

# Phase 3 Albany County Shared Services Property Tax Savings Plan

*December 2019*

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

**Rockefeller**  
Institute of Government







# The Albany County Shared Services Panel

**Honorable Daniel McCoy, Chair**  
County Executive

\* Indicates that these officials are currently serving in these positions but will be replaced on January 1.

**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 William F. Bichteman**  
Supervisor, Town of Westerlo

**Honorable Ed Sim**  
Mayor, Village of Colonie

**Honorable Robert D. Conway**  
Mayor, Village of Voorheesville

**Honorable Christopher Briggs\***  
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 John Dolce**  
Supervisor, Town of Rensselaerville

**Honorable Megan Grenier**  
Mayor, Village of Menands

**Honorable Kerry A. Dineen**  
Mayor, Village of Altamont

**Frank Macri**  
Superintendent, Voorheesville School District

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

**Dale Breault**  
Northeast Regional Information Center,  
Capital Region BOCES

**Maureen A. Long**  
Superintendent, Menands 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

**Kimberly Ross**  
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





Over the past three years, Albany County has committed fully to the value of shared services for enhancing efficiency in local service delivery while reducing the local property tax burden for its citizens. This is evident not only from the number and scope of the multiple shared service plans the county, its constituent municipalities, school districts, and other property taxing entities have developed to satisfy statutory program requirements, but also from efforts to go beyond these requirements to make gains through collaborations with Boards of Cooperative Educational Services (BOCES) and with neighboring counties.

The County's first shared services plan was adopted in 2017, and these reforms were estimated to save Albany County a total of over \$1.5 million in its first year of implementation, growing to \$9.7 million when fully implemented.<sup>1</sup> In 2018, Albany County submitted an amended plan that estimated a total savings of \$2.2 million in its first year of implementation, growing to \$10.2 million when fully implemented.<sup>2</sup> For 2019, Albany County continues its engagement with this supplemental shared services plan, and the reforms detailed in this report are projected to save more than \$3.2 million in 2020 and over \$7 million in annual savings when all proposals are fully implemented. Over \$2.9 million of the 2020 estimated savings would be on top of the savings projected in the plan submitted last year (for a full list of the proposals and savings submitted by Albany County last year see [Appendix C](#)).

Taken together, proposals from the 2018 and 2019 Albany County Shared Services Plans are estimated to result in at least \$11 million in recurring annual taxpayer savings when fully implemented. Albany County taxpayers will also save an additional estimated \$3.2 million from collaborative capital projects with Saratoga County and the city of Albany.

**The 2019 Plan contains over \$3.2 million in 2020 savings and over \$7 million in annual savings when fully implemented.**

# Phase 3 Albany County Shared Services and Taxpayer Savings Action Plan

Albany County's 2019 Shared Services Property Tax Savings Plan builds on the plan submitted in 2018. Phase 3 adds five new proposals and refines four projects included in the 2018 Plan that were either delayed in their implementation or not scheduled to generate savings until 2020 or beyond.

## PROPOSAL 1

### Creation of a County Health Consortium

Every Albany County municipality, except the village of Ravena and the school districts of Bethlehem, Guilderland, Menands, and Ravena-Coeymans-Selkirk, agreed to implement a countywide health insurance consortium in Albany County's initial 2017 Shared Services Plan.

Since the adoption of the proposal, Albany County, the city of Albany, Altamont, Berne, Coeymans, Colonie, the town and village of Green Island, Guilderland, Knox, Menands, New Scotland, Rensselaerville, Voorheesville, Watervliet, and Westerlo each provided the information necessary to build the health benefits database needed to move forward. Though additional municipalities have indicated an interest in joining the consortium, they have not provided the necessary information.

During 2018, several potential barriers to implementing a robust health insurance consortium in the county were identified, and the team worked with state and other local officials to eliminate some of these barriers. In his 2018 State of the State address, Governor Andrew Cuomo directed the New York State Department of Financial Services to publish guidance and provide technical assistance to local governments to ease the process of creating health insurance consortia, with specific attention to the challenges facing smaller municipalities. Thereafter, this direction was included in the amendments to the Shared Services Law included as part of the 2018-19 enacted state budget. Since then, the Albany County team worked collaboratively with state officials to make the process of creating a countywide consortium more flexible for municipalities. Team members participated in several teleconferences held by the Department of State and the Department of Financial Services, which presented specific steps these agencies have taken to make it easier to form such consortia.

Unfortunately, insurers have been reluctant to comply with §3231 and §4317 of New York Insurance Law. The law requires insurers to provide municipality-specific claims experience information to municipalities considering forming or joining a Municipal Cooperative Health Benefit Plan. This data is critical as it is needed to enable the proposed Consortium to purchase the specific stop-loss insurance required under Article 47 of the New York Insurance Law. Without the requested data, the development of a consortium is blocked.



Documentation has been provided to the Department of Financial Services indicating that insurance carriers, including Health Maintenance Organizations (HMOs), are required to provide a minimum of three years of paid claims data to any municipality seeking to form or join an Article 47 Municipal Cooperative Health Benefit Plan. These companies have stonewalled every attempt made during this process to obtain useable data. Albany County municipalities will continue to be blocked from establishing a consortium without corrective intervention by the state or others with enforcement authority.

Albany County municipalities also wonder how they can afford to establish the reserve fund a consortium requires. The Department of Financial Services requires municipal health insurance consortiums to have two types of reserves. The first is a surplus account reserve set at 5 percent of expected annual premiums, which is estimated to equal approximately \$3.85 million for the Albany County consortium. The other is an incurred but not reported (IBNR) claims liability reserve which can range between 7 and 25 percent of the expected incurred claims for the year, which for the Albany consortium is estimated to be approximately \$63.7 million in the first year of operation. This means that the estimated total reserves needed for an Albany County consortium is \$67.5 million. The panel believes that the IBNR reserve may safely be set at between 7 and 8 percent of the expected incurred claims amount or at an actuarially determined level.

The Department of Financial Services also requires reserves to be in place within one year of operation. Municipal consortia would have a greater chance of success, however, if allowed five years from the start of operations to establish the required reserves. Alternatively, allowing state reserves to be counted as consortium reserves until the full amount is raised by the consortium also would allow municipal relief. Any state funds that may have been used could be allowed to be paid back over time.

Even without these hurdles, however, establishing a health consortium under Article 47 is not an easy task. The added difficulties are leading local municipalities to lose hope that this initiative will come to fruition and some are seeking alternative options. One option municipalities consider is to join the county plan, while the county keeps its reserves at the projected rate. Other municipalities have decided to continue to address their healthcare concerns on their own, seeing no practical chance that a consortium will be developed. What has become very clear is that if there is any chance of successful implementation, insurers must abide by the guidelines and principles set forth in New York Insurance Law.

The Department of Financial Services could explore several reforms to current insurance laws and regulations that would help support the formation of Municipal Cooperative Health Benefit Plans. These actions include:

1. Lower the contract count requirement from 2,000 to 1,000;
2. Allow reserves to be funded over a reasonable period of time;
3. Remove the requirement to purchase aggregate stop-loss insurance;
4. Increase the efficiency of the plan document review and approval process;

5. Develop reporting specific to municipal cooperative health benefit plans; and
6. Expand the Article 47 employer definition to include “quasi-governmental” employers.

Assuming useable claims data from insurers is accessible, and assuming that sufficient money can be raised to meet current or revised reserve requirements, Albany County is hopeful that it can get an application to form the consortium into the Department of Financial Services by August of 2020 and begin operation of the consortium in January 2021.

Estimated savings <sup>3</sup>	2020	2021	Recurring
PROPOSAL 1	\$0	\$700K	\$2.3 – 5.1M

## PROPOSAL 2

### Retrofit Street Lights to High Efficiency LED Lighting<sup>4</sup>

Various municipalities are in the process of purchasing their street lights from National Grid and have or will be installing high efficiency light-emitting diode (LED) lighting. LED lights use about 75 percent less energy than traditional incandescent lights. The U.S. Department of Energy believes the widespread installation of these new street lights could result in more than \$30 billion in electricity cost savings nationwide by 2027.<sup>5</sup>



The team is currently working with municipalities and the New York Power Authority to facilitate the purchase and conversion of street lights. The city of Albany has begun its street light conversion, and the county and eight other municipalities (Colonie, Guilderland, Altamont, New Scotland, Voorheesville, Berne, Cohoes, and Watervliet) will begin and/or complete their retrofits of more than 7,500 streetlights in 2020. As a result of difficult interactions with utility companies, however, other municipalities in the county have experienced delays in retrofitting their street lights and some continue to lease their street lights and use LED conversion programs offered by their utility. This approach avoids capital costs and the possible additional expense of specialized maintenance.

Responsive to the concern about maintenance costs, the county is evaluating options for shared maintenance, including specialized shared personnel or participation in state programs.

Estimated savings	2020	2021	Recurring
PROPOSAL 2	\$150K	\$300K	\$750K



### PROPOSAL 3

#### Issue a Countywide Request for Proposal (RFP) for a Solar Energy Consortium

Many municipalities are constructing solar fields to gain additional renewable electricity at a cheaper cost and to accommodate implementation of the county's Climate Smart Community plan.<sup>6</sup> As noted in the 2017 and 2018 Shared Services Plans, the village of Voorheesville installed solar panels at its garage and firehouse. The town of Bethlehem is saving an estimated \$150,000 a year as a result of the 3.75 MW solar system it installed several years ago. There is another solar energy project in Coeymans.<sup>7</sup>



Notwithstanding federal regulatory and tax uncertainties, to better leverage the available land and resources of all the local governments within Albany County, the panel proposed in its 2018 plan that work begin on a solar energy consortium RFP (though no savings were expected in 2019).<sup>8</sup> Schenectady County's countywide solar farm RFP, part of its 2017 shared services plan, provided a model.<sup>9</sup>

Albany County is working with New York State Energy Research and Development Authority and local municipalities to identify potential solar field sites that might be included in an RFP to be issued in 2020, with a specific focus on landfills and brownfields. Due to the time needed for permitting, construction, and interconnection, savings would begin to accrue in 2021.

Estimated savings	2020	2021	Recurring
PROPOSAL 3	\$0	\$150K	\$225K

### PROPOSAL 4

#### Regional BioSolids Facility — Engineering and Design

In March 2018, Albany and Saratoga Counties announced transformational plans to construct a \$45 million Regional BioSolids facility with a waste-to-energy anaerobic digester in Menands.<sup>10</sup> This project will avoid the cost of shipping and storing organic and sludge waste in landfills and by using the material to generate electricity, additional savings will occur. In total, when the facility is completed, Albany County will avoid \$1 million annually on disposal costs and make even greater savings on energy costs.



In Albany County's 2018 plan, the government proposed opening this state-of-the-art facility to other municipalities and school districts within the County, all of which would gain from avoided costs.

Since the completion of the 2018 plan, the New York Department of State ruled that multi-county shared services projects are eligible for state matching funds, a ruling that now significantly increases the savings estimate from this project.



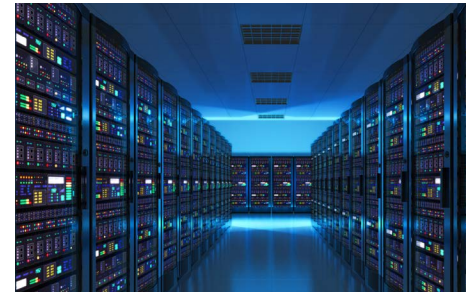
Albany and Saratoga County completed the contract to develop the engineering plans for the construction of the digester. Engineering and design will take place throughout the 2020 calendar year and is projected to be completed in summer of 2021. Engineering and design savings (avoided costs) generated by building a joint facility are significant. Engineering and design costs for separate facilities would be \$6.6 million, compared to \$4.1 million for a joint facility.

Estimated savings <sup>11</sup>	2020	2021	Recurring
PROPOSAL 4	\$1.6M	\$833K	\$0

## PROPOSAL 5

### Implement a County Record Digitization Program — Phase 1 Town of Colonie

Moving to greater use of joint electronic records management helps provide information with more ease to the public and is more efficient for local governments. Albany County purchased a LaserFiche Electronic Content Management system with resources from a joint grant application made by the county clerk and the city of Albany. The Office of the Albany County Clerk 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 contracts, employee records, and, indeed, any type of electronic form. The county proposed to extend record digitization and management capacity to its municipalities. Tompkins County provides a model.<sup>12</sup>



This proposal was included in the 2018 Shared Services Plan, but no savings were anticipated in 2019. In 2020, the Albany County Clerk's office will digitize the town of Colonie's records, using a \$149,947 grant from the state for this purpose. The town of Colonie would have incurred \$300,000 in costs if it were to digitize its records using a private contractor. The savings estimate for 2020 is the difference between the projected cost of using a private contractor and the state grant Albany County received to help offset costs of this project.

In 2021, the county clerk's office will digitize records for Guilderland. In 2022, the county clerk will explore extending records digitization efforts to include Berne, Knox, Westerlo, and/or Rensselaerville, or the cities of Watervliet and/or Cohoes, depending on available state grants and the interest level of these municipalities. Guilderland's savings are assumed to be similar to Colonie's savings, and these savings are extrapolated to other municipalities based on their relative size to calculate projected savings in 2020 and beyond.

The Capital Region BOCES also offers a records management service which includes consultation, imaging, off-site storage, electronic storage and document management. These services could also be accessed by Albany County municipalities and school districts as an alternative to the Albany County Clerk's digitization services.<sup>13</sup>

Estimated savings	2020	2021	Recurring
PROPOSAL 5	\$150K	\$150K	\$300K

## PROPOSAL 6

### Beaver Creek Clean River Project/Satellite Treatment Facility

Capital District communities combined discharge an average of 1.2 billion gallons of untreated sewer flow each year. Albany's Beaver Creek Sewershed discharges about 530 million gallons, approximately 45 percent of the volume. As part of the Beaver Creek Clean River Project, the city of Albany proposed to build a satellite combined sewer overflow screening and disinfection facility in Lincoln Park. In response to feedback from residents, the city of Albany and the Albany County Water Purification District partnered to develop an alternative project that would address expressed community concerns and reduce costs.

Making enhancements to screening equipment at the Albany County Water Purification Department's South Plant rather than investing in new screening equipment in Lincoln Park will save \$760,000. Construction is expected to occur in 2020. Operational savings in 2021 and beyond are not included in this estimate.



Estimated savings	2020	2021	Recurring
PROPOSAL 6	\$760K	N/A	N/A

## PROPOSAL 7

### Stormwater Coalition of Albany County — Joint Staffing

Albany County, the cities of Albany, Cohoes, and Watervliet, the towns of Bethlehem, Colonie, Guilderland, Green Island, and New Scotland, and the villages of Green Island and Menands have joined in an intermunicipal agreement to comply with federal and state mandates concerning stormwater controls.

This Stormwater Coalition historically has been supported by a combination of member dues and New York State Department of Environmental Conservation grant funding. In 2019, members of the Coalition determined that to continue to improve water quality in Albany County and comply with upcoming Municipal Separate Storm Sewer System (MS4) permit updates, the Coalition would need new staff positions and concomitant additional funding. To address this need, beginning in 2020 Albany County, Menands,



Cohoes, Watervliet, and New Scotland will be pooling their funds to hire two additional staff people, a full-time geographic information system (GIS) coordinator to support all Coalition members; and a Stormwater Program Technician to provide additional support for the five abovementioned municipalities. Significant savings will be realized as each municipality will not be hiring their own staff person or paying for additional contractual services to comply with current and new MS4 mandates.

Estimated savings	2020	2021	Recurring
PROPOSAL 7	\$384.2K	\$384.2K	\$384.2K

## PROPOSAL 8

### Shared Information Technology Services Including Cyber Security and Joint Ransomware Insurance

Local governments have a consistent interest in more efficient service at a lower cost for information technology (IT) and telecommunications services, including internet service, cellphones, landline telephones, software acquisition, hardware acquisition, network management, IT security protection, and GIS services.

Having recently suffered a major ransomware attack on its computer systems, the city of Albany highlighted the benefits of a coordinated effort to address cybersecurity needs. It cost the city roughly \$300,000 to pay for destroyed servers, upgrading user security software, firewall insurance, and other improvements to restore and protect its systems following the attack. The city also increased its 2020 budget for IT contractual services by \$236,000 for future protection from cyberattacks.

All municipalities and school districts within Albany County are vulnerable to similar attacks. Albany County will coordinate a joint effort to protect all these entities' computer systems, an approach that will likely generate savings when compared to each municipality and school district trying to do so on their own. The county will also explore the possible joint purchase of ransomware insurance.

Federal assistance may be available for this purpose. The US Senate and House of Representatives have recently passed similar versions of legislation (S.315 and H.R.1158) that would provide federal assistance to municipalities and school districts to make IT systems less vulnerable to cyberattacks.

Albany County also will work with its interested municipalities, school districts, and Capital Region BOCES to explore the feasibility of centralized licenses for software including: GIS software and software that can track various building issues; centralized contracts for IT software, hardware, and consultant services, including GIS consultants; and hardware/cloud purchases. In addition, the county will explore developing a set of best practices for municipalities to follow related to their IT systems.





Capital Region BOCES and its component school districts in Albany County will join and share services related to the implementation of technology services<sup>14</sup> and risk mitigation services<sup>15</sup> related to the protection of information and technology systems. These services will also be available to all municipalities in Albany County.

Estimated savings <sup>16</sup>	2020	2021	Recurring
PROPOSAL 8	\$160K	\$242.5K	\$320K

## PROJECTS UNDER DEVELOPMENT

The following project is still under development, and a reliable cost-savings estimate is not currently available.

### PROPOSAL 9

#### Joint Mandated Employment Related and Safety Training

All municipalities in Albany County currently conduct mandated training in such areas as, for example, sexual harassment and ethics. Commonly, each government contracts on its own with outside providers. Albany County will explore the feasibility of conducting this training jointly and/or negotiating a countywide contract to make such training available to all its municipalities.

The Capital Region BOCES currently offers multiple occupational health-safety-risk services, including mandatory employee training, workplace safety training and required employer regulatory reporting and workers compensation mitigation. These services also could be accessed by interested Albany County municipalities.<sup>17</sup>



### PROPOSAL 10

#### Shared School Transportation Services

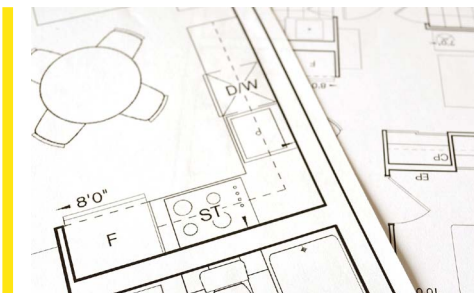
The Capital Region BOCES offers several shared student transportation services including out-of-district routing and bus operations. All public schools in the region are eligible to participate. In 2019 several new school districts in Albany County began using these shared services, and more school districts are expected to do so in 2020.<sup>18</sup>



## PROPOSAL 11

### Shared Educational Facilities

High-cost educational programs, especially those involving special education and career and technical education services, can be implemented in a more cost-effective way if done at the regional level. A single district typically does not always have the fiscal capacity to construct facilities specific to program requirements, and regional centers that focus on program delivery in these areas would provide a cost-saving option. Architecture, design, engineering and construction shared across districts, using BOCES as a regional program coordinator, is likely to significantly reduce local costs to individual school districts in Albany County. The Capital Region BOCES plans to begin the design and engineering of such a facility in 2020.



## PROPOSAL 12

### Shared Grant Writing and Communications Services

The Capital Region BOCES has a shared grant-writing service in which all Albany County municipalities may participate.<sup>19</sup>

In addition, the Capital Region BOCES offers a full-service communications service that includes, among other things: communications planning and public relations; community surveys; video production; website development; and, print management services. Albany county municipalities may wish to use these services as a cost-saving alternative to their current service providers.<sup>20</sup>



## PROPOSAL 13

### Shared Accounting Services

Albany County and the city of Watervliet are exploring opportunities to share accounting services. This collaboration would generate savings by sharing software, servers, and potential workforce. This will also likely result in more efficient delivery of services due to cross-training and workforce development.



## PROPOSAL 14\*

### Shared Specialized Personnel

School districts and municipalities are considering sharing specialized personnel, such as psychologists and specialized language teachers. These services can be extended to other specialized disciplines and result in additional savings.

\*Proposal was discussed during the December 19, 2019 Panel meeting and agreed to be included in the Plan.

**TABLE 1. Proposed Savings Scorecard from 2019 Plan**

Project	2020	2021	Recurring
1. Creation of a County Health Consortium	\$0	\$700K	\$2.3 – 5.1M
2. Retrofit Lights to High Efficiency LED Lighting	\$150K	\$300K	\$750K
3. Countywide Solar RFP	\$0	\$150K	\$225K
4. Albany/Saratoga Counties' Anaerobic Digester Facility — Phase 1 Engineering and Design	\$1.6M	\$833K	\$0
5. County Record Digitization Program	\$150K	\$150K	\$300K
6. Beaver Creek Clean River Project/Satellite Treatment Facility	\$760K	N/A	N/A
7. Stormwater Coalition of Albany County — Joint Staffing	\$384.2K	\$384.2K	\$384.2K
8. Shared Information Technology Services/Cyber Security	\$160K	\$242.5K	\$320K
<b>TOTAL*</b>	<b>\$3.2M</b>	<b>\$2.8M</b>	<b>\$4.3 – \$7.1M</b>

**Shared Services Projects Under Development:**

9. Joint Mandated Employment Related and Safety Training
10. Shared School Transportation Services
11. Shared Educational Facilities
12. Shared Grant Writing and Communication Services
13. Shared Accounting Services

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\* Numbers may not add up due to rounding.





# APPENDICES

## Appendix A. Countywide Shared Services Property Tax Savings Plan Summary

### County of Albany

**County Contact:** Lucas Rogers

**Contact Telephone:** (518) 447-5566

**Contact Email:** Lucas.Rogers@albanycountyny.gov

### County CEO

Honorable Daniel McCoy

### Vote Cast (Yes or No)

Yes

### Row 1. Cities in Albany County

	Participating Cities	Panel Representative	Vote Cast (Yes or No)
1	Albany	Kathy Sheehan, Mayor	Yes
2	Cohoes	Christopher Briggs, Mayor	Yes
3	Watervliet	Charles Patricelli, Mayor-elect	Yes

### Row 2. Towns in Albany County

	Participating Towns	Panel Representative	Vote Cast (Yes or No)
1	Berne	Sean Lyons, Supervisor	Yes
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	Absent
6	Guilderland	Peter G. Barber, Supervisor	Yes
7	Knox	Vasilios Lefkaditis, Supervisor	Absent
8	New Scotland	Douglas LaGrange, Supervisor	Yes
9	Rensselaerville	John Dolce, Supervisor	Absent
10	Westerlo	William F. Bichteman, Supervisor	Yes

### Row 3. Villages in Albany County

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

Row 4. School Districts, BOCES, Fire Districts, Fire Protection Districts, and Special Improvement Districts in Albany County

	Participating Others	Panel Representative	Vote Cast (Yes or No)
1	Albany City School District	Kaweeda G. Adams, Superintendent	Yes
2	Berne-Knox-Westerlo Central School District	Timothy Mundell, Superintendent	Yes
3	Bethlehem Central School District	Jody Monroe, Superintendent	Yes
		Mark Jones, Deputy District Superintendent and Chief Operating Officer	
4	Capital Region BOCES		Yes
5	Cohoes City School District	Jennifer Spring, Superintendent	Yes
6	Green Island Union Free School District	Kimberly Ross, Superintendent	Yes
7	Guilderland Central School District	Marie Wiles, Superintendent	Yes
8	Menands Union Free School District	Maureen A. Long, Superintendent	Yes
9	North Colonie Central School District	D. Joseph Corr, Superintendent	Yes
	Ravena-Coeymans-Selkirk Central School District		
10		Brian Bailey, Superintendent	Yes
11	South Colonie Central School District	Jonathan A. Buhner, Superintendent	Yes
12	Voorheesville Central School District	Frank Macri, Superintendent	Yes
		Lori Caplan, Superintendent	
13	Watervliet City School District	(Keith Heid, Business Manager)	Yes

Row 5

**2019 Local Government Property Taxes\***

*\* Using available Office of the State Comptroller data.*

The sum total of property taxes levied in the year 2019 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.

**\$724,162,230**

Row 6

**2019 Participating Entities Property Taxes\***

*\* Using available Office of the State Comptroller data.*

The sum total of property taxes levied in the year 2019 by the county, towns, villages, school Districts, BOCES, fire districts, fire protection districts and special improvement districts identified as participating in the panel.

**\$721,031,433**

Row 7

**Total Anticipated Savings**

The sum total of net savings in such plan certified as being anticipated in calendar year 2020, calendar year 2021, and annually thereafter.

**\$3,204,205 (2020), \$2,759,705 (2021),  
\$4,279,209 – \$7,079,205 (annually thereafter, range)**



Row 8

**Anticipated Savings as a Percentage of Participating Entities Property Taxes**

The sum total of net savings in such plan certified as being anticipated in calendar year 2020 as a percentage of the sum total in Row 6, calendar year 2021 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.

0.44% (2020), 0.44% (2020), 0.38% (2021),  
0.59% – 0.98% (annually thereafter, range)

Row 9

**Anticipated Savings to the Average Taxpayer**

The amount of the savings that the average taxpayer in the county will realize in calendar year 2020, calendar year 2021, and annually thereafter if the net savings certified in the plan are realized.

\$28.47 (2020), \$24.52 (2021),  
\$38.02 – \$62.89 (annually thereafter, range)

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 homeowner can expect his or her property taxes to increase or decrease in calendar year 2020, calendar year 2021, and annually thereafter if the net savings certified in the plan are realized.

1.56% (2020), 1.62% (2021),  
1.41% – 1.02% (annually thereafter, range)

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 2020, calendar year 2021, and annually thereafter if the net savings certified in the plan are realized.

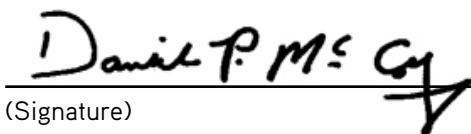
1.56% (2020), 1.62% (2021),  
1.41% – 1.02% (annually thereafter, range)

**Certificate 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.

**Daniel P. McCoy**

**County Chief Executive Officer**

  
(Signature)

**December 30, 2019**

(Date)

## Appendix B

### Proposal 1: Creation of a County Health Consortium

The following municipalities chose to opt-in:

Municipality:	Comments:
City of Cohoes	—
City of Watervliet	—
Town of Berne	—
Town of Coeymans	—
Town of Guiderland	—
Town of New Scotland	—
Town of Westerlo	—
Village of Green Island	—
Village of Menands	—
Village of Voorheesville	—
Berne-Knox-Westerlo School District	—
Capital Region BOCES	Pharmacy benefit services.
Cohoes School District	Open to exploration of options.
Green Island Union Free School District	Open to exploration of options once established.
Guiderland Central School District	—
North Colonie Central School District	—
South Colonie Central School District	Does not make fiscal sense to opt in at this time; village has own insurance company.
Watervliet Central School District	—

### Proposal 2: Retrofit Street Lights to High Efficiency LED Lighting

The following municipalities chose to opt-in:

Municipality:	Comments:
City of Albany	—
City of Cohoes	—
City of Watervliet	—
City of Watervliet	—
Town of Berne	—
Town of Bethlehem	Town is already working with NYPA on project.
Town of Coeymans	—
Town of Colonie	—
Town of Guiderland	—
Town of New Scotland	—
Village of Green Island	—
Village of Menands	—
Village of Ravena	—

**Proposal 2: Retrofit Street Lights to High Efficiency LED Lighting, continued**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
Village of Voorheesville	—
Albany School District	—
Berne-Knox-Westerlo School District	—
Capital Region BOCES	—
Cohoes School District	Need for LED lights on-site.
Green Island Union Free School District	—
Guilderland Central School District	—
Menands Union Free School District	—
North Colonie Central School District	—
Ravena-Coeymans-Selkirk Central School District	—
South Colonie Central School District	—
Watervliet Central School District	—

**Proposal 3: Issue a Countywide Request for Proposal (RFP) for a Solar Energy Consortium**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
City of Albany	—
City of Cohoes	—
City of Watervliet	—
Town of Berne	—
Town of Coeymans	—
Town of Colonie	—
Town of Guilderland	—
Town of New Scotland	Already reserved RFP's for two town-owned landfill sites.
Town of Westerlo	—
Village of Green Island	—
Village of Menands	—
Village of Ravena	—
Village of Voorheesville	—
Albany School District	Current CDSA partnership. Will proposal affect current service?
Berne-Knox-Westerlo School District	—
Capital Region BOCES	—
Cohoes School District	—
Green Island Union Free School District	—
Guilderland Central School District	—



### Proposal 3: Issue a Countywide Request for Proposal (RFP) for a Solar Energy Consortium, continued

The following municipalities chose to opt-in:

Municipality:	Comments:
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Menands Union Free School District	—
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North Colonie Central School District	—
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Ravena-Coeymans-Selkirk Central School District	—
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Watervliet Central School District	—
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### Proposal 4: Regional BioSolids Facility — Engineering and Design

The following municipalities chose to opt-in:

Municipality:	Comments:
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City of Albany	—
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City of Cohoes	—
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City of Watervliet	—
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City of Watervliet	—
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Town of Bethlehem	Facility should accept sludge from Bethlehem's wastewater treatment plant.
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Town of Coeymans	—
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Town of Guilderland	—
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Village of Green Island	—
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Albany School District	—
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### Proposal 5: Implement a County Record Digitization Program — Phase 1

The following municipalities chose to opt-in:

Municipality:	Comments:
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City of Albany	—
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City of Cohoes	—
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City of Watervliet	—
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Town of Berne	—
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Town of Coeymans	—
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Town of Colonie	—
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Town of Guilderland	—
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Town of New Scotland	—
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Town of Westerlo	—
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Village of Green Island	—
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Village of Menands	—
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Village of Voorheesville	—
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Albany School District	State grant available.
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### Proposal 5: Implement a County Record Digitization Program — Phase 1, continued

The following municipalities chose to opt-in:

Municipality:	Comments:
Berne-Knox-Westerlo School District	—
Bethlehem Central School District	—
Capital Region BOCES	—
Cohoes School District	Already digitizing records through BOCES.
Green Island Union Free School District	—
Guilderland Central School District	—
Menands Union Free School District	—
North Colonie Central School District	—
Ravena-Coeymans-Selkirk Central School District	—
South Colonie Central School District	—
Watervliet Central School District	—

### Proposal 6: Beaver Creek Clean River Project/Satellite Treatment Facility

The following municipalities chose to opt-in:

Municipality:	Comments:
City of Albany	—
City of Cohoes	—
City of Watervliet	—
Village of Green Island	—
Village of Menands	—
Albany School District	—

### Proposal 7: Stormwater Coalition of Albany County — Joint Staffing

The following municipalities chose to opt-in:

Municipality:	Comments:
City of Albany	—
City of Cohoes	—
City of Watervliet	—
Town of Bethlehem	—
Town of Coeymans	—
Town of Colonie	—
Town of Guilderland	—
Town of New Scotland	—
Village of Green Island	—
Village of Menands	—
Village of Ravena	—

**Proposal 7: Stormwater Coalition of Albany County — Joint Staffing, continued**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
Village of Voorheesville	—
Albany School District	Specific to municipalities; focus on unique areas.
Berne-Knox-Westerlo School District	—
Cohoes School District	—
Guilderland Central School District	—
North Colonie Central School District	—
Watervliet Central School District	—

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**Proposal 8: Shared Information Technology Services Including Cyber Security and Joint Ransomware Insurance**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
City of Albany	—
City of Cohoes	—
City of Watervliet	—
Town of Berne	—
Town of Bethlehem	Open to exploration of options, but cannot commit at this time.
Town of Coeymans	—
Town of Colonie	—
Town of Guilderland	—
Town of New Scotland	—
Town of Westerlo	—
Village of Green Island	—
Village of Menands	—
Village of Ravena	—
Village of Voorheesville	—
Albany School District	Collaboration needed for challenges (shared licenses), best practices (shared expertise), and SWAT analysis (separate services).
Berne-Knox-Westerlo School District	—
Bethlehem Central School District	—
Capital Region BOCES	—
Cohoes School District	Already shares IT/ Cyber Security services with BOCES.
Green Island Union Free School District	Already shares IT/ Cyber Security services with BOCES.
Guilderland Central School District	—

**Proposal 8: Shared Information Technology Services Including Cyber Security and Joint Ransomware Insurance, continued**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
Menands Union Free School District	—
North Colonie Central School District	—
Ravena-Coeymans-Selkirk Central School District	—
South Colonie Central School District	—
Voorheesville Central School District	—
Watervliet Central School District	—

**Proposal 9: Joint Mandated Employment Related and Safety Training**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
City of Albany	Webinar, CDL driving, police and fire, and workplace training.
City of Cohoes	—
City of Watervliet	—
Town of Berne	—
Town of Coeymans	—
Town of Guilderland	—
Town of New Scotland	—
Town of Westerlo	—
Village of Green Island	—
Village of Menands	—
Village of Ravena	—
Village of Voorheesville	—
Albany School District	—
Berne-Knox-Westerlo School District	—
Bethlehem Central School District	—
Capital Region BOCES	—
Cohoes School District	Sharing services with BOCES under consideration.
Green Island Union Free School District	—
Guilderland Central School District	—
Menands Union Free School District	—
North Colonie Central School District	—
Ravena-Coeymans-Selkirk Central School District	—
South Colonie Central School District	—



### Proposal 9: Joint Mandated Employment Related and Safety Training, continued

The following municipalities chose to opt-in:

Municipality:	Comments:
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Voorheesville Central School District	—
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Watervliet Central School District	—
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### Proposal 10: Shared School Transportation Services

The following municipalities chose to opt-in:

Municipality:	Comments:
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City of Watervliet	—
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Town of Berne	—
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Town of Coeymans	—
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Town of Guilderland	—
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Village of Green Island	—
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Village of Menands	—
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Village of Ravena	—
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Albany School District	Transportation to schools — matching funds.
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Berne-Knox-Westerlo School District	—
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Bethlehem Central School District	—
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Capital Region BOCES	—
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Cohoes School District	Need for bussing; do not have own services.
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Green Island Union Free School District	—
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Guilderland Central School District	—
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Menands Union Free School District	—
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North Colonie Central School District	—
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Ravena-Coeymans-Selkirk Central School District	—
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South Colonie Central School District	—
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Voorheesville Central School District	—
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Watervliet Central School District	—
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### Proposal 11: Shared Educational Facilities

The following municipalities chose to opt-in:

Municipality:	Comments:
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City of Albany	Additional training; fire and police training acceleration.
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City of Cohoes	—
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City of Watervliet	—
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Town of Berne	—
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Town of Coeymans	—
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**Proposal 11: Shared Educational Facilities, continued**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
Town of Guilderland	—
Town of New Scotland	—
Town of Westerlo	—
Village of Green Island	—
Village of Menands	—
Village of Ravena	—
Albany School District	CTE/Special Ed services; facility maintenance.
Berne-Knox-Westerlo School District	—
Bethlehem Central School District	—
Capital Region BOCES	—
Cohoes School District	Need a shared maintenance facility.
Green Island Union Free School District	—
Guilderland Central School District	—
Menands Union Free School District	—
North Colonie Central School District	—
Ravena-Coeymans-Selkirk Central School District	—
South Colonie Central School District	—
Voorheesville Central School District	—
Watervliet Central School District	—

**Proposal 12: Shared Grant Writing and Communications Services**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
City of Albany	911 Dispatch.
City of Cohoes	—
City of Watervliet	—
Town of Berne	—
Town of Coeymans	—
Town of Guilderland	—
Town of New Scotland	—
Village of Green Island	—
Village of Menands	—
Village of Ravena	—
Village of Voorheesville	—
Albany School District	—

**Proposal 12: Shared Grant Writing and Communications Services, continued**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
Berne-Knox-Westerlo School District	—
Bethlehem Central School District	—
Capital Region BOCES	—
Cohoes School District	Already use services through BOCES.
Green Island Union Free School District	—
Guilderland Central School District	—
Menands Union Free School District	—
North Colonie Central School District	—
Ravena-Coeymans-Selkirk Central School District	—
South Colonie Central School District	—
Watervliet Central School District	—

**Proposal 13: Shared Accounting Services**

The following municipalities chose to opt-in:

<b>Municipality:</b>	<b>Comments:</b>
City of Cohoes	—
City of Watervliet	—
Town of Berne	—
Town of Coeymans	—
Town of Guilderland	—
Town of New Scotland	—
Town of Westerlo	—
Village of Green Island	—
Village of Menands	—
Village of Ravena	—
Village of Voorheesville	—
Albany School District	County and city joint improvement services.
Berne-Knox-Westerlo School District	—
Bethlehem Central School District	—
Capital Region BOCES	—
Green Island Union Free School District	—
Guilderland Central School District	—
North Colonie Central School District	—
Ravena-Coeymans-Selkirk Central School District	—
Watervliet Central School District	—

## Appendix C. Countywide Shared Services Initiatives Underway from the 2018 Amended Plan

### 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	Began meetings with interested 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 Countywide 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	(2017: \$0) \$106,000	(2017: \$1,990,500) \$990,500	(2017: \$1,990,500) \$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) Countywide 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**	\$2,212,000	\$6,790,500	\$10,215,500	
2019 Projected	\$0	\$3,204,205	\$4,279,205 – \$7,079,205	
TOTAL PROJECTED***	\$3,768,000	\$16,710,205	\$24,210,205 – \$27,010,205	

\* Proposals 9, 10, and 11 were not included in the 2017 projected estimates.

\*\* Total figures recalculated from prior plan to reflect slight decrease in projected savings.

\*\*\* For proposed savings from 2019 plan, please refer to Table 1.



## Appendix D. The Legal Process and Public Hearings

The process to submit the 2019 Countywide Shared Services Plan is almost identical to the process required in 2017, but allows additional time to complete the plan:

- **Phase 3 Savings Plan Submission to the County Legislature.** Prior to adoption, the Panel must present the County Legislature with an updated supplemental Savings Plan.
- **Public Hearings.** The law requires three public hearings prior to the Shared Services Panel voting on the Plan.
- **County Legislature Review of Phase 3 Plan.** After the county executive submits a supplemental 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 issue an “advisory report” making recommendations as deemed necessary.
- **Modification of Phase 3 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.
- **Adoption of Final Plan.** The vote on the final plan must be held before January 15, 2020, when the plan must be submitted to the New York Department of State by the county.
- **Public Notification of Final Adopted Plan.** The county executive must publicly disseminate the plan and hold a public presentation on it no later than 30 days after its adoption by the Panel.

### 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 supplemental Shared Services Plan that would impact their county, city, town, village, school district, 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 in which 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, school district, or special 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.

## 2019 Public Hearings

### **Tuesday, December 3, 2019**

*9:00 a.m. — 10:00 a.m.*

Cornell Cooperative Education Center  
24 Martin Road, Voorheesville, NY 12186

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### **Tuesday, December 3, 2019**

*3:00 p.m. — 4:00 p.m.*

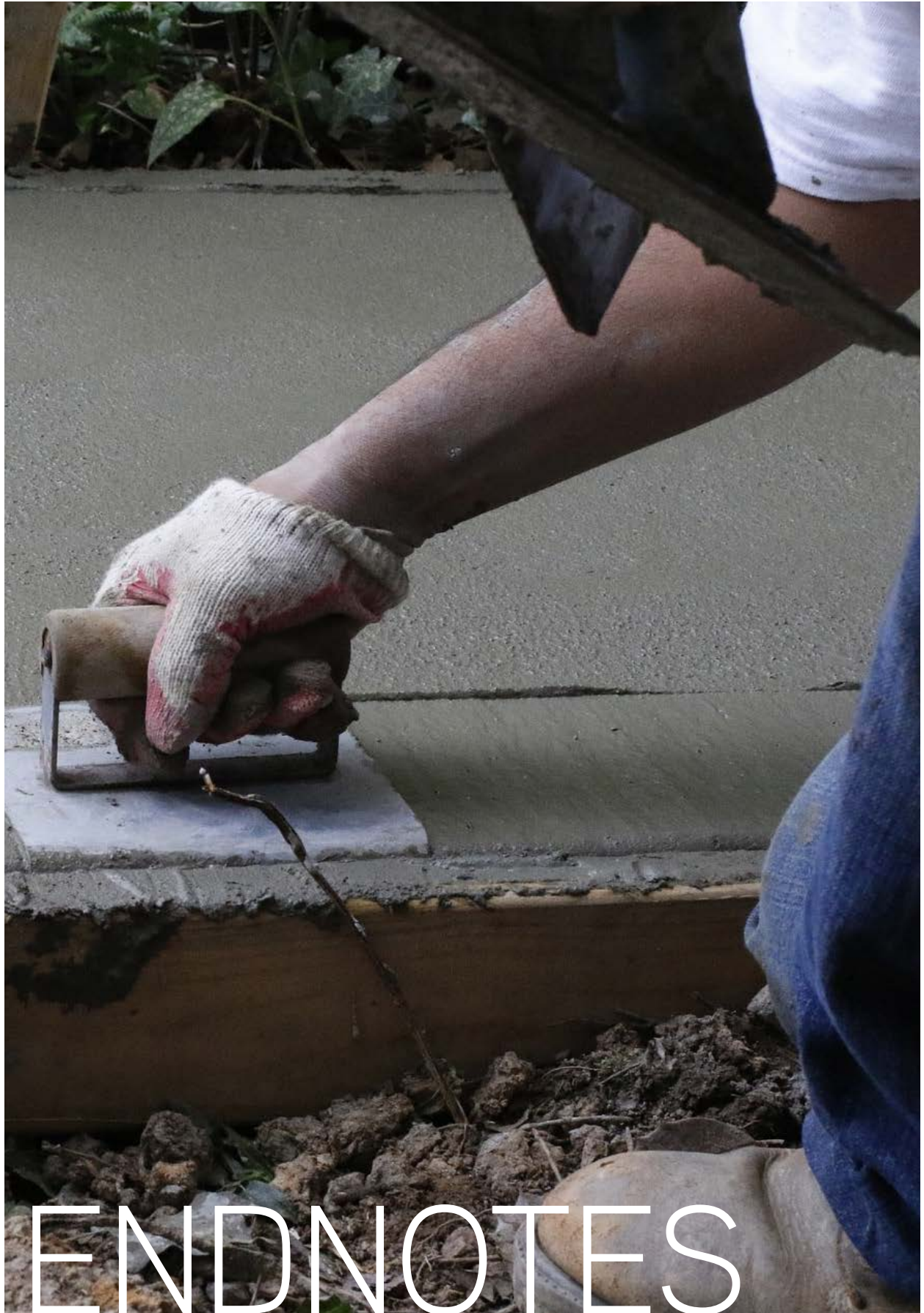
Berne Senior Center  
1360 Helderberg Trail, Berne, NY 12207

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### **Thursday, December 5, 2019**

*9:00 a.m. — 10:00 a.m.*

Albany County Office Building, Cahill Room  
112 State Street, Albany, NY 12207





- 1 *The Albany County-Wide Shared Services Property Tax Savings Plan* (Albany: Rockefeller Institute of Government, July 2017), [https://rockinst.org/wp-content/uploads/2018/02/8.1.17\\_draft\\_albany\\_co\\_Shared\\_Services\\_Plan11.pdf](https://rockinst.org/wp-content/uploads/2018/02/8.1.17_draft_albany_co_Shared_Services_Plan11.pdf).
- 2 *Amended Albany County Shared Services Property Tax Savings Plan* (Albany: Rockefeller Institute of Government, September 2018), <https://rockinst.org/wp-content/uploads/2018/09/9-14-18-Albany-County-Amended-Shared-Services-Report.pdf>.
- 3 2015 to 2018 medical insurance expenditure data from the State Comptroller's office was analyzed for all municipalities that say they will participate in the consortium (see <https://www.openbooknewyork.com/>). During that time period the participating municipalities average a little over 6 percent growth per year in medical insurance expenditures, but from 2017 to 2018 the group's total expenditures for medical insurance grew by more than 14 percent. Without forming a consortium, the average annual growth in cost for these municipalities is estimated to be 8 percent from 2018 to 2022, resulting in total medical insurance expenditures of \$89.7 million in 2021 and \$111.2 million in 2022. Based on Tompkins County's experience with its health insurance consortium, it is estimated that the growth in medical expenditures for Albany County municipalities would be 4 percent annually, but that the city of Albany and Albany County, who are currently self-insured, would not see this reduced expenditure growth rate until 2022. That is, these two governments would realize no benefit in 2021. Based on these assumptions, the total medical insurance expenditures for municipalities participating in the consortium would be \$89 million in 2021, a savings of \$700,000, and \$106.1 million in 2022, a total savings of \$5.1 million. It is possible that the city of Albany and Albany County will not see a reduced growth rate in 2022; if they do not, the total 2022 savings would be \$2.3 million. Beginning in 2023, however, it is projected that the city of Albany and Albany County will experience the same reduced growth rate in their medical expenditures as the other municipalities in the consortium.
- 4 Many municipalities have aggressively pursued LED lighting projects, and have therefore already achieved considerable savings. Given that so many projects are in the pipeline, this is a rough estimate for those who have yet to begin projects. Ultimately, it is likely that the total savings will be much higher than estimated. Moreover, simple LED lighting conversion alone could result in even greater savings, so a 10 percent overall cost reduction is a conservative and reasonable estimate.
- 5 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>.
- 6 See Climate Smart Communities Profile (Albany: Albany County Executive, March 2013).
- 7 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/faqs>.
- 8 Jordan Carleo-Evangelist, "Lawmakers short circuit Albany County's solar plan," Times Union, July 15, 2015, <https://www.timesunion.com/AspStories//news/article/Lawmakers-short-circuit-Albany-County-s-solar-plan-6384734.php>.
- 9 See Schenectady County County-wide Shared Services Property Tax Savings Plan (Schenectady: Schenectady County-wide Shared Services Panel, August 22, 2017), [https://www.dos.ny.gov/lg/countywide\\_services/county-plans/Schenectady%20Plan.pdf](https://www.dos.ny.gov/lg/countywide_services/county-plans/Schenectady%20Plan.pdf).
- 10 See Paul Post, "Saratoga, Albany counties join forces on \$45M waste-to-energy plant," *Troy Record*, March 28, 2018, [https://www.troyrecord.com/news/saratoga-albany-counties-join-forces-on-m-waste-to-energy/article\\_2bda13a3-d14f-554b-83a8-3837cf3f05e7.html](https://www.troyrecord.com/news/saratoga-albany-counties-join-forces-on-m-waste-to-energy/article_2bda13a3-d14f-554b-83a8-3837cf3f05e7.html).

- 11 The expenditures for the engineering and design of the plant will be spread over 2021 and 2022 with two-thirds of the expenditures occurring in 2021. These savings were apportioned to mirror the expenditures; two-thirds in 2021 and one-third in 2022.
- 12 See "Tompkins Shared Services Electronic Record Repository (TSSERR)," Tompkins CountyNY.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 its 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://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>.
- 13 For more information on the Capital Region BOCES record management service, see <https://www.capitalregionboces.org/programs-services/records-and-information-management/>.
- 14 Technology Services include but are not limited to internet access, network management, aggregate purchasing of software licenses, VOIP services et al.
- 15 Cyber protection services include cyber liability insurance gap analysis, vulnerability assessments, information and technology policies and mitigation services related to managing enterprise risk associated with technology and information systems.
- 16 2015 through 2018 expenditure data for Central Data Process & Cap Outlay and Central Data Process, Contractual from the State Comptroller was used for all municipalities in Albany County to estimate their collective four-year average Information Technology nonpersonal service expenditures (see <https://www.openbooknewyork.com/>). When this data was not available, a percentage was applied, in most cases 5 percent, to those municipalities' Miscellaneous General Government Operations expenditures. Their collective four-year average Information Technology nonpersonal service expenditures then was estimated to be reduced by 5 percent in 2021, 7.5 percent in 2022, and 10 percent in 2023 and recurring future years. This is a very conservative estimate because, it is likely that school districts will participate in a similar effort through the Capital Region BOCES, potential expenditures savings not included in these savings estimates.
- 17 For more information on Capital Region BOCES occupational health-safety risk services, see <https://www.capitalregionboces.org/programs-services/health-safety-risk/>.
- 18 For more information on Capital Region BOCES transportation services, see <https://www.capitalregionboces.org/programs-services/regional-shared-bus-routing-service/>.
- 19 For more information on Capital Region BOCES grant writing services, see <https://www.capitalregionboces.org/programs-services/grants-development/>.
- 20 For more information on Capital Region BOCES communications services, see [https://www.capitalregionboces.org/programs-services/#management\\_services](https://www.capitalregionboces.org/programs-services/#management_services).



## ABOUT THE ROCKEFELLER INSTITUTE

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## ABOUT THE BENJAMIN CENTER

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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.

The Benjamin Center connects our region with the expertise of SUNY New Paltz faculty. We assist in all aspects of applied research, evaluation, and policy analysis. We provide agencies and businesses with the opportunity to obtain competitive grants, achieve efficiencies, and identify implementable areas for success.



A photograph of the Rockefeller Institute building, a large, ornate, multi-story structure with many windows and a prominent central tower. The image is overlaid with a solid blue filter. The building is the central focus, with other buildings and trees visible in the background and foreground.

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