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December 24, 2019

Via e-mail: CWSSIPlanSubmission@budget.ny.gov

New York State Division of the Budget
Capitol
Albany, New York 12224

Dear Director Robert F. Mujica:

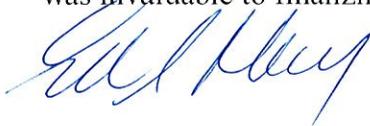
As Rockland County Executive, it is my privilege to submit the 2019 Shared Services Initiative Plan that was approved by a quorum of the Shared Services Panel Members of Rockland County on the evening of December 18, 2019.

Rockland County has a long history of sharing services between the County, Towns and Villages. This plan continues that tradition by including projects that were created from the ground up with input from all stakeholders that will create cost savings and service efficiencies for the municipalities taking part.

The true goal of Shared Services was to bring together these different municipalities and districts to improve services to their residents while saving money. We have heard the concerns of taxpayers loud and clear. As governments, schools and sewer and fire districts, we must find efficiencies and cost savings whenever possible.

The plan includes projects that cover a wide variety of services, animal control and shelter, contract services, data sharing, highway equipment sharing, county-wide purchasing and sewer district consolidation with estimated savings in the millions of dollars.

I want to thank all the Towns, Villages, BOCES, School Districts, Sewer Districts, and Fire Districts who took part in the creation of this plan. It's also important to acknowledge the residents who came to share their comments, concerns and ideas during the Public Hearings. Their input was invaluable to finalizing the plan submitted today.



Edwin J. Day
Rockland County Executive

Rockland County Shared Services

Property
tax

SAVINGS PLAN

Prepared By:

HUDSON VALLEY PATTERN *for* PROGRESS

2019

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INTRODUCTION

The sharing of services is a well-established principle among local governments in Rockland County. Tax districts are allowed and encouraged under New York State law to share services via intermunicipal agreements. This document reviews new shared services plans and activities among members of the countywide shared services panel, including updates on shared services plans initiated in prior years that are ongoing and expanding.

Shared services plans are voluntary, and the responsibility of participating mayors and supervisors to implement with the cooperation of their respective legislative bodies and staff as appropriate. Each panelist may undertake new shared services plans in cooperation with other panelists, or not, as they deem appropriate. School, Fire and Sewer districts are optional participants on the Panel. NYS requires the county executive to convene local mayors and supervisors to meet as a “panel” to explore shared services plans. In some cases, panelists have included projects in the county’s shared services plan in prior years that have later changed scope, timing, proven unfeasible or failed to advance for some reason. Inactive or abandoned projects are not included in this report, but can be found in reports from prior years.

Common examples of shared services include sharing of equipment by highway departments, school districts joining with towns and villages to provide playing fields, and a host of other formal and informal means of collaborating in meeting the public’s needs. Many of these collaborations have been institutionalized within county government and as various taskforces and consortiums with municipal members – the drug taskforce, stormwater consortium, etc. -- while others are essentially “handshake” agreements for mutual aid among similar departments.

The countywide shared services initiative has evolved since it started in 2017. The initiative began with a broad survey of panelists’ interests and has become progressively more focused. Prior years’ plans and reports are posted online and publicly available via the county’s website. Over the last two years, panelists have met regularly and conducted public hearings and presentations in compliance with the NYS shared services mandate, receiving comments and suggestions from the public, the county legislature, organized labor and other groups and stakeholders. In addition to these formal meetings, staff from a range of departments have explored shared services concepts to assess their feasibility via ad hoc meetings and informal discussions. Highway, assessor, finance, animal control, courts, planning, IT, police and other staff have participated and reviewed shared services options over the last three years.

The county executive and legislature have supported the initiative with leadership at both the executive and departmental levels, and by funding a consulting contract with Hudson Valley Pattern for Progress to assist the Initiative with research, meeting facilitation and planning. The county has also chosen several projects to invest in, providing leadership and committing resources in an effort to enable local governments to benefit as much as possible from new county programs and investments. The county’s current efforts in shared services focus on:

- Purchasing – the Purchasing Division is hosting the new Procurement Center for Excellence, offering a menu of services to local governments interested in saving money through cooperative purchasing, streamlined administration of RFP and bidding processes, trainings and other activities.
- Highways – the county Highway Department is maintaining a log of equipment sharing activities with local highway and Department of Public Works (DPWs) that will facilitate local government reporting on these activities for accounting and grant purposes, among others. The county’s plans for a new highway garage also offers several shared services opportunities, including shared salt storage and truck wash.
- Hi Tor Animal Shelter – the county is providing leadership and capital funding to insure the continuation of this critical shared service enabling towns and villages to comply with NYS laws pertaining to animal control and to provide local communities with safe and humane options for sheltering animals.
- Sewer District Efficiency Study – the county sewer district funded a study of all sewer districts in the county focused on identifying common needs and opportunities in the face of increasing costs of regulatory compliance. Results of the study are expected this winter, when the districts will review consolidation options.
- Planning – the County, led by the Planning Department, is creating a central database and streamlined workflow for the administration of land use referrals under General Municipal Law (GML) and related permitting by all involved County departments. An early focus of this project with direct benefit for local governments is the GML review efficiency project that will create an online “portal” for the more efficient exchange of documents between the county, its various agencies, and local town and village planning and zoning authorities, as well as the applicants themselves.
- Criminal Justice Reform Working Group – In 2019, NYS passed new trial discovery rules, and related reforms dramatically increasing the costs of operating local justice courts, police departments, and associated services such as public defenders and district attorneys. The county will convene a working group of all stakeholders to plan the most efficient manner for local governments to collaborate in complying with the new NYS laws, rules and policies.

Inter-municipal cooperation is a long-standing practice in Rockland County. However, there is always more than can be done to break down the “silos” within which similar agencies operate and to take advantage of opportunities to save money and improve services through cooperation.

NYS SHARED SERVICES MANDATE

It is important to remember a few crucial features of the NYS shared services mandate:

- Shared services plans are voluntary, and the responsibility of mayors and supervisors and other panelists representing local tax districts to implement with the cooperation of their respective legislative bodies and staff as appropriate. Each panelist may undertake new shared services plans in cooperation with other panelists, or not, as they deem appropriate. School, Fire and Sewer districts are optional participants on the Panel. NYS requires the county executive to convene local mayors and supervisors to meet as a “panel” to explore shared services plans.
- The county executive must meet with unions and submit a copy of the plan to the county legislature. The county legislature may offer comments, but cannot veto any part of the Plan.
- NYS law requires public hearings and public meetings of the Panel, ending in a vote on the Plan. *This plan may be revised in light of feedback from all sources.*
- Shared services projects are voluntary - panelists may remove their own district from the list of communities participating in any proposed shared services project, but must provide a written explanation of their vote.
- The shared services law creates a process, not a product - it is up to participating tax districts to identify topics of mutual interest and pursue them. It is not unusual for participating municipalities to shift their focus or even abandon projects included in the Plan as more information becomes available and priorities change.
- Successful new shared services projects may apply to NYS for matching funds for any tax savings the partners to the shared service can demonstrate having achieved. This incentive is available to new partners on existing projects as well.

THE ROCKLAND COUNTY SHARED SERVICES INITIATIVE 2017-2018

Counties have differed widely in their approach to the Shared Services Mandate. In Rockland County, County Executive Ed Day took the lead early, with support from Hudson Valley Pattern for Progress, a nonprofit regional policy think tank with expertise in government efficiency, to activate the Rockland County Shared Services Initiative (RCSSI) aggressively in 2017.

2017 Report: The “Rockland County Shared Services Report” (Pattern, September 2017), provides a detailed review of the 2017 project activities and outcomes. Activities included public hearings, interviews, and an online survey, all aimed at identifying promising new forms of cooperation among participants.

The short timeframe allowed by NYS and the desire to conduct a thorough planning process resulted in the Rockland Panel deciding to submit an interim “Report” to NYS in 2017, rather than a “Plan,” as permitted under NYS law. All agreed that there would be greater opportunity to obtain NYS matching funds if the Plan focused on proposals for 2019, rather than 2018.

2018 Plan: In 2018, with assistance from Hudson Valley Pattern for Progress (Pattern for Progress), the County Executive set in motion an ambitious schedule of working group meetings throughout the spring and summer exploring shared services opportunities across a wide range of departments as envisioned in the 2017 Report. The following types of local government staff and departments have been included: Highway and DPW, Police, Assessors, Courts, Finance, IT, Schools, Recreation, Animal Control, Fire Districts, Sewer and Water, and others.

The 2018 shared service process had five main results:

1. The process created new relationships and understanding among participants that form the basis for coordination of activities and sharing of information going forward.
2. The process resulted in new shared services activities of various sorts, ranging from the use of BOCES for printing and graphic design, to the use of online purchasing tools available through the county Division of Purchasing, to renewed efforts to cooperate around animal control and sheltering.
3. The process yielded a shortened list of shared services priority projects that were included in the 2018 Plan for implementation in 2019 by partner communities. An update on these projects appears below.
4. The process resulted in a largely grant-funded sewer district efficiency study to evaluate the feasibility of consolidating sewer districts countywide. The study is underway.
5. The process resulted in the formation of the new Procurement Center for Excellence, housed at the Rockland County Division of Purchasing, and aimed at helping diverse communities take advantage of economies of scale in purchasing.

THE ROCKLAND COUNTY SHARED SERVICES INITIATIVE 2019

In 2019, the County again hired Hudson Valley Pattern for Progress to promote and coordinate countywide shared services, but at a much-reduced rate as befits a process that is well underway. Activities in 2019 have taken three forms:

1. Procurement Center for Excellence capacity building and outreach
2. Feasibility analysis of new shared services opportunities and partnerships through research and meetings with panelists and their department heads
3. Drafting of the 2019 Plan, including updates on 2018 Plan activities, coordination of required hearings and meetings in compliance with NYS Shared Services law.

The list below consolidates many proposals into broad categories of shared services projects planned or under development, with their estimated savings potential:

PROJECT TYPE *	2020 est.	2021 est.
Procurement Center for Excellence	\$1,000,000	\$1,100,000
GML Review Efficiency Project	\$63,000	\$84,625
Additional New Shared Services Projects	\$63,450	\$63,450
Animal Control and Shelter	\$800,000	\$800,000
BOCES Contract Services	\$20,000	\$20,000
Data Sharing - Tax and Finance	\$8,640	\$8,640
Highway Departments Equipment Sharing	\$741,000	\$795,000
Sewer District Consolidation	\$1,000,000	\$5,400,000
TOTAL ESTIMATED SAVINGS:	\$3,696,090	\$8,271,715

** Summary data in all columns. See project details for more information.*

This summary is based on the detailed list of proposals found in the next section. Savings estimates are aggregated from the available data found in the complete list of proposals below and based on best available information about participating municipalities.

PROCUREMENT CENTER FOR EXCELLENCE

Enhanced management of procurement can potentially bring cost savings to virtually any governmental entity or department. Most municipalities do not have procurement specialists on staff. Though department heads and finance staff may have a great deal of experience in certain areas of purchasing, including “piggybacking” on best available contracts, actual coordination and aggregation of purchasing among neighboring communities to obtain greater purchasing power is rare.

In 2018, local and county officials established the coordination of purchasing as a top priority for shared services. The county executive and legislature incorporated this priority into the county budget, increasing staff and space at the county’s Division of Purchasing in order to create a new Procurement Center for Excellence serving all Rockland municipalities. Specific shared services projects of the Center and local tax districts are too numerous to list here, and are therefore consolidated in the table found at the end of this document. The Procurement Center for Excellence has become a hub of shared services activities under the leadership of Paul Brennan, the county’s director of purchasing. Activities in 2019 have included:

1. Building the capacity of the Center by creating a logo and adopting MailChimp and EventBrite online tools and other means to build the Center’s professional network among local government officials and staff involved in diverse purchasing activities and decisions.
2. Hosting numerous training workshops for diverse audiences related to purchasing. These have included:
 - Use of federal General Services Administration contracts by law enforcement agencies.
 - Highway equipment replacement planning and procurement, including use of online auctions.
 - Public works contracts.
 - Backfile scanning and document management project management, software vendors and technologies.
 - Planning department GML review efficiency project
 - eProcurement platform use, such as Empire State Purchasing Group.
 - NYS Office of General Services training on use of state contracts.
 - Minority/Women-owned Business Enterprises(MWBE) business opportunities
 - NYS Archives grant workshop
3. The Center has forged intermunicipal agreements with local districts to provide a wide range of services on a one-time or on-going basis.
 - Town of Clarkstown for Purchasing Department cooperation
 - Village of South Nyack RFP for Environmental Phase 1 and 2 for prospective land purchase
 - Village of South Nyack for general purchasing services
 - Village of Spring Valley for general procurement services
 - Pearl River and Nyack Fire Districts for bids on chief’s vehicle and personal escape systems and training

4. The Center has developed cooperative bidding initiatives to enable diverse local districts to achieve greater purchasing power for the following:

- Police vehicles
- Sewer chemicals (under preparation)
- Dump trucks (under preparation)
- Copiers
- Firefighting equipment
- Fire department utility bill auditing services
- Fire department light duty vehicles
- Waste water treatment chemicals (planned for 2020)
- Inmate clothing and personal care items (multi-county bid) (planned for 2020)
- Office furniture (planned for 2020)
- Copy paper (planned for 2020)
- Employment physicals (planned for 2020)

While e-procurement increases efficiency and information, and accessing existing contracts can save time and money, even greater savings are possible by increasing purchasing power through the aggregation of purchasing for certain items that are bought by many similar departments in all towns and villages. Very few departments actually coordinate their purchasing with identical departments in other municipalities in order to obtain prices based on greater volumes. This despite the fact that many towns, villages, sewer districts and other agencies buy very similar paper, cars, pickup trucks, uniforms, chemicals, guns, software, water bottles, and a wide range of other commonly used items and services.

In the long run, the standardization of specifications for commonly purchased items and services across all local departments and municipalities would make aggregated purchasing, and hence better pricing, far easier. Other efficiencies would arise, especially in the cases of software or equipment, as standardization would make it easier to train staff, to share information across departmental or municipal boundaries, and to render mutual aid routinely or in emergencies. It is the role of the Procurement Center for Excellence to provide services and convene trainings that help local governments to work together to obtain these efficiencies.

1. **Procurement Center for Excellence:** County will continue to host a Procurement Center for Excellence. Its principle function is to empower local tax districts to obtain greater purchasing power through cooperation and therefore obtain better pricing on the broad range of products and services needed. The Center will pursue this function by supporting cooperative purchasing, providing training, and providing procurement services via IMAs.

Participants: All Panelists

Savings: 2020: \$1,000,000 2021: \$1,100,000

Savings Rationale: Total equipment and capital outlay for five towns and larger villages is approximately \$27M/year, assume 4% savings in 2020, and 4.1% in 2021.

GML REVIEW EFFICIENCY PROJECT (NEW LONG TERM SHARED SERVICES PLAN)

Rockland County, under the leadership of the Planning Department, is undertaking a capital project which will result in the implementation of the Tyler/Energov software, to increase the efficiency of County agency administration of applications, inspections and permits. The efficiency of this process is a basic building block of land use planning and economic development with major impacts on all concerned, including not only government agencies, but project applicants and the architecture, planning, engineering and other firms involved in the project planning, permitting and construction process. To achieve full benefits for all stakeholders, the County requires cooperation from municipalities and applicants to migrate their traditional hardcopy GML applications over to digital submission via an online “portal”. To the extent this migration occurs, the County and local municipalities will obtain savings in labor time and other costs, and the GML process will be more efficient, more transparent and less costly to applicants as well.

The GML review efficiency project exemplifies the dramatic return on investment (ROI) for updating paper-based administrative processes by adopting electronic document management systems, due to savings in labor time, the reduced need to build, heat and maintain physical storage space for paper files, the ability to comply with regulations and the capacity to manage disaster risk and recovery. The conversion of paper files to electronic files eases retrieval, decreases storage costs, enables document sharing and streamlined workflows, among other benefits. Shifting administrative systems to accept digital document submissions avoids the costs of paper altogether. Beyond these benefits, the computerization of document management creates a stream of data on clerical activities, workflows and timespans that can support further workflow efficiency analysis and decision-making, as well as providing security and accountability safeguards unavailable with paper records.

However, the complexity of legacy paper-based administrative systems and the cost and technical nature of computerized solutions prove challenging for towns and villages and their internal departments seeking more efficient digital solutions. Shared services panelists routinely report a lack of capacity, funding, training and expertise needed to know how best to invest their budgets and staff time to achieve the greatest ROI from further digitization of document management. Progress in the face of these challenges requires focus, leadership and resources.

BOCES is a key potential local partner for municipal document management efficiency, due to its experience providing shared document management IT services to school districts and mission of educating the workforce needed to serve the expanding demand for digital document management in both private and public sectors. BOCES is exploring ways to not only provide affordable backfile scanning services to municipalities, but to add document management employment training to its workforce development program in partnership with businesses in this field.

The GML review efficiency project is part of a larger effort led by the Planning Department to use new workflows and software to streamline administrative and document management processes pertaining to all land-based planning activities handled by county agencies. In this project, the County Planning Department is building a centralized GIS database and records management system for all County government agencies involved in Land Use Referrals (GML), Permits, Inspections and Complaints. The project includes the

streamlining of workflows from seven county departments with which local governments and businesses routinely exchange documents critical to economic development, health and safety. Workflows to be included are:

- General Municipal Law (GML) Reviews
- Subdivision Plat Review (Drainage)
- Stream Control Act Permit (Drainage)
- Highway Permits and Approvals (Highway)
- Water Main Extension – Developer Projects (Health)
- Backflow Prevention (Health)
- Environmentally Sensitive Area (ESA) Waiver Request (Sewer)
- Realty Subdivisions (Health)
- Sanitary Sewer Main Extension (Health)
- Covenant to Run with the Land (Sewer)
- Connection/Disconnection Permit (Sewer)
- Wastewater Questionnaire (Sewer)
- 9-1-1 Address Assignments (Fire and Emergency Services)
- Water Main Extension (Supplier Projects) and Other Improvements (Health)
- Well Permit Application (Health)
- Business Complaints (Consumer Protection)
- Home Improvement Licenses (Consumer Protection)
- Prosecutions of Non-Compliant Businesses (Consumer Protection)
- Housing – Rockland Codes Initiative (RCI) (Health)

GML Review Process

NYS law requires local planning and zoning boards to refer many land use applications to the county planning department and other county agencies for review, resulting in a great deal of document exchange and tracking of approval status. About 80% of commercial projects in Rockland County require GML review because of proximity to state or county roads, streams, boundaries or other criteria. Rockland County Planning Department managed 691 GML referrals from towns and villages in 2018, with similar numbers projected for 2019, distributing each application to a minimum of two to six other agencies for review, and communicating the results of this review process back to local agencies. Each GML referral application is composed of a half dozen different documents as well as oversized maps and drawings. After approval, applicants must obtain permits from a range of County agencies (i.e., Drainage Agency, Highway Department, Health Department, Sewer District #1, as well as State and/or Federal agencies, before construction can begin.

The County's investment in GML review efficiency and the permit approval process, offers numerous potential benefits to local governments, and these benefits increase to the degree that local governments are able to align their administrative processes with those of the county to make best use of the new system. Local governments that take actions such as digitizing land use planning records, requiring digital submission of plans, and learning how to use the various capabilities of the County's GML review portal will experience greater benefits from the County's investment. Migrating a growing portion of GML activity over to the portal will increase the labor time savings for all involved, as well as the benefits of transparency and reduced wait times.

In addition to efficiency gains, the portal will help local communities compete for desirable economic development. Applicants often fear uncertainty and delay in the land use approval process and factor these risks into economic development decisions. Communities that demonstrate clarity of review processes and timeframes, and provide applicants with access to the status of their applications and permits, are better able to compete for appropriate and desirable economic development investments. Transparency also aids the public in monitoring land use plans and reduces the need for FOIL document requests.

New Projects for 2020-2021

- GML Review Efficiency Project:** County has purchased Tyler software to obtain internal administrative labor efficiencies and other benefits to county agencies for the management of a broad range of land-based applications, permits and inspection processes and documents. The creation of an online portal for GML review document exchange with towns and villages creates additional opportunities for administrative labor efficiencies and other benefits for villages and town planning and zoning agencies. The portal will become available early in 2021, when labor efficiencies will begin to accrue to villages and towns. In 2020, the county will provide information and training to help villages and towns prepare to use the portal.

Participants: County, all towns and villages

Savings: 2020: \$0 2021: \$41,625

Savings Rationale: Each municipality has a labor cost for GML administration, or # FTEs multiplied by average cost of an FTE in salary and benefits. Assumptions are that: the online GML portal reduces labor needed for referrals by 30% for each stakeholder: that towns and villages migrate 20% of their total GML referrals, as a whole, into the portal in 2021; FTEs currently absorbed by GML referral process are: Rockland County Planning 2.6 FTE and .5 FTE each for Orangetown, Clarkstown, Ramapo and Spring Valley. Orangetown alone makes up between 14-18% (2018 and partial 2019 respectively) of the overall volume of GML referrals. Savings increase over time as more GML referrals are made via the portal. Savings to applicants, people accessing documents for via FOIL and other users not quantified here.

- Local Government Records Management Improvement Fund (LGRMIF) grant application:** County and Orangetown will collaborate on the development and submission of a grant application to NYS Archives LGRMIF to pursue shared services initiatives that make the GML review process between the County and Orangetown more efficient. County will pay for grantwriting, act as lead applicant, and if the request is successful, administer grant funds. Grant is due in January 2020. Process will repeat in subsequent years for other shared services grant proposals involving other municipalities.

Participants: County, Orangetown

Savings: 2020: \$3,000 2021: \$3,000

Savings Rationale: Grantwriting is a sunk cost for county due to existing contract with grantwriter; participating districts save \$3,000 each in avoided grantwriting costs.

4. **Rockland Records Management Consortium:** Municipalities, the county, various agencies will form a consortium that meets regularly to coordinate information, presentations, purchasing, and all matters related to improving records management efficiency. The consortium in 2020 will focus on making the GML review process more efficient, with leadership by the Rockland County Planning Department, and extend to related records and document management efficiency projects.
 - Participants:** Proposed partners: County, towns, villages, BOCES
 - Savings:** 2020: \$25,000 2021: \$25,000
 - Savings Rationale:** 10 districts obtain 5 free trainings each for an avoided cost of \$500/training x 5 trainings x 10 districts = \$25,000

5. **Rockland County Lean Initiative:** Municipal land use board members, clerks, and administrators will obtain free training from the NYS Lean Initiative through a series of concentrated workshops offered in Rockland County in which line-level employees from towns and villages redesign their own work processes to reduce the time and resources needed to perform routine land use application review activities. The NYS Lean Initiative is an innovative public-private partnership designed to make government more efficient and responsive that has proven successful in many NYS agencies, applying principles developed in the manufacturing sector over many years.
 - Participants:** County, Clarkstown, Orangetown, other towns and villages.
 - Savings:** 2020: \$20,000 2021: TBD
 - Savings Rationale:** The free training would cost an estimated \$1,000 per participant on the commercial market. Total savings depends on number of participants.

6. **Tyler/Energov permitting software implementation:** Rockland County and Orangetown will collaborate on the implementation of Tyler/Energov software "portals" for online management of land use reviews, to identify all opportunities to enhance services, reduce labor time and save money made possible by using the same software.
 - Participants:** County, Orangetown
 - Savings:** 2020: \$0 2021: TBD
 - Savings Rationale:** Parallel use of land use review and permitting software creates as yet unknown opportunities for labor efficiencies in the administration of land use review and permitting document exchanges between town and county.

7. **Records Management Plans:** BOCES will provide free consultations to three (3) local governments to help them create records management improvement strategies, especially as this applies to the GML review process.
 - Participants:** BOCES, unknown number of villages and/or towns
 - Savings:** 2020 \$15,000 2021: \$15,000
 - Savings Rationale:** Avoided costs of approximately \$5,000 per participating district for purchasing records management planning consulting services from a vendor.

ADDITIONAL NEW PROJECTS FOR 2020-2021 IMPLEMENTATION

8. **Criminal Justice Reform Implementation Working Group:** New NYS law limits bail, amends the discovery and speedy trial process, and changes civil asset forfeiture and the community reentry process. The costs of these changes falls on the county, town and village justice, enforcement and related agencies. The county will convene and lead a working group of all municipalities with courts and/or police departments to develop a coordinated and efficient approach to compliance with the new laws.
- Participants:** County, all panelists with courts and/or police.
Savings: 2020 TBD 2021: TBD
Savings Rationale: One Rockland town estimates costs of implementation at \$1.5 million annually. Further cooperation among local districts is necessary to make implementation as affordable as possible.
9. **River Village Shared Recycling:** After a great deal of research on local recycling costs and programs, the villages of Nyack, South Nyack, and Piermont decided to move forward with a contract with the Rockland County Solid Waste Management Authority to jointly procure recycling services starting in 2020. The Village of Grandview is likely to join the group later when its current recycling contract expires.
- Participants:** Nyack, South Nyack, Piermont, Rockland County Solid Waste Management Authority
Savings: 2020: \$8,450 2021: \$8,450
Savings Rationale: As recycling contract costs were expected to increase dramatically, the new shared contract is expected to enable the participants to mitigate recycling cost hikes.
10. **Landlord Registry:** the Village of South Nyack and Orangetown will develop an intermunicipal agreement for data sharing that will enable the town's landlord registry service to include the incorporated village. The landlord registry services aids in the identification of owners and managers of multifamily dwellings for the purposes of emergency response and code enforcement.
- Participants:** Orangetown and South Nyack
Savings: 2020: \$2,500 2021: \$2,500
Savings Rationale: Avoided costs of developing and administering processes for obtaining landlord contact info, maintaining contact list, and developing local law requiring registration.

11. **Landscaper Registry:** the Village of South Nyack and Clarkstown will develop an intermunicipal agreement for data sharing that will enable the town’s landscaper registry service to include the incorporated village. The landscaper registry services aids in the identification of owners and managers of multifamily dwellings for the purposes of emergency response and code enforcement.

Participants: Clarkstown and South Nyack
Savings: 2020: \$2,500 2021: \$2,500
Savings Rationale: Avoided costs of developing and administering processes for obtaining landscaper contact info, maintaining contact list, and developing local law requiring registration.

12. **Youth Recreation:** The Town of Ramapo will provide discounted rates for summer youth recreation program participation and facilities use to any other municipal youth recreation agency. Includes \$500/camper discount on summer camp registration, and discounted rates for using town facilities, including: golf course, Challenger Center, St. Lawrence Fieldhouse, pool, Cultural and Performing Arts Center.

Participants: Ramapo, Spring Valley, other towns and villages
Savings: 2020: \$50,000 2021: \$50,000
Savings Rationale: Avoided costs of youth recreation services, including 100 campers from Spring Valley at \$500/camper registration discount.

SHARED SERVICES CONTINUED FROM 2018 PLAN

Shared services projects from the 2018 Plan are described below if the projects are continuing into 2019 and 2020. Inactive projects are not included. See the summary table below for a list of projects and plans.

ANIMAL CONTROL AND SHELTER

Following years of financial distress and deterioration of the Hi Tor Animal Shelter facility, the county and the towns made an agreement whereby the county would provide capital funding for a new building and the towns would provide operating funds proportionate to the number of animals delivered to the facility by town animal control officers and town residents. Hi Tor also raised approximately \$350,000 in private donations for the new facility. Since Hi Tor raises over half its operating budget in private donations, this shared facility appears more affordable than any purely government-sponsored alternatives, especially if similar services were to be duplicated at the local level in the absence of a countywide shelter. The county and Hi Tor won two grants totaling \$1 million to offset the cost of a capital project to provide a new shelter facility and the county executive added additional money to the proposed 2020 county capital projects budget.

13. **Animal Control and Shelter:**

Participants: County, Orangetown, Clarkstown, Ramapo, Town of Haverstraw, Stony Point
Savings: 2020: \$800,000 2021: \$800,000
Savings Rationale: Avoided costs of duplicating shelter facility at local level.

HIGHWAY DEPARTMENTS EQUIPMENT SHARING

Highway and public works departments in the county range in size from larger operations such as the county and the towns, to smaller departments of public works in the villages, and many engage in a variety of mutual aid activities both routinely and in times of emergency or special projects, such as paving or drainage work. In 2018, highway superintendents and their staffs convened on several occasions to review equipment lists, existing equipment sharing protocols, and identify new ways of sharing resources. Under a countywide umbrella Intermunicipal Agreement (IMA), the county highway department offers a wide range of shared services to local highway and DPWs. In addition to equipment sharing, the county highway department hosted a road work zone safety training in 2019 and plans to offer chainsaw safety training in 2020, saving local departments the costs of travel and training.

The county highway department has implemented a shared equipment activity logging system for its own equipment, so any local government can easily find out their annual county equipment sharing activity and how much they would have had to have paid to rent the equipment instead of borrowing it from the county. This county investment in logging equipment sharing saves local governments time on record keeping and increases their capacity to apply for NYS reimbursement funds based on avoided costs for renting equipment.

17. **Umbrella IMA for Shared Services:** Adoption of a single countywide umbrella IMA to legalize and promote the routine sharing of personnel, equipment and materials at the discretion of their owners/employers. To include Highway Department and all other functions as appropriate. County will operate a clearinghouse of information from all participating Highway Departments and DPWs that provide inventories of equipment, materials and personnel they are willing to share, depending on availability, including backhoes, bucket trucks, etc. Equipment and vehicles to be included are those that are not typically used every day and can be scheduled in advance.

Participants: County, Villages of Upper Nyack, Nyack, South Nyack, Piermont, Spring Valley, Haverstraw, West Haverstraw, Suffern, Sloatsburg, Hillburn, Kaser, Towns of Orangetown, Clarkstown, Ramapo, Stony Point and Haverstraw

Savings: 2020: \$250,000 2021: \$250,000

Savings Rationale: Savings = avoided cost of renting or buying equipment.

18. **Project Description:** County Highway Department will share Menzi mucker (6 days), Dozer (15 days), Low Bow with Tractor (50 days), Sign Boards (100 days), Roller (15 days), as available, plus other specialty equipment.

Participants: County, Villages of Upper Nyack, Nyack, South Nyack, Piermont, Spring Valley, Haverstraw, West Haverstraw, Suffern, Sloatsburg, Hillburn, Kaser, Towns of Orangetown, Clarkstown, Ramapo, Stony Point and Haverstraw

Savings: 2020: \$340,000 2021: \$340,000

Savings Rationale: Avoided cost of renting this equipment.

19. **Line Paint Truck Share:** County will formalize sharing of street line paint truck to paint all centerlines and curb lines for towns and villages. Each municipality contributes to annual cost of maintenance and repair proportionate to its use. Comes with an operator.

Participants: County, Villages of Upper Nyack, Nyack, South Nyack, Piermont, Spring Valley, Haverstraw, West Haverstraw, Suffern, Sloatsburg, Hillburn, Towns of Orangetown, Clarkstown, Ramapo, Stony Point and Haverstraw

Savings: 2020: \$135,000 2021: \$135,000

Savings Rationale: 54 days loaned out X avoided rental cost of \$2,500/day.

20. **Road Salt Shared Storage:** County will share 6,000 tons of road salt storage space at new County salt storage facility to be built in Chestnut Ridge in 2019 as part of new County garage. Increases storm resiliency.

Participants: County, Villages of Upper Nyack, Nyack, South Nyack, Piermont, Spring Valley, Haverstraw, West Haverstraw, Suffern, Sloatsburg, Hillburn, Kaser, Towns of Orangetown, Clarkstown, Ramapo, Stony Point and Haverstraw

Savings: 2020: \$6,000 2021: \$60,000

Savings Rationale: 6,000 tons x \$100/ton avoided storage cost; estimate excludes the avoided \$1,000,000 construction cost)

21. **Highway Safety Trainings:** County Highway Department to coordinate town and village access to shared trainings in professional development, safety zone, chainsaw and related matters through Cornell Local Roads Program, APWA and other providers.

Participants: County, Villages of Upper Nyack, Nyack, South Nyack, Piermont, Spring Valley, Haverstraw, West Haverstraw, Suffern, Sloatsburg, Hillburn, Kaser, Towns of Orangetown, Clarkstown, Ramapo, Stony Point and Haverstraw

Savings: 2020: \$10,000 2021: \$10,000

Savings Rationale: Avoided costs of local trainings or travel to statewide trainings.

SEWER DISTRICT SHARED SERVICES

In 2018, most of the sewer districts joined the Rockland County Sewer District 1 (RCSD1) to commission a multi-district efficiency and consolidation study of their operations. The following language from the RFP describes the study's scope:

"The primary objective of the study is to gather and evaluate permitting, technical, financial and administrative data regarding the provision of publicly-owned sewer services with Rockland County, resulting in a number of detailed recommendations for opportunities to improve efficiency, contain costs, and provide sustainable sewer collection and treatment which may include full or partial administrative or functional consolidations or regional arrangements for operations, maintenance and treatment of wastewater.

The study shall include a high-level review of all the publicly owned treatment works and collection systems to identify as many opportunities as possible.

The study shall consider the objectives of each participating municipal entity and respect the perspective of each regarding ownership, governance, and control. As such, the alternatives to consolidated and regional approaches to sewer services countywide may include common or individual entity ownership of collection system infrastructure.

The study shall include review of existing sewer service areas with respect to current level of service and potential for growth based on existing land use patterns and the availability of land with environmental and regulatory features within the existing service areas that could be improved to result in a demand for sewer service. In addition, the study will identify land base outside existing sewer service area where future demands for sewer services may be created due to favorable and suitable environmental and regulatory conditions."

The Procurement Center for Excellence coordinated an RFP process, RCSD1 awarded the contract, and Delaware Engineering has been conducting field visits, interviews and data analysis. Preliminary results are expected early in 2020. RCSD1 applied for and received a NYS Local Government Efficiency grant to offset the costs of the study.

22. **Sewer District Efficiency and Consolidation Study:** Consolidation of sewer districts. An RFP for a multi-district efficiency and consolidation study was drafted and will soon be awarded, with early results of analysis expected in fall of 2018 and completion of study in 2019. Several districts have agreed to participate in the efficiency study.

Participants: Rockland County Sewer District 1, Orangetown, Stony Point, Clarkstown, Ramapo, Suffern, Haverstraw Joint Regional, Spring Valley.

Savings: 2020: \$1,000,000 2021: \$5,400,000

Savings Rationale: 12% savings on total budgets of participating districts in 2021 assuming consolidation of some form (functional and/or administrative) takes place, and 2% in 2020 based on assumption of cooperative approach to purchasing.

APPENDIX



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

County of Rockland			
County Contact: Stephen J. Powers, Director of Public Policy and Intergovernmental Relations			
Contact Telephone: 845-638-5122			
Contact Email: powerss@co.rockland.ny.us			
Partners			
Row 1 – (total # of) Cities in County			
	Participating Cities/County	Panel Representative	Vote Cast (Yes or No)*
1.	Rockland County	Edwin Day	Yes
Row 2 – 5 Towns in County			
	Participating Towns	Panel Representative	Vote Cast (Yes or No)*
1.	Stony Point	Jim Monaghan	Yes
2.	Haverstraw	Howard Phillips	Yes
3.	Clarkstown	George Hoehmann	Yes
4.	Ramapo	Michael Specht	Yes
5.	Orangetown	Chris Day	
Use Additional Sheets if necessary *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.			
Row 3 – 19 Villages in County			
	Participating Villages	Panel Representative	Vote Cast (Yes or No)*
1.	West Haverstraw	Robert R. D'Amelio	Yes
2.	Haverstraw	Michael Kohut	Yes
3.	Pomona	Ian Banks	
4.	Upper Nyack	Karen Tarapata	
5.	Nyack	Donald Hammond	Yes
6.	South Nyack	Bonnie Christian	Yes
7.	Grandview-on-Hudson	Larry Lynn	
8.	Piermont	Bruce Tucker	Yes
9.	New Square	Israel Spitzer	



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

10.	Kaser	Allie Pinkasovits	Yes
11.	Wesley Hills	Marshall Katz	Yes
12.	Montebello	Lance Millman	Yes
13.	Airmont	Nathan Bubel	
14.	Spring Valley	Alan Simon	
15.	Chestnut Ridge	Rosario Presti., Jr.	
16.	Suffern	Edward Markunis	Yes
17.	Sloatsburg	Carl Wright	
18.	Hillburn	Joseph Tursi	Yes
19.	New Hempstead	Abe Sicker	Yes

Use Additional Sheets if necessary

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

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

Participating School Districts, BOCES, and Special Improvement Districts		Panel Representative	Vote Cast (Yes or No)*
1.	Rockland BOCES	Scott Salotto	Yes
2.	North Rockland School District	Ileana Eckert (rep by Mike Senno)	Yes
3.	Rockland County Sewer Dist 1	George Hoehmann	Yes
4.	Rockland County Solid Waste Management Authority	Gerry Damiani	Yes
5.	Clarkstown School District	John LaNave	Yes
6.	Nanuet Fire District	Vincent Pacella	
7.	Congers Fire District	Chris Wohl	
8.	Blauvelt Fire District	Bob Clifford	Yes
9.	Sparkill/Palisades Fire District	Clifton Bullock	Yes

Use Additional Sheets if necessary

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

Row 5

2019 Local Government Property Taxes	The sum total of property taxes levied in the year 2019 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.
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County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

	\$	1,412,032,225.70
Row 6		
2019 Participating Entities Property Taxes	The sum total of property taxes levied in the year 2019 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.	
	\$	836,843,586.77
Row 7		
Total Anticipated Savings	The sum total of net savings in such plan certified as being anticipated in calendar year 2020, calendar year 2021, and annually thereafter.	
	2020: \$3,696,090 2021: \$8,271,715 Annual: \$8,271,715	
Row 8		
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 2020 as a percentage of the sum total in Row 6, calendar year 2021 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.	
	2020: .44% 2021: .99% Annual: .99%	
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 2020, calendar year 2021, and annually thereafter if the net savings certified in the plan are realized.	
	2020: \$36.96 2021: \$82.72 Annual: \$82.72	
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 2020, calendar year 2021, and annually thereafter if the net savings certified in the plan are realized.	
	2020: -.39% 2021: -.98% Annual: -.98%	
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	



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

	2020, calendar year 2021, and annually thereafter if the net savings certified in the plan are realized.
	2020: -.76% 2021: -1.89 % Annual: -1.89%
CERTIFICATION	
<p>I hereby affirm under penalty of perjury that information provided is true to the best of my knowledge and belief. This is the finalized county-wide shared services property tax savings plan. The county-wide shared services property tax savings plan was approved on December 18, 2019, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.</p>	
<u>Edwin J. Day</u> (Print Name)	<u>County Executive</u>
 _____ (Signature)	 _____ (Date)

ROW 4 CONT'D:

	Participating School Districts, BOCES, and Special Improvement Districts	Panel Representative	Vote Cast (Yes or No)*
10.	Thiells Fire District	Ray Redmond	
11.	Nyack Fire District	Jim Hartwick	Yes
12.	Valley Cottage Fire District	Keith Garrabrant	
13.	Orangeburg Fire District	Joseph Maggiore	Yes
14.	Tappan Fire District	George Garrecht	
15.	Pearl River Fire District	Cory Clarkston	Yes
16.	West Nyack Fire District	John DeNicola	

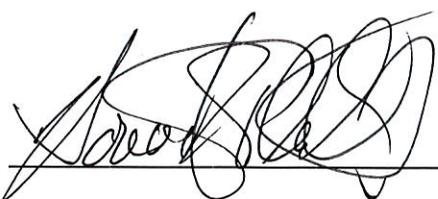
APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
<i>County of Rockland</i>	<i>EDWIN J. DAY</i>	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
<i>- NONE -</i>		
Reasons for Vote:		
<i>OBTAIN TAXPAYER SAVINGS THROUGH GOVERNMENT SHARED SERVICES WHEREVER POSSIBLE-</i>		
Panelist Signature:	<i>[Signature]</i>	Date: <i>12/18/19</i>

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: <i>Town of Story Point</i>	Panelist Name: <i>Supervisor James Monaghan</i>	
Vote (please circle)	<input checked="" type="radio"/> YES ✓	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw: <i>N/A</i>		
Reasons for Vote: <i>I commend the hard work moving the shared service initiative saving our taxpayers millions of dollars.</i>		
Panelist Signature: <i>for Monaghan</i>	Date: <i>12/18/19</i>	

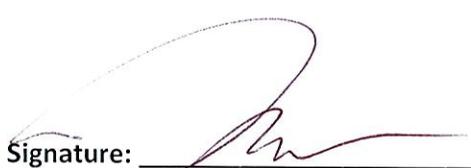
APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: Town of Haverstraw	Panelist Name: Howard Phillips	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw: 4 Hwy Dept, PARKS, sharing equipment		
Reasons for Vote: save taxpayers money		
Panelist Signature:		Date: 12/18/19

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: Town of CLARKSTOWN	Panelist Name: George HOCHMANN SUPERVISOR	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Panelist Signature: <u>George Hochmann</u> Date: <u>12/18/19</u>		

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: <i>Town of Ramapo</i>	Panelist Name: <i>Michael Specter</i>	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Panelist Signature: 		Date: <i>12/18/19</i>

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: <i>Village of NYACK</i>	Panelist Name: <i>Don Hammond</i>	
Vote (please circle)	<input checked="" type="radio"/> YES <i>X</i>	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Panelist Signature: <i>Don Hammond</i>		Date: <i>12/18/19</i>

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: South Nyack, n.y. Village?	Panelist Name: Bonnie R. Christen	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote: South Nyack is very interested in shared services and saving money for all villages & towns.		
Panelist Signature: <u>Bonnie R. Christen</u>	Date: <u>12/18/19</u>	

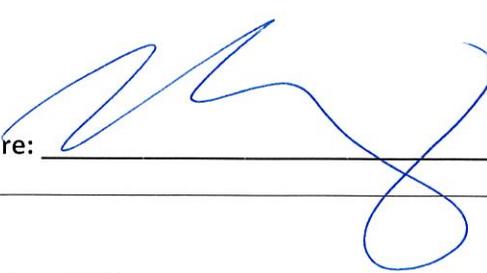
APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: <i>Village of Piermont</i>	Panelist Name: <i>Bruce Tucker</i>	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Panelist Signature: <i>Bruce Tucker</i> Date: <i>12/18/19</i>		

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
VILLAGE OF KASER	ALLIE PINKASOVITS	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
I AM SATISFIED WITH THE PLAN		
Panelist Signature:		Date: 12/18/19

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
Wesley Hills	Marshall Katz	
Vote (please circle)	YES	NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Panelist Signature:  _____ Date: 12/18/19 _____		

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: Suffern	Panelist Name: Edward MARKUNAS	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Panelist Signature: <u>Edward Markunas</u> Date: <u>12/18/19</u>		

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, Dec. 18, 2019

Municipality/District:

VILLAGE OF NEW HEMPSTEAD

Panelist Name:

ABE SICKER

Vote (please circle)

YES



NO

Projects involving your community from which you wish to withdraw:

NA

Reasons for Vote:

In favor of the general goal of obtaining taxpayer savings through government shared services wherever possible.

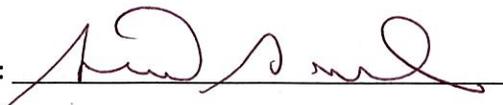
12/19/2019

Panelist Signature:



Date: 12/19/2019

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
ROCKLAND BOCES	SCOTT SALOTTO	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
- NONE -		
Reasons for Vote:		
SHARED SERVICES AMONG MUNICIPALITIES, BOCES AND SCHOOL DISTRICTS WILL LEAD TO GREATER EFFICIENCIES. SAVE MONEY -		
Panelist Signature:		Date: 12-18-19

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
North Rockland School Dst	Michael Senno	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Panelist Signature: <u></u> Date: <u>12/18/19</u>		

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
Rockland County Solid Waste	Georgetta M. Damiani, Jill	
Vote (please circle)	YES	NO
	<input checked="" type="radio"/>	<input type="radio"/>
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
SUG TAXPAYERS ADDITIONAL MONIES		
Panelist Signature:		Date: 12-18-19

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
<i>Clarkstown Central School Dist</i>	<i>John LaNave</i>	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote: <i>To Support tax savings</i>		
Panelist Signature: <i>John LaNave</i>	Date: <i>12-18-19</i>	

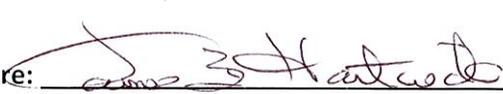
APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
BLAUVELT VOL. FIRE COMPANY	ROBERT CLIFFORD	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote: SAVE \$ FOR TAXPAYERS / MINIMIZE - ELIMINATE WASTE AND/OR REDUNDANCY		
Panelist Signature:		Date: 12/18/19

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
Sparkill/Palisades ^{Fire} District	Clifton Bullock	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Save money		
Panelist Signature:		Date: 12/18/19

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District:	Panelist Name:	
James Hartwick Nunda Joint Fire District	James Hartwick	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote:		
Comps with the Shared Service Plan		
Panelist Signature:		Date: 12/18/19

APPENDIX B: PANELIST VOTE FORM

Rockland County Shared Services Panel: Taxpayer Savings Plan Vote, 12/18/19, 2019		
Municipality/District: ORANGEBURG FIRE DISTRICT	Panelist Name: Joseph Maggiore	
Vote (please circle)	<input checked="" type="radio"/> YES	<input type="radio"/> NO
Projects involving your community from which you wish to withdraw:		
Reasons for Vote: SAVING MONEY ACROSS ROCKLAND COUNTY by Reducing Costs can only benefit the county AND TAX Payers.		
Panelist Signature: <u>Joseph Maggiore</u>		Date: <u>12/18/19</u>

Appendix C : Schedule of Public Hearings

- 7:00 PM, November 18, 2019, Suffern Village Hall, 61 Washington Ave, Suffern, NY.
- 2:00 PM, November 20, 2019, Blauvelt Library, 541 Western Hwy S, Blauvelt, NY.
- 7:00 PM, December 4, 2019, Haverstraw Library, 10 West Ramapo Rd, Haverstraw, NY.