



County-Wide Shared Services Plan

Informed Decisions, Measurable Results

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Executive Summary

In 2017, New York State introduced the County-Wide Shared Services Initiative, (CWSSI) to provide a process whereby each county can work to develop, approve, and submit to the State a County-Wide Shared Services Property Tax Savings Plan (with new shared services actions that, once implemented, achieve demonstrable taxpayer savings. The CWSSI has been extended through December 31, 2021, per the SFY19 Enacted Budget of Article 12-I of the General Municipal Law. In 2017, Wayne County submitted and successfully implemented a CWSSI plan for digital storage of records, which involved the County and four townships. In 2019, Wayne County must again complete and submit a CWSSI plan to the state for review and approval. After careful consideration of several shared services initiatives and programs, the County Administrator, in coordination with the Wayne County Shared Services Panel, opted on the implementation of a CWSSI plan with the Sodus Central School District for the sharing of their Grant Management Coordinator services under a contractual arrangement with an annual cost of \$25,000. Such CWSSI plan would eliminate the need for the County to add staff for grant management services and the Grant Management Coordinator will provide the County with a greater ability to identify, submit proposals and receive grant funding for new and existing County programs. The Grant Management Coordinator would also be aligned with the Community Schools Initiative. The initial agreement with Sodus Central School District for the sharing of their Grant Management Coordinator services is for the time period of January 1, 2020 through December 31, 2020 at a cost not to exceed \$25,000. The agreement has been reviewed and approved by the Office of the County Attorney and forwarded to the Sodus Central School District for signature.

Informed Decisions

Overview

Introduction

On May 4th 2018 the Governor signed legislation announced an initiative to reduce property taxes requires counties to assemble local governments to find efficiencies for real, recurring taxpayer savings. The County-Wide Shared Services Initiative, included in the enacted FY 2018 Budget, requires county officials to develop localized plans that find property tax savings by coordinating and eliminating duplicative services and propose coordinated services to enhance purchasing power.

The initiative establishes a shared services panel in each county, which is chaired by the Chief Executive Officer of that county who is the county executive, county manager, county administrator, the chair of the county legislature or chair of the board of supervisors. The CEO shall chair the panel and invite each local government to join the panel which must consist of the mayor of every city or village and the supervisor of every town within the county. School districts, BOCES, and special improvement districts within the county are encouraged to participate as additional panel members.

Working together, the panels will develop a county-wide shared service property tax savings plan that creates actual and demonstrable property tax savings.

Plan Committee

Wayne County's Chief Executive Officer is the County Administrator, Rick House, who is chairing the committee and leading the effort. Director of Economic Development and Planning is assisting in development of the plan including evaluation of existing services and recommendations with assistance from numerous additional departments including but not limited to the Budget Department, IT Services, Real Property Tax, Buildings and Grounds, Highway, and Human Resources.

All fifteen (15) Town Supervisors in Wayne County are participating in the committee, as well as the Sodus Central School District and the CSEA have also contributed to the discussion and analysis. The village mayors were all invited by were absent for the November 17th meeting.

Timeline and Process

The committee was required to submit a draft plan for submission to the County legislative body no later than November 17, 2019. Between the initiation of the process and submission of the draft plan, the committee met twice to review initial analysis, refine focus areas, review progress, and identify areas for future study.

Analysis

Approach

A survey was conducted of the 24 department heads/elected officials at the County of Wayne and it was determined that approximately up to 25% of their time was spent on researching, applying for, and managing a large number of grants. Department heads have expressed a desire to have the County employ one person dedicated to grant management. The Wayne County Board of Supervisors is supportive of the concept but due to budget constraints, is not desirous of hiring a full-time grant manager/coordinator at this time.

Through networking, it was learned that the Sodus Central School district employed a full-time Grant management Coordinator, who was already working on few grants that involved the County as a partner. The proposal was made with the School District to share the cost of the Grant Management Coordinator on a contractual basis and the district agreed. The Grant Coordinator is also aligned with the Community Schools Initiative.

Opportunity Analysis

On October 15, 2019 the Shared Services panel was convened at the Wayne County Board of Supervisors meeting to discuss the benefits for the county entering into an agreement for the sharing of a grant management coordinator with the Sodus Central School District. The panel heard from the County Administrator and Sodus Central School District Superintendent Nelson Kise.

The final plan was reviewed by Shared Services Plan committee during the November 19, 2019 Board of Supervisors, after the agenda was published in the County's two legal newspapers.

Prior to final submission on or before November 19, the plan was reviewed with committees of the Board of Supervisors for open for their suggestions and possible modifications. . The vote of the panel was unanimous with authorization given to the County Administrator to proceed with the plan. A formal resolution for such was adopted by the Board of Supervisors and is attached.

Once finalized, the CEO submitted to the Director of the Division of the Budget a certification of the Plan and its property tax savings plan and disseminate the Plan to residents of the county in a concise, clear, and coherent manner using words with common and everyday meanings.

Measurable Results

An annual work plan for the grant coordinator services with a time line and deliverables is attached.



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

| | | | |
|---|-----------------------------|-----------------------------|-------------------------------|
| County of Wayne | | | |
| County Contact: Rick House | | | |
| Contact Telephone: 315-946-5480 | | | |
| Contact Email: rhouse@rochester.rr.com | | | |
| Partners | | | |
| Row 1 – (total # of) Cities in County | | | |
| | Participating Cities | Panel Representative | Vote Cast (Yes or No)* |
| 1. | none | | |
| 2. | | | |
| 3. | | | |
| Row 2 – (total # of) Towns in County | | | |
| | Participating Towns | Panel Representative | Vote Cast (Yes or No)* |
| 1. | Sodus | Steven LeRoy | yes |
| 2. | Lyons | Jake Emmel | yes |
| 3. | Arcadia | Chuck Verkey | yes |
| 4. | Butler | Dave Spickerman | yes |
| 5. | Huron | Laurie Crane | yes |
| 6. | Galen | Steve Groat | yes |
| 7. | Macedon | Sandy Pagano | yes |
| 8. | Marion | Nick Deming | yes |
| 9. | Ontario | Frank Robusto | yes |
| 10. | Palmyra | Ken Miller | yes |
| 11. | Rose | Kenan Baldrige | yes |
| 12. | Savannah | Mike Kolczynski | absent |
| 13. | Walworth | Susie Jacobs | yes |
| 14. | Williamson | Tony Verno | yes |
| 15. | Wolcott | Lynn Chatfield | yes |
| 16. | | | |



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

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| 17. | | | |
| 18. | | | |
| 19. | | | |
| 20. | | | |

Use Additional Sheets if necessary
 *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.

| | | |
|----------------|---------------------------------|---------------|
| Row 3 – | (total # of) Villages in | County |
|----------------|---------------------------------|---------------|

| | Participating Villages | Panel Representative | Vote Cast (Yes or No)* |
|-----|------------------------|----------------------|------------------------|
| 1. | Newark | Jon Taylor | absent |
| 2. | Palmyra | David Husk | absent |
| 3. | Clyde | Jerry Freemouw | absent |
| 4. | Wolcott | Chris Henner | absent |
| 5. | Sodus | David Englert | absent |
| 6. | Sodus Point | David McDowell | absent |
| 7. | Red Creek | Debra Letson | absent |
| 8. | | | |
| 9. | | | |
| 10. | | | |

Use Additional Sheets if necessary
 *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.

| | | |
|----------------|---|---------------|
| Row 4 – | (total # of) School Districts, BOCES, and Special Improvement Districts in | County |
|----------------|---|---------------|

| | Participating School Districts, BOCES, and Special Improvement Districts | Panel Representative | Vote Cast (Yes or No)* |
|----|--|----------------------|------------------------|
| 1. | Sodus Central School | Nelson Kise | yes |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

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| 9. | | | |
| 10. | | | |
| 11. | | | |
| 12. | | | |
| 13. | | | |
| 14. | | | |
| 15. | | | |
| 16. | | | |
| 17. | | | |
| 18. | | | |
| 19. | | | |
| 20. | | | |

Use Additional Sheets if necessary

*The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.

Row 5

| | |
|---|--|
| 2018 Local Government Property Taxes | The sum total of property taxes levied in the year 2018 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county. |
| | \$381,740,480.00. |

Row 6

| | |
|---|---|
| 2018 Participating Entities Property Taxes | The sum total of property taxes levied in the year 2018 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above. |
| | \$381,740,480.00. |

Row 7

| | |
|----------------------------------|--|
| Total Anticipated Savings | The sum total of net savings in such plan certified as being anticipated in calendar year 2018, calendar year 2019, and annually thereafter. |
| | \$200,000 |

Row 8

| | |
|---|---|
| Anticipated Savings as a Percentage of Participating Entities property taxes | The sum total of net savings in such plan certified as being anticipated in calendar year 2019 as a percentage of the sum total in Row 6, calendar year |
|---|---|



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

| | |
|--|--|
| | 2019 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6. |
| | 0.5% |
| Row 9 | |
| Anticipated Savings to the Average Taxpayer | The amount of the savings that the average taxpayer in the county will realize in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized. |
| | 3.74 cents per thousand |
| Row 10 | |
| Anticipated Costs/Savings to the Average Homeowner | The percentage amount a homeowner can expect his or her property taxes to increase or decrease in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized. |
| | 0.5% |
| Row 11 | |
| Anticipated Costs/Savings to the Average Business | The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized. |
| | 0.5% |
| CERTIFICATION | |
| <p>I hereby affirm under penalty of perjury that information provided is true to the best of my knowledge and belief. This is the finalized county-wide shared services property tax savings plan. The county-wide shared services property tax savings plan was approved on <u>10/21</u>, 2019, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.</p> | |
| <u>Richard R. House</u> (Print Name) | <u>County Administrator</u> |
|  _____ (Signature) | <u>12-13-19</u> _____ (Date) |

Board of Supervisors
WAYNE COUNTY

RESOLUTION NO. 572-19: AUTHORIZATION TO ENTER INTO A SHARED SERVICES AGREEMENT WITH SODUS CENTRAL SCHOOL DISTRICT FOR GRANT MANAGEMENT SERVICES

Mrs. Crane presented the following:

WHEREAS, in 2017, New York State introduced the County-Wide Shared Services Initiative, (CWSSI) to provide a process whereby each county can work to develop, approve, and submit to the State a County-Wide Shared Services Property Tax Savings Plan (with new shared services actions that, once implemented, achieve demonstrable taxpayer savings; and

WHEREAS, the CWSSI has been extended through December 31, 2021, per the SFY19 Enacted Budget of Article 12-I of the General Municipal Law; and

WHEREAS, in 2017, Wayne County submitted and successfully implemented a CWSSI plan for digital storage of records, which involved the County and four townships; and

WHEREAS, in 2019, Wayne County must again complete and submit a CWSSI plan to the state for review and approval; and

WHEREAS, the County Administrator is desirous of implementing a CWSSI plan with the Sodus Central School District for the sharing of their Grant Management Coordinator services of Jay Roscup, under a contractual arrangement with an annual cost of \$25,000; and

WHEREAS, such CWSSI plan would eliminate the need for the County to add staff for grant management services; and

WHEREAS, said Grant Management Coordinator will provide the County with a greater ability to identify, submit proposals and receive grant funding for new and existing County programs, and

WHEREAS, said contractual expenses under such CWSSI plan would be eligible for reimbursement from the state; now, therefore, be it

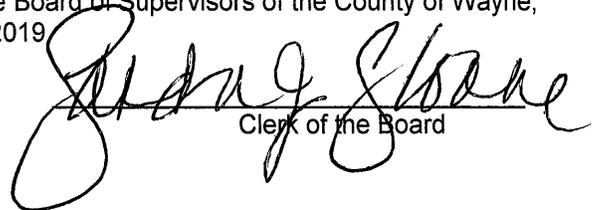
RESOLVED, that the Chairman of the Board of Supervisors is hereby authorized to sign an agreement with Sodus Central School District for the sharing of their Grant Management Coordinator services of Jay Roscup, for the time period of January 1, 2020 through December 31, 2020 at a cost not to exceed \$25,000, upon review and approval of the County Attorney.

Mr. Verno moved the adoption of the resolution. Seconded by Mr. Deming. Upon roll call, adopted.

WAYNE COUNTY
Board of Supervisors
LYONS, NEW YORK

This is to Certify that I, the undersigned, Clerk of the Board of Supervisors of the County of Wayne, have compared the foregoing copy of resolution with the original resolution now on file in this office and which was duly adopted by the Board of Supervisors of said County at a session held on the 19th day of November 2019 and that the same is a true copy of said original and of the whole thereof.

In Witness Whereof, I have hereunto subscribed my name and affixed the official seal of the Board of Supervisors of the County of Wayne, this 19th day of November 2019


Clerk of the Board

Community Schools Office—Coordination of Grant Management and Writing

| Month | Operational Notes | Deliverable |
|---------------------|--|--|
| Ongoing & Immediate | Look for grant opportunities and inform department heads as they become available | Grant Applications |
| 1-2 | <ul style="list-style-type: none"> -Meet with Department Heads -Meet with Key Staff -Gather history on grant efforts—successes and failures -Articulate current grants (source, purpose, project period, budget year etc) -Gather any written procedures on grant management | Written report on findings |
| 2-3 | <ul style="list-style-type: none"> --Articulate any existing decision making processes for determining when to write a grant—who makes the decision? Who is informed? Etc. --Gather sources of need data in the county: Department data— Census data --Non-profit data--Other data -- Organize existing plans submitted to NYS or the county or internally for planning/management of departments or initiatives -- craft a survey to asses impressions of needs | <p>Written report on existing grant decision making process</p> <p>List of data sources articulating the need in the county</p> <p>List of existing plans to meet those needs</p> <p>Survey to further inform impressions of needs</p> |
| 3-5 | <ul style="list-style-type: none"> - Identify areas for cooperative funding ventures -Identify sources for grants -Create mechanisms for searching for grants consistently -Seek out other efficiencies for grant procurement or management -Suggest formation of “teams” using existing groups (Criminal Justice Council, Public Health’s Wayne Health Improvement Plan etc) | <p>Written procedures/timelines for grant searches</p> <p>Written recommended teams or use of existing groups as writing/management teams</p> |

Community Schools Office—Coordination of Grant Management and Writing

| | | |
|------|---|---|
| 4-7 | <ul style="list-style-type: none"> - Scout grant writing talent within current departments & begin to train grant writers - Develop common grant management procedures for consideration; pilot if agreeable - Form grant writing "teams" - Form grant management "teams" | Coordinated cooperative groups searching for funding together and cooperatively managing grants |
| 8-12 | <ul style="list-style-type: none"> - Monitor and adjust procedures based on feedback from Department Heads and - Intersect "grant management" handbook with purchasing procedures - Extend partnerships to non-profits - Determine what could make county services a more attractive partner for inclusion in school or non-profit grant applications - Creation of annual management calendar - Develop electronic tools for management including use of Microsoft Office suite 365 with training for management staff - Clear articulation of grant priorities for the coming year | <p>Year-end report</p> <p>Recommendations for continuation, expansion or discontinuation</p> <p>Final list of recommendations</p> <p>Final list of priorities for consideration</p> <p>Summary of benefits/savings/ gains</p> |

OUTCOMES:

- Clear articulation of current state
- Improved management capacity
- Enhanced grant seeking
- Clear articulation of needs
- Forecasting for long term resource acquisition
- Improved avenues of partnership

YEAR 2 IDEAS:

- Expand to include local municipalities with a fee for those municipalities
- Extend internship opportunities to college students
- Develop programs to use retirees from schools/gov't to maximize talent and reduce costs (benefits etc)
- Review high cost portions of the county budget and look for offsets in areas like early childhood etc.