

INTRODUCTION

Chairman Brownell, members of the Rensselaer County Legislature, and all of the residents of our great county, I am both honored and pleased to be presenting this State of the County message as we celebrate the 225th anniversary of the incorporation of our great county. This year's message I deeply feel will touch the pulse of the county to, in a sense, record the commitment we have toward keeping our great county vibrant. A review of a few of our county departments and their activities will highlight this, and I am confident will, by example, show just what we are doing, by attending to your everyday needs, to earn your trust.

Another factor which we will consider is the role state mandates are taking in shaping and forming our local government as we scurry to assure that our commitment to local programs is realized at the highest of standards, while at the same time lawfully honoring the paying of about ninety cents of every tax dollar that our residents are paying across the river to Albany for mandated services.

STATE MANDATES

To say that stifling mandates have been placed on our backs only recently is inaccurate at best and irresponsible at worst. The sad fact is that these mandates have been growing over the years despite recent displays of state awareness to correct this avalanche, an avalanche which is currently gaining more and more momentum as it snowballs down the hill. This is witnessed by an increase of nearly 70% of these state mandated expenses to county government over the past ten years, as compared to a decrease in local spending by nearly 20% over the same time period. This is despite the fact that, we want to and must acknowledge, our state legislators and our governor have brought some relief to municipalities. Let me make it clear that for this we are grateful as well as appreciative. However; unfortunately, the aforementioned growth pattern shows the frightening aspect of what we are facing, despite their efforts, and beckons for state officials to continue to cut back on their desires for new or expanding programs that rely on local property tax dollars for funding.

To name a few recent improvements instigated by the state, the freezing of local Medicaid costs at \$34 million after years of gigantic increases has certainly helped us to keep local property taxes under the two percent cap and by doing so imposing minimal harm to our taxpayers. On the other hand, it should be mentioned that New York is one of the very few states that mandates that their counties participate in the funding for

Medicaid at all, the other states picking up the whole designated share. As well, of those few states that call for a local contribution, New York has the dubious distinction of still charging the highest dollar amount in local share to their counties in the country, in fact more than the local share of all other states combined!

It is also noted that the state has heard the cry of our residents when it comes to curbing additional expenses associated with retirement costs, as these costs have declined slightly due to the state's institution of new retirement tiers that provide less generous benefits and therefore require less county government contributions. That is the good news. The bad news is that there remains a significant cost for 2016 of \$12.5 million, double what it was eight years ago. But, as a testimony to the county's conservative fiscal practices, as a result of improved cash flow, according to our Bureau of Finance, the county was able to prepay its NYS pension bill for the first time at a savings of over \$100,000 to our county taxpayers. Regardless of this, the way the obligations are mounting we will be hard pressed to repeat this outstanding performance. In other words, more snowfall is still making the potential for an avalanche that threatens to engulf county government a bigger and bigger threat.

Nevertheless, we are appreciative of the intentions of our state legislators. They are trying to slow down the pending storm of mandates, but like a spring-like break or a mild winter, it is only a brief respite, and we must do all we can to ensure that mandates don't suffocate local government. As an example, one mandate that we encourage our state delegation to look at is the Safety Net program that provides long term care for needy individuals, which formerly was paid for by the state and counties with each contributing 50% of the costs. A recent change in state law now requires the counties to pay 71% of the Safety Net bill while the state dropped its share to just 29%. This change, coupled with increasing numbers of individuals relying on the program, due to an economy which continues to be on the mend but has not fully recovered, has resulted in record high costs to the county for the program.

Unfortunately the evidence of the more recent shifting of spending responsibilities to the counties and therefore our property taxpayers does not stop here, but also includes the Hudson River Black River Regulating District as well as increased local spending requirements for indigent defense, and the doing away with the funding used for preventing heroin trafficking, leaving programs such as these for county taxpayers to fund fully or in part.

The cumulative net result of the state's actions, or in some cases inaction, and despite certain reforms as mentioned, is actually an increase in the requirement for state

mandated spending by our county as the net result. The stunning thing for me to understand is that in essence the state is attempting to force increased local taxing to pay for programs on the backs of some of the very individuals who are fighting to not be taxed out of their own homes!

By examples such as those presented, we can unfortunately very easily show the shifting of mandates and therefore local responsibility onto the backs of the beleaguered local taxpayers, which allows the state to pronounce their own fiscal house in order, while turning to those very local taxpayers and proclaiming the county as the raiders of their own private piggy bank which is apparently their rationale for the overall increased spending. This maneuver is extremely transparent and I can assure you that this so called piggy bank which constitutes tax revenue raised, has long since been raided and after the state pilfers it, the county's use left after the ravaging amounts to one thin dime of every local tax dollar collected; ten cents of every dollar being spent on local road and highway maintenance and patrol as well as senior and veteran activities and programs, and other local programs so essential for our residents.

And to maintain these local programs we cannot forget the local cost efficient methods and direction we as a county have taken over the years to avoid, as much as possible, the threat posed by more and more mandates to ultimately decimate our ability to fund local services, with unfortunately more similar storms forecast on the horizon. And so we need to continue our call for our state to act in the public's best interest and provide more meaningful mandate relief.

COUNTY GOVERNMENT SAVINGS

In contrast, as a county, I am proud that rather than finding ways to spend tax dollars, we are constantly finding ways to save tax dollars. It is true that this is in large part due to constantly finding ways to assure that after the mandate bill is paid, we have the revenue to deliver local services in an expedient and effective way which I feel is the hallmark of our administration. With this conservative philosophy of local government being the rule rather than the exception, and supported by our county legislature, we can proudly say that this is the kind of fiscal accountability that marks our tenure.

Locally, we are indeed practicing consolidation, cooperation and commitment by the sharing of responsibilities in a more cost effective level to enhance our quality of service delivery. Our departments and employees take steps on a daily basis to conserve your tax dollar, by constantly reviewing ways to save money, and deserve much credit in

performing in such a responsible and necessary manner. From engaging the services of a company to more effectively route the buses for transporting children to services which results in saving \$800,000 annually, to outsourcing the physical therapy and occupational services of our nursing home to save \$1.3 million annually, our intent to lessen our fiscal load is obvious. When we talk improvements in energy conservation, over \$750,000 has been saved as a result of efficiencies that have been implemented with more savings to come, including alternative energy programs in the solar and hydro fields. And when we discuss the county frame work and model for collaboration we mention the commitment and productivity of the Human Services Cabinet Triage Unit that works with high needs/high costs families and individuals to help them achieve self-sufficiency, by making certain that duplication of services is curtailed, and specifically targeted performance takes first place in our priorities.

When we discuss the internal workings of our county government, I am proud to mention that numerous steps have been taken through the past 15 years to both streamline and economize our operations to save precious dollars in the long run. This year, we continue to exercise this philosophy by implementing, with the cooperative efforts of the county Bureaus of Research and Information Services and Central Services and assistance from the Chair of our Legislature, a new phone system for the County Office Building and Courthouse that saved nearly \$125,000 by reusing existing cabling with new technology. As well, we are introducing a new financial system along with a new human resources and payroll system.

Commitments such as these have allowed us to save nearly \$44 million of proposed departmental spending over the years. As part of that cost saving effort, our Bureau of Budget continues to work with other departments to hold the line on spending. And we cannot forget our county employees who, no doubt sensing the belt tightening that we are engaging in as a county, agreed to negotiated collective bargaining agreements that reduce expenses especially for new employees.

This consistent approach to local spending and subsequent economizing has been the rule rather than the exception since I first assumed office, which was 14 years prior to the state calling for the documentation of the services that we have long provided in conjunction with our municipalities and the efficiencies that we have implemented in order to provide services as effectively and efficiently as possible, but yet fiscally responsible. I applaud the governor's intention when he calls on municipalities to demonstrate savings of 1% annually through shared services and government efficiencies, to qualify for the state's property tax freeze credit law, and bask in the realization that imitation certainly does flatter. It is a fact that his pronouncement

endorses the pattern of conduct that many counties, including Rensselaer, were already engaging in and has given us the opportunity on a statewide basis to demonstrate this fact. As an example, here in Rensselaer County, our efforts exercised over a vast number of years, have resulted in more than three times what the governor calls for. Again, hats off to the state for hopefully learning from the ongoing way we have conducted our business of government in our county, and we look forward to them exercising the same form of economic, constituent-driven government in the future.

COUNTY GOVERNMENT OPERATIONS

At this juncture, I thought that it would be insightful to take a short tour of some of our county departments so that you can better understand what it is that we do to keep local government flowing by serving the public, as well as the self imposed frugality that accompanies it. These departments and their employees represent the very core of county service, and I feel that as the recipient of your hard earned tax dollar, it is only proper and indeed mandatory to report to you by example just what we do, particularly as it applies to getting the most for your dollars that we possibly can by stressing cost efficiency.

As one of the counties in the state that despite rising costs is still maintaining a nursing home, our Van Rensselaer Manor has introduced many cost-saving measures to keep our heads above water. Over and above our employed staff physicians, we have contracted with an outside agency to supply additional clinicians with the emphasis being to keep residents out of the hospital. These nurse practitioners are charged with the responsibility of detecting potential medical problems sooner, a practice which has often been the difference between keeping the residents at the Manor and sending them to the hospital, with better care and lower costs the result. As we talk about hospital admissions, we should note that since 2010 our “all cause” hospital readmission rate has dropped almost three fold. When we mentioned energy improvement measures earlier, it is appropriate to say that as the implementation of such programs stretch out, the Manor is also benefitting. And as we consider the operation of the Manor, we find that payroll and benefit costs are down just over \$1 million, due to a reduction in overtime expenses as well as reduced salaries and health insurance costs for new hires based on the previously mentioned new labor contract.

The Manor seems to be proving that quality and conditions can improve, while still remaining cost conscious, and also in working toward this end, benefits from the cooperation of other departments. One such effort occurred when our Bureau of

Research and Information Services spent countless hours working to stabilize the wireless network installed in the client areas at the Manor used to facilitate electronic medical records and the prescribing and distribution of medicines.

Much was said about co-location of county agencies being a key to streamlining services in a cost efficient fashion. With the grouping of Probation, Youth, the Department of Social Services, and the addition of twice a week access to Mental Health, as well as to the departments of Health and Employment and Training once a week, in our triage effort we have already seen improvements, both service-wise and cost-wise.

Serving nearly 13,000 veterans and their dependents in 2015, numerous community outreach programs have been conducted as those who served us learn of earnings, benefits and services. One can only speculate as to how many veterans are kept out of more costly programs in the long term, costly both to the county and themselves as individuals, financially, emotionally, and medically, if it was not for the fine work accomplished by our Veterans Service Agency. Monthly compensation or pension awards received by veterans and their families through our office totaled nearly \$400,000 last year, while nearly 6,000 veterans were transported to necessary VA medical appointments by our vans.

We continue to serve those who served.

As we concentrate on service, and along with our desire to assure the self-sufficiency of our residents, thus cutting down on government funded programs at a savings to all taxpayers, our One Stop Center hosted a series of on-site employer recruitments. As well, as a result of the previously mentioned triage unit 170 individuals either directly referred by Social Services and Probation or those who took it upon themselves to walk in after visiting the other departments received job readiness training, job coaching or other services due to this collaboration and the co-location of these services. All totaled, One-Stop saw over 12,500 customers this past year, a decrease over the previous year due to a steady job growth, no doubt in relation to the growth fueled by high tech companies and related industries in our Capital Region. However, there still remains the problem of the question of meaningful wage growth, because many families are working harder and falling behind. So while we continue to see a decline in the unemployment rate the number of people seeking assistance from the county remains higher than was the case before we entered into the recession. Caseloads for Temporary Assistance to Needy Families, Safety Net, and Food Stamps are 20%, 96% and 32% higher respectively than they were only 8 years ago. In other words, many are settling for lower paying jobs thus there remains the continued pressure on supplemental social

services that obviously cost local taxpayer dollars. Again, although pundits might say our economy is improving, they somehow forget to mention that although there are more people employed, meaningful wage increase has not improved.

As we talk about the collaborative efforts of the county all working toward serving our residents as thoroughly and as economically as possible, we cannot forget the county Department for Youth working with the state Office of Children and Family Services to put in place the Quality Youth Development System to gauge performance and effectiveness of allocated funds. Along with firmer fiscal accountability, it also encourages the use of youth development principles that help them achieve the assets and skills that support a positive transition to self-sufficiency. This is certainly a wise investment in our future as a solvent county, not to mention that of our youth.

As our review of some of the inner workings of our departments continues, we next stop at our Unified Family Services Department for the Aging, where among other items of interest, we note that working toward keeping our 31,000 county seniors in their homes as long as possible is a key goal. To this end, and at least partially offsetting the costs of mandate-driven property taxes in the process, our delivery of home meals in 2015 was up about 13% over the previous year. When we combine this with the increase of 15% of meals served over the same time period at our senior centers, we get a fairly accurate barometer of where our economy really stands, and the subsequent accompanying increased pressure on local services during these times of greater need.

Showing that cooperation with other municipalities is alive and well, as we review our Highway Department and Department of Engineering, we note that much assistance was given to local municipalities in maintaining town owned roads and structures, which has been our continuing custom. Oftentimes collaboration on projects where equipment and manpower resources were shared to provide more economically efficient local services to the local taxpayer occurred, an excellent example of the sharing of services.

Work continues on our public safety capital project which also demonstrates our sharing of services. Financed through state grants we successfully competed for and our own bonding, our 911 communications system is undergoing a massive upgrade, making it better and more efficient. Among numerous improvements, generally speaking, this will allow police, fire and emergency agencies to speak to each other on the same system during the times of emergencies. Additionally, the new communication system will have the ability to interconnect between Rensselaer, Albany and Saratoga counties and will accommodate next generation 911 including texting and the transmission of videos. This is a positive step toward protecting and aiding our residents, and is another fine example

of working with other counties and their respective agencies in a common purpose, and constitutes a win-win, both in safety and equipment cost savings due to consolidation.

Additionally, when we talk safety, we should note that particularly during these volatile times, we are looking hard at the safety of the public and our employees in county owned facilities and will soon unveil conclusive actions, to supplement those measures currently in place to address this critical issue.

As we discuss the safety of our residents, their health goes hand in glove with this topic, and I am pleased that our county Department of Health is always on the alert for detecting disease trends that threaten our residents, and act promptly in their defense. Examples of this are tick-borne illnesses, which dramatically increased in 2015. The Health Department response was to immediately intensify their efforts in continuing to educate the public and medical providers regarding tick-borne illnesses which, by their action, no doubt has been instrumental in earlier detection. It should also be noted that with the West Africa outbreak of Ebola last year as well as the Zika virus in Central and South America more recently, we became immediately involved in similar disease activities.

Our Health Department and County Attorney's Office have also been working with the Towns of Nassau, Schodack and Stephentown as well as the Berkshire Planning Commission in Massachusetts with regard to the proposed Northeast Direct (NED) pipeline. We have shared our extensive list of environmental, health and safety concerns with the Federal Energy Regulatory Commission (FERC), the sole entity responsible for approving or disapproving this pipeline. We have also applied for and received intervenor status before FERC, so that we can continue to be the voice for our residents and businesses that could be negatively impacted by the construction and operation of the pipeline and associated compressor station.

We also continue working with our communities as other health issues arise. A particularly relevant recent example occurred as a result of a resident finding PFOA in the Hoosick Falls water supply in August of 2014. As many of you are aware, our Health Department assisted the village of Hoosick Falls in gathering information about this chemical compound from state and federal sources, reviewing information the Village was using to alert the public and helping to identify a course of action for getting it out of the public water supply with a new filtration system. We are grateful that the state and federal government are now fully involved in the situation and as a result of their initiatives health studies are underway, alternative water sources are being considered and individual filtration systems are being installed in homes with private wells. Most

importantly, the people in Hoosick Falls and the Town of Hoosick are taking comfort that this problem will be thoroughly addressed.

Unfortunately this same contaminant has also been found in the water supply in Petersburg and we are now involved in testing water from private wells in the area surrounding the suspected source of the pollution and have delivered bottled water donated by Hannaford to the residents of the town who have been advised not to drink the water or use it for cooking. We continue to be available to assist the towns, village, state and federal governments in any way possible to assure the impacted residents and businesses that due diligence is being brought to bear to resolve these drinking water problems.

Another health problem, as most of us realize is the proliferation of drug usage and what it is doing to ruin the lives of so many of our residents. To counter this problem, Sheriff Pat Russo and myself, with our county Mental Health Department, the Hudson-Mohawk Recovery Center and Alkermes, Inc. have announced a program last month, to help break the cycle of drug addiction, by having jail inmates voluntarily sign up to receive education, counseling, and access to Vivitrol, a non-addictive medication taken after one “de-toxes”, that blocks the ability to feel the high associated with alcohol or opiate use. This will be administered shortly before release and will be continued in the community with drug counseling.

As we mention the potential harm associated with drugs, I am as aware as you are about the use of heroin by people, primarily young people, in our communities. To this end, we will hold a community conversation about the problem of opiates and establish a countywide coalition to address this from educational, preventive, treatment and law enforcement perspectives. Already our Health Department has been providing trainings in partnership with Catholic Charities on opioid overdose prevention using the lifesaving drug Narcan and anticipates doing even more this year as more groups become aware of how heroin use is affecting us all. This is a community problem that no one can turn their back on, and my county departments have already pledged their continued full participation.

Also in the area of criminal justice, our Public Defender and Conflict Defender offices continue to work with the state’s Office of Indigent Legal Services to improve our representation for those who are unable to pay for their own defense. Having been successful at applying for state grants to cover the entire cost, we are now providing counsel at first appearance and we have been able to reduce our attorney caseloads.

When it comes to keeping the county's fiscal head above water allowing us to deliver our local services, no one believes for one second that county departmental savings alone will singlehandedly offset the state demands for ninety cents of every one of our local tax dollars. Our three prong attack to control and protect our local service delivery is number one in continuing to try and make the state see that although we are appreciative of our local state delegations' work to deliver some mandate relief, it is really just the start for what is needed. What we really need is a change in philosophy in Albany, from the current philosophy of the liberal spending of other people's money, with no direct accountability. The second prong is to continue to find ways for us as a county to save operational dollars to assure that despite the state's healthy appetite, our living frugally, will still afford us the ability to maintain our local services in an effective manner.

The third prong of attack on keeping taxes lower in the county comes from broadening our tax base through economic development, and with this mission in mind the county's IDA reports that they continue to work for a predictable and stable business environment, with more than enough room for the expansion of existing businesses and the introduction of new ones. This in turn will bring more people to our county to live, work, shop, and pay their taxes, with the effect of taking some of the pressure off our core of residents who we depend on to continue to fuel our economy. This has been a refrain that I have sung since I took office, and see no reason to stop now as we continue to fight the noble fight.

To this end, there certainly has been progress. All totaled the IDA has induced or closed nearly \$350 million worth of projects while creating and/or retaining close to 350 new jobs in 2015, bringing the total over the past ten year period to inducing or closing over \$3.6 billion in projects while creating well over 4,000 jobs.

Among the highlights, Regeneron Pharmaceuticals was able to commit to an additional \$100 million investment into their East Greenbush campus this past year. Combined with 2012's \$80 million and over 300 new jobs, Regeneron's total investment in our county over the last few years has exceeded \$180 million and their employment exceeding 1,000, with more advances expected as we head into 2016. Other business concerns as well, like Federal Express, General Electric's Healthcare digital x-ray imaging facility, to name a few, continue to generate significant economic benefit to surrounding communities.

Additionally looking down the road, by the end of 2015, the IDA had conversations with over 30 companies attracted to our area by the strength of our region's

interest and investment in the nanotechnology, semiconductor, robotics, IT and pharmaceutical industries. This strength stems in large part from the dedicated efforts of the institutions of higher education in our region including our own Hudson Valley Community College.

As well, under a Connect Broadband grant, our contractor has at the time of this address, completed over one third of the infrastructure designed to deliver Internet access to unserved and underserved areas of Rensselaer as well as Washington counties, areas such as those found in the cities of Rensselaer and Troy as well as North Greenbush, East Greenbush, Schaghticoke, Grafton, Brunswick, Poestenkill, Pittstown and Hoosick. Additionally, it is of special interest to note that our contractor has partnered with Cornell Cooperative Extension under this grant to help promote digital literacy and broadband adoption. The community at large and businesses specifically will be given the opportunity for free training by a fulltime digital resource educator. This is a boost for residential convenience and meaningful, community-sensitive industrial development.

In the area of block grants, the county in partnership with Rensselaer County Housing Resources, continued administering the county's eighth round of homeownership grant funding, totaling some \$300,000, in 2015, with 15 low-to-moderate income families expected to be assisted with down payment and closing cost assistance in various communities across the county.

And as we talk about community, we cannot forget the bedrock of our economy, agriculture, as we work with the Agricultural Stewardship Association to protect farmland through the purchase of development rights program (PDR). From sponsoring a farm transfer and estate planning workshop in Schaghticoke, as well as coordinating PDR informational workshops in Hoosick and Brunswick, preparing applications for submission as Hudson Valley Agricultural Enhancement proposals, to initiating a new round of PDR pre-applications, and consulting and guiding the composition of these applications, we have been there working hard to enhance our farmland protection efforts.

In summary, there is no single magic rifle shot to guarantee a solid local economy. We must continue to spread our efforts to take advantage of the numerous attributes and diversity that our county offers.

CONCLUSION

There is little if any doubt in our minds that Rensselaer County must stay on course by continuing to cut local spending, and concentrate on developing our economy, with an eye toward broadening our tax base. As well, we must continue to urge our state delegation to investigate ways to further curb potential mandated programs before they are handed down to the county. As I have stated, we are pleased at the incidents of relief that have been initiated, but hope for a solid across the board philosophy for economic discipline to proliferate at the state level of government, where ramifications of mandated programs are taken into local taxpayer account. There must be knowledge implanted that only so much can be paid to the state by our local taxpayers, and that there must be a realization that as tempting as it is to spend other people's money with no direct accountability for the costs involved, for the good of our residents there must be measures of cost containment on the state level.

These containments should be similar to what we have been doing for years on the county level. New York State must institute programs of austerity that present solid reform, rather than attempting to deflect criticism by calling on the counties of New York to curb their spending which many have already been doing for years. Admittedly, the state has a more formidable public relations factory, and can no doubt get away with accusing the counties of having their own private piggy bank to raid. However; to anyone who knows the realities as to what is really going on, the only question the state can reasonably ask is "what is being done with the ten cents of every dollar the county has after the state gets done raiding the piggy bank for their mandated programs?" Believe me, counties are already hard pressed to fund local programs such as road patrol and maintenance as well as senior and veteran programs with that one thin dime, not to mention the operation of county departments, some brief examples having been outlined in this message.

In the meantime, as a county, we have many positives to be justifiably proud of and plan for the future with a certain amount of duty, challenge and excitement.

As we expand the triage capabilities of our Human Services Cabinet, I see more and more people being helped in a targeted manner that not only curbs costs, but is more effective and helpful to those people. Likewise, I see community conversations about the problem of opiates being a positive step in public realization. No longer can we stick our heads in the sand, but must find ways to combat this potential killer of our young people and if not checked, our communities.

The previously mentioned energy conservation and alternate energy programs dealing with solar and hydro power for county owned facilities is not only a money saver, but also sets the tone for our community's conservation efforts, and I am excited about this challenge as we enter a crucial era of less energy expended for the sake of future generations.

And of course as mentioned our continued campaign to bring new business to our county as well as the expansion of existing enterprises, is a key factor in our development.

All in all, we have our challenges and I am convinced that we have the ability to not only answer them, but to better our county in the process.

Our county spirit and cooperative nature will see us through, led by our residents who care about the future. As we look back over 225 years of history for this great County of Rensselaer, we have much to commemorate and much to celebrate because of the traditions of hard work and caring exhibited by those who came before us and those who continue these traditions today!

Thank you.

ACKNOWLEDGEMENTS

As County Executive, I wish to thank all of my department heads, our employees and my Deputy County Executive Chris Meyer for jobs well done.

As well, my valuable partners in the County Legislature have helped immeasurably in keeping our county sensitive to the needs of the residents of our great county. We have not only held the line on the expenses of county programs, but have kept the quality of services alive and flowing to the residents of the county. You have dedicated yourselves to keeping Rensselaer County an ideal place to live, work and raise a family both now and in the future.

To the department heads; you are to be congratulated for jobs well done. You all strive on a daily basis to act responsibly by putting the county first, and for that I am extremely grateful.

Aging, Carol Rosbozom; Auditor, Lori Ruffinen; Board of Elections, Larry Bugbee and Ed McDonough; Budget, Stacey Farrar; Buildings, Tom Biette; Central Services, Charles Wojton; Conflict Defender, Sandra McCarthy; County Attorney, Stephen Pechenik; County Clerk, Frank Merola; Cooperative Extension, Bernadine Wiesen; District Attorney, Joel Abelove; Economic Development and Planning, Robert Pasinella; Employment and Training, Mary Anne Gronau; Environmental Management, Ann Shaughnessy; Finance, Michael Slawson; Highway, Wayne Bonesteel; Human Resources, Tom Hendry; Mental Health, Katherine Alonge-Coons; Probation, Laura Bauer; Public Defender, John Turi; Public Health, Maryfran Wachunas; Public Information and Operations, Chris Meyer; Public Safety, Kelly Paslow; Sewer District, Gerry Moscinski; Sheriff, Pat Russo; Research and Information Services, Vincent Ruggiero; Social Services, Randy Hall; Stop DWI, James Gordon; Tax Services, William Film; Van Rensselaer Manor, Doug Cosey; Veterans, Peter Goebel; Youth, Pierce Hoyt.

Once again, no acknowledgement would be complete without mentioning all of the residents of Rensselaer County. Thank you for placing your trust in us to represent you and your interests.