

Options Report for the Village and Town of Candor

November 15, 2010

Report to the Community by the Dissolution Study Committee

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INTRODUCTION

This report identifies and evaluates viable alternatives for delivering Village services through both potential shared service opportunities and in the event the Village of Candor dissolves.

The Village of Candor received a grant from the New York State Department of State under the Local Government Efficiency Grant (LGE) program to conduct this study.¹ As part of the LGE funding, the Village is required to develop a Dissolution Plan and identify shared service opportunities. The Village Board formed a Dissolution Study Committee (Committee) and charged the Committee with the development of a dissolution plan. The Dissolution Committee consists of the following members: Jerry Ahart, Bob Houck, Gwen Isham, Frank Musgrave, Fred Quinlan, and Teresa Twarz as Village members; and Butch Crowe and Steve Truesdail as Town members. Darlene Cobler, Town Supervisor and Steve Sparling, Village Mayor are both ad-hoc, non-voting members of the Committee. The Dissolution Study Committee was assisted by the Center for Governmental Research, Inc. (CGR), the study consultant, in developing this “Options Report and Dissolution Study.”

If the Village Board votes to do so, a referendum to dissolve the Village based upon the Dissolution Plan adopted by the Board will be put up for a vote on March 15, 2011. If voters approve dissolution, Village services will be provided by the Town, provided as a special district, or eliminated. If approved, dissolution would not take effect until December 31, 2012. If Village voters vote not to dissolve, this report provides committee recommendations of viable shared service alternatives for consideration between the Village and the Town going forward.

Process for Developing Options

The options outlined in this report were developed through a three step process. First, the Dissolution Study Committee (Committee), with the technical support of CGR, produced a “What Exists Report” which provided an overview of municipal services and financial information for both the Village and the Town.²

Second, the Committee reviewed a “Service Migration Worksheet,” developed by CGR, based on a summary of the findings from the “What Exists Report.” This worksheet outlined the current services provided by the Village and the Town that would be affected by the village dissolution

¹ Contract No. T-098838.

² The “What Exists Report” is available on the dissolution study website: www.cgr.org/candor.

or, alternatively, that have the potential for shared service opportunities if the Village government is not dissolved.

The Committee used the service migration worksheet to discuss and think through the following three questions for each service:

1. If the Village dissolved, does the Committee think that the service should be continued? (yes/no)
2. If yes, can the Town absorb the service and/or workload without additional resources? If not, what is a reasonable assumption of the additional resources required? These resources would be shifted from the Village to the Town upon the Village dissolving.
3. If the Village does not dissolve, are there opportunities for sharing services between the Village and the Town that could reduce costs and/or provide more effective services?

Based on the decisions from step two, CGR and the committee created fiscal impact models to determine the projected new tax levy and resulting change to the current Village and Town-Outside-Village (TOV) taxpayers.

Through this three-step process, the Committee discussed a series of possible options, made preliminary recommendations for dissolution and shared services, and developed projections of the fiscal impact of the options outlined in this report. The public is encouraged to provide comments and suggestions to improve this Options Report by attending an upcoming public presentation or Committee meeting, by submitting written comments to the Committee, or by using the comment form on the project website (www.cgr.org/candor).

Following approval of the Options Report and the public comment process, the Committee will draft a formal “Dissolution Plan,” which will once again be open for public review and input before becoming finalized.

Report Format

This Options Report documents the decisions made by the Committee into two separate sections to answer a series of related key questions.

Section One: Village Dissolution

If the Village government structure dissolved what would the New Town³

³ For the sake of this report, the term “New Town” refers to the Town government if the Village government dissolved.

look like, how would services be provided, what services may change or be eliminated, and what are the fiscal impacts on Village and TOV taxpayers?

Section Two: Options short of full consolidation of the municipalities

If the Village does not dissolve, are there shared services opportunities that should be explored?

Definitions

Some definitions are listed in Table 1 in order to provide a common understanding of key terms used throughout this report:

TABLE 1

Term	Definition
Tax Levy	The amount of money raised by a specific government through taxes. For local governments, this means property taxes.
Taxable Assessed Valuation (TAV)	The size of the tax base from which a government raises property tax dollars. Can be listed by individual property (TAV per \$1,000) or by size of the total tax base in a specific community.
Tax Rate	The amount a taxpayer would be taxed, usually expressed as a rate per \$1,000 of a property's assessed valuation. The tax rate is determined by dividing a municipality's tax levy by its TAV.
Town vs. Town-outside-Village (TOV)	The Town incorporates all properties (including the Village), while the TOV consists only of the property outside the Village.
AIM	New York State unrestricted aid, known as Aid and Incentives to Municipalities.
New AIM Incentive	Additional state AIM funding for consolidating governments (but not for shared services).
New Town	For the purposes of the report, distinguishes between the current Town (of TOV and Village) and the new combined entity if the Village dissolved.
Cost Savings	Money saved due to reducing expenses.
Cost Shift	Expenses remain, but who pays the expenses shifts.
Fund Balance	The net assets of governmental funds calculated on a budgetary basis, calculated based on all previous years' surpluses and/or deficits. Fund balance is of two basic types: <i>reserved</i> for specific purposes, or <i>unreserved</i> and therefore available to be used within the governmental fund.

SECTION ONE: VILLAGE DISSOLUTION OPTIONS

In order to estimate the fiscal impact of Village dissolution, the Committee used 2010 fiscal year budget information for the Town and Village, which is the best information available at the time of the study. Tables in this report are intended to show what taxes would be if the Village were to dissolve based upon service and cost changes recommended by the Committee. If the Village voters vote to dissolve the Village at the March 15, 2011 vote, the Village of Candor would continue operations and would not officially dissolve until December 31, 2012. Therefore, while these figures represent the best estimate of the fiscal impact of the Village dissolution, there is no guarantee what the actual tax rates will be in 2013 if the Village were dissolved because of the uncertainty inherent in trying to project future costs and revenues two years away.

How Local Tax Rates Are Applied

Residents in the Town of Candor are currently subject to different tax rates as a result of whether they live in the Village or in the Town-Outside-Village (TOV) and the corresponding services they receive. Village residents are taxed both a town wide tax for town wide services and a Village tax for services associated with the services and functions of Village government.

Residents who live outside of the Village (TOV or town-outside-village residents), pay the same town wide tax as Village residents and pay separate TOV taxes for services provided by the town outside of the Village (for example highway costs). Both Village and TOV residents are also subject to additional local taxes such as school, fire, county and recycling.

The dissolution study focuses on the tax impacts to the Village residents and Town residents living outside of the Village (TOV).

Current Tax Levies

The current tax levy (property tax) for the Village is \$145,275 and \$1,325,254 for the Town⁴—for a combined tax levy of \$1,470,529 including applied fund balance.⁵

⁴ The Town levy includes levies for all Town and TOV funds.

⁵ The Village 2010-11 budget applied \$20,000 fund balance and the Town 2010 budget applied \$256,000 in fund balance to reduce the overall tax levy.

Assumptions Used for Projections

The fiscal impacts presented in this report include the following assumptions:

- Fund balance is not applied in the projections because the future size of fund balances and how they would be used is subject to a high degree of uncertainty.
- New York State revenue sharing funds in the amount of \$36,501 are included to the Town overall revenue, though they are not shown in the 2010 budget. The \$36,501 figure is based on prior two years receipts. The Village New York State revenue is already included in 2010 budget figures.

New AIM: NYS Incentive When Two Local Governments Consolidate

Current state legislation provides a New AIM (Aid and Incentives to Municipalities) incentive, based on a prescribed formula of 15% of the combined property tax levy, when local governments consolidate. Both the Town and Village already receive base AIM funding respectively. If the Village dissolves, the Village effectively consolidates with the Town. Thus, the New Town would qualify for additional New AIM funding which, based on 2010 numbers, would be \$220,579 as shown in Table 2.

TABLE 2

Calculating New AIM Funding	
Village Levy	\$145,275
Town Levy	\$1,325,254
Combined Levy	\$1,470,529
"New AIM" Funding (15% of combined levy)	\$220,579

Notes: Figures from 2010 FY budgets and include applied fund balance.

Adding the new AIM of \$220,579 to the AIM currently received by each municipality (\$8,773 for the Village and \$36,501 for the Town) results in total AIM funding for the first year following dissolution of \$265,853. This is an annual funding stream, and current state legislation has this as an on-going annual appropriation. Thus, future increases are, under legislation now in effect, to be based upon the new AIM base of \$265,853, instead of the current AIM base of \$45,274.

Per the Committee's request and State grant funding requirements, the fiscal impacts for the options under dissolution will be presented with and without the "New AIM" incentive.

Committee Recommended Changes for the Dissolution Plan

Based on Committee recommendations, the community as a whole will see a projected savings of \$104,242 each year without including New AIM incentive funds. These savings are the result of Committee recommended changes described by major functional area or service in Table 3.

The estimated \$104,242 savings is a result of the service changes outlined in Table 3. The specific cost savings as a result of the service changes are shown in Table 4 which summarizes the changes to specific budget lines and are shown in more detail in the New Town budget projections included in Appendix A.

TABLE 3

Candor Dissolution Committee Recommended Changes	
Service	Change Summary
Clerk/Treasurer	Town will absorb current Village workload without additional staffing.
DPW Staff	Current FT DPW staff will become a Town employee.
DPW Services	Town will provide all the DPW services listed on Table 15 of "What Exists Report," with the exception of brush pick up and the annual junk day services which will be eliminated.
Water	Administrative services for the Water District will be handled by additional hours of the Town deputy clerks within the current level of expenses allocated in the Water Fund for administration. No additional resources needed. Qualified water district residents will be given preference for employment in the water district including those employed in the current Village Water Department.
Water Billing	The current agreement with the Candor School District will continue as an arrangement with the Water District. The Town will be billed for water usage at municipal properties. The library and cemetery will also be billed for water usage.
Police	Local police service will no longer be provided. Town wide police protection will be provided by the County Sheriff and State Police Department.
Fire	Siren expense to be picked up by the Fire District
Crossing Guard	Town will provide service and may enter into discussion with school district to cover this expense in the future.
Justice	Existing Town Justice will pick up Village workload. Town Court Clerk hours will be increased to reflect hours worked for the Village within current allocated expenses.
Code Enforcement	Town will absorb Village code function and reduce current Village code expenses by \$3500.
Lighting	Becomes Town wide expense.
Library	Town will maintain current Village library agreement for use of the facility. Library to pay Water District for use of water. Library Charter would need to be amended by the Library Board to redefine its service area and receive approval from the NYS Education Department Board of Regents.

TABLE 4

Summary of Projected Fiscal Changes by Budget Line		
Budget Item	Amount Change	Description
Board	-\$4,165	Eliminate Trustee positions and associated support costs.
Courts	-\$7,750	Eliminate Village Justice position.
Mayor	-\$5,205	Eliminate Mayor position and Village Clerk expense as secretary to the Mayor.
Clerk/Treasurer	-\$23,573	Eliminate Village Clerk and Treasurer positions; Assumes 50% reduction in supplies, trainings, and mailing expenses.
Law/General Govt	-\$5,740	Assumes 30% reduction in Village contracted legal counsel expenses.
Assessment	-\$150	Eliminate tax advertisement expense.
Elections	-\$320	Eliminate Village election expenses.
Central Data Processing/Mailing	-\$2,000	Eliminate software service, phone and internet at Village Hall.
Other Special Items	-\$10,765	Remove other government support/contingency funds.
Safety Inspections	-\$3,520	Eliminate Village Code Enforcement function.
Police/Public Safety	-\$24,287	Eliminate Village police service.
Fire	-\$200	Assumes Fire District will pick up electricity expense for fire siren.
DPW/Highway ¹	-\$780	Village DPW garage transferred to new Water District (\$3,000 annual expense). Current Village DPW staff as Full-Time Town employee will be eligible to receive \$300 clothing allowance and \$3,000 in lieu of benefits with 64% (\$1,920) allocated to Highway and 36% (\$1,110) applied to Water District. Savings: \$3,000 - \$2220 = \$780.
Refuse / Garbage	-\$1,478	Elimination of Junk Day tipping fees.
Employee Benefits	-\$15,403	Eliminate Village employee benefits (\$12,803); Eliminate unemployment and disability insurance (\$600); 50% reduction of Worker's Compensation expense (\$2,000).
Water Usage fees	\$1,094	Town responsible to compensate Water District for water usage at municipal properties.
TOTAL PROJECTED SAVINGS	-\$104,242	Sum of changes above.

¹ Includes \$1,920 increased health benefit and \$300 clothing allowance for Village DPW staff. Estimated impact on tax levy could range from \$1,920 (in lieu of health) to \$11,264 (full health) depending on staff elected benefits. Balance of expenses allocated to Water District.

² The total net savings if DPW staff elects full health benefit coverage would be \$94,898.

Tax Impact of Dissolution – With and Without New AIM Incentive

Dissolving the Village will result in one tax levy instead of three (Village, Town, TOV), and reduce the amount of overall tax dollars that need to be raised. The Committee, with CGR, developed projected savings from dissolution by using the 2010-11 Village budget and the 2010 Town budget, and the Committee's and CGR's understanding of current operations based upon interviews, the previous report and subsequent analysis. Savings are based upon taking into account any projected expense increases or reductions as a result of dissolution and any increases or decreases in revenues as a result of dissolution.

The sum of these changes resulted in projected annual net cost savings for the community of \$104,242 without the additional New AIM incentive and a projected annual net cost savings of \$324,822 with the New AIM incentive as outlined in Tables 5 and 6 below.

TABLE 5

CANDOR SUMMARY OF CHANGES: Without New AIM						
	Current			Post Dissolution		
	Village 2010-11	Town 2010	Current Combined	New Town	TOTAL NEW TOWN	Net Change
Appropriations	\$245,623	\$2,375,725	\$2,621,348	\$2,517,106	\$2,517,106	-\$104,242
Revenues	\$80,348	\$830,972	\$911,320	\$911,320	\$911,320	\$0
Net (levy)	\$165,275	\$1,544,753	\$1,710,028	\$1,605,786	\$1,605,786	-\$104,242

Notes: Fund balances not applied as revenues. Includes \$36,501 Town State Aid funding for FY2010.

TABLE 6

CANDOR SUMMARY OF CHANGES: With 100% New AIM						
	Current			Post Dissolution		
	Village 2010-11	Town 2010	Current Combined	New Town	TOTAL NEW TOWN	Net Change
Appropriations	\$245,623	\$2,375,725	\$2,621,348	\$2,517,106	\$2,517,106	-\$104,242
Revenues	\$80,348	\$830,972	\$911,320	\$1,131,899	\$1,131,899	\$220,579
Net (levy)	\$165,275	\$1,544,753	\$1,710,028	\$1,385,206	\$1,385,206	-\$324,822

Notes: Fund balances not applied as revenues. Includes \$36,501 Town State Aid funding for FY2010. Assumes all New AIM used to reduce the tax levy.

New Town Tax Levy

Based on current budgets, the post-dissolution tax levy for the year following dissolution, excluding fund balance, is projected to be \$1,605,786 without New AIM and \$1,385,206 with New AIM, a 6% and 19% reduction respectively, as shown in Table 7 below.

TABLE 7

Candor Post-Dissolution Tax Levy Calculation		% Change
Village and Town Combined Tax Levy	\$1,710,028	-6%
<i>Impact of Dissolution</i>	-\$104,242	
Post-Dissolution Levy (no New AIM)	\$1,605,786	-19%
<i>Impact of AIM Increase</i>	-\$220,579	
Post-Dissolution Levy (with New AIM)	\$1,385,206	

Note: Current Village and Town combined tax levy based on 2010 FY budgets. Does not include fund balance. Includes \$36,501 of current State Aid to the Town.

What Impact Would Dissolution Have on Taxes?

How Tax Rates are Calculated

Tax rates are the amount a taxpayer would be taxed, usually expressed as a rate per \$1,000 of a property's assessed valuation. The tax rate is determined by dividing a municipality's total tax levy by its total taxable assessed value (TAV).

Currently the Village has a TAV of about \$2 million and the Town-outside- Village (TOV) has a TAV of \$16.6 million. It is important to note that the figures shown are the taxable assessed values, not true market values. The current equalization rates for the Village and Town vary slightly, but are approximately 8% for both.⁶ Future taxes will be levied on the combined town wide TAV of \$18.6 million, with actual numbers shown in Table 8.

⁶ The equalization rate is the state's measure of a municipality's level of assessment (LOA). This is the ratio of total assessed value (AV) to the municipality's total market value (MV). The municipality determines the AV while the MV is estimated by the state (Source: NYS Office of Real Property Services). What this means in practice is that a property with an estimated real market value of \$100,000 is assessed for \$8,000.

TABLE 8

Candor: Taxable Assessed Values - FY 2010		
	TAV	% of Town TAV
Village	\$1,974,385	11%
Town Outside Village (TOV)	\$16,642,100	89%
Town Total	\$18,616,485	100%

Projected Impact on Current Tax Rates

Currently, a Village taxpayer pays County, Town, Village, Recycling and Fire taxes.⁷ TOV residents pay County, Town, TOV,⁸ Recycling and Fire taxes. The total tax rate per \$1,000 of assessed value is currently \$277.95 for a Village taxpayer and \$219.11 for a TOV resident as shown in Table 9.

TABLE 9

Current Tax Rates per \$1,000 AV for a Village and TOV Taxpayer		
	Village	TOV
County	\$119.20	\$119.20
Townwide	\$58.77	\$58.77
TOV	n/a	\$14.31
Village	\$73.15	n/a
Recycle	\$4.97	\$4.97
Fire	\$21.86	\$21.86
TOTAL	\$277.95	\$219.11

Upon dissolution, the two municipalities become a single taxing entity, thus there would be no separately stated Village and TOV tax rates. The post-dissolution tax levy (without showing impact of New AIM) of \$1,605,786 would be spread out over the combined town wide TAV of \$18,616,485 to yield a new Town tax of \$86.26 per \$1,000 of assessed value.

Tax savings on a per capita basis for the entire Town is calculated by taking the \$104,242 projected savings from dissolution (Table 7) divided by the town wide population of 5,138⁹, for a total of \$20.29 per person per

⁷ Since school taxes are not impacted by Village dissolution, we do not address them in this report.

⁸ TOV taxes are for services provided to TOV residents, primarily for Town highway services.

⁹ 2008 estimated population from U.S. Census

year without New AIM and \$324,822 projected savings with New AIM divided by the town wide population for a per capita savings of \$63.22 per person per year.

Tax Impact Estimates for a Sample Property

The projected tax impact presented in Tables 10 and 11 below is based on using the average Village assessed value of \$6,600, which assumes an average market value of a home in the Village being \$82,500.

As shown in Table 10, without including the New AIM incentive, the reduction in spending reduces the Village taxpayer's tax rate by \$45.66 per \$1,000 of assessed value for a total tax bill reduction of \$301.38 (-35%), while the tax rate for the current TOV taxpayer increases by \$13.18 per \$1,000 assessed value for a total tax bill increase of \$86.96 (+18%).

TABLE 10

Candor Post-Dissolution <u>Local</u> Tax Rate Impact Without New AIM Incentive					
	Current per \$1,000	New per \$1,000	Change	Total Tax Bill Change (on \$6,600 assessed value)	% Change
Village	\$131.92	\$86.26	-\$45.66	-\$301.38	-35%
TOV	\$73.08	\$86.26	\$13.18	\$86.96	18%

Notes: Excludes County, Recycling and fire tax.

Taking into account the \$220,579 in New AIM incentive funding, the result is a further reduction of the town wide tax to \$74.41 per \$1,000 of assessed value. This additional incentive reduces the overall Village taxpayer's tax rate by \$57.51 per \$1,000 of assessed value for a total tax bill reduction of \$379.57 (-44%), while the tax rate for the current TOV taxpayer increases by \$1.33 per \$1,000 assessed value for a total tax bill increase of \$8.78 (+2%) as shown in Table 11.

TABLE 11

Candor Post-Dissolution Local Tax Rate Impact Applying 100% New AIM					
	Current per \$1,000	New per \$1,000	Change	Total Tax Bill Change (on \$6,600 assessed value)	% Change
Village	\$131.92	\$74.41	-\$57.51	-\$379.57	-44%
TOV	\$73.08	\$74.41	\$1.33	\$8.78	2%

Notes: Excludes County, Recycling and fire tax. Assumes all New AIM used to reduce the tax levy.

Tax Impact Estimates for Specific Properties

In order to estimate the potential tax impact that applies to any specific property, take the assessed value of the specific property, divide it by 1000, and then multiply the remaining number by the estimated tax rate change for either the Village or TOV (with and without AIM) as shown in Table 12 below. Note: in both the Village and the Town, assessed value is approximately 8% of current estimated market value.

TABLE 12

Summary of Estimated Tax Rate Change, per \$1,000 Assessment		
	With out New AIM	With New AIM
Village	-\$45.66	-\$57.51
Town Outside Village (TOV)	\$13.18	\$1.33

Table 13 below provides a sample of potential tax impacts for a range of assessed valuations. For example, if the assessed valuation of a Village property is \$5,000, without New AIM, there would be a \$228.32 tax reduction and with New AIM, there would be a \$287.55 tax reduction.

TABLE 13

Tax Impact for a Range of Assessed Values					
Assessed Value (8% of Market Value)	Estimated Market Value	Estimated Total Tax Bill Change from Current			
		Village (without AIM)	Village (with AIM)	TOV (without AIM)	TOV (with AIM)
\$5,000	\$62,500	-\$228.32	-\$287.55	\$65.88	\$6.65
\$5,500	\$68,750	-\$251.15	-\$316.31	\$72.47	\$7.31
\$6,000	\$75,000	-\$273.98	-\$345.06	\$79.06	\$7.98
\$6,500	\$81,250	-\$296.82	-\$373.82	\$85.64	\$8.64
\$7,000	\$87,500	-\$319.65	-\$402.57	\$92.23	\$9.31
\$7,500	\$93,750	-\$342.48	-\$431.33	\$98.82	\$9.97
\$8,000	\$100,000	-\$365.31	-\$460.08	\$105.41	\$10.64
\$8,500	\$106,250	-\$388.14	-\$488.84	\$112.00	\$11.31
\$9,000	\$112,500	-\$410.98	-\$517.59	\$118.58	\$11.97
\$9,500	\$118,750	-\$433.81	-\$546.35	\$125.17	\$12.64
\$10,000	\$125,000	-\$456.64	-\$575.10	\$131.76	\$13.30
\$10,500	\$131,250	-\$479.47	-\$603.86	\$138.35	\$13.97
\$11,000	\$137,500	-\$502.30	-\$632.61	\$144.94	\$14.63
\$11,500	\$143,750	-\$525.13	-\$661.37	\$151.53	\$15.30
\$12,000	\$150,000	-\$547.97	-\$690.12	\$158.11	\$15.96
\$12,500	\$156,250	-\$570.80	-\$718.88	\$164.70	\$16.63

Notes: Assumes rate change per \$1,000 assessed value outlined in Tables 10 and 11.

Water District

If the Village were to dissolve, the Committee recommends the New Town establishes a Water District to include all current water users, almost all of whom are in the area of the former Village. The Water District would be managed by the Town Board and operated by the Town through a separate Water District Fund.

The Committee recommends the Water District receive payments for the use of water by: all municipal properties (estimated expense of \$1,094), the library (\$284), and the cemetery (\$284). The Water District would assume the current arrangement with the Candor School District for unbilled water as part of an exchange for the water department's prior use of water and electric.

In addition, the current Village water operator, as a Town employee would be eligible for additional monetary compensation in lieu of health benefits

with 36% of the expenses allocated to the Water District (\$1,110) and the balance allocated to the Highway Department.¹⁰

The current DPW garage and associated maintenance expenses would be transferred to the new Water District for an estimated annual expense of \$3,000.

The impact of these changes results in a 3% increase in expenses and a 1% increase in revenues, or a net of \$2,448 in new expenses (equal to a 1.6% increase in net expenses) to be covered by rate payers in future years, as shown in Table 14.

TABLE 14

Candor - Post-Dissolution Water District Summary			
	Current Water Fund	New Water District	% Change
Expenses	\$146,250	\$150,360	3%
Revenues	\$146,250	\$147,912	1%
Net	\$0	-\$2,448	

The Candor Free Library

The Candor Free Library is currently chartered to serve the area within the Village of Candor. If the Village dissolves, the Library will need to submit a proposal to redefine its service area to the New York State Board of Regents. The Committee understands, through discussions with the New York State Department of Education, that the Library may request that the NYS Board of Regents recognize its service area as the area within the boundaries of the former village in addition to other service area options. Should Village residents vote to dissolve the Village, the Library Board anticipates adequate time to review options, prepare a cost effective plan and secure approval from the Board of Regents. Whether or not there would be additional costs to Library taxpayers as a result of Village dissolution cannot be determined at this time since it depends upon how the library board chooses to re-charter. If the boundaries remain unchanged, Village dissolution is expected to have little to no cost impact on the Library. If the boundaries have to be expanded, the Library may be required to operate for more hours, which could potentially increase costs.

¹⁰ This represents the low range of the possible health benefit expense impact. If DPW staff elects full health coverage the \$17,600 total expense would be allocated 36% (\$6,336) to the Water District and 64% (\$11,264) to Highway.

The Town will maintain the current Village Library agreement for use of its facility space. The Library will be responsible to pay the newly formed Water District for use of water (estimated \$284 annually).

Current Village Property and Assets

As part of the Dissolution Plan, the Committee must make a recommendation on the disposition of Village property and non-property assets. Table 15 presents the Committee's recommendations for each Village-owned parcel to be: a) transferred to the Town; b) transferred to the Water District; or c) designated as "surplus." In the event a parcel is determined to be surplus, the Village Board will determine if it will sell the asset before dissolution or, in the absence of selling the property, ownership will be transferred to the Town.

TABLE 15

Recommendations for Village Owned Property			
Property Name/Use	Street Name	Total Assessed Value	Recommendation
Vacant Lot by Lower Bridge	Main Street	\$400	Surplus
Water Well	Logan Hill Road	\$10,900	Town
Old Reservoir Property	Reservoir Hill Road	\$1,100	Surplus
Old Railroad Property	Smith Street	\$300	Surplus
DPW Garage	8 Rich Street	\$3,400	Water District
Old Railroad Property	Stowell Avenue	\$250	Surplus
Village Hall and Library	138 Main Street	\$20,800	Town
Hull Park	Main Street	\$500	Town
Barn on Lot	1 Water Street	\$3,600	Town
Old Well Site	Delray Avenue	\$400	Surplus
Moyer Park	Academy Street	\$300	Town
Athletic Field	40 Spencer Road	\$4,000	Town with portion of land for the pump station allocated to the Water District
	Total Assessed Value	\$45,950	

Non-property Village assets would be transferred to the Town. For those Village non-property assets that are currently shared between DPW and Water, the Town will need to determine how to allocate those assets between the Town and the new Water District.

Current Village Fund Balance

The Village had a total General Fund balance of \$131,382 and a Capital Fund Balance of \$19,021 as of May 31, 2010. The Water Fund balance was \$76,730.

As part of the dissolution process, the Village must determine how it will apply the current fund balances. If Village voters vote to dissolve the Village, the Committee recommends the Village Board uses the remaining fund balance and any revenue obtained from the sales of assets to benefit Village tax-payers before the Village dissolves on December 31, 2012. The Committee further recommends any remaining fund balance that is transferred to the Town upon dissolution of the Village be applied as a town wide tax stabilization fund.

Codes and Ordinances

The Committee has reviewed Village and Town local codes and ordinances and determined that, while there are some laws that are unique to each, the majority of the codes are generally not in conflict with each other. In the event the Village is dissolved, current Village laws will be enforced for a minimum of two full years after dissolution. If the voters elect to dissolve the Village, during the transition period between March 16, 2011 and December 31, 2012 the Town and Village will work towards unifying the laws into one combined code book.

The following list reflects differences identified by the Committee between the Village and the Town, whereby the two municipalities differ or the Town currently does not address the specific issue. The Committee recommends, in the event the Village is dissolved, that the Town establishes codes and ordinances for the area within the former Village boundary that keeps the intent of the current Village codes and ordinances, or, alternatively, that the Town create a unified code across the Town to reflect, at minimum, the standards currently stated in Village code.

In accordance with the recommendations described above, the following Codes and Ordinances will be established by the Town for the specified area within the former Village boundaries:

1. The Village has several laws related to the water service: a) Change in Water Department Billing Cycle (Local Law #2 of 2008); b) Establishment of Capital Fees (Local Law #3 of 2008);

- c) Establishment of Water Rates (Local Law #4 of 2008; d) Establishment of Residential and Non-Residential Water Rate Classes (Local Law #1 of 2008); and e) Penalties for Violations Committed Against Provisions of the Village of Candor Water Department Regulations (Local Law #1 of 2006).
2. The Village prohibits grass exceeding 18 inches, growth of noxious weeds (poison ivy, ragweed, etc.), and requires property owners to ensure sidewalks are not obstructed by trees or shrubbery by trimming them to 10 feet from the ground. (Local Law #2 1991).
 3. The Village prohibits public storage of any unregistered or inoperable vehicles in public view (Local Law#3 of 2004). The Town of Candor permits the public storage of one unregistered vehicle (whole in appearance) (Local law #1 of 1997). Both the Town and the Village allow the public storage of more than one unregistered vehicle if the owner purchases a permit and the vehicle meets certain conditions.
 4. The Village requires property owners to maintain sidewalks adjacent to their lots, including repair and snow removal (Local Law #1 of 1997).
 5. The Village prohibits dogs to run at large unless restrained by an adequate leash or accompanied by its owner or responsible person (Local Law#2 of 2004). The Village further outlines acceptable behavior and regulations for owning a dog.
 6. Use of All Terrain Vehicles (ATVs) within the boundaries of the former Village will be prohibited. The Town authorizes ATVs to legally travel on all Town of Candor roads for the express purpose of going from one trail to another trail, within certain hours, provided the operator is licensed, the ATV is well-maintained, and the vehicle is not operated above 25 MPH and complies with all traffic laws (Local Law #2 of 2004).
 7. The Village prohibits parking in designated locations and times of the year (Local Law #5 of 2008).
 8. The Village prohibits the running of domestic fowl (Local Law # #1 of 2004).
 9. The Village prohibits Level II and Level III sex offenders from living within 1,000 feet of churches, schools, playgrounds, cemetery, or playgrounds (Local Law #1 of 2006).

10. The Village has established a method of enforcement and collection in the event a property-owner fails to maintain the property in compliance with general, special, local law or ordinance or order of the Village Code Enforcement officer (Local Law #3 of 2009).

Fiscal Impact of the Cost of Dissolution

While it is not possible to accurately project the costs associated with the process of dissolving the Village of Candor, the primary costs are anticipated to be legal fees, accountant costs for the transition and audit, and potential unemployment expenses for eligible Village employees not hired by the Town. For Candor, this would include any changes to existing contracts that the Town would become responsible for, setting up the town water district and making any revisions to town ordinances as described in the dissolution plan. Other communities have estimated costs up to \$50,000 primarily to implement the transactions and requirements outlined in the final dissolution plan. However, actual dissolution costs incurred by the four villages where dissolution was approved in 2010 will not be available until 2012. Costs associated with the dissolution process are one-time expenses and may be paid from the Village's current general fund balance during the transition. Therefore, these costs are not included in the tax-impact projections presented in Tables 10 – 13.

SECTION TWO: OPTIONS SHORT OF FULL CONSOLIDATION OF THE MUNICIPALITIES

The Committee reviewed all functional areas for shared service opportunities, including DPW and Water operations as outlined below. The Committee has identified two opportunities for functional mergers between the Town and Village that would result in efficiency savings if the Village does not dissolve: Code Enforcement and Court.

DPW and Water Operations

The Village DPW department is currently staffed with 1 full-time employee who splits his services 64% to DPW and the remaining 36% to the Village water department. The actual percentage of time spent between DPW and water services will vary throughout the year depending on the needs and demands of the particular service (e.g., water breaks needing immediate attention or seasonal DPW tasks requiring more hours in a given week). The current Village DPW/water department staffing allows for ongoing flexibility in allocating time required for providing the

variable services of these two complementary but distinct functions throughout the year.

Sharing or consolidating facility space was not considered a viable option. The current Town Highway facility is at capacity, while the Village DPW garage would not accommodate the facility needs of the Town. The Village completed renovations of its current facility in 2003 and does not have an immediate need to invest in an alternate or new joint location.

Considering the above, the Committee concluded that there did not appear to be worthwhile efficiency savings from combining DPW, Highway or Water Operations.

Other Services

The Committee also discussed services provided by the Village such as local police, brush pick up, and junk day and concluded that if Village residents vote not to dissolve it will be, at least in part, because they value these services and wish to retain them.

Opportunities for Functional Mergers Between the Village and the Town

If the Village does not dissolve, the Committee believes efficiency savings could be achieved through the functional mergers of two areas: Code Enforcement and Courts.

Code Enforcement

Code enforcement expenditures for the Village are \$4,085 for a part-time Code Enforcement Officer and associated benefits. Last year the Village issued 18 permits and conducted periodic fire and safety inspections on approximately 6 buildings and other places of assembly in the Village. The Town issued 117 permits and conducted approximately 10 Fire and safety inspections. The Committee recommends the Code Enforcement function becomes a town wide service provided by the current full-time Town CEO. Estimated annual savings of consolidating the code function is \$3,500.¹¹

¹¹ Town estimates using the balance of Village current code expenditures to off-set a potential increase in staff resources needed during the year for the additional work load.

Courts

The Village FY2010 budget includes \$12,840 for judicial services and the Town expense is \$24,230.¹² The Village Court opened an average of 360 cases over the past three years, while the Town opened an average of 1,100 cases annually. Both the Village and Town courts share space and the same court clerk, leaving limited opportunities for additional shared services and savings.

The Committee recommends the two courts merge, eliminating the Village Court function. This would result in the elimination of the Village Justice position. Remaining Village expenses and revenues associated with the Village court will be transferred to the Town as a town wide service. Estimated annual savings of consolidating the court function is \$7,750.

¹² Includes salary of Court Clerk and Justice, plus equipment and supplies.

APPENDIX A - NEW TOWN BUDGET PROJECTIONS

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
Estimated Appropriations							
BOARD							
A1010.1	Personal Services	\$13,000	\$3,940		Remove	-\$3,940	\$13,000
A1010.4	Contractual Expense	\$4,270	\$225		Remove	-\$225	\$4,270
	TOTAL BOARD	\$17,270	\$4,165	1.7%		-\$4,165	\$17,270
COURTS							
A1110.1	Personal Services	\$21,230	\$6,000	2.4%	Town absorbs workload with 1 Justice.	-\$6,000	\$21,230
A1110.11	Court Clerk	\$0	\$3,040	1.2%	Carry over	\$0	\$3,040
A1110.2	Equip. & Capital Outlay	\$0	\$300	0.1%	Carry over	\$0	\$300
A1110.4	Contractual Expense	\$3,000	\$3,500	1.4%	Assume reduction of 50% - covers software service contract, law books, conf., supplies.	-\$1,750	\$4,750
	TOTAL COURTS	\$24,230	\$12,840	5.2%		-\$7,750	\$29,320
MAYOR							
A1210.1	Personal Services	\$0	\$2,655	1.1%	Remove	-\$2,655	\$0
A1210.11	Secretarial Personal Svcs.	\$0	\$1,800	0.7%	Remove	-\$1,800	\$0
A1210.4	Contractual Expense	\$0	\$750	0.3%	Remove	-\$750	\$0
	TOTAL MAYOR	\$0	\$5,205	2.1%		-\$5,205	\$0
SUPERVISOR							
A1220.1	Supervisor Staff P.S.	\$13,000	\$0	0.0%	No change	0	\$13,000
A1220.1	Supervisor, Deputy P.S.	\$1,000	\$0	0.0%	No change	0	\$1,000
A1220.1	Supervisor/Bookkeeper	\$9,600	\$0	0.0%	No change	0	\$9,600
A1220.1	Deputy Bookkeeper P.S.	\$1,200	\$0	0.0%	No change	0	\$1,200
A1220.4	Supervisor C.E.	\$3,600	\$0	0.0%	No change	0	\$3,600
	TOTAL SUPERVISOR	\$28,400	\$0	0.0%		0	\$28,400
CLERK / GENERAL GOVERNMENT SUPPORT							
A1325.1	Personal Services	\$0	\$19,473	7.9%	Remove - Town absorbs workload with no additional staff resources.	-\$19,473	\$0
A1325.11	Person Svcs Helper	\$0	\$1,000	0.4%	Remove - Town absorbs workload with no additional resources.	-\$1,000	\$0
A1325.2	Equip. & Capital Outlay	\$0	\$750	0.3%	Remove - Town absorbs workload with no additional resources.	-\$750	\$0
A1325.4	Contractual Expense	\$0	\$4,700	1.9%	Reduce by 50% - legal notices, supplies, training, mailings	-\$2,350	\$2,350
A1410.1	Clerk P.S.	\$23,500	\$0	0.0%	Carry over	0	\$23,500
A1410.1	Clerk/Deputies	\$5,000	\$0	0.0%	Carry over	0	\$5,000
A1410.4	Clerk C.E.	\$5,500	\$0	0.0%	Carry over	0	\$5,500
A1340.1	Budget P.S.	\$1,000	\$0	0.0%	Carry over	0	\$1,000
	TOTAL CLERK / GEN GOV SUPPORT	\$35,000	\$25,923	10.6%		-\$23,573	\$37,350

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
LAW / GENERAL GOV SUPPORT							
A1420.1	Personal Services	\$7,200	\$5,700	2.3%	Slight reduction (~30%) - legal counsel to the New Town vs. two separate entities.	-\$3,990	\$8,910
A1420.4	Contractual Expense	\$10,000	\$2,500	1.0%	Slight reduction (~30%) - legal counsel to the New Town vs. two separate entities.	-\$1,750.0	\$10,750
	TOTAL LAW / GENERAL GOV	\$17,200	\$8,200	3.3%		-\$5,740	\$19,660
ASSESSMENT / GENERAL GOVERNMENT SUPPORT							
A1355.1	Assessor P.S.	\$19,500	\$0	0.0%	No change	0	\$19,500
A1355.4	Assessor C.E.	\$2,750	\$0	0.0%	No change	0	\$2,750
A1362.4	Tax Advertisement - Contractual Expense	\$0	\$150	0.1%	Remove	-\$150	\$0
	TOTAL ASSESSMENT / GEN GOV TOTAL	\$22,250	\$150	0.1%		-150	\$22,250
ELECTIONS							
A1450.4	Contractual Expense	\$0	\$320	0.1%	Remove	-\$320	\$0
	TOTAL ELECTIONS	\$0	\$320	0.1%		-\$320	\$0
BUILDINGS							
A1620.1	Buildings P.S.	\$8,000	\$0	0.0%	No change	0	\$8,000
A1620.2	Equip & Capital Outlay	\$6,000	\$250	0.1%	Carry over	0	\$6,250
A1620.4	Contractual Expense	\$28,000	\$4,000	1.6%	Carry over	0	\$32,000
A1620.4A	Building/Roof	\$0	\$7,000	2.8%	Carry over	0	\$7,000
	TOTAL BUILDINGS	\$42,000	\$11,250	4.6%		0	\$53,250
CENTRAL DATA PROCESSING AND MAILING							
A1680.4	Contractual Expense	\$0	\$2,000	0.8%	Remove - software service, phone and internet	-\$2,000	\$0
A1670.4	Central Mailing/Printing C.E.	\$7,750	\$0	0.0%	No change	0	\$7,750
A1680.2	Equip. & Capital Outlay	\$0	\$0	0.0%	No change	0	\$0
F1680.2	Equip. & Capital Outlay	\$0	\$0	0.0%	No change	0	\$0
	TOTAL CENTRAL DATA PROCESSING	\$7,750	\$2,000	0.8%		-\$2,000	\$7,750
SPECIAL ITEMS / GENERAL GOVERNMENT SUPPORT							
A1440.1	Engineer P.S.	\$4,250	\$0	0.0%	No change	0	\$4,250
A1910.4	Unallocated Insurance - Contractual Exp.	\$35,000	\$6,000	2.4%	Carry over	0	\$41,000
A1920.4	Municipal Assoc. Dues	\$1,000	\$0	0.0%	No change	0	\$1,000
A1940.4	Purchase of Land C.E.	\$60,000	\$0	0.0%	No change	0	\$60,000
A1950.4	Taxes Paid County	\$1,000	\$0	0.0%	No change	0	\$1,000
A1989.4	Other Gov't Support	\$0	\$35	0.0%	Remove	-35	\$0
A1990.4	Contingent - Contractual Expense	\$5,000	\$10,730	4.4%	Remove	-\$10,730	\$5,000
	TOTAL SPECIAL ITEMS	\$106,250	\$16,765	6.8%		-\$10,765	\$112,250

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
SAFETY INSPECTIONS							
B3010.1	Code Enforcement P.S.	\$31,275	\$0	0.0%	No change	0	\$31,275
B3010.2	Code Enforcement Equip.	\$0	\$0	0.0%	No change	0	\$0
B3010.4	Code Enforcement C.E.	\$1,000	\$0	0.0%	No change	0	\$1,000
A3620.1	Personal Services	\$0	\$3,790	1.5%	Reduce - Town absorbs workload and reduces expenses by \$3,500.	-\$3,500	\$290
A3620.4	Contractual Expense	\$0	\$20	0.0%	Remove - Town absorbs	-\$20	\$0
A3989.4	Safety Inspections C.E.	\$500	\$0	0.0%	No change	0	\$500
	TOTAL SAFETY INSPECTIONS	\$32,775	\$3,810	1.6%		-\$3,520	\$33,065
PUBLIC SAFETY / POLICE							
A3120.1	Personal Services	\$0	\$20,787	8.5%	Remove	-\$20,787	\$0
A3120.4	Contractual Expense	\$100	\$3,500	1.4%	Remove	-\$3,500	\$100
B3120.4	Constable C.E.	\$100	\$0	0.0%	No change	0	\$100
A3310.2	Traffic Control	\$1,700	\$0	0.0%	No change	0	\$1,700
	TOTAL PUBLIC SAFETY / POLICE	\$1,900	\$24,287	9.9%		-\$24,287	\$1,900
FIRE DISTRICT							
A3412.4	Contractual Expense	\$0	\$200	0.1%	Remove - Fire District to pick-up	-200	\$0
	TOTAL FIRE DISTRICT	\$0	\$200	0.1%		-200	\$0
ANIMAL CONTROL							
A3510.1	Control of Dogs/ Enum.	\$9,100	\$0	0.0%	No change	0	\$9,100
A3510.4	Control of Dogs C.E.	\$2,000	\$0	0.0%	No change	0	\$2,000
	TOTAL ANIMAL CONTROL	\$11,100	\$0	0.0%		0	\$11,100
REGISTRAR							
A4020.4	Registrar C.E.	\$2,000	\$0	0.0%	No change	0	\$2,000
	TOTAL REGISTRAR	\$2,000	\$0	0.0%		0	\$2,000

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
HIGHWAY ADMINISTRATION / TRANSPORTATION							
A5010.1	Personal Services	\$45,500	\$25,558	10.4%	Current Village DPW staff as FT Town employee will be eligible to receive \$3,000 in lieu of benefits as follows: 64% of expense applied to Highway and 36% applied to newly created Water District. Also eligible for \$300 clothing allowance.	\$2,220	\$73,278
A5010.4	Highway Supt. C.E.	\$3,000	\$0	0.0%	No change	0	\$3,000
DB5110.1	General Repairs P.S.	\$240,000	\$0	0.0%	No change	0	\$240,000
A5110.2	Equip & Capital Outlay	\$0	\$2,500	1.0%	Carry over	0	\$2,500
A5110.4	Contractual Expense	\$0	\$25,000	10.2%	Carry over	0	\$25,000
A5110.4A	CHIPS	\$0	\$4,500	1.8%	Carry over	0	\$4,500
DB5110.4	General Repairs C.E.	\$265,000	\$0	0.0%	No change	0	\$265,000
DB5112.2	Chips	\$246,000	\$0	0.0%	No change	0	\$246,000
DA5120.1	Bridges P.S.	\$30,000	\$0	0.0%	No change	0	\$30,000
DA5120.4	Bridges C.E.	\$12,000	\$0	0.0%	No change	0	\$12,000
DA5130.1	Machinery P.S.	\$15,000	\$0	0.0%	No change	0	\$15,000
DA5130.2	Machinery Purchases	\$205,000	\$0	0.0%	No change	0	\$205,000
DA5130.4	Machinery C.E.	\$110,000	\$0	0.0%	No change	0	\$110,000
A5132.2	Garage/ Equipment	\$1,500	\$0	0.0%	No change	0	\$1,500
A5132.4	Garage C.E.	\$36,000	\$0	0.0%	No change	0	\$36,000
A1640.2	Central Garage - equip. & capital outlay	\$0	\$500	0.2%	Remove to Water District	-500	\$0
A1640.4	Contractual Expense	\$0	\$2,500	1.0%	Remove to Water District	-\$2,500	\$0
	TOTAL HIGHWAY /TRANS.	\$1,209,000	\$60,558	24.7%		-\$780	\$1,268,778
SNOW REMOVAL							
A5142.1	Personal Services	\$0	\$2,500	1.0%	Carry over	0	\$2,500
DA5142.1	Snow Removal P.S.	\$180,000	\$0	0.0%	No change	0	\$180,000
A5142.2	Equip. & Capital Outlay	\$0	\$1,000	0.4%	Carry over	0	\$1,000
A5142.4	Contractual Expense	\$0	\$7,000	2.8%	Carry over	0	\$7,000
DA5142.4	Snow Removal C.E.	\$175,000	\$0	0.0%	No change	0	\$175,000
	TOTAL SNOW REMOVAL	\$355,000	\$10,500	4.3%		0	\$365,500
STREET LIGHTING							
A5182.4	Contractual Expense	\$1,800	\$13,000	5.3%	Becomes town wide expense	\$0	\$14,800
	TOTAL STREET LIGHTING	\$1,800	\$13,000	5.3%		0	\$14,800
SIDEWALKS							
A5410.4	Contractual Expense	\$0	\$500	0.2%	Carry over	0	\$500
	TOTAL SIDEWALKS	\$0	\$500	0.2%		0	\$500

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
HOME AND COMMUNITY SERVICE							
A6510.4	Veterans Services C.E.	\$700	\$0	0.0%	No change	0	\$700
A7110.1	Parks Personnel Service	\$200	\$3,500	1.4%	Carry over	0	\$3,700
A7110.2	Equip. & Capital Outlay	\$0	\$350	0.1%	Carry over	0	\$350
A7110.4	Contractual Expense	\$200	\$4,000	1.6%	Carry over	0	\$4,200
B7310.4	Youth Program C.E.	\$7,022	\$0	0.0%	No change	0	\$7,022
	TOTAL HOME & COMMUNITY SERV.	\$8,122	\$7,850	3.2%		0	\$15,972
LIBRARY							
A7410.4	Contractual Expense	\$0	\$2,500	1.0%	Carry over	0	\$2,500
B7410.4	Library C.E.	\$6,000	\$0	0.0%	No change	0	\$6,000
	TOTAL LIBRARY	\$6,000	\$2,500	1.0%		0	\$8,500
HISTORIAN							
A7510.4	Historical Society	\$2,000	\$0	0.0%	No change	0	\$2,000
A7520.4	Historical Property C.E.	\$1,000	\$0	0.0%	No change	0	\$1,000
	TOTAL HISTORIAN	\$3,000	\$0	0.0%		0	\$3,000
CELEBRATIONS							
A7550.4	Celebrations	\$600	\$0	0.0%	No change	0	\$600
	TOTAL CELEBRATIONS	\$600	\$0	0.0%		0	\$600
PLANNING							
B8020.1	Planning P.S.	\$7,800	\$0	0.0%	No change	0	\$7,800
A8020.4	REAP	\$1,064	\$0	0.0%	No change	0	\$1,064
B8020.4	Planning C.E.	\$2,500	\$0	0.0%	No change	0	\$2,500
A8042.4	Safety C.E.	\$650	\$0	0.0%	No change	0	\$650
	TOTAL PLANNING	\$12,014	\$0	0.0%		0	\$12,014
REFUSE/GARBAGE							
A8160.4	Contractual Expense	\$500	\$3,500	1.4%	Reduce by \$1,478 - discontinuing annual junk day tipping fees	-\$1,478	\$2,522
	TOTAL REFUSE/GARBAGE	\$500	\$3,500	1.4%		-\$1,478	\$2,522
COMMUNITY ENVIRONMENT							
A8510.4	Beautification - Contractual Expense	\$0	\$3,500	1.4%	Carry over	0	\$3,500
A8666.4	Clearance Demolition	\$0	\$0	0.0%	No change	0	\$0
	TOTAL COMMUNITY ENVIRONMENT	\$0	\$3,500	1.4%		0	\$3,500
CEMETERIES							
A8810.1	Cemeteries P.S.	\$3,500	\$0	0.0%	No change	0	\$3,500
A8810.4	Cemeteries C.E.	\$1,500	\$0	0.0%	No change	0	\$1,500
	TOTAL CEMETERIES	\$5,000	\$0	0.0%		0	\$5,000

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
EMPLOYEE BENEFITS							
A9010.8	State Retirement	\$5,275	\$4,600	1.9%	Remove \$326.40 for board, mayor, and mayor secretary; remove \$998.39 for Village Clerk and Deputy Clerk.	-\$1,325	\$8,550
B9010.8	State Retirement	\$1,860	\$0	0.0%	No change	0	\$1,860
DA9010.8	State Retirement	\$14,275	\$0	0.0%	No change	0	\$14,275
DB9010.8	State Retirement	\$14,275	\$0	0.0%	No change	0	\$14,275
A9015.8	Police Retirement	\$0	\$2,200	0.9%	Remove	-\$2,200	\$0
A9030.8	Social Security	\$15,000	\$7,200	2.9%	Remove \$1,378 for police; remove \$778.76 for board, mayor, and mayor secretary; remove \$2,121.93 Clerk, Deputy Clerk, CEO, Justice.	-\$4,279	\$17,921
B9030.8	Social Security	\$3,000	\$0	0.0%	No change	0	\$3,000
DA9030.8	Social Security	\$17,500	\$0	0.0%	No change	0	\$17,500
DB9030.8	Social Security	\$18,500	\$0	0.0%	No change	0	\$18,500
A9040.8	Workers Comp.	\$26,239	\$4,000	1.6%	Estimate 50% reduction as part of the Town coverage	-\$2,000	\$28,239
A9050.8	Unemployment	\$0	\$400	0.2%	Remove - covered through the Town	-\$400	\$0
A9055.8	Disability Insurance	\$0	\$200	0.1%	Remove - covered through the Town	-\$200	\$0
DA9055.8	Disability Insurance	\$300	\$0	0.0%	No change	0	\$300
DB9055.8	Disability Insurance	\$300	\$0	0.0%	No change	0	\$300
A9060.8	Health Insurance	\$150,000	\$5,000	2.0%	Remove - positions not transferred to the Town.	-\$5,000	\$150,000
B9060.8	Health & Dental Insurance	\$17,640	\$0	0.0%	No change	0	\$17,640
DA9060.8	Health & Dental Insurance	\$71,200	\$0	0.0%	No change	0	\$71,200
DB9060.8	Health & Dental Insurance	\$71,200	\$0	0.0%	No change	0	\$71,200
TOTAL EMPLOYEE BENEFITS		\$426,564	\$23,600	9.6%		-\$15,403	\$434,761
DEBT SERVICE							
A9785.6	Installment Purch. Cont.	\$0	\$0	0.0%	No change	0	\$0
A9785.7	Interest Purch. Cont.	\$0	\$0	0.0%	No change	0	\$0
TOTAL DEBT SERVICE		\$0	\$0	0.0%		0	\$0
INTERFUND TRANSFER							
A9950.9	Cap. Res. Pol. & PW	\$0	\$5,000	2.0%	Carry over	0	\$5,000
DB9901.9	Transfer/ Other Funds	\$0	\$0	0.0%	No change	0	\$0
TOTAL INTERFUND TRANSFER		\$0	\$5,000	2.0%		0	\$5,000
NEW Water Expense							
	Water usage fees for municipal properties	\$0	\$0	0%	Water expenses for municipal properties (both former Village and Town); Does not include water expense of DPW garage transferred to Water District.	\$1,094	\$1,094
TOTAL APPROPRIATIONS (excluding special districts)		\$2,375,725	\$245,623	100.0%		-\$104,242	\$2,517,106

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
SPECIAL WATER DISTRICT							
Water Administration							
F8310.1	Personal Services	\$0	\$32,227	22.0%	Carry over to newly formed Water District	0	\$32,227
F8310.4	Contractual Expense	\$0	\$1,500	1.0%	Carry over to newly formed Water District	0	\$1,500
	TOTAL WATER ADMINISTRATION	\$0	\$33,727	23.1%		0	\$33,727
Data Processing							
F1680.4	Contractual Expense	\$0	\$1,600	1.1%	Carry over to newly formed Water District	0	\$1,600
	TOTAL DATA PROCESSING	\$0	\$1,600	1.1%		0	\$1,600
Water Employee Benefits							
F9010.8	State Retirement	\$0	\$2,500	1.7%	Carry over to newly formed Water District	0	\$2,500
F9030.8	Social Security	\$0	\$1,900	1.3%	Carry over to newly formed Water District	0	\$1,900
F9040.8	Workers Comp.	\$0	\$3,500	2.4%	Carry over to newly formed Water District	0	\$3,500
FF9060.8	Health Insurance	\$0	\$0	0.0%	Former Village DPW staff to receive \$3,000 health benefit as Town employee: 36% of expense applied to Water District.	\$1,110	\$1,110
	TOTAL WATER EMPLOYEE BENEFITS	\$0	\$7,900	5.4%		\$1,110	\$9,010
Water Debt Service							
F9710.6	Debt Svc Serial Bond (Princ)	\$0	\$44,000	30.1%	Carry over to newly formed Water District	0	\$44,000
F9710.7	Debt Svc Serial Bond (Int)	\$0	\$1,400	1.0%	Carry over to newly formed Water District	0	\$1,400
	TOTAL WATER DEBT SERVICE	\$0	\$45,400	31.0%		0	\$45,400

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
Water Unallocated Insurance							
F1910.4	Contractual Expense	\$0	\$6,000	4.1%	Carry over to newly formed Water District	0	\$6,000
	TOTAL WATER UNALLOCATED INSUR.	\$0	\$6,000	4.1%		0	\$6,000
Water Contingent							
F1990.4	Contractual Expense	\$0	\$1,400	1.0%	Carry over to newly formed Water District	0	\$1,400
	TOTAL WATER CONTINGENT	\$0	\$1,400	1.0%		0	\$1,400
Water Planning and Research							
F8020.4	Contractual Expense	\$0	\$1,000	0.7%	Carry over to newly formed Water District	0	\$1,000
F8030.4	Contractual Expense	\$0	\$500	0.3%	Carry over to newly formed Water District	0	\$500
	TOTAL WATER PLAN. & RESEARCH	\$0	\$1,500	1.0%		0	\$1,500
Water - Supply, Power, Pumping, Purification, Transmission, Distribution							
F8320.4	Contractual Expense	\$0	\$12,000	8.2%	Carry over to newly formed Water District	0	\$12,000
F8330.4	Contractual Expense	\$0	\$2,700	1.8%	Carry over to newly formed Water District	0	\$2,700
F8340.2	Equip. & Capital Outlay	\$0	\$12,423	8.5%	Carry over to newly formed Water District	0	\$12,423
F8340.4	Contractual Expense	\$0	\$9,000	6.2%	Carry over to newly formed Water District	0	\$9,000
	TOTAL WATER SUPPLY, POWER, etc.	\$0	\$36,123	24.7%		0	\$36,123
Water - Interfund Transfer							
F9962.4	Budgetary Provisions	\$0	\$12,600	8.6%		0	\$12,600
	TOTAL WATER INTERFUND TRANS.	\$0	\$12,600	8.6%		0	\$12,600
Water - Central Garage Expense							
F1640.2	Central Garage - equip. & capital outlay	\$0	\$0	0.0%	DPW garage transferred to Water District	500	\$500
F1640.4	Contractual Expense	\$0	\$0	0.0%	DPW garage transferred to Water District	\$2,500	\$2,500
	TOTAL WATER - CENTRAL GARAGE	\$0	\$0			3000	\$3,000
	TOTAL WATER DISTRICT	\$0	\$146,250	100.0%		\$4,110	\$150,360

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
ESTIMATED REVENUES							
REAL PROPERTY TAXES							
A1001	Real Property Tax	\$412,718	\$145,275		See fiscal impact tables for calculations of anticipated tax levy. These figures are not used in calculations of current revenues.		
B1001	Real Property Tax	\$38,486	\$0				
DA1001	Real Property Tax	\$675,775	\$0				
DB1001	Real Property Tax	\$198,275	\$0				
	TOTAL REAL PROPERTY TAXES	\$1,325,254	\$145,275				
NON-PROPERTY TAX ITEMS							
A1090	Int./Penalties on Taxes	\$12,000	\$1,000	1.2%	Carry over - expect no change	0	\$13,000
A1120	Sales Tax	\$0	\$45,000	56.0%	Carry over - expect no change	0	\$45,000
B1120	Sales Tax	\$25,000	\$0	0.0%	No change	0	\$25,000
DB1120	Sales Tax	\$350,000	\$0	0.0%	No change	0	\$350,000
A1170	Franchise	\$14,000	\$8,500	10.6%	Carry over		\$22,500
	TOTAL NON-PROPERTY TAX ITEMS	\$401,000	\$54,500	67.8%		\$0	\$455,500
DEPARTMENTAL INCOME							
A1230	Treasurer's Fees	\$0	\$250	0.3%	Carry over	0	\$250
A1255	Clerk Fees	\$2,000	\$0	0.0%	No change	0	\$2,000
A1603	Registrar Fees	\$2,000	\$0	0.0%	No change	0	\$2,000
A1550	Dog Control Fees	\$1,500	\$0	0.0%	No change	0	\$1,500
	TOTAL DEPT INCOME	\$5,500	\$250	0.3%		0	\$5,750
LICENSES AND PERMITS							
A2544	Dog Licenses	\$6,000	\$0	0.0%	No change	0	\$6,000
A2545	Licenses Other	\$0	\$150	0.2%	Carry over	0	\$150
A1570	Demolition of Unsafe Building	\$0	\$0	0.0%	No change	0	\$0
B2555	Building Permits	\$5,000	\$0	0.0%	No change	0	\$5,000
A2560	Street Openings	\$50	\$0	0.0%	No change	0	\$50
A2590	Building Permits	\$0	\$400	0.5%	Carry over	0	\$400
B2115	Planning Board Fees	\$100	\$0	0.0%	No change	0	\$100
A2501	Bus. & Occup. Lic.	\$400	\$0	0.0%	No change	0	\$400
A2530	Games of Chance	\$10	\$25	0.0%	Carry over	0	\$35
A2001	Park Fees	\$0	\$0	0.0%	No change	0	\$0
	TOTAL LICENSES AND PERMITS	\$11,560	\$575	0.7%		0	\$12,135
LIBRARY							
A2082	Library Charges	\$0	\$2,500	3.1%	Carry over	0	\$2,500
	TOTAL LIBRARY	\$0	\$2,500	3.1%		0	\$2,500

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
USE OF MONEY AND PROPERTY							
A2401	Interest & Earnings	\$3,000	\$550	0.7%	Carry over	0	\$3,550
B2401	Interest & Earnings	\$100	\$0	0.0%	No change	0	\$100
DA2401	Interest & Earnings	\$1,500	\$0	0.0%	No change	0	\$1,500
DB2401	Interest & Earnings	\$1,000	\$0	0.0%	No change	0	\$1,000
A2401R	Interest on Account	\$0	\$0	0.0%	No change	0	\$0
	TOTAL USE OF MONEY & PROPERTY	\$5,600	\$550	0.7%		0	\$6,150
FINES AND FORFEITURES							
A2610	Fines & Forfeited Bail	\$18,000	\$7,000	8.7%	Carry over	0	\$25,000
A2611	Fines Dog Cases	\$300	\$0	0.0%	No change	0	\$300
	TOTAL FINES AND FORFEITURES	\$18,300	\$7,000	8.7%		0	\$25,300
MISCELLANEOUS LOCAL SOURCES							
A2650	Sale of Property	\$0	\$200	0.2%	Carry over	0	\$200
A2655	Sale of Materials	\$0	\$0	0.0%	No change	0	\$0
DA2655	Minor Sales	\$0	\$0	0.0%	No change	0	\$0
DB2655	Minor Sales	\$0	\$0	0.0%	No change	0	\$0
A2665	Sale of Equipment	\$0	\$0	0.0%	No change	0	\$0
DA2665	Sale of Equipment	\$63,000	\$0	0.0%	No change	0	\$63,000
A2680	Insurance Recoveries	\$0	\$0	0.0%	No change	0	\$0
A2705	Donations	\$0	\$100	0.1%	Carry over	0	\$100
	TOTAL MISC. LOCAL SOURCES	\$63,000	\$300	0.4%		0	\$63,300
STATE AID							
A3001	State Aid	\$36,501	\$8,773	10.9%	Carry over	0	\$45,274
A3005	Mortgage Tax	\$40,000	\$1,400	1.7%	Carry over	0	\$41,400
A3040	STAR Aid	\$0	\$0	0.0%	No change	0	\$0
A3089	Other General Gov't	\$0	\$0	0.0%	No change	0	\$0
A3501	State Aid (CHIPS)	\$0	\$4,500	5.6%	Carry over	0	\$4,500
DB3501	Chips	\$246,000	\$0	0.0%	No change	0	\$246,000
DB3505	Multi-Model Transp. Program	\$0	\$0	0.0%	No change	0	\$0
B3820	Youth Program	\$3,511	\$0	0.0%	No change	0	\$3,511
DA3960	State Disaster Aid	\$0	\$0	0.0%	No change	0	\$0
DA4960	Federal Disaster Aid	\$0	\$0	0.0%	No change	0	\$0
	TOTAL STATE AID	\$326,012	\$14,673	18.3%		0	\$340,685
INTERFUND TRANSFERS							
A5031	Transfer from other Funds	\$0	\$0	0.0%	No change	0	\$0
DA5031	Interfund Transfers	\$0	\$0	0.0%	No change	0	\$0
A5740	Capital Notes - Principal	\$0	\$0	0.0%	No change	0	\$0
	TOTAL INTERFUND TRANSFERS	\$0	\$0	0.0%		0	\$0
TOTAL GENERAL FUND ESTIMATED REVENUES (excluding property tax, fund balance, and Water District revenue)		\$830,972	\$80,348	100.0%		\$0	\$911,320

CANDOR OPTIONS ANALYSIS

Account Code	Description	2010 Town Adopted	2010-11 Village Budget	% of Current Village Budget	Working Assumptions as of 9/20/10	Net Fiscal Impact of Assumption	Balance of Combined Entities After Assumptions (New Town)
SPECIAL WATER DISTRICT REVENUE							
ESTIMATED REVENUES							
F2140	Water Rents	\$0	\$128,000		No change	0	\$128,000
F2142	Unmetered Water Sales	\$0	\$12,600		No change	0	\$12,600
F2144	Water Charges	\$0	\$2,000		No change	0	\$2,000
F2148	Penalties and Late fees	\$0	\$3,400		No change	0	\$3,400
F2401	Interest Earnings	\$0	\$250		No change	0	\$250
	Water usage fees by municipal properties and prior agreements	\$0	\$0	0%	Water usage fees from municipal properties (both former Village and Town). New revenue from cemetery and library.	\$1,662	\$1,662
	TOTAL WATER DISTRICT REVENUES	\$0	\$146,250			\$1,662	\$147,912
	TOTAL WATER DISTRICT ESTIMATED REVENUES	\$0	\$146,250			\$1,662	\$147,912

Notes:

Added \$36,501 Town state revenue sharing funds to 2010 budget (Code A3001) based on prior two years receipt.

Current Village DPW staff may opt for full health and benefit coverage as a Town employee. Cost impact would increase from an estimated total of \$3,000 to \$17,600.