

# PUTNAM COUNTY EXECUTIVE

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**MaryEllen Odell**  
County Executive

**Patricia Simone**  
Chief of Staff

**Nicholas DePerno Jr.**  
Director of Constituent Services

**Theresa M. Oliver**  
Confidential Secretary



September 14, 2018

New York State Division of Budget  
Director Robert F. Mujica, Jr.  
254 Washington Avenue  
Albany, New York 12210

*Re: Submission of 2019 County-Wide Shared Services Initiative Plan*

Dear Director Mujica:

Enclosed please find Putnam County's County-wide Shared Services Initiative Plan ("Plan"). As mandated, the County, along with all of its municipalities, convened a panel of public officials to develop, publicly deliberate and vote upon this Plan. A draft Plan was submitted to the Putnam County Board of Legislators on August 1, 2018. Three public hearings were held to gain input from the public. On September 6<sup>th</sup>, the Shared Services Panel convened for a vote of the final Plan. It was unanimously approved by the participants present.

This Plan identifies four short-term projects which are proposed to be implemented in 2019. In addition, thirteen other projects have been identified for future years, but require more research and planning. Preliminary projected savings have been calculated at \$495,855 for 2019 based on initial investments and a half year of savings. Full year recurring cost savings for 2020 and beyond have been preliminarily calculated as \$1,107,933.

Please do not hesitate to contact me if you have any questions about our submitted Plan.

Sincerely,

A handwritten signature in cursive script, appearing to read "MaryEllen Odell".

MaryEllen Odell  
Putnam County Executive

MEO/to

Enc.

cc: Hon. Joseph Castellano, Chairman, Putnam County Legislature  
Jennifer S. Bumgarner, County Attorney

**ADOPTED**

# Putnam County

2018 County-wide Shared Services  
Property Tax Savings Plan

September 2018

**Laberge**

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# 2018 Putnam County Shared Services Plan

## ACKNOWLEDGMENTS

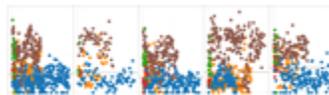
### Putnam County

Hon. MaryEllen Odell	County Executive
Hon. Barbara J. Scuccimarra	Legislator - District 1
Hon. William J. Gouldman	Legislator - District 2
Hon. Toni E. Addonizio –	Legislator - District 3
Hon. Ginny Nacerino –	Legislator - District 4
Hon. Carl L. Albano –	Legislator - District 5
Hon. Paul Jonke –	Legislator - District 6
Hon. Joseph F. Castellano	Legislator - District 7
Hon. Amy Sayegh –	Legislator - District 8
Hon. Neal Sullivan –	Legislator - District 9
Jennifer Bumgarner	County Attorney
Alex Mazotta	Director of Purchasing
Robert L. Langley, Jr.	Putnam County Sheriff

### Shared Services Panel

Putnam County Executive MaryEllen Odell	Supervisor Sam Oliverio, Town of Putnam Valley
Supervisor Kenneth Schmitt, Town of Carmel	Supervisor Tony Hay, Town of Southeast
Supervisor Maureen Fleming, Town of Kent	Mayor James Schoenig, Village of Brewster
Supervisor Richard Williams, Town of Patterson	Mayor Dave Merandy, Village of Cold Spring
Supervisor Richard Shea, Town of Philipstown	Mayor Bill O’Neill, Village of Nelsonville

### Project Partners



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# Summary (Appendix A)



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

<b>County of Putnam</b>			
<b>County Contact:</b> County Executive MaryEllen Odell			
<b>Contact Telephone:</b> 845-808-1001			
<b>Contact Email:</b> MaryEllen.Odell@putnamcountyny.gov			
<b>Partners</b>			
<b>Row 1 – (total # of) Cities in County</b>			
	<b>Participating Cities</b>	<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	N/A		
2.			
3.			
<b>Row 2 – (total # of) Towns in County</b>			
	<b>Participating Towns</b>	<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	Carmel	Supervisor Ken Schmitt	Yes
2.	Kent	Supervisor Maureen Fleming	Yes
3.	Patterson	Supervisor Richard Williams	Yes
4.	Philipstown	Supervisor Richard Shea	Yes
5.	Putnam Valley	Supervisor Sam Oliverio	Yes
6.	Southeast	Supervisor Tony Hay	Yes
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

15.			
16.			
17.			
18.			
19.			
20.			

Use Additional Sheets if necessary  
 \*The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.

**Row 3 – (total # of) Villages in County**

Participating Villages		Panel Representative	Vote Cast (Yes or No)*
1.	Brewster	Mayor James Schoenig	Absent
2.	Cold Spring	Mayor Dave Merandy	Absent
3.	Nelsonville	Mayor Bill O'Neill	Yes
4.			
5.			
6.			
7.			

Use Additional Sheets if necessary  
 \*The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.

**Row 4 – (total # of) School Districts, BOCES, and Special Improvement Districts in County**

Participating School Districts, BOCES, and Special Improvement Districts		Panel Representative (NON-VOTING)	Vote Cast (Yes or No)*
1.	Brewster	Valerie Henning Piedmonte	N/A
2.	Carmel	Andy Irvin	N/A
3.	Garrison	Laura Mitchel	N/A
4.	Haldane	Diana Bowers	N/A
5.	Mahopac	Anthony DiCarlo	N/A
6.	Putnam Valley	Frances Wills	N/A
7.	Putnam/N. Westchester BOCES	James Ryan	N/A



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

8.			
9.			
10.			
Use Additional Sheets if necessary *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.			
<b>Row 5</b>			
<b>2018 Local Government Property Taxes</b>		The sum total of property taxes levied in the year 2018 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.	
		\$382,442,798	
<b>Row 6</b>			
<b>2018 Participating Entities Property Taxes</b>		The sum total of property taxes levied in the year 2018 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.	
		\$382,442,798	
<b>Row 7</b>			
<b>Total Anticipated Savings</b>		The sum total of net savings in such plan certified as being anticipated in calendar year 2019, calendar year 2020, and annually thereafter.	
		2019: \$495,855 2020: \$1,107,933	
<b>Row 8</b>			
<b>Anticipated Savings as a Percentage of Participating Entities property taxes</b>		The sum total of net savings in such plan certified as being anticipated in calendar year 2019 as a percentage of the sum total in Row 6, calendar year 2020 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.	
		2019: 0.13% 2020: 0.28%	



County-Wide Shared Services Property Tax Savings Plan Summary

Appendix A

Row 9	
Anticipated Savings to the Average Taxpayer	The amount of the savings that the average taxpayer in the county will realize in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.
	2019: \$14.39 2020: \$32.16
Row 10	
Anticipated Costs/Savings to the Average Homeowner	The percentage amount a homeowner can expect his or her property taxes to increase or decrease in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.
	2019: 0.12% 2020: 0.26%
Row 11	
Anticipated Costs/Savings to the Average Business	The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.
	2019: 0.12% 2020: 0.26%
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 _____, 2017, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.	
_____ MaryEllen Odell (Print Name)	_____ County Chief Executive Officer
_____ <i>MaryEllen Odell</i> (Signature)	_____ 9.13.18 (Date)

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# Executive Summary

Municipal governments at all levels in New York are challenged to meet increasing demands for services in a fiscally constrained, tax-capped environment. While the State's Property Tax Cap has helped slow property tax increases since 2012, an aging infrastructure, shifting population demographics, and the large-scale retirement of government employees combine today to strain already limited local government resources. To meet these challenges without significantly increasing taxes, local governments must continually rethink how they prioritize and allocate their limited resources, and they must constantly look for new methods, whether on their own or in concert with others, to improve productivity and reduce costs – that is to do more with less. Innovations in technology and machinery continue to provide opportunities to further improve employee productivity, but often require a significant investment. By partnering to provide services, municipalities can share the cost and the productivity gains from using shared equipment and technology, thereby maximizing the return on investment while streamlining processes and creating efficiencies.

To identify new ways to further reduce government spending and improve service delivery through the consolidation and sharing of equipment and services, New York Governor Cuomo and the State Legislature recently enacted a County-wide Shared Services Initiative (CWSSI) that mandates each county (outside of NYC) to form of a Shared Service Panel, and for them to develop a property tax savings plan for sharing services. The Panel is required to then share the plan with the County Legislature for comments, and they must conduct three public hearings before voting whether to adopt the Plan. As part of the CWSSI program, the State will match the first-year savings that are realized from projects identified in the CWSSI Plan.

Putnam County and the six Towns and three Villages that are within the County borders have a long history of collaborating and sharing many specialized services and equipment to efficiently, reliably, and responsively provide a high level of services to residents while minimizing costs. The County, through its Fiscal Vision and Accountability Commission, and the Town Supervisors and Highway Superintendents, independently through their respective groups' efforts, have been very proactive to rethink ways, both formally and informally, to more efficiently deliver services through increased collaboration and sharing of equipment, resources, and best-practice methods. Similarly, the Villages within Putnam County have partnered with the Town(s), County, and the State to share several services and avoid the need for redundant equipment purchases and staffing, saving their property taxpayers money. An inventory of the existing inter-municipal shared service agreements within Putnam County is presented in Section 3, Review of Existing Shared Services.

This report serves as the Putnam County-wide Shared Services Plan and was developed in accordance with the CWSSI requirements. It identifies new shared services initiatives that are expected to save taxpayers money, and serves as a springboard to advance government efficiency throughout the County into the future.

Putnam County Executive MaryEllen Odell convened a Shared Services Panel consisting of the Mayors and Supervisors of each municipality, and invited the Co-Chairs of the County Fiscal Vision and Accountability Commission as non-voting panel members to leverage

the Commission's prior work and synergies. The County Executive also invited the seven (6) public school districts within the County as well as the Putnam Northern Westchester Board of Cooperative Educational Services (BOCES) to participate, to be as far reaching as possible in developing Putnam County's CWSSI Plan.

The Panel met four times over a period of several months to review existing shared services arrangements between the municipalities and schools, and to brainstorm and identify new ways to improve efficiencies and reduce service overlaps and gaps by increasing inter-municipal sharing or functionally consolidating certain specialized services into a centralized group to provide a service across the County.

The Panel identified projects in three separate areas that can be implemented in a short-term timeframe (within 12-18 months), and that are expected to ultimately reduce annual government spending by an estimated \$1 million.

- Joint Purchasing
  
- Sharing of Highway and Public Works Service
  - Line Striping & Paving Coordination
  
  - Snow Plow Coordination
  
- Shared Tax Assessment

The Panel also identified several other high potential projects that will require additional time to scope and formulate implementation plans. These projects are described in the Future Projects section of this plan. Each of these long-term projects is expected to generate additional efficiencies, service improvements, and savings, in subsequent years.

Participation in each initiative is voluntary, since capabilities and needs can vary widely from one municipality to another based on many factors.

The expected savings from these initiatives will be achieved, in part, by establishing more centralized and shared ways to provide certain services, thereby avoiding redundant equipment purchases and minimizing overhead, while achieving cost and operational efficiencies from the newly combined scale. This approach will also maximize the return on facilities, equipment, and technology investment by expanding their shared usage to benefit a broader base of Towns and Villages.

These projects are just a beginning, and many can be further expanded to include additional participants, which will result in even greater benefits and savings. By taking an incremental implementation approach, this will allow the newly designed processes to be refined and then expanded to accommodate the additional workload with minimum incremental resources.

The projects in this plan will continue to be championed and monitored by the Shared Services Panel with assistance from the County Fiscal Vision and Accountability Commission and its resources. The County Executive expects to convene regular Panel meetings going forward to facilitate moving this plan forward.

The Panel is grateful to the State for the financial incentives they created to increase shared services, specifically the CWSSI first-year savings match, and Local Government Efficiency (LGE) grants that are available to assist with start-up and implementation costs for certain shared services and consolidation projects. This funding serves as a critical catalyst and ultimate enabler to spark the investment that is needed to undertake these projects and accomplish their cost-saving goals. The Panel recommends to pursue LGE grant funding for certain projects as noted herein. The complete list of short-term and future shared service projects are presented in Section 4, CWSSI Projects

The Panel looks forward to continuing their important work to forge additional inter-municipal partnerships and further streamline the delivery of vital government services to the residents, businesses, and visitors of Putnam County.

# 1. Introduction

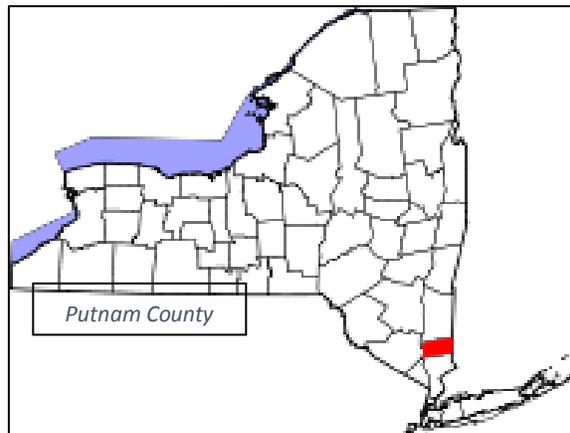
The recently adopted New York State County-Wide Shared Services Initiative (CWSSI) requires county officials to work with and coordinate the plans of the local government entities within their boundaries that find property tax savings by eliminating duplicative services through sharing and coordinating services and equipment, and by a combined economies of scale. The overall objective of this initiative is to save taxpayers money by identifying collaborative opportunities for sharing services between as many local governments as possible.



*Sugarloaf Hill*

It has long been held within Putnam County that sharing services and equipment is an invaluable way for the County, Town and Village governments to increase their efficiency and achieve economies of scale. The County is ideally situated for sharing many services: its land area is relatively small, and there are only six towns and three villages to coordinate with. As described in this report, Putnam County and the Towns and Villages located within its boundaries have been sharing municipal services for many years in order to provide the highest level of service for the lowest cost. Through formal and informal agreements, all levels of government within the County have turned to one another, in both good times and in emergencies, to assist in providing essential services across municipal boundaries.

This report serves as the Putnam County-Wide Shared Services Plan, and was prepared in accordance with the New York State County-Wide Shared Services Initiative (CWSSI) requirements. This plan documents the existing inter-municipal shared services agreements between the Putnam County municipalities and identifies new short-term and future opportunities to advance sharing municipal services within Putnam County.



## 2. Governmental Overview

### A. Government Organization

The Putnam County government provides many essential municipal and administrative services such as maintaining County roadways, providing police protection and criminal prosecution services, registering voters, supervising elections, keeping vital records, operating a prison, and administrating health and welfare services, among others. The County is governed by an elected County Executive along with an elected 9-member County Legislature. Other elected County officials include a County Clerk, District Attorney, and Sheriff. The County property tax levy was \$41,793,023 in 2017, and the current year operating budget is \$155,352,128.

As of the 2010 Census, Putnam County had a population of 99,710 and it was the 33<sup>rd</sup> most populous county in the State (out of the 57 counties outside of New York City). With a land area of 246 square miles, it is the 5<sup>th</sup> smallest county in New York. With a population density of 433 residents per square mile, it is the 11<sup>th</sup> most densely populated county in the State.

Within the County's borders, there are 6 towns, 3 villages, 5 fire districts, 7 school districts (includes BOCES) and dozens of additional special taxing districts. These towns and villages provide the majority of the day-to-day municipal services to property owners, including: public works, highway, sanitation, justice court system, building department, justice courts, fire protection (through fire districts and volunteer companies), tax assessment and collection, and recreation services, and many other departments. While Brewster, Carmel, Cold Spring, and Kent have dedicated police departments, the rest of the County relies on the Putnam County Sheriff Department as the primary police protection agency.

#### Governments/Districts in Putnam County

Type of Government / District	Number
County	1
Town	6
Villages	3
School Districts	6
BOCES	1
Fire Districts	5
<b>TOTAL*</b>	<b>22</b>

The following charts present the 2018 adopted budgets and tax levies that are provided by each town and village on their website, along with recently available Census population data.

**Village Property Taxes**

<b>Village</b>	<b>2018/19 Total Adopted Budget*</b>	<b>2018 Total Tax Levy</b>	<b>Population (2016)</b>
Brewster	\$1,461,949	\$660,199	2,346
Cold Spring	\$2,259,773	\$1,614,643	1,948
Nelsonville	320, 00	2 ,8	623
<b>Total</b>	<b>\$4,042,122</b>	<b>\$2,552,686</b>	<b>4,917</b>

**Town Property Taxes**

<b>Town</b>	<b>2018 Total Adopted Budget</b>	<b>2018 Total Tax Levy</b>	<b>Population (2016)</b>
Carmel	\$44,261,825*	3 ,3 8,1 2*	34,255
Kent	\$18,192,219	\$15,267,210	13,283
Patterson	\$12,643,762	\$9,692,737	11,909
Philipstown	\$10,879,297	\$7,802,168	9,669
Putnam Valley	\$13,213,545	\$10,591,594	11,616
Southeast	\$10,320,508*	\$6,256,258*	18,168
<b>Total</b>	<b>\$109,511,156</b>	<b>\$72,558,336</b>	<b>98,900</b>

\*Excludes Library District

Please note that estimate savings calculations that are presented in Sections 4 and 5 are based on 2017 actual financial results reported from the NY Office of the State Comptroller which is different than the above current year budgets.

Six public school districts and a regional BOCES serve the educational needs of the County. Their combined 2017 property tax levy was \$275 million. This represents 68% of the total 2017 property taxes collected in the County, which is consistent with other New York counties.

**School District Property Taxes**

<b>School District</b>	<b>2017 Property Tax Levy</b>
Brewster Central	\$64,209,137
Carmel Central School Dis	\$79,869,867
Garrison	\$8,440,513
Haldane	\$17,257,339
Mahopac	\$74,592,342
Putnam Valley	\$30,712,908
<b>Total</b>	<b>\$275,082,106</b>

## **B. Shared Services Panel**

In accordance with the recently enacted New York State CWSSI, Putnam County Executive MaryEllen Odell convened a Shared Service Panel that was comprised of the Chief Elected Officials (mayors and supervisors) from each of the towns and villages located within the County. She also included the Co-chairs of the Putnam County Fiscal Vision and Accountability Commission as non-voting members to leverage their prior related work. The Panel met three times to-date to brainstorm ideas and discuss short- and longer-term opportunities for sharing services and lowering taxes.

### **Panel Meetings:**

<b>Date</b>	<b>Time</b>	<b>Location</b>
April 11, 2018	4:00 PM	Putnam County Office Building
June 7, 2018	6:30 PM	Putnam County Training & Operations Center
July 18, 2018	1:30 PM	Putnam County Training & Operations Center
September 6, 2018	10:00 AM	Putnam County Training & Operations Center

### **Participating Towns:**

<b>Participating Towns</b>	<b>Chief Elected Official</b>	<b>Additional Panel Representative</b>
1. Carmel	Supervisor Kenneth Schmitt	
2. Kent	Supervisor Maureen Fleming	
3. Patterson	Supervisor Richard Williams	
4. Philipstown	Supervisor Richard Shea	Hon. Nancy Montgomery
5. Putnam Valley	Supervisor Sam Oliverio	
6. Southeast	Supervisor Tony Hay	Hon. Lynne Eckardt

### **Participating Villages:**

<b>Participating Villages</b>	<b>Chief Elected Official</b>	<b>Additional Panel Representative</b>
1. Brewster	Mayor James Schoenig	Peter Hansen
2. Cold Spring	Mayor Dave Merandy	
3. Nelsonville	Mayor Bill O'Neill	

**School Districts**

	<b>School District</b>	<b>District Superintendent</b>	<b>Roundtable</b>	<b>Participant</b>
1.	Brewster	Valerie Henning Piedmonte	Denise Harrington-Cohen	
2.	Carmel	Andy Irvin	John Weise	
3.	Garrison	Laura Mitchell		
4.	Haldane	Diana Bowers		
5.	Mahopac	Anthony DiCarlo	George Prine	
6.	Putnam Valley	Frances Wills	Jill Figarella	
7.	Putnam / N. Westchester BOCES	James Ryan	Lynn Allen	

**C. Shared Services Planning Approach**

The County engaged a consultant to assist with developing Putnam County’s Shared Services Plan. Working with County Executive MaryEllen Odell, they developed a structured project approach to develop this plan, consisting of the following activities:

- Project start-up and Shared Services Panel formation
- Review CWSSI Guidance
- Review current shared services Intermunicipal Agreements (IMAs) between municipalities
- Review NYS shared services best-practice examples
- Identify new short-term shared services project opportunities between municipalities to reduce costs in 2019
- Identify longer-term potential shared services projects and savings opportunities between municipalities
- Confirm interested partners for short-term projects and develop cost/benefit analysis
- Develop CWSSI plan and report
- Submit draft CWSSI report to Putnam County Legislature
- Conduct public hearings (3)
- Modify CWSSI plan as needed
- Mayors and Supervisors to vote on CWSSI Plan
- County Executive submits final CWSSI Plan to NYS Division of Budgets
- County Executive presents CWSSI Plan to the public

The Panel met four times during the development of this plan. The initial Panel meeting consisted of a detailed review of the CWSSI Guidance Document and began the process of identifying

existing shared services, service gaps and identifying worthwhile, cost-saving projects to pursue. During the first meeting it was noted that the timeline to comply with the development of the plan was short. After discussion, it was decided that it was in the best interest to pursue a parallel path that included 1) the identification of potential short-term opportunities that can yield savings in 2019, and 2) identify future opportunities to pursue to maximize taxpayer savings through potential restructuring and efficiency projects.

Panel Meeting attendees were also given an overview of the timeline, as well as several worksheets and “homework” that included:

- Existing Shared Services Worksheet
- Potential Shared Services Survey
- A Request for municipal budgets and headcount information

Survey forms and information requests were sent electronically to Panel Members with a request to return the requested information before the second Panel meeting. In addition, the County sent correspondence to the school districts and BOCES regarding the process and invited their ideas and participation.

At the second Panel meeting participants discussed brainstorming concepts, short-term and long-term projects identified from the surveys and meetings, as well as the potential project partners and associated data needed for each project. Additional detailed roundtable discussions were also held with department heads in the following areas selected by the Panel

- Highway and Public Works
- Property Tax Assessment
- Payroll and Human Resources
- Information Technology
- Sharing Services with Schools
- Dog Control Officer

Ideas were refined, and new information was gathered, during one-on-one interview sessions and at subsequent Panel meetings, which led to the refinement of these CWSSI projects.

The draft CWSSI Plan was developed and distributed to the Panel members in advance of their third meeting. Edits and additions to the Plan were submitted and discussed by the Panel, and the draft Plan was thereafter iterated, finalized and circulated.

### 3. Review of Current Shared Services

Putnam County and the towns and villages that are located within its border, have a long history of inter-municipal cooperation, on both a formal and informal basis, to share certain equipment and services on a regular or as-needed basis, as detailed below. By sharing services and taking a centralized approach to certain activities, partnering municipalities can avoid significant redundant spending and overhead administration.

There are over 75 shared service Inter-Municipal Agreements (IMAs) that are presently in place between the various municipalities in Putnam County that are detailed below.

#### PUTNAM COUNTY INTER-MUNICIPAL SHARED SERVICE AGREEMENTS

(\* Entity in bold provides the service)

##### CARMEL

Entity*	Department/Location	Description
<b>PUTNAM CO. &amp; CARMEL (T)</b>	CONS AFF AND WGTS AND MEASURE (6610)	CONSUMER AFFAIRS SHARED RESOURCES ELECT INSP
<b>PUTNAM CO. &amp; CARMEL (T)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY - SALT STORAGE AND EQUIP SHARE
<b>PUTNAM CO. &amp; CARMEL (T)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/ TAX SERVICES CONTRACT
<b>PUTNAM CO. &amp; CARMEL (T)</b>	PC OFFICE OF AGING TITLE III (6772)	OUTREACH WORKER FOR THE TOWN OF CARMEL
PUTNAM CO. & CARMEL	PC PURCHASING (W/ 3 <sup>RD</sup> PARTY ESCO)	ELECTRICAL SUPPLY SERVICES
SHERRIFF & CARMEL	SHERRIFF	DETENTION OF PRE-ARRAIGNED PERSONS
SHERRIFF & CARMEL	SHERRIFF	SEASONAL MARINE PATROL
SHERRIFF, CARMEL, KENT	PUTNAM COUNTY JOINT EMERGENCY RESPONSE TACTICAL TEAM	PARTICIPATING AGENCY IN SPECIALIZED MUTUAL AID RESPONSE

##### PATTERSON

Entity*	Department/Location	Description
<b>PUTNAM CO. &amp; PATTERSON (T)</b>	CONS AFF AND WGTS AND MEASURE (6610)	CONSUMER AFFAIRS IMA ELECTRIC
<b>PUTNAM CO. &amp; PATTERSON (T)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY IMA EQUIPMENT AND SALT SHARE
<b>PUTNAM CO. &amp; PATTERSON (T)</b>	RECORDS STORAGE AND RETRIEVAL	TOWN USES COUNTY FACILITY FOR RECORDS STORAGE AND RETRIEVAL

**Putnam County-Wide Shared Services Initiative**

<b>PUTNAM CO. &amp; PATTERSON (T)</b>	EMERGENCY SERVICES (3989)	EMS/AGREE AND REL OF LIABILITY FOR USE FIRE TRAIN
<b>PUTNAM CO. &amp; PATTERSON (T)</b>	PC OFFICE OF AGING TITLE III (6772)	OUTREACH WORKER FOR THE TOWN OF PATTERSON
<b>PUTNAM CO. &amp; PATTERSON (T)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/TAX SERVICES AGREEMENT
<b>PUTNAM CO. &amp; PATTERSON (T)</b>	HIGHWAY	SALT STORAGE AND EQUIPMENT SHARE

**SOUTHEAST**

<b>Entity*</b>	<b>Department/Location</b>	<b>Description</b>
<b>PUTNAM CO. &amp; SOUTHEAST (T)</b>	CONS AFF AND WGTS AND MEASURE (6610)	CONSUMER AFFAIRS IMA ELECTRICAL INSPECTIONS
<b>PUTNAM CO. &amp; SOUTHEAST (T)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY IMA W SOUTHEAST SALT AND EQUIPMENT SHARE
<b>PUTNAM CO. &amp; SOUTHEAST (T)</b>	PC OFFICE OF AGING TITLE III (6772)	OUTREACH WORKER FOR THE TOWN OF SOUTHEAST
<b>PUTNAM CO. &amp; SOUTHEAST (T)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/TAX SERVICES AGREEMENT
<b>PUTNAM CO. &amp; SOUTHEAST (T)</b>	HIGHWAY	VAC-ALL TRUCKS
<b>SOUTHEAST &amp; BREWSTER</b>	TAX ASSESSMENT SERVICES	TOWN PROVIDES TAX ASSESSMENT SERVICES TO VILLAGE
<b>SOUTHEAST &amp; BREWSTER</b>	STREET SWEEPING	TOWN PROVIDES STREET SWEEPING SERVICES TO VILLAGE
<b>SOUTHEAST &amp; BREWSTER</b>	CATCH BASIN MAINTENANCE	TOWN PROVIDES CATCH BASIN MAINTENANCE & REPAIR TO VILLAGE

**KENT**

<b>Entity*</b>	<b>Department/Location</b>	<b>Description</b>
<b>PUTNAM CO. &amp; KENT (T)</b>	CONS AFF AND WGTS AND MEASURE (6610)	CONSUMER AFFAIRS IMA ELECTRICAL INSPECTION
<b>PUTNAM CO. &amp; KENT (T)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY IMA
<b>PUTNAM CO. &amp; KENT (T)</b>	DEPT OF IT GIS (1680)	IT/GIS IMA W/KENT ARCIVAL STORAGE/ELECTRONIC RETENTION
<b>PUTNAM CO. &amp; KENT (T)</b>	PC OFFICE OF AGING TITLE III (6772)	OUTREACH WORKER FOR THE TOWN OF KENT
<b>PUTNAM CO. &amp; KENT (T)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/TAX SERVICES
<b>PUTNAM CO. &amp; KENT (T)</b>	DEPT OF IT GIS (1680)	MUNICIPAL USE OF COUNTY E-MAIL SERVERS

**Putnam County-Wide Shared Services Initiative**

<b>PUTNAM CO. &amp; KENT (T)</b>	SHERIFF	DETENTION OF PRE-ARRAIGNED PERSONS
SHERRIFF, CARMEL, KENT	PUTNAM COUNTY JOINT EMERGENCY RESPONSE TACTICAL TEAM	PARTICIPATING AGENCY IN SPECIALIZED MUTUAL AID RESPONSE

**PHILIPSTOWN**

<b>Entity*</b>	<b>Department/Location</b>	<b>Description</b>
<b>PUTNAM CO. &amp; PHILIPSTOWN (T)</b>	CONS AFF AND WGTS AND MEASURE (6610)	CONSUMER AFFAIRS IMA ELECTRICAL INSPECTIONS
<b>PUTNAM CO. &amp; PHILIPSTOWN (T)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY IMA SALT AND EQUIP SHARE
<b>PUTNAM CO. &amp; PHILIPSTOWN (T)</b>	HEALTH DEPARTMENT (4010)	HEALTH-LEASE VFW BLD PHILIPSTOWN
<b>PUTNAM CO. &amp; PHILIPSTOWN (T)</b>	PC OFFICE OF AGING TITLE III (6772)	OUTREACH WORKER FOR THE TOWN OF PHILIPSTOWN
<b>PUTNAM CO. &amp; PHILIPSTOWN (T)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/ TAX SERVICES CONTRACT

**PUTNAM VALLEY**

<b>Entity*</b>	<b>Department/Location</b>	<b>Description</b>
<b>PUTNAM CO. &amp; PUTNAM VALLEY (T)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY - IMA W PUTNAM VALLEY EQUIP SHARE AND SALT
<b>PUTNAM CO. &amp; PUTNAM VALLEY (T)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY IMA WITH PV RE RETROFIT PROJECT OSCAWANA LAKE
<b>PUTNAM CO. &amp; PUTNAM VALLEY (T)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/TAX SERVICES AGREEMENT
<b>PUTNAM CO. &amp; PUTNAM VALLEY (T)</b>	PC OFFICE OF AGING TITLE III (6772)	OUTREACH WORKER FOR THE TOWN OF PUTNAM VALLEY

**BREWSTER**

<b>Entity*</b>	<b>Department/Location</b>	<b>Description</b>
<b>PUTNAM CO. &amp; BREWSTER (V)</b>	EMERGENCY SERVICES (3989)	EMS/BREWSTER-SE JOINT FIRE DIST USE TRAININ CTR
<b>PUTNAM CO. &amp; BREWSTER (V)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/TAX SERVICES AGREEMENT
<b>PUTNAM CO. &amp; BREWSTER (V)</b>	SHERIFF	INTER-MUNICIPAL AGREEMENT. DETENTION OF PRE ARRAIGNED PERSONS
<b>PUTNAM CO. &amp; BREWSTER (V)</b>	PLANNING	INTER-MUNICIPAL COMPREHENSIVE PLAN FOR LAND USE REGULATIONS
<b>SOUTHEAST &amp; BREWSTER</b>	TAX ASSESSMENT SERVICES	TOWN PROVIDES TAX ASSESSMENT SERVICES TO VILLAGE
<b>SOUTHEAST &amp; BREWSTER</b>	STREET SWEEPING	TOWN PROVIDES STREET SWEEPING SERVICES TO VILLAGE
<b>SOUTHEAST &amp; BREWSTER</b>	CATCH BASIN MAINTENANCE	TOWN PROVIDES CATCH BASIN MAINTENANCE & REPAIR TO VILLAGE
<b>SOUTHEAST &amp; BREWSTER</b>	STREET SWEEPING	TOWN PROVIDES STREET SWEEPING SERVICES TO VILLAGE

**COLD SPRING**

<b>Entity*</b>	<b>Department/Location</b>	<b>Description</b>
<b>PUTNAM CO. &amp; COLD SPRING (V)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY IMA COLD SPRING RESOURCE SHARE
<b>PUTNAM CO. &amp; COLD SPRING (V)</b>	DEPT OF HWAYS & FACIILITIES (1490)	HIGHWAY IMA FOR EQUIPMENT SHARE
<b>PUTNAM CO. &amp; COLD SPRING (V)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/TAX SERVICES AGREEMENT
<b>PUTNAM CO. &amp; COLD SPRING (V)</b>	SHERIFF (3110)	SHERIFF INTERMUNICIPAL AGREEMENT DETENTION OF PRE-ARRAIGNED PERSONS

**NELSONVILLE**

<b>Entity*</b>	<b>Department/Location</b>	<b>Description</b>
<b>PUTNAM CO. &amp; NELSONVILLE (V)</b>	REAL PROPERTY TAX SERVICES (1355)	REAL PROPERTY/TAX SERVICES CONTRACT
<b>PUTNAM CO. &amp; NELSONVILLE (V)</b>	SHERIFF (3110)	SHERIFF DEPT COURT SECURITY OFFICER

**OTHER INTER-MUNICIPAL AGREEMENTS**

<b>Entity*</b>	<b>Department/Location</b>	<b>Description</b>
<b>SHERIFF</b>	VILLAGE OF FISHKILL POLICE DEPARTMENT	FIREARMS RANGE USE AGREEMENT
<b>SHERIFF</b>	VILLAGE OF FISHKILL POLICE DEPARTMENT	USE OF FIREARMS RANGE
<b>SHERIFF</b>	INTERMUNICIPAL AGREEMENT COUNTY OF RENSSELAER	RECEIVE AND KEEP PRISONERS
<b>SHERIFF</b>	WESTCHESTER COUNTY INTERMUNICIPAL AGREE	POLICE ACADEMY TRAINING
<b>SHERIFF</b>	NEW YORK STATE POLICE	DETENTION SERVICES FOR PRE- ARRAIGNED PERSONS
<b>SHERIFF</b>	ONEIDA COUNTY	TREATMENT FOR MENTALLY ILL INMATES
<b>COLD SPRING</b>	NELSONVILLE	FIRE PROTECTION SERVICES
<b>NYSHIP</b>	VARIOUS MUNICIPALITIES	EMPLOYEE GROUP HEALTH INSURANCE MEDICAL BENEFITS
CARMEL CSD	MAHOPAC CSD	FIELD USE AGREEMENT
<b>PUTNAM LAKE FIRE DISTRICT</b>	PATTERSON	FIRE PROTECTION SERVICES
<b>HUDSON VALLEY LIBRARY CONSORTIUM</b>	PUTNAM VALLEY LIBRARY	SHARED LIBRARY SERVICES
<b>PUTNAM COUNTY</b>	NELSONVILLE, PATTERSON, PUTNAM VALLEY	POLICE PROTECTION SERICES
<b>NYMIR</b>	CARMEL, COLD SPRING, PUTNAM VALLEY, SOUTHEAST, PUTNAM COUNTY, KENT	MUNICIPALL PROPERTY / CASUALTY INSURANCE COOPERATIVE AND RISK MANAGEMENT SERVICES
<b>PUTNAM COUNTY</b>	BREWSETER- SOUTHEASE FD, CARMEL FD, KENT FD, MAHOPAC FALLS VFD, PATTERSON VFD, PHILIPSTOWN FD, PHILIPSTOWN NORTH HIGHLANDS FD, PUTNAM LAKE FD, PUTNAM VALLEY FD, SOMERS FD, CROTON FALLS FD, LAKE CARMEL FD, CONTINENTAL VILLAGE VFD.	COUNTY FIRE TRAINING FACILITY USAGE FOR FD TRAINING
<b>PUTNAM COUNTY</b>	ALL FIRST RESPONDER AGENCIES	COORDINATION OF FIRST RESPONDER TRAINING INCLUDING

**Putnam County-Wide Shared Services Initiative**

		FIRE, EMS AND UTILITIES WITHIN PUTNAM COUNTY
<b>PUTNAM COUNTY</b>	ALL MUNICIPALITIES	COUNTY PROVIDES SUPPORT AND OVERSIGHT FOR ADMINISTERING CIVIL SERVICE PROVISIONS
<b>PUTNAM COUNTY</b>	ALL MUNICIPALITIES	COUNTY PROVIDES UNIFIED 9-1-1 SYSTEM WITH TRAINED EMERGENCY MEDICAL DISPATCH FOR PD, FD, EMS
<b>PUTNAM COUNTY</b>	ALL MUNICIPALITIES	PARAMEDIC FLY CAR, AND EMERGENCY AMBULANCE SERVICES (ALS/BLS)
<b>PUTNAM COUNTY</b>	PUTNAM COUNTY INDUSTRIAL DEVELOPMENT AGENCY (IDA), ALL MUNICIPALITIES	IDA PROVIDES ECONOMIC DEVELOPMENT INCENTIVES FOR MUNICIPALITIES TO BRING IN NEW BUSINESSES.
<b>PUTNAM COUNTY</b>	VARIOUS MUNICIPALITIES	ROAD STRIPING SERVICES
<b>PUTNAM COUNTY</b>	ALL MUNICIPALITIES	PROCUREMENT BIDS CONTAIN LANGUAGE ALLOWING SCHOOLS AND LOCAL GOVERNMENTS TO "PIGGY BACK" ON PRICING AND TERMS
<b>PUTNAM COUNTY</b>	VARIOUS MUNICIPALITIES	LOCAL ELECTION ADMINISTRATION
<b>PUTNAM COUNTY</b>	VARIOUS MUNICIPALITIES	RECORDS STORAGE AND RETRIEVAL (PARTIAL)
<b>PUTNAM COUNTY</b>	VARIOUS MUNICIPALITIES	SIGN MAKING SERVICES
<b>PUTNAM COUNTY</b>	VARIOUS MUNICIPALITIES	SPECIALIZED EQUIPMENT SHARING
<b>PUTNAM COUNTY</b>	CARMEL, PHILIPSTOWN, PATTERSON, SOUTHEAST	<b>PUTNAM COUNTY HUMANE SOCIETY (ANIMAL SHELTER)</b>

## 4. Proposed CWSSI Projects

During the Shared Service Panel discussions, participants reviewed examples of existing shared services practices from other municipalities and brainstormed ideas for additional or expanded sharing opportunities with each other. A survey was distributed to each municipality to identify existing shared services and indicate future potential areas of interest.

Survey responses were collated and discussed at the subsequent Panel meeting and roundtable discussions. The Shared Services Panel conducted roundtable discussions with department heads in several areas to consider preliminary project feasibility (high-level), and projects were prioritized and categorized as being Short-term (12-18 month) or longer-term (future) based on impact, cost, and implementation timeframe. Each community was asked if they were interested to participate in the projects, and cost estimates were generated with data provided from municipal budgets.

The chart on the following page summarizes each municipality's present interest in sharing municipal services within the County<sup>1</sup>.

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<sup>1</sup>Based on survey responses and subsequent municipal CEO interviews and discussions

## Putnam County-Wide Shared Services Initiative

Potential Shared Services Partners	Putnam County	Brewster	Carmel	Cold Spring	Kent	Nelsonville	Patterson	Philipstown	Putnam Valley	Southeast
<b>Administration</b>										
Health Insurance Cooperative	x				x					x
Joint Purchasing	x			x	x	x	x	x	x	x
Local Elections	x						x			x
Payroll	x	x			x	x				
Personnel / HR	x	x			x		x			
Records storage & retrieval	x			x	x		x			
Information Technology Support	x				x	x	x		x	
Tax Assessment	x	x			x					
Tax Collection Services	x	x			x					
<b>Highway / Public Works</b>										
Brush Collection / Maintenance	x			x	x	x				x
Ditching	x									
Drywell & Catch Basin Maint & Repair	x			x	x		x			
Guiderail	x				x		x			
Engineering	x				x	x				
Line Striping	x				x	x	x			
Litter / Road kill / Christmas Tree	x				x	x	x			
Municipal Grounds & Park Maintenance (mowing)	x	x		x		x	x			
Pumping Station	x			x						
Recycling Collection	x	x								x
Road Paving & Maintenance	x			x			x			x
Salt Shed	x	x		x			x			
Sanitary Sewers	x			x						
Sidewalk repair & maintenance	x			x		x				
Sign Making	x	x		x	x		x			
Snow & Ice Control	x			x		x	x		x	x
Solid Waste Collection	x	x		x						x
Storm Damage Repair	x				x					
Storm Water Drainage	x					x	x			
Street Sweeping	x					x				
Traffic Signals	x			x		x				
Tree removal/stumping	x	x			x	x	x			
Truck Wash	x		x		x		x			
Wastewater Treatment Plant Operation & Maintenance	x		x	x						
Vehicle & Equipment Repair	x	x		x						
<b>Public Safety</b>										
Ambulance	x				x	x	x		x	x
Building Department	x			x						
Code Enforcement Services	x	x		x						
Dog Control Services	x			x			x		x	x
Justice Courts	x				x					x
<b>Community Development</b>										
Community Planning	x					x				
<b>Community Services</b>										
Adult Senior Center / Programs	x									x

x = Interested in participating in project.

= s/t priority

## 4.a Short-Term Projects

Several projects have been identified in three major areas that can be implemented in a short-term timeframe (less than 18 months), and that are expected to result in significant taxpayer savings for the participating municipalities:

1. Joint Purchasing
2. Sharing of Highway and Public Works Services
  - Line Striping & Paving Coordination
  - Snow Plow Coordination
3. Tax Assessment

Several of these short-term projects do not require significant lead time or spending. Other projects that do, are expected to exceed the return on the proposed investment (in equipment and technology) by reducing and avoiding certain recurring costs, and by extending the usage benefit and synergies from such functional consolidation and sharing of equipment and resources across multiple municipalities.

Project participants have thus far only expressed preliminary (non-binding) interest from the Chief Elected Official. Projected cost savings are estimates that are based on 2017 financial results reported to the Office of the State Comptroller, not based on current assumptions used for similar projects at other municipalities.

### Project 1: Joint Purchasing

#### Project Partners

- Putnam County
- Town of Kent
- Town of Patterson
- Town of Philipstown
- Town of Putnam Valley
- Town of Southeast
- Village of Nelsonville
- Village of Cold Spring\*  
(\*not included in financial calculations)

In general, the County, School Districts, Towns, Villages, and special taxing districts, act independently to purchase most of their required goods and services. Several Towns and Villages, from time to time, partner with the County for specific commodity purchases (i.e., road salt, electricity, fuel). Also, Towns and Villages sometimes can benefit by leveraging County and State purchasing contracts that have been bid out and contain standard language clauses allowing other municipalities to “piggy back” and receive the same competitive pricing and terms as the County/State negotiated.

While the County has a dedicated Purchasing Department with trained purchasing agents that centrally support the County’s combined purchasing activity, each Town and Village independently lacks sufficient purchasing transaction volume to justify having such a dedicated

function. An opportunity exists to expand the County Purchasing Department’s role to also provide support the Towns’ and Villages’ for their procurement activities. Specifically, the County Purchasing Department has certified purchasing agents that can assist to ensure the most detailed, competitive bid specifications are developed to assure that a goods or services are procured at the best value and lowest cost.

Expanding the County Purchasing Department role also creates an opportunity to coordinate Town and Village purchasing in a purchasing cooperative, saving money by aggregating combined purchases to achieve volume purchase discounts, and saving time by consolidating contract negotiation and administration activities. This will also free up workers from other departments, such as Highways or Public Works, who today must take time away from their primary duties to perform select Town/Village procurement activities. This will increase their productivity by allowing them to focus on other priority matters.

Such a joint purchasing function can be centrally administered without the loss of local government control. Each municipality would still issue its own purchase orders, accept its own deliveries and make its own payments, but they will still benefit from volume pricing. The process life-cycle can be even further streamlined through the use of an online purchasing portal.

This function can also be expanded over time to include other municipalities as the initial ones are fully on-boarded. Additional process integration and efficiencies can be achieved, in a subsequent implementation phase, by linking and centralizing the downstream related accounts payable processing activity.



**Budget Narrative**

**Project Cost:** One incremental purchasing agent is required to support the incremental (combined) purchasing activity of participating towns and villages (\$85.2K including fringe benefits). Year 1 budget includes software acquisition costs and 6-months personnel. Recurring costs include system licensing and incremental personnel cost. Joint purchasing can begin before an online system is acquired, which when implemented, will expedite expected benefits.

<u>Estimated Costs</u>	<u>Year 1</u>	<u>Year 2</u>
Build & Maintain		
Portal	100,000	10,000
<u>Staff</u>	<u>42,663</u>	<u>85,325</u>
TOTAL	142,663	95,325

**Fiscal Impact:** Anticipated savings for participants are calculated based on saving 2% of the participating partners’ baseline projected spending for equipment and contractual spending.

Equipment expense was estimated based on a five-year spending average. Assumes first-year costs and savings are for one-half year only.\*

Object	Baseline	Baseline	Projected	Savings	Savings
	Projected 2019	Projected 2020	Full Annual Savings Rate	Projected 2019 Half Year *	Projected 2020 *
Equipment	12,492,787	12,492,787	2.0%	124,928	249,856
Contractual	27,635,217	28,508,750	2.0%	276,352	570,175
<b>Total</b>	<b>40,128,004</b>	<b>41,001,537</b>	<b>2.0%</b>	<b>401,280</b>	<b>820,031</b>

\* Excludes Cold Spring who is also interested to participate

## **Project 2: Sharing and Coordinating Highway and Public Works Services**

At present, the County, Towns, and Villages are each responsible for similar, and at times, duplicative highway services. While the size and magnitude of heavy equipment and snow plows may vary based on road type and the individual services may be deployed uniquely, the basic services remain the same across municipal boundaries. Recognizing this, the Town Supervisors and the Town and Village Highway Superintendents have already spent much time heretofore exploring and implementing various ways to share specialized equipment and create other efficiencies through partnering.

Advances in technology, the modernization of machinery, and development of specialized equipment has greatly improved local government efficiency and enhanced their ability to undertake highway and public works projects that were once more time consuming and strenuous to accomplish. While the benefits of innovation can be significant, so too are the costs. It is very difficult for most Towns and Villages to justify purchasing expensive highway equipment that is used “part time”, and has a limited useful (depreciation) life. Instead, local governments can partner and share the purchase – and benefit – of specialized highway and public works equipment. This approach maximizes efficiency (streamlined centralized approach) while also maximizing the return on (shared) investment in highway equipment. The Office of the State Comptroller (OSC) identified savings of generally between two to five percent from studies that have examined and measured the potential for savings through cooperative highway and public works activities.

During the Panel meetings, roundtable discussions, and interviews with the Towns and Villages, certain public works, highway, plowing, and engineering services were identified as key opportunities for sharing additional services. Presently, the Towns, Villages and the County already partner in many areas to share select highway services and equipment via formal and informal agreements. Additional opportunities exist to further expand this level of sharing by

increasing the planning and coordination of certain other highway and public works projects to achieve greater efficiencies and cost savings.

By sharing DPW and Highway services across municipalities, this will enable communities to offer the most benefits to residents at the lowest cost available. In some cases, service delivery can be improved and each municipality will experience financial savings aggregated over time. Consolidating or sharing DPW facilities and operations will ultimately generate significant benefits by streamlining administration and leveraging the use of shared, versus individual, facilities, and equipment. The anticipated savings in this area are expected to result from:

- Reduced commodities and parts costs through bulk purchasing.
- Reduced DPW project/roadway construction costs by better coordinating nearby work across municipal borders to minimize equipment mobilization costs and achieve purchasing economies of scale.
- Reduced recurring maintenance costs through the functional consolidation (centralization) of certain specialized highway / public works functions, and enhancing their capacity/capabilities through shared equipment/technology solutions that can then be leveraged and deployed to other municipalities.
- Eliminated duplication of staffing required to administer, manage and monitor projects and operational activities.
- Reduce potential environmental impacts and penalties resulting from simultaneous public works projects occurring without coordination.

Throughout the Panel meetings, the following Highway Services items have come up as areas of interest, with interested partners seeking to share specific highway / public works services. These ideas are implementable in a short-term timeframe and are discussed below

- Snow Plow Coordination, “Plow up / Plow down”
- Line Striping and Paving Coordination
- Safety Training Coordination

Other projects that have high savings potential but may require more time to scope and implement are listed in the Future Projects section of this report. Additional potential highway and DPW shared service projects are listed in the Long-term Section of this plan.

## Project 2a: Snow Plow Coordination – “Plow Up / Down”

### Project Partners

- Putnam County
- Town of Kent
- Town of Patterson
- Town of Philipstown
- Town of Putnam Valley
- Town of Southeast
- Village of Cold Spring\*  
(\*not included in financial calculations)

\* Several School Districts are also interested in participating, and will more fully consider this in the Fall.

Putnam municipalities and school districts face significant annual snow removal costs for plowing roadways and public parking during the winter months. Besides the more obvious direct plowing costs (road de-icing supplies, personnel, equipment), a number of significant indirect costs also exist. Slippery roads deteriorate driving conditions which increases the number of traffic accidents. Extensive use of snow plows, salt and chemicals damages roads, corrodes vehicles and bridges, and has a negative environmental impact. Also, routing inefficiencies exist where Town plows often must drive across miles of County roadways with their plows up, en-route to the Town roads they are to plow. Any opportunity to optimize winter plowing and de-icing operations can yield significant cost savings, and also improve safety and mobility, and reduce environmental impacts.

Coordinating snow plowing operations for roadways and public parking lots to be most efficient, not necessarily based on (or limited to) municipal boundaries, but rather on available equipment and routing efficiency, is a smart way that municipalities can work together to accomplish this important work faster and at a lower cost.

Implementing a coordinated shared service for municipalities to plow each other’s roads will save money by maximizing efficiency and leveraging underutilized equipment (driving with plows up). “Automated Vehicle Locator” (AVL) GPS technology that is available today can be used by partnering municipalities to optimize plowing routes and also automatically cross-bill for intermunicipal plowing. This technology can also be used to regulate and reduce de-icing material usage based on conditions, and can also be used to avoid applying road salt materials in environmentally sensitive areas. The system can also be used to provide drivers with turn-by- turn directions which can help facilitate the implementation of new routes.

A less complex intermunicipal charge-back process can alternatively be developed based on road mileage or area size (parking lots).

Several school districts have expressed an interest to consider partnering with their Town for parking lot plowing services. These will be considered in the Fall and it is expected to reduce plowing costs for school districts.

Length of Roads - Centerline Miles - Town vs County							
	Carmel	Kent	Patterson	Philipstown	Putnam Valley	Southeast	TOTAL
<b>Town</b>	158.71	101.46	68.18	56.85	92.45	82.48	560.13
<b>County</b>	32.3	17.49	17.26	7.34	21.77	19	115.16
<b>Total</b>	191.01	118.95	85.44	64.19	114.22	101.48	675.29
<b>% County</b>	16.9%	14.7%	20.2%	11.4%	19.1%	18.7%	<b>17.1%</b>

**Budget Narrative**

**Project Cost:** A simple process might be manually implemented with minimum costs, based on using pre-negotiated annual pricing through inter-municipal agreements (IMAs) that can be based on road mileage or another mutually agreed relevant formula.

Full process automation can be achieved using AVL technology. This can further reduce costs by more accurately regulating the flow (quantity) of road salt based on vehicle-based GPS sensors, improving salt conservation thereby extending spreader equipment range. While some municipalities already use AVL GPS technology for their fleet, the degree of interoperability and integration would need to be determined to accurately estimate implementation costs. This can be determined in a near-term timeframe.

**Fiscal Impact:** Snow removal budgets were analyzed and a five-year average annual increase was calculated to estimate 2019 and 2020 snow removal costs. While computerized rerouting has not been performed to optimize routes and maximize savings, savings are estimated to be 2% of participants snow removal budgets. These savings are expected to be realized either through revenue collected from contracting with the County, or from savings realized from route optimization. The actual savings may be measured in monetary terms or in terms of travel time or travel distance or some combination of these factors.

Annual Pct Change 2013- 17	Baseline Plowing 2019	Baseline Plowing 2020	Projected Full Annual Savings Rate	Savings Projected 2019	Savings Projected 2020
0.49%	\$4,562,430	\$4,562,430	2.0%	\$91,249	\$91,249

## Project 2b: Shared Line Striping and Paving Coordination

### Project Partners

- Putnam County
- Town of Patterson
- Town of Southeast
- Village of Cold Spring\*  
(\*not included in financial calculations)

Throughout the Shared Service Panel meetings and roundtables, it was noted that the Highway Superintendents and DPW Commissioners coordinate and share equipment and communicate on a frequent basis. Annual road paving activity, however, is not presently coordinated between the County, Towns, and Villages. Also, several Towns and Villages contract out line striping, while the County has line striping equipment that may be underutilized from time to time and therefore can become available to be used in other municipalities as a shared service.

Coordinating paving projects through joint bidding can minimize equipment mobilization costs, which can represent up to 5% of a paving project cost. Further, joint bidding will maximize opportunities for volume purchasing discounts, which may further reduce paving unit costs. Avoiding outside costs to contract line striping can also save significant costs.

Leveraging the County's dedicated Purchasing Department may be a practical way to assist coordinating inter-municipal paving activity in concert with the Highway Superintendents. The Purchasing Department can coordinate paving plans with each interested Town and Village, and they can combine the specs to economize on the combined scale and procure the service at the most favorable terms and pricing. In addition, a central coordinator can assist in coordinating the paving schedules to facilitate an organized and synchronized approach to planned paving work in order to reduce equipment mobilization costs, reduce cost of purchased services or aggregates, and/or increase the ability to share specialized equipment or staff resources.

The per-ton savings from joint purchasing, coupled with mobilization cost reductions are expected to net dividends in cost savings to participating municipalities, school districts and special districts.

Also, developing shared services agreements to use the County line striping equipment can avoid significant contractor spending and maximize the return on investment in existing assets.

### Budget Narrative

**Project Cost:** A simple process might be manually implemented by convening annual meetings to coordinate paving bids and resultant schedules. Necessarily, one time minimal costs for IMA preparation and incremental recurring costs for procurement and contracting activities will be incurred.

**Fiscal Impact:**

Expected savings will be achieved from bulk volume purchasing and by minimizing paving project mobilization costs through coordination across participating municipalities. Annual paving budgets would need to be used to derive actual savings.

**Fiscal Impact:**

Assumes 1% savings recovery from participants' line striping & paving budgets. Assumes partial savings for 2019 (50%) to account for implementation timing.

Project	First Year Cost	Ongoing Annual Cost	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	Projected Increased Revenue	2019	2020
Highway & DPW Services	-	-	(197,516)	(197,516)	-	(144,382)	(197,516)

### **Project 3. Shared Property Tax Assessment Services**

**Project Partners**

- Putnam County
- Town of Carmel
- Town of Kent

Some municipalities are interested in exploring methods in which they can share tax assessment services. Sharing an assessor would minimize personnel costs and ensure normalization of reassessment data across the County. Towns could still keep their Board of Assessment Review, maintaining control over this important appeal body.

Sharing an assessor will ensure property assessment methodologies are consistent across towns and that values are normalized accordingly so that County taxes will be most fairly apportioned across all the Towns. Available software enables property inventory management and facilitates administration, increasing productivity.

**Budget Narrative**

**Project Cost:** Costs could be transferred from towns to the County to establish an assessment office. Incremental part-time personnel may be required to support the assessor role and those costs would be offset from savings generated from eliminating assessor positions.

**Fiscal Impact:**

Project	Current Cost	Ongoing Annual Cost	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	2019	2020
Tax Assessment	1,042,650	856,939	185,711	185,711	92,855	185,711

## 4.b Long-term Projects

As previously noted, Shared Service Panel Members also identified a longer-term collection of projects that will require additional time and effort in order to more thoroughly scope out and plan. These project opportunities will continue to be further developed by the Shared Service Panel in the coming year.

### Functional consolidation of County emergency communications equipment

A project has been identified to centralize the purchasing, distribution and maintenance of emergency radio communication equipment. Centralizing and standardizing radio equipment across different municipalities and agencies will reduce costs through volume purchase discounts, but more importantly, ensure inter-operability across the different DPW, transportation, police, fire, and emergency response agencies. This will maximize the County’s disaster response capabilities by being able to integrate communication with any municipal vehicle. Centralizing this function will also eliminate redundant administrative activity across multiple municipalities.

### Shared Dog Control Services

New York State law requires towns and cities and, in some cases, villages to appoint dog control officers. All of the Towns in Putnam County provide dog control services but most do not have full time Dog Control Officers (DCOs). They are either part-time, on-call, shared or contracted out.

Dog control officers play an important role in public safety as they are responsible for capturing and impounding dangerous or stray animals, investigating cases of animal cruelty, enforcing licensing laws, providing expert testimony in court cases, rescuing trapped animals, writing incident reports, and providing humane care to animals under their supervision. Contracting the work can be costly and having part-time or on-call DCOs may lead to insufficient coverage when needed, especially during emergency situations. It can also be a challenge for municipalities to replace DCOs as they retire or provide backup in the event of illness or injury.

While the towns have varying levels of service (e.g., full-time, part-time, on-call), there is satisfaction with a low cost structure. This may not be sustainable over the long-term, particularly with succession planning.

Sharing Dog Control services throughout the County can be an efficient way to expand coverage and share costs. The Putnam Society for the Prevention of Cruelty to Animals (SPCA) provides full-time DCO services to Putnam Valley, and provides backup services throughout the rest of the County. Participants are interested whether this resource can become even more of a shared resource to save costs in the future.

### Future Health Insurance Cooperatives

There is interest among several municipalities to form or participate in a health insurance cooperative(s) to increase the medical benefits plan options that are offered to public employees. This can reduce employer and employee costs by offering plans with different levels of coverage to suit various employee situations and needs. Partnering is a practical way to provide additional benefits at reduced costs by pooling employees to reduce aggregate premium costs based on shared risk profiles and loss experience.

### Code Enforcement Services

This collaborative approach to code enforcement involves individual pairs of municipalities sharing or consolidating code enforcement personnel between themselves. Particularly in cases where a municipality's code enforcement function is especially short-staffed, sharing staff with another municipality may afford it a level of service, coverage and expertise that would otherwise be unaffordable if acting independently.

The creation of a regional code enforcement system using inter-municipal agreement should be further developed and/or investigated, specifying the service delivery entity (or entities) and the types/levels of services to be provided. The payment for costs incurred can reduce unit costs and enhance the level of service.

A regional code enforcement computerized application system could be administered by the county and billed to each municipality based upon modules / services rendered, or it can be created as a purchase of services agreement between municipalities.

Redundant systems support activities can be eliminated with this approach, and this can be used to provide backup coverage to municipalities that have a dedicated code enforcement staff. Sharing a system can increase interoperability which can lead to future

### Digital Records Management

The purpose of the project is to expand digitization of records for the County, towns, villages and special districts. Central organization of information infrastructure ensures uniform standards, greater security and control over records, and faster response time for record retrieval which

provides greater efficiency in government functions as well as reducing overall costs. This regional records management includes the digitization of documents for electronic retrieval, as well as, the possible creation of a regional archive and records storage facility. Records will be digitized and retained per the local retention schedule.

All records will be reviewed, inventoried and purged pursuant to the individual records retention schedule, logged, prepared and scanned. A shared services module will provide individualized electronic access to records for each town, village or taxing district. In addition, this project will allow for public records to be viewed directly upon application of the proper security protocols, thereby increasing transparency and reducing the additional burden on employees.

### Shared Justice Courts

There are a number of ways in which a town can share court facilities and services with a neighboring town or towns. Cooperation in this manner may help reduce the operational expenses of the court. In addition, it may allow smaller courts to take better advantage of technologies, equipment, staff, and facilities that improve the quality of service that the courts offer the community.

Villages also have the option of sharing court facilities. Villages, unlike towns, have the option of creating or dissolving their Justice Court. When a Village Court dissolves, court matters are transferred to the Town Court, which can save the Village a significant annual expense by sharing facilities, systems, and court personnel.

### Human Resources and Payroll

None of the Towns or Villages have dedicated Human Resources (HR) personnel. The process supporting Civil Service laws around hiring is supported by the County Personnel Department. Opportunities may exist for the County Personnel Department to assume a greater role with HR generalist questions and issues for the Towns and Villages. This would free up existing Town and Village personnel that support this and other functions to be reallocated to other important primary activities. C

Coordination of standard employee work place, risk management, and safety training can also be supported by a centralized group. This will ensure personnel are up-to-date on important training in order to assure their safety and reduce potential exposures to local governments.

### Sharing Tax Collector Services

At present, the towns support their own tax collection function. Schools, villages, and towns each have different tax collection due dates. This would allow for the combined work to be spread over the calendar, thereby minimizing incremental personnel to support the different cycles. Improved automation can be jointly acquired, and offer additional payment options to property taxpayers. This would also free up existing government workers to support their other duties.

Each municipality could retain control and municipal cash flow liquidity can remain unaffected.

## **Functional Consolidation of Storm Water Retention Outfall / Catch Basin / Storm Drain Maintenance and Street Sweeping**

Stormwater runoff, which is generated from rain and snowmelt events that flow over land or impervious surfaces, such as paved streets, parking lots, and building rooftops is a main source of non-point source pollution and can contain sediment, suspended solids, nutrients (phosphorus and nitrogen), heavy metals, pathogens, toxins, oxygen-demanding substances (organic material), and floatables. Stormwater runoff, and does not soak into the ground. The runoff picks up pollutants like trash, chemicals, oils, and dirt/sediment that can be detrimental to water quality and can harm our rivers, streams, and lakes.

Federal law exists that requires permitting and monitoring of stormwater discharges from Municipal Separate Storm Sewer Systems (MS4s) in certain areas. These MS4 Systems must also remain in compliance with the State Pollutant Discharge Elimination System (SPDES) for Stormwater Discharges.

With much of Putnam County being within a designated watershed area, it is particularly important that outflow and retention ponds, and other stormwater collectors are regularly cleaned, inspected, and maintained, in order: to be in compliance with these standards, to avoid backups, and to ensure the separation of inflows between storm and sewer systems where they exist.

Outflow, catch basin, storm drain, and retention pond cleaning and maintenance requires specialized equipment and is a plannable activity that must be scheduled at regular intervals. The required ongoing inspections of these collectors for MS4 compliance is time consuming yet important work that takes limited DPW crews and supervisors away from other important public works activities. It is inefficient and cost prohibitive to have dedicated vacuum cleaning trucks in each municipality. Rather, having a centralized team to support this activity across multiple municipalities as a shared service that includes cleaning, maintaining, and inspecting these important infrastructure assets will maximize the return on investment in specialized training and equipment (by extending the use of personnel and equipment to support a larger group of municipalities). It also avoids duplicate costs and efforts for purchasing supplies and management overhead. Creating a centralized service for this activity will also increase DPW productivity by reducing redundant administrative overhead and by freeing up limited DPW personnel to undertake other priority work.

Street Sweeping is a related, specialized DPW activity that is important to minimize the accumulation of sediment, debris and litter in public streets and gutters, thereby reducing the amount of material entering into the stormwater sewer system. Sweeping paved streets at least once per year is important for public and environmental safety, as well as for aesthetic reasons.

By sharing the use of specialized street sweeping equipment to use across several Towns or Villages, this will maximize the return on investment in this specialized equipment, avoid duplicate spending by other municipalities (by sharing), and streamline process administration and operations across participating jurisdictions.

GPS-based hardware and software solutions exist that can be implemented and used in conjunction with a well-designed shared services program to automate the cross-billing for street sweeping as well as other specialized shared services.

## Sharing Information Technology Support Services

Cloud based technology affords the opportunity to more centrally administer software and network maintenance and security. This can reduce redundant support needs and minimize associated costs across municipalities. Further, central management of certain Information Technology (IT) functions can greatly enhance computer security and information management practices and overall system availability and reliability.

Currently, general areas where a duplication of effort and resources exist, includes, but is not limited to:

- Multiple software applications
- Administrative office support
- Disaster recovery services
- Data warehousing
- Online information resources
- Website development and maintenance
- Teleconference services
- Application support

Utilization of Cloud based solutions opens up new opportunities for shared services by making it possible for Putnam County to obtain processing capability, storage capacity, and applications while reducing the need to expand their on-site data center. Additionally, hybrid Cloud technologies are available offering the option of deploying some shared services in the Cloud and other services in data centers; easily moving services between the two environments as circumstances dictate.

Given the commonality in service and asset resources, the County and the Town and Village municipalities, are well-postured to partner in order to leverage Cloud based technology to prevent further duplication of efforts and avoid underutilization of current resources and assets.

## Truck Wash

The driving force behind a regional truck wash is to implement a solution that may not be practical on a stand-alone basis, but it becomes cost-beneficial when shared by multiple entities to improve their individual efficiencies, reduce operational costs, and at the same time, improve environmental compliance.

This project introduces a best management practice with respect to environmental compliance, while also reducing a hidden cost of service, and extending the useful life of vehicles. This is also easily replicable across the state. Developing a centrally located (Carmel) municipal bus/truck wash facility could be easily reachable and used by several nearby school districts and municipalities.

Cleaning Highway, School Buses and DPW trucks is a necessary operating expense for local governments and school districts. The de-icing chemicals used on today's roads can be extremely corrosive, and proper cleaning and maintenance is critical to extending the life of the vehicles. Also, general dirt, debris and grime from the road can attach to vehicle components and interfere with their proper operation. It is critical that these chemicals and debris are washed in an environmentally sound facility where they can be contained and managed, and making sure they are not pushed back deeper into the components of a vehicle where they can cause problems.

The County, Town, Villages, and School Districts currently manually wash over-sized vehicles and heavy equipment. This is a time-consuming process. On average the current process can take up to 1.5 hours to thoroughly wash a large vehicle. Further, the runoff picks up pollutants like road chemicals, oils, and dirt/sediment that can be detrimental to water quality. By constructing a regional truck wash, this environmental impact can be avoided, and the time (for proximate schools and departments) to wash and clean their vehicles can be reduced by up to 75%.

### **Functional Consolidation of Wastewater Treatment Facility & Maintenance**

The County is undertaking a municipal sewer feasibility analysis in a coordinated effort with the Towns of Carmel and Southeast, and Village of Brewster, to determine needs, costs and anticipated benefits to bring in sanitary sewers. The project objective is to determine the optimal technical and administrative requirements and approach to expand the municipal wastewater infrastructure in a way that can consolidate treatment facilities and maintenance in order to minimize duplicate efforts and leverage economies of scale and resource specialization. The lack of a municipal sewer infrastructure in certain commercial zones of Mahopac, Brewster and Southeast is presently limiting the economic development potential of these strategically important areas.

### **Functional Consolidation of Emergency Communications Hardware Acquisition and Deployment**

The County is centralizing purchasing and deployment of radio communications equipment to specific County, town, and village municipal and school district vehicles. Centralizing purchasing and deployment of radio communications equipment is expected to yield several benefits, including:

- Expected taxpayer cost savings through volume purchasing of radio hardware equipment for multiple municipalities and school districts;
- Standardizing communications hardware across municipalities to ensure communications interoperability during intermunicipal and regional mutual aid responses
- Maximizes the return on investment of existing vehicles by expanding their usefulness for regional disasters
- Improves student security by including in school buses

## 5. Fiscal Impact

### Overall Impact of the CWSSI on Government Finances

The plan projects recurring net savings exceeding \$1.1 million annually. First-year savings of \$588K reflect a six-month benefit timeframe.

Summary-Putnam County Shared Services-2018

Project	First Year Cost	Ongoing Annual Cost	Projected Full Annual Gross Savings	Projected Full Annual Net Savings	Projected Increased Revenue	2019	2020
Highway & DPW Services	-	-	(197,516)	(197,516)	-	(144,382)	(197,516)
Tax Assessment	1,042,650	856,939	(185,711)	(185,711)	-	(185,711)	(185,711)
Joint Purchasing Portal	142,663	95,325	(820,031)	(724,706)	-	(258,618)	(724,706)
	1,185,312	952,264	(1,203,258)	(1,107,933)	-	(588,711)	(1,107,933)

#### **General notes on how the fiscal estimates were calculated:**

1. Financial data is based on Annual Financial Report data that is submitted by each municipality to the NYS Office of State Comptroller for historical years, ending in FY 2017. Note that fiscal and calendar years may not be identical. Note that 2018 budgeted amounts were not used due to limited timing.
2. For each tentative proposal, generated a summary of total expenditures.
3. For each tentative proposal, generated a summary after filtering for:
  - a. Municipal entities that have expressed interest.
  - b. Accounts that show expenditures for only one entity. This is based on the observation that there would be nothing to share.
  - c. Expenditures that would be more applicable to other initiatives, e.g., contractual expenditures for street sweeping are excluded from the joint purchasing initiative but included elsewhere. However, equipment related to snow removal is counted under consolidated purchasing.
4. Property tax levies are counted for potential participants.
5. Estimated baseline future property taxes for participating entities were projected based on 2017 actuals inflated by the average annual percentage increase from 2013 to 2017 (2.015%).
6. Plow-up/Plow-down Snow Plow Coordination excludes snow removal under county contract to plow state roads. Excludes reserves.
7. No future inflation assumed.
8. Due to fluctuations, in several cases, used five-year averages rather than trends.

# Appendices

Appendix A. County-Wide Shared Services

Property Tax Savings Plan Summary

Appendix B. Town/Village Municipal Services Surveys

Appendix C. Summary Town Matrix

Appendix D. Meeting Materials

Appendix E. Letters of Support

Appendix A.

County-Wide Shared Services

Property Tax Savings Plan Summary

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## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

<b>County of Putnam</b>			
<b>County Contact:</b> County Executive MaryEllen Odell			
<b>Contact Telephone:</b> 845-808-1001			
<b>Contact Email:</b> MaryEllen.Odell@putnamcountyny.gov			42
<b>Partners</b>			
<b>Row 1 – (total # of) Cities in County</b>			
<b>Participating Cities</b>		<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	N/A		
2.			
3.			
<b>Row 2 – (total # of) Towns in County</b>			
<b>Participating Towns</b>		<b>Panel Representative</b>	<b>Vote Cast (Yes or No)*</b>
1.	Carmel	Supervisor Ken Schmitt	Yes
2.	Kent	Supervisor Maureen Fleming	Yes
3.	Patterson	Supervisor Richard Williams	Yes
4.	Philipstown	Supervisor Richard Shea	Yes
5.	Putnam Valley	Supervisor Sam Oliverio	Yes
6.	Southeast	Supervisor Tony Hay	Yes
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

15.			
16.			
17.			
18.			
19.			
20.			

Use Additional Sheets if necessary

\*The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.

**Row 3 – (total # of) Villages in County**

	Participating Villages	Panel Representative	Vote Cast (Yes or No)*
1.	Brewster	Mayor James Schoenig	Absent
2.	Cold Spring	Mayor Dave Merandy	Absent
3.	Nelsonville	Mayor Bill O'Neill	Yes
4.			
5.			
6.			
7.			

Use Additional Sheets if necessary

\*The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.

**Row 4 – (total # of) School Districts, BOCES, and Special Improvement Districts in County**

	Participating School Districts, BOCES, and Special Improvement Districts	Panel Representative (NON-VOTING)	Vote Cast (Yes or No)*
1.	Brewster	Valerie Henning Piedmonte	N/A
2.	Carmel	Andy Irvin	N/A
3.	Garrison	Laura Mitchel	N/A
4.	Haldane	Diana Bowers	N/A
5.	Mahopac	Anthony DiCarlo	N/A
6.	Putnam Valley	Frances Wills	N/A
7.	Putnam/N. Westchester BOCES	James Ryan	N/A



## County-Wide Shared Services Property Tax Savings Plan Summary

### Appendix A

8.			
9.			
10.			
Use Additional Sheets if necessary *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.			
<b>Row 5</b>			
<b>2018 Local Government Property Taxes</b>		The sum total of property taxes levied in the year 2018 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.	
		\$382,442,798	
<b>Row 6</b>			
<b>2018 Participating Entities Property Taxes</b>		The sum total of property taxes levied in the year 2018 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.	
		\$382,442,798	
<b>Row 7</b>			
<b>Total Anticipated Savings</b>		The sum total of net savings in such plan certified as being anticipated in calendar year 2019, calendar year 2020, and annually thereafter.	
		2019: \$495,855 2020: \$1,107,933	
<b>Row 8</b>			
<b>Anticipated Savings as a Percentage of Participating Entities property taxes</b>		The sum total of net savings in such plan certified as being anticipated in calendar year 2019 as a percentage of the sum total in Row 6, calendar year 2020 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.	
		2019: 0.13% 2020: 0.28%	



**County-Wide Shared Services Property Tax Savings Plan Summary**

**Appendix A**

<b>Row 9</b>	
<b>Anticipated Savings to the Average Taxpayer</b>	<b>The amount of the savings that the average taxpayer in the county will realize in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.</b>
	2019: \$14.39 2020: \$32.16
<b>Row 10</b>	
<b>Anticipated Costs/Savings to the Average Homeowner</b>	<b>The percentage amount a homeowner can expect his or her property taxes to increase or decrease in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.</b>
	2019: 0.12% 2020: 0.26%
<b>Row 11</b>	
<b>Anticipated Costs/Savings to the Average Business</b>	<b>The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2019, calendar year 2020, and annually thereafter if the net savings certified in the plan are realized.</b>
	2019: 0.12% 2020: 0.26%
<b>CERTIFICATION</b>	
<p>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 _____, 2017, and it was disseminated to residents of the county in accordance with the County-wide Shared Services Property Tax Savings Law.</p>	
<p>MaryEllen Odell</p> <p>_____ (Print Name)</p>	<p>County Chief Executive Officer</p> <p>_____ (Date)</p>
<p><i>MaryEllen Odell</i></p> <p>_____ (Signature)</p>	<p>9.13.18</p> <p>_____ (Date)</p>

## Appendix B.

# Town/Village Municipal Services Surveys



Town/Village of Brewster

	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b><u>Administrative services</u></b>									
Payroll				X				PAYCHEX	N
Accounts payable		X							
Information Technology				X				ONSITE ENGINEERING	Y
Personnel / HR / Benefits administration		X		X				NYSLRS, PEOPLESOFT, NYSHIP, PAYCHEX	Y
Tax collection		X						RPS FILE USED w/ VILLAGE TAX COLLECTION S/W	
Tax assessment	X							TOWN OF SOUTHEAST ASSESSOR	
Health insurance				X				NYSHIP	N
Joint purchasing		X	X			X		TOWN FUEL, STATE & COUNTY CONTRACT PIGGYBACKING	
Local Elections	X							COUNTY BOARD OF ELECTIONS	
Records storage & retrieval			X					COUNTY RECORDS	
<b><u>Community services</u></b>									
Library	X								
Parks/Field/playground/outdoor spaces		X						WELLS PARK LEASE	
Youth recreation	X								
Adult recreation	X								
Adult senior center/programs	X								
<b><u>Public Safety</u></b>									
Dog/animal control officer	X								
Animal shelters	X								
Local Justice Court		X							
Register of deeds / Vital records		X						REGISTER CURRENT DEATH CERTIFICATES ONLY, KEEPER OF OLDER BIRTH, DEATH & MARRIAGE, NO DEEDS	
Building Department Inspections & Permits		X							
Code Enforcement		X							
Engineering				X				J.R. FOLCHETTI & ASSOCIATES	Y



Town/Village of Brewster

	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b><u>Community Development</u></b>									
Community planning and economic development				X	X			PAST CONTRACTS, WORK WITH STATE REGIONAL, COUNTY ECONOMIC DEVELOPMENT, CHAMBERS	
Zoning		X							
Industrial development	X								
Public housing	X								
<b><u>Emergency services</u></b>									
911 Dispatch w/ EMD			X						
Police department		X							
Fire protection	X								
Heavy rescue	X								
Emergency medical ambulance (BLS)	X								
Paramedic - advanced life support (ALS)	X								
<b><u>Highway &amp; Public Works Services</u></b>									
Road construction & maintenance		X							
Street sweeping			X					TOWN OF SOUTHEAST HAS STREET SWEEPER	
Snow & ice control		X							
Snow removal from parking lots		X							
Guiderail		X							
Line striping		X							
Traffic signals	X								
Signs making				X				TRAFFIC LANE CLOSURERS, COUNTY H'WAY DEPT.	Y
Street light maintenance	X								
Sidewalk repair & maintenance		X							
Vehicle & equipment repair				X				MANUFACTURER OR CAPABLE MECHANIC	Y
Truck wash		X							



Town/Village of Brewster

	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
Drywell & catch basin repair & cleaning			X					TOWN OF SOUTHEAST HAS VACUUM TRUCK	
Sanitary sewers				X				CONTRACTED TO VRI	N
Storm water drainage				X				EOHWC	
Ditching	X								
Driveway permits		X							
Road Grading	X								
Pumping station maintenance				X				VRI	N
Mowing		X							
Solid waste collection and disposal				X				SUBURBAN CARTING	Y
Recycling collection and disposal				X				SUBURBAN CARTING	Y
Fall leaf collection		X							
Brush collection / cleanup		X							
Christmas tree collection				X				SUBURBAN CARTING	Y
Litter pickup, tire cleanup		X			X				
Road kill pickup		X							
Storm damage repair		X							
Tree removal / stumping / tub grinding				X				TREE SERVICES	Y
Cleaning of creek beds	X								
Maintenance of brush site / brush grinding	X								
Municipal buildings, grounds, and park maintenance		X		X					Y
Municipal salt shed			X					PUTNAM COUNTY SALE STORAGE AREA	
Municipal Solid Waste Transfer Station				X				THROUGH VRI	N
Parking lot / garage maintenance & cleanup		X							
Parking meter collection & maintenance		X							
Water department functions		X							



Town/Village of Carmel



	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b>Administrative services</b>									
Payroll		X							
Accounts payable		X							
Information Technology					X		SULLIVAN DATA IT PROVIDERS		
Personnel / HR / Benefits administration		X							
Tax collection		X							
Tax assessment		X							
Health insurance					X		NYSHIP		
Joint purchasing			X				PUTNAM COUNTY		
Local Elections	X						PUTNAM COUNTY BOE		
Records storage & retrieval		X	X	X	X		PUTNAM COUNTY		
<b>Community services</b>									
Library						X	SPECIAL DISTRICTS/REED'S MATH: LIBRARIES		
Parks/Field/playground/outdoor spaces		X	X				MCSB/CCSD FIELDS USE AGREEMENTS		
Youth recreation		X					CARMEL PARKS AND RECREATION DEPT.		
Adult recreation		X							
Adult senior center/programs		X		X			CARMEL REC. PARKS USE AGREEMENT W/MVFD		
<b>Public Safety</b>									
Dog/animal control officer		X			X		P/T Dog Control Officers / DYKEMA NUISANCE CONTROL		
Animal shelters					X		PUTNAM HUMANE SOCIETY CONTRACT FOR SERVICES		
Local Justice Court		X					(2) ELECTED TOWN JUDGES		
Register of deeds / Vital records		X					TOWN CLERK (ELECTED) POSITION		
Building Department Inspections & Permits		X							
Code Enforcement		X							
Engineering		X			X		ENGINEERING CONSULTANT CONTRACT JRFA		



Putnam County Shared Services Initiative  
Municipal Services Inventory

Town/Village of CARMEL



	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
Drywell & catch basin repair & cleaning		X						
Sanitary sewers		X		X			INFRAMARK INC. O/M CONTRACT FOR TOWN SANITARY FAC.	
Storm water drainage		X						
Ditching		X						
Driveway permits		X						
Road Grading		X						
Pumping station maintenance				X			INFRAMARK INC. O/M CONTRACT FOR SEWER DIST.	
Mowing		X		X			SOME MOWING DONE BY CARMEL REC. STAFF *	
Solid waste collection and disposal				X			CONTRACTOR WIND RIVER SLUDGE REMOVAL	
Recycling collection and disposal				X			CONTRACT W/ AAA'S R AND S FOR GARBAGE COLL.	
Fall leaf collection		X		X			CARMEL HIGHWAY DEPT. (PERIODICALLY)	
Brush collection / cleanup		X					" " " "	
Christmas tree collection				X			CONTRACT W/ AAA CARTING	
Litter pickup, <del>tree cleanup</del> <sup>(15)</sup>		X					(2) P/T PARC EMPLOYEES FOR LITTER SWEEP DOWNTOWN	
Road kill pickup		X						
Storm damage repair		X						
Tree removal / stumping / tub grinding		X		X				
Cleaning of creek beds	X							
Maintenance of brush site / brush grinding		X						
Municipal buildings, grounds, and park maintenance		X					F/T MAINTENANCE EMPLOYEE FOR TOWN HALL (2) F/T PARK MAINT. WORKERS	
Municipal salt shed		X		X				
Municipal Solid Waste Transfer Station	X							
Parking lot / garage maintenance & cleanup	X							
Parking meter collection & maintenance	X							
Water department functions				X			INFRAMARK / BEE'S JAY PLUMBING O/M CONTRACTS FOR TOWNWIDE WATER (13) TOWN WATER DIST. DISTRICTS	

\*GREENWAY STRANDE CT. PROPERTY SERVICES













**Town of Kent**

	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b><u>Administrative services</u></b>									
Payroll		X							Y
Accounts payable		X							N
Information Technology				X				Richard Harris	Y
Personnel / HR / Benefits administration		X							Y
Tax collection		X							Y
Tax assessment		X							Y
Health insurance				X				NYSHIP - The Empire Plan	Y
Joint purchasing			X					State Bids	N/A
Local Elections			X					Putnam County Board of Elections	N/A
Records storage & retrieval		X							Y
<b><u>Community services</u></b>									
Library		X				X			N
Parks/Field/playground/outdoor spaces		X							N
Youth recreation		X							N
Adult recreation		X							N
Adult senior center/programs		X		X				Office of Senior Resources	N
<b><u>Public Safety</u></b>									
Dog/animal control officer		X							N
Animal shelters				X				Northwind Kennel	N
Local Justice Court		X							Y
Register of deeds / Vital records		X		X				Putnam County/Kent Town Clerk	N
Building Department Inspections & Permits		X							N
Code Enforcement		X							N
Engineering				X				Various	Y



**Town of Kent**

	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b><u>Community Development</u></b>									
Community planning and economic development		X							N
Zoning		X							N
Industrial development	X								N/A
Public housing	X								N/A
<b><u>Emergency services</u></b>									
911 Dispatch w/ EMD			X					Putnam County Bureau of Emergency Services	N/A
Police department		X							N
Fire protection					X			Lake Carmel FD and Kent Volunteer FD	N
Heavy rescue			X		X			Mutual Aid	Y
Emergency medical ambulance (BLS)			X	X	X			Putnam County - Mstar	Y
Paramedic - advanced life support (ALS)			X	X	X			Putnam County - M Star	Y
<b><u>Highway &amp; Public Works Services</u></b>									
Road construction & maintenance		X							N
Street sweeping		X							N
Snow & ice control		X							N
Snow removal from parking lots		X							N
Guiderail				X				Bid Winner	Y
Line striping		X							Y
Traffic signals		X							N
Signs making				X				Bid Winner	Y
Street light maintenance		X							N
Sidewalk repair & maintenance	X								N/A
Vehicle & equipment repair		X							N
Truck wash		X							Y



**Town of Kent**

	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
Drywell & catch basin repair & cleaning		X						Y
Sanitary sewers		X						N
Storm water drainage		X						N
Ditching		X						N
Driveway permits		X						N
Road Grading		X						N
Pumping station maintenance				X			VRI Environmental	N
Mowing		X						N
Solid waste collection and disposal		X						N
Recycling collection and disposal		X						N
Fall leaf collection		X						N
Brush collection / cleanup		X						N
Christmas tree collection		X						N
Litter pickup, tire cleanup		X						Y
Road kill pickup		X						N
Storm damage repair		X						Y
Tree removal / stumping / tub grinding		X		X			Highway Department and Bid Winner	Y
Cleaning of creek beds		X						Y
Maintenance of brush site / brush grinding				X			Bid Winner	Y
Municipal buildings, grounds, and park maintenance		X						N
Municipal salt shed		X						N
Municipal Solid Waste Transfer Station	X							N/A
Parking lot / garage maintenance & cleanup		X						N
Parking meter collection & maintenance	X							N/A
Water department functions				X			Various	N





Putnam County Shared Services Initiative  
 Municipal Services Inventory  
 Town/Village of Nelsonville



	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
Signs making				X				N
Street light maintenance				X			Central Hudson	N
Sidewalk repair & maintenance				X			contractors on bid	Y
Vehicle & equipment repair	X							
Truck wash	X							
Drywell & catch basin repair & cleaning				X	X			N
Sanitary sewers	X							
Storm water drainage								
Ditching	X							
Driveway permits	X							
Road Grading								
Pumping station maintenance	X							
Mowing				X				N
Solid waste collection and disposal				X				N
Recycling collection and disposal				X				N
Fall leaf collection						X		Y
Brush collection / cleanup				X	X			N
Christmas tree collection				X		X		Y
Litter pickup, tire cleanup				X				Y
Road kill pickup				X				Y

Putnam County Shared Services Initiative  
Municipal Services Inventory

Town/Village of Nelsonville



	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
<b><u>Community Development</u></b>								
Community planning and economic development		X						Y
Zoning		X						N
Industrial development		X						N
Public housing	X							
<b><u>Emergency services</u></b>								
911 Dispatch w/ EMD	X							
Police department	X							
Fire protection			X				Cold Spring Fire Dept	
Heavy rescue			X					
Emergency medical ambulance (BLS)				X				Y
Paramedic - advanced life support (ALS)				X				Y
<b><u>Highway &amp; Public Works Services</u></b>								
Road construction & maintenance		X	X	X				Y
Street sweeping		X	X	X				Y
Snow & ice control		X	X	X				Y
Snow removal from parking lots								
Guiderail	X							
Line striping		X	X					Y
Traffic signals		X	X					Y

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Putnam County Shared Services Initiative  
Municipal Services Inventory

Town/Village of NELSONVILLE



	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
<b><u>Administrative services</u></b>								
Payroll		X						N
Accounts payable		✓						N
Information Technology		✓						N
Personnel / HR / Benefits administration		✓						N
Tax collection		✓						N
Tax assessment			X					N
Health insurance		✓						N
Joint purchasing		✓						N
Local Elections		X						N
Records storage & retrieval		X						N
<b><u>Community services</u></b>								
Library	X							
Parks/Field/playground/outdoor spaces		X			✓			✓
Youth recreation	X							
Adult recreation	X							
Adult senior center/programs	X							
<b><u>Public Safety</u></b>								
Dog/animal control officer	X							
Animal shelters	X							

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Putnam County Shared Services Initiative  
Municipal Services Inventory

Town/Village of NEWSONVILLE



	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
Local Justice Court		X						N
Register of deeds / Vital records		X	X					
Building Department Inspections & Permits		X						N
Code Enforcement		X						N
Engineering		X		X			retain consulting engineer	Y



Town of Patterson

	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b><u>Administrative services</u></b>									
Payroll		X							N
Accounts payable		X							N
Information Technology				X					Y
Personnel / HR / Benefits administration			X						Y
Tax collection		X							N
Tax assessment			X						N
Health insurance				X			NYMIR		N
Joint purchasing	X								Y
Local Elections						X	Putnam County		N
Records storage & retrieval						x	Putnam County		N
<b><u>Community services</u></b>									
Library						X	NOT-FOR-PROFIT GROUP		
Parks/Field/playground/outdoor spaces		X							N
Youth recreation		X							N
Adult recreation		X							N
Adult senior center/programs		X							N
<b><u>Public Safety</u></b>									
Dog/animal control officer		X							Y
Animal shelters				X			Brook Farms Vet./Putnam Humane		Y
Local Justice Court		X							
Register of deeds / Vital records		X							N
Building Department Inspections & Permits		X							N
Code Enforcement		X							N
Engineering				X			Ronald Gainer, P.E.		N



## Town of Patterson

	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b><u>Community Development</u></b>									
Community planning and economic development		X							N
Zoning		X							N
Industrial development	X								N
Public housing	X								N
<b><u>Emergency services</u></b>									
911 Dispatch w/ EMD						X	Service provided by Putnam County		N
Police department						X	Service provided by Putnam County		N
Fire protection					X		Patterson Fire Department/Putnam Lake FD		Y
Heavy rescue					X		Patterson Fire Department/Putnam Lake FD		Y
Emergency medical ambulance (BLS)		X							N
Paramedic - advanced life support (ALS)						X	Putnam County/EmStar		Y
<b><u>Highway &amp; Public Works Services</u></b>									
Road construction & maintenance		X							Y
Street sweeping		X							Y
Snow & ice control		X							Y
Snow removal from parking lots		X							Y
Guiderail				X					Y
Line striping				X					Y
Traffic signals	X								N
Signs making						X			Y
Street light maintenance						X	NYSEG provides maintenance to most lights.		N
Sidewalk repair & maintenance				X			Town removes snow from sidewalks along Rt311.		N
Vehicle & equipment repair		X				X			N
Truck wash		X							Y



## Town of Patterson

	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
Drywell & catch basin repair & cleaning		X						Y
Sanitary sewers				X				N
Storm water drainage		X						Y
Ditching		X						Y
Driveway permits		X						N
Road Grading		X						Y
Pumping station maintenance				X				N
Mowing		X		X				Y
Solid waste collection and disposal		X		X				N
Recycling collection and disposal		X		X				N
Fall leaf collection	X	X						N
Brush collection / cleanup	X							N
Christmas tree collection		X						N
Litter pickup, tire cleanup					X			Y
Road kill pickup		X						Y
Storm damage repair		X						N
Tree removal / stumping / tub grinding		X		X				Y
Cleaning of creek beds	X							N
Maintenance of brush site / brush grinding	X							N
Municipal buildings, grounds, and park maintenance				X				N
Municipal salt shed		X						Y
Municipal Solid Waste Transfer Station		X						N
Parking lot / garage maintenance & cleanup		X						Y
Parking meter collection & maintenance	X							N
Water department functions		X		X				N





**Town of Putnam Valley**

	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b><u>Administrative services</u></b>									
Payroll		X							Y
Accounts payable		X							N
Information Technology				X			John Petranchik Technologies		N
Personnel / HR / Benefits administration		X							N
Tax collection		X							N
Tax assessment		X							N
Health insurance				X			NYSHIP -Empire Plan -United Health Plan		N
Joint purchasing			X				State Bid on all large cost items		N/A
Local Elections			X				Putnam County Board of Elections		N/A
Records storage & retrieval			X				Putnam County Clerk		N/A
<b><u>Community services</u></b>									
Library			X				Putnam Valley Free Library & HV Library Consort		N/A
Parks/Field/playground/outdoor spaces		X							N
Youth recreation		X							N
Adult recreation			X				Putnam County Senior Center		N/A
Adult senior center/programs			X				Putnam County Senior Center		N/A
<b><u>Public Safety</u></b>									
Dog/animal control officer				X			Putnam County SPCA		Y
Animal shelters				X			Putnam County SPCA		Y
Local Justice Court		X							N
Register of deeds / Vital records		X							N
Building Department Inspections & Permits		X							Y
Code Enforcement		X							Y
Engineering				X			Robert Folchetti and Associates		Y

**Town of Putnam Valley**



	Service Provider							Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH			
<b><u>Community Development</u></b>									
Community planning and economic development		X							N
Zoning		X							N
Industrial development		X							N
Public housing		X							N
<b><u>Emergency services</u></b>									
911 Dispatch w/ EMD			X					Putnam County Sheriff's Dept.	N/A
Police department			X					Putnam County Sheriff's Dept.	N/A
Fire protection					X			Putnam Valley Volunteer Fire Department	N
Heavy rescue			X					Putnam County EMS	N/A
Emergency medical ambulance (BLS)					X			Putnam Valley Volunteer Ambulance Corps.	Y
Paramedic - advanced life support (ALS)			X					Putnam County Provided Fly-Cars	N/A
<b><u>Highway &amp; Public Works Services</u></b>									
Road construction & maintenance		X							N
Street sweeping		X							N
Snow & ice control		X							Y
Snow removal from parking lots		X							N
Guiderail				X				Varies by bid.	Y
Line striping				X				Varies by bid.	Y
Traffic signals			X					Putnam County Highway Dept.	N/A
Signs making			X					Putnam County Highway Dept.	N/A
Street light maintenance				X				NYSEG	N
Sidewalk repair & maintenance	X								N/A
Vehicle & equipment repair		X							N
Truck wash		X							N



### Town of Putnam Valley

	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
Drywell & catch basin repair & cleaning		X						Y
Sanitary sewers		X						Y
Storm water drainage		X						Y
Ditching		X						Y
Driveway permits		X						N
Road Grading		X						N
Pumping station maintenance		X						Y
Mowing				X			Varies year to year. Currently Ruggerio Landscape	Y
Solid waste collection and disposal				X			AAA	N
Recycling collection and disposal				X			AAA	N
Fall leaf collection		X						N
Brush collection / cleanup		X						N
Christmas tree collection	X							N/A
Litter pickup, tire cleanup			X				Putnam County Dept. Of Health	N/A
Road kill pickup			X				Putnam County Highway Dept.	N/A
Storm damage repair		X						Y
Tree removal / stumping / tub grinding		X						Y
Cleaning of creek beds	X							N/A
Maintenance of brush site / brush grinding		X						N
Municipal buildings, grounds, and park maintenance		X						N
Municipal salt shed			X				Putnam County Highway Dept.	N/A
Municipal Solid Waste Transfer Station	X							N/A
Parking lot / garage maintenance & cleanup		X						N
Parking meter collection & maintenance	X							N/A
Water department functions	X							N/A



Town of Southeast



	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
<b><u>Administrative services</u></b>								
Payroll		X						
Accounts payable		X						
Information Technology				X			Joe Vera Computers	N
Personnel / HR / Benefits administration		X						
Tax collection		X						
Tax assessment		X						
Health insurance		X						Y
Joint purchasing	X							Y
Local Elections			X				Putnam County	
Records storage & retrieval			X				Putnam County	
<b><u>Community services</u></b>								
Library	X							
Parks/Field/playground/outdoor spaces		X						
Youth recreation		X						
Adult recreation		X						
Adult senior center/programs		X	X				Putnam County	
<b><u>Public Safety</u></b>								
Dog/animal control officer			X				Courtney Pagano	Y
Animal shelters			X				Putnam County Humane Society	Y
Local Justice Court		X						Y
Register of deeds / Vital records	X						Putnam County	
Building Department Inspections & Permits		X						
Code Enforcement		X	X				Putnam County	
Engineering			X				Nathan L. Jacobsen	

Putnam County Shared Services Initiative  
Municipal Services Inventory

Town/Village of

Town of Southeast



	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	SPTY	VOL	OTH		
<b><u>Community Development</u></b>								
Community planning and economic development		X						
Zoning		X						
Industrial development	X						Putnam County	
Public housing	X							
<b><u>Emergency services</u></b>								
911 Dispatch w/ EMD						X	Putnam County	
Police department	X							
Fire protection						X		
Heavy rescue	X							
Emergency medical ambulance (BLS)						X		
Paramedic - advanced life support (ALS)						X		
<b><u>Highway &amp; Public Works Services</u></b>								
Road construction & maintenance		X						Y
Street sweeping		X						Y
Snow & ice control		X						Y
Snow removal from parking lots		X						
Guiderail		X						
Line striping		X						
Traffic signals						X		
Signs making			X				Putnam County	
Street light maintenance						X		
Sidewalk repair & maintenance	X							
Vehicle & equipment repair		X						
Truck wash		X						

Putnam County Shared Services Initiative  
 Municipal Services Inventory  
 Town/Village of

Town of Southeast



	Service Provider						Third-Party / IMA Provider Name	Interest to Share? (Y/N)
	N/A	INT	IMA	3PTY	VOL	OTH		
Drywell & catch basin repair & cleaning		X						
Sanitary sewers						X		
Storm water drainage		X						
Ditching		X						
Driveway permits		X						
Road Grading		X						
Pumping station maintenance						X		
Mowing		X						
Solid waste collection and disposal						X		Y
Recycling collection and disposal						X		Y
Fall leaf collection		X						Y
Brush collection / cleanup	X							Y
Christmas tree collection						X		
Litter pickup, tire cleanup	X							
Road kill pickup		X						
Storm damage repair		X						
Tree removal / stumping / tub grinding		X						
Cleaning of creek beds	X							
Maintenance of brush site / brush grinding		X						
Municipal buildings, grounds, and park maintenance		X						
Municipal salt shed		X						
Municipal Solid Waste Transfer Station	X							
Parking lot / garage maintenance & cleanup	X							
Parking meter collection & maintenance		X						
Water department functions		X						



# Appendix C. Summary Town Matrix

Information collected and provided by Town Supervisors  
As of June 2018

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SHARED SERVICES SUMMARY

April 1, 2018

	Carmel	Kent	Patterson	Philipstown	Putnam Valley	Southeast
<b>1. Highway</b>						
a. List of Equipment Provided						Submitted
b. List of Equipment needed that might be shared						TBD
c. Shared purchasing						
i. 2017 List of bid items and bid results						No Bids
ii. Contractors not bid						Gorman Bors., Peckham Materials
d. Manpower	Hwy Sup, Dep Hwy Sup, 33 FT teamsters		1 Secretary, 12 full time employees		1 Foreman, 22 full time employees	1 Secretary, 15 full time teamsters
e. Length of Roads, centerline miles	Town: 158.71 County: 32.3	101.46 County:	County: 17.26	Town: 56.85 County: 7.34	County: 21.77	Town: 82.48 County: 19

**SHARED SERVICES SUMMARY**

April 1, 2018

	Carmel	Kent	Patterson	Philipstown	Putnam Valley	Southeast
<b>1. Highway</b>						
a. List of Equipment Provided	Submitted	Submitted	Submitted		Submitted	Submitted
b. List of Equipment needed that might be shared					Bucket Truck	TBD
c. Shared purchasing						
i. 2017 List of bid items and bid results			Submitted			No Bids
ii. Contractors not bid						(State Bid) Gorman Bors., Peckham Materials
d. Manpower	Hwy Sup, Dep Hwy Sup, 33 FT teamsters		1 Secretary, 12 full time employees		1 Foreman, 22 full time employees	1 Secretary, 15 full time teamsters
e. Length of Roads,centerline miles	Town: 158.71 County: 32.3	Town: 101.46 County: 17.49	Town: 68.18 County: 17.26	Town: 56.85 County: 7.34	Town: 92.45 County: 21.77	Town: 82.48 County: 19
f. Miles per man	4.8		5.7		4.2	5.5
<b>2. Court</b>						
a. Number of Judges	2	2	2		2	2
b. Number of cases (2016)						
i. Vehicle and Traffic	2438	5162	4133		300	8628
ii. Criminal	359	374	396		40	1987
iii. Civil	158	58	37		25	86
iv. Jury Trials			0		2	
c. Description of Support Staff	1 Court Clerk, 2 Clerks to TJ, 1 Acct Clerk	2 full time clerks, 1 part time clerk	2 full Time Clerks, 1 part-time clerk		2 Full Time clerks, 1 Prosecutor	5 Full Time
d. Facilities						
i. Size of courtroom (s.f.)	2000	1404	2,316		300	2296
ii. Size of Offices	601 sf	165 sf and 187 sf	Office: 1,100 Conf. Room: 697 Chambers 235		1 shared office 200 sf	Holding Cell 132 sf, Chambers 297 sf

**SHARED SERVICES SUMMARY**

April 1, 2018

	Carmel	Kent	Patterson	Philipstown	Putnam Valley	Southeast
iii. Court Address	60 McAlpin Ave	25 Sybil's Crossing	1144 Route 311		265 Oscawana Lake Road	1360 Route 22
<b>3. Garbage and Recycling</b>						
a. Municipal, Contracted or Private Hauler	Contract Municipal	Municipal and Private	District 1 by Contract and District 2 by Municipal		Private Hauler	Private Hauler, Contracted
b. Total Cost per area served	\$2,399,445-Residential; \$252,898 - Multifamily	\$281,558.20	District 1		n/a	\$1,808,855
c. Number of residents served	11,549 (Residential & Multifamily)	2920	District 1: 1,309 units, District 2: 2,683 units		11,989	5,762
d. Geographic Area Served	Mahopac/Carmel	Lake Carmel	District 1: Putnam Lake, District 2: Patterson		Entire Town	Residents outside Village of Brewster
e. Cost per Resident (annual)	\$244.06 - Residential; \$165.62 - Multifamily	\$530.00 (Avg.)	District 1: \$164.98, District 2: \$371.07		\$438	\$330.46
<b>4. Animal Control</b>						
a. Cost for Dog Control Officer	\$29,000 - DCO Salary; \$7,500 SPCA	\$2,971.00	\$18,962		\$41,000 (SPCA)	\$21,054
b. Cost for Shelter Services	\$50,635	\$7,644.00	\$8,200		n/a	\$36,738
<b>5. Electric/Green Energy</b>						

SHARED SERVICES SUMMARY

April 1, 2018

	Carmel	Kent	Patterson	Philipstown	Putnam Valley	Southeast
a. Annual Electric Usage	Shared Coop Bid with Putnam Cty - Champion Energy					
i. kilowatts			987579			1,254,360
ii. Cost per kilowatt	Supply: \$0.07294 Delivery: 0.2128%		\$0.14			Supply: \$0.07294 Delivery: \$0.02854
<b>6. Ambulance</b>						
a. Method of providing service						
i. Fire Department	MFVFD, MVFD		n/a			
ii. Volunteer Ambulance Service			n/a			
iii. Contract	Carmel VAC		n/a			
iv. Municipal Service			Municipal			
b. Response Time	unk.		11 minutes avg.			
c. Equipment Inventory	unk.					
d. EMT's	CVAC - paid EMTs 6am - 6pm		1 Full time administrator, 18 part time EMT's			
e. Cost	\$150,000		Expense: \$434,413, Revenue: \$380,000			
i. Cost per resident						
<b>7. Fire</b>						
a. Annual Cost per Department					\$1,346,500	

SHARED SERVICES SUMMARY

April 1, 2018

	Carmel	Kent	Patterson	Philipstown	Putnam Valley	Southeast
i. Operating Cost	MFVFD - \$753,460; MVFD - \$1,200,000; CVFD \$727,000		PFD: \$567,050 PLFD: \$321,100			
ii. Capital Reserve Cost			PFD: \$260,414 PLFD: \$95,000			
iii. Insurance Cost			\$110,500			
iv. LOSAP	Workers Comp Cost - \$165,700		\$175,850			
b. Residents served per Department	MFVFD - 210,000; MVFD - \$225,000		12,023			
c. Equipment Inventory	MFVFD - 7,000; MVFD - 17,000; CVFD 11,000					
i. Trucks						
ii. Tools	unk.					
iii. Cascade System	unk.					
d. Manpower						
e. Response to incident						
i. time						
ii. Manpower						
f. Training						
i. Equipment						
ii. Facilities						
iii. County Facilities						

SHARED SERVICES SUMMARY

April 1, 2018

	Carmel	Kent	Patterson	Philipstown	Putnam Valley	Southeast
<b>8. Schools</b>						
a. Administration	Mahopac Schools Facilities use contract - \$90,000				\$1,050,000	

# Appendix D.

## Meeting Materials

**Putnam County**  
**County-wide Shared Services Initiative**  
**Shared Service Panel Meeting #2**  
**April 11, 2018**



Name (Please Print)	Municipality/Organization	Phone	E-mail
Tony Hray	Town of Southeast	845-279-5345	thray@southeastny.gov
Richard Williams	TOWN OF PATTERSON	845-878-6500	Rdw@BBSWEB.NET
Lynn A Eckardt	TOWN OF SOUTHERST	845-661-6349	leckardt@southeastny.gov
Jill Varrichio	PE SC.	808 1021	SellMarieVarrichio@PutnamCountyNY.gov
Sam Oliverio	Putnam Valley	845 526 2121	soliverio@putnamvalley.com
MAUREEN FLEMING	KENT	845-225-3943	mffleming@townofkentny.gov
Ben Szee	Laberge Group	518-458-7112	bszee@laberge.com
Nicole Allen	Laberge Group	518-458-7112	nallen@labergegroup.com
JOHN RODAT	PUBLIC SIGNALS w/ LABERGE	518-573-7473	JOHN.RODAT@PUBLICSIGNALS.COM
Dennis Pilla	Laberge Group	518-458-7112	DPilla@LabergeGroup.com
PAUL JOWKE	PUT. CO. LEG. DIST #6	845 222-3556	PJOWKE3@GMAIL
Neal Sullivan	Put Co Leg	845-628-9604	nealsullivan@hotmail.com
KENNY SCHWARTZ	TOWN OF CARMEL	845 628-1470	KSC@CARMEL.NY.US

TO: Shared Service Panel Members  
FROM: MaryEllen Odell, County Executive  
RE: Next Shared Service Panel Meeting

Dear Mayors and Supervisors,

**You are invited to attend our next County-Wide Shared Services Initiative (CWSSI) Shared Services Panel meeting on Thursday, June 7th at 6:30pm at the Putnam County Training and Operations Center located at 112 Old Route 6 in Carmel. You may send a delegate if you are unable to attend.**

This meeting replaces the meeting that was previously noticed by the Fiscal Vision and Accountability Committee for May 31<sup>st</sup> at the same location.

As you already know, New York State has recently mandated that each County Executive convene a County-Wide Shared Services Panel that must consist of all mayors and supervisors from municipalities located within the County. This meeting will be our second CWSSI Shared Services Panel meeting to ultimately draft a County-Wide Shared Services Plan for 2019 (by August).

Our meeting agenda is to further our discussions in the areas of mutual interest for sharing services in order to develop a County-Wide Shared Services Plan for Putnam County.

I have included our Legislative Fiscal Vision & Accountability Committee Co-Chairs (G. Nacerino & N. Sullivan) as non-voting participants on our CWSSI Shared Services Panel, to ensure alignment with the County Legislature and to leverage your recently completed work with that Committee. I am also inviting Putnam's regional BOCES and the public school district administrators located within our County to attend our next Panel meeting on June 7.

In order to meet the aggressive state deadline to draft a County-Wide Shared Services Plan by August 1, we are also scheduling several roundtable discussions during the day on June 7<sup>th</sup> (schedule attached). Each roundtable discussion will focus on a particular area of mutual interest that was identified at prior meeting(s), or from the CWSSI Shared Services survey that most of you have completed and returned.

**I would appreciate your assistance to align the appropriate resources (e.g. Highway Foreman or Superintendent,...) to attend any roundtable discussion that you are interested (non-binding) to consider sharing services.**

Also, if you have not already done so, I would appreciate if you could please complete the attached Shared Services Survey (online or hard-copy) and return it to our consultant at [DPilla@Labergegroup.com](mailto:DPilla@Labergegroup.com) as soon as possible so we can include your results in the materials we are preparing for the meeting.

I look forward to our continued collaboration to increase inter-municipal cooperation in Putnam County in order to reduce costs for our taxpayers.

**Putnam County  
County-Wide Shared Services Initiative**

**Shared Services Roundtable Discussions  
Thursday, June 7, 2018**

**All meetings will be held at the County  
Training and Operations Center  
112 Old Route Six  
Carmel, NY**

Roundtable discussions are being scheduled to advance the mutual interest that Towns and Villages have expressed in sharing services in the following areas.

You are invited to attend (or send a representative) to each of the roundtables where you are interested to partner and share services, equipment, or resources.

**Dog Control Officer** **10:00am - 11:00am**

**Property Tax Assessment** **11:00am - 12:00pm**

**Highway and Public Works** **12:00pm - 1:30pm**

Topics include (but are not limited to):

- Sharing equipment
- Snow control
- Plow up / down
- Municipal grounds and park maintenance
- Parking lot plowing
- Sidewalk maintenance / repair
- Street cleaning
- Road maintenance / repair
- Brush collection
- Solid waste & recycling collection
- Tree removal & stumping
- Line striping
- Truck wash
- Fuel station

**Payroll & Human Resources** **1:30pm - 2:30pm**

**Information Technology** **2:30pm - 3:30pm**

**Sharing services with schools** **3:30pm - 4:30pm**

## **Putnam Countywide Shared Services Initiative**

### **SHARED SERVICES PANEL MEETING #2**

**JUNE 7, 2017**

**6:30 – 8:30 pm**

#### **DISCUSSION AGENDA**

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- 1. Introductions**
- 2. Project update & Roundtable review**
- 3. Discussion of Short- and Long- term projects and potential partners**
- 4. Additional brainstorming**
- 5. Data needed to develop fiscal savings**
- 6. Next steps**

**PUTNAM COUNTY-WIDE SHARED SERVICES INITIATIVE**

**PRELIMINARY POTENTIAL PARTNERS & AREAS OF INTEREST**



	Putnam County	Brewster	Carmel	Cold Spring	Kent	Nelsonville	Patterson	Philipstown	Putnam Valley	Southeast
Highway & DPW Services	x	x			x	x	x		x	x
Dog Control Services	x						x		x	x
Payroll	x	x			x	x				
Information Technology	x	x			x		x			
Tax Assessment	x	x			x					
EMS/Ambulance	x				x	x			x	x
Engineering Services	x		x		x	x			x	
Code Enforcement Services	x	x							x	
Personnel / HR	x	x			x		x			
Health Insurance					x					x
Records storage & retrieval	x				x		x			
Local Elections	x						x			x
Adult Senior Center / Programs	x									x
Property Tax Collection Services	x	x			x					
Justice Courts	x				x					x
Truck Wash	x		x		x		x		x	
X = Preliminarily expressed interest (non-binding) in participating.										

As of June 1, 2018

District \_\_\_\_\_

Putnam County  
County-Wide Shared Services Initiative

SCHOOL DISTRICT / BOCES SHARED SERVICES SURVEY



	Not Interested	Interested	Under way	Already Share	Not Applicable
<b><u>Administrative services</u></b>					
Payroll					
Accounts payable					
Information Technology					
Personnel / HR / Benefits administration					
Tax collection					
Health insurance					
Joint purchasing					
Local Elections					
Records storage & retrieval					
<b><u>Community services</u></b>					
Library					
Parks/Field/playground/outdoor spaces					
Youth recreation					
Adult recreation					
Adult senior center/programs					
<b><u>Highway &amp; Public Works Services</u></b>					
Snow & ice control					
Snow removal from parking lots					
Line striping					
Signs making					
Vehicle & equipment repair					
Truck wash					
Ditching					
Mowing					
Tree removal / stumping / tub grinding					
Municipal buildings, grounds, and park maintenance					
Parking lot / garage maintenance & cleanup					



Putnam County  
 County-wide Shared Services Initiative  
 Roundtable Discussions  
 June 7, 2018

TOPIC SCHOOLS

Name (Please Print)	Municipality/Organization	Phone	E-mail
Lynn Allen	PNW BOCES	914-248-2311	lallen@pnwboces.org
George Prine	Mahopac Schools	845-628-3415	prineg@mahopac.k12.NY.us
Sam Weise	Carmel School	845-878-2094	jweise@carnelschools.org
Sam D'ivino	P.V.	845 526 2121	soliocrid@ <sup>Putnam Valley</sup> com
Neal Sullivan	Legislator	845-729-8909	
Denise Harrington-Cohen	Brewster	845-779-8000 (6137)	dharrington-cohen@brewsterschools.org
Jill Figarella	Putnam Valleycsd	845-528-8125	jfigarella@pvcsd.org

## Highway Services

Name (Please Print)	Municipality/Organization	Phone	E-mail
Domenic Conserntino	Village of Brewster	845 279 3760	dconserntino@brewster-village-ny.gov
Russell Goff	Patterson Hwy	845-878-4341	highway@pattersonny.org
Robert Downey	Village of Cold Spring	845-260-3563	highway@ColdSpringNYgo
San Olicia	P.V.	845 526 2121	solicia@village.com
PAUL JOWKE	C.O. PUTNAM	845 222-3556	PJOWKE3@GMAIL.COM
KENNY SCHMITT	TOWN OF CARMEL	845 722-3681	KSC@CARMEL.NY.US
Michael Simone	Town of Carmel	845 <del>808</del> <sup>625</sup> 7194	Msimone@bestweb.net
CARL Albano	Put City Leg	845 621 1000	CARL.L.ALBANO@GMAIL.COM
Michael Bruen	Town of Southeast Hwy	845-803-7870	mbruens@se-south-east-ny.gov

Putnam County  
 County-wide Shared Services Initiative  
 Roundtable Discussions  
 June 7, 2018

TOPIC TAX ASSESSMENT



Name (Please Print)	Municipality/Organization	Phone	E-mail
DONNA DiPippo	T/O Patterson	845-878-9300	assessors@pattersonny.com
Sam Oliveria	P.V.	845 526-2121	s.oliveria@putnam.org
Richard Williams	PATTERSON	845-878-6500	supervisor@pattersonny.com
Paul Jonke			



**Putnam Countywide Shared Services  
Initiative SHARED SERVICES PANEL MEETING #3**  
**July 18, 2017**  
**1:30 – 3:30 pm**

**DISCUSSION AGENDA**

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- 1. Project status update and remaining CWSSI requirements for public hearings, panel vote and letters**
- 2. Review Draft CWSSI Short Term Projects**
- 3. Review Draft CWSSI Future Projects**
- 4. Receive Panel feedback and recommendations on projects and potential participation**
- 5. Discuss remaining data needed to complete fiscal savings**
- 6. Next steps**

**PUTNAM COUNTY-WIDE SHARED SERVICES INITIATIVE**

**PRELIMINARY POTENTIAL PARTNERS & AREAS OF INTEREST**



	Putnam County	Brewster	Carmel	Cold Spring	Kent	Nelsonville	Patterson	Philipstown	Putnam Valley	Southeast
Highway & DPW Services	x	x			x	x	x		x	x
Dog Control Services							x		x	x
Payroll		x			x	x				
Information Technology		x			x		x			
Tax Assessment		x			x					
EMS/Ambulance					x	x			x	x
Engineering Services			x		x	x			x	
Code Enforcement Services	x	x							x	
Personnel / HR		x			x		x			
Health Insurance					x					x
Records storage & retrieval	x				x		x			
Local Elections	x						x			x
Adult Senior Center / Programs	x									x
Property Tax Collection Services		x			x					
Justice Courts					x					x
Truck Wash			x		x		x		x	
X = Preliminarily expressed interest (non-binding) in participating.										

As of July 13, 2018

COMP. BY \_\_\_\_\_

CHECKED BY \_\_\_\_\_

CLIENT & PROJ. NAME Shared Service Panel Meeting #3



SHEET \_\_\_\_\_ OF \_\_\_\_\_

DATE July 18, 2018

PROJ. NO. \_\_\_\_\_

Name	Muni	Contact Tel
Peter Hansen	Village of Brewster	<del>845 279 3760</del>
Bill O'Neill	Village of Nelsonville	845 265-2500
LYNNE ECKAROT	TOWN OF SOUTHEAST	845 661-6349
NANCY MONTGOMERY	Town of Philipston	914-204 7289
Kenny Schmitt	Town of Carmel supv.	845 628-1470
MAUREEN FLEMING	TOWN OF KENT	(845) 225-3943
Sam Oliverio	Town of Potosi V. Hg	845 526 2121
Jennifer Baumgarner	County of Putnam	845.908.1150

**Putnam County-wide Shared Services Initiative**  
**SHARED SERVICES PANEL MEETING #4**  
**SEPTEMBER 6, 2018**

**DISCUSSION AGENDA**

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1. **Agenda Overview**
2. **Present Updated Draft CWSSI Report**
3. **Discuss Short-term CWSSI Projects and Participation**
4. **Fiscal Impact Discussion**
5. **Open Discussion and Questions**
6. **Next Steps**

THURSDAY -

NAME	MUNI	EMAIL
1. LYNNE ECKARDT	SOUTHERST-COUNCIL	lynne.eckardt@gmail.com
2. BILL O'NEILL	Mayor, NELSONVILLE	<del>lynne.eckardt@gmail.com</del> MAYOR 2017 @ optonline.
3. Jill VARRICCHIO	PC. EDC Office	JillMarie.Varricchio @ PutnamCountyNY.gov
4. Paula Gilbert	Dept of state	Paula.Gilbert@dos.ny.gov
5. Maureen Fleming	Town of Kent	mfleming@townofkentny.
6. KENNY SCHMITT	Town of CARMEL	KSC@CI-CARMEI.NY.US
7. Sam Oliverio	Town of Andover, N.Y.	soliverio@putnamvillage.com
8. Richard Shea	Town of Philipstown	Shea@philipstown.com

## Appendix E. Letters of Support



## Town of Putnam Valley

**SAM OLIVERIO, JR.**  
*Supervisor*

***Town Board Members***

**JAQUELINE ANNABI**, *Councilwoman*  
**LOUIE LUONGO**, *Councilman*  
**STEVEN MACKAY**, *Councilman*  
**WENDY WHETSEL**, *Councilwoman*

***Supervisor's Office***

**MARIA ANGELICO**, *Finance Director*  
**SUSAN MANNO**, *Facilities Manager*  
**BEVERLY KELLY**, *Secretary to the Supervisor  
and the Board*

September 10, 2018  
Hon. MaryEllen Odell, County Executive  
Putnam County Offices  
40 Gleneida Avenue, 3rd Floor  
Carmel, New York 10512

Re: 2018 Putnam County-wide Shared Services Plan  
Putnam County, New York

Dear County Executive Odell,

I am writing in my individual capacity as Town Supervisor to express my support of the 2018 Putnam County-wide Shared Services (CWSSI) Plan. I have voted "yes" to approve the Final Putnam County CWSSI Plan as the plan sets forth a vision and focus across all levels of government throughout the County to identify ways to achieve property tax savings by coordinating and eliminating duplicate services and maximizing economies of scale.

Putnam County has a long history of sharing services to provide the highest level of services for the lowest cost. Through the CWSSI planning process, I have taken a closer look, together with my colleagues on the Shared Services Panel, to identify additional opportunities for savings and efficiencies that can be achieved in Putnam County by sharing additional services.

Our town residents will benefit from the expected savings and efficiencies that will result from implementing the short- and long-term projects that are identified in the Plan.

Thank you MaryEllen for organizing and spearheading this most important initiative. It is greatly appreciated.

Sam Oliverio

Supervisor – Town of Putnam Valley

**Maureen Fleming**  
Supervisor



Phone: (845) 225-3943  
Fax: (845) 306-5621

25 Sybil's Crossing  
Kent Lakes, NY 10512

September 13, 2018

Hon. MaryEllen Odell, County Executive  
Putnam County Offices  
40 Gleneida Avenue, 3rd Floor  
Carmel, New York 10512

Re: 2018 Putnam County-wide Shared Services Plan  
Putnam County, New York

Dear County Executive Odell,

I am writing in my individual capacity as Town Supervisor of the Town of Kent to express my support of the 2018 Putnam County-wide Shared Services (CWSSI) Plan. I have voted "yes" to approve the Final Putnam County CWSSI Plan as the plan sets out to identify ways to achieve property tax savings by coordinating and eliminating duplicate services and maximizing economies of scale. I look forward to the County and Towns working together to achieve this goal and for us to actually realize the savings projected in this plan.

I am hopeful that the issues discussed at a number of the meetings and public hearings can be rectified before the final plan is submitted. One of the issues that I have raised time and time again is the way the tax levies and total budgets have been unevenly represented in the various drafts that have circulated. The Town of Kent's 2018 Total Tax Levy numbers for, for example, in the latest draft presented to the Panel on September 6, 2018 at the final vote included all special districts in the Town of Kent, while the Town of Carmel's levy included NO special districts in the Town of Carmel. Also, with respect to sharing of the Tax Assessor function, something which the Town of Kent is interested in pursuing, no basis for the numbers presented in the Plan were ever supplied to the Supervisors and Mayors, although the backup documents were promised by the Laberge Group, the consulting group hired by the County to formulate the Plan, time and time again. I am hopeful that when we get closer to possibly implementing this aspect of the Plan, we will be provided numbers grounded in fact upon which we can rely moving forward.

Putnam County and the individual towns and villages have a history of sharing services with each other to provide the highest level of services for the lowest cost. Through the CWSSI planning process, I have taken a closer look, together with my colleagues on the Shared

I sincerely hope, as I know all the other Panel members and our various boards do as well, that our town residents will benefit and that actual significant savings and efficiencies will result from implementing the short- and long-term projects that are identified in the Plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'Maureen Fleming', with a stylized, cursive script.

Maureen Fleming