

# 2015 STATE OF THE COUNTY

“Getting stronger, moving forward”



MONTGOMERY  
COUNTY NY

February 27, 2015



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**It's that quality in a person that drives them to get up and dust themselves off when knocked down. It's that disposition that doesn't waste time asking if the glass is half empty or half full, because the point is there's water to drink and hard work makes you thirsty.**



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# **Core Principles**

- I. Sound Budgeting & Financial Planning**
- II. Implementation of Regional Business Plan**
- III. Investing in Critical Infrastructure & Public Safety Projects**
- IV. Local Government Efficiency Through Consolidation & Shared Services**
- V. Organizational Improvements**



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# Laying a Strong Financial Foundation

**In the 1<sup>st</sup> year of the new government, we adopted an on-time, unanimously approved budget that:**

- ✓ Closes operating deficit by \$1.1 million and reduces reliance on fund reserves to balance the budget.**
- ✓ Included critical funding for prioritized public safety & infrastructure projects**
- ✓ Held Property Tax under the State's cap**



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A truck approaches the entrance booth at the MOSA transfer station on Route 5S Tuesday afternoon.  
Nicole Antonucci/Recorder staff

# End of an era

MOSA's final  
day is at hand

By NICOLE ANTONUCCI  
and HEATHER NELLIS

The 25-year trash partnership  
between Montgomery, Otsego  
and Schoharie counties officially  
ends today with the dissolution

## Almost One Year Post MOSA

- Financially ahead in partial year 2014
- Little or no impact on residents
- County DPW maintaining landfills
- Eliminated GAT Liability



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## County earns A+ credit rating

FONDA – Montgomery County Executive Matt Ossenfort announced the county's credit rating has been raised by Standard & Poor's.

county Treasurer Shawn Bowerman for the outstanding work he's done in guiding us down the right fiscal path." The better rating is also a result of the

**Last September, Montgomery County's credit rating was increased to A+ by Standard & Poor's**

- S&P stated that the county's overall net debt profile is very strong
- Ratings upgrade allows county to finance improvements at a much lower cost by securing lower interest rates to finance long-term capital needs
- Instability now gone from a possible shortfall in gross annual tonnage of solid waste makes for more stable economic outlook and increases potential for growth



# 2016 Executive Budget Priorities

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- ✓ **Close deficit another \$1 million (cut \$4 million budget deficit in half in first 2 years)**
- ✓ **Reduce total spending**
- ✓ **Continue effective financial planning to provide tax stability for residents**
- ✓ **Continue our investments in critical infrastructure & necessary upgrades priority**



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# **Personnel & DSS Audit and Analysis**

## **Department of Social Services**

Testing internal control, performing quality control procedures over benefit program determinations, improving efficiencies, and effectiveness of staff all while investigating and testing high risk areas in which real tax payer dollars can be saved.

## **Personnel**

The County's Personnel Office will be reviewed and analyzed in the areas of health insurance, labor agreements, county policies and directives, payroll and workers compensation. There will be periodic updates to project findings, fiscal projections and recommendations will be given at the conclusion of this process.





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## II. Implementation of Regional Business Plan





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# **The Montgomery County Business Development Center is getting results.**

## **Amsterdam Print to Invest, 365 Jobs Remain in Montgomery County**

- ✓ **The MCBDC worked closely with Amsterdam Printing and with New York State officials in preparing the Community Development Block Grant (CDBG) application that was an integral component of this assistance package that ultimately kept Amsterdam Printing rooted in the area. New York State Homes and Community Renewal is providing a \$900,000 grant.**
- ✓ **Empire State Development offered Amsterdam Printing a performance-based incentive that could total \$3.25 million**
- ✓ **New York Power Authority has awarded the company 246 kilowatts of low cost power, to be used over seven years**



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## **The Montgomery County Business Development Center is Getting Results.**

- ✓ **Meeting a critical need, shepherding the Concordia Sr. Community in Amsterdam with construction starting this year.**
- ✓ **Shortly we will be undertaking a public-private partnership in relation to expanding our opportunities for business parks in the County.**
- ✓ **Aggressively engaging the NYS Regional Economic Development Council through the CFA Process and \$1.5 Billion Economic Development Competition**
- ✓ **Further pursuing the Regional Business Park and Exit 27 Sites, looking to move these large lot sites closer to being shovel ready, increasing opportunities to solicit private and public sector investment**



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## **The Montgomery County Business Development Center is Getting Results**

- ✓ **We are undertaking County Broadband study in order to try and leverage state dollars to deploy broadband to the underserved areas of the County**
- ✓ **We are working with Agricultural Society and solicit funding for improvements to the Fairgrounds which will increase visitors and those visitor dollars to our area**



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# Strike Force Montgomery County

A multi-pronged employment services (Work Force Development) campaign in partnership with New York State, Empire State Development, the State Dept. of Labor and other partners to boost employment. Money will be available to businesses looking to expand their workforce and can be used for on-the-job apprenticeship or customized training depending on the needs of the employer.

## On the Job Training

Up to \$7,900 per employee for wage reimbursement Customized Training

Up to \$5,000 per employee for class-sized training

Up to \$3,000 per employee for apprenticeship training

Up to \$2,500 per employee for customized training

Up to \$625 per employee for remedial training

- ✓ Vouchers can be submitted as often as an employer pays.
- ✓ Reimbursements are paid by New York State within 10-15 days



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# Branding Implementation



# RESEARCH METHODOLOGY



## Community

Research & Planning Audit  
Communication Audit  
Situation Analysis  
Familiarization Tour  
Stakeholders/Community

- Key Stakeholder Interviews
- Stakeholder Focus Groups
- Undercover Interviews
- Vision Survey
- Community Survey
- Brand Barometer

Geo-demography Tapestry Profiling (Residents)



## Consumers

Geo-demography Tapestry Profiling (Region)  
Perception Study (Qualitative)  
Community stakeholders, regional economic development and tourism professionals, and leaders from nearby communities  
Consumer Awareness & Perception Study (Quantitative)  
Visitors and Non-visitors  
Online Brand Monitoring  
Top Business Prospects



## Competition

Competitive Positioning Review  
Perception Study (Qualitative)  
Community stakeholders, regional economic development and tourism professionals, and leaders from nearby communities  
Consumer Awareness & Perception Study (Quantitative)



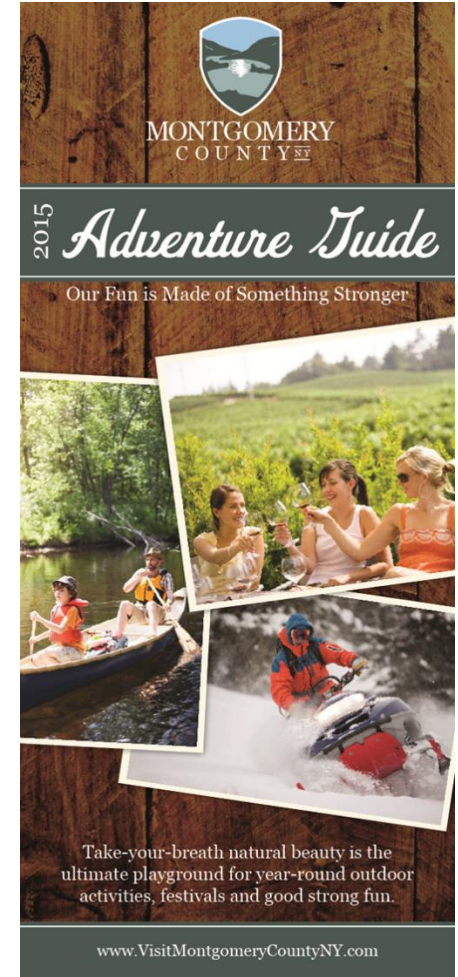
# Montgomery County, New York Strategic Brand Platform

<b>Target Audience:</b>	For people of strength (strong character, strong convictions, strong work ethic, strong will)
<b>Frame of Reference:</b>	Montgomery County, New York, nestled in the natural beauty and abundant resources of the Mohawk Valley
<b>Point of Difference:</b>	is a place where a history of determination and hard work welcome the future with a firm handshake
<b>Benefit:</b>	providing you, your family and your business a home you can count on.





# Branding Deliverables



# Why Branding Matters?

- ✓ We are working hard to gain interest and improve the perception that developers have about our County
- ✓ Improved Marketing of the Region is a cornerstone of the Regional Business Plan
- ✓ Final Report includes targeted core industry sector recommendations
- ✓ Branding research showed a more negative perception from County residents, than that of non-residents.
- ✓ Presenting the County in a consistent and professional manner will be a catalyst for both economic development and community pride.



# Investing in Critical Infrastructure & Public Safety Projects

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# Phase 1

## Consolidation & Reorganization of County Offices



### MONTGOMERY COUNTY PUBLIC SAFETY FACILITY EXPANSION

EMERGENCY SERVICES, PROBATION, PUBLIC DEFENDER AND CORONER DEPARTMENTS ADDITION  
FULTONVILLE, NEW YORK



## TIMELINE

Expansion at  
Sheriff's Office

- Break ground  
this spring
- Move in &  
grand opening in  
the fall





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# Phase II

# County Office Building





# Communications Upgrade

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- ✓ Our multimillion dollar investment to upgrade radios from Low to High Band will allow all First Responders to communicate better and improve response times in emergency situations
- ✓ 2-1-1 is now available for county residents to call from 9 a.m. – 7 p.m. for assistance, crisis support, referrals, developing emergency situations
- ✓ Launched County Emergency Management App.



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The adoption of our Capital Plan allowed for the use of \$1.1 million in one-shot revenues to make key one-shot investments for...

- ✓ 4 new patrol cars for Sheriff's Dept.
- ✓ Handicapped-accessible Veterans Van
- ✓ Equipment for Department of Public Works
- ✓ Community Service work truck

Moving forward, the updating of the Capital Plan will keep us on target for making upgrades in a timely manner





# Brand Road

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ROOT

## County officials unveil pair of rehabbed bridges

BY MATTHEW L. MCKIBBEN  
*Gazette Reporter*

While standing on Brand Road in the hamlet of Rural Grove, Montgomery County officials and engineers announced the opening of two bridges.

County Executive Matt Ossenfort said the redesigned bridges, on Brand and Logtown roads, are safer than before and will save residents time while traveling. Ossenfort said the bridges, as originally constructed, had caused numerous accidents and were

deemed unsafe.

The bridge on Logtown Road was unable in the past to be used by school buses, creating a substantial detour. The new design will be able to handle that additional weight.

The bridge on Brand Road was experiencing concrete deterioration, and many residents felt it was unsafe to travel over, Ossenfort said.

He added the new bridges can expect to have a lifespan of more than 75 years.

"Infrastructure is one my

highest priorities," Ossenfort said. "These types of projects are something we hope to see a lot more of."

Ossenfort called for assistance from the state and federal government to rebuild infrastructure in the county, saying "our needs far outweigh our resources."

"With infrastructure dollars trending downward, it makes it more difficult for us on the local level," he said. "While we

See **BRIDGES**, page C6

# Logtown Road







# County Bridge Program

- ✓ **Montgomery County has 92 bridges, 38 of which have been rehabilitated or replaced since 1997.**
- ✓ **Many of the remaining bridges were constructed prior to 1940 and will continue to deteriorate if not addressed. 39 percent of the bridges remain structurally deficient – County’s Bridge Program addresses 12 bridges & 1 culvert over a six-year period**
- ✓ **In January, bonding was approved for two bridges in Canajoharie (South Buel Road & McEwan Road)**



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## **IV. Montgomery County Local Government Efficiency and Shared Services**

### **Accomplishments:**

- ✓ Shared Service initiative with Schoharie and Otsego County to manage landfills saved taxpayers over \$100,000 annually
- ✓ Opening a DSS satellite office Amsterdam
- ✓ Held Local Government Efficiency Forum attended by local mayors, town supervisors, legislators & NYSDOS
- ✓ Begun meeting with each of County's 21 municipalities to discuss how we can do things smarter and more efficiently
- ✓ Smart Watt Initiative

### **Developing...**

- ✓ County wide records management system
- ✓ DPW/Highway Maintenance shared equipment / personnel system
- ✓ Bulk buying for services such as legal services, contract negotiations
- ✓ Departmental Consolidation (Heath and Human Services Wing)



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# V. Organizational Improvements





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# County Wide Program/Service Review

- ✓ The County is developing a comprehensive plan to generate feedback from residents, in order to gauge the effectiveness of our programs & services, evaluate our current needs and any areas of improvement.
- ✓ This is part of the county's strategic development planning to improve and enhance our customer service.





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# Professional Development

We are investing in the the professional development of county employees and are committed to continuing to improve workforce culture through:

- ✓ Proactive Labor Management Relations
- ✓ Consistent practices and updating administrative policies
- ✓ Improved internal communication and collaboration
- ✓ Opportunities for leadership development
- ✓ Employee recognition programs





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# Improved Risk Management & Employee Safety

Montgomery County Risk Management and Employee Safety is dedicated to promote and provide a safe and healthy work environment for all employees and visitors to our facilities.

- ✓ Bring workplaces into compliance with PESH/OSHA standards
- ✓ Review past safety trainings and determine what needs updates
- ✓ Create a visible safety committee and communicate the importance of personal and occupational safety to all employees
- ✓ Work to connect the county with free or low-cost safety-related services
- ✓ Create a dual focus on prevention of accidents, as well as incidents of violence
- ✓ Work to implement technology through various e-learning initiatives which will help with training and tracking of progress



The image features a background of a dark, rich wood grain with prominent vertical lines and a warm, golden-brown hue. The texture is detailed, showing the natural patterns and imperfections of the wood. The text is centered horizontally and vertically on a white background that is part of the overall composition.

**MADE OF SOMETHING STRONGER**