



# **Schuyler-Yates Counties Study**

## Steering Committee Meeting

November 6, 2014

# Baseline Review | Objectives

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- Establish a shared, factual point of departure
- Serve as key data source to draw on for options analysis
- Inform the Committee and broader community of stakeholders
  - **What does county government look like?**
  - **What are the costs and revenues?**
  - **Who provides which service? How? And at what levels?**
  - **What staffing levels are relied upon to deliver services?**
  - **In what areas are services provided in materially different ways?**

# Baseline Review | Format

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- Overview of project
- Size and structure of both counties
- Budgetary summaries
  - **Expenditures (and commonalities)**
  - **Revenues**
- Tax rates, fund balances and debt levels
- Staff allocations
- How the counties provide services \*\*
- Collective bargaining agreement side-by-sides
- Fringe benefit reviews

# Baseline Review | Methodology

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- Budget reviews
- Audited financial statement reviews
- Staffing data reviews
- Interviews with every department head in each county
  - **Organizational framework**
  - **Staffing allocations**
  - **Workload volume and work flow**
  - **Interaction / Interdependence with other departments**
  - **How the department / function has changed in past 5 / 10 years**
  - **Biggest challenges the department faces**
  - **Biggest opportunities the department has**
  - **Extent to which collaboration is feasible**

# Baseline Review | Basics

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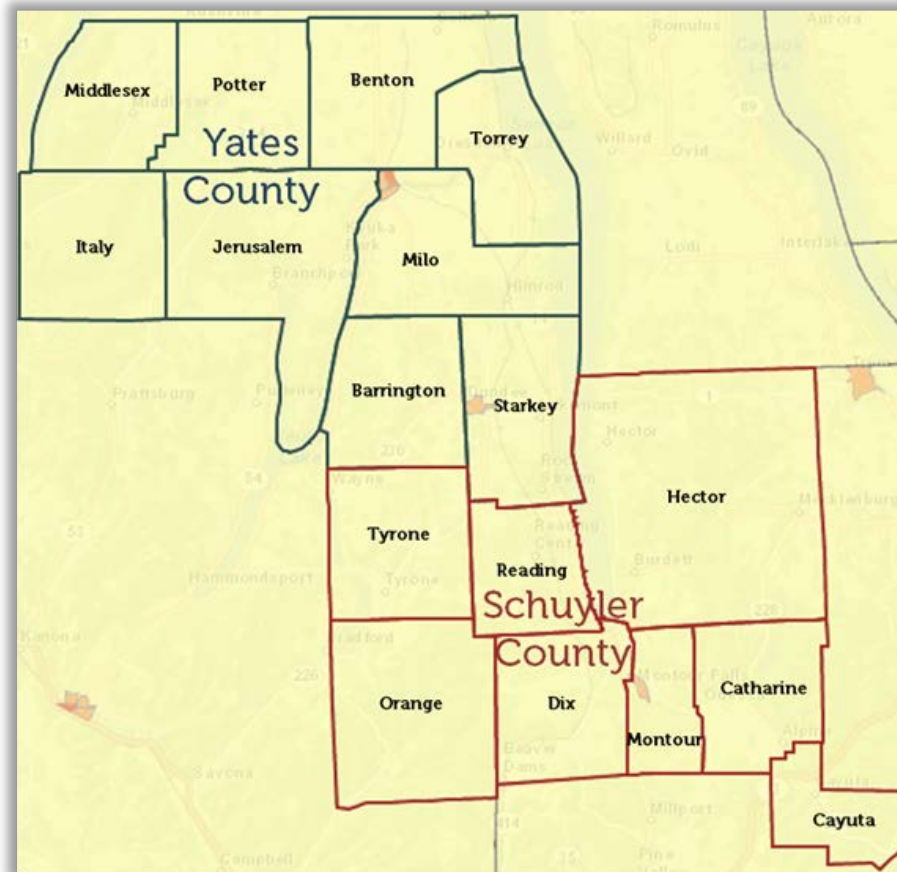
## County Population, 1950-2013

Source: Census Bureau

	Schuyler	Yates	Combined
1950	14,182	17,615	31,797
1960	15,044	18,614	33,658
1970	16,737	19,831	36,568
1980	17,686	21,459	39,145
1990	18,662	22,810	41,472
2000	19,224	24,621	43,845
2010	18,343	25,348	43,691
2013 (est)	18,460	25,156	43,616

# Baseline Review | Basics

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# Baseline Review | Expenditures

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## Budgeted Expenditures

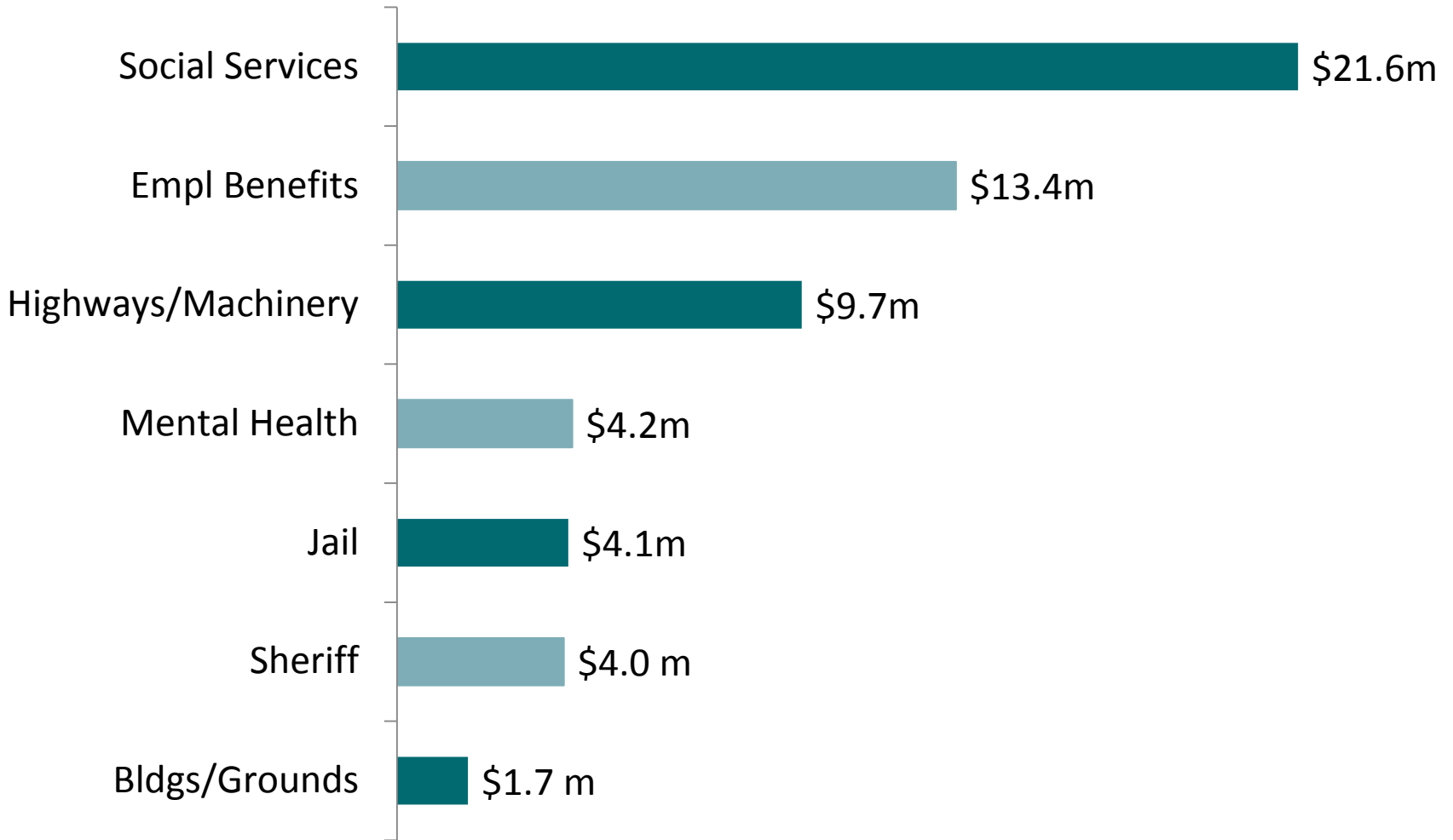
Source: 2014 Schuylter and Yates Counties' Budgets

(Dollars in Millions)

	Schuylter	Yates	Combined
General Fund	\$35.924	\$35.515	\$71.439
County Road Fund	\$3.370	\$5.437	\$8.807
County Machinery Fund	\$1.485	\$0.853	\$2.338
Airport	N/A	\$0.058	\$0.058
<b>Total</b>	<b>\$40.779</b>	<b>\$41.863</b>	<b>\$82.642</b>

# Baseline Review | \$ Commonalities

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# Baseline Review | Revenues

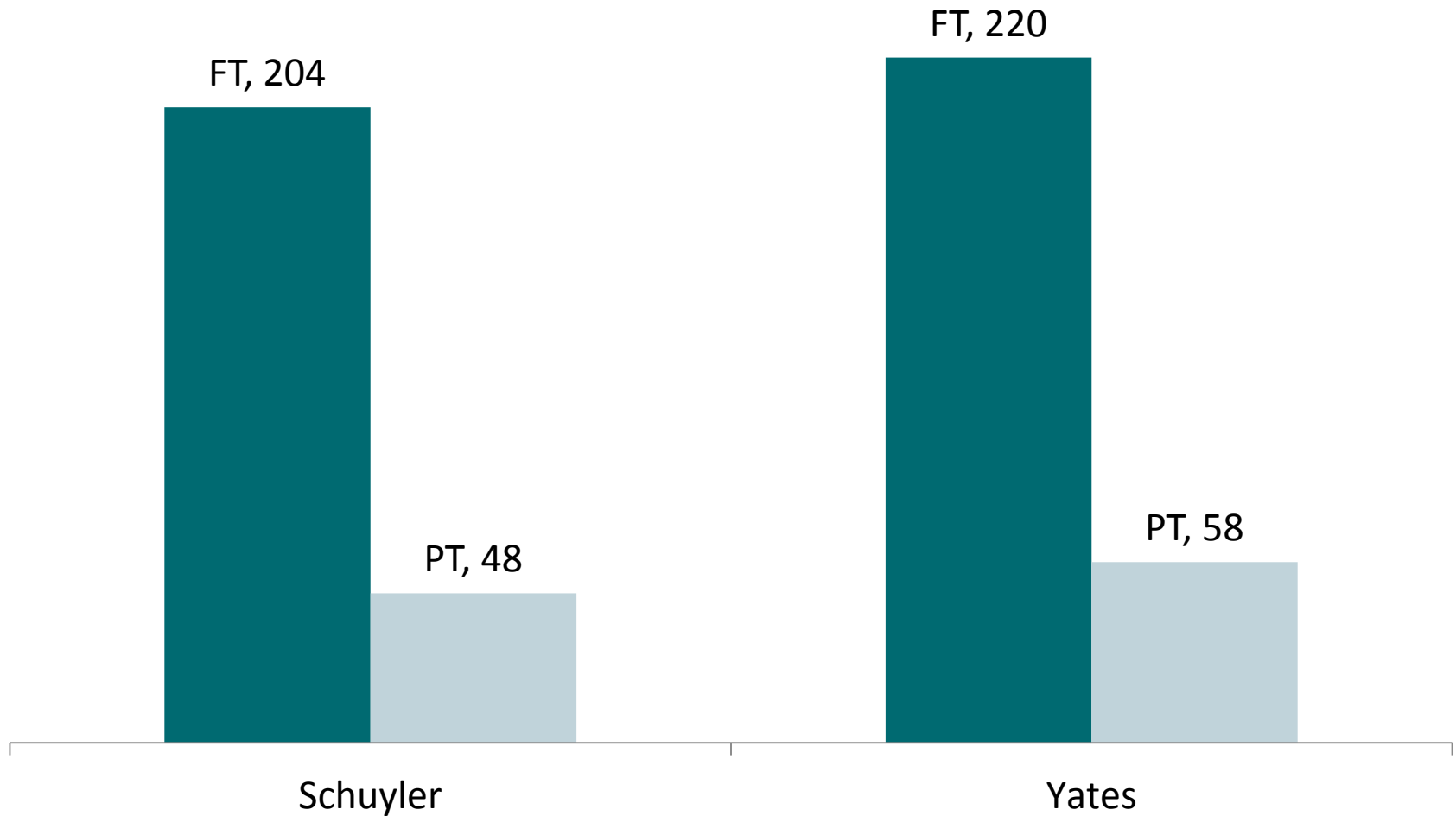
## Budgeted Revenues

Source: 2014 Schuyler and Yates Counties' Budgets  
(Dollars in Millions)

	Schuyler	Yates	Combined
<b>General Fund:</b>			
Estimated Revenues	\$27.422	\$22.003	\$27.422
Appropriated Surplus	N/A	\$2.276	\$2.276
Tax Levy	\$10.502	\$11.236	\$21.738
<b>Total Fund</b>	<b>\$35.924</b>	<b>\$35.515</b>	<b>\$71.439</b>
<b>County Road Fund:</b>			
Estimated Revenues	\$3.370	\$2.035	\$5.405
Tax Levy	N/A	\$3.402	\$3.402
<b>Total Fund</b>	<b>\$3.370</b>	<b>\$5.437</b>	<b>\$8.807</b>
<b>County Machinery Fund:</b>			
Estimated Revenues	\$1.100	\$0.038	\$1.138
Tax Levy	\$0.385	\$0.815	\$1.200
<b>Total Fund</b>	<b>\$1.485</b>	<b>\$0.853</b>	<b>\$2.338</b>
<b>Airport Fund:</b>			
Estimated Revenues	N/A	\$0.025	\$0.025
Appropriated Surplus	N/A	\$0.033	\$0.033
<b>Total Fund</b>	<b>N/A</b>	<b>\$0.058</b>	<b>\$0.058</b>
<b>Total All Funds</b>	<b>\$40.779</b>	<b>\$41.863</b>	<b>\$82.642</b>

# Baseline Review | Staffing Levels

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# Baseline Review | Service Reviews

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- How does each county provide each service?
- Is the service statutorily required?
- What level of service is provided in each county?
- How is each service area staffed?
- What material differences (if any) exist between the counties?
  - Service type and area
  - Service level
  - Staffing allocation
  - Expenditure
  - Governance structure
  - Use of outside vendor(s)

# Baseline Review | Example

- District Attorney
  - Provided by both counties
  - Powers, functions governed by NYS County Law §700
  - DA is elected position
  - Common responsibilities: Prosecuting criminal offenses committed within the county and in all courts of law (incl. justice courts)

Total Budgeted Costs (excl. benefits)	
Schuyler	Yates
\$373,577	\$334,264
Staffing Structure (positions in FTE)	
Schuyler	Yates
District Atty (1 ft)	District Atty (1 ft)
Asst Chief DA (1 ft)	Asst DA (1 ft)
Asst DA (1 pt)	Asst DA (1 pt)
Paralegal (1 ft)	Secretary (1 ft)
Crime Svc Coord (1 ft)	-
<b>Total = 4 ft, 1 pt</b>	<b>Total = 3 ft, 1 pt</b>

# Baseline Review | Service Similarities

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- Legislature
- District Attorney
- Public Defender
- Administrator
- Clerk
- County Attorney
- Records Management / Historian
- Buildings and Grounds
- Information Technology
- Probation
- Emergency Management
- Sheriff (Road Patrol, Criminal Investigation, Stop-DWI, Communications, Civil Division, Animal Control)
- Social Services (excl. Youth Board)
- Veterans Services
- Highway (notwithstanding some infrastructure scale differences)

# Baseline Review | Service Differences

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- Treasurer

## SCHUYLER

Outsourced\* to ADP, with reporting and check disbursement handled by Personnel Department

Processed in the Legislative office, and printing is done in Treasurer's office

## YATES

### **Payroll**

Processing duties reside in the Treasurer's office

### **Vendor Payment Audit**

Processed in the Treasurer's office

# Baseline Review | Service Differences

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- Real Property Tax Services

## SCHUYLER

Shared service with towns, villages and school districts; all contract with the county for assessment services, and all assessors are county employees

Receive service through contract with Chemung County

## YATES

### **Basics**

Assessment services are handled by the individual towns rather than the county; county provides data, mapping support

### **Mapping**

Provide service in-house

# Baseline Review | Service Differences

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- HR / Personnel / Civil Service

## SCHUYLER

County participates in Chemung County health consortium

Payroll administration handled by Personnel Department

Function handled through Administrator's Office; WC is outsourced to PERMA

## YATES

### **Health Benefits**

County provides health benefits on its own via carrier

### **Payroll**

Payroll administration handled by Treasurer's Office

### **Risk Mgt**

Function handled through Personnel Office; WC claims handled by insurance manager and TPA



# Baseline Review | Service Differences

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- Community Services / Public & Mental Health

## SCHUYLER

Public and mental health are consolidated under Dir of Community Services

Community services mainly in-house

Larger by comparison

## YATES

### **Structure**

Community services and public health are separate departments

### **Outsourcing**

Community services via third party contracts with outside agencies

### **Community Services Staffing**

Smaller by comparison

# Baseline Review | Service Differences

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- Senior Services

## SCHUYLER

Services offered through a County Office for the Aging

### **Structure**

## YATES

No County Office for the Aging; services offered through ProAction (state-designated agency)

# Baseline Review | Service Differences

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- Planning

## SCHUYLER

Member of Southern Tier  
Central Regional Planning  
and Development Board

## YATES

### **Structure**

Part of Genesee Finger  
Lakes Regional Planning  
Council

# Baseline Review | Service Differences

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- Purchasing

## SCHUYLER

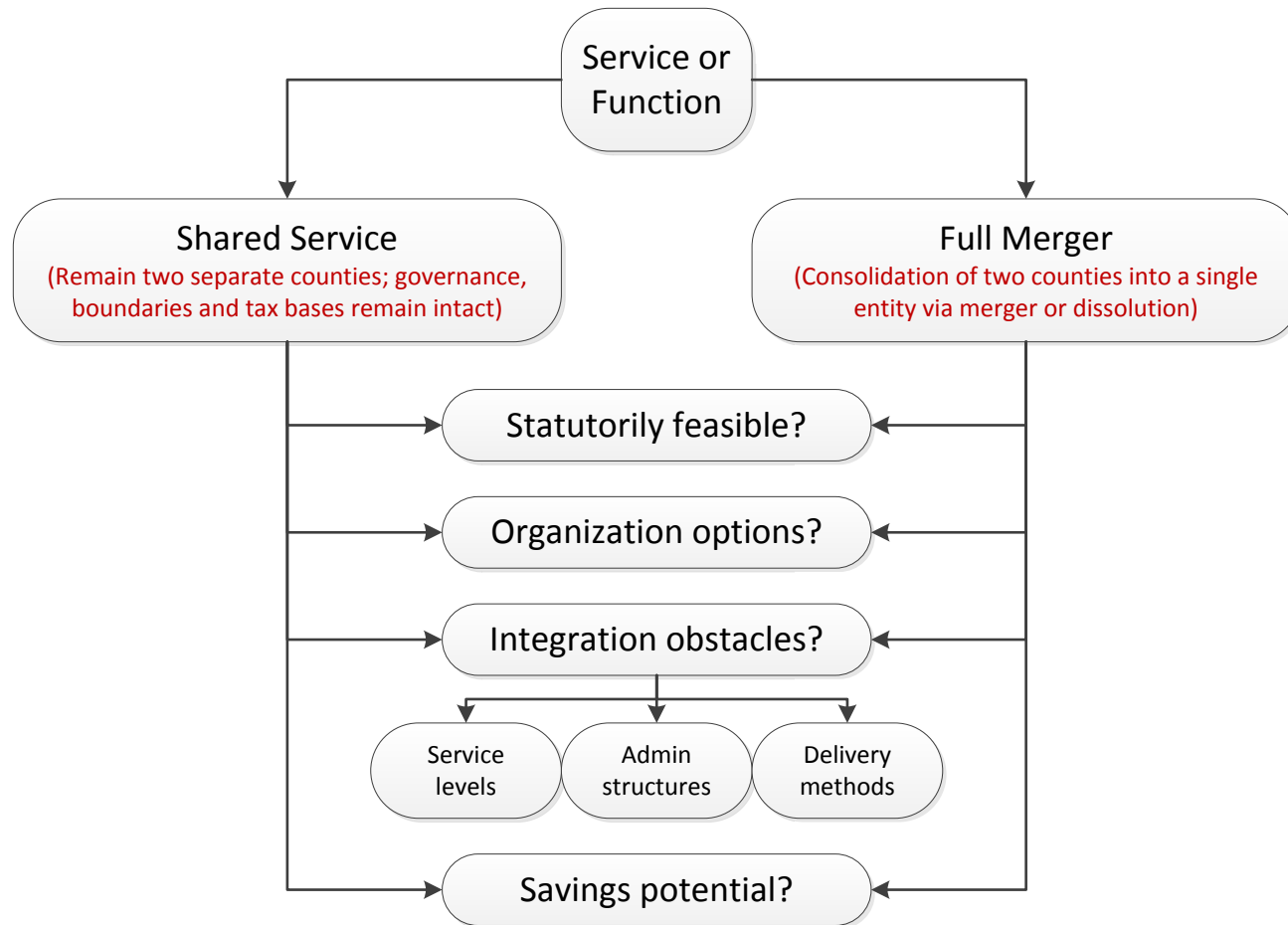
Single Purchasing Department oversees procurement process for all departments in county

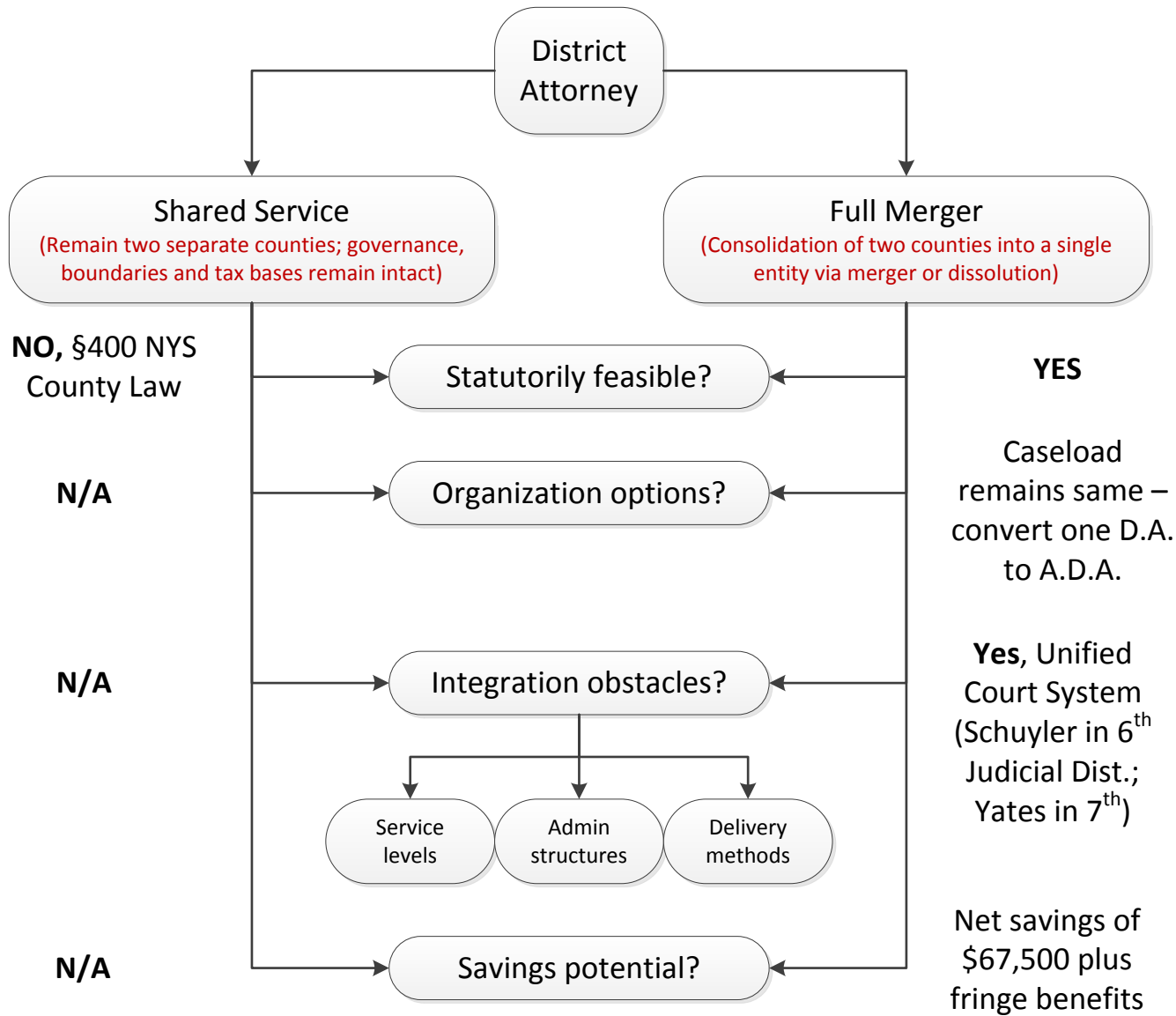
## YATES

### **Structure**

No central Purchasing Department; process administered largely at departmental level (with payment handled by Treasurer's Office)

# Options Review | Methodology





# Options Review | Next Steps

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- November **Completion of all service area options**
- December **Presentation to Steering Committee**  
**Release of full report**
- January **Public forum**  
**Steering Cmte “preferred options” determination**
  - CGR will facilitate Committee’s identification of a set of recommendations
  - To the extent the Committee endorses specific options for immediate action, CGR will draft an implementation outline noting specific action steps, timelines and accountability assignments