

# **Municipal Services & Financial Overview**

Town and Village of Ossining, NY

**April 2012**

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# Municipal Services & Financial Overview

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**April 2012**

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Town and Village of Ossining

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## FOREWORD: ABOUT THIS REPORT

The information contained in this report is detailed and assumes some level of knowledge in municipal budgeting and operations. We have attempted to make the presentation of this information to the public as clear as possible. However, the main purpose of the report is to provide a “data source” for the Steering Committee and CGR’s study team to draw on as we move into analysis and evaluation of potential government and service structures for the Town and Village of Ossining.

This *Municipal Services and Financial Overview* report is specifically intended to provide a baseline for assisting the Steering Committee and study team in understanding the following:

- The current costs and revenues associated with services provided by the Town and Village;
- The debt and obligations currently held by the Town and Village;
- The types and levels of service currently being provided by the Town and Village in each functional area, along with the assets relied upon to provide those services; and
- The existing staff levels in Town and Village departments.

***Note:** Because a portion of the Village of Briarcliff Manor is contained within the Town of Ossining, certain of its fiscal data are included in this report. Brief summaries of its services offerings are provided in the Appendix for reference purposes. However, as the primary focus of this study's shared services analysis is intended to be the Town and Village of Ossining, those summaries are less detailed and based on a high-level review of budget and operational documents, compared to the more in-depth service reviews completed for the Town and Village of Ossining.*

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# INTRODUCTION

This baseline report provides an overview of municipal services and financial information for the Town and Village of Ossining, New York. The review constitutes the study's "What Exists?" report, and presents relevant Town and Village metrics on size, structure, finances and operations. The report establishes a foundational understanding of how the Town and Village deliver and fund municipal services, and is intended to serve as an information baseline for later consideration and analysis of possible governance and service delivery options. Also, to the extent it may impact the evaluation of options, certain information pertaining to the Village of Briarcliff Manor is also included, as a portion of that Village is contained within the Town of Ossining.

## The Baseline Report in Context

As noted, this baseline report is intended to create a basic understanding for the study team, Steering Committee and larger community *before* the detailed consideration of alternatives regarding governance structure and service delivery. As a result, this report *does not* present any specific findings, conclusions or recommendations. Those will be contained in a subsequent *Options Report*.

However, it is helpful to understand the perspective of this baseline report in the context of the larger study effort. The overall study is intended to review the financial, operational and legal implications of a variety of potential options, delineated as follows in the formal Department of State work plan for this project:

- A coterminous Town and Village of Ossining either by annexation of that part of the unincorporated area of the Town that is contiguous to the Village of Ossining by the Village of Ossining, or by the dissolution of the Village, or otherwise, and the continuation of a separate Village of Briarcliff Manor;
- The continuation of the Village of Ossining and Town of Ossining and the consideration of additional municipal cooperation and consolidation of services in order for same to operate even more efficiently and effectively; and
- Other possible government structures permissible by law.

In order to comprehensively analyze these options in appropriate context, it is essential to build a foundational understanding of how each operates. This report serves to develop that baseline.

# HISTORY, SIZE AND STRUCTURE

## Overview

In March of 2011, officials in the Town and Village of Ossining, New York formally initiated a joint effort to conduct a study examining the best municipal structure(s) for provision of municipal services. In pursuit of a model that might enhance the cost-effectiveness of local government for all Town and Village residents, leaders of the two communities published a Request for Proposals (RFP) to complete a study of the relative advantages and disadvantages of various forms of municipal structure and service delivery.

To execute the study, *An Evaluation of Potential Government Structures*, the Town and Village were awarded a New York State Department of State High Priority Planning Grant. Following a competitive proposal process, the Steering Committee – made up members of both governing bodies<sup>1</sup> – engaged CGR Inc. (Center for Governmental Research) in July 2011 to complete the study.

The two governments are hardly strangers to the concept of inter-municipal collaboration. This endeavor represents only the most recent attempt on behalf of the Town and Village of Ossining to pursue greater collaboration on public service provision. The two municipalities already cooperate on many fronts, having worked out formal and informal agreements between one another as well as with the Village of Briarcliff, which is partially located within the Town of Ossining. In 2008, the Town of Ossining and Villages of Ossining and Briarcliff Manor established a joint municipal committee made up of local officials and citizen members representing all three communities. The committee worked two outside studies analyzing police services and public works/highway services, with final reports released in the summer of 2010.

Today, eleven inter-municipal agreements exist between the Town and Village of Ossining, covering such service areas as street lighting, fire protection, sewers, finance, parks, dumpsters and cable access television. The Town and Village also share a Clerk's Office, a Treasurer and Finance Department and a Parks/Recreation Department. Notably, Town and Village officials are currently finalizing a municipal court

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<sup>1</sup> The Town of Ossining Board includes Town Supervisor Susanne Donnelly and Council Members Eric Blaha, Geoffrey J. Harter, Peter Tripodi IV and Northern Wilcher. The Village of Ossining Board of Trustees includes Mayor William R. Hanauer and Village Trustees Marlene Cheatham, John Codman III, Robert Daraio and Manuel Quezada. The Steering Committee also includes Village Manager Richard A. Leins.

consolidation. The effort is a culmination of three years of discussion between the Town and Village on approaches to make their respective courts more efficient. In the final analysis, the Village opted to dissolve its court and have the responsibility covered by an enlarged Town court. Preliminary estimates by the Town and Village indicate that a combined municipal court will save approximately \$230,000 per year at full implementation. Enabling legislation for the court merger was passed by the State of New York in June 2011.

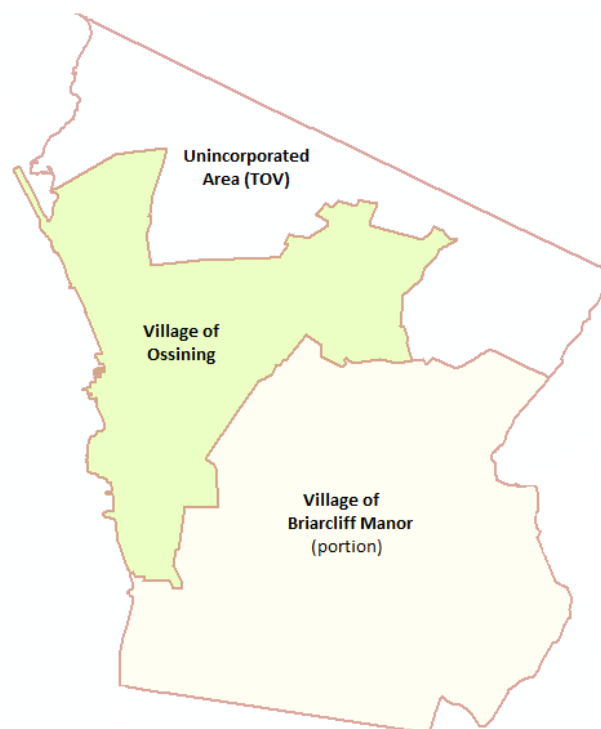
As noted above, the Village of Briarcliff Manor – which is geographically split between the Towns of Ossining and Mount Pleasant – is also a component of the current study effort. Though Briarcliff Manor initially enlisted as a co-applicant of the Ossinings' grant request to New York State, the Village chose to cease its active participation in the spring of 2010.

## Size

Situated beside the Hudson River on the western edge of Westchester County, the Town of Ossining covers 15.6 square miles (of which 3.9 are water). The Town includes the entire Village of Ossining, which spans 6.3 square miles, and a portion of the Village of Briarcliff Manor (slightly more than 3.0 square miles, or nearly half of Briarcliff Manor's total land area). The Town also contains certain unincorporated area not otherwise covered by the Villages of Ossining or Briarcliff Manor.

The 2010 Census reported that the Town's population was 37,674, with the Village of Ossining representing the majority of that figure (25,060, or 67 percent). The portion of the Village of Briarcliff Manor contained within the Town was estimated to be 7,159 (19 percent), while the unincorporated area (*i.e.* that portion of the Town not otherwise covered by an incorporated Village government) contained a population of 5,455 (14 percent).

The Town of Ossining population has grown steadily since at least the 1950s, nearly doubling in size from 1950 through 2010. Over that period, each portion of the Town experienced population



increases – the unincorporated area grew by 3,503 (179 percent); the Village of Ossining grew by 8,962 (56 percent); and the portion of Briarcliff Manor located within the Town of Ossining grew by 5,072 (243 percent). Since 2000, however, growth was largely concentrated in the Village of Ossining, which expanded by 4 percent, or 1,050 residents (compared to 2 percent growth in the Briarcliff Manor portion, and a slight decline in the unincorporated area of the Town).

**Table 1:**  
Total Population  
(Source: U.S. Census Bureau)

	V. of Ossining	V. of Briarcliff Manor*	Unincorp. Area	<b>Town of Ossining</b>
1950	16,098	2,087	1,952	20,137
1960	18,662	4,570	2,967	26,199
1970	21,659	5,892	4,068	31,619
1980	20,196	6,320	4,164	30,680
1990	22,582	6,466	5,076	34,124
2000	24,010	7,010	5,514	36,534
2010	25,060	7,159	5,455	37,674

Note

\* Figures represent population in only that portion of Briarcliff Manor located within the Town of Ossining

## Structure

The Town of Ossining is classified as a town under New York State law, and is governed by a five-member Town Board – four elected Council Members and an elected Supervisor. Council Members are elected to four-year terms and the Supervisor is elected to a two-year term. Both Villages in the Town – Ossining and Briarcliff Manor – are governed by their own Mayor and four-member Board of Trustees, all of whom are elected to two-year terms. In both cases, the Villages are administered on a day-to-day basis by an appointed manager.

## History

Originally called “Sint Sinck” by pre-17<sup>th</sup> century native inhabitants, Ossining was the waterfront settlement of New York State’s Mohegan Indian Tribe. Purchased in 1685 by the original Dutch landholder of Westchester County, “Sint Sinck” was leased to tenant farmers through the decades and remained under family ownership through the end of the Revolutionary War. At that time, the acreage was confiscated because of the owner’s loyalty to the British Empire. Known by this time simply as

“Sing Sing,” the land was ultimately forfeited to the newly-established State of New York.

The Sing Sing hamlet would evolve into a robust port community from which local produce shipped to nearby New York City, and it became Westchester County’s first incorporated village in 1813. Construction of Sing Sing Prison commenced in 1825; convict labor helped to stimulate industrial growth, which included a shoe factory and stove foundry. By 1838, local businessman Benjamin Brandreth had launched one of the most successful patent medicine ventures in the United States in Sing Sing after building a factory there to produce what were known as Vegetable Universal Pills.

Because of a growing population, the Town of Ossining was created by an act of the State Legislature in 1845, incorporating the section of the Town of Mount Pleasant that contained Sing Sing, Sparta and Scarborough. Heeding advice from a local Indian authority, the Town’s leadership named it “Ossinsing” to distinguish it from the Village of Sing Sing. But this was shortened to the easier-to-pronounce Ossining in 1846.

Years later, in a move to disconnect its reputation and those of village-made goods from the prison and products made by inmates, the Village would follow suit, changing its name to Ossining in 1901. The Village of Briarcliff Manor, located to the east of the Village of Ossining, was also settled during the nineteenth century, originally called Whitson's Crossing. In 1902 it was incorporated as the Village of Briarcliff Manor.

The Village of Ossining is one of only twelve villages in New York State continuing to operate under a charter issued by the state legislature prior to 1874. Such “charter villages” must still observe those aspects of Village Law that are not incongruous with their charters.

The Village of Briarcliff Manor’s unique position in the community’s municipal structure is noteworthy, particularly as it impacts the options that can be explored during this study. As referenced above, the Village of Briarcliff Manor spans the border of the Towns of Ossining and Mount Pleasant. Approximately 93 percent of its population is located within the Town of Ossining, with the remainder located within the Town of Mount Pleasant. Depending on the option(s) contemplated in this study, certain alternatives which might affect Briarcliff manor may potentially require approval not only by voters in the Village of Briarcliff Manor and Town of Ossining, but voters elsewhere in the Town of Mount Pleasant.

## Recent Examinations of Service Alternatives

As noted, the current effort to analyze governance and service options in the Ossining community is only the most recent in a series of such examinations. In recent years, the Town and Villages have engaged in a number of in-depth efforts to analyze the services they provide to residents with the goal of enhancing their collective efficiency and effectiveness. Given the comprehensive nature and timeliness of several of those analyses, they offer important foundational information for the current effort. Among the most recent studies are the following:

***Intermunicipal Cooperation between the Town and Village of Ossining: Legal, Financial and Operational Considerations***  
Pace University, January 2009

In this study, the Edwin Michaelian Institute for Public Policy and Management of Dyson College, Pace University undertook an analysis of the history of intermunicipal cooperation between the Town and Village of Ossining. The primary purpose of the study was to assist the municipalities in evaluating the viability of eleven existing intermunicipal agreements by identifying the legal, financial and operational issues arising out of the terms of those agreements. Service areas examined included street lighting, fire protection, sewers, sanitary sewer, water, financial administration, clerk, recreation, parks, municipal dumpsters and public television.

***A Study on the Consolidation of Law Enforcement Services for the Village of Ossining, the Town of Ossining and the Village of Briarcliff Manor***  
International City/County Management Association, June 2010

In this study, ICMA completed an analysis of the consolidation of police services among the Town and Village of Ossining and the Village of Briarcliff Manor, considering a single police agency that would serve the three municipalities. The report concluded that the consolidation could be accomplished: "...with significant financial savings, approximately \$2,984,506 annually on salary and wages only, while maintaining the high quality of public services which the three communities expect."

***Villages of Ossining and Briarcliff Manor and Town of Ossining, New York: Public Works Analysis***  
Springsted, June 2010

In this study, which was a subcontracted component of the larger ICMA study of shared service opportunities, Springsted Incorporated analyzed how best to provide public works operations within the boundaries of the Ossining community. The study concluded that "there are many factors

that support an increased sharing or consolidation of services,” including the compact geographic area served, a common County regulatory framework and the municipalities’ established history of working together. It also noted that “if the municipalities determine that it is in their best interest to consolidate public works services, there are several obstacles they will have to address,” including facility needs, service level differences, salary rates and different management philosophies across the departments. To the extent the report recommends consolidation, it does so for only the Town and Village of Ossining – “...including Briarcliff Manor in a merger of the three public works departments does not make sense. On the other hand, consolidating the public works departments of the Village and Town of Ossining is a logical option that warrants further consideration.”

### ***Briarcliff Manor Annexation Proposal***

In the context of the current evaluation of potential governance and service alternatives, it should also be noted that the Village of Briarcliff Manor has recently studied the possibility of annexing a portion of the Town of Ossining’s unincorporated area. Specifically, the proposal would involve the area covered by voting districts 17 and 20, comprising approximately 1,600 residents. Briarcliff Manor’s own analysis estimates that a tax savings to the Village of nearly \$700,000 could result from the annexation, despite a need to add police and public works staff to serve the annexed area.

# BUDGETARY SUMMARY

## Expenditures

Collectively, the Town of Ossining and the Villages of Ossining and Briarcliff Manor budgets<sup>2</sup> contain anticipated general fund expenditures of \$78.7 million in the current year. The Town's budget is the smallest of the three, representing \$13.3 million (or about 17 percent of the total).

**Table 2:**  
Budgeted Expenditures  
(Source: Current fiscal year budgets)

<i>\$ in millions</i>	Town of Ossining	Village of Ossining	Village of Briarcliff M*	<b>Total</b>
General Fund	\$4.818	\$27.787	\$14.430	<b>\$47.035</b>
Unincorporated Fund	\$3.561	-	-	<b>\$3.561</b>
Highway Fund	\$2.312	-	-	<b>\$2.312</b>
Cemetery Fund	\$0.369	-	-	<b>\$0.369</b>
Sewer Fund	\$0.401	\$1.076	-	<b>\$1.476</b>
Townwide Water Fund	\$0.023	-	-	<b>\$0.023</b>
North State Sewer Fund	\$0.061	-	-	<b>\$0.061</b>
Lighting District Fund	\$0.065	-	-	<b>\$0.065</b>
Fire Protection Fund	\$0.561	-	-	<b>\$0.561</b>
Refuse/Recycle District Fund	\$0.571	-	-	<b>\$0.571</b>
Ambulance District Fund	\$0.527	-	-	<b>\$0.527</b>
Water Fund	-	\$8.423	\$4.082	<b>\$12.505</b>
Section 8 Fund	-	\$3.118	-	<b>\$3.118</b>
Debt Service Fund	-	\$3.299	\$2.605	<b>\$5.904</b>
Library Fund	-	-	\$0.583	<b>\$0.583</b>
<b>Total</b>	<b>\$13.269</b>	<b>\$43.703</b>	<b>\$21.700</b>	<b>\$78.673</b>

\* Data includes all budgeted expenditures for the Village of Briarcliff Manor. Although only a portion of the Village is contained within the Town of Ossining, the Village's budget is not structured in a way that enables segregation of expenditures – esp. General Fund costs – to only that portion.

<sup>2</sup> This baseline report relies on current year budget figures at the time of report development (2011 for Town of Ossining and Village of Ossining, and 2011-12 for the Village of Briarcliff Manor). Budgeted information is used instead of prior year actual because the budget represents each municipality's most recent attempt to project expenditures and revenues, and thus their respective best estimates based on actual experience, recent history and operational/financial goals for the fiscal year. Particularly in the areas of fringe benefits and utilities, where year-to-year changes can be more significant in the current environment, the current year's budget more accurately reflects what is likely to happen over the course of the fiscal year.

At their highest level of detail, municipal budgets can be broken into two primary categories – general appropriations (including most basic municipal functions) and special or “enterprise” funds. Special funds are typically established to fund a specific service or cost center, *or* allocate certain costs to only a portion of the municipality, for which there is a dedicated stream of funding to offset some or all of their costs.

While the significant majority of expenditures in the community’s three municipalities are general in nature, each government maintains non-general funds that account for a portion of their respective budgets. For example, like many towns in New York State, the Town of Ossining maintains a fund that allocates certain costs to the unincorporated portion of the Town (*i.e.* area not covered by one of the incorporated Villages). The Town also maintains separate funds for highway, cemetery, sewer, water and public safety services (*i.e.* fire protection and ambulance). In both Villages, the largest share of spending occurs out of the general fund, but other funds are in place to account for water, debt service, Section 8 (in Ossining) and library (in Briarcliff Manor) services. The Village of Ossining also maintains a separate sewer fund.

### ***Expenditure Commonalities***

Because the basic menu of municipally-provided services tends to be reasonably similar across local governments, most spend money in common functions. In order to quickly assess the degree of spending commonality that occurs in the community, the Town and two Village budgets were overlaid on one another and commonalities were identified. The following summary table lists expenditures by the Town and both Villages, by category.

**Table 3:**  
Common Expenditure Categories, Ranked by Total Aggregate Spend  
(Source: Current fiscal year budgets)

<i>\$ in millions</i>	Town of Ossining	Village of Ossining	Village of Briarcliff M*	<b>Total</b>
Police	\$2.444 <sup>1</sup>	\$7.299	\$2.256	<b>\$11.999</b>
Water <sup>2</sup>	-	\$5.235	\$2.218	<b>\$7.454</b>
Employee Insurance (incl health)	\$1.087	\$4.059	\$2.015	<b>\$7.161</b>
Debt Service	\$0.920	\$3.361	\$2.680	<b>\$6.961</b>
Employee Pension	\$0.469	\$2.673	\$1.156	<b>\$4.298</b>
Streets and Highways <sup>3</sup>	\$1.068	\$2.044	\$1.181 <sup>12</sup>	<b>\$4.294</b>
Section 8 Housing	-	\$3.051	-	<b>\$3.051</b>
Refuse Collection/Disposal	\$0.550	\$1.237 <sup>4</sup>	\$0.758	<b>\$2.545</b>
Youth and Recreation	\$0.378 <sup>5</sup>	\$1.069	\$0.916 <sup>13</sup>	<b>\$2.364</b>
Social Security	\$0.242	\$1.249	\$0.450	<b>\$1.941</b>
Workers Compensation	\$0.173	\$1.244	\$0.299	<b>\$1.717</b>
Fire Protection	\$0.539 <sup>6</sup>	\$0.663	\$0.392	<b>\$1.595</b>
Tax Certiorari	\$0.800	\$0.750	\$0.040	<b>\$1.590</b>
Parks	\$0.455	\$0.693	\$0.347 <sup>14</sup>	<b>\$1.495</b>
Unallocated Insurance	\$0.137	\$0.671	\$0.359	<b>\$1.168</b>
Central Garage	\$0.261	\$0.308	\$0.466	<b>\$1.036</b>
Sanitary Sewers	\$0.364	\$0.510 <sup>7</sup>	\$0.136	<b>\$1.010</b>
Court <sup>8</sup>	\$0.226	\$0.548	\$0.117	<b>\$0.892</b>
Buildings	\$0.173	\$0.527	\$0.184	<b>\$0.884</b>
Building Insp / Code Enforcemt	\$0.122	\$0.534	\$0.127	<b>\$0.784</b>
Finance/Data Processing	\$0.323	\$0.385	\$0.047	<b>\$0.757</b>
Executive / Manager	\$0.209	\$0.302	\$0.169	<b>\$0.681</b>
Ambulance	\$0.506	-	\$0.164	<b>\$0.670</b>
Pool	-	\$0.489	\$0.149	<b>\$0.638</b>
Attorney	\$0.209	\$0.226	\$0.183	<b>\$0.619</b>
Contingency	\$0.092	\$0.262	\$0.248	<b>\$0.602</b>
Clerk	\$0.202	\$0.188 <sup>9</sup>	\$0.211	<b>\$0.601</b>
Tax Collection / Treasury	\$0.217	\$0.157	\$0.184	<b>\$0.558</b>
Street Lighting	\$0.063	\$0.201	\$0.180	<b>\$0.445</b>
Nutrition Transport Support Svcs	\$0.437	-	-	<b>\$0.437</b>
Library	-	-	\$0.387	<b>\$0.387</b>
Cemeteries	\$0.364	-	-	<b>\$0.364</b>
Tax Assessment	\$0.360	\$0.001	-	<b>\$0.361</b>
Capital Fund	-	\$0.169	\$0.128	<b>\$0.297</b>
Tax on Muni Property	\$0.009	\$0.249	\$0.025	<b>\$0.284</b>
Planning	\$0.074	\$0.115	\$0.018	<b>\$0.209</b>
Central Communications	\$0.057	\$0.135	-	<b>\$0.192</b>
Audit	\$0.066	\$0.081	\$0.039	<b>\$0.187</b>
Personnel <sup>10</sup>	-	\$0.155	-	<b>\$0.155</b>
Engineer	\$0.048	\$0.045	\$0.043	<b>\$0.136</b>
Animal Control	\$0.013	\$0.108	\$0.007	<b>\$0.128</b>
Legislature	\$0.045	\$0.029	\$0.051	<b>\$0.126</b>
Nutrition	\$0.117	-	-	<b>\$0.117</b>
Judgment and Claims	\$0.008	\$0.100	-	<b>\$0.108</b>
Shade Trees	-	\$0.093	-	<b>\$0.093</b>

**Table 3 (continued):**  
Common Expenditure Categories, Ranked by Total Aggregate Spend  
(Source: Current fiscal year budgets)

<i>\$ in millions</i>	Town of Ossining	Village of Ossining	Village of Briarcliff M*	<b>Total</b>
MTA Payroll Tax	\$0.010	\$0.058	\$0.022	<b>\$0.091</b>
Elections	\$0.071	-	\$0.003	<b>\$0.075</b>
Zoning	\$0.003	\$0.067	\$0.003	<b>\$0.074</b>
Traffic Control <sup>11</sup>	-	\$0.064	-	<b>\$0.064</b>
Community Development	-	\$0.059	-	<b>\$0.059</b>
Safety Director <sup>11</sup>	-	\$0.057	-	<b>\$0.057</b>
Celebrations	\$0.007	\$0.031	\$0.017	<b>\$0.055</b>
Storm Sewers <sup>11</sup>	-	\$0.051	-	<b>\$0.051</b>
Miscellaneous	\$0.031	\$0.001	\$0.006	<b>\$0.038</b>
Unemployment Insurance	\$0.021	\$0.012	-	<b>\$0.033</b>
Off-Street Parking	-	\$0.031	-	<b>\$0.031</b>
Municipal Association Dues	\$0.004	\$0.015	\$0.008	<b>\$0.028</b>
Historical Society / Tourism	\$0.001	\$0.017	-	<b>\$0.019</b>
Storm Water Management	\$0.012	\$0.005	-	<b>\$0.017</b>
Metered Parking	-	\$0.007	-	<b>\$0.007</b>
Records Management	-	-	\$0.006	<b>\$0.006</b>
Veterans Services	\$0.005	-	-	<b>\$0.005</b>
Environmental Advisory Council	\$0.001	-	-	<b>\$0.001</b>

Note: Budgets contain expenditures across all funds, as reviewed and modified for accuracy and standardization by financial administrators in the Town and Village of Ossining. To avoid double-counts, interfund transfers are removed from figures. Briarcliff Manor figures pertain to entire Village budget, since the Village's budget is not structured in a way that enables segregation of expenditures to only that portion located within the Town of Ossining. Also, for Briarcliff Manor budget, costs related to employee benefits, pension and related have been netted out from each department and presented in a single line to offer greater comparability to the Town and Village of Ossining budget presentations.

1 Costs related to Westchester County police contract.

2 Where applicable, includes administration, transmission, purification, distribution and pumping.

3 Includes admin, street maintenance/cleaning, snow removal and weeds/brush.

4 Includes dumpsters.

5 Town pays Village of Ossining for Recreation services under terms of an IMA.

6 Town pays for fire protection district coverage to Village of Briarcliff Manor FD and Village of Ossining FD.

7 Includes sewer admin.

8 Includes traffic violations bureau. Town/Village of Ossining courts merged on 1/1/2012.

9 Village pays Town of Ossining for Clerk services under terms of an IMA.

10 Town of Ossining costs included in Executive/Manager category.

11 Town of Ossining costs included in Streets/Highways category.

12 Includes joint construction services.

13 Includes recreation admin, rec center, after school programs, youth/adult rec and camp.

14 Includes parks/recreation and community beautification.

## Revenues

The following tables present the major revenue sources relied upon by the Town and both Villages to fund their respective budgetary funds. As shown below, most budgetary funds in the Town of Ossining are reliant on the property tax as a primary revenue source. Real property taxes comprise approximately 75 percent of all budgeted revenues in the Town, funding all areas of the budget except for the Cemetery Fund (which is underwritten primarily by lot sales). More than four-fifths of the Town's total property tax revenue is allocated to three budgetary funds – the General Fund (\$2.9 million in property tax revenue), the Unincorporated Fund (\$2.8 million) and the Highway Fund (\$2.2 million). Notably, the General Fund also relies on mortgage tax and interest/penalty revenues as primary sources of funds. All of the Town's sales tax revenue – budgeted at \$0.675 million in the current year – flows to the Unincorporated Fund to underwrite the cost of services in the unincorporated area.

**Table 4:**  
Town of Ossining Budgeted Revenues  
(Source: Current fiscal year budget)

<i>\$ in millions</i>	
<b>General Fund</b>	
Property Taxes	\$2.904
Mortgage Taxes	\$0.500
Interest and Penalties	\$0.450
Intergovernmental Charges	\$0.171
State Aid	\$0.149
Fines and Forfeiture	\$0.110
Other	\$0.534
<b>Unincorporated Fund</b>	
Property Taxes	\$2.812
Sales Taxes	\$0.675
Other	\$0.074
<b>Highway Fund</b>	
Property Taxes	\$2.245
Other	\$0.067
<b>Cemetery Fund</b>	
Sales of Lots	\$0.231
Other	\$0.138
<b>Consolidated Sewer Fund</b>	
Property Taxes	\$0.247
Other	\$0.154
<b>Town Wide Water Fund</b>	
Property Taxes	\$0.023
Other	\$0.001
<b>North State Sewer Fund</b>	
Property Taxes	\$0.052
Other	\$0.009
<b>Lighting District Fund</b>	
Property Taxes	\$0.065
Other	\$0.001

<b>Fire Protection District Fund</b>	
Property Taxes	\$0.558
Other	\$0.003
<b>Refuse/Recycling District Fund</b>	
Property Taxes	\$0.570
Other	\$0.002
<b>Ambulance District Fund</b>	
Property Taxes	\$0.526
Other	\$0.001

Budgeted revenues for the Village of Ossining are presented below. The Village's largest fund – the General Fund – is primarily funded by the property tax. Real property tax revenues comprise two-thirds (67 percent) of the General Fund's total revenue base. At \$3.1 million, sales tax revenues are the second-largest General Fund revenue (11 percent of the total). Notably, the Village's budget includes approximately \$1.3 million in intergovernmental charge revenue for services provided to other governments. In the General Fund, this revenue includes payments made to the Village by the Town of Ossining for services like data processing, fire protection and recreation. The Water Fund and Sewer Fund operate essentially as enterprise funds, with costs underwritten primarily by metered sales and/or rents paid by system users.

**Table 5:**  
Village of Ossining Budgeted Revenues  
(Source: Current fiscal year budget)

<i>\$ in millions</i>	
<b>General Fund</b>	
Property Taxes	\$18.991
Sales Taxes	\$3.100
Intergovernmental Charges	\$1.179
Fines and Forfeitures	\$0.650
Parking Revenue	\$0.450
Refuse/Dumpster Fees	\$0.425
Franchise Fees	\$0.310
Gross Utilities Tax	\$0.275
Mortgage Taxes	\$0.220
State Aid	\$0.209
Other	\$2.328
<b>Water Fund</b>	
Metered Sales	\$8.013
Other	\$0.160
<b>Sewer Fund</b>	
Sewer Rents	\$0.928
Intergovernmental Charges	\$0.130
Other	\$0.018
<b>Section 8 Fund</b>	
Section 8 Voucher Revenue	\$2.740
General Income	\$0.243
Other	\$0.094
<b>Debt Service Fund</b>	
Interfund Transfer – General Fund	\$1.561

Interfund Transfer – Water Fund	\$1.393
Interfund Transfer – Sewer Fund	\$0.027
Other	\$0.021

Finally, budgeted revenues for the Village of Briarcliff Manor are presented below. The entirety of the Village's property tax levy flows to the General Fund, where it represents approximately 68 percent of budgeted resources. Sales taxes are the second-largest General Fund revenue item, at \$1.0 million (7 percent of total fund revenue). The Village's Water Fund is underwritten primarily by metered sales to water users; the two other budget funds, Library and Debt Service, are funded primarily through transfers from other operating funds.

**Table 6:**  
Village of Briarcliff Manor  
Budgeted Revenues  
(Source: Current fiscal year budget)

<i>\$ in millions</i>	
<b>General Fund</b>	
Property Taxes	\$9.790
Sales Taxes	\$1.059
Parking Revenue	\$0.272
Rental of Real Property	\$0.190
Gross Utilities Tax	\$0.187
Mortgage Taxes	\$0.187
Intergovernmental Charges	\$0.164
Franchise Fees	\$0.150
Fines and Forfeitures	\$0.077
State Aid	\$0.035
Other	\$2.172
<b>Water Fund</b>	
Metered Sales	\$3.950
Other	\$0.133
<b>Library Fund</b>	
Interfund Transfer – General Fund	\$0.564
Other	\$0.018
<b>Debt Service Fund</b>	
Interfund Transfer – General Fund	\$1.548
Interfund Transfer – Water Fund	\$0.907

## TAX RATES

The Town of Ossining is comprised of multiple municipal taxing jurisdictions. The Town levies its own real property tax, as do both the Village of Ossining and the Village of Briarcliff Manor. The Town's property tax is distinct from the Villages, however, in that different rates apply to different sections of the Town. For example, the Town's current year budget has a "general" property tax rate of \$10.99 per thousand dollars of assessed value – this rate applies to all properties in the Town (including those in the Villages), regardless of their location. In addition to the general rate, the Town budget additionally contains separate rates for the unincorporated portion and special service districts for water and sewer. The following table illustrates the current year property tax rates for each of the three municipalities.

**Table 7:**  
Assessed Values and Tax Rates  
(Source: Current fiscal year budgets)

	Levy	Value	Tax Rate/\$1,000
Town of Ossining			
General Fund	\$2.903m	\$264.086m	\$10.99
Unincorporated Fund	\$5.057m	\$51.207m	\$98.75
Townwide Water	\$0.023m	\$60.304m	\$0.38
Consolidated Sewer	\$0.246m	\$49.397m	\$4.99
North State Sewer	\$0.052m	\$5.913m	\$8.82
Light/Fire/Refuse	\$1.193m	\$52.101m	\$22.90
Ambulance Fund	\$0.526m	\$168.669m	\$3.12
Village of Ossining			
General Fund	\$18.991m	\$113.453m	\$167.39
Village of Briarcliff Manor*			
General Fund	\$9.790m	\$100.764m	\$89.00

\* Note: Village of Briarcliff Manor levy is for the *entire* Village budget; assessed value and tax rate are *only* for the portion of the Village located within the Town of Ossining.

As noted, all taxable property owners within the Town – regardless of whether they are located in either Village or the unincorporated portion – pay the general fund property tax to the Town of Ossining. Moreover, residents of either Village pay their respective Village's general fund tax levy. Beyond those general property taxes, the Town of Ossining has a series of additional fund-specific property tax rates that are paid by different segments of the community, based on where in the Town a property is located. The unincorporated fund property tax – at a rate of

\$98.75 – is paid only by Town residents whose properties are located outside the Villages of Ossining or Briarcliff Manor.

Note that these are only the *municipal* portion of the property tax bill. Property owners also pay school district property taxes and Westchester County taxes (*e.g.* general County tax, sewer tax, solid waste tax) based upon their property's specific location.

## FUND BALANCES

As of December 31, 2010, the Town of Ossining had \$0.785 million in unreserved general fund balance. In addition to this general fund balance, the Town had various unreserved fund balances across its other funds, as follows: Unincorporated Area Fund, \$0.886 million; Highway Fund, \$0.439 million; Special Districts Fund, \$0.866 million; and Other Governmental (*i.e.* Debt Service) Fund, \$0.128 million. The unreserved fund balance in the Town's Capital Fund stood at negative-\$1.090 million (due to bond anticipation notes issued to finance capital expenditures, which are not recognized as revenues until such notes are retired from other revenue sources).

As of December 31, 2010, the Village of Ossining had \$5.827 million in unreserved general fund balance. In addition, it had the following unreserved fund balances across other funds: Water Fund, \$2.783 million; Debt Service Fund, \$0.298 million; Capital Projects Fund, \$0.954 million; and Other Governmental Funds, \$1.232 million.

As of May 31, 2010 (the end of its fiscal year), the Village of Briarcliff Manor had \$2.051 million in general fund balance. In addition, it had the following unreserved fund balances across other funds: Water Fund, \$0.646 million; Debt Service Fund, \$0.250 million; Capital Projects Fund, \$8.271 million; and Other Governmental Funds, \$0.028 million.

**Table 8:**  
Unreserved Fund Balance  
(Source: Most recently completed independent audit)

<i>\$ in millions</i>	General Fund	Other	Total
Town of Ossining	\$0.785	\$1.230	\$2.016
Village of Ossining	\$5.827	\$5.268	\$11.095
Village of Briarcliff M.	\$2.051	\$9.197	\$11.248

## OUTSTANDING DEBT

The following table displays the outstanding short- and long-term debt the Town and both Villages reported in their most recently completed year-end financial statements. As a result of their different fiscal years, the Town and Village of Ossining figures are as of December 31, 2010; the Village of Briarcliff Manor figures are as of May 31, 2010.

Each municipality has outstanding debt, financed over a period of time with annual principal and interest payments. Those principal and interest payments get reflected in the annual municipal budget as debt service, according to the payment schedule associated with each outstanding obligation.

**Table 9:**  
Outstanding Debt  
(Source: Most recent year-end financial statements)

	Balance <sup>1</sup>
Town of Ossining <sup>2</sup>	
Bonds Payable (2000-2007 issuance)	\$5,260,000
Bond Anticipation Notes (2010 issuance)	\$250,000
Loans Payable (1985-2010 issuance)	\$1,864,509
<b>Total</b>	<b>\$7,374,509</b>
Village of Ossining <sup>3</sup>	
Bonds Payable (1997-2010 issuance)	\$24,780,000
Bond Anticipation Notes (2005-2010 issuance)	\$1,509,000
<b>Total</b>	<b>\$26,289,000</b>
Village of Briarcliff Manor <sup>4</sup>	
Bonds Payable (1987-2008 issuance)	\$24,035,000
Bond Anticipation Notes (2009-2010 issuance)	\$4,035,444
Loans Payable <sup>5</sup>	\$18,799,238
<b>Total</b>	<b>\$46,869,682</b>

### Notes

1 As of December 31, 2010 for Town and Village of Ossining, and May 31, 2010 for Village of Briarcliff Manor. In some cases, balances include amounts that were scheduled to be paid off in 2010 and 2011, prior to this report.

2 Excludes unfunded actuarial accrued liability of \$13,911,746 for post-employment benefits other than pension. Also excludes \$43,396 in compensated absences liability.

3 Excludes unfunded actuarial accrued liability of \$64,370,000 for post-

employment benefits other than pension. Also excludes \$811,549 in compensated absences liability.

4 Excludes unfunded actuarial accrued liability of \$18,420,000 for post-employment benefits other than pension. Also excludes \$462,559 in compensated absences liability.

5 Pertains to Environmental Facilities Corporation loan for financing of Full Water Supply Project, which is due in November 2012.

## POST-EMPLOYMENT BENEFITS LIABILITY

The Government Accounting Standards Board (GASB) requires governmental entities to determine and report costs related to any non-pension benefits (also referred to as OPEB, or Other Post-Employment Benefits) they currently provide to retirees, as well as future benefits they may provide to current retirees *and* current employees who may qualify to receive such benefits. GASB 45 establishes the standards for calculating, measuring, recognizing and reporting those cost liabilities within a government's financial statements. In the context of any analysis that may potentially involve municipal consolidation or restructuring, these liabilities are an important variable in that they represent the benefit "promises" made to employees and retirees.

In the case of both the Town and Village of Ossining, those non-pension retiree benefits are primarily health insurance. For both, retired employees are provided certain health care benefits through a single employer defined benefit plan. The precise benefits and levels are stipulated in collective bargaining agreements and/or other employment term documents.

The following table displays the actuarially valued post-employment benefit liability of both the Town and Village of Ossining, as reported in both entities' respective December 31, 2010 audited financial statements.

**Table 10:**  
Post Employment Benefit Obligations Payable, Other than Pension  
(Source: *Financial Statements for FYE 2010 in Town and Village of Ossining, FYE 2011 in Village of Briarcliff Manor*)

	Town of Ossining	Village of Ossining	Village of Briarcliff M
Active Employees	62	178	77
Retired Employees	45	106	52
<i>Actuarial Accrued OPEB Liability</i>	\$13,911,746	\$64,370,000	\$19,360,000
<i>% of Liability that is Funded</i>	0%	0%	0%
<i>As a percentage of payroll</i>	319%	435%	283%

## STAFFING ALLOCATIONS

Knowing how the municipalities allocate staff resources across functions is an essential component to understanding how they structure and provide key public services. The following tabulation shows how the Town and Village of Ossining<sup>3</sup> have budgeted to staff their municipal functions on a department by department basis (based on the budgets in effect as of December 2011). These figures have been compiled through a review of budget documents and staff allocation data provided by the municipalities, and supplemented by interviews with department heads in both the Town and Village. Staff allocations are presented on a full-time equivalent basis (*i.e.* “1.0” indicates one full-time staff member under a specific title), with part-time positions noted as “p/t” in the table. For ease of presentation, full- and part-time employees within the same title have been separated out. Also, where certain employees may be funded out of multiple accounts, the position is reflected in its primary budget cost center.

The Town of Ossining’s budgeted workforce totals 38 full-time positions and an estimated 22 part-time positions (plus additional part-time positions filled by variable numbers of individuals), including certain part-time staff whose full-time equivalence cannot be determined (because the number of hours can vary dramatically from week to week, such as elected officials). The Village of Ossining’s budgeted workforce totals 179 full-time positions and an estimated 19 part-time positions (plus additional part-time positions filled by variable numbers of individuals).

To complement the budget staffing data, a more detailed explanation of staff *deployment* and specific responsibility assignment is provided later in this report under the respective functional summary.

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<sup>3</sup> For the purposes of this staffing summary, only information pertaining to the Town and Village of Ossining is presented. Although the status of the Village of Briarcliff Manor may potentially impact the referendum and/or implementation process of alternative governance options to be considered later in this study, those impacts are irrespective of the delivery of specific services.

**Table 11:**  
Staffing Allocations  
(Source: Town / Village Finance Office)

	Town of Ossining	Village of Ossining	Total Combined
<b>Tax Assessment</b>			
Assessor	1.0		<b>1.0</b>
Assessment Assistant	1.0		<b>1.0</b>
Assessment Clerk	1.0		<b>1.0</b>
Appraisal Tech	1.0		<b>1.0</b>
Assessment Clerk	1 p/t		<b>1 p/t</b>
Intermediate Clerk	1 p/t		<b>1 p/t</b>
<b>Attorney / Counsel</b>			
Town Attorney	1 p/t		<b>1 p/t</b>
Deputy Attorney	1 p/t		<b>1 p/t</b>
Paralegal	1 p/t		<b>1 p/t</b>
Corporation Counsel		1.0	<b>1.0</b>
Deputy Corporation Counsel		2 p/t	<b>2 p/t</b>
<b>Building / Safety Inspection</b>			
Building Inspector	1 p/t		<b>1 p/t</b>
Intermediate Clerk	1 p/t	1 p/t	<b>2 p/t</b>
Director of Code Enforcement		1.0	<b>1.0</b>
Assistant Building Inspector		1.0	<b>1.0</b>
Code Enforcement Officer		3.0	<b>3.0</b>
Office Assistant	1.0	2.0	<b>3.0</b>
Senior Acct Clerk / Typist		1.0	<b>1.0</b>
<b>Clerk</b>			
Clerk	1.0		<b>1.0</b>
Deputy Clerk	1.0		<b>1.0</b>
Intermediate Clerk	2 p/t		<b>2 p/t</b>
<b>Finance</b>			
Treasurer		1.0	<b>1.0</b>
Deputy Treasurer		1.0	<b>1.0</b>
Staff Assistant Finance		1.0	<b>1.0</b>
Senior Account Clerk		4.0	<b>4.0</b>
Senior Account Clerk / Typist		1.0	<b>1.0</b>

**Table 11 (continued):**  
**Staffing Allocations**  
*(Source: Town / Village Finance Office)*

	Town of Ossining	Village of Ossining	<b>Total Combined</b>
<b>Highway / Garage / Streets</b>			
Highway Superintendent	1.0		<b>1.0</b>
Office Assistant	1.0		<b>1.0</b>
Road Maintainer	3.0		<b>3.0</b>
Motor Equip Operator	3.0	3.0	<b>6.0</b>
Foreman	1.0		<b>1.0</b>
General Foreman		1.0	<b>1.0</b>
Auto Mechanic / Laborer	2.0	2.0	<b>4.0</b>
Lead Maint Mechanic Auto		1.0	<b>1.0</b>
Village Engineer		1.0	<b>1.0</b>
Admin Assistant		1.0	<b>1.0</b>
Senior Office Assistant		1.0	<b>1.0</b>
Intermediate Account Clerk		1.0	<b>1.0</b>
Intermediate Clerk		1.0	<b>1.0</b>
Asst Road Maint Foreman		2.0	<b>2.0</b>
Heavy Motor Equip Operator		2.0	<b>2.0</b>
Maint Worker / Mason		2.0	<b>2.0</b>
Laborer		9.0	<b>9.0</b>
<b>Court (merged as of 1-1-12; data reflect 2011 budgets)</b>			
Court Clerk	2.0	1.0	<b>3.0</b>
Justice	2 p/t	2 p/t	<b>4 p/t</b>
Intermediate Clerk	1 p/t		<b>1 p/t</b>
Intermediate Clerk		2.0	<b>2.0</b>
Intermediate Account Clerk		1.0	<b>1.0</b>
Assistant Clerk		1.0	<b>1.0</b>
Court Attendant		1 p/t	<b>1 p/t</b>
<b>Maintenance</b>			
Maintenance Mechanic Repair		1.0	<b>1.0</b>
Caretaker		2.0	<b>2.0</b>
<b>Personnel</b>			
Personnel Director		1.0	<b>1.0</b>
Personnel Clerk		1.0	<b>1.0</b>

**Table 11 (continued):**  
**Staffing Allocations**  
*(Source: Town / Village Finance Office)*

	Town of Ossining	Village of Ossining	<b>Total Combined</b>
<b>Parks</b>			
Foreman	1.0	1.0	<b>2.0</b>
Assistant Foreman	1.0		<b>1.0</b>
Groundskeeper	1.0	5.0	<b>6.0</b>
Laborer		2.0	<b>2.0</b>
Laborer		1 p/t	<b>1 p/t</b>
Park Ranger		1 p/t	<b>1 p/t</b>
Seasonal Labor	1 p/t		<b>1 p/t</b>
<b>Recreation</b>			
Superintendent		1.0	<b>1.0</b>
Supervisor		1.0	<b>1.0</b>
Senior Clerk		1.0	<b>1.0</b>
Office Assistant		1.0	<b>1.0</b>
Recreation Assistant		2.0	<b>2.0</b>
Recreation Attendant		1.0	<b>1.0</b>
Recreation Attendant		Mult p/t	<b>Mult p/t</b>
Caretaker		1.0	<b>1.0</b>
Senior Rec Leader (Pool)		1.0	<b>1.0</b>
Lifeguard Captain (Pool)		2.0	<b>2.0</b>
Maint Worker (Pool)		1.0	<b>1.0</b>
Lifeguard Attendant (Pool)		Mult p/t	<b>Mult p/t</b>
<b>Planning</b>			
Director	1 p/t		<b>1 p/t</b>
Director		1.0	<b>1.0</b>
Office Assistant		1.0	<b>1.0</b>
Assistant Planner		1.0	<b>1.0</b>
<b>Traffic Control</b>			
Motor Equipment Operator		1.0	<b>1.0</b>

**Table 11 (continued):**  
**Staffing Allocations**  
*(Source: Town / Village Finance Office)*

	Town of Ossining	Village of Ossining	<b>Total Combined</b>
Police			
(Note: Town shifted to County in 2011)			
Chief		1.0	<b>1.0</b>
Captain		1.0	<b>1.0</b>
Detective Lieutenant		1.0	<b>1.0</b>
Lieutenant		3.0	<b>3.0</b>
Sergeant		8.0	<b>8.0</b>
Detective		5.0	<b>5.0</b>
Officer		38.0	<b>38.0</b>
Community Service Worker		2.0	<b>2.0</b>
Parking Enforcement		2.0	<b>2.0</b>
Dispatcher		1.0	<b>1.0</b>
Intermediate Account Clerk		1.0	<b>1.0</b>
Senior Data Entry Operator		1.0	<b>1.0</b>
Caretaker		1.0	<b>1.0</b>
Crossing Guards		Mult p/t	<b>Mult p/t</b>
Refuse Collection / Disposal / Dumpster			
Assistant Sanitation Foreman		1.0	<b>1.0</b>
Motor Equip Operator		4.0	<b>4.0</b>
Laborer		8.0	<b>8.0</b>
Tax Receiver			
Receiver of Taxes	1.0		<b>1.0</b>
Deputy Receiver	2.0		<b>2.0</b>
Clerk	1 p/t		<b>1 p/t</b>
“R U OK” Program			
Miscellaneous Hourly Staff	Mult p/t		<b>Mult p/t</b>
Animal Control			
Animal Warden / PEO		1.0	<b>1.0</b>

**Table 11 (continued):**  
**Staffing Allocations**  
*(Source: Town / Village Finance Office)*

	Town of Ossining	Village of Ossining	<b>Total Combined</b>
<b>Water Admin / Systems</b>			
Superintendent		1.0	<b>1.0</b>
Chief Water Treatment		1.0	<b>1.0</b>
Plant Operator		4.0	<b>4.0</b>
Plant Operator Trainee		1.0	<b>1.0</b>
Water Maint Foreman		1.0	<b>1.0</b>
Asst Water Maint Foreman		1.0	<b>1.0</b>
Water Maint Worker		4.0	<b>4.0</b>
<b>Sanitary Sewer System</b>			
Laborer		1.0	<b>1.0</b>
Laborer / Mason		1.0	<b>1.0</b>
<b>Section 8 Housing</b>			
Director		1.0	<b>1.0</b>
Staff Assistant		1.0	<b>1.0</b>
Intermediate Clerk		1.0	<b>1.0</b>
<b>Fire Department</b>			
Chief		1 p/t	<b>1 p/t</b>
First Assistant Chief		1 p/t	<b>1 p/t</b>
Second Assistant Chief		1 p/t	<b>1 p/t</b>
Dispatcher		2 p/t	<b>2 p/t</b>
Volunteer Firefighters		Mult p/t	<b>Mult p/t</b>
<b>Senior Services</b>			
Manager	1.0		<b>1.0</b>
Chauffeur	4.0		<b>4.0</b>
Intermediate Clerk	1.0		<b>1.0</b>
Food Service Helper	1.0		<b>1.0</b>
Food Service Helper	2 p/t		<b>2 p/t</b>
Bus Driver	1.0		<b>1.0</b>

**Table 11 (continued):**  
**Staffing Allocations**  
*(Source: Town / Village Finance Office)*

	Town of Ossining	Village of Ossining	<b>Total Combined</b>
<b>Executive/Management</b>			
Town Supervisor	1*		<b>1*</b>
Budget Officer/Assistant	1.0		<b>1.0</b>
Assistant to Supervisor	2.0		<b>2.0</b>
Intermediate Clerk	1 p/t	1 p/t	<b>2 p/t</b>
Village Manager		1.0	<b>1.0</b>
Assistant Village Manager		1.0	<b>1.0</b>
Junior Admin Assistant		1.0	<b>1.0</b>
Technical Support Spec		1.0	<b>1.0</b>
<b>Legislative</b>			
Council Member	4*		<b>4*</b>
Village Mayor		1*	<b>1*</b>
Trustee		4*	<b>4*</b>

\* Elected officials' hours vary, often approaching (and exceeding) those of full-time status

## Collective Bargaining Units

Several labor unions exist in the Town and Village of Ossining to represent employees. Unions in the Town of Ossining are:

- Teamsters, which represents Town Highway Department employees including automotive mechanics, heavy motor equipment operators, motor equipment operators, road maintainers, foremen (parks and highways) and laborers; and
- CSEA, which represents 16 employees in general clerical, court and nutrition functions.

Unions in the Village of Ossining are:

- Policemen's Benevolent Association, which represents members of the Village Police Department (except for the Chief of Police); and
- CSEA, which represents all eligible Village employees with the exception of part-time and seasonal staff, employees otherwise represented by the Policemen's Benevolent Association, appointed officers, department heads and elected officials.

## HOW THE TOWN AND VILLAGES PROVIDE MUNICIPAL SERVICES

The Town and Village of Ossining both provide certain municipal services to residents. In some cases, the same or similar functionality exists within each of the municipalities (*e.g.* streets, highways and public works). In other cases, the municipalities have already taken steps to implement a shared/consolidated service delivery framework in an effort to provide key functions more cooperatively and efficiently (*e.g.* finance, clerk, recreation and court services).

The following summary bullets highlight how key municipal services are currently provided in the Town and Village of Ossining, by which municipality and to which areas. Additional detail is provided later in the section, with summaries of how the Town and/or Village provide each primary municipal service. Where applicable, those summaries also identify the extent to which service types and levels are demonstrably different among the municipalities.

**(Note:** As indicated earlier, this section focuses primarily on service delivery in the Town and Village of Ossining. The Appendix to this report contains summaries with *general* background information on services in the Village of Briarcliff Manor. Those Appendix summaries are less detailed than those provided below for the Town and Village of Ossining, since the Town and Village of Ossining are intended to be the primary focus of the study's analysis of shared service opportunities.)

### *Assessing*

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The assessing function is provided by the Town of Ossining in consolidated fashion for every property in the Town, including those in the two Villages and the unincorporated portion. This assessment serves as the basis for Town, Village, County, school and special district taxes.

### *Court*

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The Town and Village of Ossining are implementing a court consolidation, which took effect January 1, 2012. As of that date, a single Town Court serves the Village of Ossining and the unincorporated portion of the Town. The Village of Briarcliff Manor operates its own separate justice court.

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### *Tax Collection, Treasury and Financial Administration*

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There are three tax collection offices serving the community, one each located in the Town and both Villages. Those departments are tasked with typical treasury-related functions involving the collection and accounting of municipal funds. Regarding general financial administration, the Town and Village of Ossining share this function through a single budget/financial officer.

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### *Police*

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There are three police agencies serving the community, two of which are municipal departments. Both the Village of Ossining and Village of Briarcliff Manor operate their own police departments. The unincorporated portion of the Town is served by County Police (*i.e.* Westchester County Department of Public Safety) pursuant to an agreement that took effect in 2011 when the Town disbanded its own department.

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### *Clerk*

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The Town and Village of Ossining provide clerk services in shared fashion. The Village of Briarcliff Manor operates its own separate clerk's office.

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### *Public Works, Sanitation, Streets and Highways*

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There are three separate departments serving the community. The Town Highway Department covers the unincorporated portion of the Town, while the Village of Ossining and Village of Briarcliff Manor Departments of Public Works cover their respective territories.

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### *Senior Services*

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The Town and Village of Ossining provide senior services in shared fashion. The Village of Briarcliff Manor operates its own Senior Citizen Services function.

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### *Parks and Recreation*

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The Town and Village of Ossining provide recreation services in shared fashion; parks maintenance is handled by separate Town and Village crews, although both report to a shared director. The Village of Briarcliff Manor operates its own Recreation

Department, and maintains parks through its own Department of Public Works.

### *Elected Government and Administration*

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Each municipality has its own chief elected official (a Supervisor in the Town and a Mayor in both Villages) and governing board. Further, both Villages have their own Village Manager's office to manage day-to-day operations.

### *Building and Inspections*

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Each municipality operates its own building/inspection department. The Town's Building Department has jurisdiction only in the unincorporated portion of the Town, while separate departments handle building permitting and code enforcement within the two Villages.

### *Planning and Zoning*

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Each municipality has its own planning and zoning boards to administer development issues. The Village of Ossining also maintains a formal Planning Department.

### *Fire and EMS*

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The Villages of Ossining and Briarcliff Manor operate their own municipal volunteer fire departments. In addition to covering the two Villages, the departments also contract with the Town to cover the unincorporated portion of Ossining through a fire protection district. The Briarcliff Manor FD covers the area including election district 20, while the Ossining FD covers the remainder of the unincorporated area. Ambulance service is provided in the unincorporated area and Village of Ossining by the Ossining Volunteer Ambulance Corps.

### *Personnel*

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The Village of Ossining is the only municipality in the community with a separate Personnel Department. In the Town and the Village of Briarcliff Manor, personnel administration is handled out of other departments.

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### *Section 8 Housing Assistance*

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There is one municipal Section 8 Housing Assistance Department in the community, based in the Village of Ossining. In the Town of Ossining and Village of Briarcliff Manor, this responsibility is handled by Westchester County.

## **Assessing**

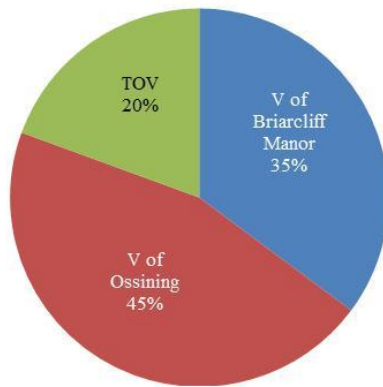
The assessment function is provided by the Town of Ossining Assessment Department for all parcels in the Town including those in the Villages of Ossining and Briarcliff Manor<sup>4</sup> and the Town unincorporated area. The Villages do not have any part in the assessment process. Assessments determined by the Town are the basis for the apportionment of county, town, village, school and special district taxes.

The Assessment Department prepares an annual assessment roll listing the approximately 10,200 parcels in the Town. In 2011, the total assessed value of these parcels was \$314,979,564. The taxable value, which is lower because some parcels are wholly or partially exempt, was \$264,056,026 (for town purposes). The Town of Ossining does not assess at full market value and thus these figures represent about 5.85 percent of market value as determined by the state equalization rate.

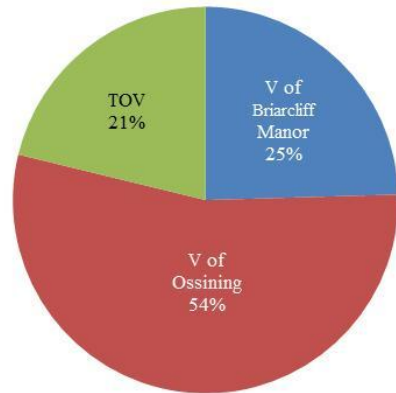
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<sup>4</sup> About 85 percent of the Village of Briarcliff Manor is in the Town of Ossining with the balance in the Town of Mt. Pleasant.

**Chart 1:**  
Distribution of Assessed Value  
within the Town of Ossining  
(Source: Town Assessor)



**Chart 2:**  
Distribution of Parcels  
within the Town of Ossining  
(Source: Town Assessor)



**Table 12:**  
Assessed Value and Parcel Counts  
(Source: Town Assessor)

	# of Parcels	Assessed Value
Unincorporated Area	2,162	\$61,382,881
Village of Ossining	5,528	\$143,537,800
Village of Briarcliff Manor	2,501	\$111,192,958
<b>Total</b>	<b>10,191</b>	<b>\$316,113,639</b>

The office of Town Assessor is a full-time appointed position with a six-year term. Other staff members include a full-time assessment clerk; a full-time appraisal technician; a full-time assessment assistant; a part-time paralegal; and another part-time employee who performs various administrative functions.

The Assessor is responsible for defending assessments at the local level before the Board of Assessment Review (BAR) and in Small Claims Assessment Review (SCAR) and Article 7 cases before the courts. He or she is also responsible for the administration of all programs granting exemptions to eligible property owners including the New York State School Tax Relief (STAR) exemption from school taxes. The assessor's office records all physical and other changes which affect property values and uses the information to establish final assessments each year. The office also processes all changes of ownership and address so that tax bills and other communications will go to the proper persons at the correct address.

The assessor meets with town and village department heads on a monthly basis to exchange information and the assessor's office shares access to its Real Property System (RPS) software with other departments. This database allows the Assessment Department to query individual parcel records and perform data maintenance as required. RPS also allows users to generate various standard and custom reports; has a GIS module; and serves as a platform for parcel photographs. Other departments may query the data as needed but may not make changes.

The town departments with which the assessor's office interacts most closely are the Building Department and the office of receiver-of-taxes. Public works and planning also call upon the assessor for information on occasion. The assessor's office maintains property record cards for every parcel in the town on which are recorded the inventory information used to value each parcel. Other departments and the general public regularly access these cards. The assessor also frequently consults with the Executive Director of the Westchester County Tax Commission.

In Ossining, all parcels are valued as to condition and ownership on Taxable Status Date, which is June 1<sup>st</sup>. Leading up to that date, the assessor and his or her staff will collect, both in the office and by field inspections, all of the information that is required to value parcels and will also process all exemption applications. Parcels newly created by subdivisions or parcels affected by mergers must be processed so as to appear accurately on the assessment roll. Aerial photographic images and, occasionally, satellite images are other sources of information used in the valuation process. All newly collected data must be recorded on the property record cards and entered in the RPS database. All changes in values must be approved by the assessor prior to being entered.

The Town contracts with a mapping consultant to maintain its tax maps according to standards set by New York State. All changes required by splits, mergers and deed metes and bounds changes must be applied to the maps, which are available as paper plots and Adobe pdf images. The mapping consultant also maintains a town GIS with various levels of information useful to the assessor and other departments.

Property owners have an opportunity to contest their assessments on Grievance Day, which is set by law as the third Tuesday in June. These owners must file a state-approved grievance form with the BAR and may or may not appear in person as they see fit. The assessor must attend all hearings and may present evidence in defense of the town's values. Homeowners who disagree with the BAR's decisions may apply for a SCAR hearing. Owners of other types of property must file for a court hearing under Article 7 of the New York State Real Property Tax Law. It is the duty of the assessor and, where required, legal counsel to defend the Town's interests in these cases. There has been a marked increase in all

types of assessment complaints in recent years, which the Assessment Department attributes more to taxes and falling property values than any decrease in assessment equity. In dollar terms, the office notes, complaints brought by the owners of commercial and industrial property are the most damaging. All assessment reductions as a result of complaints serve to reduce the taxable assessed value of the Town and thus require an increase in the tax rate to raise the same amount of tax dollars. The total amount of taxes to be collected is determined by municipal and school budgets and is not affected by assessment reductions. In a 2011 budget message, the Ossining Town Supervisor noted that the unincorporated area of the Town suffered a year-to-year decrease of 1.1 percent in taxable assessed value, with a decrease of 0.4 percent for the Town as a whole.

## Court

The Town and Village of Ossining consolidated their justice courts effective January 1, 2012. A single Town Court now serves the Village of Ossining and the unincorporated portion of the Town. The Village of Briarcliff Manor operates its own separate justice court.

## Town and Village of Ossining

Effective January 1, 2012, the Village of Ossining officially dissolved its justice court and the function was absorbed entirely by the Town of Ossining Court. The consolidation came as the result of local (*i.e.* Town and Village) legislative action and, because the Village of Ossining is a charter village, special enabling legislative action by the State of New York. The Village and Town Boards jointly decided to pursue this move to increase efficiency and taxpayer savings, as well as to improve management and oversight.

Under the consolidated framework, the permanent staff and caseload from the Village was transferred to the Town, aside from one probationary worker who was transitioned to a position in another community. The Village's appointed judges did not move to the Town because the Town Justices are elected positions. Employee and caseload scheduling became the responsibility of the Town Justices. To compensate for the consolidated caseload, election of a third Town Justice took place in November 2011.

The following outline shows employment and caseload figures for the Town and Village Courts as they functioned through 2011, as well as how they were anticipated to alter after shifting to the Town. Table 13 presents additional details regarding how the changes will be reflected in the Town budget.

### ***Pre-Merger Structure<sup>5</sup>***

#### **Village Court**

- Total violations, 2010: 5,113
- Total parking tickets, 2010: 11,793
- Staffing
  - 1 f/t justice, 1 acting justice
  - 1 f/t court clerk, 1 f/t assistant court clerk, 1 f/t intermediate clerk (Spanish-speaking), 1 f/t intermediate clerk, 1 f/t intermediate account clerk, 6 p/t court attendants

#### **Town Court**

- Total violations, 2010: 4,378
- Staffing
  - 2 p/t justices
  - 2 f/t court clerks, 1 p/t intermediate clerk, 1 p/t police officer (used as needed)

### ***Consolidated Structure (effective January 1, 2012)***

#### **Staffing**

- 3 p/t justices
- 2 f/t court clerks
- 1 f/t assistant court clerk
- 1 f/t intermediate clerk (Spanish-speaking)
- 1 f/t intermediate clerk
- 1 f/t intermediate account clerk
- 1 p/t intermediate clerk
- Part-time court attendants/police officers (used as needed)

Town and Village documents related to the consolidation estimate the following impacts related to the court consolidation: The average parcel in the Village is expected to save \$36 from 2011 to 2012, while the average parcel in the unincorporated area is expected to incur additional costs of slightly more than \$17. This impact is the result of shifting approximately \$460,571 in additional costs from the Village budget to the Town budget, according to the Office of the State Comptroller.<sup>6</sup>

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<sup>5</sup> Town and Village of Ossining, NY. "Town of Ossining & Village of Ossining Court Consolidation." Town and Village of Ossining Public Hearing. Ossining, NY. 31 Aug. 2011. Address. <[http://www.townofossining.com/docs/CourtConsolidation\\_Pres-20110831.pdf](http://www.townofossining.com/docs/CourtConsolidation_Pres-20110831.pdf)>

<sup>6</sup> Hancox, Steven J., Deputy New York State Comptroller. "Report Number: 2011M-14-TC." Letter to Catherine Borgia, Town Supervisor. 26 Oct. 2011. MS. <[http://www.townofossining.com/docs/CourtConsolidation-NYSComptroller\\_letter-20111026.pdf](http://www.townofossining.com/docs/CourtConsolidation-NYSComptroller_letter-20111026.pdf)>.

Officials expect savings to grow in future years as additional efficiencies (e.g. staff reductions through attrition, additional potential regionalization of the service) are realized. Notably, the framework has been structured to enable the Village of Briarcliff Manor, if it so chooses, to join the consolidated Town/Village at the close of its fiscal year.

The court facilities are located at 86-88 Spring Street in Ossining. They are currently operating in separate parts of the building, but some capital improvements are underway which will bring both courtrooms and court offices together into the same wing.

**Table 13: Town of Ossining Preliminary Consolidated Court Budget**  
(Source: Town and Village of Ossining)

	Village Court Budget (2011)	Town Court Budget (2011)	Combined Court Budgets (2011)	Est. Consolidated Budget (2012)
<b><u>REVENUES</u></b>				
Fines & Forfeitures	\$120,000	\$110,000	\$230,000	\$250,000
Fines & Forfeitures - Local Ordinances	\$90,000	\$0	\$90,000	
Fines - Traffic Violations Bureau	\$440,000	\$0	\$440,000	
Other (grants, forfeited bail)	\$8,929	\$0	\$8,929	
TVB reimbursed from Village (IMA)				\$227,904
<b><i>TOTAL REVENUES</i></b>	<b>\$658,929</b>	<b>\$110,000</b>	<b>\$768,929</b>	<b>\$477,904</b>
<b><u>EXPENDITURES</u></b>				
<b>Justice Court</b>				
Personnel Services	\$362,531	\$207,925	\$570,456	\$415,773
Equipment & Capital Outlay	\$7,929	\$500	\$8,429	\$2,000
Contractual Expenses	\$24,750	\$18,200	\$42,950	\$36,450
<i>Subtotal Justice Court</i>	<i>\$395,210</i>	<i>\$226,625</i>	<i>\$621,835</i>	<i>\$454,223</i>
Rent of Court Facilities		\$33,288	\$33,288	\$46,176
Employee Benefits	\$141,631	\$111,866	\$253,497	\$207,225
<i>Justice Court with Employee Benefits</i>	<i>\$536,842</i>	<i>\$371,779</i>	<i>\$908,620</i>	<i>\$707,624</i>
<b>Traffic Violation Bureau</b>				
Personnel Services	\$75,026	\$0	\$75,026	\$91,733
Equipment & Capital Outlay	\$0	\$0	\$0	\$1,000
Contractual Expenses	\$80,650	\$0	\$80,650	\$83,250
<i>Subtotal Traffic Violations Bureau</i>	<i>\$155,676</i>	<i>\$0</i>	<i>\$155,676</i>	<i>\$175,983</i>
Employee Benefits	\$31,921	\$0	\$31,921	\$51,921
<i>Traffic Viol with Employee Benefits</i>	<i>\$187,597</i>	<i>\$0</i>	<i>\$187,597</i>	<i>\$227,904</i>
<b><i>TOTAL EXPENDITURES</i></b>	<b><i>\$724,439</i></b>	<b><i>\$371,779</i></b>	<b><i>\$1,096,218</i></b>	<b><i>\$935,528</i></b>

## Tax Collection, Treasury and Financial Administration

There are three tax collection offices serving the community, one each located in the Town and both Villages. Those departments are tasked with typical treasury-related functions involving the collection and accounting of municipal funds. The Town Tax Receiver handles Town, County and school taxes for properties within the Town; Village Treasurers offices handle Village taxes in both Ossining and Briarcliff Manor. Regarding general financial administration, the Town and Village of Ossining share this function through a single budget/financial officer. That agreement is pursuant to a January 2010 intermunicipal agreement that provides for the following: “The Village shall provide the Town with financial, accounting and data processing services through the Office of the Village Treasurer and the Office of Information Technology...” Services provided include claims/accounts payable, payroll, accounting functions, treasury functions, debt service management, oversight functions and management information services. The Town’s annual fee to the Village for these services was \$323,683 in 2011.

### *Town of Ossining*

Tax collection responsibilities in the Town are handled by the Tax Receiver’s office, staffed by an elected tax receiver and two appointed deputies. The office handles billing, administration and receipt of a series of taxes paid by Town residents, some of which are applicable to all taxable properties and others that are subject to location within the Town and property status.<sup>7</sup> These include:

- Town general tax<sup>8</sup>;
- Town unincorporated area tax;
- County tax;
- County solid waste tax;
- County sewer tax (paid by all non-septic properties across four County sewer districts);
- A sewer unit charge (applied to those properties in the Unincorporated Area without septic);
- One townwide special district ambulance tax (consisting of the Village of Ossining and the Unincorporated Area, but not Briarcliff Manor);

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<sup>7</sup> Because the Town Tax Receiver administers tax collection only for properties within the Town, only that portion of the Village of Briarcliff Manor within the Town is served.

<sup>8</sup> The Town/County tax bill also includes the re-levy of delinquent Village water charges and the re-levy of delinquent fire alarm liens on residents of the Unincorporated Area.

- Three special district refuse, lighting and fire taxes;
- One special district Town water tax;
- One special district Town sewer tax; and
- A special district sewer tax pertaining to the North State Road area, which includes part of the unincorporated portion of the Town.

All Town and County taxes are billed in combined fashion; that is, one bill containing all of these levies is sent out (generally in March/April) and one payment is received (due by April 30). After April 30, penalties are applied to outstanding balances.

In addition to these general purpose local government and special district taxes, the Town Tax Receiver also administers the billing and receipt of school taxes for properties within the Town.<sup>9</sup> Most of the Town area is within the Ossining Union Free School District, although approximately 1,800 parcels are within the Briarcliff Manor Union Free School District. The schedule for school tax bills is different from Town/County taxes. School tax bills are typically sent out in late August or early September, and payable in increments – half (50 percent) is due by September 30, and the other half is due by January 31. After September 30, penalties accrue on the first installment and after January 31, penalties are applied to the second installment at the same rate as delinquent first installments, per the Westchester County Code.

The Town Tax Receiver therefore handles three payments per year: One for the Town/County (in April) and two for the school districts (in September and January). Payments can be made online (via electronic check or credit card)<sup>10</sup> year-round or in person (by check or cash).

The volume of tax bills sent by the office differs based on the cycle. The Town/County bill and payment pertains to 10,200 properties. In calendar year 2010, the Tax Receiver's office handled total collections of \$115.2 million, broken out as shown in the following table.

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<sup>9</sup> A library tax also appears on the Ossining school tax bill.

<sup>10</sup> Over 300 bills are generally paid online per cycle. In 2011, 309 Town/County tax bills (worth \$1,126,968) were paid online; for 2011-12, 305 first-installment school tax bills (worth \$1,563,477) were paid online; and for 2011-12, 316 second-installment school tax bills (worth \$1,691,243) were paid online.

**Table 14:**  
 Payments Processed by  
 Ossining Town Tax Receiver, 2010  
 (Source: Tax Receiver Monthly Report)

<i>Rounded</i>	
Ossining School Tax	\$55,808,000
Town Tax (2010)	\$30,892,000
Briarcliff School Tax	\$23,817,000
Ossining Library Tax	\$2,868,000
Tax Lien Cash	\$1,133,000
Penalties (School/Town)	\$369,000
Town Tax (2009)	\$218,000
Tax Lien Interest	\$97,000
Overpayments	\$35,000
Misc Fees	\$24,000
<b>Total</b>	<b>\$115,261,000</b>

To facilitate communications with property owners, the office has enhanced its electronic capabilities in recent years. The office went electronic in 2002, offering e-mail reminders for taxes, and in 2006 began offering online payments by electronic check or credit card. The annual Town/County tax bill is sent via email to property owners who have previously paid online, which enables more rapid access to bills since they are available electronically before hard copies are mailed.<sup>11</sup> Similarly, approximately 1,000 property owners have signed up to receive email reminders on tax cycles and due dates from the Tax Receiver's office.

The Tax Receiver's office also plays a key role in administering delinquent property taxes. The Receiver of Taxes is the enforcing officer for the Town and was designated to that position by Town Board resolution. In that capacity, she enforces the collection of delinquent taxes and administers the *In Rem*. This is particularly important given that the Town is responsible for "holding harmless" the County and school districts for unpaid property taxes. Annually on April 5 (two months following the final payment deadline for school taxes), the Town makes both school districts "whole" by paying them otherwise delinquent taxes. It keeps the County "whole" by paying 60 percent of unpaid taxes on May 15 (two weeks following the final payment deadline for County taxes), and 40 percent on October 15.

<sup>11</sup> More rapid access to bills also benefits the Town from a cash flow perspective, with some property tax bill revenue arriving even before the end of March.

Because of the potential financial liability this places on the Town, management of tax liens is a key component of the office's responsibilities. According to the office, "The Town of Ossining follows an assertive tax collection policy for delinquent liens. Foreclosures occur every year according to the schedule provided in New York State Real Property Tax Law Article 11, 'The Enforcement of Delinquent Taxes.' The collection success rate is very high, with no delinquent liens older than three years. In the last nine years, the Town has only taken properties twice, resulting in successful auctions and increased revenue from the sales of real property."<sup>12</sup> A review of lien experience over the past several years bears out the office's success rate: Conversions in 2007 and 2008 were both at 100 percent collection; 2009 was at 99.4 percent as of January 2011, with two outstanding liens both in ongoing payment plans.<sup>13</sup>

Additional process done by the Town Tax Office includes the computation of exemptions restored to taxable status; the computation of certiorari refunds; and verification of all tax rates.

For general financial administration responsibilities, the Town contracts with the Village of Ossining. The Village's Treasurer also serves as the Town Comptroller pursuant to an intermunicipal agreement. For additional information on the Treasurer's office, see the Village of Ossining section below.

## Village of Ossining

The Village of Ossining handles tax collection and general financial administration through its Treasurer and Finance Department, which is staffed by a Village treasurer and six additional full-time staff:

- One deputy treasurer, tasked with maintaining accounting records and working on both Village and Town finances;
- One accountant, responsible for maintaining Town accounting records; and
- Four senior account clerks, who help manage Village/Town payroll and accounts payable, water billing and cashier services.

The department administers the collection, disbursement, investment and accounting of all Village funds. Included in this function is the billing and collection of Village taxes for approximately 5,500 taxpayers each year.

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<sup>12</sup> Lien Collection Summary for the Town of Ossining, January 5, 2011

<sup>13</sup> Properties with taxes remaining unpaid after twenty-one months are placed into the *In Rem* foreclosure process.

Village taxes are levied on January 1 of each year, and payable in two installments: The first is due no later than January 31, and the second is due no later than July 31. Payments can be made via mail or in person at the Finance Department, or online during the months of January and July only. Online access is also provided for property owners to access their tax bill. The office utilizes the services of a lockbox company which processes payments and deposits. The Village accepts electronic check payments online, but not credit cards.

Penalties are collected for delinquent tax installment payments. In 2011, the Village estimated \$110,000 for interest and penalties on taxes.

In 2010, the Finance Department handled total tax billings and collections of \$18,795,826, broken out as shown in the following table:

**Table 15:**  
Tax Bills and Collections Processed by Village  
Finance Department, 2010  
(Source: Finance Department)

Village Taxes Levied for FY 2010	\$17,934,631
Sidewalks/Curbs Assessments	\$14,660
Property Cleanup Assessments	\$4,860
Restored Exemptions	\$3,700
Delinquent Water Rents	\$248,090
Delinquent Sewer Rents	\$41,468
Payments in Lieu of Taxes	\$33,056
Prior Years Taxes Collected	\$367,303
Interest and Penalties on Taxes	\$148,058
<b>Total</b>	<b>\$18,795,826</b>

Management of tax liens is also an important component of tax collection and enforcement process. Similar to the Town's process, the Village also follows the statutory *In Rem* enforcement process for delinquent tax liens as provided by Article 11 of the Real Property Tax Law. The current year collection rate for Village properties is also very high (five-year average of 97.44 percent), with no delinquent tax liens older than two years (for 2010 and 2011 tax liens on 2009 and 2010 property taxes, respectively), other than two prior year tax liens that the Town foreclosed on.

Water and sewer billing is handled year-round on a continuous basis. Three quarterly residential billing cycles are staggered such that the office has a quarterly billing to do each month. Certain commercial accounts also require monthly water billing. In total, the office estimates approximately 75 percent of residents are making payments via the lockbox system.

The Finance Department bills approximately 4,300 water and sewer customers in the Village and approximately 1,470 water customers in the Town unincorporated area. The Village has two separate rate structures, with Village water customers paying approximately two-thirds the rate of non-Village customers. Unpaid water and sewer receivable balances are added to the Village or Town real property tax roll for collection enforcement.

The budgeted amount of water and sewer collections in 2011 was \$8,981,734. In 2010, the Finance Department handled total water and sewer bills and collections of \$9,322,148, broken out as shown in the following table:

**Table 16:**  
Water and Sewer Billings Processed by Village  
Finance Department, 2010  
(Source: Finance Department)

Metered Water Sales	\$8,162,298
Unmetered Water Sales	\$23,482
Water Service Charges	\$26,052
Sewer Rents	\$975,909
Penalties on Delinquent Water/Sewer	\$134,407
<b>Total</b>	<b>\$9,322,148</b>

Workflow in the department tends to be highest in January, with the convergence of Village tax bills, the closing of prior-year accounting records and 1099 compliance.

Under the 2010 intermunicipal agreement between the Village and Town of Ossining, the office provides an extensive number of services to the Town (which it also provides for the Village). Those functions include:

- **Claims and Accounts Payable:** Auditing and reviewing claim vouchers, verifying tax cert claim computations, issuing and mailing Town checks, responding to Town and vendor inquiries regarding payment status, and developing vendor activity files at year-end (subject to Form 1099 requirements);
- **Payroll:** Maintaining employee information in accounting system, administering payroll deduction and disbursements, reviewing employee payroll sheets, inputting payroll data, posting payroll journal entries, printing payroll checks/registers, and preparing year-end reports pursuant to State and Federal requirements;

- Accounting: Maintaining chart of accounts in accounting system, maintaining general ledger and subsidiary accounts, entering budget data, printing budget documents, collecting and depositing cash receipts, preparing cash receipts journal, reviewing and reconciling bank statements, maintaining capital assets inventory, and preparing/filing annual financial report update documents with New York State;
- Treasury: Investing deposits in accordance with investment policy, monitoring cash flow and pledged collateral, and preparing monetary transfers as needed for payment of accounts payable and/or bonded debt;
- Debt Service: Preparing debt schedules, making principal and interest payments as due, and participating in bond rating evaluation processes;
- Oversight: Supervising claims, payroll and accounting functions, and handling Freedom of Information Law (FOIL) requests as required; and
- Management Information Services: Maintaining hardware and software technology, providing in-house user support as needed, maintaining associated devices (*e.g.* copier, printer, fax, scanner), administering the local area network (LAN) and wide area network (WAN), maintaining Office of Real Property Services (ORPS) software and related conversions, maintaining email systems, maintaining computer backups, and maintaining/supporting systems for the live and taped broadcasts of municipal proceedings.

In addition, the Village Finance Department plays a vital role in the preparation of the Town and Village budgets. For the Village, the Treasurer and Deputy Treasurer work closely with the Village Manager (who serves as the Village Budget Officer), department heads, and the Village Board to develop the ensuing year's budget. Included in this function are the development, inputting and maintenance of the budget data for estimated revenues, appropriations, debt service schedules, salary schedules, capital plan and other required budget schedules and information. The Treasurer is also responsible for printing the budget document. For the Town, the Finance Department's role in the Town budget process is reduced, and is limited primarily to assisting with the budget summary and calculation of tax rates, computation of employee benefits, preparation of debt service schedules and other assistance as may be requested.

## Police

There are three police agencies serving the community, two of which are municipal departments. Both the Village of Ossining and Village of Briarcliff Manor operate their own police departments. The unincorporated portion of the Town is served by County Police (*i.e.* Westchester County Department of Public Safety) pursuant to an agreement that took effect in 2011 when the Town disbanded its own department.

### *Town of Ossining*

Police services in the 2.6-square mile unincorporated area of the Town of Ossining are currently provided by the Westchester County Department of Public Safety, pursuant to a 2011 intermunicipal agreement. The agreement was reached following a multi-month review of policing options among the Town and both Villages. In the end, the Town opted to contract with the County for “supplemental policing services in the aid of the existing Town police force from the County.” Under the agreement, the following terms apply:

- The County provides, on a daily basis, two patrol cars each staffed by one uniformed officer during the day and evening shifts, and one patrol car staffed by one uniformed officer during the night shift to patrol the unincorporated area of the Town;
- The County provides one officer to serve as SRO (school resource officer) for the Anne Dorner Middle School, and one detective for matters requiring investigation in the unincorporated area of the Town;
- The Town pays the County an annual fee equal to the County’s costs, determined to be approximately \$2.283 million in the first year of the agreement, and growing approximately 6 percent each year;
- The County Department of Public Safety has a nonexclusive option to use the existing Town police facility on North State Road at no charge to the County; and
- The term of the agreement shall expire on December 31, 2014, although either the Town or County can terminate the contract upon one year’s notice to the other.

As part of the transition, the County assumed then-current Town police personnel.

## Village of Ossining

Police services in the Village of Ossining (6.3-square miles, of which approximately 3.2-square miles are land area) are provided by the Village's own accredited Police Department. The agency is staffed by 56 sworn personnel<sup>14</sup> broken out as follows:

- One chief;
- One captain;
- One detective lieutenant;
- Three lieutenants;
- Nine sergeants;
- Five detectives; and
- 36 patrol officers.

The department also includes seven civilian staff, including two parking enforcement officers, two community service workers (PEOs who double as dispatchers), one dispatcher, one clerk and an assistant to the chief.

The department operates three standard patrol shifts: an eight-hour day tour from 7:00a to 3:00p, an eight-hour evening tour from 3:00p to 11:00p and a ten-hour night tour from 10:00p to 8:00a. Notably, the night tour overlaps the day and evening shifts by an hour on each side to facilitate coverage continuity.<sup>15</sup> Minimum manpower standards are four plus a supervisor on the day and overnight tour, and five plus a supervisor on the evening shift.

Civilian staff work standard day shifts; community service workers both work the day tour, typically with one inside (as dispatcher) and one outside (handling parking enforcement and, to a lesser degree, code enforcement). Because CSW personnel handle dispatch responsibilities during the day shift, the dispatcher title is assigned on the evening shift. Other coverage is supplemented by police officers acting as dispatchers.

The Village PD handles its own dispatch for all emergency services, including police, fire and ambulance, as well as for water and public works operations in the event of an emergency. It also dispatches fire, ambulance and water for the Town of Ossining. The 24/7 dispatch operation is based at 88 Spring Street, in the Police/Court facility. Three dispatch positions are maintained Monday through Friday during the day and evening shifts, utilizing a dispatcher and a police officer. On

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<sup>14</sup> At the time of this report, four sworn personnel were out on long-term injuries, two on maternity leave and one on surgical/medical leave.

<sup>15</sup> The ten-hour shift squads work a four-on, three off, four-on, three off, four-on, four off schedule.

weekends, all three shifts are covered by a police officer as dispatcher. Dispatchers are also responsible for manning walk-up windows in the police station.

In addition to its primary responsibilities, the department maintains a marine unit and performs certain code enforcement functions (*e.g.* public consumption, taxi ordinances and noise ordinances).

The Village PD estimates logging 25-26,000 calls in a given year. For the twelve-month period from January 1, 2010 through December 31, 2010, it recorded 25,773 calls for service. A summary of calls by category is presented in the following table.

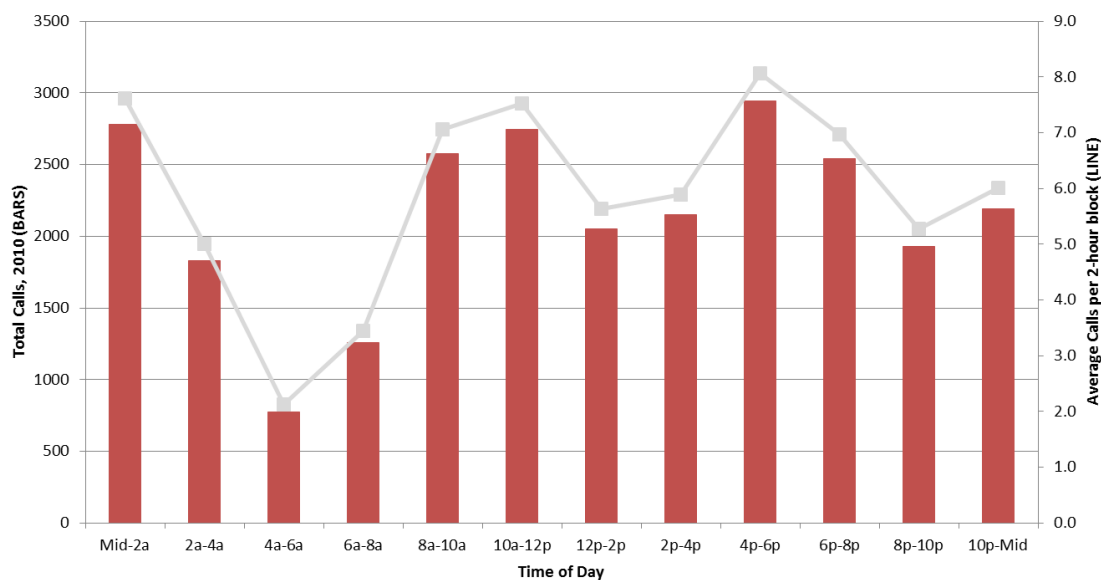
**Table 17:**  
Calls for Service, Village of Ossining Police Dept.  
January 1, 2010 through December 31, 2010  
(Source: Village of Ossining PD)

	# of Calls	% of Total
Premises Check	4,494	17%
Stop and Walk	2,384	9%
V/T Investigation	2,327	9%
Public Info Request	2,197	9%
Medical Aid	1,385	5%
Train Detail	1,298	5%
M/V Accident	839	3%
Alarms	795	3%
Disturbance	530	2%
Noise Complaint	504	2%
Other	9,020	35%
<b>Total</b>	<b>25,773</b>	<b>100%</b>

For 2011 year-to-date, call-for-service levels reported by the Village of Ossining PD are slightly above 2010 levels. As of September 9, the Village PD recorded 18,716 calls; that trend projects to approximately 27,100 total calls.

The following graphic shows the 2010 call volume for the Village Police Department in two-hour blocks throughout the day. Throughout 2010, the average *hourly* call demand was slightly above 2.9.

**Graph 1:**  
**Calls for Service by Time of Day, Village of Ossining Police Dept.**  
 January 1, 2010 through December 31, 2010  
*(Source: Village of Ossining PD)*



## Clerk

The Town and Village of Ossining provide clerk services in shared fashion. The Village of Briarcliff Manor operates its own separate clerk's office.

## Town and Village of Ossining

The Office of the Ossining Town/Village Clerk employs two full-time and two part-time workers. The Clerk is a full-time appointed Village, and elected (four-year term) Town, position; the Deputy Clerk is also a full-time employee. One part-time clerical staff member processes vouchers, keeps records for the Ossining Fire Department, and helps with licenses and permits. A second part-time clerical staff member performs all of the same tasks as the Clerk and Deputy Clerk, but cannot sign official documents.

As is true for many town and village clerk's offices across New York State, the Ossining Town/Village Clerk's Office represents the "doorway" to local government for residents. In a given day, the office estimates anywhere from 15-to-50 residents will visit in-person with inquiries and/or to conduct business, although volume varies depending on the time of year. Because there is a significant Spanish-speaking population in the community, Clerk's Office staff report occasional language barrier issues.

When the need for a translator arises, either the resident will bring an English speaker along or Clerk's Office staff will ask the Village of Ossining Section 8 Rental Assistance Program Director – a Spanish speaker – to assist in translation needs.

Consolidated clerk functions in the Town and Village of Ossining date back to April 1993. An intermunicipal agreement is renewed annually, pursuant to Article 5-G of New York State General Municipal Law. Under the agreement, the Village of Ossining makes annual payments to the Town of Ossining in exchange for the Town Clerk performing all Village Clerk duties as set forth in New York State Village Law and in the Code of the Village of Ossining. The contract amount is based on the Village reimbursing the Town for 65 percent of total projected Town Clerk shared service costs and is subject to adjustment/reimbursement by March 31 of the subsequent year. For calendar year 2010, the Village paid the Town \$152,826, due in quarterly installments. The adopted figure for 2011 was \$171,126.

The Town/Village Clerk attends all regular and special Village Board meetings and Town Board meetings. The Deputy Clerk attends all work sessions. Regular meetings take place twice a month (for *both* the Town and Village, meaning four times total) on Tuesday nights; this requires that the Clerk and Deputy Clerk prepare agendas, put out notices, certify certain agenda items, and maintain/index meeting minutes four times monthly. The Clerk and Deputy Clerk take turns attending such meetings, performing the same duties for Town and Village Board work sessions. Other clerk duties include the following:

- drafting all official correspondence of the Clerk's Office;
- drafting some resolutions for Board and Trustee meetings;
- processing local laws;
- serving as marriage officer;
- maintaining codes/ordinances and zoning maps;
- legal advertising and posting of bid openings;
- processing and maintaining record of all Notices of Claim, Tort Claims and other legal actions filed against the Town/Village;
- maintaining a list of all Town/Village vehicles and titles and all drivers for the Ossining Fire Department;
- all licensing and permit processing and issuance functions;
- record-keeping; and
- preparation of monthly reports of all fees collected.

In general, the Clerk's Office is charged with processing and maintaining all legal documents such as contracts, leases, agreements, bids, insurances and bonds. Other miscellaneous responsibilities also fall under the

authority of the Clerk's Office, such as processing of Freedom of Information requests.

Because only the Clerk and Deputy Clerk are certified to sign official Town and Village documents, notify appointees of appointments, administer oaths, and receive official resignations, the office has recently requested the addition of a third full-time employee in order to compensate for vacation/sick days and other events which might preclude the Clerk or Deputy Clerk from keeping office hours.

The Town/Village Clerk's Office coordinates elections,<sup>16</sup> conducts special referendum votes (as needed), and is the appointed Records Management Officer. The office issues dog, marriage, taxi driver and taxi company licenses for both municipalities, and processes all applications and fees for the following permits, licenses and records:<sup>17</sup>

- Licensing:
  - Conservation (Hunting, Fishing)<sup>18</sup>
  - Dog
  - Marriage
  - Games of Chance
  - Bingo
  - Peddler
  - Refreshment (Village only)
  - Taxi Driver (Village only)
  - Taxi Owner (Village only)
  - Laundromat (Village only)
  - Coin Operated Devices (Village only)
  - Cabaret
  - "Going Out of Business"
  - Alarms<sup>19</sup>
- Parking Permits:
  - Railroad Station Parking (Annual)
    - For Residents of Village and Town of Ossining<sup>20</sup>

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<sup>16</sup> Although the Westchester County Board of Elections has assumed the greater role in elections administration (including costs), the clerk's office helps make arrangements to distribute ballots and related materials to polling places. Voting machines and solicitation of inspectors fall under the auspices of Westchester County, which bills the Town and Village for providing these services (approximately \$56,000 annually).

<sup>17</sup> "Village of Ossining - Village Clerk." *Village of Ossining*. The Village of Ossining, NY, 2011. <<http://www.villageofossining.org/Cit-e-Access/webpage.cfm?TID=24>>.

<sup>18</sup> Hunting and Fishing licenses are provided for under the Town Code.

<sup>19</sup> Alarm permits are issued by the Clerk's Office in conjunction with the Village of Ossining Police Department.

<sup>20</sup> When station parking permits are not all sold or when there is a short waiting list, they are sold on a first-come, first-served basis to Village and Town residents. When there is

- Municipal Lots (day and night)<sup>21</sup>
- Birth Records:
  - Certifications of Birth Records from 1881 to present
- Death and Marriage Records:
  - Certifications of Death and Marriage Records from 1881 to present

**Table 18:**

Revenue Processed by Town/Village Clerk's Office, 2011

*(Source: Town and Village Budgets)*

	Budgeted Revenue	% of Total
Clerk Fees – Town General Fund	\$7,300	2%
Clerk Fees – Village Fire Badges	\$700	< 1%
Dog Licenses – Village	\$1,200	< 1%
Parking Station Tags – Village	\$255,000	53%
Parking Off Street Tags – Village	\$45,000	9%
Other Licenses/Permits – Village	\$176,500	36%
<b>Total</b>	<b>\$485,700</b>	<b>100%</b>

Note: Figures exclude revenue processed from issuance of conservation licenses

An annual renewal of licenses takes place as of January 1 each year. Taxi Driver and Taxi Owner permitting has presented some administrative challenges for Clerk's Office staff due to recent policy decisions at the local level resulting in stricter safety standards, including the requirement that police background checks be performed before a driver is licensed to operate a taxi. Most licensing and permit activities keep staff occupied during the late summer and fall, as do elections administration duties. Hunting permits are issued primarily in late summer, but fishing permits are requested throughout the year. From December through March, the office takes and processes applications for permit parking. A lottery is held for the 34 spaces located at the Ossining Metro-North Station maintained by the Metropolitan Transportation Authority every year in March, and the Clerk's Office manages that process. A waiting list is maintained.

an extensive waiting list, the list is exhausted by offering parking permits at a ratio of three for Village residents to one for Town residents.

<sup>21</sup> Tags for parking in municipal and commuter train lots are issued quarterly.

All oaths of office are administered in the Clerk's Office, where – in the event a new firefighter or new police officer is taking an oath – badges are also issued. All notices of claims are filed with the Clerk, who sends them to the Village or Town attorney for insurance purposes, as well as their respective insurance carriers. The office also posts bids, approximately 90 percent of which are for the Village Department of Public Works. The Clerk's Office staff interacts most frequently with the Town Supervisor, the Village Mayor and the Finance Department.

## Public Works, Sanitation, Streets and Highways

There are three municipal agencies serving the community, with the Town and both Villages operating their own department. The Town Highway Department serves the unincorporated portion of Ossining; Departments of Public Works handle this responsibility in the Village of Ossining and Village of Briarcliff Manor.

### *2010-11 Study of Public Works and Highways*

The delivery of public works services has been an area of increased focus over the past several years. In particular, the Town and Village of Ossining and Village of Briarcliff Manor commissioned a 2010-11 study to look at the potential for sharing additional public works functions up-to-and-including departmental consolidation. The analysis, which was completed by Springsted Incorporated in partnership with the International City/County Management Association (ICMA), “provides observations and identifies questions that the municipalities can address to determine opportunities to increase efficiency, including sharing or consolidating services.”<sup>22</sup> In the concluding analysis, Springsted recommended “further consideration of a consolidation of the Village and Town of Ossining Public Works Departments, based on a similar mix and level of services provided and on the number of intergovernmental municipal agreements (IMAs) already in existence between these two entities.”<sup>23</sup>

The June 2010 final report concluded that “there are many factors that support an increased sharing or consolidation of services,” including:

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<sup>22</sup> *Villages of Ossining and Briarcliff Manor and Town of Ossining, New York – Public Works Analysis*, Springsted Incorporated, June 4, 2010, p 2.

<sup>23</sup> *Villages of Ossining and Briarcliff Manor and Town of Ossining, New York – Public Works Analysis Addendum No. 1*, Springsted Incorporated, May 24, 2011, p 4.

- Their shared, compact geographic area which “could be serviced by a single public works department;”
- Their shared environmental regulatory framework within Westchester County; and
- The municipalities’ “established history of working together,” including IMAs between the Town and Village of Ossining “that authorize the Village to provide public works services to the Town including street lighting maintenance, water, and use of a temporary transfer site for leaf disposal.”<sup>24</sup>

These points notwithstanding, the report identifies certain obstacles that would have to be addressed “if the municipalities determine that it is in their best interest to consolidate public works services.” Among them:

- The facility needs of a consolidated department;
- Differences in levels of service provided by the current departments;
- Differences in pay rates among the current departments;
- Differences in approaches to asset management and infrastructure maintenance among the current departments; and
- Differences in management philosophy among the current departments.<sup>25</sup>

Notably, the study concluded that a full consolidation of *all three* public works departments was not recommended, due to unique attributes of the Briarcliff Manor Department of Public Works. However, it found merit in potentially merging the Town and Village of Ossining’s functions: “Consolidating the public works departments of the Village and Town of Ossining is a logical option that warrants further consideration... Creating a consolidated department provides an opportunity for the Village and the Town to define department values and priorities and determine the management and professional competencies needed to ensure an efficiency public works operation and effective management of infrastructure assets.”<sup>26</sup>

### ***Proposed Intermunicipal Agreement***

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<sup>24</sup> Springsted 2010, p 22.

<sup>25</sup> Springsted 2010, p 22-23.

<sup>26</sup> Springsted 2010, p 23-24.

In May 2011, based on the Springsted study and recommendations, the Village of Ossining submitted a proposed intermunicipal agreement to the Town of Ossining. The proposal covered not only public works and highway service, but building and planning functions as well. According to the terms of the proposal, the Village of Ossining Department of Public Works would provide the unincorporated area of the Town with sanitation, highway and administrative services, as well as storm sewer maintenance and sewer/pump station services. The Village's proposal would enhance certain services for the unincorporated area (*e.g.* organic waste, bulk metal and bulk trash collection every week), while maintaining the levels of highway, storm sewer, administrative and sewer system services. According to the Village's financial analysis, the public works consolidation would save the Town unincorporated fund approximately \$242,000, or 8 percent.

Subsequent to the Village's proposal, the Town Supervisor issued a memo acknowledging the proposal as "a good jumping off place for our intermunicipal discussions," while identifying certain questions and issues warranting further consideration, including:

- The possible creation of a Town-Village Joint Authority to oversee any consolidated public works operation, rather than vesting its governing authority in one or the other municipality;
- The possible creation of a special taxing district in the unincorporated portion of the Town to account for costs;
- The need for collective bargaining to address any changes;
- Analytical support for both savings projections and level-of-service guarantees;
- Procedures for handling debt;
- Contract renewal procedures; and
- A request that Water Fund operations be part of the conversation on sharing or consolidating services.

Notwithstanding the studies and discussions of the past several years, the Town and Village of Ossining continue to maintain separate highway and public works operations. Those departments are considered in greater detail below.

**Note:** The following highway/public works summaries for the Town and Village of Ossining and Village of Briarcliff Manor draw extensively from the *baseline data* (*i.e.* services provided, organizational structure and

service indicators) contained in the Springsted study, given how recently the analysis was completed. Where applicable, data points have been revised to reflect current figures. A full discussion of the functional distinctions among the three highway/public works departments is contained in the Springsted final report.

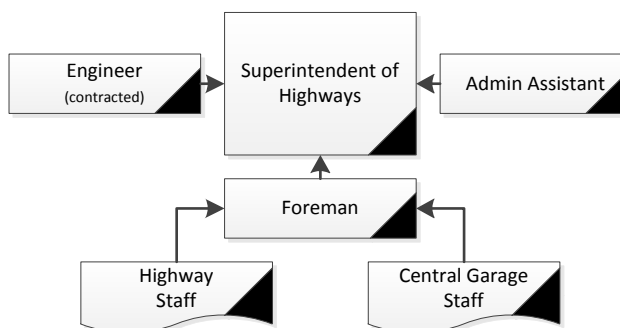
## Town of Ossining

The Town Highway Department serves primarily the unincorporated area of the Town of Ossining, with the two Villages otherwise serving their respective incorporated areas. As such, the Town Highway Department is the smallest of the community's three public works agencies, both in staff size and budgetary terms. It is primarily responsible for general road/street maintenance; storm and sanitary sewer infrastructure; Town building maintenance; fleet maintenance; organic and bulk waste collection; and administration of various intermunicipal agreements (*e.g.* water) and private vendor-provided services (*e.g.* recycling, solid waste collection and engineering).

According to information contained in the 2010 analysis, the department is staffed as follows:

- One Superintendent of Highways (an elected position);
- One general foreman;
- One administrative assistant;
- *Highway maintenance staff* consisting of three equipment operators and 3.5 full-time equivalent road maintenance personnel;
- *Central garage staff* consisting of one maintenance mechanic and one half-time assistant mechanic.

As noted above, the engineering component of the Town Highway Department is contracted out to a private vendor.



The Highway Department operates out of one main facility, located at 85 Old Route 100 in Briarcliff Manor. The property size is constrained, offering limited office space and very limited indoor storage space for rolling stock and other equipment. As a result, certain pieces of capital equipment are stored outside on the property.

### *Summary Statistics (2010)*

- Households served: 1,945
- Land area: 3 sq miles
- Population per sq mile: 1,838 (total 2010 pop = 5,455)
- Households per sq mile: 648
- Highway center-miles maintained: 21<sup>27</sup>
- Highway miles plowed: 21
- Number of street lights: 200
- Miles of storm sewer mains: 6
- Annual gallons of water pumped: n/a
- Miles of water mains: n/a
- Miles of sanitary sewer: 10
- Number of vehicles maintained: 70

### *Service Summary (2010)*

- Performed with in-house personnel
  - Road/street maintenance
  - Storm water maintenance
  - Snow removal
  - Traffic control
  - Organic waste\*
  - Sanitary sewer\*\*
  - Fleet management\*\*\*
  - Building maintenance\*\*\*\*
  - Public works administration
- Services provided under intermunicipal agreement
  - Street lighting
  - Organic waste\*
  - Sanitary sewer\*\*
  - Fleet management\*\*\*
  - Water
- Contracted privately

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<sup>27</sup> Center-miles are different from lane-miles. To obtain an approximate number of lane-miles maintained, the center-miles figure can be doubled.

- Recycling
- Sanitation/solid waste
- Engineering/construction management/planning

Notes:

- \* Town collects organic waste with in-house personnel, but has intermunicipal agreement with the Village of Ossining to bring leaves to its transfer site
- \*\* Town operates a sanitary sewer collection system (with the County providing wastewater treatment), but has an intermunicipal agreement with the Village of Ossining to allow wastewater to pass through each other's sewer lines
- \*\*\* Town has intermunicipal agreements with the Village of Ossining and Village of Briarcliff Manor for fuel
- \*\*\*\* Certain Town offices are located in the Village Hall and Village Operations Center, which are maintained by maintenance staff from the Village's Department of Public Works

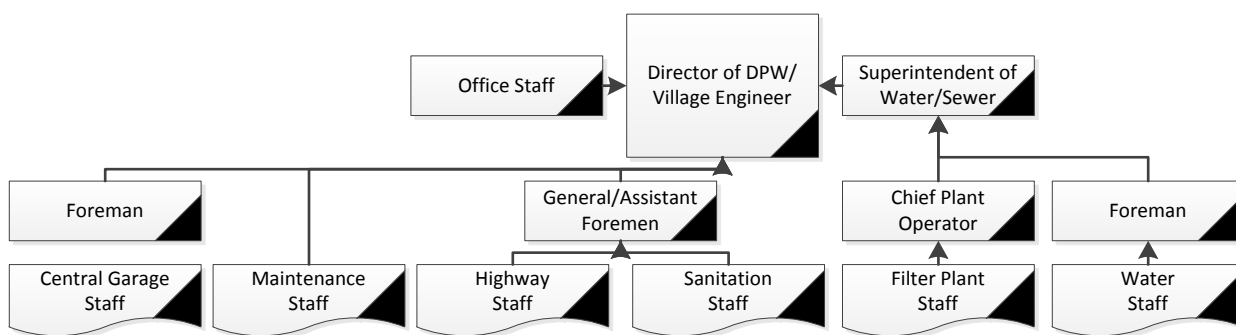
Regarding sanitation/solid waste collection and recycling, the Town of Ossining provides these services through private vendor contract. Solid waste collection occurs twice weekly at each property, with the scheduled days (either Monday/Thursday or Tuesday/Friday) dependent on location. Recycling collection occurs in staggered form, with commingled glass/plastic/cans being picked up on one day and paper/cardboard picked up on another (except in "Zone 3," where both are picked up on the same day). The Town provides organic yard waste collection using in-house personnel. Yard waste is collected weekly, on either Thursday or Friday. Enhanced leaf pickup is offered from October through December. Town staff also handles bulk trash collection, which occurs one day monthly from March through December.

## ***Village of Ossining***

The Village Department of Public Works serves the incorporated area of the Village of Ossining. It is the largest of the community's public works agencies, both in staff size and budgetary terms. It is primarily responsible for general road/street maintenance; storm and sanitary sewer infrastructure; Village building maintenance; fleet maintenance; organic, solid waste and recycling collection services; street lighting; and maintenance of the community's largest water system. The Village organizational structure essentially combines the engineering function within public works, with the Director of DPW also serving the dual role of Village Engineer.

According to information provided by the Department of Public Works for the current analysis, the department is staffed as follows:

- One engineer/director of DPW;
- One superintendent of water/sewer;
- *Office staff* consisting of one administrative assistant and three clerical personnel;
- *Highway/sanitation administration staff* consisting of one general foreman, one sanitation foreman and two assistant foremen;
- *Highway/sanitation line staff* consisting of an 18-member highway crew and 11-member sanitation crew;
- *Central garage staff* consisting of one auto mechanic foreman and two garage personnel;
- *Filter plant staff* consisting of one chief plant operator and five plant personnel;
- *Water staff* consisting of one water foreman and six water personnel; and
- *Maintenance staff* consisting of one maintenance mechanic repairman and two additional personnel.



The Department of Public Works operates out of one main facility, located at the John-Paul Rodrigues Operations Center on Route 9A. The complex includes a salt storage facility and indoor storage space for most of the department's rolling stock.

#### ***Summary Statistics (2010)***

- Households served: 8,515
- Land area: 3 sq miles

- Population per sq mile: 7,503 (total 2010 pop = 25,060)
- Households per sq mile: 2,661
- Highway center-miles maintained: 53<sup>28</sup>
- Highway miles plowed: 55
- Number of street lights: 950
- Miles of storm sewer mains: 27
- Annual gallons of water pumped: 1,120 million
- Miles of water mains: 74
- Miles of sanitary sewer: 39
- Number of vehicles maintained: 150

### *Service Summary (2010)*

- Performed with in-house personnel
  - Road/street maintenance
  - Storm water maintenance
  - Snow removal
  - Traffic control
  - Street lighting
  - Recycling
  - Organic waste
  - Sanitation/solid waste
  - Water
  - Sanitary sewer\*
  - Fleet management
  - Building maintenance
  - Engineering/construction management/planning
  - Public works administration
  - Administration of all capital improvements and construction projects for all Village departments
- Services provided under intermunicipal agreement
  - Sanitary sewer\*

### Notes:

- \* Village operates a sanitary sewer collection system (with the County providing wastewater treatment), but has an intermunicipal agreement with the Town of Ossining to allow wastewater to pass through the Village's sewer lines

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<sup>28</sup> Center-miles are different from lane-miles. To obtain an approximate number of lane-miles maintained, the center-miles figure can be doubled.

Regarding sanitation/solid waste and bulk trash collection, the Village of Ossining provides these services using in-house personnel. All residential properties in the Village receive service; commercial properties have access to a dumpster program through the Village. Residential properties receive two solid waste pickups per week – one for bulk trash *and* household waste, and the other for household waste only. Recycling pickup is staggered, with commingled recyclables picked up every other week, alternated with newspaper/cardboard pickups on the other weeks. Pickup service for bulk metals and larger household appliances is provided once weekly, typically on Thursdays. Organic yard waste is picked up weekly on either Monday or Tuesday.<sup>29</sup>

## Senior Services

The Town of Ossining provides all senior services for the Town and Village of Ossining. The Village of Briarcliff Manor operates its own Senior Citizen Services function.

### *Town and Village of Ossining*

The Town of Ossining Senior Services Department is housed at the Village-owned Joseph G. Caputo Community Center. The department occupies the kitchen and downstairs of the facility (shared with the Parks and Recreation Department), and it offers assistance programs and social activities to promote the health and wellness of Ossining residents who are sixty years of age or older.

Some of the services and activities offered by the Senior Services Department are as follows:

- Health Services and Programs
  - **Nutrition Program** – Hot meals are served at the Community Center five days a week as part of its congregate meal program. They are prepared by a caterer. Any person 60 or older is invited to participate (a \$2 donation is optional).
  - **Home Meals** – Meals are available for homebound seniors who meet Westchester County Department of Senior Programs and Services eligibility requirements, and Senior

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<sup>29</sup> Subsequent to the review of baseline data for this report, the Village of Ossining made adjustments in this area which resulted in the elimination of one position in 2011 and one in 2012. This resulted in a reduction of garbage routes in the Village from three to two by consolidating a dumpster-only route into other existing routes.

Services Department chauffeurs deliver these meals to participants' homes.

- **Grocery Shopping** – Every Thursday at 12:30p, transportation to the Croton Shop-Rite is provided by the department. In order to take the bus to Shop-Rite, seniors must also have lunch at the Center.
- **Medicare Assistance** – The Senior Services office provides Medicare guidance.
- **Blood Pressure Screening** – On the second Tuesday of the month from 11:30a through 12:30p, screenings are sponsored by Dominican Sisters Family Health Services, Inc., a certified home health agency located in Ossining.
- **RUOK** - "Are You Okay?" is a program that phones homebound residents age 60 or older daily to see if they are okay. Calls are made at 8:00 a.m. or 9:00 a.m., at the discretion of the participating resident, for no fee.
- **Emergency Information Kits** – The department prepares individual medical information kits for participating residents which are kept in plastic bags and hung on participants' doorknobs in case of emergencies.
- **Senior Activities**
  - **Art Class** – On Thursdays from 1:00 to 4:00p, an art instructor hosts classes at the Community Center.
  - **Bingo & Cards** – Games are held on Wednesdays from 12:45 to 2:00p at the Community Center.
  - **Bocce for Seniors** – Games are held on Wednesdays and Fridays, from 1:00 to 4:00p at the Community Center.
  - **Call-A-Cab** – Discount taxi coupons are offered for sale at \$3 each at the Community Center, Monday through Friday, 8:00a to 3:00p. Residents born in 1943 or before are eligible, and there is a limit of 15 coupons per month per senior. Several taxicab companies are involved in a contractual agreement with the Town of Ossining to accept reimbursement for these taxicab vouchers.
  - **Computer Learning for Adults** – Computer classes are offered for residents age 21 and over, for a fee of \$50 per 6 class sessions.
  - **Dancing** – An instructor teaches lessons on Thursdays from 10:30 to 11:30a.
  - **Exercise** – Classes are offered on Mondays and Wednesdays at 10:15 and 11:00a.

- **Books** – Donated large print books are kept at the Community Center.
- **Walking** – Every Monday, Wednesday, Thursday and Friday from 9:30 to 10:00a, the Community Center hosts walks in the gym.
- Senior Groups – *social groups that meet once per week*
  - Ossining Golden Age Group
  - Ossining Senior Citizens

Typically, between 30 and 50 residents will utilize the exercise program, lunch program and other services at the Community Center on a daily basis according to the department's estimates. Between 60 and 70 homebound senior citizens participate in the department's daily meal delivery service. During the winter months, the number of residents utilizing the facility declines but the number of residents requesting home meal delivery will rise.

Among the health and wellness activities that the department provides are the services of a local chiropractor who engages participants in chair exercises and light stretching. The chiropractor is able to bill Medicare for the seniors who participate and thus does not require payment from the department. Through a grant from Westchester County, the department was able to employ an exercise instructor who comes in from the local YMCA and leads participants in lite exercise weekly. Only two teachers are actually paid by the department: A dance instructor and an art teacher, both on a part-time basis. A social worker is paid through a voucher.

The current Site Manager has been working for the Department since 1986 and running it since 2005, and has seen some growth in service provision. Included in the growth was the addition of taxicab coupon services and the "R U OK?" call program (implemented in the 1990s and particularly important during winter months). Previously, the Ossining Police Department had used a robo-call machine to perform such calls, but the Site Manager reported that this program was largely ineffectual because of the lack of interpersonal communication. This inspired the launch of "R U OK?" which requires time and effort on behalf of Senior Services Department staff. Another relatively new service provided by the Senior Services Department is transportation to and from doctor visits and other appointments. Participants are charged \$5 per ride.

The department has 3 station wagons, 2 vans and one 12-passenger bus. The vehicles are used to deliver meals and take senior citizens to appointments, trips, and to the supermarket. The Ossining Police Department sometimes uses the Senior Services Department bus to transport Town or Village officials for events or emergencies. When

necessary, the Senior Services Department borrows a van from the Parks and Recreation Department.

The Senior Services Department shares other resources and its facility with the Department of Parks and Recreation. For instance, the Village of Ossining utilizes the Community Center on weekday afternoons for an after-school program. The two departments share phone services and a copier. The Town Highway Department takes care of vehicle maintenance, but fuel is paid for by the department.

The department employs one full-time Site Manager who is responsible for all Senior Services activities. The Site Manager completes vouchering duties for Westchester County and Town of Ossining accounting requirements; works with Westchester County to achieve reimbursement; completes monthly reports for Westchester County; completes payroll and the department's annual budget for Town approval; completes canned/cold food orders for the Town of Ossining's Supplemental Nutrition Assistance Program (SNAP); signs off on contracts with Westchester County on behalf of the Town of Ossining for subsequent-year funding; tracks attendance at activities and events; oversees taxicab coupon agreements yearly; makes "R U OK?" calls (see above) on weekends; and meets with Westchester County officials regularly for fiscal reviews.

One full-time Intermediate Clerk reports attendance figures to Westchester County for county-funded programs; drafts route sheets for the chauffeurs who perform driving duties for Ossining's home-delivered meal program; orders hot food from a caterer for the home-delivered meals and congregate meal programs; completes intake forms for new congregate meal participants (as required by Westchester County); takes care of daily "R U OK?" calls; is responsible for the department's daily deposit; carries out home-delivered meal routes when necessary; sells taxicab coupons to eligible seniors at the Community Center; completes bills and other paperwork for long-term care participants; answers phones; does payroll for the Senior Aide Program under the Urban League of Westchester County; and completes the department's monthly calendar of events which is published on its website and distributed at the Community Center.

Two full-time and one part-time kitchen staff members maintain a temperature log of all hot and cold food; ensure that the kitchen is clean, the refrigerator temperature is sufficient and utensils/serving dishes are sterilized; prepare cold meals for the SNAP program; prepare dessert for hot meals and coffee, tea and milk for congregate meal participants; serve congregate meals at lunchtime; make sure the hot boxes and coolers are sterilized for the home-delivered meal program; assist with canned food orders for the SNAP program; keep the kitchen pantry and other storage areas organized; and interact with seniors.

Two full-time chauffeurs and one full-time bus driver take care of the home-delivered meal program and provide transportation to and from the supermarket, doctor visits and other necessary appointments. One of these chauffeurs is bilingual and makes contacts and visits for participants who are Spanish-speaking. The Site Manager is in the process of hiring a fourth part-time employee as a chauffeur because of growing demand for meal delivery service; this demand has increased to a point where the Site Manager has had to take some workers out of the office in order to take a route.

The departments with which the Site Manager interacts most frequently include that of the Town Supervisor and the Department of Finance for periodic check-ins regarding reports, payroll, and financial activities; additionally, the Parks and Recreation Department handles senior groups' social meetings, games and trips. During the summer months, the Parks and Recreation Department oversees six weeks' worth of trips for seniors; these can include movies, picnics, and other outings. Occasionally, the Ossining Department of Senior Services will arrange a combined event or activity with another senior services department from a nearby municipality, such as Chappaqua, Briarcliff Manor and Scarborough. Often, the local senior citizens will invite seniors from these municipalities to the Community Center to participate in congregate meals.

## **Parks and Recreation**

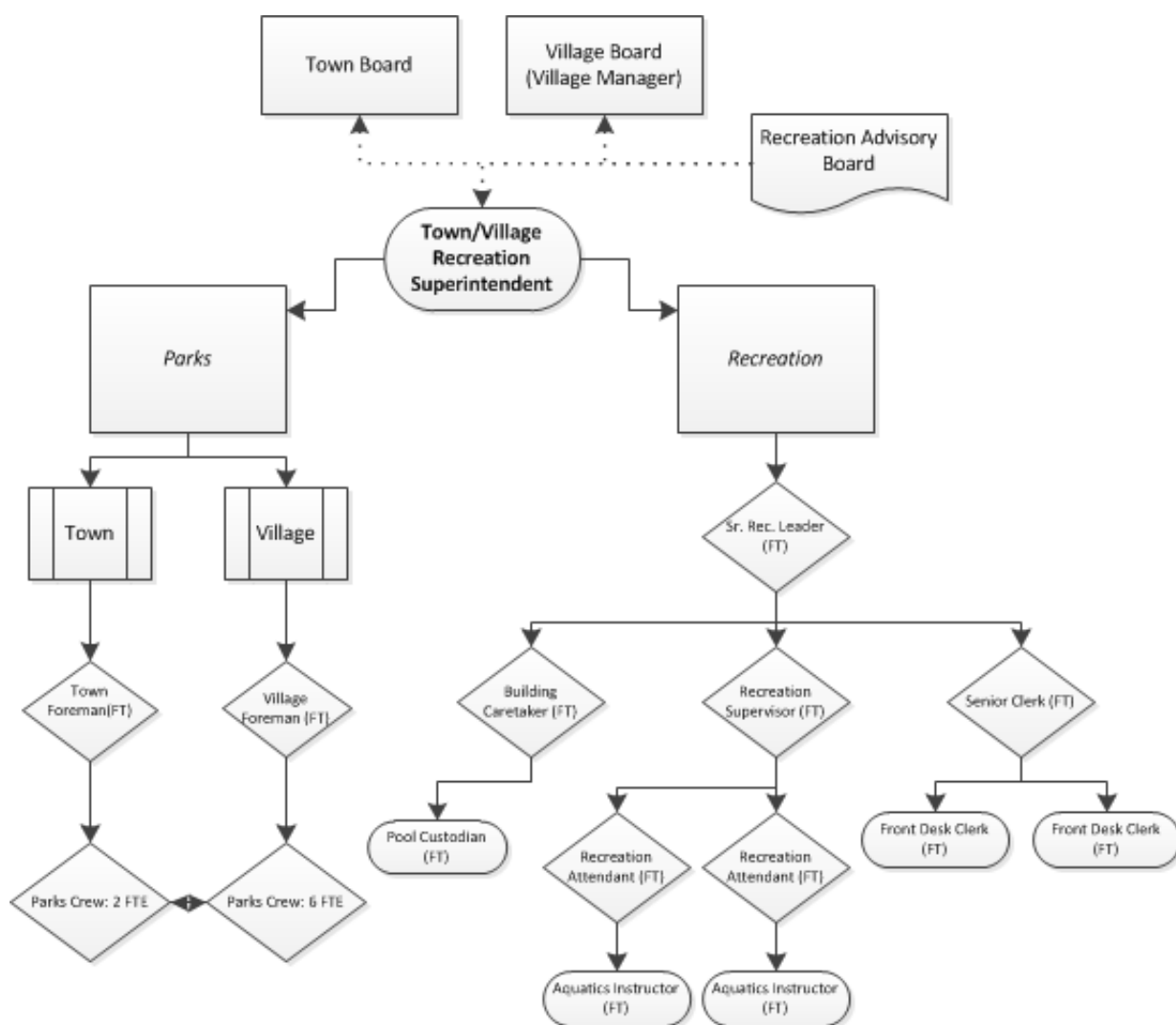
The Town and Village of Ossining provide recreation services in shared fashion; parks maintenance is handled by separate Town and Village crews, although both report to a shared director. The Village of Briarcliff Manor operates its own Recreation Department, and maintains parks through its own Department of Public Works.

### ***Town and Village of Ossining***

The Ossining Recreation and Parks Department is a consolidated function between the Town and Village of Ossining. The two municipalities entered into an intermunicipal agreement regarding recreation functions in 1992, at which time all Town recreation employees became employees of the Village. Recreation services are thus combined between the two municipalities, while conversely, parks maintenance services are furnished by two separate crews who are represented by the Teamsters Union (Town) and CSEA (Village), both of which report to the Superintendent of Recreation and Parks. The full-time Superintendent oversees both maintenance crews and the combined recreation staff, coordinating the work of approximately 20 full-time employees. Additionally, 50 part-time employees assist with recreation programming year-round. During the summer months, around 180 seasonal part-time employees are hired for

assistance with summer camps and other warm weather recreation activities.

A Recreation Advisory Board holds public meetings once monthly at the Joseph G. Caputo Community Center and advises the Town and Village governments on Recreation and Parks Department matters. It is comprised of eight citizen members and includes two liaisons to the Village Board and Town Board. The following organizational chart shows how the Ossining Recreation and Parks Department is managed, and illustrates how full time employees are allocated throughout the department.



Between the Town and Village of Ossining, there are approximately 200 acres of active parkland, including ball fields, tennis courts, a roller hockey rink, a reservoir park, an organic community garden and a number of small “pocket” parks. In addition, the Joseph G. Caputo Community

Center, located at 95 Broadway, houses many recreation programs for senior citizens and children, as well as classes, swimming and open gym. Through an intermunicipal agreement with the school district, the Recreation and Parks Department is able to use school facilities and the schools are able to use municipal facilities free of charge for recreation programming. The Recreation and Parks Department also works with the Ossining Boat & Canoe Club and the Ossining Community Sailing Club to encourage the community's use of nearby waterways.

In recent years, revenue from recreation programming has been rising. This is primarily due to year-round programming stemming from the recent completion of an indoor community swimming pool. Residents must pay to obtain permits to use the pool, located at the Community Center. Other recent developments in the Recreation and Parks Department have included new lights installed at one of the public ball fields, several playground equipment replacement projects, and the addition of a tennis program. The department brought in \$120,000 more in revenue than was budgeted for in FY 2010.

When the department was consolidated, the Town of Ossining took over management of Veterans Park, a Village-owned park. In exchange, the Village allowed the Town to move its senior nutrition program into the Community Center, which is owned and operated by the Village (see Senior Services section of this report). Subsequently, the Town and Village merged their recreation staff. Currently, the Town pays the Village for recreation services and residents of the unincorporated portion of the Town of Ossining pay additional fees for recreation programs and are charged more for a recreation card. The Town payment to the Village for administration of the Ossining Recreation Program is calculated as follows:

<b>Town Payment to Village</b>	=	1992 Town Rec. Appropriation  (divided by)	X	Current Year Combined Recreation Appropriation  (minus)
		1992 Town + Village Rec. Appropriation		Recreation Program Revenues

Today, the Town parks maintenance crew is housed at Ryder Park (a Town-owned park) and the Village parks maintenance crew is housed at Veterans Park (a Village-owned park). Both crews informally share equipment and manpower when necessary. The Town owns significantly more parkland (113.6 acres) than does the Village (65.5 acres), but the Village maintains the Old Croton Aqueduct, a 15-acre historic site requiring specialized care, through an agreement with New York State,

and cuts the grass at Indian Brook Reservoir and the Armory.<sup>30</sup> Also, the Village maintains the waterfront property in Harbor Square; the Town maintains waterfront parkland at L. Engel Waterfront Park.

The Village parks maintenance crew operates five trucks, while the Town operates three. Between the two departments are approximately five deck mowers, five walk behind mowers, one tractor, one backhoe, four pickup trucks, three snow blower tractors, six landscaping trailers and five dump body trucks with plows. Fleet maintenance is taken care of by the Village Department of Public Works and the Town Highway Department, depending on who owns the equipment being fixed. While the two crews share some tools and vehicles, the Village fleet is larger and has nearly reached capacity at its garage at Veterans Park. The Recreation Superintendent has explored the possibility of combining the two crews in one new garage with eight bays, thereby blending parks maintenance operations into one unit.

## Elected Government and Administration

Each municipality has its own chief elected official (a Supervisor in the Town and a Mayor in both Villages) and governing board. Further, both Villages have their own Village Manager's office to manage day-to-day operations.

### *Town of Ossining*

The Town is governed by an elected Supervisor and four-member elected Council. Council Members are elected to four-year terms, while the Superintendent is elected to a two-year term. The Council meets on a weekly basis, alternating between work sessions (on the first and third Tuesdays) and formal Board meetings (on the second and fourth Tuesdays). In lieu of a Town manager's office, the Town government's day-to-day administrative responsibilities are vested in the Supervisor's office.

### *Village of Ossining*

The Village is governed by an elected four-member Board of Trustees and Mayor, each of whom is elected to two-year terms. The Trustees meet on a weekly basis, with full Board meetings (on the first and third Tuesdays) alternating with work sessions (on the second and fourth Tuesdays). Day-to-day administrative responsibilities for Village government are vested in

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<sup>30</sup> Of the Town's 113.6 acres of parkland, approximately half is passive parkland and half is active ball fields and facilities. Most of the Village's 65.5 acres of parkland is active parkland.

an appointed Village Manager and support staff in the Manager's office. The Board also acts in the capacity of Board of Police Commissioners.

## Buildings and Inspection

Each municipality operates its own building/inspection department. The Town's Building Department has jurisdiction in the unincorporated portion of the Town, while separate departments handle building permitting and code enforcement within the two Villages. The departments are responsible for enforcement of local ordinances regulating the use and occupancy of private land and structures in the interest of guarding public safety, health and general welfare. The Building Departments process permits; perform plan reviews and building inspections; and enforce construction and other codes as required by local, county and state laws.

### *Proposed Intermunicipal Agreement*

In May of 2011, the Village of Ossining presented the Town with an offer to merge highway, building and planning functions (see Public Works, Streets and Highways section for further details on the commissioned study which informed this proposal). The Village developed a report identifying cost savings which would accrue if the Town of Ossining's Highway Department, Building Department and Planning Department were merged with the Village of Ossining's corresponding departments. Under the proposal, the Village would take on all administrative, plan review, inspections and code enforcement duties. A Village analysis calculated the following savings, which would amount to a 42 percent reduction in the Town's Building Department budget:

**Table 19:**  
Projected Town Savings Under Village IMA  
Proposal for Building Services  
(Source: Village of Ossining Proposal<sup>31</sup>)

Cost Center	Budget (Current)	Budget (Under IMA)
Salaries	\$95,527	\$57,314
Benefits	\$36,381	\$19,065
Contractual	\$27,202	\$15,735
<b>Total</b>	<b>\$159,110</b>	<b>\$92,114</b>
<i>Savings</i>		<i>(\$66,996)</i>

<sup>31</sup> Village of Ossining. "Village of Ossining Intermunicipal Agreement – IMA Proposal to the Town of Ossining." Ossining Town/Village Hall, Ossining, NY. May 2011. Presentation.

The proposal, which remains outstanding, would involve the elimination of the Town Building Department's part-time administrative assistant, and would downgrade a full-time administrative assistant to part-time.

The current Town Building Inspector was formerly the Village Director of Code Enforcement, so the Town Building Department has established a good rapport and working relationship with the Village Building Department. The two departments have an arrangement through which they work together informally on an *ad hoc* basis, depending on work volume on a given day. For code enforcement needs, both departments will accommodate the other when an inspection is necessary but the staff on one side cannot handle the work.

The two departments work together on a more formal basis, as well. In FY 2010, the Town Building Department and Village Planning Department jointly applied for and received a \$104,000 New York State grant to pay for an all-encompassing software program called "Municipity" to help the departments manage all building, planning and zoning activities within the Town borders. The software allows employees of each department to view one another's data, though they cannot interact with or manipulate data not under their purview. Municipity links document management software, local building and zoning codes, and all related records that must be archived and is intended to make code enforcement and development projects more efficient. Another formal working relationship between the Town and Village Building Departments is the Village management of the administration work behind the Town's Backflow Management Program.

Code enforcement, planning and zoning issues in the Town differ from those in the Village in that, while both municipalities span a relatively equal land area, the Village population is much larger. Because the Town is made up of more single-family residential development and the Village is made up of more multiple-family dwellings and commercial development (the Town includes one strip of commercial development), the Town Building Department handles a smaller volume of work than does the Village Building Department and thus has a smaller staff.

Also, due to the different service needs of the Town and Village, management of building, planning and zoning activities is distinct in key respects. For instance, in the Town, after an application is processed for a building permit, notwithstanding any issues, the Building Department might be able to issue the permit in approximately a week. In the Village when an application may be processed by the Building Department alone, the same timeframe may apply. However, where the application is more complex requiring more in-depth review and processing by more than one department in the Village, the process may take longer. In addition, in the Village, the Building Department is also involved in the processing of a

much higher volume of enforcement complaints than are received in the Town.

The following summaries provide a more detailed description of the building and inspection functions in the Town and Village.

## ***Town of Ossining***

The Town of Ossining Building Department has jurisdiction in the unincorporated area of the Town. The Department employs one full-time administrative assistant, one part-time administrative assistant, and one part-time Building Inspector. It is housed at the Ossining Operations Center on Route 9A in a building shared with the Planning Board and Zoning Board (as well as the Village DPW).

The Building Inspector is responsible for administering the New York State Building and Fire Codes and the Town of Ossining Code of Ordinances, performing plan review for compliance with all Town and State Codes, acting in an advisory role to the Town Board, and directing all Code Enforcement activities. The Building Inspector takes care of the department's scheduling, budget, and reporting to the Town Board. The Inspector also acts as Zoning Compliance Officer; sends applicants to the Zoning Board as necessary; attends Planning and Zoning meetings at the request of the Chairman; and carries out some site visits to perform inspections and investigate complaints.

Ordinances and inspections enforced by the Building Department include:

- Town of Ossining Zoning Ordinance;
- Outdoor signs and awnings ordinance;
- Fire inspections;
- Housing code;
- Sanitation code;
- Special permits;
- Accessory apartments;
- Cabaret applications/renewals; and
- Sewer tie-ins.

The full-time administrative assistant jointly serves the Building Department and the Town Planning and Zoning Boards. This employee is responsible for intake and processing of all permit applications and plans, correspondence, email, file maintenance, inspection reports and documents. The administrative assistant's salary is paid through the Building Department budget, but the position is considered a liaison between the department and boards; as such, the secretary attends all Planning and Zoning Board meetings and drafts, prepares and distributes all minutes. Additionally, this employee assists the Building Inspector in

coordinating and scheduling of permit inspections, appointments and board agendas. The part-time administrative assistant performs the same duties but acts in a supplemental role, working 12 to 15 hours per week. This worker's salary is also incorporated in the Building Department budget.

Because all departments are sited in one location, building and development processes are streamlined and more efficient, adding the benefit of seamless customer service to applicants.

The Town of Ossining pays a consultant and an engineer to advise the Town Planning and Zoning Boards, while the Village of Ossining employs its own Village Planner and Village Engineer. For this reason, the Building Department is the headquarters for all building, planning and zoning activities in the Town. Stipends are paid out to the Planning and Zoning Boards annually through the Building Department budget.

## ***Village of Ossining***

The Village Building Department has jurisdiction in the incorporated Village of Ossining. The department processes all building, electric, and plumbing permits, tree and demolition permit applications and Certificates of Occupancy in the Village; conducts plan reviews and building inspections;<sup>32</sup> carries out construction code enforcement; and facilitates a Backflow Management Program. The department cooperates with other departments in the Village, as well as with the Town, county and state where necessary. Other agencies with which the department cooperates include the New York Board of Fire Underwriters, the American Standards Association, the American Society for Testing and Materials, the National Fire Protection Association and Underwriters Laboratories.

According to Village Code, the ordinances and inspections enforced by the Building Department include the following:

- Village of Ossining Zoning Ordinance;
- Outdoor Signs and Awnings Ordinance;
- Fire inspections;
- Housing code;
- Section 8 inspections;
- Parking inspections; and
- Sanitation Code.

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<sup>32</sup> The only inspections related to permit issuance not taken care of by the Building Department are electrical inspections, which are performed by an outside company through a contract with the department.

State laws enforced by the Village Building Department include the Building Code, Residential Code, Fire Code, Property Maintenance Code, Mechanical Code, Fuel Gas Code and the Energy Conservation Code. The Village of Ossining is an active participant in the New York State Building Officials Conference. The department prepares annual reports for New York State, which include details on the numbers of permits issued and fire/other inspections carried out.

The department employs eight workers. There are seven full-time employees, including the Director of Code Enforcement (whose alternate title is Building Inspector), the Assistant Building Inspector, three Code Enforcement Officers, and two Administrative Assistants. There is also one part time Administrative Assistant. The office staff is responsible for taking and logging complaints, fulfilling Freedom of Information requests from the public, and managing all paperwork for permit applications and other departmental activities. One of the part-time Administrative Assistants is expressly responsible for doing all of the filing and paperwork for the Backflow Management Program and sending out all annual reports.

The Assistant Building Inspector conducts plan reviews when building permit applications are submitted and processed by the Planning Department and conducts inspections, including those warranted by complaints. When necessary, the Assistant Building Inspector also writes violation notices and represents the Building Department in court when violations are contested, which happens between 10 and 20 times each month.<sup>33</sup> Because it issues more notices of violation, the Village Building Department also spends more time in court than does the Town Department. The Code Enforcement Officers are primarily charged with investigating complaints<sup>34</sup> and do not perform plan reviews.

Because of the greater volume of commercial and mixed-use properties and multiple-family dwellings in the Village compared to the Town, the Village Building Department spends a great deal of time performing building and fire inspections. While, on an annual basis, the department sees relative consistency in the number of violations and summonses, it has seen a significant influx in building permits in recent years due to population growth. Another characteristic unique to the Village Building

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<sup>33</sup> While the number of court sessions attended by the Village Building Department stays consistently at this level each month, only one or two cases are actually closed. Due to difficult economic conditions, many cases last several years in the Village of Ossining because property owners may lack financial wherewithal to remediate their properties. The department retains its own attorney for legal counsel in these matters.

<sup>34</sup> More than 100 complaints are logged and investigated by the Village Building Department monthly.

Department is the need for Section 8 inspections. Because the Village has a Section 8 Department, the Building Department must perform inspections for each Section 8 property to ensure they are up to code. These Section 8 inspections are taken care of by the Code Enforcement Officers weekly, with between 30 and 40 inspections performed each month. One of the Code Enforcement Officers is also charged with overnight parking inspections; owners of rental units who cannot accommodate off-street parking must apply for parking passes through the Village of Ossining Police Department and the Code Enforcement Officers are tasked with checking to see if a property is eligible and compliant. There were 88 such inspections performed in July of 2011 alone.

**Table 20:**  
Building Dept. Activity Totals, 2010  
(Source: Village of Ossining Building Dept.)

Category	Recorded Cases	Dollars Processed
Total Complaints	869	-
Notices of Violation	290	-
Court Appearance Tickets	77	-
Court Fines Assessed	-	\$108,810
Building Permits	202	\$84,280
Certificates of Occupancy	192	-
Final Cost Affidavit Fees	385	\$5,172
Plumbing Permits	190	\$15,095
Electrical Permits	282	\$17,965
Overnight Parking Inspections	547	-
Section 8 Inspections	394	-
Fire/Assembly Inspections	74	-
Building/Plumbing Inspections	961	-
Plan Reviews*	242	-

(\*for building, backflow and sign permits)

Unique to the Village Building Department is its facilitation of the Backflow Management Program, a residential service which mitigates unintended flow of water or other liquids from possibly polluted sources into potable water.<sup>35</sup> The Village of Ossining also administers this for the

<sup>35</sup> In general, a backflow management program is used to protect water supplies from contamination.

unincorporated section of the Town. The program is governed by Westchester County law. Backflow devices are installed in all properties except for one- and two-family dwellings, which are exempt. The department takes in all applications for backflow devices, which are paid for by each resident. Upon county approval, a plumbing permit must be obtained by the property owner and the device may be installed. The Village is not currently at 100 percent in terms of Backflow Management Program coverage; there are between 1,400 and 2,000 properties that still need devices, and the Building Department is in the process of reaching out to those property owners. Once backflow devices are installed, they require annual inspections.

Another component unique to the Village of Ossining is that there is a “Rapid Entry Law” in effect which requires lockboxes to be installed in all properties with three-family capacity and greater. The lockboxes are small safes containing keys to the property; they are affixed to properties so that when and if the fire department is called and cannot access the interior through a door or window, a firefighter can use a key to enter the property rather than destroy an entryway. Property owners are required to pay for the lockboxes, which are approved by the Building Department. The Building Department issues applications to property owners who deal directly with the lockbox manufacturer in obtaining and installing the device. One- and two-family dwellings are exempt, as are properties with no common hallway. The rapid entry legislation has been in effect since the end of 2009.

The Building Department works closely with the Zoning Board and the Planning Department. Also, the Building Inspector maintains frequent contact with the Village Engineer. The Building Department also often has a representative present at meetings of the Board of Architectural Review, Planning Board and Zoning Board, depending on what is being reviewed or heard at a given meeting. The Building Department is located in the same facility as the Planning Department and the Department of Public Works, which makes communication between the departments more efficient. This is especially beneficial for the relationship between the Building and Planning Departments, because when permit applications are first filed, they must be processed by the Planning Department before they are brought to the Building Department for review. All of these departments participate in the Muncity software program and share data and forms with the Town Building Department and each other (see the section titled “Proposed Intermunicipal Agreement” above for more details).

## Planning and Zoning

Each municipality has its own planning board and zoning board of appeals to administer development issues. In general, planning and zoning boards are tasked with formulating and administering policies related to land use, zoning and all forms of development within the municipality. They also administer the issuance of permits and application approvals for construction projects and developments in accordance with municipal codes. Among the three municipalities, the Village of Ossining is unique in that it also staffs a formal Planning Department.

### *Proposed Intermunicipal Agreement*

In May of 2011, the Village of Ossining presented the Town with an offer to merge highway, building and planning functions (see Public Works, Streets and Highways section for further details on the commissioned study which informed this proposal). The Village developed a report identifying cost savings which would accrue if the Town of Ossining's Highway Department, Building Department and Planning Department were merged with the Village of Ossining's corresponding departments. Under the proposal, which remains outstanding, the Village would take on all administrative, professional planning, engineering and planning/zoning board application processes, as well as administration of affordable housing and stormwater programs in the Town. A Village analysis calculated the following savings, which would amount to a 48 percent reduction in the Town's planning-related budget:

**Table 21:**  
Projected Town Savings Under Village IMA  
Proposal for Planning/Zoning Services  
(Source: Village of Ossining Proposal<sup>36</sup>)

Cost Center	Budget (Current)	Budget (Under IMA)
Planning	\$74,882	\$35,531
Zoning	\$3,500	\$2,500
Stormwater	\$12,000	\$5,500
Empl Benefits	\$25,793	\$15,884
<b>Total</b>	<b>\$116,175</b>	<b>\$59,415</b>
<i>Savings</i>		<i>(\$56,760)</i>

<sup>36</sup> Village of Ossining. "Village of Ossining Intermunicipal Agreement – IMA Proposal to the Town of Ossining." Ossining Town/Village Hall, Ossining, NY. May 2011. Presentation.

## ***Town of Ossining***

### ***Planning Board***

The Town of Ossining Planning Board is a five-member volunteer body with a Chairman (who receives a part-time salary) and a Vice-Chair. The board meets the second and fourth Wednesday of each month. A Town staff member time-shares administrative responsibilities with the Building Department (see Building and Inspections section), which provides approximately half-time support for the planning function. This is facilitated by the fact that the Town planning office is co-located with the Building Department in the Ossining Operations Center. Aside from this single staff member, the Town utilizes a consultant-based framework for obtaining professional planning services. Outside consultants are paid either directly by the Town or through escrow accounts from applicants with business before the Planning Board. The Town utilizes consultants both for its planning and engineering functions.

As its jurisdiction is expressly over the unincorporated section of the Town, the Planning Board does not require regular contact with the Village Planning Department or Planning Board unless a project is close to the municipal border.

### ***Zoning Board of Appeals***

The Town of Ossining Zoning Board of Appeals is a five-member volunteer body with one Chairman. It meets on the first and/or third Monday of each month at the Ossining Operations Center. The Zoning Board only meets when an application is on file two weeks ahead of a scheduled meeting date. Applications heard typically involve interpretation of zoning codes; variances regarding permitted uses; variances regarding area requirements for building lots; and special permits that may be dictated by zoning districts.

Prior to 2010, Zoning Board members were paid an annual stipend of \$2,500. That payment is no longer in effect. Similar to the Planning Board, the Zoning Board is served by the Building Department's full-time secretary, who takes minutes and carries out filing and other administrative duties for the Board. The Zoning Board Chairman keeps in regular contact with the Planning Board Chairman and Building Inspector, as all agencies are housed in the same facility and must work together on various projects.

### ***Environmental Advisory Committee***

The Town operates an Environmental Advisory Committee, comprised of members appointed by the Town Board to five-year terms. The membership includes liaisons to both the Town Planning Board and the Village of Ossining. The Committee's primary responsibility is to advise

in the development, management and protection of natural resources within the Town. Related, it is involved in the drafting of environmental-related ordinances for consideration by the Town and participating in environmental reviews as may be required by Town ordinances.

## ***Village of Ossining***

The Village of Ossining staffs a full-time Planning Department, and also operates several related boards and commissions: a Planning Board and Board of Architectural Review; a Zoning Board of Appeals; an Environmental Advisory Council; and a Historic Preservation Commission.

### ***Planning Department***

The Village's Planning Department was established in 2005 to focus on development, economic growth, environmental protection and preservation of community character. Prior to that point, the Village relied mainly on outside consultants to perform planning duties. The department's responsibilities extend from general planning administration to community development projects. Employees of the Planning Department frequently work side-by-side with the Village Engineer and Building Department in reviewing new project applications submitted to the Board of Architectural Review, Planning Board, Zoning Board, Historic Review Commission and/or Environmental Advisory Council.

The Planning Department is responsible for intake and review of all applications for permits and variances; is represented at all board and committee meetings; and performs most environmental reviews. For certain large-scale projects, the department may work with outside consultants, but this does not occur regularly – approximately 90 percent of the work is carried out by departmental staff.

The Planning Department also handles building permit reviews and oversees completion all necessary grant-writing and associated administrative paperwork for the Village of Ossining. The department serves as the administrative point for historic preservation projects<sup>37</sup> and Community Development Block Grant projects,<sup>38</sup> other grant projects, and certain economic and community development-related projects. The Planning Department is also responsible for researching and writing legislation as needed or required by the Village Board.

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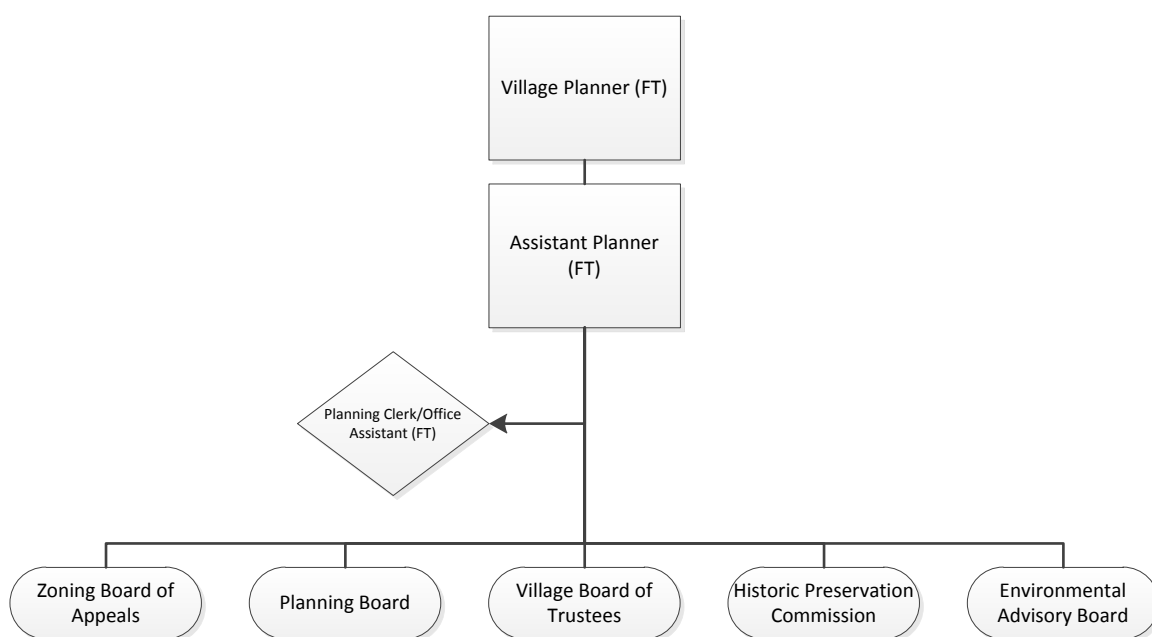
<sup>37</sup> The department recently completed the final stages of certifying the local downtown historic area as a National Register historic district.

<sup>38</sup> The department has obtained approximately \$700,000 in Community Development Block Grants for the Village of Ossining since 2006.

Other key responsibilities for the department include completing planning studies and initiatives such as the Comprehensive Plan update; the annual Stormwater Management program; the Village of Ossining Waterfront Access and Trail Plan; Village of Ossining Architectural Guidelines; and Village of Ossining Significant Sites and Structures.

The department employs three full-time workers including the Village Planner, an Assistant Planner and a Planning Clerk/Office Assistant. The Planning Department serves as an advisory body to boards and committees, including the Village Board.

### Advisory Responsibilities



The Village Planner oversees all departmental activities, develops the budget, takes care of scheduling, executes all Affordable Housing and grant writing tasks, and is the primary point of contact for all boards and committees aside from the Village Board, Historic Preservation Commission and the Environmental Advisory Board. The Assistant Planner serves as liaison to those bodies, and works on all projects and documents that come through the office which the Village Planner is not handling. The full-time Planning Clerk serves as an administrative assistant to all of the boards and is responsible for all general office duties.

### ***Planning Board***

The Planning Board to which the Planning Department serves as a liaison is comprised of seven members appointed by the Village Manager for

five-year terms. The Board is responsible for reviewing and approving site plan, subdivision and conditional use applications.

### ***Board of Architectural Review (BAR)***

The Planning Board members sit as the Board of Architectural Review as well. The BAR is responsible for reviewing and approving all exterior changes that require a building permit.

### ***Zoning Board of Appeals***

The Zoning Board, to which Planning Department staff liaison, is comprised of five members appointed by the Village Manager for five-year terms. The Board is responsible for hearing and deciding appeals and requests for variances from local building/zoning code requirements.

### ***Environmental Advisory Council***

The Environmental Advisory Council, to which Planning Department staff liaison, is comprised of nine members appointed by the Village Board of Trustees. The Council advises the Board on matters affecting preservation, development and use of natural and man-made features in the Village, and any threats to environmental quality in the community. Notably, the Council administers the Village's Local Waterfront Revitalization Program and acts in the capacity of interested agency for review of Environmental Impact Statements under the State Environmental Quality Review Act (SEQRA).

### ***Historic Preservation Commission***

The Historic Preservation Commission is comprised of seven members appointed by the Village Manager, and serves as the responsible party for granting "Certificates of Appropriateness" for exterior alternations within the Village's designated design/historic districts, as well as for any locally-designated historic landmarks.

## **Fire and EMS**

The Villages of Ossining and Briarcliff Manor operate their own municipal fire departments. In addition to covering the two Villages, the departments also contract with the Town to cover the unincorporated portion of Ossining through a fire protection district. The Briarcliff Manor FD covers the area including election district 20, while the Ossining FD covers the remainder of the unincorporated area.

### ***Ambulance Services***

The Town of Ossining established an ambulance district in 2008. It became the Ossining-New Castle Ambulance District after the Town of New Castle entered into the agreement with the Town of Ossining, and in 2011 was renamed the "Mid-Hudson EMS District" due to a temporary

agreement with Croton Emergency Medical Services to provide a paid emergency medical technician (EMT) during hours when no volunteers are available.

Emergency medical service (EMS) in Ossining is provided through contract by the Ossining Volunteer Ambulance Corps (OVAC) in the unincorporated area of the Town and in the Village of Ossining. The district does not include the Village of Briarcliff Manor. OVAC responds to between 1,500-2,000 EMS calls annually in the Town, and pays *per diem* paramedics, emergency medical technicians (EMTs) and ambulance drivers in order to provide adequate coverage. OVAC also employs a full-time paid operations manager to help meet compliance issues, supervise staff and membership, and act as a second paramedic during peak daytime hours. The expenses of the ambulance district, for which adopted FY 2011 expenditures amounted to \$527,000, are levied on an *ad valorem* basis. An advisory committee made up of representatives of the participating municipalities develops policies for governing the district, determines EMS needs and approves the district budget each year before it is submitted to the Town Board.

The Village of Briarcliff Manor is serviced by two private EMS providers, SeniorCare EMS and Access Ambulance Co., and also by Village Ambulance, a public service provided for in the Village budget.

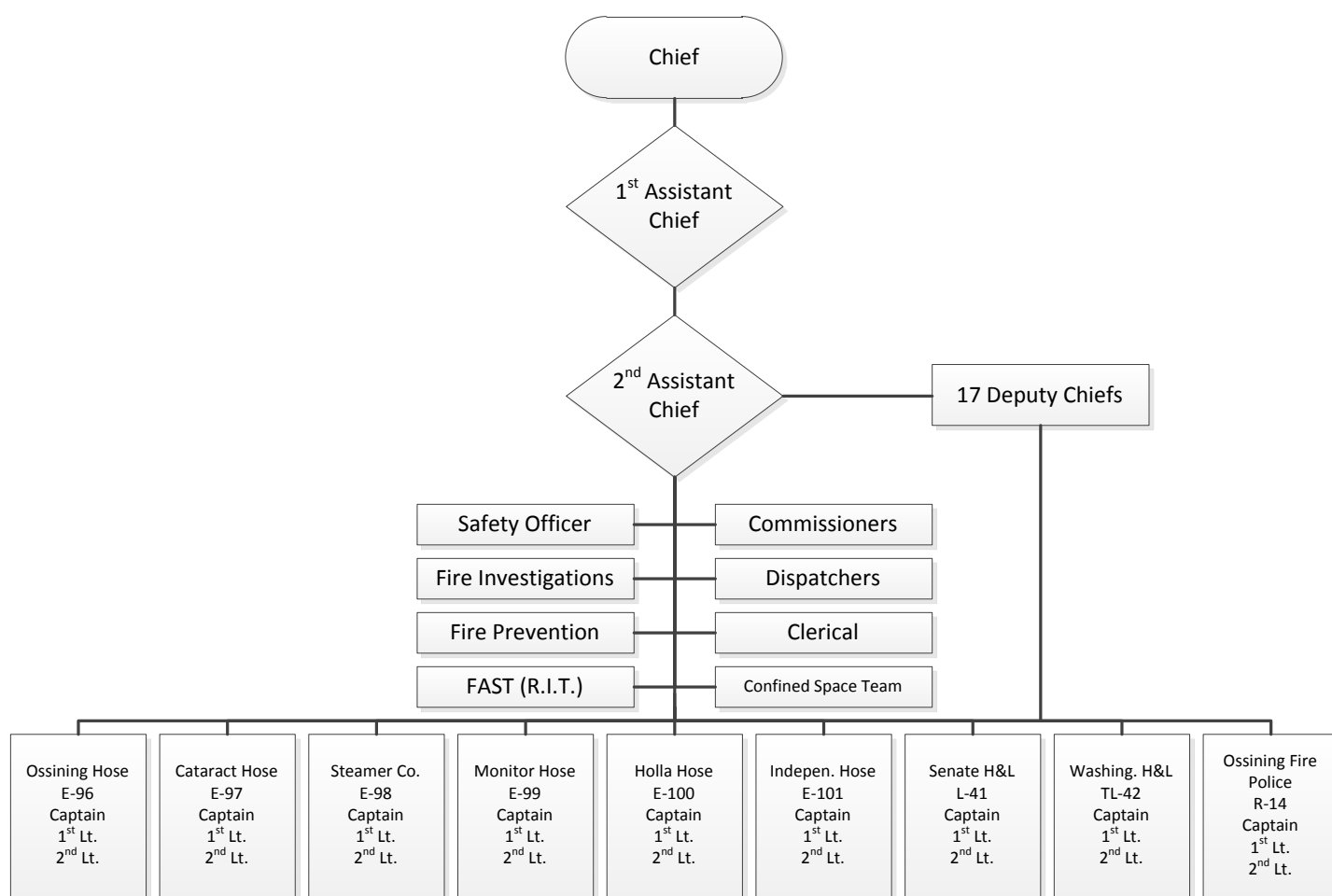
## ***Village of Ossining***

The Ossining Fire Department is a volunteer organization with approximately 480 active members. The department is one of the oldest volunteer fire operations in New York State. All of the Fire Department's nine fire companies are 501(c) (3) organizations. The Fire Department has an association which is also a 501(c)(3) known as The Ossining Fire Department Association, Board of Fire Commissioners which is made up of two members representing each company. The Board oversees monies allocated to it by the Village (from an appropriation made by the Town) for fire protection services in the unincorporated area of the Town and also oversees distribution of the foreign insurance 2 percent monies to the nine companies.

The nine companies operate six engines, two ladder trucks, one rescue/fire police squad, one Rapid Intervention Team (R.I.T.) truck, one spill response trailer and a 17-passenger bus utilized as a Command/Rehab unit. The department plans on acquiring a new engine during 2012 or 2013, subject to availability of funds. Additionally, the Fire Department retains five four-wheel-drive SUVs, three of which are assigned to each of the Chiefs. One is assigned as a Deputy Chief/Spare and the last is reserved for the Fire Investigation Team. The Fire Department also has an inflatable boat for river rescue needs. All apparatus are maintained by an

outside certified Truck Service Company; the SUVs are maintained by the Village Central Garage and they are fueled at the DPW Operations Center.

Each of the nine fire companies includes one Captain, one 1<sup>st</sup> Lieutenant, one 2<sup>nd</sup> Lieutenant, one Chief Driver, and two Fire Commissioners. Equipment and apparatus are owned by the Village of Ossining, along with five fire houses. Two additional fire houses are owned by the companies and rented to the Village under contract. A 2008 study assessing the Fire Department's compliance with National Fire Protection Association (NFPA) regulations pointed out a need for improved facilities with larger spaces and bays, but there currently are no plans to replace or fix any of the seven fire houses.



All Village 911 calls are processed through the Ossining Police Department, while calls from the unincorporated portion of the Town go through Westchester County Police. Between 550 and 600 emergency calls are handled by the department annually.

Two part-time dispatchers stationed at the department's headquarters at 21 State Street in the Village are members of the department and are paid at a flat rate. Other personnel expenses include the costs associated with paying custodial staff to clean the headquarters facility, paying a part-time clerical worker for filing needs, and stipends paid out to the three chiefs.

The Village of Ossining Fire Department not only covers the Village, but also serves the unincorporated area of the Town of Ossining pursuant to a fire protection contract (*i.e.* the unincorporated area is served as a fire protection district). The contract governing this relationship has expired and has not been renewed since 1996. Formal renewal or extension of the agreement was recommended in a 2009 study completed by Pace University (entitled *Intermunicipal Cooperation Between the Town/Village of Ossining: Legal, Financial and Operational Considerations*), along with a series of other modifications intended to make the agreement more financially, operationally and legally sound and transparent.

Under the agreement, the Town pays the Village an annual amount in monthly installments for fire protection services in the unincorporated area. In 2011, the Town allocated approximately \$417,000 in payments for fire service to the Village of Ossining. Actual Village expenditures on the Fire Department in 2011 amounted to approximately \$753,000.

## Personnel

The Village of Ossining is the only municipality in the community with a separate Personnel Department. In the Town and the Village of Briarcliff Manor, personnel administration is handled out of other departments; in the Town, by the Supervisor's office, and in Briarcliff Manor, by the Village Clerk's office.

### *Village of Ossining*

The Village of Ossining has its own Personnel Department to assist the Village Manager and Department Heads with compliance of Federal and State employment policy mandates; labor laws; the Patient Protection and Affordable Care Act; the administration of collective bargaining agreements; and maintaining appropriate staffing levels with qualified staff. Responsibilities of the Personnel Department also include administering the Village's self-insured medical, prescription and dental benefits for employees and retirees (handling between 280 and 300 enrollees each month); resolving Medicare reimbursements and/or discrepancies; submitting Retiree Drug Subsidy reports; administering self-insured workers compensation benefits, as well as life insurance and vision plan benefits; providing registration/information to the State retirement system; interfacing with New York State and Westchester

County Civil Service officials to maintain compliance; managing employment eligibility verification and applicant screening; and assisting employees and retirees with any personnel or benefits-related matters. When applicable, the Department monitors the workers compensation process to ensure employees are receiving appropriate medical services facilitating their return to work.

Mandated policies with respect to workplace violence, sexual harassment, anti-harassment, drug/alcohol, code of ethics, FMLA and HIPPA are provided to employees and reinforced through the training process. The Personnel Department assists the Village with compliance of OSHA and PESH safety and equipment regulations and works closely with the Village Engineer, Water Superintendent and Parks Superintendent in this role. Similarly, the department oversees compliance with Federal Motor Carrier Commercial Driver Licensing requirements, including mandatory drug and alcohol testing. The Personnel Department is also responsible for the random drug and alcohol testing of all Village employees.

The department is staffed by a full-time Director, full-time Clerk and a part-time Secretary whose time is shared with the Village Manager's office on an as-needed basis only.

The Personnel Clerk interacts with retirees and employees on benefit and employee issues, and is an intermediary in the resolution of disputes dealing with the self-insured health and dental benefits, as well as workers compensation claims. The Clerk maintains the OSHA logs; provides required information to the State retirement system and Workers Compensation Board; and performs required Civil Service functions including (but not limited to) payroll information and gross earnings reports. The Personnel Clerk also interfaces with representatives of the Village's third-party administrators for workers compensation, health insurance and dental benefits on behalf of the Village and employees.

The Personnel Director serves as the department's policy maker, and prepares the budgets for the Village's medical, dental and workers compensation coverage, as well as budgets for the safety and personnel departments. The Director conducts investigations into alleged violations of any Village policy and, based on its conclusion, recommends and facilitates appropriate corrective action, including discipline. The Director monitors and assists with the compliance of the bargaining agreements and mandated policies, and provides necessary support and guidance to Department Heads should employee issues arise. The Director conducts employment interviews, oversees background checks, facilitates conflict resolution, monitors Civil Service activities, handles employee benefits and workers compensation, provides orientation for new hires, and monitors probationary periods through communication with other Department Heads.

The Secretary is a half-time employee of the Village, but only spends a small portion of that time in the Personnel Department on an as-needed basis only. The Secretary assists when either the clerk or the Director is absent, and is otherwise working in the Village Manager's office.

## **Housing Choice Voucher Assistance**

There is one municipal Section 8 Housing Assistance Department in the community, based in the Village of Ossining. In the Town of Ossining and Village of Briarcliff Manor, this responsibility is handled by Westchester County.

### ***Village of Ossining***

The Housing Choice Voucher (HCV) program in the Village of Ossining is designed to assist families in obtaining a decent place to live at an affordable cost. It has existed in the Village since 1986. Generally, someone who is selected for the program pays between 30 and 40 percent of their income for rent, and the rest is paid by the U.S. Department of Housing and Urban Development (HUD) through the federal HCV Program. The Town of Ossining does not offer its own HCV program, so qualifying Town residents instead can obtain vouchers through Westchester County.

Existing rental housing units including apartments, co-ops, condominiums and houses are all eligible for the program. Village residents who meet certain income and other qualifications can either remain in their present dwelling unit or move to another unit in order to use vouchers. For the dwelling unit to be approved, it must be found to be in safe and sanitary condition by the Village of Ossining Building Department (see Building Department section for further information about inspection procedures), and the rent for the unit must be considered reasonable in comparison to apartments not on the HCV program. Due to HCV inspection needs, a Building Department Code Enforcement Officer spends time every month doing work for the program.

**Table 22:**  
HCV Income Eligibility  
by Household Size (as of Jan 1, 2011)  
(Source: Village HCV Program)

Household Size	Income Limit
1 person	\$37,300
2 people	\$42,600
3 people	\$47,950
4 people	\$53,250
5 people	\$57,550
6 people	\$61,800
7 people	\$66,050
8 people	\$70,300

**Table 23:**  
HCV Payment Standards by Apartment  
Size (as of Jan 1, 2011)  
(Source: Village HCV Program)

Apartment Size	Maximum Subsidy
Studio	\$1,125
1 Bdrm	\$1,342
2 Bdrm	\$1,561
3 Bdrm	\$1,883
4 Bdrm	\$2,321

The HCV Program employs one full-time Spanish-speaking Director, one full-time Staff Assistant, and one full-time Spanish-speaking Intermediate Clerk. Spanish languages capabilities are beneficial because approximately 22 percent of HCV applicants in the Village of Ossining are non-native English speakers.

The Director is responsible for all phases of HCV housing assistance, including directing and interpreting federal, state and local laws; local codes, ordinances and regulations related to the program; and ensuring compliance with HUD standards. The Director:

- Interviews and conducts briefing sessions with new tenants, previous tenants who are in the process of moving to new

apartments, and port-in and port-out applicants<sup>39</sup> in order to retrieve accurate required information and documentation to evaluate their eligibility for HCV housing assistance;

- Advises applicants of program rules and regulations and the residents' responsibilities as program participants;
- Supervises the examination, investigation and verification of information obtained (*e.g.* employment, income, assets, allowance, degree of housing needs) to determine that all statements are complete and consistent with information that is provided;
- Determines rent shares for an applicant based on rules, regulations and guidelines;
- Prepares and executes leases and other contractual documents;
- Facilitates resolution of disputes between landlords and tenants;
- Updates landlord accounts to assure accuracy of records;
- Prepares case information to present informal hearings and reviews as necessary;
- Prepares, processes and updates an eligibility list of future tenants;
- Participates in apartment inspections as needed (reviews 10 percent of inspections for the Section 8 Management Assessment Program [SEMAP] reporting);
- Organizes, maintains and updates tenant files with new information requests and important financial documents;
- Assists with vacancy loss procedures;
- Updates and files collections from repayments; and
- Prepares, schedules, reviews, processes and/or updates initial certifications, recertifications, moving and portable tenants.

On a monthly basis, the Director monitors the HCV wait list and regularly performs initial and recertifications; makes inspection appointments with

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<sup>39</sup> The terms “port-in” and “port-out” apply when a HCV voucher holder moves and ports out of one public housing agency (the “initial agency”) and into another public housing agency (the “receiving agency”).

the Building Department; processes and issues monthly Housing Assistance Payment (HAP) checks and repayments agreements; corrects and submits all HUD Multifamily Tenant Characteristics System (MTCS) and Form 50058<sup>40</sup> reports; attends local HCV meetings in White Plains; screens tenants for criminal activities through the Sex Offender Registry and the New York State Department of Corrections; oversees third party verifications for income, assets, allowances and other financial information; and updates all department information to be in compliance with federal, state and local regulations.

The full-time Staff Assistant performs the following duties, in addition to generally supporting the Director in administering the Section 8 program:

- Assists in preparation of the program budget;
- Maintains the program's record keeping system for tenant files, financial reports, correspondence and payment of bills;
- Collects and deposits monies received;
- Refers tenants for additional housing related services as needed;
- Performs all phases of recertification interviews with tenants;
- Calculates rent subsidies and tenant shares depending on relevant factors and updates all 50058 information in program software;
- Processes requests for verification from third parties;
- Performs interim recertifications and adjusts tenants' shares as necessary based on any changes in income and/or family composition;
- Occasionally assists in informal hearings and wait list reviews; and
- Manages general office tasks including telephone, public information and mail processing.

The full-time Intermediate Clerk is responsible for general office tasks, including answering the telephone, preparing mailings, preparing information packets for interviews, assisting walk-ins with information, coordinating building inspections and filing inspection reports, translating documents for Spanish speakers, collecting/printing receipts for monies

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<sup>40</sup> The Form 50058 module collects, maintains and reports information on families moving into, already living in, or who have recently lived in public housing.

deposited, assisting tenants in identifying additional housing/social services, and maintaining available apartment listings.

The department's workload has increased substantially since 2008, with the number of applicants growing by approximately 40 percent. As of December 31, 2010 there were 244 units leased in the Village of Ossining through voucher-funded assistance. The HCV program can make approximately 254 vouchers available to qualified applicants. At any given time, there is a waiting list of between 1,800 and 2,000 applicants. The average waiting period for a selected applicant is 443 days.

**Table 24:**  
HCV Applicants by  
Family Type, 2008-2011  
(Source: Village HCV Program)

	# (% of total)
Families with Children	1,277 (64%)
Elderly Families	115 (6%)
Families with Disabilities	316 (16%)
Other	277 (14%)
<b>Total (2008-2011)</b>	<b>1,985 (100%)</b>

**Table 25:**  
HCV Applicants by  
Income Level, 2008-2011  
(Source: Village HCV Program)

	# (% of total)
Extremely Low Income	1,677 (84%)
Very Low Income	261 (13%)
Low Income	17 (1%)
Over Income Limit	30 (2%)
<b>Total (2008-2011)</b>	<b>1,985 (100%)</b>

## APPENDIX

### Service Summaries, Briarcliff Manor

The following summaries offer *general* background information on the services the Village of Briarcliff Manor delivers to its residents. As noted at the outset of this report, the summaries are less detailed than those provided earlier for the Town and Village of Ossining, since the Town and Village of Ossining are intended to be the primary focus of the study's analysis of shared service opportunities. However, the summaries are included here for reference purposes, to provide readers a more comprehensive understanding of the full municipal service delivery framework in the community. These summaries were compiled through a review of budget and operational documents, and did not involve personnel interviews.

#### Court

The Village of Briarcliff Manor's justice court includes two justices and a full-time court clerk. Its facilities are located in the main Village municipal building in Pleasantville Road. The court is in session weekly beginning Wednesday morning, and its normal calendar includes vehicle and traffic cases, civil cases, small claims and landlord tenant cases (on the first and third Wednesday), and criminal cases (on the second and fourth Wednesday).

#### Tax Collection, Treasury and Financial Administration

In Briarcliff Manor, it is the Village Treasurer that is responsible for maintaining custody of Village funds and accounting for all Village receipts and disbursements. This includes the billing and collection of property taxes and water bills. A treasurer administers the office, supported by two additional staff members who handle taxes, water billing, accounts payable, payroll and other financial administration responsibilities.

Regarding tax collection, the office handles only the Village tax; the respective Town tax is administered by either the Town of Ossining or Town of Mount Pleasant, depending on a property's location. Village taxes are mailed in a single bill at the end of May; a first installment is due by July 1, with the second installment due by December 31. Payments can be made via mail or in person at the Village office in the form of cash or check. Recently, the office added online bill pay capabilities.

The office also administers billing and collection of water fees. Customers (both inside and outside the Village) receive quarterly bills covering their water usage in the preceding 90 days. The Village has two separate rate structures, with Village residents paying approximately two-thirds the rate of non-Village residents.

Aside from tax collection and water billing, the treasurer's office handles general financial administrative functions including payroll, accounts payable and filing the Village's annual financial statements. Budget preparation, by contrast, is the responsibility of the Village Manager, who serves as the Village's budget officer.

## Police

Police services in the Village of Briarcliff Manor (6.7-square miles, of which approximately 5.9-square miles are land area) are provided by the Village's own Police Department. Data published in 2010<sup>41</sup> indicate the agency is staffed by 19 sworn personnel (and one part-time civilian). The sworn titles are structured as follows:

- One chief;
- One lieutenant;
- Five sergeants; and
- 12 patrol officers.

## Clerk

*Note: The following summary of Clerk functions in the Village of Briarcliff Manor is drawn from the Village's website at [http://www.briarcliffmanor.org/Pages/BriarcliffManorNY\\_Clerk/index](http://www.briarcliffmanor.org/Pages/BriarcliffManorNY_Clerk/index).*

The Village Clerk is responsible for maintaining custody of the Village seal, books, records and papers. The Clerk is the official clerk of the Board of Trustees, Planning Board and Zoning Board of Appeals and is responsible for preparing agendas and maintaining an indexed compilation of minutes from the three Boards.

The Office of the Village Clerk is the primary point of contact when telephoning or visiting the Village of Briarcliff Manor's Administrative Office. The Office provides a variety of permitting and licensing services including: station parking permits, dog licenses, birth and death certificates, cabaret licenses, and carting licenses.

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<sup>41</sup> See *A Study on the Consolidation of Law Enforcement Services for The Village of Ossining, The Town of Ossining and the Village of Briarcliff Manor*, International City-County Management Association, June 2010.

The Clerk's Office also maintains a record of all local laws. The Village Clerk is responsible for responding to requests for access to public records.

The Village Clerk is also responsible for operating and maintaining the Village government's cable television channel (Briarcliff Manor Channel 78), for maintaining the Village website and for publishing the Village of Briarcliff Manor's newsletter (The Manor Monthly) which is sent to all residents of the Village on a monthly basis.

The Village Clerk is charged with a variety of personnel-related functions for Briarcliff Manor Village government. The Clerk's Office is the primary interface between the Village and the Westchester County Personnel Department for Civil Service issues. Additionally, the Village Clerk coordinates the Village's employee benefits programs, including a self-administered dental program and vision program and all Workers Compensation claims.

One of the most important responsibilities of the Village Clerk is administering the Village Election. The Clerk is charged with administering the Annual General Village Election each March as well as any special referenda.

## ***Public Works, Sanitation, Streets and Highways***

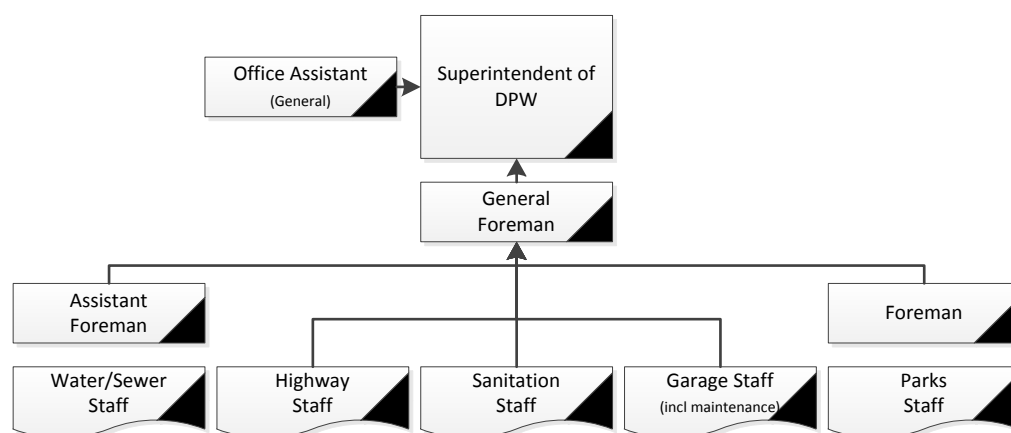
The Village Department of Public Works serves the incorporated area of the Village of Briarcliff Manor. It is the second-largest of the community's public works agencies, smaller in staff size and budget than the Village of Ossining DPW. Like the Village of Ossining, it is primarily responsible for general road/street maintenance; storm and sanitary sewer infrastructure; Village building maintenance; fleet maintenance; organic, solid waste and recycling collection services; street lighting; and water system maintenance. Notably, Briarcliff Manor's Department of Public Works is the only public works agency to have express responsibility for park maintenance; both the Town and Village of Ossining otherwise provide that function out of separate parks maintenance crews.

According to information contained in the 2010 analysis, the department is staffed as follows:

- One Superintendent of Public Works;
- One general foreman;
- One senior office assistant for public works, and one senior office assistant for water;

- *Water/sewer staff* consisting of one assistant general foreman, one water/sewer maintenance mechanic and three skilled laborers;
- *Highway staff* consisting of five motor equipment operators, three skilled laborers and four laborers;
- *Sanitation staff* consisting of two MEOs and four laborers;
- *Garbage staff* consisting of one lead mechanic and two auto mechanics;
- *Building staff* consisting of one caretaker and one cleaner; and
- *Parks staff* consisting of one parks foreman and two groundskeeper personnel.

In Briarcliff Manor, the Village Engineer dually serves as the Village Building Inspector, based in the Engineering/Building Department.



The Department of Public Works operates out of a facility at 10 Buckout Road in Briarcliff Manor, off Pleasantville Road along the Taconic State Parkway. Certain pieces of capital equipment are stored outside on the property.

#### *Summary Statistics (2010)*

- Households served: 2,496
- Land area: 6 sq miles
- Population per sq mile: 1,283
- Households per sq mile: 416
- Highway center-miles maintained: 40
- Highway miles plowed: 43
- Number of street lights: 600

- Miles of storm sewer mains: 28
- Annual gallons of water pumped: 440 million
- Miles of water mains: 65
- Miles of sanitary sewer: 30
- Number of vehicles maintained: 75

### *Service Summary (2010)*

- Performed with in-house personnel
  - Road/street maintenance
  - Storm water maintenance
  - Snow removal
  - Traffic control
  - Street lighting
  - Recycling
  - Organic waste
  - Sanitation
  - Water
  - Sanitary sewer
  - Fleet management
  - Building maintenance
  - Parks maintenance
  - Engineering/construction management\*
  - Public works administration
- Contracted privately
  - Engineering/construction management\*

Regarding sanitation/solid waste and bulk trash collection, the Village of Briarcliff Manor provides these services using in-house personnel. Back-door garbage pickup is provided to approximately 2,200 residential and 200 commercial properties weekly, with rubbish/bulk trash (including small appliances) collected curbside once weekly. Recycling collection is provided on a weekly basis, with pickups alternating between the east and west sections of the Village every other week. Four separate trucks participate in the recycling collection, with one each handling (i) organic yard waste, (ii) appliances/tires/bulk metals/electronics, (iii) commingled glass/plastic/metals and (iv) newspaper.

## **Senior Services**

*Note: The following summary of Clerk functions in the Village of Briarcliff Manor is drawn from the Village's website at [http://www.briarcliffmanor.org/Pages/BriarcliffManorNY\\_Recreation/Senior\\_Citizen\\_Services](http://www.briarcliffmanor.org/Pages/BriarcliffManorNY_Recreation/Senior_Citizen_Services).*

The Village of Briarcliff Manor operates its own senior services function out of the Village Recreation Department. In addition to senior activity

and transportation services, the Village maintains a Senior Advocate position, which is available to assist with any problem typically addressed by a social service agency. Topics the Advocate service may address include:

- Social Security, Medicare, and Medicaid information and resources;
- Rehabilitation services and long term care services;
- Physical and mental health issues;
- Prescription drug program assistance;
- Nutrition, food pantries, Meals on Wheels programs;
- Senior citizen volunteer opportunities and referrals; and
- Help filling out applications and interpreting confusing correspondence.

The Village provides a Senior Citizen Bus, which accommodates up to 16 passengers and is equipped with a wheel chair lift. Door-to-door transportation, on a first-come, first-served basis, is available using a phone reservation system. Local shopping trips are scheduled every Thursday, and trips to nearby malls are scheduled for most Tuesdays.

Seniors can also take advantage of a discount taxicab ticket coupon service sponsored by the Village.

## ***Parks and Recreation***

*Note: The following summary of Recreation functions in the Village of Briarcliff Manor is drawn in part from the Village's website at [http://www.briarcliffmanor.org/pages/BriarcliffManorNY\\_Recreation/Index](http://www.briarcliffmanor.org/pages/BriarcliffManorNY_Recreation/Index).*

As noted in the Public Works section of this report, the Village of Briarcliff Manor provides parks maintenance services out of its Department of Public Works. Parks maintenance staff consists of one parks foreman and two groundskeeper personnel. Recreation programming is provided through the Village's Recreation Department, which is administered by a Superintendent, two Recreation Supervisors and a Recreation Assistant and overseen by a six-member Recreation Advisory Committee that meets monthly. Programming activities span youth programs and sports; adult programs and sports; senior programs and services; tennis; swimming; health/fitness programming; day camps; and other special events year-round. The Department's service area includes residents of the Village and those who reside within the Briarcliff Manor School District. Certain programs are also offered to non-

residents, primarily to supplement resident participation numbers when doing so helps to ensure program operation or improvement of the program experience.

## ***Elected Government and Administration***

The Village is governed by an elected four-member Board of Trustees and Mayor, each of whom is elected to two-year terms. The Board also acts in the capacity of Board of Police Commissioners, Board of Fire Commissioners and Moderate Income Housing Board. The Trustees meet twice monthly, on the first and third Wednesdays. Day-to-day administrative responsibilities for Village government are vested in a Board-appointed Village Manager.

## ***Buildings and Inspection***

*Note: The following summary of Building Department functions in the Village of Briarcliff Manor is drawn from the Village's website at [http://www.briarcliffmanor.org/pages/briarcliffmanorny\\_building/index](http://www.briarcliffmanor.org/pages/briarcliffmanorny_building/index).*

The Village of Briarcliff Manor's Building Department is primarily responsible for enforcing the Village's zoning regulations. It receives applications for building permits, certificates of occupancy, electrical permits, plumbing permits and blasting permits. The department also enforces the Village's local tree law, which includes a variety of restrictions on tree removal. The department's staff includes a Village Engineer/Building Inspector, Zoning Inspector/Assistant Building Inspector, Field Inspector, Blasting Inspector and Fire Inspector. Additionally, the department utilizes the services of the Village's outside planning consultants and a consulting water engineer as needed.

## ***Planning and Zoning***

*Note: The following summary of Planning, Zoning and related functions in the Village of Briarcliff Manor is drawn from the Village's website at [http://www.briarcliffmanor.org/Pages/BriarcliffManorNY\\_BComm/index](http://www.briarcliffmanor.org/Pages/BriarcliffManorNY_BComm/index).*

### ***Planning Board***

The Village's Planning Board consists of six members appointed by the Village Board of Trustees to five-year terms. A chair is appointed from among the members to serve a one-year term. The Board meets monthly, on the second Tuesday. An outside firm – Buckurst Fish & Jacquemart Inc. – is retained as planning consultant to the Village.

### ***Zoning Board of Appeals***

The Village's Zoning Board consists of five members appointed by the Board of Trustees, including a Chairman. Meetings are held on the first Tuesday of *every other* month.

### ***Other Boards and Committees***

The Village of Briarcliff Manor operates certain other boards and committees regarding general planning, development, aesthetic and environmental matters. They include the following:

- Architectural Review Advisory Committee, which assists and serves as an adjunct to the Planning Board in reviewing architectural features, details and impacts of applications; and
- Conservation Advisory Council, which serves as an advisory group to the Village Board on a variety of environmental issues and occasionally reviews applications prior to their consideration by the Planning Board.

### ***Fire and EMS***

The volunteer Briarcliff Manor Fire Department serves the Village of Briarcliff Manor, and is paid by the Town under a fire protection contract to cover a portion of the unincorporated area (including election district 20). In 2011, the Town allocated approximately \$123,000 in payments for fire service to the Village of Briarcliff Manor.

## Properties Owned by Town or Village of Ossining

Owner Name	SWIS	Year	Parcel Id	Street Name	Prop Class	Total AV	Active
Town of Ossining	554289	2011	89.12-1-1	104 Havell St	695	43,900	A
Town of Ossining	554203	2011	89.12-4-8	Marble Pl	695	230,800	A
Town of Ossining	554203	2011	97.10-1-1	Westerly Rd	972	6,000	H
Town of Ossining	554203	2011	97.10-1-2	Westerly Rd	340	43,700	H
Town of Ossining	554203	2011	97.19-1-1	Rockledge Ave	972	3,800	A
Town of Ossining	554203	2011	97.19-1-5	Kemeys Ave	963	7,500	A
Town Of Ossining	554289	2011	80.14-1-2	70 Old Albany Post R	963	10,700	A
Town Of Ossining	554289	2011	80.14-1-7	Bed Reservoir Rd	692	500	A
Town Of Ossining	554289	2011	80.16-1-1	235 Cedar Ln	963	109,700	A
Town Of Ossining	554289	2011	80.16-1-10	129 Hawkes Ave	963	8,800	A
Town Of Ossining	554289	2011	81.17-1-77	Croton Dam Rd	311	700	A
Town Of Ossining	554289	2011	89.07-3-70	Mc Carthy Dr	692	10,400	A
Town Of Ossining	554289	2011	90.14-1-47	67 Ganung Dr	590	12,000	A
Town Of Ossining	554289	2011	90.15-1-1	43B Morningside Dr	963	107,600	A
Town Of Ossining	554289	2011	90.15-2-25	39 Gordon Ave	821	1,500	A
Town Of Ossining	554289	2011	90.15-2-55	19 River Pky	311	2,300	A
Town Of Ossining	554289	2011	90.18-2-11	3 Tappan Ter	963	500	A
Town Of Ossining	554289	2011	90.19-2-36	9 Gordon Ave	963	3,300	A
Town Of Ossining	554289	2011	90.19-2-38	9A Gordon Ave	963	1,900	A
Town Of Ossining	554289	2011	90.19-2-41	401 Chappaqua Rd	692	1,600	A
Town Of Ossining	554289	2011	90.19-2-57	River Pky	680	19,200	A
Town Of Ossining	554203	2011	97.06-1-19.1	Westerly Rd	963	105,400	A
Town Of Ossining	554201	2011	98.10-2-55	Woodside Ave	651	31,000	A
Town of Ossining	554289	2011	90.19-2-9	507 North State Rd	662	180,600	A
Town Of Ossining	554289	2011	90.14-2-2	Ganung Dr	821	2,100	A

Owner Name	SWIS	Year	Parcel Id	Street Name	Prop Class	Total AV	Active
Village of Ossining	554289	2011	80.11-1-67	Waterview Dr	311	2,000	A
Village of Ossining	554203	2011	89.12-3-40	Flavelle Pl	311	16,500	A
Village of Ossining	554203	2011	89.14-1-4	Beach Rd	311	10	A
Village of Ossining	554203	2011	89.14-1-15	Water St	972	10	A
Village of Ossining	554203	2011	89.16-1-95	Dale Ave	311	3,400	A
Village of Ossining	554203	2011	89.18-1-1	Water St	972	10	A
Village of Ossining	554203	2011	89.18-1-2	Water St	972	10	A
Village of Ossining	554203	2011	89.19-4-98	Main St	330	14,300	A
Village of Ossining	554203	2011	89.19-5-72	Central Ave	963	1,000	A
Village of Ossining	554203	2011	89.19-6-22	Main St	651	2,200	A
Village of Ossining	554289	2011	90.05-2-40	Narragansett Ave	963	2,700	A
Village of Ossining	554203	2011	97.06-1-13	Westerly Rd	972	9,200	H
Village of Ossining	554203	2011	97.06-1-21	Westerly Rd	438	1,000	A
Village of Ossining	554203	2011	97.07-1-8	Main St	438	4,800	A
Village of Ossining	554203	2011	97.07-3-74	86-88 Spring St	400	221,100	H
Village of Ossining	554203	2011	97.07-3-74.1	86-88 Spring St	662	234,000	A
Village of Ossining	554203	2011	97.07-3-75	Spring St	438	2,000	H
Village Of Ossining	554203	2011	3.04-004-5	1 Westerly Rd	700		H
Village Of Ossining	554203	2011	89.10-1-11	Beach Rd	590	11,900	A
Village Of Ossining	554203	2011	89.10-1-12	Beach Rd	590	16,800	A
Village Of Ossining	554203	2011	89.14-1-2	Water St	590	21,000	A
Village Of Ossining	554203	2011	89.14-1-7	Sandy Dr	692	8,800	A
Village Of Ossining	554203	2011	89.14-1-9	Snowden Ave	590	50,000	A
Village Of Ossining	554203	2011	89.14-1-14	Sandy Dr	340	17,700	A
Village Of Ossining	554203	2011	89.15-1-1	Sandy Dr	963	700	A
Village Of Ossining	554203	2011	89.15-1-55	Snowden Ave	662	32,900	A
Village Of Ossining	554203	2011	89.15-2-35	Havell St	690	22,700	A
Village Of Ossining	554203	2011	89.15-4-49	Sarah St	311	1,500	A
Village Of Ossining	554203	2011	89.16-1-94	Dale Ave	311	3,600	A
Village Of Ossining	554203	2011	89.16-1-96	Dale Ave	311	1,200	A
Village Of Ossining	554203	2011	89.16-1-97	Dale Ave	311	8,400	A
Village Of Ossining	554203	2011	89.16-3-89	Sherman Pl	590	12,000	A
Village Of Ossining	554203	2011	89.16-6-63	Pleasantville Rd	960	5,300	A
Village Of Ossining	554203	2011	89.18-1-11	7 Water St	650	15,600	A
Village Of Ossining	554203	2011	89.19-1-85	Broadway	311	900	A
Village Of Ossining	554203	2011	89.19-1-87	95 Broadway	682	266,400	A
Village Of Ossining	554203	2011	89.19-1-88	North Highland Ave	682	190,700	A
Village Of Ossining	554203	2011	89.19-1-90	Broadway	438	11,700	A
Village Of Ossining	554203	2011	89.19-1-93	Broadway	682	24,100	A
Village Of Ossining	554203	2011	89.19-2-47	Croton Ave	330	1,200	A
Village Of Ossining	554203	2011	89.19-2-49	16 Croton Ave	650	111,800	A
Village Of Ossining	554203	2011	89.19-2-68	North Highland Ave	653	2,900	A
Village Of Ossining	554203	2011	89.19-2-69	North Highland Ave	653	3,500	A
Village Of Ossining	554203	2011	89.19-4-3	Brandreth St	330	8,200	A
Village Of Ossining	554203	2011	89.19-4-6	Broadway	330	14,100	A
Village Of Ossining	554203	2011	89.19-4-25	169 Main St	330	4,500	A
Village Of Ossining	554203	2011	89.19-4-27	Leonard St	682	8,800	A
Village Of Ossining	554203	2011	89.19-4-32	155 Main St	330	7,200	A
Village Of Ossining	554203	2011	89.19-4-33	151 Main St	330	4,400	A
Village Of Ossining	554203	2011	89.19-4-34	149 Main St	330	5,300	A
Village Of Ossining	554203	2011	89.19-4-35	147 Main St	330	2,900	A
Village Of Ossining	554203	2011	89.19-4-38	Main St	330	13,400	A
Village Of Ossining	554203	2011	89.19-4-39	Main St	330	2,100	A
Village Of Ossining	554203	2011	89.19-4-40	Main St	330	2,500	A

Owner Name	SWIS	Year	Parcel Id	Street Name	Prop Class	Total AV	Active
Village Of Ossining	554203	2011	89.19-4-41	Main St	330	2,400	A
Village Of Ossining	554203	2011	89.19-4-43	Main St	330	2,080	A
Village Of Ossining	554203	2011	89.19-4-45	Main St	330	1,200	A
Village Of Ossining	554203	2011	89.19-4-54	Maple Pl	330	1,500	A
Village Of Ossining	554203	2011	89.19-4-55	Maple Pl	330	2,300	A
Village Of Ossining	554203	2011	89.19-4-81	Spring St	330	5,700	A
Village Of Ossining	554203	2011	89.19-4-82	53-55 Spring St	330	3,100	A
Village Of Ossining	554203	2011	89.19-4-90	Spring St	330	2,300	A
Village Of Ossining	554203	2011	89.19-4-91	Main St	330	1,000	A
Village Of Ossining	554203	2011	89.19-4-92	Spring St	330	28,900	A
Village Of Ossining	554203	2011	89.19-4-99	Main St	330	9,500	A
Village Of Ossining	554203	2011	89.19-5-54	Brandreth St	311	900	A
Village Of Ossining	554203	2011	89.19-5-65	Central Ave	438	1,800	A
Village Of Ossining	554203	2011	89.19-5-66	Central Ave	662	27,200	A
Village Of Ossining	554203	2011	89.19-5-73	Central Ave	330	300	A
Village Of Ossining	554203	2011	89.19-5-74	Central Ave	311	1,300	A
Village Of Ossining	554203	2011	89.19-6-26	Water St	651	500	A
Village Of Ossining	554203	2011	89.19-6-27	Central Ave	651	115,200	A
Village Of Ossining	554203	2011	89.19-6-28	Water St	651	55,500	A
Village Of Ossining	554203	2011	89.19-6-29	Central Ave	651	5,100	A
Village Of Ossining	554203	2011	89.20-1-79	56 Browning Dr	690	39,100	A
Village Of Ossining	554203	2011	89.20-4-30	Pleasantville Rd	311	2,100	A
Village Of Ossining	554203	2011	90.05-1-58	Narragansett Ave	651	525,242	A
Village Of Ossining	554203	2011	90.05-1-59	Narragansett Ave	963	45,800	A
Village Of Ossining	554203	2011	90.09-5-33	Ryder Rd	690	19,900	A
Village Of Ossining	554203	2011	90.17-3-1	Pleasantville Rd	682	65,300	A
Village Of Ossining	554203	2011	90.17-3-2	Pleasantville Rd	682	22,900	A
Village Of Ossining	554203	2011	97.06-1-8	Westerly Rd	972	700	A
Village Of Ossining	554203	2011	97.06-1-11.1	Westerly Rd	963	97,400	A
Village Of Ossining	554203	2011	97.06-1-11.2	Westerly Rd	972	5,500	A
Village Of Ossining	554203	2011	97.06-1-18	Westerly Rd	438	16,600	A
Village Of Ossining	554203	2011	97.07-1-1	31 Water St	651	28,200	A
Village Of Ossining	554203	2011	97.07-1-9	Main St	438	1,600	A
Village Of Ossining	554203	2011	97.07-1-10	Main St	438	6,700	A
Village Of Ossining	554203	2011	97.07-1-11	Secor Rd	438	31,000	A
Village Of Ossining	554203	2011	97.07-1-12	Main St	438	4,500	A
Village Of Ossining	554203	2011	97.07-1-16	Secor Rd	438	31,000	A
Village Of Ossining	554203	2011	97.07-1-18	Barlow Ln	438	2,200	A
Village Of Ossining	554203	2011	97.07-1-19	Barlow Ln	438	4,900	A
Village Of Ossining	554203	2011	97.07-1-29	Main St	330	1,700	A
Village Of Ossining	554203	2011	97.07-1-30	Main St	330	1,200	A
Village Of Ossining	554203	2011	97.07-1-31	Main St	330	1,100	A
Village Of Ossining	554203	2011	97.07-1-32	Main St	330	1,000	A
Village Of Ossining	554203	2011	97.07-1-33	Main St	330	900	A
Village Of Ossining	554203	2011	97.07-1-37	Secor Rd	330	1,400	A
Village Of Ossining	554203	2011	97.07-1-38	Secor Rd	330	800	A
Village Of Ossining	554203	2011	97.07-1-39	Secor Rd	330	900	A
Village Of Ossining	554203	2011	97.07-1-44	Secor Rd	330	1,200	A
Village Of Ossining	554203	2011	97.07-1-45	Hunter St	311	1,500	A
Village Of Ossining	554203	2011	97.07-1-57	72 1/2 Hunter St	311	1,300	A
Village Of Ossining	554203	2011	97.07-3-4	Spring St	330	10,400	A
Village Of Ossining	554203	2011	97.07-3-6	4 Waller Ave	600	52,500	A
Village Of Ossining	554203	2011	97.07-3-7	Waller Ave	662	6,300	A
Village Of Ossining	554203	2011	97.07-3-76	90 Spring St	438	16,920	H

Owner Name	SWIS	Year	Parcel Id	Street Name	Prop Class	Total AV	Active
Village Of Ossining	554203	2011	97.07-3-87	State St	662	46,800	A
Village Of Ossining	554203	2011	97.07-5-4	State St	311	3,000	A
Village Of Ossining	554203	2011	97.11-1-30	Lafayette Ave	311	2,500	A
Village Of Ossining	554203	2011	97.11-1-33	State St	311	2,000	A
Village Of Ossining	554203	2011	97.11-1-34	State St	662	14,800	A
Village Of Ossining	554203	2011	97.11-2-1	Spring St	963	25,700	A
Village Of Ossining	554203	2011	97.11-2-68	South Highland Ave	963	154,100	A
Village Of Ossining	554203	2011	97.11-2-75	Mead Pl	311	3,600	A
Village Of Ossining	554203	2011	97.11-2-76	Mead Pl	963	11,500	A
Village Of Ossining	554203	2011	97.11-4-21	Acker Ave	311	2,900	A
Village Of Ossining	554203	2011	97.11-4-22	Nelson Ave	311	3,800	A
Village Of Ossining	554203	2011	97.15-1-5	Liberty St	590	5,600	A
Village Of Ossining	554203	2011	97.15-1-6	Liberty St	590	54,000	A
Village Of Ossining	554203	2011	97.15-1-7	Liberty St	590	500	A
Village Of Ossining	554203	2011	97.15-1-8	Liberty St	590	1,600	A
Village Of Ossining	554203	2011	97.15-1-9	Hudson St	590	7,500	A
Village Of Ossining	554203	2011	97.15-1-10	Hudson St	310	10,200	A
Village Of Ossining	554203	2011	97.15-1-35	Liberty St	330	3,100	A
Village Of Ossining	554203	2011	97.15-2-40	Fairview Pl	311	5,400	A
Village Of Ossining	554203	2011	89.19-4-46	200 Main St	681	27,780	A
Village Of Ossining Water Comm	554289	2011	80.11-1-66	Old Albany Post Rd	311	1,200	A
Village Of Ossining Water Comm	554289	2011	80.14-2-11	25 Fowler Ave	600	3,300	A
Village Of Ossining Water Comm	554289	2011	80.15-1-1	25 Reservoir Rd	210	22,400	A
Village Of Ossining Water Comm	554289	2011	80.15-1-2	Old Albany Post Rd	311	1,600	A
Village Of Ossining Water Comm	554289	2011	80.15-1-3	Old Albany Post Rd	600	126,600	A
Village Of Ossining Water Comm	554289	2011	81.17-1-66	13 Bracken Rd	690	107,200	A
Village Of Ossining Water Comm	554289	2011	90.10-3-37	17 Cooper Dr	690	20,800	A
Village Of Ossining Water Comm	554289	2011	90.19-2-69	451 Chappaqua Rd	690	14,800	A

## **APPENDIX TO LISTING OF PARCELS OWNED BY TOWN OF OSSINING AND VILLAGE OF OSSINING**

### **LEGEND**

"SWIS" column – identifies the NYS municipality that the property is physically located in. 554201 is property located in Village of Briarcliff Manor, 554203 is property located in Village of Ossining, 554289 is property located in Town of Ossining Unincorporated Area

"Parcel Id" column – identifies the parcel on the assessment tax map

"Prop Class" column – identifies the property type classification established by NYS. See below "Property Type Classification Codes" for details.

"Total AV" column – identifies the assessed valuation for the parcel

"Active" column – identifies whether the listed parcel is "active lot" (A) or "historical lot" (H) information. Historical lot information means that the parcel has been merged or subdivided.

### **PROPERTY TYPE CLASSIFICATION CODES ("Prop Class" column)**

(source: NYS Department of taxation & Finance – Office of Real Property Tax Services)

#### **200's - RESIDENTIAL**

**210 - One Family Year-Round Residence** - A one family dwelling constructed for year-round occupancy (adequate insulation, heating, etc.).

#### **300's - VACANT LAND**

**310 - Residential**

**311 - Residential Vacant Land** - Vacant lots or acreage located in areas.

**330 - Vacant Land Located in Commercial Areas**

**340 - Vacant Land Located in Industrial Areas**

#### **400's - COMMERCIAL**

**438 - Parking Lot** - A commercial open parking lot for motor vehicles.

**500's - RECREATION AND ENTERTAINMENT****590 - Parks****600's - COMMUNITY SERVICES****600 – Community Services****650 - Government**

**651 - Highway Garage** - Used for the storage and maintenance of highway equipment by any governmental jurisdiction; includes associated land.

**653 - Parking Lots** - Owned by any governmental jurisdiction; includes land and appurtenant structures such as open single level lots as well as multilevel parking garages.

**662 - Police and Fire Protection, Electrical Signal** - Equipment and Other Facilities for Fire, Police, Civil Defense, etc.

**680 - Cultural and Recreational**

**681 - Cultural Facilities** - Museums, art galleries, etc.

**682 - Recreational Facilities** - Nature trails, bike paths, etc.

**690 - Miscellaneous**

**692 - Roads, Streets, Highways and Parkways, including adjoining land**

**695 - Cemeteries**

**800's - PUBLIC SERVICES**

This category includes, but is not limited to, parcels used in or as a necessary adjunct to the provision of public services. Therefore, a parcel which includes a building used principally by a telephone company for accounting or customer billing should be coded in this category.

Similarly, parcels which are used to store, garage or repair motor vehicles and/or equipment used in providing these public utility services should be coded in the appropriate division below.

**821 - Flood Control** - Land used for the accumulation, storage or diversion of water for flood control purposes only.

**900's - WILD, FORESTED, CONSERVATION LANDS AND PUBLIC PARKS**

**960 - Public Parks**

**963 - City/Town/Village Public Parks and Recreation Areas**

**972 - Land Under Water, Either Privately or Governmentally Owned** (other than residential - more properly classified as code 315)