

Position of Town Supervisor Justin A. Taylor on March 25, 2015, relating to the Town Manager.

As I prepare for the public meeting on Wednesday night I thought you might be interested as the following questions have been raised as to “What has Changed in the Town Of Clayton Government” and “Why do we need this position” and what is the “Succession Plan”?

- First, it is important to establish that Clayton is one of the most complex towns in Jefferson County. It also has the highest assessed value in the County.
- Also, it should be noted that the 1998 Comprehensive Plan, Goal E, on page 54, states "Also look into the benefits of a system where an Administrator is hired by the Board to manage the municipality".

After reflecting on the question “**what has changed**”, a very good question by the way, these are my initial thoughts, I will go back to 2005/2006 when Bob Cantwell was the Full Time Supervisor.

At that time Bonnie Rose had just retired as Town Clerk, a position that she held since the early 90’s and had been elected as board member starting in 2006 succeeding Vivian Black, 1978. This was the first change in board members in years. Justin Taylor, 1994, George Kittle, 1990 and Don Turcotte, 1997 were the Town Board Members. Kathy LaClair was just appointed as Town Clerk starting in 2006 and previously held the position of Secretary and Administrative Clerk for the Supervisor as well as Deputy Clerk along with Julia Vansheck and Nicole Cornaire.

In 2005, Bob Cantwell was a full time Supervisor which I fully supported. He had Kathy LaClair as his assistant and Jim & Maryann Yugas as his part time financial person/s. All were on the Town of Clayton payroll. There is a misconception that we contracted out our financial services. The staffs have been in house on our payroll during the Cerow, 1960- 1991 Kemp, 1992-1994, Cantwell, 1994-2007 and Taylor, 2007-Present boards for 55 years.

What has changed needs to be about more than just how the finances are done and what computer program we use. Folks are getting hung up on that. Some folks think that if we hire a full time/part time accountant that it will fix everything, I strongly disagree.

I would ask each of you to reflect on where you and your life/employment/businesses were at in 2005/2006/2007 and ask the same question, has it changed in complexity, has the number of business/locations/employees/salaries and benefits changed and then look at what I think has changed during the last 8 years. The question was a great question and deserving of significant thought.

- **ECONOMIC DEVELOPMENT** - there was practically nothing going on in 2007--we had not even remediated Frink yet! Clayton has risen as a star in the area for development, but it cannot continue if there are not resources to manage it. Contemplate the time by the Town/Village and CLDC that it took to bring this to fruition.
- We have applied individually and collaboratively for 42 grants and received 31 to date with a value of **\$3,972,587**. These require administrative and staff time to cultivate, prepare, submit and if awarded manage, monitor and prepare audit trail.
- Staff has increased in other town offices to compensate for the daily demands and needs
- We recently had a great deal of attrition in Department Heads which has required the need of additional oversight, training/development of these departments by the Supervisor
- Human resource requirements and laws have become much more complicated and the penalties much more severe – State and Federal Mandates

- The Affordable Care Act and the associated Health Insurance mandates have consumed a significant amount of time and resources. We redefined how we provided health insurance from a single provider for all staff to two plans, one for bargaining and one for non-bargaining employees which has saved thousands of dollars
- Have gone through process of investigating multiple districts as a result of resident's requests (Route 12 sewer/water, Bartlett point sewer/water, Route 12 E sewer, Wind, etc.)
- Redefined our evaluation of property insurance to insure adequate coverage and protection
- Took on more responsibility for maintenance and improvements of town-owned buildings (Depauville library, Grindstone schoolhouse, Opera House, etc.)
- Billing process has become more formalized and many more bills (i.e.: more ice use, more signs, ATM, etc.)
- Number of MOUs, contracts and agreements with other organizations and agencies has grown
- Took Code Enforcement back from the County (at request of public to have better service) which expanded staff
- Negotiated County wide Multi-Year Snow and Ice Contract
- Assessor added an assistant which expanded staff with Reval in 2008 and 2015 and CAP participation Clayton/Orleans – Clayton/Cape Vincent with a 100% equalization rate
- Requirements for maintaining social media and web presence (under law and at request of public) have expanded
- IT requirements and complexity has increased
- Installation of Fiber Optic Internet and phone systems at Town locations.
- Utilization of network and server computer systems has increased
- More shared services--require attention, including Reed Point sewer, shared Assessor, Village shared services, solar installation initiative etc.
- Bonding and banking have become much more complex
- Tax Cap – State Mandated
- Tax Cap Freeze – State Mandated
- AUD is more complex and more projects requiring audits
- Vouchers have increased
- NYS Comptroller rules and oversight are more intense
- Operation and Maintenance of the Transient Docking Facility

Things we should be doing, but aren't:

- Multi Year Financial Planning
- Update Personnel Policy to insure compliance with current state and federal regulations
- Capital Improvement Plan
- Keeping better track of fixed assets and purchasing
- Strategic Plan for town
- Comprehensive IT, Security and Disaster Recovery Plan
- Records management (digitization)

Justin A. Taylor, Supervisor

March 25, 2015

The Following Charts show clearly the historical data and strong financial position of the Town of Clayton today.

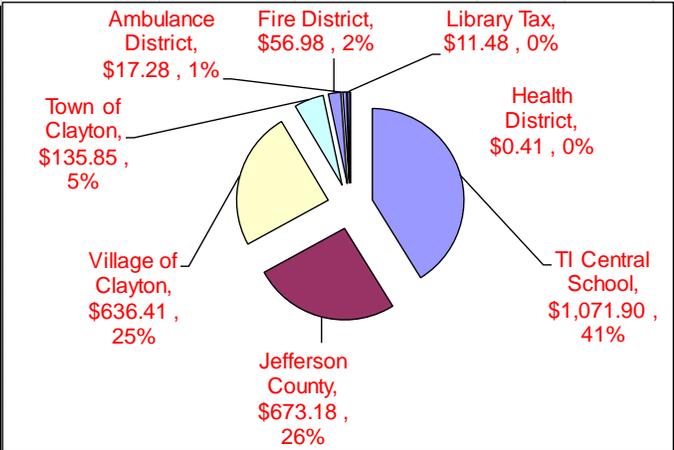
Overall Financials						Position Change 2005 - 2014
	Historical 2005	Historical 2006	Historical 2013	Historical 2014	Current 2015	
Tax Rate	\$ 2.00	\$ 2.00	\$ 1.37	\$ 1.27	\$ 1.36	-32%
\$100,000 home value would pay a town tax bill of	\$ 200	\$ 200	\$ 127	\$ 137	\$ 137	\$ (63)
Total Budget	\$ 2,868,190	\$ 3,147,751	\$ 6,608,031	\$ 12,236,705	\$ 11,388,722	297%
Capital Budget	\$ -	\$ 50,000	\$ 2,289,749	\$ 7,660,749	\$ 7,119,310	
Total Operating Budget	\$ 2,868,190	\$ 3,097,751	\$ 4,318,282	\$ 4,575,956	\$ 4,269,412	49%
Financial Position						
Debt 12/31	\$ (1,399,350)	\$ (1,598,700)	\$ (546,150)	\$ (499,500)		-64%
Fixed Assets 12/31	\$ 8,936,669	\$ 9,260,793	\$ 17,831,329	\$ 19,884,287		123%
Cash on hand 12/31	\$ 755,340	\$ 1,157,173	\$ 2,065,730	\$ 1,378,139		82%
Year End Position	\$ 8,292,659	\$ 8,819,266	\$ 19,350,909	\$ 20,762,926		150%
Note the Town conducted a revaluation in 2008 and have maintained a 100% equilization rate since then when 45% of parcels increased, 45 % of parcels decreased and 10% did not change in value						

Administrative Staffing Budget Cost							
	Historical 2005	Historical 2006	Historical 2013	Historical 2014	Current 2015	Projected 2016	
Supervisor	\$ 60,341	\$ 62,011	\$ 28,500	\$ 28,500	\$ 28,500	\$ 18,500	
Executive Assistant/Secretary	\$ 18,750	\$ 18,750	\$ 36,300	\$ 30,000	\$ 33,500	\$ 33,500	
Director of Personnel			\$ 12,500	\$ 5,000			
Director of Finance	\$ 17,336	\$ 17,816	\$ 5,150	\$ 10,000			
Grants Manager			\$ 5,150	\$ 5,000			
PT Clerk			\$ 16,050		\$ 20,000		
Town Manager					\$ 30,000	\$ 60,000	
Totals Annualized	\$ 96,427	\$ 98,577	\$ 103,650	\$ 78,500	\$ 112,000	\$ 112,000	
Percentage Change from 2005/2006					16%	14%	
Typical Town Staff Salary	12.77	\$ 13.17			\$ 17.62	\$ 18.02	
Percentage Change since 2006					38%	37%	

Budgeted Staffing					Current	Potential	Change
	2005	2006	2013	2014	2015	2016	
Supervisor	1	1	0.5	0.5	0.5	0.5	-0.5
Executive Assistant	0.75	0.75	1	1	1	1	0.25
PT Clerk	0.5	0.5	0.5	0.5	0.5	0	-0.5
Town Manager					0.5	1	1
							0
Staff numbers or FTE's	2.25	2.25	2	2	2.5	2.5	0.25

2015 General Tax information		Tax Bill	Source - Jefferson County Tax Rates Updated 1/1/2015			
Taxing Entity	Levy	Tax Rate	Executive Officer	Title	Contact Information	
Thousand Island Central School 2014-2015 FY	\$ 11,248,321 \$ 4,784,229	10.719001	Frank House	Superintendent	315-686-5594 x 1555 housef@1000islandsschools.org	
Jefferson County 2015 FY	\$ 4,810,022	6.731775	Robert Hagemann	Administrator	315-785-3075 roberth@co.jefferson.ny.us	
Village of Clayton 2014 - 2015 FY	\$ 1,101,407	6.364143	Norma Zimmer	Mayor	315-686-5552 vclayton@qisco.net	
Town of Clayton 2015 FY	\$ 1,124,398	1.358540	Justin Taylor	Supervisor	315-686-3512 x 20 jataylor@townofclayton.com	
Clayton Fire District 2015 FY	\$ 412,435	0.569816	Lynn Schnauber	Chairman	315-955-2240	
Clayton Ambulance District 2015 FY	\$ 125,000	0.172820	Justin Taylor	Supervisor	315-686-3512 x 20 jataylor@townofclayton.com	
Library Tax 2014-2015 FY	\$ 120,500	0.114829	Frank House	Superintendent	315-686-5594 x 1555 housef@1000islandsschools.org	
Clayton Consolidated Health District 2015 FY	\$ 2,955	0.004085	Justin Taylor	Supervisor	315-686-3512 x 20 jataylor@townofclayton.com	

2015 Tax Information		
Enter your current assessment	\$100,000	
Your tax liability	Your tax dollars / %	
TI Central School	\$ 1,071.90	0.41
Jefferson County	\$ 673.18	0.26
Village of Clayton	\$ 636.41	0.24
Town of Clayton	\$ 135.85	0.05
Fire District	\$ 56.98	0.02
Ambulance District	\$ 17.28	0.01
Library Tax	\$ 11.48	0.00
Health District	\$ 0.41	0.00
Total	\$ 2,603.50	1.00
Your total tax liability if you live in the Vill	\$ 2,603.50	
Your total tax liability if you live outside the Village of Clayton	\$ 1,967.09	



Town of Clayton Supervisor current roles and responsibilities:

Fiscal Management

- Chief Fiscal Officer - Budget Oversight
- Prepare Tentative Budget
- Prepare and present Budget Message
- Monitor 15 separate "Government Funds" with 267 Expense and 117 Revenue Accounts
- Tax Rate Implication
- Tax Cap Filing
- Tax Cap Freeze Filing
- Annual Update Document
- Monthly Supervisors Report
- Monthly Abstract x 13
- Review each voucher > 1000
- Authorize checks after approval > 1600
- Certify 26 payrolls
- Authorize contracts for all activities at Rec Park
- Authorize contracts with the Chamber, Hahn Library, Paynter Center, Transportation Center
- Funding Sources – USDA, EFC, Jeff County, Sales Tax, Mortgage Tax, Occupancy Tax, NYS Funding Agencies

District oversight

Operational oversight of:

- Depauville Sewer
- Heritage Heights Sewer
- Reed Point Sewer
- RT 12 Sewer
- Ambulance
- Heritage Heights Lighting
- Depauville Lighting

Day to day general operations

- Board member interaction
- Personnel issues
- Phone calls 7-24-365
- Personal visits at office & scheduled
- Email & Texts
- IT Governance – Planning & Oversight
- Incident and Accident Reports
- Constituent complaints such as
- Fireworks, Dogs, Drainage, Mail Boxes, Staff issues, Flood Plain, Noise
- Community Visitor inquiries

Staff Oversight and leadership

- Executive Assistant
- Part Time Clerk
- Assessor/Assessor Clerk
- Zoning Officer/Assistant Zoning Officer
- Building Codes Officer
- Building and Grounds staff JT/LP
- Highway Staff – JT/BC
- Historian
- Planning Board – JT/MZ
- Zoning Board of Appeals – JT/MZ
- Board of Assessment Review
- Town Attorney
- Town Engineer
- Bond Counsel

Building structure and maintenance

- Clayton Opera House
- Cerow Recreation Park
- Joint Highway Garage
- Depauville Highway Storage Building
- Transfer Site
- Depauville Community Center and Library
- Depauville Sewer Plant
- Grindstone School House
- Grindstone Island Dock
- Clayton Transient Docking Facility -2015

Human Resources

- Human Resource Responsibilities
- Personnel Evaluations annually
- Investigate and oversee health insurance
- Investigate and oversee other health benefits
- Manage employee deductions
- Reconcile health plan accounts
- Manage Workers Compensation
- Manage all NYS Unemployment requests
- Manage NYS Retirement
- Manage NYS Deferred Compensation
- Manage ancillary firms
- Oversee that required annual notices are provided
- Manage employee leave requests and compensation
- Manage sick, vacation and comp leave banks
- Manage benefit plan accounts
- Oversee compliance to workplace laws
- Oversee employee training programs

- Oversee compliance with health insurance laws, including COBRA
- Oversee compliance with ACA regulations
- Oversee calculation and payment of annual PICORI tax
- Manage all hiring and firing, including seasonal, part-time and full-time employees
- Manage attrition of employees
- Oversee payment of all required quarterly NYS and Federal payroll reporting
- Oversee required monthly DOL reporting

Grants and Project Management

- Wave Attenuator
- Floating Dock System
- Overlooks and Amenities
- Sewer Pump Out System
- Utilities and Infrastructure
- Boater Service Building
- Route 12 Sewer Project
- Opera House Repairs (Sprinkler Damage, Roof Replacement, FEMA Generator)
- Zoning changes
- County Snow and Ice Contract
- State Snow and Ice Contract
- Assessor replacement (Short Term /Long Term)
- Fishing Promotion Grant – Ritchie
- Arena and Library Improvement Grant – Ritchie
- General litigation and legal review
- Assessment litigation review (Currently 5)
- Scenic Area of Statewide Significance (SASS)
- Rec Park Heat
- Depauville Library
- Personnel Manual Update
- Chaumont River Corridor – LWRP – Alicia
- Boating Infrastructure Grant – JT/Alicia
- DOS 2.0 Grant – JT/Alicia
- DOS 2.5 Grant JT/Alicia
- CVAP Grant – JT
- NBRC Grant – CLDC/Village – JT
- Oversee that all necessary permitting is completed
- Tourism Destination Area Review

Liaison Roles

- Senator Schumer - Angelo Roefaro
- Senator Gillibrand – Susan Merrill
- Congresswomen Stefanik – Maddie Donovan
- Governor Cuomo – Jeff Fallon
- Comptroller Dinapoli – Laird Petrie

- Senator Ritchie – Sarah Compo
- Assemblywomen Russell - Lisa Hartman
- Legislator Docteur
- Legislator Fitzpatrick
- County Administrator Hagemann
- FDRLO – Carl McLaughlin
- Village of Clayton - Mayor Zimmer
- Association of Towns – Jerry Geist
- DEC – Judy Drabicki
- ESDC – Steve Hunt
- Media – TI Sun, Watertown Daily Times, Chanel 7, News 10, News 50.
- 1000 Island Harbor Hotel – David Hart/Peter Krog
- Save the River, TILT and TI Arts Center

Lead and/or attend meetings

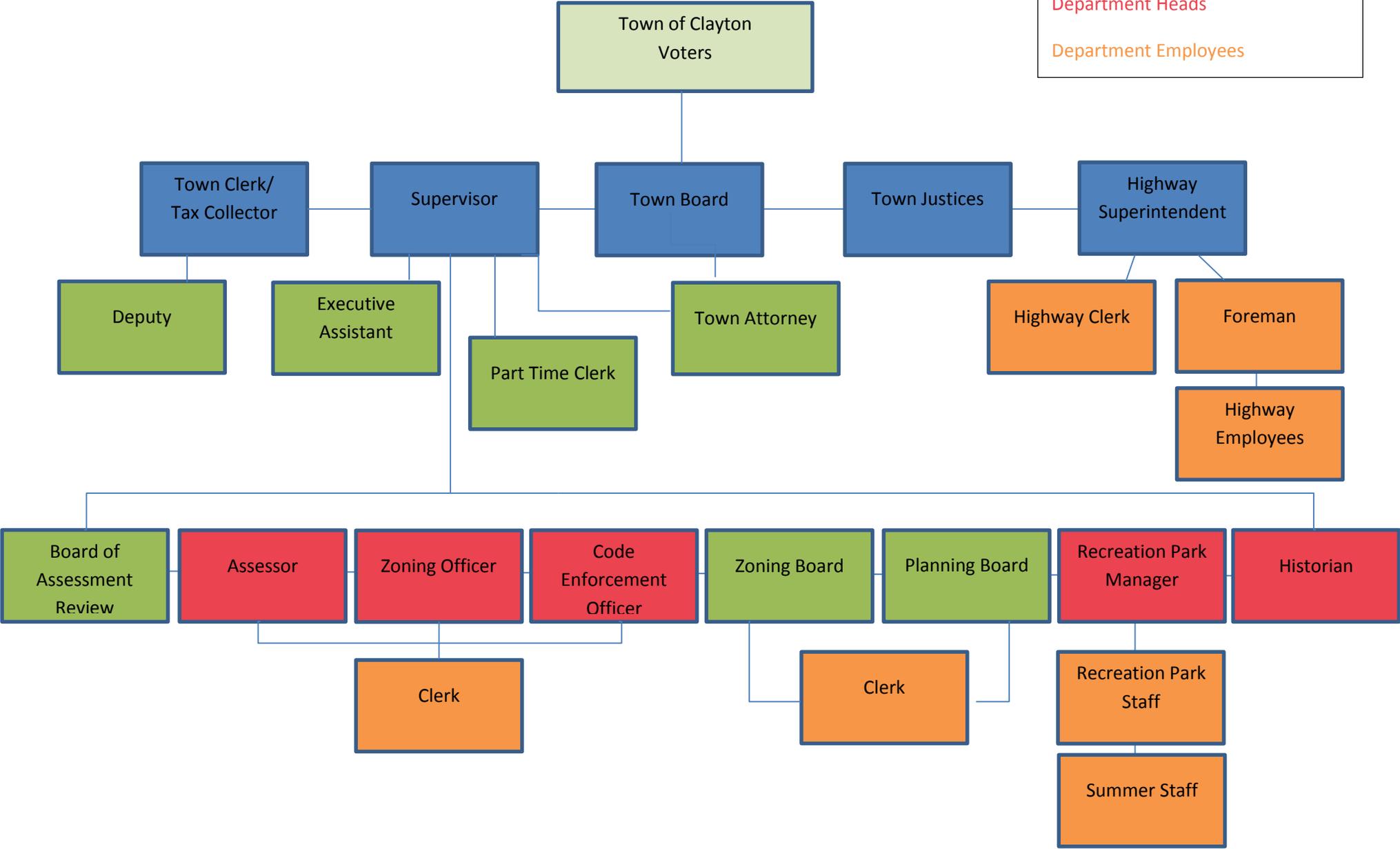
- Town Board 2 x Month
- Meeting Minute Review x 26
- Department Head Meetings x 12
- Staff meetings – on demand
- Consolidated Health 4 x Year (Treasurer)
- TIERS ex officio 2 x Month
- CLDC ex officio 12 x year plus Treasurer Responsibilities
- ABM honorary 6 x Year
- Orleans/Alexandria/Clayton Sewer 4 x Year
- Supervisors Association 4 x years
- Special Event meetings, Fishing, Pumpkin Chunkin etc.
- Training, locally, regionally and statewide. Participate in webinars and Special OSC/DOS
- Project management meetings with project leads, contractors, consultants, engineers, attorneys, bond and bank counsel, granting entities and state/federal agencies
- Attend community events as requested or expected
- In summary scheduled and countless non routine meetings equating to 3-4 nights every week

Designated Roles

- Chief Executive Officer and Administrative Head
- Chief Financial Officer & Treasurer
- Public Information Officer
- Minority Business Compliance Officer
- Lead on all contract authorizations
- Oversee all legal issues for the Town

TOWN OF CLAYTON ORGANIZATIONAL CHART – CURRENT

Elected Officials
 Appointed Employees
 Department Heads
 Department Employees



TOWN OF CLAYTON ORGANIZATIONAL CHART – WITH TOWN MANAGER

Elected Officials
 Appointed Employees
 Department Heads
 Department Employees

