



## RENSSELAER COUNTY BUREAU OF BUDGET

Kathleen M. Jimino  
County Executive

Stacey A. Farrar  
Director of Budget

James A. Breig  
Deputy Budget Director

September 15, 2017

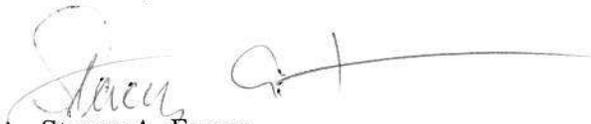
New York State Division of Budget  
Director Robert F. Mujica, Jr.  
254 Washington Avenue  
Albany, NY 12210

Dear Director Mujica:

Enclosed please find the submission of Rensselaer County's County-wide Shared Services Initiative Plan (Plan). As mandated, the County, along with all its municipalities, convened a panel of public officials to develop, publicly deliberate and vote upon this Plan. A draft Plan was submitted to the Rensselaer County legislature on August 1, 2017. Three public hearings were held to gain input from the public. On September 14, the municipalities convened for a vote of the final Plan. It was unanimously approved by the participants present. Letters of support from every municipality are also included in this enclosure.

This Plan identifies six short-term projects, which have been proposed to be implemented during 2018. Preliminary projected savings have been calculated at approximately \$165,000 for 2018. Thirteen other projects were identified for future years but require more research and planning.

Sincerely,

  
Stacey A. Farrar  
Director of Budget



# Rensselaer County

2017 County-wide Shared Services  
Property Tax Savings Plan

Approved on September 14, 2017



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# 2017 Rensselaer County Shared Services Plan

## ACKNOWLEDGMENTS

### Rensselaer County

Kathleen M. Jimino, County Executive  
Christopher J. Meyer, Deputy County Executive  
Stacey Farrar, Director of Budget  
Stephen A. Pechenik, County Attorney

### Shared Services Panel

|  |   |
|--|---|
| Mayor Daniel J. Dwyer, City of Rensselaer          | Supervisor Dominic Jacangelo, Town of Poestenkill |
| Mayor Patrick Madden, City of Troy                 | Supervisor Flora Fasoldt, Town of Sand Lake       |
| Supervisor Robert C. Jaeger, Town of Berlin        | Supervisor Jean Carlson, Town of Schaghticoke     |
| Supervisor Philip H. Herrington, Town of Brunswick | Supervisor Dennis Dowds, Town of Schodack         |
| Supervisor Jack Conway, Town of East Greenbush     | Supervisor Larry Eckhardt, Town of Stephentown    |
| Supervisor Ingrid Gundrum, Town of Grafton         | Mayor Robert Schmidt, Village of Castleton        |
| Supervisor Mark Surdam, Town of Hoosick            | Mayor Mitchell Levinn, Village of East Nassau     |
| Supervisor David Fleming, Town of Nassau           | Mayor Robert Allen, Village of Hoosick Falls      |
| Supervisor Louis J. Desso, Town of North Greenbush | Mayor Robert W. Valenty, Village of Nassau        |
| Supervisor Alan Webster Sr., Town of Petersburg    | Mayor Thomas Carlo, Village of Schaghticoke       |
| Supervisor Verna Hansen, Town of Pittstown         | Mayor Richard Andrew, Village of Valley Falls     |

### Project Partners



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## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

|  |                             |   |                               |
|--|-----------------------------|---|-------------------------------|
| <b>County of Rensselaer</b>  |                             |   |                               |
| <b>County Contact:</b> Kathleen M. Jimino, County Executive  |                             |   |                               |
| <b>Contact Telephone:</b> (518) 270-2900   |                             |   |                               |
| <b>Contact Email:</b> RenscoSharedServices@Rensco.com  |                             |   |                               |
| <b>Partners</b>  |                             |   |                               |
| <b>Row 1 – 2 Cities in Rensselaer County</b>   |                             |   |                               |
|  | <b>Participating Cities</b> | <b>Panel Representative</b>                                     | <b>Vote Cast (Yes or No)*</b> |
| 1.   | Rensselaer, City of         | Mayor Daniel J. Dwyer   | Yes*                          |
| 2.   | Troy, City of               | Mayor Patrick Madden  | *                             |
| 3.   |                             |   |                               |
| <small>Use Additional Sheets if necessary<br/>           * The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.</small> |                             |   |                               |
| <b>Row 2 – 14 Towns in Rensselaer County</b>   |                             |   |                               |
|  | <b>Participating Towns</b>  | <b>Panel Representative</b>                                     | <b>Vote Cast (Yes or No)*</b> |
| 1.   | Berlin                      | Supervisor Robert C. Jaeger                                     | Yes*                          |
| 2.   | Brunswick                   | Supervisor Philip H. Herrington<br>(represented by Pat Poletto) | Yes*                          |
| 3.   | East Greenbush              | Supervisor Jack Conway  | Yes*                          |
| 4.   | Grafton                     | Supervisor Ingrid Gundrum                                       | *                             |
| 5.   | Hoosick                     | Supervisor Mark Surdam  | Yes*                          |
| 6.   | Nassau                      | Supervisor David Fleming  | Yes*                          |
| 7.   | North Greenbush             | Supervisor Louis J. Desso                                       | Yes*                          |
| 8.   | Petersburgh                 | Supervisor Alan Webster Sr.                                     | Yes*                          |
| 9.   | Pittstown                   | Supervisor Verna Hansen   | Yes*                          |
| 10.  | Poestenkill                 | Supervisor Dominic Jacangelo                                    | Yes*                          |
| 11.  | Sand Lake                   | Supervisor Flora Fasoldt<br>(represented by Melissa Elacqua)    | Yes*                          |
| 12.  | Schaghticoke                | Supervisor Jean Carlson<br>(represented by Nancy Harder)        | Yes*                          |
| 13.  | Schodack                    | Supervisor Dennis Dowds   | Yes*                          |



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

|     |             |                           |   |
|-----|-------------|---------------------------|---|
| 14. | Stephentown | Supervisor Larry Eckhardt | * |
| 15. |             |                           |   |
| 16. |             |                           |   |
| 17. |             |                           |   |
| 18. |             |                           |   |
| 19. |             |                           |   |
| 20. |             |                           |   |

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 – 6 Villages in Rensselaer County

|     | Participating Villages | Panel Representative                                  | Vote Cast (Yes or No) |
|-----|------------------------|---|-----------------------|
| 1.  | Castleton              | Mayor Robert Schmidt                                  | *                     |
| 2.  | East Nassau            | Mayor Mitchell Levinn                                 | Yes*                  |
| 3.  | Hoosick Falls          | Mayor Robert Allen<br>(represented by Mark Surdam)    | Yes*                  |
| 4.  | Nassau                 | Mayor Robert W. Valenty                               | *                     |
| 5.  | Schaghticoke           | Mayor Thomas Carlo<br>(represented by Cheryl Jackson) | Yes*                  |
| 6.  | Valley Falls           | Mayor Richard Andrew                                  | *                     |
| 7.  |                        |   |                       |
| 8.  |                        |   |                       |
| 9.  |                        |   |                       |
| 10. |                        |   |                       |

Use Additional Sheets if necessary

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

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

|    | Participating School Districts, BOCES, and Special Improvement Districts | Panel Representative | Vote Cast (Yes or No) |
|----|--|----------------------|-----------------------|
| 1. |  |                      |                       |
| 2. |  |                      |                       |
| 3. |  |                      |                       |
| 4. |  |                      |                       |



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

|     |  |  |  |
|-----|--|--|--|
| 5.  |  |  |  |
| 6.  |  |  |  |
| 7.  |  |  |  |
| 8.  |  |  |  |
| 9.  |  |  |  |
| 10. |  |  |  |
| 11. |  |  |  |
| 12. |  |  |  |
| 13. |  |  |  |
| 14. |  |  |  |
| 15. |  |  |  |
| 16. |  |  |  |
| 17. |  |  |  |
| 18. |  |  |  |
| 19. |  |  |  |
| 20. |  |  |  |

Use Additional Sheets if necessary

#### Row 5

|   |   |
|---|---|
| <b>2017 Local Government Property Taxes</b> | <b>The sum total of property taxes levied in the year 2017 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.</b> |
|   | \$297,364,317   |

#### Row 6

|   |  |
|---|--|
| <b>2017 Participating Entities Property Taxes</b> | <b>The sum total of property taxes levied in the year 2017 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.</b> |
|   | \$120,148,342  |

#### Row 7



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

|   |  |             |             |
|---|--|-------------|-------------|
| <b>Total Anticipated Savings</b>  | The sum total of net savings in such plan certified as being anticipated in calendar year 2018, calendar year 2019, and annually thereafter.   |             |             |
|   | \$165,945  | \$1,491,209 | \$1,491,209 |
| <b>Row 8</b>  |  |             |             |
| <b>Anticipated Savings as a Percentage of Participating Entities property taxes</b> | 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%       |
| <b>Row 9</b>  |  |             |             |
| <b>Anticipated Savings to the Average Taxpayer</b>                                  | 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     |
| <b>Row 10</b>   |  |             |             |
| <b>Anticipated Costs/Savings to the Average Homeowner</b>                           | 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%        |
| <b>Row 11</b>   |  |             |             |
| <b>Anticipated Costs/Savings to the Average Business</b>                            | 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%        |



# County-Wide Shared Services Property Tax Savings Plan Summary

## Appendix A

### CERTIFICATION

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 9/14, 2017, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.

Kathleen M. Jimino

County Chief Executive Officer

(Print Name)

Kathleen M. Jimino

9/14/17

(Signature)

(Date)

# 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,



*City of Troy*

towns and cities 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.

## Rensselaer County-Wide Shared Services Initiative

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            |
|----------------------|-----------------|---------------------------------|
| 1.                   | Rensselaer      | Mayor Daniel J. Dwyer           |
| 2.                   | Troy            | Mayor Patrick Madden            |
| Participating 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   |
| <b>Participating Villages</b> |               | <b>Panel Representative</b> |
| 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:

| <b>Current Partners</b>   | <b>Currently Sharing</b>  |
|---|---|
| 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 Greenbush, Brunswick, Schaghticoke, Town of Hoosick, Village of Hoosick Falls, Town of Poestenkill, City of Troy, Town of Brunswick           | Inter-municipal Water Agreements  |
| Town of Schodack, Town of East Greenbush  | Sewer Agreement   |
| EGPD, Rensselaer PD, Schodack PD, Village of Nassau PD, City of Troy PD, Rensselaer County, Town of Colonie, North Greenbush PD, Rensselaer County Sheriff, Village of Hoosick Falls, Town of Hoosick | East Greenbush Police Department - DWI Enforcement, Law Enforcement, Training, Use of Colonie Police Range and Training 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 Housing Authority   | The County now oversees Civil Service requirements for the City which previously had its own Commission   |

**Rensselaer County-Wide Shared Services Initiative**

|   |   |
|---|---|
| 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 School District                                   | Project Management for Paving Project, Procure Road Salt, Use of busses for Town Summer Camp and other Youth Programs   |
| Rensselaer County, Town of Brunswick, Town of Schodack, Town of Petersburgh, Town of East Greenbush | Routine Maintenance of County Highways, Snow Removal  |
| Town of East Greenbush and Town of Schodack   | Sewer Inter-municipal Agreement   |
| Town of East Greenbush, East Greenbush Firehouse - Park Station on Phillips Road                    | Summer Camp – Emergency Shelter   |
| Town of East Greenbush, Residents from Schodack and Rensselaer participate                          | Senior Services and Programs  |
| Town of East Greenbush, Schodack, North Greenbush, City of Troy, Rensselaer                         | Summer Camp for Nonresident applicants  |
| Town of East Greenbush, City of Rensselaer, Town of Schodack  | Document Shredding (3x per year)  |

**Rensselaer County-Wide Shared Services Initiative**

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|  |  |
|--|--|
| Town of Grafton, Town of Petersburg, Town of Pittstown, Town of Schaghticoke, Town of Nassau, Village of Nassau, Town of Schodack, Town of Poestenkill   | Dog Control Officer  |
| Town of Hoosick, Village of Hoosick Falls, Town of 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 | Shared Highway Equipment and Staffing                                    |
| 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 Municipalities   | Youth and Recreation Department  |
| 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 of Sand Lake, Village of Castleton, Village of Hoosick Falls  | Health Insurance Changes   |
| Town of Schodack, Village of Castleton   | Shared Water Truck   |
| Village of East Nassau, Town of Nassau, Town of Poestenkill, Town of Petersburg, Town of Schaghticoke, Town of Grafton, Town of Schodack   | Digital Towpath  |
| 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 re-designs, 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 Petersburg
- 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 Petersburg
- 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 Petersburg
- 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 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 Petersburg
- 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 \$271,440 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 Nassau
- 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 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 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 accidentally, 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).<sup>1</sup>

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.

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<sup>1</sup> 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. 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 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 nearly \$200,000 in the first year of implementation and almost \$1.5 million per year over the long term. The savings are the result of:

## Rensselaer County-Wide Shared Services Initiative

- 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 \$263,600, with annual savings thereafter of \$271,440. Should the initial capital cost be bonded or secured through a NYPA loan, the cost would be amortized and the first year net cost would decrease. 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 \$158,000 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        | Notes   |
|----------------------------|---------------|--------------|--------------------------|-----------------------------|-----------|-------------|---|
| Animal Control Services    | -             | 119,625      | 153,183                  | 5,245                       | (38,803)  | (38,803)    | Assume 1.5 FTE at Sheriff at \$55K each, including 45% fringe. Assumes 10% increase in revenue from more consistent adherence.  |
| Highway & DPW Services     | -             | -            | 1,022,412                | -                           | (408,965) | (1,022,412) | Long term, assumes 5% savings from better coordination, allowing net attrition. Assumes 2% savings in year 1. Assumes \$130 K in re-allocated effort for coordination, etc. |
| Household Hazardous Waste  | -             | -            | -                        | -                           | -         | -           | To be determined.   |
| Regional Purchasing Portal | 100,000       | 5,000        | 163,555                  | -                           | 18,223    | (158,555)   | 3% of partners' five year average equipment & contractual. Assumes year 1 savings are for one-half year.  |
| LED Lighting               | 399,320       | -            | 271,440                  | -                           | 263,600   | (271,440)   | Assumes 4,000 lights. Conservative estimates as are based on data from fewer than all interested partners. Assumes year 1 savings are for one-half year                     |
| Regional Training          | -             | -            | -                        | -                           | -         | -           | To be determined.   |
|                            | 499,320       | 124,625      | 1,610,589                | 5,245                       | (165,945) | (1,491,209) |   |

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# Appendices

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

**Appendix B. Letters from Panel Members**

**Appendix C. Meeting Materials**

**Appendix D. Potential Partners**

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



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

|  |                             |   |                               |
|--|-----------------------------|---|-------------------------------|
| <b>County of Rensselaer</b>  |                             |   |                               |
| <b>County Contact:</b> Kathleen M. Jimino, County Executive  |                             |   |                               |
| <b>Contact Telephone:</b> (518) 270-2900   |                             |   |                               |
| <b>Contact Email:</b> RenscoSharedServices@Rensco.com  |                             |   |                               |
| <b>Partners</b>  |                             |   |                               |
| <b>Row 1 – 2 Cities in Rensselaer County</b>   |                             |   |                               |
|  | <b>Participating Cities</b> | <b>Panel Representative</b>                                     | <b>Vote Cast (Yes or No)*</b> |
| 1.   | Rensselaer, City of         | Mayor Daniel J. Dwyer   | Yes*                          |
| 2.   | Troy, City of               | Mayor Patrick Madden  | *                             |
| 3.   |                             |   |                               |
| <small>Use Additional Sheets if necessary<br/>           * The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.</small> |                             |   |                               |
| <b>Row 2 – 14 Towns in Rensselaer County</b>   |                             |   |                               |
|  | <b>Participating Towns</b>  | <b>Panel Representative</b>                                     | <b>Vote Cast (Yes or No)*</b> |
| 1.   | Berlin                      | Supervisor Robert C. Jaeger                                     | Yes*                          |
| 2.   | Brunswick                   | Supervisor Philip H. Herrington<br>(represented by Pat Poletto) | Yes*                          |
| 3.   | East Greenbush              | Supervisor Jack Conway  | Yes*                          |
| 4.   | Grafton                     | Supervisor Ingrid Gundrum                                       | *                             |
| 5.   | Hoosick                     | Supervisor Mark Surdam  | Yes*                          |
| 6.   | Nassau                      | Supervisor David Fleming  | Yes*                          |
| 7.   | North Greenbush             | Supervisor Louis J. Desso                                       | Yes*                          |
| 8.   | Petersburgh                 | Supervisor Alan Webster Sr.                                     | Yes*                          |
| 9.   | Pittstown                   | Supervisor Verna Hansen   | Yes*                          |
| 10.  | Poestenkill                 | Supervisor Dominic Jacangelo                                    | Yes*                          |
| 11.  | Sand Lake                   | Supervisor Flora Fasoldt<br>(represented by Melissa Elacqua)    | Yes*                          |
| 12.  | Schaghticoke                | Supervisor Jean Carlson<br>(represented by Nancy Harder)        | Yes*                          |
| 13.  | Schodack                    | Supervisor Dennis Dowds   | Yes*                          |



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

|     |             |                           |   |
|-----|-------------|---------------------------|---|
| 14. | Stephentown | Supervisor Larry Eckhardt | * |
| 15. |             |                           |   |
| 16. |             |                           |   |
| 17. |             |                           |   |
| 18. |             |                           |   |
| 19. |             |                           |   |
| 20. |             |                           |   |

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 – 6 Villages in Rensselaer County

|     | Participating Villages | Panel Representative                                  | Vote Cast (Yes or No) |
|-----|------------------------|---|-----------------------|
| 1.  | Castleton              | Mayor Robert Schmidt                                  | *                     |
| 2.  | East Nassau            | Mayor Mitchell Levinn                                 | Yes*                  |
| 3.  | Hoosick Falls          | Mayor Robert Allen<br>(represented by Mark Surdam)    | Yes*                  |
| 4.  | Nassau                 | Mayor Robert W. Valenty                               | *                     |
| 5.  | Schaghticoke           | Mayor Thomas Carlo<br>(represented by Cheryl Jackson) | Yes*                  |
| 6.  | Valley Falls           | Mayor Richard Andrew                                  | *                     |
| 7.  |                        |   |                       |
| 8.  |                        |   |                       |
| 9.  |                        |   |                       |
| 10. |                        |   |                       |

Use Additional Sheets if necessary

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

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

|    | Participating School Districts, BOCES, and Special Improvement Districts | Panel Representative | Vote Cast (Yes or No) |
|----|--|----------------------|-----------------------|
| 1. |  |                      |                       |
| 2. |  |                      |                       |
| 3. |  |                      |                       |
| 4. |  |                      |                       |



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

|     |  |  |  |
|-----|--|--|--|
| 5.  |  |  |  |
| 6.  |  |  |  |
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| 12. |  |  |  |
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| 15. |  |  |  |
| 16. |  |  |  |
| 17. |  |  |  |
| 18. |  |  |  |
| 19. |  |  |  |
| 20. |  |  |  |

Use Additional Sheets if necessary

#### Row 5

|   |   |
|---|---|
| <b>2017 Local Government Property Taxes</b> | <b>The sum total of property taxes levied in the year 2017 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.</b> |
|   | \$297,364,317   |

#### Row 6

|   |  |
|---|--|
| <b>2017 Participating Entities Property Taxes</b> | <b>The sum total of property taxes levied in the year 2017 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.</b> |
|   | \$120,148,342  |

#### Row 7



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

|   |  |             |             |
|---|--|-------------|-------------|
| <b>Total Anticipated Savings</b>  | The sum total of net savings in such plan certified as being anticipated in calendar year 2018, calendar year 2019, and annually thereafter.   |             |             |
|   | \$165,945  | \$1,491,209 | \$1,491,209 |
| <b>Row 8</b>  |  |             |             |
| <b>Anticipated Savings as a Percentage of Participating Entities property taxes</b> | 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%       |
| <b>Row 9</b>  |  |             |             |
| <b>Anticipated Savings to the Average Taxpayer</b>                                  | 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     |
| <b>Row 10</b>   |  |             |             |
| <b>Anticipated Costs/Savings to the Average Homeowner</b>                           | 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%        |
| <b>Row 11</b>   |  |             |             |
| <b>Anticipated Costs/Savings to the Average Business</b>                            | 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%        |



# County-Wide Shared Services Property Tax Savings Plan Summary

## Appendix A

### CERTIFICATION

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 9/14, 2017, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.

Kathleen M. Jimino

County Chief Executive Officer

(Print Name)

Kathleen M. Jimino

9/14/17

(Signature)

(Date)

# RENSSELAER COUNTY LEGISLATURE

Introduced by Legislator(s) Stammel, Wysocki, Welcome

Sent To: Local Government

Committee

Date September 13, 2017

Resolution No. G/395/17

## RESOLUTION RECOMMENDING THE ADOPTION OF THE COUNTY-WIDE SHARED SERVICES INITIATIVE PLAN

**WHEREAS**, This resolution is filed with the Rensselaer County Legislature by the Rensselaer County Executive; and

**WHEREAS**, As part of the Governor's County-wide Shared Services Initiative, each of the 57 counties outside of New York City is required to convene a panel of public officials to develop, publicly deliberate, vote upon and submit a County-wide Shared Services Property Tax Savings Plan by September 15, 2017 to the New York State Division of Budget; and

**WHEREAS**, This plan shall contain new recurring property tax savings through actions such as, but not limited to, the elimination of duplicative services; shared services, such as joint purchasing, shared highway equipment, shared storage facilities, shared plowing services, and energy and insurance purchasing cooperatives; reduction in back office administrative overhead; and better coordination of services; and

**WHEREAS**, By law, the County Executive must chair the panel which will coordinate the submission of this County-wide plan; and

**WHEREAS**, The mayors of every city and village and the supervisors of every town, within the County, are required to participate on the panel; and

**WHEREAS**, The panel convened on June 26, 2017, July 10, 2017, July 21, 2017, and July 28, 2017 to discuss and develop a draft County-wide Shared Services Initiative Plan; and

**WHEREAS**, The panel reached out to school districts and board of cooperative educational services, as well as representatives of each collective bargaining unit of the County and the cities, towns and villages for input; and

**WHEREAS**, The draft plan was submitted to the Rensselaer County Legislature on August 1, 2017; and

**WHEREAS**, Public hearings were held on August 10, 2017 in the Rensselaer County Legislative Chambers, on August 23, 2017 in the Hoosick Town Hall, and on September 7, 2017 in the Nassau Town Hall; and

WHEREAS, The panel will meet on September 14, 2017 to vote on the final plan; and

WHEREAS, The approved plan shall be transmitted to the New York State Division of Budget by September 15, 2017; now, therefore, be it

RESOLVED, That the Rensselaer County Legislature has reviewed and considered the County-wide Shared Services Initiative Plan submitted by the panel and recommends that the panel move forward in adopting the plan.

Resolution ADOPTED by the following vote:

Ayes: 16  
Nays: 0  
Abstain: 0  
September 13, 2017

Clerk of the Legislature

Sent to County Executive 9/14/17

Received from County Executive 9/14/17

Jessica Charvat  
Clerk of the Legislature



Executive Action

Approved  Date 9/14/17

Disapproved   
Veto Message Attached and Returned to Clerk

[Signature]  
Deputy County Executive

# **Rensselaer County Legislature**

## **Clerk's Certification (G)**

**I, Jessica L. Charette, Clerk of the Rensselaer County Legislature, do hereby CERTIFY that I have compared the foregoing copy with the original resolution(s) enacted by the Rensselaer County Legislature at a legally convened meeting held on the 13<sup>th</sup> day September, 2017, and that the same is a true and complete copy thereof. The original final resolution(s) is/are on file in my office, as of the 14<sup>th</sup> day of September located at 1600 Seventh Avenue, Troy, New York, and became effective on the 14<sup>th</sup> day of September, 2017.**

**IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Rensselaer County Legislature of Troy, New York, this 14<sup>th</sup> of September, 2017.**

**Seal**

  
**Jessica L. Charette**  
**Clerk of the Legislature**  
**County of Rensselaer**  
**State of New York**

## **Appendix B. Letters from Panel Members**

**Kathleen M. Jimino**  
County Executive



Ned Pattison Government Center  
1600 Seventh Avenue  
Troy, New York 12180  
Phone: (518) 270-2900  
Fax: (518) 270-2961

**COUNTY OF RENSSELAER**

September 12, 2017

Rensselaer County County-wide  
Shared Services Initiative Panel Members  
Rensselaer County Offices  
1600 7th Ave.  
Troy, NY 12180

Re: **2017 Rensselaer County County-wide Shared Services Initiative Plan**  
Rensselaer County, New York

Dear Fellow Panel Members:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County County-wide Shared Services Initiative (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of Rensselaer County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CWSSI process I have, along with our municipal leaders, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, Rensselaer County residents can benefit from greater efficiency and tax savings.

Sincerely,

Kathleen M. Jimino  
Rensselaer County Executive



**DANIEL J. DWYER**  
MAYOR

# CITY OF RENSSELAER

---

## OFFICE OF THE MAYOR

CITY HALL  
62 WASHINGTON STREET  
RENSSELAER, NEW YORK 12144

(518) 462-9511  
Fax: (518) 462-9895

September 13, 2017

To: Rensselaer County Shared Services

After reviewing the Shared Services Proposal the City of Rensselaer is in agreement to participate.

Thank you,

Daniel J. Dwyer

Mayor



Hon. Wm. Patrick Madden

Office of the Mayor  
433 River Street, Suite 5001  
Troy, NY 12180

(518) 279-7130  
mayorsoffice@troyny.gov

September 8, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Avenue  
Troy, NY 12180

Re: 2017 Rensselaer County Shared Services Plan

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of Troy, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, Troy residents can benefit from greater efficiency and tax savings.

Sincerely,

Wm. Patrick Madden  
Mayor



September 13, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: **2017 Rensselaer County Shared Services Plan**  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my Town, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Town, residents can benefit from greater efficiency and tax savings.

Sincerely,



Robert C. Jaeger  
Supervisor  
Town of Berlin



PHILIP H. HERRINGTON  
SUPERVISOR  
WILLIAM J. LEWIS  
TOWN CLERK  
GORDON W. CHRISTIAN  
COUNCILMAN  
MARK J. BALISTRERI  
COUNCILMAN  
DANIEL E. CASALE  
COUNCILMAN  
JAMES SULLIVAN  
COUNCILMAN  
THOMAS R. CIOFFI  
TOWN ATTORNEY

TOWN OFFICE  
336 TOWN OFFICE ROAD  
TROY, NEW YORK 12180-8809  
Tel. (518) 279-3461  
Fax (518) 279-4352

DOUGLAS J. EDDY  
SUPERINTENDENT OF HIGHWAYS  
WILLIAM BRADLEY  
SUPERINTENDENT OF WATER  
JAYNE M. TARBOX  
RECEIVER OF TAXES  
STEPHEN ROONEY  
SOLE ASSESSOR  
KAREN GUASTELLA  
BUILDING AND CODE ENFORCEMENT OFFICER  
G. LAWRENCE KRONAU  
TOWN JUSTICE  
TERRANCE A. BUCHANAN  
TOWN JUSTICE

September 14, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: 2017 Rensselaer County Shared Services Plan  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my Town as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Town residents can benefit from greater efficiency and tax savings.

Sincerely,

  
Philip H. Herrington  
Supervisor



*The Town of East Greenbush*

**SUPERVISOR'S OFFICE**

225 Columbia Turnpike, Rensselaer, New York 12144  
Phone: 518.477.4775 Fax: 518.477.2386

August 30, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: 2017 Rensselaer County Shared Services Plan  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of East Greenbush, as well as the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, East Greenbush residents can benefit from greater efficiency and tax savings.

Sincerely,

John J. Conway  
Town Supervisor

**Town of Grafton  
Ingrid Gundrum, Supervisor  
PO Box G  
Grafton, New York 12082  
(518) 279 – 3565  
Fax (518) 279 - 3685**

September 14, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Office Building  
1600 7th Ave  
Troy, NY 12180

Re: 2017 Rensselaer County Shared Services Plan Rensselaer County, New York

Dear County Executive Jimino:



Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of Grafton, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CWSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, Grafton residents can benefit from greater efficiency and tax savings.

Sincerely,



Ingrid Gundrum, Supervisor  
Town of Grafton



# TOWN OF HOOSICK

P.O. BOX 17  
HOOSICK FALLS, NEW YORK 12090  
(518) 686-4571 • Fax (518) 686-5304



Supervisor  
Mark Surdam

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Friday, September 08, 2017

Re: **2017 Rensselaer County Shared Services Plan**  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of the Town of Hoosick, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process we have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Town of Hoosick residents can benefit from greater efficiency and tax savings.

Sincerely,

Mark E. Surdam

Supervisor, Town of Hoosick



Town of Nassau  
29 Church Street  
Post Office Box 587  
Nassau, New York 12123  
518-766-3559  
Facsimile: 518-766-4422  
supervisor@townofnassau.org

OFFICE OF THE SUPERVISOR  
David F. Fleming, Jr.

September 14, 2017

Kathleen M. Jimino  
Rensselaer County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

**Re: 2017 Rensselaer County Shared Services Plan  
Rensselaer County, New York**

Dear County Executive Jimino:

Please accept this letter as an expression of my support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of Nassau as well as Rensselaer County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Long before the state instituted this unfunded mandate for their own purposes, and while having their own abysmal record of actually eliminating their own duplicative services, Rensselaer County was practicing and participating in service sharing agreements. Thanks to our foresight, these efforts have been invaluable in cost savings and increases in efficiency.

The County and local governments have a proven track record of sharing services for decades in order to provide the highest level of service for the lowest cost. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our residents can benefit from greater efficiency and tax savings.

Thank you.

Very truly yours,

David F. Fleming, Jr.  
Town Supervisor



**Town of North Greenbush**  
**Louis J. Desso**  
**Supervisor**  
**2 Douglas Street**  
**Wynantskill, New York 12198**  
**Tel: (518) 283-5313**  
**Fax: (518) 283-5010**

August 28, 2017

Honorable Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: 2017 Rensselaer County Shared Services Plan

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of the Town of North Greenbush, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects for 2018 and the additional long-term projects that can be explored for 2019, our Town residents can benefit from greater efficiency and tax savings.

On behalf of the Town of North Greenbush I sincerely thank you for coordinating and implementing the shared services plan for Rensselaer County and its municipalities.

Sincerely,

A handwritten signature in black ink, appearing to read "Louis J. Desso".

Louis J. Desso  
Town Supervisor

Cf: Town Board



# TOWN OF PETERSBURGH

OFFICE OF THE TOWN SUPERVISOR

PO BOX 130, 65 Main Street

Petersburgh, NY 12135-0130

Phone: (518) 658-3777 Fax: (518) 658-3770

E-mail: [Supervisor@Petersburgh.org](mailto:Supervisor@Petersburgh.org)

[www.petersburgh.org](http://www.petersburgh.org)

September 11th, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re:

**2017 Rensselaer County Shared Services Plan**  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my [City, Town, Village], as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our [City, Town, Village] residents can benefit from greater efficiency and tax savings.

Sincerely,

Alan M. Webster  
Town Supervisor.

VERNA HANSEN  
SUPERVISOR  
MICHELLE HOAG  
TOWN CLERK  
ERIN MAXON  
COUNCILMAN  
MATTHEW CURLEY  
COUNCILMAN  
JASON EDDY  
COUNCILMAN  
TANYA LIPINSKI  
COUNCILWOMAN  
STACEY GOLDSTEIN  
TOWN ATTORNEY



TOWN OFFICE  
97 TOMHANNOCK ROAD  
VALLEY FALLS, NY 12185  
Tel. (518) 753-4222  
Fax (518) 753-7706  
Website: pittstown.us

MATTHEW DEMARS  
SUPT. OF HIGHWAYS  
SUSAN CRAVER  
RECEIVER OF TAXES  
MICHAEL BAKER  
SOLE ASSESSOR  
DONALD BUGBEE  
BUILDING INSPECTOR  
KENNETH MARBOT  
TOWN JUSTICE  
PAUL MACNAUGHTON  
TOWN JUSTICE  
MAREN STEIN  
TOWN HISTORIAN

September 8, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: **2017 Rensselaer County Shared Services Plan**  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of the Town of Pittstown, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Town residents can benefit from greater efficiency and tax savings.

Sincerely,

Verna Hansen, Supervisor Town of Pittstown

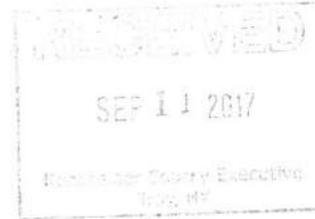


# Town of Poestenkill

Po Box 210  
Poestenkill, NY 12140  
Phone: (518) 283-5100 Fax: (518) 283-7550  
Website: [www.poestenkillny.com](http://www.poestenkillny.com)  
Office of the Supervisor

Dominic Jacangelo, Supervisor  
June Butler, Deputy Supervisor  
David Hass, Councilman  
Eric Wohlleber, Councilman  
Harold Van Slyke, Councilman

September 5, 2017



Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: **2017 Rensselaer County Shared Services Plan**  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my Town, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Town residents can benefit from greater efficiency and tax savings.

Sincerely,

Dominic J. Jacangelo  
Supervisor  
Town of Poestenkill



# Town of Sand Lake

Supervisor Flora Fasoldt

P.O. Box 273

Sand Lake, New York 12153

(518) 674-2026 ext. 12

[ffasoldt@sand-lake.us](mailto:ffasoldt@sand-lake.us)

September 13, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: **2017 Rensselaer County Shared Services Plan**  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of the Town's support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my town, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power. I have attached a copy of the certified resolution that the Sand Lake Town Board approved at the September Town Board Meeting.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our town residents can benefit from greater efficiency and tax savings.

Sincerely,

Flora Fasoldt



September 13, 2017

Kathleen M. Jimino  
Rensselaer County Executive  
1600 7<sup>th</sup> Ave.  
Troy, New York 12180

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of the Town of Schaghticoke, as well as the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, Schaghticoke residents can benefit from greater efficiency and tax savings.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Jean Carlson", is positioned above the printed name.

Jean Carlson  
Supervisor  
TOWN OF SCHAGHTICOKE

JMC/nh

JEAN CARLSON

Office of the Supervisor • 290 Northline Drive • Melrose, NY 12121-9707 • (518) 753-6915 x104 • Fax (518) 753-6918  
E-mail: [supervisor@townofschaghticoke.org](mailto:supervisor@townofschaghticoke.org)

265 Schuurman Road  
Castleton-on-Hudson, New York 12033-3223  
Telephone: (518) 477-7918  
Facsimile: (518) 477-9594  
Email: [Dennis.dowds@schodack.org](mailto:Dennis.dowds@schodack.org)

September 14, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: 2017 Rensselaer County Shared Services Plan

Dear County Executive Jimino:

I am writing this letter to support the 2017 Rensselaer County-Wide Shared Services (CWSS) Plan. I am voting "yes" to approve the Final CWSS Plan as some of the projects identified in it could potentially benefit residents of Schodack as well as the entire County by providing possible property tax savings as a result of coordinating the elimination of duplicate services and implementing processes designed to enhance purchasing power.

Rensselaer County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. With the implementation of the six new CWSS projects in 2018 and the additional long-term projects that can be explored for 2019, Schodack residents might benefit from greater efficiency and tax savings.

Sincerely,



Dennis Dowds  
Supervisor



**Town of Stephentown**  
26 Grange Hall Road, Stephentown, NY 12168

Office of the Supervisor  
Larry Eckhardt - Supervisor

Phone: 518-733-9195  
Fax: 518-733-6492

September 14, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: **2017 Rensselaer County Shared Services Plan** Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my Town as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

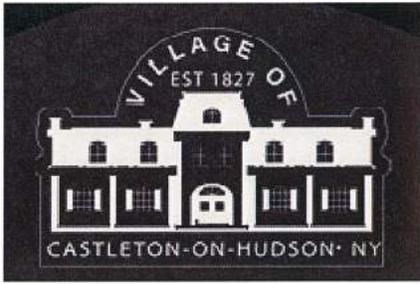
Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County.

With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Town residents can benefit from greater efficiency and tax savings.

Sincerely,

Larry Eckhardt

Supervisor, Town of Stephentown



# VILLAGE OF CASTLETON-ON-HUDSON

85 South Main  
Castleton-on-Hudson,  
New York 12033

September 15, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

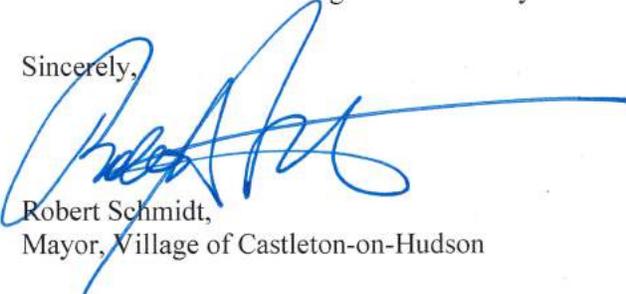
Re: **2017 Rensselaer County Shared Services Plan**  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my Village, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Village residents can benefit from greater efficiency and tax savings.

Sincerely,

  
Robert Schmidt,  
Mayor, Village of Castleton-on-Hudson



**MITCHELL LEVINN**  
MAYOR  
**518.712.9635**  
mayor@villageofeastnassau.org  
PO Box 268  
East Nassau, NY 12062

---

September 7, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

**Re: 2017 Rensselaer County Shared Services Plan**

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting “yes” to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my village as well as the entire county by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

The Village of East Nassau has long held that service sharing is an invaluable method for municipalities to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our village residents can benefit from greater efficiency and tax savings.

Sincerely,

Mitchell Levinn  
Mayor, Village of East Nassau



Municipal Building  
24 Main Street  
Hoosick Falls, NY 12090

Phone: 518-686-7072  
Fax: 518-686-4902  
village@hoosick.org  
villageofhoosickfalls.com

Mayor:  
Robert Allen

Deputy Mayor:  
Robert Ryan

Trustees:  
Robert Downing  
Kevin O'Malley  
Ben Patten  
Karen Sprague  
Brian W. Bushner

9/14/2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7<sup>th</sup> Ave,  
Troy, NY 12180

Re: 2017 Rensselaer County Shared Services Plan, Rensselaer County, NY

Dear County Executive Jimino:

Please accept this letter as an expression of my support for the 2017 Rensselaer County-wide Shared Services (CWSSI) plan. I am voting "yes" to approve the Final CWSSI Plan, and I do this with the support of my Board of Trustees and Employees of the Village of Hoosick Falls. I look forward to seeing its benefit to our Village and the entire County, as it should provide property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

As a new Mayor, I've learned quickly and firsthand the power of shared services, and the willingness of the communities in this County (as well as the County itself) to offer help and support. I see this as a good next step in deepening our efforts to organize and dive deeper into finding more opportunities to cut costs and save money for our residents.

Thank you for organizing this, and taking the initiative to make this discussion and work towards making this plan a reality.

Sincerely,

Robert J. Allen  
Mayor, Village of Hoosick Falls



## VILLAGE OF NASSAU

40 MALDEN STREET

P.O. BOX 452

NASSAU, NEW YORK 12123

Telephone (518) 766-3044 Ext. 2

Fax: (518) 766-2939

**A Progressive Village with Traditional Values**

September 13, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re: **2017 Rensselaer County Shared Services Plan**  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my Village, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Village residents can benefit from greater efficiency and tax savings.

Sincerely,

Robert W. Valenty, Mayor

**Mayor**

*Robert W. Valenty*

**Clerk**

*Melissa Turner-Bulan*

**Treasurer**

*Wendy Ashley*

**Building/Codes**

*Kevin Hitchcock*

**Attorney**

*David L. Gruenberg*

**Trustees**

*Randy M. Howarth*

*David Scaccia*

*William Ayer*

*Gaetano J. Forte III*

**Village of Schaghticoke  
163 Main St  
P.O. Box 187  
Schaghticoke N.Y. 12154**

**Phone (518)753-6100**

**Fax (518)753-7441**

September 11, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7th Ave,  
Troy, NY 12180

Re:

**2017 Rensselaer County Shared Services Plan  
Rensselaer County, New York**

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the 2017 Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of the Village of Schaghticoke, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSJ process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Village residents can benefit from greater efficiency and tax savings.

Sincerely,



Thomas A. Carlo

Mayor

**VILLAGE OF VALLEY FALLS, INC.**

**Valley Falls, New York 12185**

September 12, 2017

Kathleen M. Jimino, County Executive  
Rensselaer County Offices  
1600 7<sup>th</sup>. Ave  
Troy, NY 12185

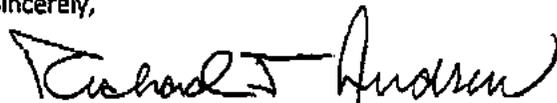
Re: 2017 Rensselaer County Shared Services Plan  
Rensselaer County, New York

Dear County Executive Jimino:

Please accept this letter as an expression of my strong support of the Rensselaer County-wide Shared Services (CWSSI) Plan. I am voting "yes" to approve the Final CWSSI Plan as the projects identified in it will benefit residents of my Village, as well as, the entire County by providing property tax savings through coordinating and eliminating duplicative services and coordinating services to enhance purchasing power.

Rensselaer County has long held that service sharing agreements are an invaluable method for counties to increase efficiency. The County and its villages, towns and cities have been sharing services for decades in order to provide the highest level of service for the lowest cost. Through the CSSI process I have, along with neighboring municipalities, delved deeper and taken a closer look to find additional savings and efficiencies that can be achieved in Rensselaer County. With the implementation of the six new CWSSI projects in 2018 and the additional long-term projects that can be explored for 2019, our Village residents can benefit from greater efficiency and tax savings.

Sincerely,



Richard J. Andrew  
Mayor, Village of Valley Falls

## **Appendix C. Meeting Materials**

## **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 services? 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 Services Initiative, what potential additional opportunities for shared services do think can or should be explored?

| 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                              |
|---------------------|---------------------------|----------------|-------------------------------------|
| DANIEL J. Dwyer     | City of Rensselaer        | 518 462-9511   | dan.dwyer@Rensselaer.NY.gov         |
| ROBERT VALENTY      | Village of Nassau         | 518-466-5332   | mayor@villageofnassau.org           |
| Flora Fasoldt       | TOWN of SandLake          | 674-2026 ext 4 | ffasoldt@sand-lake.ny.gov           |
| DENNIS DOWDS        | TOWN OF SCHOADACK         | 518-477-7918   | DENNIS.DOWDS@SCHODACK.ORG           |
| INGRID GUNDRUM      | TOWN OF GRAFTON           | 518-788-5100   | SUPERVISOR@GUNDRUM@ALBANY.TWICE.COM |
| Richard J Andover   | Valley falls              | 733-6692       | l.lager                             |
| Jeffrey J Wysocki   | Town of Hoosick           | 518-944-3857   | JEFFWY26@AOL.COM                    |
| ROBERT C JARBER     | TOWN OF BERLIN            | 518-573-4261   | BERLIN@BERLINSITE@FAIRFAX.NY.GOV    |
|                     |                           |                |                                     |
|                     |                           |                |                                     |
|                     |                           |                |                                     |

**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 Petersburg        | (518) 658-3777              | supervisor@petersburgh.org            |
| Lisa Dooley         | Town Grafton              | 518-596-3379                | COUNCILWOMANDOOLEY@ALBANY.TOWN.NY.GOV |
| NANCY HARDER        | TOWN OF SCHAAGHTICOKE     | 518-753-6915/104            | SUPERVISOR@TOWN.NY.GOV                |
| VERNA Hansen        | Town of Pitstow           | 753-4220<br>518-753-6216(c) | PITSTOWN.SUPERVISOR@PITSTOWN.NY.GOV   |
| Denise Jacoby       | Town of Petersburg        | 518-527-0190                | djacob@petersburgh.org                |
| Fred McCays         | Town of Nassau            | 518-766-3555                | Fred.mccays@townofnassau.org          |
| PATRICK HADEN       | CITY OF TROY              | 518-579-7130                | PATRICK.HADEN@CITYOFTROY.NY.GOV       |
| MITCH LEVINN        | VILLAGE OF EAST NASSAU    | 518-712-9635                | Mayor@villageofeastnassau.org         |
| Alden Gooderman     | Town of Stephentown       | 518-733-9195                |                                       |

## **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



| Name (Please Print) | Municipality/Organization | Phone                           | E-mail                              |
|---------------------|---------------------------|---------------------------------|-------------------------------------|
| VERNA Hansen        | Town of Pittsford         | 753-4222 office<br>753-6216 (c) | pittsfordsuperior@nytoprim.com      |
| JACK Conroy         | Town of East Greenbush    | 477-4775<br>734-7851 (c)        | jack.conroy@eastgreenbush.org       |
| Scott Gallenè       | Town of East Greenbush    | 477-6103 (o)<br>766-6575 (c)    | sgallenè@eastgreenbush.org          |
| Jean Carlson        | T/Schaghticoke            | 518<br>753-6915 x104            | jean.carlson@townofschaghticoke.org |
| Nancy Perry         | Town of Sand Lake         | 518 810 7065                    | n.perry@sandlake.com                |
| Carl Ublocker       | NYS DOS                   | 473-3355                        | Carl.ublocker@dos.ny.gov            |
| MITCH LEVIN         | VILLAGE OF EAST MASSA     | 766-5587 (H)                    | mayor@villageofeastmassa.org        |
| Kathy Jimino        | Rensselaer County         | 270-2960                        | kjimino@renscoc.com                 |
| ROBERT C JARRE      | TOWN OF BAZUN             | 518-573-4261                    | ROBERT SUPERVISOR<br>@FAIRPORT.NY   |
| Chris Meyer         | Rensselaer Co NY          | 518 270 2900                    | Chris@renscoc.com                   |
| ROBERT W. VACENTY   | Village of NASSAU         | 518-466-5332                    | rmeyer@villageofnassau.ny           |

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



| Name (Please Print) | Municipality/Organization | Phone          | E-mail                              |
|---------------------|---------------------------|----------------|-------------------------------------|
| SARAH FARCAN        | Rensselaer County         | (518) 270-2436 | SARAH.F@RNSCO.COM                   |
| DENNIS DOWDS        | SCHODACK                  | (518) 477-7918 | DENNIS.DOWDS@SCHODACK.ORG           |
| JOAN POTAY          | PUBLIC SIGNALS            | 518-573-7473   | JOHN.PODAT@PUBLICSIGNALS.COM        |
| DOMINIC JOHNSON     | Town of PEARSON Kill      | 518-283-5700   | DJOHNS@PEARSONKILLNY.COM            |
| INGRID GUNDRUM      | T/O GRAFION               | (518) 788-5100 | SUPERVISOR@GUNDNUMCALBANY.TWCBC.COM |
|                     |                           |                |                                     |
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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**

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- 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                        |
|---------------------|---------------------------|--------------------------|-------------------------------|
| BEN SYDEN           | CASCADE GROUP             | 454-7112                 | SSYDEN@cadgroup.com           |
| Carl Uhlacker       | NYS DOS                   | 473-3355                 | Carl.Uhlacker@dos.ny.gov      |
| VERNA HANSEN        | Town of P. HSTON          | 753-6216                 | P.HSTON@pghstn.ny.gov         |
| WITCH LEVIN         | VILLAGE OF EAST NASSAU    | 766-5527 (H)             | mayor@villageofeastnassau.org |
| Alan Webster        | Town of Peterburgh        | 658-3007 (cell 588-7708) | awebster@peterburgh.com       |
| Kathy Jimino        | Rensselaer County         | 270-2900                 | Kjiminoc@renscoc.com          |
| SPACY FOREMAN       | "                         | 270-2900                 | SFOREMAN@renscoc.com          |
| Jack Conway         | Town of East Greenbush    | 472-4775                 | jean.walton@eastgreenbush.org |
| Robert W. VAKENTY   | Village of Nassau         | 466-5332                 | mayor@villageofnassau.org     |
| ROBERT JABOER       | BARZIN                    | 518-573 4261             | BARZIN@supremacofairpoint.net |
| Jean Carlsson       | T/Schuytikoke             | 518-753 6915 x104        | jean.carlsson@schuytikoke.org |

# Rensselaer County

County-wide Shared Services Initiative  
 Shared Service Panel Meeting #3

July 21, 2017



| Name (Please Print) | Municipality/Organization | Phone             | E-mail                               |
|---------------------|---------------------------|-------------------|--------------------------------------|
| PAF Poletto         | Town of Brunswick         | 518-279-3461 x105 | afpolet@TownofBrunswick.org          |
| Jeff Wysocki        | Town of Hoosick           | 518-944-3857      | Jeff Wysocki@AOL.com                 |
| Selena Skiba        | City of Troy              | 518-279-7119      | sskiba99@gmail.com                   |
| DENNIS DOWDS        | TOWN OF SCHODACK          | 518-477-2315      | DENNIS.DOWDS@SCHODACK.ORG            |
| ROBERT JARON        | BARLEN                    | 518-573-4261      | BARLEN SUPREVISOR<br>@ FINEPRINT INC |
| Jack Conway         | East Greenbush            | 518-477-4775      | jconway@eastgreenbush.org            |
| Tony Germano        | North Greenbush           | 518-283-3525 x19  | AGERMANO@TOWNOFNB.COM                |
| Lou Dasso           | North Greenbush           | 518-283-5313 x5   | ldasso@townofNB.com                  |
|                     |                           |                   |                                      |
|                     |                           |                   |                                      |

## **Rensselaer Countywide Shared Services Initiative**

### **SHARED SERVICES PANEL MEETING #4**

**JULY 28, 2017**

**Town of Schodack**

**9:00 -10:00 am**

## **DISCUSSION AGENDA**

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- 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                                |
|---------------------|--------------------------------|-------------------|---------------------------------------|
| Jack Conway         | Town of East Greenbush         | 518-477-4775      | jackconway@eastgreenbush.org          |
| Jean Carlson        | T   Schuylkill                 | 518-753-6915 x104 | jeanw@schuylkill.org                  |
| VERNA HANSON        | T   P. HSTOWN                  | 518-753-6216      | P. HSTOWN SUPERVISOR<br>@NYCAP.rr.com |
| MITCH LEVINE        | VILLAGE OF EAST NASSAU         | 518-766-5587 (H)  | mayor@villageofeastnassau.org         |
| JOHN RODAT          | PUBLIC SIGNARS, LLC<br>LABERGE | 518-573-7473      | JOHN.RODAT@PUBLICSIGNARS.COM          |
| Scott Gallere       | Town of EG<br>Public Works     | 518-477-6103      | sgallere@eastgreenbush.org            |
| Jim Breig           | Rensselaer County              | 518-270-2912      | JBreig@rusco.com                      |
| Kathy Jimino        | Rensselaer County              | 518-270-2900      | Kjimino@renesco.com                   |
| DENNIS DOWDS        | TOWN OF SCHOENACK              | 518-477-7918      | DENNIS.DOWDS@SCHOENACK.NY.GOV         |
| FAT FOLETS          | Town of Bennington             | 518-279-3461 x105 | poletso@townofbennington.ny.gov       |
| Robert J. Allen     | Village of Hoosick Falls       | 518 686 7072      | mayor@hfvillage.org                   |

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



| Name (Please Print) | Municipality/Organization | Phone        | E-mail                       |
|---------------------|---------------------------|--------------|------------------------------|
| MARK SUREDMAN       | TOWN OF HOOSICK           | 518-527-9057 | supervisor@townofhoosick.org |
| ROBERT C SARGENT    | TOWN OF SARATOGA          | 518-573-4261 |                              |
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**Rensselaer County**

**County-wide Shared Services Initiative**

Public Hearing #1

August 10, 2017



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(518) 458-7112 • www.labergroup.com

| Name (Please Print) | Municipality/Organization | Phone          | E-mail                      |
|---------------------|---------------------------|----------------|-----------------------------|
| Andrea Smith        | Citizen                   | (518) 795-5270 |                             |
| Flora Fasoldt       | Sand Lake                 |                | ffasoldt@sand-lake.ny.gov   |
| Antoinette Hueber   | Leg. Assistant            |                |                             |
| Ed Rooney           | Legislator (16th Dist)    | 518-573-6094   | TARAEDSU@Hhw.com            |
| Peter Grimm         | Rens Co Legislator        | 518 265 4451   | pgrimm@renso.com            |
| Catherine Hamlin    | NYS DOS                   | 518-486-4681   | Catherine.hamlin@dos.ny.gov |
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**Rensselaer County  
County-wide Shared Services Initiative**

Public Hearing #2  
Town of Hoosick, Town Hall  
6:00 pm August 23, 2017

| Name (Please Print) | Municipality/Organization  | Phone          | E-mail                         |
|---------------------|----------------------------|----------------|--------------------------------|
| Joann Ryan          | PYSOOS / OLGs              | 518 486 6485   | joann.ryan@dos.ny.gov          |
| Alan Webster        | Town of Petersburg         | (518) 658-3777 | supervisor@petersburgh.org     |
| Dan Dwyer           | City of Rensselaer         | (518) 462-9511 | Dan Dwyer<br>Rensselaer NY, 98 |
| Mark Surdam         | Town of Hoosick            | (518) 527-9057 | supervisor@townofhoosick.org   |
| Eric Sheffer        | Town of Hoosick            | (518) 859-6034 | Eric Sheffer 74@gmail.com      |
| Jeffrey J. Wysocki  | Town of Hoosick/Rensselaer | 518-944-3857   | jeffwy26@aol.com               |
|                     |                            |                |                                |
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**Rensselaer County  
County-wide Shared Services Initiative**

Public Hearing #3

10:00 am, September 7, 2017

Town of Nassau Town Hall

| Name (Please Print) | Municipality/Organization | Phone           | E-mail                      |
|---------------------|---------------------------|-----------------|-----------------------------|
| Carl Uhlacker       | DOS                       | 473-3355        |                             |
| DAVID FLEMING       | Town of Nassau            | 518-766-3559 x2 | superwisca@townofnassau.org |
| DANIEL J. DUYEE     | City of Rensselaer        | 518-462-9511    | Dan.Duyee@Rensselaer.NY.Gov |
| Bob Luveridge       | Rensselaer County         | 518-202-6876    | RCLRRLove@aol.com           |
| Dave Galbreath      | Town - Nassau             | 518-766-2343 x3 | DAVE.GALBREATH@Yahoo.com    |
|                     |                           |                 |                             |
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**Rensselaer County  
County-wide Shared Services Initiative**

10:00 am, September 14, 2017

Town of Brunswick Community Center



4 Computer Drive West - Albany, New York 12205  
(518) 838-7112 • www.labergegroup.com

| Name (Please Print) | Municipality/Organization | Phone             | E-mail                            |
|---------------------|---------------------------|-------------------|-----------------------------------|
| Cheryl Jackson      | Village of Schaghticoke   | 518-753-6100      | schaghticoke@nycap.ny.gov         |
| AT Polito           | Town of Brunswick         | 518-279-3461/1105 | Polito@TownofBrunswick.org        |
| Daniel J. Dwyer     | City of Rensselaer        | 518-462-9511      | daw.dwyer@Rensselaer.ny.gov       |
| Alan M. Webster     | Town of Petersburg        | (518) 658-3999    | supervisor@petersburgh.org        |
| Jim Breig           | RENSSELAER COUNTY         | (518) 270-2916    | JBREIG@RENSCO.COM                 |
| Stacy Fagan         | " "                       | (518) 270-2920    | stacy.fagan@renscoc.com           |
| Tommy Jay           | Town of Petersburg        | 518-283-5100      | djay@petersburgh.ny.gov           |
| VERNA HANSEN        | Town of P. Histon         | 518-753-6216      | pittstown supervisor@nycap.ny.gov |
| ROBERT C JAEGER     | TOWN OF BRULIN            | 518-593-4261      | BRULIN SUPERVISOR@FAIRPOINT.NET   |
| MITCHELL LEWINN     | VILLAGE OF EAST MASSAU    | 518-766-5587      | Mayor@villageofeastmassau.org     |
| Melissa Elacqua     | Town of Sand Lake         | 518-674-2006 x4   | Melacquesand-lake.us              |

**Rensselaer County**  
**County-wide Shared Services Initiative**  
 10:00 am, September 14, 2017  
 Town of Brunswick Community Center



| Name (Please Print) | Municipality/Organization                  | Phone        | E-mail                           |
|---------------------|--|--------------|----------------------------------|
| David Fleming       | Town of Nassau                             | 760 3559 x 2 | supervisor@townofnassau.org      |
| Jack Conway         | Town of East Greenbush                     | 518-477-4775 | jconway@eastgreenbush.org        |
| Lou Desso           | Town of No. Greenbush                      | 518-368-9873 | ldesso@townofnb.com              |
| Marcy Hudson        | Town of Adolphus                           | 518-753-6915 | SUPERVISOR@TOWN OF SAGAHTOCHEGOC |
| MARK SWEDAM         | TOWN OF HOOSICK & VILLAGE OF HOOSICK FALLS | 518 527-9057 | SUPERVISOR@TOWN OF HOOSICK .ORG  |
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## **Appendix D. CWSSI Potential Partners**

**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 Petersburg | 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 Schaghticoke | Village of Valley Falls |
|--|-------------------|--------------------|--------------|----------------|-------------------|------------------------|-----------------|-----------------|----------------|-------------------------|--------------------|-------------------|---------------------|-------------------|----------------------|------------------|---------------------|----------------------|------------------------|--------------------------|-------------------|-------------------------|-------------------------|
| <b>Short-Term Projects</b>   |                   |                    |              |                |                   |                        |                 |                 |                |                         |                    |                   |                     |                   |                      |                  |                     |                      |                        |                          |                   |                         |                         |
| 1. Animal Control Services   | F                 | X                  |              |                | X                 |                        | X               | X               | X              | X                       | X                  | X                 | X                   | X                 | X                    |                  | X                   |                      | X                      | X                        | X                 | X                       |                         |
| 2. Highway and DPW Shared Services   | X                 | X                  | X            | X              | X                 | X                      | X               | X               | X              | X                       | X                  | X                 | X                   | X                 | X                    | X                | X                   |                      | X                      | X                        | X                 | X                       |                         |
| 3. Household Hazardous Waste   | X                 | X                  | X            |                | X                 | X                      |                 | X               | X              | X                       | X                  |                   |                     | X                 |                      | X                | X                   |                      | X                      | X                        | X                 | X                       |                         |
| 4. Purchasing Portal   | X                 |                    | X            |                | X                 | X                      |                 |                 | X              |                         |                    | X                 |                     |                   | X                    | X                | X                   | X                    | X                      | X                        | X                 | X                       | X                       |
| 5. LED Lighting  | X                 | X                  | X            |                | X                 | X                      |                 | X               | X              | X                       | X                  | X                 | X                   | X                 | X                    | X                | X                   |                      | X                      | X                        | X                 |                         | X                       |
| 6. Regional Training   | X                 | X                  | X            | X              | X                 | X                      |                 | X               | X              | X                       | X                  | X                 | X                   | X                 | X                    | X                | X                   |                      | X                      | X                        | X                 |                         |                         |
| <b>Long-Term Projects</b>  |                   |                    |              |                |                   |                        |                 |                 |                |                         |                    |                   |                     |                   |                      |                  |                     |                      |                        |                          |                   |                         |                         |
| Advanced Life Support (ALS) / Emergency Services   | F                 | X                  | X            |                |                   |                        | X               | X               |                | X                       | X                  |                   | X                   | X                 |                      |                  | X                   |                      |                        | X                        | X                 | X                       |                         |
| Capital Region BOCES   | X                 |                    |              |                |                   |                        |                 |                 |                |                         |                    |                   |                     |                   |                      |                  |                     |                      |                        |                          |                   |                         |                         |
| Code Enforcement Services  | F                 |                    | X            |                |                   | X                      | X               | X               | X              | X                       |                    |                   |                     | X                 | X                    | X                | X                   |                      | X                      |                          | X                 | X                       |                         |
| Digital Records Management   | X                 | X                  | X            |                | X                 | X                      |                 | X               |                | X                       | X                  | X                 | X                   | X                 |                      | X                | X                   |                      | X                      |                          | X                 |                         |                         |
| DPW - Salt Shed  | X                 |                    |              | X              |                   | X                      | X               |                 | X              | X                       | X                  |                   |                     | X                 |                      |                  | X                   |                      |                        | X                        | X                 | X                       |                         |
| Highway Superintendents  | X                 |                    |              |                |                   | X                      | X               |                 |                |                         |                    |                   |                     | X                 |                      |                  |                     |                      |                        |                          |                   |                         |                         |
| Shared Engineering Services  | X                 |                    | X            |                |                   | X                      | X               | X               |                | X                       | X                  | X                 |                     | X                 | X                    |                  | X                   |                      | X                      |                          | X                 |                         |                         |
| Property Tax Assessment and Collection Services  | F                 |                    | X            |                |                   | X                      | X               | X               | X              | X                       | X                  |                   |                     | X                 |                      |                  | X                   |                      | X                      | X                        | X                 | X                       |                         |
| Shared Justice Courts  | F                 | X                  |              |                |                   |                        |                 | X               | X              |                         | X                  |                   |                     |                   |                      |                  | X                   |                      |                        |                          | X                 |                         |                         |
| Single Stream Recycling / SWM  | F                 | X                  |              |                |                   | X                      |                 | X               |                | X                       |                    |                   |                     | X                 |                      |                  |                     |                      |                        | X                        |                   | X                       |                         |
| Time and Attendance and Payroll  | X                 |                    |              |                |                   | X                      |                 | X               |                |                         |                    |                   |                     | X                 |                      |                  |                     |                      |                        |                          |                   | X                       |                         |
| Truck Wash   | X                 |                    |              | X              | X                 | X                      | X               |                 |                |                         |                    | X                 | X                   |                   | X                    |                  |                     |                      |                        |                          | X                 |                         |                         |
| Digital Towpath  | X                 |                    |              |                | X                 | X                      | X               | X               |                | X                       |                    | X                 | X                   | X                 |                      |                  |                     |                      | X                      | X                        | X                 |                         |                         |
| X = Interested in participating in project.<br>F = Does not provide the service currently, but will assist and facilitate the shared service initiative. |                   |                    |              |                |                   |                        |                 |                 |                |                         |                    |                   |                     |                   |                      |                  |                     |                      |                        |                          |                   |                         |                         |