



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

County of Ontario			
County Contact: Mary Krause			
Contact Telephone: 585-396-4400			
Contact Email: mary.krause@co.ontario.ny.us			
Partners			
Row 1 – (total # of) Cities in County			
	Participating Cities	Panel Representative	Vote Cast (Yes or No)
1.	Canandaigua	Ellen Polimeni	YES
2.	Geneva	Ron Alcock	ABSENT
3.			
Row 2 – (total # of) Towns in County			
	Participating Towns	Panel Representative	Vote Cast (Yes or No)
1.	East Bloomfield	Frederick Wille	YES
2.	West Bloomfield	Todd Campbell	ABSENT
3.	Bristol	Robert Green	YES
4.	South Bristol	Daniel Marshall	YES
5.	Canadice	Kristine Singer	YES
6.	Canandaigua	Gregory Westbrook	YES
7.	Farmington	Peter Ingalsbe	YES
8.	Geneva	Mark Venuti	YES
9.	Gorham	Frederick Lightfoote	ABSENT
10.	Hopewell	Margaret Hilton	YES
11.	Manchester	Jeffery Gallahan	YES
12.	Naples	Tamara Hicks	YES
13.	Phelps	Norman Teed	ABSENT
14.	Richmond	Nathan VanBortel	ABSENT
15.	Seneca	Andrew Wickham	YES
16.	Victor	John Marren	YES



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17.			
18.			
19.			
20.			

Use Additional Sheets if necessary

Row 3 – (total # of) Villages in County

	Participating Villages	Panel Representative	Vote Cast (Yes or No)
1.	Bloomfield	Mark Falsone	YES
2.	Clifton Springs	William Hunter	YES
3.	Manchester	Nancy Johnsen	YES
4.	Naples	Brian Schenk	ABSENT
5.	Phelps	Brian Hemminger	YES
6.	Rushville	John Sawers	ABSENT
7.	Shortsville	Fred Mink	YES
8.	Victor	Gary Hadden	YES
9.			
10.			

Use Additional Sheets if necessary

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.	Wayne Finger Lakes BOCES	Scott Bischoping	YES
2.	Bloomfield	Michael Midey	YES
3.	Canandaigua	Jamie Farr	ABSENT
4.	Geneva	Trina Smith Newton	YES
5.	Honeoye	David Bills	YES
6.	Marcus Whitman	Jeremy Clingerman	ABSENT
7.	Manchester Shortsville	Charlene Dehn	YES
8.	Naples	Matthew Frahm	YES
9.	Phelps Clifton Springs	Patti Larche	YES



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10.	Victor	Dawn Santiago Marullo	YES
11.			
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13.			
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Use Additional Sheets if necessary

Row 5

2017 Local Government Property Taxes	<p>The sum total of property taxes levied in the year 2017 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.</p>
	\$255,881,886.63

Row 6

2017 Participating Entities Property Taxes	<p>The sum total of property taxes levied in the year 2017 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.</p>
	\$243,555,457.68

Row 7

Total Anticipated Savings	<p>The sum total of net savings in such plan certified as being anticipated in calendar year 2018, calendar year 2019, and annually thereafter.</p>
	<p>\$4,668,138 in 2018; \$466,932 in 2019; \$476,037 thereafter; alternate 2018 is \$989,138* City/Town of Canandaigua Court and Transfer Station deducted.</p>



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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 2018 as a percentage of the sum total in Row 6, calendar year 2019 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.</p>
	<p>1.92% in 2018; .20% in 2019; .20% thereafter; alternate 2018 is .41%* City/Town of Canandaigua Court and Transfer Station deducted.</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 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.</p>
	<p>\$95.90 in 2018; \$9.59 in 2019; \$9.78 thereafter; alternate 2018 is \$20.32* City/Town of Canandaigua Court and Transfer Station deducted.</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 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.</p>
	<p>1.92% in 2018; .20% in 2019; .20% thereafter; alternate 2018 is .42%* City/Town of Canandaigua Court and Transfer Station deducted.</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 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.</p>
	<p>1.92% in 2018; .20% in 2019; .20% thereafter; alternate 2018 is .42%* City/Town of Canandaigua Court and Transfer Station deducted.</p>



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CERTIFICATION

I hereby affirm under penalty of perjury that information provided is true to the best of my knowledge and belief. This is the finalized county-wide shared services property tax savings plan. The county-wide shared services property tax savings plan was approved on _____, 2017, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.

Mary A. Krause

County Chief Executive Officer

(Print Name)

Mary A. Krause

Signature)

August 23, 2017

(Date)

ONTARIO COUNTY
PROPERTY TAX SAVINGS PLAN
2018



A CONTINUING LEGACY OF
SHARED SERVICES

Mary A. Krause
County Administrator
Adopted August 23, 2017

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Introduction:

Chapter 59 of the Laws of 2017 required the Chief Executive Officer of Ontario County (for purposes of this legislation, the County Administrator) to convene a panel to develop and approve a County-Wide Shared Services Property Tax Savings Plan to find opportunities to share and coordinate services among and between the County, Cities, Towns, Villages and School Districts in Ontario County. The panel required the participation of the CEO of each municipality. The participation of a representative of each school district was optional. All Ontario County municipalities, school districts and BOCES participated on the panel.

Ontario County convened a Municipal Summit on April 25, 2017. Representatives of the County's municipalities and school districts were invited. Regional representatives from CSEA, Inc. were also invited to attend. The County Administrator provided an overview of the new legislation and its requirements.

To meet the requirements of the law, the County Administrator:

- 1) Convened four (4) panel meetings on May 10, May 31, June 21 and July 12, 2017, respectively. Attendance and participation at these publicly noticed meetings by panel members was excellent.
- 2) Notified bargaining unit representatives from units in the County's municipalities and school districts by letter and email dated June 12, 2017 of the panel's efforts.
- 3) Held three (3) required public hearings on July 6, 2017 in Victor, Canandaigua and Geneva. Said hearings were appropriately noticed in accordance with law.
- 4) Will submit this plan on August 1, 2017 to the Ontario County Board of Supervisors, individually by email and collectively by filing with the Clerk to the Board. Said plan includes the required certification as to the accuracy of the property tax savings included herein. Certification from participating municipal CEOs are being completed.
- 5) Intends on convening the Shared Services Panel on August 23, 2017 to vote on this Property Tax Savings Plan.
- 6) Will form a Google Group for all municipalities and school districts, and release a template intermunicipal agreement and a municipal equipment inventory by August 23.
- 7) Upon affirmative vote by a majority of the panel, will submit said Property Tax Savings Plan to the Director of the Division of the Budget by September 15, 2017.
- 8) By September 15, 2017, shall post the Shared Services Plan on the County website with an accompanying PowerPoint presentation summarizing the plan.
- 9) Shall coordinate an Open House of County buildings and departments on Saturday, October 14, 2017 from 10:00 a.m. to 1:00 p.m. with a public presentation of the Shared Services Plan scheduled for 11:00 a.m. at the Ontario County Safety Training Facility.

Part I: A Continuing Legacy of Shared Services

Chapter 59 of the Laws of 2017 required a dialogue on Shared Services to develop a property tax savings plan over a very short, four month timeframe. Many public officials across New York State rightly felt that their efforts on shared services across the decades were left unacknowledged by this new legislation. Ontario County staff was able to compile a long list of collaborative efforts by the County and its municipalities dating back to the 1959 formation of the County-wide Workers' Compensation pool (Attachment A). We acknowledge that the list is not exhaustive. We did include actions taken solely by the County to control property tax rates. It is noteworthy that the following four actions by the Board of Supervisors over the years resulted in a real savings of \$1.78 per \$1,000 on the County tax rate through 2017. (Public/private partnership at the Landfill; Sale of the Home Health Agency medallion; Privatization of the Substance Abuse Counseling Clinic and Sale of the Health Facility.)

These savings were realized over a time period where the portion of the County budget under the control of the Board of Supervisors dwindled to just under ten percent (10%) due to the increasing expenses associated with programs and services mandated by the State of New York.

Ontario County municipal representatives commit to continuing efforts to control the property tax associated with the portion of their budget under their control. We join with other public officials across the State to ask the State to identify ways to decrease the impact on local property tax rates caused by mandated programs and services. Perhaps continuing dialogue on greater efficiency, increased use of technology, elimination of duplicative services, shared equipment and buildings among State agencies and localities and better coordination of services could help us jointly achieve the property tax savings reduction we all seek. In addition, State incentives for inter-county cooperation and dialogue and regionalization of continuing services may also contribute to the goal of property tax savings and control.

Part II: Panel Recommendations for Implementation in 2018

Panel discussions and staff efforts produced the following recommendations for implementation of new shared services in 2018. Shared services are an ongoing effort in time and place. With many accomplishments already achieved in this community and with gratitude and recognition of the strong working relationships between municipal officials, Ontario County, its municipalities and school districts plan the following projects for implementation in 2018:

1) HEALTH OFFICERS

NYS Public Health Law requires counties, cities, towns and villages to have a health officer who reports to their Board of Health which is most often the county, city, town or village board. Most towns and villages hire an individual for a stipend to perform the function of the health officer. Over time, the utilization of the local health officer in Ontario County cities, towns and villages has diminished as the Ontario County Public Health Department oversees the investigation and control of communicable disease. In addition, the New York State Geneva District Office performs environmental health functions in Ontario County. Local code enforcers also have a role in assuring public safety by enforcing their local codes.

The County has identified a shared services opportunity for 21 out of 26 municipalities in Ontario County to share the services of the health officer. The county intends to enter into an intermunicipal agreement with 21 municipalities to share the services of the Public Health Director (PHD) to be identified as their health officer effective 1/1/2018. Each party will also need to do a resolution to this effect. The County will not charge the parties for the service of the PHD which will result in total savings across the County of \$11,722.

The Ontario County Public Health Director and Assistant County Attorney met via telephone with representatives from the NYS Department of Health, NYS Environmental Health, and a state attorney from the NYS DOH Division of Legal Affairs who agreed that as long as the cities, towns, and villages maintained the responsibility for the health officer function (identified issues are decided at the local not the county level) that this shared services arrangement was feasible. They further agreed that since the PHD was currently approved by the Public Health Council to be the county health officer, no further vetting would be necessary.

Municipality/School District	Yes/No	Savings
City of Canandaigua	Y	0
Town of Canandaigua	Y	1200
City of Geneva	Y	0
Town of East Bloomfield	Y	600
Town of Farmington	Y	1260
Town of Geneva	Y	0
Town of Gorham	Y	1415
Town of Hopewell	Y	900
Town of Naples	Y	900

Municipality/School District	Yes/No	Savings
Town of Seneca	Y	600
Town of Victor	Y	1200
Town of West Bloomfield	Y	331
Town of Bristol	Y	600
Town of Canadice	Y	0
Town of Richmond	Y	1000
Town of S. Bristol	Y	300
Village of Rushville	Y	0
Village of Shortsville	Y	0
Village of Victor	Y	346
Town of Phelps	Y	870
Village of Clifton Springs	Y	200
Estimated 2018 Net Savings		11722

2) HEAVY EQUIPMENT PROJECT DESCRIPTIONS:

Tub Grinding

Early panel discussions led to the realization that several municipalities spent significant tax dollars in their highway department budgets on tub grinding. Tub grinding is the process of grinding tree and leaf material into a mulch or compost like consistency. In Ontario County, we have a private sector business, Green Renewable, willing to complete this task in exchange for the ground up material. The County will facilitate the effort by securing central locations to which participating municipalities can bring their tree and leaf debris. The host municipality will help monitor the material so it is free of garbage or non-wood/leaf items and assist in loading Green Renewable trucks to haul away the mulch and compost.

Participating municipalities and estimated savings are based on 2017 budgeted or 2016 actual expenditures for this service as listed below. We intend to pass the savings and one time reimbursement directly back to the municipality. Other municipalities not listed below may also choose to participate as has been our history of shared services.

Town of Bristol	\$6,000	
City of Canandaigua	\$14,000	
Town of Canandaigua	\$7,000	
Town of East Bloomfield	\$2,825	
Village of Bloomfield	\$2,825	
Town of Farmington	\$3,500	
Town of Gorham	\$10,000	Estimated 2018 Net Savings: \$104,150
Town & Village of Naples	\$12,000	
Village of Phelps	\$3,000	
Town of Richmond	\$7,000	
Town of Victor	\$32,000	
Town of West Bloomfield	\$4,000	

VacAll/Sweeper

Ontario County and the City of Canandaigua will enter into an agreement to share a VacAll/Sweeper. After evaluating equipment purchases, it was discovered both municipalities were planning to purchase new machines. Ontario County will now purchase the machine and share one with the City of Canandaigua. The Towns of East Bloomfield & Seneca and Village of Manchester may also share in the use, and of course as our history has shown, any other municipality that may have a need is welcome to use the machine, too.

The estimated savings from the City of Canandaigua by sharing County equipment is \$215,000 based on pricing estimates from equipment vendors.

Estimated 2018 Net Savings: \$215,000

Drum Roller

Ontario County has for many years shared drum rollers, mainly with Towns, to assist with the stone and oil application of roads. During panel meetings and a special meeting with municipal Highway Superintendents, it was clear that savings could be realized by sharing the rollers in the County inventory for Towns that have not utilized the County roller in the past.

Participating Municipalities and estimated savings are based on 2017 budgeted or 2016 actual rental expenditures for this item as listed below.

Town of Canadice	\$2,000
Town of East Bloomfield	\$2,000
Town of Farmington	\$3,500
Town of Geneva	\$2,000
Town of Manchester	\$2,500
Town/Village of Naples	\$4,000
Town of Victor	\$3,000
Town of West Bloomfield	\$500

Estimated 2018 Net Savings: \$19,500

3) BUILDING SHARE PROJECT DESCRIPTIONS:

EMS Equipment Storage

Ontario County had planned to build a 3,360 square ft storage building to house Emergency Management equipment and relieve congestion in the Safety Training Facility garage to allow for improved first responder multi-disciplinary training indoors. The Town of Canandaigua is currently building a new Highway Facility and has offered approximately 1000 square ft to allow for some of the equipment to be stored in their facility. Reconfiguring existing County space and relocating equipment to the Town of Canandaigua will eliminate the need to build a storage building by the County.

The cost to build a storage building was estimated by the Planning Department and a contractor to be \$175,899. The anticipated lease payment for 1000 square ft would be \$2,640 per year.

Estimated 2018 Net Savings \$173,259

Court Facilities

The Towns of East and West Bloomfield have entered into an agreement to consolidate courtroom space effective January 1, 2018. The Town of West Bloomfield had begun planning to renovate or build a new Town Hall including new courtroom facilities. Based on several designs, it is estimated by the Town of West Bloomfield that 550 square ft could be eliminated from their Town Hall design and avoid at a minimum \$132,000 in construction costs by utilizing the courtroom in the Town of East Bloomfield. A second magnetometer purchase of \$5,150 can be avoided. The Town of West Bloomfield would pay the Town of East Bloomfield a monthly lease payment of \$500 per month or \$6,000 per year.

Total estimated savings: Construction cost \$132,000
 Magnetometer \$ 5,150
 Less Lease Payment (\$6,000)/year

Estimated 2018 Net Savings: \$131,150

4) MUNICIPAL EMPLOYEE TRAINING INSTITUTE

A number of municipalities requested training opportunities coordinated by the County. An assessment of existing programs and capacity yielded the following opportunities:

- New Hire Mandatory Training provided monthly
- Excelsior Institute (Manager and Supervisor Training)
- Elective Topics chosen by municipal participants and the County
- Online Safety and Compliance Training through WeComply
- Online IT training through Lynda.com

The only additional cost to the County: \$5,000
 (to increase Lynda.com capacity)

Estimated minimum cost avoidance for municipalities: \$11,340
 (Conservative estimate that 10% of employees from interested municipalities participate in each category. Average County training expense is \$40 per employee per course for in-person training and \$75 per course for online training.)

Estimated 2018 Net Savings: \$6,340

Municipalities expressing interest and estimated number of total staff:

	# of Employees	10%	Estimated Savings
City of Canandaigua	100	10	\$2,700
City of Geneva	100	10	\$2,700
Town of Victor	50	5	\$1,350
Town of E. Bloomfield	15	2	\$540
Town of Canandaigua	50	5	\$1,350
Town of Geneva	20	2	\$540
Town of Farmington	50	5	\$1,350
Town of Manchester	30	3	\$810

If other municipalities join, we will plan on adding their savings. Actual net savings will be submitted for reimbursement purposes.

5) EMPLOYEE ASSISTANCE PROGRAM CONSORTIUM

The County enjoys value-added services from its Employee Assistance Program, ESI, such as but not limited to access to numerous online training programs (management development, safety and compliance, personal enrichment) and a personal assistant service. ESI has offered a maximum 2018 consortium rate of \$16.80 per employee which saves certain municipalities on EAP costs and offers others cost avoidance for training programs.

The following municipalities and school districts expressed an interest in investigating creation of this consortium. Other municipalities and schools without EAP services would be offered the opportunity to participate. With increased participation numbers, ESI may be able to provide a lower rate. Reimbursement will be sought on actual net savings.

Interested municipalities with additional cost per employee:

City of Canandaigua (1.80 x 100)	\$180
City of Geneva (1.80 x 100)	\$180
Victor Schools (.80 x 705) 7/1/18	<u>\$282</u>
Total:	\$642

Interested entities with decreased cost per employee:

County (1.31 x 800)	\$1048
FLCC (.70 x 329)	\$230
Town of Victor (3.20 x 50)	\$160
Town of Farmington	\$160
Town of Naples	<u>\$1715</u>
Total:	\$3,313

Cost Avoidance for Interested Entities
 10% of Employees at \$80 assuming \$40 per course cost
 Only 2 courses taken per year \$40 x 2

	Total Employees	\$80 x 10% of Total Employees
City of Canandaigua	100	\$800
City of Geneva	100	\$800
FLCC	329	\$2640
Town of Victor	50	\$400
Town of Farmington	50	\$400
Town of Naples	17	\$160
Victor Schools (eff 7/1/18) 705		<u>\$5680</u>
Total:		\$10,880

Estimated 2018 Net Savings for All: \$13,551

6) MUNICIPAL HUMAN RESOURCES SUPPORT

The City and Town of Canandaigua have expressed an interest in receiving Human Resources support and consulting from the County. The City reports it can avoid adding staff or contracting, and the Town of Canandaigua reports it can eliminate a contract with an external vendor if these services are provided by the County. Due to recent staff changes in the County, the County believes it can provide the requested services to these two municipalities at no cost.

City of Canandaigua Estimated Cost Avoidance (contract)	\$12,000
Town of Canandaigua Cost Reduction	\$12,000
Additional Cost to Ontario County	<u>- 0 -</u>
Estimated 2018 Net Savings:	\$24,000

7) COMMERCIAL ASSESSING

New services to be provided in 2018 for certain municipalities completing revaluation projects for the 2019 Assessment Roll:

Verification of Manufactured Home Park inventory.

There are numerous Manufactured Home Parks within the County. While the inventory of manufactured homes inside the parks remains relatively stable, older homes are often removed and replaced with newer models. In addition, with the transition of the STAR exemption to an Income Tax Credit Check, verification of home owners, residency status and mailing addresses are vitally important. Real Property Tax Services staff will verify mobile home inventory, mobile home owners and residency and take new photographs. In addition, the collected information will be reviewed with the assessor, and data entry may be performed to update the mobile home worksheets integrated into the NYSRPS software. Estimated cost avoidance at \$40 per hour.

Town of West Bloomfield – Five parks - Estimated at 37.5 hours - \$1,500

Town of Canandaigua – Four parks – Estimated at 22.5 hours - \$900

Town of Manchester – Nineteen parks - Estimated at 75 hours - \$3,000

Town of Richmond – One park – Estimated at 15 hours - \$600

Street level photographs of all improved properties.

Digital photos will be taken of all improved properties from the public right of way within the town. Digital file names will be adjusted to RPS naming convention and “attached” to appropriate parcel data in RPS at the Town Hall. Estimated cost avoidance at \$40 per hour.

Town of Richmond – 1,880 improved parcels – Estimated at 100 hours - \$4,000

Town of Canadice - 1,085 improved parcels – Estimated at 70 hours - \$2,800

Estimated 2018 Net Savings: \$12,800

8) PLANNING SERVICES: COUNTY/TOWN OF VICTOR

The Town of Victor will contract with the County for approximately 500 hours of technical planning services. The Town has a cost avoidance by not adding staff or contracting with an external vendor for the services. The County will provide these services at a rate of \$52.50 per hour but will not add new staff. A consultant rate is estimated at \$100 per hour.

Estimated 2018 Net Savings: \$54,363

9) COUNTY/FLCC PUBLIC RELATIONS SUPPORT

The County and Finger Lakes Community College (FLCC) staff had a productive discussion regarding shared services. At the outset, it was discovered, that FLCC already participated in a consortium of upstate private and public colleges and universities for shared services, primarily back office operations. (Flyer is Attachment B.)

A list of current shared services between the County and FLCC was generated and can be found within Attachment A.

Another list of potential shared services was created and explored. Some ideas had to be dismissed due to barriers. For example, sharing in Information Technology is difficult due to the difference between educational licenses and business licenses. A number of other topics seemed viable for further discussion but not able to be accomplished in calendar year 2018.

In addition to the EAP Consortium, FLCC and the County agreed to pursue a joint Public Relations contract with the hours divided equally. The College has a vacant position they will not fill. The County will not create a full-time Public Relations Officer position recommended by a strategic initiatives consultant.

County Estimated Cost Avoidance (1 FTE) \$93,215

FLCC Estimated Cost Savings (1 FTE) \$66,088

Estimated Contract Cost:

County	\$25,000
FLCC	\$25,000

Estimated 2018 Net Savings: \$109,303

10) SCHOOL TAX COLLECTION (EFFECTIVE 7/1/18)

The County Treasurer discussed providing tax collection services for interested school districts during a panel meeting.

Three school districts expressed an interest in starting this service in 2018.

- Phelps-Clifton Springs
- Marcus Whitman

consolidation of courts rather than just the sharing of a facility. The City and Town continue to work with the Office of Court Administration to gain necessary approvals.

Estimated construction savings by sharing location.....	\$1,655,000.00
New Town Court construction per state mandates (engineer est. per 2016 study)	
Operations est. savings.....	\$74,000.00
City est. annual savings.....	\$31,000.00
½ FTE	\$25,000
Revenue/Rent:	\$6,000 (est)
Town est. savings.....	\$43,000.00
½ FTE	\$25,000
½ Sheriff Deputy/Security	\$8,000
Security Equipment	\$10,000

Total Estimated Savings: \$1,729,000

Economic Development

The City and Town of Canandaigua each have existing economic development efforts that help to attract and retain businesses in the Canandaigua community resulting in jobs, and a solid micro economy. Additionally, a team of volunteers support both municipalities independently to support this function. The consolidation of economic development efforts to support the Canandaigua community could result in potential savings and increased efficiency.

In 2017, a realignment of economic development efforts by the City resulted in a savings of approximately \$50,000 annually from the 2016 budget of \$100,000. Larger economic development recruitment still exists as an opportunity for the Canandaigua community beyond the Downtown Business Improvement District. A reduction from the previous expenditure and cost avoidance by partnering with the Town of Canandaigua relating to Economic Development has the potential of significant savings, and increased efficiency.

The Town and City of Canandaigua could utilize this time in 2018 to explore hiring one economic development person to provide services to both municipalities. Rather than hiring a full time person in each municipality a qualified person could be hired and shared at an estimated cost of \$65,000 split between the municipalities.

Total Estimated Annual Savings.....	\$70,000.00
Town of Canandaigua.....	\$85,000.00
½ FTE cost	<u>-\$32,500</u>
	\$52,500.00
City of Canandaigua.....	\$50,000.00
½ FTE cost	<u>-\$32,500</u>
	\$17,500.00

Information Technology (IT)

The City and Town of Canandaigua each participate in independent IT services. While the City of Canandaigua works with the City of Geneva, the Town of Canandaigua subcontracts out for IT services. Exploration of further shared services relating to IT could potential result in additional savings.

The savings relating to IT services is anticipated to be approximately \$7,000 for the Town of Canandaigua and potentially generate a savings for either the City of Canandaigua or City of Geneva largely to the same extent as additional revenue. The total potential savings would then be estimated at \$14,000.00.

Total Estimated savings.....	\$14,000.00
City est. savings.....	\$7,000
Town est. savings.....	\$7,000

Parks and Recreation

Following the announcement of the joint exploratory group residents have already requested the two municipalities look at things like sharing access to Town and City Parks, especially specialty lakefront parks as a cost savings directly to the residents through the elimination of user fees. The City and Town will continue to work together to provide these opportunities. While this is an opportunity for residents to enjoy more of our municipal offerings, it may not result in an actual dollar figure savings for either municipality at this time. Future consideration will be given to possible opportunities for sharing more in the area of parks and recreation.

Transfer Station

The Town of Canandaigua currently operates a household waste and recycling drop off location for residents of the Town of Canandaigua. The City of Canandaigua currently utilizes the same location for recycling and bulk drop off. The City does not currently have its own location. In order to accommodate the needs of the community, promote recycling and sustainability, and the changes in availability of refuse disposal at the County level, the Town and City will both need to construct a new transfer station. Rather than each municipality constructing their own station, and the City having to acquire land to construct such a location it would make sense to consider the co-location of a transfer station. It is feasible for the transfer station portion to be constructed in 2018 on property already owned by the Town of Canandaigua. The cost of construction for the Town to build a transfer facility on their own would be approximately \$900,000 on land already owned by the Town. The cost of construction for the City to build a transfer facility on land they would need to purchase would be approximately \$1,500,000.00 for a total cost of both municipalities of a combined \$2,400,000.00. By working together and sharing the resource it is anticipated both municipalities could construct the facility for approximately \$900,000.00. The Town's \$450,000.00 savings would conceptually come from a shared expense of the facility. The resulting cost avoidance/savings is estimated at \$1,950,000.00.

Total Estimated Savings / estimated cost avoidance.....\$1,950,000.00

City est. savings.....	\$1,500,000.00
Estimated cost for City to acquire and create own facility	
Town est. savings.....	\$450,000.00
Total Short Term (2018) possible savings (All).....	\$3,763,000.00

Reimbursement Requests

Division of one time reimbursement between involved municipalities will be determined as projects progress and will be submitted with requests for one time reimbursement for actual net savings.

Revenue received through one time reimbursement paid by the State in 2019 will be utilized for:

- a. property tax savings
- b. reduction in property tax growth **or**
- c. placement in an appropriate reserve which will result in (a) or (b) above.

Part III: The Conversation Continues – Topics for Further Discussion

It was evident from panel discussions that a number of topics could not be planned in four months for implementation in 2018. Several topics faced a variety of obstacles for implementation. Be that as it may, the panel found value in continuing the dialogue and agreed that the following topics comprise an agenda for further dialogue and evaluation.

- Health Insurance Consortium
- Court Consolidation
- IMAs for assessment services provided by the County
- Joint Purchasing Arrangements
- Code Enforcement
- Planning Services
- Lifeguard Sharing
- Information Technology Joint RFPs/Shared Services
- Grants Administration/Writing
- Financial Services
- Audit Services
- Court Interpreter Services
- Discussion with BOCES
- Discussion with FLCC
- Discussion with Libraries
- Regional Solid Waste/Recycling Stations
- Organics
- Village/Town of Victor – Code Enforcement
- Town of Victor/Farmington – Regional Sewer
- Village Victor/Fishers Fire District – Consolidation
- Village/Town of Victor – Planning and Zoning Board Consolidation

Part IV: Conclusion

Shared Services have been, are, and will continue to be a reality for the cost-effective and efficient provision of municipal programs and services in Ontario County. County representatives will continue to dialogue with representatives of our municipalities and welcome new dialogue with our school districts to work to decrease, control and minimize local property tax rates through shared services efforts.

Author's Note:

This County Administrator humbly reflects on the irony of shared services and consolidation efforts that I first heard articulated by the late Governor Mario Cuomo over 25 years ago when I was a young, municipal professional. Our late Governor eloquently described the numerous levels of law enforcement in our State and the services they provide to illustrate the following realities. Residents desire low property taxes. Yet, they also desire community identity and proximate and responsive services under their control as local voters. Further, they want these services financed by taxes paid by the users of these services even if the users are themselves. This wisdom explains in part a recent vote by the residents of Rushville, NY located in Ontario and Yates Counties who resoundingly voted down the dissolution of their village. It also explains the difficulty in initiating metropolitan government in any area of New York State. And, it ultimately explains the over 10,000 units of government in New York State, the vast majority of which are highway, street, sewer, water, sidewalk and other special districts. The control of local property taxes will always face the challenges of community identity, the desire for responsive services and the belief that the user must pay. Only the voters will decide the units and forms they wish their government to take and for which they are willing to pay. In the meantime, I believe that municipal and school district officials will continue to seek ways to share services to minimize property tax costs, and continue our appeal to the State to decrease the property tax costs associated with unfunded State mandates.

Certification

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.

Respectfully Submitted,


Mary A. Krause, County Administrator


Date

Ontario County
Shared Services Panel Members

Town Supervisors

Todd Campbell (West Bloomfield)
Jeffery Gallahan (Manchester)
Robert Green (Bristol)
Tamara Hicks (Naples)
Margaret Hilton (Hopewell)
Peter Ingalsbe (Farmington)
Frederick Lightfoote (Gorham)
Jack Marren (Victor), Board Chairman
Daniel Marshall (South Bristol)
Kristine Singer (Canadice)
Norman Teed (Phelps)
Nathan VanBortel (Richmond)
Mark Venuti (Geneva)
Gregory Westbrook (Canandaigua)
Andrew Wickham (Seneca)
Frederick Wille (East Bloomfield)

City & Village Mayors

Brian Hemminger (Phelps)
Brian Schenk (Naples)
Ellen Polimeni (City of Canandaigua)
Fred Mink (Shortsville)
Gary Hadden (Victor)
John Sawers (Rushville)
Mark Falsone (Bloomfield)
Nancy Johnsen (Manchester)
Ron Alcock (City of Geneva)
William Hunter (Clifton Springs)

School District Panelists

Charlene Dehn (Manchester/Shortsville)
David Bills (Honeoye)
Dawn Santiago-Marullo (Victor)
Patti Larche (Phelps-Clifton Springs)
Jamie Farr (Canandaigua)
Matt Frahm (Naples)
Michael Midey (Bloomfield)
Trina Smith-Newton (Geneva)
Scott Bischooping (Wayne Finger Lakes BOCES)

We acknowledge the assistance of the following County and municipal staff:

Brian Young (County)	John Goodwin (City of Canandaigua)
Cynthia Abraszek (County)	Matt Horn (City of Geneva)
Mary Gates (County)	Doug Finch (Town of Canandaigua)
Mary Beer (County)	Sage Gerling (City of Geneva)
Rachel Foster (County)	Dr. Robert Nye (Finger Lakes Community College)
Sean Barry (County)	James Fisher (Finger Lakes Community College)
Debra Gierman (County)	Grace Loomis (Finger Lakes Community College)
Tom Harvey (County)	
Robin Johnson (County)	
Gary Baxter (County)	
Michele Smith (County)	
Bill Wright (County)	
Jeff Harloff (County)	
Nellie Puma (County)	
Holly Adams (County)	
Troy Paige (County)	



Consolidations, Shared Services, Transitioned Services and Efficiency Initiatives in Ontario County and its Municipal Governments

Consolidations

- 1959 – Self-Insured Workers Compensation Pool of the County, Finger Lakes Community College, 16 Towns, 2 Cities, 8 Villages, the Ontario County Soil & Water Conservation District, Fishers Fire District, 28 Volunteer Fire Departments and 8 Volunteer Ambulance Companies
- 1967 – Fire emergency call taking and dispatch, except for 2 cities and fire service in 1 village
- 1990 – Dog/Animal Control centralized to Humane Society and offered to the municipalities with the last town joining in 2003
- 1994 – Civil Service and Employee Relations merger
- 1995 – 911 Dispatching and call taking for the City of Canandaigua and fire service in Naples
- 1995 – Dispatch of NYS Police in Ontario County
- 1996 – Civil Service, Employee Relations, Employee Safety merger into Human Resources Dept.
- 2004 – Separation of core functions in Treasurer Dept that created the Finance Department for more efficient operations
- 2006 – Social Services/Workforce Development Merger
- 2009 – Information Services/Printing Merger
- 2009 – Public Works/Central Mailing & Courier Services Merger
- 2015 – Joined RTS for the provision of public transportation
- 2016 – 911 City of Geneva PSAP
- 2016 – Encouraged ARC to become Early Intervention service provider with the State rather than increase County Public Health staff
- 2018 – The Town and Village of Naples will be consolidating Town and Village Planning Board and Zoning Board of Appeals in January 2018.

Consolidation Reviewed and Declined:

- 2008 – County Wide Assessing

Ongoing Resource Sharing:

- Code enforcement assistance for towns/villages when vacancy exists
- Assessor services for towns when vacancy exists
- HR, Finance, Assessment, Legal, EAP assistance/advice/referrals to towns and team agencies
- County Planning assistance to towns for planning, zoning and environmental review
- County Public Works provides professional engineering services to all towns and cities up to 48 hours annually and 24 hours annually for villages



Consolidations, Shared Services, Transitioned Services and Efficiency Initiatives in Ontario County and its Municipal Governments

- County provided formal review of Comprehensive Plan in draft form to the Town of East Bloomfield
- Real Property System (RPS) technical support for assessors
- Reassessment technical support and coordination for assessors

Services Transitioned to Private or Not for Profit Sector:

- 2010 – Sale of the Certified Home Health Agency Medallion to a private entity
- 2013 – Substance Abuse and Prevention Services contracted to not for profit agency – \$384,000
- 2013 – Jail Mental Health Services contracted to a private entity – \$356,106
- 2014 – Sale of County Health Facility to a private entity with projected savings through 2019 of \$15.3 million per Efficiency Plan
- 2015 – County passenger vehicle maintenance contracted to a local private company
- 2016 – Senior Transportation Services contracted to RTS
- 2016 – Contracted with Enterprise for lease of approximately 100 non-pursuit cars and light trucks
- 2016 – Building Cleaning contracted to ARC and private entity
- 2016 – County Information Technology conducted an audit and review of Town of East Bloomfield's technology with report and recommendations
- 2017 – IT Technician Services contracted to private entity
- 2017 – County Printing contracted with local private entity with estimated savings – \$210,000
- 2017 – Initiated Papercut paper use reduction on copiers with Toshiba

Contracted Services Reviewed and Declined:

- 2014 – Mental Health Clinic

Shared Services:

- County Firing Range used regionally by Sheriff, 2 city police depts, local village PDs, FLCC, NYS Troopers, NYSDEC (2 Dept of State local efficiency grants denied to support needed upgrade)
- Provide regional municipal safety training (partially funded by grants through NYS Hazard Abatement Board)
- Road maintenance/public works, equipment sharing with the County, 16 Towns, 2 Cities and agreements between certain Towns



Consolidations, Shared Services, Transitioned Services and Efficiency Initiatives in Ontario County and its Municipal Governments

- Municipalities Piggybacking on County Purchasing and Pricing for Supplies & Equipment
- Cities of Canandaigua and Geneva share an Assessor and IT Director
- City of Canandaigua, Town of Victor participate in Health Insurance Consortium with towns in Monroe County
- Solid Waste Management regional planning for recycling, reduction and reuse
- The Towns of Geneva, Phelps and Waterloo, Junius (Seneca County) are jointly developing water districts together through joint purchasing and installation of municipal water lines

Intermunicipal Agreements and Shared Services:

- 1998 – Cooperative agreement on purchasing and other administrative activities with FLCC
- 2014 – Cooperatively created a fiber optic link with Monroe County to allow consolidation of user database and seamless roaming of emergency service mobile and portable radios across each other's systems
- 2015 – Agreement with County, Towns and Schools to share cost of defense of certiorari cases
- 2015 – IT Support for Town of Seneca
- 2015 – Public Health Mutual Aid Agreement with 9 Finger Lakes Counties
- 2015 – Fishers Fire District Paid Firefighters join Workers Compensation pool
- 2016 – School Resource Officers in all School Districts – \$450,346
- 2016 – The Towns of South Bristol and Canadice contract to provide Snow Plowing in the Town of Naples, County share the use of plow truck
- 2016 – IT Support for Ontario County Soil & Water Conservation District
- 2016/20017 – Contract to provide election machines to 5 school districts for budget votes
- 2017 – Enhanced court security for Town of East Bloomfield
- Ongoing – Court security for NYS Unified Court – \$1.1 million in State revenue
- Ongoing – Enhanced court security for Town of Victor – \$25,500
- Ongoing – Enhanced court security for Town of Gorham – \$17,500
- Ongoing – Enhanced court security for Town of Canandaigua – \$10,920
- Ongoing – Enhanced court security for Town of Richmond – \$14,200
- Ongoing – County Police Officers at CMAC events estimated – \$30,000
- Ongoing – County Police Officers at Eastview Mall – \$156,500



Consolidations, Shared Services, Transitioned Services and Efficiency Initiatives in Ontario County and its Municipal Governments

- Ongoing – County Police Officers at annual Hill Cumorah Pageant – \$16,000
- Ongoing – Traffic control for special events in municipalities
- Ongoing – Finger Lakes Law Enforcement Academy provides regional MPTC training for counties, cities and other law enforcement entities
- Ongoing – The Towns of Victor and Geneva contract with the Sheriff’s Department for enhanced road patrol
- Ongoing – The Towns of Victor, East Bloomfield, West Bloomfield, Richmond and Canadice joined and turned over the management to the Monroe County Water Authority
- Ongoing – The Towns of Hopewell, Farmington and Bristol purchase water from the City of Canandaigua
- Ongoing – The Towns of East Bloomfield and Bristol share a transfer station
- Ongoing – The Town of Manchester, Villages of Shortsville and Clifton Springs purchase water from the Village of Newark
- Ongoing – The Town of Manchester and Village of Manchester purchase water from the Canandaigua/Farmington Water District
- Ongoing – The Towns of Seneca and Benton (Yates County) purchase water from the Town of Geneva
- Ongoing – The Village of Clifton Springs provides street sweeping services to the Village of Phelps and the Village of Shortsville
- Ongoing – The Village of Bloomfield shares a Code Enforcement Officer, Health Officer and court with the Town of East Bloomfield
- Ongoing – The Village of Bloomfield has an equipment and manpower agreement with the Towns of East Bloomfield, Bristol, West Bloomfield & Canandaigua, City of Canandaigua and Bloomfield Central School
- Ongoing – The Village of Bloomfield provides manpower and equipment for Town of East Bloomfield Water/Sewer District
- Ongoing – The Town of Geneva utilizes the City of Geneva’s waste water treatment facility
- Ongoing – The Village of Bloomfield participates in Shared Services Grant with Bloomfield Central School and Town of East Bloomfield for equipment purchase
- Ongoing – The Village of Bloomfield shares a fueling station with Bloomfield Central School and Town of East Bloomfield



Consolidations, Shared Services, Transitioned Services and Efficiency Initiatives in Ontario County and its Municipal Governments

- Ongoing – The Towns of Canadice, Bristol, East Bloomfield, Richmond and West Bloomfield shared in the purchase and maintenance of a Road Widener
- Ongoing – The Town of Geneva shares the pipe camera system with any municipality as requested

Finger Lakes Community College and County Shared Services

- Technical support between College Facilities and County Public Works and Building and Grounds
- Purchasing – joint bids; County provides purchasing assistance
- County provides legal and labor negotiations support
- College utilizes County Firing Range for Security Officer training
- College/County Sheriff joint training efforts

Finger Lakes Community College and School District Shared Services

- School districts use cross country trails
- College uses school district track facilities

Public/Private Partnerships:

- 1980 – County and Ontario Central Railroad (Finger Lakes Railway) continue rail service to important county industry
- 1992 – County IDA and Finger Lakes Railway acquired railroads in the County to be operated by Finger Lakes Railway
- 2003 – Landfill (Casella Waste Systems) estimated economic value as of Jan 2016 – \$113 million
- 2004 – CMAC Performing Arts Center on FLCC campus (Friends of CMAC)

Currently Planned or in the Evaluation Process for 2017:

- Transition to private or not for profit entity of Senior Nutrition Program under evaluation
- Provision of School Tax Collection under evaluation
- The Town of Torrey (Yates County) is seeking to purchase water from the Town of Geneva

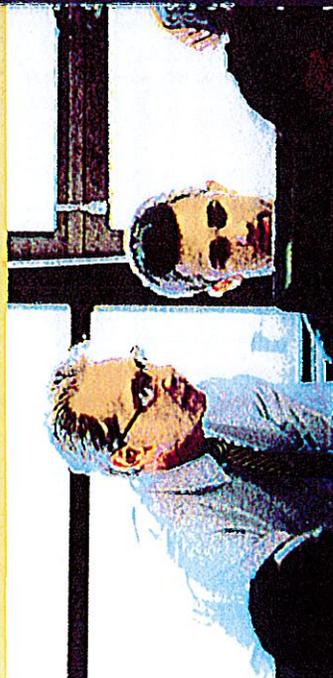
Creating Communication Infrastructure with Stakeholders:

- Ongoing semi-annual meetings with School Superintendents
- Spring Municipal Summit with Towns, Villages and Cities on Solid Waste Management/Recycling and other issues



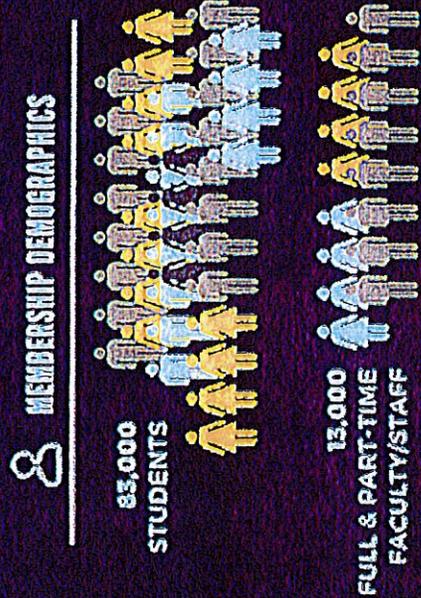
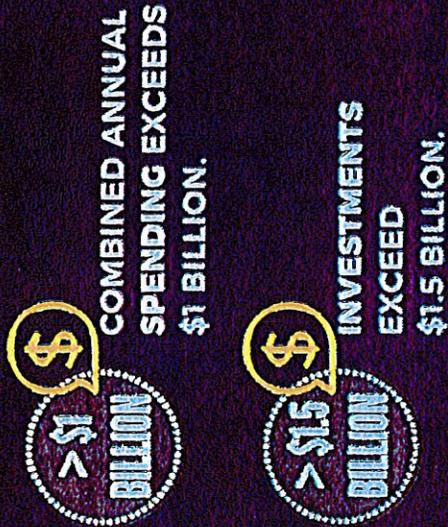
Consolidations, Shared Services, Transitioned Services and Efficiency Initiatives in Ontario County and its Municipal Governments

- Attendance at periodic Magistrates meetings to present alternatives to incarceration initiatives and other information
- Not for Profit Summit in June to provide training and networking opportunity to local not for profits - partnering with FLCC and United Way
- April – May 2017 Citizens Academy to educate interested citizens on County programs and services
- Participation at local highway superintendents meetings



We believe that we are **'BETTER, TOGETHER'** and that our shared initiatives will strengthen each member institution and will make the collective offerings of our institutions in teaching, learning, student life and research opportunities, greater than the sum of our parts.

**BETTER, TOGETHER
COMBINED STRENGTH**

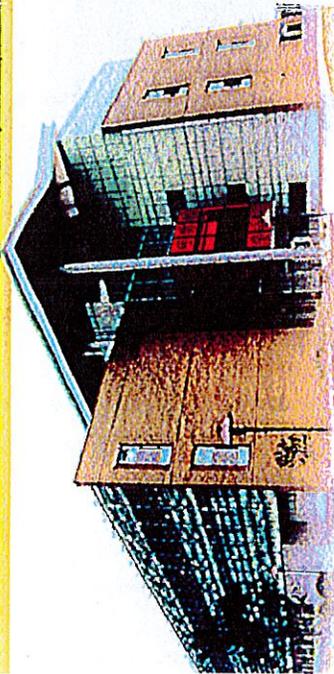


MISSION:

The Upstate New York College Collaboration is committed to **enhancing the educational effectiveness** of our member institutions in shaping and delivering quality higher education offerings through serving as:

- a catalyst for **collaboration**
- a channel for **joint procurement**
- a **vehicle for implementing** other joint initiatives, operations, and programs as appropriate.

MEMBER INSTITUTIONS



Alfred State SUNY
College of Technology

Monroe
Community College

Alfred University

Nazareth College

Canisius College

New York
Chiropractic College

Colgate Rochester

Crozer Divinity School

Finger Lakes
Community College

Roberts Wesleyan College

Genesee

Community College

St. Bonaventure University

Houghton College

St. John Fisher College

SUNY Genesee

Keuka College

The College at Brockport

LeMoyne College

Wells College

as of Sept. 2015



BETTER, TOGETHER COMBINED STRENGTH

THE VISION

The Upstate New York

College Collaboration will:

- **BE RECOGNIZED** as a critical contributor to a healthy economic sector.
- **ENCOURAGE** innovation, creativity, discovery and information exchange, establishing an incubation environment for exploring new solutions to shared challenges.
- **LEVERAGE THE COLLECTIVE STRENGTHS** and assets of member institutions to ensure the sustained excellence of the higher education environment in upstate New York.
- **BUILD CRITICAL MASS** in order to achieve opportunities unavailable to institutions on their own.
- **MOVE EFFICIENTLY** from identifying a shared need to executing a shared initiative.
- **FUNCTION EFFECTIVELY AND TRANSPARENTLY** to undertake activities that save money and/or enhance the effectiveness of our member institutions.

CONTACT US AT: UNYCC.ORG

COMMUNITIES OF PRACTICE

Chief Financial Officers

Driving resources toward mission by exploring strategic opportunities for partnerships among UNYCC members.

Financial Matters Group/Procurement

Exchanging information and ideas regarding financial regulations, customer service, risk mitigation, and procurement.

Human Resources

Addressing critical issues surrounding workforce development, compensation, health care, benefits administration, and emerging regulatory requirements.

Information Technology

Aligning critical technology resources in support of institutional effectiveness with a focus on cybersecurity and service enhancement.

Environmental Health and Safety

Providing critical assessments of institutional compliance with health and safety regulations while generating savings through joint procurement of services.

Auxiliary Enterprises

Enhancing institutional offerings in housing, dining, vending, and ancillary service areas through information exchange and collaboration.

Facilities Operations

Exploring opportunities to enhance building operations, grounds management, and overall campus environment.





*Possible City/Town Canandaigua
Shared Services
Exploratory Initial Report*

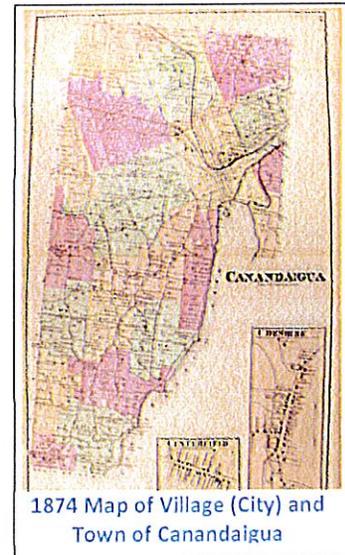


OVERVIEW

The City of Canandaigua and the Town of Canandaigua have a long history of sharing resources and working closely with one another. Essentially, what is now the City of Canandaigua separated from the Town of Canandaigua to become the Village of Canandaigua in 1815 and the City of Canandaigua in 1913. The Town of Canandaigua officially became a Town in 1791.

Nearly identical populations between the two municipalities, Canandaigua is home to over twenty thousand people. “The Chosen Spot” as it was referenced by the Native American Indians is truly a unique place with an unparalleled quality of life.

Approximately twenty-four miles southeast of Rochester, the community is well served by abundant natural resources including arguably the greatest asset, Canandaigua Lake.



1874 Map of Village (City) and Town of Canandaigua

While the City and Town have operated independently from one another for over 200 years, they have over the years continuously explored opportunities to provide efficient services for the residents of both municipalities. This report takes a deeper dive into documenting current shared services, and perhaps new opportunities to explore including anticipated savings.

SHARED SERVICES

In keeping with the overall spirit of New York State Law, enacted by Part BBB of Chapter 59 of the Laws of 2017, the City of Canandaigua and the Town of Canandaigua have taken it upon themselves to take a hard look at all opportunities for shared services between the two municipalities.



City of Canandaigua
 2 North Main Street
 Canandaigua, NY 14424
 (516) 395-5093



Town of Canandaigua
 3410 Route 1 & 29 West
 Canandaigua, NY 14424
 (516) 394-1129

PRESS RELEASE
 Date: July 11, 2017
 FOR IMMEDIATE RELEASE

CITY AND TOWN FORM JOINT GROUP TO EXPLORE SHARED SERVICES

(Canandaigua, NY) - The City of Canandaigua and the Town of Canandaigua will be working together with a common goal of sharing more resources. The Mayor of the City of Canandaigua and the Town Supervisor of the Town of Canandaigua have announced the formation of a joint exploratory group to identify opportunities for shared services between the two municipalities. The nine member group will evaluate the functions of both municipalities as well as the best service models for increased efficiencies of operations while looking to reduce costs for the taxpayers of both municipalities.

The Chief Executive Officials have announced the mission statement of the group is to “identify all operations of both municipalities to achieve a common goal of excellence in service to the residents of the one community of Canandaigua.” Tasks for the group include the analysis of data across all operations to identify sources of revenue, decrease costs, improve positive resident experiences, reliability of services, efficiency, and risk mitigation.

“While the City and the Town have a long history of sharing resources, services, programs, and equipment, opportunities exist that might enable the two municipalities to work more closely with one another,” said Mayor Ellen Follmann.

Supervisor Greg Watershed said, “Canandaigua is one community that is described as many different levels. Working collaboratively, I am confident we have the ability to tap into each other’s strengths and position our community for even better things to come.”

The nine member exploratory group includes:

City of Canandaigua Mayor Ellen Follmann City Manager John Goehrin Jim Masarik, City Resident Leahh Keryn, City Resident Kevin Olney, Canandaigua Lake Watershed	Town of Canandaigua Supervisor Greg Watershed Town Manager Doug Finch John Cobby, Town Resident Varda Vaccaro, Town Resident Kevin Olney, Canandaigua Lake Watershed
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Announcement Shared Services Group

While both municipalities are participating in Ontario County’s shared services initiative for 2017, the City of Canandaigua and the Town of Canandaigua have taken the additional step to form their own exploratory group consisting of municipal officials and residents to further explore opportunities for shared services.

The group has planned two informational meetings in order to gather additional public input on July 24, 2017 and August 9, 2017 to be included in the overall findings.

The goal of the group is to make recommendations to both governing bodies for possible inclusion in the 2018 municipal budgets.

SHARED SERVICES – EXISTING

Highway / Equipment

The Town of Canandaigua and the City of Canandaigua traditionally share highway related maintenance and construction equipment. Heavy equipment such as graders, and large snow throwers owned by the Town of Canandaigua are sometimes utilized for specific projects in the City of Canandaigua. Additionally, specialized equipment owned by the City of Canandaigua like cameras for pipe inspections, and sidewalk maintenance devices are sometimes utilized in the Town of Canandaigua. It should also be noted that the City of Canandaigua and the Town of Canandaigua also assist the Canandaigua School District with projects including the use of equipment like the recent construction of the new athletic fields at Canandaigua Academy.

Financial Impact: The specific financial impact regarding the sharing of this service is hard to quantify; however, it could easily add up to several hundred thousand dollars if each municipality purchased all of their own equipment and did not share any resources with one another.

Savings.....	Not Calculated
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Fire Protection and Rescue Services

The City of Canandaigua operates a full time, paid professional fire department providing fire and rescue services to the entire City of Canandaigua. For many years, the Town of Canandaigua has contracted with the City of Canandaigua to additionally provide service to parts of the Town of Canandaigua. In addition, the Town of Canandaigua owns a fire station near the northern border of the City of Canandaigua which is currently manned by the City of Canandaigua Fire Department.

Financial Impact: If the Town of Canandaigua had to operate and administer its' own Town-wide fire and rescue services, the potential tax impact to property owners would be significant. Currently the Town of Canandaigua contracts with four different fire service agencies, three of the four being volunteer organized departments, to provide fire protection services totaling approximately one million dollars annually. The cost to operate a combination volunteer and professional fire department including buildings, while hard to quantify, and would be considerably higher than the current costs associated with current contracts. Additionally, revenue currently received by the City of Canandaigua from the Town of Canandaigua would be a loss to the City and need to be made up if not for shared services.

Savings.....		\$ 1,700,000.00
City est. savings.....	\$ 400,000.00	
Town est. savings.....	\$ 1,300,000.00	

Recreation

The City and Town of Canandaigua have long operated a joint recreation program which includes summer camp programs, sports, youth soccer program, and softball. This program includes day camp activities for children in the community, access to Canandaigua Lake for summer swimming, and growth and development exercises.

Financial Impact: The financial impact for each municipality to independently operate this program is conservatively estimated at \$ 30,000.00. The facilities that each municipality is able to offer for this program is part of the value associated with the program. For instance, a camp on lake or a well manicured park with sports equipment would not be possible for this program if not for the support of both entities.

Savings.....		\$ 30,000.00
City est. savings.....	\$ 15,000.00	
Town est. savings.....	\$ 15,000.00	

Stormwater Control / MS4

Stormwater control and implementation of an unfunded mandate from the State of New York regarding MS4 requirements, shifting burdens from the DEC to the local municipalities, have resulted in both the City and Town of Canandaigua spending personnel, financial, and other resources to implement stormwater control programs. Additionally, the City and Town of Canandaigua both participate in the leadership of the Canandaigua Lake Watershed Council with fourteen other municipalities surrounding Canandaigua Lake. Collaborating together the two municipalities were able to capitalize on each other strengths to implement the required regulations, and have begun the process of working to educate the public on the need for stormwater control and water quality projects.

Financial Impact: Utilizing existing resources, the City and Town have been able to work to acquire land, plan for the construction of a water quality project, flood control, implement regulations, and provide assistance to one another.

Savings.....		\$ 1,040,000.00
City est. savings.....	\$ 865,000.00	
* conservative est. if the city had to acquire land, etc.		
Town est. savings.....	\$ 175,000.00	

Water

The City of Canandaigua owns and operates a Water Treatment Plant providing invaluable service and water resources for residents and businesses of the Town of Canandaigua, City of Canandaigua, and surrounding communities.

Financial Impact: The City and the Town both experience a savings by working together instead of the City and Town each operating their own individual water treatment plants. The total savings calculated includes not only operational costs, but also the estimated cost for the Town to construct a new water treatment plant if collaboration did not exist with the City of Canandaigua.

Savings.....		\$ 9,700,000.00
City est. savings.....	\$ 500,000.00	
Town est. savings.....	\$ 700,000.00	
Construction of Town water plant....	\$ 8,500,000.00	

TOTAL EXISTING SHARED SERVICES SAVINGS..... \$ 12,470,000.00

SHARED SERVICES – OPPORTUNITIES

While the City and Town of Canandaigua have demonstrated past success in shared services, further analysis is in process to identify potential additional shared services. The analysis of additional opportunities will continue over the coming months and be shared at a later date.

The joint City/Town Exploratory Group on shared services has already identified several opportunities for short (2018) and long term implementation. The following information is a summary of those potential opportunities and the anticipated savings associated with implementation of those opportunities.

SHORT TERM – 2018

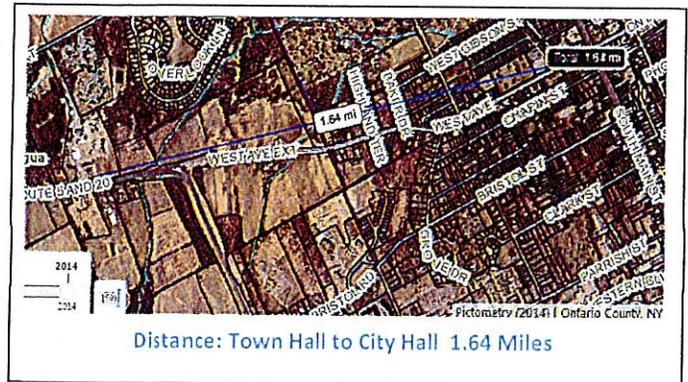
Accounting / Financial

The City and Town of Canandaigua both have a need to update financial accounting software during the 2018 calendar year. Potential exists not only to prepare a joint RFP and possibly save money for the purchase of the accounting software, but the opportunity also exists for each municipality’s staff to serve as a backup for the other especially if both have the same accounting software. Estimated costs for the purchase of new software for each municipality are approximately \$ 25,000. Vendors have informed us a shared RFP could perhaps generate a savings of as much as \$ 5,000 to each municipality. Additionally, the Town of Canandaigua spends nearly \$ 80,000 annually relating to accounting costs. Savings relating to backup and operations could be as much as an additional \$10,000 per municipality once fully explored.

Savings.....		\$ 30,000.00
City est. savings.....	\$ 15,000.00	
Town est. savings.....	\$ 15,000.00	

Court / Court Facility

The Town of Canandaigua and the City of Canandaigua each independently operate municipal court operations, including facilities at two separate locations that are 1.64 miles away from each other.



State mandates relating to operations of the court system, along with security measures including staffing, access control, and use of municipal facilities preventing use by other municipal operations like committee meetings, boards, and community access continue to increase expenditures relating to the court system.

The relocation of the Town Court operation to the existing City Hall / City Court facility would generate a possible significant cost savings to both municipalities, and additionally provide new opportunities for meeting space for municipal boards of both municipalities and community groups.

Rather than construction of a new building per state court requirements at a cost of \$ 1,655,000, the City Court and the Town Court could potentially be located in the same existing facility (City Court) and share personnel resources resulting in cost reductions for both municipalities. The location of the Town Court in the City Court facility could additionally serve as a source of revenue for the City further offsetting expenditures, generating savings. Future reductions in expenditures could be realized through the consolidation of courts rather than just the sharing of a facility.

Estimated construction savings by sharing location.....	\$ 1,655,000.00
New Town Court construction per state mandates (engineer est. per 2016 study)	
Operations est. annual savings.....	\$ 74,000.00
City est. savings.....	\$ 31,000.00
½ FTE \$ 25,000	
Revenue / Rent: \$ 6,000 (est)	
Town est. savings.....	\$ 43,000.00
½ FTE \$ 25,000	
½ Sheriff Deputy/Security \$ 8,000	
Security Equipment \$ 10,000	

Economic Development

The City and Town of Canandaigua each have existing economic development efforts that help to attract and retain businesses in the Canandaigua community resulting in jobs, and a solid micro economy. Additionally, a team of volunteers support both municipalities independently to support this function. The consolidation of economic development efforts to support the Canandaigua community could result in potential savings and increased efficiency.

In 2017, a realignment of economic development efforts by the City resulted in a savings of approximately \$ 50,000 annually from the 2016 budget of \$ 100,000. Larger economic development recruitment still exists as an opportunity for the Canandaigua community beyond the Downtown Business Improvement District. A reduction from the previous expenditure and cost avoidance by partnering with the Town of Canandaigua relating to Economic Development has the potential of significant savings, and increased efficiency.

The Town and City of Canandaigua could utilize this time in 2018 to explore hiring one economic development person to provide services to both municipalities. Rather than hiring a full time person in each municipality a qualified person could be hired and shared at an estimated cost of \$65,000 split between the municipalities.

Estimated Annual Savings.....		\$ 70,000.00
Town of Canandaigua.....	\$ 85,000.00	
½ FTE cost	<u>- \$ 32,500</u>	
	\$ 52,500.00	
City of Canandaigua.....	\$ 50,000.00	
½ FTE cost	<u>- \$ 32,500</u>	
	\$ 17,500.00	

Information Technology (IT)

The City and Town of Canandaigua each participate in independent IT services. While the City of Canandaigua works with the City of Geneva, the Town of Canandaigua subcontracts out for IT services. Exploration of further shared services relating to IT could potential result in additional savings.

The savings relating to IT services is anticipated to be approximately \$ 7,000 for the Town of Canandaigua and potentially generate a savings for either the City of Canandaigua or City of Geneva largely to the same extent as additional revenue. The total potential savings would then be estimated at \$ 14,000.00.

Estimated savings.....		\$ 14,000.00
City est. savings.....	\$ 7,000	
Town est. savings.....	\$ 7,000	

Parks and Recreation

Following the announcement of the joint exploratory group residents have already requested the two municipalities look at things like sharing access to Town and City Parks, especially specialty lakefront parks as a cost savings directly to the residents through the elimination of user fees. The City and Town will continue to work together to provide these opportunities. While this is an opportunity for residents to enjoy more of our municipal offerings, it may not result in an actual dollar figure savings for either municipality at this time. Future consideration will be given to possible opportunities for sharing more in the area of parks and recreation.

Transfer Station

The Town of Canandaigua currently operates a household waste and recycling drop off location for residents of the Town of Canandaigua. The City of Canandaigua currently utilizes the same location for recycling and bulk drop off. The City does not currently have its' own location. In order to accommodate the needs of the community, promote recycling and sustainability, and the changes in availability of refuse disposal at the County level the Town and City will both need to construct a new transfer station. Rather than each municipality constructing their own station, and the City having to acquire land to construct such a location it would make sense to consider the co-location of a transfer station. It is feasible for the transfer station portion to be constructed in 2018 on property already owned by the Town of Canandaigua. The cost of construction for the Town to build a transfer facility on their own would be approximately \$ 900,000 on land already owned by the Town. The cost of construction for the City to build a transfer facility on land they would need to purchase would be approximately \$ 1,500,000.00 for a total cost of both municipalities of a combined \$ 2,400,000.00. By working together and sharing the resource it is anticipated both municipalities could construct the facility for approximately \$900,000.00. The Town's \$ 450,000.00 savings would conceptually come from a shared expense of the facility. The resulting cost avoidance/savings is estimated at \$ 1,950,000.00.

Savings / estimated cost avoidance.....	\$ 1,950,000.00
City est. savings.....	\$ 1,500,000.00
Estimated cost for City to acquire and create own facility	
Town est. savings.....	\$ 450,000.00
 Total Short Term (2018) possible savings.....	 \$ 3,793,000.00

LONG TERM – Future Years

Long term possible sharing of services is estimated based on 2017 rates, and possible construction expenditures. Further detailed analysis would be needed to evaluate actual savings for each municipality if these activities were implemented.

Fire and Rescue Protection District.....	\$ 2,500,000.00
Highway Facility.....	\$ 4,000,000.00
Human Resources.....	\$ 70,000.00
Parks / Community Center.....	\$ 2,500,000.00
Planning.....	\$ 75,000.00
Medical / Health Care benefits.....	\$ 50,000.00
Meeting Room / Public Space.....	\$ 500,000.00
Transportation and Traffic.....	\$ 5,000,000.00
Transfer Facility / Recycling.....	\$ 3,000,000.00
Water Authority.....	\$?
Total Long Term Possible savings.....	\$ 17,695,000.00

SUMMARY

The City and Town of Canandaigua will continue to work together to demonstrate efficiencies and cost savings for the residents of the Canandaigua community.

Existing shared services estimated savings.....	\$ 12,470,000.00
Short Term (2018) shared services estimated savings.....	\$ 3,763,000.00
Long Term shared services estimated savings.....	\$ 17,695,000.00
Total Shared Services Savings.....	\$ 33,928,000.00

City of Canandaigua
2 North Main Street
Canandaigua, NY 14424
(585)396-5000

City Manager: John Goodwin
Email: John.Goodwin@canandaiguanewyork.gov

Town of Canandaigua
5440 Route 5 & 20 West
Canandaigua, NY 14424
(585)394-1120

Town Manager: Doug Finch
Email: dfinch@townofcanandaigua.org

PRESS RELEASE

Date: July 11, 2017

FOR IMMEDIATE RELEASE

CITY AND TOWN FORM JOINT GROUP TO EXPLORE SHARED SERVICES

(Canandaigua, NY) – The City of Canandaigua and the Town of Canandaigua will be working together with a common goal of sharing more resources. The Mayor of the City of Canandaigua and the Town Supervisor of the Town of Canandaigua have announced the formation of a joint exploratory group to identify opportunities for shared services between the two municipalities. The nine member group will evaluate the functions of both municipalities over the next several months for increased efficiencies of operations while looking to reduce costs for the taxpayers of both municipalities.

The Chief Elected Officials have announced the mission statement of the group is to *“Evaluate all operations of both municipalities to achieve a common goal of excellence in service to the residents of the one community of Canandaigua.”* Tasks for the group include the analysis of data across all operations to identify sources of revenue, decrease costs, assuring positive resident experiences, reliability of services, efficiency, and risk mitigation.

“While the City and the Town have a long history of sharing resources, services, programs, and equipment; opportunities exist that might enable the two municipalities to work more closely with one another”, said Mayor Ellen Polimeni.

Supervisor Greg Westbrook said, *“Canandaigua is one community that is successful on many different levels. Working collaboratively, I am confident we have the ability to tap into each other’s strengths and position our community for even better things to come.”*

The nine member exploratory group includes:

City of Canandaigua

Mayor Ellen Polimeni

City Manager John Goodwin

Jim Mueller, City Resident

Laura Kenyon, City Resident

Kevin Olvany, Canandaigua Lake Watershed

Town of Canandaigua

Supervisor Greg Westbrook

Town Manager Doug Finch

John Casey, Town Resident

Vince Yacuzzo, Town Resident

The group will begin meeting in July and immediately begin the process of evaluating opportunities in keeping with the mission statement. The group is scheduled to complete their

City/Town of Canandaigua
Shared Services Draft Exploratory Report (July 2017)

work by late fall in order for each municipality to consider taking action on the findings for 2018, and make preparations in relation to the 2018 budgets.

Comments from residents and business owners will be welcome during the evaluation; however, two public informational meetings have also been scheduled to gather input from the public:

Monday, July 24, 2017
6:30pm
Town Hall – Lower Level
5440 Route 5 & 20 West
Canandaigua, NY 14424

Wednesday, August 9, 2017
6:30pm
Hurley Building
205 Saltonstall Street
Canandaigua, NY 14424

Ideas, comments or suggestions from Town or City residents or others may be directed to:

Town Manager, Doug Finch
Phone: (585)394-1120, ext. 2234
Email: DFinch@townofcanandaigua.org

City Manager, John Goodwin
Phone: (585)396-5000, ext. 5010
Email: John.Goodwin@canandaiguanewyork.gov

Suggestions and considerations will be placed in one of two categories, either short term or long term. Items for short term consideration will be those identified as being able to be achieved during the 2018 calendar year. All other items will be considered long term and will be evaluated for further consideration.

All findings from the review will be presented to the City Council of the City of Canandaigua and the Town Board of the Town of Canandaigua for consideration. Dates for those presentation meetings will be provided at a later date, and likely occur later in the year.

County-Wide Shared Services Property Tax Savings Plan

CERTIFICATION OF PLAN AND PROPERTY TAX SAVINGS TO DIRECTOR OF BUDGET

By my signature below, I hereby certify that the portion of the County-Wide Shared Services Property Tax Savings Plan submitted herewith, as it pertains to my municipality, 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.

Ellen M. Polimeni

(Print Name)

Chief Executive Officer

Ellen M. Polimeni

(Signature)

July 31, 2017

(Date)

City of Canandaigua

County-Wide Shared Services Property Tax Savings Plan

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Ron Alcock

(Print Name)

Chief Executive Officer

[Handwritten Signature]

(Signature)

7/31/2017

(Date)

City of Geneva

County-Wide Shared Services Property Tax Savings Plan

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Robert H. Green, Jr

(Print Name)

Chief Executive Officer

Robert H. Green, Jr

(Signature)

7/26/2017

(Date)

Town of Bristol

County-Wide Shared Services Property Tax Savings Plan

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GREG WESTBROOK

(Print Name)

Chief Executive Officer



(Signature)

7.25.17

(Date)

Town of Canandaigua

County-Wide Shared Services Property Tax Savings Plan

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Kristine Singe
(Print Name)

Chief Executive Officer

Kristine Singe
(Signature)

5/10/17
(Date)

Town of Canadice

County-Wide Shared Services Property Tax Savings Plan

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Frederick A. Wille

(Print Name)

Chief Executive Officer

Frederick A. Wille

(Signature)

(Date)

July 24, 2017

Town of East Bloomfield

County-Wide Shared Services Property Tax Savings Plan

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Peter Ingaldoe

(Print Name)

Chief Executive Officer

[Signature]

(Signature)

July 24, 2017

(Date)

Town of Farmington

County-Wide Shared Services Property Tax Savings Plan

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Mark A. Venuti

(Print Name)

Chief Executive Officer

Mark A. Venuti

(Signature)

7-26-17

(Date)

Town of Geneva

County-Wide Shared Services Property Tax Savings Plan

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FREDERICK S. LIGHTFOOTE

(Print Name)

Chief Executive Officer



(Signature)

7-24-14

(Date)

Town of Gorham

County-Wide Shared Services Property Tax Savings Plan

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By my signature below, I hereby certify that the portion of the County-Wide Shared Services Property Tax Savings Plan submitted herewith, as it pertains to my municipality, 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.

Margaret Hilton
(Print Name)

Chief Executive Officer

Margaret Hilton
(Signature)

8/8/2017
(Date)

Town of Hopewell

County-Wide Shared Services Property Tax Savings Plan

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JEFFERY L. GALLAGHAN
(Print Name)

Chief Executive Officer


(Signature)

7-26-2017
(Date)

Town of Manchester

County-Wide Shared Services Property Tax Savings Plan

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Tamara Hickey

(Print Name)

Chief Executive Officer

[Handwritten Signature]

(Signature)

8-8-17

(Date)

Town of Naples

County-Wide Shared Services Property Tax Savings Plan

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Norman J. J. J.
(Print Name)

Chief Executive Officer

Norman J. J.
(Signature)

8/10/17
(Date)

Town of Phelps

County-Wide Shared Services Property Tax Savings Plan

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Nathan Van Bortel
(Print Name)

Chief Executive Officer

Nathan Van Bortel
(Signature)

8/8/2017
(Date)

Town of Richmond

County-Wide Shared Services Property Tax Savings Plan

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ANDREW WICKHAM
(Print Name)

Chief Executive Officer


(Signature)

2/26/17
(Date)

Town of Seneca

County-Wide Shared Services Property Tax Savings Plan

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Daniel Q. Marshall

(Print Name)

Chief Executive Officer



(Signature)

8/8/17

(Date)

Town of South Bristol

County-Wide Shared Services Property Tax Savings Plan

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John F. Marren

(Print Name)

Chief Executive Officer

John F. Marren
Town of Victor

(Signature)

July 24, 2017

(Date)

County-Wide Shared Services Property Tax Savings Plan

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Jack D Campbell
(Print Name)

Chief Executive Officer

Jack D Campbell
(Signature)

7/26/17
(Date)

Town of West Bloomfield

County-Wide Shared Services Property Tax Savings Plan

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MARK FALSONE
(Print Name)

Chief Executive Officer


(Signature)

AUGUST 10, 2017
(Date)

Village of Bloomfield

County-Wide Shared Services Property Tax Savings Plan

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William Hunter

(Print Name)

Chief Executive Officer

William Hunter

(Signature)

8/1/17

(Date)

Village of Clifton Springs

County-Wide Shared Services Property Tax Savings Plan

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Brian Hemminger
(Print Name)

Chief Executive Officer

Brian Hemminger
(Signature)

8/10/17
(Date)

Village of Phelps

County-Wide Shared Services Property Tax Savings Plan

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Gary A. Hadden
(Print Name)

Chief Executive Officer *Village of Victor*

Gary A. Hadden
(Signature)

8/9/17
(Date)

Village of Victor