



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

County of Montgomery			
County Contact: Matthew Ossenfort, County Executive			
Contact Telephone: 518-853-4304			
Contact Email: mossenfort@co.montgomery.ny.us			
Partners			
Row 1 – (total # of) Cities in County			
	Participating Cities	Panel Representative	Vote Cast (Yes or No)*
1.	City of Amsterdam	Michael Villa, Mayor	Not Present
2.			
3.			
Row 2 – (total # of) Towns in County			
	Participating Towns	Panel Representative	Vote Cast (Yes or No)*
1.	Town of Amsterdam	Thomas DiMezza, Supervisor	Not present
2.	Town of Canajoharie	Peter Vroman, Supervisor	Yes
3.	Town of Charleston	Robert Sullivan, Supervisor	Yes
4.	Town of Florida	Eric Mead, Supervisor	Yes
5.	Town of Glen	Larry Coddington, Supervisor	Yes
6.	Town of Minden	Cheryl Reese, Supervisor	Yes
7.	Town of Mohawk	Edward Bishop, Supervisor	Not present
8.	Town of Palatine	Sarah Niccolli, Supervisor	Not present
9.	Town of Root	Gary Kamp, Supervisor	Not present
10.	Town of Saint Johnsville	Dominic's Stagliano, Supervisor	Yes
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Use Additional Sheets if necessary

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

Row 3 – (total # of) Villages in County

	Participating Villages	Panel Representative	Vote Cast (Yes or No)*
1.	Village of Ames	Michael McMahon, Mayor	Yes
2.	Village of Canajoharie	France's Avery, Mayor	Yes
3.	Village of Fonda	William Peeler, Mayor	Yes
4.	Village of Fort Johnson	Kenneth Walter, Mayor	Yes
5.	Village of Fort Plain	Thomas Quackenbush, Mayor	Yes
6.	Village of Fultonville	Linda Peterson-Law, Mayor	Not present
7.	Village of Hagaman	Robert Krom, Mayor	Not present
8.	Village of Nelliston	Douglas Bathrick, Mayor	Not present
9.	Village of Palatine Bridge	James Post, Mayor	Yes
10.	Village of Saint Johnsville	Bernard Barnes, Mayor	Not present

Use Additional Sheets if necessary

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

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

	Participating School Districts, BOCES, and Special Improvement Districts	Panel Representative	Vote Cast (Yes or No)*
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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			
2017 Local Government Property Taxes		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.	
		\$ 105,000,000 *school taxes imputed	
Row 6			
2017 Participating Entities Property Taxes		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.	
		\$ 39,960,607	
Row 7			
Total Anticipated Savings		The sum total of net savings in such plan certified as being anticipated in calendar year 2018, calendar year 2019, and annually thereafter.	
		\$ 1,200,000 *Refer to explanation at beginning of Plan	
Row 8			
Anticipated Savings as a		The sum total of net savings in such plan certified as	



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Percentage of Participating Entities property taxes	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.
	3.0%
Row 9	
Anticipated Savings to the Average Taxpayer	The amount of the savings that the average taxpayer in the county will realize in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.
	\$60 in 2018 -- increasing thereafter
Row 10	
Anticipated Costs/Savings to the Average Homeowner	The percentage amount a homeowner can expect his or her property taxes to increase or decrease in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.
	-0.85%
Row 11	
Anticipated Costs/Savings to the Average Business	The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.
	-0.85%
CERTIFICATION	
<p>I hereby affirm under penalty of perjury that information provided is true to the best of my knowledge and belief. This is the finalized county-wide shared services property tax savings plan. The county-wide shared services property tax savings plan was approved on _____, 2017, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.</p>	
Matthew Ossenfort, _____ (Print Name)	County Chief Executive Officer _____
 _____ (Signature)	September 15, 2017 _____ (Date)

INTRODUCTION

The following Montgomery County County-Wide Shared Services Plan is being submitted in conformance with Part BBB of Chapter 59 of New York State Laws of 2017, known as the “County-Wide Shared Services Initiative”. Montgomery County is one of six entities that recently submitted a plan under the Municipal Consolidation and Efficiency Competition (MCEC) and the Plan presented herein is substantially drawn from the Montgomery County MCEP as enormous outreach, data collection and analytical efforts were undertaken over a four-month period in the development of the MCEP.

The Montgomery Plan was developed with a “bottom to top” philosophy, listening to, aggregating, assembling and articulating the ideas and desires of our 21 municipal partners. The process actively solicited stakeholder and citizen input and involvement related to potential consolidation, dissolutions, and overall program and service efficiencies. The goal of outreach activities to date has been to communicate with and gain meaningful input from stakeholders in order to develop a Plan that will modernize services and reduce property taxes. The intense participation of these partners assures that the initiatives described in this plan are fundamentally practical.

It is important to note that, in the context of the CWSSI, all initiatives that will set in motion in 2018 are included. ***However, Montgomery County fully recognizes that, for certain initiatives, the positive impact upon local tax levies may not be fully realized in 2018. Accordingly, in Row 7 of Appendix A, a reasonable estimate is made for the savings to be achieved in 2018. The fact is that the implementation time frames associated with many of these initiatives, particularly capital projects, will not be realized until after 2018 and, as such, are not included in the estimate. Further, the figure in Row 7 is predicated upon expeditious implementation of non-capital initiatives and further assumes full and efficient capture of savings in 2018 – a figure reflecting a very positive estimate.**

PLAN ELEMENTS

INITIATIVE #1 – DISSOLUTION OF VILLAGE OF CANAJOHARIE &

CONSOLIDATION WITH THE TOWN OF CANAJOHARIE

The dissolution of the Village of Canajoharie into the Town of Canajoharie is transformational. New York State has more municipalities than most other states: approximately 3,453 in total. Governor Andrew Cuomo has called the state's assortment of municipalities a ramshackle mess. The dissolution of the Village of Canajoharie will remove a layer of administration and bureaucracy. The new Town of Canajoharie will reduce the tax burden upon its residents and simultaneously gain the ability to engage in innovation and implement fundamental operational change.

The Village of Canajoharie will cease to exist as a municipal corporation. The position of Village Mayor and Village Trustees will be eliminated. Governing the new Town will still be the Town Supervisor, who will be paid his current salary with no additional costs. The Village Board of Trustees will also be eliminated. Legislative responsibilities will be assumed by the Town Board with no pay increase for Town Board members. Services currently provided to Village residents, but not Town residents will continue. A special services district will be created to cover the cost associated with water, wastewater, trash and refuse services within the former Village. This will involve transitioning all current personnel in the water and sewer department, as well as transitioning three Motor Equipment Operators (MEO's) to the Town's payroll. Fire service is currently provided to the Town by the Village's fire district. That coverage will continue for three years until the current contract expires. Upon the contract's expiration, the Town will have the option to continue to contract with the district as is, form a new all-encompassing district, or create its own fire department. Fire service operations will continue to be housed in the existing station.

General administrative expenses will be reduced since the Town will integrate all responsibilities for the former Village. The appointed position of Village Clerk-Treasurer will be phased out over time, upon pending retirement. Duties connected with that office will be handed over to the Town Clerk and other Town employees. Under this plan (MCEP), the Village and Town's municipal buildings will, at the determination of the respective municipalities be sold or repurposed. Consolidated administrative functions will be housed within the rehabilitated factory plant that formerly belonged to Beech-Nut.

The Town Justice's salary will be substantially increased as the Village Justice position is eliminated; nonetheless, a substantial savings in judicial salaries will be achieved. Utility and other expenses associated with maintaining a courtroom up to Office of Court Administration (OCA) standards will be reduced once, under another initiative, the Town Court is moved to a Consolidated Court Facility.

The Town will absorb most Village employees. Said employees will be paid at the rate of their Town counterpart rather than their current salary. Payroll expense is projected to fall for the new Town. In

fiscal year 2016, the Town spent an estimated \$485,822 on pay and benefits for current employees. The Village spent an estimated \$856,131 on pay and benefits for current employees. Between both entities, \$1,341,953 was spent on payroll.

After dissolution, it is projected the new Town will spend \$1,011,756 annually in payroll. **The reduction in payroll cost is estimated to be \$330,197 in just the first year.** Substantial reductions in payroll come from consolidating the existing police functions within the Office of the County Sheriff (a substation will be located within the former Beechnut building) with 24/7 coverage still provided from the County Sheriff's Office.

INITIATIVE #2 – FUNCTIONAL CONSOLIDATION MENTAL HEALTH AND

PUBLIC HEALTH AND IMPROVED INTERFACE WITH LOCAL GOVERNMENT, SCHOOL AND EMERGENCY SERVICES PARTNERS

Within the many counties, the separate functions of a Public Health Department and a Mental Health Department not only overlap and create organizational duplication, the arbitrary and synthetic separation of functional responsibilities (among two different departments) facilitates systemic service gaps and leads to a less than fully integrated care model for clients. Through probing internal analyses and consultation with its local municipal and education partners -- municipal staffers, teachers/school administrators & fire/police/EMT/ambulance first responders, a collective decision was made that the Public Health and Mental Health Departments in Montgomery County should be consolidated and that all outreach/coordinative have efforts with local partners utilize a common sense and holistic approach to training and response that integrates the disciplines and capabilities of public health and mental health and reduces costs across all affected organizations. The consolidation of Mental Health and Public Health in Montgomery County is an innovative approach to envisioning and restructuring Healthcare in a progressive manner. It will reorganize the bureaucratic structure in a manner consistent with those of the Accountable Care Organizations (ACO's) during the past decade. The model utilizes a patient-centered, closely coordinated and organizationally coherent/cohesive approach of the delivery of a wide spectrum of health care services. Additionally, Montgomery County's proposed consolidation of its Mental Health and Public Health departments and its adoption of the relevant best practices of the ACO model will yield significant structural cost reduction in the delivery of Mental Health and Public Health services.

When working in small rural communities and counties, the patients that utilize each branch of care often overlap. Montgomery County's intention to position itself at the forefront of this collaborative approach reflects an organizational culture of continual innovation and a forceful internal imperative to relentlessly enhance service quality, improve efficiencies and create budgetary economies. There are several models that can be adapted in order to promote a smooth transition of care. In looking at what would make sense for Montgomery County, it was decided that an accountable care (AC) based model to healthcare would be the most effective model. The AC model is typically characterized by a payment

and care delivery model that seeks to tie provider reimbursements to quality metrics and reductions in the total cost of care for an assigned population of patients. In using this form of planning for the merger of departments in Montgomery County, we are looking at eliminating a substantial financial burden upon the County budget. Combining fiscal departments, space, overhead, personnel, office supplies, and departmental functions will save the County budget approximately \$85,000 annually.

INITIATIVE # 3 - MULTIJURISDICTIONAL COURT CONSOLIDATION

Montgomery County plans to construct a shared municipal court facility as part of its plan for the new municipal building at the former Beech Nut plant in Canajoharie, NY. The court facility will enable municipalities to share space, supplies, and staff, while at the same time, allow them to administer their individual courts. As of the submission of this report, seven municipalities have committed to the initiative:

- Town of Minden
- Town of Canajoharie
- Village of Canajoharie
- Town of St. Johnsville
- Town of Glen
- Town of Palatine
- Town of Charleston

The transformational nature of this initiative is directly related to how the consolidated facility will impact service provision. Most importantly, the facility will transform everyone's court experience--from personnel to clients--making it safer and more dignified. For instance, constructing holding rooms for prisoners will improve safety conditions, while at the same time upholding the prisoners' dignity. Furthermore, the court facility will be a single-use facility, meaning it is entirely dedicated to court purposes. There will be dedicated spaces for jury deliberation, client-lawyer conference rooms, and clerical offices. Not only will this better uphold a client's right to confidentiality, but it will vastly improve the municipalities' compliance with OCA court facility guidelines. As a result, the shared facility will effectively transform the image of the municipal courts in Montgomery County. It will be seen as a modern, first-class facility.

Fiscal Impact

Cost efficiencies are attributable to three primary categories: [1] avoided building costs; [2] reduced utility costs; and, [3] attenuating personnel costs. For the sake of this analysis, only avoided building costs are computed. Presently, the reduction in utility cost is computationally intractable as the utility costs for existing court facilities are not readily segregated. Personnel costs, over time, may be

potentially reduced, especially over the long term, if there is support for a more integrated regional court system and centralized staffing that this proposed facility can readily support.

Our counterfactual cost estimate was developed under the assumption that the seven municipalities who expressed interest would, in the near future, have to build new court facilities or upgrade existing ones in order to comply with OCA guidelines. As such, the cost savings are the building costs that the municipalities would avoid by taking part in the proposed consolidated facility. Using OCA standards for recommended court sizes (included in the appendix), each municipality would have to build 7090 ft.² facility to be exclusively used for court purposes. **Utilizing a cost of \$300 per square foot (a standard unit price even in rural areas) and seven new court facilities that would otherwise have to be constructed at 7090 ft.² each, \$9,300,000 in costs are avoided (netting out the cost of the centralized court facility). Utilizing a 30 year bond amortization, approximately \$480,000 will be saved annually.**

INITIATIVE #4 WESTERN MONTGOMERY COUNTY MUNICIPAL BUILDING

This initiative will not only replace obsolete, undersized and, in certain instances, dilapidated structures used for municipal business, it will also afford the opportunity to far more efficiently use space and reduce certain operational costs. Further, the development of the Western Montgomery County Municipal Facility is an important predicate to further expansion of shared services through functional integration of government operations. The intent is for each of the participating municipalities to include the preponderance their municipal operations, especially back-office functions, within the Municipal Center, while still being able to maintain at least a satellite presence within their jurisdiction.

The model described will yield several substantive advantages. First, the combined building is smaller than the space required for several independent structures, resulting in lower total construction cost, utility use, and maintenance expenses. The building is smaller because redundant support spaces such as lobbies, mechanical rooms, and elevators can be eliminated if designers are smart about planning and adjacent uses. In addition, major spaces, such as larger public meeting rooms, can be shared at different times during the day. Finally, the costs of rehabilitation of a structurally sound building (the former Beech-nut office building) are considerably less on a square foot basis than municipalities doing so on their own.

Fiscal Impact

The Western Montgomery County Municipal Building, exclusive of the Consolidated Court Facility will yield a substantial and positive fiscal impact by both reducing operating costs (especially energy) and by avoiding the costs of construction of individual new facilities. **The fact that the municipal facility will be located in rehabilitated spaces within a structurally sound building, lowers per square foot construction cost from \$225-\$105, yielding a avoided cost of \$1,920,000 for the 16,000 ft.² to be devoted to municipal spaces. Utilizing a 30 year bond amortization, approximately \$98,000 will be saved on an annual basis**

INITIATIVE #5 LAW ENFORCEMENT CONSOLIDATION – TRANSFER OF LOCAL LAW ENFORCEMENT SERVICES FROM THE VILLAGE OF FORT PLAIN AND THE VILLAGE OF CANAJOHARIE TO THE MONTGOMERY COUNTY SHERIFF’S OFFICE

The proposed design for the future delivery of police services in the Villages of Canajoharie and Fort Plain is to deliberately and carefully migrate the entirety of those services to the Montgomery County Sheriff’s Office. The efficacy of such a model has been previously proven in numerous instances throughout the United States. In the Mohawk Valley of New York State, this should represent the first such innovation. The Montgomery County Sheriff’s Office will establish full 24/7 coverage and patrols and will create a Western Montgomery County substation within the former Beech-nut building, in Canajoharie, thereby establishing a continual local presence. Police consolidation general yield other attendant benefits including:

- provision of services previously unavailable, such as centralized record keeping, crime laboratories, and other specialized services
- better trained personnel
- lower personnel turnover rate due to increased opportunities within the larger department
- costs for equipment are reduced (purchasing in bulk)
- hiring can become more efficient
- lower insurance costs
- opportunity for innovation

Fiscal Impact

Additional service costs, associated with enhanced sheriff department staffing in Fort Plain and in Canajoharie, will be charged back to those municipalities. **Nonetheless, the elimination of duplicative services allows for the implementation of a much more economically efficient model of providing those services, with police costs in each community reduced by 60%, or \$199,200 in Fort Plain and \$197,274 in Canajoharie, for a structural annual savings of \$396,474 or \$1,982,370 over 5 years.**

INITIATIVE #6 CREATION OF A COUNTYWIDE ASSESSMENT DEPARTMENT

Montgomery County has 11 property tax assessing units where the governments of 10 towns and one city are responsible for the assessment function. This initiative will transition property assessment services in Montgomery County from discrete assessing units to a single County Department, completely consolidating the assessment function at the County level. The reality is that Montgomery County will become only the third county in New York State with a single pan-county assessing unit. In 2016, the total towns and city expenses for tax assessment was \$407,847 (7.8% of their general fund expenditure). The county government's Department of Real Property Tax Services (RPTS) currently provides parcel mapping services and assists local assessors, but does not undertake individual assessments.

Instead of having 10 towns and the City of Amsterdam as independent assessing units, the County will be the single assessing unit with one assessing cycle. Public support from the local residents is critical to launching this reform, because this option requires a voter referendum within the county. Once the option is approved by the voters, the County can apply for "referendum aid" from the State that is \$2 per parcel (\$50,378 in total). Under this system, there will be an appointed County Assessor; a County Board of Assessment Review would also need to be created.

Fiscal Impact

The County-wide Assessment initiative will produce a \$1,340,692 savings over a five-year period – **or, approximately \$270,000 on an annual basis.**

INITIATIVE #7 - CONSOLIDATED REPAIR FACILITY (CRF)

Montgomery County plans to construct a consolidated vehicle repair/maintenance facility (CRF) in the Town of Glen. Municipal participants will have access to a modern facility that allows for less expensive and timelier repairs/routine maintenance. As of the submission of this report, 13 municipalities have committed to the initiative:

- Town of Glen
- Town of Florida
- Town of Minden
- Village of Canajoharie
- Town of Canajoharie
- Village of Fort Johnson
- Town of Amsterdam
- Village of Palatine Bridge
- Village of Ames

- Village of Nelliston
- City of Amsterdam
- Village of St. Johnsville
- Town of Charleston

The CRF will operate as an enterprise fund created by the county, which will be administered by a Board of the town highway superintendents. The proposed location is along Route 5S, within the Glen Industrial Park as part of the new county DPW facility. CRF participants will not only share a facility, but also equipment and skilled labor. This is an innovative project because it takes the combined resources of the municipalities to build a first-class facility that would otherwise have been cost prohibitive for them individually. Between having a more coordinated procurement process and improved financing capabilities, capital purchases like truck lifts and road equipment will be more accessible.

The CRF would be a replication of a concept already implemented in the Town of Onondaga and at the KME facility in Albany. It will afford Montgomery County the ability to implement just-in-time repairs, which will improve the cash flow of the municipalities, reduce their inventory costs, and reduce fleet downtime. Consolidated bulk purchasing of parts for the CRF will lower the unit costs passed along to municipalities.

The CRF will transform the manner in which municipal public works departments repair and maintain vehicles in Montgomery County. An operations management system, such as software developed by Dude Solutions, Inc., will provide more effective preventive maintenance, reduced downtime, more effective repairs, and more “fix-it-first-time” results. These factors can lead to maintenance cost savings and extended equipment life.

Fiscal Impact

Cost savings were calculated for: (1) in-house repair savings, (2) equipment savings through consolidated procurement, and (3) avoided building costs.

1. In-House Repair Savings – Significant savings are expected to be reaped as a result of doing repairs at the CRF as opposed to contracting out repairs. To calculate these savings, we multiplied the estimated repair savings rate by the municipalities’ adopted budgets for “General Repairs, Contractual Expenditures” for Fiscal Year 2017. Cost savings as a result of moving to in-house repairs are projected to be **approximately \$474,990 each year** for a \$2,374,953 savings over 5 years.
2. Equipment (parts) Savings – The Integrated Business System (IBS) is a customized inventory management system that is operated by NAPA and will be located within the new facility. To calculate equipment savings, we multiplied the estimated equipment savings rate by the municipalities’ adopted budgets for “Machinery, Equipment” for Fiscal Year 2017. Equipment

cost savings as a result of moving to the IBS inventory management system are projected to be approximately **\$21,366 each year** for a five year savings of \$106,830.

3. **Avoided Building Costs** – Our counterfactual cost savings estimate was developed under the assumption that twelve municipalities of the thirteen who expressed interest would, in the near future, have to build new public works facilities or significantly repair existing ones. As such, the cost savings are the building costs that the municipalities would avoid by taking part in the proposed consolidated repair facility. Data for the counterfactual--the estimated CRF construction costs--comes from CT Male Associates, an engineering and architectural firm. Under the assumption that these avoided repairs would cost approximately \$177.54 per square foot, we arrive at the avoided repair costs by multiplying \$177.54 by the square footage of the municipalities' existing facilities. Total cost savings represent the total avoided cost of building/repairing twelve DPW facilities as opposed to building the consolidated repair facility in the town of Glen. Utilizing the referenced calculation methodology, avoided cost savings are projected to be approximately \$3,346,774 -- **or approximately \$170,000 on an annual basis utilizing a 30 year bond amortization schedule.**

INITIATIVE #8 - CREATION OF EFFICIENCIES THROUGH ELECTRONICRECORDS MANAGEMENT/CONTENT DEVELOPMENT, INVESTMENT IN PHONE AND COMMUNICATION SYSTEMS AND A NEW IT SOFTWARE BACKBONE

The proposed solution for the records retention system would be based on an expansion of the records system used by the county to the entirety of County department and most municipalities within the county. This system is currently based on a Web/Windows based solution from Laserfiche.

Currently, the County and each participating municipality have little or no implementation of automated document retrieval systems. The lack of a standardized system results in multiple inefficiencies, such as:

- Inefficient storage of documents and inflated storage needs
- Significant staff time devoted to manual lookups of information
- Redundant storage and re-typing of information
- Lack of application of standardized retention strategy

The implementation of a computerized system is intended to provide the following advantages and to increase efficiency:

- Increased access to documents by the public
- Decrease in errors from multiple copy access across groups
- Provide necessary security of records
- Allow quicker retrieval and access to documents
- Preserve records and provide continuity in event of disaster, and

- Meet statutory and regulatory requirements for records retention/activities
- Reduce the risk of accidental deletion of records
- Provide audit trail ensuring authenticity of records

The cost of the proposed countywide solution would be significantly less than each municipality completing this effort on its own. Additionally, the centralization of documents will facilitate future efficiency projects including assessment, permitting and municipal consolidation.

The management system will operate in a VMWare environment on equipment located at the County offices in Fonda. This location already contains a secure, climate controlled computer facility. No additional physical modifications to the facility are anticipated.

The hardware and software will be operated by County IT personnel. Staff will be trained in the operation of the systems. No increase to IT staff is anticipated in support of this effort.

The system itself will be housed on two high-performance server systems for redundancy. The necessary SQL and operation servers will operate as virtual machines on this infrastructure.

Storage will be provided by an attached 48TB storage system which will house the scanned documents and associated support files. System will be configured in a RAID Array with hot swappable drives for redundancy. Drive backups will be used to facilitate recovery and storage off site.

Individual scan workstations are planned for each department and municipality. These workstations will consist of a graphics workstation, sheet fed scanner and appropriate software licenses.

Individual search stations are planned for each department and municipality. These workstations will consist of a graphics workstation and appropriate software licenses.

The group plans to primarily use outsourced scanning and indexing services to facilitate loading the system with existing documents. The County has negotiated a discounted cost to complete this effort. At the same time, documents will be evaluated based on NYS/County approved retention guidelines. Documents not meeting the criteria will not be scanned. It is anticipated that approximately 70% of existing documents will be scanned. The remainder will continue to be stored in paper form or destroyed.

Access to the centralized system will be completed over a connection to the County servers. Bandwidth will be made available through the three providers serving the participating municipalities. (Spectrum Communications, Frontier Communications and Pattersonville Telephone). Each provider has been awarded expansion under the NY Broadband Program for Phase 1, 2 and 3. Each municipality has (or will have) sufficient network bandwidth to support the application prior to deployment.

Sufficient training has been budgeted into the request to ensure full usage of the system and integrate into the daily operations.

Fiscal Impact:

Moving records within the County and its constituent municipalities into a fully electronic records management environment, inclusive of the scanning of massive amounts of paper records stored in file cabinets and the adoption of a Content Management System in which records are created electronically and managed electronically through their entire lifecycle.

- County space savings = **\$288,204 annually**
- Municipal space savings = **\$134,551 annually**
- County workflow efficiency savings = **\$1,250,000 annually** – assumes a 15% increase in records workflow efficiency as generally framed in the literature, a sample review of county workflow processes and the eventually ability to reduce county-wide workforce by about 15 positions (at approximately 3% of County workforce) as electronic records management efficiencies simultaneously reduce workforce needs and improve the quality of services.

Total cost savings total cost savings will be \$8,363,775 – \$1,642,902 (investment costs) for a five year net savings of \$6,720,873 or a **pro-rated annual savings of \$1,344,174.**

INITIATIVE #9 – TOWN OF MINDEN-VILLAGE OF FORT PLAIN JOINT DEVELOPMENT OF SALT STORAGE FACILITY AND FUEL DEPOT

The new salt storage shed and the new fuel depot will be located on property owned by the Town of Minden adjacent to the Town office/DPW building. The facility will be operated by the Town. The proposed initiative will yield significant and substantive benefits beyond associated cost savings and is demonstrably innovative and replicable in a very simple and economic way. The range of benefits includes improved operational efficiencies, mitigation of hazardous conditions, compliance with regulatory requirements, improved emergency response capability and sound environmental management/ Benefits are categorized by those specifically associated with the proposed shared salt storage facility and those associated with the proposed shared fuel depot.

Benefits of shared salt storage facility

- Relieves congestion in the Village Hall parking lot that is currently used for mixing.
- Provides a sufficiently-sized facility for salt storage, facilitating equipment maneuverability, improving procurement and inventory management, and providing for a better spatial relationship between storage and mixing functions.

- Eliminates safety concerns associated with potential catastrophic failure of existing salt storage buildings.
- Eliminates safety concerns associated with proximity of existing Minden salt storage facility to Route 80 (20 feet).
- Mitigates environmental concerns associated with salt leachate entering the Otsquago Creek and eliminates the possibility for environmental sanctions and fines to be levied against the Town's existing operations.
- Complies with regulatory requirements mandating covered storage of salt and containment of leachate.
- Maintenance limited to one storage structure, rather than two.

Benefits of shared fuel depot

- Containment structure surrounding tanks and pumps protects against environmental contamination.
- Provides for 24/7 availability of gasoline and diesel – particularly critical for emergency response and snow clearing operations.
- Provides a means to electronically track usage and allocate costs among municipalities.
- Eliminates the need for time consuming paperwork associated with filing for tax reimbursement for fuel purchases presently made at retail outlets.
- Maintenance limited to one fuel facility, rather than two.

Fiscal Impact

This initiative will produce a savings of \$194,555 over a five-year period – **an annual savings of approximately \$39,000.**

INITIATIVE #10 – DSS TO WORK

Working with local government partners, especially Fulton-Montgomery Community College, several local school districts and the Hamilton-Fulton-Montgomery BOCES, the Montgomery County Department of Social Services will aggressively expand its "DSS to Work" efforts, reducing the local social services tax burden and, more importantly, favorably altering the economic trajectory of many individuals lives. The following narrative describes the context of this particular initiative. A pilot program was, successfully, conducted during the summer of 2017.

Although the unemployment rate within Montgomery County has declined precipitously during the last three years and many employers, including the new Dollar General Distribution Center with 500 jobs, are struggling to recruit qualified job candidates, the number of able-bodied persons on the County's "Safety Net" and TANF roles remains relatively static. Obviously, these dynamics, when considered collectively, represent an illogical dissonance. The fact is that while there are many well-paid positions opening among local businesses, there remain barriers -- often long-term, deeply-embedded patterns of thinking and framing of self potential -- that inhibit a successful transition from DSS client to employed worker. Accordingly, Montgomery County, Montgomery County Industrial Development Agency, Montgomery County DSS and Fulton Montgomery Community College have devised a Job Skills Readiness Program intended to work with cohorts of select DSS recipients and move them from dependency to gainful employment. The core of the FMCC employment model is the Job Readiness Skills Training, a four week workshop that takes a no excuses approach to work readiness. This program investigates the barriers behind of a person's inability to obtain and keep a job, readiness, mentors participants towards creating positive attitudes and workplace behaviors they need to begin and change their lives. During 2018, Montgomery County DSS will expand the working relationship to the referenced school districts and HFM BOCES, drawing upon resources available through the Summer Youth Employment Program and the extraordinarily innovative Agricultural PTECH program.

This initiative is anticipated to save up to \$800,000 annually.

INITIATIVE #11 -- EXPANDED SHARING OF DPW SERVICES

Montgomery County DPW will further expand the sharing of its services and equipment with nearly all the municipalities in Montgomery County. A specific focus of this initiative will be the significantly enhanced collaboration/service-sharing with regard to specialized roadway and bridge maintenance services, including but not limited to:

- bridge maintenance
- paving
- roadside maintenance
- drainage improvements
- surface treatments
- micro paving
- materials transport

This initiative is anticipated to create \$150,000 in annual savings by avoiding equipment rental costs and the outsourcing of maintenance projects.

EXHIBIT 1--SHARED SERVICES PANEL VOTES AND JUSTIFICATIONS**SEPTEMBER 12, 2017**

<u>Name</u>	<u>Representing</u>	<u>Vote</u>	<u>Justification</u>
Robert Sullivan	Town of Charleston	Yes	Supports plan as presented
Thomas Quackenbush	Village of Fort Plain	Yes	Plan moves Western Montgomery County forward
Francis Avery	Village of Canajoharie	Yes	Instruction by Village Board, recognizing CWSSI is not binding
Peter Vroman	Town of Canajoharie	Yes	Full support of Town Board
Michael McMahon	Village of Ames	Yes	Supports the plan as presented
William Peeler	Village of Fonda	Yes	Shared services efforts are critical to future
James Post	Village of Palatine Bridge	Yes	Village Board supports concepts proposed
Eric Mead	Town of Florida	Yes	Supports plan as presented
Cheryl Reese	Town of Minden	Yes	Board supports all plan elements and Town needs savings
Larry Coddington	Town of Glen	Yes	Generally supportive of plan
Dominick Stagliano	Town of St. Johnsville	Yes	Support for overall savings for all municipalities
Matthew Ossenfort	County Executive (Chair)	Yes	Supports plan as presented
Kenneth Walters	Village of Fort Johnson	Yes	Supports projected cost savings