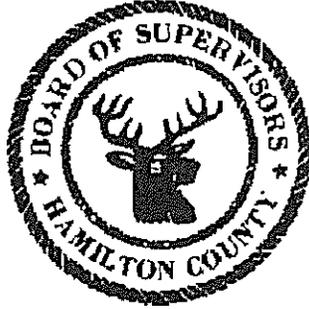


Chairman: William G. Farber, Morehouse  
Deputy Chairman: Brian Wells, Indian Lake

**THE BOARD**

Richard A. Wilt  
Arietta  
John M. Stortecky  
Benson  
Steven M. Tomlinson  
Hope  
Brian Wells  
Indian Lake  
John Frey  
Inlet

County Attorney  
Charles R. Getty, Jr.  
Lake Pleasant



Clerk  
Laura A. Abrams  
Arietta

**THE BOARD**

Daniel Wilt  
Lake Pleasant  
Clark J. Seaman  
Long Lake  
William G. Farber  
Morehouse  
Donald W. Beach  
Wells

**SUPERVISOR'S CHAMBERS**

P.O. BOX 205, 102 COUNTY VIEW DR.  
LAKE PLEASANT, NEW YORK 12108  
Phone (518) 548-6651 Fax (518) 548-7608

September 14, 2018

New York State Division of Budget  
Director Robert F. Mujica, Jr.  
254 Washington Avenue  
Albany, New York 12210

Dear Director Mujica:

Enclosed please find the submission of Hamilton County's County-wide Shared Services Initiative Plan (Plan). As mandated, the County, along with all of its municipalities, convened a panel of public officials to develop, publicly deliberate and vote upon this Plan. A draft Plan was submitted to the Hamilton County Board of Supervisors on August 1, 2018. Three public hearings were held to gain input from the public. On September 6<sup>th</sup>, the Shared Services Panel convened for a vote of the final Plan. It was unanimously approved by the participants present.

This Plan identifies six short-term projects which are proposed to be implemented in 2019. In addition, 12 other projects have been identified for future years, but require more research and planning. Preliminary projected savings have been calculated at \$86,537 for 2019 based on initial investments and a half a year of savings. Full year recurring cost savings for 2020 and beyond have been preliminarily calculated as \$291,452.

Sincerely,

A handwritten signature in black ink, appearing to read "William G. Farber", is written over a horizontal line.

William G. Farber, Chairman  
Hamilton County Board of Supervisors

# Hamilton County County-Wide Shared Services Plan

September 2018

Laberge  
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ARCHITECTURE



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SURVEYING  
PLANNING

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# 2018 Hamilton County Shared Services Plan

## ACKNOWLEDGMENTS

### Hamilton County Shared Services Panel

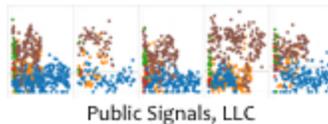
Hon. William G. Farber - Chairman Hamilton County Board of Supervisors – Panel Chair

Hon. Richard Wilt – Arietta Supervisor  
Hon. John Stortecky – Benson Supervisor  
Hon. Steve Tomlinson – Hope Supervisor  
Hon. Brian Wells – Indian Lake Supervisor  
Hon. John Frey – Inlet Supervisor  
Hon. Dan Wilt – Lake Pleasant Supervisor  
Hon. Clark Seaman – Long Lake Supervisor

Hon. William Farber – Morehouse Supervisor  
Hon. Donald Beach – Wells Supervisor  
Hon. Cheryl Paestella – Speculator Mayor  
Heather Philo – Lake Pleasant School District  
Dave Snide – Indian Lake School District  
Noelle Short – Long Lake School District  
Tom Sincavage – Wells School District

Frank Mezzano - Budget Director – Administrative Support  
Laura Abrams – Clerk of the Board – Administrative Support

### Project Partners



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# Summary (Appendix A)



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

### Appendix A

<b>County of Hamilton</b>			
<b>County Contact:</b> Hon. William G. Farber			
<b>Contact Telephone:</b> 315-826-7744			
<b>Contact Email:</b> Chairman@HamiltonCountyNY.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.	N/A		
2.			
3.			
<b>Row 2 – 9 (total # of) Towns in Hamilton County</b>			
	<b>Participating Towns</b>	<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	Arietta	Hon. Richard Wilt	Yes
2.	Benson	Hon. John Stortecky	Yes
3.	Hope	Hon. Steve Tomlinson	Yes
4.	Indian Lake	Hon. Brian Wells	Yes
5.	Inlet	Hon. John Frey	Yes
6.	Lake Pleasant	Hon. Dan Wilt	Absent
7.	Long Lake	Hon. Clark Seaman	Yes
8.	Morehouse	Hon. William Farber	Yes
9.	Wells	Hon. Donald Beach	Yes
<small>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.</small>			
<b>Row 3 – 1 (total # of) Villages in Hamilton County</b>			
	<b>Participating Villages</b>	<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	Speculator	Hon. Cheryl Paestella	Absent
<small>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.</small>			

**Hamilton County-Wide Shared Services Initiative**



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

**Appendix A**

<b>Row 4 – 4 (total # of) School Districts, BOCES, and Special Improvement Districts in County</b>		
<b>Participating School Districts, BOCES, and Special Improvement Districts</b>	<b>Panel Representative (non-voting)</b>	<b>Vote Cast (Yes or No)*</b>
1. Lake Pleasant School District	Heather Philo	
2. Indian Lake School District	Dave Snide	
3. Long Lake School District	Noelle Short	
4. Wells School District	Tom Sincavage	
5.		
6.		
7.		
8.		
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.		
<b>Row 5</b>		
<b>2018 Local Government Property Taxes</b>	<b>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.</b>	
	\$42,460,318	
<b>Row 6</b>		



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

**Appendix A**

<p align="center"><b>2018 Participating Entities Property Taxes</b></p>	<p>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.</p>
	<p align="right">\$40,899,323</p>
<p><b>Row 7</b></p>	
<p align="center"><b>Total Anticipated Savings</b></p>	<p>The sum total of net savings in such plan certified as being anticipated in calendar year 2019, calendar year 2020, and annually thereafter.</p>
	<p align="right">2019: \$86,537, 2020: \$291,452</p>
<p><b>Row 8</b></p>	
<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 2019 as a percentage of the sum total in Row 6, calendar year 2020 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 align="right">2019: 0.21% 2020: 0.70%</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 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.</p>
	<p align="right">2019: \$22.10 2020: \$74.43</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 align="right">2019: 0.20% 2020: 0.67%</p>



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

**Appendix A**

Row 11	
<b>Anticipated Costs/Savings to the Average Business</b>	<b>The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.</b>
	2019: 0.20% 2020: 1.52%
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>Sept. 6, 2018</u>, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.</p> <p><u>William E. Farber, Chair BOS</u> County Chief Executive Officer <u>[Signature]</u></p> <p>(Print Name)</p>	
<p><u>[Signature]</u></p> <p>(Signature)</p>	<p><u>9/12/18</u></p> <p>(Date)</p>

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# Executive Summary

New York State's recently enacted County-wide Shared Services Initiative (CWSSI) requires every New York county outside of New York City to develop a property tax savings plan for sharing services between municipalities and schools within each county. The CWSSI program is designed to identify new ways to further reduce government spending and improve service delivery through the consolidation and sharing of equipment and services. As part of this program, the State will match the first-year savings (in 2019) from projects identified in the CWSSI Plan.

Hamilton County, in conjunction with the nine towns and one village within its borders, have a long and rich history of collaborating and sharing many specialized services, from manpower to equipment, to responsively and cost-effectively delivering vital services to constituents, minimizing taxpayer expense. The County's form of government, that is a Board of Supervisors model, lends itself to maximizing intermunicipal collaboration by bringing the Town Supervisors together as the County legislative body at least on a monthly basis. As a result, there are many examples of existing shared services, including shared fuel systems, vehicle central garages, and back-office services that are still considered ground-breaking in New York State. Hamilton County's existing shared services are detailed in Section 3, Review of Existing Shared Services.

This report serves as the Hamilton County-wide Shared Services Plan that was developed in accordance with the CWSSI guidelines and requirements. The Plan was developed by the Hamilton County Board of Supervisors, in their capacity on a County-wide Shared Services Panel that was convened by Board of Supervisors Chairman William Farber. The Panel also included representatives from the seven public school districts.

The Panel met four times over a period of several months to review existing shared services between the municipalities and schools, and to strategize new ways to share services to improve efficiencies and reduce service gaps and overlaps. The Panel identified the following seven (7) new projects that can be implemented in a near-term timeframe (within 12-18 months), that are expected to reduce full-year recurring government spending by an estimated \$210,000.

1. Shared Accounting Services – Functional consolidation of 2 Town back-office departments
2. County-wide Solid Waste and Recycling System Restructuring – Overhaul of entire solid waste and recycling collection and removal system with possible inclusion of Fulton County into Solid Waste/Recycling backhaul Recycling Transportation opportunity.
3. Centralized effort to buyout and convert towns and village street lights to LED technology.
4. County shared Social Work Services to three of the four Schools
5. County provided shared School Resource Officer/Sheriff's Deputy to all four Schools
6. Shared purchasing project to use county purchasing agent to assist with town and village bidding and combine purchases of common goods.

Participation in each initiative is voluntary for each municipality, since requirements can vary across the towns.

In addition, the Panel identified the following longer-term projects that also hold significant cost-savings opportunities:

1. County-wide EMS and Fire Company Support
2. Shared Code Enforcement
3. County level APA approved Zoning Plan and enforcement
4. Student Transportation options (Pre-K and School)
5. Shared Mechanic positions
6. Involvement of additional Schools
7. Inlet / Webb (Herkimer Co.) Police Consolidation
8. Shared Trash Hauling Service
9. Shared “5 Town Marketing and Events” Program

The expected savings from these initiatives will be achieved, in part, through cost efficiencies and discounted pricing from the combined scale of the County. These projects are also expected to avoiding redundant equipment purchases and minimize duplicate effort. This approach will also maximize the return on facilities, equipment, and technology investment by expanding their shared usage to benefit a broader base of Towns and the Village.

As these projects become implemented, other municipalities can subsequently be included as participants. Also, inspired by successes here, additional new ideas will likely emerge.

The Board of Supervisors, in their capacity as the County-wide Shared Service Panel, will continue to monitor this plan at their ongoing monthly meetings.

The Panel is grateful to the State for the financial incentives they created to increase shared services, specifically the CWSSI first-year savings match, and the Local Government Efficiency (LGE) grants that are available to assist with start-up and implementation costs for certain shared service and consolidation projects. This funding serves as a critical catalyst and ultimate enabler to spark the investment that is needed to undertake these projects and accomplish their cost-saving goals. The Panel recommends to pursue LGE grant funding for certain projects as noted herein. The complete list of short-term and future shared service projects are presented in Section 4, CWSSI Projects

The Panel looks forward to continuing their important work to forge additional inter-municipal partnerships and further streamline the delivery of vital government services to the residents, businesses, and visitors of Hamilton County.

# 1. Introduction

New York State's recently adopted County-Wide Shared Services Initiative (CWSSI) requires county officials to work with and coordinate the plans of the local government entities within their boundaries that find property tax savings by eliminating duplicative services through sharing and coordinating services. The overall objective of this initiative is to develop a county-wide plan that save taxpayers money by identifying collaborative opportunities for sharing services between as many local governments as possible. The State is offering to match the first-year savings (2019) from all new projects identified in this plan.



*Town of Wells in Hamilton County*

Hamilton County has a strong history of cooperation, among its nine Towns, the Village of Speculator, and the five School Districts within its boundaries. . The very nature of the county's governance structure, with a County Board of Supervisors, promotes intermunicipal cooperation by bringing all the Town Supervisors together on a monthly basis. As such, there are frequent discussions on the Board's Agenda regarding sharing services and other ways to increase intermunicipal cooperation.

Complementing this frequent dialogue is an ongoing effort, the Coordinated Shared Services Initiative (CCSI), between all of the School Districts and inter-related County Agencies. The major purpose of these monthly meetings is to further and foster opportunities to share resources and increase intermunicipal cooperation for the betterment of our County.

New York's mandated County-wide Shared Services Initiative (CWSSI) has, in essence, become an extension of the ongoing focus on sharing services in Hamilton County. The requisite Panel is an extension of the Board of Supervisors and CCSI.

The efforts to share services that were undertaken in the past, and those going forward, are efforts of necessity and economics. The County's vast geographic boundaries and the fact that it is covered by five School Districts, has made Hamilton County become an early adopter of intermunicipal cooperation.

This report serves as the Hamilton County-Wide Shared Services Plan, and was prepared in accordance with the New York State County-Wide Shared Services Initiative (CWSSI) guidelines

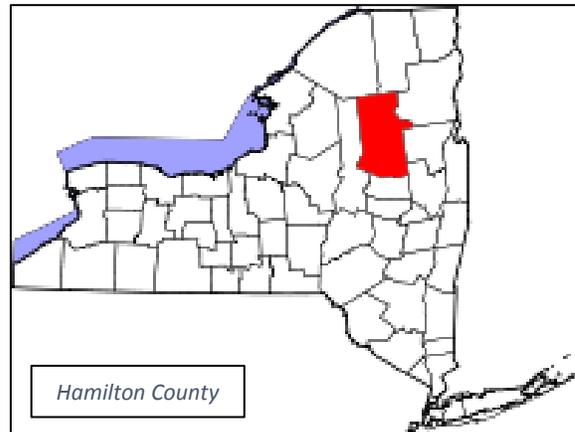
and requirements. This plan serves to document the existing inter-municipal shared services agreements that are in place between the municipalities within Hamilton County, and identifies new short-term and other future project opportunities to further advance sharing services within Hamilton County.

## 2. Governmental Overview

### A. Government Organization

Hamilton County's form of county government is with a Board of Supervisors. This governing body is composed of the nine (9) Town Supervisors who are the chief elected officials of each township within Hamilton County. While the Clerk, Sheriff, District Attorney, and Treasurer are elected separately in Hamilton County, the Board of Supervisors controls the budget for these departments.

The Hamilton County government provides many essential municipal and administrative services, such as maintaining County roadways, providing police protection and criminal prosecution services, registering voters, supervising elections, keeping vital records, operating a prison, and administering health and welfare services, among others. The 2018 County operating budget is \$19.7 million, and the associated 2018 property tax levy is \$9.67 million.



As of the 2016 Census, Hamilton County had a population of 4,542 and it was the least populous county in the State (out of the 57 counties outside of New York City). With a land area of 1,717 square miles, it is the 3<sup>rd</sup> largest county in New York by land area. With a population density of 2.8 residents per square mile, it is the least dense as well as least populated county in the State.

Within the County's borders, there are nine towns, one village, several fire districts, five school districts, and several other special taxing districts in the local governments within the County. These local governments (towns and village) provide the majority of the day-to-day vital municipal services to property owners, including: public works, highway, water and sewer infrastructure, local justice court, building department, code enforcement, fire protection (through fire districts and volunteer companies), tax assessment and collection<sup>1</sup>, recreation services, and many other departments. Only the Town of Inlet has a dedicated police department, while the rest of the

---

<sup>1</sup> The Towns of Benson and Hope rely on Hamilton County for Tax Assessment and back-office Accounting services.

## Hamilton County-Wide Shared Services Initiative

County relies on the Hamilton County Sherriff Department as the primary police protection agency. The Sherriff Department also provides service to the Town of Inlet as a secondary police protection agency.

### Governments and Taxing Districts in Hamilton County

Entity	Count
Towns	9
Villages	1
School Districts	5

### Town Property Taxes

Town	2018 Total Adopted Budget	2018 Total Tax Levy	Population (2016)
Arietta	\$1,618,216	\$962,585	282
Benson	\$404,438	\$231,987	181
Hope	\$446,999	\$283,211	373
Indian Lake	\$3,236,409	\$1,621,601	1,280
Inlet	\$1,815,113	\$1,670,170	312
Lake Pleasant	\$1,748,645	\$882,571	730
Long Lake	\$3,793,490	\$2,422,739	667
Morehouse	\$807,200	\$622,950	79
Wells	\$1,309,925	\$768,200	638

### Village Property Taxes

Village	2018 Total Adopted Budget	2018 Total Tax Levy	Population
Speculator	\$1,586,729	\$865,962	302

### School Districts

Five school districts serve the educational needs of County students. Like in most New York localities, school taxes represent over 65% of the total property taxes collected in the County, which is consistent with other New York counties.

School District	Town	Grades	# of Schools
Indian Lake School District	Indian Lake	K-12	1
Inlet Common School District	Inlet	PK-6	1
Lake Pleasant School District	Speculator	PK-9	1
Long Lake School District	Long Lake	PK-12	1
Wells School District	Wells	PK-12	1

## B. County-wide Shared Services Panel

In accordance with the recently enacted New York State CWSSI legislation, Hamilton County Board of Supervisors Chairman William Farber convened a Shared Service Panel that was comprised of the Chief Elected Officials (mayors and supervisors) from each of the towns and the village within the County. The Chairman also invited representatives from the school districts that operate within the County.

The Panel met three times to brainstorm ideas and discuss short- and longer-term opportunities for sharing services and lowering taxes.

### Panel Meetings:

Date	Time	Location
May 3, 2018	2:00 PM	Hamilton County Office Building
July 17, 2018	10:00 AM	Hamilton County Office Building
September 6, 2018	1:30 PM	Hamilton County Office Building

### Participating Towns:

Town	Supervisor
Arietta	Hon. Richard Wilt
Benson	Hon. John Stortecky
Hope	Hon. Steve Tomlinson
Indian Lake	Hon. Brian Wells
Inlet	Hon. John Frey
Lake Pleasant	Hon. Dan Wilt
Long Lake	Hon. Clark Seaman
Morehouse	Hon. William Farber
Wells	Hon. Donald Beach

### Participating Village:

Village	Mayor
Speculator	Hon. Cheryl Paestella

**Participating School Districts:**

<b>School District</b>	<b>District Superintendent</b>
Indian Lake School District	Dave Snide
Inlet Common School District	Christine Holt
Lake Pleasant School District	Heather Philo
Long Lake School District	Noelle Short
Wells School District	Tom Sincavage

**C. County-Wide Shared Services Plan – Project Approach**

The County engaged a consultant to assist with developing Hamilton County’s Shared Services Plan. Working with County Board of Supervisors Chairman, they developed a structured project approach to develop this plan, consisting of the following activities:

- Project start-up and Shared Services Panel formation
- Review CWSSI Guidance
- Review current shared services Intermunicipal Agreements (IMAs) between municipalities
- Review NYS shared services best-practice examples
- Identify new short-term shared services project opportunities between municipalities to reduce costs in 2019
- Identify longer-term potential shared services projects and savings opportunities between municipalities
- Confirm interested partners for short-term projects and develop cost/benefit analysis
- Develop CWSSI plan and report
- Submit draft CWSSI report to Hamilton County Legislature
- Conduct public hearings (3)
- Modify CWSSI plan as needed
- Mayors and Supervisors to vote on CWSSI Plan
- County Executive submits final CWSSI Plan to NYS Division of Budgets
- County Executive presents CWSSI Plan to the public

The Panel met three times during the development of this plan before their vote. The initial Panel meeting consisted of a detailed review of the CWSSI Guidance Document and began the process of identifying existing shared services, service gaps and identifying worthwhile, cost-saving projects to pursue.

Panel Meeting attendees were also given an overview of the timeline, as well as several worksheets and “homework” that included:

- Existing Shared Services Worksheet
- Potential Shared Services Survey
- A Request for municipal budgets and headcount information

Survey forms and information requests were sent to Panel Members with a request to return the requested information before the second Panel meeting. In addition, the Board of Supervisors Chairman sent correspondence to the school districts and BOCES regarding the process and invited their ideas and participation.

Ideas were refined, and new information was gathered at subsequent Panel meetings, which led to the identification and refinement of short- and long CWSSI projects.

A draft CWSSI Plan was developed by the Chairman of the Board of Supervisors and distributed to the Panel members by the August deadline. The draft Plan was updated based on input received and to include updated cost savings calculations, and was redistributed to the Panel and discussed at their third Panel meeting. The updated Plan was thereafter iterated, finalized and circulated in advance of three scheduled public hearings.

- Monday, Sept. 10, 2018, 11:30 AM, in the Supervisors' Conference Room, in Lake Pleasant
- Monday, Sept. 10, 2018, 2:30 PM, at the Indian Lake Town Hall
- Monday, Sept. 10, 2018, 6:00 PM, in the Supervisors' Conference Room, in Lake Pleasant

### 3. Review of Existing Shared Services

Hamilton County has a rich history of sharing services. Its Board of Supervisors form of government lends itself to intermunicipal cooperation, where the Chief Elected Officers from each Town come together monthly at the County level and to collaborate on providing services.

Many existing Intermunicipal Agreements (IMAs) exist to promulgate shared services throughout the schools and levels of government in Hamilton County:

A. Standing Highway machinery, tools, and equipment shared services agreement

**Participants**

- Hamilton County
- Town of Arietta
- Town of Benson
- Town of Hope
- Town of Indian Lake
- Town of Inlet
- Town of Lake Pleasant
- Town of Long Lake
- Town of Morehouse
- Town of Wells
- Village of Speculator

B. County-wide Fueling systems, serving: Schools, Towns, Village, County, Fire, Ambulance, and NYS DOT under one central management system

**Participants**

- Hamilton County
- Blue Mountain Rescue (IL Fire District 2)
- Eagle Bay Fire Department
- Fulton County Ambulance
- Indian Lake Ambulance
- Indian Lake Central School
- Indian Lake Fire Department
- Indian Lake Snowwarriors
- Inlet Barnstormers
- Inlet EMS
- Inlet Fire Department Inlet Police
- Inlet Transfer Station
- Lake Pleasant Central School
- Lake Pleasant Fire Department
- Long Lake Central School
- Long Lake Fire Department
- Long Lake Rescue

- Morehouse Volunteer Fire Dept
- NYS Unified Court
- NYSDOT
- Piseco School
- Speculator Ambulance
- Speculator Fire Department
- Speculator Highway Dept.
- Speculator Water Department
- Town of Arietta
- Town of Arietta Airport
- Town of Arietta Ambulance
- Town of Arietta Fire Department
- Town of Arietta Highway Dept
- Town of Arietta Snowmobile
- Town of Indian Lake Highway Department
- Town of Indian Lake Parks and Rec
- Town of Indian Lake Water
- Town of Inlet Highway Department
- Town of Inlet Parks Dept
- Town of Inlet Snowmobile Trails
- Town of Lake Pleasant Highway Department
- Town of Lake Pleasant Parks and Rec
- Town of Long Lake Highway Department
- Town of Long Lake Parks Department
- Town of Long Lake Water
- Town of Morehouse Highway Department

C. Central Garage serving all the Schools,

**Participants**

- Hamilton County
- Indian Lake School District
- Inlet School District
- Lake Pleasant School District
- Long Lake School District
- Wells School District

D. The Coordinated Services Initiative provides integrated Children Services between Schools, County Agencies, and Contract Agencies

**Participants**

- Hamilton County
- Indian Lake School District
- Inlet School District
- Lake Pleasant School District
- Long Lake School District
- Wells School District

- E. Shared County Assessor providing Tax Assessing services contractually to Towns and School Districts

**Participants**

- Hamilton County
- Indian Lake School District
- Lake Pleasant School District
- Village of Speculator

- F. County Tax Collection Services provided to School Districts and Towns

**Participants**

- Hamilton County
- Lake Pleasant School District

- G. County-wide Drug and Alcohol testing for all the municipal CDL Drivers

**Participants**

- Hamilton County
- Town of Arietta
- Town of Benson
- Town of Hope
- Town of Indian Lake
- Town of Inlet
- Town of Lake Pleasant
- Town of Long Lake
- Town of Morehouse
- Town of Wells
- Village of Speculator

- H. Warren and Hamilton Counties partner in a Shared Office for the Aging

**Participants**

- Hamilton County
- Warren County

- I. The Community Action Agency

- J. Hamilton County partners with Clinton, Essex, Warren, and Washington in the Lake Champlain Lake George Regional Planning Board

**Participants**

- Hamilton County
- Clinton County
- Essex County
- Warren County
- Washington County

- K. All the Schools partner with their local communities (Towns and Village) on a variety of maintenance endeavors
  
- L. Hamilton County has contracted with Fulton County for many years for Veteran Services

**Participants**

- Hamilton County
- Fulton County

## 4. Proposed CWSSI Projects

During the Shared Service Panel discussions, the Shared Services Panel reviewed examples of existing shared services practices from other counties and brainstormed ideas for additional or expanded sharing opportunities with each other. A survey was distributed to each municipality to identify existing shared services and indicate future potential areas of interest.

Survey responses were collated and discussed at the subsequent Panel meeting and roundtable discussions. The Shared Services Panel conducted roundtable discussions in several areas to consider preliminary project feasibility (high-level), and projects were prioritized and categorized as being Short-term (12-18 month) or longer-term (future) based on impact, cost, and implementation timeframe. Each community was asked if they were interested to participate in the projects, and cost estimates were generated with data provided from municipal budgets.

The following chart summarizes the short-term CWSSI projects that were identified for the Towns, Village of Speculator and School Districts:

Project	Hamilton County	Arietta	Benson	Hope	Indian Lake	Inlet	Lake Pleasant	Long Lake	Morehouse	Wells	Speculator
Shared Back-Office Services	x		x	x				x			
County-wide Solid Waste & Recycling	x	x	x	x	x	x	x	x	x	x	x
LED Street Light Conversion	x	x	x	x	x	x	x		x	x	x
Joint Purchasing	x	x	x	x	x	x	x	x	x	x	x

Project	Indian Lake SD	Lake Pleasant SD	Long Lake SD	Wells SD	Inlet SD
Shared Clinical Social Work Services	x	x	x		x
Shared School Resource Officer	x	x	x	x	x

## 4.a Short-Term Projects

Six projects have been identified by the Panel that are implementable in a short-term timeframe (less than 18 months), and that are expected to result in approximately \$290K in recurring full-year savings when fully implemented in the participating municipalities:

1. Shared Back-Office Services – Functional consolidation of 3 Towns
2. County-wide Solid Waste and Recycling System Restructuring – possible inclusion of Fulton County into Solid Waste/Recycling backhaul opportunity for Recycling Transportation
3. LED Street Light Conversion
4. Shared Clinical Social Work Services Consolidation
5. Shared School Resource Officer
6. Joint Purchasing

Several of these short-term projects do not require significant lead time or (one-time) capital investment. Other projects that do, are expected to generate a return on the proposed investment (in equipment and technology) that exceeds the cost, by minimizing and/or avoiding certain recurring costs, and by extending the usage benefit and synergies through functional consolidation and sharing of equipment and resources across multiple municipalities.

### Project 1. Shared Back-Office Accounting Services

#### Project Partners

- Hamilton County
- Town of Benson
- Town of Hope
- Town of Morehouse

Back-Office Accounting Services, including bookkeeping, general ledger reporting, accounts payable, payroll, fixed asset accounting, and regulatory reporting requirements are highly standardized in the public sector. These vital back-office functions require an essential separation of duties to be established and distributed across multiple employees, to create appropriate checks and balances in order to protect public assets. This necessarily expands the minimum number of employees that are required in each town and village to be involved with these back office functions. At the same time, there is not a sufficiently large transaction volume in any of the Hamilton County towns and village areas to justify that each municipality should have its own dedicated full-time back-office function.

Recognizing this, and seeking to be helpful when employee attrition created a manpower void in Hope and Benson, the County began to offer shared back office services to these towns several years ago. Now, seeking to maximize sharing and efficiencies, the County seeks to increase the functionality in its Shared Back Office, and also to consolidate back-office services for Inlet and Morehouse in with the County.

As municipal accounting responsibilities and reporting requirements become increasingly complex, there is duplication of effort that otherwise occurs across the town and village finance departments - not just to perform the work itself, but also in the area of training and maintaining specialized knowledge. Instead, by developing a central, shared back-office group, the County will create a specialized “center of excellence” for these back office functions that can provide quality and highly specialized services to all the towns and villages.

The County seeks to expand this program to include additional towns, and include additional functions. This is a key opportunity to reduce government costs and eliminate redundancies. Sometimes, nearby local governments use the same software application for their enterprise back-office software, which can greatly facilitate consolidation and minimize training. Expected recurring saving of \$20,000 are anticipated from a net reduction of back-office personnel across the participating communities..

Project	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	2019 - Savings or Cost Avoidance	2020 - Savings or Cost Avoidance	Notes
Shared Back-Office Services	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	Benson, Hope, and Morehouse

## **Project 2. County-wide Solid Waste and Recycling System Restructuring**

### Project Partners

- Hamilton County
- Town of Arietta
- Town of Benson
- Town of Hope
- Town of Indian Lake
- Town of Inlet
- Town of Lake Pleasant
- Town of Long Lake
- Town of Morehouse
- Town of Wells
- Village of Speculator

For 20 years, Hamilton’s solid waste (about 5,800 tons per year) has been hauled to the facility operated by the Development Authority of the North Country (DANC) in Rodman, Jefferson County. The current contract expires at the end of 2018. Seeking alternatives, the County has begun negotiations with Fulton County and commissioned a solid waste management study. As towns currently do the local garbage pickup and transport to the County’s two transfer stations, that study may address the issue of whether local pickup services might be more efficiently shared.

From Hamilton’s two current transfer stations in Indian Lake and Lake Pleasant, this involves one-way trips of about 100 miles and 90 miles respectively. At a minimum, savings would be gained because of the shorter trip (45 miles to Lake Pleasant and 60 from Indian Lake). Savings from diesel fuel alone would be approximately \$30,000 per year.

Of particular importance, finding an alternative that offers single-stream recycling, offers considerable potential for labor savings. Source separation is now done for between 500 and 600 tons per year. Fulton offers single stream (as does OSHA in Oneida, but it is currently at capacity) and Madison offers dual stream, which requires no baling.

Other savings may result as well. Some of the County’s current ejector trailers (which cost approximately \$80,000) are nearing the end of their useful lives and decisions may be necessary regarding roll-off trailers as well.

Estimated recurring savings of \$70,000 per year are anticipated from reduced mileage, time, and labor costs.

Project	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	2019 - Savings or Cost Avoidance	2020 - Savings or Cost Avoidance	Notes
County-wide Solid Waste & Recycling	\$ 70,000	\$ -	\$ 42,500	\$ 70,000	Assumes reduced mileage for 3/4 and reduced labor cost for 1/2 of 2019

### **Project 3. County-wide Coordination of LED Street Light Conversion**

#### Project Partners

- Hamilton County
- Town of Arietta
- Town of Benson
- Town of Hope
- Town of Indian Lake
- Town of Inlet
- Town of Lake Pleasant

- Town of Morehouse
- Town of Wells
- Village of Speculator

By converting existing streetlight systems to energy-efficient LED, municipalities are able to save taxpayer dollars, provide better lighting to their community, reduce energy usage and subsequently decrease a community’s impact on the environment. Energy cost savings of 65% are typical. Also, ongoing maintenance and replacement costs are significantly reduced as this newer technology offers a longer useful life and reduced maintenance requirements.

This project is being undertaken as a centrally coordinated initiative to improve efficiencies and facilitate implementation.

Newly available technology also enables light poles to incorporate cameras and other sensors/devices to enhance public safety, traffic mobility or for other appropriate purposes.

This project seeks to centralize the coordination to convert all streetlights in Hamilton County (excluding Long Lake) to reduce redundant town effort, and coordinate the maintenance across the County.

Number of Municipalities: 8

Number of Street Lights: 111

KWh Savings: 431,322

Annual recurring savings of \$72,000 are expected from reduced energy costs and reduced maintenance and repair of newer technology.

Project	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	2019 - Savings or Cost Avoidance	2020 - Savings or Cost Avoidance	Notes
Convert street lights to LEDs	\$ 134,000	\$ 72,000	\$ (44,111)	\$ 72,000	Assume participating are Arietta, Benson, Indian Lake, Lake Pleasant, Long Lake, Wells. Assume 1,113 units. Assume conversion complete mid-2019

## **Project 4. Shared (County) School Resource Officer**

### Project Partners

- Hamilton County
- Indian Lake School District
- Lake Pleasant School District

- Long Lake School District
- Wells School District

There is a consistent priority across the school districts to enhance school security and to forge stronger bonds between students and local law enforcement. Rather than for each of the school districts to independently hire School Resource Officers, the districts are interested to partner with the County to share a School Resource Officer from the County Sherriff's Department.

This might be implemented in one of two ways, using either part-time retired law enforcement officers to avoid training costs and delays, or to hire an incremental full-time peace officer. Savings estimates of \$32,000 assume a trained deputy is hired that can be redeployed when not assigned to schools.

Project	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	2019 - Savings or Cost Avoidance	2020 - Savings or Cost Avoidance	Notes
Shared School Resource Officer	\$ 32,254	\$ 32,254	\$ 23,170	\$ 32,254	School Districts begin at beginning of school year 2019-20. Assume school districts collectively pay about 70% of full implementation cost for FT Deputy. That is counted as cost avoided and the balance is new cost to the County (about \$25.8 K ongoing). Countywide net revenue effect is zero

## **Project 5. Shared Clinical Social Work Services Consolidation**

### Project Partners

- Hamilton County
- Indian Lake School District
- Lake Pleasant School District
- Long Lake School District

The need for clinical social worker resources exists in each of the four school districts. This project seeks to establish a shared service partnership between the school districts and the County to use County Clinical Social Work resources to assist the schools with this needed service. Per diem consulting costs will be replaced by sharing a County resource, which is anticipated to save almost \$20,000 per year across the school districts.

## Hamilton County-Wide Shared Services Initiative

Project	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	2019 - Savings or Cost Avoidance	2020 - Savings or Cost Avoidance	Notes
Shared School Clinical Social Worker	\$ 71,400	\$ 19,559	\$ 18,559	\$ 19,559	Costs avoided for hiring own per diem consultants in Long Lake, Indian Lake, and Lake Pleasant Schools Districts. Assume participating school districts pay for one day per week of part-time (60% County employee). Countywide net revenue

## Project 6. Joint Purchasing

### Project Partners

- Hamilton County
- Town of Arietta
- Town of Benson
- Town of Hope
- Town of Indian Lake
- Town of Inlet
- Town of Lake Pleasant
- Town of Morehouse
- Town of Wells
- Village of Speculator

In general, the County, School Districts, Towns, Villages, and special taxing districts, act independently to purchase most of their required goods and services. Several Towns and Villages, from time to time, partner with the County for specific commodity purchases (i.e., road salt, electricity, fuel). Also, Towns and Villages sometimes can benefit by leveraging County and State purchasing contracts that have been bid out and contain standard language clauses allowing other municipalities to “piggy back” and receive the same competitive pricing and terms as the County/State negotiated.

An opportunity exists to centrally coordinate select purchasing activities in order to create a purchasing cooperative that combines (aggregates) the scale of common goods procured by participating School Districts, Towns, or the Village. Demonstrated savings that average 5% are not uncommon in other municipalities that have similarly combined their purchasing scale and focused specialized purchasing agent resources to assist in creating the most competitive bid specifications and to cast a wide bidding net to obtain the lowest price and best value for municipalities and taxpayers.

This project would establish a shared purchasing resource at the county level to assist the Towns and Village and combine the scale for purchasing common goods. Recurring cost savings of 2% for items that are bid out are conservatively anticipated estimated to exceed \$77,000 per year.

Project	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	2019 - Savings or Cost Avoidance	2020 - Savings or Cost Avoidance	Notes
Shared Purchasing	\$ 99,440	\$ 77,639	\$ 26,419	\$ 77,639	2% of partners' five year average equipment & contractual. Assumes year 1 savings are for one-half year. Half-time job. Assume no health benefits

## 4.b Long-term Projects

The Panel recognizes the limited resources that are collectively available across the towns to advance several new projects at the same time. They also recognize that some projects are larger in scope or scale to be able to complete them in a near-term timeframe. They accordingly prioritized the following as Long-Term Projects.

1. County-wide EMS and Fire Company Support
2. Shared Code Enforcement
3. County level APA approved Zoning Plan and enforcement
4. Student Transportation options (Pre-K and School)
5. Shared Mechanic positions
6. Involvement of additional Schools
7. Shared Trash Hauling Service
8. Inlet / Webb (Herkimer Co.) Police Consolidation
9. Fuel Consolidation
10. Emergency Communications Systems
11. Shared Assessor
12. Snowmobile Trail Grooming

### 1. County-wide EMS and Fire Company Support

With active volunteer participation levels declining in many communities, local governments are challenged to find ways to augment the traditional volunteer corps with reliable crew coverage around the clock. This is especially true during the daytime. The County seeks to work with all the Fire and Ambulance Services to augment their coverage with additional (paid) crews. By coordinating response coverage across the County, shift coverage can be optimized and the

incremental cost to provide full-time coverage will be minimized for taxpayers. Also, service delivery may improve with guaranteed 24/7 coverage.

### **2. Shared County Level Code Enforcement**

An opportunity exists to consolidate code enforcement in support of Towns within Hamilton County. There is a high degree of standardization in building and fire safety codes are the stat and in the Adirondack region. Though large in geography, the scale, even at the County level, is small relative to other Counties, or even many towns and villages.

Creating a centralized Code Enforcement department as a “center of excellence” to respond to resident complaints and other input sources and work, in a shared service arrangement, with participating municipalities.

Economizing on a single instance of software and having shared administrative support will maximize cost efficiencies by eliminating redundant software and administrative support personnel (there should be a net decrease in manpower required for this important support function).

Necessarily, details over criminal versus civil prosecution approaches, and other implementation details would need to be considered and appropriately support different town requirements. These are implementation details that will need to be considered and designed accordingly.

### **3. County level APA approved Zoning Plan and Enforcement**

Hamilton County is unique, being within the protected Adirondack Park region in New York State. Along with the all the benefits that come from such protection, there are distinct zoning and land use restrictions that must be adhered to and enforced.

Rather than create duplicative functions within each town to become trained and available to enforce the APA regulations, this would create a central staff to support the APA zoning and enforcement for participating Towns.

### **4. Shared Student Transportation Options**

School District partners seek to partner and explore ways to implement a county-wide (regional) approach to busing transportation for school students (across multiple school districts).

Maximizing the utilization of bus assets to use across school districts will ultimately decrease capital spending on procuring school transportation vehicles. Centralizing the transportation function will eliminate duplicate administrative support functions for a net decrease in personnel costs across participating school districts. It is recognized that this is highly regulated by State law. Initial scoping and analysis activities will be required to consider State Education guidelines.

## 5. Shared Mechanics Services

Further consolidating motor pool and mechanics activities to functionally consolidate mechanical services in a centralized function in support of town, village, and school district buses, vehicles and heavy vehicle and equipment repair services. This will maximize the return on investment in capital (repair shop) assets while avoiding the need for multiple (duplicate) departments across each jurisdiction. Further standardization of parts and vehicles, if desired or feasible, will yield further spending reductions through efficiencies of scale and interoperability of parts.

## 6. Involvement of Other Schools

There exists potential for additional shared services between school districts, including but not limited to transportation, building & grounds, and/or programming.

## 7. Shared Garbage Hauling Services

Evaluate whether a centralized or reciprocal approach to trash hauling can be accomplished (and enhanced where existing) in concert with the above-identified short-term Solid Waste and Recycling Project.

## 8. Inlet / Web Police Consolidation

Hamilton County is working with the Town of Inlet and the Town of Webb in Herkimer County to allow for a combined (shared) police force. This opportunity to combine departments makes fiscal sense by eliminating duplicate efforts, and is expected to improve law enforcement coverage across the towns.

## 9. Fuel Consolidation

Building on the previous three regional fuel consolidation projects, Hamilton County will continue to explore opportunities to share and/or consolidate fueling within the southern towns of Benson, Hope and Wells. In addition, the County will continue to explore the possibility of installing grant funded shared EV fueling stations at the consolidated fuel stations county wide.

## 10. Consolidated Emergency Communication Systems Management

Hamilton County is currently investigating a regional approach to the implementation of interoperable communication equipment, cell towers, repeaters and radios for dissemination across municipalities and emergency services personnel. A cooperative shared process may be able to be deployed that will enhance services, reduce duplication, increase communication across municipalities, and decrease the costs to individual communities.

## 11. Shared Assessor

Currently Hamilton County provides assessor duties for the Town of Lake Pleasant on a contract basis. This role may be expanded to include additional towns, thereby reducing the need for individual town assessors.

## 12. Consolidated Snowmobile Trail Grooming

Hamilton County is a hot bed of winter sports activity. As a leader in snowmobile based tourism in the Adirondack Region, the towns of Inlet, Indian lake and Morehouse have informally shared in the snowmobile trail grooming duties. Through review and analysis and route optimization, a formalized shared services can be deployed that may increase the number of towns that participate in this venture thereby yielding a direct cost savings to taxpayers, while increasing tourism in the County.

# 5. Fiscal Impact

## Overall Impact of the CWSSI on Government Finances

The overall impact of implementing these six short-term projects is anticipated to be a recurring \$291,000 in cost savings or avoidance through increasing intermunicipal cooperation.

Project	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	2019 - Savings or Cost Avoidance	2020 - Savings or Cost Avoidance	Notes
Shared Back-Office Services	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	Benson, Hope, and Morehouse
County-wide Solid Waste & Recycling	\$ 70,000	\$ -	\$ 42,500	\$ 70,000	Assumes reduced mileage for 3/4 and reduced labor cost for 1/2 of 2019
Convert street lights to LEDs	\$ 134,000	\$ 72,000	\$ (44,111)	\$ 72,000	Assume participating are Arietta, Benson, Indian Lake, Lake Pleasant, Long Lake, Wells. Assume 1,113 units. Assume conversion complete mid-2019
Shared School Resource Officer	\$ 32,254	\$ 32,254	\$ 23,170	\$ 32,254	School Districts begin at beginning of school year 2019-20. Assume school districts collectively pay about 70% of full implementation cost for FT Deputy. That is counted as cost avoided and the balance is new cost to the County (about \$25.8 K ongoing). Countywide net revenue effect is zero
Shared School Clinical Social Worker	\$ 71,400	\$ 19,559	\$ 18,559	\$ 19,559	Costs avoided for hiring own per diem consultants in Long Lake, Indian Lake, and Lake Pleasant Schools Districts. Assume participating school districts pay for one day per week of part-time (60% County employee). Countywide net revenue
Shared Purchasing	\$ 99,440	\$ 77,639	\$ 26,419	\$ 77,639	2% of partners' five year average equipment & contractual. Assumes year 1 savings are for one-half year. Half-time job. Assume no health benefits
<b>Totals</b>	<b>\$ 427,094</b>	<b>\$ 221,452</b>	<b>\$ 86,537</b>	<b>\$ 291,452</b>	

Shared School Resource Officer project assumes school resource officer is a newly hired, trained, and equipped FT Deputy. Another option would be hiring a former Deputy, now retired, which would substantially reduce both salary and fringe costs. This option would have no net cost to the County

# Appendices

Appendix A. County-Wide Shared Services Property Tax Savings Plan Summary



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

### Appendix A

<b>County of Hamilton</b>			
<b>County Contact:</b> Hon. William G. Farber			
<b>Contact Telephone:</b> 315-826-7744			
<b>Contact Email:</b> Chairman@HamiltonCountyNY.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.	N/A		
2.			
3.			
<b>Row 2 – 9 (total # of) Towns in Hamilton County</b>			
	<b>Participating Towns</b>	<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	Arietta	Hon. Richard Wilt	Yes
2.	Benson	Hon. John Stortecky	Yes
3.	Hope	Hon. Steve Tomlinson	Yes
4.	Indian Lake	Hon. Brian Wells	Yes
5.	Inlet	Hon. John Frey	Yes
6.	Lake Pleasant	Hon. Dan Wilt	Absent
7.	Long Lake	Hon. Clark Seaman	Yes
8.	Morehouse	Hon. William Farber	Yes
9.	Wells	Hon. Donald Beach	Yes
<small>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.</small>			
<b>Row 3 – 1 (total # of) Villages in Hamilton County</b>			
	<b>Participating Villages</b>	<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	Speculator	Hon. Cheryl Paestella	Absent
<small>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.</small>			



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

**Appendix A**

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

Participating School Districts, BOCES, and Special Improvement Districts		Panel Representative (non-voting)	Vote Cast (Yes or No)*
1.	Lake Pleasant School District	Heather Philo	
2.	Indian Lake School District	Dave Snide	
3.	Long Lake School District	Noelle Short	
4.	Wells School District	Tom Sincavage	
5.			
6.			
7.			
8.			
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**

<b>2018 Local Government Property Taxes</b>	<b>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.</b>
	\$42,460,318

**Row 6**



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

### Appendix A

<b>2018 Participating Entities Property Taxes</b>	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.
	\$40,899,323
<b>Row 7</b>	
<b>Total Anticipated Savings</b>	The sum total of net savings in such plan certified as being anticipated in calendar year 2019, calendar year 2020, and annually thereafter.
	2019: \$86,537, 2020: \$291,452
<b>Row 8</b>	
<b>Anticipated Savings as a Percentage of Participating Entities property taxes</b>	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 2020 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.
	2019: 0.21% 2020: 0.70%
<b>Row 9</b>	
<b>Anticipated Savings to the Average Taxpayer</b>	The amount of the savings that the average taxpayer in the county will realize in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.
	2019: \$22.10 2020: \$74.43
<b>Row 10</b>	
<b>Anticipated Costs/Savings to the Average Homeowner</b>	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.
	2019: 0.20% 2020: 0.67%



# County-Wide Shared Services Property Tax Savings Plan Summary

## Appendix A

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 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.
	2019: 0.20% 2020: 1.52%
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 <u>Sept. 6, 2015</u> , and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.	
<u>William G. Farber, Chair, BDS</u> (Print Name)	<u>County Chief Executive Officer</u>
<u>[Signature]</u> (Signature)	<u>9/12/18</u> (Date)



**Hamilton County-wide Shared Services Initiative**  
**SHARED SERVICES PANEL MEETING #3**  
**SEPTEMBER 6, 2018**

**DISCUSSION AGENDA**

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**1. Agenda Overview**

**2. Review of Updated Draft CWSSI Report**

- Discuss Short-term CWSSI Projects and Participation
- Discuss Long-term CWSSI Projects
- Fiscal Impact Discussion
  1. School Resource Officer option 1
  2. School Resource Officer option 2
- Addition/Subtraction of Potential Partners

**3. Discuss Additional Information Required**

- Potential Shared Services – Additional Areas of Interest Form
- Current Shared Services Intake Form (we do not have any town-town agreements documented)

**4. Next Steps**

- Public Hearings September 10, 2018
- Approval of the Plan by September 15<sup>th</sup>, 2018 and submit to NYS Budget Office
- Public Presentation of the Final Plan by October 15, 2018
- Submit Final Plan to NYS Budget Office