Kathleen M. Jimino County Executive



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July 31, 2017

Stan Brownell, Chairman Rensselaer County Legislature 1600 Seventh Avenue Troy, New York 12180

Re: 2017 County-Wide Shared Services Initiative Plan

Rensselaer County, New York

Dear Chairman Brownell:

The recently adopted New York State County-Wide Shared Services Initiative (CWSSI) requires county officials to develop localized plans that find property tax savings by coordinating and eliminating duplicative services and propose coordinated services to enhance purchasing power.

As part of this new initiative, I established and chaired a Shared Services Panel comprised of the mayor of each city and village and the supervisor of each town within the Rensselaer County. The Panel met four times to brainstorm ideas and discuss opportunities for sharing services and lowering taxes. The outcome of the meetings were synthesized to develop a Shared Services Plan that identifies additional immediate opportunities to provide services more efficiently and reduce the property taxes of county residents in 2018, and identifies additional long-term projects that can be explored for greater savings.

By unanimous vote of the Shared Service Panel, I am pleased to present to you the Final Draft County-Wide Shared Services Plan with accompanying certification for review by the Rensselaer County Legislature.

Please note that the Shared Services Panel will be holding three public hearings on the Draft Plan on August 10th, August 23rd, and September 7th. In addition, please provide any feedback or suggestions to me by August 31st so they can be reviewed by the Shared Services Panel and upon approval by the Panel, be incorporated into the final document by September 15th.

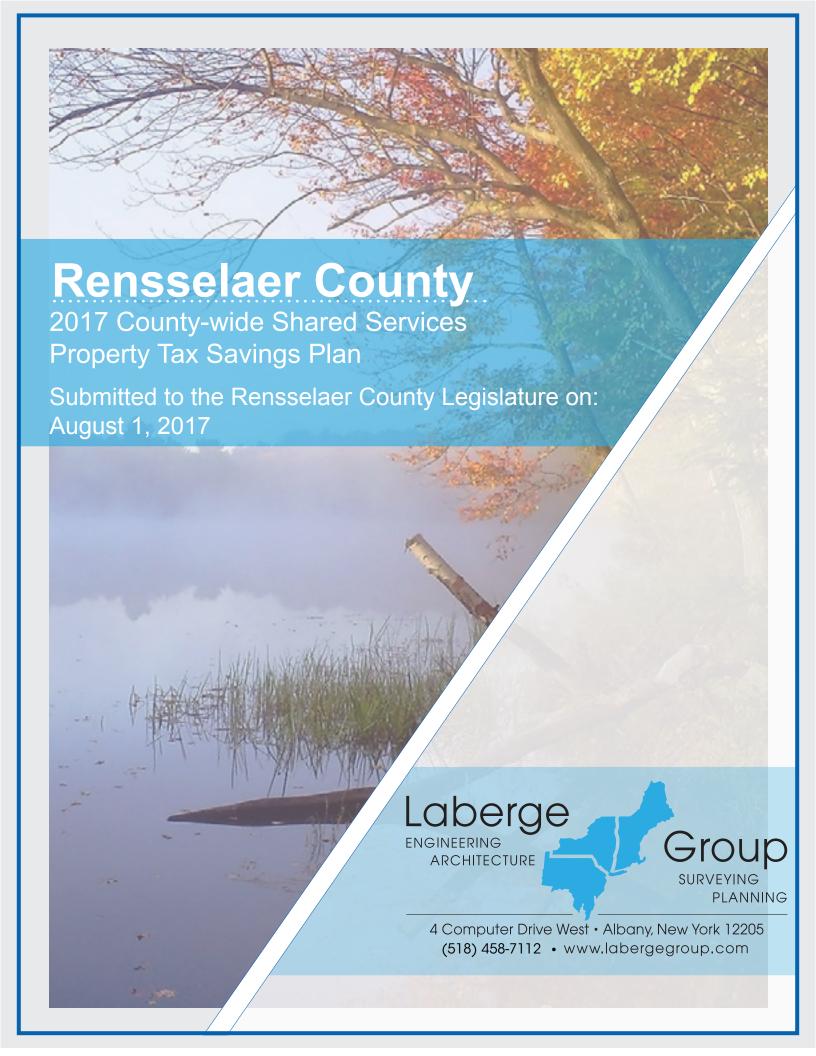
If you have any questions, please do not hesitate to contact my office.

Sincerely,

Kathleen M. Jimino

Rensselaer County Executive

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1. Introduction

Introduction

The recently adopted New York State County-Wide Shared Services Initiative (CWSSI) requires county officials to develop localized plans that find property tax savings by coordinating and eliminating duplicative services and propose coordinated services to enhance purchasing power. The goal of this new initiative is to save taxpayers money by identifying collaborative opportunities for shared services between as many local governments as possible. Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. As illustrated in this document, Rensselaer County and its villages, towns and cities



City of Troy

have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through formal and informal agreements, all levels of government, as well as, fire districts and school districts, have turned to one another in both good times and in emergencies, to provide services across municipal boundaries. These services were highlighted in the Government Efficiency mandated report in 2015, and continue today.

As mandated by this new initiative, a Shared Services Panel was established, chaired by Rensselaer County Executive, Kathleen Jimino. The Panel worked together to develop this Shared Services Plan for Rensselaer County that identifies additional immediate opportunities to provide services more efficiently and reduce the property taxes of county residents in 2018, and identifies additional long-term projects that can be explored for greater savings.



2. Governmental Overview

Rensselaer County is governed by a County Executive and a 19-member County Legislature. Other elected officials include a County Clerk, District Attorney, and Sheriff. As of 2015, the County had total expenditures of \$334.7 million.

Within the County, there are 2 cities, 14 towns, 6 villages, 12 school districts, 27 fire districts and more than 100 town special districts and other entities. As of the 2010 Census, Rensselaer County had a population of 159,429 and was the 16th most populous county out of the 57 counties outside of New York City. With a land area of 652.4 square miles, it is the 32nd largest county. With a population density of 244 residents per square mile, it is the 16th most densely populated county.

A. Formation of a Shared Services Panel

The County Executive established a Shared Services Panel comprised of the mayor of each city and village and the supervisor of each town within the Rensselaer County. The Panel met four times to brainstorm ideas and discuss opportunities for sharing services and lowering taxes.

Panel Meetings:

June 12, 2017	6:00 PM	Rensselaer County Office Building	
July 10, 2017	10:00 AM	Town of Schodack Town Hall	
July 21, 2017	10:00 AM	Town of Schodack Town Hall	
July 28, 2017	9:00 AM	Town of Brunswick Community Center	

Participating Municipalities:

Participating Cities Panel Representative		Panel Representative	
1.	Rensselaer	Mayor Daniel J. Dwyer	
2.	Troy	Mayor Patrick Madden	
Parti	cipating Towns	Panel Representative	
1.	Berlin	Supervisor Robert C. Jaeger	
2.	Brunswick	Supervisor Philip H. Herrington	
3.	East Greenbush	Supervisor Jack Conway	
4.	Grafton	Supervisor Ingrid Gundrum	
5.	Hoosick	Supervisor Mark Surdam	
6.	Nassau	Supervisor David Fleming	
7.	North Greenbush	Supervisor Louis J. Desso	
8.	Petersburgh	Supervisor Alan Webster Sr.	
9.	Pittstown	Supervisor Verna Hansen	
10.	Poestenkill	Supervisor Dominic Jacangelo	
11.	Sand Lake	Supervisor Flora Fasoldt	
12.	Schaghticoke	Supervisor Jean Carlson	
13.	Schodack	Supervisor Dennis Dowds	

14.	Stephentown	Supervisor Larry Eckhardt		
Participating Villages Panel Representa		Panel Representative		
1.	Castleton	Mayor Robert Schmidt		
2.	East Nassau	Mayor Mitchell Levinn		
3.	Hoosick Falls	Mayor Robert Allen		
4.	Nassau	Mayor Robert W. Valenty		
5.	Schaghticoke	Mayor Thomas Carlo		
6.	Valley Falls	Mayor Richard Andrew		

B. County-Wide Shared Services Initiative Process

As per New York State Law, Rensselaer County Executive, Kathleen Jimino, created a Shared Service Panel that was comprised of the Chief Elected Official of each municipality. The initial meeting consisted of a thorough review of the CWSSI Guidance Document and began the process of identifying existing shared services, service gaps and developing worthwhile, cost-saving projects to pursue. During the first meeting it was noted that the timeline to comply with the development of the plan was short, and a few members discussed whether to pursue the plan development for 2019 instead of 2018. After discussion it was decided that it was in the best interest to pursue a parallel path that included 1) the identification of potential short term opportunities that can yield savings in 2018, and 2) create a Council of Governments that will delve deeper into long-term opportunities in order to uncover additional potential restructuring and efficiency projects.

The creation of the Council of Governments Committee will have a significant impact on how government services are provided by the County and its municipal partners. This committee will not only be charged with identifying additional areas for additional efficiency and additional fiscal savings, but it will provide accountability in the oversight of the CWSSI projects identified in this plan.

Panel Meeting attendees were given an overview of the timeline, as well as, several worksheets and "homework" that included:

- Existing Shared Services Initial Worksheet
- Potential Shared Services Initial Worksheet
- Employee / Local Official Roster Worksheet
- A Request for 2016 and 2017 Municipal Budgets

All of the forms and information distributed at the meeting were also sent electronically to all Panel Members with a request to return the requested information back to the County before the second Panel meeting. In addition, the County and municipalities sent letters to union leaders, school districts and BOCES regarding the process and inviting their ideas for shared services. At the second Panel meeting

participants reviewed brainstorming concepts, short-term and long-term projects, potential project partners and data needs. Follow-up conference calls were then held with potential project partners to explore each project in more detail. This information was further discussed and refined at the third Panel meeting, which led to the identification of six (6) short-term CWSSI projects that can be implemented in 2018.

3. Review of Current Shared Services

Current Shared Services

In 2015 the County embarked on a shared services initiative that lead to a high level of cooperation and shared services among the county, cities, towns and villages in Rensselaer County as tabulated below. To date the County and its municipalities have over 20 existing IMAs, as well as, many other shared service agreements that include the following:

Current Partners	Currently Sharing		
Town of East Greenbush, City of Rensselaer	Composting		
City of Troy, City of Schenectady	Shared Code Enforcement		
East Greenbush, City of Rensselaer, City of Troy, North	Inter-municipal Water Agreements		
Greenbush, Brunswick, Schaghticoke, Town of			
Hoosick, Village of Hoosick Falls, Town of Poestenkill,			
City of Troy, Town of Brunswick			
Town of Schodack, Town of East Greenbush	Sewer Agreement		
EGPD, Rensselaer PD, Schodack PD, Village of Nassau	East Greenbush Police Department - DWI		
PD, City of Troy PD, Rensselaer County, Town of	Enforcement, Law Enforcement, Training,		
Colonie, North Greenbush PD, Rensselaer County	Use of Colonie Police Range and Training		
Sheriff, Village of Hoosick Falls, Town of Hoosick	Facility, Sharing Plan for Card Scan		
	Identification, Agreement/Amendment One		
	Albany Crime Analysis Center, SWOT		
Town of Hoosick, Village of Hoosick Falls	Police		
NYMIR & Various Municipalities	Changed Insurance Carrier to NYMIR		
City of Troy, Rensselaer County Sewer District	Shared Sewer		
Rensselaer County & All Fire Departments	Fire training tower owned by Rensselaer		
	County and used by all fire		
	departments/companies		
Rensselaer County & All First Responders	Coordination of training courses for first		
	responders including fire, EMS, and		
	utilities done by Rensselaer County		
Rensselaer County, City of Rensselaer, Rensselaer	The County now oversees Civil Service		
Housing Authority	requirements for the City which previously		
	had its own Commission		

Rensselaer County & All Municipalities	County provides assistance to
	municipalities with planning & zoning issues
Rensselaer County & Various Municipalities	County provides assistance to municipalities looking to bring businesses
	into their community including IDA
	incentives. The County coordinates with
	municipal IDAs whenever possible.
Rensselaer County & Various Municipalities	Participation in County Workers Comp Pool
Rensselaer County & Various Municipalities	Snow plow and road striping contracts
Rensselaer County & Various Municipalities	County provides engineering guidance on municipal projects
Rensselaer County & Various Municipalities	County bids provide language for
	piggybacking by municipalities, school
	districts and Troy Housing Authority and
	includes their estimated quantities as well.
Rensselaer County & Various Municipalities	County provides technology to assessors to
	access real property files including
	pictometry and prints tax bills
Town of East Greenbush and City of Rensselaer	Rensselaer County Water Sewer Authority
	Debt Issuance & Capital Expenditures, Sewer Vacuum Truck, Reclaim Yard
	Waste/Removal, Provide water to General
	Water District, Respond to water main
	breaks/emergencies
Town of East Greenbush and East Greenbush Central	Project Management for Paving Project,
School District	Procure Road Salt, Use of busses for Town
	Summer Camp and other Youth Programs
Rensselaer County, Town of Brunswick, Town of	Routine Maintenance of County Highways,
Schodack, Town of Petersburgh, Town of East	Snow Removal
Greenbush	
Town of East Greenbush and Town of Schodack	Sewer Inter-municipal Agreement
Town of East Greenbush, East Greenbush Firehouse -	Summer Camp – Emergency Shelter
Park Station on Phillips Road	
Town of East Greenbush, Residents from Schodack and	Senior Services and Programs
Rensselaer participate	
Town of East Greenbush, Schodack, North Greenbush,	Summer Camp for Nonresident applicants
City of Troy, Rensselaer	
Town of East Greenbush, City of Rensselaer, Town of	Document Shredding (3x per year)
Schodack	

Town of Grafton, Town of Petersburgh, Town of	Dog Control Officer		
Pittstown, Town of Schaghticoke, Town of Nassau,			
Village of Nassau, Town of Schodack, Town of			
Poestenkill			
Town of Hoosick, Village of Hoosick Falls, Town of	Shared Highway Equipment and Staffing		
Nassau, Town of North Greenbush, Town of North			
Greenbush, Town of Sand Lake, Town of Pittstown,			
Town of Schaghticoke, Town of Schodack, Town of			
East Greenbush, Town of Nassau, Village of Castleton,			
Village of Hoosick Falls, Town of Hoosick			
Town of Hoosick & Village of Hoosick Falls	Shared Services for Tax Review and		
	Engineering, Police, Code Enforcement		
Town of Nassau & Town of Sand Lake	Sewer Services		
Town of Nassau & Village of Nassau	Shared Services for Refuse Disposal		
Town of Schodack, Village of Nassau	Code Enforcement		
Town of North Greenbush and Surrounding	Youth and Recreation Department		
Municipalities			
Town of Brunswick, Town of Schaghticoke	Fire District		
Town of North Greenbush, City of Rensselaer	Police Services		
Town of North Greenbush, Town of Poestenkill, Town	Health Insurance Changes		
of Sand Lake, Village of Castleton, Village of Hoosick			
Falls			
Town of Schodack, Village of Castleton	Shared Water Truck		
Village of East Nassau, Town of Nassau, Town of	Digital Towpath		
Poestenkill, Town of Petersburgh, Town of			
Schaghticoke, Town of Grafton, Town of Schodack			
Village of Hoosick Falls, Town of Hoosick	LED Bulbs in Streetlights		
Village of Nassau –Mutual Aid	Police K-9 Services		
Village of Nassau & Nassau Fire District	Emergency Traffic Control		
Town of Nassau, Village of Nassau	Refuse Disposal		

4. Proposed CWSSI Projects

Rensselaer County, as with many communities throughout New York, has reached a crossroads brought on by population growth, aging population, attrition of municipal employees, and rising cost of services. The primary answer to this challenge is to find and implement a full range of options to increase staff productivity to achieve the same amount of work done with fewer employees and to accomplish more with existing staffing levels. That increased productivity can be generated by organizational and process reredesigns, as well as, by broader and deeper uses of technology.

4.a Short-Term Projects

During the Panel meetings participants reviewed existing shared services and brainstormed ideas for new, additional or expanded sharing opportunities. Each community was asked if it was interested in participating in the projects, and the cost estimates were generated with data provided in the municipal budgets. The result was the identification of six short-term CWSSI projects that can be implemented in 2018 that include 1) Dog Control Services, 2) Highway and DPW Services, 3) Household Hazardous Waste, 4) Regional Purchasing Portal, 5) LED Streetlights, and 6) Regional Training. Each project is described in more detail below:

Project 1: Dog Control Services

Project Partners

- Rensselaer County (Facilitator)
- City of Rensselaer
- Town of Brunswick
- Town of Grafton
- Town of Hoosick
- Town of Nassau
- Town of North Greenbush
- Town of Petersburgh
- Town of Pittstown

- Town of Poestenkill
- Town of Sand Lake
- Town of Schaghticoke
- Town of Stephentown
- Village of East Nassau
- Village of Hoosick Falls
- Village of Nassau
- Village of Schaghticoke

New York State law requires towns and cities and, in some cases, villages to appoint dog control officers. We refer to the broader concept of 'Dog Control' as municipalities often confront control challenges from a wider array of animals. Dog Control addresses three needs: animal welfare, public health, and ordinance enforcement.

Virtually all of the municipalities in Rensselaer County provide dog control services but most do not have full time Dog Control Officers (DCOs). They are either part-time, on-call, shared or contracted out. Animal control officers play an important role in public safety as they are responsible for capturing and impounding dangerous or stray animals, investigating cases of animal cruelty, enforcing licensing laws, providing expert testimony in court cases, rescuing trapped animals, writing incident reports, and providing humane care to animals under their supervision. Contracting the work can be costly and having part-time or on-call DCOs can lead to insufficient coverage when needed, especially during emergency situations. It can also be a challenge for municipalities to replace DCOs as they retire or provide backup in the event of illness or injury.

This plan offers two alternative options for municipalities to share Dog Control services in place of employing an Dog Control Officer: Consolidating the DCO responsibilities within the Sheriff's Department or hiring a private contractor to perform DCO duties.

Option 1: County Sheriff

This option would move dog control responsibilities away from town, village and city dog control officers to the Rensselaer County Sheriff's Department. The project partners currently spend over \$153,000 per year on animal/dog control. Assuming that the Sheriff could manage this responsibility with 1.5 FTE at \$55,000 per FTE and 45% fringe, we estimate switching to a countywide system could save the project partners approximately \$38,800 per year.

Having the Sheriff's Department responsible for managing dog control has several benefits:

- Enhanced enforcement of unregistered dogs and increased revenue for localities by license fees.
- Elimination of safety concerns that often come with the civilian position.
- Deputies assigned to dog control duty would have the power of arrest.
- Greater efficiency: officers would be able to multi-task and respond to other law enforcement calls.

With registration fees anywhere from \$10-15 per dog, an increase in registered dogs equates to increased revenue for municipalities. To help combat delinquent dogs, officers would be allowed to hand out uniform registration information that residents can mail in within a set time frame.

One of the benefits of consolidation of this service within the County Sheriff's Department is the elimination of safety concerns that often come with the civilian position. Today, calls for dog control can be related to domestic disputes, drug dealers, and other illegal activity that can put a civilian in a dangerous situation. In addition, a uniform licensing policy coordinated through the Sheriff's Department is anticipated to increase compliance and registration.

An advantage of shifting operational control to the Sheriff's Office is that all of the deputies assigned to dog control duty would have the power of arrest. The deputies assigned to dog control could potentially respond to non-dog control related law enforcement issues in the community. Officers would be able to multi-task and respond to other law enforcement calls. Furthermore, the Sheriff's Office could provide enhanced levels of investigative expertise during cruelty investigations.



Option 2: Contract Services with a Private Entity

If this consolidation within the Sheriff's Department is not feasible, a second option would be for municipalities to contract with a private company to perform the duties of the Dog Control Officer. Participating municipalities could put out one bid for DCO services to obtain the maximum quality of service at the lowest cost. Such an approach may also enable a uniform ordinance for control of animals. Right now, each municipality creates its own ordinance. In many cases, the ordinance applies to dogs only. Moving in this direction could result in a more comprehensive approach being taken.

Budget Narrative

Project Cost: We estimate an ongoing centralized cost of \$119,625 with transition costs to be determined.

Fiscal Impact: We estimate switching to a countywide system could save approximately \$38,800 or nearly 24 percent of the \$161,000 spent by Rensselaer County municipalities in 2015. The savings arise from better enforcement of licensing of dogs required by New York State law and reflect the cost of training and transition to the Sheriff's Department mentioned above.

Project 2: Highway and DPW Services

Project Partners

- Rensselaer County
- City of Rensselaer
- City of Troy
- Town of Berlin
- Town of Brunswick
- Town of East Greenbush
- Town of Grafton
- Town of Hoosick
- Town of Nassau
- Town of North Greenbush
- Town of Petersburgh

- Town of Pittstown
- Town of Poestenkill
- Town of Sand Lake
- Town of Schaghticoke
- Town of Schodack
- Town of Stephentown
- Village of East Nassau
- Village of Hoosick Falls
- Village of Nassau
- Village of Schaghticoke

Currently the County, towns and villages are each responsible for similar, and often at times, duplicative highway services. While the size and magnitude of heavy equipment and snow plows may vary based on road type and the individual services may be deployed uniquely, the basic services are the same across municipal boundaries. During the Shared Services Panel discussions and follow up interviews with each of the villages, public works, plowing, highway and engineering services became a key opportunity for future cost savings. Currently all of the towns, cities and villages within the County already share some highway services and equipment via formal and informal inter-municipal agreements, however there are opportunities to expand the level of sharing and increase planning and coordination to achieve greater efficiencies and cost savings.

Sharing DPW and Highway services among the municipalities and taxing districts will enable the communities to offer the most benefits to residents at the lowest cost available. Service delivery will be improved and each municipality will experience significant financial savings over time. Consolidating or sharing DPW operations will ultimately have significant benefits when compared to individual facilities, including the following:

- Reduced costs through bulk purchasing.
- Reduced construction costs for DPW projects.
- Reduced recurring maintenance costs.
- Eliminate duplication of staffing commitments required to manage and monitor projects.
- Reduce potential environmental impacts and penalties resulting from multiple public works projects occurring at the same time.

Throughout the project meetings, the following items have come up as specific needs and opportunities for shared services.

- Paving Coordination (short-term)
- Inventory and Equipment Sharing (short-term)

• Salt Purchasing and Regional Salt Storage Facility (long-term)

Paving Coordination

As noted throughout the shared service panel meetings, the Highway Superintendents and DPW Commissioners coordinate and share services almost on a daily or weekly basis including, but not limited to: paving, grading, transportation of aggregates, and both summer and winter maintenance. However, in order to further communication and cooperation, Rensselaer County will convene a meeting in late fall and early winter of each year and assume the role of a Paving Coordinator. The County will coordinate with each interested town, city and village to buy asphalt and/or services off of the County's paving contract. In addition, the County will assist in coordinating the paving schedules in order to facilitate an organized and synchronized approach to planned paving to reduce mobilization costs, reduce cost of purchased services or aggregates, and/or increase the ability to share specialized equipment or staff resources.

This will provide a great deal of savings in terms of time and economies of scale. The County has full-time engineers and staff who can assist other municipalities to evaluate problems and develop solutions at lower cost. Sharing this expertise will enable joint planning and implementation of Highway / DPW projects including developing bid specifications, scheduling paving jobs, conducting joint bids, awarding contracts, and managing projects at a set County rate. The per ton savings, coupled with mobilization and purchasing power will net dividends in cost savings to participating municipalities, school districts and special districts.

Inventory and Equipment Sharing



During the Shared Services Panel discussions and follow up interviews it became clear that while all municipalities share equipment and resources freely, a coordinated effort and inventory can enhance and increase these opportunities. For example, during the heavy snow storms in 2017, anecdotal information was shared that highlighted a situation that caused the City of Troy to rent private haulers. This cost could be lowered or mitigated if a heavy equipment and vehicle inventory was established. Then in an emergency, or in a planned capital project,

needed equipment could be borrowed or rented at a lower cost.

As an immediate step in the implementation of the CWSII, the County, towns, cities, and villages will establish a Heavy Equipment Inventory of specialized equipment that can be shared. Some of the equipment that could be shared includes sweepers, vacuum trucks, backhoes, and bucket trucks. Equipment and vehicles to be included are those that are not typically used every day and can be scheduled in advance.

In addition, the municipalities shall agree to coordinate their capital program needs annually. This will allow for increased shared purchases and result in savings to taxpayers.

Budget Narrative

Project Cost: Richer and more frequent communication between highway and public works officials across Rensselaer County and increased coordination of their activities may require no additional expenditure of funds. If this communication and coordination requires anything it is the reallocation of time and energy of those administering the respective departments. If we assume a reallocation equal to five percent of the total spent in 2015 administering these departments, that amounts to approximately \$130,000 (note that this is not a new cost).

Fiscal Impact: Rensselaer County and its municipalities spent \$23 million in 2015 on public works. This figure does not include the \$2.6 million spent on administration or \$17 million spent on equipment. The more frequent communication and greater coordination described above should result in more efficient and effective allocation of these resources. With an estimated savings of 2% in 2018, an overall savings of approximately \$409,000 is anticipated. If a savings of five percent is achieved in 2019, this would result in overall savings of slightly over \$1 million countywide, including the estimated cost of the project. It is anticipated that weather and time permitting, savings from this project may be reallocated to additional paving or road maintenance needs.

Project 3: Household Hazardous Waste

Project Partners

- Rensselaer County (Facilitator)
- City of Rensselaer
- City of Troy
- Town of Brunswick
- Town of East Greenbush
- Town of Hoosick
- Town of Nassau
- Town of North Greenbush

- Town of Petersburgh
- Town of Sand Lake
- Town of Schodack
- Town of Stephentown
- Village of East Nassau
- Village of Hoosick Falls
- Village of Nassau
- Village of Schaghticoke

Household hazardous wastes are materials found in residential wastes that would be regulated as hazardous wastes if they were generated outside of a household. Homes, sheds, basements and garages can contain potentially hazardous chemicals that should be handled and discarded with special care. Examples include oil-based paints, pool supplies, automotive fluids, home hobby chemicals, and compact fluorescent bulbs (CFLs). When handled improperly, these products can be harmful to the environment and public health.



The Eastern Rensselaer County Solid Waste Management Authority (ERCSWMA) is a public benefits corporation established in 1989 to provide its members with environmentally sound, comprehensive, and cost-effective solid waste management services. The ERCSWMA provides a variety of services for residents and businesses of member communities, including:

- Long term waste disposal, transportation contracts and recycling programs
- Annual household hazardous waste collection day
- An outlet for reusable goods and other materials that are not collected curbside

ERCSWMA member communities include:

- Village of Castleton
- Village of Hoosick Falls
- Village of Nassau
- Town of Pittstown
- Town of Schaghticoke
- Town of Stephentown
- Village of Valley Falls

Towns and villages in other parts of Rensselaer County have similar needs with respect to solid waste management, especially household hazardous waste. Some offer their own hazardous waste collection day,

while others do not. If other communities in the county could participate in the household hazardous waste collection day cost savings could be achieved for the participating municipalities and residents would benefit from having a way to safely and conveniently dispose of hazardous waste. It costs ERCSWMA a flat fee for a hazardous waste dumpster, regardless of how much it is filled. The more municipalities that participate, the lower the cost for everyone.

Budget Narrative

Project Cost: The cost of the project depends on the number of municipalities that become members of ERCSWMA. In addition, it is very difficult to estimate the true cost of the way in which many Rensselaer County municipalities currently handle household hazardous waste.

Fiscal Impact: If all of the ERCSWMA non-member municipalities decided to become members in 2018, the Authority would have to dedicate additional resources in order to fulfill its responsibilities. Currently, the Authority's operating budget is approximately \$117,000. That cost is borne by members in proportion to their population. On average, cost of membership is nearly \$17,000 per year. If the Authority could attract the remaining Rensselaer County municipalities to join, the average cost per municipality may drop to \$11,000 even if the Authority had to double its operating budget to \$234,000 per year. For those municipalities becoming a member in 2018, this would be a new cost. But for those seven that are already members, their membership cost could be dramatically reduced.

Project 4: Regional Purchasing Portal

Project Partners

- Rensselaer County
- City of Troy
- Town of Brunswick
- Town of East Greenbush
- Town of Nassau
- Town of Pittstown
- Town of Schodack
- Town of Schaghticoke

- Town of Stephentown
- Village of Castleton
- Village of East Nassau
- Village of Hoosick Falls
- Village of Nassau
- Village of Schaghticoke
- Village of Valley Falls

Currently, the County, its municipalities and special districts all make purchases and bid contracts on an individual basis. The County currently spends approximately \$370,000 annually to maintain a robust Purchasing Department. None of the towns or villages have staff that specialize in purchasing. Departments like Highways or Public Works tend to be the most frequent purchasers of equipment, materials and contractual services so Highway Superintendents or Directors of Public Works perform that task.

A centralized, digital purchasing portal will provide an efficient and effective way for towns, villages, library districts, and school districts to make needed purchases without investing funds developing their own purchasing departments or relying on individuals who are required to perform multiple tasks. The County already dedicates resources to communicating bid opportunities to municipalities for certain commodities and services, and the purchasing portal will allow the County to build on this capacity.

The County's initiative to increase procurement efficiencies through cooperative and collaborative purchasing allows for greater cost savings not only for the County, but its partners as well. By providing the most effective and efficient method for bulk purchasing the County will allow other municipalities to achieve greater cost savings and assist in stabilizing future tax rates.



A centralized purchasing portal will result in several benefits for those who participate, allowing for one central repository for purchasing that will save time and money for municipalities. The County is utilizing its purchasing capacity and acumen to assist smaller municipalities to navigate the purchasing process.

The County will create a purchasing portal to be functionally shared with all participating municipalities, housing authorities, special and /or other taxing districts to provide more competitive pricing for goods and services as well as automated notifications of upcoming bid availability and contract renewals. In this

system, the County facilitates all purchasing, while the towns, villages and special districts join forces and participate in the County-developed bids and contracts. Local control over purchasing will still be retained, and the system will allow users to participate virtually from their own municipal or district office. All of these features aid in reducing time spent on project planning, and provide a streamlined bidding process for municipalities.

Budget Narrative

Project Cost: A digital purchasing portal can be designed, tested and rolled out for approximately \$100,000. Maintenance of the system is estimated to be approximately \$5,000 per year for software. In addition, County purchasing staff will be available to facilitate the management of the purchasing portal.

Fiscal Impact: In 2015, Rensselaer County and its municipalities spent more than \$17 million on highway and other public works equipment. In addition, all of these entities spent nearly \$2.6 million administering Public Works departments. If the use of the purchasing portal results in better terms and conditions for Rensselaer County municipalities of just three percent of equipment purchases and contractual services, that would pay for the cost of the portal and return a net \$158,000 savings to real property taxpayers. It is anticipated that weather and time permitting, savings from this project may be reallocated to additional capital purchases. The first year would involve a net cost due to development costs and that it would produce savings for only one-half the year.

Project 5: LED Lighting

Project Partners

- Rensselaer County
- City of Rensselaer
- City of Troy
- Town of Brunswick
- Town of East Greenbush
- Town of Hoosick
- Town of Nassau
- Town of North Greenbush
- Town of Petersburgh
- Town of Pittstown

- Town of Poestenkill
- Town of Sand Lake
- Town of Schodack
- Town of Stephentown
- Town of Schaghticoke
- Village of East Nassau
- Village of Hoosick Falls
- Village of Nassau
- Village of Valley Falls

Municipalities can reduce the cost to taxpayers for street lighting by converting old sodium vapor lights to LED lights. LED street lights save municipalities money by consuming 50 to 80 percent less energy than conventional lighting products and by virtually eliminating maintenance costs for up to 20 years. These benefits typically provide a 5-year payback in most cases.



Streetlight conversion to LED lights makes both "sense" and

"cents" by identifying a fiscal drain of resources. Villages and Towns across the County are facing increased costs associated with streetlights. With budgets tightening, many communities are choosing to simply "leave a few lights off." Through cooperative purchasing and forward thinking, communities can work together to keep the lights on, protect their strategic locations, and provide an environmental and fiscally sound solution for their taxpayers. Cities and villages can expand their service area or join together through IMAs across municipal boundaries.

This project is both an effective and efficiency-increasing project achieved through innovated technology, shared services and consolidation. Its benefit to the region has wide ranging economic impacts from decreasing our carbon footprint, providing more energy efficient lighting, increasing public safety and generating significant long-term savings for the taxpayers. Municipalities in Rensselaer County spend well over \$700,000 per year on contractual services for lighting. (This excludes expenditures by the City of Troy.) They also spend over \$60,000 per year on services, including maintenance.

The County is teaming up with Siemens to identify opportunities to share energy services. Siemens is one of the world's largest producers of energy-efficient, resource-saving technologies, and a leading supplier of systems for power generation and transmission. Siemens has offered to provide the County with an evaluation of energy savings for street lights, to work with National Grid to coordinate buyout of existing street lights and to provide a turnkey solution to migrate existing street lights to LED. Siemens will also do the work necessary to receive NYSERDA and Utility grants and rebates for the project.

To date we have received street light inventory numbers from six (6) municipalities. Please note that all municipalities are eligible and may be interested. It is estimated that approximately 4,000 streetlights can be replaced with LED lights as part of this program.

Budget Narrative

Project Cost: Replacement of older street lights with LEDs, significantly reducing electricity consumption and maintenance costs. While it is possible that a low interest loan may be available for this project, generating immediate net savings, these estimates are based on a more conservative approach, paying for implementation up-front. Thus, there is a net cost in the first year of \$263,600, with annual savings thereafter of \$271,440. Note also that these estimates are conservative as not all the potential project partners were able to provide a count of lights that could be converted in time for this analysis.

Fiscal Impact: NYSERDA estimates annual energy savings from streetlights of \$20 and maintenance savings of \$47.86 for a total of \$67.86. If applied to the inventory above, annual recurring savings of \$210,366 are possible. This means that this project would more than pay for itself by the end of 2019. Note that these estimates are conservative as the count of the number of lights potentially convertible was not available for all interested parties.

Project 6: Regional Training

Project Partners

- Rensselaer County
- City of Rensselaer
- City of Troy
- Town of Berlin
- Town of Brunswick
- Town of East Greenbush
- Town of Hoosick
- Town of North Greenbush
- Town of Petersburgh

- Town of Pittstown
- Town of Poestenkill
- Town of Sand Lake
- Town of Schodack
- Town of Schaghticoke
- Village of East Nassau
- Village of Hoosick Falls
- Village of Nassau

All local governments in New York State are required to fulfill certain training requirements for new employees. Most municipalities in Rensselaer County receive required sexual harassment and other required employee training through The New York Municipal Insurance Reciprocal (NYMIR). In an effort to share services and increase government efficiency, the County can offer a broader array of training to towns, villages and special districts on topics such as:

- Sexual harassment and other labor related issues
- Planning board and zoning board of appeals training
- Financial investment practices
- MS4 compliance
- Time and attendance
- Work Zone Safety Training
- Capital improvement planning



Furthermore, the County is looking into to coordinating with the Center for Internet Security to provide cyber security training for each municipality.

Planning board and zoning board of appeals members are required by New York State statute to obtain four hours of training a year. This is important because members of planning boards and zoning boards of appeals (ZBA) make decisions of major importance in their municipalities. The decisions can affect the function and appearance of communities for decades to come while impacting property interests important to individual New Yorkers. Rather than having each municipality research and schedule its own planning board and ZBA training, the county can host training events that all municipalities can attend.

Budget Narrative

Project Cost: Rensselaer County currently provides training to its employees. The cost of greater coordination and communication with municipalities located within the county is expected to be minimal.

Fiscal Impact: Rensselaer County municipalities may realize some savings to the extent they have had to bring in fee-for-service trainers to meet their requirements under New York State law. To estimate the fiscal impact in 2018, a more complete understanding of this activity will be needed. This may entail asking municipal leaders to complete a short survey. With this information, a better estimate of potential savings can be generated.

4.b Future Projects

As previously noted, Panel Members identified a collection of long-term projects to share services and reduce property taxes. These projects require more research and planning and are expected to be potentially be implemented in 2019, 2020 and beyond. These opportunities may be further investigated by the Council of Governments Committee in 2018.

Advanced Life Support / Ambulance Services

This project includes sharing of Advanced Life Support (ALS) and Ambulance services across towns and villages. It is suggested that a shared regional ALS / Ambulance service would respond to calls as dispatched by Rensselaer County Bureau of Public Safety (BPS). Emergency calls within participating towns and villages would be answered by this unit when they are received. When multiple calls are received simultaneously they would be covered based on emergency medical dispatch information provided, and the location of these units.

Capital Region BOCES

Boards of Cooperative Educational Services (BOCES) across the state have been specializing in shared services to school districts for nearly 70 years, becoming the model for effective regionalized services for school districts.

Below is information regarding two very successful regionalized services which municipalities could take advantage of through an inter-municipal agreement authorized under Article 5g of the general municipal law.

NYS Pharmacy Purchasing Coalition

This is a self-insured prescription drug program designed to aggregate purchasing of pharmacy benefits and was initially developed with grant funding from the Department of State. The program is designed to comport with nearly any health insurance plan and benefit structure that a municipality may have. Further, potential savings is NOT impacted by the size of any municipality choosing to participate. Since the program was developed in 2012, savings for members has exceeded \$ 26 million dollars. Average savings per coalition member has been 10-20% of their current pharmacy cost.

Actuarial Services for GASB 45/75 and Med D Attestations

BOCES provides actuarial valuations for 129 school districts and 4 municipalities across the state, in addition we also perform 14 Medicare Part D attestations. Because of aggregated volume we are able to leverage excellent pricing. Pricing is based on entity size and insurance benefit complexities.

Code Enforcement Services

This collaborative approach to code enforcement involves individual pairs of municipalities sharing or consolidating code enforcement personnel between themselves. Particularly in cases where a municipality's code enforcement function is especially short-staffed, sharing staff with another municipality may afford it a level of service, coverage and expertise that would otherwise be unaffordable if acting independently.

The creation of a regional code enforcement system pursuant to inter-municipal agreement should be further developed and/or investigated, specifying the service delivery entity (or entities) and the types/levels of services to be provided. The payment for costs incurred can reduce unit costs and enhance the level of service.

A regional code enforcement system could be administered by the county and billed to each municipality based upon services rendered, or it can be created as a purchase of services agreement between municipalities.

Digital Records Management

The purpose of the project is to expand digitization of records for the County, towns, villages and special districts. Central organization of information infrastructure ensures uniform standards, greater security and control over records, and faster response time for record retrieval which provides greater efficiency in government functions as well as reducing overall costs. This regional records management includes the digitization of documents for electronic retrieval, as well as, the possible creation of a regional archive and records storage facility. Records will be digitized and retained per the local retention schedule.

All records will be reviewed, inventoried and purged pursuant to the individual records retention schedule, logged, prepared and scanned. A shared services module will provide individualized electronic access to records for each town, village or taxing district. In addition, this project will allow for public records to be viewed directly upon application of the proper security protocols, thereby increasing transparency and reducing the additional burden on employees.

DPW Salt Shed

This project includes the construction of an MS4 compliant "regional salt shed" to alleviate the need for towns or villages to build their own salt sheds. Municipalities will coordinate salt purchases and the County will coordinate direct billing to each municipality or special district based upon the tonnage used. Preliminary opportunities exist within the towns of Brunswick, Grafton, Berlin, and North Greenbush for coordination on future facility needs in coordination with Rensselaer County and NYS DOT.

Hazardous Household Waste - Prescription Drugs

This project includes the expansion of the Rensselaer County National Prescription Drug Take-Back Day. Proper disposal of unused prescription and over-the-counter medications is important to protect both people and the environment. Unused prescription and over-the-counter medications that remain in the home can

cause serious harm to people if they are taken accidently, intentionally misused or inappropriately given to someone else. Studies show that a majority of abused prescription drugs are obtained from family and friends, including the home medicine cabinet. Unused medications that are flushed down the toilet or poured down the sink can enter the water supply, harming fish and other wildlife and posing a potential risk to people.

Municipalities that currently participate in the program are:

- Town of East Greenbush
- Town of Schodack
- Village of Hoosick Falls
- City of Troy
- City of Rensselaer

This program has the ability to be expanded countywide.

Highway Superintendents

In towns, the default provisions of the NYS Town Law specify that the highway superintendent be an elective post, although in cities and villages the function is most often carried out under a DPW Commissioner. According to the Association of Towns in 2015, 59 towns have abolished the elective office (about six percent of towns statewide). Of these, some towns have merely substituted an appointed Highway Superintendent for the elective office. However, larger suburban towns eliminating the elective post have consolidated the function with their public works departments. In our area, the towns of Colonie, East Greenbush and Niskayuna have eliminated the elective office of Highway Superintendent (Colonie and East Greenbush vest the duties with their DPW Commissioner).¹

Over the next two years a few elected and/or appointed town Highway Superintendents are approaching retirement age or the end of their term. At this time it may be of interest to explore the possibility of either moving from an elected to an appointed position for those communities with an elected highway superintendent; or for sharing an appointed highway superintendent or DPW commissioner with either Rensselaer County or a neighboring community.

Chemung County is an example of how the county, the City of Elmira and the Town of Big Flats can share a Highway Superintendent/DPW Commissioner. Their model has resulted in a heightened level of shared services, an increase in the level of service delivery, and a resulting decrease in costs to the taxpayers.

It should be noted that communities that have an elected highway superintendent would need to hold a referendum to change the form of government before moving into a shared agreement.

¹ Town of Bethlehem, NY Governance Options Study Committee, Q&A on Highway Department Referendum, April, 2012.

Property Tax Collection and Assessment Services

The shared services panel is interested in exploring methods in which communities can share tax collection and or assessment services. Currently the towns of Schaghticoke and Pittstown share an assessor. It is envisioned that through further study, this arrangement can be expanded or replicated county-wide.

In addition there exists a potential for the development of a county-wide tax billing and collection process.

Cities, towns, villages and school districts can contract with the County to collect taxes on their behalf. The County can issue bills for partner municipalities and take payments and make deposits. The County would could create an automated system to collect and reconcile accounts. This would reduce staff workload and would provide increased payment options for taxpayers (credit card & e-check systems) and reduce taxpayer calls and complaints.

The town and villages operate on different fiscal calendars from the school districts. Consolidating tax collection with the County would even out workload due to the differences in fiscal years and tax collection periods. Additional benefits to consolidating tax collection include: call service for the visually impaired; reduced real estate agent calls; and savings on bulk rate postage.

Shared Justice Courts

There are a number of ways in which a town can share court facilities and services with a neighboring town or towns. Cooperation in this manner may help reduce the operational expenses of the court. In addition, it may allow smaller courts to take better advantage of technologies, equipment, staff, and facilities that improve the quality of service that the courts offer the community.

Villages also have the option of sharing court facilities. Villages, unlike towns, have the option of creating or dissolving their Justice Court. When a Village Court dissolves, court matters are transferred to the Town Court, which can save the village a significant annual expense.

Single Stream Recycling and Solid Waste Management

Currently, curbside recycling in Rensselaer County is provided by County Waste. The Council of Governments may explore the possibility and feasibility of creating a County curbside recycling program, perhaps in partnership with ERCSWMA, an organization that already provides a variety of services for residents and businesses of member communities, including:

- Long term waste disposal and transportation contracts.
- Annual household hazardous waste collection day.
- Waste reduction and recycling programs, including establishing markets for all recyclables collected.
- An outlet for reusable goods and other materials that are not collected curbside.
- Waste reduction and recycling education programs.

The ERCSWMA also established the ERC Community Warehouse as a Special Project in 1995. Although the two organizations are now separate entities, they work together on a variety of projects; all aimed at diverting reusable goods from the waste stream and putting them into the hands of those who need them.

Time, Attendance and Payroll

In order to promote municipal efficiency and in partnership with other local taxing entities, and as a recommendation of the Financial Restructuring Board, it is the goal of Rensselaer County to combine efforts in gaining useful and proven time and attendance software products that can be utilized to the fullest extent by all employees, and to be internet based, increasing communication and cooperation to a greater level.

The implementation of an electronic time and attendance system ensures improved employee compliance with local attendance policies, reduces the need for attendance investigations and better eliminates human error in calculation of hours worked, vacation, sick and personal time accrued, and holiday calculations.

Electronic time and attendance software systems will be examined for this effort. Many of these "off-the-shelf" software packages can be integrated with existing financial and payroll systems and have the flexibility to be customized to meet the needs of specific users and how they would like to utilize the overall product. This is of great benefit to the County and its municipalities, as public employment is unique in comparison to private firm or company employers. Based on research, the technology companies have developed software to meet the needs of many different municipalities, which all differ based on specific items which are requested by said entities.

Truck Wash

The cleaning of highway DPW trucks and school buses is a necessary operating expense for local governments and school districts. The de-icing chemicals used on today's roads can be extremely corrosive, and proper maintenance is critical to extending the life of the vehicles. It is critical that the chemicals are washed into an environmentally sound facility where it can be contained and managed, making sure that the chemicals are not pushed back deeper into the components of the truck where they can cause even more problems. Even general dirt, debris and grime from the road attaches to components and can interfere with their proper operation. The use of a self-contained vehicle wash system is supported by the USEPA as a preferred best management practice.

County Implementation of Microsoft Office 365

The Rensselaer County Bureau of Research and Information Services is working on development of the implementation plan to migrate the County to Microsoft Office 365 and away from the traditional computing environment for the Microsoft Office Suite of products. Microsoft Office 365 is a hosted service that provides users with access to various Microsoft Office applications, productivity and collaboration services via the Cloud. Microsoft Office 365 ensures that use of the most current and up-to-date versions of applications. This Cloud based solution creates numerous opportunities for the County, cities, towns, villages and special districts to save money and enhance available Information Technology. There is

significant overlap between the services that these entities provide. Currently, general areas where a duplication of effort and resources exist, includes, but is not limited to:

- Multiple software applications
- Administrative office support
- Disaster recovery services
- Data warehousing
- Online information resources
- Teleconference services
- Application support

Utilization of Cloud based solutions opens up new opportunities for shared services by making it possible for Rensselaer County to obtain processing capability, storage capacity, and applications while reducing the need to expand their on-site data center. Additionally, hybrid Cloud technologies are available offering the option of deploying some shared services in the Cloud and other services in data centers; easily moving services between the two environments as circumstances dictate.

Given the commonality in service and asset resources, the County and the municipalities, school districts and special districts are in an ideal position to work together to leverage Cloud based technology to prevent further duplication of efforts and avoid underutilization of current resource assets.

5. Fiscal Impact

Overall Impact of the CWSSI on Government Finances

Due to the short timeline to comply with the development of the plan, the Panel decided to pursue a parallel path that included 1) the identification of potential short term opportunities that can yield savings in 2018, and 2) create a Council of Governments that will dive deeper into long-term, future opportunities in order to uncover additional potential restructuring and efficiency projects.

During the Panel meetings participants reviewed existing shared services and brainstormed ideas for new, additional or expanded sharing opportunities. Each community was asked if it was interested in participating in the projects, and the cost estimates were generated with data provided in the municipal budgets.

The short-term projects proposed in this plan are estimated to have significant financial effects, producing savings of over \$300,000 in the first year of implementation and over \$1.3 million per year over the long term. The savings are the result of:

- Improved inter-governmental coordination of DPW/highway work while maintaining service levels and producing five percent savings overall. Over the long-term, this should produce savings of over \$1.0 million per year.
- Replacement of older inefficient street lights with LEDs, significantly reducing electricity consumption and maintenance costs. While it is possible that a low interest loan may be available for this project, generating immediate net savings, these estimates are based on a more conservative approach, paying for implementation up-front. Thus, there is a net cost in the first year of \$203,817, with annual savings thereafter of \$210,366. Should the initial capital cost be bonded or secured through a NYPA loan, the cost would be amortized and the first year savings would increase. Please note that increased savings will be realized as the project expands to include additional municipalities.
- Creation and use of an electronic purchasing portal producing three percent savings for the project partners. This should produce savings of over \$63,000 per year.
- Consolidating animal and dog control administration. In addition to reduced cost, this is expected to yield increased revenue. The net should be annual savings of over \$38,000.

These estimates are net of one-time costs for implementation, particularly for conversion of street lights to LED, creation of an electronic purchasing portal and re-allocation of efforts in public works departments.

Table 5.1 Estimated Projection of Project Costs and Savings

Project	One Time Cost	Ongoing Cost	Projected Annual Savings	Projected Increased Revenue	2018	2019
Animal Control Services		119,625	153,183	5,245	(38,803)	(38,803)
Highway & DPW Services	-	-	1,022,412	-	(408,965)	(1,022,412)
Household Hazardous Waste				-	-	
Regional Purchasing Portal	100,000	5,000	163,555	-	18,223	(158,555)
LED Lighting	399,320		271,440		263,600	(271,440)
Regional Training						
	499,320	124,625	1,610,589	5,245	(247,722)	(1,396,209)

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Appendices

Appendix A – County-Wide Shared Services Property Tax Savings Plan Summary

Appendix B - Meeting Materials

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Appendix A – County-Wide Shared Services
Property Tax Savings Plan Summary



County-Wide Shared Services Property Tax Savings Plan Summary Appendix A

County Contact: Kathleen M. Jimino, County Executive

Contact Telephone: (518) 270-2900

Contact Email: RenscoSharedServices@Rensco.com

Partners

Rov	w 1 – 2 Cities in Rens	selaer County	
	Participating Cities	Panel Representative	Vote Cast (Yes or No)
1.	Rensselaer, City of	Mayor Daniel J. Dwyer	
2.	Troy, City of	Mayor Patrick Madden	
2			

Row	2 – 14 Towns in Rensse	elaer County	
	Participating Towns	Panel Representative	Vote Cast (Yes or No)
1.	Berlin	Supervisor Robert C. Jaeger	
2.	Brunswick	Supervisor Philip H. Herrington	
3.	East Greenbush	Supervisor Jack Conway	
4.	Grafton	Supervisor Ingrid Gundrum	
5.	Hoosick	Supervisor Mark Surdam	
6.	Nassau	Supervisor David Fleming	
7.	North Greenbush	Supervisor Louis J. Desso	
8.	Petersburgh	Supervisor Alan Webster Sr.	
9.	Pittstown	Supervisor Verna Hansen	
10.	Poestenkill	Supervisor Dominic Jacangelo	
11.	Sand Lake	Supervisor Flora Fasoldt	
12.	Schaghticoke	Supervisor Jean Carlson	
13.	Schodack	Supervisor Dennis Dowds	
14.	Stephentown	Supervisor Larry Eckhardt	
15.			
16.			



County-Wide Shared Services Property Tax Savings Plan Summary Appendix A

17.			
18.			
19.			
20.			
Use Ad	Iditional Sheets if necessary		
Row	3 - 6 Villages in Rensse	laer County	
	Participating Villages	Panel Representative	Vote Cast (Yes or No)
1.	Castleton	Mayor Robert Schmidt	
2.	East Nassau	Mayor Mitchell Levinn	
3.	Hoosick Falls	Mayor Robert Allen	
4.	Nassau	Mayor Robert W. Valenty	
5.	Schaghticoke	Mayor Thomas Carlo	
6.	Valley Falls	Mayor Richard Andrew	
7.			
8.			
9.			
10.			
Use Ad	Iditional Sheets if necessary		
Row	4 – (total # of) School D County	istricts, BOCES, and Special Improvement I	Districts in
	rticipating School Districts, ES, and Special Improvement Districts	Panel Representative	Vote Cast (Yes or No)
1.			
2.			
3.			
4.			
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County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

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11.			
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19.			
20.			
Use Ac	Iditional Sheets if necessary		
Row	5		
	2017 Local Government Property Taxes	The sum total of property taxes levied in the by the county, cities, towns, villages, scho BOCES, and special improvement districts county.	ol districts,
		\$297,364,317	
Row	6		
2	2017 Participating Entities Property Taxes	The sum total of property taxes levied in the by the county, any cities, towns, villages, someticts, BOCES, and special improvement identified as participating in the panel in the above.	school ts districts
		\$120,148,342	
Row	7		
	Total Anticipated Savings	The sum total of net savings in such plan of being anticipated in calendar year 2018, ca 2019, and annually thereafter.	
		\$165,945 \$1,491,209 \$1,491,209	
Row	8		

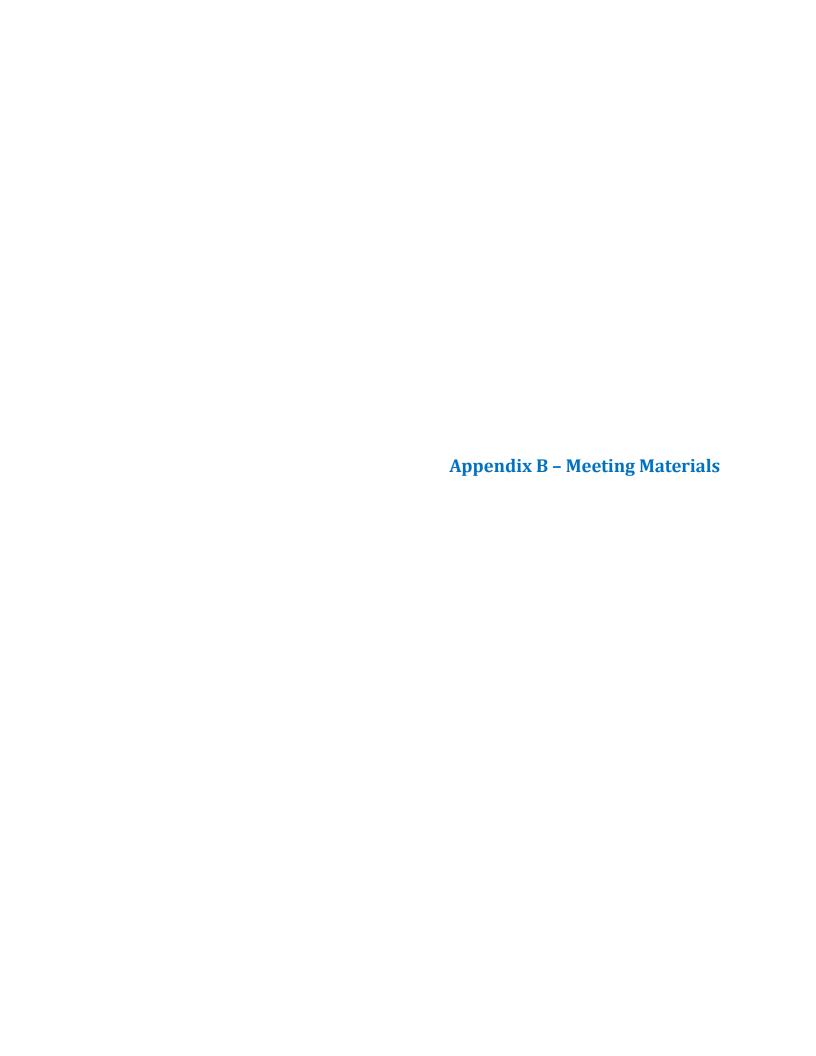


County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

Anticipated Savings as a Percentage of Participating Entities property taxes	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.
	0.14% 1.19% 1.17%
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.
	\$2.63 \$23.64 \$23.64
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.
	1.9% 1.6% 2.0%
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.
	1.9% 1.6% 2.0%

CERTIFICATIO	N
"By my signature below, I hereby certify that the herein are true and accurate to the best of my kn	
Kathleen M. Jimino (Print Name)	County Chief Executive Officer
Kathleen M. Jimino (Signature)	7/31/2017 (Date)







Rensselaer Countywide Shared Services Initiative

SHARED SERVICES PANEL MEETING #1
JUNE 26, 2017
6:00 -7:00 pm

DISCUSSION AGENDA

- 1. Introductions & General Discussion
- 2. Why are we here?
- 3. Review of project timeline
- 4. What services have we been sharing already?
- 5. Preliminary Discussion on Potential Shared Services
- 6. Homework & Next Steps



Rensselaer County

County-wide Shared Services Initiative Shared Service Panel Meeting #1 June 26, 2017

Existing Shared Services Initial Worksheet

Municipality:		
Contact:		
Does your community currently share se	ervices? Yes No	
If yes, please describe below:		
Shared Service/Equipment/Facility	Partner(s)	Do you have an existing IMA or other formal agreement?



Rensselaer County

County-wide Shared Services Initiative Shared Service Panel Meeting #1 June 26, 2017

Potential Shared Services Initial Worksheet

Municipality:

Contact:		
As part of the County-wide Shared Servi services do think can or should be explo		itional opportunities for shared
Shared Service/Equipment/Facility	Potential Partner(s)	Estimated Unit/Hourly/Annual Cost:



Rensselaer County
County-wide Shared Services Initiative
Shared Service Panel Meeting #1
June 26, 2017

Name (Please Print)	Municipality/Organization	Phone	E-mail
MANIEL J. DWYFE	City or REUSSPHER	578 412-9511	gan, duyer @ hasselvery
Robert VARNTY	Village of Nossan	518-466-5337	mayor & village of Nowsan, of Re-
Flora Fascial+	Town of Sandlake		674-2026 ex 12 Hasold + 2524 - 12
DRWIS DOWDS	TOWN OF SCHODER	518-477-7918	DEMNIS, DOWNER 518-477-7918 DEMNIS, DOWNERS SCHODACK, ORG
INGRID GUNDRUM	TOWN OF GRAFTON	518-788-5100	SUPERISORGIUNDRUMO
Richard & Andrew	Vally falls	753-6692	1 (who)
effrey I Wysochi	Town of Hoosick 518-944-3857	518-944-3857	7-AW260 406.00m
RUBARCO SARBAR	JONN OF BARLIN	5/8-5/13-4261	FAIRMATINES
			The No.



Rensselaer County
County-wide Shared Services Initiative
Shared Service Panel Meeting #1
June 26, 2017

Name (Please Print)	Municipality/Organization	Phone	E-mail
Alan Webster	Town of Petersburgh	(518) 658-3000	supervisora patenburgh, org
LISA Dooley	TOWN GRAFTON	578-596-3379	COUNCIL WOMAND WIEY @
NANCY HARDER	TOWN OF SCHACHTICORE 518 453 6415/104	518-453-6415/104	SUPERUISOR BTOWN OF SCHAGHTICOR, ORG
VERNA Hansen	Town of Pitstown	753-4330 518-753-6216()	PATSTOWN SURPRISESS ON UD. VICTOR
Dense Tranchach	Town of Defermen	518-527-0190	of Asterbuch 518-527-0190 dic. Detech and
Fred MCC251	Town of Nosssu	518-761-3559	518-761-3559 Falmers le tunton 252.
PATRICK HADREN	(174 of Troy	518 379.7130	PATEZECK. HABBEN (2) TROJEN (S)
MITCH LEJINN	VILLAGE OF EAST NASSAN	518.712.9635	Mayor evillage of East Lassav. Ong
Alden J. Goodermoter	Town of State Andrew	518-733-9,75	
	2		





Rensselaer Countywide Shared Services Initiative

SHARED SERVICES PANEL MEETING #2
JULY 10, 2017
10:00 -11:00 am

DISCUSSION AGENDA

- 1. Introductions & General Discussion
- 2. Review of the brainstorming concepts
- 3. Breakout of short-term and long-term projects and potential partners
- 4. Data needed for the development of the fiscal savings
- 5. Next Steps



Rensselaer County

County-wide Shared Services Initiative Shared Service Panel Meeting #2 July 10, 2017

Interested in being a Potential Partner (V2N)	Chart Torm Drainnte
	Dog Control Officer
	DPW / Highway Administration – for those that are appointed
	DPW - Highway maintenance, paving, repair
	DPW - Heavy equipment inventory
	DPW - Fuel Sharing
	DPW - Fleet management
	DPW - Capital Plan
	Electronics, paint disposal & recycling
	Convenience facilities (recycling, SWM)
	LED Lighting
	Code Enforcement
	Property Tax Assessment Services
	Police – canine
	Employee Training
	Digital Towpath
	Truck Wash
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Rensselaer County

County-wide Shared Services Initiative Shared Service Panel Meeting #2 July 10, 2017

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Rensselaer County County-wide Shared Services Initiative Shared Service Panel Meeting #2 July 10, 2017

Name (Please Print)	Municipality/Organization	Phone	E-mail
		753-4222 office	
JEKNH Hansen	Town of Pitstern	753-6216 (c)	4. HSteen Sie Phrison Onytapinion
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Tyny9 4357	Town OF EAST GREADUSH	124.7851(C)	Jennay Ocas Parenbush org
Scott Gallene	Tourof East Granksh	477-6103 (0)	Spollerie & écréprentulion
Lean Calson		518 5183-6915×104	Duam Borle found,
Nancy Perm		5902018815	neperyone dance
Carl Ublacker	NYS DOS	473-3355	Carl blacker C
MITCH LEVINN	VILLAGE OF SAST MASSAN	766-5587 (H).	Mayor Evillage of easthessamong
Kathy Jimino	Rensselver County	270 290	Kimino Chusco. com
KOBART @ JAHGIE	TOWN OF BARUN	518-573-4261	RIKIN SUBALISOK G FAIRBUST NE
Mrs Mayor	Parsider lans	F18270 3800	(my Opersono
ROBERT W. VALENTY	Village of NASSAM	518-466-5332	mayor Pillegad Masoun. Org



Rensselaer County
County-wide Shared Services Initiative
Shared Service Panel Meeting #2
July 10, 2017

Name (Please Print)	Municipality/Organization	Phone	E-mail
Specer Farran	RENSSELANT COUNTY	de 2 - ore (812)	SFARRAL @ ROWSED, COPA
DEMNIS DOWSS	SCHODACK PURICSGNASS/	8187-774 \$ (515)	(518) # 477-7918 DENVIS, DOWDS& SCHEDALL, ORG.
Dominic Dean GElo	Town 2 t STRW Kill	518-283-5100	Josephy (Co Parsinkilley
INGREID GUNDRIM		0015-886 (815)	Spernsorgadam
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Rensselaer Countywide Shared Services Initiative

SHARED SERVICES PANEL MEETING #3
JULY 21, 2017

Town of Schodack 10:00 -11:30 am

DISCUSSION AGENDA

- 1. Introductions
- 2. Update on Project Conference Calls Held This Week
 - Household Hazardous Waste
 - ACO
 - Purchasing Portal
 - Employee Training
- 3. Short Term Project Work Sessions
 - LED Street Lighting
 - Highway Garage / DPW
- 4. Discuss of Shifting Any of Long-term Projects to Short-term Projects
 - FRB Items
 - 911
- 5. Any New Short-term Project Ideas?
- 6. Next Steps



Rensselaer County County-wide Shared Services Initiative Shared Service Panel Meeting #3 July 21, 2017

Name (Please Print)	Municipality/Organization	Phone	E-mail
Kin Siss	CABELGE GIVE	454-7112	1557 Oral John 10
Carl Ublacker	NYS DOS	473-3385	Corl. Volackere
VERNA Hanson	Town of P. Hstam	753-6316	p: Hetolin Supervision
ILITCH LEJINN	VILLAGE OF EAST MASSAU	766.5527 (H)	mayor & Village-feastuassaving
Alan Webster	Town of Peterbugh	658-3117 (2015887708) Quebstrosre20pmil.com	auchstrosredemil.com
Kathy Jimins	Rensselver County	270-2900	Kimino Corensa com
Sister forces	n 11	2686-016	SFARRAL O RANGES. C. C.
TACK Comman	Town of East breakbush	472-4775	Jean way to stagreen book wity
Robert W. UACERTE	Village of Nassau	464-5332	mayor O Village Massay De
KOBYET JARBAIT	1592UN	518-573 4261	BAZZIN SUDANCOZ
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Rensselaer County County-wide Shared Services Initiative Shared Service Panel Meeting #3 July 21, 2017

Name (Please Print)	Municipality/Organization	Phone	E-mail
TH Toleto	Town of Brunswick	518219-3461×105	SIB 279-3461 X 105 Poleta Town of Brunswick, and
Jeff Wysock,	Town of Hoosick.	518-944-3857	Jeff Wy26@ HOL.com.
Seleva Skila	City of Tray	518-279-7119	Sskibaga99@gmail.com
Damis Dowos	Town Or SCHODACK	Or SCHODACK 518-477-2315	DENUIS. DOWDS COSCHO DIRCH, ORG
ROBBREY JAKETAL	BARLIN	518-573-4261	3461,3 8,1848,015072
Jack Conday	EAST Greenbush	S124-124-815	Jes-way@eastgreenbush sop
Ton Germono	Nount Cenetalousit	51x 525c 532-815	AGERMANO CTOMOFING COM
Lou Derso	North Droenlund	518-263-531345	Idessactound W.Com





Rensselaer Countywide Shared Services Initiative

SHARED SERVICES PANEL MEETING #4
JULY 28, 2017
Town of Schodack
9:00 -10:00 am

DISCUSSION AGENDA

- 1. Introductions
- 2. Review of Final Draft CWSSI Plan
- 3. Next Steps



Rensselaer County County-wide Shared Services Initiative Shared Service Panel Meeting #4 July 28, 2017

Name (Please Print)	Municipality/Organization	Phone	E-mail
Inck Convay	Town of East Greenbush	5124-224-315	Jeanstgreenbushor
Jean Gilson	TI Schughticola	701×5167-85L-815	surgan sone heigh tielle ura
VERMA Hanson	7/P. Hstoven	518-753-6216	p. Hstown Supervision O or cap. rr. com
MITCH LEUINN	VILLAGE OF EAST NASSAU	5-8-766-5587 (H)	inagine village of castrassen ag
JOLLN ROPAT	4846545 LCC	518+73-7473	SOHN. RODATO
Scott Gallera	Tour of El	518-477-6103	sgallere e eastgreenersh,
Jim Breig	Russdau Courty	518-270-2911	JBreig @ "WSCO. com
KahnJimino	Rensselaer County	518-270-2900	Kjimino Crensco.com
DENNIS DOWDS	TOWN OF SCHODACE	518-477-7918	518 - 477 - 7918 DRIVIS. DOWDS@Scito BACK.
THE PORE	Town of Bennowick	518-279-3461x105	518 - 279 - 3461x 105 polstal Jam Shawswell, 04
Robert J. Alle	Villey of Housiel Fells	518 686 7072	mayor Chtuillage.org



Rensselaer County County-wide Shared Services Initiative Shared Service Panel Meeting #4 July 28, 2017

Name (Please Print)	Municipality/Organization	Phone	E-mail
MARKSURDAM	TOWN OF HOSILY	518.507-9057	Supervisor & pour of housier. Or
ROBERT C SARBER	JOHN DE BARCID 518-573-4261	F18-573-4261	

RENSSEALER COUNTY-WIDE SHARED SERVICES INITIATIVE - POTENTIAL PROJECT PARTNERS

	Rensselaer County	City of Rensselaer	City of Troy	Town of Berlin	Town of Brunswick	Town of East Greenbush	Town of Grafton	Town of Hoosick	Town of Nassau	Town of North Greenbush	Town of Petersburgh	Town of Pittstown	Town of Poestenkill	Town of Sand Lake	Town of Schaghticoke	Town of Schodack	Town of Stephentown	Village of Castleton	Village of East Nassau	Village of Hoosick Falls	Village of Nassau	Village of Schagticoke	Village of Valley Falls
Short-Term Projects 1. Animal Control Services	F	Х			Х	Ι	х	х	Х	Х	х	Х	Х	Х	Х		Х	ı	х	Х	Х	х	
Highway and DPW Shared Services	Х	X	Х	Х	X	Х	X	X	X	X	X	X	X	X	X	Х	X		X	X	X	X	\vdash
Household Hazardous Waste	Х	X	Х	_	Х	Х		X		Х	х			X	^	Х	Х		x	X	Х	X	\vdash
4. Purchasing Portal	Х		Х		Х	Х			Х		^	Х			Х	Х	Х	Х	Х	Х	Х	Х	Х
5. LED Lighting	Х	Х	Х		Х	Х		Х	Х	Х	Х	Х	Х	Х	X	X	Х	-	Х	Х	Х		Х
6. Regional Training	Х	Х	Х	Х	Х	Х		Х		Х	Х	Х	Х	Х	Х	Х	Х		Х	Х	Х		
Long-Term Projects																							
Advanced Life Support (ALS) / Emergency Services	F	Х	Х				Х	Х		Х	Х		Х	Х			Х			Х	Х	Х	
Capital Region BOCES	Х																						
Code Enforcement Services	F		Х			Х	Х	Х	Х	Х				Х	Х	Х	Х		Х		Х	Х	
Digital Records Management	Х	Х	X		X	Х		Х		X	Х	X	X	Х		X	X		Х		Х		
DPW - Salt Shed	Х			X		X	Х		X	X	Х			X			X			Χ	X	Х	
Highway Superintendents	Х						Х	Х						Х									
Shared Engineering Services	Х		X			Х	Х	Х		Х	Х	Х		Х	Х		X		Х		X		
Property Tax Assessment and Collection Services	F		X				Х	Х	X	Х	Х			Х			Х		Х	Х	X	Х	
Shared Justice Courts	F	Х						Х	Х		Х						X				Х		
Single Stream Recycling / SWM	F	Х				Х		Х		Х				X						Χ		Х	
Time and Attendance and Payroll	Х					Х		Х						X							X		
Truck Wash	Х			Х	Х	Х	Х					X	X		X						X		
Digital Towpath	Х				Х	Х	Х	Х		Х		Х	Х	Х					х	Х	Х		

X = Interested in participating in project.

F = Does not provide the service currently, but will assist and facilitate the shared service initiative.