

Herkimer County Shared Services Initiative 2018

Opportunities Among All Municipalities

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Prepared by CGR for:

Herkimer County NY and its Partner Town, Village and City Governments



Letters of Transmission from Chair of Legislature and County Administrator



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Introduction

In 2017, New York State introduced a new initiative designed to generate property tax savings by facilitating operational collaboration between local governments. Known as the Countywide Shared Services Initiative (CWSSI), it established a shared services panel in each county. Chaired by the chief executive officer of the county, the panel was tasked with working to help develop, and ultimately approve, a countywide shared service property tax savings plan through intergovernmental cooperation to find new opportunities to share and coordinate services.¹

This report constitutes Herkimer County's submission.

How the CWSSI Works

The CWSSI framework involves three key elements.²

First, each county is required to establish a shared service panel. The panel includes the mayor of each city or village and the supervisor of each town. A representative of a school district, board of cooperative education services and / or special improvement district may also be invited to participate.

Second, the panel develops a countywide shared services property tax savings plan to identify, propose and implement new actions to save taxpayers money through shared, coordinated and more efficient services between local governments within the county.

Third, plans that create actual and demonstrable savings across multiple jurisdictions may be eligible for a one-time match of the net savings resulting from new actions implemented pursuant to the plan.

The CWSSI in Herkimer County

Herkimer County chose not to submit a CWSSI Plan in 2017, instead focusing on laying the ground work to develop a more robust plan in 2018. In 2017, the Initiative's first year, 34 of the 57 counties (nearly 60 percent) to which the CWSSI requirements apply developed and submitted plans. The remaining 23, including Herkimer County, are developing plans for submission this year.

¹ Countywide Shared Services Initiative Guidance Document at <https://www.dos.ny.gov/lg/pdf/CWSSI.GuidanceDoc.pdf>

² CWSSI overview at <https://www.ny.gov/programs/shared-services-initiative>



The County Legislature, County Administrator and local municipal officials established several work groups to consider opportunities for shared services.

One of the goals of this initiative is for the county and municipalities to generate savings through the sharing of services. As an incentive, New York State will match cash savings on a dollar for dollar basis for the savings in the first year of the initiative. If through these plans, the county and municipalities save \$50,000 in 2019, then the state will give the municipalities that incurred the savings \$50,000 in 2020.

Existing Sharing in Herkimer County

There are many existing sharing relationships between the 31 municipalities in Herkimer County from loaning of highway equipment to submitting joint bids for equipment to performing mutual aid on emergency calls. The County also provides services for towns and villages through the county print shop (water and tax bills) and joint highway maintenance positions. The County has also recently absorbed some of the police dispatching for the village of Ilion and Herkimer.

While there is a desire to reduce costs and improve services at all levels, there is also a strong sense of independence and an understanding of the unique municipal services for each community. There have also been some negative experiences in the past with shared services in the county. These two factors combine to create an environment where some municipal leaders are skeptical of sharing services.

Exploring New Opportunities

During late 2017 and the first half of 2018, Herkimer County worked with a variety of willing partner governments in the county and the Legislature to consider potential opportunities for sharing services. Four different groups formed to explore possibilities in the areas of **Purchasing, Insurance, Highways and Public Safety**. These areas were identified because they cut across many municipalities and together they represent some of the largest expenses for local and county governments.

About Herkimer County

Herkimer County stretches from the flats of the Mohawk River to the foothills of the Adirondacks. The NYS Thruway, NYS Barge Canal (Erie Canal) and a major rail line all cross through the county. The county has 31 municipalities including 19 towns, 10 villages, the City of Little Falls and the County.



Population

Municipality (Town unless noted)	2010 Census	2016 Estimate *	Estimated Change
Herkimer County - Total	64,519	63,558	-1%
Columbia	1,580	1,574	0%
Danube	1,039	964	-7%
Fairfield (incl. part of Village of Middleville)	1,627	1,508	-7%
Frankfort (incl. Village of Frankfort)	7,636	7,528	-1%
German Flatts (incl. Villages of Ilion and Mohawk)	13,258	12,944	-2%
Herkimer (incl. Village of Herkimer)	10,175	9,976	-2%
Litchfield	1,513	1,510	0%
Little Falls, City	4,946	4,819	-3%
Little Falls, Town	1,587	1,712	8%
Manheim (incl. most of Village of Dolgeville)	3,334	3,280	-2%
Newport (including Village of Newport and part of Middleville and Poland)	2,302	2,203	-4%
Norway	762	905	19%
Ohio	1,002	881	-12%
Russia (incl. Village of Cold Brook)	2,587	2,570	-1%
Salisbury	1,958	2,251	15%
Schuyler	3,420	3,411	0%
Stark	757	776	3%
Warren	1,143	1,107	-3%
Webb	1,807	1,534	-15%
Winfield (inc. Village of West Winfield)	2,086	2,105	1%

**Estimates have a significant margin of error in smaller communities and should be used with caution in comparison with the decennial census numbers.*

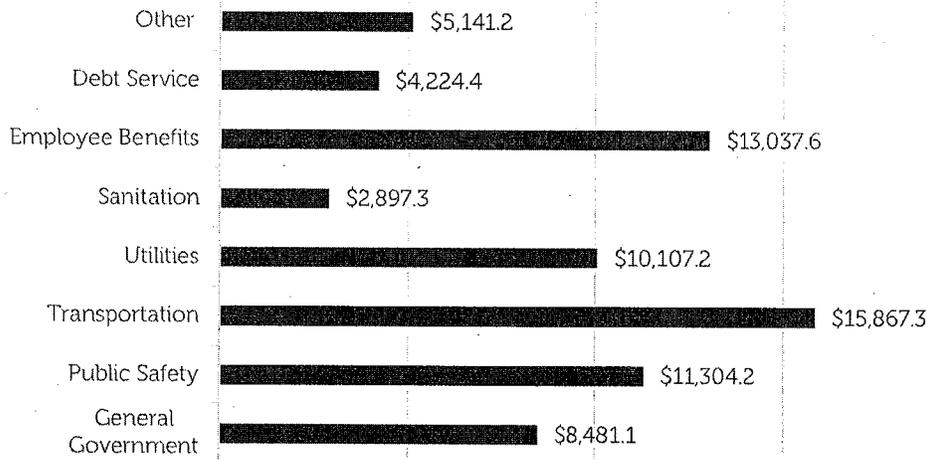
Source: US Census -2010 Decennial and 2016 ACS

Expenses

In 2016, the local governments (town, village and city) spent \$71.0 million to provide services to their residents. The largest expense categories were transportation (including highway) at \$15.9 million, employee benefits at \$13 million and public safety at \$11.3 million.



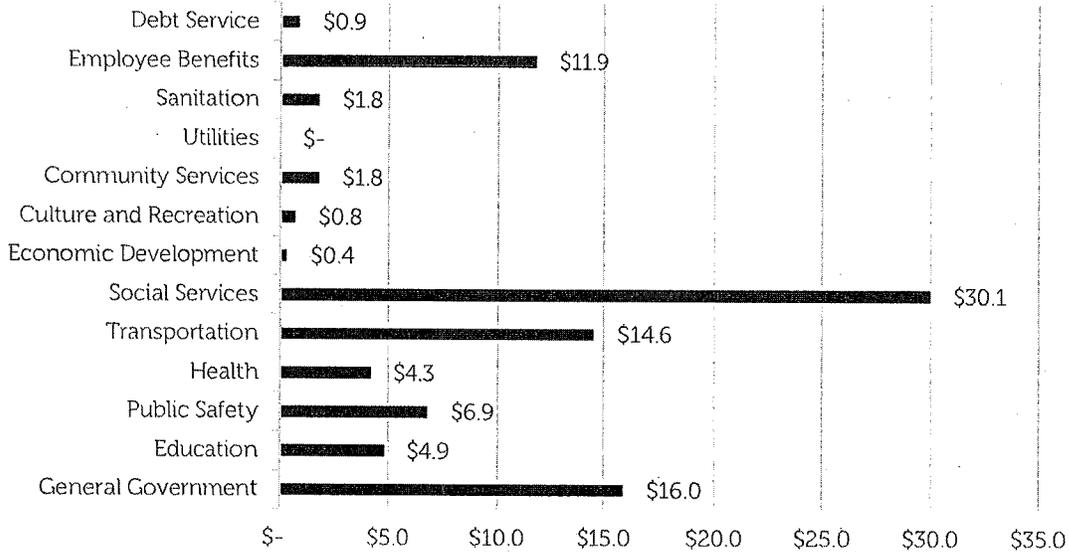
Local Expense Distribution (millions)



Source: 2016 NYS OSC Data

The County spent \$94.3 million providing services to its residents. The largest expenses for the County was social services (\$30.1 million), general government at \$16 million and transportation at \$14.6 million.

County Expense Distribution (millions)



Source: 2016 NYS OSC Data



Opportunities for Shared Services

The areas explored fall into four broad areas: of Highways, Public Safety, Purchasing, and Insurance. The areas also align with several of the largest areas of expense at the local and county level. The areas were identified through work by committees in Herkimer County, county staff and through meetings with a consultant from CGR. After the initial list of options was developed, a survey was offered to the chief elected officials in each municipality and members of the county legislature. There were 24 responses out of a possible 49. 12 town supervisors, 1 village mayor and 11 legislators responded to the survey. In the opportunities identified below, if a legislator indicated they were supportive, it is presented as being from each community (e.g. if the district includes three towns, then the tally will show three communities.)

Highway

The subject of sharing highway services on a more extensive basis has been the subject of conversation in the county for more than a decade. As part of this plan, the following suggestions have been advanced for further study and potential implementation.

Satellite Facilities for County

Under the current mode of operation, county highway employees report to a central highway facility before heading out to their work sites. The central facility is located in Herkimer, in the southern quarter of the county. One of the ideas for developing a more efficient operation at the county is to use one or several existing town highway facilities as satellite facilities for the county highway department.

Based on responses from the survey, there is tentative support from 18 communities for either immediate or longer term implementation.

Estimation of Savings for Option

A 2011 analysis conducted by CGR identified \$6 million in County highway costs that might be handled more efficiently by the Towns through a mix of inter-municipal agreements and shifting to an eight-barn satellite model.

The satellite portion of the plan was projected to yield 6% savings if fully implemented. Potential savings from a more limited number of satellites would depend heavily on where the satellites were located and how many were deployed across the County overall. Adding only one or two satellites would likely result in limited savings compared to the more comprehensive redesign.



Say that converting an existing Town highway barn into a County satellite allowed the County to eliminate one district highway foreman position and achieve just 5% of the projected equipment, operations and maintenance savings anticipated under the 2011 plan. This would represent about \$33,000 in annual savings after accounting for improvements required to expand and operate the revamped barn.

County Contracts with Local Government for Summer Maintenance

Another idea is that the county could contract with interested communities to conduct highway tasks such as mowing, ditching, tree cutting and sweeping. This option has the potential to reduce costs for the county with the towns gaining some revenue to offset their highway expenses.

Based on responses from the survey, there is tentative support from 18 communities for either immediate or longer term implementation.

Estimation of Savings for Option

Shifting summer maintenance work to Towns could yield an estimated \$250,000 per year in savings, per the 2011 CGR analysis for Herkimer County. These savings would be accomplished partly through reduction of six FTEs as the Towns assume management of what are now County functions. This plan anticipates only a partial implementation of this program based on the interest from only a subset of communities. The estimate for savings for partial implementation between the County and two towns is \$12,500.

Joint Bidding for Fuel Contracts

Fuel expenses are a substantial cost for all the governments in Herkimer County. By developing a joint bid for fuel costs for all highway departments (and potentially other services) the cost for fuel should drop.

Based on responses from the survey, there is tentative support from 19 communities for either immediate or longer term implementation.

Estimation of Savings for Option

Detailed fuel cost data were not available for most municipalities in Herkimer County. Unleaded gasoline and diesel fuel were budgeted at \$340,000 in the County's 2016 budget for its road machinery fund. This represented 2.6% of Highway-related appropriations for 2016, according to data from the State Comptroller's Office. Assuming that the city, towns and villages in Herkimer spend a percentage similar to the county for highway vehicle fuel, all municipalities including the County would



spend an estimated \$628,700 on fuel in a given year, based on 2016 budget data. If joint bidding yielded 5% in savings, this would represent approximately \$31,400 in savings across all municipalities and the County.

Joint Purchasing of Salt

The city, county, towns and villages partnering together (as interested) to explore the joint bidding of salt contracts. Salt is one of the larger recurring expenses for the highway departments and even a small reduction in cost in a harsh winter can provide substantial savings.

Based on responses from the survey, there is tentative support from 20 communities for either immediate or longer term implementation.

Estimation of Savings for Option

Budget data filed with the State Comptroller's Office show that the City, Towns and Villages of Herkimer County spent a combined \$1.6 million on contractual snow removal expenses in fiscal 2017. Herkimer County spent \$2.7 million on the same category, much of which likely represents salt purchases. Based on a conservative estimate of 2.5% savings through joint purchasing, we project annual savings of \$106,000 across all municipalities and the County.

Shared Storage of Salt

Several of the salt storage in the county are either too small or in need of repair in the very near future. The expansion or building of a new salt shed can be an expensive endeavor for a community. One potential solution is the building of a shared facility or the municipalities contracting with another municipality for the use of a joint salt storage facility.

Based on responses from the survey, there is tentative support from 16 communities for either immediate or longer term implementation.

Estimation of Savings for Option

Lacking detailed information about current salt facilities and the cost of upkeep, this is difficult to estimate, but would appear to exceed \$100,000, based on the savings achieved in other counties that have pursued similar projects. A 2011 report by the State Comptroller's Office listed projected savings of \$226,000 per year for Schenectady County and the Towns of Niskayuna and Rotterdam from the construction of a shared salt storage shed; and of \$125,600 per year from a similar project between Broome County and the Town of Chenango. For this submission, we



forecast a potential savings of \$50,000 if two or more municipalities move to shared salt storage.

Conversion to LED Streetlights

Converting existing streetlights to LED technology has the potential to save communities substantial money over the long run. There are a variety of programs available to help reduce the costs of a community to convert. One method would be cooperating on an application to NYPA for a grant to assist on the conversion of streetlights to LED lights.

Based on responses from the survey, there is tentative support from 14 communities for either immediate or longer term implementation.

Estimation of Savings for Option

A 2015 report by the New York State Energy Research and Development Authority (NYSERDA) estimated the ongoing operation and maintenance cost savings of converting to LED streetlights as \$50 per fixture per year. This assumes that streetlights are municipally owned; in some communities, utility companies own at least a portion of these fixtures.

This estimate does not appear to include the upfront cost of retrofitting streetlights with LEDs, but this cost has typically fallen year after year. Some replacement LED streetlights for residential roads are available for less than \$100, while the maximum cost for a high-output cobrahead-style fixture (100-plus watts) is approximately \$720, per NYSERDA. More decorative retrofit kits for low-output lights (under 50 watts) range from \$350 to \$615. LED streetlights have a service life of about 50,000 to 100,000 hours, compared to high-pressure sodium lights, which typically last 15,000 to 25,000 hours.

Based on tentative interest and assuming that upfront conversion costs are either covered by a grant or bonded, the estimated savings for 200 fixtures is \$10,000 per year.

Shared Equipment Pool

Highway departments have a variety of assets that are used infrequently, but substantially improve the effectiveness of operations. Examples including road graders, excavators, bulldozers, ditching equipment and vacuum trucks. Developing a list of infrequently used equipment that would be available for loaning, bartering or renting from either other municipalities or the county could reduce the capital costs associated with each municipality maintaining their inventory.



Based on responses from the survey, there is tentative support from 16 communities for either immediate or longer term implementation.

See estimated savings below.

Coordinated Capital Planning

Each year, the municipalities spend hundreds of thousands of dollars on capital equipment for their highway services. Coordinated planning for capital highway purchases (trucks, ditching equipment, and mowers) to allow for group specification and bidding might allow for a reduction in prices. In particular, if several departments could agree to common specifications, then there would likely be a reduction of prices.

Based on responses from the survey, there is tentative support from 20 communities for either immediate or longer term implementation.

Estimated Savings Shared Equipment Pool / Coordinated Capital Planning

The 2011 CGR analysis suggested a model in which the County would contract Towns to perform all maintenance required on County roads, similar to Monroe County, which would involve both a shared equipment pool and coordinated capital planning in the future. This concept included the relocation of County equipment to the Towns, resulting in reduced equipment maintenance, fuel and replacement programs. Savings were projected at \$266,000 per year. CGR projected an additional \$170,000 per year in equipment savings for the first five years under a more comprehensive shift of the County's fleet and equipment to eight satellite highway barns.

While an accurate estimate can't be developed until the sharing program is fully scoped and subscribed, it is estimated that in the first year, a program like this would save a minimum of \$17,000 from lower capital costs.

Public Safety

Public safety organizations already work together on a daily basis to protect the community. There is a regular sharing of services and exchange of information between the agencies inside the individual disciplines. On routine basis, fire departments, police departments and ambulance services provide mutual aid to each other. These agencies also are the third largest source of expenditures for the local governments. This amount excludes the costs for the fire districts in the county which function as their own separate governments. Several opportunities to provide either a new shared service or expand on an existing arrangement were identified.



Regional SERT

It was suggested that the development of a regional, multi-agency special emergency response team (SERT) with staff and funding from several of the departments and coordinated through a single agency, such as the sheriff, would be a benefit to the county and police departments through reduced costs of duplicating the service and the development of a more robust team jointly than any department could do on its own.

Based on responses from the survey, there is tentative support from 8 communities for either immediate or longer term implementation. Not enough information is available at this stage to estimate cost savings.

Combine or Coordinate Police Services

Seven of the eight municipal police departments in the county are in adjacent municipalities running along the canal/thruway corridor. The largest department (Herkimer Village) has 20 full time sworn officers and the smallest (Frankfort – Town) has one. There is the potential for an economy of scale and improved services to the residents if the departments moved to join together on either a functional or administrative basis. Two departments already share a common chief. Two potential options include:

- Evaluate the creation of a single locally managed police agency by merging several village departments into one.
- Evaluate joint patrolling of villages by neighboring departments

Based on responses from the survey, there is tentative support from 4 communities for either immediate or longer term implementation for either of the options. Not enough information is available at this stage to estimate cost savings.

Develop a Joint Procurement Program in Fire Service

The fire service in Herkimer County is divided between municipal departments, fire districts and independent fire companies. There are 20 separate agencies that provide the service in the county with call volumes ranging from a few per month to over 100 per month. Regardless of the size and portfolio of services, there are a number of items that the departments need to purchase on a regular basis. Three ideas include

- Develop a list of frequently purchased commonly used, semi-durable fire service items (e.g. firematic gloves, hoods, SCBA masks, helmets and turnout gear) for the county to seek a group bid on to lower purchase price.
-



- Coordinated planning for capital fire and ambulance purchases (engines, SCBAs, heart monitors, stretchers) to allow for group specification and bidding.
- Seek interested fire departments/companies to participate in a group bid for commonly used and mandated services such as ladder, pump and hose testing and firefighter physicals.

Because the management of the fire service includes a different pool of elected officials than most of the other services, the survey results do not provide reliable information. Not enough information is available at this stage to estimate cost savings.

Estimation of Savings for Option

Within Herkimer County, four fire districts which broke out capital and contractual expenses (such as supplies) separately in their budget reporting to the Comptroller's Office for fiscal years 2012 to 2015. The five-year average spending between 2012 and 2016 on capital and contractual costs in these districts was typically upward of 70% of all expenditures, or more than \$730,000.

If shared procurement reduced such expenses just 5% for these four districts alone, it would result in approximately \$37,000 in overall savings. Adding in 5% in savings on capital and contractual expenses for municipal fire departments in Ilion and Little Falls would bring this savings figure up to \$44,800. If similar reductions could be achieved across the various fire protection agencies across Herkimer County, this suggests potential for combined savings upward of \$100,000 when the program is fully implemented. For the first year, we estimate \$10,000 in savings from those fire departments that choose to participate in the initial year.

Expand Emergency Answering Point Services

The County operates the only 911 service in the county, however several of the police departments still publish an emergency phone number and encourage residents to call them directly. In recent years, some of the village departments have transitioned to having the county receive their calls and dispatch events to their officers. Where appropriate, the county should expand public safety answering point (911) and police dispatching to relieve the burden from the villages.

This is only relevant to a handful of communities and is already under discussion with those entities. It is estimated that if the larger agency turned services over to the county, there would be \$77,000 in savings and about \$48,000 for the smaller agency.

Create a Public Safety Training Consortium



Public safety professionals, both paid and volunteer, need to participate in regular training to be prepared for the situations that they are asked to respond to daily. The current physical resources in the county for both law enforcement and the fire services are outdated and insufficient for modern demands. One potential solution is to develop a consortium among fire departments and law enforcement for the creation of a public safety training facility to allow for improved fire training and law enforcement training.

The relevant organizations have already been engaged in this discussion and are working to develop support for this concept. Not enough information is available at this stage to estimate cost savings.

Purchasing, Insurance and Other Services

Purchasing touches nearly every expense category at all levels of government. Many of the smaller governments rely on part time staff or elected officials. The County only has staff of two full time employees in the area of budget and purchasing.

Opportunities for purchasing to benefit the local municipalities are primarily based on either the local municipalities purchasing services from the county at a lower cost than they'd be able to get on the open market or participating in a group bid facilitated by the county to obtain a lower price for a service than they might on a solo bid.

Website Development

Herkimer County recently engaged a new developer for its website. As part of the contract, the developer has agreed to assist the local municipalities in the redevelopment or creation of their websites using a standard template. According to the survey, there is tentative support from 14 communities for either immediate or longer term implementation. The cost savings for each community that uses this service is estimated to be \$3,000. For this plan, it is estimated that three municipalities would take advantage of this agreement for a total of \$9,000.

Use of Print Shop

The County Information Technology Services operates a print shop to produce a full line of materials. Several governments use this service already for printing tax and utility bills. The County charges the localities for only materials for the service. This service would generate savings for communities if it was expanded to additional municipalities. The County Print shop has the ability to print letterhead, envelopes, business cards, utility bills, brochures, newsletters, etc. Many of the towns and villages are currently contracting with retail printers to perform these services. In some cases, the average markup compared to County pricing is about 41%. The average cost for



printing for all 30 municipalities falls around \$2,500 making the total cost \$75,000. If all of that was directed to the County, the savings would be \$21,000. It is estimated that a third of municipalities took advantage of this program in the first year, the savings would be \$7,000.

Joint Code Enforcement Program

Currently, each municipality has their own code enforcement program. In Herkimer County, as other rural counties, there is a lack of qualified professionals to handle these tasks. Local communities often share the same code enforcement officer on a part time basis. If the county developed a county based code enforcement officer program that municipalities can choose to use on a contractual basis, it could serve to reduce costs and improve service to the community.

According to the survey, there is tentative support from 16 communities for either immediate or longer term implementation. There is no cost savings estimated for this initiative, although a higher quality service might be developed providing more value to the communities.

Energy Expense Bundling

It is typical for local governments in Herkimer County to fill their energy needs for municipal facilities, including water and sewer facilities, by purchasing directly from private providers. This results in minimal leverage to negotiate the most favorable rates and contract terms. Elsewhere in the state, where municipalities have engaged in group approaches, they have seen benefits. One potential effort is to create a consortium of municipalities to jointly bid their electricity and gas needs.

According to the survey, there is tentative support from 20 communities for either immediate or longer term implementation. Across the county, we estimate that \$240,000 is spent on fuel and electricity by municipalities. If there was savings of 3% through bundling, the cost savings would be about \$7,200.

Lobby for Healthcare Consortium Changes

Current regulations in New York State require that a Healthcare Consortium have a minimum of 2,000 covered lives to form. This size minimum prevents Herkimer County from creating a consortium under the current rules. To help facilitate the creation of a consortium in the future, the county should identify how many communities would be interested in participating in healthcare consortium, if the threshold size could be reduced to 1,000 covered lives from the current 2,000.

According to the survey, there is tentative support from 20 communities for either immediate or longer term implementation. The County spends about \$7.8 million on



health insurance. The cities, towns and villages spend another \$5.2 million and the school districts about \$2.9 million. All told, the different government employers in the county spend about \$15.9 million. If Herkimer County were able to establish a consortium, alone or together with another county and save 5% of the healthcare insurance premium costs, the county and communities could save about \$795,000.

Engage in Cooperative Health Insurance Stop Loss Program

Herkimer County is self-insured for health insurance. As part of this process, the county has purchased "stop loss" insurance on its own for several years to limit their risk of large claims. The county plans to work with other counties in a similar situation to purchase shared "stop loss" insurance through a collaboration developed by the New York State Association of Counties. The county estimates that it will save \$74,000 each year under this program.

Explore Coordinated Assessment Programs

Each municipality is responsible for assessing properties for their values. There are a limited number of qualified assessors in the county. Three towns (Columbia, Litchfield and Winfield) currently use a Coordinated Assessment Program where a single assessor maintains a roll across all three communities. It would be an option for municipalities to either participate in an expanded program based on the three existing towns or develop a separate coordinated assessment program with neighboring communities

According to the survey, there is tentative support from 17 communities for either immediate or longer term implementation. Not enough information is available at this stage to estimate cost savings.

Total Savings Estimates

If all the savings presented in the scenarios above are realized, the county and its component municipalities could save about \$1.2 million. About two thirds of the savings are contingent on changes to the healthcare consortium laws

Savings Option	Amount
Potential Savings Estimates Total	\$ 1,287,100
Highway	
Satellite Facilities for County	\$ 33,000



Savings Option	Amount
County Contracts with Local Governments for Summer Maintenance	\$ 12,500
Joint Bidding for Fuel Contracts	\$ 31,400
Joint Purchasing of Salt	\$ 106,000
Shared Storage of Salt	\$ 50,000
LED Streetlight Conversion	\$ 10,000
Shared Equipment Pool / Coordinated Capital Planning	\$ 17,000
Public Safety	
Regional SERT	\$ -
Combine or Coordinate Police Services	\$ -
Develop a Joint Procurement Program in Fire Service	\$ 10,000
Expand Emergency Answering Point Services	\$ 125,000
Create a Public Safety Training Consortium	\$ -
Purchasing, Insurance and Other Services	
Website Development	\$ 9,000
Use of Print Shop	\$ 7,000
Joint Code Enforcement Program	\$ -
Energy Expense Bundling	\$ 7,200
Lobby for Healthcare Consortium Changes	\$ 795,000
Health Insurance "Stop Loss" Consortium	\$ 74,000
Explore Coordinated Assessment Programs	\$ -

This would result in a lowering of property taxes by about 2% if all the savings were from property taxes. To project savings, we make the assumption that all savings would occur at the county level. The 2017 County Tax rate was \$5.60 per thousand for properties at full valuation assessment. A hypothetical county tax rate after savings would be \$5.34, a reduction of 4.7% of the county tax rate.

For a home owner with a median value home (\$87,000), they would see annual reduction in their tax bill of \$23.00. The owner of the average commercial property (\$262,000) would see an annual reduction in their tax bill of \$69.00



Appendix 1 – Local Expenses

Table of local government expenses, expressed in thousands, based on data report to the NYS Office of State Comptroller for Fiscal Year 2016.

	General Government	Public Safety	Transportation	Utilities	Sanitation	Employee Benefits	Debt Service	Other	Total
City of Little Falls	\$732.4	\$1,948.	\$1,361.7	\$539.2	\$1,075	\$1,988.	\$701.3	\$325.5	\$8,673.3
Towns									
Columbia	\$161.5	\$10.3	\$559.7	\$0.0	\$4.4	\$103.3	\$0.0	\$1.6	\$840.8
Danube	\$101.7	\$44.4	\$382.2	\$0.0	\$3.4	\$73.2	\$19.5	\$9.9	\$634.3
Fairfield	\$114.4	\$86.9	\$815.3	\$0.0	\$2.8	\$122.1	\$77.4	\$21.8	\$1,240.7
Frankfort	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a
German Flatts	\$682.9	\$17.3	\$1,205.7	\$13.6	\$13.3	\$685.6	\$186.1	\$119.3	\$2,923.7
Herkimer	\$437.3	\$15.8	\$883.8	\$257.4	\$27.6	\$563.6	\$223.4	\$19.3	\$2,428.2
Litchfield	\$116.8	\$1.7	\$401.3	\$0.0	\$0.0	\$110.0	\$0.0	\$4.5	\$634.3
Little Falls	\$288.7	\$64.2	\$360.1	\$0.0	\$3.0	\$177.1	\$0.0	\$0.6	\$893.8
Manheim	\$211.7	\$90.1	\$480.1	\$0.0	\$20.1	\$97.5	\$33.8	\$26.2	\$959.4
Newport	\$147.2	\$86.3	\$308.0	\$0.0	\$0.0	\$36.6	\$51.4	\$10.9	\$640.3
Norway	\$60.6	\$88.8	\$385.1	\$0.0	\$3.4	\$53.7	\$0.0	\$24.0	\$615.7
Ohio	\$125.9	\$105.4	\$778.3	\$0.0	\$11.1	\$240.0	\$148.1	\$35.6	\$1,444.6
Russia	\$159.0	\$139.8	\$578.4	\$0.0	\$11.6	\$168.7	\$34.7	\$45.1	\$1,137.3
Salisbury	\$110.6	\$14.7	\$986.6	\$0.0	\$40.2	\$157.7	\$36.2	\$16.0	\$1,362.1
Schuyler	\$311.6	\$191.2	\$738.8	\$0.0	\$47.0	\$313.2	\$149.3	\$59.9	\$1,811.0
Stark	\$66.9	\$4.5	\$470.5	\$103.9	\$2.3	\$148.3	\$49.9	\$1.0	\$847.4
Warren	\$96.2	\$43.9	\$515.7	\$0.0	\$0.3	\$97.7	\$50.8	\$5.0	\$809.6
Webb	\$1,372.5	\$673.6	\$1,089.4	\$160.4	\$691.8	\$1,511.5	\$219.9	\$1,508.4	\$7,227.4
Winfield	\$108.0	\$127.1	\$343.1	\$0.0	\$0.0	\$87.8	\$63.9	\$41.3	\$771.2
Villages									
Cold Brook	\$11.2	\$10.2	\$10.2	\$0.0	\$1.8	\$0.6	\$0.0	\$3.0	\$37.0



	General Government	Public Safety	Transportation	Utilities	Sanitation	Employee Benefits	Debt Service	Other	Total
Dolgeville	\$320.4	\$526.2	\$287.1	\$156.7	\$278.7	\$335.4	\$284.1	\$201.1	\$2,389.7
Frankfort	\$565.8	\$747.1	\$307.9	\$1,834.4	\$43.0	\$641.7	\$368.8	\$26.5	\$4,535.1
Herkimer	\$533.0	\$2,641.2	\$1,430.4	\$672.0	\$426.6	\$2,140.9	\$518.6	\$1,336.6	\$9,699.3
Ilion	\$1,039.8	\$2,714.1	\$744.9	\$4,819.2	\$92.4	\$2,418.2	\$778.8	\$1,199.8	\$13,807.2
Middleville	\$103.8	\$46.9	\$35.7	\$70.2	\$0.0	\$39.5	\$49.3	\$2.1	\$347.4
Mohawk	\$406.3	\$776.2	\$356.8	\$1,184.2	\$63.6	\$683.4	\$109.0	\$65.2	\$3,644.8
Newport	\$56.9	\$74.0	\$41.5	\$260.3	\$5.1	\$11.5	\$51.7	\$22.5	\$523.6
Poland	\$38.0	\$13.5	\$8.9	\$35.8	\$27.8	\$30.3	\$18.5	\$8.3	\$181.1
West Winfield	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a
Totals									
Local Gov't	\$8,481.	\$11,304	\$15,867	\$10,107	\$2,897	\$13,037	\$4,224	\$5,141.2	\$71,060
County	\$15,963	\$6,915	\$14,623	\$0.0	\$1,839	\$11,858	\$920.2	\$42,228.5	\$94,348
Total Expenses	\$24,444.3	\$18,219.6	\$30,491.0	\$10,107.2	\$4,737.1	\$24,895.7	\$5,144.6	\$47,369.7	\$165,409.9



Appendix 2 – Summary of Survey Responses

The table below identifies which municipalities and legislators participated in the survey related to this project. The comments that follow are shown anonymously because the survey did not ask permission to link comments with the individual.

List of Respondents

Elected Official Responses	
City of Little Falls	
Town of Columbia	
Town of Danube	
Town of Fairfield	Yes
Town of Frankfort	Yes
Town of German Flatts	Yes
Town of Herkimer	Yes
Town of Litchfield	Yes
Town of Little Falls	
Town of Manheim	Yes
Town of Newport	
Town of Norway	Yes
Town of Ohio	Yes
Town of Russia	
Town of Salisbury	Yes
Town of Schuyler	Yes



Elected Official Responses	
Town of Stark	
Town of Warren	Yes
Town of Webb	Yes
Town of Winfield	
Village of Cold Brook	
Village of Dolgeville	
Village of Frankfort	
Village of Herkimer	
Village of Ilion	Yes
Village of Middleville	
Village of Mohawk	
Village of Newport	
Village of Poland	
Village of West Winfield	

County Legislator Responses	
District 1	Yes
District 2	Yes
District 3	
District 4	Yes
District 5	Yes



County Legislator Responses	
District 6	Yes
District 7	
District 8	
District 9	
District 10	Yes
District 11	Yes
District 12	
District 13	Yes
District 14	Yes
District 15	Yes
District 16	Yes
District 17	

Open Text Comments

- Satellite Facilities for County
 - County highway garage in close proximity to Frankfort
 - The Town of Herkimer's Highway Garage is located within a couple of miles from the County's Highway Garage. Thus cost benefits are minimal at best. Over the years the county has stored equipment on behalf of the Town of Herkimer
 - Would be interested in sharing the use of parking lot areas with county highway dept. for equipment staging. Garage space is only sufficient for town highway operation.
 - Would be receptive to longer implementation if proves successful. Would not be able to store equipment under cover as our facilities are full of our own equipment.



- County Contracts with Local Government for Summer Maintenance
 - Reasonable reimbursement rates for town performing operation.
 - We have a large highway system and might not have time to work on county highway system within our town but are willing to give it a try.
 - We would have to be paid the same amount that we are paid to plow County roads or it will not work.
 - With our trash pick- up schedule leaves little time to maintain our roads
 - Join Bidding for Fuel Contracts
 - trial basis to see if its beneficial
 - Would only be interested if experience shows a savings. Initially, we are skeptical that this idea would result in savings since it doesn't conform with our understanding of the price system. On it's face this idea would reduce the number of competing entities on one hand, then relies on the successful bidder passing savings on to us the consumer, while increasing their own distribution workload and customer relations nuisances on the other hand.
 - Joint Purchasing of Salt
 - already doing
 - trial basis to see if its beneficial
 - We already piggyback off state salt bid. It is our understanding state bid has been historically more beneficial. If it can be shown that the county bid is or would be more beneficial, then we would be interested.
 - Shared Storage of Salt
 - Because of geography we are hard pressed to see any potential benefit.
 - N/A geographic location
 - no one close to us
 - We are too far out in order to benefit.
 - Conversion to LED Streetlights
 - If the ongoing economics made sense, and we could be grouped in to allow communities with a limited number of street lights to participate, then we would be open to the idea.
 - Ilion has already completed this.
-



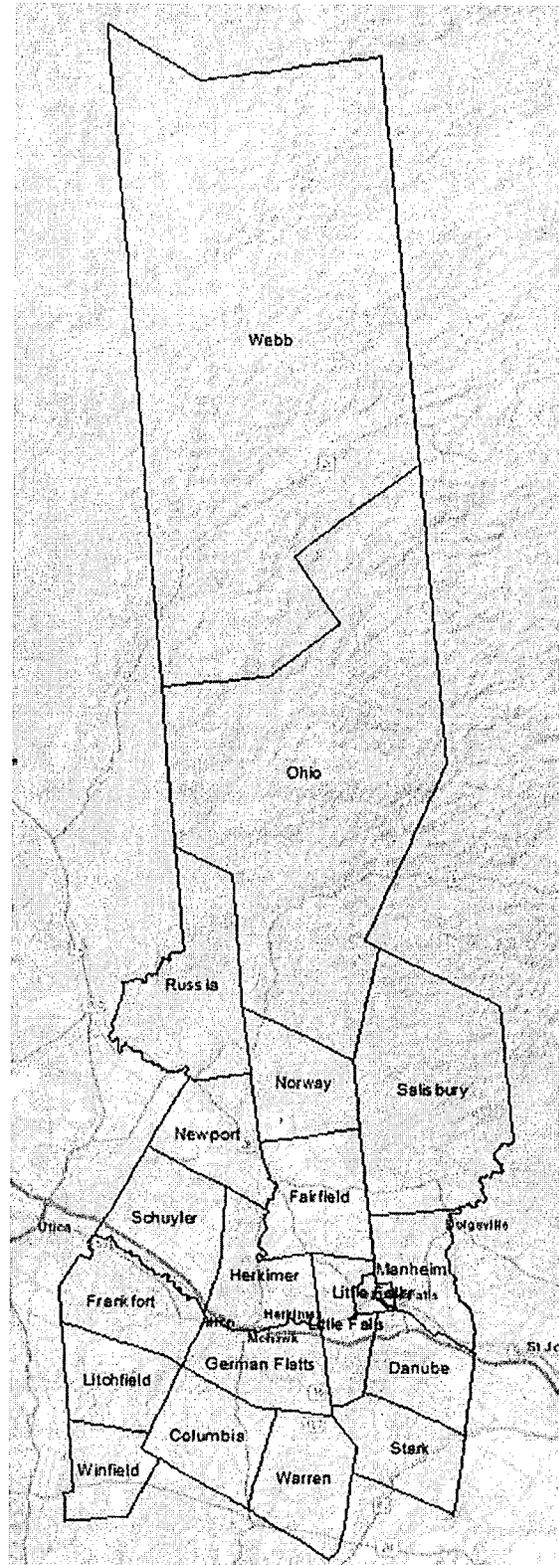
- street lights owned by different entities
 - Shared Equipment Pool
 - already doing
 - Hindrance = geographic location within the county. Transporting of equipment?
 - trial basis to see if its beneficial
 - Coordinated Capital Planning
 - Best to talk with our engineer
 - trial basis to see if its beneficial
 - Regional SERT
 - Hindrance = geographic location within the county. Response time of SERT
 - I am interested but not sure if this will apply to my town.
 - Ilion already has a SERT and the Sheriff would not be the position to hold rank over this type of team due to the lack of a road patrol in Herkimer County, the Sheriff would not have the expertise in this area.
 - use the State Police
 - Develop a Joint Procurement Program in Fire Service
 - contract these services
 - However, our fire district is a separate municipal entity and this would be up to them in the end.
 - The East Herkimer Volunteer Fire Department would need to answer this question
 - As long as this applies to municipally owned entities only
 - Create a Public Safety Training Consortium
 - NYS Homeland Security has a state of the art training facility in Oriskany
 - Energy Expense Bundling
 - Ilion has its own municipal electric company.
-



-
- We have municipal power in Ilion however would be interested in the bid for gas
 - Other areas for exploration
 - IT Support
 - Legal counsel
-



Appendix 3 – Map of Herkimer County





Appendix 4 - Supporting Information

One of the most active groups in developing a shared services initiatives was the Highway Shared Services Committee. Below is the Highway Shared Services Committee report from January 18, 2018.

The Highway Sub-Committee of the Herkimer County Shared Services Committee met on January 10, 2018 to review the results of the survey it forwarded to the 19 Towns of Herkimer County, and to develop goals of the Highway Committee to be submitted to and reviewed by the County Services Committee.

Towns that replied to the survey included: Danube, Herkimer, Manheim, Norway, Russia, Salisbury, Schuyler, Warren, and Winfield.

Survey Results:

- Of the 19 Towns, 9 Towns responded to the survey with one Town submitting two responses; one each from the Supervisor and Highway Superintendent.
 - To the question would your Town be willing to share services with the County:
 - 9 Towns said yes
 - 0 Towns said no
 - 1 Town did not answer
 - Comments: One Town said yes only after their own duties are satisfied first. One Town asked what services would the County share
 - To the question would your Town use your highway garage as a satellite garage:
 - 8 Towns said yes
 - 2 Towns said no
 - Comments: One Town said their garage was too small to share
 - One Town indicated its location was not ideal for consideration
 - To the question would your Town share personnel with the County Highway Department on a seasonal basis:
 - 7 Towns said yes
 - 2 Towns said no
 - 1 Town did not answer
-



- Comments: Two Towns said they only have 3 highway employees
 - To the question what services would your Town share with the County:
 - 7 Towns said they would share Mowing
 - 7 Towns said they would share Ditching
 - 5 Towns said they would share Sweeping while one said no, and another said not sure
 - 4 Towns said they would share tree cutting and 3 towns said no to tree cutting.
 - 1 Town said the County must help in clean up
 - Comments: One Town said they only have 3 highway employees. One Town asked if the Towns are to be reimbursed for providing these services, and asked who is responsible for equipment repairs.
 - To the question would your Town be willing to rent equipment to other Towns:
 - 5 Towns said yes
 - 5 Towns said no
 - Comments: One Town said yes only with neighboring Towns
 - One Town said yet, but only to certain equipment
 - One Town said there is no need to rent equipment if shared services agreements are in place
 - To the question would your Town be willing to purchase equipment collectively:
 - 5 Towns said yes
 - 4 Towns said no
 - Comments: One Town did not answer as it requires more detailed information Does the question mean that Towns would share the cost of a piece of equipment and then share that equipment or does it mean to get a better price the Towns would buy several pieces of the same equipment at the same time?
 - To the question would your Town consider regional fuel purchases for Highway Departments:
 - 9 Towns said yes
 - Comments: One Town said they currently buy fuel with their Village and stores it for them
-



- To the question would your Town provide an inventory of equipment:
 - 8 Towns said yes
 - 2 Towns said No

 - To the question of listing other services your Town would share with other municipalities:
 - Two Towns said trucks for paving
 - Two Towns said paving, oil and stone and chip seal
 - Two Towns said engineering
 - One Town said personnel for paving
 - One Town said Emergency Situations
 - One Town said light towers
 - One Town said hauling sand for winter
 - One Town said surveying
 - One Town said County equipment with operators
 - One Town asked who would be responsible for replacement and maintenance of shared equipment

 - Goals:
 - Based on the results of the highway shared services survey and conversations at Committee Meetings the Highway Sub-Committee of the Herkimer County Shared Services Committee developed the following as goals that should be strived for in an effort to accomplish shared services.
 - 1. Develop and establish a rate per Town and County of services to be shared. The formula for the rate would use the FEMA equipment rate and each municipality would add to it their labor and overhead charges. The established rate per services would lead to a discussion of revealing costs savings of providing each service.
 - 2. Determine and develop the best use of satellite garages, logistics and locals.
 - 3. Develop a regional fuel purchasing system.
 - 4. Develop a system of sharing with the County personal on a seasonal basis.
 - Although not noted as a goal at this time, the ideas of shared equipment services should be explored and the questions relative to this idea answered.
 - Also, an equipment inventory should be developed for each municipality and shared for better understanding of capacities.
-



Appendix 5 – Summary of Meetings

SHARED SERVICES MEETING

**August 23, 2018
6:00 p.m.**

AGENDA

- 1) Vote for Plan
- 2) Submit Sheets
- 3) Next Steps

SHARED SERVICES MEETING

June 21, 2018
6:00 p.m.

AGENDA

- 1) Mr. Peplinski – Clarify process for voting on Plan

- 2) Hiring CGR

- 3) Report Out
 - a) Purchasing
 - b) Insurance
 - c) Highway
 - d) Public Safety

- 4) Meetings with CGR on Thursday, 6/28/2018
 - a) 10:00 a.m. – Public Safety
 - b) 11:00 a.m. - Highway
 - c) 12:00 p.m. - Purchasing
 - d) 1:00 p.m. - Insurance

- 5) Next meeting date

- 6) Adjourn

SHARED SERVICES MEETING

**May 17, 2018
6:00 p.m.**

A G E N D A

- 1) MEGA presentation - Barb Blanchard

- 2) Department of State Funding - John Demarest

- 3) Committees Report Out
 - a. Highway Committee - John Haughton
 - b. Health Insurance Committee - Steve Billings
 - c. Purchasing Committee - Sheri Ferdula

- 4) Next Steps.

- 5) Next meeting date

*Terry Leonard will report out at next meeting on Police and Fire.

SHARED SERVICES MEETING

January 18, 2018
6:00 p.m.

A G E N D A

- 1) Break out of committees

- 2) Report back committees

- 3) Next steps

- 4) Update on funding availability

- 5) Next meeting date

SHARED SERVICES MEETING

**October 19, 2017
6:00 p.m.**

A G E N D A

- 1) Break out of committees
- 2) Report back - committees
- 3) Next steps
- 4) Next meeting date

SHARED SERVICES MEETING

**July 20, 2017
6:00 p.m.**

A G E N D A

- 1) Vote to postpone
- 2) Next Meeting
- 3) Adjourn

SHARED SERVICES MEETING

**July 6, 2017
5:30 p.m.**

AGENDA

- 1) Break out in Committees (45 minutes - 1 hour)
 - a. Highway
 - b. Public Safety (Fire, Police, Hazmat, Courts)
 - c. Insurances
 - d. Shared Purchasing
 - e. Codes/Assessing
- 2) Report of findings by committees
- 3) Decision on whether we can get this done by 8/1/17 or go until 8/1/18
- 4) Public Hearing - July 12 -1:00 p.m.
- 5) Next Meeting
- 6) Adjourn

SHARED SERVICES MEETING

June 1, 2017
6:00 p.m.

A G E N D A

- 1) Presentation on Health Insurance Consolidation by Gilroy, Kernan & Gilroy - MaryCarol Evans & Mary Salamone
- 2) Presentation on Shared Energy by M.E.G.A. (Municipal Electric & Gas Alliance) - Barbara Blanchard
- 3) Presentation on Shared Purchasing by Sheri Ferdula, Herkimer County Budget Officer
- 4) Set up Sub-Committees:
 - a. Highway
 - b. Fire/Police
 - c. Health Insurance
 - d. Shared Purchasing
 - e. Codes/Assessing
- 5) Public Hearings - June 14 - 6:15 p.m., and July 12 -1:00 p.m.
- 6) Next Meeting - July 6, 2017
- 7) Adjourn

*Hand out Highway Consolidation Study - Full Study can be found on www.herkimercounty.org

SHARED SERVICES KICK OFF MEETING

**May 4, 2017
6:00 p.m.**

A G E N D A

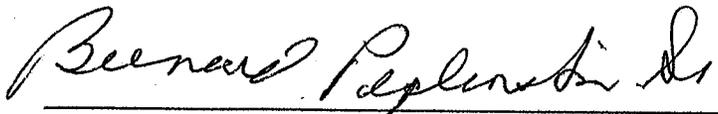
- 1) Chairman Peplinski - Welcome
- 2) Overview of Project
- 3) Make-up of committee
- 4) John Haughton - presentation on shared services with the Village of Dolgeville
and the Town of Manheim
- 5) Open up for Discussion from panel on consolidation/shared services
- 6) Next Steps/ Meeting
- 7) Public Hearings - 6:15 p.m. May 17, June 14, and July 12
- 8) Adjourn

To the Herkimer County Legislature:

Herkimer County and our 30 municipalities have a strong history of sharing services over the years. One of our most successful has been the County contracting with our Towns to plow the County roads. Another example is the assessing services the County is providing for some of our Towns. We have worked closely with Hamilton County on shared E-911 services for two of their towns (Inlet and Long Lake). We have worked with Oneida County to create a Solid Waste Authority that is second to none, and have also established a Shared Planning Department with them. These are a few of the successful shared services the County and municipalities have done and continue to do for the effective provision of services to our residents and tax payers.

Over the last year and a half the County and our municipalities have taken this mandate from NYS to look at shared services very seriously. We have met several times and have identified certain actions that could save the tax payers up to \$1,287,100 and create more effective services for our residents.

We look forward to working with our 30 municipalities to cut taxes and provide effective services for Herkimer County residents.

A handwritten signature in cursive script, reading "Bernard Peplinski, Sr.", written in black ink. The signature is positioned above a horizontal line.

Bernard Peplinski, Sr.
Chairman, Herkimer County Legislature



HERKIMER COUNTY LEGISLATURE

No. 292

RESOLUTION APPROVING THE COUNTY-WIDE SHARED SERVICES PROPERTY TAX SAVINGS PLAN SUBMITTED AS ATTACHED, IN ACCORDANCE WITH PART BBB OF CHAPTER 59 OF THE NEW YORK STATE LAWS OF 2017

Sponsored by: **Committee on Administration/Veterans' Affairs**
Committee on Ways and Means

WHEREAS, in accordance with Part BBB of Chapter 59 of the New York State Laws of 2017, Section 4(b), the chief executive officer of the county shall submit the "County-Wide Shared Services Property Tax Savings Plan" (the Plan) to the County Legislature; and

WHEREAS, such Plan shall be accompanied by a certification as to the accuracy of the savings contained therein; and

WHEREAS, in accordance with Part BBB of Chapter 59 of the New York State Laws of 2017, Section 4(b), the County Legislature shall review and consider the Plan; now, therefore be it

RESOLVED, that the Herkimer County Legislature has considered and approves the County-Wide Shared Services Property Tax Saving Plan as submitted.

Dated: September 12, 2018.

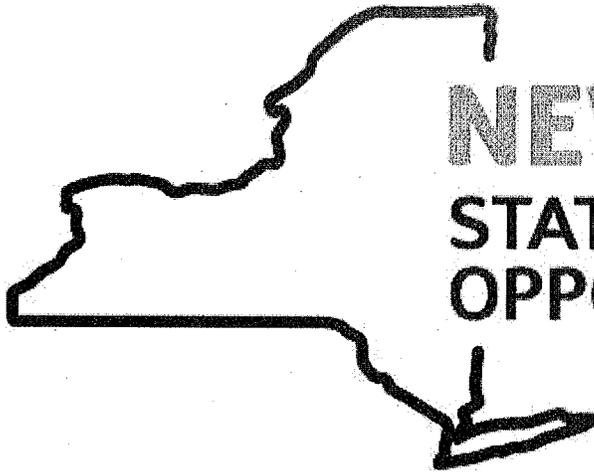
STATE OF NEW YORK)
COUNTY OF Herkimer County) SS.
LEGISLATURE CHAMBERS)

I, SALLY I. DEMING, Clerk of the Legislature of Herkimer County, do hereby certify that I have compared the foregoing copy of Resolution No. 292 with the original duly adopted by the Herkimer County Legislature at a regular session held on the 12th day of September, 2018, and that the same is a true copy of said original and of the whole thereof.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed the official seal of said Legislature on this 13th day of September, 2018

L.S.

Sally Deming, Clerk



NEW YORK
STATE OF
OPPORTUNITY

**County-wide Shared Services
Initiative 2018
Guidance Document**

Posted on April 25, 2018

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Program Overview

In 2017, Governor Cuomo introduced the County-Wide Shared Services Initiative (the "Initiative"), establishing a Shared Services Panel (the "Panel") in 57 counties, outside of New York City, chaired by the Chief Executive Officer of the County. The Panels work to develop, and ultimately approve, a County-Wide Shared Service Property Tax Savings Plan (the "Plan") through intergovernmental cooperation to find new opportunities to share and coordinate services.

In year one, 34 counties submitted plans that, if implemented as described, will create actual and demonstrable property tax savings. Local governments may be eligible for a one-time match of the net savings resulting from new actions implemented pursuant to these plans.

The following 2018 Guidance applies to the County-wide Shared Services Law adopted by the Legislature and approved by the Governor in 2017 (Part BBB of Chapter 59 of the Laws of 2017), and thus applies to shared services plans to be developed, adopted and submitted by county shared services panels in 2018. The guidance is intended to assist the remaining 23 counties that will be adopting and submitting a plan in 2018, as well as those counties that choose to revisit their 2017 plan in 2018.

As part of the SFY19 budget adoption, the Legislature and the Governor signed into law an extended County-wide Shared Services Law (General Municipal Law, Article 12-I). This new law does not alter the requirements of Part BBB of Chapter 59 of the Laws of 2017, but rather calls for additional county-wide shared services actions in calendar years 2019, 2020 and 2021. DOS intends to issue a new guidance document in the Fall of 2018 addressing General Municipal Law Article 12-I and its requirements. In addition, a separate guidance document is scheduled to be released in the Summer of 2018 that will describe the process to apply for state matching funds.

Participants

The Panel Chair and Panel Members are required to participate in the development of the County-Wide Shared Services Property Tax Savings Plan, as described in the table below. Panel meetings should comply with New York State Open Meetings Law.

Panel Participants	Composition	Duties
Panel Chair (the Chief Executive Officer (CEO) of the County)	The county executive, county manager, county administrator or other chief executive of the county, or, where none, the chair of the county legislative body.	Responsible for the proper creation, development and submission of the County-Wide Shared Services Property Tax Savings Plan. The CEO is permitted to identify and invite the participation of Optional

		Panel Members (see below).
Required Panel Members	Mayors of every city and village, and supervisors of every town, within the county.	Participate in development of the Plan. Vote on the Plan.
Optional Panel Members	One representative of the governing body of any school district, board of cooperative educational services (BOCES), and/or special improvement district in the county, upon receipt and acceptance of an invitation to participate in the Panel from the Panel Chair (CEO).	Participate in development of the Plan. Vote on the Plan.

Plan Development and Submission

The goal of the county-wide planning process is to save property taxpayers money, by identifying collaborative opportunities for shared services between as many local governments as possible.

Below outlines the 2017 plan revision process that is optional for the 34 counties that submitted plans to the state last year, followed by an outline of the development timeline and submission process that all counties must follow to submit 2018 plans to the state.

2018 Plan Submission Option for Counties that Submitted in 2017

Counties that have developed, adopted and submitted a county-wide shared services property tax savings plan in 2017 to the Director of the Division of the Budget (Director) in accordance with part BBB of Chapter 59 of the Laws of 2017 (Law) may elect to develop, adopt and submit to the Director a new or revised plan in 2018. In such a circumstance, the 2018 plan rather than the 2017 plan may be deemed eligible for one-time state matching funds in accordance with this guidance.

Any county CEO who submitted a county-wide shared services property tax savings plan in 2017 that intends to withdraw the submitted 2017 plan, submit a new or amended 2018 plan, and seek one-time state match funding for the 2018 plan, must provide a letter to the Director on or before September 15, 2018. This is the same day that all 2018 plans are due to the Director.

This letter must include a justification for the county's decision to withdraw the 2017 plan, provide an explanation demonstrating why such withdrawal is in the best interest of county taxpayers, and address whether such decision has been made for the

purposes of identifying, developing and including new or expanded actions in a 2018 plan. The letter must also include evidence showing that withdrawal of the 2017 plan and commitment to the development and submission of a new or amended 2018 plan to the Director was approved by a vote of the majority of the members of the county's shared services panel (this may be in the form of a resolution approved by vote of the panel, or by enclosing panel meeting minutes showing an affirmative vote of the panel on the measure). The letter should be publicly disclosed and should make clear that the county CEO will work with the county's shared services panel to produce an approved 2018 plan in accordance with the Law.

Following submission of the letter to the Director, the previously submitted 2017 plan will no longer be considered eligible for one-time state match. If a 2018 plan is developed, adopted and submitted to the Director in accordance with the Law and this guidance, the 2018 plan may be eligible for the one-time match, subject to available funding.

The development of any amended or new 2018 plan for submission to the Director must comply with the processes and deadlines established in the Law for convening the county's shared services panel, which includes but is not limited to holding at least three public meetings on the plan, submitting a 2018 plan to the county legislative body (for review by August 1, 2018), certifying and transmitting an approved 2018 plan to the Director (by September 15, 2018), and publicly presenting such plan (by October 15, 2018).

Actions previously listed in a 2017 plan may be included in a 2018 plan, but savings generated from such actions will not be eligible for State match of savings achieved from the implementation of the 2018 plan unless: 1) those 2017 plan actions are also included in the 2018 plan and are first implemented between January 1, 2019 and December 31, 2019; and 2) actual and demonstrable savings from those newly implemented actions are achieved between January 1, 2019 and December 31, 2019. Only demonstrable savings realized from actions taken between January 1, 2019 and December 31, 2019, in accordance with an approved 2018 plan, will be eligible for the state match of savings.

Plan Development Timeline

The following Plan development timeline outlines responsibilities and important dates. It is intended to help facilitate the creation of the 2018 County-Wide Shared Services Plan.

Timeline	
Start Immediately	
Action	Explanation

Creation of the Panel

- | | | |
|--------------------------|--|--|
| <input type="checkbox"/> | <u>CEO shall</u> convene a Shared Services Panel within the county. | The CEO shall serve as chair of the Panel. In addition to the CEO, the Panel must consist of the mayor of every city or village within the county, and the supervisor of every town within the county. |
| <input type="checkbox"/> | <u>CEO may</u> invite to participate on the Panel: School Districts, BOCES, and/or Special Improvement Districts. | Upon invitation by the CEO, the governing body of the invited entity may accept the invitation by selecting, by a majority vote, a representative of the governing body to serve on the Panel. |

No Later Than August 1, 2018

Development of the Initial Plan

- | | | |
|--------------------------|--|---|
| <input type="checkbox"/> | <u>CEO shall</u> consult with, and take recommendations from Panel representatives. | The CEO shall regularly consult with, and take recommendations from all the representatives of the Panel as well as the representative of each collective bargaining unit of the county and the cities, towns, and villages and other optional invited panel members. |
|--------------------------|--|---|

Submission to the County Legislative Body

- | | | |
|--------------------------|---|--|
| <input type="checkbox"/> | <u>CEO shall</u> submit the plan to the county legislative body. The plan must be accompanied by a certification as to the accuracy of the property tax savings. | CEO shall submit the plan to the county legislative body. The plan must be accompanied by a certification as to the accuracy of the property tax savings. The following certification may be used: <i>"By my signature below, I hereby certify that the savings identified and contained herein are true and accurate to the best of my knowledge and belief"</i> .
Thereafter, the county legislative body shall review the Plan, and may, by a majority of its members, issue an advisory report with recommendations to the CEO. |
|--------------------------|---|--|

No Later Than September 15, 2018

- | | | |
|--------------------------|---|--|
| <input type="checkbox"/> | <u>The CEO may</u> modify the Plan in response to any advisory report issued by the county legislative body. | Upon receipt of an advisory report from the county legislative body, the CEO may modify the Plan.

If modified, the CEO shall produce an updated certification as to the accuracy of the property tax savings. |
|--------------------------|---|--|

<input type="checkbox"/>	<p>CEO shall arrange three or more public hearings to occur within the county.</p>	<p>The CEO, the county legislative body, and the Panel shall accept input and testimony on the Plan from the: public, civic, business, labor, and community leaders. To facilitate such input, a minimum of three public hearings shall be held within the county. All such public hearings shall be conducted prior to the submission of the county-wide shared services property tax savings plan to a vote of the Panel. Public notice of all such hearings shall be provided at least one week prior in the manner prescribed in subdivision 1 of section 104 of the Public Officers Law. This process should begin as early as possible, as at least three public hearings must be conducted prior to the Panel vote.</p>
--------------------------	---	--

<input type="checkbox"/>	<p>Panel shall vote on the Plan submitted by CEO.</p>	<p>A majority vote of the Panel is required for approval of the Plan. Each Panel Member must state in writing the reason for his or her vote. However, prior to the vote each member of the Panel may remove any proposed action that affects their local government. Written notice of the removal will be provided to the CEO prior to the Panel-wide vote.</p>
--------------------------	--	---

If the Plan is Approved:

<input type="checkbox"/>	<p>The CEO shall finalize the Plan.</p>	
<input type="checkbox"/>	<p>The CEO shall submit to the Director of the Division of the Budget a certification of the Plan and its property tax savings plan.</p>	
<input type="checkbox"/>	<p>The CEO shall disseminate the Plan to residents of the county in a concise, clear, and coherent manner using words with common and everyday meanings.</p>	

If the Plan Fails or is not Voted on:

<input type="checkbox"/>	<p>The CEO shall release, to the public, a report on the proposal, including the vote of the Panel, the vote of each Panel Member and the reasons for their vote.</p>	
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No Later Than October 15, 2018

<input type="checkbox"/>	<p>The CEO shall conduct a public presentation of the Plan, if it was approved.</p>	<p>Public notice of such public presentation shall be provided at least one week prior in the manner prescribed in subdivision 1 of section 104 of the Public Officers Law.</p>
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Plan Contents

County-wide Shared Service Property Tax Savings Plans should include, but are not limited to, shared and coordinated actions that can be implemented during the subsequent calendar year.

The proposals in the Plan must be among: the county, cities, towns and villages within the county, as well as any participating school districts, BOCES or special improvement districts.

The Plan must contain new recurring property tax savings to be achieved through actions such as, but not limited to, the elimination of duplicative services, shared services, the reduction of back-office administrative overhead, and the improved coordination of services.

If the Plan contains a proposed action that by law is otherwise subject to a procedural requirement such as a public referendum, then the planned action will not be operative until said procedural requirement occurs.

The Plan must begin with the summary document (APPENDIX A) when it is publicly disseminated and when it is submitted to the Director of the New York State Division of the Budget (DOB). There is no prescribed format for the individual proposals contained within the plan, but they must be written in a concise, clear, and coherent manner using words with common and everyday meaning. A certification of the Plan and the property tax savings set forth therein is required when the final Plan is transmitted by the CEO to DOB (APPENDIX A, Certification). The Panel Chair may obtain individual certifications from any local governments within which savings will be attributed from such local government.

Plan Submission

Plans approved as part of the County-wide Shared Services Initiative (CWSSI) must be transmitted to the New York State Division of the Budget by September 15, 2018. The Shared Services Law also requires that the Plan be submitted with a summary cover sheet and a signed certification of savings, as illustrated in Appendix A of this guidance document.

Finalized plans, including the required Plan summary and signed certification, must be emailed to the Division of the Budget at: CWSSIPlanSubmission@budget.ny.gov. An email confirming receipt of the plan will be sent by the end of the next business day. If you do not receive this confirmation, please email CWSSIPlanSubmission@budget.ny.gov and someone will assist you with your plan submission.

For additional information on the Initiative, including guidance and FAQs, please visit the Shared Services section of the Governor's website, located here:

<https://www.ny.gov/programs/shared-services-initiative>. To contact the Department of State for questions or assistance related to Plan content, please use the following email: countywidesharedservices@dos.ny.gov

State Support

The Department of State will provide technical assistance to local governments engaged in this Initiative. FAQs along with the 34 plans submitted in 2017 are available on the Governor's website. Please check regularly at <https://www.ny.gov/programs/shared-services-initiative> for additional updates and assistance opportunities. The Department of State has established an email address (countywidesharedservices@dos.ny.gov) through which questions and requests may be submitted.

Participation in other grant programs supporting local government consolidation does not disqualify entities for the one-time match under this initiative.

State Matching Funds - Application Guidelines and Parameters

The County-Wide Shared Service Property Tax Savings Plan (County-Wide Shared Services Initiative) Law authorizes funding from the State to match one calendar year (2018 or 2019) of net savings achieved from the implementation of each new action and proposal that are included in an approved Shared Services Plan (State matching funds). An application will be developed for County CEOs (applicants) to use to apply for State matching funds. Prior to submitting an application to the State, each County CEO must have already met the specific thresholds and statutory requirements, which include, at a minimum:

- creation of the Shared Services Panel;
- development of a Shared Services Plan in consultation with Panel Members and the bargaining units of the County, and each city, town, and village, and any school district, BOCES, or special improvement district that accepted the CEO's invitation to participate on the Panel;
- holding a minimum of three public hearings;
- finalization of the Panel-approved Plan by September 15th, and submission of such Plan to the State Division of the Budget and,
- presentation of the approved Plan to the Public by October 15th.

To commence the process to receive State matching funds, each County CEO must submit a completed application to the Department of State (the Department). The application will be available on the Department's website.

Counties are eligible to receive State matching funds for net savings achieved in one "match year", either from: 1) new actions included in approved 2017 Plans that have been implemented between January 1, 2018, and December 31, 2018; or 2) new actions

included in approved 2018 Plans that have been implemented between January 1, 2019, and December 31, 2019. As such, the Department would not anticipate receiving applications from counties until after December 31, 2018, when the first "match year" has concluded and County CEOs have calculated and reconciled the various savings and expenditures for each new action in the approved Plan that was implemented. This application timeline will allow Counties to provide savings for the match year that are "actually and demonstrably realized."

Updated guidance related to the County-wide Shared Services Initiative Law and information related to the application process to receive State matching funds are available at <https://www.ny.gov/programs/shared-services-initiative>.

The following bullets reflect important notes and considerations related to State matching funds:

- 1. Any application for State matching funds must be submitted by a County CEO.** The CEO for each of the 57 counties outside of the City of New York with a Shared Services Plan that has been approved by the County Shared Services Panel and submitted to the Division of the Budget by September 15, 2018 (statutory deadline) can apply for State matching funds if net savings have been achieved from the implementation of one or more Plan action in 2019.
- 2. Only the first year (or applicable match year) of net savings achieved from each new implemented action are eligible for matching funds from the State.** For Plans approved by the 2017 statutory deadlines, only net savings achieved from each new Plan action implemented during the first year (or applicable match year) of January 1, 2018, and December 31, 2018 are eligible for the one-time match of net savings from the State. For Plans approved by the 2018 statutory deadlines, only net savings achieved from each new Plan action implemented during the first year (or applicable match year) of January 1, 2019 through December 31, 2019 are eligible for the one-time match of net savings from the State.
- 3. Any savings resulting from a County's match calculation for each new implemented action must be "actually and demonstrably realized" to be eligible for the match.** Actual and demonstrable net savings achieved in the applicable "match year" may be different than what was expected in the Shared Services Plan that has been approved by the Shared Services Panel and submitted to the State Division of the Budget by September 15, 2017, or September 15, 2018;

4. **Savings that can be matched by the State must be from new actions included in an approved Plan that was implemented.** For Plans approved by the 2017 statutory deadlines, the Plan action is new if the action was implemented after January 1, 2018, but before December 31, 2018. For Plans approved by the 2018 statutory deadlines, the Plan action is new if the action was implemented after January 1, 2019, but before December 31, 2019.

If a Plan includes an expansion to an existing action (e.g., a new local government joins a purchasing cooperative that existed before January 1st following the Plan's approval), only the net savings achieved during the match year, from the expansion of the action, are eligible; the base savings, regardless of whether a new agreement is formed, would not be eligible for State matching funds.

5. **Savings included in the calculation must be from shared services between two or more participating local government entities.** Plans may include actions that are not shared services between two or more participating local government entities. However, net savings from internal efficiencies or any other action taken by a local government without the participation of another local government entity are not eligible for matching funds.
6. **Only net savings are eligible for matching funds.** For example, if Town A saved \$5 million by discontinuing a service and transferring the service to Town B, and Town B increased its programmatic costs by \$4 million to accommodate Town A's needs, the net savings would be \$1 million, not Town A's \$5 million gross savings.
7. **One-time costs associated with one-time savings to be matched by the State are to be reasonably amortized.** For example, if a shared services agreement requires a one-time cost of \$500,000 for purchasing equipment that is expected to last 10 years, the savings would only be reduced by \$50,000 - reflecting one-tenth of the cost.

Conversely, if a shared services agreement would enable a one-time savings of \$500,000 by not having to purchase equipment that is expected to last 10 years, the savings should only be \$50,000 - reflecting one-tenth of the savings for the first year/applicable "match year" only.

8. **Implementation costs covered in-part or fully by State (or Federal) government funding or "efficiency grants" that are disbursed during the applicable "match year" must be properly accounted for in calculating net savings.** Receipt of such funds does not preclude or disqualify the County from applying for State matching funds. However, the receipt or availability of an "efficiency grant" will NOT reduce the value of the implementation costs associated with the action.

Start-up/implementation costs associated with the "match year" (amortized as applicable) must be netted against the "match year" savings, irrespective of which funds are used to offset implementation costs.

For example, two local government entities will combine water department operations. Amortized first year/applicable "match year" costs are \$400,000 for equipment and consultants, and first year savings are expected to be \$900,000. The initiative receives \$300,000 in State "efficiency grant" funds. The full \$400,000 must be netted against the \$900,000 for net savings of \$500,000. The \$300,000 State grant will NOT offset/reduce the first-year costs to make net savings increase to \$800,000.

9. **Savings from each new Plan action implemented in an applicable match year must be related to activities supported by property taxes.** Net savings from services supported by fees are not eligible for matching funds from the State unless the participating local government entities can demonstrate that the existence of such savings would reduce existing property taxes or preclude the need for additional property taxes.
10. **Net savings from each new, implemented Plan action does not have to reduce property taxes, but can reduce what property taxes would have otherwise risen to if not for the implemented action.** If an application for State matching funding can reasonably demonstrate that the net savings achieved through implementation of a new shared services action has enabled the levy for each participating local government to remain stable or that the percentage growth for each levy is less than it otherwise would have been absent implementation of that action (even if the levy is still increasing year to year), the difference in estimated/potential levy versus actual levy can be counted as savings. Documentation would need to be provided to the Department showing that the levy would have increased without implementation of the action(s) in the subject Plan, which was approved by the statutory deadlines.
11. **Avoided costs may be eligible for State matching funds, however the application to the State for such funds must clearly demonstrate that the avoided costs certified as savings would have been incurred but for the action's implementation.** For example, if one local government entity assumed that costs for asphalt were going to increase by five percent annually and the local government entity enters into a shared service agreement with other local government entities that would allow for asphalt purchase at a two percent cost increase, the local government entity that anticipated a five percent cost increase must conclusively demonstrate that it would have paid the additional three percent

(five percent less the two percent increase) if not for the shared service agreement.

12. The County and all the local governments within the County that are part of an approved Plan must collectively apply for the matching funds and agree on the distribution and use of funds that the State approved as a one-time match.

Each local government entity that has implemented a Plan action for which savings were achieved during the applicable match year must enter into an agreement for distribution and use of State matching funds related to that action. The County CEO's application to the Department for funds from the State to match such savings must attach the applicable use and distribution agreement(s).

If the County is notified by the Department that a use and distribution agreement is no longer valid, such as because the amount of funds that the State approved as a one-time match is less than the savings projected in the approved County Shared Services Plan and was demonstrated in the application for State matching funds (due potentially to disqualification of individual actions and resulting savings that don't meet the statutory and administrative criteria), the County and the local government entities that implemented the action will be required to resubmit an updated use and distribution agreement to reflect the new match amount that was approved by the State.

13. The application for State matching funds will require documentation demonstrating the achievement of any claimed net savings among local governments from the implementation of each new shared service action included in the application, and must include attestations from the involved entities as to the accuracy of the savings amount claimed.



County-Wide Shared Services Property Tax Savings Plan

APPENDIX A

County-wide Shared Services Property Tax Savings Plan Summary

County of Herkimer			
County Contact: James W. Wallace, Jr.			
Contact Telephone: 315.867.1112			
Contact Email: jwwallace@herkimercounty.org			
Partners			
Row 1 – 1 (total # of) Cities in County			
	Participating Cities	Panel Representative	Vote Cast (Yes or No)*
1.			
2.			
3.			
4.			
5.			
6.			
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 2 – 19 (total # of) Towns in County			
	Participating Towns	Panel Representative	Vote Cast (Yes or No)*
1.	Columbia	George W. Weiss, Supervisor	Yes
2.	Fairfield	Henry A. Crofoot, Supervisor	Yes
3.	Frankfort	Glen Asnoe, Supervisor	Yes
4.	German Flatts	L. Peter Rovazzi, Supervisor	Yes
5.	Herkimer	Dominic J. Frank, Supervisor	Yes
6.	Litchfield	James Entwistle, Supervisor	Yes
7.	Little Falls	Dan, Casler, Supervisor	Yes
8.	Manheim	John Haughton, Supervisor	Yes
9.	Ohio	Scott Bagetis, Supervisor	Yes



County-Wide Shared Services Property Tax Savings Plan

APPENDIX A

10.	Russia	Frances Donley, Supervisor	Yes
11.	Salisbury	Jeanne Daley, Supervisor	Yes
12.	Schuyler	Anthony Lucenti, Supervisor	Yes
13.	Warren	Lisa VanWinkler, Supervisor	Yes
14.	Webb	Robert A. Moore, Supervisor	Yes
15.	Winfield	Charles W. Osborn, Supervisor	Yes
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 3 - 10 (total # of) Villages in _____ County

	Participating Villages	Panel Representative	Vote Cast (Yes or No)*
1.	Dolgeville	Mary Puznowski, Mayor	Yes
2.	Frankfort	Richard D. Adams, Jr., Mayor	Yes
3.	Herkimer	Mark A. Netti, Mayor	Yes
4.	Ilion	Brian D. Lamica, Mayor	Yes
5.			
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.



County-Wide Shared Services Property Tax Savings Plan

APPENDIX A

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.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		
Use additional sheets, if necessary. *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.		
Row 5		
2018 Local Government Property Taxes	The sum total of property taxes levied in the year 2018 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.	
\$109,891,091		



County-Wide Shared Services Property Tax Savings Plan

APPENDIX A

Row 6	
<p style="text-align: center;">2018 Participating Entities Property Taxes</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>\$56,638,824</p>	
Row 7	
<p style="text-align: center;">Total Anticipated Savings</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>\$1,287,100</p>	<p>\$1,218,100 (2020) \$1,218,100 (annually thereafter)</p>
Row 8	
<p style="text-align: center;">Anticipated Savings as a Percentage of Participating Entities Property Taxes</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>2.3%</p>	<p>2.15% (2020) 2.15% (annually thereafter)</p>
Row 9	
<p style="text-align: center;">Anticipated Savings to the Average Taxpayer</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>\$23.00</p>	<p>\$21.50 (2020) \$21.50 (annually thereafter)</p>
Row 10	
<p style="text-align: center;">Anticipated Costs/Savings to the Average Homeowner</p>	<p>The percentage amount a homeowner can expect his or her 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.</p>
<p>4.83%</p>	<p>4.7% (2020) 4.7% (annually thereafter)</p>
Row 11	
<p style="text-align: center;">Anticipated Costs/Savings to the Average Business</p>	<p>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.</p>
<p>4.83%</p>	<p>4.7% (2020) 4.7% (annually thereafter)</p>



County-Wide Shared Services Property Tax Savings Plan

APPENDIX A

CERTIFICATION OF PLAN AND PROPERTY TAX SAVINGS TO DIRECTOR OF BUDGET

By my signature below, I hereby certify that the County-Wide Shared Services Property Tax Savings Plan submitted herewith is final, that it was completed in accordance with the requirements of Part BBB of Chapter 59 of the Laws of 2017, and that the savings identified and contained herein are true and accurate to the best of my knowledge and belief.

Bernard Peplinski, Sr.

(Print Name)

County Chief Executive Officer

Bernard Peplinski, Sr.

(Signature)

September 13, 2018

(Date)