland County, NY	Clerk of the Legislature	Present	
Beau Harbin	Cortland County, NY	Board Member	Present	
Christopher Newell	Cortland County, NY	Board Member	Present	
Paul Heider	Cortland County, NY	Chair, Legislature	Present	
Kristen Monroe	Cortland County, NY	Commissioner of Social Services	Present	
Sharon MacDougall	Cortland County, NY	Director of Community Services	Present	
Shannon Phillips	Cortland County, NY	Director of Employment and Training	Present	
Mark Helms	Cortland County, NY	Sheriff	Present	
Brooke Kemak	Cortland County, NY	Deputy County Clerk	Present	
Sommer			Remote	

Gail Spitzer	Cortland County, NY	Executive Assistant Department Mental Health	Remote	8:50 AM
Joseph Nauseef	Cortland County, NY	Board Member	Remote	8:51 AM
Mike Reynolds	Cortland County, NY	CSEA Unit President	Remote	8:53 AM

Resolutions

AGENDA ITEM NO. 1 – Authorize Agreement Burke Group for CSEA Employees Salary Review and Analysis - Cortland County Legislature

RESULT:	APPROVED [4 TO 2]
	Next: 10/19/2021 10:00 AM
MOVER:	Cathy Bischoff, Committee Member
SECONDER:	Sandra Price, Committee Member
AYES:	Sandra Price, Cathy Bischoff, Susan Wilson, Eugene Waldbauer
NAYS:	George Wagner, Kelly L. Fairchild-Preston
ABSTAIN:	Paul Heider
EXCUSED:	Linda Jones

ON MOTION OF WILSON

RESOLUTION NO.

Authorize Agreement Burke Group for CSEA Employees Salary Review and Analysis - Cortland County Legislature

WHEREAS, the Cortland County Legislature wishes to review the salaries of the County's CSEA Employees, AND

WHEREAS, the Cortland County Legislature's Government Operations Committee has determined that there is a need for expertise to evaluate said salaries, AND

WHEREAS, the Cortland County Legislature is desirous of entering into an agreement with the Burke Group to provide contractual services to the County to perform the above referenced analysis of the salaries of the County's CSEA Employees, AND

WHEREAS, the funding for this agreement is available in account number A10105.54055, NOW THEREFORE BE IT

RESOLVED, that the County Administrator, upon review and approval by the County Attorney or designee, is hereby authorized to execute an agreement with the Burke Group to provide the above referenced services for an amount not to exceed \$20,000.

AGENDA ITEM NO. 2 – Increase Wage for New York State Nurse's Association and CSEA Employees - Personnel Department

RESULT: APPROVED [4 TO 2]

Next: 10/19/2021 10:00 AM

MOVER: Sandra Price, Committee Member

SECONDER: Cathy Bischoff, Committee Member

AYES: Sandra Price, George Wagner, Cathy Bischoff, Susan Wilson

NAYS: Kelly L. Fairchild-Preston, Eugene Waldbauer

ABSTAIN: Paul Heider

EXCUSED: Linda Jones

ON MOTION OF WILSON

RESOLUTION NO.

Increase Wage for New York State Nurse's Association and CSEA Employees - Personnel Department

WHEREAS, the Personnel/Civil Service Office and County Administrator has reviewed the salary grade for many positions in the New York State Nurse's Association (NYSNA) and the CSEA Local 812, Unit 6550 labor contract, AND

WHEREAS, upon execution of a Memorandum of Agreement with the CSEA Local 812, Unit 6550, AND

WHEREAS, Resolution No. 241-21 reallocated various positions in the Cortland County Highway Department, AND

WHEREAS, the County Administrator and Personnel Officer recommend a 4% wage increase for the positions in the NYSNA and CSEA Local 812, Unit 6550 labor contract, not including those positions reallocated by Resolution No. 241-21, NOW THEREFORE BE IT

RESOLVED, that the Cortland County Legislature hereby authorizes and directs a 4% wage increase for the positions in the NYSNA and CSEA Local 812, Unit 6550 labor contract, not including those positions reallocated by Resolution No. 241-21, effective October 31, 2021.

AGENDA ITEM NO. 3 – Amend Management/Management Confidential Compensation Policy Grade and Step Schedule for 2021 – Personnel Department

RESULT: APPROVED [4 TO 3]

Next: 10/19/2021 10:00 AM

MOVER: Sandra Price, Committee Member

SECONDER: Cathy Bischoff, Committee Member

AYES: Sandra Price, Cathy Bischoff, Susan Wilson, Paul Heider

NAYS: George Wagner, Kelly L. Fairchild-Preston, Eugene Waldbauer

EXCUSED: Linda Jones

ON MOTION OF WILSON

RESOLUTION NO.

Amend Management/Management Confidential Compensation Policy Grade and Step Schedule for 2021 – Personnel Department

WHEREAS, the Cortland County Legislature adopted a local law on November 14, 2011 entitled “A Local Law to Adopt the County of Cortland Employment Policy Manual for Department Heads, Management Employees, Management/Confidential Employees and a Grade and Step plan for employees falling under the plan”, AND

WHEREAS, the County Administrator and Personnel Officer recommend a 2% wage increase for Department Heads, Management Employees and Management/Confidential Employees, NOW THEREFORE BE IT

RESOLVED, that the Cortland County Legislature hereby authorizes and directs a 2% wage increase for those employees who in the “County of Cortland Employment Policy Manual for Department Heads, Management Employees, Management/Confidential Employees and a Grade and Step plan for employees falling under the plan” effective November 19, 2021 in accordance with the following schedule.

	2021 GRADE AND STEP FOR MANAGEMENT CONFIDENTIAL					
	BASED ON A 2% INCREASE					
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
1	\$ 87,233	\$ 90,723	\$ 94,350	\$ 98,124	\$ 102,048	\$ 106,131
2	\$ 81,145	\$ 84,393	\$ 87,768	\$ 90,977	\$ 94,928	\$ 98,726
3	\$ 75,486	\$ 78,504	\$ 81,644	\$ 84,911	\$ 88,306	\$ 91,838
4	\$ 70,219	\$ 73,027	\$ 75,949	\$ 78,986	\$ 82,146	\$ 85,430
5	\$ 65,320	\$ 67,933	\$ 70,649	\$ 73,475	\$ 76,414	\$ 79,471
6	\$ 60,762	\$ 63,192	\$ 65,720	\$ 68,349	\$ 71,083	\$ 73,927
7	\$ 56,522	\$ 58,785	\$ 61,135	\$ 63,581	\$ 66,124	\$ 68,769
8	\$ 52,578	\$ 54,684	\$ 56,873	\$ 59,145	\$ 61,510	\$ 63,972
9	\$ 48,912	\$ 50,868	\$ 52,903	\$ 55,018	\$ 57,218	\$ 59,508
10	\$ 45,499	\$ 47,319	\$ 49,213	\$ 51,179	\$ 53,228	\$ 55,357
11	\$ 42,324	\$ 44,017	\$ 45,778	\$ 47,609	\$ 49,514	\$ 51,493
Management Confidential						
5	22.2941	23.1859	24.1134	25.0778	26.0809	27.1243
4	20.6081	21.4323	22.2896	23.1813	24.1084	25.0729
3	19.8153	20.6081	21.4323	22.2896	23.1813	24.1084
2	19.0533	19.8153	20.6081	21.4323	22.2896	23.1813
1	18.3204	19.0533	19.8153	20.6081	21.4323	22.2896

<u>Grade 1</u> Public Defender County Attorney Commissioner of Social Services Director of Information Technology Public Health Director Director, Comm. Mental Health Services Superintendent of Highways Director of Finance	<u>Grade 2</u> Sheriff Undersheriff	<u>Grade 3</u> Personnel Officer Executive Deputy Personnel Officer Chief Assist. District Attorney Chief Social Services Attorney Chief Assist. Public Defender Chief County Attorney	<u>Grade 4</u> Probation Director (Group B) Deputy Highway Supt. Deputy Public Health Director Director of Planning County Clerk Asst. District Attorney County Auditor Asst. Public Defender Asst. County Attorney Assistant Director of Finance Social Services Attorney Director of Emergency Response & Communications Manager of Audit and Financial Projects Deputy Director of Information Technology Plan Administrator Planning Adviser Director, Area Agency on Aging
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<u>Grade 5</u> Director, Real Property 1 Grant Administrator Director of Environmental Health Highway Engineering and Maintenance Supervisor Director of Community Health Services Deputy Commissioner of Social Services		<u>Grade 6</u> Director of Administrative Services Clinical Dir. of MH Deputy Personnel Officer Supervisor, Solid Waste Management Epidemiology Manager		<u>Grade 7</u> Bldg. & Grounds Superintendent Medical Director Medical Advisor Clerk of the Legislature Deputy Dir. of Real Property I Assistant Dir. Area Agency on Aging Director of Program Development	<u>Grade 8</u> Public Health Program Manager Assistant Director of Administrative Services Recycling Coordinator Assistant Director of Emergency Response & Communications
<u>Grade 9</u> Emp. & Training Director Family Support Services Director CAC Coordinator Fiscal Manager		<u>Grade 10</u> Dir. of Veterans' Services Agency Dir. of Weights and Measures Nutrition Program Manager Executive Assistant to the County Administrator		<u>Grade 11</u> Deputy County Clerk Motor Vehicle Director Safety Officer Coroner County Treasurer Fiscal Officer Trainee Deputy Clerk of the Legislature Mobility Manager	
<u>Grade 1</u> Election Clerk Secretary to the Plan Administrator	<u>Grade 2</u> Secretary II Secretary to Co. Administrator Investigator Secretary to County Administration Secretary to the Commissioner of Social Services Secretary to County Attorney	<u>Grade 3</u> Sr. Election Clerk Secretary to Sheriff Secretary to D. A. Personnel Assistant	<u>Grade 4</u> Paralegal Personnel Tech. Trainee Office Manager Data Officer	<u>Grade 5</u> Personnel Technician Legal Associate Payroll Coordinator	

Adjournment

The meeting was closed at 9:09 AM



Proposal to Provide Compensation Consulting Services for Cortland County – CSEA Analysis

October 1, 2021



BURKE GROUP

Overview

- Burke Group Overview
- Burke Group Consulting Team
- Professional Experience
 - References
 - Sample Group of Clients
- Background and Objectives
- Proposed Work Plan
- Service Fee
- Appendix
 - Data Collection List

Burke Group Overview

Burke Group was founded in 1989. We are a premier compensation consulting firm. We serve as trusted consultants to boards and senior management in the areas of governance, strategy and compensation program design. Clients range from for profit, not-for-profits, public and private in all industries including higher education, human services, government, healthcare, technology, services, etc. Our clients rely on us to help align rewards with their long-term business goals to create value for all stakeholders: shareholders, executives, and employees.

Today's challenging business and regulatory environment demands a comprehensive approach to compensation planning. Our clients - companies and/or their Board of Directors - rely on our senior consultants to provide day-to-day direction and guidance at each stage of their project from research and assessment to strategy, planning and implementation. Burke Group's complete expertise and depth of knowledge help you identify and address critical issues and evaluate your organization's unique reward opportunities. Our approach ensures we are creating comprehensive compensation solutions that work.

Burke Group is a recognized leader in compensation strategy and governance. We have guided the philosophy and implementation of executive and employee reward programs to numerous organizations helping them link pay and performance to deliver maximum return on their compensation investment.

An organization's ability to meet business goals and sustain competitive advantage comes from a highly talented workforce who are motivated to achieve superior results and are tied to the organization for the long-term. We work with our clients in ensuring their compensation strategies align with these objectives.

Burke Group Overview

Compensation Consulting

- Our compensation consulting services recognize the importance of using compensation as a strategic tool to motivate and reward the employees who make your business successful. An organization's ability to meet business goals and sustain a competitive advantage comes from a talented workforce that's motivated to achieve superior results for the long term.

Retirement Plan Consulting/Administration

- From the earliest days of our firm, we've remained dedicated to helping organizations administer the complexities of traditional Defined Contribution Retirement Plans. This practice provides comprehensive services for daily participant-directed transactions, contributions into the plans, and benefit payments out of the plans.
- In addition, we have worked with our clients in the effective management of risk associated with these retirement plans.

Actuarial Services

- Burke Group's Actuarial services provide design and reporting for post-retirement healthcare plans, plan design for pension and medical plans, as well as outsourcing services for defined benefit plans. Our experienced actuaries bring specialized analytical and technical skills to ensure that the organization's long-term retirement and financial contribution goals are achieved.

Burke Group Overview

Burke Group, LLC 80 Linden Oaks Drive Suite 210 Rochester, NY 14625 www.burkegroup.com		Steve DePerrior, Managing Principal P: 585-641-7248 F: 585-624-1565 C: 585-721-4729 sdeperrior@burkegroup.com
Employees:	19	
Years in Business	32 Years	
Services Provided	Compensation Consulting Defined Contribution & Retirement Plan Consulting Actuarial Services	

Burke Group Project Consulting Team

Steven M. DePerrior – Managing Principal



Steve DePerrior leads the Compensating Consulting Practice. He has over 35 years consulting expertise working on executive compensation, salary administration programs, performance management, annual and long-term incentive plans, alternative reward programs, and deferred compensation for both profit and not-for-profit organizations.

Prior to joining Burke Group, Mr. DePerrior managed the Upstate New York consulting practices of both KPMG Peat Marwick and William M. Mercer, Inc.

Mr. DePerrior holds a BA in Economics from Colgate University.

Megan Eichhorn – *Compensation Consultant*



Megan Eichhorn has been with the Compensation Consulting Practice of Burke Group since January 1998 as a Compensation Consultant and specializes in all facets of salary administration programs. Her experience has been in the design and review of various compensation programs. Ms. Eichhorn is responsible for analyzing salary and benefit data in addition to preparation of reports.

Ms. Eichhorn attended Rochester Institute of Technology where she received her Bachelor's degree in Business Management.

Professional Experience - References

Municipalities/Tax Exempt Organizations

Client	Contact	Scope of Work
Steuben County 3 East Pulteney Square Bath, NY 14810	Jack K. Wheeler, MPA County Manager 607-664-2245	• Wage and Salary Analysis of all Non-Union Positions • Development of a Compensation Structure
County of Livingston 6 Court Street, Suite 302 Geneseo, NY 14454	Ian Coyle County Administrator 585-243-7040	• Wage and Salary Analysis of all Non-Union Positions • Development of a Compensation Structure
Monroe County Water Authority (MCWA) 475 Norris Drive Rochester, NY 14610	Nicholas A. Noce Executive Director 585-442-2000	• Executive Compensation Review and Analysis • Wage and Salary Analysis of all Non-Union Positions • Development of a compensation structure
Onondaga Community College (OCC) 4585 W. Seneca Turnpike Coyne Building Syracuse, NY 13215	Bridget K. Scholl VP Human Resources 315-498-2516	• Salary review of union Professional Administrator positions • Development of a Proposed Compensation Structure

Professional Experience

Sample Group of Clients

Client	Location	Scope of Work
Child & Family Services	Buffalo, NY	- Wage and Salary Compensation Review - All positions - Development of Compensation Structure
Corning Museum of Glass	Corning, NY	- Wage and Salary Compensation Review - All positions - Development of Compensation Structure
Community Services for Every1	Buffalo, NY	- Wage and Salary Compensation Review - All positions - Development of Compensation Structure
Greater Rochester Chamber of Commerce	Rochester, NY	Executive Compensation Review and Analysis
Finger Lakes Health	Geneva, NY	Executive Compensation Review and Analysis
Gorbel	Victor, NY	- Wage and Salary Compensation Review - All positions - Development of Compensation Structure
Lifetime Assistance	Rochester, NY	Executive Compensation Review and Analysis
Mohawk Valley Health System	Utica, NY	Executive Compensation Review and Analysis (including Peer Evaluation)
Munson Williams Proctor Arts Institute	Utica, NY	- Wage and Salary Compensation Review - All positions - Development of Compensation Structure
NYS Economic Development Council	Albany, NY	Executive Compensation Review and Analysis
Paychex	Rochester, NY	Executive Compensation Review and Analysis
Regional Transit Service	Rochester, NY	- Executive Compensation Review and Analysis - Wage and salary review of all non-union positions – Compensation Structure
Summit Federal Credit Union	Rochester, NY	- Wage and Salary Compensation Review - All positions - Development of Compensation Structure
Utica National Insurance	Utica, NY	Executive and Director Compensation Review and Analysis

Background and Objectives

Cortland County is the gateway to the scenic Finger Lakes region. Cortland is a small rural county situated between Syracuse, Ithaca and Binghamton. With the \$90 million in new business investments in the last three years, the county features a high quality of life and excellent educational resources.

At this time, Cortland County would like to have a compensation analysis conducted for approximately 300 CSEA positions. The main objectives of this analysis are as follows:

- Conduct a compensation analysis for approximately 300 county CSEA positions;
- Provide Cortland County with current market and county data for purposes of reviewing and updating current union grade structures;
- Provide an overview of current benefits as compared to market; and
- Develop a final report including the analysis and recommendations for presentation to County Legislators.

Proposed Workplan

Proposed Work Step	Target Date
1. Conduct Initial Planning Meeting. At the outset, we would meet with Cortland County to discuss the following: • Discuss current compensation strategy and philosophy; • Overall objectives of the project; • Issues or difficulty in attracting or retaining specific positions within the County; • Project methodology and timing; and • Appropriate compensation survey sources to be used. At this time, Burke Group would collect data for the analysis such as position descriptions, current agreements, and any other plan documents such as pay structure or administration guidelines. (See Data Collection Sheet in Appendix)	November 2021
2. Assessment of Positions Relative to Market Practices. Using multiple survey sources Burke Group will market price each position looking at available New York State county data and published survey market data. Based on this review and analysis, we will develop an initial report to be reviewed with Cortland County which will include the following: • Market pricing of each position based on current position descriptions; • Proposal of new/updated salary grades based on county and published market data; • Overview of benefits relative to market / industry practices; and • Initial recommendations.	November 2021 – December 2021

Proposed Workplan

Proposed Work Step	Target Date
3. Meet with Cortland County to Review and Discuss the Preliminary Report and Recommendations.	December 2021 / January 2021
4. Development of Final Report. Based upon our meeting and review of the initial report, Burke Group will develop a final report, which will include the following. • Individual market analysis for all union positions; • Comparison of current grades to market data; • Overview of benefits relative to market / industry practices; and • Final analysis recommendations.	January 2021

Service Fee

Based upon our experience with similar projects, we estimate our fee to be \$20,000 inclusive of expenses. This includes the compensation analysis, update/development of a salary structure and cost to adjust based on the analysis.

The project would be completed over a 8 to 10 week timeframe.

Appendix – Data Collection List

Compensation Data

- Position Titles and Descriptions
- Current Cash Compensation (Base Salary)
- Years in Position/Service – including any equivalent in the same position prior to Cortland County
- Plan Documents including Current Compensation Structure (Position Classification System), and Salary Administration Guidelines

Benefit Data

- All benefits/perquisites provided to employees
- Retirement Benefits
 - Paid Time Off;
 - Health Benefits – Employer / Employee Cost Sharing

2021 GRADE AND STEP FOR MANAGEMENT CONFIDENTIAL
 BASED ON A 2% INCREASE

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