



Phase 5 Albany County Shared Services Property Tax Savings Plan

December 2021

**Albany County Executive Daniel P. McCoy
On Behalf of the Albany County Shared Services Panel**



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 Matthew Kryzak
Supervisor, Town of Westerlo

Honorable Tim Tobin
Mayor, Village of Colonie

Honorable Richard Straut
Mayor, Village of Voorheesville

Honorable William T. Keeler
Mayor, City of Cohoes

Honorable David VanLuvan
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 McNulty-Ryan
Mayor, Village of Green Island

Honorable Charles Patricelli
Mayor, City of Watervliet

Honorable George McHugh
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

Michael Doughty
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

Peggy O'Shea
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

David Perry
Superintendent, South Colonie School District

Donald W. Stevens Jr.
Superintendent, Watervliet School Districts

Marie Wiles
Superintendent, Guilderland School District



Over the past four 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.

Albany County continues its engagement with this supplemental shared services plan, and the reforms detailed in this report are projected to save more than \$2.6 million in 2022 and over \$6 million in annual savings when all proposals are fully implemented. Taken together, proposals from the 2019 and 2020 Albany County Shared Services Plans are estimated to result in at least \$11 million in recurring annual taxpayer savings when fully implemented.

Phase 5 Albany County Shared Services and Taxpayer Savings Action Plan

Albany County's 2021 Shared Services Property Tax Savings Plan builds on the plan submitted in 2020. Phase 5 refines and continues work on projects included in the 2019 or 2020 Plan that were delayed in their implementation due to the COVID-19 pandemic.

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 overtime.

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 2022 and begin operation of the consortium in January 2023.

Estimated savings³	2022	2023	Recurring
PROPOSAL 1	\$0	\$700K	\$2.3 – 5.1M

PROPOSAL 2

Retrofit Street Lights to High Efficiency LED Lighting⁴

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 2027.⁵



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. This initiative was delayed due to COVID-19 but will be entering construction in 2022.

Estimated savings	2022	2023	Recurring
PROPOSAL 2	\$150K	\$300K	\$750K

PROPOSAL 3

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.¹²



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 began digitizing 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 2022, the county clerk's office will digitize records for Guiderland. In 2023, 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. Guiderland'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 2021 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.¹³

Estimated savings	2022	2023	Recurring
PROPOSAL 3	\$150K	\$150K	\$300K

PROPOSAL 4

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. The Beaver Creek Phase 2 contract, which is for the replacement of the mechanical bar screens at the South Plan, is in progress. Installation work of the new screening equipment is anticipated to be completed by April 2022. Operational savings in 2023 and beyond are not included in this estimate.



Estimated savings	2022	2023	Recurring
PROPOSAL 4	\$760K	N/A	N/A

PROPOSAL 5

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 to continue to fund the Coalition Director position; change how one part time position was funded (Coalition Stormwater Program Technician); add an additional part time staff position (Stormwater Outreach Specialist), and add an additional full time position (GIS Coordinator). To facilitate these changes, the Coalition needed to amend the Coalition Inter-Municipal Agreement, a task



completed in 2019 which made possible a 2020 budget to continue to fund and/or hire new staff for these positions. The estimated annual shared services savings at the time was \$384.2K.

To address concerns about staff turnover, the County as detailed in the Agreement provided a Staff Support Supplement to use as needed to provide competitive salaries and/or address unexpected costs related to mandated personnel costs.

Recruitment for the two vacant positions started 2020, with updating the Civil Service Job Specifications a first step, along with other administrative hiring requirements. These activities were immediately stopped in March, 2020 due to the Covid-19 lockdown and related County and municipal revenue concerns. Hiring was resumed in 2021 and now both the full-time GIS Coordinator and part-time Coalition Stormwater Program Technician position are filled.

The original shared service savings estimate of 2019 included the fourth part time Coalition Outreach Specialist position, a position routinely dropped in actual budgets, therefore the shared services estimate has been changed from \$384.2K to \$357.9K. This reflects the current staffing levels.

In general these estimated savings are a consequence of sharing staff who are trained in MS4 permit implementation, thus avoiding the municipal expense of hiring and training their own additional staff to do the same work. Should an MS4 decide to hire a consulting firm instead, that hourly rate can be expensive when compared to the Coalition cost structure. It is important however for the Coalition to continue to implement mandated MS4 Permit requirements to the satisfaction of all Coalition members. If so, then it is likely that Members will continue to renew their annual membership and these estimated savings will continue annually.

Estimated savings	2022	2023	Recurring
PROPOSAL 5	\$357.9K	\$357.9K	\$357.9K

PROPOSAL 6

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 services¹⁴ and risk mitigation services¹⁵ related to the protection of information and technology systems. These services will also be available to all municipalities in Albany County.

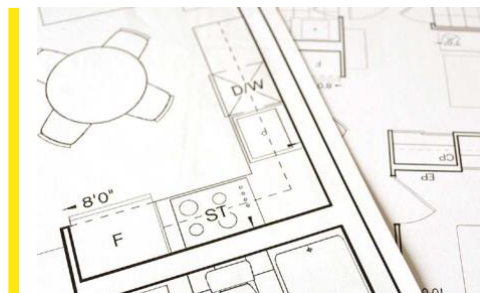


Estimated savings ¹⁶	2022	2023	Recurring
PROPOSAL 6	\$160K	\$242.5K	\$320K

PROPOSAL 7

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.



Estimated savings ¹⁶	2022	2023	Recurring
PROPOSAL 7	\$984.1K	N/A	N/A

PROJECTS UNDER DEVELOPMENT

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

PROPOSAL 8

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.¹⁷



PROPOSAL 9

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 2020.¹⁸



Shared Grant Writing and Communications Services

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

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.²⁰



PROPOSAL 11

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 12

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.

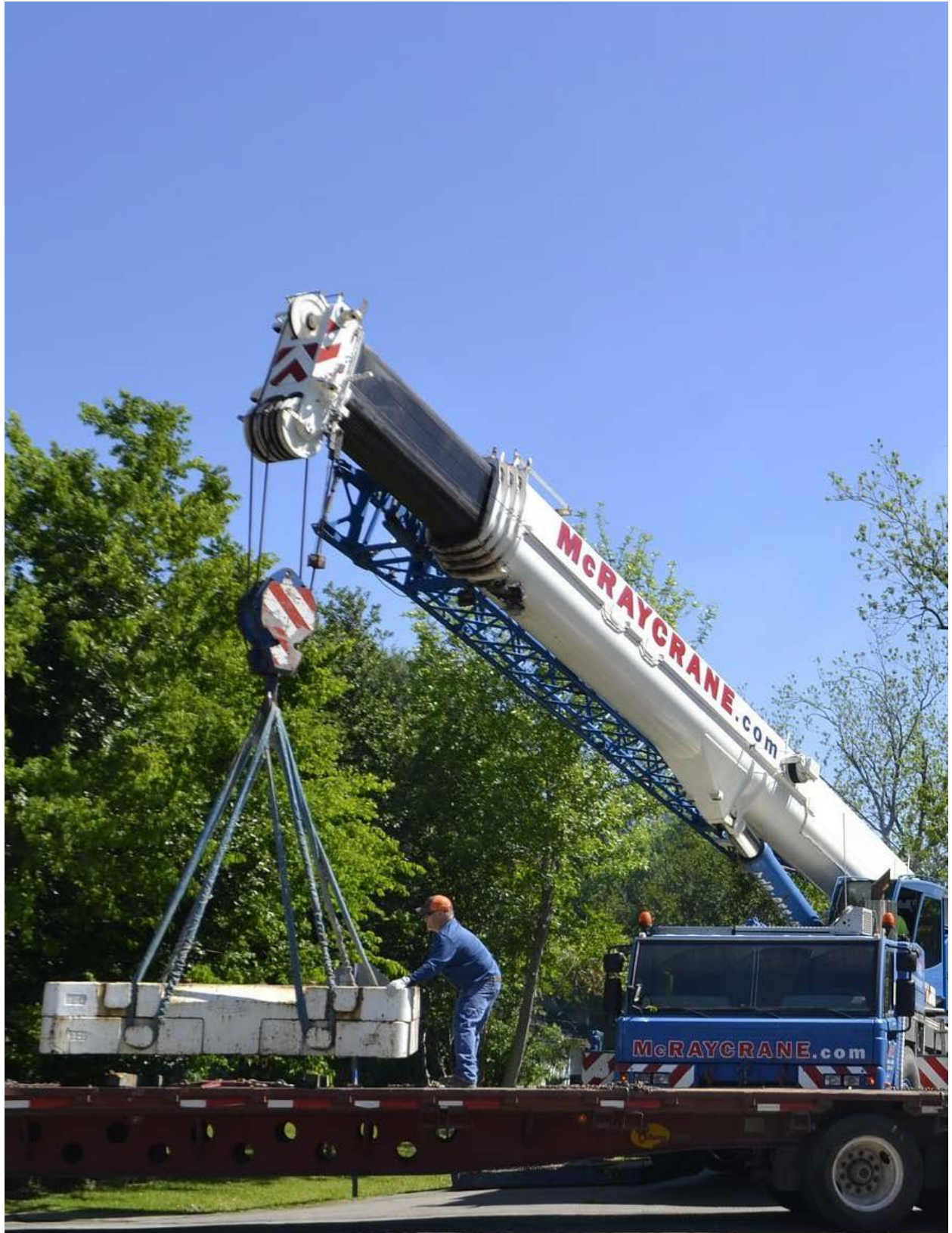
TABLE 1. Proposed Savings Scorecard from 2021 Plan

Project	2022	2023	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. County Record Digitization Program	\$150K	\$150K	\$300K
4. Beaver Creek Clean River Project/Satellite Treatment Facility	\$760K	N/A	N/A
5. Stormwater Coalition of Albany County — Joint Staffing	\$357.9K	\$357.9K	\$357.9K
6. Shared Information Technology Services/Cyber Security	\$160K	\$242.5K	\$320K
7. Shared Educational Facilities	\$984.1K	N/A	N/A
TOTAL*	\$2.6M	\$1.8M	\$4.0 – \$6.8M

Shared Services Projects Under Development:

- 8. Joint Mandated Employment Related and Safety Training
- 9. Shared School Transportation Services
- 10. Shared Grant Writing and Communication Services
- 11. Shared Accounting Services
- 12. Shared Specialized Personnel

* Numbers may not add up due to rounding.



APPENDICES

Appendix A. Countywide Shared Services Property Tax Savings Plan Summary

County of Albany

County Contact: Amna Siddiqui

Contact Telephone: (518) 447-7041

Contact Email: Amna.Siddiqui@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	William T. Keeler, Mayor	Yes
3	Watervliet	Charles Patricelli, Mayor	Absent

Row 2. Towns in Albany County

	Participating Towns	Panel Representative	Vote Cast (Yes or No)
1	Berne	Sean Lyons, Supervisor	Absent
2	Bethlehem	David VanLuven, Supervisor	Yes
3	Coeymans	George McHugh, Supervisor	Absent
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	John Dolce, Supervisor	Absent
10	Westerlo	Matthew Kryzak, Supervisor	Yes

Row 3. Villages in Albany County

	Participating Villages	Panel Representative	Vote Cast (Yes or No)
1	Altamont	Kerry A. Dineen, Mayor	Yes
2	Colonie	Tim Tobin, Mayor	Absent
3	Green Island	Ellen M. McNulty-Ryan, Mayor	Yes
4	Menands	Megan Grenier, Mayor	Yes
5	Ravena	William Misuraca, Mayor	Absent
6	Voorheesville	Richard Straut, 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	Absent
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	Peggy O'Shea, Superintendent	Absent
6	Green Island Union Free School District	Kimberly Ross, Superintendent	Absent
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	Dave Perry, Superintendent	Yes
12	Voorheesville Central School District	Frank Macri, Superintendent	Yes
13	Watervliet City School District	Donald Stevens, Superintendent	Yes

Row 5

2019 Local Government Property Taxes*

**Most recent available Office of the State Comptroller data is 2019.*

The sum total of property taxes levied in the year 2021 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*

**Most recent available Office of the State Comptroller data is 2019.*

The sum total of property taxes levied in the year 2021 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 2021, and annually thereafter.

**\$2.6M (2022), \$1.8M (2023),
\$4.0-6.8M (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 2022 as a percentage of the sum total in Row 6, calendar year 2023 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.

**1.17% (2022), 0.66% (2023),
0.57% – 0.96% (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 2022, calendar year 2023, and annually thereafter if the net savings certified in the plan are realized.

**\$74.72 (2022), \$42.28 (2023),
\$36.34 – \$61.16 (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 2022, calendar year 2023, and annually thereafter if the net savings certified in the plan are realized.

**0.83% (2022), 1.34% (2023),
1.43% – 1.04% (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 2022, calendar year 2023, and annually thereafter if the net savings certified in the plan are realized.

**0.83% (2022), 1.34% (2023),
1.43% – 1.04% (annually thereafter, range)**

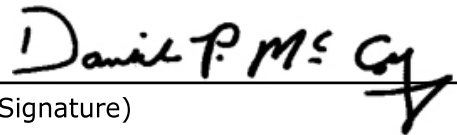
Appendix B

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, 2021

(Date)

Appendix C

2021 Public Hearings

Tuesday, December 14, 2021

9:00 a.m. — 9:30 a.m.

Virtual Public Meeting Held via Zoom

Tuesday, December 14, 2021

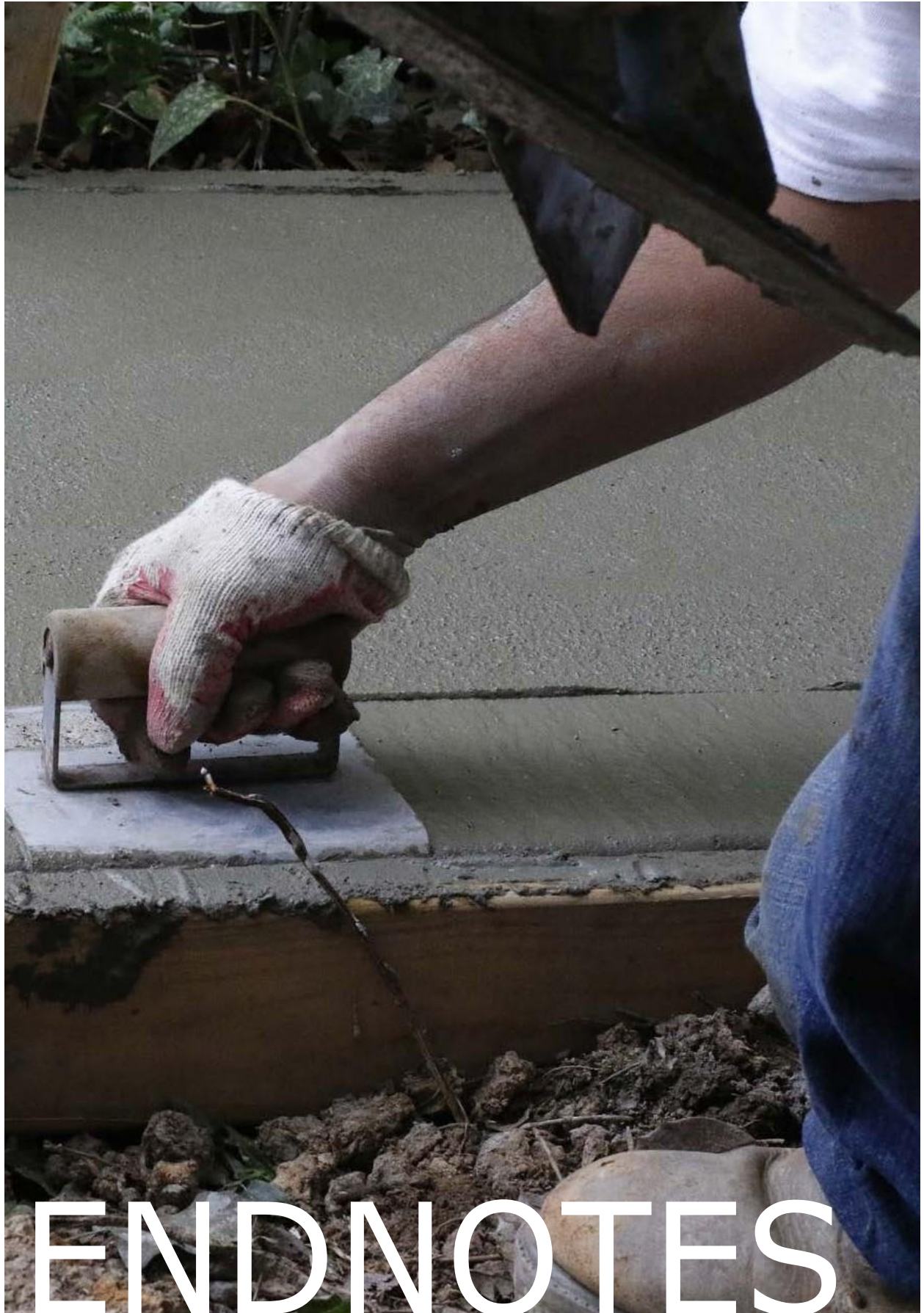
9:30 a.m. — 10:00 a.m.

Virtual Public Meeting Held via Zoom

Tuesday, December 14, 2021

10:00 a.m. — 10:30 a.m.

Virtual Public Meeting Held via Zoom



- 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.
- 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.
- 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.

- 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_service

