

DRAFT

**ORANGE COUNTY, NEW YORK
2018 COUNTY-WIDE SHARED SERVICE
PROPERTY TAX SAVINGS PLAN**



Submitted to Shared Services Panel

August 27, 2018

Orange County Shared Services Panel

Honorable Steven M. Neuhaus County Executive

Honorable Joseph M. Destefano
Mayor, City of Middletown

Honorable Torrance Harvey
Mayor, City of Newburgh

Honorable Kelly B. Decker
Mayor, City of Port Jervis

Honorable Robert C. Jeroloman
Supervisor, Town of Blooming Grove

Honorable Alexander Jamieson
Supervisor, Town of Chester

Honorable Richard Randazzo
Supervisor, Town of Cornwall

Honorable Charles Carnes
Supervisor, Town of Crawford

Honorable Gary Spears
Supervisor, Town of Deerpark

Honorable Douglas Bloomfield
Supervisor, Town of Goshen

Honorable Michael D. Rost
Supervisor, Town of Tuxedo

Honorable Edward A. Diana
Supervisor, Town of Wallkill

Honorable Michael Sweeton
Supervisor, Town of Warwick

Honorable John R. Razzano
Supervisor, Town of Wawayanda

Honorable Frank Palermo
Supervisor, Town of Woodbury

Honorable Jesse Dwyer
Mayor, Village of Greenwood Lake

Honorable George Hossann, Jr.
Supervisor, Town of Greenville

Honorable Robert S. Jankowski
Supervisor, Town of Hamptonburgh

Honorable Mervin R. Livsey
Supervisor, Town of Highlands

Honorable Ralph J. Ford
Supervisor, Town of Minisink

Honorable Anthony Cardone
Supervisor, Town of Monroe

Honorable Rodney Winchell
Supervisor, Town of Montgomery

Honorable Chad Volpe
Supervisor, Town of Mount Hope

Honorable George A. Green
Supervisor, Town of New Windsor

Honorable Gilbert J. Piaquadio
Supervisor, Town of Newburgh

Honorable L. Stephen Brescia
Mayor, Village of Montgomery

Honorable Brian W. Wona
Mayor, Village of Otisville

Honorable James Lofranco
Mayor, Village of South Blooming Grove

Honorable David C. McFadden
Mayor, Village of Tuxedo Park

Honorable Martin Howard
Mayor, Village of Unionville

Honorable Susan M. Rumbold
Mayor, Village of Walden

Honorable Stephen H. Welle
Mayor, Village of Harriman

Honorable Michael J. Newhard
Mayor, Village of Warwick

Honorable Joseph E. D'Onofrio
Mayor, Village of Highland Falls

Honorable Joseph Bucco
Mayor, Village of Washingtonville

Honorable Abraham Wieder
Mayor, Village of Kiryas Joel

Honorable Michael Queenan
Mayor, Village of Woodbury

Honorable Dennis Leahy
Mayor, Village of Maybrook

Honorable Neil S. Dwyer
Mayor, Village of Monroe

Staff Support:

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Orange County Planning Department

John McCarey, Director
Orange County Real Property

Karin E. Hablow, Commissioner
Orange County Finance Department

Orange County Department of General Services
Stacy Butler, Deputy Commissioner
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Orange County Sheriff's Office

Timothy Tucker, Budget Analyst
Orange County Budget Department

County Executive Office

Harry Porr, Deputy County Executive
Wayne Booth, Director of Operations
Mary Pat Smith, Assistant to the Executive

Orange County Planning Department

Nicole Andersen, Director of Grants / Interim Community Development Director
Kate Schmidt, Planner
Ellen Russell, Executive Secretary

The County also thanks senior staff from Orange-Ulster BOCES for their active participation and support, representing the needs of school districts in the County.

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STEVEN M. NEUHAUS

COUNTY EXECUTIVE

Executive Summary of Shared Services Initiative in Orange County

August 1, 2018

To: Hon. L. Stephen Brescia, Chairman, Orange County Legislature and
Honorable Members of the Orange County Legislature

As mandated, and on behalf of the Orange County Shared Services panel, I'm pleased to present to the Orange County Legislature a preliminary draft of our Shared Services Plan. The Proposed Plan includes the Countywide Public Safety Communications Project as the main initiative and highlights many other initiatives that the Panel has investigated and will continue to research. The main proposal of the interoperability radio program will not only save municipalities money; but will also provide an important public safety benefit.

It was very gratifying to work collaboratively with the members of the Orange County Shared Services Panel and I was impressed with the discussions that took place and the cooperation that was apparent among the members. We worked diligently together to explore different cost savings opportunities to ensure that Orange County is fully maximizing our property tax savings and the one-time match of the net savings being offered by New York State.

I'm proud of all that Orange County currently does with and for our municipalities, including our excellent sales tax sharing ratio and our collaboration on health code enforcement. I thank the members of the Shared Services Panel for the challenging work and effort that they have put forth and I am eager to continue our efforts to work for the benefit of the residents of Orange County.

Steven M. Neuhaus
County Executive

Introduction of Shared Services Initiative in Orange County

In April 2017, New York State established a County-Wide Shared Services Initiative as part of the proposed budget. This document serves as the Shared Services Property Tax Savings Plan for Orange County, New York as called for in this Initiative. An overview of Orange County's work to date on this Plan is included, along with a listing of background on actions addressing the four categories that New York State identified in its guidance for this Initiative. Those categories are actions towards; (1) the elimination of duplicative services, (2) shared services, such as joint purchasing, shared equipment, shared facilities, energy and insurance purchasing cooperatives, etc., (3) reduction in back office administrative overhead, and (4) better coordination of services.

Orange County has a long and rich history of community collaboration and sharing of services between municipalities and amongst agencies and departments. Ranging from court services, equipment sharing, staff trainings, to zoning map maintenance – local governments here have been readily cooperating for many decades. Indeed, Orange County is one of the first and earliest counties in New York State to organize and regularly convene an Association of Mayors and Supervisors, as well as a County Municipal Planning Federation, a County Highway Superintendents group, and a similar County Tax Assessors group. This active legacy will continue as outlined in Existing Shared Services descriptions later in this Plan, and the Shared Services Projects that are described here and are the foundational elements of this Plan.

In 2017, the Orange County Shared Services Panel, chaired by County Executive Steven M. Neuhaus voted to submit its Shared Services Plan in the 2018 term defined by New York State. There are a significant number of potential and recommended actions under consideration in Orange County. Also influencing the decision for the vote were time constraints and the obligation to submit the most cost effective and efficient Plan to New York State towards advancing shared services and potential New York State reimbursements. A justification for this 2018 submission schedule was voted on by the Shared Services Panel on August 21, 2017 and was made public and provided to New York State.

Leading up to the adoption of the plan and beyond, the team assembled by Orange County has been working to gather and analyze ideas from the entire county's local government, chief executives, other stakeholders, and the public, in order to finalize the plan. This Draft 2018 submission, includes a listing and definition of all recommended Actions. In August, prior to Legislative Committee review of this Draft, financial analysis will be completed for these projects as well an allocation plan for distribution of the one-time New York State match of net savings realized by such Actions shared with municipal and other partners involved with the Plan Actions.

The County Executive's office specified that our approach to this task had to be one that was driven from the community and municipal leadership and staff, and that every community seeking participation had to be heard. This Plan reflects that inclusive and open process.

2017 Shared Services Plan Development Process

Establishment of Shared Services Panel

As Chief Executive Officer (CEO) of Orange County, New York, County Executive Steven M. Neuhaus chairs this Plan initiative as well as a Shared Services Panel. The County Executive appointed and convened a Shared Services Panel composed of every Town Supervisor and every City and Village Mayor within Orange County. That Panel is supported by County Executive staff with technical assistance from the County Planning Department and other Department management staff as needed. The County and Panel have also received direct advice from staff of the New York State Association of Counties, as well as from the New York State Department of State. The assistance and input of all involved is significant and much appreciated.

2017 Shared Services Panel Meetings

The Shared Services Panel convened three (3) times in 2017 – July 13 and July 27 in the Orange County Emergency Management Center, Goshen, New York, and August 21 as the agenda for the August meeting of the County Association of Mayors and Supervisors meeting in Newburgh. At all three (3) meetings a full majority / quorum of the 43 Mayors and Supervisors were in attendance, with others represented by municipal staff or elected officials.

July 13, 2017 - Shared Services Panel Meeting

The Panel meeting was organizational and included a presentation by Stephen Acquario, executive director of the New York State Association of Counties, as well as a brainstorming session to define potential areas for Action. At this meeting, a consensus was conceptually reached that Orange County should consider the option provided by New York State to submit a final Plan in 2018, not 2017. No vote was taken.

July 27, 2017 - Shared Services Panel Meeting

The Panel meeting included a presentation by County Emergency Management staff on a lead Action, the County-wide Public Safety Communication Project. At this meeting, the Panel formally voted to include this Project as a lead Action in any Final Plan. A description of this Project and lead Action was included in the Preliminary Draft Plan submitted in 2017. Additionally, other projects and Actions were discussed and the Panel recommended that further Actions be reviewed and included in any Plan. At the meeting, a representative of the New York State Department of State was in attendance and addressed several questions Panel members had regarding process and next steps.

August 21, 2017 - Shared Services Panel Meeting

At this meeting, there was additional discussion of potential Actions for the Plan and a review of the existing list of potential Actions. The Panel also included a vote to formally approve the Final County Plan submission date to New York State as September 15, 2018 with a justification agreed upon to submit to New York State relative to utilizing the additional year offered for submission.

Finally, dated August 1, 2017, the County Legislature was provided a Preliminary Draft Plan as discussion at the August Rules & Intergovernmental Affairs Committee meeting led by the County Commissioner of Planning. In 2017, the Legislature opted not to issue an advisory report with recommendations back to the County Executive and the Panel, given their support to defer Plan submission to 2018. However, Legislative comments are incorporated in this Plan.

2017 Shared Services Public Hearings

The County Executive hosted a set of three (3) public hearings on the Plan in 2017 as noted below. Comments received were recorded and incorporated into this Plan.

Public Hearing #1

Wednesday, August 30th 10:00 a.m.

Orange County Emergency Services Center, Classroom 1

22 Wells Farm Road, Goshen, NY 10924

Public Hearing #2

Wednesday, August 30th 1:00 p.m.
Municipal Building Common Council Room, 2nd Floor
20 Hammond Street, Port Jervis, NY 12771

Public Hearing #3

Wednesday, August 30th 4:30 p.m.
SUNY Orange, Newburgh Campus, Tower Building Room
1 Washington Center, Newburgh, NY 12550

2018 Shared Services Plan Development Process

In 2018, the Panel reconvened, additional research and outreach resumed, and direct contact, via interviews, was made to municipal leaders in each of the County municipalities. Additionally, senior County staff presented to a monthly meeting of the County school superintendents, who in turn agreed that staff from Orange-Ulster BOCES should participate in Panel meetings and would represent school district interests.

The Commissioner of Planning with County Executive staff also continued bimonthly and, more recently, monthly presentations to the County Legislature Rules and Intergovernmental Affairs Committee to keep leadership up to date, and to gain feedback and project suggestions.

A Shared Services webpage was added to the County Executive's section of the Orange County website to provide information related to shared services. Contact email lists of Supervisors and Mayors, NYS DOS staff, school district superintendent emails, and internal contacts were compiled.

County Department meetings to discuss the plan and potential projects:

The initial list of conceptual shared services projects was shared via email with all County Department heads for their input on ways in which in the County could partner with municipalities to save money. Feedback also included shared service projects that are happening, or could happen with or without County involvement.

Subsequent phone conversations and meetings were held with senior staff in the following Departments:

- County Department of General Services – focused on options for shared procurement.
- Department of Human Resources – focused on personnel and civil service aspects of potential projects.
- Department of Emergency Services – to stay up to date on a lead shared services project and other emergency service project options.
- Department of Public Works – to stay up to date on a lead project, the fleet wash facility, as well as best options for expanding and/or formalizing equipment sharing.
- Office of Real Property – for assistance in reviewing proposed shared assessment services and a possible countywide property revaluation project, and for assistance in preparing property tax savings and allocation financial evaluations for all projects within this Plan.

- Representatives from the following departments also participated in the Shared Services Process including attendance at one or more Panel meetings: County Attorney's Office, Finance, Parks & Recreation, Risk Management, Budget, Board of Elections, and the Sheriff's Office.
- Staff from Orange County Planning, Budget and General Services Departments attended the April 18 Shared Services webinar hosted by NYSDOS.

An itemized listing of potential shared services projects with details was developed in early January 2018. This listing was based on examples and ideas from other initiatives researched, including from those found on the NYS DOS and the NYSAC webpages, as well as from other online and printed sources including presentation by The Rockefeller Institute.

This initial list of conceptual shared services was emailed out to all Mayors, Supervisors, Municipal Clerks, and administration staff at Orange-Ulster BOCES asking them to document their interest in approximately 75 different potential shared services. Initial anonymous surveys were received back from the following: Town of Blooming Grove, Town of Monroe, Village of Walden, Town of Goshen, Village of Goshen, Village of Harriman, Town of Highlands, Town of Mount Hope, Village of Otisville, City of Port Jervis, Village of Woodbury, Town of Warwick, Town of Woodbury, Town of Walkkill and Orange-Ulster BOCES. Interests conveyed through the 15 surveys received back from municipalities and Orange-Ulster BOCES were compiled into a spreadsheet. The projects were then prioritized based on interest and relative feasibility. These priorities were then compiled in a Word Document through which municipalities and Orange-Ulster BOCES have been asked to provide further details of their interests. We expect this document to be used and updated over the next 3 years based on the changing interests of the municipalities. If interests are documented then other municipalities can reach out to each other to match needs, capacities, and services. Subsequent phone conversations and meetings were held with various municipalities.

2018 Shared Services Panel Meetings

The Shared Services Panel convened monthly through July in the Orange County Emergency Management Center, Goshen, New York – with the exception of a February meeting cancelled due to weather. The Panel will meet August 28 in Newburgh as a prime element of the agenda of the regular Association of Mayors and Supervisors meeting. At that meeting a vote on the Plan and its Projects will be made.

January 18, 2018 – Shared Services Panel Meeting

The reconvened Panel met to discuss both the timeline and schedule for 2018, as well as the status of projects under consideration. County staff also reviewed information from The Rockefeller Institute and others on quality Plan elements and on examples of successful shared services projects, both within New York State and elsewhere. Members agreed to meet monthly in 2018, and to target late June for finalizing the listing of projects to be included in the Plan.

February 22, 2018 - Shared Services Panel Meeting - Cancelled due to weather.

March 8, 2018 – Shared Services Panel Meeting

NYS Department of State representative joined meeting to review schedule and protocols for Plan submission and to answer questions. Presentations made by County Office of Real Property as well as Department of General Services on potential projects relevant to tax assessments and services, and on shared purchasing and procurement. A working list of potential projects was review and refined.

April 19, 2018- Shared Services Panel Meeting

Listing of potential projects was further refined. Discussion focused on school safety needs and possible projects, as well as the benefits of actively including representatives from school districts and fire districts in Panel efforts. Agreement to invite Orange-Ulster BOCES to participate in representation of school districts. Consensus recommendation that panel members would reach out to their other relevant districts, without need to invite them as additional Panel members.

May 17, 2018- Shared Services Panel Meeting

County staff reviewed outcomes of ongoing interviews and meetings with municipalities and other interests. Also reviewed meeting with County School Superintendents and Assistant Superintendents of Business. School Districts very interested in collaboration but may look to join effort later in 2019 and beyond. Project listing and priorities further refined. Panel members asked to complete project forms – prepared by staff - for relevant projects. Municipalities also encouraged to consider applications to NYSDOS Local Government Efficiency grants applied for through the NYS Consolidated Funding Application (CFA).

June 21, 2018- Shared Services Panel Meeting

Schedule for County Legislature referral, draft and final Plan preparation, and Final Plan submission to NYS discussed and agreed. Listing of projects, and project forms, reviewed and discussed. From discussion, there were several projects amended, dropped, and/or added.

July 26, 2018- Shared Services Panel Meeting

Listing and descriptions of draft final projects to be included in Plan were reviewed and finalized one by one. August 28 meeting set for vote on final projects and Plan approval.

August 28, 2018- Shared Services Panel Meeting

Scheduled for Newburgh. Vote to approve projects and to submit Final Plan.

2018 Shared Services Public Hearings

Convened by the County Executive, a series of three (3) public hearings are scheduled:

Public Hearing #1

Thursday, August 30, 2018, 10:00 a.m.
Municipal Building, 2nd Floor
Common Council Room
20 Hammond Street
Port Jervis, NY 12771

Public Hearing #2

Thursday, August 30, 2018 1:30 p.m.
Emergency Services Center
Classroom 1
22 Wells Farm Road
Goshen, NY 10924

Public Hearing #3

Thursday, August 30, 2018, 4:30 p.m.
SUNY Orange, Newburgh Campus
Tower Building, Room 509
1 Washington Center
Newburgh, NY 12550

Existing Shared Services within Orange County, NY

As background, listed and described below are some – not all - of the shared services initiatives already in place within Orange County. The Orange County Shared Services Panel emphasizes that, collectively, municipalities have a long tradition of formal and informal collaboration and sharing, as demonstrated by the following:

Emergency Services

Existing Shared 911 Dispatching:

- Town of Woodbury provides for Village of Harriman via contract
- Town of Warwick Town provides for Warwick Fire Department, Pine Island Fire Department, Warwick Ambulance Corps, Pine Island Volunteer Ambulance Corps, and Greenwood Lake Volunteer Ambulance Corps.

Orange County Division of Emergency Communications:

- Emergency Communications serves all 108 Fire/Police/EMS agencies in the County along with providing assistance with inter-County communications;
- Answers all 911 emergency calls placed within Orange County;
- Manages the dispatch of 50 fire departments, 34 police departments, and 24 emergency medical service agencies;
- Works with municipal officials to improve emergency dispatching methods;
- Operates *Automatic Vehicle Location* technology that dispatches police units from all 34 law enforcement agencies to the scenes of serious, life-threatening 911 calls for service.

- 911 purchased a new text message system and supplied it to the county's 110 first responder agencies. It allows 911 to text first responders with emergency calls.

Orange County Division of Emergency Management:

- Emergency Management serves all 42 municipalities and Emergency Managers in the County through the coordination of additional resources and is also prepared to assist our neighboring counties and the State of New York upon request;
- Coordinates the response of county agencies and provides assistance to local governments during large scale emergencies;
- Works with local governments, volunteer organizations, and private sector entities across Orange County to develop disaster preparedness plans and mitigation projects, and provide training and exercise activities;
- Coordinates Orange County radiological emergency response planning for the Indian Point Nuclear Power Plant, as well as for other radiological incidents, and conducts training of county and partner agencies to support the Orange County Radiological Emergency Response Plan;
- Assists the Federal Emergency Management Agency and New York State Department of Homeland Security for both public and individual assistance whenever a Presidential Disaster Declaration is issued;
- Manages, maintains, and coordinates the Orange County Emergency Operations Center and Mobile Communications Center.

Emergency Management Goals for 2018:

- Multi-jurisdictional all-natural hazard mitigation plan approval by the Federal Emergency Management Agency and adoption by all Orange County municipalities.
- Completion of training and use of Mutual Link, an interactive communication and video system, with Drones to enhance the County's ability for real-time on-scene support of emergency events.
- Create and run a County Drone program to assist with mutual aid to local agencies.
- Complete build out of newly redesigned Mobile Command Center.

Division of Emergency Medical Services:

- EMS serves all 24 EMS agencies in the County and will assist, when requested, our neighboring counties, neighboring states, and the State of New York.
- Coordinates and assists with the response of all EMS agencies during a large-scale incident;
- Works with all EMS agencies, Advanced Life Support, Basic Life Support, and the Medical Helicopter services to develop response plans for any large-scale emergencies;
- Works with both the volunteer organizations and the private sector groups to develop plans and protocols to be used on a daily basis;

- Works with other county agencies to develop disaster plans, training scenarios and both current and future projects to continually improve services;
- Provides training to our residents by hosting both the Emergency Medical Technician Original and the Emergency Medical Technician Refresher Courses at the Emergency Services facility at least twice a year;
- Works with both West Point and Stewart Airport, both military and civilian sectors, to provide additional EMS resources during any large-scale event, large-scale incident, or when requested as part of the County EMS Mutual Aid Plan;
- Works with the New York State Bureau of EMS, the Hudson Valley Regional Emergency Services Council, and the Orange County Emergency Services Council to both assist with the development and deployment of protocols for all EMS agencies that work within our County.

Emergency Medical Services Goals for 2018:

- Continue work with the private sector and Advanced Life Support agencies, that operate in the county to change the way they will operate in Orange County.
- Work with both Air Methods and Air Atlantic, medevac services utilized by Orange County, to develop a system that tracks all air traffic when in or out of service.

Orange County Division of Fire Services:

- Serves all 50 fire departments in the County;
- Develops Mutual Aid Response Policy to set minimum standard for number of personnel, training level, and status of members responding to mutual aid requests;
- Coordinates Fire Service resources for all large-scale events in the county and supervises the Arson Investigators;
- Provides education and training on new PESH (spell out?) regulations/standards for volunteer firefighters;
- Commands the county HazMat Team, Technical Rescue Unit, and Fire Training Center.

Fire Services Goals for 2018:

- Review and update Orange County Fire Mutual Aid Plan
- Conduct countywide rollout of Credentialing/Accountability system for all Fire Service Fire Responders at the scene of an incident to utilize the same procedures and system.
- Implement Mobile Data Terminals utilizing Mobile CAD to provide real time information for Chief Officers responding to a scene. Information includes any hazardous materials information as well as updates by call takers with additional call information.
- Conduct countywide inventory and resource survey to develop Fire Service Directory. The Fire Services Directory will provide a one stop shop for resource inventories for all Fire Departments. This will allow for quick identification and request of specialized equipment that may be needed at an incident.

- Begin renovation project for Fire Training Center Building and Parking Lot.
- Build O&R Leak Street Natural Gas Training area and program at the Fire Training Center (FTC).
- Design and bid new HAZMAT Truck to replace current aging model (Capital Project 73). The current HAZMAT Truck is outdated and does not meet numerous current safety initiatives as well as does not allow for efficient operation at a HAZMAT incident. The new truck will include all current safety standards as well as allow for efficient team response/operations.
- Implement new Foam Trailer located at FTC and funded by Regional Partnership Grant
- Conduct a Regional Partnership Training evolution (joint training with Ulster, Sullivan and Rockland Counties).
- Receive and implement grant awarded items from FY2015 New York State Division of Homeland Security and Emergency Services Technical Rescue Grant. Equipment includes rope rescue hardware and training, collapse rescue equipment and confined space equipment. This will be utilized by the team to respond to incidents throughout Orange County, including for rescue incidents which are beyond the scope of the local Fire Department.

Orange County Division of Police Liaison Services:

- Serves all 34 law enforcement agencies in the county to promote maximum police services for both the day to day events and major emergencies or disasters;
- Establishes and maintains a system of cooperation and reciprocal support among all police agencies;
- Liaison with the County Police Advisory Board to provide guidance and recommendations to County efforts in law enforcement assistance;
- Seeks funding opportunities of mutual benefit to County and local municipalities;
- Law Enforcement Liaison Efforts with local law enforcement agencies to procure and administer Federal Justice Administration Grants for qualifying police departments and to evaluate law enforcement request for assistance in funding police efforts through County funding sources.
- Coordinates county funding of the Police Chiefs Association of Orange County Police Academy and other training opportunities for law enforcement.
- County-Wide Police Information Sharing- provides a law records database which connects 31 police agencies and the District Attorney to a central data exchange server providing real-time access to share information such as case, arrest, persons, and vehicle information.
- Police Automatic Vehicle Location/GPS services (AVL) - Provides AVL/GPS technology to over 300 police units including the Sheriff's Units and local and state police. This allows for the ability to determine the closest police unit to an incident as well as officer safety by knowing the unit location in the event of an officer emergency. A new dedicated and faster public safety broadband link was procured and installed to improve security and assurance of connection during high demand usage.
- *Stop DWI Program*

- Promotes awareness of the dangers of drinking and driving through active enforcement, prosecution, probation, mental health services, public education, and prevention education and media campaigns. Coordinate activities with the Alcoholism & Drug Abuse Council, Schools, and community organizations;
 - DWI Program Coordinator for 31 police agencies providing over \$250,000 for additional DWI patrols and enforcement efforts. A total of 3,233 hours of DWI enforcement efforts were funded which resulted in 4,557 vehicles stopped and 62 persons arrested for DWI/DWAI. In addition, grant funded Holiday Crackdown enforcement efforts resulted in a total of 4 DWI/DWAI arrests;
 - DWI Program provided calibration of Alco sensors for local police departments;
 - Funds annual All Night Grad parties in 10 local high schools at the rate of \$500.00 per school;
 - The “Not One More” program, a coordinated effort between STOP-DWI, Traffic Safety, Orange-Ulster BOCES, and United Way, provided programs at 7 high schools: Cornwall, Wallkill, Washingtonville, Monroe-Woodbury and Minisink Schools for approximately 1925 teens and parents. The program provides speakers from various areas of the community including but not limited to: Emergency room staff, Funeral Directors, Insurance Agents, Local Judges, victims of crashes (both DWI and non-DWI), offenders, and STOP-DWI program staff.
- *Traffic Safety Program*
 - The Traffic Safety Program is funded through grant money applied for by the County Department of Emergency Services and the “Alive at 25” Program;
 - Teen Driver Safety- 2017 was the 6th successful year of providing “Alive at 25” a court referred teen driving safety awareness course for young traffic offenders, in which local courts have the option to order a traffic violator to a mandated 4-hour program. Over 800 teens were referred for non-alcohol traffic infractions of distracted driving, seat belt use, and aggressive driving.
 - Provided “Hang Up and Drive” program to 1660 students and faculty in Cornwall HS, Wallkill HS, Chester Academy, and Washingtonville HS.
 - Police Officer Jermaine Galloway provided the training *High in Plain Sight* held over two days at the Emergency Services Center reaching almost 400 attendees including law enforcement, probations officers, counselors, teachers, and health and human services professionals.
 - Sgt. Christopher Sanchez, Massachusetts State Police, provided a training for 100 Orange County law enforcement professionals titled, “Innovative and Effective Distracted Driving Enforcement Strategies.”
 - Traffic Safety continues to provide Safe Teen Driving classes to High School students and is included in some schools as part of their requirements to apply for a parking permit. In 2017, presentations were provided in Chester, Cornwall, Pine Bush, Washingtonville,

Newburgh Free Academy, Monroe-Woodbury, Wallkill, and Orange-Ulster BOCES Vo-Tech and Public Safety Program, for a total of over 4575 students.

- Bicycle helmets are distributed free of charge to youth in cooperation with local police departments and at national night out events.

Police Liaison Services Goals for 2018:

- Provide Orange County Crime Analyst service to local police agencies and support the New State Crime Analysis Center located in the Emergency Services Center.
- “Go Live” with the interface of the Police Records management System to the county 911 software system.
- New version update of the Impact RMS Police Records System.
- Provide RMS hosting to municipal police departments that are in need of alternative solutions to their existing hardware.
- Expand the regional mobile plate reader central database (LPR) application to include all active LPR user departments.

Law Enforcement, Jails, Courts, Prisoner Transport and other shared services

- *2008-Orange County Hudson Valley Regional Jails Collaboration Study- \$50,000-* Orange County served as the lead applicant in a High Priority Planning Grant to the NYS DOS under the Local Government Efficiency Grant Program with Sullivan and Ulster Counties as co-applicants.
- 2011-Town of Chester Police Department Functional Consolidation Implementation-NYSDOS-\$210,777
- 2008-Town of Chester Consolidation study of police operations for the Town and Village of Chester-NYSDOS-\$25,000
- Village of Cornwall-on-Hudson and Town of Cornwall work together on police matters providing backup for each other.
- Town and Village of Warwick consolidated police forces in 1990, which has proven to be a great savings to taxpayers over the years. In addition to fiscal dollars, both municipalities jointly analyze and monitor the police services to ensure the safety of our residents.
- The Village of Walden enters into mutual aid agreements with surrounding local governments for Police Services.
- Village of Otisville and Town of Mount Hope consolidated years ago
- Village of Otisville abolished the position of Village Justice and the Village Court transferred these responsibilities to the Town of Mount Hope Court
- Town of Highlands provides court for both Town and Village of Highlands Falls
- Shared Drug Task Force
- Collaborative School Safety
- OC Sheriff provides K-9 Training

Shared regional road, highway, and municipal parking lot construction, maintenance and snow plowing

- Many municipalities throughout Orange County share services and equipment on as needed on an informal basis.
- DPW Supervisors and Highway Superintendents participate in the Orange County Superintendent's group, which serves as a means for municipalities to discuss upcoming projects and the need for equipment, manpower, etc.
- Village of Cornwall-on-Hudson and Town of Cornwall routinely share equipment and manpower, and occasionally with other municipalities, including the Village of Maybrook, the Town of New Windsor, and the Town of Highlands for: snow plowing, road repair, and Fourth of July celebration activities.
- Town of Minisink shares paving and other highway related services with the Towns of Wawayanda and Mount Hope as an informal arrangement and on an as needed basis.
- Village of Chester sweeps Village of Florida streets, saving the cost of a street sweeper.
- Town of Monroe and Village of Kiryas Joel have a formal road maintenance agreement
- Town of Wallkill, Town of Mount Hope, and County of Orange have a formal road maintenance agreement
- The Village and Town of Montgomery have an IMA in which the Highway Departments assist each other with the use of equipment and personnel when requested.
- NYSDOT Safe Routes to School grant– The Village of Warwick was awarded a \$497,500 grant for the construction of sidewalks & crosswalks on West Street from Pond Hill Avenue to the Warwick School District to provide a safe access for children walking to and from school. Planning began in 2013, with construction completed by 2015.

Shared and/or joint procurement of highway equipment

- Many municipalities piggyback on State and county bids. Many municipalities throughout Orange County shared services and equipment on as needed informal basis.
- Most municipalities coordinate snow plowing responsibilities on shared streets so only one municipality (State, County also) has plowing responsibility on particular streets rather than pulling up the plow when they hit the town line.
- Many municipalities use County of Onondaga bids for trucks, state bids for police vehicles, NJPA, and Minnesota.
- Village of Otisville and Town of Mount Hope share highway equipment as needed informally.
- The City of Middletown lends city equipment to surrounding municipalities such as emergency lighting and sanitation vehicles.
- 2007-City of Port Jervis-Joint project between the cities of Port Jervis and Middletown for the purchase and shared services of capital equipment-\$386,400.

- The City of Middletown obtained approximately \$500,000 in state funds (with 20% local match) for the purchase of underground sewer pipe, CCTV cameras, and Vac Truck /Sewer Jet. Rotate the use for certain periods of time with availability made to other municipalities on an emergency basis.
- Village of Warwick collaborates with other local governments to borrow/barter for various DPW equipment. The Village will at various times borrow large equipment needed for specific projects (i.e. Town of Warwick, Town of Chester, Village of Florida). The local municipality will send over the equipment and provide their operator. The Village provides the same when a municipality needs help.
- Town of Goshen shares their paver and crew with the Village of Florida during larger projects. In return, they utilize the Village of Florida garbage truck and driver during their bulk pick-up weeks.
- Town of Warwick and the Village of Florida assist each other with trucks and a crew for oil and chipping of streets.
- The Village of Greenwood Lake and the Town of Warwick have an IMA for road maintenance and repair, snowplowing and sanding of roadways.

Shared and/or joint procurement of sand and salt

- Many municipalities piggyback on State and county bids to purchase salt and sand.
- Town of Monroe and Kiryas Joel have an informal agreement.
- Town of Wallkill purchases sand and salt through a formal agreement with New York State OGS.

Shared recycling, composting, hazardous and solid waste, and curbside pickup

- *2015- Orange County Department of Public Works- Climate Smart Communities- Yard Waste Composting Facility Expansion- \$510,985 - Funding was used to hire staff to manage the facility, to acquire equipment for the processing of material, and to purchase compostable bags and collection bins for project implementation. This will allow the facility to accept food scraps in addition to yard waste from contracted waste haulers in the county.*
- Village of Otisville utilizes City of Middletown transfer station for municipal solid waste.

Shared and/or joint procurement of fuel

- Many municipalities piggyback on State and county bids.
- Town of Monroe and Town and Village of Kiryas Joel have an informal agreement to purchase fuel.
- Town of Wallkill, City of Middletown, 5 fire companies, and Ramapo Catskill Library have informal agreement to purchase fuel.
- Village of Otisville purchases fuel from Town of Mount Hope through a formal agreement.
- City of Middletown has opted for not building its own fueling station for its D

Code enforcement

- Sanitary code – County coordinates with current enforcement activities in municipalities – savings created by using existing county personnel to enforce health hazards which fall more in the line of unsafe buildings, which are traditionally the purview of localities.

Water systems and Water Supply development, operation and maintenance, Shared Water/Sewer line construction and Sewer systems operation, maintenance, and billing, Shared Wastewater Treatments Plants, and Shared Wastewater treatment plant operation and backup

- Village of Otisville supplies water to NYS prison.
- Town of Wallkill and City of Middletown have informal agreement.
- Town of Highlands purchases water from the Village of Highlands Falls (by contract) for Town residents outside the Village.
- County Department of Health Environmental Engineering staff monitor the contamination in the area feeding Washington Lake that was made public during May 2016. Staff continues to assist the NYSDOH with sampling of public drinking water wells in the area and continues to handle phone calls from concerned citizens. The area of concern was extended to several surrounding areas.
- Elementary School of MVSD and Village of Otisville formal agreement.
- Village of Cornwall-on-Hudson water department works with water departments in the Villages of Walden and Maybrook.
- The Village and Town of Goshen jointly treat sewage from two town subdivisions.
- The Village of Goshen treats water and sewer from Orange County Department of Public Works that is outside of the Village limits.
- The Village of Greenwood Lake and the Town of Warwick have an IMA for maintenance and repair of storm water sewer and municipal water supply infrastructure.
- Interconnections with Wallkill Town, Goshen Town, and City of Middletown in progress - Formal Agreement.

Orange County Water Authority

- *2014- City of Newburgh - Northeast Orange County Water Supply Sustainability Project- NYSDOS LGE Program - \$600,000* - The project will provide access to a backup source of water supply to several municipalities located in Northeast Orange County. The project includes upgrades to the City of Newburgh Water Filtration Plant as well inter-municipal connections between the City of Newburgh and the Towns of Newburgh and New Windsor.
- *2010 - Orange County Water Authority - Northeastern Orange County Water Supply Implementation Plan - \$450,000* - This NYSDOS LGE Implementation project seeks to implement the preferred “regional water supply alternatives” recommended in the OCWA’s November 2010 NE Orange County Water Supply Feasibility Study. The successful project will generate a facility plan, a Basis of Design Report, and a financing plan for a regional facility anchored by the

project partners, OCWA and the City of Newburgh and the Towns of Newburgh and New Windsor.

- *2007-Orange County Planning Dept.- Mid-County Study Group Shared Water Feasibility Study- NYSDOS- \$411,000*
- *2009- Orange County Sewer District #1 Consolidation Study- NYSDOS- \$49,500*
- Indigot – shared use of public property for mutual benefit (County’s Real Property Department plus the municipality’s staffing resources equals revenue for local governments).
- OCWA serves as the Moodna Creek Watershed Council’s fiscal agent and administrative support. OCWA also hosts and maintains the Council’s website. One accomplishment to highlight in 2017 includes OCWA being awarded a \$29,079 grant through the NYS DEC for the Enhanced Moodna Creek Monitoring Program. This grant will help fund the installation of a more advanced stream monitoring system (gauges) within the Moodna Creek Watershed to better understand the impacts of humans and the environment on this crucial watershed that resides entirely within Orange County.
- OCWA provides administrative support as well as acts as the fiscal agent for the Quassaick Creek Watershed Alliance. In addition, OCWA hosts and maintains its webpage.
- In 2016, OCWA received a \$50,000 grant from the NYS DEC to better understand the Monhagen Brook Watershed that encompasses much of the City of Middletown, and parts of the Towns of Wallkill, Wawayanda, and Mount Hope. Some accomplishments in 2017 include partnering with Riverkeeper to do a Stream Clean Up Event that resulted in 11 bags of trash, tires, shopping carts and more being removed from the Brook behind Shoprite, stream water quality and phosphorous testing, and creating a committee that meets regularly to help guide the creation of the first ever Plan for the Watershed.
- OCWA partnered with the Wallkill River Watershed Alliance to create a bi-County group to implement recommendations of the Wallkill River Watershed Plan. In 2017, OCWA received a \$8,850 grant through the Hudson River Valley Greenway Conservancy to develop a public recreational water trail along the Wallkill River from Warwick in Orange County to New Paltz in Ulster County. The purpose of the project is to improve accessibility to and awareness of the River for its scenic and recreational use, while promoting municipalities and businesses along the route. Project work will begin in 2018.
- In 2017, OCWA applied for and was awarded a \$1,723,870 grant through the NYS DEC’s Water Quality Improvement Program (WQIP) to research and acquire land or easements to protect the City of Newburgh’s water supply sources, specifically Washington Lake and Browns Pond. Grant match will be provided by in-kind services, the Orange County Land Trust and Scenic Hudson who volunteered to provide funding for this important project.
- OCWA has offered the Water Conservation Education Program to schools at no cost since 1994. Orange County Water Authority educators visited by invitation every school district in the County and served over 10,000 students in water conservation education. In 2017, OCWA

initiated the incorporation of a recycling curriculum as a partnership with the County Department of Public Works.

- In 2017, OCWA kicked off the Estuary Stewardship Through Education (ESTE) Project. Accomplishments include coordinating with school districts to connect students from environmental justice areas to the Hudson River through hands on education & science. Three field trips were held at Kowawese Unique Area County Park in New Windsor for students from Newburgh and Middletown.
- The Water Authority secured a \$520,200 NYSDOS LGE grant in 2012 allowing OCWA, Orange County, the Town of Crawford, and the Pine Bush Central School District to advance to full design and approval of a new water supply source for the County's largest, and growing unincorporated hamlet of Pine Bush. The project will interconnect the County-owned lands in the Town of Crawford to the existing Pine Bush Water District. THIS IS EXPECTED TO BRING ORANGE COUNTY – after a very long wait – INTO THE WATER SUPPLY BUSINESS by using our assets (3 wells) on County-owned land (Dwaar Kill Properties) to provide water to a municipal partner and generate revenue for OCWA. The Town of Crawford's Pine Bush Water District has experienced water quality issues and by 2020 their supply is expected not to have enough water to meet their baseline demands. In 2015, the Water Authority was awarded another Local Government Efficiency Grant through the NYSDOS in the amount of \$400,000 making the Authority one of the top grantees in the State to begin constructing the project. In 2018, three production wells will be installed at the County-owned Dwaar Kill Reservoir Lands off of Hill Avenue in the Town of Crawford.

Planning, GIS, and Transportation:

Dial-A-Bus Transit Services with Sponsoring Municipalities

- Town of Goshen provides DAB for Goshen/Town and Village of Chester.
- Town of Montgomery provides DAB for Town and Village of Montgomery, Village of Walden, Village of Maybrook, and Town of Crawford.
- Town of Warwick provides DAB for the Town of Wallkill.
- Town of Highlands provides DAB for Village of Highlands Falls.
- Village of Harriman contracts with Towns of Monroe and Woodbury.

Planning Assistance for Municipalities

Directly, or in partnership with the Orange County Municipal Planning Federation and others, provided public education and training workshops on range of topics, from basic zoning to solar installations – nearly 1000 local officials and citizens participated.

Municipal Consolidation and General Shared Services

- *2009-City of Newburgh- Newburgh Charter Revision & Sustainability Plan-NYSDOS- \$45,000*

- 2005- Town of Chester- Greater Chester Shared Services Feasibility Study and Implementation Plan- NYSDOS- \$39,483
- In 2015 the Village of Highland Falls received \$50,000 from NYSDOS to complete a Local Government Reorganization Study. The Village of Highland Falls organized a Local Government Reorganization Study Committee which is overseeing the possible consolidation of village and Town of Highlands services. Currently, the Town of Highlands provides the following functions for the Village of Highland Falls: Trash collection, Recreation Department, Building Department, Planning Board, Zoning Board, Assessor Department, Justice Court, Ambulance, Dial a Bus, and School Resource Officers (SRO). *The Town of Highlands is willing to proceed with further consolidation with the Village of Highlands Falls to provide: Police, Sewer and Water, Highway, and Administration.*

Shared parks, recreation, and programs for senior's administration and maintenance

- Heritage Trail – The municipality's Real Property plus the County's resources equals recreational opportunities for the public as well as a unique transportation opportunity that can help keep residents living and working in Orange County.
- Healthy Orange Schools and Communities (HOSC) - Orange County Department of Health was awarded a five-year obesity prevention grant from NYSDOH. The OCDOH worked in collaboration with the Port Jervis, Newburgh City, and Middletown City School districts for policy change efforts at the district-level. Newburgh and Middletown have updated School Wellness Policies consistent with the latest USDA guidelines. Environmental changes such as exercise equipment, gardens, walking loops, etc. have been implemented in 6 schools.
- Village of Walden and Town of Montgomery collaborate on parks and recreation.
- Village of Cornwall-on-Hudson and Town of Cornwall work together on summer recreation programs; the village uses the town pool and the town attends the fireman's fair in the village.
- Florida Union Free School District allows the Village of Florida to utilize their facilities for summer and winter recreation programs.
- The Village of Goshen and the Town of Goshen jointly run their recreation programs and jointly administer the Goshen Senior Center.
- Town and Village of Warwick participate annually in a joint youth recreation program for school age children with an extensive program during the summer months. In the past, the program was free to all residents until last year where a \$5.00 per child fee was established.

Animal control, Lyme Disease Prevention, and related Shared Services

- The County Department of Health spends a significant amount of time on animal bites and rabies concerns. The lack of an Animal Control Officer or follow up in most municipalities on documented domestic animal bites continues to put a drain on county resources. Environmental Health followed up on 664 domestic animal bites to assure that the biting domestic animal is alive and healthy following the 10-day confinement period- and that no rabies treatment is

required for the bitten person. The County provides Rabies Clinics throughout the county. In 2017, a total of 367 animals were vaccinated at the clinics at no cost to the owners.

- County Department of Health staff presented at 15 schools and municipalities reaching 713 participants and distributed 2200 Tick Removal kits with corresponding education materials.
- County Department of Health has begun to work with municipal DPWs to create prevention policies and to do staff in-services. Villages of Warwick and Florida have created policies.
- Village of Walden and Town of Montgomery share animal control.
- Village of Otisville and Town of Mount Hope share an Animal Control Officer through a formal agreement.

Elections

- Election equipment costs are absorbed by the County to save municipalities money for elections administered through the Board of Elections. Election support services are provided to villages, school districts, fire districts, libraries and other special district elections.
- Although municipalities may use equipment at no cost, they are responsible to reimburse the county the cost for delivery and pick up.
- Election workers must be from our certified list of election inspectors and municipalities are responsible for payments to those who work the elections.
- Lists of registered voters are provided to 41 Fire Districts, 20 School Districts, 11 Library Districts, 19 Villages, 20 Towns and 3 Cities in Orange County.
- For a decreased rate, the County shares a Dominion Image Cast Voting System and will program the ballot, conduct tests and deliver the machine to the designated polling place.

Energy and Utilities

- The Village of Harriman has converted 30% of its street lights to LEDs through a lease from O&R.
- Rooftop solar challenge through CUNY. Village and Town of Warwick collaboration with multiple municipalities throughout New York State to streamline the approval policy for solar energy initiatives.
- 2011 NYSEDA Clean Cities for purchase of a hybrid bus and 2 electric charging stations located in the Village and Town of Warwick.

Shared and/or joint procurement of Information Technology services, cyber security, IT Hardware, software, website development, hosting, and maintenance

- The Town of New Windsor provides IT services for a set of municipalities.

Real Property:

The Orange County Office of Real Property provides Assessment and Taxation related services to the 20 Towns, 3 Cities, 22 School Districts, and 19 Villages, as well as to engineers, property owners, surveyors, appraisers, and title companies. The Office maintains Tax Maps and ownership information including

assessment and tax rolls files for school, town, county, and city taxes. All assessment and tax roll errors are investigated and corrected. The Office apportions the County tax levy and establishes town and special district tax rates.

Shared Sales Tax

- Orange County has one of the most generous sales tax sharing programs in the state.

Centralized Property Tax Assessment

- Orange County's Real Property office assists and supports municipalities with assessments- currently assesses for the Village of Goshen, Town of Goshen, Town of Wawayanda, Town of Chester, and Town of Newburgh.
- Village of Otisville Board voted to make the Village a non-assessing unit for Village Real Property Taxes, combining this service with the Town of Mount Hope.
- Village of Cornwall-on-Hudson and Town of Cornwall consolidated tax assessment.
- Village of Otisville and Town of Mount Hope Assessors are already consolidated.

Shared Real Property

- City of Middletown offers free space in some of their buildings for other governmental entities such as Congressman Maloney, Assemblywoman Gunther, and the Orange County Department of Health.
- BOCES/SUNY Orange/County – space sharing and collaborating in an effort to bring education to the County's cities – saving transportation costs and keeping residents living and working in Orange County.

Human Resources

The Orange County Department of Human Resources is responsible for the administration of Civil Service Law for the departments of County Government, as well as, for all towns, villages, school districts, public libraries, fire, and other special districts. The mission of the Department is to recruit, promote and maintain a highly qualified and productive workforce. The County's human resource needs are achieved in compliance with Federal and State Laws, New York State Civil Service Law and Orange County Civil Service Rules. The Department provides personnel support and guidance to over 2,400 employees of Orange County Government, 41 departments and divisions which includes SUNY Orange, as well as, over 6,000 employees in 83 jurisdictions including all towns, villages, school districts, and special districts. The Department administers labor agreements and fosters a professional relationship with all its unions. The Department manages a merit system for county and municipal employment in accordance with applicable federal, state, and local laws.

The Department is responsible for Civil Service examination administration, discipline and grievance administration, facilitating union negotiations, review and classification of all county and municipal

positions, technical Civil Service assistance to departments, towns, villages, schools and special districts, and investigation of Discrimination, Harassment, and Workplace Violence complaints.

The Personnel Management Division provides technical assistance to county departments and agencies as well as municipalities. Staff offers guidance in position classification, allocation, job specification, specialized employee projects, processing and tracking of FMLA requests, and bi-weekly submission of personnel transactions.

The Civil Service Unit oversees recruitment of employees in the classified service, examinations for employment and promotion, and the application of law and rules governing personnel transactions in the County and in its various municipalities. In 2017, the Unit posted approximately 11,514 municipal personnel transactions and established 161 eligible lists including 62 continuous recruitment updates and 3 preferred eligible lists for competitive class positions for the County, towns, school districts, and Orange-Ulster BOCES in accordance with Section 81 of Civil Service Law. The Unit conducted Civil Service 101 trainings for Town of Wallkill, Orange County Department of Social Services, Monroe Woodbury School District, Goshen Public Library, Village of Monroe, Chester UFSD, Town of Montgomery, and the Town of Goshen. The Unit also attended and presented at the Orange-Ulster BOCES Personnel Administrators Conference. The unit participated in meetings or held phone conferences with the Florida Union Free School District, the Towns of Wallkill, Blooming Grove, and Deerpark, as well as the Orange County Departments of Consumer Affairs, Veterans, and Community Development to discuss various civil service questions/issues.

The Department coordinated DOT Supervisory Reasonable Suspicion Training with Partners in Safety, Inc. for approximately 75 supervisory employees of Orange County, as well as, additional Orange County municipalities as part of the county's shared services.

In 2018, the HR Department will continue on-going efforts to reduce administrative costs and maintain a low provisional rate while providing quality service to both county and municipal appointing authorities. The department will improve communications with all our contacts and reach out to newly elected officials as well as all municipalities to offer a Civil Service 101 training to assist in the administration of their municipal duties.

Shared Worker's Comp Insurance, Health Benefits, and Prescription Benefits

- County of Orange shares the Workers Comp Fund with SUNY Orange Community College.
- County of Orange shares health, dental, and vision insurance with SUNY Orange Community College.
- 2008-City of Middletown-Orange Municipalities Health Benefits Consolidation Project-NYSDOS-\$26,000

Mental Health

In 2017, the Clinical Services Division continued to run satellite programs in the Warwick Central School District, the Pine Bush Central School District, the Newburgh Enlarged City School District, and New Windsor Pediatrics. There are plans for continued growth of the satellite programs in 2018 including expansion with the Department of Social Services and the Probation Department as well as with other school districts and medical providers.

Suicide Prevention Committee

The Orange County Suicide Prevention Task Force has been in existence since December 2005. The committee is comprised of members from community agencies, County Departments, and regional organizations devoted to suicide prevention. The Taskforce has worked through the years to promote awareness and education through training, awareness events, and through the development of resources such as the *Orange County Suicide Prevention School Guide*, the *Friends Help Friends* cards and a Suicide Prevention app for android and ios. Several committee members have become trainers in the Question, Persuade, Refer, (QPR), safeTALK, Mental Health First Aid, and Applied Suicide Intervention Skills Training (ASIST) curricula. To date, thousands of Orange County students and hundreds of Orange County community members and professionals have participated in a suicide prevention training. In addition, the committee has co-sponsored community forums with school districts to promote awareness and to reduce stigma associated with seeking help for mental illness. The committee has assisted school districts with developing their own suicide prevention, intervention, and postvention policies as well as assisted with incorporating suicide prevention training into health curriculum for students. In 2017, the suicide prevention committee continued to offer monthly prevention training throughout the community and targeted consultation and training as requested by several school districts and community agencies. Several committee members assisted with suicide prevention education for 9th and 11th grade high school students at one of the larger school districts. They also provided *postvention* support to a school district that experienced a death by suicide of a high school student.

Community Services Board

There are seven Community Services Board meetings across the county facilitated by the District Attorney office- Regional 2 (Wawayanda, Middletown and Walkkill),. The Forensic Services Coordinator attends as a consistent representative at all meetings. Participants include police, schools, sheriff's office, town supervisors, mental health, school personnel, state police, and various community agencies, county mental health representation, and Alderman to address relevant community issues with updates on current laws and DA office initiatives. The meetings update stakeholder about any new initiatives, changes or additions in laws, as well as community needs and concerns.

Orange County Complete Streets Policy

The Orange County Departments of Health, Planning, and DPW have collaborated on a Complete Streets Working Group. Staff from the County Planning Department and the City of Newburgh worked together

to submit an application to AARP. The City was awarded \$20,000 to make Complete Streets improvements to the Lake Street, Washington Terrace Intersection. County Planning and Health did sidewalk assessment in Village of Warwick. Walking Loop designation planned for Spring 2018. County Planning staff presented on municipal-level implementation of Complete Streets at the Orange County Planning Federation Conference, for members of municipal zoning/planning boards. Developed and adopted Countywide Complete Streets policy in July 2017. Implementation in form of technical assistance to municipalities and incorporation into 239 review process underway.

Smart Growth Toolkit

Via partial support from a NYSERDA grant work on a Climate Smart Communities, along with a Hudson River Valley Greenway grant published a Smart Growth Toolkit, a printed and new online tool for citizen and municipal leaders throughout our region.

Watershed Design Guide

Also published a related Watershed Design Guide addressing best management practices for land and development activities addressing watershed and water supply management

Climate Adaptation Plan

Secured a \$55,000 NYS grant to complete a county wide climate adaptation plan, organized around primary watersheds of the County.

2016- Orange County Planning Department- Climate Smart Communities – NYSDEC-\$51,034- Orange County, in partnership with the State University of New York at New Paltz, Wallkill River Watershed Alliance, and Orange County Water Authority is undertaking three Certification Actions: 6.17 - Develop a county-wide Natural Resource Inventory (NRI); 7.1 - Conduct a vulnerability assessment; and 7.4 - Develop Climate Adaptation Strategies. Work will be conducted countywide, but structured to address watershed-specific issues and opportunities.

Natural Resources Inventories & Technical assistance

Provided Natural Resources Inventories and Maps to the Towns of Blooming Grove and Cornwall along with the Village of Cornwall-on-Hudson and the Town of Montgomery is in progress.

Provided assistance to multiple municipalities – examples:

The Village of Highland Falls helped secure a NYS Hudson River Valley Greenway grant and working to local committee to study feasibility of acquisition and redevelopment of the waterfront at the former train station.

The City of Port Jervis working on committee to develop a kayak/canoe based whitewater park along the Delaware River. Also assisting additional committee on work to update City Plan and Zoning.

Intergovernmental Grants Unit

Intergovernmental Grants Unit develops competitive applications, provides post-award grant oversight through quarterly tracking, solves programmatic and fiscal issues with state/federal agencies and supplies technical assistance and guidance to departments and outside agencies. The Grants Unit works across a broad spectrum of subjects and disciplines to identify and encourage collaboration between county departments, its municipal partners and non-governmental organizations, providing momentum for projects identified as county priorities.

- Submitted a 2017 NYS Consolidated Funding Application and was awarded \$1,723,870 for the Orange County Water Authority (OCWA) to partner with the City of Newburgh, Orange County Planning Department, Orange County Land Trust, and Scenic Hudson on a land acquisition program for the protection of surface water bodies permitted as a drinking water supply for the City of Newburgh. The program will focus on the purchase of land or perpetual conservation easements on properties that, if developed, would negatively impact water quality of Washington Lake and Brown's Pond (Silver Stream Reservoir). Partners have mapped and identified potentially conservable parcels within watersheds and will prioritize for acquisition. Once prioritized, parcels will be analyzed by the City of Newburgh, OCWA and County Planning for importance relative to the water quality of the City's reservoirs. Partners will then reach out to find landowners willing to sell or donate land or conservation easements on properties with existing wetlands or riparian buffers. Goals are to complete 1-5 land or easement acquisition projects, build landowner relationships for future acquisitions and gain knowledge on properties most important for protection of the water quality of Washington Lake and Brown's Pond.
- The Grants Unit assisted the City of Newburgh in its Consolidated Funding Application to the Local Waterfront Revitalization Program which was awarded \$280,000* to complete the final design for demolition of the City's existing unsafe pier and construction of a new public Newburgh Landing Pier located on the city's Hudson River waterfront. Newburgh is the only deep water port between New York City and Albany, making this pier an important asset to the region. The Newburgh Landing Pier has been closed since 2014 based on findings from a structural assessment when it suffered extensive ice damage. The existing pier needs to be demolished and completely reconstructed for conformance with current building codes and to facilitate larger commercial ships for tourism, recreation, environmental education programming, and economic development.
*This grant amount is not reflected in the \$4.65 million listed above.
- The Grants Unit webpage was updated to include grant resources for non-profit organizations and municipalities within Orange County. This page will be continuously updated with grant opportunities.
- *2013 – Orange County Planning Department – Sustainable Orange – Empowering Sustainability in Local Communities – NYSERDA CGC2 - \$217,000* - Led by Orange County, the project will implement the recently completed Mid-Hudson Regional Sustainability Plan through research and incorporation of amendments to municipal plans, policies, and codes administered by the County of Orange as well as four municipalities. The project will disseminate the best practices

and lessons learned in this initiative to other local governments in Orange County and in the adjoining Mid-Hudson region through an education and outreach campaign.

- *2011 – Orange County – Mid Hudson Regional Sustainability Study – NYSERDA - \$685,000 -* Develop a Regional Sustainability Plan for the Mid-Hudson region that will establish a sustainability baseline including inventories of greenhouse gas emissions and energy use. The plan will assess sustainability indicators including economic assets, liabilities, and opportunities as well as transportation, land use, and natural resources. The plan's long-term and short-term goals will address improving energy efficiency, promoting renewable energy and reducing carbon emissions. Once the plan is completed, it is intended to inform municipal land use policies, guide both public and private resource investments in infrastructure and identify tangible actions to reduce greenhouse gas emissions.
- City of Middletown and Town of Wallkill have jointly applied and successfully obtained a grant for development of a Joint Natural Hazards Mitigation Plan. Work is in progress with 20% local match.
- Village of Warwick, Florida and Greenwood Lake partnered with the Town of Warwick to develop a town-wide hazard mitigation plan. Costs were shared amongst the 4 municipalities.

LIST OF PROJECTS FOR NYS FINANCIAL INCENTIVES

Below is the working list of projects proposed for inclusion in the 2018 Shared Services Plan. These projects have the following characteristics:

- 2 or more local governments have expressed interest in participation.
- The project is new in 2019, or would be formalized via intermunicipal agreements, be expanded or have new partners in 2019.
- Is potentially eligible for NYS financial incentives (that is will show property tax savings) and will be evaluated and presented for such incentive payments.

Please note – these projects have been culled from a larger list of projects from other sources, meetings, and Shared Services Panel discussion. These projects will be more fully defined, with names partners and financial analysis, as part of the Draft Plan. Panel members will review that draft prior to August 1, and prior to submission and comment from the Orange County Legislature.

August will be the time for further comments, refinement of projects and the Plan documents, and completion of all required financial analysis.

At the August 28, 2018 meeting of the OC Association of Mayors and Supervisors will be a vote to approve the Plan and included projects – allowing additional time for final edits and Plan submission by the September 15 deadline to NYS.

The three (3) lead projects are:

1) Countywide Public Safety Communications/Radio Project

One Hundred and Ten agencies from numerous Orange County fire departments, police departments and emergency medical service companies are interested in partnering with the County of Orange to streamline public safety radio communications.

In 2013, the County of Orange was awarded a Round 2 Statewide Interoperable Communications Grant (SICG) for \$5,998,000 to improve interoperable communication by expanding existing or previous SICG projects and consolidating or developing large-scale, regional land mobile radio (LMR) systems for public safety use. The project supported a multi-jurisdictional and multi-discipline approach, including more than two other counties and State agencies. This SICG project funding was the start of a greater project, totaling \$35 million, which will build a County-wide emergency radio system.

When complete, Orange County intends to build out its microwave infrastructure solution to interconnect to our HVICC counties and provide for an extension of Orange County's new public safety 700/800 MHz P-25 radio communications solution. This new regional connection will provide for inter-county utilization of National, State & local public safety channels. The project will include the building out of fifteen (15) tower sites within a state-of-the-art system. Radios will be distributed to 3,500 end users in every emergency service provider in the county, including 110 police, fire and EMS agencies.

2) Orange County Shared Water Efficient Fleet Wash Project

Orange County will lead a demonstration project for sharing of a fleet/vehicle wash facility in the central location of Goshen. This will complement a shared project lead by the Town of Wallkill. Additional shared facilities will be defined for the far eastern and western regions of the County.

The Orange County Department of Public Works (OCDPW) applied to the NYS Department of State for a 2018 Local Government Efficiency Grant to construct a 40' x 50' shared water efficient fleet wash to accommodate motor pool cars, trucks and heavy equipment from the County and partner municipalities, the Town and Village of Goshen. The pilot project is proposed to be constructed at the Goshen DPW site and will utilize green technology to reduce water demand and prevent discharge of various contaminants to nearby ground and surface water systems. While more than a dozen municipalities were interested in joining in the project, partners were limited to the two municipalities in closest proximity to the site. If funded, and the project is successful, the County will look for opportunities to duplicate the project in other locations around the county with other partners.

Goals of the project include: extended useful life of County and municipal owned vehicles, especially salt and sand trucks, through regular and effective washing; reduced costs for project partners through a shared sustainable service; and reduced runoff for protection of ground and surface water. Cost savings are expected by extending the useful life of fleet vehicles and reduction of repair costs. Currently, fleet vehicles are washed outdoors at a manual station. The process is not efficient or environmentally sound, and fleet vehicles are often not properly maintained. If properly washed of salt, sand and debris, it is expected fleet vehicles will have an extended useful life of approximately 2 years. The cost to own each vehicle will drop, and cost savings will be realized through the long-term reduction in debt service.

The Town of Tuxedo, Village of Tuxedo Park, and Tuxedo Union Free School District propose to utilize a shared fleet washing facility for school buses, town highway equipment and the Dept. of Public Works highway equipment. Benefits will include environmental protections of discharge of materials to clean the buses as well as the preservation of the equipment for a longer period of operation.

The Town of Wallkill is pursuing funding to design and construct a shared municipal fleet wash in 2020.

3) Intermunicipal Equipment Loan Program – aka *Orange Shares*

The County of Orange proposes to host a shared-equipment program where all municipalities can borrow and lend their individually owned, unique equipment. The County would host, maintain and manage an online reservation program where municipalities would post equipment and rules, including any pricing for such services.

County will set up and maintain this online sharing program using existing staff and capacity as a free service to municipalities and other public agencies. In turn, County agencies and municipalities will post sharing opportunities and rules specific to the equipment owner's requirements. Cost savings will be realized on a case by case basis. Based on research from similar programs in other regions and counties, estimated annual 2019 total savings is \$500,000.

Other projects proposed for the Shared Service Plan submission are (in random order):

4) Dial-A-Bus:

Town of Warwick - Town of Wallkill Transit Services Agreement

The Town of Warwick has agreed to provide administration and dispatching services for the Town of Wallkill Dial-A-Bus program. This will result in better transportation options for Wallkill residents while saving taxpayers a projected cost savings of \$ 87,500.

5) Geographic Information Systems (GIS)

Beginning in 2019 the County of Orange will offer geographic information services (GIS) to any and all of its 43 municipalities. This will include all cartography and geographic data services such as map development, maintenance and printing.

6) Full Range of Technology Services

The Town of New Windsor currently provides a full range of services to a specific set of municipalities. In 2019, the Town will look to build its capacities and provide additional services, including adding new municipalities to the partnership. The Town anticipates that a combination of expansion of existing services coupled with additional municipalities join in this program will realize up to \$120,000 in savings in 2019.

One municipality for example, the Village of Tuxedo Park, wishes to expand upon its existing IT Service Agreement with New Windsor providing assistance and support, including design and purchasing support and other resources with respect to document retention and file sharing system for the Village.

7) County Crisis Services

Expand crisis services through a 24/7 crisis hotline for County residents who are experiencing a behavioral health (mental illness, chemical dependency, developmental disabilities) concern or crisis as well as individuals who would benefit from such an intervention to increase stability within the community and reduce unnecessary use of hospital level behavioral health care and police involvement. Orange County crisis services will be marketed and available to all County residents in need of such services. Orange County Mobile Mental Health Team (OCMMHT) and Orange County Crisis hotline will operate 365 days a year, 24 hours per day, seven days per week.

Project would be lead and implemented by Orange County Department of Mental Health via new budgeting and existing programming. Municipal need and costs to supply comparable services individually would be offset and saved.

8) Zoning Maps

Every municipality in Orange County has a zoning code with complementary map(s). The Orange County Planning Department will create and maintain zoning maps for municipalities. This will include updating each map as municipalities amend their zoning codes on an ongoing basis. This is estimated to save \$1500 per year per municipality. Printing of any large format maps will be done on a fixed cost basis and schedule

9) Property Tax Assessment Services

Orange County has 23 towns, including 3 cities and 5 village assessment units. The County Real Property Tax Office is currently providing contract assessment services, via intermunicipal agreements, to 4 towns or approximately 20% of County total parcels. 1537 agreements are tailored to local towns based on their needs at a cost savings. Uniform assessment standards in process will also be provided. An official request and resolution from the town board is required for implementation. As a result of the uniform process, improved data will be sent to the State. Cost savings is based on pricing per parcels, broadening staff and many services being combined with County staff. In 2019 the County Real Property Tax Office will look to expand these services to additional municipalities. Projected savings are estimated at \$100,000 per town annually.

10) Consolidation of Orange County Grant Writing Services

Most municipalities, large or small, have a need to apply to federal, state and local funding sources for discretionary, competitive funding for new programs, or to enhance existing programs. Most municipalities in Orange County have small staff, or volunteers, that do not have the time or the expertise to work on grant applications. If they were to hire a professional grant writer, they would incur grant writing fees from one of three sources: 1.) Engineering firms that charge an annual, flat fee retainer in the \$5,000-\$6,000 range; or 2.) Hiring a free-lance grant writing consultant that will charge \$25-\$200 per hour, per grant, depending on the complexity of the grant and the consultant's level of expertise, and whether or not they have joined a certifying, professional organization; and/or 3.) Hire a full time, civil service, grant writer. The salary for an entry level Civil Service Grants Coordinator, Grade 13, is approximately \$49,200, plus benefits at \$44,300, for a total of \$93,500.

Primary services provided could include: Grant writing, conducting opportunity strategy meetings, providing advice and guidance on eligibility and competitiveness, program development, reviewing, editing, and tracking progress and internal deadlines, assisting with letters of support, forms and attachments (including MWBE), coordinating necessary legal review, obtaining signatures, entering application and supporting documents into application systems (grants.gov, Grants Gateway or GMS), and reviewing for completion and submitting applications.

The following municipalities have actively expressed interest in participating: Town of Deerpark, Village of Harriman, Town of Highlands, Village of Walden, Town of Warwick, Town and Village of Woodbury, Town of Blooming Grove, Village of Goshen, Town of Goshen, Town of Monroe, Town of Mount Hope, Village of Otisville, City of Port Jervis.

11) 911 Dispatching by Warwick Police Department of Greenwood Lake Fire District

Greenwood Lake Fire District has asked Town of Warwick Dispatch to handle their communications and notifications. Currently Greenwood Lake Fire District is dispatched by Greenwood Lake Police Department at an annual cost of \$25,900. The Town of Warwick Dispatch will cost only equipment share of \$7,200. Cost saving to taxpayers of Greenwood Lake Fire Department is \$18,700 per year.

12) Sharing of the Town of Tuxedo Courtroom

The Village of Tuxedo Park has a separate court room that would benefit from enhancements, including metal detectors and bench seating - amenities the Town of Tuxedo's courtroom already has. Because the Town's court room is also underutilized, the two municipalities agreed to combine the Town and Village's court needs at one location, the Town's existing, modern courtroom.

13) Town of Tuxedo Salt Storage

The Town of Tuxedo has excess capacity for salt storage above salt needed for its own uses. The Village of Tuxedo Park currently stores its salt in a location near a water source, which must be moved. The Town has agreed to provide the Village with salt storage. One single salt storage site will serve these two municipalities.

14) Tuxedo Sharing of Tax Assessor

The Village of Tuxedo Park lies within the Town of Tuxedo. Properties in the Village pay both Town and Village taxes. The assessment of Village properties are done by a Town tax assessor for Town and school taxes and a Village assessor for Village taxes. Often the same Village property has two very different assessments. Hiring one tax assessor for all assessments in the Village and Town would be cost efficient.

15) Records Management by Town of Tuxedo, Village of Tuxedo Park and others TBD

Municipal collaboration on a new, pre-fabricated building suitable for record storage needs of neighboring municipalities.

16) Monroe Woodbury Dog Control Services

The Town of Monroe currently budgets \$34,478.00 for its dog control program. The Town of Woodbury would assume all dog control services for the Town of Monroe resulting in a savings of \$28,000/year after an approximate and initial \$8,000 in transitional costs. A full \$34,478 savings will be realized each year thereafter.

17) Orange County Firearms Range

The Orange County Sheriff in cooperation with US Department of Homeland Security expects in 2019 to expand and modernize the County Firearms Range. While this range will be for the preferred use of County Sheriff, County Probation, and US Department of Homeland Security personnel, use will be offered to municipal departments via a schedule and protocol to be determined in 2019. Shared use will bring accessible access to a range with full services offsetting needs for some departments to either construct or operate their own facility, or to use other private or public facilities. Cost savings to be determined.

Regulatory and Other Barriers to Shared Services

During research and meetings with municipal representatives, school district and other interested parties and staff, a number of barriers to shared services were identified. The barriers recurring identified include:

- ✓ The Orange County Shared Service Panel agrees with the research and conclusions found in the Cornell University Shared Services Project Report “Barriers to Inter-municipal Service Sharing in New York State’ (Xiaomeng Li, January 2015). Specifically, these barriers are:
 - State laws require each participant in a service sharing agreement have individual authority for the service in question.
 - The Taylor Law and the Triborough Amendment unintended outcome is that while municipalities can share, sharing may end up costing more.
 - Current law requires public referendums for certain sharing.
 - Wick’s Law thresholds are too low and do not reflect contemporary realities.
 - Prevailing wage requirements and calculation methods can create unnecessary higher costs to sharing.
 - Municipal sharing with special districts, common in Orange County and a high potential for quality sharing, may be subject to the Tax Cap.

Additionally,

- ✓ Without fuller policy clarity or adjustment, the Tax Cap can create unintended barriers or complexity to sharing
- ✓ Municipal officials and senior staff identified many existing initiatives where they are already sharing, formally and informally – and have so for many years. Acknowledgement and incentives for such existing sharing is as essential as the proposed New York State support for new shared services.
- ✓ Procurement of services, supplies and equipment via existing bids, whether New York State or peer County bids, is also common and limits options for new procurement projects based only within the County and partners.
- ✓ Procurement by smaller municipalities who lack staff capacity, but also can not meet minimum order thresholds are challenged. This is something that could not be resolved in the context of the schedule for this Shared Services Plan. While this barrier is not common in Orange County, it is acute for those smaller municipalities.
- ✓ School district property taxes are easily the largest share of overall property tax burden. Future shared services programming and incentives from New York State might focus on

strengthening incentives or obligations for school districts to participate in sharing services. BOCES can be a catalyst for sharing services and resources, since they were established to do so. NYS should encourage this already in place cost saving measure. Many districts already use BOCES to train teachers, consolidate/ centralize teaching (Career Tech, Special Education, Distance Learning - Mandarin language), printing, fuel, shared purchasing, shared staff, etc.

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Financial Summary - to be completed w final project approval by Panel

Because the Panel opted to submit in 2018, there was additional time to complete a financial analysis of the recommended Actions in the Plan as well as the property tax savings analysis as directed by New York State. This analysis, along with an Allocation Plan for distribution of any New York State reimbursements for implemented Actions, is an essential, required portion of the Final Plan. The Panel has been working with the Planning Department and the Office of Real Property to initiate this analysis and the best methods to be utilized. As provided by the Real Property Director, as of 2016, the following Table lists the tax parcels in Orange County. This listing will be the basis for determining the number of homeowners and businesses in Orange County, and in turn the average savings per homeowner and business from the Actions recommended in the Final Plan.

2016 Parcel Counts by Broad Use Property Class Code County of Orange

Broad Use Category	Description	Parcel Count
100	Agricultural Properties	2,459
200	Residential Properties	105,950
300	Vacant Land	18,731
400	Commercial Properties	7,307
500	Recreation and Entertainment Properties	276
600	Community Service Properties	2,460
700	Industrial Properties	311
800	Public Service Properties	2,270
900	Public Parks, Wild, Forested and Conservation Properties	847
	Total Parcels in All Broad Use Categories	140,611

