



**BRUCE A. BLAKEMAN**  
NASSAU COUNTY EXECUTIVE

# Nassau County Shared Services and Taxpayer Savings Plan 2022-23

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

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A photograph of two snowplows clearing a snowy road. The snowplow in the foreground is orange and white, with a large red blade. The one in the background is white with an orange blade. They are driving on a road covered in snow, with some trees and buildings visible in the background.

# Nassau County Shared Services and Taxpayer Savings Plan: 2022-23

## Introduction

The New York State County-Wide Shared Services Initiative (CWSSI), enacted in 2017 and amended in 2019, encourages local governments to uncover hundreds of millions of dollars in potential cost savings through government collaboration, cooperation, and the mutual use of resources. The initiative requires the chief elected officer in each county to convene a panel of local leaders (the Shared Service Panel) to develop a plan that identifies opportunities for general purpose local governments, fire districts, fire protection districts, school districts, Boards of Cooperative Educational Services (BOCES), and special improvement districts to share services and save taxpayer dollars. The CWSSI Law encourages local governments to engage in “multi-year planning [with annual amendments] ... identifying all potential property tax saving actions and a timeline for their implementation.”<sup>1</sup> A total of \$225 million was initially budgeted to meet anticipated matching fund commitments; of this, Nassau County has thus far received \$338,900 through shared services programs that generated \$867,500 in cumulative property tax savings. For state fiscal year (SFY) 2022-23, the state reappropriated \$210.87 million; of this total it projects that \$31 million in matching funds will be spent statewide under this program. Matching payments were capped by the state in SFY 2021-22 at 95 percent of the total funded. The cap was removed for SFY 2022-23.

Nassau County’s 2019-20 Shared Services and Taxpayer Savings Plan (2020 Plan), our foundational document for this program, was the result of a wide-reaching planning process that involved surveys and interviews of every chief elected local government leader in the county, often assisted by staff, as well as leaders of interested school districts, BOCES, fire districts, fire protection districts, library districts, special improvement districts, and local government associations.<sup>2</sup> Local government leaders from all sectors of Nassau County government used the results of these surveys and interviews as the basis for focused discussions and to develop a practical plan for significant property tax savings.

The 2020 Plan identified six initiatives that were projected to produce nearly \$30 million in recurring property tax savings by 2022 (three additional projects were identified but were not accompanied with property tax savings estimates because they were preliminary proposals that required additional development). The 2020 Plan also included projects that were earlier identified as part of the county's 2017 Shared Services Plan potential project list, but which had not yet been implemented. The primary proposal on the 2017 list was the consolidation of Nassau County and City of Long Beach wastewater treatment services, which was expected to generate an estimated savings of more than \$128 million once completed. We have now confirmed that this project will be funded entirely from federal grant funds. Though savings to Nassau County and the City of Long Beach will exceed \$100 million, with county and city property taxes no longer projected for use (or replacement) this project is no longer eligible for matching payments under the state's Shared Services program. Based upon experience with earlier proposals, and consideration of results from a survey of the leadership of the county's local governments, which was administered during the summer and fall of 2022 (see [Appendix B](#)), the focus of this plan is upon seven priority projects and two additional projects that need further development and are unlikely to generate savings until 2024.

In 2021, the state legislature passed and the governor signed an extension of the CWSSI law requiring shared services plans to be recreated, revised, or updated through December 2024. This statute amended the General Municipal Law to allow shared services plans that cover July 1st through June 30th of earlier fiscal years to be eligible for state matching funding and extended the required Department of State reporting deadline to June 30, 2025. Under the original administration of the Shared Services program, projects proposed in an earlier year could not be included in a following year plan and were not eligible for matching funds. Based in part upon feedback from Nassau County's reported experience in administering the program during the COVID-19 period, the governor's office sought to increase its flexibility by allowing projects in earlier plans that had not yet been implemented to be eligible for state matching funds. Though initially removed from the budget, this provision was passed as stand-alone legislation (S8887-A/A10337-A) and signed into law by the governor.

## **Implementation of the 2021-22 Shared Services Plan and the 2022-23 Shared Services Plan**

Nassau County and its local governments recognize that the revenue shortfalls and other challenges caused by the ongoing COVID-19 crisis at every level of government make it more important than ever to identify opportunities to share services and generate savings across all levels of local government.

Though the crisis required the attention and resources of all Nassau local governments in 2020 and 2021 to support response and recovery efforts, the county government made diligent efforts to implement its Shared Services Plan. Many of the 2021-22 projects remain in initial stages of implementation, and therefore comprise a significant portion of the 2022-23 Shared Services and Taxpayer Savings Plan. Nonetheless, as

noted, pending changes in state law are likely to allow the county to benefit from available savings matching funds from this work.

Federal funding made available through the CARES Act of 2020 and the American Rescue Plan Act of 2021 provide the county with potential shared service opportunities to utilize these funds more efficiently. Joint projects between municipalities and counties can benefit from economies of scale, and thereby utilize these funds to maximum affect.

## PROPOSAL 1

### Cybersecurity and Shared Information Technology Services

The security of county and local governments' information technology systems is of paramount concern. In September 2022, neighboring Suffolk County's computer systems were exposed to a ransomware cyberattack, disabling their networks, grinding many government operations to a halt, and costing the county both time and money restoring their systems.



This incident demonstrated that all municipalities and school districts within Nassau County are vulnerable to ransomware attacks. The county intends to coordinate a joint effort to protect these entities' computer systems. Coordinated response to cybersecurity threats will continue over time.

Two months prior to this cyberattack, in July 2022, Nassau County proactively issued an RFP for a cybersecurity consultant to make recommendations to fortify all county IT systems against attack. Specifically, the consultant seeks to evaluate existing cybersecurity programs and procedures, conduct risk, vulnerability, and threat assessments, and provide support regarding implementing recommended cybersecurity initiatives. Nassau's local government partners and political subdivisions will be able to use this contract subject to entering into their own agreement.

The 2021-22 Plan proposed that the county work with interested local government entities to pursue centralized licenses for software. Potential areas for collaboration included: GIS software; software that can track various building issues; centralized contracts for IT software, hardware, and consultant services (including GIS consultants); and, hardware/cloud purchases.

However, the ongoing pandemic put tremendous pressure on the county's IT department to develop programs to track COVID-19 cases, allow county employees to work at home, and to develop protocols when workers return to their offices, among other issues. These higher-priority tasks prevented the department from implementing many of the planned collaborative initiatives.

The county IT department's successful pandemic response did demonstrate the viability of such initiatives and highlights the potential advantages of a coordinated system to jointly purchase a variety of software licenses and consultant services. In our 2022 survey, 16 municipalities—Baxter Estates, Bayville, Centre Island, East

Hills, Floral Park, Hempstead (Village), Hewlett Bay Park, Hewlett Harbor, Island Park, Muttontown, North Hills, Roslyn Harbor, Thomaston, Upper Brookville, Valley Stream and Woodsburgh—indicated an interest in pursuing joint purchasing opportunities for internet technology services.

Additionally, 13 municipalities indicated an interest in a joint purchasing opportunity to acquire cell phone services. These municipalities include East Hills, village of Hempstead, Hewlett, Hewlett Bay Park, Hewlett Harbor, Island Park, Muttontown, North Hills, Roslyn Harbor, Thomaston, Upper Brookville, Valley Stream, and Woodsburgh. The county intends to follow up with interested municipalities and gather further information for potential collaboration and savings.

In November 2020, the county's IT department completed the installation of a dry agent fire suppression system at its data center. This system, which protects the heart of the county's IT operations and assets, can dedicate approximately 20 percent of its storage capacity at minimal cost to Nassau County's towns, cities, and villages to serve as their IT disaster recovery location. Although the county has yet to receive inquiries from municipalities seeking to contract with it for such services—likely a result of municipalities focusing on COVID-19 response and recovery—the county will pursue educational outreach strategies to inform municipalities of this shared service opportunity.

Estimated Savings	2023	2024	Recurring
PROPOSAL 1 <sup>3</sup>	\$600K	\$900K	\$2.1M

## PROPOSAL 2

### Expand Coordinated Emergency Management Response—Vehicle Maintenance, Fueling Facilities, and EV's

Superstorm Sandy in 2012 and the COVID-19 pandemic are just two emergencies the county has faced which highlighted the need for efficient emergency management coordinated response. Extreme weather and health events stress local governments resources and will continue to do so. Nassau proposes to lead countywide preparedness through emergency response training, joint purchasing, and frequent emergency communication updates. The county will be ready for future emergencies as it expands coordinated assistance with intermunicipal acquisition and maintenance of emergency management related equipment and supplies.



The 2021-22 Plan called for the county to determine the feasibility of a countywide centralized contract for the maintenance of municipal vehicles. The county also was to identify localities with vehicle maintenance facilities that were willing to provide access to services for other participating governments and develop a model intergovernmental agreement that would establish a price structure and provide the administrative details to facilitate these collaborations.



In addition, the county, in collaboration with the Nassau County Village Officials Association, was to designate or develop a network of fueling stations at which any vehicle owned by a participating Nassau County local government entity might be fueled at a price lower than that in the marketplace but at a level that assured coverage of the operating costs of the proprietary government. These stations would be located in places not subject to risk of flooding, and accessible in other emergencies (e.g., heavy snowstorms).

Unfortunately, the ongoing pandemic and the workload demands it has put on the county and its local government entities precluded implementation of this proposal. The county and the Nassau County Village Officials Association remain interested in proceeding with the proposed plan in 2023.

A new opportunity has arisen—New York State’s response to climate change and the effects of air pollution includes a range of initiatives to significantly reduce greenhouse gas emissions. By regulation and statute, the state has encouraged the sale of medium and heavy zero emission vehicles (ZEV) in New York. By 2027, all new school buses put into service must be emission free. The development and adoption of regulations limiting all sales in the state of new cars, light trucks, and SUVs to zero emission vehicles by the year 2035, with the establishment of interim goals to assure and measure progress toward this end, is advancing. The development of a statewide network of rapid-charging stations, the adoption through NYSERDA of significant additional financial incentives to encourage New Yorkers’ purchase of electrical vehicles, and support for local governments through the state DEC’s Climate Smart Communities Program (\$5.75 million in 2022) to aid in their transition from gas to electric powered vehicles and charging stations are among other steps being taken.

Though a general zero-emissions mandate for all vehicles and other equipment owned, leased, or, in general, operated by the state’s local governments or their contractors has not yet been adopted in state regulation or statute, these governments will surely have to comply with general requirements enacted to cover all vehicles. Over the next 12 years, this will be a massive, multibillion-dollar undertaking. A countywide coordinated, collaborative approach will support an orderly transition across all the county’s local governments, maximize efficiency in the development of needed infrastructure, and increase access to resources made available by the national and state governments to fund changes.

Estimated Savings	2023	2024	Recurring
PROPOSAL 2 <sup>4</sup>	\$175K	\$351K	\$526K

# PROPOSAL 3

## Enhanced Energy Efficiency Programs

The county’s commitment to being a Climate Smart Community means identifying and pursuing opportunities to transition to more energy efficient systems and improve energy resiliency and reliability, all of which will save taxpayer dollars. In our 2022 survey, we set out to identify what initiatives municipalities thought represented the best methods to achieve energy efficiency. We received responses for a variety of initiatives and programs, including LED streetlight conversions, electric vehicle (EV) charging stations, joint energy audits, and embarking on a community solar program.



The county is currently leading a comprehensive LED streetlight conversion project along with six municipalities (villages of Baxter Estates, Bellerose, Great Neck Estates, Lynbrook, Mill Neck, and North Hills) and the New York Power Authority (NYPA). In October 2021, the county legislature passed a master cost recovery agreement authorizing the county to contract with NYPA. An inter-municipal agreement (IMA) to authorize the county to contract with NYPA and purchase materials on behalf of municipalities was approved by the county legislature in December 2022. NYPA and participating municipalities will initiate planning and designing for upgrading LED streetlight fixtures in 2023.

Running concurrent to this effort, the county, SUNY’s Rockefeller Institute of Government, and NYPA retrieved invoice and inventory information for village streetlighting operations to estimate potential cost savings. Participating municipalities are currently working with NYPA on developing cost savings and plans for project implementation.

In our 2022 survey, an additional 11 municipalities indicated interest in LED streetlight conversion initiatives. These include the villages of Bayville, Cedarhurst, Centre Island, East Hills, Farmingdale, Floral Park, Hempstead, Island Park, Lawrence, Muttontown, and Roslyn Estates. The county and the Rockefeller Institute will conduct outreach to these municipalities, collect invoice and inventory information, and facilitate connections with NYPA to generate cost savings estimates and begin implementation.

The county also intends to pursue additional joint energy projects, including an energy audit in 2023 with local governments and community solar programs. To achieve the greatest efficiency, the county will also invite school districts, libraries, and special districts to participate in the audit.

Estimated Savings	2023	2024	Recurring
PROPOSAL 3 <sup>5</sup>	\$1.1M	\$1.5M	\$3.4M

## PROPOSAL 4

### Joint Purchase of a Computer Aided Dispatch (CAD) Systems Including Related Joint Records Management Systems (RMS)

The 2021-22 Plan included the simultaneous joint purchase by the Floral Park Police Department and the Port Washington Police District of a computer-aided dispatch (CAD) system, and the replacement of their records management system (RMS) with Nassau County's RMS. The integration was completed in 2021 and has saved both police departments up to \$1.5 million. This important shared service project is included in Nassau County's application in 2022 for state matching funds.



An additional four police departments (city of Long Beach and the villages of Hempstead, Kensington, and Kings Point) are also considering a jointly purchased CAD system and migrating their current records management systems to the Nassau County Police Department's system. In our 2022 survey seven municipalities—East Hills, Muttontown, Upper Brookville, Roslyn Harbor, Centre Island, Hewlett Harbor, Island Park, and North Hills—also indicated interest in pursuing a joint purchase of a CAD and a RMS.

Before police departments in these villages migrate to Nassau County's RMS, the departments must understand the cost of moving their current RMS data to the new system and retain some access to and control of their data. Until these issues are resolved, precise savings from this effort cannot be estimated.

Based on data provided by the Floral Park and Nassau County police departments (see [Appendix D](#)), however, we can make certain assumptions and estimate savings for the next several years. We will continue to pursue implementation of this initiative in 2023 and beyond in order to achieve the maximum potential efficiencies.

Estimated Savings	2023	2024	Recurring
PROPOSAL 4	\$467K	\$717K	\$737K



## PROPOSAL 5

### Digitize Nassau

The 2020 Plan called for Nassau County to work with interested local government entities on joint efforts to digitize mandated records and develop joint space for paper record storage. Central storage and digitized records reduce labor, equipment, and software costs for individual municipalities. Recurring annual savings from this effort were projected to reach \$1 million by 2022. However, the county IT department and other local governments prioritized response and recovery to the COVID-19 pandemic, delaying implementation.



Interest in this initiative remains high. In our 2022 survey, 17 municipalities indicated an interest in pursuing shared record storage and digitization. Municipalities include the villages of Baxter Estates, Bayville, Centre Island, East Hills, East Rockaway, Floral Park, Hempstead, Hewlett, Hewlett Bay Park, Hewlett Harbor, Island Park, Muttontown, Roslyn Harbor, Thomaston, Upper Brookville, Valley Stream, and Woodsburgh.

As the county IT department, other county offices, and local governments continue to transition away from pandemic response and refocus on improving governmental operations, the county intends to reengage municipalities about centralized storage for paper records and digitized storage for electronic records.

Estimated Savings	2023	2024	Recurring
PROPOSAL 5 <sup>6</sup>	\$140K	\$630K	\$1.0M

## PROPOSAL 6

### Create the “Nassau Saves” Online Inter-Municipal Shared Services Portal and Expand the Use of Joint Purchasing and the Sharing of Equipment and Personnel

Previous shared services plans called for the county to create the “Nassau Saves” online portal to give local government entities access to:

- various centralized contracts for services, personnel, and equipment;
- an inventory of equipment that local governments have available for sharing, and the estimated cost for using that equipment through inter-municipal agreements; and
- collectively delivered mandated employment-related training in such areas as safety, ethics, and sexual harassment.



The county was also to explore joint bidding on certain contracts if a group of local entities expressed interest in a specific commodity and/or specialty equipment. In addition, the Shared Services Panel expected to leverage the portal to encourage Nassau's municipal entities to explore other opportunities for collaboration and coordination, for example with neighboring jurisdictions outside the county. Nassau is currently exploring the possibility of joining with Suffolk and Westchester Counties to create a regional portal that would be less demanding to implement and provide municipalities with access to a greater range of opportunities for joint purchasing and resource sharing, including specialty equipment and Department of Public Works (DPW) crews.

As discussed earlier, the immediate demands of the COVID-19 pandemic preempted the efforts and resources of the county IT department, other county offices, and local government entities, preventing the timely implementation of this project. The planned first step was to develop an online process and make available all current county government contracts that were already permitted for use by all local governments without further bidding. Unfortunately, these contracts are not available in a form that allows their "piggyback" clauses to be identified electronically. Each contract must be reviewed in hard copy to determine whether non-signatory local governments may use it. The county did not have the resources available to complete this process in 2022; we will seek to complete it in 2023.

Shared specialty equipment and DPW crews, and joint purchase of diesel fuel, gasoline, heating fuel, specialty equipment, road materials, and basic office supplies are the collaborative activities that elicited the greatest interest in both our 2019 and 2022 surveys of Nassau County's municipal entities.

Clearly a better system is needed to enhance the ability of municipal entities in Nassau County to share equipment and DPW crews, and to make joint purchases of commodities. New York State could actively engage with municipalities to explore how it may assist them in this endeavor, perhaps by developing a model of best practices based upon county plans submitted to this program. We will continue our efforts to implement systems and procedures that will ease the process in Nassau County.

Shared Service	Number of Interested Municipalities and Local Government Entities	
	2022 Survey	2019 Survey
Sharing Specialty Equipment	21	14
Sharing Construction/ DPW Personnel	18	13
Joint Purchase of Specialty Equipment	19	16
Joint Purchase of Road Materials	22	16
Joint Purchase of Diesel Fuels	17	10
Joint Purchase of Gasoline	21	12
Joint Purchase of Heating Fuel	15	12
Joint Purchase of Office Supplies	17	16

*NOTE:* 2022 Survey does not double count municipalities and local government entities that indicated interest in 2019 Survey.

Municipal entities in Nassau County also expressed great interest in collectively delivered mandated employment-related training in such areas as safety, ethics, and sexual harassment prevention. In our 2022 survey, Baxter Estates, Bayville, Cedarhurst, Centre Island, East Hills, Floral Park, Hempstead (Village), Hewlett, Hewlett Bay Park, Hewlett Harbor, Muttontown, North Hills, Roslyn Estates, Roslyn Harbor, Thomaston, Upper Brookville, Valley Stream, and Woodsburgh expressed interest in such training. In our 2019 survey, Great Neck Plaza, Lynbrook, New Hyde Park, Old Westbury, Plandome Manor, Rockville Centre, Sea Cliff, Westbury, Glen Cove, the towns of Hempstead, North Hempstead, and Oyster Bay, as well as the Island Park, Merrick, and Peninsula Public Libraries also expressed interest in jointly providing employment related training. The county did not have the resources available to organize such training in 2022; we will organize a working group in 2023 to pursue such collective training.

Estimated Savings	2023	2024	Recurring
PROPOSAL 6 <sup>7</sup>	\$556K	\$1.1M	\$2.2M

PROPOSAL 7

Village-Initiated Merging and Unification of Law Enforcement Services

Many villages and special districts already consolidate a host of services among themselves in order to achieve savings and streamline services. In this way, efficiencies may be realized in staffing and many aspects of departmental overhead costs. When initiated by local municipalities, mutually beneficial unification and merging of various services is encouraged by the Shared Services Panel and the County Plan.



Prior to June 2022, the village of Muttontown had a stand-alone police department. The village of Upper Brookville was a member of the Old Brookville Police Department six-village consortium which transitioned to serve the village of Old Brookville exclusively.

In June 2022, the villages of Muttontown and Upper Brookville merged to create their own police department. The joint Muttontown and Upper Brookville Police Department (MUBPD) will be sharing costs based on a 50/50 percent weighting of population and housing units—a formula negotiated to estimate the relative calls for service between the villages. The two villages are contiguous. They share a number of common roads and have police station facilities strategically located and central to both villages. It is anticipated that that the unification of police services will diminish response times and address each village’s needs at lower cost.

The two villages have a long history of successfully sharing services since their incorporation over 90 years ago. If Upper Brookville had remained in their relationship with the Brookville Police Department, Upper Brookville’s costs in their 2022-23 fiscal



year would have been up to \$2.3 million and Muttontown's costs would have been \$3.8 million. Upper Brookville estimates their share of the annual cost for the new consolidated department to be \$1.3 million for a savings of up to \$1 million that Upper Brookville property taxpayers will realize annually. Muttontown estimates their share of the annual cost for the new consolidated department to be \$2.9 million for a savings of approximately \$900,000 that the Muttontown property taxpayers which will realize annually. Combined savings from the merger for both villages will approximately \$1.9 million which should reoccur annually. This merger does not affect Nassau County police district services, nor does it have any impact on their headquarters services.

Nassau County hopes to build on the momentum initiated by the Muttontown-Upper Brookville police department merger. In our 2022 survey, Centre Island, Floral Park, Hempstead (Village), East Hills, and Hewlett Harbor indicated an interest in reconfiguring their police/emergency dispatch operations. East Hills, Floral Park, Hempstead (Village), Hewlett Harbor, Muttontown, and Upper Brookville also indicated an interest in reconfiguring other police services (e.g., forensic or laboratory services). In addition, Baxter Estates, East Hills, Hempstead (Village), Hewlett Harbor, Island Park (which is holding its village court in a mobile trailer), and Upper Brookville have also indicated an interest in reconfiguring their courts. Nassau County will provide technical assistance to these municipalities to explore achieving these potential shared services savings in 2024 or thereafter.

Estimated savings	2023	2024	Recurring
PROPOSAL 7	\$1.9M	\$1.9M	\$3.0M

# Shared Services Proposals—Savings Estimates Under Development

The following proposals were included in the 2020 Plan but were not developed fully enough to project accurate cost savings estimates.

## PROPOSAL 8

### Coordinated Effort to Improving Volunteer Ambulance/EMS Service

Nassau County has 62 licensed ambulance providers in 2019, operating a total of 322 ambulances (though not all simultaneously in service). Of these, 232 (72 percent) are operated by entities that billed for service: the Long Island Jewish Hospital (71), the Nassau County Police Department (48), the North Shore University Hospital Ambulance Service (71), the Nassau University Medical Center (5), municipalities (27), independent providers (10), and one commercial provider. This leaves about a third (90; 31.2 percent) of Nassau County's capacity to provide emergency medical services available through volunteer ambulance corps linked to fire districts, which under state law until this year were not permitted to bill.



There is little doubt that collaborations could be developed to increase efficiency and effectiveness of emergency medical services throughout the county. But first, the vitality of the service delivery network that provides almost a third of the response capacity—these volunteer ambulance corps linked to fire districts—had to be stabilized financially and organizationally. Most steps that would help toward this end are beyond the scope of this report. However, one taken in the SFY 2022-23 budget incorporates changes proposed to the General Municipal Law by Senator John Brooks of Nassau County and North Country Assembly Member Billy Jones (S8005c/A9005c Part KK) that would allow volunteer fire district-based ambulance services to establish fees and charges for services which can then be billed to insurance companies.<sup>8</sup>

Nassau County is among the state's leaders in coordination of emergency medical service delivery, having already specified a coordinating role for ambulance services provided by the county government. The Nassau County Police Department Emergency Ambulance Bureau, which dates to 1953, is a major element of the emergency medical response network. The county recently recommitted to this bureau by amending its administrative code to specify the responsibility of the bureau "for the coordination, command, control and oversight of emergency medical services operations, services and other support organizations to ensure the health, safety and welfare of the residents of the county." It is well situated to be the center of an even more systematically organized, more efficient response system with the establishment of this long-sought revenue stream for a significant additional share its' providers.

In responding to the survey done in the summer of 2022 in connection with this report, a total of 15 jurisdictions expressed high interest or some interest in "reconfiguration of ambulance and EMS service to achieve efficiencies and savings without reducing

service” and an additional three in “centralized billing for volunteer fire department ambulance and emergency service.”

State legislation authorizing these fees and charges sunsets in four years. If the county’s municipalities wish to take advantage of this long-sought opportunity, they need to act with dispatch. In 2023, we will work with the Nassau County Police Department Ambulance Bureau and interested fire departments and municipalities to advance this initiative.

## PROPOSAL 9

### Centralized Contracts for Various Insurance Products and Specialty Services

Previous shared services plans documented that a large number of municipalities are interested in reducing insurance costs through joint purchasing or other mechanisms. In our 2019 and 2022 surveys, the following municipal entities indicated an interest in exploring centralized contracts for:



### Property and Casualty Insurance

#### 2022 Survey

- **Villages:** Baxter Estates, Bayville, Bellerose, Centre Island, East Hills, Floral Park, Hempstead, Hewlett Harbor, North Hills, Roslyn Harbor, Thomaston, Upper Brookville, and Valley Stream.

#### 2019 Survey

- **Villages:** Flower Hill, Lynbrook, New Hyde Park, Old Westbury, Plandome Manor, Rockville Centre, Sea Cliff, Westbury, and Glen Cove.
- **Towns:** Hempstead, North Hempstead, and Oyster Bay.
- **Public Libraries:** Island Park and Merrick.

### Workers’ Compensation Insurance

#### 2022 Survey

- **Villages:** Baxter Estates, Bayville, Bellerose, Centre Island, East Hills, Floral Park, Hempstead, Hewlett Harbor, Muttontown, North Hills, Roslyn Harbor, Thomaston, and Valley Stream.

#### 2019 Survey

- **Villages:** Flower Hill, Lynbrook, New Hyde Park, Plandome Manor, Rockville Centre, Sea Cliff, South Floral Park, Westbury, and Glen Cove.
- **Towns:** Hempstead and North Hempstead.
- **Public Libraries:** Island Park, Merrick, and Peninsula.



## Dental and Optical Insurance

### 2022 Survey

- **Villages:** Baxter Estates, Bayville, Bellerose, Centre Island, East Hills, Floral Park, Hempstead, Hewlett Harbor, Muttontown, North Hills, Roslyn Harbor, Thomaston, and Valley Stream.

### 2019 Survey

- **Villages:** Flower Hill, Lynbrook, New Hyde Park, Plandome Manor, Rockville Centre, Sea Cliff, South Floral Park, Westbury, and Glen Cove.
- **Towns:** Hempstead and North Hempstead.
- **Libraries:** Island Park, Merrick, and Peninsula.

Since each municipal entity has a different level of risk, it is difficult to determine if a centralized contract or some other joint effort—such as an insurance consortium—is feasible. While an online portal could make access to such centralized contracts easier, these types of contracts require extensive collaboration among municipalities and affected collective bargaining units before they can be developed and implemented.

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

Furthermore, in 2021, five villages or village libraries—Flower Hill, Plandome, Port Washington, Great Neck, and Island Park—participated in a dental and vision insurance cooperative with estimated state-matching fund savings of \$30,000. Additional villages or library districts could join the cooperative and achieve similar state-matching fund savings. This cooperative is also available to other municipal entities in Nassau County.

In the 2021-22 Plan, Nassau County committed to exploring the feasibility of coordinated plans with interested municipalities, school districts, and Nassau BOCES in such areas as workers' compensation, property, casualty, optical, and dental insurance. Due to the extensive amount of time such an effort entails and the demands of the COVID-19 crisis, the county was unable to pursue this initiative in 2022. In 2023, Nassau County intends to form a working group of interested local government entities to begin its implementation with expected savings in 2024 and beyond.

In addition to pursuing centralized contracts for various insurance products, a large number of municipal entities in Nassau County would like to explore centralized contracts for various trade and professional services.

In 2023, interested local government entities intend to form a working group to begin exploring the possibility of centralized contracts for these services with expected savings in 2024 and beyond.

Shared Service	Number of Interested Municipalities and Local Government Entities	
	2022 Survey	2019 Survey
Electrician Services	18	16
Carpentry Services	17	16
HVAC Services	18	14
Engineering Services	16	14
Legal Services	12	10

NOTE: 2022 Survey results does not double count municipalities and local government entities that indicated interest in 2019 Survey.

**TABLE 1. Current Proposed Savings Scorecard**

Project	2023	2024	Recurring
1. Cybersecurity and Shared Information Technology Services	\$600K	\$900K	\$2.1M
2. Expand Coordinated Emergency Management Response—Vehicle Maintenance, Fueling Facilities, and EV's	\$175K	\$351K	\$526K
3. Energy Efficiency	\$1.1M	\$1.5M	\$3.4M
4. Joint CAD and RMS Purchase	\$467K	\$717K	\$737K
5. Digitize Nassau	\$140K	\$630K	\$1.0M
6. "Nassau Saves" Portal and Joint Procurement Services	\$556K	\$1.1M	\$2.2M
7. Village-Initiated Merging and Unification of Law Enforcement Services	\$1.9M	\$1.9M	\$3.0M
8. Coordinated Effort to Improve Volunteer Ambulance/EMS Service	N/A	N/A	N/A
9. Centralized Contracts for Various Insurance Products and Specialty Services	N/A	N/A	N/A
<b>TOTAL SAVINGS</b>	<b>\$4.9M</b>	<b>\$7.1M</b>	<b>\$13.1M</b>

Numbers may not add to totals due to rounding.





# APPENDICES



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

### County of Nassau

**County Contact:** Allison Malhame, Chief Deputy Commissioner for Shared Services

**Contact Telephone:** 516-571-5801

**Contact Email:** amalhame@nassaucountyny.gov

### PARTNERS

#### Row 1 — Cities in Nassau County

Participating Cities	Panel Representative	Vote Cast (Yes or No)
1. City of Glen Cove	Pamela Panzenbeck	Absent
2. City of Long Beach	Donna Gayden	Absent

#### Row 2 — Towns in Nassau County

Participating Towns	Panel Representative	Vote Cast (Yes or No)
1. Town of Hempstead	Donald X. Clavin, Jr.	Absent
2. Town of North Hempstead	Jennifer DeSena	Absent
3. Town of Oyster Bay	Joseph S. Saladino	Yes

#### Row 3 – Villages in Nassau County

Participating Villages	Panel Representative	Vote Cast (Yes or No)
1. Village of Atlantic Beach	George Pappas	Absent
2. Village of Baxter Estates	Nora Haagenon	Yes
3. Village of Bayville	Steve Minicozzi	Yes
4. Village of Bellerose	Kenneth Moore	Yes
5. Village of Brookville	Daniel Serota	Yes
6. Village of Cedarhurst	Benjamin Weinstock	Absent
7. Village of Centre Island	Lawrence Schmidlapp	Yes
8. Village of Cove Neck	Thomas Zoller	Yes
9. Village of East Hills	Michael Koblenz	Absent
10. Village of East Rockaway	Bruno Romano	Absent
11. Village of East Williston	Bonnie Parente	Yes
12. Village of Farmingdale	Ralph Ekstrand	Yes
13. Village of Floral Park	Kevin Fitzgerald	Yes
14. Village of Flower Hill	Randall Rosenbaum	Yes
15. Village of Freeport	Robert Kennedy	Yes
16. Village of Garden City	Cosmo Veneziale	Absent
17. Village of Great Neck	Pedram Bral	Yes
18. Village of Great Neck Estates	William Warner	Yes
19. Village of Great Neck Plaza	Ted Rosen	Yes
20. Village of Hempstead	Waylyn Hobbs	Yes
21. Village of Hewlett Bay Park	Alex Salomon	Absent
22. Village of Hewlett Harbor	Mark Weiss	Yes

## Row 3 – Villages in Nassau County, continued

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

Row 4 - School Districts, BOCES, and Special Improvement Districts in Nassau County

Participating School Districts, BOCES, and Special Improvement Districts	Panel Representative	Vote Cast (Yes or No)
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1. N/A	N/A	N/A
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Row 5

**2021 Local Government Property Taxes\***

*\*Using the latest available State Comptroller data*

The sum total of property taxes levied in the year 2021 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.

**\$6,896,747,520**

Row 6

**2021 Participating Entities Property Taxes\***

*\*Using the latest available State Comptroller data*

The sum total of property taxes levied in the year 2021 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.

**\$2,227,993,605**

Row 7

**Total Anticipated Savings**

The sum total of net savings in such plan certified as being anticipated in calendar year 2023, calendar year 2024, and annually thereafter.

**\$6,692,369 (2023), \$9,855,784 (2024),  
\$18,894,722 (recurring)**

Row 8

**Anticipated Savings as a Percentage of Participating Entities property taxes**

The sum total of net savings in such plan certified as being anticipated in calendar year 2023 as a percentage of the sum total in Row 6, calendar year 2024 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.

**0.30% (2023), 0.44% (2024), 0.85% (recurring)**

Row 9

**Anticipated Savings to the Average Taxpayer**

The amount of the savings that the average taxpayer in the county will realize in calendar year 2023, calendar year 2024, and annually thereafter if the net savings certified in the plan are realized.

**\$15.74 (2023), \$23.18 (2024), \$44.44 (recurring)**

Row 10

**Anticipated Costs/Savings to the Average Homeowner\***

*\*Factors in growth under the tax cap of average annual increase of 2% given the tax cap limit is 2%.*

The percentage amount a homeowner can expect his or her property taxes to increase or decrease in calendar year 2023, calendar year 2024, and annually thereafter if the net savings certified in the plan are realized.

**1.70% (2023), 1.56% (2024), 1.15% (recurring)**

Row 11

**Anticipated Costs/Savings to the Average Business\***

*\*Factors in growth under the tax cap of average annual increase of 2% given the tax cap limit is 2%.*

The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2023, calendar year 2024, and annually thereafter if the net savings certified in the plan are realized.

**1.70% (2023), 1.56% (2024), 1.15% (recurring)**



## Appendix B. Nassau County 2022 Shared Service Survey

### Nassau County 2022 Shared Services Survey

Please answer the following questions to help the Shared Services Panel create a robust plan. If you have other supporting material you'd like to share, please send it to the Rockefeller Institute at [Alexander.Morse@rock.suny.edu](mailto:Alexander.Morse@rock.suny.edu). The greater detail you provide, the better able we will be to develop required cost savings estimates. Please complete the survey no later than August 15, 2022. Thank you.

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\* Required

#### **PART A. Basic Information**

1. Name of municipality. \*

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2. Email address \*

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3. Name and contact information of primary point person.

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4. Please describe shared service efforts or existing intergovernmental agreements you're currently engaged in or have already completed, including partnerships within the County and with other municipalities inside and outside the County.

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

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

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## **PART B. Interest in Shared Services Projects**

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

# 1. Shared Equipment and Personnel Services.

*Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Share speciality equipment with other municipalities and school districts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share construction/ DPW crews among municipalities and school districts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share animal control services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconfiguring of ambulance and EMS service to find additional efficiencies and savings, without reducing service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Centralizing billing for services for volunteer fire department ambulance and emergency medical services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share employment related policy training with other municipalities and school districts (e.g., diversity, sexual harassment, active shooter, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share emergency/ safety training with other municipalities and school districts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share off-site data storage with other municipalities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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## 2. Shared Water Services.

*Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Share use of sewer treatment facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share use of sewer treatment personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share services for leak detection intervention to avoid local flooding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other shared water, recycling, and waste services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share off-site data storage with other municipalities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Comments:

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### 3. Joint Purchasing of Materials.

*Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Diesel fuel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fuel/gas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heating fuel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specialty equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Road materials (e.g., sand/salt mixture)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic office supplies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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#### 4. Technology Services: Joint Purchasing and Purchasing Options.

*Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Cell phone services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet technology services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computer aided dispatch and records management system for police services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digitization of mandated records	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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## 5. Joint Purchasing of Speciality Services.

*Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Engineering services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workers' compensation insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carpentry services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Electrician services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HVAC services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waste and recycling contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Property and casualty insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dental insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Optical insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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6. General Operations Coordination, Mergers, or Reconfiguration of Functions.

*Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Reconfigure vehicle maintenance and repair services and facilities with other municipalities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coordinated network of governmental vehicle fueling stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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## 7. Law Enforcement Mergers and Reconfiguration of Functions.

*Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Reconfigure village police/emergency dispatch operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconfigure other village police services (e.g., forensics or laboratory services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconfigure town and village courts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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## 8. Restacking and Shared Space.

*Mark only one oval per row. Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Joint office space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint space for storing equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint storage space for records	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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## 9. Energy Efficiency

*Mark only one oval per row.*

	No Interest	Some Interest	High Interest
Audit by PSEG of energy use by all municipalities and school districts and suggested efficiencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LED street and outdoor lighting conversion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community solar programs where municipalities or homeowners to benefit in shared solar panels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Installation of EV charging stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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## **PART C. Other Comments**

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

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2. What do you think are the biggest opportunities in the county for cost savings through collaboration?

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Thank you!

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

## Appendix C. Interested Responses by Municipality

### 1. Shared Equipment and Personnel Services

Municipality	Share Specialty Equipment With Other Municipalities and School Districts	Share Construction/DPW Crews Among Municipalities and School Districts	Share Animal Control Services	Reconfiguration of Ambulance and EMS Service to Find Additional Efficiencies and Savings, Without Reducing Service
<b>High Interest</b>	Baxter Estates	Baxter Estates	Bayville	Centre Island
	Hempstead (Village)	Centre Island	Centre Island	Muttontown
	Hewlett Harbor	Farmingdale	Farmingdale	Roslyn Harbor
	Hewlett Neck	Hewlett Bay Park	Island Park	Thomaston
	Island Park	Hewlett Harbor	Muttontown	Upper Brookville
	Muttontown	Hewlett Neck	Roslyn Harbor	Woodsburgh
	North Hills	Island Park		
	Woodsburgh	Roslyn Harbor		
		Upper Brookville		
		Woodsburgh		
<b>Some Interest</b>	Bayville	East Hills	Baxter Estates	Bayville
	Centre Island	East Rockaway	Hempstead (Village)	East Hills
	East Hills	Floral Park	North Hills	Farmingdale
	East Rockaway	Hempstead (Village)	Thomaston	Floral Park
	Farmingdale	Muttontown	Upper Brookville	Hempstead (Village)
	Floral Park	North Hills		Hewlett Harbor
	Hewlett Bay Park	Roslyn Estates		Island Park
	Lawrence	Valley Stream		North Hills
	Roslyn Estates			Valley Stream
	Roslyn Harbor			
	Thomaston			
	Upper Brookville			
	Valley Stream			
<b>Total Interest</b>	<b>21</b>	<b>18</b>	<b>11</b>	<b>15</b>
Municipality	Centralized Billing for Services for Volunteer Fire Department Ambulance and Emergency Medical Services	Share Employment Related Policy Training With Other Municipalities and School Districts (e.g. diversity, sexual harassment, active shooter, etc.)	Share Emergency/Safety Training With Other Municipalities and School Districts	Share Off-Site Data Storage with Other Municipalities
<b>High Interest</b>	Centre Island	Hewlett Neck	Baxter Estates	Farmingdale
	East Rockaway	Muttontown	Hempstead (Village)	
	Island Park	Roslyn Harbor	Muttontown	
	Roslyn Harbor	Valley Stream	Roslyn Harbor	
		Woodsburgh	Valley Stream	
<b>Some Interest</b>	Baxter Estates	Baxter Estates	Bayville	Bayville
	East Hills	Bayville	Cedarhurst	Centre Island
	Floral Park	Cedarhurst	Centre Island	East Hills
	Hempstead (Village)	Centre Island	East Hills	East Rockaway
		East Hills	Floral Park	Floral Park
		Floral Park	Hewlett Bay Park	Hempstead (Village)
		Hempstead (Village)	Hewlett Harbor	Hewlett Bay Park
		Hewlett Bay Park	Hewlett Neck	Hewlett Harbor
		Hewlett Harbor	North Hills	Hewlett Neck
		North Hills	Roslyn Estates	Roslyn Estates
		Roslyn Estates	Thomaston	Roslyn Harbor
		Thomaston	Woodsburgh	Thomaston
		Upper Brookville		Upper Brookville
				Valley Stream
<b>Total Interest</b>	<b>8</b>	<b>18</b>	<b>17</b>	<b>15</b>

## 2. Shared Water Services

Municipality	Share Use of Sewer Treatment Facilities	Share Use of Sewer Treatment Personnel	Share Services for Leak Detection Intervention to Avoid Local Flooding	Other Shared Water, Recycling, and Waste Services
<b>High Interest</b>	East Rockaway	Hempstead (Village)	East Rockaway	East Hills
	Hempstead (Village)		Hempstead (Village)	
<b>Some Interest</b>	Bayville	Bayville	Bayville	Bayville
	East Hills	East Hills	Cedarhurst	East Rockaway
			East Hills	Hempstead (Village)
			Hewlett Bay Park	Hewlett Bay Park
			Hewlett Harbor	Hewlett Harbor
			Hewlett Neck	Hewlett Neck
			Roslyn Harbor	Roslyn Harbor
			Valley Stream	Valley Stream
			Woodsburgh	Woodsburgh
<b>Total Interest</b>	<b>4</b>	<b>3</b>	<b>11</b>	<b>10</b>

## 3. Joint Purchasing of Materials

Municipality	Diesel Fuel	Fuel/Gas	Heating Fuel
<b>High Interest</b>	East Hills	Bellerose	Bellerose
	Floral Park	East Hills	Centre Island
	Hewlett Harbor	Floral Park	East Hills
	Island Park	Hempstead (Village)	Floral Park
	Thomaston	Hewlett Harbor	Island Park
	Valley Stream	Island Park	
		North Hills	
		Thomaston	
		Upper Brookville	
		Valley Stream	
<b>Some Interest</b>	Bayville	Bayville	Bayville
	Centre Island	Centre Island	East Rockaway
	Cedarhurst	Cedarhurst	Farmingdale
	East Rockaway	East Rockaway	Hewlett Bay Park
	Farmingdale	Farmingdale	Hewlett Harbor
	Hempstead (Village)	Hewlett Bay Park	Hewlett Neck
	Hewlett Bay Park	Hewlett Neck	Muttontown
	Hewlett Neck	Lawrence	Thomaston
	Lawrence	Muttontown	Upper Brookville
	Upper Brookville	Roslyn Estates	Woodsburgh
	Woodsburgh	Woodsburgh	
<b>Total Interest</b>	<b>17</b>	<b>21</b>	<b>15</b>



### 3. Joint Purchasing of Materials, continued

Municipality	Specialty Equipment	Road Materials (e.g., sand/salt mixtures)	Basic Office Supplies
<b>High Interest</b>	Centre Island	Bellerose	East Hills
	East Hills	Centre Island	Island Park
	Farmingdale	East Hills	Muttontown
	Hewlett Harbor	Farmingdale	North Hills
	Island Park	Hempstead (Village)	Roslyn Harbor
	Thomaston	Hewlett Harbor	Thomaston
		Island Park	Valley Stream
		Muttontown	
		Roslyn Harbor	
		Thomaston	
		Upper Brookville	
		Valley Stream	
<b>Some Interest</b>	Bayville	Baxter Estates	Baxter Estates
	Cedarhurst	Bayville	Bayville
	East Rockaway	Cedarhurst	Bellerose
	Floral Park	East Rockaway	Cedarhurst
	Hempstead (Village)	Floral Park	East Rockaway
	Hewlett Bay Park	Hewlett Bay Park	Floral Park
	Hewlett Neck	Hewlett Neck	Hempstead (Village)
	North Hills	Lawrence	Hewlett Bay Park
	Roslyn Estate	Roslyn Estates	Hewlett Neck
	Roslyn Harbor	Woodsburgh	Woodsburgh
	Upper Brookville		
	Valley Stream		
	Woodsburgh		
<b>Total Interest</b>	<b>19</b>	<b>22</b>	<b>17</b>

### 4. Technology Services: Joint Purchasing and Purchasing Options

Municipality	Cell Phone Services	Internet Technology Services	Computer Aided Dispatch and Records Management System for Police Services	Digitization of Mandated Records
<b>High Interest</b>	East Hills	East Hills	East Hills	East Hills
	Muttontown	Muttontown	Muttontown	Island Park
	Roslyn Harbor	Roslyn Harbor	Roslyn Harbor	Muttontown
	Thomaston	Thomaston	Upper Brookville	Roslyn Harbor
	Upper Brookville	Upper Brookville		Upper Brookville
	Valley Stream	Valley Stream		
<b>Some Interest</b>	Hempstead	Baxter Estates	Centre Island	Baxter Estates
	Hewlett Neck	Bayville	Floral Park	Bayville
	Hewlett Bay Park	Centre Island	Hempstead (Village)	Centre Island
	Hewlett Harbor	Floral Park	Hewlett Harbor	East Rockaway
	Island Park	Hempstead (Village)	Island Park	Floral Park
	North Hills	Hewlett Neck	North Hills	Hempstead (Village)
	Woodsburgh	Hewlett Bay Park		Hewlett Neck
		Hewlett Harbor		Hewlett Bay Park
		Island Park		Hewlett Harbor
		North Hills		Thomaston
				Valley Stream
				Woodsburgh
<b>Total Interest</b>	<b>13</b>	<b>16</b>	<b>10</b>	<b>17</b>

## 5. Joint Purchasing of Specialty Services

Municipality	Engineering Services	Workers' Compensation Insurance	Legal Services	Carpentry Services	Electrician Services	HVAC Services
<b>High Interest</b>	Baxter Estates	Baxter Estates	Bellerose	Baxter Estates	Baxter Estates	Floral Park
	Bellerose	Bellerose		Bellerose	Bellerose	Muttontown
	East Hills	East Hills		Floral Park	Floral Park	North Hills
	North Hills				Thomaston	Thomaston
						Upper Brookville
<b>Some Interest</b>	Bayville	Bayville	Baxter Estates	Bayville	Bayville	Baxter Estates
	Cedarhurst	Centre Island	Bayville	Centre Island	Centre Island	Bayville
	Farmingdale	Farmingdale	Centre Island	East Hills	East Hills	Centre Island
	Floral Park	Floral Park	East Hills	Hempstead (Village)	Farmingdale	East Hills
	Hempstead (Village)	Hempstead (Village)	Hewlett Bay Park	Hewlett Bay Park	Hempstead (Village)	Farmingdale
	Hewlett Bay Park	Hewlett Harbor	Hewlett Harbor	Hewlett Harbor	Hewlett Bay Park	Hempstead (Village)
	Hewlett Harbor	Muttontown	Hewlett Neck	Hewlett Neck	Hewlett Harbor	Hewlett Bay Park
	Hewlett Neck	North Hills	North Hills	Island Park	Hewlett Neck	Hewlett Harbor
	Roslyn Estates	Roslyn Harbor	Thomaston	Muttontown	Island Park	Hewlett Neck
	Thomaston	Thomaston	Valley Stream	North Hills	Muttontown	Island Park
	Valley Stream	Valley Stream	Woodsburgh	Roslyn Harbor	North Hills	Roslyn Harbor
	Woodsburgh			Thomaston	Roslyn Harbor	Valley Stream
				Upper Brookville	Upper Brookville	Woodsburgh
				Woodsburgh	Woodsburgh	
<b>Total Interest</b>	<b>16</b>	<b>14</b>	<b>12</b>	<b>17</b>	<b>18</b>	<b>18</b>
Municipality	Waste and Recycling Contracts	Property and Casualty Insurance	Health Insurance	Dental Insurance	Optical Insurance	
<b>High Interest</b>	Baxter Estates	Bellerose	Centre Island	Baxter Estates	Baxter Estates	
	Bellerose	East Hills	East Hills	Centre Island	Centre Island	
	Centre Island	Thomaston	Floral Park	East Hills	East Hills	
	East Hills	Valley Stream	Hewlett Harbor	Floral Park	Floral Park	
	Floral Park		Valley Stream	Hewlett Harbor	Hewlett Harbor	
	Thomaston			Valley Stream	Valley Stream	
	Valley Stream					
<b>Some Interest</b>	Bayville	Baxter Estates	Baxter Estates	Bayville	Bayville	
	Farmingdale	Bayville	North Hills	East Rockaway	East Rockaway	
	Hempstead (Village)	Centre Island	Roslyn Harbor	Farmingdale	Farmingdale	
	Hewlett Harbor	Floral Park	Thomaston	North Hills	Muttontown	
	North Hills	Hempstead (Village)	Upper Brookville	Roslyn Estates	North Hills	
	Roslyn Harbor	Hewlett Harbor		Roslyn Harbor	Roslyn Estates	
	Woodsburgh	North Hills		Thomaston	Roslyn Harbor	
		Roslyn Harbor		Upper Brookville	Thomaston	
		Upper Brookville			Upper Brookville	
<b>Total Interest</b>	<b>14</b>	<b>13</b>	<b>10</b>	<b>14</b>	<b>15</b>	

## 6. General Operations Coordination, Mergers or Reconfiguration of Functions

Municipality	Reconfigure Vehicle Maintenance and Repair Services and Facilities With Other Municipalities	Coordinated Network of Governmental Vehicle Fueling Stations
<b>High Interest</b>	Hewlett Harbor	Centre Island
		East Hills
		Floral Park
		Hewlett Harbor
		Thomaston
		Upper Brookville
<b>Some Interest</b>	Bayville	Bayville
	Centre Island	Island Park
	East Hills	North Hills
	Floral Park	Valley Stream
	Hempstead (Village)	
	Hewlett Neck	
	Muttontown	
	North Hills	
	Thomaston	
	Valley Stream	
	Woodsburgh	
<b>Total Interest</b>	<b>12</b>	<b>10</b>

## 7. Law Enforcement Mergers and Reconfiguration of Functions

Municipality	Reconfigure Village Police/Emergency Dispatch Operations	Reconfigure Other Village Police Services (e.g., forensic or laboratory services)	Reconfigure Town and Village Courts
<b>High Interest</b>	Centre Island	Upper Brookville	Hewlett Harbor
	Floral Park		Island Park
	Hempstead (Village)		Upper Brookville
	Upper Brookville		
<b>Some Interest</b>	East Hills	East Hills	Baxter Estates
	Hewlett Harbor	Floral Park	East Hills
	Muttontown	Hempstead (Village)	Hempstead (Village)
		Hewlett Harbor	
		Muttontown	
<b>Total</b>	<b>7</b>	<b>6</b>	<b>6</b>

## 8. Restacking and Shared Space

Municipality	Joint Office Space	Joint Space for Storing Equipment	Joint Storage Space for Records
<b>High Interest</b>			Baxter Estates
			Thomaston
<b>Some Interest</b>	Thomaston	Baxter Estates	Bayville
		Bayville	Floral Park
		East Rockaway	Hewlett Harbor
		Floral Park	Upper Brookville
		Hewlett Harbor	
		Thomaston	
<b>Total Interest</b>	<b>1</b>	<b>6</b>	<b>6</b>

## 9. Energy Efficiency

Municipality	Audit by PSEG of Energy Use by All Municipalities and School Districts and Suggested Efficiencies	LED Street and Outdoor Lighting Conversion	Community Solar Programs Where Municipalities or Homeowners to Benefit in Shared Solar Panels	Installation of EV Charging Stations
<b>High Interest</b>	Baxter Estates	Baxter Estates	Bellerose	Baxter Estates
	Bellerose	Bayville	Centre Island	Bellerose
	East Hills	Bellerose	East Hills	East Hills
	Farmingdale	East Hills	Farmingdale	Farmingdale
	Island Park	Farmingdale	Hewlett Harbor	Hewlett Harbor
	Thomaston	Island Park	Island Park	Island Park
		North Hills	Thomaston	Roslyn Harbor
			Upper Brookville	Valley Stream
<b>Some Interest</b>	Cedarhurst	Cedarhurst	Baxter Estates	Bayville
	Centre Island	Centre Island	Bayville	Cedarhurst
	Floral Park	Floral Park	Cedarhurst	Centre Island
	Hempstead (Village)	Hempstead (Village)	Floral Park	Floral Park
	Hewlett Harbor	Lawrence	Hempstead (Village)	Hempstead (Village)
	Muttontown	Muttontown	Muttontown	Muttontown
	North Hills	Roslyn Estates	North Hills	North Hills
	Roslyn Harbor		Roslyn Harbor	Thomaston
	Valley Stream		Valley Stream	
<b>Total Interest</b>	<b>15</b>	<b>14</b>	<b>17</b>	<b>16</b>

## Appendix D. Potential RMS Savings for Village Police Departments in Nassau County

The information below was provided by Spillman Flex, a subsidiary of Motorola Solutions. It depicts each shared agency, their number of employees, and an estimate of what they would pay for an individual records management system (RMS). Spillman Flex can also bring these agencies on as shared at no additional cost for a CAD solution. Savings achieved from joint purchase, use, and maintenance qualifies for state-matching funds under the CWSSI Law. The table below includes estimated RMS values only. These values do not include hardware or third-party system integrations.

### Nassau County RMS Participating Agencies

Agency Name	Sworn Officers	Total Employees	Estimated RMS Value	Maintenance
Mineola Auxiliary Police Department	0	5	\$75,000	\$1,350
Kensington Police Department	6	6	\$75,000	\$1,350
Centre Island Police Department	8	8	\$75,000	\$1,350
US Merchant Marine Academy Police Department	2	9	\$75,000	\$1,350
Oyster Bay Cove Police Department	11	11	\$100,000	\$1,800
Great Neck Estates Police Department	13	15	\$100,000	\$1,800
Sands Point Police Department	15	20	\$150,000	\$2,700
Lake Success Police Department	21	24	\$150,000	\$2,700
Malverne Police Department	24	25	\$150,000	\$2,700
Kings Point Police Department	24	26	\$150,000	\$2,700
Old Westbury Police Department	26	30	\$150,000	\$2,700
Old Brookville Police Department	26	34	\$150,000	\$2,700
Floral Park Police Department	36	41	\$150,000	\$2,700
Lynbrook Police Department	50	55	\$337,500	\$6,075
Garden City Police Department	50	64	\$337,500	\$6,075
Rockville Centre Police Department	52	65	\$337,500	\$6,075
Port Washington Police Department	63	90	\$450,000	\$8,100
Long Beach Police Department	70	100	\$450,000	\$8,100
Freeport Police Department	99	105	\$450,000	\$8,100
Hempstead Police Department	120	160	\$562,500	\$10,125
<b>Total</b>	<b>716</b>	<b>893</b>	<b>\$4,475,000</b>	<b>\$80,550</b>
<b>Grand Total (Estimated RMS Value and Maintenance):</b>				<b>\$4,555,550</b>

These estimated savings assume all the police departments will join the Nassau County RMS. Only Floral Park and Port Washington, however, have done so. Most departments would have to purchase a new CAD system in order to use the county's RMS. Floral Park and Port Washington moved to the county RMS in 2021 and jointly purchased a CAD system, saving \$935,204 in 2021. We estimate that half of these savings (\$467,000) will reoccur through 2024. As of now, no other police department has made a definitive decision to move to the county RMS, so we assume no additional savings in 2023. We assume that three police departments will move to the county RMS in 2024, saving an additional \$250,000. We also assume four additional departments will move to the county RMS in the out-years, saving an additional \$487,000, for a total of \$737,000 in savings. These estimations are conservative because they do not include any savings these police departments may realize through a joint purchase of a CAD system.



## Appendix E. Letter to Organized Labor

BRUCE A. BLAKEMAN  
NASSAU COUNTY EXECUTIVE



JOSE LOPEZ  
DIRECTOR OF LABOR RELATIONS

Office of Labor Relations  
One West Street, Mineola, NY 11501

November 14, 2022

Dear Collective Bargaining Unit Head:

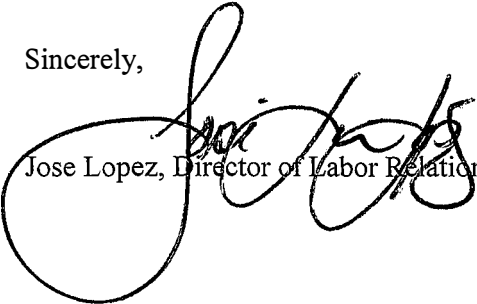
Please see attached this year's draft of the Nassau County 2022/2023 Shared Services and Taxpayer Savings Plan for your review; any input you may have is welcomed and appreciated. This Plan is an update of previous years Plans which have been refined through comprehensive review of the results of its implementation. Under the guidance of the Rockefeller Institute of Government and the Benjamin Center, the County has worked to implement shared services projects and educate local municipalities on joint cost saving opportunities. The County's Villages have expressed a high interest in expanding joint purchasing, sharing of equipment, joint information technology projects and joint energy efficiency projects.

As part of the 2018 New York State Budget, the Countywide Shared Services Initiative ("CWSSI") was enacted. Under the program, County Executives are tasked with leading a panel of local government officials to find ways to reduce municipal costs and develop countywide shared services plans with the input of all collective bargaining units in the County. These plans are intended to save taxpayers money and increase the efficiency of municipalities by identifying opportunities for collaborative services among the various governments within a County. State matching funds are available to the County and its local government entities that achieve savings through this program.

Please send your suggestions and feedback on the 2022/2023 draft Plan to Erik Ryan of the Nassau County Department of Shared Services, at [ERyan2@nassaucountyny.gov](mailto:ERyan2@nassaucountyny.gov). We look forward to hearing from you.

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

Sincerely,

  
Jose Lopez, Director of Labor Relations

## Appendix F. Contributions

Contributions to this report were made by Brian Backstrom, Michele Charbonneau, Urška Klančnik, and Alexander Morse of the Rockefeller Institute of Government, and Gerald Benjamin and Thomas Cetrino of the Benjamin Center at SUNY New Paltz. Robert Megna served as principal investigator for this report.



- 1 General Municipal Law, § 236-bb, Article 12-I, p. 3, [https://www.ny.gov/sites/default/files/2022-02/2022\\_CWSSI\\_Plan\\_Guidance.pdf](https://www.ny.gov/sites/default/files/2022-02/2022_CWSSI_Plan_Guidance.pdf). The 2019 amendments extended the deadline for CWSSI to December 31st. The 2022 amendments extend the program through December 31, 2024, with state match applications eligible through December 31, 2025.
- 2 *2020 Nassau County Shared Services and Taxpayer Savings Plan*, prepared for Nassau County (Albany, NY: Rockefeller Institute of Government and the Benjamin Center, prepared for Nassau County, adopted December 10, 2019), <https://www.nassaucountyny.gov/DocumentCenter/View/27821/2020-Adopted-Nassau-County-Shared-Services-Plan?bidId=>.
- 3 This is a preliminary estimate based on Westchester's estimate of its savings from a similar proposal (\$1 million in first year, \$1.5 million in the second year, and \$3.5 million recurring). Since then, we have learned that Suffolk County, which had a similar proposal as part of its larger portal proposal, only achieved half of its original projected savings. Therefore, the projected savings from the 2022-23 plan are cut in half, yielding \$600,000 savings in 2023, \$900,000 savings in 2024, and \$2.1 million in the out-years. The potential results could be greater, especially if a significant number of school districts participate. Please note that this estimate is also subject to change based upon the ongoing COVID-19 pandemic, which continues to require the mobilization of county and local government resources to address the dynamic public health condition.
- 4 The Comptroller's data do not isolate expenditures for gasoline/fuel or for vehicle maintenance. Such spending, however, is included in the operational spending figure used to estimate the cost savings for the "Nassau Saves" portal. Fuel and vehicle maintenance is estimated to be 1 percent of Nassau's municipal operational spending (total \$702.36 million) or \$7.02 million in total estimated spending for fuel and vehicle maintenance. Suffolk County, which had a similar proposal, yielded half of its projected savings. As a result, this proposal estimates a 2.5 percent savings in 2023, 5 percent savings in 2024, and 7.5 percent savings in the out-years.

- 5 This estimate is based on the total 2020 expenditures for utilities for all of Nassau County's municipalities as reported in "Open Book New York," New York State Office of the State Comptroller, <http://www1.osc.state.ny.us/localgov/findata/financial-data-for-local-governments.cfm>. This totaled more than \$229 million, but it includes non-energy elements. In addition, some of Nassau's municipalities have already achieved significant energy efficiencies. Based on these considerations we reduce the total utility expenditures by one-third for an estimated energy utility total of more than \$153 million. We assume savings of 1.5 percent in 2023, 2 percent in 2024, and 4.5 percent in the out-years. Additionally, based on experience with implementation of initiatives in prior years, the county estimates achieving half of the projected savings. If initiatives contained in the plan are fully implemented, the Rockefeller Institute estimates savings could be as great as \$2.2 million in year one, \$3 million in year two, and \$6.8 million in the out-years.
- 6 This is an early estimate and does not fully factor in all the potential savings as the number of municipalities that will pursue a joint effort for digitization and storage is not yet known. This is a conservative estimate using the annual savings projected by other counties pursuing similar programs. Tompkins County, which has far fewer local governments and people, is set to achieve savings from an initiative like this. Wayne County (population 91,400, nearly \$100,000 in savings) and Westchester County (population 980,000, savings of \$100,000 in year one, \$450,000 in year two, and \$750,000 thereafter) are similarly projecting savings. Taking Tompkins, Wayne, and Westchester Counties' savings, extrapolating them, and adjusting for Nassau's difference in population (Nassau has 40 percent greater population than Westchester and more local government entities, for example) resulted in the current estimate. The actual savings realized could be even greater.
- 7 Using an extremely conservative estimate and without including school districts, the total 2020 operational spending of each Nassau County municipality (not overall spending), which totaled \$702.3 million, was reduced by 1 percent (\$7.02 million; for a new operational spending total of \$695.34 million) to account for the vehicle maintenance and fueling stations costs that are the basis of the savings in Proposal 2 and discussed in Endnote 4. Since then, we have learned that Suffolk County, which had a similar proposal, achieved half of its original projected savings. It is anticipated Nassau County will use this service more frequently, therefore, the original savings methodology was reduced by one-third. Year one savings of 0.16 percent overall savings; year two savings 0.33 percent overall savings; and recurring savings of 0.66 percent thereafter were projected. Additionally, based on experience with implementation of initiatives in prior years, the county estimates achieving half of the projected savings. If initiatives contained in the plan are fully implemented, the Rockefeller Institute estimates savings could be as great or greater than \$1.1 million in year one, \$2.2 million in year two, and \$4.5 million in the out-years. Out-year spending was not adjusted for inflation, so projected savings may be underestimated.
- 8 "Public Protection and General Government," S8005c/A9005c Part KK, New York State SFY 2022-23 Budget, <https://assembly.ny.gov/2022budget/2022files/enacted/A9005c.pdf>.





## ABOUT THE ROCKEFELLER INSTITUTE

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

Learn more at [www.rockinst.org](http://www.rockinst.org).

## ABOUT THE BENJAMIN CENTER

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

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

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



A photograph of the New York State Capitol building with a large dome. In the foreground, a bronze statue of Theodore Roosevelt stands on a pedestal. The sky is blue with scattered white clouds. The text "LEARN MORE" is in a light, sans-serif font. Below it, the website "www.rockinst.org" and the social media handle "@rockefellerinst" are in a larger, bold, white sans-serif font.

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