

Hon. Jack Schnirman
Nassau County Comptroller



OFFICE OF THE NASSAU COUNTY COMPTROLLER

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Dear Nassau County Residents,

Thank you for the honor and privilege of serving as your Nassau County Comptroller. Together, we have been through a lot over the past four years. The COVID-19 pandemic challenged us all in unprecedented ways, and together we adapted and persevered. I am grateful to our County workers for their commitment to serve our communities during the pandemic – thank you for a job well done. The adversity that we faced encouraged us to further innovate and modernize, demonstrating our collective resiliency. County government is now, in so many ways, stronger than ever.

When I first ran for office, I set **four priorities** to move Nassau forward by cleaning up our finances and saving taxpayer dollars:

1. *Open & Modernize County Finances;*
2. *Smart Audits to Ask Tough Questions;*
3. *Clean-Up & Reform County Contracting; and*
4. *Report It/Reform It.*

With your support, our team achieved each of these **four priorities**, accomplishing in some respects even more than our most audacious goals.

I'm proud of the progress we made in modernizing Nassau County government, perhaps most exemplified by the creation and growth of our Open Nassau Transparency Platform. In partnership with the Nassau County Executive, we made financial information accessible to all for the first time. We used real-time data to identify our challenges & recommended best practices from across the nation so that our region can be the place we all want to live, work, and raise a family.

This is a moment of great opportunity for our County. I finish my work more hopeful than ever that Nassau is well-positioned to achieve full financial sustainability. With deep gratitude for this opportunity to serve, I am honored to present our final annual update, our "Four Years in Review."

Sincerely,

A handwritten signature in black ink, appearing to read "Jack Schnirman", followed by a long horizontal line.

Jack Schnirman
Nassau County Comptroller



COMPTROLLER'S OFFICE FOUR YEARS IN REVIEW

January 2018 - December 2021

Since 2018, policies and practices in the Office of the Nassau County Comptroller have:

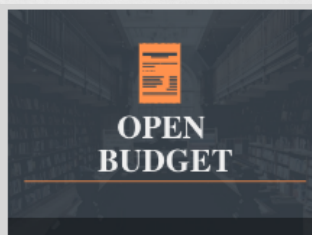
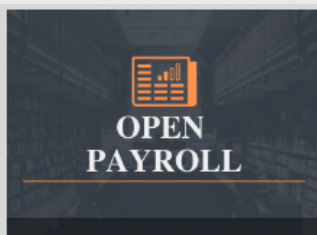
- ➔ Identified or recovered over \$153 million in: waste, fraud, abuse and inefficiencies; in recovered taxpayer dollars; recovered for employees covered by the Living Wage Law; and receipt of federal reimbursement for administrative costs .
- ➔ Established the Comptroller's Office as a national leader in open data and transparency best practices.
- ➔ Modernized inefficient and outdated financial technology and processes for 21st Century governance.
- ➔ Brought transparency to the County's finances by focusing the discussion of the financial results under nationally recognized Generally Accepted Accounting Principles ("GAAP"), providing easy to understand fact sheets and guides to the County's annual comprehensive financial report.
- ➔ Produced the County's first ever "PAFR" (Popular Annual Financial Report) which breaks down the complexity of the County's financial statements in an easy to understand manner, garnering the County's first "Triple Crown Medallion" from the GFOA, signifying exceptional excellence in financial reporting.

1. OPENING AND MODERNIZING NASSAU COUNTY FINANCES

Open Nassau Transparency Portal (opennassau.nassaucountyny.gov)

In partnership with the Nassau County Executive, the Comptroller's Office spearheaded a robust open data platform to modernize the County's finances and make them easily accessible to the public. The Open Nassau Transparency Portal includes:

- ➔ **Open Checkbook/Cash Receipts:** Open Checkbook provides residents access to information about how their tax dollars are being used to pay vendors, contractors, and other intergovernmental programs. The Cash Receipts portal details payments made to the County from various sources, such as proceeds from bond sales, user fees on tickets and permits, as well as intergovernmental aid, sales tax, and property tax.
- ➔ **Open Payroll:** A multi-level view at the County's end-of-year payroll.
- ➔ **Open Budget:** An innovative tool designed to help explore and better understand the County's annual adopted budget.
- ➔ **Open Finance:** Includes data from the County's Comprehensive Annual Financial Report (CAFR) and other financial reports.



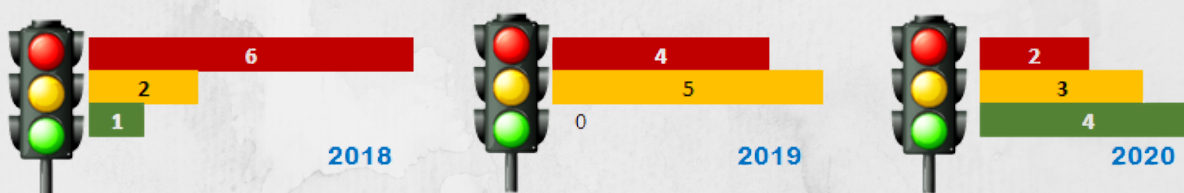


B The Comptroller's Scorecard (opennassau.nassaucountyny.gov/scorecard)

The Comptroller's Office launched a data-driven transparency dashboard that displays the key indicators that the Comptroller's Office utilizes to measure Nassau County's fiscal health. This Scorecard is the first of its kind.

The Comptroller's Scorecard tracks and displays various financial and economic performance metrics and are labeled as "On Track" (green), "Off Track" (red), and "Caution" (yellow). The Scorecard also notes important trends.

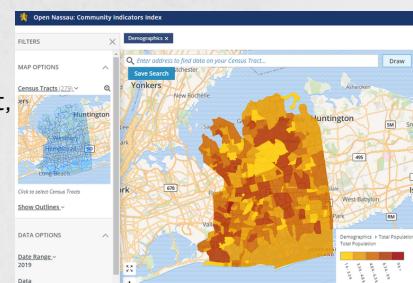
The summary below presents a quick visualization of the major fiscal metrics as verified in the County's audited financial statements (note the 2020 report issued 6/30/2021). This three year review shows improvement in the County's financials.



C Community Indicators Index (nassau-dashboard.connect.socrata.com)

The Comptroller's Office released an interactive mapping tool that visualizes core Census data by neighborhood and Census Tract. This tool displays critical information about Nassau County, including demographics, economic development, education, healthcare, commuting method to work, and so much more.

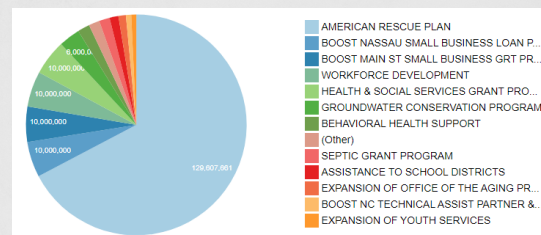
This map allows you to analyze hyperlocal areas in Nassau County to better understand our communities. You can search by address and census tract, filter by topics to highlight specific datasets, and filter by time period to view trends.



D Federal ARPA Funding Tracker (nassau-arpa.finance.socrata.com)

The Comptroller's Office launched a new accountability tool on the Open Nassau Transparency Hub designed to transparently track the way Nassau County is spending the funding provided under the American Rescue Plan Act (ARPA).

For example, the County has appropriated \$100 million to fund a "Household Assistance Program." This program provides \$375 to qualifying households that have experienced negative impacts due to the pandemic, as well as an allocation of \$62.9 million to fourteen programs designed to assist impacted residents, businesses and industries.



E Policy and Research Reports (opennassau.nassaucountyny.gov)

The Comptroller's Office launched a Policy and Research Unit to dive deeper into the challenges that impact different segments of the County's population and recommends smart policies that can make transformative progress and ensure that structural gaps are narrowed and closed in Nassau County's budgets and communities. Major policy and research reports include:

- ➔ Guiding Principles: Making Smart Investments with Stimulus Funding
- ➔ What's the Issue? The Urgent Need for Infrastructure Investment



➔ Local Economic Acceleration Plan (LEAP),
3-Part Report Series: **Economic Drivers, Revenue
Generators and Cost Savers.**

Part One: Economic Drivers

1 Invest and Expand
Public Transportation

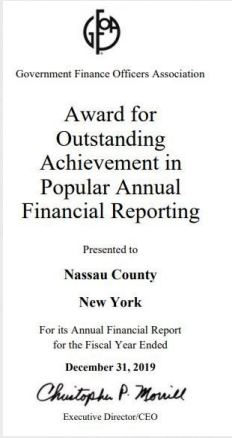
2 Increase Access to
Child Care

3 Accelerate Transit-
Oriented Districts

4 Cut Red Tape for
Redevelopment
Projects

➔ "This is Nassau" Report Series: **Demographic
Profile, Black Economic Equity (Updated 2020),
Asian Community Fact Sheets, Hispanic
Community Fact Sheets, The Deal of the Next
Generation (Gen Z Update 2021), Modernizing "The
Deal" of Living in Nassau County, the Child Care
Gap & Equity Gap Toolkit; Long Island Counts -
2020 Census Report**

F Popular Annual Financial Report

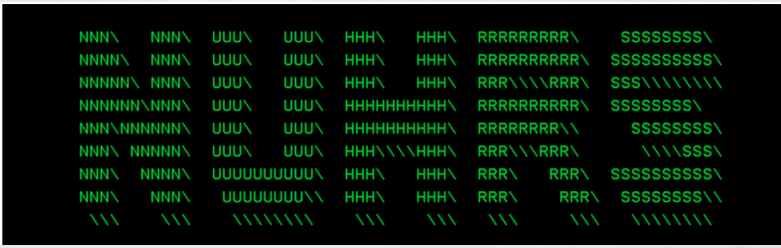


For the first time, the Comptroller's Office prepared and submitted a Popular Annual Financial Report (PAFR) in 2019. The PAFR extracts information from the Comprehensive Annual Financial Report specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a needing a background in public finance.

In 2019, 2020, and 2021, the Comptroller's Office completed Nassau County's first, second, and third ever Popular Annual Financial Reports. Nassau County received the GFOA award for the PAFR for fiscal year 2019. **For the first time, the County received a special Triple Crown medallion** which signifies receiving all three GFOA awards (the Certificate of Achievement for Excellence in Financial Reporting Award, Distinguished Budget Presentation Award, and Popular Annual Financial Reporting Award) for FYE 2019.

G Enterprise Resource Planning (ERP)

✓ For decades, Nassau County has used a now-virtually obsolete computer system to manage more than \$3 billion annually in County spending, including the payroll for 14,000 employees of the County and Nassau Community College. This system, based on computer coding from 1992 which is no longer supported, wastes staff time, creates inefficiencies, and would severely hamper the ability for the County to operate in the event that the system fails. The outdated financial system had been classified as a "material weakness," a significant deficiency in financial reporting.



The Opening Screen for our legacy payroll system.



Implementing a new Human Resource Application:

Recognizing the amount of time and millions of dollars in costs that it was taking to implement a new Human Resources application, the Comptroller's Office immediately worked with the County Executive's Office to prioritize getting this project across the finish line. The application, facing years of delays was implemented in 2020. It is user-friendly, modern, and intuitive to use.



The Comptroller's Office has made successful advances towards replacing the County's legacy mainframe-based financial system:

- ➔ In 2019, the Comptroller's Office issued a request for proposals as part of a plan to replace the mainframe-based financial system.
- ➔ In 2020, awards were made for pre-implementation services, as well as project management and quality assurance services to ensure that there is proper oversight and ongoing monitoring throughout the financial system replacement project.
- ➔ In 2021, ERP pre-implementation services were approved by the County Legislature.

2. SMART AUDITS THAT ASK TOUGH QUESTIONS

A total of 37 audit reports were issued between 2018 and 2021. These includes financial/ performance/ operational audits, Living Wage audits and annual reports and follow-up audit reports.

Focusing on Results

One of the key priorities of the Comptroller is the focus on conducting smart audits that produce results. Since taking office, the Comptroller's Office can point to

**\$139
million**

Identified In waste, fraud, abuse, and inefficiencies

**\$7.6
million**

Recovered in taxpayer dollars

\$442,000

Identified and recovered for employees covered by the Living Wage Law



216

Audit findings



611

Audit recommendations



91%

of audit recommendations implemented or in the process of being implemented

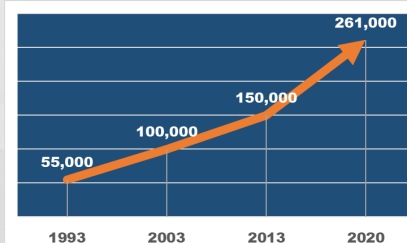


Major Audits Issued (nassaucountyny.gov/Audits)

✓ Review of Residential Property Procedures and Controls of the Assessment Review Commission (ARC)

- ➔ Our audit of ARC reviewed the systemic issues in the Nassau County Assessment and Assessment Review processes that drive a high volume of grievances and to review ARC's performance and methodologies utilized to process these grievances. This audit was an extraordinary undertaking due to the unique complexity of Nassau's current Assessment and Assessment Review process, which is a broken system.
- ➔ The Comptroller's Office estimates that over a billion dollars in Property Tax burdens were shifted while firms made hundreds of millions of dollars profiting off of a broken system due to the complexity of the Assessment System and the unprecedented amount of grievances.
- ➔ Read a fact sheet on the audit at: <https://www.nassaucountyny.gov/DocumentCenter/View/35835/ARC-Audit-and-Assessment-Process-Fact-Sheet?bidId=>. Read the full audit at nassaucountyny.gov/Audits.

NUMBER OF GRIEVANCE APPLICATIONS FILED BY YEAR



Approximate Numbers, based upon reporting in Nassau County's Comprehensive Annual Financial Reports.



✓ Nepotism Audit Series

- ➔ The Office of the Nassau County Comptroller initiated the first-ever audit on Nepotism in Nassau County after a series of corruption allegations arose culminating in the indictment and convictions of officials related to Nassau County Government leaders. Reports surfaced of numerous "friends and families" of political figures working in taxpayer funded jobs. Our research cannot find another example of an audit of this type having ever been conducted.
- ➔ The Nepotism Series of Reviews of Hiring Practices and Related Parties focused on the administration and management of hiring in Nassau County, to identify the processes, policies, and practices embedded within the County which had allowed favoritism in hiring and staffing to flourish in the past and to recommend specific reforms to end abuses in the hiring processes. Some of our findings include:

PART I: BOARD OF ETHICS:

1. Most County employees have not received the updated Code of Ethics and formal ethics training.
2. The Nassau County Code of Ethics is not promoted, such as posting in County buildings.
3. The Board has operated with less than the required five members and has consistently lacked diversity in gender and occupational backgrounds.
4. Advisory opinions, which provide guidance to public servants seeking to avoid ethical missteps, were not available to the public.

DID YOU KNOW?

The merit system of hiring in New York State (Civil Service) was instituted in the late 1800s, championed by Assemblyman Theodore Roosevelt and Governor Grover Cleveland to combat the "spoils" system of doling out government jobs. In 1894, the NY State Constitution was updated to include the merit principle in Article V, Section 6.

PART II: HUMAN RESOURCES:

1. The Office lacks policies to properly ensure that Nassau County's Code of Ethics requirements concerning nepotism is being monitored & enforced by County departments.
2. The Office of Human Resources deviated from County policy by not requesting Civil Service background checks on 50% of the files sampled (39 employees out of 78).
3. Nepotism was likely involved in the hiring of a relative of the former County Executive's friend/County contractor;
4. Over 40 Ordinance employees were moved into Civil Service protected positions and placed in non-competitive job titles prior to the 2018 change in County Executive administration.

PART III: CIVIL SERVICE:

1. The website of the Civil Service Commission lacked pertinent information that would be helpful for the public. A transparent website is a key tool in informing the public as to employment opportunities with the County and ensuring that all interested qualified people in the County are aware of such opportunities.
2. Nassau County job titles and salary ranges have not been surveyed or updated in over 24 years.
3. The Commission granted extended leaves of absence to certain exempt County and Town employees without justification, likely due to nepotism.

SPOTLIGHT ON NEPOTISM:

Nepotism is the practice among those with power or influence of favoring relatives or friends, especially by providing jobs. This practice has a negative impact on governmental operations and can deprive County residents and taxpayers of a well-qualified workforce.





✓ How Do We Prevent Nepotism?

We Recommend Following a Five Point Plan:

1. Develop, implement & enforce an anti-nepotism policy.
2. Implement transparency, access & awareness measures.
3. Create a culture that does not allow nepotism.
4. Provide training to promote fairness and equity as envisioned by the merit system.
5. Ensure an active Board of Ethics which enforces Nassau County's Ethics Code.

The Primary Law Governing
Nepotism in Nassau County is
Contained in the Nassau
County Code of Ethics.

**NO OFFICER OR
EMPLOYEE OF THE
COUNTY SHALL HIRE
OR INDUCE OTHERS TO
HIRE A RELATIVE...**

§2218(7) - Nassau County
Code of Ethics



✓ Reviews of the Department of Assessment: Collection of Payments in Lieu of Taxes (PILOT) Revenue; Property Tax Exemption Processing

➔ Two audit reports and audit follow-ups of the Nassau County Department of Assessment on PILOT Revenues and Property Tax Exemptions were issued, finding:

PILOTS:

- \$7.6 million in PILOT revenues to Nassau County were not paid, and were subsequently recovered as a result of our audit;
- More than \$6 million in additional potential County PILOT revenues were lost because expired or terminated PILOT agreement properties weren't properly restored to the tax roll;

EXEMPTIONS:

- Property owned by estates of the deceased were still receiving tax exemptions intended for the previous owner and veterans exemption errors were given to people who would have been 133 years old.
- Improperly applied exemptions shifted millions of dollars in overall property tax burden from those receiving improper exemptions to those not receiving exemptions.
- The County's low level of assessment percentage led to disproportionate personally owned clergy property exemptions, removing in excess of \$272 million in annual taxable value.

✓ Review of Employee Complaints For Nassau County's Compliance With the Living Wage Law

- CSEA employees of Nassau County submitted complaint forms to the Nassau County Comptroller's Office indicating they were not receiving the Living Wage rate of pay. The Comptroller's Office performed an analysis of all Nassau County employees, both full-time and part-time which revealed that certain employees were being paid less than the Living Wage pursuant to the pay-rate in the various collective bargaining agreements.
- As a result of this review and analysis an adjustment was made to ensure that all County employees receive the Living Wage and employees who were underpaid received retroactive pay from January 1, 2018.





✓ Review of the Nassau County Industrial Development Agency (IDA) Operations and Internal Financial Controls



- Conducted to determine if residents and taxpayers are getting the best return on our investment for tax breaks and other benefits provided to businesses by the Nassau IDA.
- While auditors found that all projects sampled provided some economic benefit, employment goals were not always met. In some instances job reporting was inaccurate and not properly monitored and auditors identified issues with third-party consultant economic impact reports and other vendors in addition to internal controls weaknesses.
- New leadership at the IDA worked collaboratively with our Office to implement more aggressive measures to ensure accountability, including clawing back money if job goals are not met.

✓ Review of the Nassau County Department of Public Works Calculation of Charges and Fees for Out-of-District Sewer Connections



- Auditors found that the County undercharged certain out-of-district developers \$2.6 million for sewer hookup fees by switching its assessment methods without legislative oversight approving the change.
- As a result of this audit, the Nassau County Legislature unanimously passed a bill that standardized the way out-of-district ratepayers hook into the County's sewer system.

C Follow-Up Audit Reviews

In 2018, the Comptroller's Office implemented a new policy establishing a follow-up review of audits. The new follow-up procedure provides updates, increases accessibility for taxpayers, and ensures that the corrective actions recommended in the audits are implemented.

The Comptroller's Office released follow-up reviews of ten audits to date:

To track the implementation of audit recommendations, our Office has instituted a color-coded system - Green: Implemented, Yellow: In Process, and Red: Not Implemented.

59%

**Audit Recommendations
Implemented**

32%

**Audit Recommendations
in Progress**

9%

**Audit Recommendations
Not Implemented**

These ten follow-up reviews included 75 findings resulting in 225 recommendations, of which 91 percent have been implemented or are in the process of being implemented.



3. CLEANING UP AND REFORMING COUNTY CONTRACTING

Contracts and Claims

The Comptroller's Office implemented best practices for vetting, disclosure, and tracking of County spending to ensure vendors, contractors, and County departments are playing by the rules. In collaboration with the County Executive, the County eliminated vendor registration fees, built capacity to track participation by **Minority and Women-owned Business Enterprises** and **Service-Disabled Veteran-Owned Small Businesses**, and formulated and implemented a new procurement policy.

While increasing oversight and accountability, the Comptroller's Office has modernized and implemented a number of efficiencies to decrease the amount of time it takes for this critical review to be completed.

2018	2019	2020	2021
57,150	65,902	52,686	56,056

Number of claims reviewed and approved by the Comptroller's Office.



96.1%	96.7%	97.7%	97.7%
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Claims approval rate resulting from standardizing review process and enhancement of oversight.

*Notes: The decline in the amount of claims processed in 2020 is attributed to the impact of COVID-19. 2021 numbers are estimated.

Efficiency saves time and money. Over the last four years:

- ✓ The Office's Claims Division conducted a review of how the County processes its various utility claims and found savings through consolidation of billing. This reduced staffing time needed to review claims and **found more than \$35,000 in overcharges**.

The Comptroller's Office identified a bill from New York American Water that increased by 40 times the usual amount, from \$100 to more than \$4,300. The County immediately stopped payment pending an investigation by the Public Service Commission into similar increases for many residential customers. As a result of this comprehensive investigation, the County received a credit of \$27,000 from New York American Water.





- ✓ Due to Tax ID verification protocols implemented by the Comptroller's Office in 2018, the County has avoided potentially millions of dollars in annual liabilities to the IRS. In 2018, the CP1200 notice from the IRS identified over 700 bad social security and TIN numbers, that number has decreased to almost zero.
- ✓ Using the Open Nassau Transparency Platform, the Comptroller's Office created a new daily claims dashboard to replace an outdated spreadsheet that required updates to be input manually. This efficiency [saved hours of work](#) each week and increased productivity by giving staff [more time to process claims](#), as opposed to updating spreadsheets.
- ✓ Since 2018, the Office's Claims Division identified and reduced over \$4.7 million in incorrect or disqualified costs claimed.



Contract and Claims Highlight: Not-for-Profits



Together with the Office of the County Executive, the Comptroller's Office has worked with the non-profit community - we listened to the challenges and worked collaboratively with our non-profit partners [so that](#) much needed funds were targeted to deliver critical services to our communities.

- ✓ New contract terms established increase the efficiency of service providers and allow them to better serve Nassau County residents and allows the County to more efficiently finance the contracts. These improvements assisted providers including approximately:
 - 95 day care centers;
 - 865 family and group family care providers; and
 - 50 foster care providers.
- ✓ The Comptroller's Office implemented a policy to prioritize non-profit contract advances which the Comptroller's Office typically processes within 24 hours of receipt.
- ✓ In 2021 the Comptroller's Office paid non-profits their advances earlier than ever before.



B Electronic Claims & Vendor Portal

The new vendor claims process eliminates paperwork, enabling vendors to submit claims electronically through an online portal and have them reviewed and approved electronically by County Departments and the Comptroller's Office. These changes make doing business with Nassau more transparent and business-friendly while allowing for even greater oversight.

NASSAU COUNTY, NY Nassau County
Vendor and Principal Registration

Integrity Submissions FAQ

Vendor Information Enterprise Information Vendor Address Information Contact Information / Account Setup Contact Address Information

New Vendor Registration

Vendor Information

Vendor Name * DBA Tax ID Type * Tax ID *

Office Type (Branch requires DUNS) * DUNS Number (No Hyphens or Dashes) Website

HQ Branch

Enterprise Information

Enterprise Type * Corporation (C)

Non-Profit Yes No Disabled Owned Yes No Small Business Yes No Energy Yes No HQ/Holding/Parent Yes No Medical or Legal Yes No

Woman Owned Yes No Minority Owned * Yes No Veteran Owned Yes No

✓ **Contract and Claims Highlight: Vendor Registration**

All vendors can now electronically register with the County, giving vendors more transparency into opportunities to do business with the County, increasing the number of vendors who do business with the County, more efficiently vetting vendors, and allowing for quicker payments to vendors. More competition among vendors creates competitive prices for taxpayers.

LIVE HEALTHY DISCOUNT CARD PROGRAM

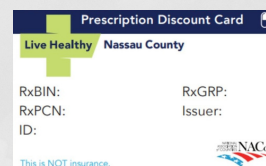
Participation in the national Live Health Discount Program was assured by the Comptroller's Office. This free program provides a variety of helpful discounts for County residents including:

No-cost Prescription Discount Program

- Save money at 66,000 pharmacies at home and nationwide
- Save an average of 30% on the retail price of prescription medications

Low-cost health discounts nationwide

- Discounts on vision services, dental, hearing aids and screenings, diabetes supplies, prepaid lab work and more.



Participating locations can be found online at LiveHealthyCard.com



4. DRIVE REFORMS TO INCREASE TRANSPARENCY AND ELIMINATE WASTE, FRAUD, ABUSE, AND INEFFICIENCY

A priority of the Comptroller's Office is to hear from the public to ensure that we can bring more voices into the County government. A key proponent of that work was revitalizing several important committees convened by the Comptroller's Office, including the Independent Audit Advisory Committee (IAAC), the Living Wage Advisory Board, and the Comptroller's Office MWBE and Non-Profit Steering Committees.

Report it, Reform it

The "Report It, Reform It" program provides a resource for the public so they can directly engage with the Comptroller's Office on reforming government.

The "Report It, Reform It" tip-line was recognized with an Achievement Award by the National Association of Counties (NACo) in 2018.



Tips on possible waste, fraud, abuse, or inefficiency can be reported to ReportItReformIt@nassaucountyny.gov

Living Wage Hotline

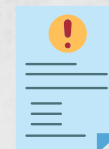
516-571-WAGE



In July 2018, the County launched a new, multilingual wage hotline that allowed workers to report County vendors that are underpaying their employees.

86

Calls and Living Wage Complaints Recieved



Anyone who believes they have information about a County contractor violating the Living Wage Law can call a dedicated hotline in the Comptroller's Office. The hotline, which can be reached by calling 516-571-WAGE, will connect callers directly with staff in the Comptroller's Office during business hours so that complaints can be submitted. Callers will also be able to make inquiries about the Living Wage Law, such as how to find out if their job is covered by the Law. Visit nassaucountyny.gov/1597/Living-Wage for more information.

STRENGTHENING CONTROLS AND SECURITY



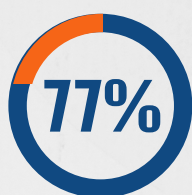
The Comptroller's Office was out front in the fight against cyber security threats. A systematic risk assessment of all processes and procedures in the Comptroller's Office was completed. This analysis resulted in additional improvements to already implemented new controls over the vendor registration process, the publication of a comprehensive written Procedures Manual and the implementation of a Security Awareness and Training Policy.



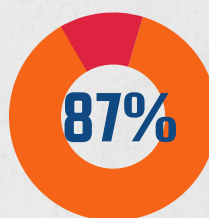
PANDEMIC OPERATIONS - TELECOMMUTING

The onset of the COVID-19 pandemic in March of 2020 created an unprecedented challenge for continuing the Comptroller's Office operations and identifying new approaches to work. The unique situation presented a host of complex challenges for the leadership of the Comptroller's Office. By the conclusion of this emergency period nearly 16 months later and the subsequent return to in-office operations, staff had grown accustomed to a schedule that included telecommunicating.

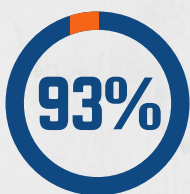
The leadership within the Comptroller's Office sought to analyze and assess both the successes and challenges of the telecommuting period. Coupled with industry practices, the information is intended to inform potential decisions regarding future work environment policies and practices. Key observations from a survey of Comptroller employees, revealed:



of respondents preferred **hybrid** working arrangements (a combination of in-person and telecommuting work).

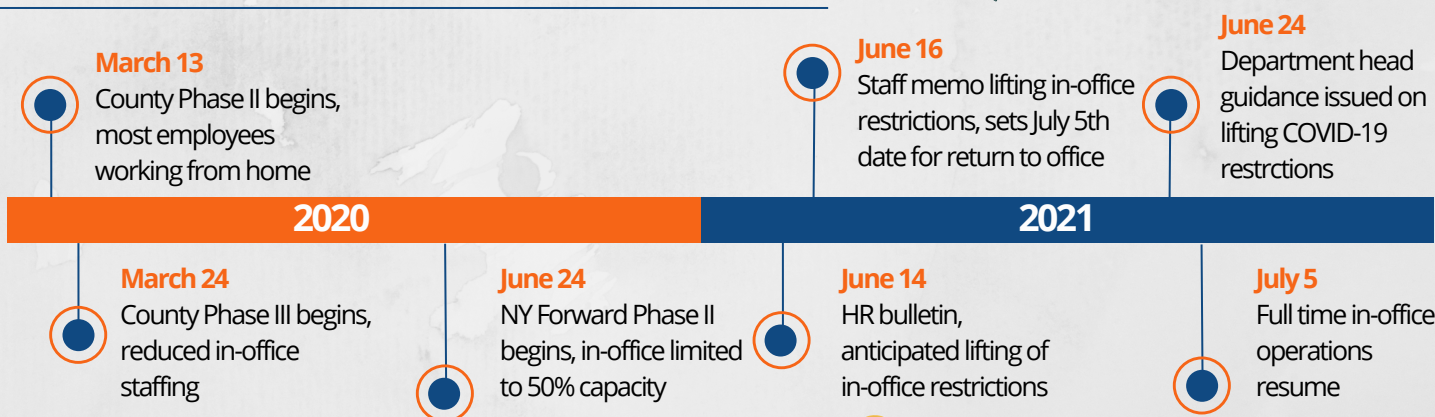


The overwhelming majority of respondents (87%) agreed or strongly agreed that they were **able to accomplish their work effectively during the telecommuting period.**



of respondents agreed or strongly agreed that Comptroller **leadership was effective** in managing the work impact of the COVID-19 pandemic.

Covid-19 Emergency Timeline - Major Milestones:



Management Perspectives/Key Lessons Learned:



- Generally, the transition to telecommuting for the Comptroller's Office was successful. All essential functions of the Comptroller's Office (payroll, health benefits, vendor claims, accounting matters) were handled effectively during the Covid-19 telecommuting period.
- Refocusing on productivity, efficiency, and oversight measures versus just having a "physical presence" will be needed to support telecommuting long-term.
- Written Policies regarding procedures and telecommuting expectations are key to a successful work from home program.
- Technology deployment and the training of staff prior to a telecommuting period is essential.
- Here's what modernization could look like: trading some additional flexibility for workers in a hybrid setup for some enhanced and reasonable oversight.
- The County should consider pursuing a hybrid working arrangement with employees through a telecommuting policy.