
Town of Glenville



2010 Strategic Plan ***A Plan for the Future***

Christopher A. Koetzle
Supervisor

Message from the Supervisor:

Dear Neighbor,

As many of you know, Glenville is a great place to live, work, and raise a family. We have strong neighborhoods, relatively low crime, great schools and parks, and an overall superior quality of life. We, however, are also facing some significant financial challenges over the coming years and this plan is designed to help us successfully meet those.

Working together with the Board, we drafted a strategic plan designed to acknowledge our current circumstances and provide a roadmap to a stronger, more responsive town government. Many of the ideas in this plan are not new, nor unique, but they are essential to us successfully meeting our challenges and helping to deliver better services at lower tax costs.

Some of the goals in this plan may seem lofty and too difficult to achieve, but despite the challenge, we must stay determined to work as hard as we can for a better tomorrow.

As usual, I invite your input and encourage you to contact me with any questions, comments, or ideas you may have at 688-1202 or e-mail me at ckoetzle@townofglenville.org. I am confident that as long as we all work together, there is nothing that we can't achieve for Glenville and our future.

Thank you for your time and I look forward to working with you in the future.

Christopher A. Koetzle
Supervisor

Mission Statement:

Deliver the residents of Glenville an efficient, responsive, and affordable town government by providing exceptional services while striving to keep costs as low as possible.

Vision Statement:

We envision a town of vibrant commercial corridors, safe neighborhoods, and strong housing values.

1. Introduction:

Where We Are and How We Got Here:

Over the past six years, the Town of Glenville has generally experienced stagnant revenues, increasing appropriations, and moderate tax increases, while the town's administration has generally relied on annual appropriations from its fund balance to mitigate taxpayers' rate increases.

Of the town's major sources of revenue, the most notable change has occurred in the income from the mortgage recording tax which has decreased over the 6 year period, from \$900,000 in 2004 to \$600,000 in budgeted 2010. Sales tax revenue has stayed flat over the same period at about \$2.4 million.

In the same six year timeframe, payroll costs have increased by about \$1 million, to just over \$6 million*; medical insurance costs have also increased by about \$700,000, and the town's contribution to the New York State Retirement Fund has increased by about \$900,000.

During this period, the town's fund balance in the 3 main funds (town general, highway, and townoutside) has generally been maintained at about \$1.6 million (dipping below \$1 million just once, in 2006). The town has generally used around \$1 million in fund balance each year to offset property tax hikes, the exception being in 2007 when the town only appropriated around \$500,000. More recently, in 2006, 2008, and 2009, the town used about \$1.3 million of fund balance each year to offset tax increases. The 2010 budget uses almost \$1.4 million of the fund balance to offset taxes, but nearly \$500,000 of that appropriation was in the form of funds sent from FEMA to offset the costs of the December 2008 ice storm, and over \$400,000 was a result of overestimating the town's health insurance costs.

Looking Ahead – Trends and Threats:

The trend is clear: stagnating or diminishing revenues, increased costs, heavier reliance on fund balance to meet the town's budgets, resulting, under the best of circumstances, in moderate property tax increases.

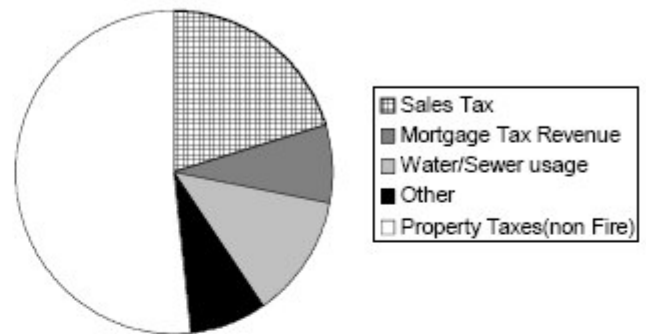
Budget and Finance:

The recent trends bear this out: our total tax levy in 2004 was \$7.7 million and in 2010 its now \$9.5 million**, an increase of about 23%. In 2010, 53% of our budget was financed by our tax levy. Trending ahead, by 2016, 62% of our budget will be financed by levy and would have grown by \$4.4 million (25%) to \$22.3 million. Our property tax levy would have grown by \$4.4 million (47%) to about \$14 million. That translates to an average annual tax increase of about 10% per year for the next 6 years. This is clearly undesirable and not sustainable in the long run.

* Includes FICA

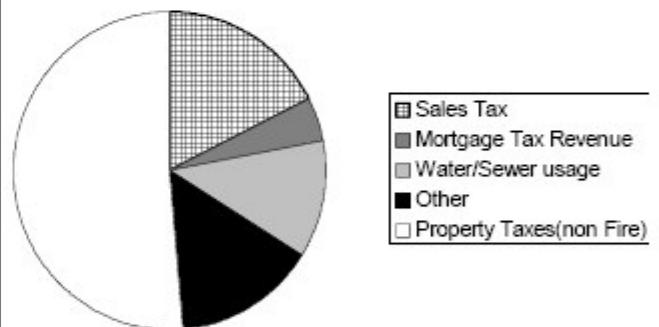
**Including all fire district pass throughs

2004 Actual Revenue



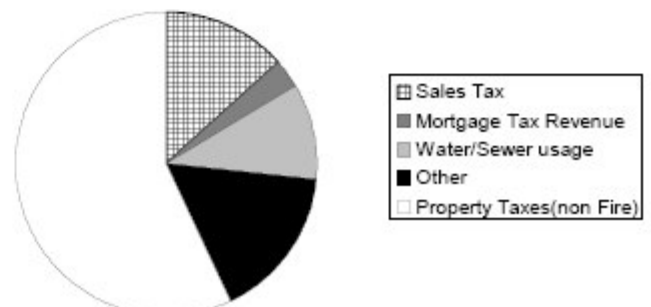
Other: revenue derived from many sources, but includes franchise fees, building fees, storm water fees, and interdepartmental charges.

2010 Budgeted Revenue



Other: revenue derived from many sources, but includes franchise fees, building fees, storm water fees, and interdepartmental charges.

2016 Projected Revenue



Other: revenue derived from many sources, but includes franchise fees, building fees, storm water fees, and interdepartmental charges.

The town's current debt service equals about \$2 million for annual principal and interest payments. When you consider that our entire tax levy is \$7** million, 29 percent is to service our debt load. Worse, \$700,000, or one-third, of that debt services is interest alone. Although the town will retire about \$500,000 in Highway debt over the next three years, we also took on \$1.5 million in new, long-term debt in 2010 to pay for a new dispatch equipment bond. That bond will obligate us to dedicate between \$95-to-\$150,000 in new debt service for the next 10-25 years, depending on when the debt is locked into a bond. Fortunately, the town remains well below its debt ceiling however, as our debt obligations increase, it continues to undermine our long-term financial health and we will have to continue to manage our debt obligations wisely into the coming years.

After the appropriation of fund balance for the 2010 budget, the town's un-appropriated fund balance will stand at about \$1.3 million. The New York State Comptroller suggests that a town maintain an un-appropriated fund balance of about 5% of annual expenditures; in our case, at least \$900,000. With revenues from sources other than property taxes not likely to increase and more likely to decrease, the town's biggest financial challenge for 2010 is to prepare a financial plan for 2011 and ensuing years that does not rely on an appropriation of \$1.4 million in fund balance as was done in the 2010 budget because the funds simply will not be available. Going forward, we will not have large amounts of un-restricted fund balance to offset expenses or to cover emergency spending.

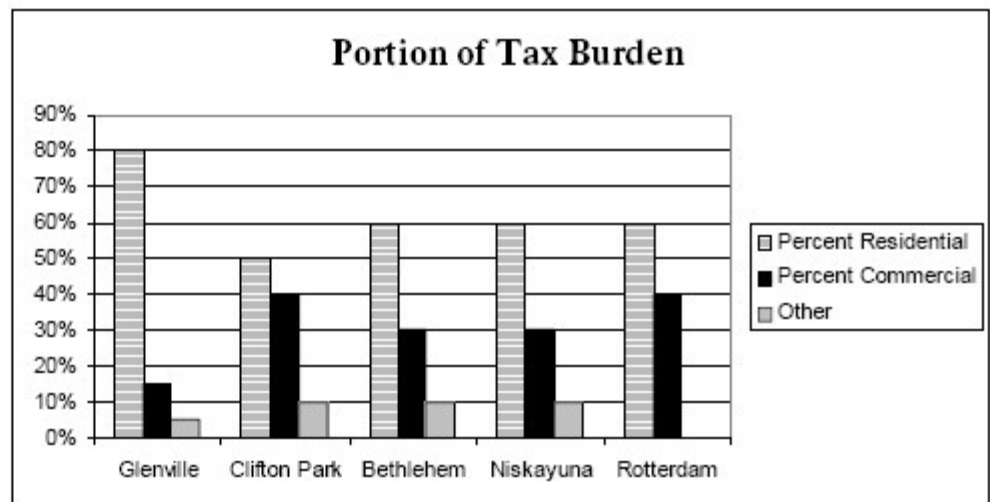
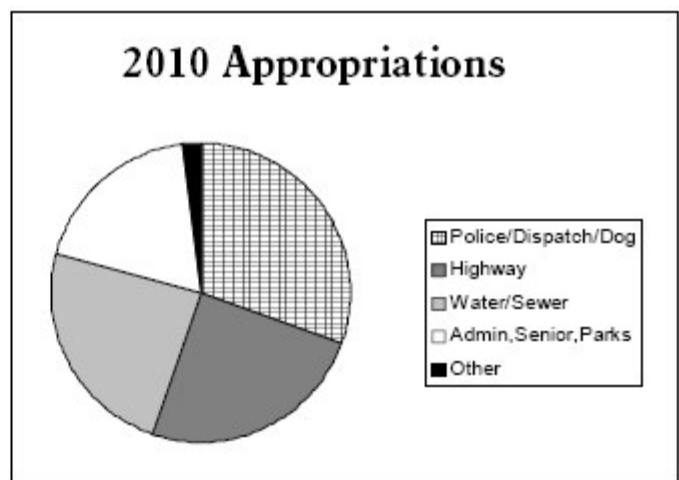
The town's greatest threats going forward include managing the cost of employee wages and benefits, which currently account for about 70% of all town expenditures. The State Comptroller's expects that towns will be required to increase their contributions to the retirement system by even more than the 36% increase we experienced this year. The town also currently has all three of its labor contracts up for negotiations and health insurance costs are also expected to rise significantly

Economic Development:

Glenville is also faced with a significant challenge relating to economic development. Historically the Town of Glenville has taken a primarily passive role when it comes to economic development. However, during the early 1990s to early 2000s the Town put into place a few initiatives to indirectly boost economic development, including the rewriting of the town's Zoning Ordinance to, in part, establish additional commercial zoning districts and to simplify the review process for commercial planning/zoning applications; the establishment of a town-based Economic Development Commission whose mission was to support efforts that would expand the non-residential tax base; and the expansion of the Metroplex service area to include the entire Town of Glenville.

These efforts, combined with a robust residential housing market in the late-1990s-to-mid-2000s led to a period of substantial growth in Glenville, as measured by both the number and value of building permits. Much of this growth was in the residential sector - both single and multi-family - with modest commercial and industrial growth and the occasional big box development.

***excluding all pass through revenue*



Being an “outer ring suburb” in the Capital District and not having an interstate highway located within the Town, Glenville finds itself at a disadvantage when competing with the likes of Clifton Park, Colonie, Guilderland, Bethlehem, etc. for new commercial ventures. And while Glenville exhibits decent traffic volumes along Route 50, Freemans Bridge Road and Route 5, our volumes hover near the lower threshold relative to attracting nationally-known retail stores and restaurants.

Despite the recession and stiff competition from other Capital District communities, Glenville is showing some positive signs. For example, the town has witnessed over \$100 million in new construction over the last four years. Freemans Bridge Road has started its transformation from an aging automobile-based business corridor into a commercial corridor with a mix of modern large-scale retailers (Lowe’s and Wal Mart) and smaller, but vital “home-grown” businesses (Central Plumbing and Heating, Solid Surface Craftsman, the Water’s Edge Lighthouse Restaurant, etc.). Early census numbers indicate that Glenville will see an increase in population for the first time since the 1960s. And lastly, a new, pro-growth Town administration is in place and it is abandoning the passive approach to economic development in favor of an active approach.

The Town is also seeking to capitalize on AMD-related development in Luther Forest. Glenville is located within 20 miles of Luther Forest, meaning that we are reasonably well-positioned to host spin-off commercial/manufacturing companies as well as residential growth** associated with chip-fab giant AMD. By partnering with the Center for Economic Growth and working with commercial brokers to market Glenville, the Town looks to take advantage of a once-in-a-lifetime high tech industry growth opportunity.

Public Works:

Over the past ten years, the town also failed to make the necessary investments in its equipment and infrastructure, thereby leaving future budgets to play “catch up” on large ticket items like truck maintenance and road paving. For example, the town has 100 miles of roads, which require an investment of about 10 miles of paving each year. Over the past four years, the town only paved 19 miles; not even half of what is required. In fact, the last time the town paved at least 10 miles of roads in one year was 2001. What was to be a “10 year plan to pave 100 miles of roads” only accomplished 32 miles.

Regarding trucks, the town generally needs to make an investment of one new purchase per year to keep the 12 truck fleet up-to-date. Aside from the 2009 purchase of a large plow truck, the last time money was allocated to purchase a plow truck was in 2005. Leaving us vulnerable to an aging fleet and higher costs.

Options and Opportunities:

The town needs to address these issues with both an immediate stabilization plan for the short term and a longer term budget and action plan that will ensure the town’s financial strength for years to come. The current Town Board has worked since late-2009 and has developed a plan that addresses the following areas: reduced spending and enhanced efficiencies, increased openness and transparency, greater emphasis on economic development, improved delivery of town services, and new revenue streams for the town. This action plan has both short term solutions and longer term initiatives designed to address the town’s structural budget deficits .

2. The Plan:

Budget and Finance:

Goal 1: Deliver a tax increase at or below COLA:

- Save \$200,000 in administration costs
- Eliminate Town Administrator position and replace with Director of Operations
- “Right size” certain positions

- Cut grant writing services and replace with current staff
- Consolidate three attorney positions, which included benefits, into one legal retainer with firm

Goal 2: Reduce Snow Plow Costs through Efficiencies and Save \$50,000:

- Change routes to better utilize the trucks (place smaller trucks on smaller streets and larger trucks on larger routes)
- Utilize new materials to minimize clean up (washed sand)
- Create a staging area for the salt shed to eliminate long drives to restock the trucks
- Rewrite job descriptions in Highway to eliminate classes
- After a complete assessment of the town's paving needs, work with the county to help reduce costs of paving
- Utilize leaf bag program on non-town roads

Goal 3: Improve resident involvement in the budget process by continued transparency:

- Improve the "Truth in Budgeting Act" to better explain the town's fiscal position and to require 5 year trending
- Recruit and involve residents through the budget and finance committee

Goal 4: Review benefits of a "zero-based" budget approach to annual budgets:

- Require department heads to submit annual budget proposals based on substantiated needs, rather than on percent increases over previous year spending

Goal 5: Adopt best practices regarding financial management:

- Determine and use appropriate metrics to gauge the town's financial health and provide for adequate trends

Goal 6: Pursue possible inter-governmental consolidations that achieve efficiencies:

- Explore possibility of sharing highway/parks management with village
- Explore possibility of sharing police command structure with village
- Explore county shared services opportunities
- Explore inter-town and city shared services opportunities

Goal 7: Enhance revenues:

- As a way to defer the growing burden of placing the town's cost onto property owners, we must find creative new revenue streams that include using our electric generators to sell power back to the grid, finding new markets for our water, and exploring new economic development opportunities

Goal 8: Cut Energy Costs:

- Go Green, Glenville Project:
 - NYSEERDA grants for solar and waste oil burner in Highway
 - Demand Response Revenue Program
 - Fixed pricing contracts
 - Implement solar "PV" system at Town Hall

Goal 9: Cut Town's dependence on "fund balances" to balance the budget:

- For years, the town has increased its need to use fund balance money to balance its budget, for example, in 2004 the town used only about \$900,000 to balance its budget. By 2010, that grew to \$1.5 million (an increase of 56%). This practice can not be sustained and will ultimately result in the significant spikes in the tax levy. We must break that cycle and begin to wean off the need to use so much fund balance in our budgets

More Openness and Transparency:

Goal 1: Facilitate Communications with Residents:

- Create two new committees (Engineering Advisory and Budget and Finance) to encourage resident participation
- Reinstate the town's newsletter (quarterly) and encourage Web use
- Redesign the Website to encourage more interaction with residents
- Create more functionality on the town's Web site, resulting in better service delivery for residents and staff
- Supervisor hours will include evening and weekends
- Resident Roundtables – "The Supervisor Reports to You" meetings

Economic Development:

Goal 1: Reorganize the Planning Department and Develop Outreach:

- Create "Office of Economic Development and Planning" to include 2 planners and pursue economic development contracted services; move grant writing/prospecting within the department's responsibilities
- Develop and execute a comprehensive town marketing plan
- Establish business assistance programs through grants
- Create a "Goodwill Ambassador" for the business community to encourage business retention and expansion

Goal 2: Enhance Commercial Corridors:

- Redevelop the "K-Mart Property" with mixed retail, restaurant, park features laid out in "town square" configuration
- Develop streetscape inline with the Master Plan's beautification plans for the commercial corridors
- Form Local Development Corporation or Business Improvement District to implement marketing and development goals
- Market "big box" opportunities to Freemans Bridge Road and Dutch Meadows Lane

Goal 3: Put Financing In Place to Encourage Development:

- Implement "Empty Space Revitalization Plan (ESRP)" through obtaining grants
- Authorize "Revitalization Economic Development Investment (REDI) Fund" for existing businesses to help with retention
- Create "developer packages" that includes incentives and simplified paperwork

Goal 4: Build Partnerships with Current Economic Development Agencies:

- Work with both state and county agencies to market business opportunities and leverage funding to assist with business creation

Goal 5: Create a plan to deal with empty spaces:

- Vacant building registry
- Create a structured dialogue between realtors, developers, and the town
- Create vacant properties listings

Goal 6: Re-Create “Glenville Days” Event:

- Create a summer festival for residents to visit that will showcase the town’s businesses

Goal 7: Further streamline planning and zoning process:

- Simplify the site plan and subdivision review process so the straightforward, uncomplicated proposals do not need to go through both preliminary and final review (adopt a one-step review process)
- Revise and expand the town’s sidewalk ordinance to better define maintenance and snow removal responsibilities and to identify priority locations for new sidewalks
- Ensure PZC member compliance with NYS training requirements by hosting our own training session or partnering with Schenectady County

Enhanced Services/Operations:

Goal 1: Deliver a More Efficient Town Government:

- Using additional staff at town hall, create a more responsive customer service approach for the walk-in public
- Adjust positions under Highway Superintendent to gain efficiency
- Explore enhanced payroll functions with outside vendor
- Reassign MS4
- Create Director of Operations, Grant Administration, Park Planning, and Human Resources position. Move Senior Center and Park Property to Highway
- Continue the implementation of electronically storing documents

Goal 2: Create a working plan to begin reinvestments in infrastructure (paving plan):

- Review and revise previous paving schedules as necessary to ensure that roads to be paved are done so in the most cost-effective manner (i.e. reducing the amount of road cuts)
- Creation of plan for road maintenance to extend the life of the road once paved
- Commitment to budget for infrastructure repairs

Goal 3: Create an equipment purchase and extension plan:

- Assess of all equipment for value and useful life at the present time
- Create of a plan for new equipment and truck purchases to ensure that the residual value remains high enough to obtain a good trade-in price

- Allow of Commissioner of Public Works to purchase equipment at auction to realize potential savings in equipment purchases up to a set monetary amount
- Commit to budget for truck and equipment purchase, and to preserve it in the face of budgetary shortfalls to avoid current situation in the future

Goal 4: Seek out more grant opportunities to offset investments in operational expense:

- Research and make strategic requests to state, county, and private sources through the Office of Economic Development and Planning
- Continued research of “green grants”
- Records management grants to continue to gain efficiency in electronic vs. paper documents

Goal 5: Create an employee evaluation plan and merit program:

- Institute a merit system for department heads to provide incentives for superior performance
- Institute an employee evaluation program that helps determine employee’s strengths and weakness as well as solicit savings and efficiency suggestions

Goal 6: Utilize parks as revenue generators:

- Develop revenue sharing system with youth sports providers for greater use and rental of town park properties
- Develop a “family friendly” venue within parks and/or our Town Hall center that provides a free concert series for our residents
- Explore possible food vendor opportunities
- Evaluate and implement “naming rights” for certain park assets

Goal 7: Evaluate the town’s physical structures for capital improvement needs:

- Secure one of the Navy buildings for consolidation of town and village highway and parks departments under one roof
- Create an interior and exterior physical improvement plan for all town buildings

Goal 8: Begin cross-training employees to improve productivity:

- Building, Engineering, Water and Highway Support staff
- Website maintenance by three-person team
- Develop backup plan for key personnel absences
- Properly staff “front-end” for optimal service to residents

Goal 9: Open Town Hall during non-traditional hours:

- Staff “Saturday with the Supervisor” and open one weeknight with select staff

Public Safety:

Goal 1: Perform a complete revision of all departmental policies and procedures:

- Revise, rewrite and combine portions of three manuals into one concise set of General Orders. This would also include a manual for communications. Once completed and implemented, we will be seeking accreditation status through New York State. Some of the

benefits of this will include a more efficiently run department along with a reduction of potential liability

Goal 2: Explore all possible options to increase the extent of our shared services with the Scotia Police Department.

- While the likelihood of a total consolidation is minimal at this time, it may be possible to share administrative, investigative and/or possibly midnight shift patrol functions

Goal 3: Implement and utilize the proposed county wide mutual aid agreement.

- Certain shared functions such as major accident investigations and forensics can benefit all of the agencies within the county

Goal 4: Explore the possibility of combining our dispatch center with other towns.

- Explore multi-department consolidated dispatch center with Niskayuna, Princetown, and Duanesburg

Goal 5: Integrate, train and cross train the new lieutenant with the existing lieutenant and delegate duties and authority to further improve upon our quality control.

- Once the new lieutenant has been trained in all of the existing lieutenant's duties, one will be assigned to operations and one to administration, which would include communications. This will allow more focused attention on the specific functions within their assignment

Goal 6: Target increased enforcement of drug-related crimes, drug trafficking and other crimes impacting town residents' quality of life.

- This will involve periodically assigning officers to a plain clothes detail, as shift staffing allows.

3. Implementation:

Phase One (3 Months):

Supervisor Koetzle:

- Redesign Town Hall
- Create New Budget and Engineering Committees
- Reinstate Newsletter
- Redesign Web Site
- New Town Hall Hours
- Supervisor Roundtables
- Develop Town Marketing Plan
- Create a Physical Improvement Plan

Councilwoman Wierzbowski:

- Cut Energy Costs
- Change Snow Routes for Better Efficiencies

Councilman Ramotar:

- Create Office of Economic Development
- Create Developers' Packages
- Build Relationships with Economic Development Agencies
- Contact Realtors and Developers

- Create Vacant Property Listings
- Create Vacant Properties Registry

Councilman Quinn:

- Create an Employee Evaluation and Merit Program

Phase Two (6 Months)

Supervisor Koetzle:

- Adopt Zero-Based Budgeting
- Adopt Best Practices Regarding Financial Management
- Authorize REDI

Councilwoman Wierzbowski:

- Utilize New Road Materials to Limit Cleanup
- Rewrite Highway Job Descriptions
- Assess and Determine the Town's Paving Needs
- Create an Equipment Purchase and Extension Plan

Councilman Ramotar:

- Create a "Goodwill Ambassador" Plan
- Form Local Development Corporation or Business Improvement District
- Further Streamline Planning and Zoning Process
- Create an Infrastructure Reinvestment Plan

Councilman Quinn:

- Begin Cross-Training Employees

Councilman Boulant:

- Implement and utilize the proposed county wide mutual aid agreement
- Integrate, train and cross train the new lieutenant with the existing lieutenant and delegate duties and authority to further improve upon our quality control.
- Perform a complete revision of all police departmental policies and procedures
- Explore all possible options to increase the extent of our shared services with the Scotia Police Department.

Phase Three (9 Months)

Supervisor Koetzle:

- Improve Budget Transparency
- Pursue Inter-Governmental Sharing
- Find Enhanced Revenues

Councilwoman Wierzbowski:

- Create a Staging Area for Salt Shed to Eliminate Long Drives to Restock Trucks
- Utilize Leaf Bag Program on Non-Town Roads
- Reinstate Curbside Bulk Pickup

Councilman Ramotar:

- Establish Business Assistance Programs Through Grants
- Begin Kmart Redevelopment
- Develop Streetscapes and Beautify Commercial Corridors

- Market “Big Box” to Freemans’ Bridge Road Area

Councilman Quinn:

- Utilize Parks As Revenue Generators

Councilman Boulant:

- Create “Glenville Days” Event
- Explore the possibility of combining our dispatch center with that of other towns/county.

Phase Four (12 Months):

Supervisor Koetzle:

- Implement “Empty Space Revitalization Plan (ESRP)”
- Seek Out Grants to Offset Investments in Operational Expenses

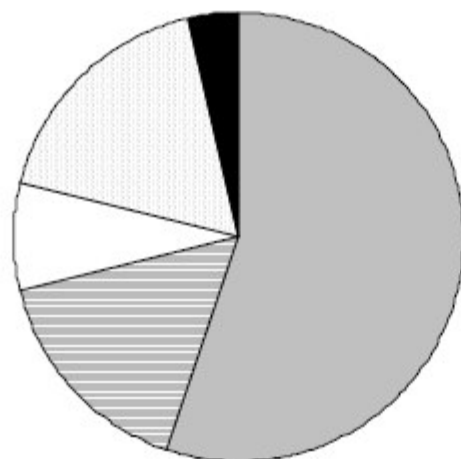
Councilman Boulant:

- Secure One of the Navy Buildings to Consolidation of Town and Village Highway and Parks Departments Under One Roof.
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Councilman Ramotar:

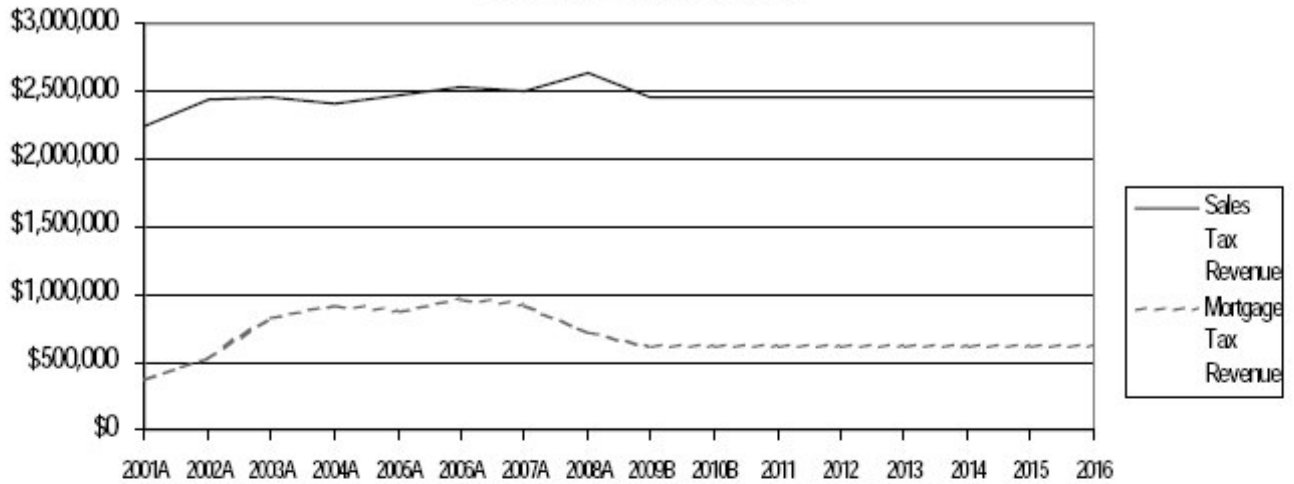
- Simplify the site plan and subdivision review process so the straightforward, uncomplicated proposals do not need to go through both preliminary and final review (adopt a one-step review process).
- Revise and expand the town’s sidewalk ordinance to better define maintenance and snow removal responsibilities and to identify priority locations for new sidewalks.
- Ensure PZC member compliance with NYS training requirements by hosting our own training session or partnering with Schenectady County

2010 Estimate of Where Your Taxes Go

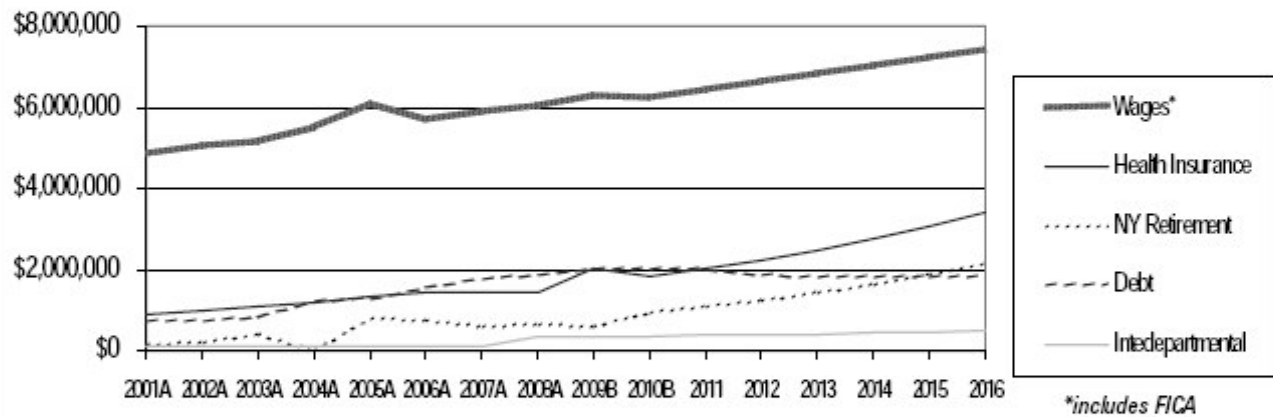


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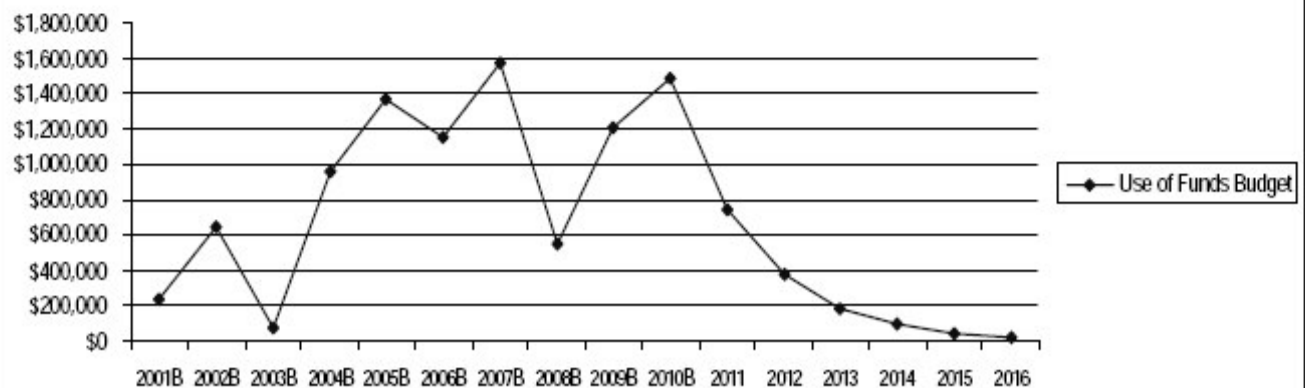
Glenville Revenue



Glenville Appropriations

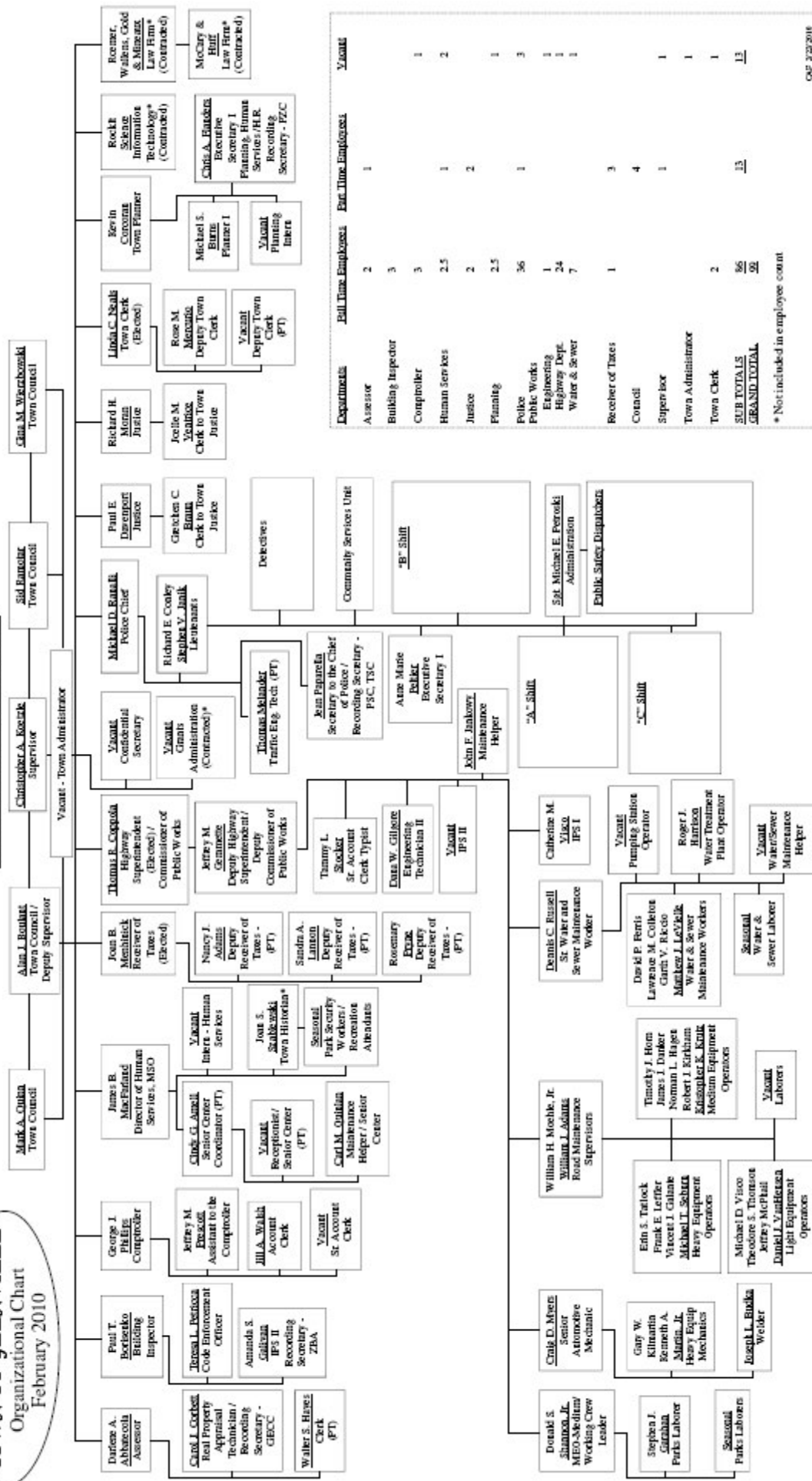


Use of Funds Budget



A=Actual unaudited; B=Budget; P or blank=Projected/estimate

TOWN OF GLENTVILLE
Organizational Chart
February 2010



01/06/2016

<u>BOARD/COMM.</u>	<u>CONTACT</u>	<u>MEMBERS</u>
TOWN BOARD	CHRISTOPHER A. KOETZLE (Supervisor) (5)	Christopher A. Koetzle Alan J. Boulant Mark A. Quinn Sid Ramotar Gina M. Wierzbowski
ASSESSMENT REV.	DONALD G.M. COON (Chairman) (6) Liaison	Donald G.M. Coon James Bishop R. Gregg Gibbons Virginia Graney Francis Murphy Michele Wilcock Mark A. Quinn
BERKLEY SO. COMM	JAMES GOLDEN PETER RUSSO (Co-Chairmen) (13)	James Golden Peter Russo Katie Caccamo Lydia Cota Bart Forlano Laura Henk Margo Janack Paul & Wendy Nielsen Marge Rizzo Belinda Wagner Elizabeth Williams Gloria Zampini
BUDGET & FINANCE	ROBERT W. COLLEY (Chairman) (6) Liaison	Robert W. Colley Keith Abbato Keith Austin Sandra Busino Beth Kissinger Greg Myslinski Christopher A. Koetzle
DARE	ROGER HARRISON (Chairman) Liaison	Roger Harrison Carol Carpenter Carol Delulio Ashley Hwaszcz Cheryl Hwaszcz Tom Myslinski Tom Neals Ronald Provost Nancy Shults Kevin Dunbar Michael Schermerhorn Michael Ranalli John Pytlovany? T. Rush? Alan J. Boulant
EFFICIENCY IN GOV.	<i>Chair to be determined</i> (7) Liaison	Robert Derrick David Ferretti Roger Haskell Richard Kramer Amardeep Rana David Tomasky Gloria Zampini Mark A. Quinn
ENG. ADVISORY	FRED C. MASTROIANNI (Chairman) (3) Liaison	Fred C. Mastroianni Stephen B. Hammond Ronald A. Bova Gina M. Wierzbowski
ETHICS	PASTOR WAYNE ELSTON (Chairman) (7)	Pastor Wayne Elston Mary Ann Haskell Rev. Jan Hoffman Margaret Huff Ronald Provost Neil Turner Gloria Zampini

<u>BOARD/COMM.</u>	<u>CONTACT</u>	<u>MEMBERS</u>
GECC	DAVID S. BRADLEY (Chairman) (7) Liaison	David S. Bradley Judy Buhrmaster Wendy S. Carroll Kurt Semon Patricia Vieta Calvin Welch Michael Wright Sid Ramotar
HEMLOCK HOLLOW	 (5)	Helen Baldwin Joan Bunn Brendan Gillooley Richard LaTorre William Marks
OPEN SPACE	MARK STORTI (Chairman) (5) Liaison	Mark Storti Wendy Carroll Dan Grzybowski Jack Osterlitz Hank Stebbins Sid Ramotar
PARK PLANNING	ARMAND CANESTRARO (Chairman) (11) Liaison	Armand Canestraro Jeffery Bittner Lawrence W. Eaton Alan French Marion Grimes Steven Kingsley Bertram Longbotham Gary McPherson Ronald Pucci Susan VanVorst Barbara Wurz Mark A. Quinn
PLANNING & ZONING	MICHAEL CARR (Chairman) (7) Liaison	Michael Carr Thomas Bodden James Gibney Cindy Gotobed Steven Marsh Mark Storti Joseph F. Tassone, Jr. Sid Ramotar
PUBLIC SAFETY	 (7) + 2 staff Liaison	Michael Ranalli James Acors Frank Clair Richard Conley Charles Keller Jenna McPhail Gregg Petricca John Pytlovany? T. Rush? Tom Weaver Alan J. Boulant
SBED	(to be refined) Liaison	Sid Ramotar
TRAFFIC SAFETY	FRED MASTROIANNI (Chairman) (7) + 3 staff Liaison	Fred Mastroianni Michael Burns Thomas Coppola William McGarvey Thomas Melander Daniel P. Miller Walter Pryne Michael Ranalli Kenneth Talbot Vacant Alan J. Boulant
ZBA	JAMES W. DERRICK (Chairman) (7) Liaison	James W. Derrick Brian Foster David Hennel Roger Peugh Patricia Pietrusza Bob Dieterich Harry Willis Gina M. Wierzbowski