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September 14, 2018

New York State Division of Budget  
245 Washington Ave,  
Albany, NY 12210

RE: Chemung County County-Wide Shared Services Plan 2018

To whom it may concern,

Chemung County and its municipalities have been a leader in shared services initiatives for over a decade. Our primary objective has always been to bring our governments together in an effort to reduce costs and provide better services to the taxpayer. Our current shared services arrangements include Highway Departments, Buildings and Grounds, Weights and Measure, Soil and Water, Sewer Districts, Information Technology, Emergency Management, Purchasing, Real Property Tax Services, Financial Offices, Human Relations, health insurance, Workers Compensation, Personnel, Law Enforcement and our Nursing Facility. I have again attached for your review a comprehensive list of specific efficiencies that our currently in place in our county. (See Appendix C). We believe this expensive list of shared service arrangements shows a solid commitment by the County and our municipalities to work together.

Today, I am submitting our County-Wide Shared Services Initiative Plan for Chemung County. As required by the County-Wide Shared Services Initiative law we convened a panel composed of County administrations, town supervisors and mayors in our community. This panel discussed numerous shared services concepts and over the course of several meetings and much deliberation chose several projects that they desired to pursue. On August 1, the plan was submitted to the Chemung County Legislature for their review and comments. We then held two public hearings on August 23 at 11 AM and 3 PM and another public hearing on August 27 at 6:30 PM. It is worth noting that attendance at these meetings were beyond our expectations. There was a great deal of discussion by the public and elected officials concerning the shared services plan that we are submitting to you today.

On Wednesday September 12, a meeting of the panel was convened to vote on the final shared services plan for our county. This plan consists of four shared services proposals that are anticipated to save

taxpayers more than \$600,000 on an annual basis. These proposals include County Management of Towns and Villages Highway/DPW functions, the shared purchase of a Stone Chipper for chip seal treatments, a shared Vacuum Street Sweeper and LED street lighting. For further details, see Appendix B. The vote was unanimous to submit these proposals to the State.

We are therefore submitting this plan to the New York State Division of Budget this 14<sup>th</sup> day of September 2018.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "T. J. Santulli", with a long horizontal line extending to the right.

Thomas J. Santulli  
Chemung County Executive



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

<b>County of Chemung</b>			
<b>County Contact:</b> Thomas Santulli			
<b>Contact Telephone:</b> 607-737-2912			
<b>Contact Email:</b> tsantulli@chemungcountyny.gov			
<b>Partners</b>			
<b>Row 1 – (total # of) Cities in County</b>			
<b>Participating Cities</b>		<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	Elmira	Daniel Mandell	Absent
2.			
3.			
<b>Row 2 – (total # of) Towns in County</b>			
<b>Participating Towns</b>		<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	Ashland	Vern Robinson	Absent
2.	Baldwin	Keith Rosekrans	Absent
3.	Big Flats	Edward Fairbrother	Yes
4.	Catlin	Laverne Phelps	Yes
5.	Chemung	George Richter	Yes
6.	Elmira	David Sullivan	Yes
7.	Erin	Dawn Schmidt	Absent
8.	Horseheads	Michael Edwards	Yes
9.	Southport	David Sheen	Absent
10.	Van Etten	George Keturi	Yes
11.	Veteran	William Winkky	Absent
12.			
13.			
14.			
15.			
16.			



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

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.	Elmira Heights	Margaret Smith	Yes
2.	Horseheads	Louise McIntosh	Yes
3.	Millport	Robert BeCraft	Yes
4.	Van Etten	Jake Briggs	Yes
5.	Wellsburg	Deborah Lewis	Yes
6.			
7.			
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.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

9.			
10.			
11.			
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20.			
<b>Use Additional Sheets If necessary</b> *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.			
<b>Row 5</b>			
<b>2017 Local Government Property Taxes</b>		<b>The sum total of property taxes levied in the year 2017 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.</b>	
		\$142,263,832	
<b>Row 6</b>			
<b>2017 Participating Entities Property Taxes</b>		<b>The sum total of property taxes levied in the year 2017 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.</b>	
		\$61,588,117 is the amount of property taxes levied by the county, city, towns and villages.	
<b>Row 7</b>			
<b>Total Anticipated Savings</b>		<b>The sum total of net savings in such plan certified as being anticipated in calendar year 2018, calendar year 2019, and annually thereafter.</b>	
		2019: \$611,868    2020: \$611,868 and thereafter.	
<b>Row 8</b>			



**County-Wide Shared Services Property Tax Savings Plan Summary**

**Appendix A**

<p align="center"><b>Anticipated Savings as a Percentage of Participating Entities property taxes</b></p>	<p>The sum total of net savings in such plan certified as being anticipated in calendar year 2018 as a percentage of the sum total in Row 6, calendar year 2019 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.</p>
	<p>2019: 0.99% 2020: 0.99% and thereafter.</p>
<p><b>Row 9</b></p>	
<p align="center"><b>Anticipated Savings to the Average Taxpayer</b></p>	<p>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.</p>
	<p>2019: \$16.03 2020: \$16.27 and thereafter. This is calculated by dividing the "Total Anticipated Savings" by the number of tax parcels in Chemung County (39,316)</p>
<p><b>Row 10</b></p>	
<p align="center"><b>Anticipated Costs/Savings to the Average Homeowner</b></p>	<p>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.</p>
	<p>2019:0.99% 2020:0.99% and thereafter.  This is calculated by estimating the percentage that property taxes are expected to increase for all local governments participating in the plan and reducing these by the "Anticipated Savings as a Percentage of Participating Entities Property Taxes" noted above.</p>
<p><b>Row 11</b></p>	
<p align="center"><b>Anticipated Costs/Savings to the Average Business</b></p>	<p>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.</p>
	<p>2019:0.99% 2020:0.99% and thereafter.  In relation to calculating property taxes savings for this plan, there is no difference or distinction made between a homeowner and a business.</p>



# County-Wide Shared Services Property Tax Savings Plan Summary

## Appendix A

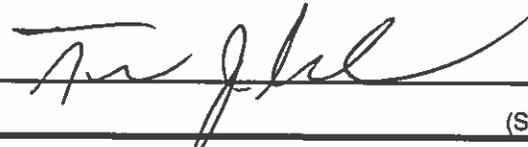
### CERTIFICATION

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 \_\_\_\_\_, 2017, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.

Thomas J. Santilli

County Chief Executive Officer

(Print Name)

  
(Signature)

9-17-18  
(Date)

## **Appendix B**



### Chemung County 2018 Countywide Shared Services Plan

#### **Proposals for consideration**

1. County Management of Towns & Villages Highway/ DPW Functions  
Total Annual Savings: \$315,342
2. Shared Purchase of Stone Chipper for Chip Seal Treatments  
Total Annual Savings: \$98,000
3. Shared Vacuum Street Sweeper  
Total Annual Savings: \$85,500
4. LED Street Lighting  
Total Annual Savings: \$113,526

**Annual Savings: \$611,868**



## Chemung County 2018 Countywide Shared Services Plan

### Proposals for consideration

**Proposal Title:** County Management of Towns & Villages Highway/DPW Functions  
**Contact Person:** Andrew P. Avery, P.E., Public Works Commissioner  
**Organization:** Chemung County  
**Email:** [aavery@chemungcountyny.gov](mailto:aavery@chemungcountyny.gov)  
**Phone:** (607) 739-3896

#### Interested Participating Municipalities:

- Town of Elmira
- Village of Horseheads
- Village of Elmira Heights
- Chemung County

What is the nature of the project? (check all that apply)

- Elimination of Duplicative Services  
 Shared Services  
 Reduction of back-office administrative overhead  
 Improved coordination of services

## Project Description:

The Chemung County DPW will assume the appointed Town of Elmira Highway Superintendent's work activities and responsibilities, consisting of oversight and management of all street construction, street maintenance, repair, routine bridge and culvert maintenance, plowing, cleaning, signage, fleet maintenance, and engineering services. In this role, Chemung County will manage the Town of Elmira Highway Department and the Villages of Elmira Heights and Horseheads Public Works Departments.

## What is needed for this proposal to become operational?

The County Legislature and Town and Village Boards must all approve an inter-municipal agreement. The Chief Elected Official of each participating body must execute the approved agreement for consolidation of services.

The current Town Highway Superintendent shall be transferred in accordance with the provisions of Section 70 of the Civil Service Law to the County. Chemung County can absorb this cost due to the savings realized through its "New Hire Agreement", implemented previously with the CSEA bargaining unit.

## What are the impediments (federal, state, local) to implementing this proposal?

There are no federal or state impediments, as the Town Highway Superintendent in the Town of Elmira is appointed. If this position was elected, it would require a local referendum to convert the position to appointed, or a change in State Law with respect to Highway Superintendents. A local impediment to approval by the various parties is a perceived loss of control, though the agreement is structured to avoid this scenario.

## What is the timeline for this effort?

This effort should be approved and in place beginning January 1, 2019.

## What are the local advantages to this effort?

In addition to elimination of duplicative services, shared services, reduction of back-office administrative overhead, and improved coordination of services, advantages include the following:

1. Access to professional engineering staff and experienced project managers, reducing the need for consulting services.

2. Access to a wider variety of equipment, reducing the reliance on rented equipment.
3. Access to a larger and more diversely trained staff, including State certified welders, pesticide applicators, concrete masons, and specially licensed equipment operators.

**How would savings be realized?**

Savings would be realized through the elimination of the two Village Public Works Superintendent positions, plus the transfer of the Town Highway Superintendent position to the less costly County pay-grade structure. Additionally, savings would be realized through the reduction in use of consultants, rental equipment, and some contracted services.

Please calculate the savings generated by this proposal

<u>Type of Savings</u>	<u>Annually</u>
Payroll Savings	\$220,342
(Town of Elmira \$69,207)	
(Village of Horseheads \$66,790)	
(Village of Elmira Heights \$84,345)	
Consultant Savings	\$30,000
Equipment Rental Savings	\$50,000
Specialty Contracted Services Savings	<u>\$15,000</u>
TOTAL ANNUAL SAVINGS:	\$315,342



## Chemung County 2018 Countywide Shared Services Plan

### Proposals for Consideration

**Proposal Title:** Shared Purchase of Stone Chipper for Chip Seal Treatments  
**Contact Person:** Andrew P. Avery, P.E., Public Works Commissioner  
**Organization:** Chemung County  
**Email:** [aavery@chemungcountyny.gov](mailto:aavery@chemungcountyny.gov)  
**Phone:** (607) 739-3896

#### Interested Participating Municipalities:

- Chemung County
- Town of Ashland
- Town of Baldwin
- Town of Big Flats
- Town of Catlin
- Town of Chemung
- Town of Elmira
- Town of Erin
- Town of Horseheads
- Town of Southport
- Town of Van Etten
- Town of Veteran

What is the nature of the project? (check all that apply)

Elimination of Duplicative Services

Shared Services

Reduction of back-office administrative overhead

X Improved coordination of services

**Project Description:**

A significant portion of the annual highway maintenance operation is for preventative treatments (chip seal / oil & stone) rural roads. The operation consists of application of liquid asphalt to seal minor pavement cracking and distribution of stone aggregate across the pavement section which is embedded in the asphalt for traction. An annual concern of municipalities in the application of chip seals, is the availability of the stone chipper. As this piece of equipment is provided by the vendor and used by various municipalities across the region, its availability is scheduled very tightly and easily influenced by weather and operational delays. Rental of the stone chipper is included in the cost of the liquid asphalt. In 2015, the rate is \$0.089 per square yard. While 9 cents per square yard may seem inexpensive, when this rate is applied over the total number of miles of roads each year, the equipment is paid off very quickly. Equipment service life is approximately 10 years.

**What is needed for this proposal to become operational?**

The County Legislature and each participating Town Board must approve an inter-municipal agreement. The Chief Elected Official of the County and Towns must each execute the approved agreement for purchase and joint ownership of the stone chipper.

**What are the impediments (federal, state, local) to implementing this proposal?**

There are no federal or state impediments. A local impediment is the initial cost for purchase of the stone chipper (\$300,000.)

**What is the timeline for this effort?**

This effort could be approved and in place no later than May 1, 2019.

**What are the local advantages to this effort?**

In addition to a new shared service and improved coordination of services, advantages include the following:

1. Improved availability of the stone chipper, creating easier scheduling and better service to the public.
2. Cost savings versus the price of renting the equipment.

**How would savings be realized?**

Savings would be realized largely through the elimination of rental costs for the stone chipper. Indirect savings would come from improved ability to complete our projects faster, resulting in less inconvenience to residents.

**Please calculate the savings generated by this proposal**

<u>Type of Savings</u>	<u>Annually</u>
Equipment Rental Savings	<u>\$97,639</u>
TOTAL ANNUAL SAVINGS, SAY: \$98,000	



Chemung County 2018 Countywide Shared Services Plan  
**Proposals for consideration**

**Proposal Title:** Shared Vacuum Street Sweeper – Towns and Villages  
**Contact Person:** Andrew P. Avery, P.E., Public Works Commissioner  
**Organization:** Chemung County  
**Email:** [aavery@chemungcountyny.gov](mailto:aavery@chemungcountyny.gov)  
**Phone:** (607) 739-3896

**Interested Participating Municipalities:**

- Town of Catlin
- Town of Veteran
- Town of Baldwin
- Town of Ashland
- Town of Chemung
- Town of Van Etten
- Town of Southport
- Town of Erin
- Village of Millport
- Village of Wellsburg
- Chemung County

**What is the nature of the project? (check all that apply)**

Elimination of Duplicative Services

Shared Services

Reduction of back-office administrative overhead

X Improved coordination of services

**Project Description:**

The Chemung County DPW will purchase and maintain a vacuum street sweeper to be shared by participating municipalities. Currently, only the City of Elmira, four towns, and two villages own and maintain a street sweeper. Many roads go unswept by a vacuum sweeper, though they are broomed. Each participating municipality will share in the purchase and maintenance costs of the sweeper. Their share of the cost will be determined by their percentage of expected and actual usage per year. Vacuum street sweepers are an expensive piece of equipment (\$260,000) with a short life span (6-8 years.) Sharing a sweeper will reduce costs while also making the most effective use of an expensive piece of equipment. Assuming three towns or villages would purchase their own equipment (\$260,000 each), while the balance would rent equipment as needed (\$8,000 per month each), we can project a cost savings.

**What is needed for this proposal to become operational?**

The County Legislature and Town and Village Boards must all approve an inter-municipal agreement. The Chief Elected Official of each participating body must execute the approved agreement for consolidation of services.

**What are the impediments (federal, state, local) to implementing this proposal?**

There are no federal or state impediments. A local impediment to approval by the various parties is a perceived loss of control, which can be overcome by effective scheduling and realized cost savings.

**What is the timeline for this effort?**

This effort should be approved and in place in 2019.

**What are the local advantages to this effort?**

In addition to elimination of duplicative services, increase shared services, and improved coordination of services, advantages include the following:

1. Access to an expensive piece of equipment at a reduced cost.
2. Maintenance completed by experienced technicians and mechanics.

3. Cleaner roads, which lead to improved stormwater quality.

How would savings be realized?

Savings would be realized through the savings generated by cost-sharing the purchase and maintenance of the vacuum street sweeper. Also, we would reduce or eliminate the need to rent street sweepers.

Please calculate the savings generated by this proposal

<u>Type of Savings</u>	<u>Over Equipment Life (8 years)</u>
Equipment Purchase Savings	\$500,000
Equipment Rental Savings	\$144,000
Equipment Maintenance Savings	<u>\$40,000</u>
<b>TOTAL LIFE CYCLE SAVINGS:</b>	<b>\$684,000</b>
<b>TOTAL ANNUAL SAVINGS:</b>	<b>\$85,500</b>



## Chemung County 2018 Countywide Shared Services Plan

### Proposals for consideration

Proposal Title: LED Street Lighting

Contact Person: Ed Fairbrother, Big Flats Town Supervisor / Casey Mastro NYPA

Organization: NYPA

Email: [efairbrother@bigflatsny.gov](mailto:efairbrother@bigflatsny.gov) / [Casey.Mastro@nypa.gov](mailto:Casey.Mastro@nypa.gov)

Phone: Ed Fairbrother 607-562-8442/ Casey Mastro (716) 475 – 3226

Interested Participating Municipalities:

- Town of Big Flats
- Town of Horseheads
- Town of Elmira

What is the nature of the project? (check all that apply)

Elimination of Duplicative Services

Shared Services

Reduction of back-office administrative overhead

Improved coordination of services

## Project Description:

To replace all 1,200+ streetlights within the Towns of Big Flats, Elmira and Horseheads with LED lighting. This will involve changing ownership from NYSEG to local government. This will also combine maintenance services and installation.

## What is needed for this proposal to become operational?

The towns will need to purchase streetlights from New York State Electric and Gas. The towns will then need to put out a RFP bid for the LED lighting to be installed. As well, as setup a shared service agreement for the maintenance of the lights.

## What are the impediments (federal, state, local) to implementing this proposal?

There are no impediments to this project.

## What is the timeline for this effort?

This effort could be in approved and in place by the spring of 2019.

## What are the local advantages to this effort?

Over a 30% savings to all the street lighting districts and the reduction of maintenance by 90%.

## How would savings be realized?

By saving maintenance and electric costs.

## Please calculated the savings generated by this proposal.

Over the period of 20 years, maintenance will be reduced by 90% and the savings of electric cost to the districts will be nearly 40%. The annual savings reflects both energy costs and maintenance savings.

<u>Municipality</u>	<u>Number of lights</u>	<u>Annual Savings</u>
Town of Big Flats	66	\$3,872
Town of Horseheads	529	\$54,928
Town of Elmira	628	\$54,726

Total annual savings \$113,526

## **APPENDIX C**

### **CHEMUNG COUNTY NEW HIRE PLAN**

Our most recent initiative was the establishment of the new hire plan, which started in the fourth quarter of 2013 and has resulted in significant savings to our Personnel costs. Since the new hire plan was instituted, there are more than 124 employees covered by this new compensation system. The current savings as of November 1, 2016 was \$804,000. If you project five years into the future, the savings for those same employees because of the elimination of the Step system from our plan, would be over \$4 million. Obviously, as more employees leave for other jobs or retire, and new employees are hired, there will be millions of dollars of additional savings over the next decade and beyond.

As we are currently doing in the third quarter of this year, we will continue to scrutinize every position in the County when it becomes vacant. We are presently holding a number of positions that are currently vacant as a cost savings effort to get us through the balance of this year. There are certain positions that we have to fill, because if left vacant for any extended period, they create operational problems that result in loss of revenues. I believe our Personnel Department, in conjunction with department heads, has done an excellent job in overseeing our personnel vacancy control.

### **CHEMUNG COUNTY BUILDINGS & GROUNDS**

In January 2016, Chemung County Buildings and Grounds/Parks and the City of Elmira Buildings and Grounds/Parks merged. The merger resulted in the elimination of five positions (three supervisory positions and two general work force positions). Chemung County Buildings and Grounds is now supervising and providing support to the staff of the City of Elmira Buildings and Grounds/Parks.

Chemung County Buildings and Grounds/Parks are now providing skilled tradesman to advise and assist the City Buildings and Grounds/Parks department to perform maintenance repairs including but not limited to electrical, plumbing, communication and HVAC repair, electrical repair assistance, plumbing repairs and assistance to the City of Elmira Buildings and Grounds/Parks. The County and the City have shared numerous pieces of equipment to help each other do their work faster and save money on rental costs.

When the City and County merged forces, the City was providing service and maintenance to the Traffic control signals for the Village of Elmira Heights, Chemung County and the state of New

York. The City of Elmira Buildings and Grounds/Parks also repairs certain streetlights for the Town of Southport and does small electrical projects as requested.

The Chemung County Buildings and Grounds/Parks provides the Big Flats Library building with maintenance to the building while, the Town of Big Flats does snow removal and lawn care for this facility.

The Chemung County Buildings and Grounds electricians have made electrical repairs to the Town of Chemung's annex building and repaired their parking lot lights. They have also worked at Elmira Heights main office building installing communication wires.

The Chemung County Buildings and Grounds plumbers have also repaired and assisted plumbing problems in Elmira Heights parks and the Village Office Building.

## **FORMATION OF THE CHEMUNG COUNTY/CITY OF ELMIRA REGIONAL CIVIL SERVICE COMMISSION**

On June 29, 1992, Chemung County and the City of Elmira entered into an agreement to dissolve their respective Civil Service Commissions and to form a Regional Commission, administered by Chemung County. The County of Chemung and the City of Elmira agreed that it would be mutually beneficial to create a Regional Civil Service Commission for administering the provisions of New York State Civil Service Law and the Rules for the Classified Civil Service. The intended purpose was to promote greater operational efficiencies and to enhance service to the public.

Prior to this agreement, the City of Elmira Civil Service Commission served the following public agencies; City of Elmira, Elmira City School District, Elmira Water Board, Elmira Housing Authority, and the Cemetery Commission. The Chemung County Commission served the following public agencies; Chemung County, Towns, Villages, three School Districts, SCT BOCES, the Chemung County Library District and the Soil and Water Conservation District. The Regional Commission is now serving all of these agencies. This represents the oversight of approximately 3,000 classified positions.

In addition to the cost savings gained by eliminating the operation of two separate Civil Service departments within Chemung County, the Regional Commission has afforded the public the convenience of one central location for Civil Service exam administration for local public

employment. The Regional Commission currently processes an average of 1,200 applications per year.

## **CHEMUNG COUNTY DEPARTMENT OF PUBLIC WORKS**

The Chemung County Department of Public Works continues to look for new ways to innovate and reduce costs by sharing equipment, people, and other resources. “We’ve always done it this way” is not an acceptable statement in our department. We have also been supportive of other agencies partnering outside the County DPW organization. To this end, we have undertaken several initiatives either Countywide or with specific agencies to lower our overall costs or increase our efficiency.

Since 2007, Chemung County has signed a renewable 5-year agreement for sharing of highway equipment with all municipalities in the County. This agreement lays out the procedures for sharing of equipment County-wide. The agreement reduces the costs of equipment rentals and eliminates duplicative purchases. Estimated savings vary by agency; the County saves approximately \$10,000 per year in rental fees. The success of the program is deemed “High”; it is utilized by all agencies.

Since January of 2014, the Chemung County Commissioner of Public Works has been performing the duties of the Town of Big Flats Public Works Commissioner. In 2013, the Town of Big Flats Public Works Commissioner resigned; the position was not replaced. This shared service initially saved the Town of Big Flats \$120,000 per year and now results in a \$131,000 per year savings. The program has been very successful, providing immediate relief to the Town.

In 2015, The County assumed the City of Elmira Streets Employees as County employees. The starting agreement provided for the City to pay \$2,000,000 for the 1<sup>st</sup> year, with the County to absorb an additional \$400,000 annually until the City no longer pays for the employees. Over time, the County will be able to absorb the added costs due to the negotiation of a “New Hire Agreement” which reduces the pay-scale and eliminates sick, vacation, and personal time in favor of paid benefit time. The New Hire Agreement generates an estimated *additional* \$133,000 each year the agreement is in place. (This assumes three new employees each year due to attrition.) Success of the program is rated “Moderately High”, as savings are longer term, and not immediate, for the County. The City of Elmira has experienced immediate relief in its personnel costs.

In 2016, the County brokered a Shared Service Contract between the Towns of Ashland and Chemung. The Town of Chemung Highway Superintendent (elected position) is performing the

duties of the Town of Ashland Highway Superintendent (appointed position). Chemung County provides road salt materials annually to aid the merger. Estimated Savings are \$102,000 per year. Success of the Program is rated “High” due to immediate savings for the Towns.

The Village of Horseheads stores road salt in a County-owned structure at the County DPW facility in Horseheads. This eliminates the need for an additional building, and prevents the \$200,000 capital cost of constructing a new building on Village property. Success of Program is rated “High”, as it has been in place over a decade.

In 2017, the Chemung County DPW and Soil and Water Conservation District partnered to create and operate a County-wide residential compost facility. The facility is centrally located in the Village of Horseheads, on Village owned-land. Estimated Savings varies by agency, but savings could be as much as \$30,000 per year for each municipality choosing to close their compost facility in favor of utilizing the County facility. The success of the program remains to be determined, as the facility opened in May 2017. However, the facility has already proven very popular, with high usage by residents. (70-150 residents per day use the facility to drop off yard waste and pickup mulch and compost.)

In 2015, the Town of Elmira began to supervise the highway departments for the Villages of Horseheads and Elmira Heights. Estimated Savings were \$260,000 per year initially, with the amount now reaching approx. \$280,000 per year. The success of the program is rated “High”, as it has been in place for over 2 years.

The County DPW provides some engineering services to all municipalities. The DPW will assist any municipality with grant applications for Bridge NY projects. Additionally, the DPW provides an annual joint Materials and Construction Services bidding program. Estimated Savings range \$20,000 to \$50,000 annually (due to savings from not hiring consultants or preparing own bids.) The success of the program is rated “Moderate”, as not all agencies utilize bids or apply for Bridge NY.

Other programs under consideration:

1. The County DPW has purchased a spray patch truck, with the intent of expanding the patching program to other highway agencies in the County.
2. The County DPW is exploring making new plow routes more efficient by having Towns plow some County routes. We intend to use the Town of Big Flats as a pilot area.
3. The County DPW is exploring providing roadside mowing services for all municipalities, who would share in the cost.
4. The County DPW is exploring a centralized fleet maintenance facility for all municipalities.

5. The County DPW is exploring the institution of a centralized heavy equipment fleet for all municipalities.

## **CHEMUNG COUNTY TREASURER'S OFFICE**

In the early nineties, Chemung County recognized sales tax receipts within the City were shrinking. The parties agreed to change the sales tax distribution formula from one of actual collections within the City to a countywide population based formula. The change resulted in the City receiving significantly more in annual sales tax receipts.

In the late nineties, The County of Chemung and the City of Elmira entered into an agreement whereby the County would buy the City's unpaid property tax after March 31 of the year after the taxes were issued. Under this agreement, the County would also take on the foreclosure responsibilities for the City. This agreement consolidated all foreclosure responsibilities within the county to one governmental entity. The agreement also made the City whole on its delinquent taxes thus improving cash flow.

In 2013, The Office of the County Treasurer established a Municipal Services Division to provide accounting and bookkeeping services to other municipalities. The purpose was to provide governmental accounting expertise to other municipalities that may not have the resources to hire individuals with such expertise. Since the establishment of this division the Towns of Elmira, Big Flats and Baldwin and the Village of Horseheads have all taken advantage of services offered by the County.

The County negotiated with its accounting software vendor to allow the City to convert to this software at a substantial savings. The conversion cost was roughly \$180,000 for which a grant was procured and the negotiated annual maintenance costs were \$31,000 per year lower than the City's current software. Additionally, the County was to assist the City in converting its payroll from an outsourced vendor to the new software system saving the City an additional \$60,000 annually.

In 2015, the County and the City entered into a tax advance agreement. The terms of the agreement stipulate that the County would guarantee the City a specified percentage of their tax levy each month. Though this agreement does not provide new funding for the City it does streamline its cash flow.

## CHEMUNG COUNTY INFORMATION TECHNOLOGY DEPARTMENT

- **Managed IT Services agreement with the City of Elmira**

Chemung County and the City of Elmira entered into an inter-municipal agreement for Shared IT Services in April of 2009. At the time of the agreement, the City had a single staff member handling all IT operations. That person became a County employee shortly after the agreement went into effect. Some of the benefits to the City since entering into the agreement include but are not limited to:

- Support of the County's full IT Staff including:
  - Tech Specialists
  - Network Specialists
  - Database Specialists
  - Application Programmers
- 2 completely redundant IT Centers with generator backup.
- The County hosts the City's financial, payroll, application, print, database and numerous other file servers at the 2 IT Centers.
- Integration into the County's Active Directory for user and file security.
- County hosted Microsoft Exchange Email system.
- Email is archiving using the County's Email archive solution.
- County IT manages internet access (security, filter and monitor).
- Security patches routinely pushed to City servers and endpoint devices using the County's solution.
- Anti-Virus for servers and endpoints is managed and updated using County's anti-virus centralized console solution.
- Routine backups of all data that is stored offsite.
- Ability to purchase software licenses at a much reduced cost using Enterprise Agreements the County has with various partners.
- Use of the County's infrastructure for:
  - High-speed fiber connectivity to remote City offices.
  - WiMax connected cameras throughout the City.
  - WiMax connected traffic signals.
  - The City's indoor/outdoor WiFi network is managed through the County's WiFi controller allowing for a single wireless network for the County and City.
- County IT provides assistance with planning and budgeting of all IT related projects.

- Troubleshooting of issues with hardware and software as well as remediation of viruses and malware.
- The County has developed a computer replacement plan and replaces equipment based on that plan.

The City has benefited greatly in the cost of personnel and software licensing as well as having access to many applications and services they probably would not have if it were not for the Shared IT Services Agreement.

- **Managed IT Services agreement with the Town of Big Flats**

Chemung County and the Town of Big Flats entered into an inter-municipal agreement for Shared IT Services in 2015. At the time of the agreement, the Town had a part-time contractor, who had announced his retirement, handling IT operations. The agreement with the Town was modeled after the City agreement with a couple of minor changes:

- Support of the County's full IT Staff including:
  - Tech Specialists
  - Network Specialists
  - Database Specialists
  - Application Programmers
- 2 completely redundant IT Centers with generator backup.
- The County hosts the City's financial, payroll, application, print, database and numerous other file servers at the 2 IT Centers.
- Integration into the County's Active Directory for user and file security.
- County IT installed and manages a firewall between the Town's network and the internet.
- Security patches routinely pushed to Town servers and endpoint devices using the County's solution.
- Anti-Virus for servers and endpoints is managed and updated using County's anti-virus centralized console solution.
- Routine backups of all data that is stored offsite.
- Ability to purchase software licenses at a much reduced cost using Enterprise Agreements the County has with various partners.
- Use of the County's infrastructure for:
  - The County manages and stores the data from the Town's security cameras.
  - The Town's WiFi network is managed through the County's WiFi controller allowing for a single wireless network for the County, City and the Town.
- County IT provides assistance with planning and budgeting of all IT related projects.
- Troubleshooting of issues with hardware and software as well as remediation of viruses and malware.
- The County has developed a computer replacement plan and replaces equipment based on that plan.

Many of these services provided by the County were either enhancements to services or new services that have really benefited the Town. The County has been able to provide these services and solutions (as well as others) and keep the Town's IT costs at or below the level it was prior to entering into the agreement.

- **Southern Tier Economic Growth (STEG)**

The County has provided Managed IT Services for STEG since 2015. Services provided are the same as the City of Elmira.

- **Elmira Chemung Transportation Council (ECTC)**

The County has allowed ECTC the use of the County's fiber backbone for a direct connection to the radio tower located on Crane Rd. The fiber connectivity is vital for implementing a new radio system, an automated fare collection system and eventually a vehicle locator system for transportation vehicles. Once completed, transit users should be able to track transit vehicles on mobile devices in order to see where they can board a bus and whether or not the service is running on time.

- **Financial and Payroll**

County IT hosts the database and application servers for the New World Financial and Payroll systems. Included with the agreement, County IT is responsible for securing, patching and maintaining the operating system. The IT department is also responsible software patches, quarterly updates and data backup. Current agreements are in place for the following:

- Town of Big Flats
- Town of Elmira
- Elmira Water Board
- Steele Memorial Library

The cost for these IT services is included in the agreement between the County Treasurer's Office and each entity.

- **Real Property System (RPS)**

On behalf of the County Real Property Tax Office, the County IT Department hosts the RPS servers for use by all municipalities that do property assessments at no cost to the municipalities (through the IT Department). This service includes:

- Server security.
- Operating system and application patches and upgrades.
- Configuring connectivity to the County network either by Ethernet (copper), fiber or Virtual Private Network (VPN) over the internet.
- Configure printing at remote sites.
- Create Active Directory user accounts for securing access to the server.
- Training the assessors on how to connect to the network and login.
- Troubleshoot connectivity and application issues.

- Configure access and security for contractors working on behalf of the municipality for doing reassessments.
- Offsite backup of all data.

Municipalities benefiting from this service:

- City of Elmira
- Town of Elmira
- Town of Southport
- Town of Chemung
- Town of Catlin
- Town of Veteran
- Town of Horseheads
- Town of Big Flats
- Town of Ashland
- Town of Baldwin
- Town of Van Etten

Providing this service to the municipalities allows the Real Property Tax Office (as well as other departments) to have the most current data that is available. This ended the practice of manually transferring and updating files, which was time consuming to both the assessor's offices, as well as the Real Property Tax Office.

- **Records Imaging System**

County IT hosts the OnBase Records Imaging System for several non-County agencies. This service includes:

- Provide Storage for document images.
- Server security.
- Operating system and application patches and upgrades.
- Configuring connectivity to the County network either by Ethernet (copper), fiber or Virtual Private Network (VPN) over the internet.
- Configure scanning devices.
- Create document scanning profiles.
- Configure printing at remote sites.
- Create Active Directory user accounts for securing access to the server.
- Troubleshoot connectivity and application issues.
- Offsite backup of all data.

Agencies currently benefiting from this service:

- Town of Big Flats
- Catholic Charities
- City Phone Billing
- City Assessor
- City DPW

- City Police
- Dental Clinic
- ECTC
- Solid Waste
- Town of Southport
- STEG

The Records Imaging System is an agreement between the agency and the Records and Information Office, which affords them a fully blown records management system at a fraction of what it would cost if they were to do this on their own. The IT costs are included in the agreement.

- **Law Enforcement Agencies**

For more than 2 decades, the County IT has provided technical support for all the Law Enforcement Agencies throughout the County. This support is offered on behalf of the County Fire and Emergency Management Office and the IT Department does not charge back any costs to the agencies or to the Fire and Emergency Management Office. Services include but are not limited to:

- Hosting of all Law Enforcement virtual servers and storage within the County's 2 Data Centers. Server security.
- Operating system and application patches and upgrades.
- Create Active Directory user accounts for securing access to the server.
- Training accessors on how to connect to the network and login.
- Configuring connectivity to the County network either by Ethernet (copper), fiber or Virtual Private Network (VPN) over the internet.
- Troubleshoot connectivity and application issues.
- Support and troubleshooting of centralized Records Management System (RMS) that is shared by all agencies.
- Support and troubleshooting of integration between Computer Aided Dispatch (CAD) and RMS system.
- Configuration, installation and support for Mobile Data Terminals (MDT's) in patrol cars.
- Centralized support for security cameras located throughout the County (not including Jail cameras).
- The County has developed a computer replacement plan and replaces equipment based on that plan.

Non-County agencies currently benefiting from this service:

- NYSP
- Elmira Heights Police Department
- Town of Elmira PD
- City of Elmira PD
- Village of Horseheads PD

Communications and sharing data has been an invaluable tool to the County's Law Enforcement Agencies.

- **Centralized Graphical Information System (GIS)**

In 2015, the County IT Department was tasked with centralizing the many GIS systems throughout the County and thus the Chemung County GIS Consortium (CCGC) was formed. The Chemung County GIS Consortium (CCGC) is a consortium of government agencies within Chemung County brought together in order to centralize geospatial data, provide strategic direction in facilitating or addressing geospatial services and projects, coordinate technical standards, administer fiscal resources and effectively deliver GIS services throughout the County, its municipalities and to the public.

The CCGC undertakes tasks of coordination, communication and facilitation intended to advance the understanding, growth and effectiveness of Geographic Information Systems (GIS) within Chemung County. The CCGC encourages the development of standards and the exchange of expertise and geographic data among its members.

Since forming the CCGC, the County IT Department, in conjunction with CCGC members, has:

- Installed new high-end servers with sufficient memory and storage to support all municipalities throughout the County.
- Created a portal for municipalities to share geospatial data.
- Entered into a 3 year Enterprise Agreement with the Environmental Systems Research Institute (ESRI), an international supplier of GIS software.
- Developed standards for collecting and storing GIS data.
- Provided an open forum for members to share common issues and concerns as well as exchange information.
- Encouraged cooperative partnerships amongst local agencies.
- Promoted a bottom up approach to data development and maintenance.
- Assisted in the education of The CCGC members and other interested parties as to the benefits of using credible data and GIS to make informed decisions.
- Helped further the technical skills of the CCGC members where GIS and data analysis are concerned, through workshops and/or lectures.
- Assisted with formulating and recommending standards for data architecture, quality, accuracy, resolution and maintenance.

Non-County agencies currently benefiting from this service:

- Town of Big Flats
- City of Elmira
- ECTC
- Elmira Water Board
- Town of Southport
- Village of Horseheads
- Town of Horseheads
- Chemung County Soil and Water
- Chemung County Stormwater Coalition

The CCGC meets monthly for discussions, planning, training and goal setting. Although the group is still rather young, the benefits of centralizing this data have been tremendous. Members contribute towards the cost of the ESRI software but having the Enterprise Agreement has helped to keep the cost of the software down for all the members.

## **CHEMUNG COUNTY EMERGENCY MANAGEMENT/PUBLIC SAFETY**

The Office of Fire and Emergency Management provides a myriad of cooperative and shared services to ALL municipalities within Chemung County. This office is unique, in that it houses three different, yet related disciplines.

The Fire Coordinator's Office is directly responsible for scheduling and administering NYS OFPC Fire training to ALL Chemung county Fire departments. It should be noted that the term "shared services" was pioneered within the fire service decades ago with the implementation of the NYS Fire Mobilization Plan, and with the development of a formal Mutual aid agreement between all county fire departments allowing the quid pro quo sharing of manpower, equipment, and services when needed. The office is also in the process of creating a standardized curriculum of "Best Practices" as determined by the NYS Office of Fire Prevention and Control. This curriculum will also include required annual workplace training determined by the Dept. Of Labor, and required annual PESH (Public Employee Safety & Health) training. Many smaller fire districts do not have the resources to create this type of standardized training, and I feel it is of mutual benefit to all that they have access to the most current standards for compliance. All 20 volunteer fire departments will receive this standardized training in digital format for their own use. Most recently, we have upgraded the fire training facility to include a new "Forcible Entry Simulator", and anticipate the construction of both a restroom facility, and a rehab pavilion. This training facility is open to every FD in the county for state fire training and regular training conducted by the individual departments including the City of Elmira. All maintenance, repairs, and consumable materials are paid for by the county with no charge to the agencies using the facility.

All county municipalities have called upon our office for safety regulations and guidance for the compliance of OSHA standards, the before mentioned PESH standards and regulations required by the Dept. of Labor. The Safety Coordinator has conducted many inspections, and assisted in the creation of many SOG's for our local municipalities to insure compliance with current regulations. Examples included are the Town of Big Flats, and the City of Elmira. ALL county highway departments receive annual safety training by this office and in conjunction with the NYS Dept. of Labor.

The E911 Center has been in shared services mode since its inception. We answer calls for and dispatch all county police agencies, fire departments and Elmira Animal Control. No municipality is charged any fees for the services provided. Animal Control has grown exponentially since its creation and has significantly increased call volume within the center. The E911 center also receives calls, and dispatches the New York State Police under a shared services agreement in place for several years.

Please see below for other examples of shared services administered by this office.

The Director of Fire and Emergency Management retired. He was replaced by the Deputy Director, whose position was not refilled.

The County Provided a digital radio system to all of its municipalities

The County consolidated dispatching with its E911 system. Intermunicipal charges were dropped in 2001.

The County pays the city 31K a year for HazMat.

The County has used and managed grant funding for HazMat equipment, training and backfill costs for the Elmira Fire Department.

The County is completing the final steps to make Schuyler County our backup-911 center and vice versa. This will eliminate the need for existing backup facilities.

Most of the work was done in the major radio project, but we are utilizing grant funds to complete the infrastructure needs and configuration of the network with Schuyler.

The County is also using grant funding to procure new law enforcement radios for all county police agencies.

The breakdown is as follows:

Elmira Heights PD 12 portables and related equipment \$21,000  
Elmira PD 50 portables and related \$82,000  
West Elmira PD 12 portables and related \$21,000  
Horseheads PD 17 portables and related \$28,000  
Sheriff 39 MOBILE radios \$84,000

## **CHEMUNG COUNTY PURCHASING DEPARTMENT**

The County of Chemung (County) and the City of Elmira (City) has successfully shared the Procurement function for the past thirteen years. It all started in 2004 when the County entered into an agreement with the City to share the services of the City's Purchasing Coordinator. The County paid \$20,000 annually in 2004-2005 for these services. During this time, the County gradually consolidated the processing of the City's mail through the County's Central Stores department, and in 2005, consolidated the process of purchasing and distributing office supplies and soliciting bids. With multiple retirements in both the City and the County purchasing, the City transferred the Purchasing Coordinator position to the County and became the lead agency for providing complete purchasing services to both municipalities.

The County-City shared service model has provided many benefits to both municipalities by offering lower administrative costs, economies of scale, more efficient and effective processes, and improved service. In 2006, the County entered into a five-year agreement with the City for the provision of Purchasing Coordinator services at a total cost of \$328,000.00 for services performed during the period January 1, 2006 thru December 31, 2010. The contract was renewed in 2011 at a total cost of \$123,000 for services performed during the period January 1, 2011 thru December 31, 2015. In 2016, the City has contracted indefinitely with the County at no cost for services. The City has saved approximately \$1 million dollars over thirteen years in administrative costs alone with this service.

There has been a good deal of cooperation between the County and the City, which has made this initiative a success over the past thirteen years. This level of support will allow us to continue to explore more innovative ways to "do more with less."

The Purchasing Coordinator services include:

- Formulates and implements operational policies and procedures for Purchasing, Communications and Central Stores for application within County and City departments and agencies;

- Confers regularly with operational and supervisory personnel to improve existing services and to develop new procedures and/or services as needed;
- Develops and implements necessary changes to purchasing system for greater efficiency, to include new procedures, forms and scheduling;
- Prepares reports regarding services and analyzes data in relation to goals and objectives for the County Executive;
- Coordinates bidding procedures required by law to include: advertising for bids, maintain current information in bid package, coordinating bid specifications with bid plans, opening bids, creating bid tabulations, maintaining current bid index files, managing prospective bidders' correspondence and coordinating contract documents to finalize bid awards;
- Supervises staff in processing bids, requisitions, purchase orders, mail processing and routine office procedures and other purchasing related work as required;
- Supervises staff relating to telephone responsibilities; e.g. repair calls, new lines or circuits as requested, mobile phone orders, invoice payment and department billing;
- Supervises Central Stores staff in processing outgoing USPS mail through an electronic mailing meter; staff sorts and delivers incoming mail for County and City departments. Central Stores personnel orders City and County office supplies as needed, which are delivered to departments. Invoice payment for office supplies is coordinated by the Purchasing Department;
- Operates daily office schedule which includes answering and directing purchasing related questions and problems, vendor invoicing problems, meeting with vendors and sales representatives, attending trade shows, coordinating and making presentations to County and City department heads and their purchasing personnel to explain changes in the system as they occur;
- Prepares and administers Purchasing Department budget;
- Coordinates the annual surplus property auctions for the City;
- Other Purchasing related tasks as requested by the County and City.