



Public Management Program

Options Report Rhinebeck Highway Study

February 28, 2019

Final Options Report

Submitted to:

Village of Rhinebeck
76 E. Main Street
Rhinebeck, NY 12572

By:

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The College at
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DEPARTMENT OF PUBLIC ADMINISTRATION

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Executive Summary

The Village and Town of Rhinebeck highway departments provide substantially different bundles of services. Despite their differences, the two highway departments have cooperated to achieve savings in key areas. In the first project report, the Existing Conditions Summary, we recommended five areas for more in-depth analysis in the project's second phase. The areas for study seek to improve the ability to take advantage of cooperative opportunities for the Town and Village of Rhinebeck. Each of these areas are discussed below or in the associated project report from MRB Group which examines facility site location and cost in detail. The five areas are:

- **Co-location of the Village Highway Department at the Town Highway Facility Site** The MRB Group report (submitted along with this report) reviews the results of site assessments, estimates village space needs and provides construction cost estimates for three options, two on the town site and one village site option. In [this](#) report, we discuss important elements of the Intermunicipal Agreement which governs Town and Village of Red Hook shared highway facility (page 5)
- **Building, Facility and Park Maintenance** We briefly discuss the building, facility and park maintenance support in the town and Village of Rhinebeck (page 6)
- **Improved Service Recordkeeping for Assessing Future Opportunities** We provide suggested alternatives to improve village service recordkeeping practices to permit the cost of village personnel and equipment resources to be linked to the multiple services provided by the highway department. (pages 6-8)
- **Effective Town-Village Framework for Cooperation** We suggest that the two communities come to agreement on an approach for costing shared or contracted services and develop a general agreement for the routine sharing of personnel, equipment and materials. (pages 8-10)
- **Consolidation Guidance** In response to a request from town officials, we describe a set of planning steps for the Town and Village of Rhinebeck to fully consolidate their highway departments. (pages 10-11)

Options Report

Introduction

The Village and Town of Rhinebeck highway departments provide substantially different bundles of services. These differences reflect, in part, the different service needs of a more densely populated small urbanized area (the village) in contrast with the town outside village sections of the Town of Rhinebeck. There are some common service activities provided by both municipalities: winter maintenance (snow plowing and de-icing), signage, pothole repair, road and street striping, equipment maintenance, and needed investment in street improvement and repair. For this study, we assumed that the existing services provided by the two departments represent the expectations of the citizens of the two municipalities and that the cluster of services are expected to continue.

The village highway department staff is primarily focused on a variety of maintenance activities - many of which extend beyond street maintenance. The department's responsibilities include: park maintenance (mowing, pool operation and maintenance), an extensive brush-vegetation - and leaf program, tree pruning maintenance, storm water drainage maintenance and improvement, street sign replacement, village event management and support, maintenance of village police and other vehicles, dam maintenance, and assistance to the water and sewer departments in conducting line maintenance and repair. In addition, the Village Highway Department is integrated with other public works departments for particular village service needs and to some degree with village public safety departments in effectively providing community events and other services.

In contrast, the town highway department is primarily focused on highway maintenance, repair and construction. Annual road maintenance activities include: roadside mowing, ditch cleaning, shoulder repair, roadside brush removal, and guiderail replacement. The town focuses on the upgrade and resurfacing of approximately four miles of road per year. This capital investment work is completed primarily by town staff and the annual work on targeted roads varies depending on the road condition and needs.

Despite their differences, the two highway departments have cooperated to achieve savings in key areas where some overlap exists, like reducing the duplication of facilities (fueling facilities and salt/materials storage) and the shared use of specialized equipment and skills (shared use of skidsteer). Street repaving is one area of service overlap where the town can provide the service more efficiently. For the last several years, the village has been contracting with the Town of Rhinebeck for major paving projects - with support from village crew members. As additional opportunities for wise facility, equipment and service sharing arise, intermunicipal avenues exist to take advantage of them.

In the first project report, the Existing Conditions Summary, we recommended five areas for more in-depth analysis in the project's second phase. The areas for study seek to improve the cooperative opportunities to help meet the differing service needs for the Town and Village of Rhinebeck. Each of these areas are discussed below or in the associated project report from MRB Group which examines facility site location and cost in detail.

Co-location of the Village Highway Department at the Town Highway Facility Site

We recommended examining co-location of the Village Highway Department at the Town Highway Facility based on a number of factors identified in the project's Existing Conditions Report. These factors included, (1) the current condition and site characteristics of the village highway facility, (2) the village facility's age and (3) the current sharing of town fueling station and salt storage. Village staff recommended an addition to the sites for analysis. Village staff suggested that village owned acreage to the north of the village garage be added as a site to review.

The MRB Group, a project partner, conducted an assessment of the town and village sites. The results of their site assessment, estimate of village space needs and construction cost estimates for three options, two on the town site and one village option, are summarized in their project report. That report was submitted with this submitted with this report.

We also identified and contacted other municipalities with an existing shared site or shared facility. In some cases, the two governments did not create a written agreement as to guide use and management of the shared site or facility. The Town and Village of Red Hook, north of the Town of Rhinebeck, was the only example we identified of a town and village sharing a facility or location. In this instance, the two municipalities share a common facility. The Town of Red Hook was planning to build a new garage facility in 2012 and decided to invite the Village of Red Hook as a participant occupant in the project. At the time of the new construction, both municipalities had facilities in a state of disrepair. The new facility is entirely owned and maintained by the town and was constructed with townwide resources. The town and village have separate leadership, workforces and space in the facility. They do share some common space. Fuels and salt are purchased by the town and the village is billed for use.

The intermunicipal agreement for the Town and Village of Red Hook shared facility is straightforward and covers key elements to guide the cooperative venture overtime. In addition to some more common terms regarding indemnity, insurance, termination, etc., this agreement contains the following useful elements. A copy of the agreement is attached at the end of this report.

1. Provision for regular meetings between the town highway superintendent and the village highway department foreman to review facility use and address any conflicts regarding day to day use and a procedure for unresolved disagreements.
2. Clear statements on access and use of the facility by the two departments, such as what the facility can be used for and when it will be available or open.
3. Rules providing clarity on expectations regarding: repairs, shared maintenance of the facility, standards for its appearance, cleanliness, and other factors related to use – including compliance with environmental laws.
4. A provision outlining expected costs and billing for use and the maintenance of records regarding use and amounts of consumables. A provision is made for the two parties select two representatives to meet at least annually to review costs and expenses under the agreement.

Building, Facility and Park Maintenance

The Town and Village of Rhinebeck provide maintenance for municipal buildings, facilities and parks. In addition, the Town maintains the town cemetery. Each municipality has crafted a personnel solution for these functions that includes a mix of full-time, part-time and seasonal or student personnel.

The town and village jointly own Thompson-Mazzarella Park which is situated on the village's west side, and is partially in the village. In project interviews concern was expressed regarding responsibility for this park's maintenance. Village and town representatives should review existing agreements and documents regarding the park and move forward with an agreed upon plan to effectively maintain and develop the park in the future.

Both local governments employ staff to provide routine maintenance for their existing facilities. It is important that facility maintenance is responsive to the employees and officials that are regular users. Contracting out for facility maintenance services can work against responsiveness to regular employees and users in comparison with direct control by the local government owning the property. Subject to existing New York labor law provisions, the town or the village is free to competitively contract out for these maintenance services. Both private vendors and other local governments could compete for such a contract. The Village of Rhinebeck's highway department focuses on the provision of maintenance services. But there is no apparent cost or service advantage to the village providing building, facility or park maintenance services for the town.

Improved Service Recordkeeping for Assessing Future Opportunities

Current service level reporting in the Village of Rhinebeck does not permit the ability to effectively allocate costs to service activities for the Highway Department. The Rhinebeck Village highway department performs a number of non-highway functions. The current Village highway department personnel time reporting records do not parse out these distinct community services. As a result, there are not separate personnel budget categories or records that show the village financial resources committed to these non-highway services. Instead, all personnel costs for the Highway department employees are lumped in a single "Highway" personnel line in the budget which overstates the cost of pure highway services. In contrast, the Town of Rhinebeck highway department, which provides more exclusively highway services, has a modest list of service activity categories that are used to allocate daily personnel time and equipment use to highway service categories. We recommend a change in this village practice to permit village personnel and equipment resources linked to the actual multiple services provided by the highway department.

Service cost allocation requires the ability to record and aggregate personnel time on regular basis (daily or weekly), as well as regular equipment use and other costs to service activities or projects. Improved record keeping and reporting would be valuable for future decision-making and evaluation of service options.

Effectively tracking service costs is valuable for at least two reasons. First it permits department managers to more accurately see how service costs are changing year by year, indicating when management intervention may be needed. This might mean looking more carefully at what is driving cost changes and/or changing how the service is provided. Secondly, it provides a more accurate picture of the cost of specific service activities for governing board members and citizens.

The village has two basic options in improving recordkeeping to better track service costs. It could institute a paper system for employees and managers to record time use by category and then aggregate or have administrative staff enter data from paper records into spreadsheet or other software for summarization. The Town of Rhinebeck's paper system of recording personnel and equipment use could be used as an example for the village to build from.

A second option for the village is to develop or purchase a software product that would permit direct entry by employees of hours by service area, or project. Direct entry could be done by computer, tablet or cell phone. This approach would eliminate the middle step of data entry by administrative staff and could reduce the cost of data summarization and analysis for decision-making.

We looked for existing software that performed these data entry and summarization tasks for public works services. One software option was identified that appears to meet the service costing need – the Jack Time and Activity Tracking System developed and distributed by Vanesky & Company (<https://venesky.com/>).¹ The software is used by a number of municipal clients in New York State to track activity and service costing. The system is cloud based and permits basic hourly personnel data entry from computer, tablet or screen based phones directly by highway employees. Data on personnel resources can be created in a variety of reporting formats by service or project and can be summarized as needed. This can include reporting for a combination of days, weeks, months, year or by project. Summary or report data can be transferred to EXCEL spreadsheet files or other delimited data formats for further analysis and reporting.

An appropriately sized Jack application package for the village highway-public works department would include:

- A. 10 End User Licenses (an employee is an end user in this instance);
- B. 1 Year Agreement;
- C. Setup/Customization - No Extra Charge;
- D. Includes Maintenance and Agreed Upon Software Updates;
- E. User Support by email, ticket system, and telephone;
- F. Fixed Fee = \$2,900
- G. Additional End User Licenses can be purchased at a rate of \$225 each per year.

¹ Two other potential options were identified: (1) Facility Dude. <https://www.dudesolutions.com/> is a broader cloud based software application for use by governments in managing public works operations (2) G2G Marketplace (<https://www.g2gmarket.com/>) is a resource for government to government exchange developed by Oakland County, Michigan. Local governments can join the network and search for vendors, etc. to specific software needs. A number of New York local governments participate in G2G.

This software can also be customized to track equipment use by service, project or vehicle. The cost of a vendor software solution has to be compared with the administrative costs of: (1) employees hand recording paper time records, (2) office personnel keying these records into a spreadsheet or other application and (3) the time to create and develop useful summaries and formats for public works decisions and governing board review. More precise information could help inform annual budgeting and multi-year budget and service planning.

A software application like this can make it relatively easy to examine a number of important factors for evaluating services, including:

- The annual labor costs involved with particular village services such a brush and yard waste removal, village events management and cleanup, etc.
- The amount of labor time and parts committed to vehicle maintenance by department or piece of equipment
- Tracking the costs of providing assistance or services to other governments or village departments
- Tracking the relative hours of use of a shared piece of equipment by municipality

While the Town of Rhinebeck has a useful system for tracking costs to services and projects, they also may find it efficient and useful to explore a software based data entry alternative.

Effective Town-Village Framework for Cooperation

The Town of Rhinebeck and the Village of Rhinebeck cooperate in a variety of ways in providing highway and related services to citizens. While the town and village have very different service needs, the two highway departments will continue to have opportunities to cooperate to improve service and reduce cost. It is valuable to have a framework that eases the ability to work together overtime. We suggest that the two communities come to agreement on an approach to costing shared or contracted services, and develop a general agreement for the routine sharing of personnel, equipment and materials.

Costing Shared Services. A clear and fair approach for sharing the cost of services while minimizing the administrative burden is one key to a good framework. Primary to a clear approach is agreement on when and how two or more municipalities will charge each other for personnel, equipment use and materials. Highway departments very often willingly send trucks, specialized equipment, operators and materials to a neighboring municipality for a large project or for emergency circumstances. In many instances, no specific accounting is done for this sharing. Highway managers count on reciprocal sharing from local partners when they are in need. This informal arrangement continues among departments as long as the partners perceive they are getting a fair deal. This approach avoids the dreaded paperwork and other decisions about pricing, etc. The approach also raises concerns about how risk and actual costs are handled.

The Town of Rhinebeck has internal recordkeeping practices which track when personnel, equipment and materials are being used for work on another government's projects. This

permits the town to charge municipalities based on records of resource use as a routine practice. This has not been the case for village resources. Moving forward, the two municipalities should agree on a definition of cost to guide the exchange of personnel, equipment and materials. This would require that the village have adequate records for such charges. This should include:

1. Personnel – hourly or daily rates inclusive or exclusive of fringe, and whether travel to site should be included and under what conditions overtime rates can be charged;
2. Equipment - the method of calculation of rates for equipment used and a how costs for equipment repair will be allocated when a breakdown occurs on the site.
3. Materials – the basis for materials and fuel charges.
4. A threshold – below which there are no expectations for charging one another.

One key element of fiscal fairness, that is not an item subject to town and village agreement, is town budgeting practices. Of particular importance is the allocation of highway service costs between the Townwide and Part-Town Highway Fund. The town's cost allocation practices which have some statutory restrictions effect the property tax burden for village tax payers when costs are allocated to the Townwide Fund. The town's allocation of only those discretionary cost items to the Townwide fund that are reasonable for village tax payers to share is important.

Communication by the town on movement of service costs between the Part-Town Highway fund to Town-wide fund is important for both trust and fairness. For example, we assume the movement of town expenditures for brush and leaf removal and snow removal from the Part-Town Highway Fund and to the Townwide Highway Fund in the last three fiscal years is rooted in highway service needs in the village.

An Agreement for Routine Sharing. As we note above, the routine sharing of equipment, personnel and materials among public works and highway departments is common and often helps reduce costs and improve service. If not specifically sanctioned by an agreement this simple, direct approach to sharing can lead to unexpected liability issues and can break down if one department perceives they are being taken advantage for one reason or another. At the other extreme, requiring an approved written agreement for every instance of routine sharing creates a administrative roadblock to effectively working together.

A number of local governments in New York have addressed this problem with a general shared services agreement, in which the governing board provides broad authorization for routine sharing. These agreements grant general authority to the highway or public works managers for routine sharing along with provisions that address: cost, lender and borrower liability; compensation for shared employees; and require cost accounting for what is shared. An example agreement used by the Town of Ulster and its partner local governments in Ulster County is in the Appendix to this report. A general shared services agreement maintains flexibility for local highway managers, addresses key issues that can often be a source of conflict and reduces risk for the municipality by spelling out liability and responsibility. In addition, these agreements require local road managers to keep track of the cost of shared equipment, personnel and materials, but do not require a transfer of funds for every minor sharing activity.

A provision for resolving disputes would be a valuable complement. The Ulster Agreement attached to this report has a termination clause which permits either party to exit the agreement, but it does not provide a specific pathway to address a dispute or concern that may arise between the two highway managers. A clear statement of how one of the highway managers could request a discussion with governing board members or some other party could provide a means to resolve a concern or dispute before it reached the need for termination of the agreement. Often providing a pathway, in advance, for resolving disagreements or concerns is key to both making needed adjustments and maintaining effective partnerships.

Consolidation Guidance

The consultant proposed a list of four areas for more in-depth study in the project's first report, the Existing Conditions Summary. Town officials requested that in addition to the consultant's recommendations, a fifth area be added which would describe a set of steps for the Town and Village of Rhinebeck to fully consolidate their highway departments. This is a distinct option, separate from further service cooperation which could continue to increase overtime without a full consolidation of the two departments. A set of possible steps for highway department consolidation are outlined below.

1. **Agreement on the Benefits of Highway Consolidation** A necessary first step would be agreement between the Town and Village Boards that a consolidation of the two departments would be beneficial for the citizens of both municipalities. Presumably this would be based on evidence that a merger of the departments would reduce the cost of providing existing services, improve service quality and/or provide other compelling community benefits. This study did not find such evidence.
2. **Town, Village or Joint Department** The two municipalities would have to agree upon a logical organizational home for a consolidated department. Either the town or the village could serve as the home department. If the town were chosen by the two, then the village would contract for all identified, needed services with the Town of Rhinebeck. The converse would be true if the two municipalities decide that the village would be the logical choice. A third option exists in state law - the creation of a joint highway service entity could be created by the two municipalities to provide service in both communities. The joint provision option would make governance and management more complex rather than simplify the oversight of highway services. Presumably, both the town and village would maintain ownership and governance responsibility for their existing streets under all three options.
3. **Facilities** The town and the village would have to decide which existing facilities would be used by the consolidated department and for what purposes. The facilities assessment for this project indicates that both existing facilities would continue to be required. The parties would have to determine how the ownership of facilities will be handled for the municipality that does not host the consolidated highway department.
4. **Personnel** The Town and Village would have to open conversations with both existing bargaining units regarding the future representation, compensation and benefits of

employees in the consolidated department. An assessment would also be needed to for supervisory personnel and how they might be configured in the consolidated department. The continuation of an elected versus appointed highway superintendent should be evaluated if the town is the location for the consolidated department. Post-employment benefits for current and future retired highway department employees would also need to be considered.

5. **Equipment** Assess the full equipment inventory of both large and smaller equipment. Determine how equipment ownership will be handled in a combined department and if compensation is to be provided to the partner that is not home to the consolidated department. Assess for any duplication of backup vehicles.
6. **Village Interdepartmental Needs** The Village Highway department currently provides service assistance to other public works departments and services vehicles for the Village Police Department. Plans for a consolidated department would have to assess and make provision for meeting these interdepartmental service needs.
7. **Develop Contract** Based on the assessment of facilities, personnel, equipment and interdepartmental needs, the town and village would have to draft an intermunicipal agreement that addresses the following:
 - a. Facilities-Property Transfer and/or conditions for property maintenance
 - b. Personnel
 - c. Equipment
 - d. Village interdepartmental needs
 - e. Annual contractual payment for service
 - f. Service requirements and service assessment criteria for the municipality contracting out for service
 - g. Other necessary and typical contract conditions, including termination and modification of the agreement

Appendix

Shared Services Agreement

THIS AGREEMENT, is entered into by and between the TOWN OF ULSTER, having its principal place of business at 1 Town Hall Drive, Lake Katrine, New York 12449 and the Town of _____ having its principal place of business at _____, New York _____ (hereinafter referred to as the "Party" or "Parties"). It is understood that any specific time, one party maybe the "Lender" and the other party maybe the "Borrower" as the case may be.

WHEREAS, this Agreement is made pursuant to Article 5-G of New York General Municipal Law, and Sections 102, 133-a, and 135, of New York Highway Law; and

WHEREAS, the Parties agree that a cooperative arrangement such as is established hereby is in the best interests of the citizens of the respective municipalities; and

WHEREAS, each Party hereto has certain highway, non-highway, specialty equipment and/or skilled personnel (including equipment operators) that may be available from time to time; and

WHEREAS, it is possible to make such equipment and/or personnel available for use by others when it is in the public interest; and

WHEREAS, such cooperative efforts may be for a scheduled short duration of time, an unanticipated event, and / or an emergency; and

WHEREAS, each Party has authorized their respective highway superintendent or other appropriate department heads to act using their discretion pursuant to this Agreement; and

NOW THEREFORE, it is mutually agreed between the Parties as follows:

1. SERVICES: The Parties may loan certain highway, non-highway, specialty equipment and/or skilled personnel (including equipment operators) materials and/or supplies that may be available from time-to- time to the other Party. All such items shall be loaned at the discretion of the respective highway superintendent and/or other appropriate department head.

2. TERM OF AGREEMENT: This Agreement shall take effect on _____ and shall continue in full force and effect for five (5) years from the effective date identified above.

3. EMPLOYEES: Each Party shall remain fully responsible for its own employees, including salary, benefits and workmen's compensation insurance. From time to time, machinery and equipment may be loaned under this agreement with an operator. The operator shall be subject to the direction and control of the Highway Superintendent of the Borrower in relationship to the manner in which the work is to be completed. However, the method by which the machine is to be operated shall be determined by the operator. All employees of the Parties are to be treated in accordance with their respective collective bargaining agreements, if any.

4. MAINTENANCE AND REPAIR: The Lender shall be responsible for all maintenance and repairs to the machinery and equipment when an operator is provided with the equipment.

If the Lender does not provide an operator with its equipment, the Borrower shall be responsible for maintenance and repairs due to normal wear and tear during the loan period. The Borrower shall be responsible for the repair and/or replacement of the machinery and equipment due a causality loss or negligence by the borrower during the loan period.

5. RECORDS AND REPORTS: The Parties shall maintain full and accurate records of the employees, machinery, equipment and /or materials loaned.

In the case of an accident involving items covered under this Agreement, the appropriate accident reports and claims shall be filed promptly with the Town Clerk's Office and/or the Workmen's Compensation coordinator of each Party.

6. INDEMNIFICATION: Each Party agrees to defend, indemnify and hold harmless the other Party, including its officials, employees and agents, against all claims, losses, damages, liabilities, costs or expenses (including without limitation, reasonable attorney fees and costs of litigation and/or settlement), whether incurred as a result of a claim by a third party or any other person or entity, arising out of its performance pursuant to this Agreement, which either Party, or its officials, employees or agents, may suffer by reason of any negligence, fault, act or omission of the other Party, its employees, representatives, subcontractors, assignees, or agents. Notwithstanding the foregoing, each Party's obligation to defend, indemnify and hold harmless the other Party shall have no applicability to the extent that such other Party, its officers, agents, servants, employees, contractors or subcontractors contributed to the claims, losses, damages, costs or expenses.

7. INSURANCE: The Borrower shall maintain or cause to be maintained, in full force and effect during the term of this Agreement, at its expense, insurance with stated minimum coverages. Such policies are to be in the broadest form available on usual commercial terms and shall be written by insurers of recognized financial standing who have been fully informed as to the nature of the use of the equipment. The Borrower shall provide the Lender at the inception of this Agreement, a Certificate of Insurance evidencing the required General Liability Insurance, Property and Causality Insurance, Automobile Liability Insurance, Workmen's Compensation Insurance, and Disability Coverage. The Lending Party shall be an additional insured on all policies with the understanding that any obligations imposed upon the insured (including without limitation, the liability to pay premiums) shall be the sole obligation of Borrower. The Borrower shall provide the Lender with a new certificate of insurance 30 days prior to the expiration of the original certificate.

8. EFFECTIVENESS: This Agreement shall not be effective until approved by a majority vote, as required by section 119-o of the General Municipal Law, of the Town Board of each Party

9. TERMINATION: Either Party may, by written notice to the other Party effective thirty (30) days from mailing, terminate this Agreement in whole or in part at any time.

10. FILING: This Agreement shall be filed with the Town Clerk and the Highway Superintendent of each of the Parties and the Ulster County Highway Department.

11. SAFETY PRECAUTIONS: The Parties shall provide and employ all safety measures, safety equipment, and safety devices appropriate and necessary when operating the equipment. The Parties shall comply with all safety standards, codes, regulations, and laws applicable to their activities under this Agreement.

12. MODIFICATIONS: No changes, amendments, or modifications of any of the terms and/or conditions of this Agreement shall be valid unless reduced to writing and signed by the parties to this Agreement.

13. ENTIRE AGREEMENT: The rights and obligations of the Parties and their respective agents, successors and assignees shall be subject to and governed by this Agreement, which supersedes any other understandings or writings between or among the Parties to this Agreement. Agreements between the parties for the joint purchasing and maintenance of specific pieces of equipment are not modified by this agreement.

14. SEVERABILITY: If any part of this agreement is declared unenforceable or invalid, the remainder will continue to be valid and enforceable.

SIGNITURES CONTINUED NEXT PAGE

IN WITNESS WHEREOF, this Agreement has been executed on the date set forth by each signature.

By: _____
James E. Quigley 3rd
Supervisor
Town of Ulster

Date: May 1, 2017

Attest to:

By: _____
Suzanne Reavy
Town Clerk
Town of Ulster

Date: May 1, 2017

Agreed to:

By: _____
Frank Petramale
Highway Superintendent
Town of Ulster

Date: May 1, 2017

By: _____
XXXXXXXXXXXXXXXXXX
Supervisor
Town of XXXXXXXXXX

Date: May X, 2017

By: _____
XXXXXXXXXXXXXXXXXX
Town Clerk
Town of XXXXXXXXXX

Date: May X, 2017

Agreed to:

By: _____ XXXXXXXXXXXXXXXXXXXX
Highway

Superintendent Town
of XXXXXXXXXX

