Amended Westchester County Shared Services and Taxpayer Savings Plan

September 14, 2018

The Rockefeller Institute of Government
The Benjamin Center
On Behalf of Westchester County

Rockefeller Institute of Government

THE BENJAMIN CENTER
SUNY NEW PALTZ

Westchester County Shared Services Panel

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Mayor, City of New Rochelle

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Honorable Michael Volpe
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Honorable Paul Rosenberg
Mayor, Village of Rye Brook

Honorable Ken Wray
Mayor, Village of Sleepy Hollow

Honorable Drew Fixell
Mayor, Village of Tarrytown

Honorable Steve Ecklond
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Honorable Edgar Santana
Trustee, Yonkers Board of Education

Amended Westchester County Shared Services and Taxpayer Savings Plan

The "County-Wide Shared Services Initiative," enacted into law in 2017, required each county to convene a panel to develop a Shared Services and Taxpayer Savings Plan. (For a full summary of the law's requirements, see Appendix C.) In that year, Westchester County submitted an approved County-Wide Shared Services Plan that estimated $2.13M in savings in the first year and $1.2M in recurring savings thereafter.[1]

The initial Westchester County plan was heavily reliant on services shared through the use of information technology (IT):

- Desktop / Virtual Desktop Services and Local Area Network Management,
- Document Scanning Services,
- Software Procurement,
- Wide Area Network (WAN) Management,
- I/NetViewer,
- Symantec Protection Suite,
- Email and Smart Phone Services,
- Criminal Justice Warehouse,
- CAD Times,
- Fire RMS,
- Special Situation Critical Information Dispatch System, and
- HipLink and iPage.

Compared to other counties' approved plans, the 2017 offering by Westchester County anticipated very modest savings, especially given the county's size (population of nearly one million) and property tax burden (see Figure 1). Although Westchester has, on average, the highest property tax burden in New York, the initial savings ranked well below other counties, including much smaller counties.

County Executive George Latimer, newly elected in November of 2017, thought there were additional opportunities for shared services that would result in delivering improved governmental services at a lower cost. As a result, the county executive reconvened the county's shared services panel (hereafter, "the panel") to withdraw the initial plan and submit a more robust one for consideration.

Along with senior members of County Executive Latimer's administration, the county brought in the State University of New York's public policy think tank, the Rockefeller Institute of Government, and the Benjamin Center at SUNY New Paltz to help develop a new plan. Both organizations have extensive experience working on local government and finance issues.

The refresh process kicked off on May 9, 2018, with a convening of representatives of Westchester's municipalities, school districts, and county departments. The meeting confirmed that those present had numerous additional shared services ideas that might be pursued.

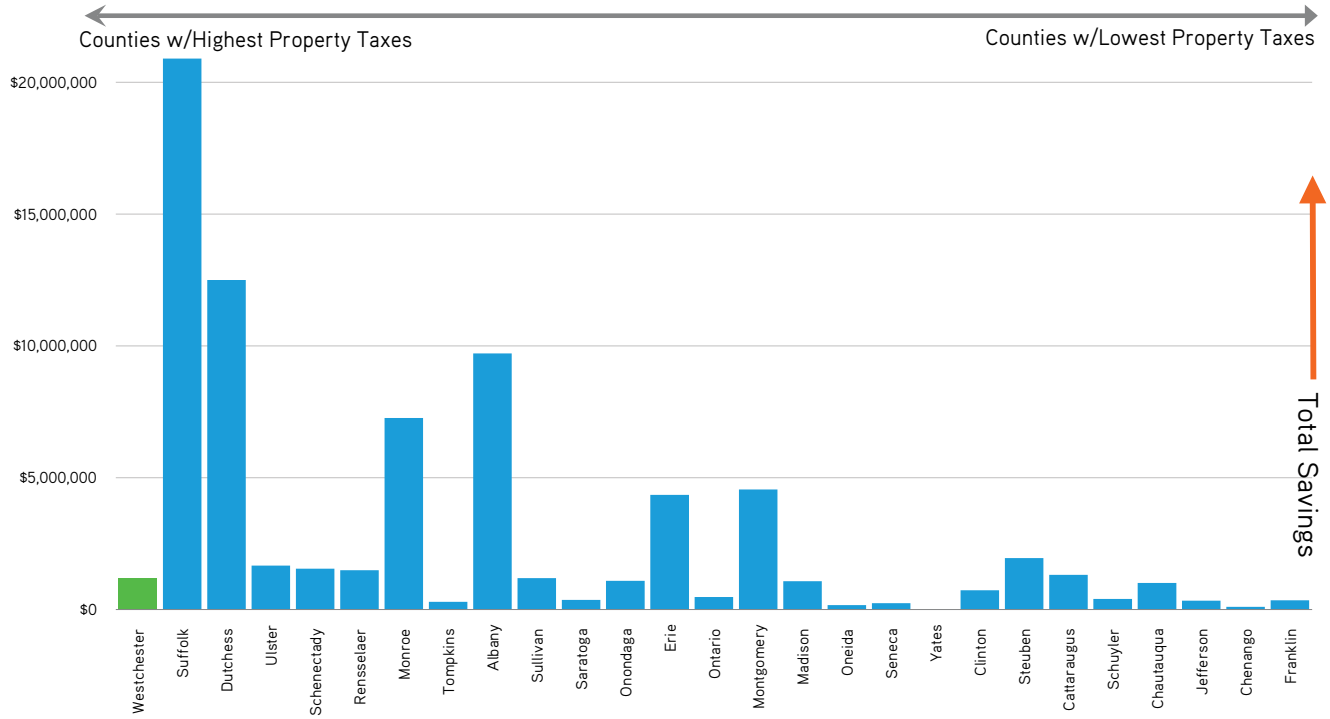
The county executive, as chair of the panel, was committed to the idea that the development of the plan be bottom up, with input included from a broad array of stakeholders. The mission wasn't to simply reduce costs; it was to provide better service to Westchester County residents. With that in mind, the team developed a community-driven and consensus approach.

This allowed for a broad definition of potential efficiencies, in a variety of forms, including:

- shared services,
- elimination of duplication,
- better coordination, and
- consolidations.

The objective was not simply to find ways for the county to take over services, though this might be recommended in certain instances. The county might facilitate shared services among municipalities or municipalities may form their own local or regional partnerships.

FIGURE 1. **Savings by County Property Tax Burden**



Rockefeller Institute of Government and Benjamin Center staff members have interviewed the leadership and other members of municipalities, heads of county departments, and some members of interested outside groups. The county also reached out to labor representatives. The Rockefeller Institute of Government and the Benjamin Center also developed a survey for municipalities and others to take (see Appendix F) in order to gather and rank ideas and input.

In addition, both the county and the Rockefeller Institute of Government created an online comment opportunity so residents could offer ideas and suggestions.[2] The county, along with the Rockefeller Institute of Government and the Benjamin Center, conducted three public hearings required under the law. Two hearings — held in Yonkers and Mount Kisco — received input from residents that helped inform the process prior to the completion of the report. A final public hearing was held on August 28, 2018 in order to get comments on this proposed draft plan.

The plan was also reviewed by the Westchester Board of Legislators and the staff of the County Executive and Rockefeller Institute presented the report to the board. On August 17, the Board said it did not have additional input (see Appendix I).

Since the submission of the 2017 plan, there have been other factors that necessitate reopening the plan, including the federal Tax Cut and Jobs Act, which caps the state and local tax deduction.[3] That will put additional financial pressures on local municipalities and taxpayers. This plan offers solutions to mitigate the harm of this federal action for Westchester residents, including a way to coordinate the newly enacted New York State tax code changes meant to shield New Yorkers from the federal tax law's negative effects.

Based on conservative estimates, the current plan contains potential annual savings of $27 million. If any of the proposals under consideration are adopted, the savings could be even greater.

Survey and Interview Results[4]

The survey provided a fertile source for additional shared services and taxpayer savings. It was from the survey, interviews, hearings, and other outreach that the new plan was developed.

Shared Equipment and Personnel

Shared services — especially equipment — provoked considerable interest. Seventy-six percent of the respondents have some or high interest in shared equipment among municipalities and school districts. Other areas, like shared accounting, didn't have overwhelming support, but those interested municipalities have a strong interest in moving forward with the project, therefore making it potentially worthwhile. Likewise, there was strong support from several municipalities for shared personnel with specialty trades: carpenters, electricians, plumbers, and architects.

FIGURE 2. **Shared Equipment and Personnel Services**

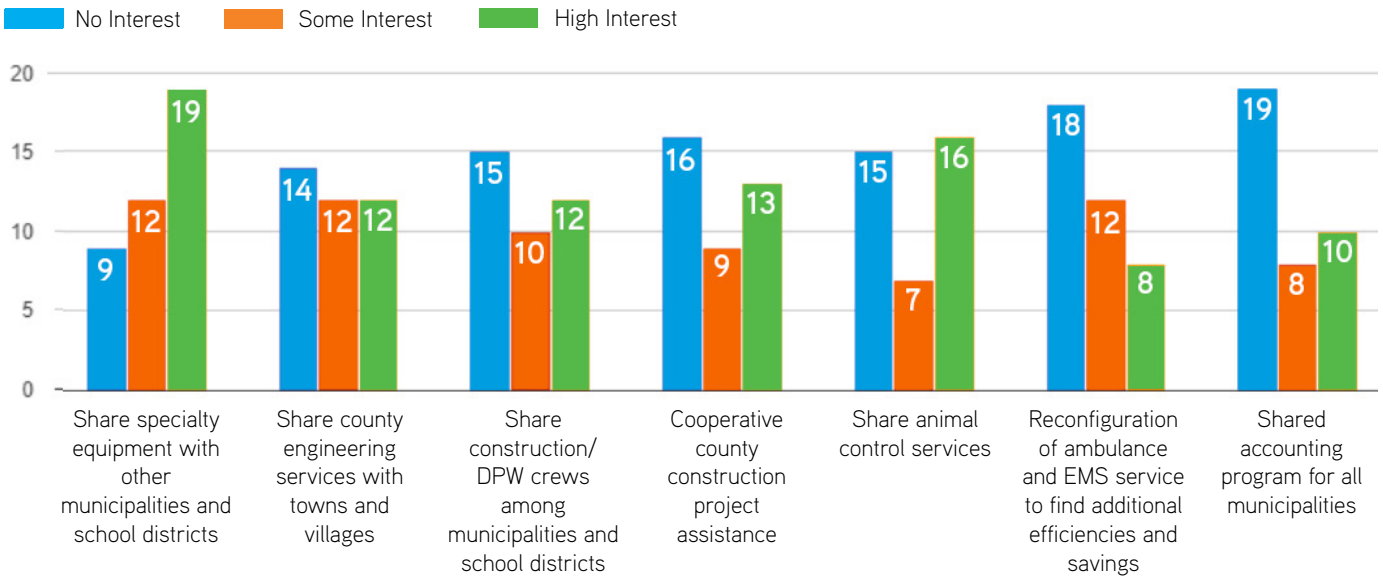
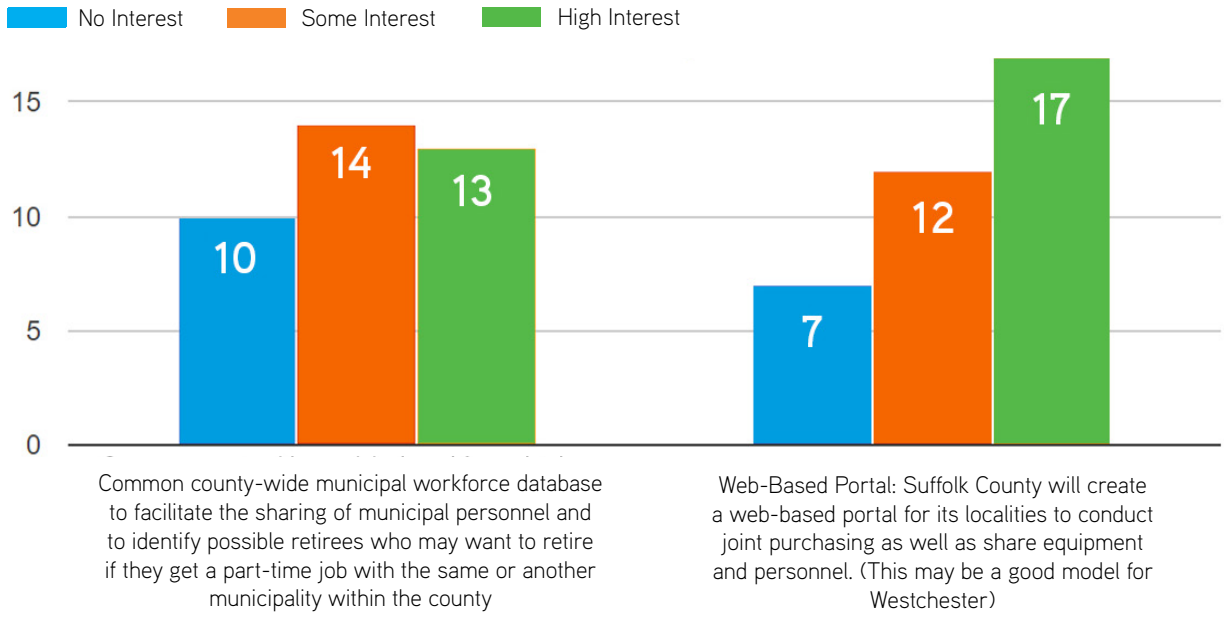


FIGURE 3. **Improved Efficiencies through Use of a Portal to Facilitate Sharing People and Equipment**



There was considerable support for managing joint purchase, personnel, and shared services arrangements through an online portal. As Figure 3 demonstrates, 81 percent of the respondents had some or high interest in creating a web-based application of the various shared service options. This will be discussed in greater detail below.

Shared Water Services

There was concentrated support for shared waste water and other water services. Many interviews with several municipal leaders and testimony of citizens who participated in the public hearings, or wrote into one of our online comment forms, note specific water concerns in some municipalities. For example, Tarrytown, Briarcliff Manor, and Sleepy Hollow all currently run their own water system and are very interested in consolidating those three systems into one.

Other municipalities have already begun to explore joint sewer operations and/or management. The town of Mamaroneck, city of New Rochelle, village of Larchmont, and village of Pelham Manor have initiated a review for a consolidation of sewer maintenance responsibilities in Westchester's New Rochelle Sewer District.

In addition, in many cases there were already shared services or cooperation agreements in place regarding water and sewer. The villages of Irvington and Tarrytown use the county's sewer system.

FIGURE 4. **Shared Water Services**

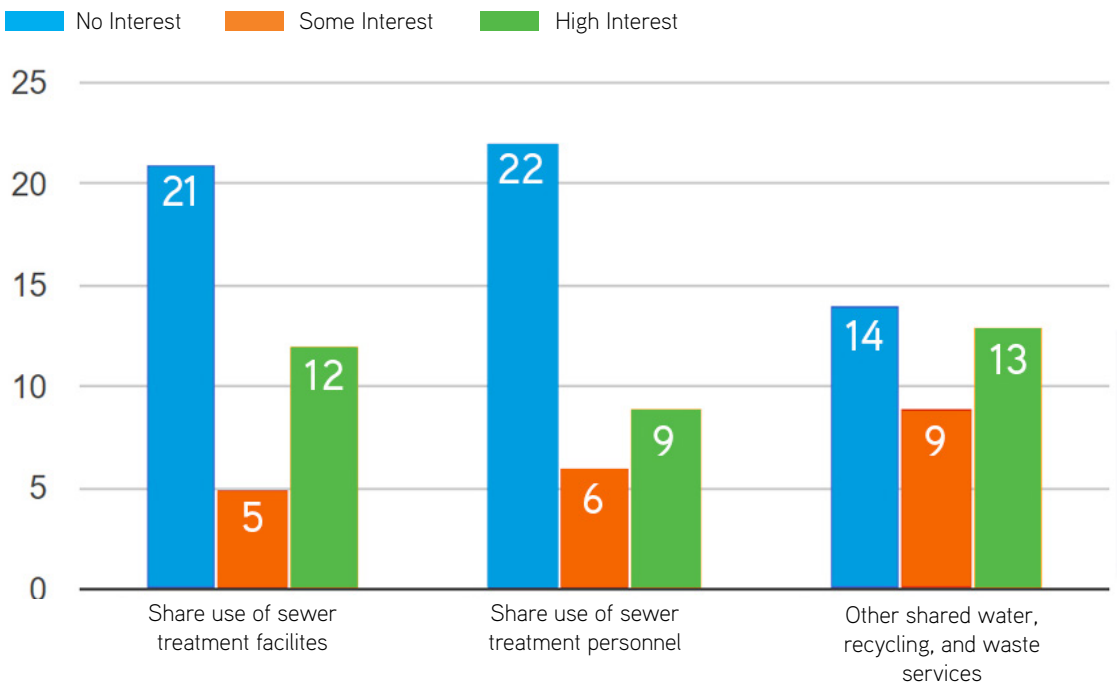
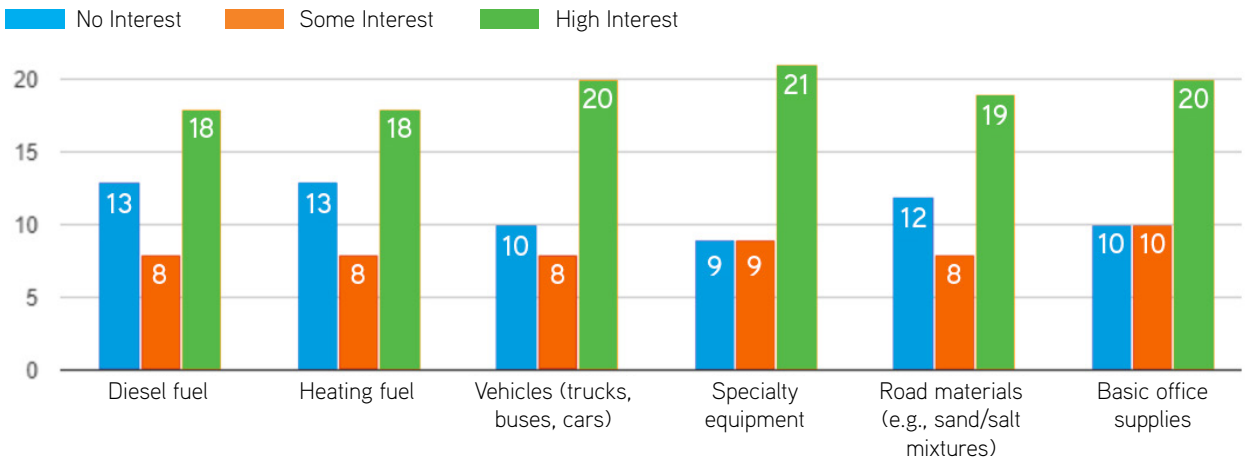


FIGURE 5. **Joint Purchasing of Fuel and Other Material; Creating Joint Purchasing Agreements**



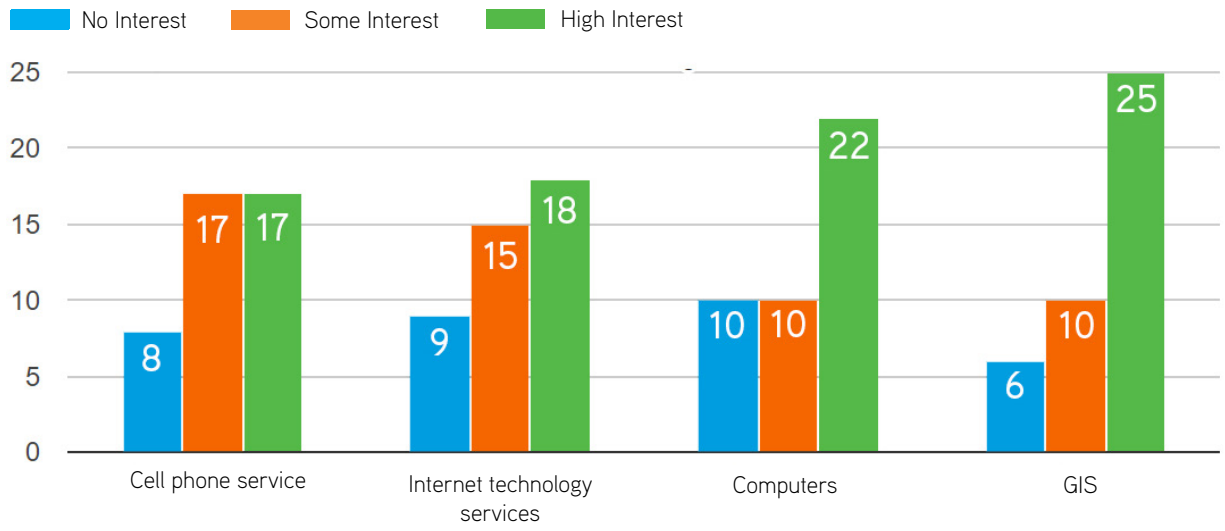
Joint Purchasing

As Figure 5 illustrates, there was significant support for many potential joint purchasing agreements as a way to leverage tax dollars to lower the overall costs of goods and services. Seventy-seven percent of those surveyed had some or high interest in joint purchases of specialty equipment, like sewer line cameras. Generally, there was broad support for joint purchases applied across the board for, as examples, fuel, road material, and office supplies. However, many municipalities say they often already do this through the state system or in other ways — especially for fuel, thereby potentially limiting the overall impact of expanding the program in certain cases.

Shared Information Technology

There was also interest for expanding joint purchasing and shared services for technology. This was especially true for geographic information system (GIS) services, where 85 percent had some or high interest. In other areas, like telecommunications, municipalities were already using joint purchasing options. This was the case with the centralized county internet/voice over internet protocol (VOIP) contract with LightPath. But even in those cases, municipalities were open to other and better arrangements to improve service. Some thought that outdated contracts might be replaced by renegotiating a new contract or finding a new provider. Finally, there was interest in sharing or joint software purchases. The city of Yonkers and Westchester County, for example, have previously discussed joint purchasing of licensing for software. Another example: Mount Kisco has high interest in greater sharing of IT services and purchases of computers and software.

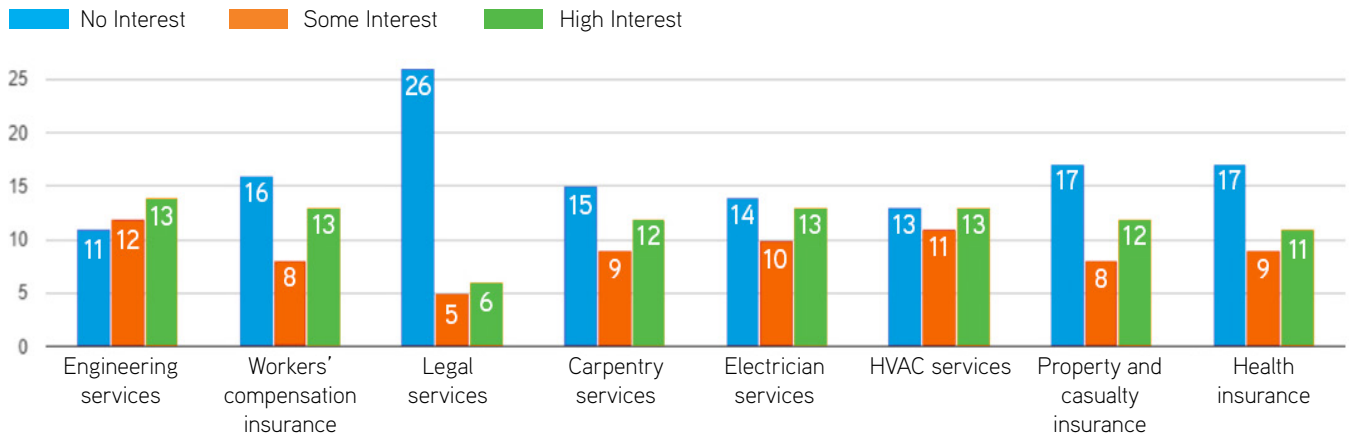
FIGURE 6. **Joint Technology Purchases**



Joint Purchasing of Insurance Products and Speciality Services

Reactions to joint purchasing of specialty services or insurance — like workers' compensation insurance or health insurance — were mixed. However, those who

FIGURE 7. **Joint Purchasing of Insurance and Specialty Services**

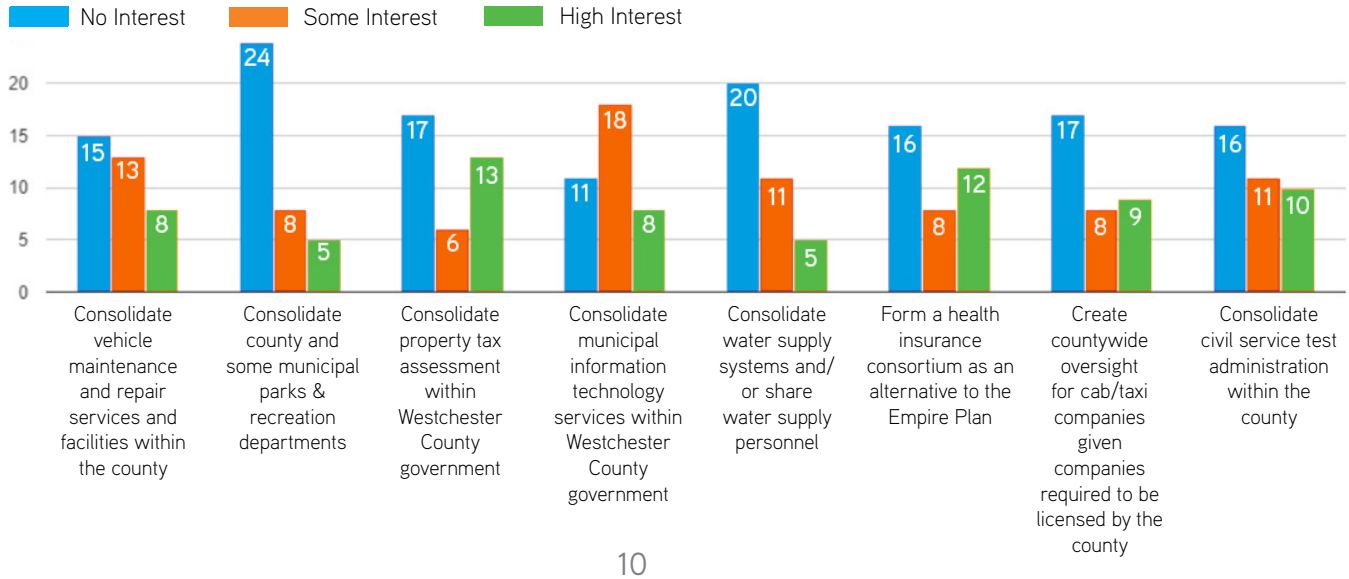


were positive showed strong interest. There was little interest in general shared legal services — though a few local governments expressed interest in sharing to meet special litigation needs.

There was interest in shared engineering services — approximately 70 percent of municipalities having some or strong interest. As one municipality leader said, "Engineering Services would be of interest because we must outsource Town engineering services to a consultant that can be very expensive for our residents."

Health insurance sharing had less support because many municipalities and school districts already piggyback on the New York State Health Insurance Plan (NYSHIP) or are in cooperatives, but some municipalities did express strong interest in pursuing the issue because it could result in significant savings. The village of Buchanan noted that health insurance was one of its biggest cost drivers. Municipalities expressed interest in a general insurance pooling option. "The creation of insurance pools between the County and its municipalities," one local leader remarked, "could be advantageous to all agencies. Other examples of workers' compensation pools exist in upstate counties such as Essex and Steuben County."

FIGURE 8. **General Operations Mergers and Consolidations of Agencies or Functions**



Consolidations and Mergers

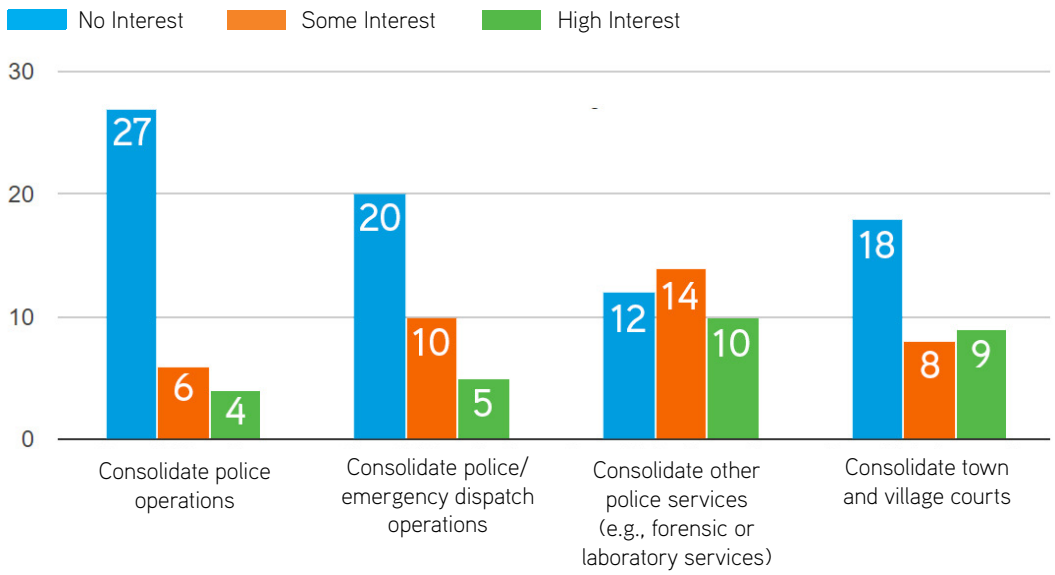
Support for mergers and consolidations of agencies or functions was more mixed, in that not as many local governments showed interest, but those forwarding proposals are worthy of consideration (discussed below). There was interest expressed, in both interviews and public hearings, in better coordination or shared responsibilities for property tax assessment. Consolidation of the administration of civil service, taxis licensing, and water supply operations also had support.

Law Enforcement

One county-wide official said that Westchester's large number of police departments and courts is not administratively efficient or cost effective. One consequence, for instance, is that the District Attorney's Office must have satellite offices throughout the county to cover the myriad of courts. Yet, 73 percent of the survey respondents had no interest in consolidated police operations. Some towns said that the community resisted police consolidation and made it a nonstarter. There was more interest in sharing and/or consolidating certain specific functions, like laboratory services; however, laboratory and forensic services are already provided by the county. Some municipalities had shared service arrangements in place already, as is the case for the county and the village of Mount Kisco.

In contrast, about half of the respondents had an interest in redesigning their courts. In interviews, several municipalities raised the prospect of court consolidation; these will be described in the draft proposal section below.

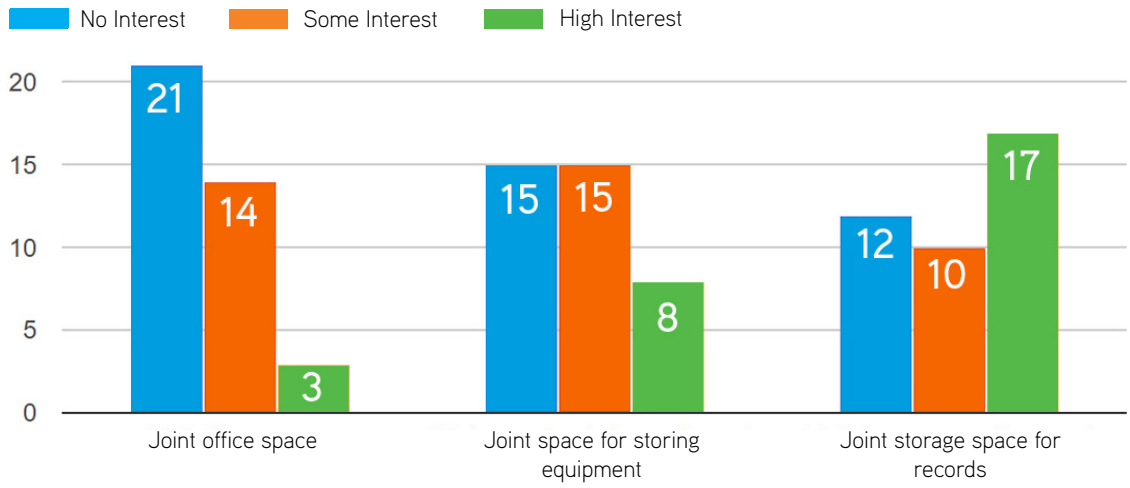
FIGURE 9. **Law Enforcement Merger and Consolidations**



Joint Office Space

While there was not significant support for sharing of office space, there was considerable support for joint storage space for records.

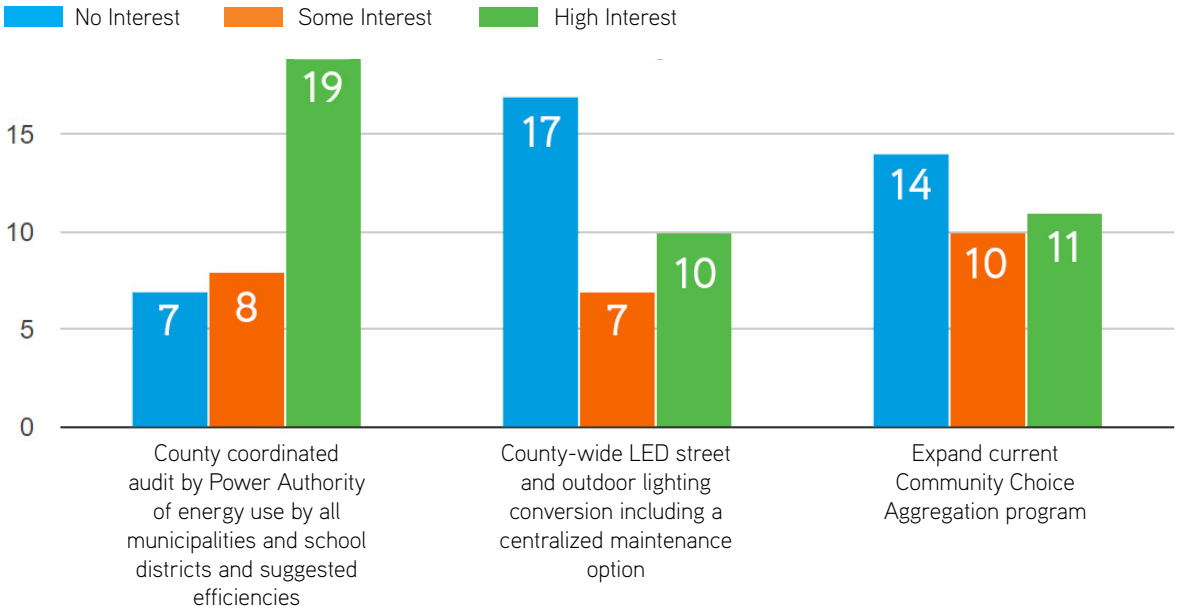
FIGURE 10. **Restacking and Joint Storage**



Energy Efficiency

Because of leadership from residents, municipalities, and other stakeholder groups, Westchester County was one of the first counties to successfully implement a community choice aggregation (CCA) program. In fact, Westchester's approach serves as a model for other county shared services plans.[5] Nearly 60 percent of the respondents had interest in expanding the CCA program and for a push to get more of the Westchester municipalities to participate in the program. Given that many municipalities are already converting streetlights and other lighting to light emitting diodes (LEDs), there was less interest in that issue. For instance, Mount Kisco has already converted all of their street lights to LED — using New Rochelle contract prices. However, nearly 79 percent of respondents supported a county-wide energy audit by the New York Power Authority (NYPA).

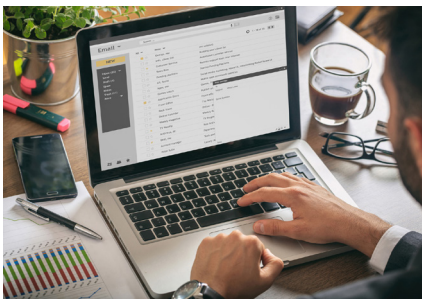
FIGURE 11. **Energy Efficiency**



Adopted Shared Services Proposals

Municipalities submitted a variety of ideas for consideration.[6] These adopted proposals are the ones that: (a) had considerable support; (b) were more fully developed; and (c) had potential of success. That being said, this is the beginning of the process; after a review by the County Board of Legislators, local municipalities, collective bargaining units, and the public, the plan could be further refined or changed. For instance, various local governments raised issues about the implementation of the new state tax laws to address the changes in tax deductions resulting from the recently passed federal tax law. Those issues have yet to be fully examined and addressed, yet could be included in the final plan. Likewise, local governments raised interesting and new ideas, like the town of Mamaroneck's suggested sustainability dashboard. The idea is not included in the adopted proposals, not because it is bad, but because there simply hasn't been enough time to work it through. Issues of this type are described in more detail at the end of the report.

PROPOSAL 1
Create the Westchester Saves Online Shared Services Portal and App



Creating a one-stop online portal for shared equipment, personnel, other specialty services (like engineering) had broad support. The Town of Mamaroneck specifically noted a portal for resource sharing would have substantial value and be utilized by various municipalities. Therefore, we propose that the county create the Westchester Saves online portal and mobile app to give municipalities access to and offer up equipment; excess materials; space; specialty services (like vehicle maintenance, legal, or engineering); and shared personnel. An online portal would assure that information be up to date in real time. Careful design would assure that the program will be easy to use. Suffolk County proposed and is implementing a similar program; it is projecting significant savings, much of it attributed to the one-stop shop.[7] Several municipalities specifically called for creating such an online portal, including Ardsley, Bedford, the towns of Eastchester, Mamaroneck, and Yonkers. Other municipalities supported specific shared services that may be achieved through such a portal, such as White Plains (shared equipment), Yonkers (space), Ardsley (offering excess material and supplies), Mamaroneck (staffing), and Greenburgh (joint purchasing). For instance:

- The town of Eastchester is interested in using another municipality's leaf vacuums or jointly purchase these. The town of Eastchester would also share their bucket trucks and sewer vacuums with other municipalities.
- The village of Buchanan may need a sanitation truck in the near future; this offers the potential of $200k+ in savings. Moreover, the village of Buchanan has only one mechanic and a lack of adequate space to make vehicle repairs, especially on large trucks, so the online portal could provide much-needed shared service opportunities.

- The town of Ardsley is interested in professional service sharing. For instance, they now use the Irvington and Tarrytown engineer, and their planner is part time.
- The village of Bronxville is having difficulty filling part-time positions. Shared employment or a personnel pool through an online portal might help fill positions in collaboration with other municipalities.
- The town of Cortlandt recently purchased a vacuum truck, bucket truck, and an asphalt recycler and is willing to share the equipment with a chargeback arrangement. Also, the town is interested in sharing engineering services, construction crews, and animal services with other municipalities.
- The village of Croton-on-Hudson was open to using a portal for engineering services.
- The city of White Plains shares equipment with their school district and would share equipment with other municipalities. The city of White Plains is also open to sharing personnel and joint purchasing of insurance and specialty services.

Such a portal program could also enhance partnerships between local governments and school districts. The Westchester-Putnam School Boards Association said that although many districts shared services among themselves, it believed that an online portal would be beneficial. More specifically, the Yonkers School District supported joint purchases and other shared services opportunities.

Another example of the portal's use would be the piggybacking of municipalities on certain contracts. For example, the County Executive is re-launching the Westchester Urban County Consortium, where the county will bring several million dollars to the area through three federal grant programs: Community Development Block Grant, HOME Investment Partnership Program and the Emergency Solutions Grant. While municipalities with a population over 50,000 (the 4 large cities) are entitled to get their own federal grant allocations, the only way the smaller municipalities can get these grants would be to apply through the competitive NYS Small Cities program, or to "cooperate" with the county to form a Consortium—with a combined population of at least 200,000 residents. Collectively the grants provide funding for affordable housing, homeless prevention, and neighborhood improvements that all benefit low and moderate persons and households. The Westchester County Planning Department will provide central administration for these grant programs, does the environmental, and historic preservation reviews for the member municipalities, monitoring, and administers the local rehabilitation programs, thereby alleviating the need for municipalities to contract for these services or hire additional personnel for these responsibilities. This alone will result in at least $500,000 in recurring savings.

Access to an extensive array of these shared services through an easy-to-use online portal not only will result in considerable tax savings, it will help facilitate better-quality governmental services.

Estimated savings[8]	2019	2020	Recurring
PROPOSAL 1	**$2.3M**	**$4.6M**	**$9.2M**

PROPOSAL 2
Digitize Westchester: Electronic Records Management by the County

Storage and maintenance of governmental records was raised as a collaborative opportunity by various municipalities, not only for tax savings, but also for more transparent and efficient management of records. The Westchester County District Attorney's Office thought that joint storage and digitization of records was important and that Tompkins County was a good model; indeed, Tompkins does provide a model.[9] We propose that Westchester offer centralized digitization and storage of records for any of its municipalities. Additionally, the city of White Plains and the village of Buchanan raised the desirability of collaborative electronic record management. This would be an expanded version of the county clerk's Westchester Records Online program — a web-based application where individuals have access to critical documents from deeds to tax information.

Estimated savings[10]	2019	2020	Recurring
PROPOSAL 2	**$100K**	**$450K**	**$750K**

PROPOSAL 3
Create a County-Wide Centralized Contract for Information Technology Services

More efficient service at a lower cost was something that various municipalities seek for such IT services as internet software acquisition, network management, IT security protection, and GIS services. The town of Bedford, which used an outside vendor, would be interested in having additional options for IT services. The town of Eastchester is interested in using county GIS services.

The county's department of information technology currently manages the networks for those municipalities that get their wide area network (WAN) services from the county. To facilitate greater efficiencies, the panel proposes that the county negotiate a county-wide centralized contract through a request for proposals (RFP) to provide IT services to its municipalities and, where more cost beneficial than a BOCES service, for school districts as well.

In addition, the county Department of Information Technology should develop a set of best practices for municipalities to follow as relates to their IT systems. This would involve centralized licenses for software, centralized contracts for IT consultant services, and hardware/cloud purchases.

There are examples of successful models, including the New York State Office of Information Technology Services, which provide more centralized technology services for New York State agencies.[11] We will fully explore various models for inclusion in the final adopted plan.

Estimated savings[12]	2019	2020	Recurring
PROPOSAL 3	**$1.0M**	**$1.5M**	**$3.5M**

PROPOSAL 4

Consolidate Law Enforcement Operations, Emergency Management Operation, and Justice Courts

Westchester County has a significant number of overlapping emergency service providers, yet there have been complaints of service gaps. The goals are both saving money and better assuring public safety. The Department of Labs and Research provides the forensic testing (e.g., DNA and drug) for the forty-seven local police departments. There were calls to find additional efficiencies and shared services using the county's forensic lab and other related services. While a number of entities providing services in a geographic area may be warranted, the system overall is an inefficient patchwork. As the Westchester County chief information officer pointed out, there are forty-three public safety answering points (PSAPs) in the county; this is excessive. The villages of Mamaroneck and Larchmont and the town of Larchmont currently share emergency medical service (EMS). Other municipalities are calling for greater shared emergency services. The village of Buchanan has six full-time police officers and, with pending retirements, would be interested in sharing police personnel and/or patrol functions. The village of Croton-on-Hudson is open to consolidation of police services within the county and a more regionalized EMS/fire service approach. The town of Bedford thought a regional approach to fire and EMS should be pursued — particularly given staffing gaps for certain coverage.

In addition, several municipalities wanted to explore consolidation of courts. Town courts may be consolidated, and village courts may be dissolved.[13] As a 2002 Unified Court System report states, "Court restructuring is not just good public policy. A simplified and consolidated structure will also result in substantial savings for the taxpayers of the State of New York."[14] Within Westchester there have already been several successful examples of court consolidation, including in the town and village of Pelham several years ago.[15] The city of Rye, for instance, is looking to share a court facility with other municipalities so they do not need to spend millions of dollars to update their own. They hope the current process and exposure in this report generates partnerships. Currently, the village of Croton-on-Hudson has shown interest in consolidation of justice courts with the town of Cortlandt. More generally, this will be a longer-term project given the required process, specified in detailed state and local consolidation laws. The city of Yonkers expressed an interest in a shared facility for storing evidence as did the county Department of Labs and Testing. More details will be included in the final report.

Some of these issues must be further addressed in the final report the panel proposes: (1) pursuing consolidation of certain police functions in specific municipalities; (2) reducing the number of PSAPs through consolidation of dispatch services; (3) regionalizing certain EMS services for better response and the closing of service gaps; and (4) consolidation of justice courts for those municipalities that wish to pursue that path, with the understanding that ultimately any consolidation would be subject to current state and local law, so it will take time and a public process. These plan elements are subject to the desire of specific communities to move forward.

Estimated savings[16]	2019	2020	Recurring
PROPOSAL 4	**$0**	**$0**	**$4M**

PROPOSAL 5
Creation of a County-Wide Health Consortium

Many Westchester municipalities already receive lower health insurance rates through the state's Empire Plan or other arrangements, like the Municipal Employee Benefits Consortium. However, several municipalities believed that the creation of a county-wide health consortium would be beneficial. Reducing healthcare costs was "unequivocally the top concern," of the village of Buchanan. Bronxville is also interested; it would like to include a wellness campaign as a way to lower overall healthcare costs. The city of White Plains believes that a county-wide consortium would be less costly, and worth pursuing by the county. Therefore, the panel proposes the creation of a county-wide health consortium, subject to a feasibility study.

Estimated savings[17]	2019	2020	Recurring
PROPOSAL 5	**$0**	**$0**	**$3M**

PROPOSAL 6
Regional Management of Tax Assessment and Billing

Tax assessment in Westchester has a long and complicated history. But lately there has been some greater coordination and sharing of services. For instance, the town of Mamaroneck conducts the village of Mamaroneck's property tax assessments and the town of Greenburgh has assumed the assessment responsibilities of its six villages. The city of White Plains has called for a county-wide uniform assessment. The panel proposes the regionalized approach to tax assessment, either through multimunicipality agreements and/or the county assuming more prominence in managing certain local municipality assessments. Moreover, the panel recommends centralizing property tax billing and collection for all municipalities within Westchester County, similar to what other counties do. Given the complexities of the issue, this plan would begin the discussion of that process.

Estimated savings[18]	2019	2020	Recurring
PROPOSAL 6	**$0**	**$0**	**$1.8M**

PROPOSAL 7
Enhanced Energy Efficiency Programs

As we discussed above, Westchester leads the state in energy efficiency overall, largely due to the initiative of local governments and residents. However, municipalities said more could be done. Some large municipalities in the county have yet to convert any streetlights to LEDs, so there are ample opportunities for savings.

The city of White Plains called for a county-coordinated audit by the New York Power Authority to find additional energy efficiencies within the county. Although Westchester has a robust community choice aggregation (CCA) program[19] — one that leverages the collective energy purchasing power for residents, businesses, and municipalities — not every municipality is enrolled. In addition, the New Rochelle/Elmsford centralized contract for LED light conversion may be available for all municipalities to use. Therefore, the panel proposes a county-coordinated master audit by the New York Power Authority that could further enhance savings through additional energy efficiency programs, including expanded participation in the county's CCA program, LED conversion, increase use of renewable energy, and demand-side reduction.

Estimated savings[20]	2019	2020	Recurring
PROPOSAL 7	**$1.0M**	**$1.5M**	**$3.5M**

PROPOSAL 8
Shared School Resource Officers

County Executive George Latimer has authorized the Westchester County Police Department to provide additional school resource officers (SRO) to the Lakeland, Somers, and Hendrick Hudson school districts. Under separate contracts for police services, the school districts will pay the cost of the officers' salaries and benefits during the school year, while the county will assume those costs during the summer months. County Executive Latimer noted that the school districts will be able to enhance school security and student safety during the school year, by having five new SROs in their buildings. The county will then benefit when the officers become available to patrol county parks in the summer. In Somers, the number of SROs will increase from two officers to four. In Lakeland, the number of SROs at schools in Cortland will increase from one to two. In Hendrick Hudson, the district is contracting for an SRO with the county for the first time.

Estimated savings	2019	2020	Recurring
PROPOSAL 8	**$1.0M**	**N/A**	**N/A**

TABLE 1. Current Proposed Savings Scorecard

Estimated savings[21]	2019	2020	Recurring
1. Westchester Saves Portal	$2.3M	$4.6M	$9.2M
2. Digitize Westchester	$100K	$450K	$750K
3. IT Centralization	$1.0M	$1.5M	$3.5M
4. Emergency Response/Law Enforcement Shared Services	$0	$0	$4M
5. County Health Consortium	$0	$0	$3M
6. Regional Tax Assessment	$0	$0	$1.8M
7. Enhance Energy Efficiency	$1.0M	$1.5M	$3.5M
8. Shared School Resource Officer	$1.0M	N/A	N/A
9. Previous Plan Savings	$2.1M	$1.2M	$1.2M
TOTAL	**$7.5M**	**$9.3M**	**$27M**

Shared Service Proposals Still Under Development and Consideration

Some topics raised during the course of the public hearings, interviews, and in response to our survey could not be fully analyzed before the September 15, 2018, deadline. Below are some issues that members of the panel, the public, or stakeholders raised as collaborative opportunities. We are currently working through potential savings for the proposals below, which we expect could result in greater efficiency and improved government service. We will continue to work on these issues to see if we can arrive at agreement on a proposal by the September 15, 2018, deadline.

Proposal 1. Better Management of the Municipal Workforce

Every municipality and the members of the panel believe in a strong public-sector workforce to deliver important governmental services. However, many municipalities believe there are many inefficiencies in the system that must be addressed, including:

- **Civil service administration.** Civil service administration in Westchester was raised by many municipalities as being too complex and burdensome. As one village mayor said, "civil service needs major reform." The towns of Mamaroneck and Croton-on-Hudson said there was a general consensus that the existing civil service classification system is problematic and that the county

should convene meetings to begin addressing these issues. Some favored and others opposed a greater county role. White Plains is interested in the county taking over the administration of the police officer exam, which strains their resources. Both the city of Rye and the village of Elmsford, whose civil service responsibilities are already handled by the county, said that the biggest help the county could provide is online access to their lists and forms they need to fill out in order to request tests, lists, and to make appointments. At the very least, the panel recommends the creation of a new working group to develop recommendations — something that several municipalities supported.

- **Collective bargaining agreements.** Another major area of concern was that there is a general lack of information sharing or centralization of the bargaining process and, therefore, widely varied labor agreements. One community's outcome is used to leverage the next one's negotiation. (To be clear, there was a general commitment to providing fair contracts to employees.) One idea raised was to create a means for greater municipal cooperation to help with contract negotiations with employees — including information sharing and coordination. School districts rely on a small number of law firms to negotiate contracts and share information but, according to the executive director of the Westchester-Putnam School Boards Association, the practice is informal. The town of Ardsley thought assistance with local negotiations would prove beneficial.
- **Workforce database.** The towns of Eastchester and Ossining, the city of White Plains, and the village of Croton-on-Hudson all expressed support for a common workforce database. A workforce database could use software in order to seamlessly integrate business processes and functions across all departments within government. The village of Ardsley and the city of New Rochelle have a new system that they are open to sharing. This capability could provide far greater benefits than the variety of legacy financial and administrative systems now in use, which are comprised of a variety of separate systems and databases that perform the various accounting, payroll, and maintenance operations tasks. The county already has much of the information needed for a workforce database as it already handles most civil service issues for most municipalities (excluding some municipalities like Yonkers and White Plains).
- **Shared accounting system.** There is also interest in trying to get many municipalities on the same accounting system. The county uses TGI/AMS as its vendor, but is dissatisfied with the 6.5 percent annual increase in its licensing costs and is in the process of renegotiating the contract. They may issue an RFP for a new accounting system that other municipalities may be able to join.

Proposal 2. Consolidate Municipal Water Operations and Create Regional Water and Sewer Districts

Drinking and waste water issues remain a central concern of Westchester's municipalities, community groups, and other stakeholders. This was an issue that

came up in literally every discussion. There are existing collaborative agreements, such as the towns of Mamaroneck and Harrison, to share treatment and distribution of drinking water.

However, many municipalities and community groups have called for more. The village of Bronxville, which recently spent $1.7M on sewer relining, believes that the county taking a greater role could be a more efficient way of operating and managing sewers. Discussions ranged from similar ideas that the county take over many of the responsibilities, to the creation of public-private sector partnerships (P3s)[22] to take over the management, operation, and construction of water projects. Each of the solutions has promise, but also many challenges. Water issues are also complicated by environmental and other legal actions by state and federal enforcement agencies. One proposal that has support was the creation of regional county water districts within the county, in which municipalities could come together to better build and manage water infrastructure. Although the potential savings are unknown at this time, there is a major potential benefit in better service delivery and water quality.

- The town of Mamaroneck is interested in consolidation of sewer water collection, transmission, and treatment and thinks a coordinated county approach could address the problem.
- The village of Buchanan is interested in consolidating sewage treatment facilities and operations.
- The city of Yonkers is interested in coordinating sanitary sewage operation and collection under one jurisdiction.
- Shared use of sewer treatment facilities and shared use of sewer treatment personnel was the town of Cortlandt's top priority.
- The village of Mount Kisco, which shares a water treatment plant with Bedford and New Castle, supports greater shared sewerage collection, environmental compliance, and repairs. They also support the concept of a district with taxing authority or a municipality formula-based approach for service charges.
- The village of Ardsley uses Suez — a private water company. In order to institute a fee for service arrangement for its sewer system, Ardsley needs to access water data that the private company owns. This requires a change in state law that is being pursued. Ardsley is also concerned about the overall capital costs of sewers. The cities of New Rochelle and Rye expressed similar problems.
- The city of New Rochelle would like the county to take over sewer system upgrades.

The panel still needs to work through various issues to make a final recommendation, but one promising area would be the creation of regional water districts with the county to better jointly manage water and sewer systems. The creation of regional water districts could leverage existing expertise, management, facilities, and operational support. Moreover, the county has expressed interest in creating the Municipal

Separate Storm Sewer System (MS4) Data Collection and Reporting System. The project would create a web-based management system to facilitate the collection, storage, and retrieval of data required under the MS4 State Pollutant Discharge Elimination System (SPDES) permit program that is administered by the State Department of Environmental Conservation to regulate storm water discharges from county properties and the county storm sewer infrastructure. The data will be used to identify needed improvements, upgrades, and replacement of facilities, properties, and the MS4 infrastructure in order to comply with the MS4 permit program.

Proposal 3. County-Wide Taxi Licensing Opt In

Besides potential cost savings to municipalities, this change would better meet the need of the population with disabilities in providing equal and accessible transportation services throughout the county. Very few taxi companies have accessible vehicles, and a county-coordinated effort will better be able to manage any service gaps. The town of Bedford, for instance, expressed interested in a county-wide approach.

Proposal 4. Shared Maintenance Facilities

Shared use of maintenance facilities was raised by various municipalities. The village of Ardsley is building a $6M highway garage facility and is open to sharing with the town of Greenburgh. However, this needs further examination to determine its feasibility.

Proposal 5. Administering the New State Tax Law to Deal with Changes to State and Local Taxes (SALT)

How municipalities are going to comply with the new state changes to tax laws to protect New York taxpayers from the deleterious effect of the federal tax code cap of state and local tax deductions was a major concern. Given the recent IRS rules limiting the state's law change and the potential for protracted legal disputes between the state and federal government, municpalities raised various implementation concerns. Recommendations ranged from the state or the county taking over tax collection to creating a special entity to wade through and better advise the municipalities on the new laws, rules, and procedures. The complexity of the new law makes the process to identify an optimal approach time consuming. The panel understandably raised the time pressure arising from the local cycle of tax collection.

Proposal 6. Creation of a Shared Services Czar or Unit Within Westchester County

Counties, like Suffolk, have created positions to manage the various shared services and efficiency projects with great success. A small investment in such a position or office has a great return on investment in order to follow through on or increase the overall savings and maximize program efficiencies. This one-stop shop would be the point of contact for municipalities, outside organizations, labor, and other interested parties.

APPENDICES

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

County of Westchester
County Contact: Emily Saltzman, Deputy Director of Operations
Contact Telephone: (914) 995-2912

PARTNERS

Row 1 - 6 Cities in Westchester County		
Participating Cities	**Panel Representative**	**Vote Cast (Yes or No)***
1. City of Mount Vernon	Mayor Richard Thomas	Absent
2. City of New Rochelle	Mayor Noam Bramson	Absent
3. City of Peekskill	Mayor Andre Rainey	Absent
4. City of Rye	Mayor Josh Cohn	Yes
5. City of White Plains	Mayor Tom Roach	Yes
6. City of Yonkers	Mayor Mike Spano	Yes

Row 2 – 17 Towns in Westchester County		
Participating Towns	**Panel Representative**	**Vote Cast (Yes or No)***
1. Town of Bedford	Supervisor Chris Burdick	Yes
2. Town of Cortlandt	Supervisor Linda Puglisi	Yes
3. Town of Eastchester	Supervisor Anthony Colavita	Yes
4. Town of Greenburgh	Supervisor Paul Feiner	Yes
5. Town of Harrison	Supervisor Ronald Belmont	Yes
6. Town of Lewisboro	Supervisor Peter Parsons	Yes
7. Town of Mamaroneck	Supervisor Nancy Seligson	Yes
n/a Town of Mount Kisco (same as village)	n/a (same as Village)	Absent
8. Town of Mount Pleasant	Supervisor Carl Fulgenzi	Yes
9. Town of New Castle	Supervisor Robert Greenstein	Yes
10. Town of North Castle	Supervisor Michael Schiliro	Yes

Row 2 – 17 Towns in Westchester County (continued)

Participating Towns	Panel Representative	Vote Cast (Yes or No)*
11. Town of North Salem	Supervisor Warren Lucas	Yes
12. Town of Ossining	Supervisor Dana Levenberg	Yes
13. Town of Pelham	Supervisor Peter DiPaola	Absent
14. Town of Pound Ridge	Supervisor Kevin Hansan	Yes
15. Town of Rye	Supervisor Gary Zuckerman	Absent
n/a Town of Scarsdale (same as Village)	n/a (same as Village)	Yes
16. Town of Somers	Supervisor Rick Morrissey	Yes
17. Town of Yorktown	Supervisor Ilan Gilbert	Absent

Row 3 – 22 Villages in Westchester County

Participating Villages	Panel Representative	Vote Cast (Yes or No)*
1. Village of Ardsley	Mayor Nancy Kaboolian	Yes
2. Village of Briarcliff Manor	Mayor Lori Sullivan	Yes
3. Village of Bronxville	Mayor Mary Marvin	Yes
4. Village of Buchanan	Mayor Theresa Knickerbocker	Yes
5. Village of Croton-on-Hudson	Mayor Brian Pugh	Yes
6. Village of Dobbs Ferry	Mayor Bob McLoughlin	Yes
7. Village of Elmsford	Mayor Robert Williams	Yes
n/a Village of Harrison (same as Town)	n/a (same as Town)	Absent
8. Village of Hastings-on-Hudson	Mayor Peter Swiderski	Absent
9. Village of Irvington	Mayor Brian Smith	Absent
10. Village of Larchmont	Mayor Lorraine Walsh	Yes
11. Village of Mamaroneck	Mayor Thomas Murphy	Yes
12. Village of Mount Kisco	Mayor Gina Picinich	Yes
13. Village of Ossining	Mayor Victoria Gearity	Absent
14. Village of Pelham	Mayor Michael Volpe	Yes
15. Village of Pelham Manor	Mayor Jennifer Monachino-Lapey	Yes
16. Village of Pleasantville	Mayor Peter Scherer	Yes
17. Village of Port Chester	Mayor Richard Falanka	Yes
18. Village of Rye Brook	Mayor Paul Rosenberg	Yes
19. Village of Scarsdale	Mayor Dan Hochvert	Yes
20. Village of Sleepy Hollow	Mayor Ken Wray	Absent
21. Village of Tarrytown	Mayor Drew Fixell	Yes
22. Village of Tuckahoe	Mayor Steve Ecklond	Yes

Row 4 – School Districts, BOCES, and Special Improvement Districts in Westchester County

Participating School Districts, BOCES, and Special Improvement Districts	Panel Representative	Vote Cast (Yes or No)*
1. Westchester-Putnam School Boards Association	Lisa Davis	Yes
2. Edgemont Union Free School District	John McCabe	Yes
3. Blind Brook-Rye Union Free School District	Mikaela Coni	Absent
4. Yonkers Board of Education	Edgar Santana	Absent

Row 5

2018 Local Government Property Taxes* **Using available Office of the State Comptroller data*	The sum total of property taxes levied in the year 2018 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.
	$4,774,576,976

Row 6

2018 Participating Entities Property Taxes* **Using available Office of the State Comptroller data*	The sum total of property taxes levied in the year 2018 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.
	$2,013,538,904

Row 7

Total Anticipated Savings	The sum total of net savings in such plan certified as being anticipated in calendar year 2019, calendar year 2020, and annually thereafter.
	$7.5M (2019), $9.3M (2020), $27M (fully phased in)

Row 8

Anticipated Savings as a Percentage of Participating Entities Property Taxes	The sum total of net savings in such plan certified as being anticipated in calendar year 2019 as a percentage of the sum total in Row 6, calendar year 2020 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.
	0.37% (2019), 0.45% (2020), 1.3% (fully phased in)

Row 9

Anticipated Savings to the Average Taxpayer	The amount of the savings that the average taxpayer in the county will realize in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.
	$32.76 (2019), $40.62 (2020), $117.92 (fully phased in)

Row 10

Anticipated Costs/Savings to the Average Homeowner **Factors in growth under the tax cap of average annual increase of 2% given CPI is currently 2.2% and tax cap limit is 2%.*	The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.
	1.63% (2019), 1.55% (2020), 0.68% (fully phased in)

Row 11

Anticipated Costs/Savings to the Average Business **Factors in growth under the tax cap of average annual increase of 2% given CPI is currently 2.2% and tax cap limit is 2%.*	The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.
	1.63% (2019), 1.55% (2020), 0.68% (fully phased in)

CERTIFICATION OF PLAN AND PROPERTY TAX SAVINGS TO DIRECTOR OF BUDGET

By my signature below, I hereby certify that the County-Wide Shared Services Property Tax Savings Plan submitted herewith is final, that it was completed in accordance with the requirements of Part BBB of Chapter 59 of the Laws of 2017, and that the savings identified and contained herein are true and accurate to the best of my knowledge and belief.

George Latimer — County Chief Executive Officer

(Print Name)

(Signature) — Sept. 12, 2018 (Date)

Appendix B.Shared Service Proposal Opt-In Results

Proposal 1: Create the Westchester Saves Online Shared Services Portal
The following municipalities chose to opt-in:

Municipality:	Comments:
City of Rye	--
City of Yonkers	--
City of White Plains	--
Town / Village of Harrison	--
Town / Village of Mount Kisco	--
Town / Village of Scarsdale	--
Town of Rye	--
Town of Lewisboro	--
Town of Bedford	--
Town of Mamaroneck	--
Town of Pound Ridge	--
Town of Ossining	--
Town of Greenburgh	--
Town of New Castle	--
Town of North Castle	--
Town of Mount Pleasant	--
Town of Cortlandt	--
Village of Rye Brook	--
Village of Pelham Manor	--
Village of Port Chester	--
Village of Tuckahoe	--
Village of Croton-on-Hudson	--
Village of Larchmont	--
Village of Bronxville	--
Village of Elmsford	--
Village of Dobbs Ferry	--
Village of Pleasantville	--
Village of Pelham	--
Village of Tarrytown	--
Village of Buchanan	--
Village of Ardsley	--
Village of Mamaroneck	--
Edgemont Union Free School District	--
Southern Westchester BOCES	--

Proposal 2: Digitize Westchester: Electronic Records Management by the County
The following municipalities chose to opt-in:

Municipality:	Comments:
City of Yonkers	--
City of White Plains	--
Town / Village of Mount Kisco	--
Town / Village of Harrison	--
Town of Ossining	--
Town of Greenburgh	--
Town of Pound Ridge	--
Town of North Castle	--
Town of New Castle	--
Town of Mount Pleasant	--
Town of Lewisboro	--
Town of Bedford	--
Town of Mamaroneck	--
Town of Rye	--
Village of Buchanan	--
Village of Mamaroneck	--
Village of Ardsley	--
Village of Tarrytown	--
Village of Pelham	--
Village of Pleasantville	--
Village of Dobbs Ferry	--
Village of Elmsford	--
Village of Bronxville	--
Village of Larchmont	--
Village of Croton-on-Hudson	--
Village of Tuckahoe	--
Village of Port Chester	--
Village of Rye Brook	--
Edgemont Union Free School District	--
Southern Westchester BOCES	--

Proposal 3: Create a County-Wide Centralized Contract for Information Technology Services
The following municipalities chose to opt-in:

Municipality:	Comments:
City of Yonkers	--
City of White Plains	--
City of Rye	--
Town / Village of Mount Kisco	--
Town / Village of Scarsdale	--
Town / Village of Harrison	--
Town of Ossining	--
Town of Greenburgh	--
Town of Pound Ridge	--
Town of North Castle	--
Town of New Castle	--
Town of Mount Pleasant	--
Town of Lewisboro	--
Town of Bedford	--
Town of Mamaroneck	--
Town of Cortlandt	--
Town of Rye	--
Village of Buchanan	--
Village of Mamaroneck	--
Village of Ardsley	--
Village of Tarrytown	--
Village of Pelham	--
Village of Pleasantville	--
Village of Dobbs Ferry	--
Village of Elmsford	--
Village of Bronxville	--
Village of Larchmont	--
Village of Croton-on-Hudson	--
Village of Tuckahoe	--
Village of Pelham Manor	--
Village of Rye Brook	--
Southern Westchester BOCES	--

Proposal 4: Consolidate Law Enforcement Operations, Emergency Management Operation, and Justice Courts

The following municipalities chose to opt-in:

Municipality:	Comments:
City of Yonkers	--
City of White Plains	--
City of Rye	**Partial opt-in**: Interested in the consolidation of courts, but not police operations.
Town / Village of Mount Kisco	--
Town / Village of Harrison	--
Town of Ossining	Currently **not interested**, but could opt-in later if it involved expanding Mid Hudson Ambulance District model.
Town of Greenburgh	--
Town of Pound Ridge	--
Town of Mount Pleasant	**Partial opt-in:** May want to discuss partially opting-in.
Town of Lewisboro	**Partial opt-in**: Not interested in law enforcement and courts consolidation, but would be interested in emergency management operation consolidation.
Town of Bedford	--
Town of Mamaroneck	--
Town of Cortlandt	**Partial opt-in**: Town of Cortlandt currently consolidates police departments with county and state, but would be interested in justice courts consolidation.
Village of Buchanan	--
Village of Ardsley	--
Village of Tarrytown	**Partial opt-in**: Not interested in law enforcement and courts consolidation, but would potentially be interested in emergency management operation proposal.
Village of Pelham	Currently **not interested**: Consolidation of courts is already in place.
Village of Pleasantville	--
Village of Dobbs Ferry	--
Village of Elmsford	--
Village of Larchmont	--
Village of Croton-on-Hudson	--
Village of Tuckahoe	Currently **not interested**: Village of Tuckahoe is very happy with the current arrangement of county handling their police dispatch – midnight tour.
Village of Port Chester	**Partial opt-in**: Not interested in law enforcement consolidation, but would be interested in the consolidation of emergency management operation and justice courts.
Village of Rye Brook	**Partial opt-in**: Would be interested in EMS dispatch, regional on West S.; Town of Rye already handles justice court for Rye Brook residents.
Southern Westchester BOCES	--

Proposal 5: Creation of a County-Wide Health Consortium

The following municipalities chose to opt-in:

Municipality:	**Comments:**
City of Yonkers	--
City of White Plains	--
City of Rye	--
Town / Village of Mount Kisco	Already part of MEBC – would be interested in county option.
Town / Village of Scarsdale	--
Town / Village of Harrison	--
Town of Ossining	Currently **not interested**: Town of Ossining participates in NYSHIP; would however be interested if the county consortium would offer something more affordable and still maintain the Empire Plan levels.
Town of Greenburgh	--
Town of Pound Ridge	--
Town of North Castle	--
Town of New Castle	--
Town of Mount Pleasant	--
Town of Lewisboro	--
Town of Bedford	--
Town of Mamaroneck	--
Town of Rye	--
Village of Buchanan	--
Village of Mamaroneck	--
Village of Ardsley	--
Village of Tarrytown	--
Village of Pelham	--
Village of Pleasantville	--
Village of Dobbs Ferry	--
Village of Elmsford	--
Village of Bronxville	--
Village of Larchmont	--
Village of Croton-on-Hudson	--
Village of Tuckahoe	--
Village of Port Chester	--
Village of Pelham Manor	--
Edgemont Union Free School District	--
Southern Westchester BOCES	--

Proposal 6: Regional Management of Tax Assessment and Billing

The following municipalities chose to opt-in:

Municipality:	Comments:
City of Yonkers	--
City of White Plains	--
City of Rye	**Partial opt-in**: Would be interested in regional management of billing, but not interested in assessment.
Town / Village of Mount Kisco	Would be in favor of county revaluation.
Town / Village of Scarsdale	**Partial opt-in:** Would mostly be interested in assessment.
Town / Village of Harrison	--
Town of Ossining	--
Town of Greenburgh	--
Town of Pound Ridge	--
Town of Mount Pleasant	--
Town of Lewisboro	--
Town of Bedford	**Partial opt-in**: Interested in shared service as to software and other operations in tax billing.
Town of Mamaroneck	--
Town of Rye	--
Village of Buchanan	--
Village of Mamaroneck	--
Village of Ardsley	--
Village of Tarrytown	--
Village of Pelham	--
Village of Pleasantville	--
Village of Dobbs Ferry	--
Village of Elmsford	--
Village of Croton-on-Hudson	--
Village of Port Chester	--
Village of Rye Brook	Supportive of Proposal 6, but Rye Brook does not provide assessment or tax collection – it is handled by the Town of Rye.
Southern Westchester BOCES	--

Proposal 7: Enhanced Energy Efficiency Programs

The following municipalities chose to opt-in:

Municipality:	Comments:
City of Yonkers	--
City of White Plains	--
City of Rye	--
Town / Village of Mount Kisco	--
Town / Village of Scarsdale	Currently **not interested**: County coordinated audit of NYS Power Authority energy use fees / charges.
Town / Village of Harrison	--
Town of Ossining	--
Town of Greenburgh	--
Town of Pound Ridge	--
Town of North Castle	--
Town of New Castle	--
Town of Mount Pleasant	--
Town of Lewisboro	--
Town of Bedford	--
Town of Mamaroneck	--
Town of Cortlandt	--
Town of Rye	--
Village of Buchanan	--
Village of Mamaroneck	--
Village of Ardsley	--
Village of Tarrytown	--
Village of Pelham	--
Village of Pleasantville	--
Village of Dobbs Ferry	--
Village of Elmsford	--
Village of Bronxville	--
Village of Larchmont	--
Village of Croton-on-Hudson	--
Village of Tuckahoe	--
Village of Port Chester	--
Village of Pelham Manor	--
Village of Rye Brook	--
Edgemont Union Free School District	--
Southern Westchester BOCES	--

Proposal 8: Shared School Resource Officers

The following municipalities chose to opt-in:

Municipality:	Comments:
City of Yonkers	--
City of White Plains	--
Town / Village of Mount Kisco	Currently **not interested**: Town / Village of Mount Kisco already participates with WCPD.
Town / Village of Scarsdale	Currently **not interested**: May ultimately change after more discussion with the school board.
Town / Village of Harrison	--
Town of Ossining	--
Town of Greenburgh	--
Town of Pound Ridge	--
Town of North Castle	--
Town of New Castle	--
Town of Mount Pleasant	--
Town of Bedford	--
Town of Mamaroneck	--
Town of Cortlandt	--
Village of Buchanan	--
Village of Ardsley	--
Village of Tarrytown	--
Village of Dobbs Ferry	--
Village of Elmsford	--
Village of Croton-on-Hudson	--
Village of Port Chester	--
Village of Pelham Manor	--
Village of Rye Brook	--
Southern Westchester BOCES	--

Appendix C. The Legal Process and Public Hearings

The process to resubmit is almost identical to the required process last year:

- **Draft Savings Plan Submission to County Legislature.** On August 1, 2018, present the County Legislature with an updated draft Savings Plan.
- **Public Hearings.** The law requires three public hearings prior to September 15, 2018.
- **County Legislature Review of Draft Plan.** After the county executive submits a draft plan on behalf of the panel, the County Legislature shall "review and consider the county-wide Shared Services Plan." There is no other mandatory requirement of the County Legislature, though they *may* by majority vote to issue an "advisory report" making recommendations as deemed necessary.
- **Modification of Draft Plan by the County Executive.** The law does authorize the county executive to modify the plan based upon such recommendations prior to the submission of the final plan to the Shared Services Panel for a final vote. Modifications were made to the draft report based on the input from the public hearings and members of the Shared Services Panel.
- **Adoption of Final Plan**. The vote on the final plan must be held by September 15, 2018, and the plan will be submitted to the New York State Division of Budget by the county.
- **Public Notification of Final Adopted Plan.** The county executive must publicly disseminate the plan and hold a public presentation on it by October 15, 2018.

Roles of Municipal Elected Officials

- **Local Opt Out.** Before the final vote by the Shared Services Panel (panel), members may opt out of any action in the draft Shared Services Plan that would impact their county, city, town, village, school district, Boards of Cooperative Educational Services (BOCES), or special improvement district. Written notice of opting out of a shared services option must be provided to the county executive. However, if such action includes multiple other units of local government, the action can still go forward for other members of the panel who have not opted out. Westchester County has decided to use a more positive opt-in approach, recognizing that not all shared services options are in the best interest of all municipalities and school districts in the county.
- **Role of Municipal Legislative Boards.** The Shared Services Property Tax Savings law does not provide for a specific role for town and village boards or city councils in the development of the Shared Services Plan. The chief executive of a city, town, village, or school district is empowered and authorized by state law to determine if their community should opt out of a plan option and to vote for or against a plan.

  There may be circumstances where local officials are bound by their governing documents, like a local government charter, to follow certain protocols before they can take an action on behalf of the local government. In such circumstances, it is the duty and power of a municipal official who is serving on the Shared Services

Panel to determine such application based upon the governing documents that are applicable to such municipality or school district.

It should be noted, however, that implementation of the panel-approved shared services contained in the plan are NOT binding on municipalities and their elected boards. All applicable legal prerequisites to the implementation of any action or component of an action contained within a final, approved plan must be satisfied in order for that action, or component of an action, to properly take effect in any municipality or school district.

Appendix D. Previous Shared Service Initiatives in Westchester County

City of New Rochelle

- Annual street paving with Pelham and Pelham Manor.
- Some snow plowing and sanitation/recycling collection with the town of Mamaroneck.
- Pryer Manor Bridge maintenance with the town of Mamaroneck.
- Fleet maintenance with the city school district.
- Civil service administration with the city school district.
- Police traffic studies and patrol with the city school district.
- Various Intermunicipal Agreements (IMAs) for special projects with the county of Westchester and various other municipal governments.
- Tax collection for the city school district and the county of Westchester.

City of Rye

- The city currently has IMAs with and/or the county provides for the following services:
  - ◊ Police special services (i.e., lab testing, helicopter, emergency response tactical unit, police dog, etc.).
  - ◊ Prisoner transportation.
  - ◊ Snow and ice control on county streets (the county pays the city a defined amount to plow and salt county roadways).
  - ◊ Firefighter training.
  - ◊ Administration of civil service.
- The city currently has IMAs with adjacent communities to provide the following services:
  - ◊ Rye/Port Chester/Rye Brook EMS.
  - ◊ Rye Brook/Rye sluice gate.

City of White Plains

- City services school district vehicles.
- Labor agreement negotiations for the White Plains Housing Authority.
- Capital Project with the county library/courthouse plaza renovation.
- Member of Water District #1 — receives water from NYC, treats, and distributes to multiple municipalities.
- Multiple municipality participation in retaining counsel in water rate challenge; splits fees.
- Informal agreement with the town of Greenburgh for special needs programming.
- Youth sports program in conjunction with the town of Greenburgh.
- Community Choice Aggregation Program.
    - ◊ Discounted power through bulk purchases by group of municipalities.
- Provides two sites for construction of facilities for Ultraviolet (UV) treatment facilities.

City of Yonkers

- An IMA with the Yonkers Board of Education (BOE), in which the city has assumed the functions of five duplicative nonacademic BOE departments including Finance, IT, Public Information, Law, and Human Resources.
- The Yonkers Fire Department participates in the Westchester County Fire Mutual Aid Plan and the Westchester County Hazmat Taskforce, both of which provide for the sharing of emergency services between municipalities.
- The city shares use of its organic waste facility with the municipalities of Ardsley, Hastings, Elmsford, and Dobbs Ferry.
- The city provides water quality testing for the municipalities of Scarsdale, Mount Vernon, and White Plains.
- The city has agreements with New York State and Westchester County to provide maintenance services for their respective state and county roads within city boundaries.
- The city shares its fuel supply with other government entities including the Yonkers Board of Ed, the Parking Authority, and the Public Library.

Town of Bedford

- Working cooperatively with the NYS Department of Corrections and Community Supervision (NYSDOCCS) sewer plant and is in active negotiations with NYSDOCCS to achieve an agreement for construction and operation of a wastewater treatment plant.
- The town sells road salt to the Bedford Central School District through an informal agreement.

- An informal agreements also exists with the town of New Castle and the village/ town of Mount Kisco for the sharing of a vacuum truck.

Town of Cortlandt

- Contract with Westchester County for police services in 1999-2019 and park rangers in 2017-18.
- Operate the county transfer station for organic waste and recycling.
    - ◊ Shared with villages of Buchanan, Yorktown, Peekskill, and Ossining.
- Contract for Drug Abuse Resistance Education (D.A.R.E.) services provided by the city of Peekskill and the town of Yorktown for Lakeland and Hendrick Hudson schools.
- Share equipment and vehicles with neighboring villages.
- Constructed and operate as a joint venture with the towns of Yorktown, Somers, and Montrose Improvement District, the Northern Westchester Joint Water Works (NWJWW) for water treatment and distribution.
- Share personnel and equipment with NWJWW, which also piggybacks on employee benefits.
- Share Department of Public Works (DPW) safety and other required training with other municipalities.
    - ◊ Share DPW staff via the Westchester County Association of Municipal Public Works Administrators, Inc. (WCAMPWA).
- Created the Advanced Life Support (ALS) ambulance district with Yorktown and Peekskill.
- Mutual aid agreements with neighboring communities. Constructed and maintain State Police barracks in exchange for rent and to provide a presence within the town.

Town of Eastchester

- Share highway equipment with the villages of Tuckahoe and Bronxville.
- Share a sewer truck with the villages of Tuckahoe and Bronxville.
- Trolley from the Main Street Playground to transport to the Lake Isle pool.
- Assessor shared with the town of Eastchester and the village of Tuckahoe.
- Public works composting for the villages of Tuckahoe and Bronxville and disposal of yard waste. Villages pay the town of Eastchester.
- Road paving joint purchasing contract with the villages of Tuckahoe and Bronxville, as well as the Eastchester and Tuckahoe school districts.
- Shared cost of a sewer camera and sewer truck.
- The town of Eastchester works with the village of Bronxville when Bronxville needs to use the sewer jetter.

- Mutual aid agreements.
- The town provides recreation services at Lake Isle for youth programs.

Town of Mamaroneck

- The town of Mamaroneck and the village of Larchmont have previously established a joint sanitation department for garbage and recycling collection.
- The town of Mamaroneck and the village of Mamaroneck have established a shared service whereby the town serves as the assessing unit for the village.
- The town of Mamaroneck, the village of Larchmont, and the village of Mamaroneck have established a joint ambulance district for providing emergency medical services.
- The town of Mamaroneck operates a senior center open to all residents of the town including the villages of Mamaroneck and Larchmont.
    - ◊ The village of Mamaroneck closed its senior center to merge with the town.
- The town of Mamaroneck and the village of Mamaroneck merged their Section 8 Housing Voucher programs.
- The town of Mamaroneck utilizes partnerships with Westchester County with respect to certain information technology programs
- The town of Mamaroneck and the city of New Rochelle have an IMA for leaf collection, snow removal, and recycling collection in a section of the city.
- The town of Mamorneck, the village of Larchmont, and the village of Mamaroneck jointly allocate cable franchise fees to operate a joint local access community television station (LMC-TV) with government, school, and public access broadcasting.
- The town of Mamaroneck and the village of Larchmont jointly support the Larchmont Public Library.

Town of North Salem

- The East of Hudson Watershed Corporation - MS4 Stormwater LDC was created by nineteen municipalities in Northern Westchester and Putnam.
- Sustainable Westchester Community Choice Aggregate (CCA) — electric purchasing as a group. North Salem residents use wind power as a default.
- Energize NY Property Assessed Clean Energy (PACE) financing program.
- IMA highway equipment sharing with Lewisboro and Pound Ridge.
- Non-IMA highway equipment sharing with Somers and Southeast on an as-needed basis.
- IMA for plowing and salting of county roads.
- IMA for plowing and salting of all state roads.

- An agreement with Lewisboro to share recreation.
    - ◊ Use of the North Salem summer camp.
    - ◊ Use of the Lewisboro Town Pool at town rates.
- IMA with Pound Ridge, North Salem, Somers, Bedford, and Lewisboro for a women's shelter shared service.
- IMA with Southeast (Putnam County) on a combined sewer system for Peach Lake. Owned 74 percent by North Salem and 26 percent by Southeast (Putnam County). Sharing of the payment system and personnel with weekly meetings.

Town of Ossining

- IMA with the village of Ossining for police services, fire services, water, sewer, engineering services, IT/financial services, recreation, streetlights, municipal buildings, and yard waste.
- The town of Ossining provides tax assessment and collection services for the entire town, including the villages of Ossining and Briarcliff Manor.
- The town provides clerk and justice court services to the village of Ossining.
- The town is a part of two watershed consortiums, the Pocantico River and Indian Brook/Croton River watersheds, as well as the MS4 Stormwater consortium.
- The town is part of the Mid-Hudson Ambulance District. Westchester County provides GIS/planning services, bus shelters, mutual aide, and sixty control services to the town.
- The town is also a member of several purchasing consortiums and piggybacks on village and county purchasing contracts.

Town of Pound Ridge

- Shares resources among Recreation, Highway, Police, and Finance.
- Actively involved with other tax districts: library, fire department, and school.
    - ◊ Share equipment and responsibilities.

Village of Ardsley

- Ardsley turned over its assessment function to the town of Greenburgh in 2011 and no longer employs its own assessor.
    - ◊ No responsibility for the grievance process.
- Ardsley piggybacked off of the city of New Rochelle LED lighting bid and converted streetlights.
- Shared use of "pothole killer" with other villages in Greenburgh.
- Joint road paving/curbing bid with villages in Greenburgh.
- Agreement with county for snow removal on county bridge.
- Shared use of equipment (as needed) amongst villages in Greenburgh.

- Shared building cleaning bid with Hastings and Tarrytown.
- Use of Greenburgh's sewer jetting services.

Village of Buchanan

- IMA with the town of Cortlandt for:
  - ◊ Shared bidding;
  - ◊ Shared equipment; and
  - ◊ Shared personnel.
- IMA with the village of Croton-on-Hudson:
  - ◊ Sharing transfer station for removal of organic waste.

Village of Dobbs Ferry

- Joint paving and curb contract.
- Joint representation for legal services to negotiate Cablevision and Verizon franchises.
- Joint legal representation for litigation involving legislation regarding assessments.
- Shared machinery MOU.
- Village is part of the town assessing unit.
- Joint pothole contract.

Village of Elmsford

- Member of HGACBuy (Houston-Galveston Area Council Cooperative Purchasing Program) and Sourcewell (formerly NJPA), and also utilizes NYS procurement contracts and Westchester County contracts.
- Member of the Village Officials Committee of Greenburgh (VOC).
  - ◊ The village of Elmsford is a cofounder of the VOC. Mayors from the six villages in the town of Greenburgh in the VOC discuss and address matters of mutual interest.
  - ◊ The village of Sleepy Hollow in the town of Mount Pleasant was invited and joined the VOC.
  - ◊ The VOC issues joint service and capital improvement contracts that each of the villages partake in (paving, curbs, LED lighting, cleaning services, elevator service), as well as share equipment and resources.
  - ◊ The VOC also worked together with the NYS Efficiency Plans.

Village of Larchmont

- The village of Larchmont and the town of Mamaroneck have previously established a joint sanitation department for garbage and recycling collection.

- The village of Larchmont, the town of Mamaroneck, and the village of Mamaroneck have established a joint ambulance district for providing emergency medical services.
- The town of Mamaroneck operates a senior center open to all residents of the town, including the village of Larchmont.
- The village of Larchmont utilizes partnerships with Westchester County with respect to certain information technology programs.
- The village of Larchmont, the town of Mamaroneck, the city of New Rochelle, and the village of Pelham Manor have an IMA for a sanitary sewer evaluation study project.
- The village of Larchmont and the town of Mamaroneck partner in contract with the New Rochelle Humane Society for animal control.
- The village of Larchmont and the town of Mamaroneck share expenses to operate the Larchmont Public Library.
- The village of Larchmont contracts with the town of Mamaroneck to do maintenance and repairs on village-owned sanitation trucks.
- The town of Mamorneck, the village of Larchmont, and the village of Mamaroneck jointly allocate cable franchise fees to operate a joint local access community television station (LMC-TV) with government, school, and public access broadcasting.
- The town of Mamaroneck and the village of Larchmont jointly support the Larchmont Public Library.

Village of Port Chester

- A hazard mitigation plan, trash and recycling, sanitary sewers.
    - ◊ Equipment sharing, contract piggybacking, the Port Chester-Rye Brook Public Library, fire services, and EMS.
- City of Rye:
    - ◊ EMS.
- Town of Rye:
    - ◊ The Rye Town Park, court and office space, limited sanitation collection, and occasional manpower.
- School District:
    - ◊ Facilities, garbage collection, police, and fire.
- Village of Rye Brook:
    - ◊ The village of Rye Brook and the village of Port Chester jointly support the Port Chester-Rye Brook Public Library.
    - ◊ The village of Port Chester contracts with the village of Rye Brook to provide supplemental fire protection coverage to all Rye Brook properties.

Village of Rye Brook

- The village of Rye Brook and the village of Port Chester jointly support the Port Chester-Rye Brook Public Library.
- The village of Port Chester contracts with the village of Rye Brook to provide supplemental fire protection coverage to all Rye Brook properties.
- Rye Brook, Port Chester, and Rye City share ambulance services through cooperative IMA establishing the Port Chester-Rye-Rye Brook Emergency Medical Service. The ambulance corps services all three municipalities and there is an EMS council with representatives of all three municipalities that help govern the ambulance corps.
- Rye Brook contracts for fire service coverage with the Village of Port Chester. Rye Brook firefighters also work under the operational supervision of the volunteer fire chiefs in Port Chester. Port Chester volunteer firefighters respond alongside Rye Brook career firefighters 24/7 on an automatic aid basis (not just mutual aid).
- Rye Brook has included the Blind Brook School District in its sanitation bid resulting in a cost savings for the school district.
- The Rye Brook, Rye City, and Port Chester seniors have combined efforts on certain programs (theater program, etc.).
- In order to save the Village of Rye Brook money preparing its first Comprehensive Plan, and to promote better regional planning and cooperation for planning, the Westchester County Planning Department staff prepared the "Base Studies" report for Rye Brook's baseline information so that the Village's planning consultant preparing the comprehensive plan could focus on public outreach and future planning.
- Rye Brook provides the Town of Rye with access to its gas and diesel pumps at the highway garage.

Village of Scarsdale

- The village works jointly on capital projects including: resurfacing projects with the Town of Mamaroneck; drainage projects with the county; and bridge replacement projects with various state entities.
- Funds and supports a Teen Center with the Scarsdale Union Free School District.
- The county provides fire dispatch services for the village.
- Has a police coverage joint action plan with Bronxville, Eastchester, Scarsdale, and Tuckahoe.
- Has an agreement with the school district to provide vehicle equipment and maintenance services.

Village/Town of Mount Kisco

- IMA with Westchester County for the provision of police services.
- The village provides fire protection and basic life support services to portions of the towns of New Castle and Bedford, is a member of a consortium for advanced

life support (ALS), and provides drinking water to portions of the towns of New Castle and Bedford.

- The village's senior nutrition program provides meals to eligible residents of the town of Bedford.
- The village plows and salts all state and county roads within the village.
- The village is a member of a consortium of taxing entities that are self-insured to provide our employees with health insurance through a third-party administrator (TPA).
- The village is a member of the East of Hudson Watershed Corporation to achieve required MS4 phosphorus reduction goals through compliance with the other watershed communities.
- The village is a member of Sustainable Westchester and participates in the community choice aggregation program.

Westchester County Clerk

- Community outreach.
  - ◊ Passports.
- Westchester Records Online.
  - ◊ Land and legal records.
- Town of Greenburgh assessor land sales information.

Westchester County Department of Community Mental Health

- Provides Employee Assistance Program services to all county government employees, and nearly thirty different units of local government, from the city of Yonkers to local fire departments.

Westchester County Department of Correction (WCDOC)

- Utilize the Westchester County Police Department Narcotics K9 Unit to conduct narcotic contraband searches.
- The deputy commissioner operates as an unpaid hearing officer for the Westchester County district attorney and police regarding job-injury claims.
- Provide work space within the jail to the Pretrial Service Institute of Westchester County.
- The Westchester County Department of Probation utilizes our Securis Video Visitation to conduct interviews with probationers.
- Multiple agencies utilize the WCDOC radio tower to colocate transmitters, thus reducing their security cost since the tower is within the secure jail area.
- WCDOC Emergency Service Unit is part of the Westchester County emergency management plan.

Westchester County Department of Information Technology

- Digital printing services.

- Graphics design services.
- Wide Area Network (WAN) management.
- Symantec Protection Suite.
- Domain name services.
- E-mail and smartphone services.
- Education and training.
- Connecticut Business Systems contract.
- GIS services.
- Criminal Justice systems.
- Emergency Services systems.
- Enhanced 911 service.
- County clerk systems,
- Archives and records management.

Westchester County Department of Labs and Research

- The medical examiner gives lectures at the police academy.
- Provides forensic testing (DNA, Drugs, and Trace) for the forty-seven local police departments.
- Provides training for the local police departments on subjects such as crime scene analysis.
- Responds to crime scenes when a policy agency requests; especially for specialized testing that may be required.
- Provide driving while intoxicated/drug-facilitated sexual assault (DWI/DFSA) testing for all forty-seven local police departments.
- Support breath testing instruments in court (toxicologists go to court to testify on the science of the instruments).
- Water testing for multiple municipal water districts.

Westchester County Department of Probation

- Law enforcement agencies use the Westchester Intel Center for sharing and distributing intelligence.
- Formal partnerships through the Gun Involved Violence Elimination (GIVE) initiative.
    - ◊ Includes the Yonkers Police Department, Mount Vernon Police Department, District Attorney's Office, and County Police Department.
- Direct Treatment Alternative to Incarceration (DTATI)
    - ◊ Provide a probation officer at locations in Yonkers, Ossining, and Greenburgh to assist individuals on probation in need of treatment.

- Partner with the Mental Health Association of Westchester to provide sex offender treatment services in the White Plains office.
- Partner with the Urban Resource Institute to provide domestic violence treatment services in the White Plains office.
- Partner with the Guidance Center of Westchester to provide mental health services in the Yonkers office.
- Contract with the Children's Village for secure and nonsecure detention.
- Contract with Linkages for Youth Services in the New Rochelle office.
- Work with Mothers Against Drunk Driving (MADD) and the Westchester County Stop DWI Program to hold month Victim Impact Panels for DWI offenders.
- Partner with the Westchester Community College, Employment Opportunity Services of Westchester, and the Westchester Library System to provide vocational training for probationers.

Westchester County Department of Senior Programs and Services

- Program collaboration with:
  - ◊ The Department of Social Services,
  - ◊ Emergency Services,
  - ◊ Office for People with Developmental Disabilities,
  - ◊ Independent Living Center (ILC),
  - ◊ Most municipalities for senior services, and
  - ◊ Parks and Recreation for parties and events for seniors.

Westchester County District Attorney's Office

- Supports investigation and prosecution of crime throughout Westchester County.
- Provides services to local police departments:
  - ◊ i.e., cell phone data analysis; and
  - ◊ Multiagency crime prevention taskforce.

Westchester County Environmental Facilities

- Paper shredder services for municipalities within the refuse district.
- Medical waste take-back.

Westchester County Finance Department

- Purchasing contracts are open to all local municipalities.

Westchester County Human Resources (HR)

- The HR and payroll systems were consolidated years ago to eliminate redundancy.
  - ◊ The Payroll Office is a unit of the Finance Department.
- Provided Family and Medical Leave Act of 1993 (FMLA) and Progressive Discipline Training to various municipal agencies who have requested assistance.

- Share employment policies and copies of the county's employee handbook to various local municipalities.
- Westchester County Human Rights Commission.
- Share a postage meter with Westchester County.

Westchester County Office for Women

- Several collaborative efforts in the area of domestic violence and sexual assault:
  - ◊ Moved all rape exams to the medical center, and have a training grant from the NYS Office for the Prevention of Domestic Violence (NYS OPDV) with five small police departments in northern Westchester.
  - ◊ Encourage contracted agencies to work together and try to make sure that victims are served throughout the geographic base of the county.
- Partner with several other county agencies — Department of Community Mental Health (DCMH), Office for People with Disabilities and Health — on projects.

Westchester County Youth Bureau

- Collaborations in White Plains, New Rochelle, Mount Vernon, and Peekskill.

Westchester Solid Waste Commission

- Education and participation with local police departments to benefit from the enforcement of the local municipal section of the Solid Waste Commission Law 826-a.601.4: Violation of License or Registration.

Yonkers Public Schools Board of Education

- Work on transition teams to look at how an incoming administration could reduce cost and improve services.

Appendix E. Interview Dates

Interview/Survey Date and Time:	Municipality/Commission/Department:
Friday, June 15, 2018	Village of Ardsley
Tuesday, June 19, 2018	Town / Village of Mount Kisco
Wednesday, June 20, 2018	Village of Irvington
Wednesday, June 20, 2018	Town of Greenburgh
Wednesday, June 20, 2018	City of Mount Vernon
Wednesday, June 20, 2018	City of New Rochelle
Thursday, June 21, 2018	Town of Ossining
Thursday, June 21, 2018	Village of Bronxville
Thursday, June 21, 2018	Village of Buchanan
Friday, June 22, 2018	Village of Mamaroneck
Friday, June 22, 2018	Village of Rye Brook
Tuesday, June 26, 2018	City of Yonkers
Tuesday, June 26, 2018	Town of Pound Ridge
Tuesday, June 26, 2018	Town of North Salem
Tuesday, June 26, 2018	Village of Tarrytown
Wednesday, June 27, 2018	Westchester County Department of Planning
Wednesday, June 27, 2018	Westchester County Department of Senior Programs and Services
Wednesday, June 27, 2018	Town of Cortlandt
Wednesday, June 27, 2018	Westchester County Department of Human Rights
Thursday, June 28, 2018	Town of Eastchester
Thursday, June 28, 2018	City of White Plains
Thursday, June 28, 2018	Westchester County Office for Women
Thursday, June 28, 2018	Village of Dobbs Ferry
Thursday, June 28, 2018	Town of Bedford
Thursday, June 28, 2018	Town of Mamaroneck
Thursday, June 28, 2018	Village of Croton-on-Hudson
Friday, June 29, 2018	Yonkers Board of Education
Monday, July 2, 2018	Westchester County Department of Emergency Services
Monday, July 2, 2018	Village of Port Chester
Tuesday, July 3, 2018	Westchester County Department of Tax Commission
Tuesday, July 3, 2018	Town of Mount Pleasant
Thursday, July 5, 2018	Westchester County Department of Solid Waste Commission

Thursday, July 5, 2018	Village of Sleepy Hollow
Thursday, July 5, 2018	Westchester County Department of Veterans Service Agency
Friday, July 6, 2018	Westchester County Chief Information Officer
Friday, July 6, 2018	Westchester County Department of Tourism and Film
Friday, July 6, 2018	Westchester County District Attorney's Office
Friday, July 6, 2018	Westchester County Department of Community Mental Health
Friday, July 6, 2018	Westchester County Department of Corrections
Monday, July 9, 2018	Edgemont Union Free School District
Monday, July 9, 2018	Westchester County Department of Finance
Tuesday, July 10, 2018	Westchester-Putnam School Boards Association
Tuesday, July 10, 2018	Town/Village of Scarsdale
Wednesday, July 11, 2018	Westchester County Department for People with Disabilities
Wednesday, July 11, 2018	Village of Elmsford
Wednesday, July 11, 2018	Westchester County Taxi and Limousine Commission
Thursday, July 12, 2018	City of Rye
Thursday, July 12, 2018	Westchester County Department of Probation
Friday, July 13, 2018	Westchester County Department of Labs & Research
Monday, July 16, 2018	Westchester County Clerk
Monday, July 16, 2018	Westchester County Department of Health
Tuesday, July 17, 2018	Westchester County Acting Public Administrator
Tuesday, July 17, 2018	Westchester County Department of Environmental Facilities
Wednesday, July 18, 2018	Westchester County Youth Bureau
Wednesday, July 18, 2018	Village of Pelham Manor
Thursday, July 19, 2018	Town of New Castle
Friday, July 20, 2018	Westchester County Department of Human Resources
Wednesday, July 25, 2018	Village of Tuckahoe
Thursday, July 26, 2018	Westchester County Department of Social Services
Thursday, July 26, 2018	Village of Larchmont
Thursday, July 26, 2018	Village of Pelham
Monday, July 30, 2018	Village of Pleasantville
Tuesday, July 31, 2018	Village of Briarcliff Manor
Tuesday, July 31, 2018	Town of North Castle
Tuesday, July 31, 2018	City of Peekskill
Thursday, August 2, 2018	Town of Somers

Westchester County Shared Services Survey

Please answer the following questions to help the Shared Services Panel create a robust plan. If you have other supporting material you'd like to share, please send it to the Rockefeller Institute at urska.klancnik@rockinst.suny.edu. The greater detail you provide, the better able we will be to develop required cost savings estimates. Please complete the survey as soon as possible. Thank you.

1. **Email address** *

PART 1. Basic Information

1. Name of municipality

2. Name and contact information of primary point person for the project.

3. Describe shared service efforts you've already completed, including partnerships within the county; with other municipalities inside and outside the county; and, in some cases, municipalities in other states.

4. What is your total annual budget? Including overall property tax levy?

5. Do you have personnel sharing or other shared service arrangements in place that haven't been memorialized by an MOU or formal agreement? For example, are you planning a LED streetlight conversion that could be included in the plan? If so, what are they? Do you have any annualized savings data? Please provide.

6. Do you have shared service arrangements with local school districts and/or BOCES? If yes, please list and describe them. If no, would you be interested?

PART 2. Interest in Shared Services Projects

Please rate the level of interest you have in implementing the following shared services options using a scale of no interest, some interest, or high interest. If interested, please provide more detail in the response box underneath each category so the team can better develop savings details for the plan.

Part 2A. Shared Services Options

7. Shared equipment and personnel services:

Mark only one oval per row.

	No Interest	Some Interest	High Interst
Share specialty equipment with other municipalities and school districts			
Share county engineering services with towns and villages			
Share construction/DPW crews among municipalities and school districts			
Cooperative county construction project assistance. Assist municipalities and school districts with maintenance and construction projects that they are currently contracting out			
Share animal control services			
Reconfiguration of ambulance and EMS service to find additional efficiencies and savings, without reducing service			
Shared accounting program for all municipalities			

Comments

8. Shared water services

Mark only one oval per row.

	No Interest	Some Interest	High Interst
Share use of sewer treatment facilities			
Share use of sewer treatment personnel			
Other shared water, recycling, and waste services			

Comments

Part 2B. Joint Purchasing Options

9. Joint purchasing of fuel and other material: Create joint purchasing agreements or centralized contracts for:

Mark only one oval per row.

	No Interest	Some Interest	High Interst
Diesel fuel			
Heating fuel			
Vehicles (trucks, buses, cars)			
Specialty equipment			
Road materials (e.g., sand/salt mixtures)			
Basic office supplies			

Comments

10. Joint purchasing of technology services
Mark only one oval per row.

	No Interest	Some Interest	High Interst
Cell phone service			
Internet technology services			
Computers			
GIS			

Comments

11. Joint purchasing of insurance and specialty services
Mark only one oval per row.

	No Interest	Some Interest	High Interst
Engineering services			
Workers' compensation insurance			
Legal services			
Carpentry services			
Electrician services			
HVAC services			
Property and casualty insurance			
Health insurance			

Comments

Part 2C. Mergers and Consolidation Options

. **12. General operations mergers and consolidations of agencies or functions**

Mark only one oval per row.

	No Interest	Some Interest	High Interst
Consolidate vehicle maintenance and repair services and facilities within the county			
Consolidate county and some municipal parks & recreation departments			
Consolidate property tax assessment within Westchester County government			
Consolidate municipal information technology services within Westchester County government			
Consolidate water supply systems and/or share water supply personnel			
Form a health insurance consortium as an alternative to the Empire Plan			
Create countywide oversight for cab/taxi companies given companies required to be licensed by the county			
Consolidate civil service test administration within the county			

. **Comments**

. **13. Law enforcement merger and consolidation functions**

Mark only one oval per row.

	No Interest	Some Interest	High Interst
Consolidate police operations			
Consolidate police/emergency dispatch operations			
Consolidate other police services (e.g., forensic or laboratory services)			
Consolidate town and village courts			

Comments

Part 2D. Restacking Options

14. Restacking and shared space

Mark only one oval per row.

	No Interest	Some Interest	High Interst
Joint office space			
Joint space for storing equipment			
Joint storage space for records			

Comments

Part 2E. Energy Options

15. Energy efficiency. Develop a comprehensive plan for energy efficiencies — LED lighting, renewables, micro grids, and the like — for individual municipalities or as part of a county consortium

Mark only one oval per row.

	No Interest	Some Interest	High Interst
County coordinated audit by Power Authority of energy use by all municipalities and school districts and suggested efficiencies			
Countywide LED street and outdoor lighting conversion including a centralized maintenance option			
Expand current Community Choice Aggregation program			

Comments

Part 2F. Technology Options

16. Improved efficiencies through data analytics and technology
Mark only one oval per row.

	No Interest	Some Interest	High Interst
Common countywide municipal workforce database to facilitate the sharing of municipal personnel and to identify possible retirees who may want to retire if they get a part-time job with the same or another municipality within the county			
Web-Based Portal: Suffolk County will create a web-based portal for its localities to conduct joint purchasing as well as share equipment and personnel. (This may be a good model for Westchester)			

Comments

Part 3. Formation of Working Groups

17. Please select any of the following working groups you may be interested in serving on as we flesh out ideas

Mark only one oval per row.

	No Interest	Some Interest	High Interst
IT / GIS / Shared financial management software			
Purchasing / Procurement of goods and services			
Sewers / Recycling / Waste management / Water			
Law enforcement and emergency services			
Public works and transportation infrastructure			
Health insurance / Benefits management / Personnel / Civil Service			
Parks and recreation			
Taxi and limousine			
Economic development / MWBE & SDVOB administration / Film and tourism			

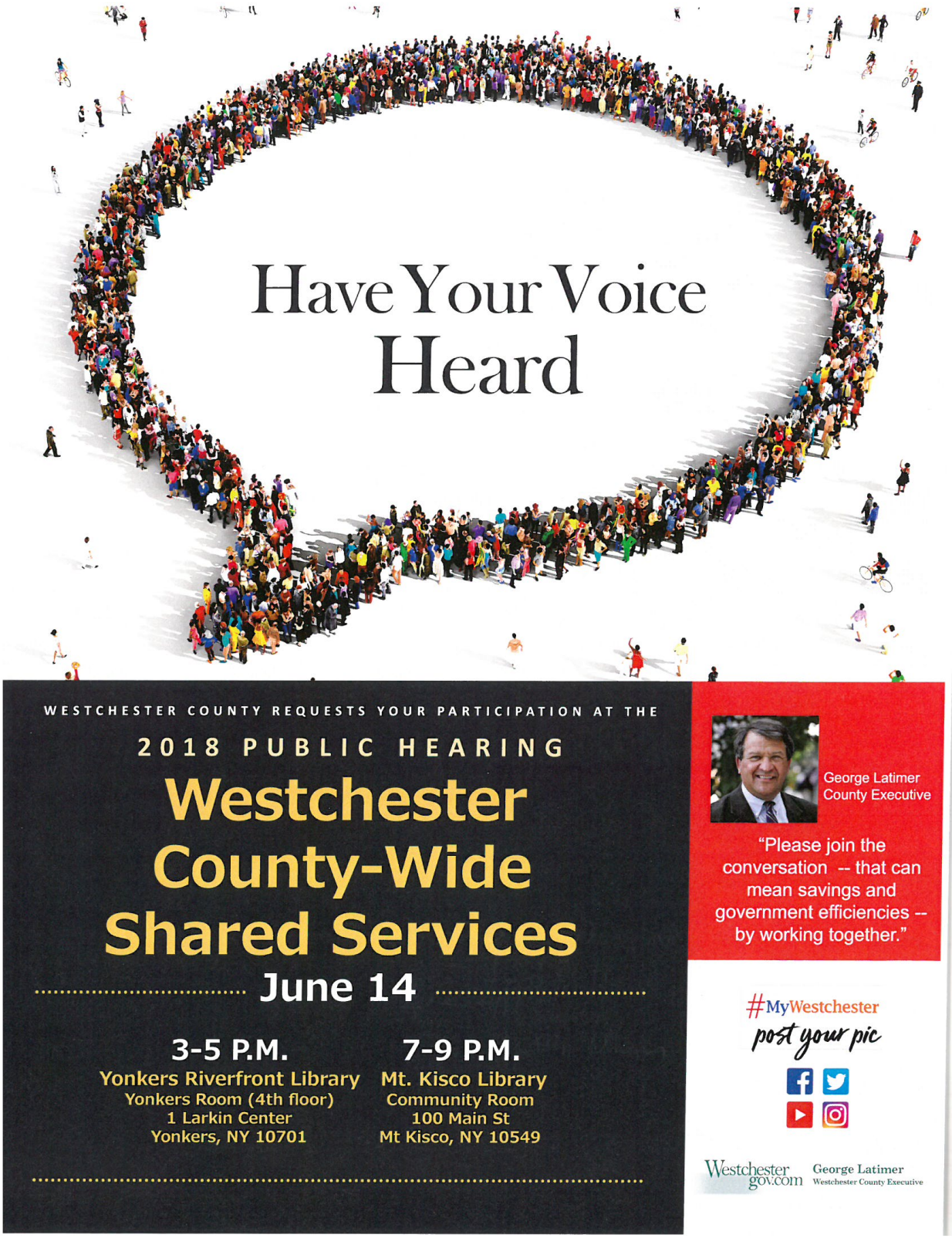
Comments

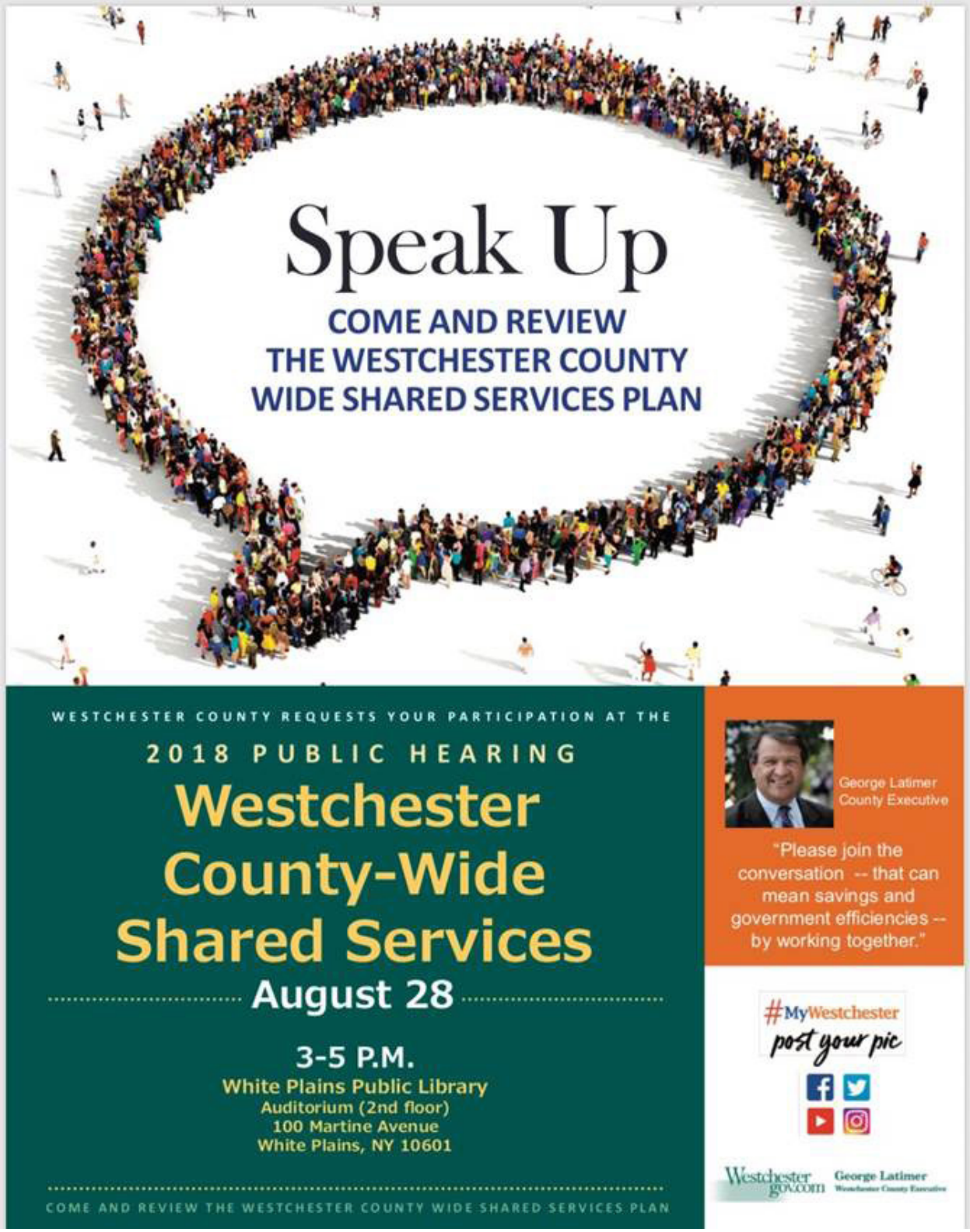
18. Are there other shared services options that you would like to add?

Thank You!

This completes the survey. Again, if you would like to attach additional information, we ask that you send it to urska.klancnik@rockinst.suny.edu.

Appendix G. Public Hearing Flyers




Speak Up
COME AND REVIEW
THE WESTCHESTER COUNTY
WIDE SHARED SERVICES PLAN
WESTCHESTER COUNTY REQUESTS YOUR PARTICIPATION AT THE
2018 PUBLIC HEARING
Westchester
County-Wide
Shared Services
August 28
3-5 P.M.
White Plains Public Library
Auditorium (2nd floor)
100 Martine Avenue
White Plains, NY 10601
COME AND REVIEW THE WESTCHESTER COUNTY WIDE SHARED SERVICES PLAN
George Latimer
County Executive
"Please join the conversation -- that can mean savings and government efficiencies -- by working together."
#MyWestchester
post your pic
Westchestergov.com
George Latimer

Appendix H. Letter to Organized Labor

Westchester gov.com

George Latimer
County Executive

July 13, 2018

[redacted]

Dear [redacted]

The New York State Budget bill passed in 2017 and revised in 2018 requires every County Executive "to prepare a property tax savings plan for shared, coordinated, and efficient services among the County, Cities, Towns, and Villages . . ." The program tasks local governments, led by the County Executive, with developing plans to save property taxpayers money by finding ways to reduce the costs of operating governments. The budget bill also gave Counties the opportunity to resubmit their shared services plans if they could identify additional savings. We have reviewed the County's 2017 plan, and have decided to resubmit a new plan that will identify additional opportunities to share and coordinate services that yield significant cost savings and enable us to receive State matching funds.

I am reaching out to you because you and your members play a crucial role in delivering services to the people of Westchester. As I work in cooperation with local elected officials and County departments, I believe it is also essential to get the input of the people who work every day providing important services. I would welcome your input as we develop a revised plan for the County and its municipalities. Your ideas and suggestions will play a crucial role in this effort. I ask that you share this request with all of your collective bargaining units based in Westchester County.

Please note that a draft plan is required by State law to be submitted to the Board of Legislators no later than August 1, 2018. I encourage you and any of your Westchester bargaining units to contact my office before then with any suggestions for opportunities to share services and save taxpayer dollars.

We have created a dedicated e-mail address to receive shared services ideas and comments: sharedservices@westchestergov.com

You are always welcome to contact me regarding issues of importance to you.

Sincerely,

George Latimer
Westchester County Executive

Office of the County Executive

Michaelian Office Building
148 Martine Avenue
White Plains, New York 10601

Email: ce@westchestergov.com
Telephone: (914)995-2900

westchestergov.com

Appendix I. Letter to Westchester County Executive

WESTCHESTER COUNTY BOARD OF LEGISLATORS

Voice of the People of Westchester County for over 300 years

Benjamin Boykin II
Chairman of the Board
Legislator, 5th District

August 17, 2018

Dear County Executive George Latimer,

The Board of Legislators ("Board"), through the Budget & Appropriations and Intergovernmental Services Committees, has reviewed Westchester's County 2018 preliminary draft Shared Services and Taxpayers Savings Plan ("Shared Services Report") submitted to the Board on August 1, 2018.

The Board thanks you, your staff, municipal officials and the consultants for the work on the Shared Services Report. After the review by the Board's Committees, we do not have any additional comments to provide on the Shared Services Report.

The Board looks forward to receiving the final Shared Services Report once it has been completed and sent to the State.

Sincerely,

Benjamin Boykin II

cc: Emily Saltzman, Deputy Director of Operations
Members of the Board of Legislators
Sunday Vanderberg, Clerk of the Board & Chief Administrative Officer
Dennis Power, Chief of Staff
Melanie Montalto, Legislative Director
Alie Restiano, Committee Coordinator, Budget & Appropriations
Tina Limego, Committee Coordinator, Budget & Appropriations
Yolanda Valencia, Committee Coordinator, Intergovernmental Services

Tel: (914) 995-2827 • Fax: (914) 995-3884 • E-mail: Boykin@westchesterlegislators.com
800 Michaelian Office Bldg., 148 Martine Avenue, White Plains, N.Y. 10601 • www.westchesterlegislators.com • 914.995.2800 (main voice)

Appendix J. The Project Team

Jim Malatras is president of the Rockefeller Institute of Government. Dr. Malatras holds a doctorate in political science from the University at Albany and has had a distinguished career in public service including roles in the New York State Legislature, attorney general's office, and governor's office. Most recently, Dr. Malatras served as director of operations for the state of New York, where he managed the day-to-day operations of government (with a 180,000-person workforce and $160 billion budget) and served as chief policy advisor for the governor. Dr. Malatras has a deep understanding of local shared services programs, as well as state and local transportation rules and regulations.

Gerald Benjamin is director of the Benjamin Center and distinguished professor of political science, SUNY's highest academic recognition. He is the author or editor, alone or with others, of fifteen books and numerous articles and government reports. He is an acknowledged authority on state and local government in New York State and has served as staff to or a member of a number of statewide, regional, and local commissions including the Westchester County Charter Commission. Dr. Benjamin served twelve years in local elected office, the last two as chief elected officer of Ulster County. Under his leadership, the Benjamin Center has provided studies on government restructuring, redistricting, and intergovernmental collaboration for counties, cities, towns, and villages in the Hudson Valley and elsewhere in New York State.

Thomas Cetrino graduated from SUNY New Paltz in 1973 with a bachelor of arts in political science and continued his education at SUNY Albany where he earned a master's degree in criminal justice. Mr. Cetrino first worked at the New York State Division of Criminal Justice Services where he was the chief researcher in the development of standards and goals under which federal grants were distributed to police agencies across the state. He then served in many positions with the office of the New York State Senate Minority Leader for twenty years, serving as the primary researcher and author of reports that led to the passage of several current laws including the establishment of a Community Dispute Resolution Center program within the Office of Court Administration and the development of a handicapped accessible public transit system in New York City. After leaving the New York State Legislature, Mr. Cetrino became the research director for the New York State Public Employees Federation and was the primary researcher and author of several reports that documented the cost effectiveness of using state employees rather than consultants to handle most of New York State's engineering and information technology work. His efforts helped lead to the enactment of the Contract Disclosure Law of 2001.

Patricia Dwyer runs Sourced Municipal Solutions, a consulting firm established in 2017. In 1987, at age twenty-three, Ms. Dwyer was appointed to the post of village manager in Walden, New York. Over a span of thirty years, she has served as either appointed CEO manager or CAO administrator for municipalities in Westchester County, New York. Since 2007, Ms. Dwyer has also been employed as a part-time

adjunct associate professor at Pace University, her alma mater. She lectures at the graduate level, specializing in courses such as intergovernmental relations, municipal management, and public administration. Ms. Dwyer obtained master's degrees in accounting and public administration from Pace University, as well as a bachelor of arts in sociology.

Alfred A. Gatta has been involved in public policy and local government management for many years. He holds a master's degree in public administration from New York University. Over the past forty years he has served in some of the more progressive local governments as the city manager including Hartford, Connecticut; Ann Arbor, Michigan; and Scarsdale, New York. Mr. Gatta has expertise and firsthand experience in government budgeting and finance, the planning and implementation of local government programs including property taxes, government organization, infrastructure, personnel management, and labor relations. He has consulted at both the local and county government levels and is an honorary life member of the International City Management Association (ICMA).

Urška Klančnik is a research scholar at the Rockefeller Institute of Government. She holds a master of arts in intercultural communication and European studies from Hochschule Fulda – University of Applied Sciences, Germany, and a bachelor of arts in English and American studies from University of Salzburg, Austria. In the course of her bachelor studies, she spent a year at the Bowling Green State University, Ohio, as an exchange student.

Alexander Morse is a graduate research assistant at the Rockefeller Institute of Government. He is pursuing his master of public administration in policy analysis from the Rockefeller College of Public Affairs and Policy and holds a bachelor of arts in history from the University at Albany. He previously served as a communications coordinator for the New York State Assembly, assisting various Assembly members across the state, preparing and implementing comprehensive legislative curricula and strategic communications plans.

Kyle Adams is director of communications at the Rockefeller Institute, where he helps bring relevant, evidence-based policy analysis into the public decision-making process. He previously worked in communications at SUNY Cobleskill and SUNY Delhi, as a news reporter, and served as a United States Peace Corps volunteer. He holds bachelor's degrees in journalism and anthropology from Syracuse University.

Michael Cooper is director of publications at the Rockefeller Institute. He supervises all stages of the publication process, handles desktop publishing, and exercises editorial supervision of the website operations of the Institute. Prior to joining the Institute in 1988, he was a production editor at Ziff-Davis Publications, the Association for Computing Machinery, and Simon & Schuster. Cooper is a graduate of the University at Albany.

Michele Charbonneau is staff assistant for publications at the Rockefeller Institute, where she assists in the various stages of publishing the Institute's reports and publications including the New York State Statistical Yearbook. Michele received her bachelor's degree at the University at Albany.

Endnotes

1 For a summary of the 2017 Westchester County Shared Services Plan, see the Rockefeller Institute of Government, the Benjamin Center, and the Center for Technology in Government, *A Review of the Plans Submitted Under the State County-Wide Shared Services Initiative* (Albany: Rockefeller Institute of Government, October 17, 2017), http://rockinst.org/wp-content/uploads/2017/11/2017-10-17_NYS_CWSSI_Report-1-min.pdf.

2 See "Westchester County Shared Services," Rockefeller Institute of Government, accessed July 24, 2018, http://rockinst.org/westchester/.

3 Because of the federal tax reform, Westchester County is experiencing declining home prices. See: "Why Westchester homes are getting battered by "dramatic price reductions" The new federal cap on state and local property tax deductions is forcing sellers to slash prices dramatically" The Real Deal (August 5, 2018) https://therealdeal.com/2018/08/05/why-westchester-homes-are-getting-battered-by-dramatic-price-reductions/?utm_source=The+Real+Deal+E-Lerts&utm_campaign=6af4fcc20c-New_York_Weekend_Update_11.19.2016_COPY_01&utm_medium=email&utm_term=0_6e806bb87a-6af4fcc20c-389034157.

4 Figures in this report reflect survey results as of July 24, 2018.

5 *The Eight-Point Albany County Shared Services & Property Tax Savings Action Plan: Adopted* (Albany: Rockefeller Institute of Government and Benjamin Center, September 14, 2017), http://rockinst.org/wp-content/uploads/2017/11/9.14.17_Final_Adopted_Albany_Co_Shared_Service_Plan-1-min.pdf.

6 Generally, various municipalities have said there is little shared services between local governments and school districts and, as of this draft report, only the Yonkers Public Schools district is participating. We hope that by the end of the process more school districts will participate.

7 *Suffolk Share: Suffolk County County-Wide Shared Services Plan* (Hauppauge: Office of the Suffolk County Executive, July 31, 2017), http://www.suffolkcountyny.gov/Portals/0/countyexecutive/PDF/Suffolk%20Shared%20Services%20Plan%20September%2012%20Version.pdf.

8 At this early stage, it was difficult to fully develop savings projections. Therefore, using an extremely conservative estimate, and without including school districts, we took the total 2017 operational spending by municipality (not overall spending) and projected that in year one there would be a 0.5 percent overall savings; in year two a 1 percent overall savings; and recurring savings of 2 percent thereafter. Although many municipalities provided more recent financial data, we used the latest data available on the New York State Comptroller's "Open Book" website (http://www.openbooknewyork.com/) so that we could make apples-to-apples comparisons. We did not adjust the out-year spending for inflation, so the savings would likely be more.

9 See "TSSERR: Tompkins Shared Services Electronic Record Repository," TompkinsCountyNY.gov, accessed July 24, 2018, http://www.tompkinscountyny.gov/tsserr. Tompkins County's digitization and storage project is project to save the county $5.5 million and municipalities $328,000 annually. See "Tompkins County, NY, Saved $5.5 Million with Electronic Records Management," SYGNVS, October 11, 2017, https://sygnvs.com/tompkins-county-ny-saved-5-5-million-electronic-records-management/; and "For Third Straight Year, Tompkins County Recognized as Top Digital County," TompkinsCountyNY.gov, July 22, 2016, http://www.tompkinscountyny.gov/news/third-straight-year-tompkins-county-recognized-top-digital-county.

10 This is an early estimate and does not fully factor in all the potential savings, especially for the county. Factoring the savings Tompkins County is set to achieve as noted in endnote

8, this is a conservative estimate using the annual savings number from Tompkins County, which has far fewer local governments and people. In addition, Wayne County (population 91,400) found nearly $100,000 in savings for electronic records management. Therefore, taking Montgomery and Wayne County's savings and extrapolating it and then multiplying by Westchester's size resulted in the current estimate. The potential results could be even greater.

11 See "About the Agency," NYS Office of Information Technology Services, accessed July 24, 2018, https://its.ny.gov/about-agency.

12 More precise savings are being worked through with the Westchester County chief information officer. According to some preliminary discussions, centralization of one IT contract with the county could yield $1 million in savings alone. Current savings reflect savings comparable to other counties from the *2017 Review of the Plans* submitted under the State County-wide Shared Services Initiative, see the Rockefeller Institute of Government, the Benjamin Center, and the Center for Technology in Government, *A Review of the Plans Submitted Under the State County-Wide Shared Services Initiative* (Albany: Rockefeller Institute of Government, October 17, 2017), http://rockinst.org/wp-content/uploads/2017/11/2017-10-17_NYS_CWSSI_Report-1-min.pdf..

13 See "Cost-Saving Ideas: Justice Court Consolidation in Villages and Towns," Office of the New York State Comptroller, Updated 2017, http://www.osc.state.ny.us/localgov/costsavings/justicecourtbrochure.htm.

14 *The Budgetary Impact of Trial Court Restructuring* (Albany: NYS Unified Court System, February 2002), http://ww2.nycourts.gov/sites/default/files/document/files/2018-06/ctmerger2802.pdf.

15 The Montgomery County shared services plan included a proposal for a multilocal government shared courthouse project, which would save $480,000 annually. See "County-Wide Shared Services Property Tax Savings Plan Summary: Appendix A," NYS Department of State, September 15, 2017, https://www.dos.ny.gov/lg/countywide_services/county-plans/Montgomery%20Plan.pdf.

16 It is difficult to fully project potential savings at this point. Roughly taking the potential court consolidations and shared facilities rates of other plans (four municipalities at $125,000 for a total of $500,000), consolidated police operations (five municipalities at $300,000 for a total of $1.5 million), efficiencies in EMS (nine municipalities at ($1 million), and consolidating public-safety access point (PSAP) functions ($1 million). These are extremely conservative estimates and until we have actual data from municipalities we will not be able to refine. For instance, a 2011 feasibility study of consolidated dispatch in Albany County estimated an additional $300,000 in annual savings by adding one town, Guilderland, to the current consolidated dispatch system and combining the town of Colonie and village of Menands' dispatch systems. Yonkers alone would probably save at least $300,000 if they consolidated their dispatch services, as they indicated interest in their survey.

17 At least seven municipalities indicated interest in a health consortium. We used the estimates generated by an Albany County study. See the *Eight-Point Albany Shared Services and Property Tax Action Plan* (p. 10). Again, more precise savings will be available upon receiving health insurance data from the municipalities.

18 Eight municipalities expressed interest in a regionalized approach to tax collection. An analysis by the Benjamin Center found that total tax assessments cost municipalities $10.3 million annually. Using the average portion of each ($288,888), we multiplied by interested municipalities. Moreover, Montgomery County's shared services plan included a county-wide tax assessment department. Montgomery County consolidation of eleven municipalities' programs into a county-wide department was estimated to save $270,000

annually. Given the total population of the county is a little more than 49,000, a much larger county like Westchester would generate considerably more savings.

19 See the Westchester Power web site, accessed July 24, 2018, http://www.westchesterpower.org.

20 At least seven municipalities expressed interest in enhanced energy efficiency. We assumed extended participation in the CCA program would net $700,000, plus $500,000 in additional savings for each of the seven interested municipalities ($1.8 million total). For the city of Mount Vernon, conversion to LED would result in $200,000 in savings alone. We took a similarly sized municipality, the town of Greenburgh, and took a portion of the projected savings, which was $350,000 annually for a similar conversion. See "Town to save about $350,000 A YEAR ON LED LIGHTING — Report from Matt Rabito on light pollution," GreenburghNY.com, October 28, 2015, http://www.greenburghny.com/cit-e-access/news/index.cfm?NID=39024&TID=10&jump2=0.

21 Ibid.

22 See Turf, "Green and Innovative Solutions for Westchester" Presentation, June 6, 2018.

ABOUT THE ROCKEFELLER INSTITUTE

Created in 1981, the Rockefeller Institute of Government is a public policy think tank providing cutting-edge, evidence-based policy. Our mission is to improve the capacities of communities, state and local governments, and the federal system to work toward genuine solutions to the nation's problems. Through rigorous, objective, and accessible analysis and outreach, the Institute gives citizens and governments facts and tools relevant to public decisions.

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Independently and in collaboration with local governments, businesses, and not-for-profits in the Hudson Valley, The Benjamin Center (formerly CRREO):

- conducts studies on topics of regional and statewide importance;
- brings visibility and focus to these matters;
- fosters communities working together to better serve our citizenry;
- and advances the public interest in our region.

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