Amended Albany County Shared Services Property Tax Savings Plan

September 14, 2018

The Rockefeller Institute of Government
The Benjamin Center
On Behalf of the Albany County Shared Services Panel

Rockefeller Institute of Government

THE BENJAMIN CENTER SUNY NEW PALTZ



The Albany County Shared Services Panel

Honorable Daniel McCoy, Chair
County Executive

Honorable Kathy M. Sheehan
Mayor, City of Albany

Honorable Sean Lyons
Supervisor, Town of Berne

Honorable Paula A. Mahan
Supervisor, Town of Colonie

Honorable Vasilios Lefkaditis
Supervisor, Town of Knox

Honorable Richard H. Rapp
Supervisor, Town of Westerlo

Honorable Frank A. Leak
Mayor, Village of Colonie

Honorable Robert D. Conway
Mayor, Village of Voorheesville

Honorable Shawn M. Morse
Mayor, City of Cohoes

Honorable David VanLuven
Supervisor, Town of Bethlehem

Honorable Rachel A. Perfetti
Supervisor, Town of Green Island

Honorable Douglas LaGrange
Supervisor, Town of New Scotland

Honorable William Misuraca
Mayor, Village of Ravena

Honorable Ellen M. McNulty-Ryan
Mayor, Village of Green Island

Honorable Michael Manning
Mayor, City of Watervliet

Honorable Philip A. Crandall
Supervisor, Town of Coeymans

Honorable Peter G. Barber
Supervisor, Town of Guilderland

Honorable Steven Pfleging
Supervisor, Town of Rensselaerville

Honorable Megan Grenier
Mayor, Village of Menands

Honorable Kerry A. Dineen
Mayor, Village of Altamont

Brian Hunt
Superintendent, Voorheesville School District

Mark Jones
Deputy District Superintendent and Chief Operating Officer, Capital Region BOCES

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Northeast Regional Information Center, Capital Region BOCES

Maureen A. Long
Superintendent, Menands School Districts

Sherri Fisher
Assistant Superintendent, South Colonie School District

Kaweeda G. Adams
Superintendent, Albany School District

Timothy Mundell
Superintendent, Berne-Knox-Westerlo School District

Jody Monroe
Superintendent, Bethlehem School District

Jennifer Spring
Superintendent, Cohoes School District

Teresa Snyder
Superintendent, Green Island School District

Brian Bailey,
Superintendent, Ravena-Coeymans-Selkirk School District

D. Joseph Corr
Superintendent, North Colonie School District

Jonathan A. Buhner
Superintendent, South Colonie School District

Lori S. Caplan
Superintendent, Watervliet School Districts

Marie Wiles
Superintendent, Guilderland School District



Phase 2 of the Albany County Shared Services Plan: Amended Plan and Implementation

On September 13, 2017, the Albany County Shared Services and Taxpayer Savings Panel (the panel) by a twenty to zero vote adopted an Eight-Point Shared Services and Property Tax Savings Plan (the plan),[1] as required by Part BBB of Chapter 59 of the State Laws of 2017,[2] known as the "County-Wide Shared Services Initiative." Under the law, every county had to convene a shared services panel to develop a Shared Services and Taxpayer Savings Plan. (For a full summary of the law's requirements under the law, see Appendix C)

Since the adoption of the plan by this unanimous vote, the team assembled by Albany County has been working diligently to implement the approved plan. The county has already made several announcements regarding meeting plan benchmarks. In the course of working on the plan, the panel found that implementation teams identified additional areas of potential savings. As work progressed, some on the panel indicated that it would be in taxpayers' interest to allow more time to implement the plan in order to maximize benefits to residents. Additionally, several new savings proposals were raised for the panel to consider. Therefore, we are withdrawing and resubmitting the plan to the state. We have held three additional public hearings and submitted the amended plan to the county to review to comply with state shared services law.[3]

For plan modification, we persisted in adhering to the county executive's directive that our approach be driven from the bottom-up, and that every community be heard. Albany County has three cities, ten towns, six villages, twelve school districts, twenty fire districts, and fifty-three special town-run districts (lighting, sewer, etc.). This makes individual outreach a challenge — but one that is critical to the success of the plan. We thank the local representatives for their continued assistance in working with the team to fine-tune the shared services panel's existing plan.

The county implementation team, as well as the teams from the Rockefeller Institute of Government and the Benjamin Center, have convened a series of implementation

meetings in areas ranging from the health consortium to energy efficiency. Team members have met with the panel and municipalities as a group various times since September 15, 2017, and are in the process of meeting individually with municipalities to refine savings estimates. Those updated estimates are found below.

Changes from the 2017 Adopted Plan

After working with municipalities, school districts, and subject-matter experts, we were able to refine several proposals, as well as add three new proposals to the plan. In some cases, although not directly applicable with compliance under the state process, yet important to expand shared services nonetheless, several proposals have been refined to extend beyond Albany County's borders to other local governments outside the county. It is a testament to the continued hard work of the panel.

Even with conservative estimates and the narrowing of one proposal, when fully implemented this plan contains $10,215,500 in total annual savings. This is a more than 5 percent increase in the overall savings than included in the plan last year. Given the new proposals and greater savings, the resubmission to the state is in the Albany County taxpayers' interest. Over time, with more complete data, additional opting in, and with the potential addition of proposals not yet formally adopted by the panel, we expect the savings to grow considerably.

The amended plan, when fully implemented, contains $10.2M in annual savings, which is 5 percent more than the adopted plan.

Current Status of the Adopted Albany County Shared Services and Taxpayer Savings Action Plan

PROPOSAL 1
The Community Choice Aggregation Energy Program[4]

There was significant interest in reducing a sizable and growing cost for local governments — energy consumption. In 2016, the New York State Public Service Commission (PSC) issued an order authorizing the establishment of Community Choice Aggregation (CCA) programs by municipalities (see PSC Case 14-M-0224). A CCA allows municipalities to use their collective purchasing power to enter into an energy contract to lower prices and/or increase usage of renewable energy supplies. Under the program, each municipality must pass a local law to participate; once they do, the government and local residents are entered into the program. Residents and businesses may opt out of the program.

Not only did the panel members raise this as an issue, but the public raised energy issues time and time again at our public hearings — in costs and going greener. The

cities of Albany, Cohoes, and Watervliet; towns of Bethlehem, Berne, Coeymans, Colonie, Guilderland, Knox, Green Island, New Scotland, and Westerlo; villages of Altamont, Green Island, Menands, and Voorheesville; and school districts of Albany, Berne-Knox-Westerlo, Cohoes, Guilderland, North Colonie, Coeymans-Ravena-Selkirk, South Colonie, Voorheesville, and Watervliet all agreed to adopt the proposals in the plan, though several may not do so in 2018.

There has been considerable activity since the adoption of this proposal. There has been interest from community and environmental groups, as well as resolutions passed by the Albany Common Council to implement the program.

The county has convened implementation meetings between interested municipalities and state energy offices (e.g., New York State Energy Research and Development Authority, New York Power Authority, and the Public Service Commission). Albany County will begin working with municipalities in 2018 to pass the requisite local laws to establish the CCA program in each community, conduct a public campaign to inform residents about the program, and develop a competitive bid to select an energy provider to supply the energy services.

We continue to estimate a more conservative overall energy savings of 10 percent.

PROPOSAL 2
Creation of a County Health Consortium



Every municipality, except the village of Ravena and the school districts of Bethlehem, Guilderland, Menands, and Ravena-Coeymans-Selkirk, has agreed to implement a county-wide health consortium.

Since the adoption of the proposal, Albany County, Altamont, Bethlehem, Berne, the town and village of Green Island, Guilderland, Voorheesville, Watervliet, and Westerlo, among others have provided the information necessary to build the health benefits database. This database will help determine what type of plans the consortium has to offer in order to meet or exceed existing health benefits to employees and retirees. Additional municipalities have indicated an interest in joining the consortium, but have not provided the necessary information to move forward. In May, after months of work with the County Department of Human Resources and other participating municipalities, the county officially announced the creation of the health consortium program.[5] We are now in the process of building the aforementioned health benefits database and beginning to take the legal steps necessary to form the consortium.

Moreover, last year we raised several potential barriers to implementing a robust health consortium in the county and worked with state and other local officials in an attempt to eliminate some of the barriers. In his 2018 State of the State address, Governor Cuomo directed the New York State Department of Financial Services to publish guidance and provide technical assistance to local governments in order to

ease the process of creating health consortia, specifically for smaller municipalities and such direction was included in the amendments to the Shared Services law contained in the 2018-19 enacted budget. Since then, the team has worked with state officials to make a county-wide consortium more flexible for municipalities, demonstrating a collaborative state and local process. Team members participated in an April teleconference held by the Department of State and the Department of Financial Services, which specifically covered the actions that agencies have implemented to make it easier to form such consortia.

Finally, the county is considering opening up the health consortium to other counties if it does not violate state rules regarding matching funds and does not make it more difficult to establish the consortium. Although it won't result in eligible savings under the state law, it could lower the overall health costs to participating municipalities even further. Already, two neighboring counties have inquired about participating in the program.

The county is ahead of schedule implementing the health consortium.

PROPOSALS 3 & 4
County-Wide Centralized Shared Specialty Equipment and Personnel Programs[6]



Virtually every municipality and school district were supportive of sharing specialty equipment with one another either with the county, or among local governments and school districts and this is one area that shows additional taxpayer savings opportunities. While the county would maintain the list of equipment, this does not mean the county would purchase all the equipment. Rather, the county will act as the clearinghouse.

The cities of Albany, Cohoes, and Watervliet; towns of Bethlehem, Berne, Coeymans, Colonie, Guilderland, Green Island, New Scotland, Rensselaerville, and Westerlo; villages of Altamont, Green Island, Menands, and Voorheesville; and school districts of Albany, Berne-Knox-Westerlo, Cohoes, Guilderland, North Colonie, Coeymans-Ravena-Selkirk, South Colonie, Voorheesville, and Watervliet all agree to participate in the program.

After several months of preparation and the development of the database, the county of Albany officially launched the program in May of 2018 — which is like the portal Suffolk County is currently implementing.[7] The county is currently working with municipalities to develop a formal memorandum of understanding (MOU) agreement to deal with issues like potential shared service charges, liability, insurance, and other legal issues. Those agreements will be completed by the end of the calendar year.

Some municipalities, like the towns of Bethlehem and Guilderland, have submitted extensive lists, which in those places would likely mean even greater savings. Shared equipment interest has exceeded earlier projections and, therefore, has been adjusted upward. However, by the final report there is a high likelihood of even greater savings in this area.

Similar to equipment, the county is also implementing a central database to allow municipalities to facilitate personnel sharing — e.g., construction crews, abandoned property maintenance, lawyers, animal control officers, assessors, financial advisers, and engineers. In addition to sharing personnel and creating centralized contracts for services, a recommendation from the *2015 GEP* would create a county-wide workforce database that would include data for all employees that currently work for Albany County and its municipalities. This would facilitate collaborative workforce management and improved succession planning among local governments and across the range of local government functions. This project in underway with financial support from the county, but has been hampered by the lack of workforce data provided by municipalities. The county is working with municipalities to get better workforce data to be able to better achieve its initial goals.

The cities of Albany, Cohoes, and Watervliet; towns of Bethlehem, Coeymans, New Scotland, Menands, Westerlo, Rensselaerville, and Green Island; villages of Altamont, Green Island, Voorheesville, and Guilderland; and school districts of Albany, Bethlehem, Berne-Knox-Westerlo, Cohoes, Guilderland, North Colonie, Coeymans-Ravena-Selkirk, South Colonie, Voorheesville, and Watervliet all agreed to implement the proposal.

PROPOSAL 5
Create Additional Joint Purchasing Agreements for Equipment, Materials, Services, and Supplies[8]



Albany County is currently creating a centralized purchasing system for all municipalities, including piggybacking on existing state, county, or local contracts with the best price for such items and services, such as medical supplies; software; computer hardware; equipment; telecommunication systems; gasoline; diesel fuel; waste removal; recycling; electrical; plumbing; heating, ventilation, and air conditioning (HVAC); and asbestos removal, including piggybacking on the state contracts.

As adopted under the final 2017 plan, the county is in the process of convening a working group to develop a process for local municipalities and school districts to help lower costs for services, supplies, and equipment as they see prices change and opportunities arise, including piggybacking on existing county contracts if the terms and pricing are better. As an example, the county will allow local municipalities to use their wireless contract.

All municipalities originally approved this proposal, except the village of Ravena. Since then, Ravena has joined.

PROPOSAL 6

Consolidate Vehicle Maintenance and Repair Services within the County and Combine County, Town, and School District Vehicle Maintenance Facilities in Voorheesville, Berne, Knox, and Westerlo

The county will offer maintenance repair services and body work to municipalities and school districts (in certain instances). Several smaller districts and municipalities have expressed an interest in this. Specifically, municipalities would have access to the county Department of Public Works (DPW) stations for servicing of their vehicle fleets through an MOU or other formal arrangement. The county would assess a fee for the service. However, capacity issues and implementation still need to be worked out. The county will also explore with interested municipalities and school districts developing a centralized contract for vehicle maintenance and repair as well as a centralized contract to purchase vehicles and vehicle parts. It is possible a centralized contract for vehicle service and maintenance could supplement a county service.[9]

Currently there are eight vehicle maintenance and/or storage facilities in the hilltowns. Albany County has its facilities in Berne, Knox, and Westerlo. The towns of Berne, Knox, and Westerlo have their own facilities as does the Berne-Knox-Westerlo school district. All of these jurisdictions' facilities are outdated and need to be replaced or significantly renovated. These jurisdictions are interested in consolidating their eight current facilities into three vehicle maintenance facilities. The Berne-Knox-Westerlo school district is interested in an arrangement with the county and town to lease or rehabilitate a consolidated facility at the town of Berne's current facility.[10]

The Voorheesville School District was originally interested in moving the storage and maintenance of their buses and equipment to the county's New Scotland facility in 2018, but there were problems with the dimensions of the space being able to accommodate their vehicles, so they are no longer interested.[11] As such, we have adjusted the potential savings estimates.

PROPOSAL 7

Consolidate Interpretation/Translation Services within Albany County Government[12]

There are many new federal and state requirements to translate materials into languages other than English. As population diversity grows, translation needs will continue to grow. Budget lines for this service are often exhausted (or not included), nor is there in-house expertise to complete this new task. The county explored the possibility of providing a centralized translation service to all municipalities, by either performing it or connecting to providers or other government entities to do so. Unfortunately, federal requirements do not allow for the county to offer this type of centralized service. Instead the county found a centralized state contract for translation services and offered that contract to interested municipalities.

All municipalities, except the town of Knox and the village of Ravena, are participating in the Albany County program.

PROPOSAL 8
Retrofit Lights to High Efficiency LED Lighting[13]



Various municipalities have or will be installing high efficiency light-emitting diode (LED) lighting. LED lights use about 75 percent less energy than traditional incandescent lights and, by 2027, the U.S. Department of Energy believes they could result in more than $30 billion in electricity cost savings nationwide.[14]

The team is currently working with municipalities to address issues, most recently with the town of Bethlehem on streetlight conversion to LED lighting. However, even with the potential for using more efficient and less costly lighting, as a result of difficult interactions with utility companies, municipalities and school districts have developed concerns about whether it is better to lease or sell the equipment, the specialized maintenance of the lights, and overall capital costs. The county is coordinating a process to work with municipalities and schools to install additional LED lights in addition to the projects currently underway, including serving as the point person on negotiating with the utilities (since working with the utilities was one of the major complaints by municipalities in upgrading to LED). Moreover, the county is working to develop a team of shared maintenance personnel for those municipalities that need assistance with upkeep, since several municipalities raised ongoing maintenance as a concern.

All municipalities, except the village of Ravena, are participating.

PROPOSAL 9
Issue a County-Wide Request for Proposal (RFP) for a Solar Energy Consortium



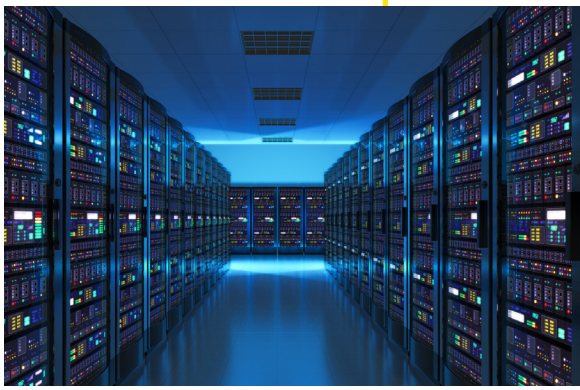
Many municipalities are constructing solar fields to expand renewable electricity at a cheaper cost and the move to more renewable sources of energy is part of the county's climate smart community plan.[15] As we noted in the 2017 preliminary report, the village of Voorheesville installed solar panels at their garage and fire house. Moreover, the town of Bethlehem installed a 3.75MW solar system several years ago and there is another project in Coeymans.[16] The town of Bethlehem project is estimated to save $150,000 annually. To better leverage the available land and resources of all the local governments within the county, the panel proposes that the county should issue a solar energy consortium RFP. The panel does recognize some of the problems of previous efforts, namely federal regulatory and tax uncertainty that could affect the program.[17] With those caveats in mind, the program will be modeled off of Schenectady County's county-wide solar farm RFP in their 2017 shared services plan.[18] Under the program, the county and participating towns shared land, savings, and costs for the respective projects.

PROPOSAL 10
Expand Access to the Albany/Saratoga Counties' Anaerobic Digester Facility



In March 2018, Albany and Saratoga Counties announced construction of a $45M waste to energy plan, known as an anaerobic digester.[19] This project will be transformational in that it will save money on shipping and storing organic and sludge waste in landfills and instead use the material to generate electricity — which will also save both counties money in the long run. Sited in Menands, this will save Albany County $1 million annually on disposal costs and even greater savings on energy costs. The county proposes opening up the state-of-the-art facility to other municipalities and school districts within Albany County.

PROPOSAL 11
Implement a County-Record Digitization Program



Albany County purchased the LaserFiche Electronic Content Management system through a grant application by the county clerk for a joint project with the city of Albany. Albany County hosts the LaserFiche server and data storage. LaserFiche will allow the county to move forward with an electronic records management program that can be used for documents such as contracts, employee records, and any type of electronic form. The county, like other counties, proposed to extend record digitization and management to other municipalities. Tompkins County is a model the panel will explore when implementing this proposal.[20] Moving to greater use of joint electronic records management helps provide information with more ease to the public, is more efficient for local governments, and results in reduced costs.

Shared Services Report Card

PROPOSAL	DRAFT POTENTIAL SAVINGS 2019	DRAFT POTENTIAL SAVINGS 2020	DRAFT FULLY PHASED-IN	STATUS
(1) Creation of the Albany County Community Choice Aggregation Energy Program	$106,000	$1,000,000	$1,500,000	Begun meetings with interesting municipalities, energy experts, and community organizations.
(2) Create a County Health Consortium	—	$1,500,000	$3,000,000	We have met with interested municipalities, thirteen of which have provided us with the necessary information to begin to build the health benefits database necessary to establish the consortium. Also considering opening the health consortium to other municipalities outside the county.
(3) Creation of a County-Wide Centralized Shared Specialty Equipment Program	*(2017: $300,000)* $850,000	*(2017: $525,000)* $1,050,000	*(2017: $525,000)* $1,050,000	The county announced the online clearinghouse to offer shared equipment. Municipalities are submitting equipment to populate the database.
(4) Shared Personnel through a Centralized Process Organized by the County	$425,000	$800,000	$1,300,000	A database is in place, but additional information from municipalities is necessary in order to achieve targeted savings.
(5) Create Additional Joint Purchasing Agreements and Centralized Contracts for Equipment, Materials, Services, and Supplies	$500,000	$600,000	$600,000	One municipality, Voorheesville, withdrew from the project because the facility's dimensions did not meet their needed requirements.
(6) Consolidate Vehicle Maintenance and Repair Services within the County and Combine County, Town, and School District Vehicle Maintenance Facilities in Berne, Knox, and Westerlo	$106,000	*(2017: $1.99M)* $990,500	*(2017: $1.99M)* $990,500	One municipality, Voorheesville, withdrew from the project because the facility's dimensions did not meet their needed requirements.
(7) Consolidate Interpretation/ Translation Services within County	$50,000	$50,000	$50,000	The county has implemented a program to provide the translation services.
(8) Retrofitting Lights to High-Efficiency LED Lighting	$175,000	$250,000	$750,000	The county will coordinate technical assistance, implementation, and other issues related to the implementation of the LED retrofitting.
(9) County-Wide Solar Request for Proposal (RFP)	$0	$150,000	$225,000	New proposal.
(10) Expand Access to the Albany/Saratoga Anaerobic Digester	$0	$100,000	$250,000	New proposal.
(11) County Digital Records Management	$0	$300,000	$500,000	New proposal.
2017 Projected	$1,556,000	$6,715,500	$9,715,500	
2018 Projected	**$2,239,000**	**$7,206,000**	**$10,215,500**	



APPENDICES

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

County of Albany
County Contact: Michael McLaughlin, Director of Policy and Research
Contact Telephone: 518-447-7040
Contact Email: Michael.McLaughlin@albanycountyny.gov

PARTNERS

Row 1 - 3 Cities in Albany County

Participating Cities	Panel Representative	Vote Cast (Yes or No)*
1. Albany	Kathy M. Sheehan, Mayor	Yes
2. Cohoes	Shawn M. Morse, Mayor	Yes
3. Watervliet	Michael Manning, Mayor	Yes

Row 2 – 10 Towns in Albany County

Participating Towns	Panel Representative	Vote Cast (Yes or No)*
1. Berne	Sean S. Lyons, Supervisor	Absent
2. Bethlehem	David VanLuven, Supervisor	Yes
3. Coeymans	Philip A. Crandall, Supervisor	Yes
4. Colonie	Paula A. Mahan, Supervisor	Yes
5. Green Island	Rachel A. Perfetti, Supervisor	Yes
6. Guilderland	Peter G. Barber, Supervisor	Yes
7. Knox	Vasilios Lefkaditis, Supervisor	Absent
8. New Scotland	Douglas LaGrange, Supervisor	Yes
9. Rensselaerville	Steven Pfleging, Supervisor	Absent
10. Westerlo	Richard H. Rapp, Supervisor	Absent

Row 3 – 6 Villages in Albany County

Participating Villages	Panel Representative	Vote Cast (Yes or No)*
1. Altamont	Kerry A. Dineen, Mayor	Yes
2. Colonie	Frank Leak, Mayor	Absent
3. Green Island	Ellen M. McNulty-Ryan, Mayor	Yes
4. Menands	Megan Grenier, Mayor	Yes
5. Ravena	William J. Misuraca, Mayor	Absent
6. Voorheesville	Robert D. Conway, Mayor	Yes

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

Participating School Districts, BOCES, and Special Improvement Districts	Panel Representative	Vote Cast (Yes or No)*
1. Albany School District	Kaweeda G. Adams	Yes
2. Berne-Knox-Westerlo Central School District	Timothy Mundell, Superintendent	Absent
3. Bethlehem Central School District	Jody Monroe, Superintendent	Absent
4. Cohoes City School District	Jennifer Spring, Superintendent	Absent
5. Green Island Union Free School District	Teresa Snyder, Superintendent	Absent
6. Guilderland Central School District	Marie Wiles, Superintendent	Absent
7. Menands Union Free School District	Maureen A. Long, Superintendent	Absent
8. North Colonie Central School District	D. Joseph Corr, Superintendent	Absent
9. Ravena-Coeymans-Selkirk Central School District	Brian Bailey, Superintendent	Yes
10. South Colonie Central School District	Jonathan A. Buhner, Superintendent	Absent
11. Voorheesville Central School District	Brian Hunt, Superintendent	Yes
12. Watervliet City School District	Lori S. Caplan, Superintendent	Absent
13. Capital Region BOCES	Mark Jones	Yes
14. Capital Region BOCES	Dale Breault	Absent

Row 5

2018 Local Government Property Taxes*	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.
**Using available Office of the State Comptroller data*	
	$710,893,499

Row 6

2018 Participating Entities Property Taxes*	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.
**Using available Office of the State Comptroller data*	
	$710,893,499

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.
	$2,239,000 (2019), $7,206,000 (2020), $10,215,500 (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.
	0.31% (2019), 1.01% (2020), 1.43% (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.
	$15.22 (2019), $48.98 (2020), $69.44 (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.
	1.68% (2019), 1.0% (2020), 0.6% (fully phased in)

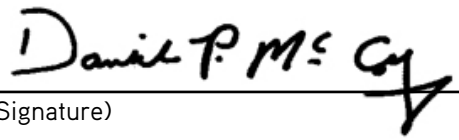
Row 11

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.
	1.68% (2019), 1.0% (2020), 0.6% (fully phased in)

Certficate 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 inaccordance 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.

Daniel P. McCoy



(Signature)

County Chief Executive Officer

September 14, 2018

(Date)

Appendix B

Proposal 1: Creation of the Albany County Community Choice Aggregation Program

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
Town of Coyemans	--
Town of Bethlehem	--
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	The town would like to be involved in the review and development of the plan before making a final commitment.
Village of Altamont	--
Village of Menands	--
Village of Green Island	--

Proposal 2: Create a County Health Consortium

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
City of Albany	--
Town of Coeymans	--
Town of Bethlehem	--
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Village of Altamont	--
Village of Menands	--
Village of Green Island	--
Capital Region BOCES	--

Proposal 3: Creation of a County-Wide Centralized Share Speciality Equipment Program

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
City of Albany	--
Town of Coeymans	--
Town of Bethlehem	Yes, but need assurances in advance that will yield state match.
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	--
Village of Menands	--
Village of Green Island	--
Voorheesville Central School District	--
Ravena-Coeymans-Selkirk Central School District	--

Proposal 4: Shared Personnel through a Centralized Process Organized by the County

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
City of Albany	--
Town of Coeymans	--
Town of Bethlehem	--
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	**Currently not interested:** Although already sharing personnel with Guilderland, we are too small in participating sharing our staff.
Village of Menands	--
Village of Green Island	--
Voorheesville Central School District	**Partial opt-in:** Although there are some potential issues (BOCES, Education Department, contracts), some areas would be of interst — HVAC, mechanical, assessors, ets.
Ravena-Coeymans-Selkirk Central School District	**Partial opt-in:** Although there are some potential issues (BOCES, Education Department, contracts), some areas would be of interst — HVAC, mechanical, assessors, ets.
Capital Region Boces	--

Proposal 5: Create Additional Joint Purchasing Agreements and Centralized Contracts for Equipment, Materials, Services, and Supplies

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
City of Albany	--
Town of Coeymans	--
Town of Bethlehem	--
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	--
Village of Menands	--
Village of Green Island	--
Voorheesville Central School District	School already partners with BOCES, but might be useful for i.e. waste removal, recycling, paper.
Ravena-Coeymans-Selkirk Central School District	School already partner on many things through Ed. Data and BOCES, but might be useful for i.e. copiers, waste removal, recyclying, asbestos removal, HVAC, paper.
Capital Region Boces	--

Proposal 6: Consolidate Vehicle Maintenance and Repair Services within the County and Combine County, Town, and School District Vehicle Maintenance Facilities in Berne, Knox, and Westerlo

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	Currently not interested: Too small and limited to see significant benefit/shared cost.
Village of Green Island	--
Capital Region Boces	--

Proposal 7: Consolidated Interpretation/Translation Services with County

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
Town of Coeymans	--
Town of Bethlehem	--
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	--
Village of Menands	--
Village of Green Island	--
Ravena-Coeymans-Selkirk Central School District	--

Proposal 8: Retrofitting Lights to High-Efficience LED Lighting

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
Town of Coeymans	--
Town of Bethlehem	--
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	--
Village of Menands	--
Village of Green Island	--
Voorheesville Central School District	
Ravena-Coeymans-Selkirk Central School District	--
Capital Region BOCES	--

Proposal 9: County-Wide Solar Request for Proposal (RFP)
The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
Town of Coeymans	--
Town of Bethlehem	**Potential interested**: Maybe, not sure how it would benefit the town
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	Currently not interested: Not enough information at this time regarding shared cost(s).
Village of Menands	--
Village of Green Island	--
Voorheesville Central School District	
Ravena-Coeymans-Selkirk Central School District	--

Proposal 10: Expand Access to the Albany/Saratoga Anaerobic Digester
The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
City of Albany	--
Town of Coeymans	--
Town of Bethlehem	Please accept organic waste from sewage plant.
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	--
Village of Green Island	--
Voorheesville Central School District	--
Capital Region BOCES	--

Proposal 11: County Digital Records Management

The following municipalities chose to opt-in:

Municipality:	Comment:
City of Watervliet	--
City of Cohoes	--
City of Albany	--
Town of Coeymans	--
Town of Bethlehem	**Potential interested:** Since it is very complicated, there is a concern regarding loss and management of town records.
Town of New Scotland	--
Town of Guilderland	--
Town of Green Island	--
Town of Colonie	--
Village of Altamont	--
Village of Menands	--
Village of Green Island	
Voorheesville Central School District	--
Ravena-Coeymans-Selkirk Central School District	--
Capital Region 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. Albany 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 C. 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.

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. He served 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. After leaving the New York State Legislature, Mr. Cetrino became the research director for the New York State Public Employees Federation.

Gerald Benjamin is director of the Benjamin Center and distinguished professor of political science, SUNY's highest academic recognition. 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.

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.

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.

Appendix D. Project Team Assignments

CONTACTS FOR SHARED SERVICES PROPOSAL IMPLEMENTATION		
Proposal	**Albany County Contact**	**Rockefeller Institute Contact**
(1) Creation of the Albany County Community Choice Aggregation Energy Program	Lucas Rogers	Jim Malatras
(2) Creation of a County Health Consortium	Bakary Janneh	Thomas Cetrino
(3) Creation of a County-Wide Centralized Shared Specialty Equipment Program	Mike McLaughlin	Jim Malatras
(4) Shared Personnel through a Centralized Process Organized by the County	Bakary Janneh	Jim Malatras
(5) Create Additional Joint Purchasing Agreements and Centralized Contracts for Equipment, Materials, Services, and Supplies	Mike McLaughlin	Jim Malatras
(6) Consolidate Vehicle Maintenance and Repair Services within the County and Combine County, Town, and School District Vehicle Maintenance Facilities in Berne, Knox, and Westerlo	George J. Penn Lucas Rogers	N/A
(7) Consolidate Interpretation/ Translation Services within the County	Bakary Janneh	Jim Malatras
(8) Retrofitting Lights to High-Efficiency LED Lighting	Lucas Rogers	Jim Malatras

Appendix E

2018 Public Hearings

Wednesday, September 5, 2018

10:00 a.m. — 11:00 a.m.

Albany County Office Building (in the Cahill Room)

112 State Street, Albany, NY 12207

Friday, September 7, 2018

2:00 p.m. — 3:00 p.m.

Guilderland Town Hall

5209 Western Turnpike, Guilderland, NY 12084

Tuesday, September 11, 2018

5:00 p.m. — 6:00 p.m.

Watervliet Senior Center

1501 Broadway, Watervliet, NY 12189

Endnotes

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

2 "County-wide Shared Services Initiative (Enacted by Part BBB of Chapter 59 of the Laws of 2017)," https://www.dos.ny.gov/lg/pdf/Enacted_County-wide_Law.pdf.

3 See *County-wide Shared Services Initiative: Guidance Document* (Albany: NYS Department of State, 2018), https://www.ny.gov/sites/ny.gov/files/atoms/files/2018_CWSSI_GuidanceDoc.pdf.

4 Virtually every municipality expressed interest in moving forward with the Community Choice Aggregation (CCA) program. We arrived at the estimate by doing the following:

We estimated a 10 percent overall reduction in energy costs for those interested municipalities. Some municipalities did not provide their electric costs to us in time for the draft report. In those cases, we estimated their total cost of electricity based upon existing budget documents or costs from similar municipalities. The CCA proposal alone could save up to 20 percent on electricity costs. See Matt Coyne, "Westchester communities join to seek lower energy bills," lohud.com, May 16, 2015, http://www.lohud.com/story/news/local/westchester/2015/05/16/community-choice-aggregation-energy-savings/27443009/. Although other municipalities have noted a 20 percent savings, we estimated a more conservative estimate of 10 percent because some municipalities and school districts, like the city of Albany, were already part of other energy consortia. Some municipalities were more interested and provided their energy costs, from which we took 10 percent from their actual 2016 data to arrive at a total year one savings. Those municipalities and school districts were: Voorheesville Central School District ($24,910.74), Guilderland Central School District ($87,000), Watervliet City School District ($20,509.61), city of Watervliet ($22,943), village of Altamont ($1,500), city of Albany ($64,180.30), town of Bethlehem ($78,458.60), town of Rensselaerville ($3,600), village of Voorheesville ($13,933.70), Albany County ($257,610.40), town of Knox ($950), town of Colonie ($284,121.50), town of Guilderland ($64,872.66), town of New Scotland ($3,884.37), town of Westerlo (3,909.10), city of Cohoes ($74,900), and village of Green Island ($500).

For the second year, we took the remaining municipalities and schools districts and estimated their savings based on the similar size of municipalities that submitted actual data. For example, we based the savings estimates for the towns of Berne, Green Island, and Rensselaerville on the actual data provided by the town of Knox. Though not a perfect measure, it gave a conservative estimate for which the team and panel was comfortable.

5 Office of the Albany County Executive, "County Executive Announces Initiative for Shared Services Health Consortium," press release, May 16, 2018, http://www.albanycounty.com/newsandupdates/news/18-05-16/County_Executive_Announces_Initiative_for_Shared_Services_Health_Consortium.aspx.

6 Most municipalities expressed interest in a centralized shared equipment plan, with the exception of a few, like the village of Colonie. This methodology used to get the initial estimate was based upon a percentage of the total purchase price of several of the pieces of equipment needed by municipalities cross-walked to the same equipment made available by another municipality or where there was more than the need for a new machine that if purchased could be shared.

We took 30 percent of the typical cost of equipment and added those rough savings, though we could have taken a bit more in savings up front, knowing this would be an ongoing process. The initial breakdown from the September 2017 plan was as follows:

Pavers cost around $100,000. See "Asphalt Pavers for Sale," EquipmentTrader.com, access July 18, 2018, http://www.equipmenttrader.com/Construction-Equipment/Asphalt-Pavers-For-Sale/search-results?category=Asphalt+Pavers%7C2000240; (given number of requests factoring at least two) = $60,000 in savings.

Backhoes cost around $90,000. See "How Much Does a CAT Backhoe Loader Cost?," CostOwl.com, accessed July 18, 2018, http://www.costowl.com/b2b/backhoe-loader-cat-cost.html; (given number of requests factoring at least two) = $54,000 in savings.

Street sweepers cost around $100,000. See "Sweeper Trucks For Sale," CommercialTruckTrader.

com, accessed July 18, 2018, http://www.commercialtrucktrader.com/Sweeper-Trucks-For-Sale/search-results?type=light,medium,heavy&category=Sweeper%7C2001720; $30,000 in savings.

Mowers cost around $10,000. See "Mowers for Sale," EquipmentTrader.com, access July 18, 2018, http://www.equipmenttrader.com/Farming-Equipment/Mower-For-Sale/search-results?category=Mower%7C2003524; $3,000 in savings.

Dump trucks cost around $150,000. See "Class 7 Class 8 Heavy Duty Dump Trucks For Sale," EquipmentTrader.com, access July 18, 2018, http://www.commercialtrucktrader.com/Heavy-Duty-Dump-Trucks-For-Sale/search-results?category=Dump+Truck%7C2000609&type=heavy; $45,000 in savings.

Loaders cost around $350,000. See "New & Used CATERPILLAR Wheel Loaders For Sale & Rental," Rock&Dirt.com, accessed July 18, 2018, http://www.rockanddirt.com/equipment-for-sale/CATERPILLAR/wheel-loaders; (given number of requests factoring at least two) = $70,000 in savings.

Cherry pickers cost around $10,000. See "New Cherry Pickers for Sale," Alibaba.com, accessed July 18, 2018, https://www.alibaba.com/showroom/new-cherry-pickers-for-sale.html; (given number of requests factoring at least two) = $6,000 in savings.

Industrial chippers cost around $30,000. See "Chipper for Sale," EquipmentTrader.com, access July 18, 2018, http://www.equipmenttrader.com/Farming-Equipment/Chipper-For-Sale/search-results?category=Chipper%7C2012692; $3,000 in savings.

Rolling fusion pipe machines cost around $300,000. See "MCELROY Construction Equipment For Sale," MachineryTrader.com, accessed July 18, 2018, https://www.machinerytrader.com/listings/construction-equipment/for-sale/list/?Manu=MCELROY; $30,000 in savings.

We only factored what was provided, and given that there are outstanding information requests pending, we factored in a 75 percent growth in the program when fully up and running in year two. It would be set at that level given that older equipment would continually need to be repaired or replaced. Again, this is a conservative projection.

7 Office of the Albany County Executive, "County Executive Announces Initiative Under the Shared Services Equipment Plan," press release, May 11, 2018, http://www.albanycounty.com/newsandupdates/news/18-05-11/County_Executive_Announces_Initiative_Under_the_Shared_Services_Equipment_Plan.aspx.

8 We arrived at the savings estimate in two ways: (1) by taking the total cost of services like information technology (IT), fuel, and the like provided by municipalities and school districts and projected a 10 percent savings through greater centralization of contracts, or (2) by the actual cost of savings provided by the municipality. For example, using municipalities that were specifically interested in the proposal:

- The city of Watervliet provided $56,873 in potential savings for IT/fuel/telecom;
- The city of Albany could save $413,885.80 on IT upgrades assuming 10 percent savings;
- The town of Colonie could save $15,575 on IT/telecom assuming 10 percent savings;
- The Watervliet City School District could save $750 on telecom; and
- The village of Altamont could save $544 on telecom.

We assumed conservative growth in savings in year two. The cost would likely be greater when each municipality and school district submits their equipment needs and availability to the county.

9 We estimate that this will net a savings of $106,000 annually.

10 The *2015 Highway Study* estimated the savings for the county and Knox sharing a facility at $320,000 and we assume the same savings for a joint Albany County-Westerlo facility for a total savings of $640,000. We also assume that these facilities have a thirty-year life expectancy. Based on the state's regulations regarding amortizing savings we subtracted 1/30 (3.3 percent) of this savings ($21,120) for a total savings of $618,880 (rounded up to $619,000) for these joint facilities. We estimate that half of these savings ($309,500) can be realized in 2020 and the remainder in 2021. The total cost savings from this initiative would be $106,000 annually for the county maintenance and repair facility being used by municipalities and school districts (a total of $318,000) + $619,000 (Knox and Westerlo facility savings) + $1,150,500 (savings from the Berne-Knox-Westerlo school district-Berne-Albany County facility), which equals $2,087,500. The savings in 2019 would be $106,000, $990,500 in 2020, and $990,500 in 2021.

11 The Voorheesville School District estimated it would save $3 million by forgoing building its facility and using the county's facility. Voorheesville's buses will not fit into Albany County's garages, which necessitates removing them from this initiative. We assume Berne-Knox-Westerlo would save the same amount as Voorheesville by forgoing the construction of their own facility for a total of $3 million in savings, which must be reduced to account for the cost of leasing, building, and/or renovating these facilities. We are assuming that this cost would reduce this savings by between $1 million and $2 million for a total net savings of between $1 million and $ 2 million. We are assuming that these facilities have a thirty-year life expectancy. Based on the state's regulations regarding amortizing, 1/30 (3.3 percent) was subtracted from this savings ($33,000 if $1 million and $66,000 if $2 million) for a total savings of between $967,000 and $1,334,000 for these joint facilities. We used the midpoint of this savings range, which is $1,150,500. We estimate that half of these savings can be realized in 2020 ($575,000 and the remainder in 2021). This underestimates the savings because there will be annual operational savings, especially in energy costs, in operating three vehicle maintenance facilities rather than eight facilities but those savings cannot be calculated at this time.

12 This estimates if several municipalities entered into a contract with a third-party service. For instance, certain packages are upwards of $8,000 per contract (see "Translation Price Guide," StrakerTranslations.com, accessed July 18, 2018, https://www.strakertranslations.com/translation-pricing/). Our conservative estimate is if seven municipalities participate to start, minus a fee to run the program by the county.

13 Many municipalities have aggressively pursued LED lighting projects that have already saved considerable savings. Given that so many are in the pipeline, this is a rough estimate of those who have yet to begin projects, though ultimately the savings, we believe, will be much higher. LED lighting conversion alone could result in even greater savings, so we believe a 10 percent overall cost reduction is a conservative and reasonable estimate. More savings are likely.

14 See "LED Lighting," Energy.gov, accessed July 18, 2018, https://www.energy.gov/energysaver/save-electricity-and-fuel/lighting-choices-save-you-money/led-lighting.

15 See *Climate Smart Communities Profile* (Albany: Albany County Executive, March 2013), http://www.albanycounty.com/Libraries/County_Executive/AlbanyCountyCSCCommunityProfile-Mar2013.sflb.ashx.

16 See "Solar panels will help Bethlehem save millions," *Spotlight*, March 21, 2016, https://www.spotlightnews.com/towns/bethlehem/2016/03/21/solar-panels-will-help-bethlehem-save-millions/. See also "Frequently asked questions," CoeymansSolarFarm.com, accessed July 18, 2018, https://www.coeymanssolarfarm.info/frequently-asked-questions.

17 Jordan Carleo-Evangelist, "Albany County delays solar power decision," *Times Union*, July 31, 2015, https://www.timesunion.com/local/article/Albany-County-delays-solar-power-decision-6418589.php.

18 See *Schenectady County County-wide Shared Services Property Tax Savings Plan* (Schenectady: Schenectady County-wide Shared Services Panel, August 22, 2017): 5, https://www.dos.ny.gov/lg/countywide_services/county-plans/Schenectady%20Plan.pdf.

19 See Paul Post, "Saratoga, Albany counties join forces on $45M waste-to-energy plant," *Troy Record*, March 28, 2018, http://www.troyrecord.com/article/TR/20180328/NEWS/180329827.

20 See "Tompkins Shared Services Electronic Record Repository (TSSERR)," TompkinsCountyNY.gov, accessed July 18, 2018, http://www.tompkinscountyny.gov/tsserr. Tompkins County's digitization and storage project is projected 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.com, 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. Likewise, the New York State Archives also offers grants to promote archival and records management. See http://www.archives.nysed.gov/grants.



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