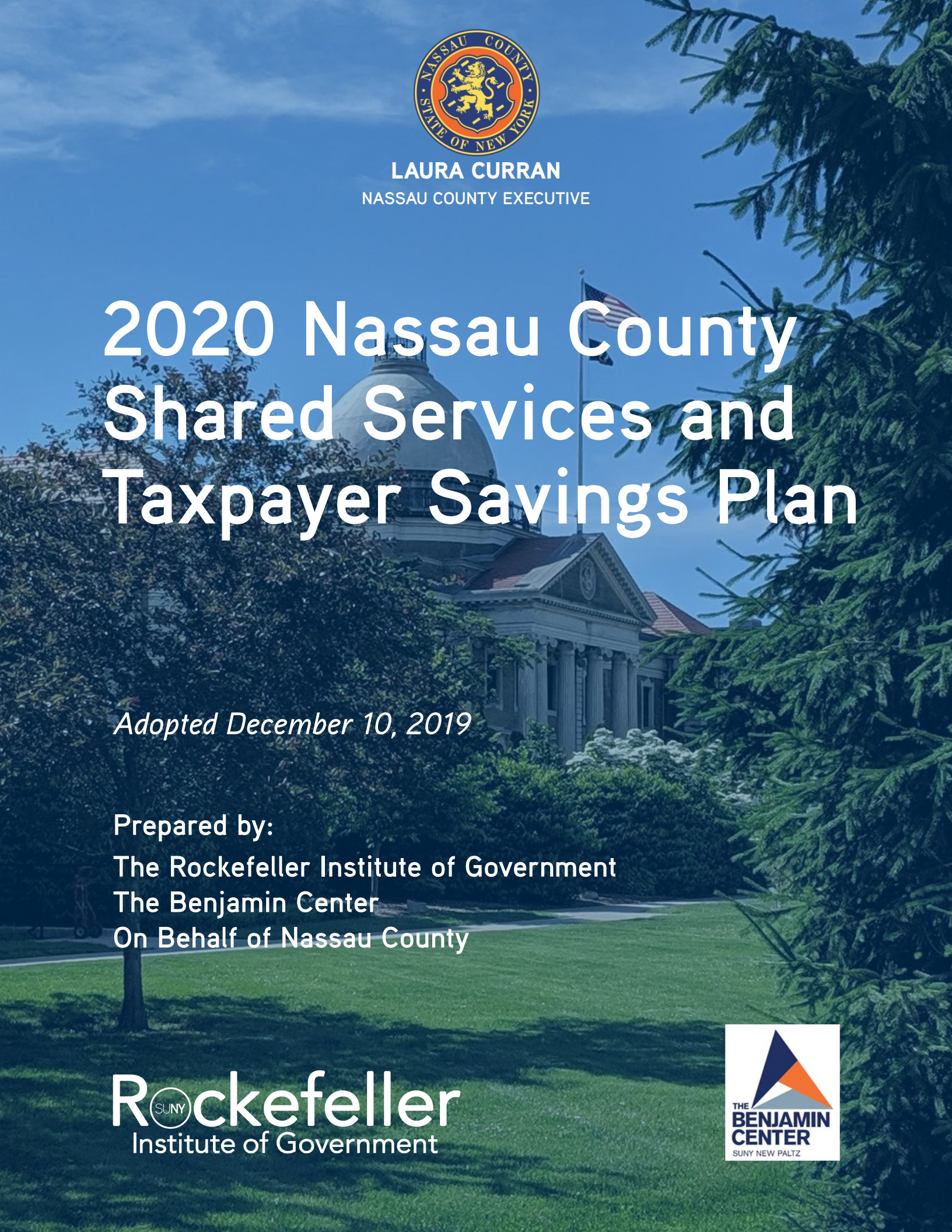


LAURA CURRAN
NASSAU COUNTY EXECUTIVE

2020 Nassau County Shared Services and Taxpayer Savings Plan

Adopted December 10, 2019

Prepared by:
The Rockefeller Institute of Government
The Benjamin Center
On Behalf of Nassau County

Rockefeller Institute of Government

THE BENJAMIN CENTER
SUNY NEW PALTZ

LAURA CURRAN
NASSAU COUNTY EXECUTIVE

OFFICE OF THE COUNTY EXECUTIVE
THEODORE ROOSEVELT EXECUTIVE & LEGISLATIVE BUILDING

October 24, 2019

To: Presiding Officer Nicolello,
Minority Leader Abrahams
Members of the County Legislature and
Members of the Shared Services Panel:

It is my pleasure to submit to you Nassau County's (County) draft 2020 Shared Services and Taxpayer Savings Plan (Plan) for your review. This Plan is the culmination of a year-long effort. Under the guidance of the Rockefeller Institute of Government, who was retained with bi-partisan support of the Nassau County Legislature, the County has been able to conduct research, interact and meet with local municipalities. In meeting with various intergovernmental partners, we sought to identify shared needs in hopes of maximizing and streamlining efforts, as well as identifying cost savings where possible. I want to personally thank the Rockefeller Institute team for their professionalism and guidance through this worthy process.

The New York State (State) County-Wide Shared Services Initiative was enacted as part of the 2018 State budget to encourage local governments to find cost savings through cooperation and the mutual use of resources. The program tasks local municipalities, led by the County Executive, with developing an annual plan to save property taxes by finding ways to reduce the costs to operate our local governments. As an incentive to work together, the State has set aside $225M in matching funds for verified net savings achieved across multiple jurisdictions. In 2019, Nassau County and its partner municipalities were awarded New York State matching funds of $203k for savings initiatives implemented in 2018.

I am pleased to identify these key initiatives of Nassau County's 2020 Plan:

- Create "Nassau Saves" online portal to expand the use of joint purchasing and the sharing of equipment and personnel
- "Digitize Nassau," a program to develop joint efforts to digitize mandated records
- Shared Information Technology Services
- Enhanced Energy Efficiency Programs
- Expand Joint Waste and Recycling Contracts
- Shared Vehicle Maintenance Facilities and Fueling Stations

Many of the projects outlined in the plan have an anticipated multi-year implementation timeline. With the continued guidance and expertise of the Rockefeller Institute, it is our hope and goal to achieve the plan's multi-year cost savings up to $7.3 Million in 2020, if fully implemented, plus recurring cost savings.

Thank you for continued support of our efforts to provide taxpayer savings and improve government efficiencies through intergovernmental cooperation!

Warm regards,

Laura Curran

1550 FRANKLIN AVENUE - MINEOLA, NEW YORK 11501 - 516-571-3131

Acknowledgments on Behalf of the Office of the Nassau County Executive

Nassau County Legislature

Honorable Richard J. Nicolello, Presiding Officer

Honorable Howard J. Kopel, Deputy Presiding Officer

Honorable Denise Ford, Alt. Deputy Presiding Officer

Honorable Kevan Abrahams, Minority Leader

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Honorable James Kennedy

Honorable Thomas McKevitt

Honorable Laura Schaefer

Honorable John R. Ferretti Jr.

Honorable Arnold W. Drucker

Honorable Rose Marie Walker

Honorable Joshua A. Lafazan

Honorable Steven D. Rhoads

Nassau County Staff

Michael Santeramo, Deputy County Executive for Governmental Relations and Communications

Melissa Gallucci, Commissioner of Shared Services

Allison Malhame, Deputy Commissioner of Shared Services

Graham Long, Program Coordinator, Shared Services

Nassau County Village Officials Association

Honorable Edward Lieberman, President

Ralph Kreitzman, Executive Director

Nassau County Shared Services Panel

Honorable Laura Curran, Chair
County Executive

Honorable Tim Tenke
Mayor, City of Glen Cove

Honorable John Mirando
Acting City Manager,
City of Long Beach

Honorable Laura A. Gillen
Supervisor, Town of Hempstead

Honorable Judi Bosworth
Supervisor, Town of
North Hempstead

Honorable Joseph S. Saladino
Supervisor, Town of Oyster Bay

Honorable Robert E. De Natale
Mayor, Village of Bayville

Honorable Daniel H. Serota
Mayor, Village of Brookville

Honorable Lawrence Schmidlapp
Mayor, Village of Centre Island

Honorable Thomas R. Zoller
Mayor, Village of Cove Neck

Honorable Ralph Ekstrand
Mayor, Village of Farmingdale

Honorable Robert W. Fagiola
Mayor, Village of Lattingtown

Honorable Dan DeVita
Mayor, Village of Laurel Hollow

Honorable Jeffrey P. Pravato
Mayor, Village of Massapequa Park

Honorable Kenneth Goodman
Mayor, Village of Matinecock

Honorable Peter Quick
Mayor, Village of Mill Neck

Honorable James L. Liguori
Mayor, Village of Muttontown

Honorable Bernie Ryba
Mayor, Village of Old Brookville

Honorable Charles R. Goulding
Mayor, Village of Oyster Bay Cove

Honorable Edward L. Lieberman
Mayor, Village of Sea Cliff

Honorable Elliot S. Conway
Mayor, Village of Upper Brookville

Honorable George Pappas
Mayor, Village of Atlantic Beach

Honorable Kenneth Moore
Mayor, Village of Bellerose

Honorable Benjamin Weinstock
Mayor, Village of Cedarhurst

Honorable Bruno Romano
Mayor, Village of East Rockaway

Honorable Dominick A. Longobardi
Mayor, Village of Floral Park

Honorable Robert T. Kennedy
Mayor, Village of Freeport

Honorable Theresa A. Trouvé
Mayor, Village of Garden City

Honorable Don Ryan
Mayor, Village of Hempstead

Honorable Steven Kaufman
Mayor, Village of Hewlett Bay Park

Honorable Mark Weiss
Mayor, Village of Hewlett Harbor

Honorable Ross Epstein
Mayor, Village of Hewlett Neck

Honorable Michael G. McGinty
Mayor, Village of Island Park

Honorable Alex H. Edelman
Mayor, Village of Lawrence

Honorable Alan C. Beach
Mayor, Village of Lynbrook

Honorable Keith M. Corbett
Mayor, Village of Malverne

Honorable Lawrence J. Montreuil
Mayor, Village of New Hyde Park

Honorable Francis X. Murray
Mayor, Village of Rockville Centre

Honorable Geoffrey N. Prime
Mayor, Village of South Floral Park

Honorable Michael Onorato
Mayor, Village of Stewart Manor

Honorable Edwin A. Fare
Mayor, Village of Valley Stream

Honorable Lee A. Israel
Mayor, Village of Woodsburgh

Honorable Nora Haagenson
Mayor, Village of Baxter Estates

Honorable Michael Koblenz
Mayor, Village of East Hills

Honorable Bonnie L.S. Parente
Mayor, Village of East Williston

Honorable Robert McNamara
Mayor, Village of Flower Hill

Honorable Pedram Bral
Mayor, Village of Great Neck

Honorable William D. Warner
Mayor, Village of
Great Neck Estates

Honorable Jean A. Celender
Mayor, Village of Great Neck Plaza

Honorable Susan Lopatkin
Mayor, Village of Kensington

Honorable Michael C. Kalnick
Mayor, Village of Kings Point

Honorable Adam C. Hoffman
Mayor, Village of Lake Success

Honorable Jim Avena
Mayor, Village of Manorhaven

Honorable Scott P. Strauss
Mayor, Village of Mineola

Honorable Lawrence A. Ceriello
Mayor, Village of Munsey Park

Honorable Marvin Natiss
Mayor, Village of North Hills

Honorable Fred J. Carillo
Mayor, Village of Old Westbury

Honorable Thomas S. Minutillo
Mayor, Village of Plandome

Honorable Kenneth C. Riscica
Mayor, Village of Plandome Heights

Honorable Barbara Donno
Mayor, Village of Plandome Manor

Honorable Robert Weitzner
Mayor, Village of Port Washington North

Honorable John Durkin
Mayor, Village of Roslyn

Honorable Paul Leone Peters
Mayor, Village of Roslyn Estates

Honorable Louis Badolato
Mayor, Village of Roslyn Harbor

Honorable David Miller
Mayor, Village of Russell Gardens

Honorable Dan Levy
Mayor, Village of Saddle Rock

Honorable Edward A.K. Adler
Mayor, Village of Sands Point

Honorable Steven Weinberg
Mayor, Village of Thomaston

Honorable Peter I. Cavallaro
Mayor, Village of Westbury

Honorable Paul Ehrbar
Mayor, Village of Williston Park

Committee Participants

Honorable Barbara Donno
NC VOA Shared Services
Steering Committee

Adam Haber
Deputy Chief of Staff,
Town of Hempstead

Samantha Goetz
Town of Oyster Bay

Anthony Rensing
Village of Valley Stream

Honorable Nora Haagenson
NC VOA Shared Services
Steering Committee

Ari McKenzie
Town of Hempstead

Kathleen Murray
Village of Rockville Centre

Nicole Scherer
Assistant Director,
Nassau Library System

Bruce Kennedy
NC VOA Shared Services
Steering Committee

Colin Bell
Town of Oyster Bay

Tom McAleer
Village of Valley Stream

Kenneth O. Jackson
President,
Nassau Municipal Police
Chiefs Association



2020 Nassau County Shared Services and Taxpayer Savings Plan

Introduction

The New York State County-Wide Shared Services Initiative (CWSSI), enacted in 2017, encouraged local governments to uncover hundreds of millions of dollars in potential cost savings through cooperation and the mutual use of resources. As a first step, the initiative required the chief elected officer in each county to convene a panel of local leaders (the Shared Service Panel) to develop a plan that identified multiple opportunities for local governments to share services and save taxpayer dollars. These Shared Services and Taxpayer Savings Plans were to be approved by each county by the end of 2017 and acted upon in 2018. Some counties amended their 2017 plan in 2018 so that they could be acted on in 2019.

In 2019, Governor Andrew Cuomo and the State Legislature amended the law to extend the deadline for counties to identify, approve, and act on cost-saving initiatives, and to expand the reach of the initiative to allow fire districts, fire protection districts, school districts, Boards of Cooperative Educational Services (BOCES), and special improvement districts to join the county's CWSSI Panel.[1] The modified CWSSI law reflected the evolution of the program into "multi-year planning [with annual amendments] … identifying all potential property tax saving actions and a timeline for their undertaking."[2]

Nassau County's initial Shared Services and Taxpayer Savings Plan, submitted in 2017 under the original mandate of the CWSSI, proposed 43 projects with the potential to produce cost savings of more than $130.7 million. The county successfully completed a shared roadway management system with the town of Hempstead, the villages of Brookville, Old Brookville, and Mill Neck began to purchase needed road maintenance materials and fuel from the town of Oyster Bay; and the Nassau County police department also began purchasing gasoline from Oyster Bay. Certified savings realized from these shared services projects resulted in more than $200,000 in state matching funds. The vast majority of identified potential savings — $128 million —

was to have been realized from the consolidation of wastewater treatment services between the city of Long Beach and Nassau County, a project that did not proceed, reportedly because of lack of a funding source. Of the remaining projects, three are reported as cancelled; the rest are still in progress (see Appendix B).

The 2019 Nassau County Shared Services Process

Nassau County Executive Laura Curran, who first took office in 2018, welcomed the additional opportunity by the state to further advance shared services, lower costs, and enhance the services offered by Nassau's local governments. She reconvened the Shared Services Panel and charged its members with developing a more thorough and comprehensive plan.

County Executive Curran was committed to developing the plan in a "bottom-up" manner, with input included from a broad array of governmental, community organizations, and citizen stakeholders. This process would build upon existing collaborations already established by the county's elected leaders and would rely on the working knowledge of professionals in the county's local governments.

The primary objective of the plan was not simply to transfer additional functions to the county government level, though such a shift might be considered in specific limited circumstances. Rather, the county's role under this plan was to facilitate shared services among municipalities, helping them to form their own local or regional collaborative approaches as needed. An additional priority of the county executive was to ensure that the projects proposed would not simply reduce costs or push through predetermined "reforms," but rather would provide more efficient, effective government for Nassau County residents through creating consensus around the identified actions.

This comprehensive bottom-up approach allowed for a range of new ideas for collaboration throughout the county, including sharing of services, consolidation of services, enhanced coordination for the same or similar local programs, and the elimination of duplication and overlap among various governmental units. County Executive Curran also engaged the State University of New York's public policy think tank, the Rockefeller Institute of Government (Rockefeller Institute), and the Benjamin Center at SUNY New Paltz (Benjamin Center) — organizations with extensive experience in local government and finance issues — to assist her team in developing Nassau County's new plan.

The Shared Services Panel was convened and the county's planning process kicked off on July 10, 2019, with a presentation to representatives of local municipalities, school districts, and county departments. Following their practice in other New York counties, the Rockefeller Institute and the Benjamin Center then developed a survey soliciting ideas for shared services that would be administered to municipal leaders and other stakeholders (see Appendix C). Responses were received from 38 taxing jurisdictions: one city, all three towns, 20 villages, eight school districts, and four library districts. Additionally, questionnaires were completed by the Nassau County Library System, the Nassau County Police Benevolent Association, two local police

departments, the Manhasset Bay Protection Committee, and the Nassau County Department of Consumer Affairs. The aggregated results of this survey, reported below, was a rich source for ideas for potential areas of collaboration, opportunities for sharing services and saving costs, and priorities of the county's localities. Researchers followed up many survey responses with telephone interviews to gather more detail about various ideas and to solicit specific examples.

The current plan contains potential annual savings of over $7 million in 2020, growing to over $28 million when fully implemented in 2022.

The county also created an online portal for residents to directly offer ideas and suggestions, and each collective bargaining unit of the local government entities participating on the Shared Services Panel were contacted to inform them of the process and ask for their input.

Based on conservative estimates, the current plan contains potential annual savings of over $7 million in 2020, growing to over $28 million when fully implemented in 2022. If many of the proposals under consideration are adopted by most of Nassau's municipalities and school districts, the savings could be even greater.

As described in more detail below, the two largest areas of savings are: the creation of the "Nassau Saves Online Intermunicipal Shared Services Portal," which would facilitate and expand the joint purchasing, equipment sharing, and personnel, and sharing information technology services.

The county, along with the Rockefeller Institute and the Benjamin Center, conducted three public hearings to collect further input from local residents and elected leaders: the first was held on September 23rd in Mineola. The second was held on October 24th at 11 a.m. in Merrick, and the third on October 24th at 4 p.m. in Manhasset. The Nassau County Legislature approved a draft of the plan by resolution on November 25, 2019 (see Appendix D).

Nassau County's Unique System of Local Government

Nassau County has 70 municipal governments: one county, two cities, three towns, and 64 villages. Nassau County also has 56 school districts and various special taxing districts, including many independent water, sanitation, and fire districts. It is unique for its small number of towns and the large number of villages within each of them. For example, the town of Hempstead has a population of nearly 760k, which is larger than the cities of Buffalo, Rochester, and Syracuse combined. In Nassau, municipal governments (county, town, and village) make up little more than 30 percent of an average property taxpayer's bill, and the remainder is raised by school and other special taxing districts.

Created in 1899, Nassau County became the first chartered county government in New York State in 1935. It pioneered county government structure with its elected executive-centered, separation-of-powers system, now the norm for most chartered

New York counties. Nassau has the second largest county population in the state outside New York City (after Suffolk County), and has the largest county expenditures in the state (again, outside of New York City), at $4.02 billion in 2017, or $192.8 million more the next largest county's spending (Suffolk County, which spent $3.83 billion).

At three towns — Hempstead, North Hempstead, and Oyster Bay — Nassau has the fewest of any county in New York. These towns, however, are among the state's largest local governments in the state in population and size of their budget. If they were cities, Hempstead (759,757) and Oyster Bay (293,214) would rank second and third in the state in population, after New York City, with North Hempstead (226,322)[3] fifth, after Buffalo (256,612).[4] Hempstead ($615 million) and Oyster Bay ($487.6 million) ranked first and second in spending among New York towns in 2017; North Hempstead ($302.1 million) ranked fourth. By comparison, the amount spent by a town that year statewide was, on average, $9.3 million.

People often regard cities as larger and towns as smaller governments. In fact, each of Nassau County's three towns are larger in population and spent far more in 2017 than the county's two cities: Glen Cove (population of 26,964[5] and spent $86.2 million, less than 4 percent of the population and 14 percent of the total spending of the town of Hempstead) and Long Beach (33,275[6] population and spent $114.6 million, 4.4 percent of the population and 19 percent of the spending of the town of Hempstead). Town governments also often thought to be smaller than those of counties. Again here, Nassau County's town governments present a notable contrast, with Hempstead's budget greater than 47 of the state's 57 counties outside New York City. If it was a county, the town of Oyster Bay would rank in the top one-third of all New York State counties and North Hempstead in the top two-fifths for total spending in 2017.

Of Nassau's 64 villages, 11 have fewer than 1,000 people; 10 have more than 15,000. More specifically, Nassau County's villages range in population from 286 (Cove Neck) to 53,891 (Hempstead), and in 2017 spending from $0.7 million (Plandome Heights) to $112.3 million (Freeport). Hempstead Village would rank 11th in population size if it were a New York State city. Freeport, with 42,860[7] people, would be 14th.

As a consequence of the county's few towns and numerous villages, each Nassau County town has within it far more villages than any other town in the state: Hempstead has 22; Oyster Bay, 15; and North Hempstead, 27. Nassau County thus is unique in having not just one (the county) but four (the county plus towns) large well-resourced local governments with numerous other municipalities within their borders. This leads to the county and its three towns being well-situated to facilitate multijurisdictional intergovernmental collaboration.

Additionally, unlike the case in much of the rest of New York State, virtually all of Nassau's school districts, fire districts, and other special districts operate within, not across, town boundaries, providing a structure that more easily facilitates intergovernmental collaboration.

Of the 56 school districts in Nassau, 34 are in the town of Hempstead, nine are in North Hempstead, and 10 are in Oyster Bay (the Jericho school district is in both North Hempstead and Oyster Bay).

Nassau County also has a robust network of special taxing districts. These are property-taxing jurisdictions, where tax levels are decided by a separately elected district governing board, levied by the county, and collected by the town. The role of the county and towns is ministerial; they do not review, amend, or approve fire district board decisions on tax levies. For instance, there are 69 fire districts in Nassau County: 33 in the town of Hempstead, 16 in Oyster Bay; and 13 in North Hempstead (Jericho is in Oyster Bay and North Hempstead; Glenwood is counted here as in Oyster Bay). In addition, there are 52 library districts in Nassau County, each of which also are independent taxing jurisdictions: 30 in Hempstead, 11 in Oyster Bay, 10 in North Hempstead, plus Jericho, which again spans two towns.

Survey and Interview Results

We created a survey to gather interest in exploring various shared services ideas, which was sent to all of the Shared Services Panel members. It was completed by leaders of 44 jurisdictions, including all three towns in Nassau County as well as a representative share of villages within each town. In addition, leaders of seven school districts and Nassau BOCES, as well as three library districts, completed the survey. The results are a fertile source for additional shared services initiatives and taxpayer savings in Nassau County. In addition, the survey was supplemented by in-depth interviews with interested municipalities followed by four subcommittee meetings of interested municipal leaders and staff to review possible shared services projects. A public hearing also was held to gather further input, and two additional public hearings were held on the draft plan that was forwarded to the County Legislature. It was from the survey, interviews, subcommittee meetings, hearings, and other outreach that the new Shared Services Plan has been developed.

Shared Equipment and Personnel

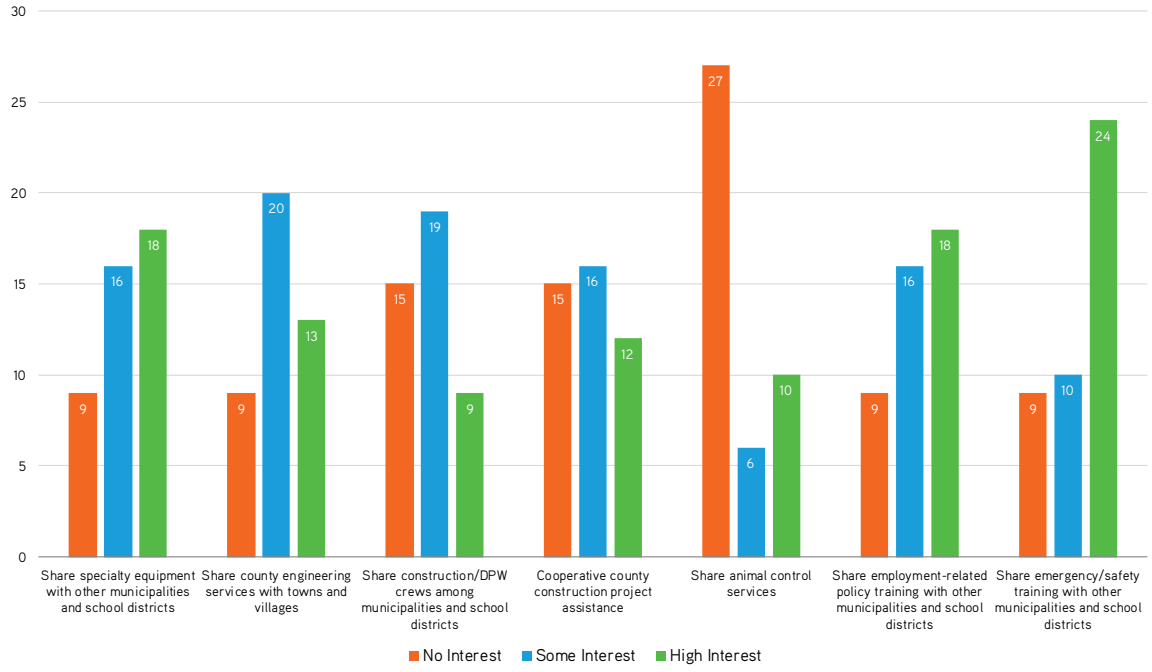
Sharing equipment elicited considerable interest. Seventy-nine percent of the respondents have some or high interest in sharing equipment among municipalities and school districts. During our interviews with respondents, several types of equipment that they would like to share came up frequently, including a hot mix pothole repair machine, vacuum trucks used to clean storm drains, street sweepers, and backhoes (see Figure 1).

Seventy-nine percent of the respondents also have some or high interest in sharing emergency safety training and undertaking joint mandated employment-related training covering, for example, ethics and sexual harassment (see Figure 1). This may be accomplished electronically or face to face. The town of Hempstead indicates that it has a facility suited for hosting joint training.

Seventy-nine percent of the respondents also have some or high interest in sharing county engineering services (see Figure 1). During follow-up interviews, many of the municipalities indicated an interest in the county issuing a countywide contract for various engineering services that municipalities could access.

There is less interest among municipalities in sharing Department of Public Works/ construction crews or cooperative county construction assistance. School districts, however, indicate great interest in receiving such assistance. The town of North Hempstead and the village of Lawrence suggested that the county could foster collaboration in project planning (engineering) that might reduce costs and achieve greater efficiency, for example by avoiding tearing the same road up several times for different projects contracted by different jurisdictions. This would be especially valuable if collaboration could be extended to private sector entities doing work that requires opening roads and sidewalks.

FIGURE 1. **Shared Equipment and Personnel Services**

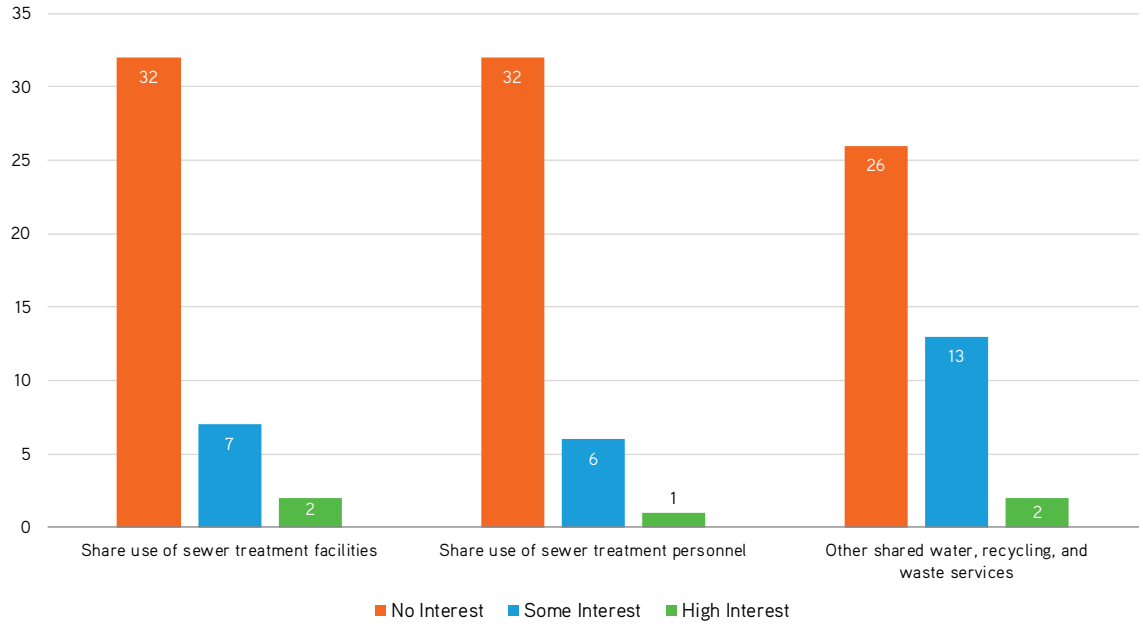


Shared Water, Sewer, and Waste Services

Largely because of the manner in which many of these services are delivered in Nassau County, there is relatively little interest among municipalities in shared water, sewer, recycling, and waste services. Once again contrasting sharply with the preferences of municipalities, however, 63 percent of responding school districts indicate an interest in shared recycling and waste services (see Figure 2). The town of Oyster Bay's current contracts for recycling and waste services are up for extension or renewal this year, and the town has already discussed with three other municipalities a possible joint contract for these services. The town of North Hempstead already has centralized contracts for garbage and recycling collection that are currently used by 35 of the municipalities within the town; nine of these municipalities use the town contract. The town of Hempstead and the villages of Hempstead and Floral Park also indicate an interest in a joint effort regarding recycling and waste services. The village of Rockville Centre has excess capacity at its transfer station that may be available for nearby municipalities.

The city of Glen Cove indicates that it has excess potable water that it could sell to nearby municipalities at a cost lower than these municipalities' current provider.

FIGURE 2. **Shared Water, Sewer, and Waste Services**

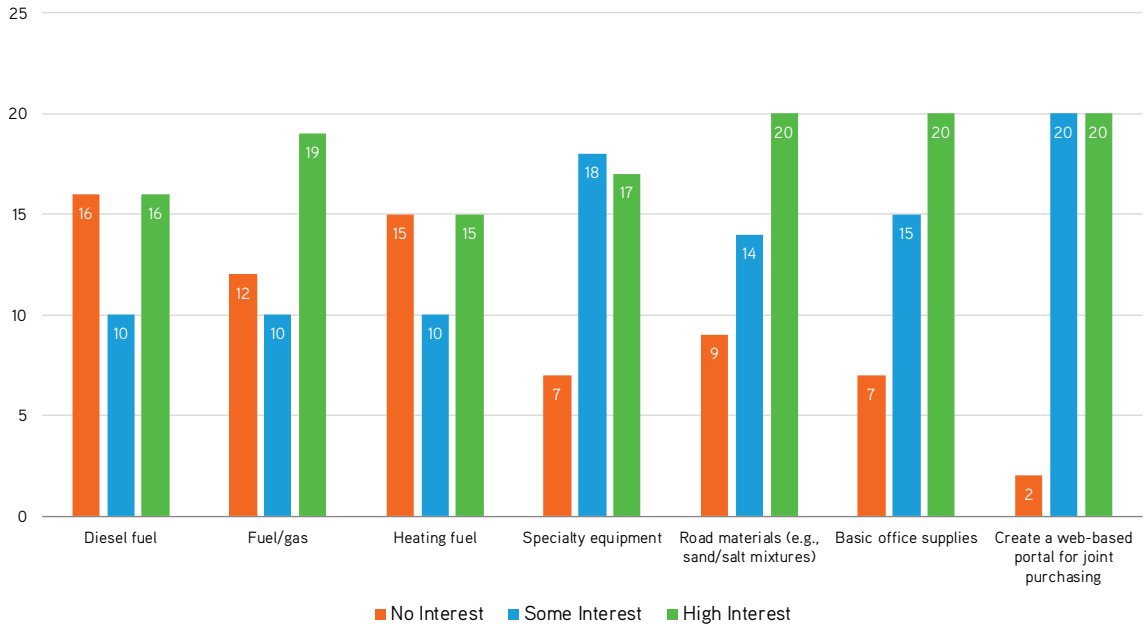


Joint Purchasing

In general, expanded joint purchasing of fuel, road materials, equipment, supplies, and various types of services and insurance attracted the most interest from the survey's respondents. Figure 3 shows that 83 percent of respondents had some interest in joint purchasing of specialty equipment and office supplies and 79 percent had some interest in joint purchasing of road materials. All library district respondents had an interest in expanded joint purchasing of office supplies. There also is significant interest in expanded joint purchasing of gasoline, heating fuel (especially by school districts), and diesel fuel. Most of the municipalities interviewed currently engage in some type of joint purchasing, either by using centralized state, county, or town contracts or participating in private sector purchasing groups like Sourcewell (formerly the National Joint Powers Alliance).

Most municipalities believe that significant savings could be achieved through a countywide effort using an online portal, an idea presented in the survey. The proposed portal attracted the greatest support of the survey's respondents: 95 percent favor such an effort to facilitate joint purchasing and sharing equipment and personnel. The town of Oyster Bay mentioned reviving the Nassau Suffolk Purchasing Consortium, which was in place about 10 years ago but no longer exists. In other discussions with local government officials, many identified various types of software that may assist local governments in identifying the best price for certain items they commonly purchased.

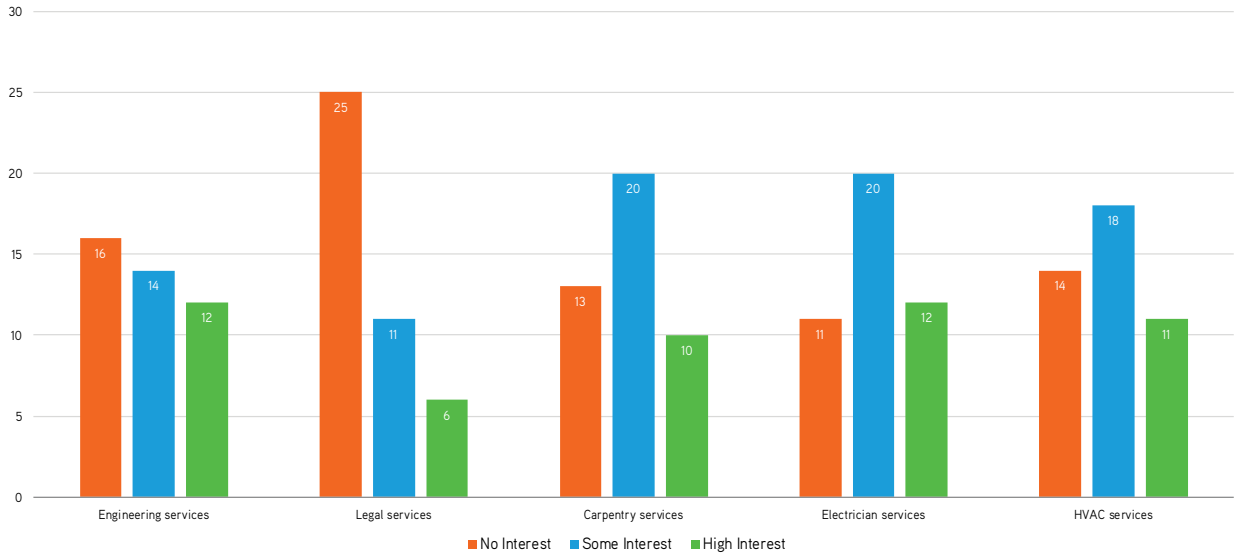
FIGURE 3. **Joint Purchasing of Fuel and Other Material**



Significant interest was also is expressed in the joint purchasing of various types of insurance and specialty services, especially within the "trades" service industries. Seventy-four percent of respondents indicate high or some interest in the joint purchasing of electrical services, with slightly less interest in joint purchasing of HVAC and carpentry services (see Figure 4). A large number of municipalities interviewed favored creating, through centralized contracts, pools of providers of professional and trade services to simplify the RFP process and diminish process costs. One municipality cautioned that when one vendor gets a contract to provide services to all municipalities in Nassau County a monopoly could develop, which could lead to higher costs and poorer service.



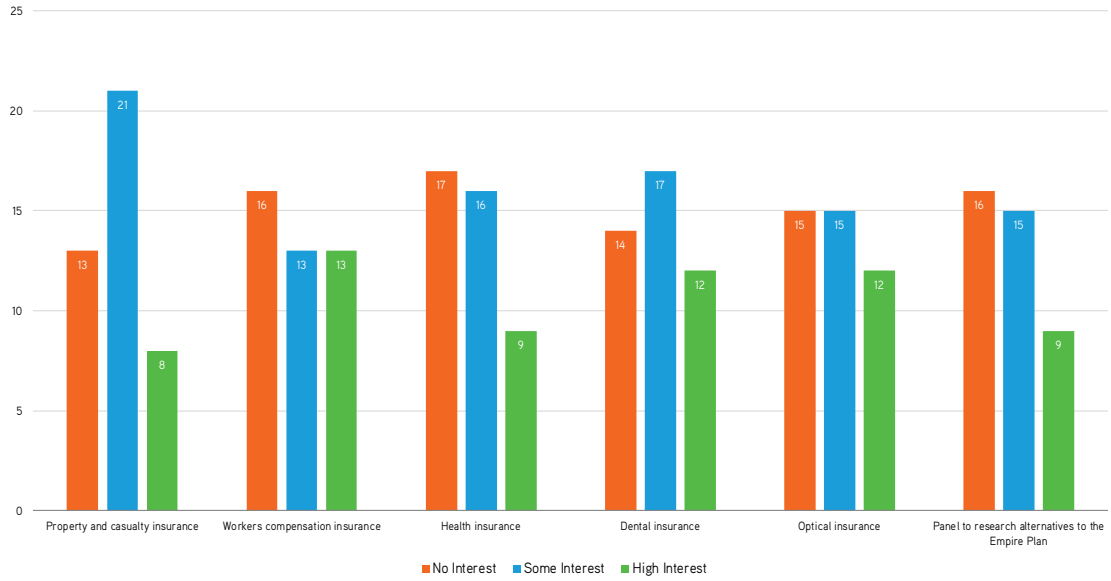
FIGURE 4. **Joint Purchasing Speciality Services**



There is significant interest in the joint purchasing of various types of insurance, particularly: property casualty; workers compensation; and employee benefit policies for health, dental, and optical insurance. The percentage of respondents interested ranged between 60 percent (health insurance) and 69 percent (property casualty) (see Figure 5). In interviews, many municipalities acknowledge the difficulty of improving on the rates offered by the New York State Health Insurance Plan, which provides most of the employee health insurance coverage to municipalities and school districts in Nassau County. This also is a matter covered by union contracts. Still, 60 percent of municipal respondents and 86 percent of responding school districts/BOCES are willing to explore the creation of a Nassau County health insurance consortium if it could result in lower costs. In general, many municipalities think a joint effort to obtain optical and dental insurance may be easier to implement.

Many municipalities that were interviewed use the State Insurance Fund for their workers compensation insurance, but all indicate an interest in an alternative if it could provide the same coverage at a lower cost. The towns of Hempstead and Oyster Bay just started using CorVel Corporation for their workers compensation insurance; the town of North Hempstead is considering using a similar third-party administrator approach for this purpose.

FIGURE 5. **Joint Purchasing of Insurance**



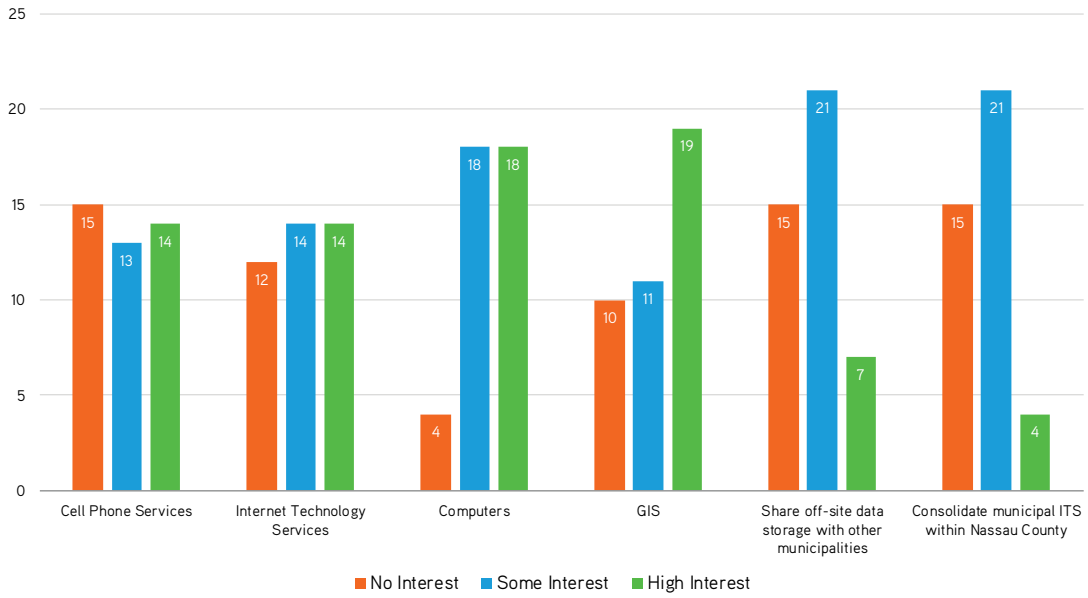
Shared Information Technology Services

There is a great deal of interest among municipalities in sharing information technology services. The joint purchase of computer software and hardware and GIS systems attracted the interest of 90 percent and 75 percent of respondents, respectively. Shared internet technology services, cell phone services, offsite data storage, and consolidating internet technology services with the county government attracted the interest of between 63 percent and 70 percent of all respondents (see Figure 6).

Many smaller municipalities that have recently purchased basic GIS systems would like greater capabilities but they cannot afford to purchase them. For example, the village of Flower Hill, which just purchased a basic ArcGIS system, could gain the capability to track the village's numerous building files for an additional cost, but it was deemed too burdensome. This would be useful for the village's building inspector. Baxter Estates is currently implementing GIS jointly with Port Washington and Manhasset, but the process is not yet finalized. The town of Hempstead is particularly interested in working with Nassau BOCES on GIS interfacing and real-time data storage. The town of North Hempstead also is currently working with Nassau County and New York State on the development of a shared data storage facility, a costly undertaking. Many municipalities and school districts believe that a county- or town-coordinated approach to cybersecurity would be the best way to address this important issue. Some have suggested that a joint purchase of umbrella insurance against losses due to cyberattacks should be considered.

The Nassau County Office of Consumer Affairs has a web-based case management system that it would like to share with municipalities, but this is proprietary Oracle software with severe contractual restrictions on sharing. However, the information it generates, for example a list of contractors that have been problematic in other jurisdictions, can be shared. In general, there is a need for joint purchasing of software that would enable municipalities to better track various building issues.

FIGURE 6. **Shared Information Technology Services**



Mergers and Consolidations of Agencies or Functions

Few localities show support for mergers and consolidations of agencies or functions, though some forwarded proposals that are worthy of consideration. Of those responding, 75 percent of school districts express interest in consolidating vehicle and maintenance repair facilities within the county. The towns of Hempstead and Oyster Bay are willing to share their vehicle maintenance facilities with their villages and school districts, and the town of North Hempstead indicate some interest in such an initiative. The villages of Hewlett Harbor, Rockville Centre, South Floral Park, and Valley Stream, the Hewlett-Woodmere and Levittown school districts, and Nassau BOCES, all within the town of Hempstead, also indicate a high interest in this initiative. The villages of Bellrose, Centre Island, Floral Park, Lawrence, and Flower Hill, as well as the city of Glen Cove, the East Williston, West Hempstead, and North Merrick school districts, and the Peninsula and Merrick public libraries indicate some interest in consolidating vehicle maintenance and repair.

The village of Sea Cliff observed that recent experience with flooding suggested the value of developing a shared network of refueling stations for all local governments in the county.

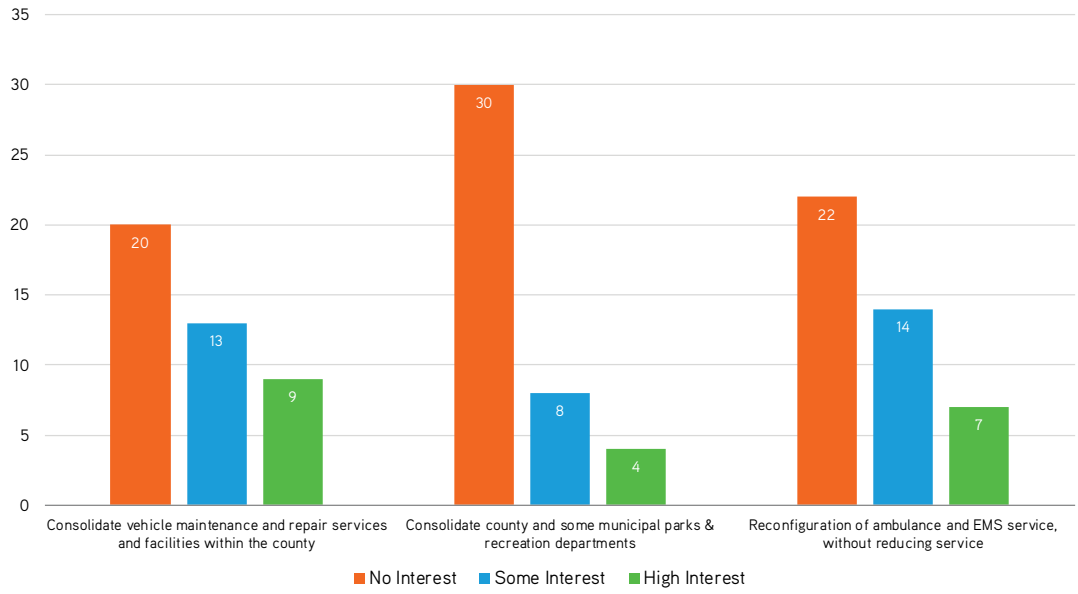
The town of Hempstead and many other municipalities have a general concern about EMS staffing and the capacity of some providers to timely respond to calls for service. Within the town of Hempstead, the villages of Lynbrook, Hewlett Harbor, Rockville Centre, and Valley Stream indicate a high interest in pursuing a reconfiguration of ambulance and EMS services if this could be accomplished without reducing levels of service. The villages of Bellerose, Floral Park, South Floral Park and Lawrence also indicate some interest in such an initiative.

Villages within the town of North Hempstead that indicate high or some interest in a reconfiguration of ambulance and EMS services include Baxter Estates, Flower Hill, Manorhaven, Thomaston, Old Westbury, and Westbury. The villages of Centre Island and Farmingdale in the town of Oyster Bay also indicate some interest in such an initiative, as does the city of Glen Cove. In general, there is significant support for the county and/or the towns to coordinate a response to the long-term problem of providing adequate emergency medical services to its residents.

Flower Hill, Old Brookville, and Thomaston identify a legislative barrier to effective ambulance service: certain ambulance services (those connected with volunteer fire departments) cannot bill for services. This policy elevates local government costs; it will be advanced for review by the state legislature for possible action.

The town of Oyster Bay is willing to offer smaller municipalities' use of its sports facilities for events, an arrangement similar to that already in place with its school districts. Within the town, the villages of Farmingdale and Sea Cliff indicate interest in such an initiative. These villages are also open to further merging their parks and recreation programs. Other municipalities that indicate some interest in a similar initiative include the city of Glen Cove, Hewlett Harbor, South Floral Park, and Valley Stream.

FIGURE 7. **Mergers and Consolidations of Agencies or Functions**



Law Enforcement Mergers and Consolidations

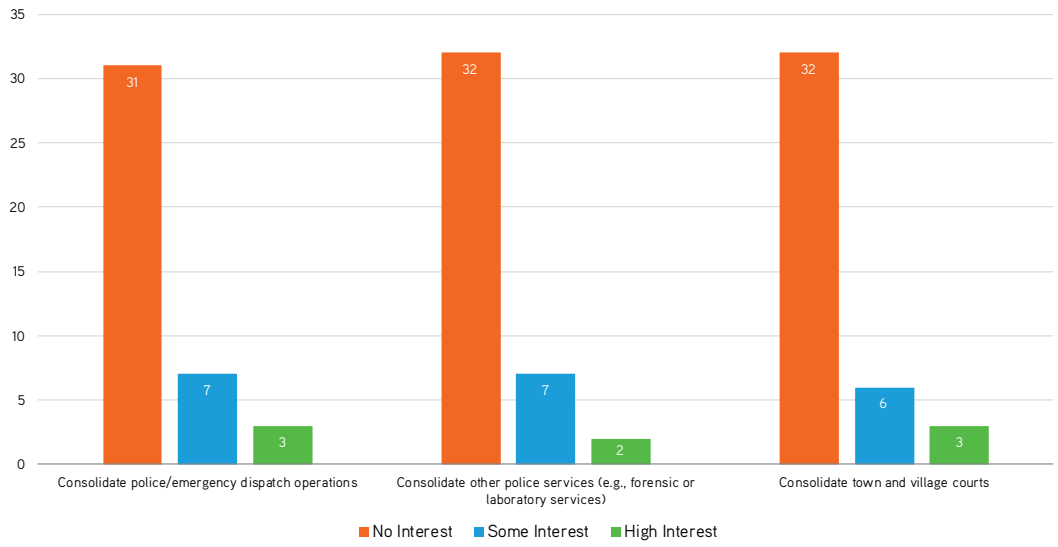
Survey respondents have little interest in law enforcement consolidations. This is especially the case among municipalities that have their own police departments (see Figure 8). The villages of Centre Island, Floral Park, Hewlett Harbor, New Hyde Park, Manorhaven, and Rockville Centre indicate some interest in consolidating police and emergency dispatch systems.

In Floral Park, a primary interest is in a joint purchase of a Computer-Aided Dispatch (CAD) system with the police departments of Port Washington and Lynbrook. Currently, the Floral Park Police Department uses IMPACT as its CAD and Records Management System (RMS). These systems are outdated, generally not linked to others, and of limited usefulness. A new CAD system would provide an essential database necessary to record times, places, and types of all incidents, as well as who was involved, officer information, length of assignments, mapping, and a myriad of other information that could be accessed and analyzed to assist in strategic planning and daily operations. Nassau County is providing Floral Park and all other police departments in the county with a new RMS, the Motorola PremierOne. This enables Floral Park, Port Washington, and Lynbrook to pursue joint purchase of a new CAD. Other interested municipalities also may want to pursue a similar initiative.

Centre Island has a population of 450 and recognizes the high cost of maintaining its own police department. However, the village reports that it cannot find a willing partner with which to consolidate its police operations under its current structure.

The village of Centre Island also has a high interest in consolidating its village court with a nearby municipality, while the town of Hempstead and the village of South Floral Park indicate some interest in the same idea. The town of Hempstead has 16 village courts within the town's boundaries, however none of its villages indicate an interest in consolidating their courts. The Centre Island court and that of Bayville are in close proximity to each other and seem to present an opportunity for consolidation.

FIGURE 8. **Law Enforcement Merger and Consolidations**



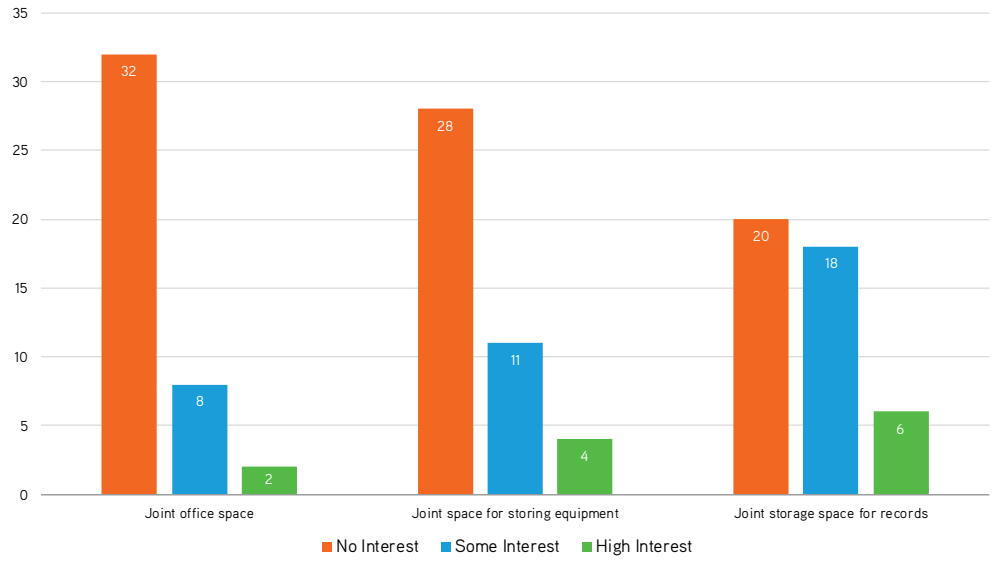
Restacking and Shared Space

While there is not significant support for sharing of office and equipment storage space, there is considerable support for joint contracts for the digitization of records and joint storage space for mandated records. Interested municipalities include the town of Hempstead (high interest); town of Oyster Bay (high interest, storage space only); the city of Glen Cove; and the villages of Centre Island, Plandome Manor, Flower Hill (high interest), Thomaston, Great Neck Plaza, Westbury, Floral Park, South Floral Park (high interest), Hempstead, Hewlett Harbor, Rockville Centre, and Lawrence (digitization only). In addition, the East Williston, Island Trees, Jericho, and West Hempstead school districts, the Nassau BOCES, and the Merrick and Island Park public libraries indicate interest in such an initiative.

The town of Oyster Bay indicates it has a high interest in sharing storage space for equipment as does the village of South Floral Park. This idea also garners interest from the towns of Hempstead and North Hempstead, and the city of Glen Cove. The villages of Farmingdale, Floral Park, New Hyde Park, Flower Hill, Hewlett Harbor, Rockville Centre, and Westbury also indicate some interest in this initiative, as does the Hewlett-Woodmere school district and Nassau BOCES.

The towns of Hempstead and Oyster Bay, the city of Glen Cove, and the villages of Flower Hill Hewlett Harbor and South Floral Park indicate some interest in sharing office space as do the Hewlett-Woodmere school district and Nassau BOCES. The town of Oyster Bay needs new office space and would be willing to share it with other interested municipalities.

FIGURE 9. **Restacking and Shared Space**



Energy Efficiency

Energy efficiency initiatives attract some of the greatest levels of support from the survey's respondents. Seventy-six percent support the development of shared community solar programs. Seventy-four percent favor a county-coordinated audit by the Power Authority or by ECG, the private sector consultant already employed by the town of Hempstead, of energy use by all municipalities and school districts to identify joint energy-efficiency opportunities. Sixty-six percent support countywide LED street and outdoor light conversions, including a shared maintenance option. Many municipalities have already completed LED street light conversions.

Based upon savings it has already made, the town of Hempstead proposes that all the county's municipalities collectively seek one bid to see if they can lower their gas and other energy costs. Once the bid is awarded, municipalities would opt-in only if they would save money.

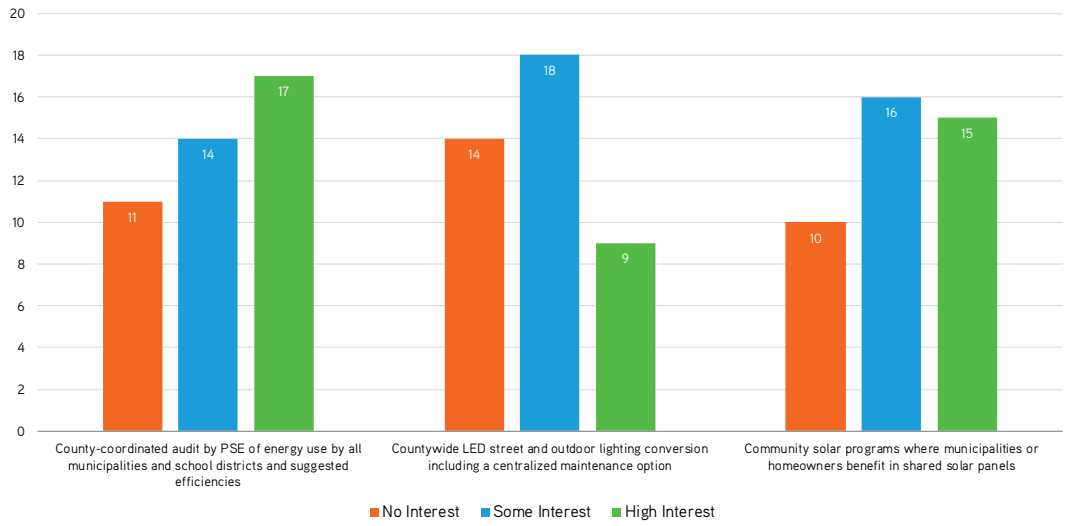
The town of Hempstead is currently working on offering CCA (Community Choice Aggregation) to every town resident in order to help them save on their energy bills. The possibility of these savings are limited to gas at present. Because LIPA is a public entity, barriers in state law or regulation prevent the use of CCA on Long Island for electricity. This is an issue that should be reconsidered by the governor and State Legislature.

Working with the Power Authority, the village of Plandome Manor is currently partnering with the village of Baxter Estates to do an LED light conversion. The village is open to partnering with other municipalities on this project if it results in a greater cost savings.

The town of Hempstead is preparing a comprehensive RFP to acquire community solar power. It would like other local government partners to increase the RFP's scale in order to get a better deal. As part of such a project, the town believes it should be a high priority to complete an inventory of all publicly owned property suitable for the installation of solar panels.

The town of Oyster Bay is also greatly interested in joint green initiatives. The town has advanced the idea of joint efforts to do LED light conversions in municipal parking lots. The town of North Hempstead has some interest in similar projects, pointing out that solar consortium discussions have started under the aegis of the Nature Conservancy, which has an office in Cold Spring Harbor.

FIGURE 10. **Energy Efficiency**



Preliminary Shared Services Proposals

Municipalities submitted a variety of ideas for consideration. The preliminary proposals here are ones that: (a) have considerable support; (b) are more fully developed; and (c) have the greatest potential of success. Appendix F is a compilation of the survey results that includes the interest level of each local government entity respondent for each survey question. This is the beginning of the process, however; after a review of this preliminary plan by the Nassau County Legislature, the county's local municipalities, effected collective bargaining units, and the public, the plan may be further refined or changed.

PROPOSAL 1

Create the "Nassau Saves" Online Intermunicipal Shared Services Portal and Other Mechanisms to Expand the Use of Joint Purchasing and the Sharing of Equipment and Personnel



As noted in the previous section of this plan, there is nearly unanimous support for the creation of an online portal to make it easier for local government entities in Nassau County to engage in joint purchasing and to share equipment and personnel. All of the local entities that responded to our survey indicate support for some or all of the proposals that are part of this proposal (see Appendix F). Interviews with officials from 18 different municipalities, including all three towns, noted that each municipality currently engages in joint purchasing by accessing various state, county, and private sector contracts. They also share equipment and personnel through various Intermunicipal Agreements (IMAs).

The town of North Hempstead has IMAs with over 40 municipal entities. These agreements allow participating villages to use various town equipment (if available) at a predetermined price, including various types of dump trucks, basin cleaners, pick-up trucks, tractors, backhoes, line stripers, and sweepers. The IMAs also set out dumping fees, create a procedure to do cooperative bids with the town, and allow villages to purchase equipment and materials at town-bid prices from town vendors. A few village officials have noted, however, that sometimes the equipment they need is not available from the town at the time they need it.

All of the municipalities interviewed also note that the current process of finding centralized purchasing contracts is time consuming because all the information needed is not available in one place. They thought a Nassau County online "one-stop shop" portal would have substantial value and would be used by most municipalities to expand their joint purchasing and share equipment and personnel.

Examples that municipalities provided about their need to either share or jointly purchase equipment include:

- The village of Farmingdale has an annual six-week need for a vacuum truck that cleans out its stormwater drains, as well as access to a centralized contract for engineering services for major projects.
- The village of Hempstead has an occasional need for a tow truck that can tow larger vehicles, trucks and personnel for road striping, street paving equipment, and additional snow removal equipment during emergencies. They also have some interest in centralized contracts for carpentry, electric, and HVAC services for the work they currently contract out.
- The village of Lawrence has an interest in sharing heavy and specialized machinery in addition to a hot patch machine to fix potholes.
- The village of Flower Hill has an occasional need for a backhoe and other specialty equipment. They also are interested in centralized contracts for various equipment, commodities, and services, especially a centralized contract for engineering services. The village currently shares its street sweepers with other municipalities.
- The village of Westbury has some interest in sharing specialty equipment with nearby municipalities, especially vacuum trucks that clean stormwater basins.
- The village of Plandome Manor has a need for specialty equipment, especially vacuum trucks that clean storm drains. It also is interested in centralized contracts for various equipment, commodities, and services, especially a centralized contract for engineering services.
- The village of Great Neck Plaza has a need for occasional use of a chipper, street blacktop sealer, backhoe, sidewalk sweeper, and power washer. The village also is interested in the county providing roadway and sidewalk repair construction services to municipalities or having a centralized contract for these services.

- The village of Thomaston is interested in exploring whether the county could buy specialized equipment and then lease it to the municipalities that need it, or having one locality buy such equipment and cover its costs with guaranteed contracts with other municipalities.

Every municipality that was interviewed stressed that joint purchasing and shared equipment and/or personnel had to result in lower costs if they were to participate in such an effort.

In addition, as noted earlier in this Plan, a large number of municipal entities indicated an interest in the collective delivery of mandated employment-related training such as safety, ethics, and sexual harassment. The town of Hempstead indicated that it has a facility suitable for hosting such joint training.

Given this input, it is proposed that the county create the "Nassau Saves" online portal to give local government entities access to:

- centralized contracts that local entities could use to purchase vehicle fuel, heating fuel, road materials, specialty equipment, and office supplies;
- centralized contracts that local entities could use for engineering, electrician, carpentry, and HVAC services;
- creation of an inventory of equipment that local governments have available for sharing and the estimated cost to use that equipment through intermunicipal agreements; and
- collectively delivered mandated employment-related training in such areas as safety, ethics, and sexual harassment, for example. This may be accomplished electronically or face-to-face through centralized contracts or through presentations made by larger municipalities

The county could assure that information offered through the online portal be kept up to date and available in real time, and careful design would assure that the program will be easy for localities to use. Nassau County will explore the feasibility of integrating existing software that would identify for local government users the best price for the commodity or equipment it is seeking to purchase. If the county believes already available state or other counties' contracts offer the best possible price available, those contracts would be used.

The county also may engage in jointly bidding certain contracts where a group of interested local entities advise the county how much of a specific commodity and/or what type and quantity of specialty equipment they would like. This would allow the county to group and manage collective bids, which should result in a lower price than current county contracts that are based on the county's needs only. Albany, Suffolk, and Westchester counties are implementing a similar online portal, and each has projected the use of this portal will result in significant savings at all municipal levels. Their experience should help Nassau County implement some or all aspects of its portal in 2020.

Nassau County also will explore the feasibility of using the portal for collaborative project planning in an effort to reduce costs and enhance efficiency. This would be

especially valuable if collaboration is extended to private sector entities that do work requiring opening public roads and sidewalks.

Other towns could implement IMAs with their villages similar to what the town of North Hempstead has already done. The town of Oyster Bay is exploring this approach. The county will explore the feasibility of developing a standard IMA that could be used in connection with an online portal, and any town or other municipality seeking to establish IMA arrangements with its local municipalities could use this boilerplate agreement. Albany County has developed such an IMA that could be as a model for Nassau County.

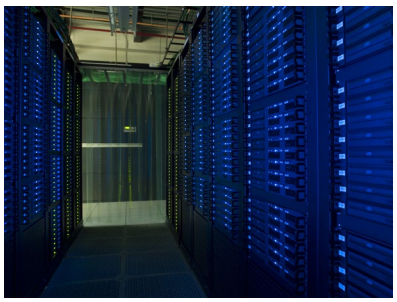
In addition, Nassau and Suffolk Counties plan in 2020 to jointly contract a disparity study and consulting services regarding Minority- and Women-Owned Business Enterprises (MWBE) and Service-Disabled Veteran-Owned Small Businesses (SDVOB). The goal of the disparity study is to gather data about the availability and utilization of MWBEs and SDVOBs in both respective counties. The joint contract will save both counties undetermined savings from each county contracting on their own for the study and the associated services.

The development of an online portal by Nassau County does not preclude Nassau's municipal entities from exploring other methods of collaboration. In fact, the creation of an online portal should foster such collaborations. Access to an extensive array of sharable services through an easy-to-use online portal not only will result in considerable tax savings, it will help facilitate better quality governmental services.

Estimated savings[8]	2020	2021	Recurring
PROPOSAL 1	**$1.2M**	**$2.5M**	**$5.3M**

PROPOSAL 2

Digitize Nassau



Various municipalities raise storage and maintenance of governmental records as a collaborative opportunity, not only for tax savings but also for more transparent and efficient management of records. Some municipalities are currently pursuing digitization of their records on their own or with other municipalities. For example, the village of Plandome Manor is currently negotiating with a provider to digitize its records, and the nearby village of Great Neck Estates also has expressed interest in digitization of at least its building records. Both note the burdensome expense of having a private provider do the actual scanning of the records and both were interested in a centralized contract that could reduce their costs for these services. During the Information Technology subcommittee meeting, several participants noted that there used to be a state contract that municipalities could access, now no longer available, that covered both the labor of scanning the records and the software to actually scan and store the documents.

Many municipalities indicate an interest in having shared physical storage space for records. The town of Oyster Bay is particularly interested in pursuing this with

neighboring local government entities. It also was noted in the Information Technology subcommittee meeting that there are some legal issues that may make it difficult for one local government to store another local government's records as some records are legally required to be stored within the jurisdiction of the local government entity. Nassau County was uncomfortable serving central storage site for other local government entities' records, for example, and raised particular concerns about potential legal issues with digital records that are stored on cloud-based servers.

Nassau County will work with interested local government entities to develop joint efforts to digitize mandated records and to develop joint space for paper record storage. This could include groups of interested local government entities jointly applying for grants from the Local Government Records Management Improvement Fund for digitization. In addition, it is proposed that the state develop a contract covering both software and labor costs that municipalities can access to digitize their records.

Estimated savings[9]	2020	2021	Recurring
PROPOSAL 2	**$140K**	**$630K**	**$1.0M**

PROPOSAL 3

Shared Information Technology Services



More efficient service at a lower cost is something that various local government entities seek for information technology (IT) and telecommunications services, including internet service, cellphones, landline telephones, software acquisition, hardware acquisition, network management, IT security protection, and geographic information system (GIS) services. This type of shared service garnered a large amount of support among survey respondents that was reiterated in interviews with local leaders. During these interviews, many local leaders also brought up the need for a coordinated effort to address cybersecurity. For example, the village of Westbury had some interest in centralized contracts for hardware and software, but was more interested in a joint effort on cybersecurity. The town of Hempstead said that municipalities and especially school districts should consider some kind of umbrella insurance policy for cybersecurity. It is worthy to note that the US Senate and House of Representatives have recently passed similar, but different, versions of legislation (S 315 and HR 1158) that would provide federal assistance to municipalities and school districts to make their IT systems less vulnerable to cyberattacks. Senator Chuck Schumer recently promoted the need for this legislation in Nassau County, citing the Rockville Centre school district's recent need to pay hackers nearly $90,000 to restore its computer system.

Almost all local leaders interviewed indicate an interest in a joint effort to obtain GIS software to access greater capabilities of such software and systems. A joint need then for expertise to make the best use of this software also was noted; many of these municipalities currently contract independently with a local provider to get this

expertise. This issue was discussed in great detail at an IT subcommittee meeting, where it was recommended that there is a state contract available for municipalities to buy the most common GIS software (Esri). Nassau County also discussed the possibility that municipalities could have "level 1" read-only access to their GIS system. Various methods of getting municipalities, especially villages, access to such expertise were discussed including a centralized state or county contract for a private provider, groups of municipalities developing a joint request for proposals (RFP), and/or Nassau County offering GIS education and training.

Nassau County will work with its interested municipalities, school districts, library districts, and Nassau 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. This effort will also include county coordination to address cybersecurity issues with interested local entities including exploring the possibility of jointly purchasing insurance to cover losses stemming from cyberattacks. In addition, the county will explore developing a set of best practices for municipalities to follow related to their IT systems. The county may develop with Suffolk County a joint contract for broadband and cellular service that will be available to municipalities and possibly school and library districts.

Estimated savings[10]	2020	2021	Recurring
PROPOSAL 3	**$1.2M**	**$1.8M**	**$4.3M**

PROPOSAL 4

Enhanced Energy Efficiency Programs



The project survey and interviews show that there is widespread interest among Nassau County governments for enhancing energy efficiency. Three objectives, broadly supported by elected officials and the general citizenry, were clear: reducing levels of consumption; transitioning to sustainable energy sources; and reducing the price of energy that is required for government operations. Because these goals align with Governor Andrew Cuomo's commitment to sustainability and resiliency and his support of recently enacted laws calling for New York State to become carbon free in its generation of electricity by 2050, pursuing these objectives likely creates additional opportunities for state financial support of Nassau County's localities' efforts.

Important steps toward these three energy efficiency goals have already been taken or are planned by local governments within the county, acting individually or in concert. Many communities have switched to LED street lighting to advance efficiency and reduce costs; others, such as the villages of Plandome Manor and Baxter Estates, are currently planning to work together to do the same. The town of Hempstead has reduced the cost of its natural gas consumption by $150,000 (15 percent), and has

contracted for implementation of a recently completed comprehensive survey to significantly cut its overall energy consumption and the attendant costs. The county's three towns have expressed interest in developing a consortium to develop and/or acquire solar power to meet the county's requirements for local governments.

Guided by the process used by the town of Hempstead, the county will undertake a comprehensive survey of energy consumption, to be conducted by the New York Power Authority (NYPA) or a private vendor, to identify opportunities for energy savings in the facilities of all its municipalities (and interested school, fire, library, and other special districts). The county also will develop an RFP for implementing the recommended energy-saving opportunities identified by this survey. Localities within the county then may participate in the implementation of survey recommendations at their discretion.

The county will develop a consortium of local governments for the collaborative purchase of natural gas. The county also will coordinate advocacy for changing state policy to permit the collaborative purchase by its municipalities of electric power.

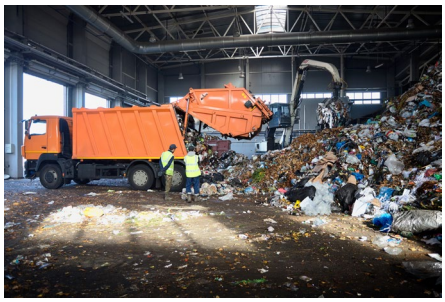
The county government will seek to comprehensively survey all publicly owned property within its boundaries to determine the feasibility of installing solar panels that create the capacity to meet local governments' electricity requirements and, if feasible, will develop a collaborative plan and RFP for the installation of the necessary solar generation capacity. Municipalities within the county then may participate in the implementation process at their discretion.

An additional aspect of our energy efficiency shared services proposal relates to developing electric vehicle infrastructure. Recently, the County Legislature passed and the County Executive approved Local Law 12: A local law to provide for environment infrastructure, planning, and development.[11] The county is now charged with coordinating strategic planning and development for the construction of electric vehicle infrastructure projects and the integration of an electric vehicle fleet into county operations. The town of Hempstead has expressed interest in working with the county on installing charging stations beginning in 2020, which should result in savings from costs that would have occurred had both jurisdictions proceeded to install such charging stations on their own.

Estimated savings[12]	2020	2021	Recurring
PROPOSAL 4	**$2.1M**	**$2.8M**	**$6.3M**

PROPOSAL 5

Expand Joint Waste and Recycling Contracts



The cost of collecting garbage, bringing it to a transfer station and then a landfill, and recycling continues to increase in Nassau County, across the state, and throughout the country. According to expenditure data from the State Comptroller's Office, municipalities in Nassau County in 2018 spent more than $304.8 million on waste removal and recycling. This does not include the costs school districts incur for waste removal and recycling, however. A majority of the school districts responding to the project survey, as well as Nassau BOCES, indicate an interest in a joint waste removal/ recycling initiative.

Increased collaboration between local government entities is needed to if not reduce waste removal and recycling costs outright then to slow the rate of cost increased. As discussed previously, the town of North Hempstead already has joint waste disposal and recycling contracts with some of its villages, and the town of Oyster Bay is working on developing similar contracts with villages that have expressed interest in such contracts. The town of Hempstead indicated some interest in a similar initiative.

Interested local entities (see Appendix F) will work together to see if they can jointly purchase waste and recycling services at a lower cost than they currently pay. This effort also will explore whether greater shared use of transfer stations will lower each participating municipality's costs. Nassau's three towns will lead this effort.

Estimated savings[13]	2020	2021	Recurring
PROPOSAL 5	**$2.3M**	**$5.8M**	**$11.7M**

PROPOSAL 6

Shared Vehicle Maintenance Facilities and Fueling Stations



Support for shared vehicle maintenance facilities by local government leaders in the Nassau County was measured in the survey, and the possible development of a network of shared fueling stations also arose following subcommittee meetings and public hearings.

Smaller governments in the county, and those with fewer vehicles, rely upon local shops for most required maintenance. Intergovernmental collaboration for this purpose with municipalities that operate their own maintenance facilities promises to offer them significant savings. In general, the county's three towns were receptive to the idea of sharing their vehicle maintenance facilities with their villages and other governments. The villages of Hewlett Harbor, South Floral Park, Rockville Centre, and Valley Stream, the Levittown school district and Nassau BOCES, all within the town of Hempstead, expressed great interest in this initiative. The idea also

attracted interest from the villages of Lawrence and Flower Hill, the West Hempstead and North Merrick school districts, and the Peninsula and Merrick public libraries. Given this level of interest and support Nassau County plans to develop, if it proves feasible, a countywide centralized contract for the maintenance of municipal vehicles.

Relatively few localities in the county maintain their own motor vehicle fueling stations. Those that do, such as the village of Sea Cliff, are able to purchase fuel at a 25 percent discount, but must pay for operation and maintenance and meet regulatory standards. The cost of these regulatory requirements may be substantial, for example. Sea Cliff recently was required by the County Department of Health to remove and/or replace two underground fuel storage tanks. Replacement of these tanks and upgrading the fuel dispensing pumps cost the village $600,000 in order to bring its fuel storage tanks in compliance with Nassau County Health Ordinance requirements.

In some low-lying locations on Long Island, existing fueling stations owned by local governments are subject to flooding. This occurred during Hurricane Sandy at the Nassau County and Glen Cove facilities, creating refueling difficulties for vehicles needed for emergency response. Bringing these fueling stations back into service was costly, and the risk of future flooding — and the resulting needed restoration of service — persists.

Finally, depending on where vehicles and equipment are housed and used, it may be more efficient for a jurisdiction's vehicles to take on fuel from a station closer than the one operated by that government itself.

The county will identify localities with vehicle maintenance facilities that are willing to provide access to them for other participating governments, and a model Intergovernmental Agreement that will establish a price structure and specify administrative arrangements to facilitate these collaborations will be drafted.

The county will designate or develop a network of fueling stations at which any vehicle owned by a participating Nassau County local government entity may be fueled at a price lower than that in the marketplace, but set at a level to assure coverage of the operating costs of the proprietary government. These stations will be located in places not subject to flooding, and will be accessible in other emergencies (e.g., heavy snowstorms).

Governments owning designated fueling stations will gain a revenue stream to help cover operating costs. Savings will be generated for others from lower fuel costs, travel time saved, and wear on equipment diminished as a result of access to fuel at the closest available location when fueling is required.

Estimated savings[14]	2020	2021	Recurring
PROPOSAL 6	**$315K**	**$630K**	**$945K**

Shared Services Proposals — Savings Estimates Under Development

Some topics raised during the course of the public hearings, interviews, and in response to the shared services survey could not be fully analyzed before the December 10, 2019 presentation to the Shared Services Panel. Below are some important proposals that members of the panel, the public, or stakeholders raised as collaborative opportunities. Potential savings for the proposals below, which could result in greater efficiency and improved government service, are currently being studied.

PROPOSAL 7.

Previous Plan Initiatives



Nassau County's 2017 County-Wide Shared Services Plan outlined projects that totaled more than $130.7 million in annual savings (see Appendix B). The plan did not project how much savings would recur in future years.

The main proposal of the previous plan was the consolidation of wastewater treatment services between Long Beach and Nassau County, which was to generate an estimated capital savings of more than $128 million once completed. The design phase of the project will be completed by the end of the first quarter of 2020. Nassau County and the City of Long Beach will bid the contract immediately after and it is expected that construction will start by the end of 2020. The actual cost of this phase of the project is still unclear due to the uncertainty surrounding certain grants for which the county has applied. Although the annual cost savings over this period is not precisely known, it is clear it will be significant as the city of Long Beach will not be pursuing its own separate project. Other aspects of this project may be added to future shared services plans.

A chart in Appendix B lists projects from the 2017 plan that are likely to be pursued in 2020. The actual cost savings from these proposals are based on 2017 estimates and are in the process of being revaluated.

PROPOSAL 8.

Coordinated Effort to Improving Volunteer Ambulance EMS Service



Some municipal leaders expressed concern about the continued operational and financial viability of emergency ambulance services, especially those run by volunteer fire departments. This is a statewide issue. Emergency medical response in these departments are challenged by, among other things: demanding training requirements; social and economic changes that have made volunteer recruitment difficult; the consequent increased need to rely upon paid personnel to assure adequate staffing;

and, difficulties in achieving timely response, especially during working hours. Moreover, state law that prevents these fire district-based ambulances (but not others differently organized) from billing insurance companies for services seemingly adds unnecessarily to financial difficulties.[15]

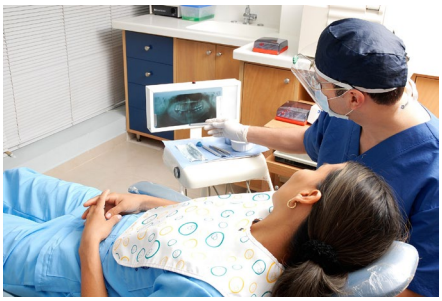
Unlike in most other counties, volunteer ambulance corps linked to fire districts do not dominate emergency medical response in Nassau County. Their role is essential, but not dominant. Organizational diversity makes the system far more complex. A recent summary indicates that Nassau County has 62 licensed ambulance providers in 2019, operating a total of 322 ambulances, not all simultaneously in service.[16] Of these, 233 (72 percent) are operated by entities that can bill for service: the Long Island Jewish Hospital (71), the Nassau County Police Department (48), the North Shore University Hospital Ambulance Service (71), the Nassau University Medical Center (5), municipalities (27), independent providers (10), and one commercial provider.

There is little doubt that collaborations can be devised to elevate the efficiency and effectiveness of emergency medical response throughout the county. But first, the financial vitality of the service delivery network that provides almost a third of the response capacity — volunteer ambulance corps linked to fire districts — must be stabilized financially and organizationally. Two important steps at the state level could be taken toward this end: (1) designation in law of emergency medical response as an essential governmental service equivalent in status to police and fire protection; and, (2) amending current law to permit volunteer fire district-based ambulance services to bill insurance companies for the service they provide.

Communities across the state facing challenges in assuring continuity in emergency medical response are increasingly seeking to elevate the role of county government in delivering this service. Nassau County is among the state's leaders by already having such a role for its county government. The Nassau County Police Department Ambulance Bureau, which dates to 1953, is a major element of the emergency medical response network. The county recently recommitted to this bureau by amending its administrative code to specify the responsibility of the bureau "for the coordination, command, control, and oversight of emergency medical services operations, services and other support operations to ensure the health, safety and welfare of the residents of the county."[17] It is well situated to be the locus of a more systematically organized, more efficient response system once legal and financial steps are taken to assure the viability of the most vulnerable elements of that reordered system.

PROPOSAL 9.

Centralized Contracts for Various Insurance Products



As noted in the previous section of this Plan and as is further documented in Appendix F, a large number of municipalities are interested in reducing insurance costs through joint purchasing or other mechanisms. Since each municipal entity has a different level of risk, however, it is difficult to determine if a centralized contract or some other joint effort such as an insurance consortium is feasible.

While an online portal could make access to such centralized contracts easier, these types of contracts require extensive collaboration among municipalities and effected collective bargaining units before they can be developed and implemented.

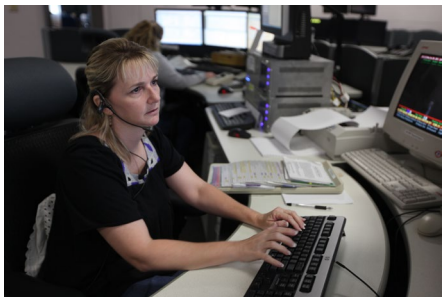
The town of Oyster Bay indicated in its interview that it is interested in pursuing an "Empire Plan for dental and optical insurance." During the Joint Purchasing subcommittee meeting it was noted that most municipalities in Nassau County use Davis Vision as their provider for optical insurance and an overall joint contract might be feasible at the county or state level.

Even if a centralized contract for various types of insurance is not feasible, the process of collaboration could still yield savings by making interested municipalities aware of other providers that could reduce costs. For example, the towns of Oyster Bay and Hempstead recently significantly reduced workers compensation costs by using a new provider that integrates risk management strategies with their insurance product.

Nassau County will explore the feasibility of coordinated insurance plans with interested municipalities, school districts, and Nassau BOCES in such areas as workers compensation, property casualty, optical, and dental insurance. Due to the extensive amount of time such an effort will entail, it is unlikely that savings can be achieved in 2020, though expecting savings in 2021 and beyond seems reasonable.

PROPOSAL 10.

Joint Purchase of a Computer Aided Dispatch (CAD) Systems



There is very little support among survey respondents for law enforcement mergers, including consolidating police/emergency dispatch functions, consolidating other police services, and consolidating various town and village courts. According to expenditure data from the State Comptroller's Office, municipalities in Nassau County in 2018 spent more than $833.5 million on public safety, not including the cost of benefits of employees who work in those agencies. This includes $591.6 million in spending by the county, $24.9 million in spending by Nassau's cities, $65.4 million in spending by Nassau's towns, and $151.5 million in spending by Nassau's villages.

The only definitive proposal that would share law enforcement services is a joint purchase of a computer-aided dispatch (CAD) system by the Floral Park and Lynbrook police departments and the Port Washington Police District. Other interested municipalities may also pursue such an initiative. The cost savings estimate for this purchase is still unknown, but should be between $20,000 and $40,000 annually with the three current police departments/districts participating.

Some municipalities indicate an interest in pursuing consolidated dispatch operations which, if accomplished, would yield significantly larger savings as would the consolidation of town and/or village courts.



TABLE 1. Current Proposed Savings Scorecard

Project	2020	2021	Recurring
1. Nassau Saves Portal and Joint Procurement Services	$1.2M	$2.5M	$5.3M
2. Record/Storage Digitization	$140K	$630K	$1.0M
3. Shared Information Technology Services	$1.2M	$1.8M	$4.3M
4. Enhanced Energy Efficiency Programs	$2.1M	$2.8M	$6.3M
5. Expand Joint Waste and Recycling Contracts	$2.3M	$5.8M	$11.7M
6. Shared Vehicle Maintenance and Fueling Stations	$315K	$630K	$945K
7. Previous Plan Initiatives*	--	--	--
8. Coordinated Effort to Improving Volunteer Ambulance/EMS Service*	--	--	--
9. Centralized Contracts for Various Insurance Products*	--	--	--
10. Joint Purchase of a Computer-Aided Dispatch (CAD) Systems*	--	--	--
TOTAL	**$7.3M**	**$14.2M**	**$29.5M**

Numbers may not add up due to rounding.

* Savings estimates under development as of this publication.



APPENDICES

Appendices

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

County of Nassau

County Contact: Allison Malhame, Deputy Commissioner for Shared Services

Contact Telephone: 516-571-5801

Contact Email: amalhame@nassaucountyny.gov

PARTNERS

Row 1 – Cities in Nassau County			
Participating Cities		**Panel Representative**	**Vote Cast (Yes or No)**
1.	City of Glen Cove	Tim Tenke	Yes
2.	City of Long Beach	John Mirando	Absent

Row 2 – Towns in Nassau County			
Participating Towns		**Panel Representative**	**Vote Cast (Yes or No)**
1.	Town of Hempstead	Laura A. Gillen	Yes
2.	Town of North Hempstead	Judi Bosworth	Yes
3.	Town of Oyster Bay	Joseph S. Saladino	Yes

Row 3 – Villages in Nassau County			
Participating Villages		**Panel Representative**	**Vote Cast (Yes or No)**
1.	Village of Atlantic Beach	George Pappas	Absent
2.	Village of Baxter Estates	Nora Haagenson	Yes
3.	Village of Bayville	Robert DeNatale	Yes
4.	Village of Bellerose	Kenneth Moore	Yes
5.	Village of Brookville	Daniel Serota	Yes
6.	Village of Cedarhurt	Benjamin Weinstock	Yes
7.	Village of Centre Island	Lawrence Schmidlapp	Yes
8.	Village of Cove Neck	Thomas Zoller	Absent
9.	Village of East Hills	Michael Koblenz	Yes
10.	Village of East Rockaway	Bruno Romano	Yes
11.	Village of East Williston	Bonnie Parente	Yes
12.	Village of Farmingdale	Ralph Ekstrand	Yes
13.	Village of Floral Park	Dominick Longobardi	Yes
14.	Village of Flower Hill	Robert McNamara	Yes
15.	Village of Freeport	Robert Kennedy	Yes
16.	Village of Garden City	Theresa Trouve	Yes
17.	Village of Great Neck	Pedram Bral	Yes
18.	Village of Great Neck Estates	William Warner	Yes
19.	Village of Great Neck Plaza	Jean Celender	Yes
20.	Village of Hempstead	Donald Ryan	Yes
21.	Village of Hewlett Bay Park	Steven Kaufman	Absent
22.	Village of Hewlett Harbor	Mark Weiss	Yes

Row 3 – Villages in Nassau County, continued

Participating Villages	Panel Representative	Vote Cast (Yes or No)
23. Village of Hewlett Neck	Ross Epstein	Absent
24. Village of Island Park	Michael McGinty	Yes
25. Village of Kensington	Susan Lopatkin	Absent
26. Village of Kings Point	Michael Kalnick	Absent
27. Village of Lake Success	Adam Hoffman	Yes
28. Village of Lattingtown	Robert Fagiola	Absent
29. Village of Laurel Hollow	Dan DeVita	Absent
30. Village of Lawrence	Alex Edelman	Yes
31. Village of Lynbrook	Alan Beach	Yes
32. Village of Malverne	Keith Corbett	Yes
33. Village of Manorhaven	Jim Avena	Absent
34. Village of Massapequa Park	Jeffrey Pravato	Yes
35. Village of Matinecock	Kenneth Goodman	Yes
36. Village of Mill Neck	Peter Quick	Absent
37. Village of Mineola	Scott Strauss	Yes
38. Village of Munsey Park	Lawrence Ceriello	Absent
39. Village of Muttontown	James Liguori	Absent
40. Village of New Hyde Park	Lawrence Montreuil	Yes
41. Village of North Hills	Marvin Natiss	Yes
42. Village of Old Brookville	Bernie Ryba	Yes
43. Village of Old Westbury	Fred Carillo	Yes
44. Village of Oyster Bay Cove	Charles Goulding	Yes
45. Village of Plandome	Thomas Minutillo	Absent
46. Village of Plandome Heights	Kenneth Riscica	Absent
47. Village of Plandome Manor	Barbara Donno	Yes
48. Village of Port Washington North	Robert Weitzner	Yes
49. Village of Rockville Centre	Francis Murray	Yes
50. Village of Roslyn	John Durkin	Yes
51. Village of Roslyn Estates	Paul Leone Peters	Absent
52. Village of Roslyn Harbor	Louis Badolato	Absent
53. Village of Russell Gardens	David Miller	Yes
54. Village of Saddle Rock	Dan Levy	Absent
55. Village of Sands Point	Edward Adler	Yes
56. Village of Sea Cliff	Edward Lieberman	Yes
57. Village of South Floral Park	Geoffrey Prime	Yes
58. Village of Stewart Manor	Michael Onorato	Yes
59. Village of Thomaston	Steven Weinberg	Yes
60. Village of Upper Brookville	Elliot Conway	Yes
61. Village of Valley Stream	Edwin Fare	Absent
62. Village of Westbury	Peter Cavallaro	Yes
63. Village of Williston Park	Paul Ehrbar	Yes
64. Village of Woodsburgh	Lee Israel	Absent

Row 4 - School Districts, BOCES, and Special Improvement Districts in Nassau County		
Participating School Districts, BOCES, and Special Improvement Districts	**Panel Representative**	**Vote Cast (Yes or No)**
1. --	--	--

Row 5	
2019 Local Government Property Taxes* **Using available 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.
	$6,648,435,329

Row 6	
2019 Participating Entities Property Taxes* **Using available State Comptroller data*	The sum total of property taxes levied in the year 2019 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.
	$2,177,581,328

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.
	$7,255,000 (2020), $14,160,000 (2021), $29,545,000 (recurring)

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.
	0.33% (2020), 0.65% (2021), 1.36% (recurring)

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.
	$17.11 (2020), $33.40 (2021), $69.69 (recurring)

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.
	1.67% (2020), 1.35% (2021), 0.64% (recurring)

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.
	1.67% (2020), 1.35% (2021), 0.64% (recurring)

CERTIFICATION

I hereby affirm under penalty of perjury that information provided is true to the best of my knowledge and belief. This is the finalized county-wide shared services property tax savings plan. The county-wide shared services property tax savings plan was approved on December 10, 2019, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.

Laura Curran	County Executive
(Signature)	December 19, 2019 (Date)

Appendix B. Previous Shared Services Initiatives

Projects Included in Nassau County's 2017 Shared Services Plan

Project Name	Projected Savings	Status
Development of a shared Roadway Pavement Management System	$1,271,904.00	Completed
Consolidate Wastewater Treatment Services between Long Beach and Nassau County	$128,000,000.00	Progressing
Long Beach to plow County owned roads within the city of Long Beach	$18,952.00	Progressing
IMA with Nassau County to purchase property from the county and on-going maintenance of the property would be handled by the village of Plandome Manor	$51,929.00	Progressing
Cooperative agreement with Nassau County for villages to provide street sweeping services on all county roads within the villages	$46,463.00	Progressing
Cooperative agreement with Nassau County and the village of Malverne for the village to provide snow plowing services on all county roads within the village	$17,083.00	Progressing
Transfer Long Beach Road from Austin Blvd. to the Long Island Rail Road Plaza from Nassau County to the village of Island Park	$13,324.00	Progressing
Transfer Warwick Road from Long Beach Road to the Harbor Isle Bridge from Nassau County to the village of Island Park	$13,324.00	Progressing
Transfer Island Parkway from Long Beach Road to Harbor Isle Bridge from Nassau County to the village of Island Park	$13,324.00	Progressing
Expansion of current Shared Fuel purchase program the village has with the town of North Hempstead for DPW Vehicles to the Fire Department fleet	$2,010.00	Progressing
Village of Roslyn Estates interested in participating in town's Swift Reach 911 Service and potential gas purchasing services	$2,150.00	Progressing
Village of North Hills sharing of Tree Work, Paving & Repair, Pavement Marking and Sign services with Town of North Hempstead	$14,000.00	Progressing
Mill Neck to purchase salt & salt/sand mix from TOB	$18,885.00	Completed
Mill Neck to purchase regular gas and diesel fuel from Town of Oyster Bay	$7,431.00	Completed
NCPD to purchase diesel fuel from Town of Oyster Bayfor district vehicles	$475.00	Completed
Oyster Bay Cove Police Department to purchase regular gas from TOB for its vehicles	$6,580.00	Completed
OBEN CSD #6 to purchase regular gas from Town of Oyster Bayfor district vehicles	$1,566.00	Cancelled
OBEN CSD #6 to purchase salt/sand mix from Town of Oyster Bay	$114.00	Cancelled
Old Brookville to purchase road salt from Town of Oyster Bay	$57,249.00	Completed
Coop agreement amongst the Villages for Tree Removal services	$0.00	Cancelled
Sharing of Blueprint Copy/Scanning services among 5 villages	$1,000.00	Progressing

Projects Included in Nassau County's 2017 Shared Services Plan, continued

Project Name	Projected Savings	Status
Increasing proposed personnel sharing with 5 villages	$0.00	Progressing
One Public Works Facility housing equipment in one central location	$0.00	Progressing
One location for the villages to drop off E-Waste for collection	$0.00	Progressing
Combining Road Improvement Projects to cut costs on engineering and construction services Combine Tree Removal Contract	$0.00	Progressing
Bid out services for grant writing in order to obtain funding for the above projects	$0.00	Progressing
Share professional arborist services with villages of Flower Hill, Plandome Manor, Plandome and Baxter Estates	$2,700.00	Progressing
Sharing the services of a Valley Stream DPW Sign Shop	$0.00	Progressing
Villages of Great Neck Plaza, Russell Gardens, Kensington to work cooperatively on implementing a shared garbage services program	$24,479.00	Progressing
Villages of Great Neck Plaza and Great Neck Estates working cooperatively on the design and implementation of a salt storage shed to serve the winter deicing needs of both villages	$11,500.00	Progressing
Nassau County to provide road paving services (labor/equip) on town of Oyster Bay roads	$403,862.00	Cancelled
Bayville to take over snow removal of Bayville & Ludham Avenues from Nassau County	$15,000.00	Progressing
Bayville to take over snow removal of West Harbor Drive from town of Oyster Bay	$5,000.00	Progressing
Transfer police services of the Village of Bayville from the Nassau County Police Department to the village of Centre Island Police Department	$500,000.00	Progressing
Old Brookville to purchase road salt/sand mix from town of Oyster Bay	$6,566.00	Completed
Brookville to purchase road salt/sand mix from Town of Oyster Bay	$10,724.00	Completed
Village of Lake Success interested in participating in shared storm cleaning services with Town of North Hempstead	$13,226.00	Progressing
Village of Kensington interested in participating in shared storm cleaning services with Town of North Hempstead	$6,028.00	Progressing
Village of Great Neck Estates interested in participating in shared storm cleaning services with Town of North Hempstead	$1,500.00	Progressing
Village of Great Neck interested in participating in shared storm cleaning services with Town of North Hempstead	$3,723.00	Progressing
County to repave Middle Neck Road within the Village of Flower Hill	$143,200.00	Progressing
Flower Hill and Plandome Manor to share costs associated with the construction of a pedestrian path	$3,100.00	Progressing
Total Projected Savings	$130,708,371.00	

Previous 2017 Plan Projects and Projected Savings For 2019 Plan

Project from 2017 Plan	Projected Savings
Consolidate Wastewater Treatment Services between Long Beach and Nassau County Design	$12,800,000.00
Long Beach to plow county owned roads within the city of Long Beach	$18,952.00
IMA with Nassau County to purchase property from the county and on-going maintenance of the property would be handled by the village of Plandome Manor.	$51,929.00
Cooperative agreement with Nassau County for villages to provide street sweeping services on all county roads within the villages.	$46,463.00
Cooperative agreement with Nassau County and the village of Malverne for the village to provide snow plowing services on all county roads within the village.	$17,083.00
Transfer Long Beach Road from Austin Blvd. to the Long Island Rail Road Plaza from Nassau County to the village of Island Park	$13,324.00
Transfer Warwick Road from Long Beach Road to the Harbor Isle Bridge from Nassau County to the village of Island Park	$13,324.00
Transfer Island Parkway from Long Beach Road to Harbor Isle Bridge from Nassau County to the village of Island Park	$13,324.00
Expansion of current Shared Fuel purchase program the village has with the Town of North Hempstead for DPW Vehicles to the Fire Department fleet	$2,010.00
Village of Roslyn Estates interested in participating in town's Swift Reach 911 Service and potential gas purchasing services	$2,150.00
Village of North Hills sharing of Tree Work, Paving & Repair, Pavement Marking and Sign services with town of North Hempstead	$14,000.00
Sharing of Blueprint Copy/Scanning services among 5 villages	$1,000.00
Increasing proposed personnel sharing with five Villages	$0.00
One Public Works Facility housing equipment in one central location	$0.00
One location for the Villages to drop off E-Waste for collection	$0.00
Combining Road Improvement Projects to cut costs on engineering and construction services Combine Tree Removal Contract	$0.00
Bid out services for grant writing in order to obtain funding for the above projects	$0.00
Sharing the services of a Valley Stream DPW Sign Shop	$0.00
Villages of Great Neck Plaza, Russell Gardens, Kensington to work cooperatively on implementing a shared garbage services program	$24,479.00
Villages of Great Neck Plaza and Great Neck Estates working cooperatively on the design and implementation of a salt storage shed to serve the winter deicing needs of both Villages	$11,500.00
Bayville to take over snow removal of Bayville & Ludham Avenues from Nassau County	$15,000.00

Previous 2017 Plan Projects and Projected Savings For 2019 Plan, continued

Project from 2017 Plan	Projected Savings
Bayville to take over snow removal of West Harbor Drive from town of Oyster Bay	$5,000.00
Village of Lake Success interested in participating in shared storm cleaning services with town of North Hempstead	$13,226.00
Village of Kensington interested in participating in shared storm cleaning services with town of North Hempstead	$6,028.00
Village of Great Neck Estates interested in participating in shared storm cleaning services with town of North Hempstead	$1,500.00
Village of Great Neck interested in participating in shared storm cleaning services with town of North Hempstead	$3,723.00
County to repave Middle Neck Road within the village of Flower Hill	$143,200.00
Flower Hill and Plandome Manor to share costs associated with the construction of a pedestrian path	$3,100.00

Appendix C. Survey

Nassau County Shared Services Survey

Please answer the following questions to help the Shared Services Panel create a robust plan. If you have other supporting material you'd like to share, please send it to the Rockefeller Institute at Alexander.Morse@rock.suny.edu. The greater detail you provide, the better able we will be to develop required cost savings estimates. Please complete the survey no later than July 15, 2019. Thank you.

* Required

1. **Email address** *

PART 1. Basic Information

1. **Name of municipality**

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

3. **Describe shared service efforts you've already completed, including partnerships within the county and with other municipalities inside and outside the county.**

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

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

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

PART 2. Interest in Shared Services Projects

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

Part 2A. Shared Services Options

7. Shared equipment and personnel services

Mark only one oval per row.

	No Interest	Some Interest	High Interest
Share specialty equipment with other municipalities and school districts			
Share county engineering services with towns and villages			
Share construction/DPW crews among municipalities and school districts			
Cooperative county construction project assistance. Assist municipalities and school districts with maintenance and construction projects that they are currently contracting out			
Share animal control services			
Reconfiguration of ambulance and EMS service to find additional efficiencies and savings, without reducing service			
Share employment related policy training with other municipalities and school districts			
Share emergency/safety training with other municipalities and school districts			
Share off-site data storage with other municipalties			

Comments:

8. Shared water services

Mark only one oval per row.

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

Comments:

PART 2B. Purchasing Options

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

Mark only one oval per row.

	No Interest	Some Interest	High Interest
Diesel fuel			
Fuel/gas			
Heating fuel			
Specialty equipment			
Road materials (e.g., sand/salt mixtures)			
Basic office supplies			

Comments:

10. Joint purchasing of technology services

Mark only one oval per row.

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

Comments:

11. Joint purchasing of insurance and specialty services

Mark only one oval per row.

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

Comments:

Part 2C. Mergers and Consolidation Options of Departments/Functions

12. General operations mergers and consolidations of agencies or functions

Mark only one oval per row.

	No Interest	Some Interest	High Interest
Consolidate vehicle maintenance and repair services and facilities within the county			
Consolidate county and some municipal parks & recreation departments			
Consolidate municipal information technology services within Nassau County government			
Form a health insurance panel to research competitive plans as an alternative to the Empire Plan			

Comments:

13. Law enforcement merger and consolidation functions

Mark only one oval per row.

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

Comments:

Part 2D. Restacking Options

14. Restacking and shared space

Mark only one oval per row.

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

Comments:

Part 2E. Energy Options

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

Mark only one oval per row.

	No Interest	Some Interest	High Interest
County coordinated audit by PSE of energy use by all municipalities and school districts and suggested efficiencies			
Countywide LED street and outdoor lighting conversion including a centralized maintenance option			
Community solar programs where municipalities or homeowners to benefit in shared solar panels			

Comments:

Part 2F. Technology Options

16. Improved efficiencies through data analytics and technology

Mark only one oval per row.

	No Interest	Some Interest	High Interest
Create a web-based portal for our municipalities, schools, and special districts to conduct joint purchasing as well as share equipment and personnel.			

Comments:

PART 3. Formation of Working Groups

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

Mark only one oval per row.

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

Comments:

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

19. What in your experience or view are the biggest opportunities in our county for cost savings through collaboration?

Thank you!

This completes the survey. Again, if you would like to attach additional information, we ask that you send it to Alexander.Morse@rock.suny.edu.

Appendix D. 2019 Shared Services Plan Resolution

214
413

RESOLUTION NO. 214-2019

A RESOLUTION to review and consider the Nassau County 2020 Shared Services and Taxpayer Savings Plan as required by Article 12-I of the General Municipal Law and Part BBB of Chapter 59 of the Laws of New York State of 2017

APPROVED AS TO FORM
Deputy County Attorney

Adopted by Nassau County Legislature as
11x/19 A voice vote was taken with 17
Members present,
17 ayes, 0 nays, 0 abstained 0 recused 0
Received for filing on 12/4/19
Office of the Deputy County
Executive for the County Executive

WHEREAS, on April 10, 2017, Governor Cuomo signed into law Chapter 59 of the Laws of 2017, Part BBB which requiring counties to create County-Wide Shared Services Property Tax Savings Panels; and

WHEREAS, a new article 12-I was added to the General Municipal Law by Part EE of Chapter 55 of the Laws of 2018 which enacted General Municipal Law § 239-bb codifying the Shared Services Panel legislation; and

WHEREAS, this Panel was created to motivate local municipalities to find ways to save taxpayer money by having the State match any funds that the local municipalities can demonstrably show they saved by cooperating; and

WHEREAS, the Nassau County Executive is required to take suggestions from the Panel as well as from the public and develop a County-Wide Shared Services Plan; and

WHEREAS, General Municipal Law § 239-bb(6) requires the County Executive to submit a proposed plan to the Nassau County Legislature for their review and consideration; and

WHEREAS, the County Executive has submitted to the Legislature the Nassau County 2020 Shared Services and Taxpayer Savings Plan; and

WHEREAS, the County Legislature has had the opportunity to review and consider the proposed plan; now, therefore, be it

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RESOLVED, that the Nassau County Legislature encourages the Nassau County Executive to continue to develop the Nassau County 2020 Shared Services and Taxpayer Savings Plan with the County-Wide Shared Services Plan Panel.

APPROVED

Helena Williams

for **County Executive**

DATE 12/4/19

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Appendix E. North Hempstead IMA

INTERMUNICIPAL AGREEMENT

THIS AGREEMENT (the "Agreement") dated the ____ day of _____, 20__ by and between the TOWN OF NORTH HEMPSTEAD (the "Town"), a municipality duly organized and validly existing under the laws of the State of New York (the "State"), with offices located at 220 Plandome Road, Manhasset, New York 11030, and the VILLAGE OF _____, the "Village" a municipal corporation duly organized and validly existing under the laws of the State, with offices located at Village Hall, _____ (the Town and the Village are hereinafter referred to, jointly, as the "Parties", and individually, as a "Party").

W I T N E S S E TH:

WHEREAS, pursuant to Article 8, Sections 1 and 2-a of the New York State Constitution, as effectuated by General Municipal Law §119-o municipal corporations and districts of the State are empowered to enter into agreements for the performance among themselves or one for the other of their respective functions, powers and duties on a cooperative or contract basis; and

WHEREAS, by Resolution No. 711-2008, duly adopted at its meeting held on December 11, 2007, the Town Board authorized the Town to enter this Agreement with the Village to provide equipment, labor, or professional services to the Village (the "Services"), or for the purchase of equipment, materials, or supplies ("Personal Property") on a cooperative basis ("Cooperative Purchasing"), all as same may be agreed to between the Parties (the "Services"); and .

WHEREAS, the Parties have determined that it is in their best interests to enter into this Agreement setting forth the terms, provisions, covenants and conditions with respect to the Services and Cooperative Purchasing.

NOW THEREFORE, in consideration of the terms, provisions, covenants and conditions more fully set forth below, the Parties agree as follows:

1. The Services.

Subject to the provisions of this Agreement, the Town shall provide the Services to the Village, and the Parties shall undertake Cooperative Purchasing.

2. Term of Agreement.

(a) The term of this Agreement shall commence on the date hereof and shall expire upon written notice given pursuant to Section 2 (b) hereof.

(b) Each Party has the absolute right to terminate this Agreement at any time by written notice to the other sent no fewer than ten (10) days in advance of the termination date identified in a notice set forth pursuant to Section 7 hereof.

3. Charges for Services.

(a) The Services will be paid by the Village to the Town in accordance with Schedule A, attached hereto and made a part hereof (the "Schedule"). Upon written notice to the Village, the Town may revise the Schedule.

(b) From time to time, in its sole discretion, the Village may request Services from the Town by preparing and submitting to the Town, in writing, a proposal (the "Proposal") consisting of a detailed description of the Services requested, and any timetables required for its completion. The Town shall respond with an itemized cost estimate for the Services calculated in accordance with the Schedule (the "Cost Estimate"). Upon the written approval of the Cost Estimate by the Village, as given to the Director of the Town's Office of Intermunicipal Coordination, the Town shall begin undertaking and completing the Services in accordance with the Proposal. Following completion of the Services in accordance with the Proposal, the Town shall present to the Village, for payment, an itemized bill for same, which shall be based on the approved Cost Estimate and which shall not be affected by any revisions to the Schedule after the approval of the Cost Estimate by the Village, provided however, that the approved Cost Estimate shall be subject to change orders, approved by both parties, based on unforeseeable circumstances.

4. Status of Employees.

The municipal employees whose Services shall be utilized to implement the terms of this Agreement shall for all purposes remain the employees of the Town.

5. Obligation of Town To Insure Employees.

In all cases, the Town shall ensure that each employee is covered by worker's compensation insurance for all activities to be performed pursuant to this Agreement.

6. Policies and Procedures for Cooperative Purchasing.

(a) In its sole discretion, the Town will inform the Village, by fax or electronic mail, of its intention to solicit bids for Personal Property, utilizing the form set forth in 'Schedule 'B', attached hereto and made a part hereof (the "Notice of Cooperative Purchasing Opportunity"). The Village may participate in the Cooperative Purchase of such Personal Property by arranging for a duly authorized officer to execute and deliver a completed Notice of Cooperative Purchasing Opportunity to:

Town of North Hempstead
220 Plandome Road
Manhasset, New York 11030

(b) Execution by a duly authorized officer of the Village of a completed Notice of Cooperative Purchasing Opportunity and delivery of same to the Town in accordance with Section 6 (a) hereof shall constitute execution by the Parties of a cooperative purchasing agreement pursuant to Article 5-G of the General Municipal Law and shall constitute authorization by the Village for the Town to (i) provide in its bid solicitation notice and advertising that it is soliciting such bids on both its own behalf and on behalf of the Village, and the quantities of Personal Property that are being sought by the Village (the "Additional Personal Property"), and (ii) open, record, and award the bid in accordance with the provisions of General Municipal Law §103.

(c) Notwithstanding anything to the contrary in this Section 6, the Village shall be fully responsible for arranging for the delivery of and payment for the Additional Personal Property from an awardee selected by the Town pursuant to Section 6 (b) (ii) hereof (the "Awardee"). The Town shall have no liability to the Village for any acts or omissions of the Awardee arising from the procurement of Personal Property pursuant to this Section 6.

(d) Upon written notice to the Village, the Town may charge a reasonable administrative fee in connection with the Cooperative Purchase of Personal Property.

7. Right to Terminate by Notice.

Notice of termination of this Agreement must be sent by certified mail, return receipt requested, as follows:

if mailed to the Village to:

Village Clerk
Village of _____
Village Hall
[ADDRESS]

with a copy to:

Mayor
Village of _____
Village Hall
[ADDRESS]

Village Attorney
[ADDRESS]

with copies to:

Superintendent of Highways
Town of North Hempstead
285 Denton Avenue
New Hyde Park, New York

and

Town Attorney
Town of North Hempstead
220 Plandome Road Manhasset, New York 11030

8. Right of Refusal of Highway Superintendent.

In connection with the proposed provision of Services utilizing equipment under the control of the Town Highway Department, the Superintendent of Highways reserves the right to refuse to provide such Services if they may damage equipment or require equipment that is unavailable.

9. No Duty of Town to Inspect.

The Village agrees there is no duty on behalf of the Town to inspect the work either before or after the Services are provided, and the Village is entirely responsible for any inspections conducted.

10. Village's Obligation to Indemnify, Hold Harmless, Defend, and Cooperate.

(a) To the fullest extent permitted by law, the Village:

(i) shall be solely responsible .for and shall indemnify and hold harmless the Town, and its officers, employees, agents, and servants (collectively, the "Town Indemnitees''), from and against any and all liabilities, losses, costs, expenses (including, without limitation, attorneys' fees and disbursements), and damages (collectively, "Losses") arising out of or in connection with this Agreement, provided, however, that nothing hereunder shall obligate the Village or the Village's Agents to indemnify or hold harmless the Town Indemnitees from and against any losses arising from the negligence or intentional conduct of the Town Indemnitees.

(ii) shall, upon the Town's demand and at the Town's direction, promptly and diligently defend, at the Village's sole risk and expense, any and all suits, actions, or proceedings which may be brought or instituted against one or more Town Indemnitees and which arise out of or in connection with Section 10 (a)(i), and the Village shall pay and satisfy any judgment, decree, loss, or settlement in. connection therewith, provided, however, that the Village shall have no obligation under this subsection with respect to any suit, action, proceeding, judgment, decree, loss or settlement arising

from or based upon the negligence or intentional conduct of the Town Indemnitees; and

(iii) shall, and shall cause any employee, servant, agent, or independent contractor of the Village, to cooperate with the Town in connection with the investigation, defense, or prosecution of any action, suit, or proceeding arising out of or in connection with Section 10 (a)(i).

(b) The obligations of the Village pursuant to Section 10 (a) hereof shall not be limited by reason of enumeration of any insurance coverage provided under this Agreement.

11. Village Insurance.

The Village agrees to procure and maintain and furnish certificates of insurance evidencing commercial general liability insurance with a State admitted carrier holding an "A" rating from AM Best Company or equivalent covering the liability of the Village under Section 10 hereto and indemnifying, defending, and holding harmless the Town, its agents, employees and representatives from any and all loss and/or damage, pursuant to Section 10 hereof arising out of the performance of this Agreement with a combined single limit (bodily injury/property damage) of Two Million Dollars ($2,000,000). The Town and its agents, employees, and representatives shall be named as additional insureds on said policy, and entitled to thirty (30) days advance written notice of any cancellation or termination thereof.

12. Governing Law; Severability.

This Agreement shall be governed by the laws of the State. The provisions of this Agreement are intended to be severable. If for any reason any provision of this Agreement shall be held invalid or unenforceable in whole or in part, such provision shall be ineffective to the extent of such invalidity or unenforceability without in any manner affecting the validity or enforceability of the remaining provisions hereof.

13. Entire Agreement.

This Agreement represents the full and entire understanding and agreement between the parties hereto with regard to the subject matter hereof and supersedes all prior agreements (whether written or oral) of the parties relating to the subject matter of this Agreement.

IN WITNESS WHEREOF, the Parties have hereto set their hands as of the day and year first above written.

TOWN OF NORTH HEMPSTEAD

By: _____
Supervisor

VILLAGE OF _____

By: _____
Mayor

APPROVED AS TO FORM:

_____ _____
Town Attorney Super. of Highways

_____ _____
Comptroller Commissioner
Department of Public Works

_____
Director
Office of Intermuncipal Coordination

Dated: , 20

SCHEDULE 'A'

FEES FOR INTERMUNICIPAL AGREEMENTS

I. TOWN-OWNED EQUIPMENT USED

ID#	Equipment Type	$/Hour Rate	With Sanding	With Plowing
T001	10 Wheel Dump	$47.91	$10.78	$4.01
T005	6 Wheel Dump - Heavy	$26.45	$10.28	$4.01
T008	Pick-Up	$8.03		
T009	6 Wheel Catch Basin Cleaner	$38.70		
T010	Aerial Tree Trim Truck	$53.10		
T015	Van	$6.94		
CM01	Cement Mixer	$1.06		
E004	Chain Saw	$3.20		
E007	Paver	$46.96		
E063	Portable Asphault Heating Unit	$4.50		

*Not complete list. Examples to display format of Schedule A.

II. LABOR

Type	Overtime Rate Per Hour
Supervisor	$30.57
Equipment Operator	$26.92
Laborer	$21.78

Prices shown are average OT salary rates, labor fees will be based on OT rate for specific employees.

III. WASTE DISPOSAL

Dumping Fees	Rate Per Ton
C&D Materal	$17.71
Yard Waste	$612.09
Street Sweeping	$68.37
Commercial Waste	$242.87

IV. MATERIAS AND EQUIPMENT PURCHASED

The District will pay for any materials used or equipment purchased at current Town bid prices and current vendors

Vendors may bill the District directly.

SCHEDULE 'B'
NOTICE OF COOPERATIVE PURCHASING OPPORTUNITY

[Date]

[Name and Address of Duly
Authorized Officer of Village]

Re: Notice of Cooperative Purchasing Opportunity

Dear _____:

The Department of Finance of the Town of North Hempstead (the "Town") intends to seek Town Board Authorization to solicit bids for_____

_____

_____ (the "Personal Property") in accordance with the attached procurement documents (the "Bid").

If you wish to participate in this procurement, kindly provide the quantity of the Personal Property you wish to purchase, sign in the space provided below, date your signature in the space provided below, and return this executed letter agreement on or before _____ , 20 ___.

The terms, provisions, covenants and conditions of that certain intermunicipal agreement, dated _____, 20___ , by and between the Town and [Village] are hereby incorporated in this Notice of Cooperative Purchasing Opportunity.

Thank you for your time and consideration.

Sincerely,
TOWN OF NORTH HEMPSTEAD

By:
[Name]
[Title]

Attachment: Draft Bid Document for_____

We wish to participate in the Bid, pursuant to which we wish to purchase the following Personal Property: _____

_____

[Village]

By: _____ Date: _____ , 20 _____
[Name, Title]

Appendix F. Interested Responses by Municipality

7. Shared Equipment and Personnel Services

	Share Specialty Equipment	Share County Engineering Services	Share Construction/ DPW Crews
Municipality			
High Interest	Village of Bayville	Village of Farmingdale	Village of Baxter Estates
	Village of Centre Island	Village of Great Neck Plaza	Village of Great Neck Plaza
	Village of Farmingdale	Village of Lynbrook	Village of Hewlett Harbor
	Village of Floral Park	Village of New Hyde Park	Village of Lynbrook
	Village of Great Neck Plaza	Village of Plandome Manor	Village of Valley Stream
	Village of Hewlett Harbor	Village of Valley Stream	
	Village of Lawrence	Village of Westbury	
	Village of Lynbrook	City of Glen Cove	
	Village of New Hyde Park		
	Village of Rockville Centre		
	Village of Sea Cliff		
	Village of Valley Stream		
	Village of Westbury		
	Town of North Hempstead		
Some Interest	Village of Bellerose	Village of Bellerose	Village of Bellerose
	Village of Flower Hill	Village of Centre Island	Village of Farmingdale
	Village of Hempstead	Village of Floral Park	Village of Hempstead
	Village of Manorhaven	Village of Flower Hill	Village of New Hyde Park
	Village of North Hills	Village of Hempstead	Village of Old Westbury
	City of Glen Cove	Village of Hewlett Harbor	Village of Rockville Centre
	Town of Hempstead	Village of Lawrence	Village of Westbury
`	Town of Oyster Bay	Village of Manorhaven	City of Glen Cove
		Village of Old Westbury	Town of Hempstead
		Village of Sea Cliff	Town of North Hempstead
		Village of Thomaston	Town of Oyster Bay
		Town of Hempstead	
		Town of North Hempstead	
		Town of Oyster Bay	
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Jericho School District	Nassau BOCES	Nassau BOCES
Some Interest	Island Trees School District	Island Trees School District	East Williston UFSD
	Levittown School District	Levittown School District	Island Trees School District
	Malverne UFSD	Malverne UFSD	Jericho School District
	North Merrick UFSD	West Hempstead UFSD	Levittown School District
	West Hempstead UFSD		Malverne UFSD
			North Merrick UFSD
			West Hempstead UFSD
Other			
High Interest	Peninsula Public Library	Island Park Public Library	Island Park Public Library
		Merrick Public Library	Peninsula Public Library
		Peninsula Public Library	
Some Interest	Island Park Public Library	Manhasset Bay Protection Committee	Merrick Public Library
	Merrick Public Library	Nassau County Municipal Police Chiefs Association	
	Nassau County Department of Consumer Affairs		
	Nassau County Municipal Police Chiefs Association		

7. Shared Equipment and Personnel Services, continued

	Cooperative County Construction Project Assistance	Share Animal Control Services	Reconfiguration of Ambulance and EMS Service
Municipality			
High Interest	Village of Baxter Estates	Village of Centre Island	Village of Baxter Estates
	Village of Great Neck Plaza	Village of Hempstead	Village of Farmingdale
	Village of Lynbrook	Village of Lawrence	Village of Hewlett Harbor
	Village of Manorhaven	Village of Lynbrook	Village of Lynbrook
	Village of Valley Stream	Village of Manorhaven	Village of Rockville Centre
	City of Glen Cove	Village of Rockville Centre	Village of Valley Stream
		City of Glen Cove	
		Town of North Hempstead	
Some Interest	Village of Bellerose	Village of Flower Hill	Village of Bellerose
	Village of Farmingdale	Village of New Hyde Park	Village of Centre Island
	Village of Hempstead	Village of Westbury	Village of Floral Park
	Village of Hewlett Harbor	Town of Oyster Bay	Village of Flower Hill
	Village of New Hyde Park		Village of Lawrence
	Village of Old Westbury		Village of Manorhaven
	Village of Westbury		Village of Old Westbury
`	Town of Hempstead		Village of South Floral Park
	Town of North Hempstead		Village of Thomaston
	Town of Oyster Bay		Village of Westbury
			City of Glen Cove
			Town of Hempstead
School District			
High Interest	Hewlett-Woodmere Public Schools	Island Trees School District	Hewlett-Woodmere Public Schools
	Island Trees School District	Levittown School District	
	Nassau BOCES		
Some Interest	West Hempstead UFSD		
	East Williston UFSD	Hewlett-Woodmere Public Schools	North Merrick UFSD
	Jericho School District		
	Levittown School District		
	Malverne UFSD		
	North Merrick UFSD		
Other			
High Interest	Island Park Public Library		
	Peninsula Public Library		
Some Interest	Merrick Public Library	Nassau County Municipal Police Chiefs Association	Peninsula Public Library

7. Shared Equipment and Personnel Services, continued

	Share Employment Related Policy Training	Share Emergency/ Safety Training	Share Off-Site Data Storage
Municipality			
High Interest	Village of Centre Island	Village of Farmingdale	Village of Floral Park
	Village of Baxter Estates	Village of Hewlett Harbor	Village of Lynbrook
	Village of Farmingdale	Village of Lawrence	Village of Valley Stream
	Village of Lawrence	Village of Lynbrook	Town of North Hempstead
	Village of Lynbrook	Village of New Hyde Park	
	Village of Plandome Manor	Village of Old Westbury	
	Village of Rockville Centre	Village of Plandome Manor	
	Village of Valley Stream	Village of Rockville Centre	
	City of Glen Cove	Village of Valley Stream	
	Town of Hempstead	City of Glen Cove	
	Town of North Hempstead	Town of Hempstead	
		Town of North Hempstead	
		Town of Oyster Bay	
Some Interest	Village of Floral Park	Village of Bellerose	Village of Centre Island
	Village of Great Neck Plaza	Village of Centre Island	Village of Farmingdale
	Village of Hempstead	Village of Floral Park	Village of Flower Hill
	Village of Hewlett Harbor	Village of Flower Hill	Village of Great Neck Plaza
	Village of New Hyde Park	Village of Great Neck Plaza	Village of Hempstead
	Village of Old Westbury	Village of Hempstead	Village of Hewlett Harbor
	Village of Sea Cliff	Village of Sea Cliff	Village of New Hyde Park
`	Village of Westbury	Village of Westbury	Village of Plandome Manor
	Town of Oyster Bay		Village of Sea Cliff
			Village of Thomaston
			Village of Westbury
			City of Glen Cove
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Island Trees School District	Island Trees School District	Nassau BOCES
	Levittown School District	Jericho School District	
Some Interest	Malverne UFSD	Levittown School District	Island Trees School District
	North Merrick UFSD	Malverne UFSD	Levittown School District
	East Williston UFSD	Nassau BOCES	Malverne UFSD
	Jericho School District	North Merrick UFSD	North Merrick UFSD
	Nassau BOCES	West Hempstead UFSD	West Hempstead UFSD
	West Hempstead UFSD	East Williston UFSD	
Other			
High Interest	Island Park Public Library	Island Park Public Library	Nassau County Department of Consumer Affairs
	Peninsula Public Library	Nassau County Municipal Police Chiefs Associaton	
		Peninsula Public Library	
Some Interest	Nassau County Department of Consumer Affairs	Merrick Public Library	Island Park Public Library
	Merrick Public Library		Merrick Public Library
	Nassau County Municipal Police Chiefs Associaton		Manhasset Bay Protection Committee
			Peninsula Public Library

8. Shared Water Services

	Share Use of Sewer Treatment Facilities	Share Use of Sewer Treatment Personnel	Other Shared Water, Recycling, and Waste Services
Municipality			
High Interest	Village of Rockville Centre		Village of Flower Hill
Some Interest	Village of Floral Park	Village of Floral Park	Village of Centre Island
	Village of Hempstead	Village of Manorhaven	Village of Floral Park
	Village of Manorhaven	Village of Rockville Centre	Village of Hempstead
	City of Glen Cove	City of Glen Cove	Village of Manorhaven
	Town of Hempstead	Town of Hempstead	Village of Sea Cliff
			City of Glen Cove
			Town of Hempstead
			Town of Oyster Bay
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
Some Interest	Nassau BOCES	Nassau BOCES	Malverne UFSD
			Nassau BOCES
			North Merrick UFSD
			West Hempstead UFSD
Other			
High Interest	No high interest	No high interest	No high interest
Some Interest	Merrick Public Library		Merrick Public Library

9. Joint Purchasing Fuel and Other Material

	Diesel Fuel	Fuel/Gas	Heating Fuel
Municipality			
High Interest	Village of Bayville	Village of Bayville	Village of Bayville
	Village of Bellerose	Village of Bellerose	Village of Floral Park
	Village of Floral Park	Village of Floral Park	Village of Flower Hill
	Village of Flower Hill	Village of Flower Hill	Village of New Hyde Park
	Village of New Hyde Park	Village of Manorhaven	Village of Rockville Centre
	Village of Old Westbury	Village of New Hyde Park	Village of Valley Stream
	Village of Rockville Centre	Village of Old Westbury	Town of Hempstead
	Village of Valley Stream	Village of Rockville Centre	Town of North Hempstead
	Village of Westbury	Village of Valley Stream	Town of Oyster Bay
	Town of Hempstead	Village of Westbury	
	Town of North Hempstead	Town of Hempstead	
	Town of Oyster Bay	Town of North Hempstead	
		Town of Oyster Bay	
Some Interest	Village of Farmingdale	Village of Farmingdale	Village of Farmingdale
	Village of Hempstead	Village of Hempstead	Village of Hempstead
	Village of Hewlett Harbor	Village of Hewlett Harbor	Village of Hewlett Harbor
	Village of Lawrence	Village of Lawrence	Village of South Floral Park
	Village of Manorhaven	Village of Thomaston	Village of Westbury
	City of Glen Cove	City of Glen Cove	City of Glen Cove
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Levittown School District	Levittown School District	Nassau BOCES
	Nassau BOCES	Nassau BOCES	North Merrick UFSD
	North Merrick UFSD	North Merrick UFSD	West Hempstead UFSD
Some Interest	East Williston UFSD	East Williston UFSD	East Williston UFSD
	West Hempstead UFSD	West Hempstead UFSD	Levittown School District
			Malverne UFSD
Other			
High Interest		Merrick Public Library	Island Park Public Library
		Nassau County Department of Consumer Affairs	Merrick Public Library
Some Interest	Nassau County Department of Consumer Affairs	Nassau County Municipal Police Chiefs Association	Peninsula Public Library
	Nassau County Municipal Police Chiefs Association	Peninsula Public Library	

9. Joint Purchasing Fuel and Other Material, continued

	Specialty Equipment	Road Materials (e.g., sand/salt mixtures)	Basic Office Supplies
Municipality			
High Interest	Village of Bayville	Village of Bayville	Village of Baxter Estates
	Village of Farmingdale	Village of Centre Island	Village of Farmingdale
	Village of Floral Park	Village of Baxter Estates	Village of Floral Park
	Village of Flower Hill	Village of Farmingdale	Village of Flower Hill
	Village of Great Neck Plaza	Village of Floral Park	Village of New Hyde Park
	Village of Hempstead	Village of Flower Hill	Village of Plandome Manor
	Village of Lawrence	Village of Great Neck Plaza	Village of Rockville Centre
	Village of New Hyde Park	Village of New Hyde Park	Village of South Floral Park
	Village of Rockville Centre	Village of Old Westbury	Village of Valley Stream
	Town of Hempstead	Village of Plandome Manor	Town of Hempstead
	Town of North Hempstead	Village of Rockville Centre	Town of North Hempstead
		Village of Valley Stream	Town of Oyster Bay
		Town of Hempstead	
		Town of North Hempstead	
		Town of Oyster Bay	
Some Interest	Village of Bellerose	Village of Bellerose	Village of Centre Island
	Village of Centre Island	Village of Hempstead	Village of Hempstead
	Village of Hewlett Harbor	Village of Hewlett Harbor	Village of Lawrence
	Village of Manorhaven	Village of Lawrence	Village of North Hills
	Village of Old Westbury	Village of Sea Cliff	Village of Old Westbury
	Village of Sea Cliff	Village of South Floral Park	Village of Sea Cliff
	Village of South Floral Park	Village of Thomaston	Village of Thomaston
	Village of Thomaston	Village of Westbury	Village of Westbury
	Village of Westbury	City of Glen Cove	City of Glen Cove
	City of Glen Cove		
	Town of Oyster Bay		
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Jericho School District	Jericho School District	Jericho School District
	Nassau BOCES	Nassau BOCES	Nassau BOCES
	North Merrick UFSD	North Merrick UFSD	North Merrick UFSD
Some Interest	East Williston UFSD	East Williston UFSD	East Williston UFSD
	Island Trees School District	Levittown School District	Island Trees School District
	Levittown School District	Malverne UFSD	Levittown School District
	West Hempstead UFSD	West Hempstead UFSD	West Hempstead UFSD
Other			
High Interest	Merrick Public Library	Peninsula Public Library	Island Park Public Library
	Peninsula Public Library		Merrick Public Library
			Nassau County Department of Consumer Affairs
			Peninsula Public Library
Some Interest	Island Park Public Library	Merrick Public Library	Manhasset Bay Protection Committee
	Nassau County Department of Consumer Affairs		Nassau County Municipal Police Chiefs Association
	Nassau County Municipal Police Chiefs Association		

10. Joint Purchasing of Technology Services

	Cell Phone Services	Internet Technology Services	Computers	GIS
Municipality				
High Interest	Village of Centre Island	Village of Centre Island	Village of Centre Island	Village of Centre Island
	Village of Baxter Estates	Village of Baxter Estates	Village of Baxter Estates	Village of Baxter Estates
	Village of Farmingdale	Village of Farmingdale	Village of Farmingdale	Village of Farmingdale
	Village of Flower Hill	Village of Floral Park	Village of Floral Park	Village of Floral Park
	Village of Rockville Centre	Village of Flower Hill	Village of Flower Hill	Village of Flower Hill
	Village of South Floral Park	Village of South Floral Park	Village of Hewlett Harbor	Village of Hempstead
	Village of Valley Stream	Village of Valley Stream	Village of Sea Cliff	Village of Lawrence
	Town of Hempstead	Town of Hempstead	Village of South Floral Park	Village of Manorhaven
	Town of North Hempstead	Town of North Hempstead	Village of Valley Stream	Village of Old Westbury
	Town of Oyster Bay	Town of Oyster Bay	Town of Hempstead	Village of Plandome Manor
			Town of North Hempstead	Village of Sea Cliff
			Town of Oyster Bay	Village of Valley Stream
				Village of Westbury
				Town of Hempstead
				Town of North Hempstead
				Town of Oyster Bay
Some Interest	Village of Floral Park	Village of Great Neck Plaza	Village of Bellerose	Village of Great Neck Plaza
	Village of Great Neck Plaza	Village of Hempstead	Village of Great Neck Plaza	Village of Hewlett Harbor
	Village of Hempstead	Village of Hewlett Harbor	Village of Hempstead	Village of New Hyde Park
	Village of Hewlett Harbor	Village of New Hyde Park	Village of Lawrence	Village of Rockville Centre
	Village of Lawrence	Village of Plandome Manor	Village of New Hyde Park	Village of South Floral Park
	Village of New Hyde Park	Village of Thomaston	Village of North Hills	City of Glen Cove
	Village of Thomaston	Village of Westbury	Village of Plandome Manor	
	City of Glen Cove	City of Glen Cove	Village of Rockville Centre	
			Village of Thomaston	
			Village of Westbury	
			City of Glen Cove	
School District				
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Nassau BOCES	Nassau BOCES	Nassau BOCES	
			West Hempstead UFSD	
Some Interest	East Williston UFSD	Island Trees School District	East Williston UFSD	Nassau BOCES
	Jericho School District	Jericho School District	Island Trees School District	North Merrick UFSD
	North Merrick UFSD	North Merrick UFSD	Jericho School District	West Hempstead UFSD
	West Hempstead UFSD	West Hempstead UFSD	North Merrick UFSD	
Other				
High Interest	Merrick Public Library	Nassau County Dept. of Consumer Affairs	Island Park Public Library	Manhasset Bay Protection Committee
	Nassau County Department of Consumer Affairs	Peninsula Public Library	Nassau County Department of Consumer Affairs	Peninsula Public Library
			Peninsula Public Library	
Some Interest	Nassau County Municipal Police Chiefs Association	Island Park Public Library	Manhasset Bay Protection Committee	Nassau County Department of Consumer Affairs
		Nassau County Municipal Police Chiefs Association	Merrick Public Library	Nassau County Municipal Police Chiefs Association
			Nassau County Municipal Police Chiefs Association	

11. Joint Purchasing of Insurance and Specialty Services

	Engineering Services	Workers' Compensation Insurance	Legal Services
Municipality			
High Interest	Village of Hempstead	Village of Farmingdale	Village of Lynbrook
	Village of Lynbrook	Village of Hewlett Harbor	Village of South Floral Park
	Village of Plandome Manor	Village of Lynbrook	Village of Valley Stream
	Village of South Floral Park	Village of Plandome Manor	City of Glen Cove
	Village of Valley Stream	Village of Rockville Centre	
	City of Glen Cove	Village of South Floral Park	
		Village of Valley Stream	
		City of Glen Cove	
Some Interest	Village of Centre Island	Village of Bellerose	Village of Centre Island
	Village of Farmingdale	Village of Centre Island	Village of Farmingdale
	Village of Flower Hill	Village of Flower Hill	Village of Flower Hill
	Village of Hewlett Harbor	Village of Hempstead	Village of Hewlett Harbor
	Village of New Hyde Park	Village of New Hyde Park	Town of Hempstead
	Village of Old Westbury	Village of Sea Cliff	Town of North Hempstead
	Village of Rockville Centre	Village of Thomaston	Town of Oyster Bay
	Village of Thomaston	Town of Hempstead	
	Village of Westbury	Town of North Hempstead	
	Town of Hempstead		
	Town of North Hempstead		
	Town of Oyster Bay		
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Nassau BOCES	Levittown School District	
Some Interest	Levittown School District	East Williston UFSD	East Williston UFSD
	West Hempstead UFSD	Island Trees School District	Levittown School District
		Nassau BOCES	Nassau BOCES
		West Hempstead UFSD	
Other			
High Interest	Island Park Public Library	Island Park Public Library	Peninsula Public Library
	Manhasset Bay Protection Committee	Merrick Public Library	
	Merrick Public Library	Peninsula Public Library	
	Peninsula Public Library		
Some Interest			Merrick Public Library

11. Joint Purchasing of Insurance and Specialty Services, continued

	Carpentry Services	Electrician Services	HVAC Services
Municipality			
High Interest	Village of Hewlett Harbor	Village of Bellerose	Village of Lynbrook
	Village of Lynbrook	Village of Hewlett Harbor	Village of Sea Cliff
	Village of South Floral Park	Village of Lynbrook	Village of South Floral Park
	Village of Valley Stream	Village of Sea Cliff	Village of Valley Stream
		Village of South Floral Park	Town of North Hempstead
		Village of Valley Stream	
Some Interest	Village of Centre Island	Village of Centre Island	Village of Centre Island
	Village of Farmingdale	Village of Farmingdale	Village of Farmingdale
	Village of Flower Hill	Village of Flower Hill	Village of Flower Hill
	Village of Hempstead	Village of Hempstead	Village of Hempstead
	Village of Lawrence	Village of Lawrence	Village of Hewlett Harbor
	Village of Manorhaven	Village of Manorhaven	Village of Lawrence
	Village of New Hyde Park	Village of New Hyde Park	Village of New Hyde Park
	Village of Rockville Centre	Village of Rockville Centre	Village of Rockville Centre
	Village of Sea Cliff	Village of Thomaston	Village of Westbury
	Village of Westbury	Village of Westbury	City of Glen Cove
	City of Glen Cove	City of Glen Cove	Town of Hempstead
	Town of Hempstead	Town of Hempstead	Town of Oyster Bay
	Town of North Hempstead	Town of North Hempstead	
	Town of Oyster Bay	Town of Oyster Bay	
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Nassau BOCES	Nassau BOCES	Nassau BOCES
	North Merrick UFSD	North Merrick UFSD	North Merrick UFSD
Some Interest	East Williston UFSD	East Williston UFSD	East Williston UFSD
	Island Trees School District	Island Trees School District	Island Trees School District
	Jericho School District	Jericho School District	Jericho School District
	Levittown School District	Levittown School District	Levittown School District
	West Hempstead UFSD	Malverne UFSD	Malverne UFSD
		West Hempstead UFSD	West Hempstead UFSD
Other			
High Interest	Island Park Public Library	Island Park Public Library	Island Park Public Library
	Merrick Public Library	Merrick Public Library	Merrick Public Library
	Peninsula Public Library	Peninsula Public Library	Peninsula Public Library
Some Interest	Nassau County Municipal Police Chiefs Association		

11. Joint Purchasing of Insurance and Specialty Services, continued

	Property and Casualty Insurance	Health Insurance	Dental Insurance	Optical Insurance
Municipality				
High Interest	Village of Centre Island	Village of Bellerose	Village of Bellerose	Village of Bellerose
	Village of Lynbrook	Village of Hewlett Harbor	Village of Hewlett Harbor	Village of Hewlett Harbor
	Village of Rockville Centre	Village of Lynbrook	Village of Lynbrook	Village of Lynbrook
	Village of South Floral Park	Village of Rockville Centre	Village of South Floral Park	Village of South Floral Park
	Village of Valley Stream	Village of South Floral Park	Village of Valley Stream	Village of Valley Stream
	City of Glen Cove	Village of Valley Stream		
Some Interest	Village of Bellerose	Village of Centre Island	Village of Centre Island	Village of Centre Island
	Village of Farmingdale	Village of Farmingdale	Village of Farmingdale	Village of Farmingdale
	Village of Flower Hill	Village of Flower Hill	Village of Flower Hill	Village of Flower Hill
	Village of Hempstead	Village of Hempstead	Village of Hempstead	Village of Hempstead
	Village of Hewlett Harbor	Village of New Hyde Park	Village of New Hyde Park	Village of New Hyde Park
	Village of New Hyde Park	Village of Old Westbury	Village of Old Westbury	Village of Plandome Manor
	Village of Old Westbury	Village of Plandome Manor	Village of Plandome Manor	Village of Rockville Centre
	Village of Plandome Manor	Village of Thomaston	Village of Rockville Centre	Village of Westbury
	Village of Sea Cliff	Village of Westbury	Village of Westbury	City of Glen Cove
	Village of Thomaston	City of Glen Cove	City of Glen Cove	Town of Hempstead
	Village of Westbury	Town of Hempstead	Town of Hempstead	Town of North Hempstead
	Town of Hempstead	Town of North Hempstead	Town of North Hempstead	Town of Oyster Bay
	Town of North Hempstead		Town of Oyster Bay	
	Town of Oyster Bay			
School District				
High Interest	Hewlett-Woodmere Public Schools	East Williston UFSD	East Williston UFSD	East Williston UFSD
		Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
			West Hempstead UFSD	West Hempstead UFSD
Some Interest	East Williston UFSD	Levittown School District	Island Trees School District	Island Trees School District
	Island Trees School District	Nassau BOCES	Jericho School District	Jericho School District
	Levittown School District	North Merrick UFSD	Levittown School District	Levittown School District
	Nassau BOCES	West Hempstead UFSD	Nassau BOCES	North Merrick UFSD
	North Merrick UFSD		North Merrick UFSD	
	West Hempstead UFSD			
Other				
High Interest	Island Park Public Library	Peninsula Public Library	Island Park Public Library	Island Park Public Library
			Merrick Public Library	Merrick Public Library
			Peninsula Public Library	Peninsula Public Library
Some Interest	Merrick Public Library			

12. General Operations Mergers and Consolidations of Agencies or Functions

	Consolidate Vehicle Maintenance and Repair Services and Facilities	Consolidate County and Some Municipal Parks and Recreation Departments	Consolidate Municipal Information Technology Services within Nassau County Government	Form a Health Insurance Panel to Research Competitive Plans as an Alternative to the Empire Plan
Municipality				
High Interest	Village of Farmingdale	Village of South Floral Park	Village of Baxter Estates	Village of Hewlett Harbor
	Village of Hewlett Harbor	Village of Valley Stream	Village of South Floral Park	Village of Rockville Centre
	Village of Rockville Centre	City of Glen Cove	Village of Valley Stream	Village of Valley Stream
	Village of South Floral Park			Village of Westbury
	Village of Valley Stream			City of Glen Cove
				Town of Hempstead
				Town of Oyster Bay
Some Interest	Village of Bellerose	Village of Farmingdale	Village of Bellerose	Village of Bellerose
	Village of Centre Island	Village of Hewlett Harbor	Village of Farmingdale	Village of Centre Island
	Village of Floral Park	Village of Sea Cliff	Village of Floral Park	Village of Hempstead
	Village of Flower Hill	Town of Oyster Bay	Village of Flower Hill	Village of Lawrence
	Village of Lawrence		Village of Hempstead	Village of New Hyde Park
	City of Glen Cove		Village of Hewlett Harbor	Village of Plandome Manor
	Town of Hempstead		Village of Lawrence	Village of Sea Cliff
	Town of Oyster Bay		Village of New Hyde Park	Village of South Floral Park
			Village of Old Westbury	
			Village of Plandome Manor	
			Village of Sea Cliff	
			Village of Westbury	
			City of Glen Cove	
			Town of Hempstead	
			Town of Oyster Bay	
School District				
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	East Williston UFSD
	Levittown School District			Hewlett-Woodmere Public Schools
	Nassau BOCES			
Some Interest	East Williston UFSD	Levittown School District	Island Trees School District	Malverne UFSD
	North Merrick UFSD	North Merrick UFSD	Levittown School District	Nassau BOCES
	West Hempstead UFSD		Nassau BOCES	North Merrick UFSD
			North Merrick UFSD	West Hempstead UFSD
Other				
High Interest	Nassau County Department of Consumer Affairs			
Some Interest	Merrick Public Library	Merrick Public Library	Nassau County Department of Consumer Affairs	Island Park Public Library
	Peninsula Public Library	Peninsula Public Library	Peninsula Public Library	Merrick Public Library
				Peninsula Public Library

13. Law Enforcement Merger and Consolidation Functions

	Consolidate Police/Emergency Dispatch Operations	Consolidate Other Police Services (e.g., forensic or laboratory services)	Consolidate Town and Village Courts
Municipality			
High Interest		Village of Floral Park	Village of Centre Island
Some Interest	Village of Centre Island	Village of Centre Island	Village of South Floral Park
	Village of Floral Park	Village of Hempstead	Town of Hempstead
	Village of Hewlett Harbor	Village of Hewlett Harbor	
	Village of Manorhaven	Village of Manorhaven	
	Village of New Hyde Park	Village of Rockville Centre	
	Village of Rockville Centre	City of Glen Cove	
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Nassau BOCES		
	North Merrick UFSD		
Some Interest		Nassau BOCES	Island Trees School District
Other			
High Interest	No High Interest	No High Interest	No High Interest
Some Interest	Merrick Public Library		Merrick Public Library
			Nassau County Department of Consumer Affairs
			Peninsula Public Library

14. Restacking Options

	Joint Office Space	Joint Space for Storing Equipment	Joint Storage Space for Records
Municipality			
High Interest		Village of South Floral Park	Village of Flower Hill
		Town of Oyster Bay	Village of South Floral Park
			Town of Hempstead
			Town of Oyster Bay
Some Interest	Village of Flower Hill	Village of Farmingdale	Village of Centre Island
	Village of Hewlett Harbor	Village of Floral Park	Village of Farmingdale
	Village of South Floral Park	Village of Flower Hill	Village of Floral Park
	City of Glen Cove	Village of Hewlett Harbor	Village of Great Neck Plaza
	Town of Hempstead	Village of New Hyde Park	Village of Hempstead
	Town of Oyster Bay	Village of Rockville Centre	Village of Hewlett Harbor
		Village of Westbury	Village of Plandome Manor
		City of Glen Cove	Village of Rockville Centre
		Town of Hempstead	Village of Thomaston
		Town of North Hempstead	Village of Westbury
			City of Glen Cove
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
Some Interest	Nassau BOCES	Nassau BOCES	East Williston UFSD
			Island Trees School District
			Jericho School District
			Nassau BOCES
			West Hempstead UFSD
Other			
High Interest	Nassau County Department of Consumer Affairs	Nassau County Department of Consumer Affairs	Nassau County Department of Consumer Affairs
Some Interest	Peninsula Public Library		Island Park Public Library
			Merrick Public Library

15. Energy Efficiency

	County Coordinated Audit by PSE of Energy Use	Countywide LED Street and Outdoor Lighting Conversion	Community Solar Programs
Municipality			
High Interest	Village of Bayville	Village of Bayville	Village of Bayville
	Village of Baxter Estates	Village of Baxter Estates	Village of Centre Island
	Village of Lynbrook	Village of Great Neck Plaza	Village of Baxter Estates
	Village of Rockville Centre	Village of Sea Cliff	Village of Lynbrook
	Village of Sea Cliff	City of Glen Cove	Village of Sea Cliff
	Village of South Floral Park	Town of Hempstead	Village of South Floral Park
	Village of Valley Stream		Village of Valley Stream
	City of Glen Cove		City of Glen Cove
	Town of Hempstead		Town of Hempstead
	Town of Oyster Bay		
Some Interest	Village of Bellerose	Village of Bellerose	Village of Bellerose
	Village of Centre Island	Village of Floral Park	Village of Farmingdale
	Village of Farmingdale	Village of Flower Hill	Village of Floral Park
	Village of Floral Park	Village of Hempstead	Village of Flower Hill
	Village of Flower Hill	Village of Hewlett Harbor	Village of Great Neck Plaza
	Village of Great Neck Plaza	Village of Lawrence	Village of Hewlett Harbor
	Village of Hempstead	Village of New Hyde Park	Village of Thomaston
	Village of Hewlett Harbor	Village of North Hills	Village of Westbury
	Village of New Hyde Park	Village of Plandome Manor	Town of North Hempstead
	Town of North Hempstead	Town of North Hempstead	Town of Oyster Bay
		Town of Oyster Bay	
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
	Island Trees School District	Nassau BOCES	Island Trees School District
	Jericho School District		Nassau BOCES
	Nassau BOCES		West Hempstead UFSD
	West Hempstead UFSD		
Some Interest	East Williston UFSD	East Williston UFSD	East Williston UFSD
	Levittown School District	Island Trees School District	Jericho School District
	North Merrick UFSD	Jericho School District	Levittown School District
		Levittown School District	Malverne UFSD
		North Merrick UFSD	
		West Hempstead UFSD	North Merrick UFSD
Other			
High Interest	Island Park Public Library	Merrick Public Library	Island Park Public Library
	Merrick Public Library		Merrick Public Library
Some Interest	Peninsula Public Library	Peninsula Public Library	Peninsula Public Library

16. Improved Efficiencies

	Create a Web-Based Portal
Municipality	
High Interest	Village of Baxter Estates
	Village of Floral Park
	Village of Hewlett Harbor
	Village of Lawrence
	Village of New Hyde Park
	Village of Old Westbury
	Village of Sea Cliff
	Village of Valley Stream
	Town of North Hempstead
Some Interest	Village of Bayville
	Village of Bellerose
	Village of Centre Island
	Village of Farmingdale
	Village of Flower Hill
	Village of Great Neck Plaza
	Village of Hempstead
	Village of Lynbrook
	Village of North Hills
	Village of Rockville Centre
	Village of South Floral Park
	Village of Thomaston
	Village of Westbury
	City of Glen Cove
	Town of Hempstead
	Town of Oyster Bay
School District	
High Interest	East Williston UFSD
	Hewlett-Woodmere Public Schools
	Island Trees School District
	Jericho School District
	Malverne UFSD
	Nassau BOCES
	North Merrick UFSD
	West Hempstead UFSD
Some Interest	Levittown School District
Other	
High Interest	Island Park Public Library
	Merrick Public Library
	Nassau County Department of Consumer Affairs
Some Interest	Manhasset Bay Protection Committee
	Nassau County Municipal Police Chiefs Association
	Peninsula Public Library

17. Formation of Working Groups

	IT / GIS / Shared Financial Management Software	Purchasing / Procurement of Goods and Services	Sewers / Recycling / Waste Management / Water
Municipality			
High Interest	Village of Baxter Estates	Village of Baxter Estates	Village of Hempstead
	Village of Floral Park	Village of Floral Park	Village of Rockville Centre
	Village of Hewlett Harbor	Village of Lawrence	Village of Valley Stream
	Village of Lawrence	Village of Rockville Centre	City of Glen Cove
	Village of Old Westbury	Village of South Floral Park	
	Village of Rockville Centre	Village of Valley Stream	
	Village of Valley Stream	Town of Hempstead	
	Town of Hempstead		
Some Interest	Village of Farmingdale	Village of Bayville	Village of Old Westbury
	Village of Hempstead	Village of Bellerose	Village of Sea Cliff
	Village of Sea Cliff	Village of Centre Island	Village of Westbury
	Village of Westbury	Village of Farmingdale	Town of Oyster Bay
	City of Glen Cove	Village of Hewlett Harbor	
	Town of North Hempstead	Village of New Hyde Park	
	Town of Oyster Bay	Village of North Hills	
		Village of Old Westbury	
		Village of Sea Cliff	
		Village of Thomaston	
		Village of Westbury	
		City of Glen Cove	
		Town of North Hempstead	
		Town of Oyster Bay	
School District			
High Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	
		Jericho School District	
		Nassau BOCES	
Some Interest	Levittown School District	Levittown School District	Hewlett-Woodmere Public Schools
	Malverne UFSD	Malverne UFSD	Nassau BOCES
	Nassau BOCES	West Hempstead UFSD	
Other			
High Interest	Peninsula Public Library	Merrick Public Library	Peninsula Public Library
		Peninsula Public Library	
Some Interest	Nassau County Department of Consumer Affairs	Island Park Public Library	
		Nassau County Department of Consumer Affairs	

17. Formation of Working Groups, continued

	Law Enforcement and Emergency Services	Public Works and Transportation Infrastructure	Health Insurance / Benefits Management / Personnel / Civil Service
Municipality			
High Interest	Village of Hempstead	Village of Baxter Estates	Village of Hewlett Harbor
	Village of Rockville Centre	Village of Hempstead	Village of Rockville Centre
	Town of Oyster Bay	Village of Rockville Centre	Village of Valley Stream
		Village of Valley Stream	City of Glen Cove
		City of Glen Cove	Town of Oyster Bay
		Town of Hempstead	
		Town of Oyster Bay	
Some Interest	Village of Bayville	Village of Bellerose	Village of Bellerose
	Village of Floral Park	Village of Farmingdale	Village of Centre Island
	Village of Hewlett Harbor	Village of Floral Park	Village of Farmingdale
	Village of Old Westbury	Village of Great Neck Plaza	Village of Hempstead
	Village of Sea Cliff	Village of Hewlett Harbor	Village of Lawrence
	City of Glen Cove	Village of New Hyde Park	Village of Old Westbury
	Town of Hempstead	Village of Sea Cliff	Village of Sea Cliff
		Village of Westbury	Village of Westbury
		Town of North Hempstead	Town of Hempstead
			Town of North Hempstead
School District			
High Interest	Nassau BOCES		East Williston UFSD
			Hewlett-Woodmere Public Schools
Some Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools	Island Trees School District
		Levittown School District	Levittown School District
		Nassau BOCES	Malverne UFSD
			Nassau BOCES
Other			
High Interest		Peninsula Public Library	Island Park Public Library
			Merrick Public Library
			Peninsula Public Library
Some Interest	Island Park Public Library	Nassau County Department of Consumer Affairs	
	Nassau County Department of Consumer Affairs		
	Nassau County Municipal Police Chiefs Association		

17. Formation of Working Groups, continued

	Parks and Recreation	Economic Development / MWBE & SDVOB Administration / Film and Tourism
Municipality		
High Interest	Village of Hempstead	Village of Hempstead
	Village of Rockville Centre	Village of South Floral Park
	Village of South Floral Park	Village of Valley Stream
	Village of Valley Stream	
	Town of Hempstead	
Some Interest	Village of Bayville	Village of Floral Park
	Village of Hewlett Harbor	Village of Great Neck Plaza
	Village of Sea Cliff	Village of Hewlett Harbor
	Town of North Hempstead	Village of Lynbrook
	Town of Oyster Bay	Village of Old Westbury
		Village of Sea Cliff
		City of Glen Cove
		Town of Hempstead
		Town of North Hempstead
		Town of Oyster Bay
School District		
High Interest		
Some Interest	Hewlett-Woodmere Public Schools	Hewlett-Woodmere Public Schools
		Island Trees School District
		Levittown School District
Other		
High Interest	Peninsula Public Library	Peninsula Public Library
Some Interest		Nassau County Department of Consumer Affairs

Appendix G. Interview Dates

Interview/Survey Date	Municipality/Commission/Department
July 2, 2019	Peninsula Public Library
July 2, 2019	Merrick Public Library
July 2, 2019	Village of Lynbrook
July 2, 2019	Island Trees School District
July 2, 2019	Jericho School District
July 2, 2019	Malverne Union Free School District
July 2, 2019	Nassau County Municipal Police Chiefs Association
July 2, 2019	East Williston Union Free School District
July 3, 2019	Hewlett-Woodmere Public Schools
July 3, 2019	Island Park Public Library
July 5, 2019	West Hempstead Union Free School District
July 8, 2019	North Merrick Union Free School District
July 10, 2019	Levittown School District
July 11, 2019	Village of Floral Park
July 11, 2019	Nassau Library System
July 12, 2019	Nassau BOCES
July 25, 2019	Nassau County Department of Consumer Affairs
July 25, 2019	Village of Thomaston
July 25, 2019	Village of Lawrence
July 30, 2019	Village of Baxter Estates
July 30, 2019	Town of North Hempstead
July 31, 2019	Town of Hempstead
August 1, 2019	Village of North Hills
August 1, 2019	City of Glen Cove
August 2, 2019	Incorporated Village of Old Westbury
August 5, 2019	Village of New Hyde Park
August 6, 2019	Village of Manorhaven
August 9, 2019	Village of Centre Island
August 12, 2019	Village of Plandome Manor
August 13, 2019	Manhasset Bay Protection Committee
August 13, 2019	Village of Great Neck Plaza
August 13, 2019	Village of South Floral Park
August 15, 2019	Village of Hewlett Harbor
August 19, 2019	Village of Valley Stream
August 21, 2019	Town of Oyster Bay
August 23, 2019	Village of Rockville Centre
August 26, 2019	Village of Bellerose
August 27, 2019	Village of Flower Hill
August 28, 2019	Village of Westbury

Interview/Survey Date	Municipality/Commission/Department
September 9, 2019	Village of Sea Cliff
September 10, 2019	Village of Brookville
September 10, 2019	Village of Bayville
September 18, 2019	Village of Farmingdale
September 26, 2019	Village of Hempstead

Appendix H. 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:

- **Draft Savings Plan Submission to County Legislature.** On October 15, 2019, present the County Legislature with an updated draft Savings Plan.
- **Public Hearings.** The law requires three public hearings prior to the Shared Services Panel voting on the Plan.
- **County Legislature Review of Draft Plan.** After the county executive submits a draft plan on behalf of the panel, the County Legislature shall "review and consider the county-wide Shared Services Plan." There is no other mandatory requirement of the County Legislature, though they *may* by majority vote to issue an "advisory report" making recommendations as deemed necessary.
- **Modification of Draft Plan by the County Executive**. The law does authorize the county executive to modify the plan based upon such recommendations prior to the submission of the final plan to the Shared Services Panel for a final vote.
- **Adoption of Final Plan.** The vote on the final plan must be held before December 31, 2019, 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 draft Shared Services Plan that would impact their county, city, town, village, school district, Boards of Cooperative Educational Services (BOCES), or special improvement district. Written notice of opting out of a shared services option must be provided to the county executive. However, if such action includes multiple other units of local government, the action can still go forward for other members of the panel who have not opted out. Nassau County has decided to use a more positive opt-in approach, recognizing that not all shared services options are in the best interest of all municipalities and school districts in the county.
- **Role of Municipal Legislative Boards**. The Shared Services Property Tax Savings law does not provide for a specific role for town and village boards or city councils in the development of the Shared Services Plan. The chief executive of a city, town, village, or school district is empowered and authorized by state law to determine if their community should opt out of a plan option and to vote for or against a plan.

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

Appendix I. Shared Service Initiatives in Nassau County

City of Glen Cove

- The Glen Cove Senior Center has a coverage area into town of Oyster Bay as well as being a shared resources with many services for all Nassau County residents.

Town of North Hempstead

- Town of North Hempstead has outstanding IMAs with various municipalities. Efforts range from salt storage, use of our 311 Call Center for small municipalities, purchasing and service contract piggy-backing, use of fuel pumps, basin cleaning, LOSAP services and sharing of emergency services.

Town of Oyster Bay

- Town of Oyster Bay has multiple sand/salt/gas purchase arrangements with other municipalities and special districts.

Village of Baxter Estates

- Village of Baxter Estates has personnel sharing of our Code Enforcement Official, Village Engineer, Village Arborist, and a Superintendent of Buildings with other villages.

Village of Bayville

- Village of Bayville provides snow plowing of Bayville Avenue and West Harbor Drive for Nassau County and town of Oyster Bay

Village of Bellerose

- Village of Bellerose has IMA with town of Hempstead:
    - Mailing of Real Property Taxes 2019;
    - Street Sweeping Services 2019/2020
- Village of Bellerose has IMA with village of Floral Park to provide catch basin cleaning services 2/2019.
- Purchase of diesel fuel with Floral Park
- Franchise Agreement with Cablevision/Altice/Verizon with Four Village Studios & Floral Park

Village of Brookville

- Village of Brookville purchases salt/sand from county

Village of Centre Island

- Village of Centre Island has IMA with town of Oyster Bay for salt and sand for village's Department of Transportation

Village of Farmingdale

- Village of Farmingdale has various IMA's including parks and streetscape roadwork
- Village of Farmingdale has Community Development Block Grant with county
- Village of Farmingdale share street lighting, garbage pickup, electrical work, fire/rescue, and animal control with town of Oyster Bay

Village of Floral Park

- Village of Floral Park shares fuel costs with neighboring villages and the Floral Park Bellerose School District.
- Village of Floral Park has partnered with other villages in maintaining a local public access cable channel and studio locate at the Floral Park Village Hall.

Village of Flower Hill

- Village of Flower Hill is In the process of completing an IMA with Nassau County to take over Middle Neck Road

Village of Great Neck Plaza

- Village of Great Neck Plaza submitted a shared services initiative for shared garage collection/disposal with Russell Gardens and Kensington villages.
- Village of Great Neck Plaza submitted a shared services initiative for a new shared Salt Storage Shed between Great Neck Estates and Great Neck Plaza villages.

Village of Hempstead

- Village of Hempstead has shared services for animal control and shelter services with town of Hempstead

Village of Hewlett Harbor

- Village of Hewlett Harbor shares fuel purchase including diesel with the village of Lynbrook
- Library services are provided by village of Lynbrook

Village of Lynbrook

- Village of Lynbrook has vehicle fuel dispensing. village dispenses fuel to a school district and another village.

Village of New Hyde Park

- Diesel Fuel procured from village of Floral Park

Village of North Hills

- Village of North Hills has an IMA with the town of North Hempstead

Village of Plandome Manor

- Village of Plandome Manor has an IMA with the town of North Hempstead

Village of Port Washington North

- Anticipates entering into a contract the village of Baxter Estates in 2020 with General Code LLC for the purchase of integrated parcel management software, including configuration services, minimal hardware, and training.

Village of Sea Cliff

- Village of Sea Cliff shares beach sweeping and park maintenance with town of Oyster Bay

Village of South Floral Park

- Village of South Floral Park utilized the village of Floral Park for the tree lighting ceremony.
- Village of South Floral Park buys gasoline for village trucks from Floral Park through a shared services arrangement.
- Village of South Floral Park purchases death certificate paper from the city of Buffalo because of bulk purchasing and substantial savings to SFP.

Village of Thomaston

- Village of Thomaston closed its justice court and entered into an IMA with Nassau County TPVA to process all traffic and parking tickets.

East Williston School District

- East Williston School District shares bus maintenance and repairs, and transportation.

Hewlett-Woodmere Public Schools

- Hewlett-Woodmere school district spends millions of dollars for Nassau BOCES and cross contracts with BOCES in other parts of New York State.

Island Trees School District

- Island Trees School District are members of the Nassau Library System and share services with all Nassau County libraries, including internet through Crown Castle Fiber, interlibrary loan of books/eBooks/audiovisual materials, online databases.

Jericho School District

- Jericho School District is in two shared service arrangements with Franklin Square and Herricks School districts for bus repairs.
- Jericho School District is involved in various cooperatives

Levittown School District

- Levittown School District shares fuel and transportation with other school districts.

Malverne Union Free School District

- Malverne Union Free School District shares:
    - Nassau BOCES;
    - BOCES Cross Contracts;
    - Purchases via OGS;
    - Nassau County SW Transportation Cooperative;
    - Nassau County Workers Comp Cooperative;
    - NYSIR; and
    - Education data

Nassau BOCES

- Nassau BOCES shares:
    - RFPs for Building Condition surveys (Rescue services);
    - Architectural/Engineering (A/E) services;
    - Construction Management (CM) services;
    - Information Technology partnerships;
    - Telecommunications services; and
    - Energy initiatives

North Merrick Union Free School District

- North Merrick Union Free School District piggybacks on municipal contracts; and shared services with New York State Department of Transportation

Island Park Library

- Island Park Library coordinates purchases with other libraries through the Nassau Library System including databases, internet and some other technology services, eBooks and audio books, some books and other materials, delivery services to and from each library, etc.
- Island Park Library is in a cooperative dental and vision program consisting of a group of New York State libraries.

Merrick Public Library

- Merrick Public Library has shared services with Nassau Library System.

Nassau County Library System

- The Nassau Library System administers and facilitates shared services for Nassau public libraries, including:
    - IT infrastructure and broadband internet;
    - IT staffing and tech support;
    - delivery and interlibrary loan;
    - shared database of inventory, patrons, and transactions;
    - cataloging of library materials;
    - centralized vendor relations;
    - group purchasing of research databases, online services, software, eBooks and other library materials;
    - shared collections of eBooks and audiobooks;
    - continuing education and staff training;
    - grant, government reporting, and E-rate consultation assistance;
    - web design;
    - strategic planning;
    - professional and management consultation services;
    - marketing and PR; and
    - shared meeting space

Peninsula Public Library

- Peninsula Public Library shares Nassau Library System cooperative purchases.

Manhasset Bay Protection Committee

- The Manhasset Bay Protection Committee is formed by an IMA signed by Nassau County, the Town of North Hempstead, and 13 local villages. The committee pursues water quality grants and projects, completes public education and involvement requirements of the MS4 program, among others.
- The committee regularly partners with other protection committees and water quality groups across Long Island to complete various projects and to learn from each other.

Nassau County Police Association

- Westchester/Nassau 2020 Police Interceptor SUV Cooperative Bid RFB-WC-19023.

The North Hempstead Model

The North Hempstead Office of Intermunicipal Coordination was established in 2006 to "… improve the way governments and municipal corporations communicate and work together to provide the highest level of services at reduced costs for the benefit of the taxpayers."[18] The town offers a simplified and standardized approach to incentivize localities within it to collaborate, including making available a standard intermunicipal agreement and a table of services that villages and other local governments within the town can purchase for a set, specified cost (Appendix D). North Hempstead reports that it currently "has over 70 Intermunicipal Agreements…in place with various municipal entities, including Nassau County, Incorporated Villages, Water, Fire, Police, Garbage, Park, Library, and Water Pollution Control Districts."[19]

As part of the information provided for this plan, the villages of Plandome Manor and Great Neck Plaza noted an existing agreement with the Town of North Hempstead, the later specifying "…various services that can be purchased through the town, such as street signs, roadway repairs, etc." Baxter Estates said that it expected to purchase road signs through the town.

Some village officials commented that because of the need to prioritize its own workload, however, the town sometimes could not deliver the requested services to requesting jurisdictions at the specified price. Higher costs, required because of the need to pay town workers for overtime to meet the needs of potential partnering localities, often made collaboration less attractive to them.

This suggests the value of the alternative of using an internet portal to facilitate the sharing of some services, with the town and county not necessarily providing the service but aggregating the potential demand to achieve a better unit price from private sector providers.

Collaborative Regional Entities

There are a number of examples in Nassau County of localities organizing themselves regionally within the county to perform certain functions. These arrangements may provide a strong foundation for expanding shared services by including other municipalities or extending intergovernmental collaboration to other functions.

The Nassau County Office of Emergency Management (NCOEM), was established through a revision of the Nassau County Charter in 2002 to coordinate the County's efforts during natural, technological, and civil hazards. NCOEM is responsible for the mitigation, planning, preparedness, response, and recovery efforts associated with such events. The office works with all of Nassau County's municipalities as well as various fire districts and departments, police districts and departments, water districts, hospitals, school districts, local colleges and universities, libraries, and not-for-profit and private sector entities.[20] Two of the Office's major planning and preparedness initiatives include offering Community Emergency Response Team training to all stakeholders and the development of a Nassau County Multi-Jurisdictional Hazard Mitigation Plan (currently being updated), which includes a minimum of two hazard mitigation action items per municipality.

The Port Washington and Manhasset Office of Emergency Management (PWM OEM) is a collaboration of the villages of Baxter Estates, Manorhaven, Munsey Park, Plandome Heights, Plandome Manor, Plandome, Port Washington North, Sands Point, and the Town of North Hempstead. Its purpose is to efficiently plan, gather resources, and deploy them to prepare for and respond to disasters on the Port Washington Peninsula. Among PWM OEM's function are:

- Enhanced inter-municipal cooperation
- Peninsula-wide education
- Joint lobbying for emergency resources
- Mutual Aid Agreement that facilitates the sharing of resources.[21]

The Office also operates NorthShoreAlert, "…a regional public mass notification system designed to keep those who live or work on the Port Washington peninsula informed of important information during emergency and non-emergency events."[22]

The Manhasset Bay Protection Committee was created in 1998 through an intermunicipal agreement. Its current membership includes the governments of Nassau County and the Town of Hempstead and 13 villages in the Manhasset Bay watershed. The Committee's mission is "…to protect, restore, and enhance Manhasset Bay so as to insure a healthy and diverse marine ecosystem while balancing and maintaining recreational and commercial uses."[23] A watershed protection plan was completed and adopted in 1999, and implementation began with funding through the New York State Environmental Protection Fund. The Committee reports that it "completes public education and involvement requirements … [and] regularly partners with other Protection Committees and water quality groups across Long Island," noting that it "offers some cost savings through shared services by assisting all the municipalities with their MS4 [municipal separate storm sewer system] requirements and annual reports."[24]

The Committee's structure emphasizes its intergovernmental collaboration: the executive director, its sole staff member, is advised by a panel of representatives of the Committee's constituent governments, and members advance ideas for common action and serve as a communication link with leaders and citizens in the communities they represent.

LAURA CURRAN
NASSAU COUNTY EXECUTIVE

The Nassau County Department of Shared Services
welcomes you to participate in the

NASSAU COUNTY
SHARED SERVICES PLAN



A public meeting to solicit ideas and comments.

Presentation given by the Rockefeller Institute.

Monday, September 23 • 5:30pm

For more information, please contact Graham Long, glong@nassaucountyny.gov

Theodore Roosevelt Executive & Legislative Building
Ceremonial Chamber • 1550 Franklin Avenue, Mineola

LAURA CURRAN
NASSAU COUNTY EXECUTIVE

The Nassau County Department of Shared Services
welcomes you to participate in the

NASSAU COUNTY
SHARED SERVICES PLAN



A public meeting to solicit ideas and comments.

Presentation given by the Rockefeller Institute.

Thursday, October 24 • 11:00am

For more information, please contact Graham Long, glong@nassaucountyny.gov

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LAURA CURRAN
NASSAU COUNTY EXECUTIVE

The Nassau County Department of Shared Services
welcomes you to participate in the

NASSAU COUNTY
SHARED SERVICES PLAN



A public meeting to solicit ideas and comments.

Presentation given by the Rockefeller Institute.

Thursday, October 24 • 4:00pm

For more information, please contact Graham Long, glong@nassaucountyny.gov

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Appendix K. Letter to Organized Labor

LAURA CURRAN
NASSAU COUNTY EXECUTIVE

OFFICE OF THE COUNTY EXECUTIVE
THEODORE ROOSEVELT EXECUTIVE & LEGISLATIVE BUILDING

September 26, 2019

Dear Collective Bargaining Unit Head:

As part of the 2018 New York State Budget, the Countywide Shared Services Initiative ("CWSSI") was enacted. Under the program, County Executives are tasked with leading a panel of local government officials to find ways to reduce municipal costs and develop countywide shared services plans. These plans are intended to save taxpayers money and increase the efficiency of municipalities by identifying opportunities for collaborative services among the various governments within a county.

We have asked the Rockefeller Institute of Government and the Benjamin Center to work with our municipalities to create a bottom-up plan for 2019 based upon consensus among the parties. Thus far, municipalities and school districts have indicated a high interest in expanding joint purchasing, sharing of equipment, joint information technology projects and joint energy efficiency projects.

I am reaching out to you today, as I want to hear your feedback on our Shared Services Plan. Please send your suggestions and feedback to Graham Long from the Nassau County Office of Shared Service, at GLong@nassaucountyny.gov by October 15, 2019. We look forward to hearing from you.

Attached to this letter please find the data that we have collected from our local municipalities we will be using to formulate our draft Shared Services Plan, which we will have completed by 10/15.

Thank you for your help in developing Nassau's Shared Services Plan. We value your expertise in how our County works and know your input is vital to the success of our Shared Services Plan.

Sincerely,

Laura Curran

Enclosure

1550 FRANKLIN AVENUE - MINEOLA, NEW YORK 11501 - 516-571-3131
lcurran@nassaucountyny.gov

Appendix L. The Project Team

Gerald Benjamin is director of the Benjamin Center and distinguished professor of political science, SUNY's highest academic rank. He is the author or editor, alone or with others, of 15 books and numerous articles and government reports. An acknowledged authority on state and local government in New York State, Dr. Benjamin has served as staff to or a member of a number of statewide, regional, and local commissions. He served 12 years in local elected office, the last two as chief elected officer of Ulster County. Benjamin later headed the Ulster County Charter Commission and was principal author of the first Ulster County Charter. Under his leadership, the Benjamin Center has provided studies on government restructuring, redistricting, and intergovernmental collaboration for counties, cities, towns, and villages in the Hudson Valley and elsewhere in New York State.

Thomas Cetrino graduated with a BA from SUNY New Paltz in 1973 and a MA from SUNY Albany in 1976. He served in many positions with the office of the New York State Senate Minority Leader for 20 years, serving as the primary researcher and author of reports that led to the passage of several current laws including the establishment of a Community Dispute Resolution Center program within the Office of Court Administration and the development of a handicapped-accessible public transit system in New York City. After leaving the New York State Legislature, Mr. Cetrino became the research director for the New York State Public Employees Federation and was the primary researcher and author of several reports that documented the cost effectiveness of using state employees rather than consultants to handle most of New York State engineering and information technology work. His efforts helped lead to the enactment of the Contract Disclosure Law of 2001. He currently works with the Benjamin Center as a research consultant on local government and finance projects including work on the development of Albany County's and Westchester County's shared services plans and a review of all county shared services plans.

Jim Malatras is president of SUNY Empire State College. Dr. Malatras is the fifth president of SUNY Empire State College, a college with more than 30 locations in New York and internationally. SUNY Empire State offers online or face-to-face education, or a combination of both. Prior to joining SUNY Empire, he served as president of the Rockefeller Institute of Government, offering policymakers evidence-based policy analysis and recommendations on timely topics. Dr. Malatras currently serves as the chair of the Board of Advisors for the Rockefeller Institute. Dr. Malatras has held several high-ranking positions in New York State government, including as director of state operations and deputy secretary for policy management to Governor Andrew M. Cuomo.

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

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

Brian Backstrom is director of education policy studies for the Rockefeller Institute. He also serves as an independent consultant on K-12 education reform issues involving innovation, accountability, and choice. Brian previously served as president of the Albany-based Foundation for Education Reform & Accountability, a privately funded nonprofit policy research organization that investigated, crafted, and advocated for bold changes in the education landscape. He is an alumnus of the University of Rochester with an undergraduate degree in political science and a master of science in public policy analysis.

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

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



ENDNOTES

1 General Municipal Law. Article 12-I, p. 3, https://www.ny.gov/sites/ny.gov/files/atoms/files/2019-21CWSSIGuidanceDocFINAL12.19.2018.pdf. The 2019 amendments extended the deadline for CWSSI to December 31st.

2 *County-Wide Shared Services Initiative 2019, 2020, and 2021 Guidance Document* (Albany: NYS CWSSI, posted December 21, 2018): 14, https://www.ny.gov/sites/ny.gov/files/atoms/files/2019-21CWSSIGuidanceDocFINAL12.19.2018.pdf.

3 "Financial Data for Local Governments," Office of the New York State Comptroller, accessed October 3, 2019, https://www.osc.state.ny.us/localgov/datanstat/findata/index_choice.htm.

4 Ibid.

5 Ibid.

6 Ibid.

7 Ibid.

8 At this early stage, it is difficult to fully develop savings projections. Using an extremely conservative estimate, and without including school districts, we took the total 2018 operational spending of each Nassau County municipality (not overall spending), which totaled $630.42 million. We then reduced this amount by 1 percent or $6.3 million (a new operational spending total of $624.12 million) to account for the vehicle maintenance and fueling stations costs that are the basis of the savings in Proposal 6 and discussed in endnote 14. We then projected that in year one there would be a 0.25 percent overall savings; in year two a 0.5 percent overall savings; and recurring savings of 1 percent thereafter. We used the latest data available on the New York State Comptroller's "Open Book New York" website (http://www.openbooknewyork.com/) to make comparisons. The data for the village of Massapequa Park are for 2017, as those are the latest data available on the Comptroller's website. We did not adjust the out-year spending for inflation, so the savings likely will be more.

9 This is an early estimate and does not fully factor in all the potential savings as the number of municipalities that will pursue a joint effort for digitization and storage is not yet known. This is a conservative estimate using the annual savings projected by other counties pursuing similar programs. Tompkins County, which has far fewer local governments and people, is set to achieve savings from an initiative like this. Wayne County (population 91,400, nearly $100,000 in savings), and Westchester (population 980,000, savings of $100,000 in year 1, $450,000 in year 2, and $750,000 thereafter) are similarly projecting savings. Taking Tompkins, Wayne, and Westchester counties' savings, extrapolating them, and adjusting for Nassau's difference in population (Nassau has 40 percent greater population than Westchester and more local government entities, for example) resulted in the current estimate. The actual savings realized could be even greater.

10 This is a preliminary estimate based on Westchester's estimate of its savings from a similar proposal. Westchester County's estimated savings were increased by 25 percent to reflect Nassau's difference in population and municipalities (Nassau has 40 percent greater population than Westchester and 47 percent more municipalities). The potential results could be even greater pending the receipt of IT expenditures by Nassau County and one of its towns and villages.

11 Nassau County local law 12 of 2019 §1237, https://www.nassaucountyny.gov/DocumentCenter/View/25783/Local-Law-12-2019?bidId=.

12 This estimate is based on the total 2018 expenditures for utilities for all of Nassau County's municipalities as reported on the New York State Comptroller's "Open Book New York" website (http://www.openbooknewyork.com/). This totaled more than $212,115,000, but it includes nonenergy elements. In addition, some of Nassau's municipalities have already

achieved significant energy efficiencies. Based on these considerations we reduce the total utility expenditures by one-third for an estimated energy utility total of $142.1 million. We assume savings of 1.5 percent in 2020, 2 percent in 2021, and 4.5 percent in the out years.

13 This conservative estimate is based on the total 2018 expenditures for refuse and garbage and miscellaneous sanitation for the municipalities that indicated an interest in this initiative, including the villages of Centre Island, Flower Hill, Floral Park, Hempstead, Manorhaven, and Sea Cliff, the towns of Oyster Bay and Hempstead, and the city of Glen Cove, as reported on the New York State comptroller's "Open Book New York" website (http://www.openbooknewyork.com/). This totaled $233,956,919 and we assume savings of 1 percent in 2020, 2.5 percent in 2021, and 5 percent savings in out-years. The potential savings could even be greater because the cost of interested school districts' waste removal is not included because those data are not available on the comptroller's website. Four school districts and Nassau BOCES indicate an interest in participating in this initiative. We also expect that some of the municipalities and school districts that did not respond to the survey will participate in this initiative, which could significantly increase the estimated savings.

14 The comptroller's data do not isolate expenditures for gasoline/fuel or for vehicle maintenance. We know, however, that such spending is included in the operational spending figure used to estimate the cost savings for the "Nassau Saves" portal. We estimated that fuel and vehicle maintenance is 1 percent of Nassau's municipal operational spending (which was $630.42 million) or $6.3 million in total estimated spending for fuel and vehicle maintenance. We estimated that this proposal will result in 5 percent savings in 2021 or $315,200, 10 percent savings in 2021 or $630,400, and 15 percent savings or $945,600 in the out-years. This is a conservative estimate because it does not include any estimate for school district savings.

15 General Municipal Law §209-b.4, https://codes.findlaw.com/ny/general-municipal-law/gmu-sect-209-b.html.

16 One of these, the town of Hempstead EMS, did not appear to be operating an ambulance. This may reflect a continued decline. An unofficial enumeration made in 2015 put the number of licensed providers at 77.

17 Nassau County local law 11 of 2018 §8-6.2, https://www.nassaucountyny.gov/DocumentCenter/View/22376/LOCAL-LAW-11-2018?bidId=.

18 "About OIC," Office of Intermunicipal Coordination, Town of North Hempstead, accessed October 17, 2019, http://www.oicnorthhempsteadny.net/About.aspx.

19 "Welcome," Office of Intermunicipal Coordination, town of North Hempstead, accessed October 17, 2019, http://www.oicnorthhempsteadny.net/welcome.aspx.

20 "Mission Statement," Office of Emergency Management, Nassau County, accessed October 17, 2019, https://www.nassaucountyny.gov/2868/Mission-Statement.

21 "Mission," Port Washington-Manhasset Office of Emergency Management, accessed October 17, 2019, https://www.pwmoem.org/mission.

22 "Stay Informed," NorthShoreALERT.org, Port Washington-Manhasset Office of Emerency Management, accessed October 17, 2019, https://www.northshorealert.org/.

23 "Page Links List," Manhasset Bay Protection Committee, accessed October 17,2019, http://www.manhassetbayprotectioncommittee.org/about.htm.

24 Ibid.



ABOUT THE ROCKEFELLER INSTITUTE

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

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

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

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.


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