

FINAL REPORT

GOVERNMENT EFFICIENCY - MERGER FEASIBILITY PROJECT

For the

TOWN OF NORTH DANVILLE GOVERNMENT

AND

VILLAGE OF DANVILLE GOVERNMENT

Conducted by

DANVILLE JOINT MUNICIPAL STUDY COMMISSION

Consultant

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BATH & NEW YORK, NEW YORK

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March 1971

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ABSTRACT

TITLE: Government Efficiency - Merger Feasibility Project

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SUBJECT: The desirability and feasibility of consolidating the Town of North Dansville and Village of Dansville governments and to determine for a consolidated government, the optimum form and organization to most efficiently, effectively and economically provide services. Other concerns included economies and efficiencies available to the two governments continuing as separate entities providing services separately as well as efficiencies available through cooperative provision of services.

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**ABSTRACT:**

The administration of the two governments and what services, where, how, by whom, etc., provided were analyzed to determine efficiencies available to the two governments continuing as separate entities and through cooperative provision of services as well as by consolidating the two governments. Services provided were also reviewed to determine their adequacy relative to need, financial resources, among other concerns, to formulate the needed organization therefor.

Recommendations were developed for the organization to most efficiently provide each service by each government as well as ensure equitable payment for services. Organization and administration was considered to formulate the most desirable government form and organization alternatives to provide services to the Dansville community. The services were reviewed and government consolidation concluded desirable. Alternative incorporations (town, city and village) were considered and village incorporation of the entire area recommended. These considerations were determined for local requirements and not restricted within government form and organization parameters of existing New York State law.

Recommended government form is an elected legislative-administrative board (Village Board of Trustees) including one member elected and to serve as Chairman (Mayor), an appointed Administrator, and an independently elected judiciary apart from the Board. The organization recommended groups related services under administrative and technical supervision of individual departments to realize operating efficiencies and maximum responsiveness.

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## FOREWORD

The Purpose of the Project was to determine the optimum government form, incorporation, organization and operation to most efficiently provide activities, services, functions and facilities to the Dansville community. Although the project was concerned with efficiencies available to the town and village governments continuing as separate entities as well as providing services cooperatively, this was only to assure concrete results from the project were consolidation considered not desirable or not legally feasible. The purpose of the project was to determine the optimum government form, etc., with the objective toward consolidation.

Consolidation of the town and village governments was reviewed, considered desirable and recommended as the most efficient arrangement to provide government activities, services, functions and facilities. Accordingly, this final report is concerned with consolidation of the town and village governments. In particular, for a consolidated government attention is directed to its form, incorporation, organization and operation. Each is specified throughout the report.

The following is a brief presentation of the recommended consolidated government as presented in the report.

The government should be incorporated as a village with an elected, preferably five member Village Board of Trustees including the Mayor; an elected, independent Village Justice; and an appointed Administrator to oversee the operation of the government. The new Village of Dansville government would be the local government for the entire area of the current town and village. It would provide the services currently provided by the town and village governments. Most services would not change, however, the basic organization would be changed to provide them more efficiently.



Services of the town and village government requiring engineering expertise and administrative direction would have these disciplines available. Services would be paid for by the recipients and result in lower taxes for the majority of residents. Provision of current activities, services, functions and facilities of the town and village government would be done by the consolidated government and should reduce total tax levies based upon current budgets by approximately 25% or \$85,000.

The current separation of the town and village governments in providing services would be ended. The town highways and village streets would be handled by one Public Works Department, headed by an engineer, and paid for by only residents receiving the service. Police protection would be provided to the area wanting and needing it and paid for by only those receiving the protection. It is recommended all services of the government should be paid by the benefited residents where same can be determined. This is to assure no one is paying for a service not received.

Elimination of both separate treatment for fundamentally the same thing and duplication of activities is another major advantage. Equipment needed for roads would be available from the Town Highway Department and Village Streets Department to complete the work. Future equipment purchases would be based upon total need which would almost assuredly reduce purchases and result in reduced costs. Equipment of one department would not be idle when the other department was overworked. Activities would be totally integrated.

The present separate town and village zoning and planning functions would be combined and comprehensively handled rather than the present separation of them. Only one instead of two budgets would have to be prepared. There would be one official issuing licenses, permits and certificates rather than three or four. There would be one election instead of two for local officers. There would be one set of accounting books, one set of assessment records, one tax collection, etc., instead of two. There would be one set of State laws not two concerning Dansville. These are just some of the areas where current separate treatment and duplication by the current town and village governments would be eliminated. Consolidation of the governments would not only eliminate separate treatment and duplication, but also would provide better coordination and ultimately greater efficiency and reduced costs.

Fire protection and ambulance service would be provided by the current Fire Department to the residents of the village and by contract to the area of the town outside the village as well as to other towns. The department would be organized as a district. Street lighting would be provided where needed and paid by the recipients. Sanitary Landfill would be available to all residents and paid effectively as at present. The airport service would continue as present with most non-aviation technical requirements being handled by the Public Works Department. Sanitary Sewers, Storm Sewers and Water services would continue under the direction of the Public Works Department headed by the Public Works Superintendent as Director of Water and Sewer Districts.

Some of the basic changes from the current town and village government include: elimination of the Town Supervisor, Town Clerk, Town Board, Town Highway Superintendent, Town Tax Collector, as well as all other town offices, positions, duties and responsibilities. The activities, services, functions and facilities of these offices would be combined with their counterparts in the new consolidated Village of Dansville government. The services they currently perform would continue to be performed by the Village Board of Trustees, Mayor, Administrator, Public Works Superintendent, etc., except that many functions which are currently duplications would be eliminated by eliminating the town government.

The foregoing is a broad brush summary. It is not intended to be all inclusive, merely to highlight the major recommendations presented in this Final Report as follows:

## INTRODUCTION AND SUMMARY

### BACKGROUND

There was increasing awareness and concern by the Town Board of the Town of North Dansville and the Village Board of Trustees of the Village of Dansville, other elected officials, local residents and organizations of the burgeoning demands upon the town and village governments. These demands generated discussions about probable duplication and overlap as well as the possible efficiencies and economies that could result by providing present and future services by one government.

The importance of this alternative was enhanced by the need for and provision of current services. They were increasingly cutting across present municipal boundaries in the mobile, changing and developing Dansville community. This condition required increasing coordination of the two governments to provide similar services cooperatively. Realistic appraisal of future requirements for the community and services indicated the trend would intensify. The town and village government officials concluded now was the time to take action.

To this end, the Town and Village Boards established by resolution the Dansville Joint Municipal Study Commission. The Commission was charged to determine in a comprehensive study, the feasibility of merging the two governments. More specifically, to determine the optimum form and organization of government and most efficient, effective and economical manner to provide local government activities, services, functions and facilities to the taxpayer-residents of the Town of North Dansville and Village of Dansville.

The small geographical area, population and population density concerns were basic to undertaking the project. The Town of North Dansville is ten square miles and within the Village of Dansville is three square miles. Virtually all village land is developed and lands in the town outside the village which can be, are developed. Distinguishing characteristics between the village and town outside the village in many ways are not generally apparent. The 1970 population of the Town of North Dansville is 6,280; 5,363 are in the Village of Dansville, 917 are in the town outside the village.

### PURPOSE OF THE PROJECT

The prime Purpose of the Project was to determine the desirability and legal feasibility of consolidating the Town of North Dansville and Village of Dansville governments into one government and for that consolidated government, its optimum form and organization. The second Purpose of the Project was to determine the efficiencies available to the Town of North Dansville and Village of Dansville governments in providing services independently assuming they continue as separate entities. The third Purpose of the Project was to determine the efficiencies available to the Town of North Dansville and Village of Dansville governments by providing services cooperatively assuming they continue to exist as separate entities.

The basic reason for this triple approach in the project was to assure constructive improvements would be realized from the project by the town and village governments continuing as separate entities if consolidation of the two governments were not considered desirable or were not feasible. Further, the triple approach was used so the benefits from improved organization and operations would be independently determined for the governments continuing as separate entities independently and cooperatively providing services as well as for the governments through consolidation and that these three points would not be confused or overlap. This was done to keep the benefits of operating efficiencies available to the two governments continuing as separate entities, independently or cooperatively providing services distinct from the benefits available through consolidating the two governments. However, it must be recognized that the prime purpose of this project was to determine the desirability and feasibility of consolidation. As will be discussed below, consolidation was determined to be desirable and, therefore, this Final Report will be concerned fundamentally with consolidation.

The parameters of the project were broad to provide full latitude and allow for recommendations which were not limited within form and organizational concepts prescribed in existing New York State legislation, most notably Town and Village Law. The purpose was to determine the optimum form of government, its organization and its operation to most effectively and economically provide the activities, services, functions, and facilities of the current town and village governments. The selection of the form of government included all possible forms. The name of the form of optimum government resolved around the variables of the three alternatives, i.e., town, city, and village.

#### SCOPE OF THE PROJECT

The Scope of the Project has included all the activities, services, functions and facilities of both governments. It has considered services needed and desired presently and in the future. It has probed the manner and method of providing current services vis a vis the needs and desires of the resident-taxpayers and community, financial resources, among other approaches. These matters were reviewed in all particulars and from all points of view to determine the optimum government for the resident-taxpayers.

The costs of government services and sources of revenue also were considered to define areas where economies could be effected and revenues equitably levied. A major consideration in this regard was payment for services by the benefited user. The government, community, services, future and efficient provision of services, etc., were all thoroughly researched as well as the peoples needs and desires for services considered.

The governments were reviewed and information collected in terms of what activities, services, functions, and facilities were provided by each government; the total activities, services functions and facilities provided by both governments; where these activities, services, functions and facilities were provided; the organization of each government in providing them; who in each government provided them; how they were provided in terms of performance and needs; the department, personnel, equipment, etc., involved in providing them; among other concerns. This information was analyzed. coordinated and developed



to present in this report the recommended alternative form and organization of governments which could provide activities, services, functions, and facilities most responsively to the electorate, taxpayer-residents, most efficiently and thereby best improving the current situation for either: 1) the Town of North Dansville continuing to exist as a separate entity and the Village of Dansville continuing to exist as a separate entity; or 2) a consolidated government in lieu of the town and village governments.

#### DESIRABILITY OF CONSOLIDATION

The prime concern to determine the desirability of consolidating the current town and village governments was whether the current activities, services, functions and facilities of the two governments could and should be provided by one government. Thorough review more than substantiated the ability of one government to provide these activities, services, functions, and facilities and the practical, political and economic considerations supported and justified that conclusion in all particulars. The details will be presented below.

The next consideration concerned the unique activities, services, functions and facilities of each government and the scope of such similar activities, services, functions and facilities provided by each government. The activities, services, functions and facilities are presented in Exhibit III. This indicates the basic similarity of the two governments as well as their unique activities, services, functions and facilities. These unique activities, services, functions and facilities require special treatment and closer scrutiny of the similar activities, services, functions and facilities indicated substantive differences in scope provision of, and need for them thereby necessitating "districts" or "special service areas". This is recognized important to assure proper payment for services, maintain ownership of existing assets, etc., and in some ways provide the proper solution to equitably satisfying the needs for several services.

#### LEGAL FEASIBILITY OF CONSOLIDATION

Consolidation of the town and village governments into one government is not legally feasible within existing laws at this time. Legally feasible alternatives to consolidation involves a long, intricate explanation. The basic point is that consolidation into the desirable and optimum government form and organization for local needs requires a special act of the New York Legislature. The consolidated government should be incorporated as the Village of Dansville. This would require a new Village Charter and related documents. These will have to be prepared.

A special act of the Legislature will require time for passage and implementation. In the mean time, as there are many local actions advantageous and necessary therefor and some preliminary to implementing a consolidated government, it is RECOMMENDED, the town and village governments, i.e., Town Board and Village Board of Trustees implement recommendations for each government now. This will pave the road to future implementation of the consolidated government and begin to provide benefits to each government and their resident-taxpayers immediately.

## IMPLEMENTATION OF RECOMMENDATIONS

The Town Board and Village Board of Trustees should agree upon the RECOMMENDATIONS for a) town and village government continuing and b) consolidating the town and village governments. They should begin implementing those recommendations concerning each government separately so to realize the benefits therefrom as soon as possible. Concurrently, the Town and Village governments should adopt the RECOMMENDATIONS on consolidating the governments and formulate a Charter and related documents concerning all transference. These should be formulated assuring full equity to all parties.

Actions concerning recommendations for the present town and village governments separately are provided for in existing Town and Village Law and hence the procedure is available there. A new charter for the consolidated governments should be presented by the Town and Village governments jointly through the citizens elected representatives to the New York State Senate and Assembly.

A referendum could be held on the issue of consolidation. There is no prescribed procedure for requesting a new village charter from the Legislature. The procedure for consolidation, in a sense incorporation and reincorporation, as a village in Village Law and Municipal Home Rule Law, suggests the advisability of a referendum as an indication of home rule desires, however, it is not mandatory.

## OBSERVATIONS

The basic observation and it permeates the entire organization and operation of each government is the lack of administrative direction and cohesiveness of the parts of each government with the other parts within that government, as well as with the corresponding parts of the other government. This is absolute in terms of the legal form and organization of each government, although in some measure it has been ameliorated in practice. Essentially all key officials of each government are parttime, exceptions being the Town and Village Clerks. The Town Clerk has no powers or control over other Town Officials and the Village Clerk is immersed in daily operating tasks and without power in any event to coordinate the Village government.

The time required to "properly" operate entities the individual or collective size of these two governments is beyond the enormous hours the Supervisor, Mayor and board members have, should, or possibly can be expected to devote to part-time responsibilities which are essentially fulltime requirements. The degree of operating efficiency evident during the project results only from high inputs of time and energy. It is questionable if such undesirable demands should be made of these people when viable alternatives exist to enhance and improve their effectiveness and, in turn, the government.

A second key observation was a lack of necessary expertise within the two governments to adequately handle technical details, especially engineering and related concerns. The number of services requiring this expertise incorporate the major activities of the two governments. These include water, storm and sanitary sewers, streets, highways, parks, airport, among other physical facilities.

A third key observation was the absence of necessary administrative support services and its undesirable consequences for the several appointed boards and

commissions; parttime personnel involved in specialized tasks (i.e., Zoning Enforcement Officers, Multiple Housing Inspection Officer, etc.); judiciary; etc. Basically, it was noted the effectiveness was restricted in absolute terms as well as relative to amounts of input, thus inefficient.

There is much more that could be said, however, rather than belabor the point and elaborate each observation, it appears most constructive to proceed to presentation and discussion of recommendations directed to mollifying and ideally eliminating most of the present government form, organizational, and operational inefficiencies.

### BASIC ORGANIZATION AND SERVICE FACTS

#### CURRENT ORGANIZATIONS

The current organization of the Town of North Dansville and Village of Dansville governments basically is prescribed respectively in Town and Village Law. The Town of North Dansville is a Second Class Town and the Village of Dansville is a First Class Village. Their current organization is presented respectively in Exhibits I and II.

#### CURRENT ACTIVITIES, SERVICES, FUNCTIONS AND FACILITIES PROVIDED

The activities, services, functions and facilities are presented in Exhibit III. It is important to recognize all Village of Dansville activities, services, functions and facilities are provided in the village only, except those provided by contract to other governments. Also, it is important to recognize that most activities, services, functions and facilities of the Town of North Dansville are provided to taxpayer-residents of the entire town, including those in the village, whereas several major ones, are provided in the town outside village only. These town outside village only activities, services, functions and facilities are asterisked in Exhibit III.

The several town outside village activities, services, functions and facilities, especially highways, represent the major portion of the budget and are paid from local revenues raised on all property within the town. This includes the property in the Village of Dansville which depending upon ones point of view receives no benefit or only some benefit from such service and especially when compared to payment and benefit from village services provided.

Each current activity, service, function and facility was reviewed in detail and appropriate conclusions concerning them were presented in the interim unpublished reports. The salient points on each is re-presented herein.

CURRENT COOPERATIVE PROVISIONS OF ACTIVITIES, SERVICES, FUNCTIONS AND FACILITIES

Current cooperative provision of activities, services, functions and facilities by the town and village government also is presented in Exhibit III. These arrangements in principle are correct although some details require revision, basically, payment for services. Other examples of cooperative provision of services are limited to specific instances. These are informal between departments of each government and between the governments, however, they do not represent major, significant examples of cooperative provision of services.

The only current activities, services, functions and facilities provided independently by the town and village governments which can and should be provided cooperatively are the activities, services, functions and facilities of the Town Highway Department and Village Streets Department; and the town and village planning and zoning functions. Discussion of cooperative provision of highway and highway related activities, services, functions and facilities of the two governments was presented in an interim report. The recommendation for consolidation of the governments incorporates those concerns and accordingly is presented below. The planning and zoning functions of the town and village should be integrated. The Town Planning Board should have seven members and the Village Planning Board five. The five individuals appointed to the Village Planning Board should be appointed by the Town Board to the Town Planning Board and the Town Board should also appoint two town outside village residents. The same five members appointed to the Village Planning Board should be appointed to the Village Zoning (Variance) Board, i.e., Village Zoning Commission. There would continue to be two Zoning Ordinances, however, these should be coordinated by appointment of one Zone Enforcement Officer. The Zoning Board of Appeals for each the town and village government should be organized and appointed as the Town and Village Planning Boards above. This integration is suggested to provide unified direction in lieu of independent action for what is ostensibly one community. There are many other activities, services, functions and facilities which could be jointly handled, however, so long as two governments continue, it is not legally feasible. These include vital statistics, license and permit issuance, budgets, accounting, insurance, legal, personnel, assessment, tax collection, records administration, among others. Many of these represent areas of duplication and additional cost without any substantive benefit.

CURRENT PROVISION OF CURRENT ACTIVITIES, SERVICES, FUNCTIONS AND FACILITIES

The current activities, services, functions and facilities listed in Exhibit III are re-presented in Exhibit IV designating the administrative divisions\* of the Town and Village governments responsible for providing them. Exhibit V presents the current activities, services, functions and facilities provided by the two governments to the three jurisdictions, i.e., town wide, town outside village only and village only.

\* Department, Office, Board, Commission or District.



PROPOSED PROVISION OF CURRENT ACTIVITIES, SERVICES, FUNCTIONS AND FACILITIES  
BY DIVISIONS OF A PROPOSED CONSOLIDATED GOVERNMENT ORGANIZATION

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The current activities, services, functions, and facilities of the town and village government were thoroughly reviewed in terms of what is provided, where, how, and by whom to determine if and how they could be provided by one consolidated government. In Exhibit VI this is presented listing the current activities, services, functions and facilities and their recommended provision by the proposed divisions of the proposed consolidated government. To accomplish this the recommended merging of the current town and village divisions into the proposed consolidated government divisions is presented in Exhibit VII.

Exhibit VIII presents the recommended responsibility for and provision of the current services, activities, functions and facilities by the proposed divisions of the proposed consolidated government. It designates for each service, activity, function and facility; the policy recommendatory body, responsible division and implementing division. Exhibit IX presents the recommended provision of current services, activities, functions and facilities by the proposed consolidated government area wide and by "districts".

Hence, following through Exhibits III-IX highlights what is done and a general overview of how it can be done by a consolidated government.

OPTIMUM FORM OF GOVERNMENT AND INCORPORATION

The optimum form of government because the project parameters were unrestricted must be divided in a sense into two parts, the form and name of that form. Form concerns the relationship between administrative, legislative and judicial functions, whereas name concerns the incorporation, i.e., town, city or village.

The recommended optimum form of consolidated government for the Dansville community is an elected legislative-administrative board, including one member elected and to serve as Chairman, an appointed administrator, and an independently elected judiciary apart from the board. This form of government, it is RECOMMENDED, should be incorporated and named the Village of Dansville. The Board and Chairman should be called respectively, the Village Board of Trustees and Mayor of the Village of Dansville. The Village Board of Trustees and Mayor should be responsible for the legislative-administrative functions of the government except in so far as the administrative responsibilities are delegated to the appointed Administrator. The broad guidelines and details for the recommended division of administrative responsibility between the Village Board of Trustees and Administrator are presented below under ORGANIZATION OF THE NEW VILLAGE OF DANSVILLE GOVERNMENT. These concerns will have to be specified in a new Charter written for the new Village of Dansville government.

This form of local government is recommended in recognition of the following legislative and administrative requirements of the town and village governments. The performance of the present Town Board and Village Board of Trustees has been satisfactory, in general, however, the boards are heavily burdened with administrative, day-to-day responsibilities. Comprehensive, alternative consideration has not always been possible responsive to time limitations. Administrative requirements dominate and require considerable time, generally not available resulting in less than satisfactory decisions. All information necessary to make thoroughly informed decisions frequently has not been available. Correcting this either requires: 1) more inputs of time which realistically is not feasible; or 2) provision of administrative assistance to undertake fact gathering, "leg work" and other administrative functions to provide information to permit knowledgeable decisions as well as implement those decisions and provide for proper operation of the government.

The nature of the dual responsibilities of the Town Board and Village Board of Trustees for legislative and administrative responsibilities results in one suffering from the other. The legislative function of setting policy occurs indirectly through administrative decisions, something like the "horse behind the cart". Needed overview to formulate legislative policy does not occur in relation to requirements. When it does, the experience is curtailed by inadequate information and the process frustrated. This is a universal concern not unique to these governments by any standard. Their resolve requires quantities of concentration,

time and essential information. The proper balance between legislative and administrative functions for the needs of Dansville requires legislative and administrative functions jointly exercised by an elected legislative-administrative board with delegation of research and most day-to-day administrative and operating functions to an administrative official. The proper division of functions will enable and enhance each one's effectiveness.

A full time administrative position was concluded necessary based upon the foregoing, the range of services, their number and scope, the quantity and quality of information needed to make informed decisions, past omissions in implementing decisions, and lack of adequate coordination of the parts of each government. Simply - need, to improve the current situation, and to provide unified, informed direction for the Dansville government and community.

The primary determination in delegating administrative functions revolves about what is "administrative" and secondly, should they be handled by an elected or appointed official. Discussion of administrative functions is presented below under ORGANIZATION OF NEW VILLAGE OF DANSVILLE GOVERNMENT at ADMINISTRATOR. Deciding upon an elected or appointed official to assume these responsibilities focuses upon four points: qualifications; experience; full time requirement in the position; and if an elected position, separation of legislative and administrative functions and residency. Qualifications and experience for the position of Administrator are essential and must be established if the government is to have the expertise it needs. These can only be established for an appointive position. Devoting full time is no problem for an appointed position, whereas, if it is an elected position, it would require termination of other and conflicting activities for the term of elected office, a difficult and perhaps impossible situation for most. (This requirement also might effectively eliminate many people from seeking election.) The fourth characteristic of being elected adds another dimension to the administrative and legislative functions into co-equal branches of government which is not recommended and confine selection to individuals meeting residency requirements for election.

The judicial requirements and concerns of the town government could be adequately handled within the current situation, however, depending upon standards applied, the service level is not generally considered adequate. The village government depending again upon standards applied, adequately handles its judicial requirements and concerns through the elected Village Justice and appointed Acting Village Justice. Review of actions and needs for judicial services substantiates and it is RECOMMENDED, the judiciary of the new Village of Dansville be separated from the legislative-administrative board, new Village Board of Trustees.

The incorporation of this new form of government as a village for the Dansville community was concluded after evaluating the alternative forms of town, city and village incorporation and recommended in light of local

conditions and needs. Incorporation as a town was not recommended principally because of the unfavorable effect on state per capita and other aid. Incorporation as a city was not recommended because of special requirements of cities, effect on school district financial concerns, and absence of some "city characteristics" which could preclude such incorporation by the New York State Legislature. Incorporation as a village is recommended primarily because almost all the inhabitable and useable land in the small location is characteristically that of a village with most everyone sharing the problems of population concentration and high density land use. The present village limits are artificial at best, there being no discernable difference for the most part between useable land within and outside the village.

#### ORGANIZATION OF THE NEW VILLAGE OF DANSVILLE GOVERNMENT

The organization of the new Village of Dansville government is presented in Exhibit X. The following is a detailed, summary presentation of the needed organizational and operating improvements from the current organization of the Town of North Dansville and Village of Dansville governments to most responsibly and efficiently provide the current activities, services, functions and facilities.

The recommended organization provides for an elected Village Board of Trustees, an appointed, full time Administrator, an elected judiciary and Public Works Department to coordinate and more efficiently plan and operate the physical services of the new Village of Dansville government. The recommended Public Works Department superceeds and incorporates the current Town Highway Department, Village Streets Department, Village Water Department and Village Sanitary Sewer Department as well as being made responsible for all physical services of the government: water, storm and sanitary sewers, roads, parks, airport, buildings, grounds, etc., and technical responsibility for Multiple Housing Inspection and building and other code enforcement. It provides for unified planning and zoning functions. Police, law enforcement and fire services would continue through the use of separate "districts" determined upon the provision of those services and ownership of assets. It provides for a single appointed Assessor and an independent Board of Assessment Review.

An advisory Recreation Commission and advisory Public Safety Commission are created. The Recreation Commission would advise on the scope of recreation programs whereas the Public Safety Commission would advise on matters of public safety, principally, though not limited to police, law enforcement and fire protection. In the proposed organization the following would be substantially unchanged: Constables, Election Inspectors, Attorney and Historian. All current offices not provided would be combined into appropriate offices of the consolidated government, essentially the Administrator's Office. Exhibit VII presents this in detail.



The proposed form of government and its organization is predicated upon responsive government and designed to promote and ensure efficient provision of services. Details of the current services, their provision and performance, and the future of each are summarized in the following paragraphs. These are viewed from the vantage of future action by a consolidated government designed to eliminate present undesirable characteristics of the current town and village government.

NEW VILLAGE BOARD OF TRUSTEES  
OF THE NEW VILLAGE OF DANVILLE

The new Village Board of Trustees would be responsible for all legislative, policy, appropriating and administrative functions except in so far as the administrative functions are delegated to the Administrator. Members should be elected at the November general election to a staggered two or preferably four year term. The Board, it is recommended, should consist of three, preferably five, or seven members, including the Chairman. The primary function of the Village Board of Trustees would be setting policy, basically determining what the government is going to do. It would be concerned with what services the government would provide, where, to whom, by whom, when, how, etc. It would be concerned with making sure the residents are receiving the services from the county and state government for which they are paying, prime examples being Sheriff, health and planning services and assistance. The Board would be responsible for appropriating funds and adopting the budget. It would be responsible for overseeing the operation of the government and that the Administrator was properly operating the government. It would not be concerned with the minute details of operating the government as these responsibilities would be handled by the Administrator.

NEW MAYOR OF THE NEW VILLAGE OF DANVILLE

The Mayor would serve as a member on the new Village Board of Trustees and preside at all meetings, execute documents in be-half of the government, serve as the representative ("Supervisor") on the Livingston County Board of Supervisors, perform ceremonial functions, and in all other matters have the same powers as other members of the Village Board of Trustees.

ADMINISTRATOR

The office and position of Administrator should be created to oversee and coordinate the operations of the government, to provide information to the Village Board of Trustees for its action and carry out the directives of the Village Board of Trustees. The Administrator should be

appointed by the new Village of Dansville Board of Trustees on the basis of professional (executive) qualifications and experience deemed necessary for the administrative duties and responsibilities delegated to that office and position in the new Village of Dansville Charter. Appointment should be for a five year term in the exempt class of Civil Service at a salary annually fixed by the Village Board of Trustees. The powers and prerogatives of the Administrator should be those explicitly granted in the Charter; those explicitly granted by the Village Board of Trustees; and those implied by and explicit in the grant of administrative powers and prerogatives.

The scope of administrative powers and prerogatives must be divided between the Village Board of Trustees and the Administrator so that the government remains responsive and realizes therein, maximum efficiency. The Village Board of Trustees must retain such administrative power to assure its direction of the government for the people, whereas, the Administrator must be given such administrative powers and prerogatives so he can effectively and efficiently operate the day-to-day operations, coordinate the government and plan future activities and programs.

This is a delicate balance. It must be adequate to attract and keep competent personnel. It must not be so great as to create an unresponsive bureaucracy. The Village Board of Trustees must exercise its powers and prerogatives. It cannot abdicate its responsibility by delegating all its duties and responsibilities to the Administrator. It must remain the focal point of overall direction and provide initiative and imbue responsibility for proper performance of government services, activities, functions and facilities. The Village Board of Trustees must work in close, active concert with the Administrator to assure its wishes and intent are followed. On the other hand, the Administrator must be given latitude to "do his thing". Constraint and diminution of administrative powers and prerogatives concerning day-to-day operations, planning programs, checking compliance and research would emasculate the position and render it valueless.

Administrative powers explicitly granted in the Charter and those implied therein should include, but not be limited to:

- 1) Appointment, subject to the approval of the Village Board of Trustees and applicable law, of all officers and employees of the government;
- 2) Preparation of the budget and all financial affairs as currently exercised by Town Supervisor, Town Clerk, Town Tax Collector, Village Clerk-Treasurer-Collector, and other select officials;
- 3) Administration of all day-to-day operations, review and evaluation of program performance, and preparation of plans and programs to satisfy community needs and implement the Village Board of Trustees policy and program decisions;
- 4) Charge of personnel affairs and records;
- 5) Charge of government records; and
- 6) Coordination of all government services, activities, functions and facilities and their provision.

The Administrator's Office should be staffed with a Secretary (Deputy Administrator) and Clerk. The duties and responsibilities of the office should include those above and the following: Records Administration, Tax Collection, Personnel, Insurance, Accounting, Finance, Budget Preparation, License and Permit Issuance, Election Inspection, Vital Statistics, Dog Enumeration; and administrative concerns of planning, zoning, zoning enforcement, zoning appeals, youth recreation, buildings, contractual concerns, building code enforcement, multiple housing inspection, etc. The Administrator should be responsible also for formulating programs, procedures, etc., to assure maximum efficiency in providing all government activities, services, functions and facilities.

The present conduct of the foregoing activities and functions are in many ways adequate, however, each poses areas for improvements. The maintenance of records is perhaps complete, however, inadequate, in so far as organization and order. Some requirements were not compiled with, however, these have in some measure been improved. Town taxes are collected by the elected Town Tax Collector. The present local system for Town Tax notices for the 2,900 parcels is manual, whereas 2,400 of these parcels are in the village and on data processing. This function should be done entirely on data processing. Village tax notices and collection are adequately handled, in general. Personnel functions, per se, are not done by either government and inequities between employees attest to this. The insurance, accounting, finance and budget functions, in general, are adequately handled. The prime area of improvement would be to do them in greater depth and comprehensiveness. License and permit issuance and vital statistics would be better performed by eliminating in this area, arbitrary jurisdictional lines between the current town and village government.

Zoning and planning activities are currently separate. Each government has its own Comprehensive Master Plan, zoning ordinance and organizations to handle these concerns. They are all handled by parttime people. It appears desirable to combine all this energy, talent and knowledge for 10 square miles and slightly more than six thousand people into one organization with one Comprehensive Master Plan and zoning ordinance and provide it necessary administrative assistance as the Administrator's Office can and should be directed to undertake. Youth recreation and the other and miscellaneous activities, services, functions and facilities of the governments should also be provided with administrative coordination and direction to assure proper handling of each area of concern.

#### ATTORNEY'S OFFICE

The Attorney should be annually appointed by the Administrator subject to the approval of the Village Board of Trustees. Salary should be annually fixed in the budget by the Village Board of Trustees. The attorney should be responsible for all legal affairs of the government and such else as may be requested of him by the Village Board of Trustees and Administrator.

The current provision of legal services to the town and village governments is adequately provided by the appointed attorneys. No substantive change is required in this area.

#### ELECTION INSPECTORS

Election Inspectors should be appointed by the Administrator subject to the approval of the Village Board of Trustees. Their appointment term, compensation, duties and responsibilities should be pursuant to the New York State Election Law and as prescribed by the Administrator within parameters and rules of the Village Board of Trustees.

The current provision is adequate and no substantive change is recommended except those resulting from elimination of the town government.

#### RECREATION COMMISSION

The Recreation Commission should be advisory only with five citizen members annually appointed by the Administrator subject to the approval of the Village Board of Trustees, at a compensation annually fixed in the budget by the Board. (It is not recommended there be any compensation.) The Recreation Commission should be responsible for formulating and recommending the scope and parameters of the youth recreation program. The recommended program would be subject to the approval of the Village Board of Trustees and Administrator for financial feasibility and program content. Implementation of the program, staffing, arranging facilities, etc., would be the responsibility of the Administrator and his Office's staff. The Recreation Commission would be responsible for evaluating the program and needs in so far as necessary to formulate recommended future programs. It is suggested at least one and preferably two members of the Recreation Commission be from among the participants in the Recreation program.

#### HISTORIAN'S OFFICE

The Historian should annually be appointed by the Administrator subject to the approval of the Village Board of Trustees at a compensation annually fixed in the budget. His duties and responsibilities should be to maintain historical records on the area, such else as is traditionally the responsibility of a Historian and as requested by the Administrator.

#### PUBLIC WORKS DEPARTMENT

The Public Works Department should be headed by a Public Works Superintendent appointed by the Administrator subject to the approval of the Village Board of Trustees pursuant to the Civil Service Law at a compensation annually fixed in the budget. The position of the Public Works Superintendent should require minimum engineering and administrative qualifications in terms of both education and experience to be established by the Village Board of Trustees pursuant to the Civil Service Law.



Within the Public Works Department there should be a Director of Water and Sewer Districts and a Director of Roads and Parks appointed in the same manner as the Public Works Superintendent. The Public Works Superintendent, it is suggested, should also be appointed Director of Water and Sewer Districts and Director of Roads and Parks. Except in so far as the Public Works Superintendent delegates certain day-to-day operations to other department personnel, he would be responsible and have overall responsibility for the following activities, services, functions and facilities:

Street Lighting;	Expressway Lighting;
Airport;	Traffic Control;
Refuse Disposal;	Playgrounds;
Buildings;	Cemetery;
Roads;	Parks and Grounds;
Tree Planting;	Parking Facilities;
Water Distribution;	Sanitary and Storm Sewers;

Services provided to limited service areas within the territorial limits should be provided on a "district" basis and paid for by the benefited only. Services provided area wide and where the benefited cannot be readily determined should be paid for by all taxpayer-residents. Equipment owned currently by each government and within by departments should continue to be owned by the current resident-taxpayers. However, all equipment of both governments should be pooled in so far as its use. Equipment owned by current departments used for the benefit of resident-taxpayers outside that current jurisdiction should be charged to resident-taxpayers of such other area where and to the extent such equipment is used therefor.

Future equipment should be purchased by the one Public Works Department. Equipment purchased for area wide services would be a general Public Works Department charge. Equipment purchased for a "district" would be charged to such "district". Equipment purchased exclusively, at least primarily, for use in a "district" and if subsequently needed for an area wide service, should be charged accordingly. These procedures are not difficult to design and are not legitimate obstacles. The alternative to this approach is for the current town outside village taxpayer-residents to buy the village equipment, however, there would continue certain accounting for use of general equipment in "districts" and use of specialized equipment of "districts" in area wide services.

The Public Works Superintendent would be responsible for technical aspects of the Building Code Enforcement and Multiple Housing Inspection. The work would be carried out by the respective officers who would be administratively responsible to the Administrator.

WATER DISTRICT COMMISSION  
STORM AND SANITARY SEWER DISTRICT COMMISSION

There should be one or two three-member, advisory, commissions annually appointed to three year staggered terms by the Administrator subject to the approval of the Village Board of Trustees at an annual compensation fixed in the budget. The commission should be responsible for formulating recommendations for all those areas of concern with which it currently is involved.

ASSESSOR'S OFFICE

The Assessor should be appointed by the Administrator subject to the approval of the Village Board of Trustees pursuant to the Real Property Tax and Civil Service Laws at a compensation annually fixed in the budget. His duties and responsibilities should be pursuant to applicable state laws, however, except where possible all administrative and clerical functions concerned with assessment records should be the responsibility and performed by personnel in the Administrator's Office. (This is recommended as the changes necessitated at Tax Collection time will be effected on assessment records at the same time and eliminate the present duplication in this area.)

BOARD OF ASSESSMENT REVIEW

The Board of Assessment Review should be appointed by the Administrator subject to the approval of the legislative-administrative body pursuant to applicable law at a compensation annually fixed in the budget. The duties and responsibilities should be as specified in applicable law.

ZONING BOARD OF APPEALS

The Zoning Board of Appeals should be appointed by the Administrator subject to the approval of the legislative-administrative body pursuant to applicable law at a compensation, if any, annually fixed in the budget. The duties and responsibilities should be pursuant to applicable law and be concerned with a "new" Zoning Ordinance for the new government, a joint zoning ordinance incorporating the current or pending Town of North Dansville and Village of Dansville Zoning Ordinances. To assist the Zoning Board of Appeals the Administrator's office should provide any administrative and clerical functions needed and/or requested by the Board or legislative-administrative body.

PLANNING BOARD AND ZONING COMMISSION

The five member Planning Board and Zoning Commission should be appointed by the Administrator subject to the approval of the Village Board of Trustees pursuant to applicable law at a compensation, if any, annually fixed in the budget. The duties and responsibilities should be pursuant to applicable law and be concerned with the "new" zoning ordinance, Comprehensive Master Plan for the entire area and such else pursuant to law and therein locally desirable. To assist the Planning Board and Zoning Commission, the Administrator's Office should provide any administrative and clerical functions needed and/or requested by the Planning Board and Zoning Commission or the Village Board of Trustees.

ZONING ENFORCEMENT OFFICER

The Zoning Enforcement Officer should be annually appointed by the Administrator subject to the approval of the Village Board of Trustees at a compensation annually fixed in the budget. The Zoning Enforcement Officer's duties and responsibilities should be prescribed in the "new" Zoning Ordinance and implemented as currently done. Enforcement functions should be coordinated with the objectives of the Planning Board, Zoning Commission, and Zoning Board of Appeals with technical assistance from the Public Works Superintendent and administrative assistance from the Administrator's Office.

PUBLIC SAFETY COMMISSION

The Public Safety Commission, advisory only, three or five citizen members, staggered terms, should annually be appointed by the Administrator subject to the approval of the Village Board of Trustees at a compensation, if any, annually fixed in the budget. The Public Safety Commission's duties and responsibilities would be to recommend rules, guidelines, scope of activities, services, functions and facilities concerning the public safety, etc., and to present same to the Administrator and the Village Board of Trustees for decision and implementation. Public Safety would include, but not be limited to: police services, fire and ambulance services, environmental conservation, health and health delivery, narcotics abuse and alcoholism.

POLICE DEPARTMENT

The Police Department should be formed as a "district" and services paid for by the recipients. It should be headed by a Police Chief appointed by the Administrator subject to the approval of the Village Board of Trustees pursuant to the Civil Service Law at a compensation annually fixed in the budget. The position of Police Chief should require minimum professional and administrative qualifications in terms of education and experience to be established by the Village Board of Trustees pursuant to applicable law. The duties and responsibilities of the Police Chief and Police District would be as prescribed by applicable law and local rules, regulations and guidelines recommended by the Public Safety Commission as same was adopted by the Village Board of Trustees functioning as the Police Commission.

CONSTABLES

The Constables should be annually appointed by the Administrator subject to the approval of the Village Board of Trustees at a compensation, if any, fixed in the budget. The duties and responsibilities would be the same as current duties and responsibilities for the area not receiving police protection from the Police District.

FIRE DISTRICT

The Fire Department should be organized as a Fire District and headed by a Fire Chief elected and appointed pursuant to applicable law by the Administrator subject to the approval of the Village Board of Trustees at a compensation annually fixed in the budget. The duties and responsibilities of the Fire Chief should be as at present. The recommendations concerning ownership of assets and charges for their use should be as described above for the Public Works Department.

The project has been concerned primarily with determining the desirability and legal feasibility of consolidating the two governments. This has been considered desirable and the optimum organization above formulated to provide the current activities, services, functions and facilities. In addition, the organization has been formulated to assure maximum flexibility for future requirements.

Obtensibly, this resolves only one question: the optimum (most efficient) organization to provide current activities, services, functions and facilities. Much more remains to be decided before the government will actually be an efficient, effective and economical operation. These many remaining decisions concern the operation of the government. The operation of the government can be evaluated in terms of how activities, services, functions, and facilities are done or in terms of what should be done. Evaluation can be measured in terms of input - output, cost - benefit, etc.

OPERATION OF THE CONSOLIDATED GOVERNMENT

Operating concerns have been presented throughout the project. For each area of possible operating economies, the subject has been opened for discussion and review. For each, a proposed solution, recommendation, was presented within the parameters of continuing separate town and village governments.

Determining operating economies requires knowing what is provided and where, how, when, by whom, etc. It also requires decisions within financial and other resources on what current and future activities, services, functions and facilities the government should provide, where, how, when, by whom, etc., and conversely which current activities, services, functions and facilities the government should discontinue. Comprehensive inquiry leading to informed, proper decisions requires a determination of the need for both current and additional activities, services, functions and facilities. It also is necessary to determine what are the requirements to satisfy that need. Evaluation must also consider what is being done to determine what needs to be done.



Subsequent to deciding these complicated matters, it is essential to decide who will pay for each activity, service, function and facility. The two extremes are: by the benefited (user) or by the general public. Variations in between are other alternatives. Philosophically, it involves a decision whether payment will be based upon services received or ability to pay, individually determined by the value of property owned. Neither answer is absolute. Either is correct, neither is incorrect.

Need for activities, services, functions and facilities and financing them is a local government decision. These matters have been presented throughout the project. Each must now be decided. The following presentation incorporates the salient points on each facet of the two governments in terms of recommended actions necessary and inherent to realizing optimum operation in the provision of current activities, services, functions and facilities by the consolidated government.

The recommended decision point for the following activities, services, functions and facilities also is not an absolute. The decision on each could be higher or lower in the organization. The decision point recommended, however, is organizationally and for local needs considered the most desirable.

The following are recommendations which would seem objectively to be in the interest of all resident-taxpayers. The determination of need for activities, services, functions and facilities should be comprehensively undertaken by qualified personnel in the government's employ in every possible instance. Outside assistance and expertise should be sought only to the extent necessary. Determination of need is a continuous process and essential if the maximum operating benefits are to be achieved. Provision of services also requires continuous attention to aggressively satisfy needs efficiently. Payment for services basically must be sound. There are conflicting points of view which will not be elaborated here. The primary approach pursued concerning payment for services in the following recommendations is that services should be paid by the benefited (user) where same can be determined. Where the benefited (user) cannot be determined, then payment should be a general charge. Determining the benefited (user) is never an absolute, however, a line has to be drawn someplace.

Street Lighting is currently provided in the village and some areas of the town outside the village. Technical determination of need for the entire jurisdiction should be undertaken by the Public Works Superintendent and decided by the Administrator. The residential areas receiving street lighting should be formed into a district and proportionally pay for the service. The commercial and general areas receiving street lighting should constitute another district and the service paid as a general area wide charge. All administrative matters should be handled by the Administrator's Office.

Refuse Disposal (Sanitary Landfill) is currently provided by the village government to village resident-taxpayers and under contract with the town government, to town outside village resident-taxpayers. It should be operated by the Public Works Department continuing the Caretaker. The contracted earth moving service should be reviewed by the Public Works Superintendent to determine the desirability of the Public Works Department doing this work and purchasing equipment for the purpose. This equipment, primarily a bulldozer, also would be available for other public works requirements for such equipment with additional potential savings. Payment for the Sanitary Landfill service should be a general area wide charge and use of the facility should be limited to resident-taxpayers. If the facility is used by non-resident-taxpayers, same should be charged accordingly.

Expressway Interchange Lighting is currently provided at the two interchanges. One is paid by the village government as a general charge and the other is paid by the town government, changed during the course of the project, from part town to a town-wide charge. The charge for all expressway interchange lighting should be a general area wide charge. All administrative matters should be handled by the Administrator's Office.

Airport service is provided by the town government with all administrative and technical matters being handled by the Supervisor. The economic and new technical needs for the airport should be determined by the Administrator and the ongoing technical needs determined by the Public Works Superintendent. The airport operation through contract with a private firm should continue. Technical concerns of physical facilities, their condition, repair, etc., should be the Public Works Superintendent's responsibility. Maintenance of buildings and grounds should be handled by the Public Works Department. Major repairs should be handled by the Public Works Superintendent and decided by the Administrator within budget appropriations. Airport service should be on a self-sustaining basis with government receipts equal to expenditures. This ideally would be accomplished by increasing the annual rental to the airport operator-leasee which would either be absorbed or passed on to the direct users. General or select charges for use of the facility are another alternative. However, to the extent there are any net government expenses they should be a general area wide charge.

Playgrounds - See Parks

Buildings include the current Town Hall, Airport Hangar, Town and Village Garages, Fire Department Buildings, and Sewer Treatment Facilities. The need and use for these buildings by the Public Works Department should be determined by the Public Works Superintendent and need for additional buildings determined technically by the Public Works Superintendent and in all other matters by the Administrator subject to final decision by the Village Board of Trustees. The present buildings are generally adequate with the possible exception of the Town Hall. Administrative space is considered inadequate, however, more efficient use of existing office space should eliminate this concern and consolidation of the governments will result in additional space, most notably, room for expansion of police facilities into the present Town Clerk's office. Garaging space for the ambulances and fire vehicles currently in the Town Hall is under study. Payment for buildings should be prorated to the various divisions using the facility and charged together with other charges for each such service.

Cemetery activities involve maintenance of an abandoned cemetery by the Town Highway Department and this should be maintained by the Public Works Department and be a general area wide charge.

Parks and Playgrounds are currently provided in the village and town outside the village. Determination of need should be the responsibility of the Planning Board pursuant to the Comprehensive Master Plan. Maintenance should be done by the Public Works Department. The use, facilities, equipment, etc., should be cooperatively decided by the Planning Board and Recreation Commission with administrative assistance provided by the Administrator. Payment for current parks and playground services should be a general area wide charge.

Tree Planting and Removal is currently done in the village only by the Village Streets Department for the area between the curb and sidewalk. Planting is done by the Village Streets Department and most removal under contract with a private firm, with emergency removal handled by the Village Streets Department. No change is recommended in tree removal operations within the village. The tree planting program should be terminated or continued provided it is paid for by the property owners involved. Technical aspects of tree removal should be determined by the Public Works Superintendent and administratively handled by the Administrator.

Parking Lot Facilities and Meters. The village owns and maintains one parking lot and leases another. These facilities are needed and, in general, adequate for requirements. They should be maintained by the Public Works Department and administratively handled by the Administrator. Meters should continue to be installed by the Public Works Department. Placement of meters in both parking lots in addition to those currently installed and on the streets in commercial areas is recommended, unless merchants assume operations of the parking lots to reduce general government expenses and charge users directly. Enforcement should be handled by the Police District Department.

Storm Sewers are currently provided most areas within the village. Technical determination of need for the entire jurisdiction should be undertaken by the Public Works Superintendent and decided by the Administrator. The areas having storm sewers should be formed into a district and proportionally pay for the service. Storm sewer installation, in general, is done under contract, however, currently an installation is being done by the Village Streets Department. It is recommended future storm sewer installations be done by the Public Works Department with department personnel.

Sanitary Sewers and Treatment is currently provided in the village to virtually all properties by the Village Sewer Department. Technical determination of need for the entire jurisdiction should be undertaken by the Public Works Superintendent and decided by the Administrator. The service currently provided is adequate for the village needs, except as mandated by state law. Need in the area of the town outside the village should be determined. The area receiving the service should be formed into a district and service paid for by the benefited. The department is currently self-sustaining with revenues derived from services provided. It is recommended charges be based on use determined by water consumption or some more direct method than number of outlets as at present.

The sanitary sewer and treatment services should be provided by the Public Works Department under direction of the Public Works Superintendent as Director of Water and Sewer Districts. The storm sewer services of the Village Streets Department should be provided by the Public Works Department using the same equipment and personnel used for the sanitary sewer services with charges prorated to each district in relation to use. This is recommended because of similarities of service and to eliminate current separate handling by the Village Sewer and Streets Department.



Water is currently provided by the Village Water Department in the village to virtually all residents and other users and in the town outside the village under contract to Foster-Wheeler Corporation and any town outside village residents who hook onto the main at their own expense. Technical determination of need for the entire jurisdiction should be undertaken by the Public Works Superintendent as Director of Water and Sewer Districts and decided by the Administrator. The service currently provided is adequate, however, continuation of the present service requires a thorough review of all facilities. Engineering reports indicate areas where major repairs are needed in the subterranean lines and it is recommended their status be comprehensively assessed and needed improvements effected as soon as practicable. The basic unsatisfied requirement is comprehensive evaluation of the total system and direction of activities to correct deficiencies.

The technical needs require engineering expertise and executive direction. The current policy and administrative prerogatives of the Board of Water Commissioners and Superintendent do not adequately satisfy these requirements. Needed repairs and improvements to the nucleus of the system are only marginally undertaken. Plans should be formulated and implemented for these matters, by the Public Works Superintendent as Director of Water and Sewer Districts. Qualifications established for this position must incorporate these technical requirements. The day-to-day operations require more efficient planning and execution. Executive direction is needed and this qualification also must be incorporated in the administrative requirements for the position.

Roads, Highways and Streets are currently provided in the town outside the village by the Town Highway Department and in the village by the Village Streets Department. The need and particulars of roads should be determined by the Public Works Superintendent and handled by the Public Works Department. Equipment and personnel required for the present town and village roads should be determined by the Public Works Superintendent. He should supervise all operations and coordinate all activities in this area.

The primary responsibility of the Public Works Superintendent should be to comprehensively plan what the Public Works Department needs to do. He should develop policy establishing measurable criteria for roads for approval by the Administrator and Village Board of Trustees. He should establish work programs to implement approved, particular plans. He should supervise the department personnel in their implementation of plans. He should maintain records by activities to measure performance as well as develop an information base on which to project future activities. These are some of the key responsibilities considered essential to an efficient operation for realizing maximum benefit from financial and human resources.

The Public Works Department should be operated as one entity. The specific activities should be provided where they are needed (need should be that determined by the Public Works Superintendent) and not exclusively where they are currently provided. Current activities, services, functions and facilities of the Town Highway Department and Village Streets Department should be provided within criteria established for each. The level and quality of service must be established, too.

Services should be paid for by taxpayer-residents benefited where determinable. Equipment currently owned by the Town Highway Department is owned by all taxpayer-residents in the town, including those located in the village. Equipment currently owned by the Village Streets Department is owned by only the taxpayer-residents in the village. Services should be provided to the entire jurisdiction as one cohesive unit.

The Town Highway Department and Village Streets Department equipment should be used to satisfy total requirements. The equipment currently owned by the Town Highway Department can be used in either jurisdiction without regard to ownership. Equipment currently owned by the Village Streets Department should be charged to taxpayer-residents in the town outside the village receiving services from the equipment because this equipment is owned currently by only the village taxpayer-residents. Future equipment purchased should be a general department charge. As such it would be owned by all taxpayer-residents and no accounting would be required in this regard. The alternative to charging for current Village Streets Department equipment when used in the town outside the village is for taxpayer-residents in the town outside the village to proportionally purchase the equipment currently owned.

The primary need in providing roads is a formulated direction and competent supervision to realize maximum efficiency in program implementation. The present administration of roads indicates substantial areas of improvement are available and qualified administrative personnel needed.

Specific operating improvements include maintenance of records on activities and equipment maintenance-repair; determination of equipment needed for each program; optimum deployment of equipment and personnel for activities; scheduled use of equipment and personnel to accomplish work programs; etc. These and foregoing requirements to realize efficiency are key factors in recommending an Engineer be appointed Public Works Superintendent.

Police protection is currently provided in the town outside the village by the New York State Police and Livingston County Sheriff's Department and in the village by the Village Police Department, with occasional assistance from the Bureau of Criminal Investigation, New York State Police.

The primary need in police protection is to decide what the police department is to do and how it is to do it. At present, policy is only determinable by activities. This is a community luxury and advantageous to violators. The department is not doing many things. The question to resolve is should they? The cooperation and integration of police functions with the Sheriff seems desirable, however, there is none. The village residents pay 12% of the Sheriff's budget and receive nothing. The two departments should integrate their work to more comprehensively handle requirements.

These are local decisions which must be resolved. Decision upon activities should be done immediately and other requirements for their satisfaction formulated. This is why the advisory Public Safety Commission is recommended.

The area to be served must also be determined. Payment for service should then be by the benefited area. Failure to consider these concerns is going to cost village taxpayers considerable additional money in the immediate future for which they will receive very little.

Another concern which appears basic is whether the Village Police Department should be continued? - Whether all police services should be provided by the Sheriff's Department? These are some local decisions essential to efficient operation and ones which must be reached.

Fire Protection and Ambulance Service is currently provided in the town outside the village by contract between the town government and Village Fire Department and in the village by the Village Fire Department.

The equipment is owned by the taxpayer-residents in the village. The service should be provided on a district basis considering the current village limits as the prime district and the town outside the village and other areas contracting for fire protection services as secondary districts. Charges by the primary district should be equated to use by each secondary district as a percentage of the total use. The resulting percentage should be applied to the total capital and operating cost to determine the secondary district charge. This would discontinue the flagrant inequity against village taxpayer-residents.

Youth Recreation Program should be formulated and criteria developed for program content. It should be provided to the entire jurisdiction as a general charge. The Recreation program should be formulated by the Recreation Commission and implemented by the Administrator.

Other activities including vital statistics, dog enumeration, license and permit issuance, multiple housing inspection, zoning, planning, zoning appeals, zoning and code enforcement should be integrated by uniform adoption of key documents, codes and ordinances, unified records, and handled for the entire jurisdiction by one organization in each instance.

FINANCIAL AFFECTS OF RECOMMENDATIONS

The financial affects of recommendations can be presented in many ways. Considering the several categories and various financial impacts of recommendations, it is considered the most appropriate presentation is to revise the total budget for each government. This is done first for recommendations considering each government continues to exist as a separate entity, and second for recommendations considering consolidation of the governments.

The financial affect of recommendations reflecting current need irrespective of any change of service will be added to the current budgets. Budget figures not affected by recommendations will not be presented. The figures below do not present the estimable indirect savings from better administration and coordination of effort. The 1970-71 Village Budget and 1971 Town Budget are used.

TOWN AND VILLAGE GOVERNMENTS CONTINUING TO EXIST AS SEPARATE ENTITIES AND PROVIDE SERVICES COOPERATIVELY

Town of North Dansville

Village of Dansville

<u>TOWN WIDE</u>	<u>TOWN OUTSIDE VILLAGE</u>		
\$ 97,439	\$ 3,525	Total Budget	\$345,574
		<u>Addition for Need</u>	
(36,090)	(5,366)	Full time Deputy Clerk	5,000
(1,993)		Less Estimated Revenues	(69,970)
		Less Unexpended Balance	--
<u>\$ 59,356</u>	<u>\$ (1,841)</u>	Revised Totals	<u>\$280,604</u>
		<u>Recommendations</u>	
\$ 150		Village Historian	\$ (150)
		Streets Administration	(2,000)
	\$ 5,000	Fire Department	
(1,400)		Town Tax Collector	
(1,800)		Town Assessor	
2,000		Bookkeeper	
		Village Manager	10,000



		<u>Recommendations</u> (cont.)	
(1,400)	1,400	Street Lighting	
2,700	*	Expressway Lighting	(2,700)
*	*	Refuse Disposal	(5,000)
(4,500)		Airport	
(2,200)		Town Highway Administration	
		Town Highway Department:	
(12,000)	12,000	Item 1	
(8,000)	8,000	Item 3	
(9,500)	9,500	Item 4	
		Tree Planting	(1,000)
		Parking	(1,000)
(672)	672	Hydrant Rentals	
		Revenue: Fire Protection &	
		Ambulance-Other Governments	(12,000)
<u>(33,622)</u>	<u>36,572</u>	Recommendation Totals	<u>(13,850)</u>
\$ 22,734	\$ 34,731	Total Budget Tax Levy	\$266,754

Interpreting the foregoing figures can be done in many ways and cover many things. However, concentrating on reduced expenditures, and without regard to transferring expenses between accounts of the jurisdictions, the foregoing highlights areas where approximately \$26,000 in direct expenditures can be reduced. The estimated indirect savings from these recommendations should be another \$5,000. These are conservative figures. Introduction of a Village Manager would reduce the direct savings to \$16,000 or a total of \$21,000. However, experience substantiates competent administrative direction, a Village Manager, should cause other economies and efficiency greater than this salary. In this event, the amount represents approximately 10% of the total real property taxes levied for the village government. In other words, adopting these recommendations should reduce village tax levies approximately 10%. The foregoing presumes the current activities, services, functions and facilities of the town and village governments would not be changed.

Introduction of proper controls and proper administrative direction as suggested throughout the project in accord with local needs should realize an additional 10% savings on village expenses. The activities, services, functions and facilities provided would be the same, however, they would be done more efficiently. In other words, better management should reduce village costs an additional 10%, taxpayers would receive better services for less and scarce financial resources would be more optimally allocated.

Considering the two above points together, it is reasonable to expect that implementation of all recommendations throughout the project should reduce town and village tax levy by approximately 20%.

\* Recommendations effected.

CONSOLIDATION OF TOWN AND VILLAGE GOVERNMENTS

Town of North Dansville

Village of Dansville

<u>TOWN</u> <u>WIDE</u>	<u>TOWN OUTSIDE</u> <u>VILLAGE</u>		
\$ 22,734	\$ 34,731	TOTAL BUDGET TAX LEVY*	\$266,754
		<u>CONSOLIDATION RECOMMENDATIONS</u>	
(2,250)		Town Councilmen	
(4,300)		Town Justices	
(4,100)		Town Supervisor	
		Village Trustees	(3,400)
		Village Mayor	(2,000)
7,500		Legislative-Administrative Body	
(6,500)		Town Clerk	
		Village Clerk-Treas.-Coll.	(5,200)
(100)		Deputy Town Clerk	
		Deputy Village Clerk-Treasurer	(100)
(25)		Registrar of Vital Statistics	(400)
(200)		Town Attorney	
		Election Inspectors	(150)
		Village Streets Supt.	(4,500)
(4,500)		Town Highway Superintendent	
15,000		Public Works Superintendent	
		Water & Sewer Dept. Supt.	(8,200)
(600)		Assessor Clerk	
		Assessor	(100)
2,400		Town Hall Rental	(2,400)
(2,000)		Bookkeeper	
		Village Manager	(10,000)
		Deputy Village Clerk	(5,000)
15,000		Administrator	
6,000		Deputy Administrator	
		Zoning	(200)
		Municipal Due	(400)
(1,000)		Fringe Benefits	(1,000)
(500)		Records & Supplies	(500)
		Printing	(200)
(23,460)		State Per Capita Aid	42,760
		Youth Recreation	<u>1,000</u>
<u>\$ (3,700)</u>		Total Consolidation Effect	\$(10,000)
		Total Direct Consolidation Savings	\$ 13,700

\* Total Budget Tax Levy reflects revised totals incorporating recommendations presented throughout the project as detailed above in the financial breakdown for town and village governments continuing to exist as separate entities and providing current services cooperatively.

This foregoing represents and were consolidation effected, a minimum 4% additional reduction in tax levies. This is the direct benefit of consolidation. In the first chart above assuming the town and village governments continue to exist as separate entities and provide services cooperative professional administrative management concerns only the village, in the event of consolidation it also would concern the present town government. Introduction of professional engineering expertise as well makes it reasonable to estimate additional reductions equaling 5% of the present combined town and village government tax levies over and above what would be realized by the town and village government continuing to exist as separate entities.

In conclusion, after careful and thorough review of all the financial matters presented above in this Exhibit, the recommendations presented throughout the project, and all the myriad facts and observations throughout the project, it is considered direct and indirect savings of 25% of local tax levies or \$85,000, should be realized every year hereafter based upon the current situation by adoption of recommendations and implementation of the recommended consolidated government for the people, of the people and by the people of the Town of North Dansville.

#### COOPERATION WITH COUNTY GOVERNMENT AND SCHOOL DISTRICT

Relations of the present town and village government or the consolidated government with the Livingston County Government and the Dansville Central School District concerning the current activities, services, facilities and functions would include primarily data processing, law enforcement, highways, planning and health. Most benefits from greater cooperation would be in the form of better services rather than reduced expenditures.

Data Processing applications for tax rolls and tax notices would significantly improve the efficiency were this available from the county government. It is suggested this be handled on data processing with the present service bureau until it becomes available through the county government.

In law enforcement, the current Village of Dansville receives no services from the Livingston County Sheriff's Department which situation it is recommended should be altered by determining how services of the Sheriff's Department and Village Police Department can be integrated to provide better police protection service to the local community. Provision of law enforcement services by functional consolidation with the Sheriff's Department appears to offer opportunities for improved services and reduced costs, however, detailed inquiry was outside the scope of this project.

Highway concerns with the county government, in general, are excellent. Present arrangements for some county road work being done by the Town Highway Department is advantageous to both parties and lending equipment for other needs is efficient for all concerned. There do not

appear to be any areas of greater cooperation available exclusive of functional consolidation which also is outside the parameters of this project.

The other areas of cooperation for activities, services, functions and facilities of the current or consolidated governments with the county government include planning, health and other similar activities of the governments. The county government expertise, staff and programs should be utilized more in assisting and satisfying local needs. This would effectively improve local operations without increasing costs and hence provide greater efficiency.

Areas of potential benefit with the school district or county government in coordinated and shared administrative operations were considered insufficient to justify any changes.

Shared maintenance and use of facilities by the town and village governments and the school district, especially for the recreation program, is considered beneficial to both and no change is recommended.

In general areas of current cooperation between the town, village, county and school are properly exploited and additional cooperation should be encouraged.

#### CONCLUSION

In conclusion, consolidation of the town and village governments into one government is recommended as the most efficient and optimum organization for the provision of government activities, services, functions and facilities to the Dansville community. Consolidation is recommended for many reasons, including:

1. All the efficiencies available to the current town and village governments continuing separately as well as cooperatively providing activities, services, functions and facilities are available;
2. Separate and distinct treatment is eliminated and conversely, concerns integral to all residents of the community are integrated and coordinated;
3. Separate handling of the same services is eliminated;
4. Duplicate efforts in many functions is eliminated;
5. Coordinated direction of all activities, services, functions and facilities by one government is possible;
6. Administrative direction for all activities, services, functions and facilities otherwise not possible, is available;



7. Similar activities, services, functions and facilities of the entire community are grouped within the purview of singular functional administrative direction;
8. Financial and human resource allocation among needs will be improved causing more efficiency;
9. Cost of operation is reduced. Etc.

The elected administrative-legislative Village Board of Trustees, separate elected Village Justice and appointed administrator form of government is recommended because:

1. Local requirements suggest the desirability and do not warrant separating the legislative and administrative functions;
2. Judicial concerns are important and of sufficient volume to be separate and too great to be done in addition to the legislative and administrative functions;
3. Administrative requirements, although not considered desirable as separate from legislative functions, require full-time attention to be properly discharged. Etc.

The optimum organization formulated and presented in this report is recommended because:

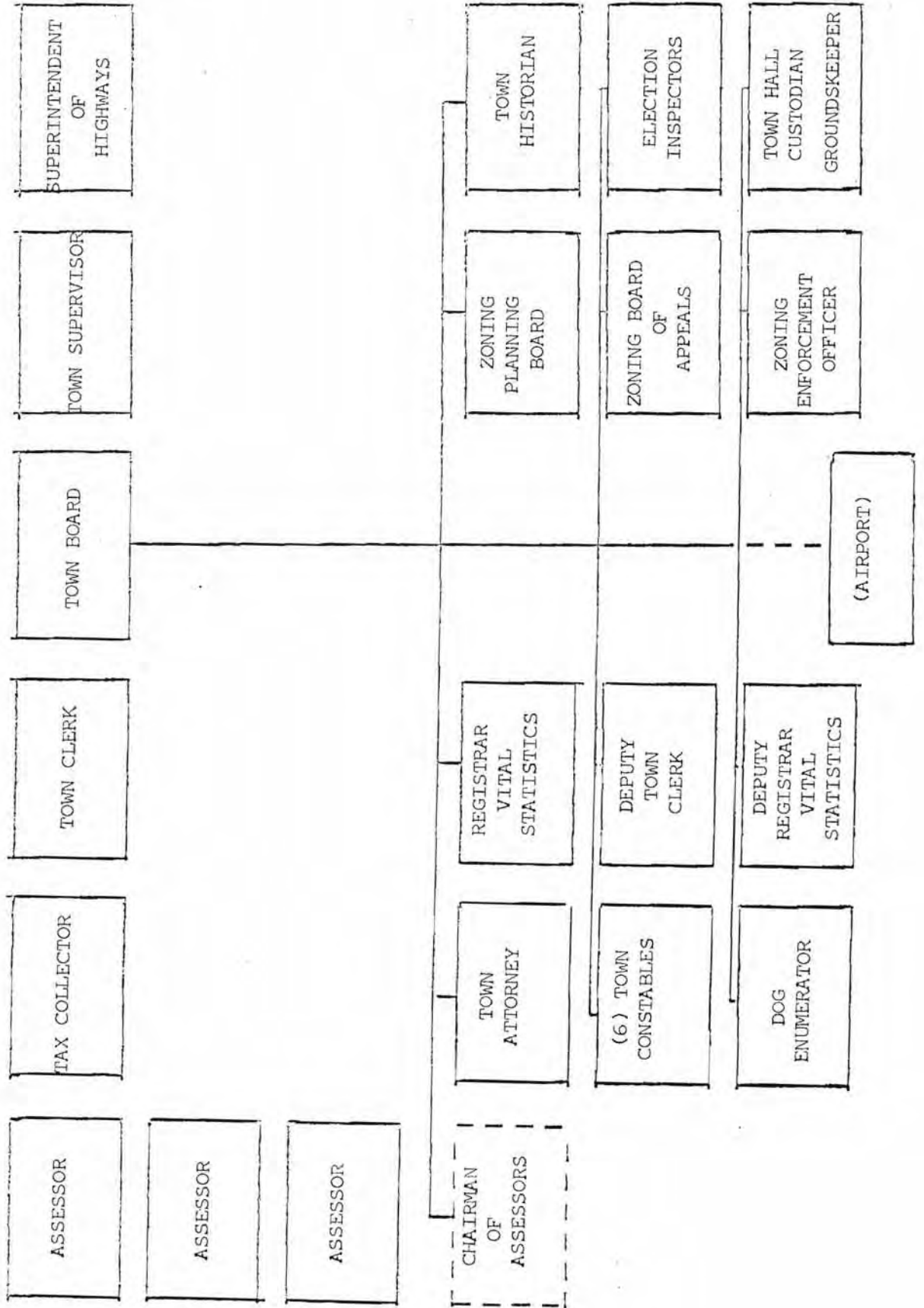
1. It provides for the most efficient organizational and operational provision of government services by grouping related ones, etc.;
2. It provides coordinated, overall, full-time professional administrative direction;
3. It provides needed professional expertise to satisfy the numerous operating and technical requirements in providing activities, services, functions and facilities;
4. It provides advisory boards to broaden perspective of services without diminishing the Village Board of Trustees administrative and legislative powers and prerogatives. Etc.

The consolidated government also was recommended for many other reasons, too numerous to mention, except in summary: To more efficiently provide government activities, services, functions and facilities, that is, a more effective operation at less cost. Consolidation was recommended after considering what was provided, how, when, where, by whom, etc., within the aggregate provision of activities, services, functions and facilities to determine how, when, where, by whom, etc., what was provided should be provided. Reviewing all these variables simultaneously and comprehensively as well as their purposes and interrelationships highlighted that the organization which would do so most efficiently

was a consolidated government with the recommended organization presented in this Final Report.

Implementing consolidation of the town and village governments will require agreement on and adoption of consolidation recommendations by the Town Board and Village Board of Trustees, preparation of a new Village Charter and presentation of same to the New York State Legislature for passage and ultimate implementation.

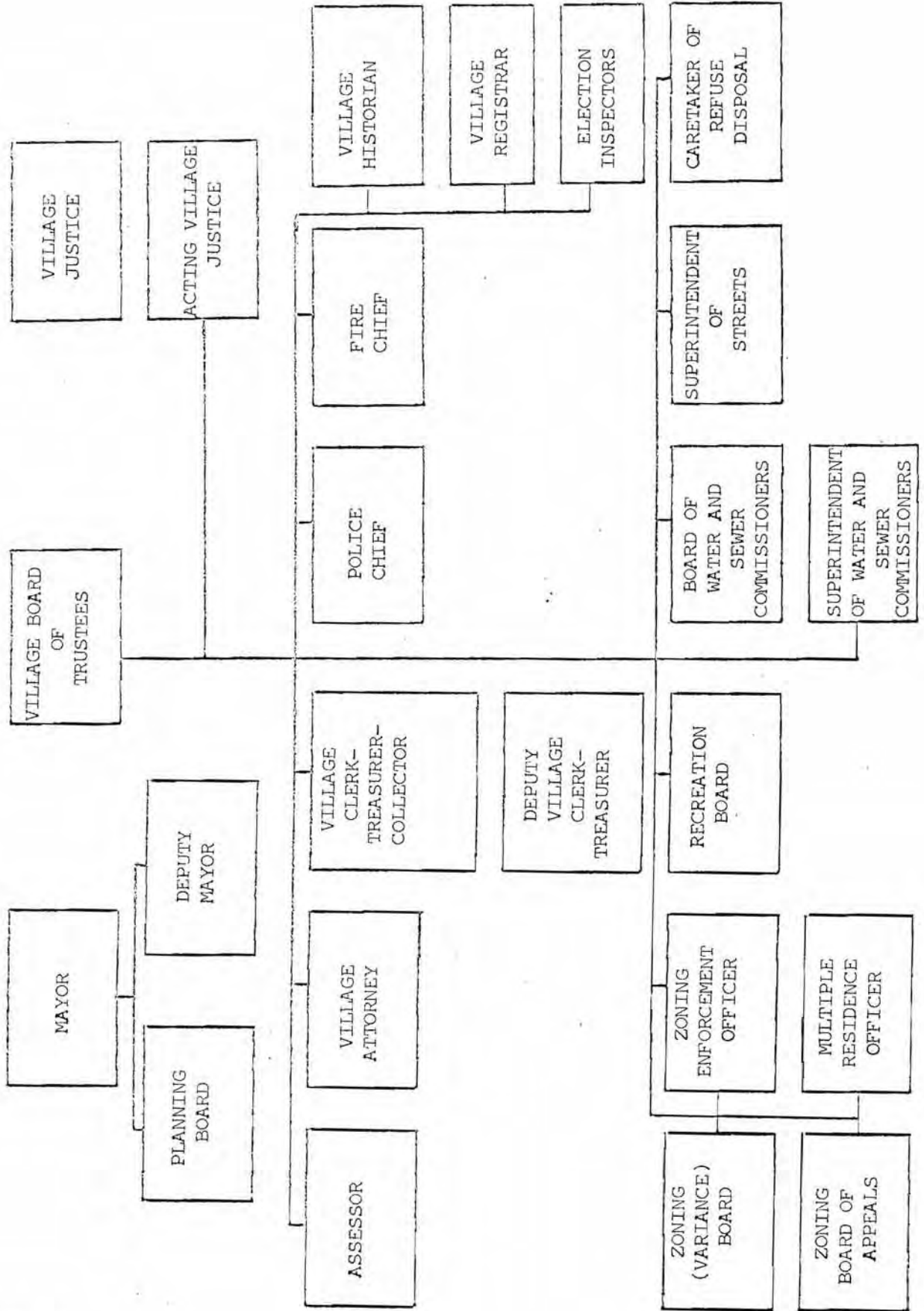
TOWN OF NORTH DAVENPORT  
 LIVINGSTON COUNTY - NEW YORK  
 ORGANIZATION CHART - 9/1/70



VILLAGE OF DANSVILLE  
 LIVINGSTON COUNTY - NEW YORK  
 ORGANIZATION CHART - 9/1/70

EXHIBIT II

EXHIBIT II





CURRENT PROVISION BY GOVERNMENTS OF  
CURRENT ACTIVITIES-SERVICES-FUNCTIONS-FACILITIES

<u>TOWN OF NORTH DANSVILLE SEPARATELY</u>	<u>VILLAGE OF DANSVILLE SEPARATELY</u>	<u>TOWN AND VILLAGE COOPERATIVELY</u>
Street Lighting*	Street Lighting	
Expressway Lighting*	Expressway Lighting	
Airport		Refuse Disposal
Playgrounds*	Playgrounds	
Buildings*	Buildings	Buildings
Cemetery		
Highways*	Streets	
	Parks	
	Tree Planting	
	Parking Facilities	
	Storm Sewers	
	Water Distribution	
	Sanitary Sewers	
Constables*	Police Protection	Fire Protection
		Ambulance Service
		Youth Recreation
Traffic Control*	Traffic Control	
Courts	Courts	
Planning*	Planning	
Zoning*	Zoning	
Zoning Enforcement*	Zoning Enforcement	
Zoning Appeals*	Zoning Appeals	
Vital Statistics*		
Dog Enumeration		
Historian	Historian	
Election Inspection	Election Inspection	
License & Permit Issuance*	License & Permit Issuance	
	Building Code Enforcement	
	Multiple Housing Inspection	
Budget	Budget	
Accounting and Finance	Accounting and Finance	
Insurance	Insurance	
Legal	Legal	
Personnel	Personnel	
Assessment	Assessment	
Tax Collection	Tax Collection	
Records Administration	Records Administration	

\* Town outside village only

CURRENT ACTIVITIES-SERVICES PROVIDED BY ADMINISTRATIVE DIVISIONS\*

<u>ACTIVITY-SERVICE-FUNCTION-FACILITY</u>	<u>TOWN OF NORTH DANVILLE</u>	<u>VILLAGE OF DANVILLE</u>
Street Lighting	Supervisor & Town Board	Lighting Committee, Village Board of Trustees & Electric Company
Expressway Lighting	Supervisor & Town Board	Lighting Committee, Village Board of Trustees & Electric Company
Refuse Disposal	Contract with Village	Caretaker of Sanitary Landfill & Private Firm
Airport	Town Board, Highway Dept. & Private Oper.-Leasee	
Playgrounds	Highway Dept.-Recreation Program	Streets Dept.-Recreation Program
Buildings	Town Clerk & Highway Dept.	Streets, Water & Sewer Depts.
Cemetery	Highway Department	
Roads	Highway Department	Streets Department
Parks		Streets Department
Tree Planting		Streets Dept., Mayor & Village Board of Trustees
Parking Facilities		Own & Lease Facilities, Streets Dept., Village Board of Trustees & Mayor
Storm Sewers		Streets Dept., Private Firm & Village Board of Trustees
Water Distribution		Water Department
Sanitary Sewers		Sewer Department
Police Protection	Constables, Livingston Co. Sheriff & NY State Police	Police Dept. & NY State Police, BCI
Fire Protection	Contract with Village	Fire Dept.(4 all-volunteer companies)
Ambulance Service	Contract with Village	Fire Dept.(all-volunteer corps)
Youth Recreation	Joint with Village	Recreation Board
Traffic Control	Highway Dept., Sheriff & New York State Police	Streets & Police Departments
Courts	Town Justices	Village & Acting Village Justice
Planning	Zoning Planning Board	Planning Board
Zoning	Zoning Planning Board	Zoning (Variance) Board
Bldg. Code Enforcement		Building Code Enforcement Officer
Zoning Enforcement	Zoning Enforcement Officer	Zoning Enforcement Officer
Zoning Appeals	Zoning Board of Appeals	Zoning Board of Appeals
Vital Statistics	Registrar of Vital Statistics	Registrar of Vital Statistics
Dog Enumeration	Dog Enumerator & Town Clerk	
Historian	Historian	Historian
Election Inspection	Election Inspectors	Election Inspectors
License Issuance	Town Clerk	Village Clerk
Permit Issuance	Town Clerk	Zoning Enforcement Officer & Multiple Housing Inspector
Multiple Housing Inspection		Multiple Housing Inspector
Budget	Supervisor & Town Board	Mayor, Village Board of Trustees
Accounting & Finance	Supervisor & Town Clerk	Village Clerk-Treasurer-Collector
Insurance	Town Board	Ins. Committee. Vill. Bd.of Trustees
Legal	Town Attorney	Village Attorney
Personnel	Miscellaneous	Miscellaneous
Assessment	Board of Assessors	Assessor
Tax Collection	Tax Collector	Vill. Clerk-Treas.-Coll. & Private F
Records Administration	Supervisor, Town Clerk, Highway Supt.& Bd. of Assessors	Mayor, Vill. Clerk-Treas.-Coll., Assessor, etc.

\* Department, District, Office, Board or Commission

CURRENT ACTIVITIES-SERVICES-FUNCTIONS-FACILITIES  
PROVIDED BY GOVERNMENTS TO JURISDICTIONS

<u>TOWN OF NORTH DANSVILLE</u>		<u>VILLAGE OF DANSVILLE</u>	
<u>TOWN WIDE</u>	<u>TOWN OUTSIDE VILLAGE ONLY</u>	<u>VILLAGE ONLY</u>	<u>TOWN OUTSIDE VILLAGE</u>
	Street Lighting	Street Lighting	
	Expressway Lighting	Expressway Lighting	
	Refuse Disposal	Refuse Disposal	
Airport			
	Playground	Playground	
Buildings	Buildings	Buildings	
Cemetery			
	Highways	Streets	
		Parks	
		Tree Planting	
		Parking Facilities	
		Storm Sewers	
		Water Distribution	Water Distributor (in part)
		Sanitary Sewers	
	Constables	Police Protection	
	Fire Protection	Fire Protection	
	Ambulance Service	Ambulance Service	
	Youth Recreation	Youth Recreation	
	Traffic Control	Traffic Control	
Courts		Courts	
	Planning	Planning	
	Zoning	Zoning	
	Zoning Enforcement	Zoning Enforcement	
	Zoning Appeals	Zoning Appeals	
	Vital Statistics	Vital Statistics	
Dog Enumeration			
Historian		Historian	
Election Inspection		Election Inspection	
License Issuance	Permit Issuance	License and Permit Issuance	
		Building Code Enforcement	
		Multiple Housing Inspection	
Budget		Budget	
Accounting & Finance		Accounting & Finance	
Insurance		Insurance	
Legal		Legal	
Personnel		Personnel	
Assessment		Assessment	
Tax Collection		Tax Collection	
Records Administration		Records Administration	

PROVISION OF CURRENT ACTIVITIES-SERVICES-FUNCTIONS-FACILITIES BY  
DIVISIONS\* OF PROPOSED CONSOLIDATED GOVERNMENT ORGANIZATION

CURRENT ACTIVITIES-SERVICES-  
FUNCTIONS-FACILITIES

PROVISION BY DIVISIONS\* OF PROPOSED  
CONSOLIDATED GOVERNMENT ORGANIZATIONS

Legal	Attorney's Office
Assessment	Assessor's Office (1)
Assessment Review	Board of Assessment Review (1)
Vital Statistics Registration	Administrator's Office
Dog Enumeration	" "
License & Permit Issuance	" "
Budget Preparation	" "
Accounting & Finance	" "
Insurance	" "
Personnel	" "
Tax Collection	" "
Records Administration	" "
Youth Recreation	Recreation Commission (1)
Election Inspection	Election Inspectors (1)
Street Lighting	PWD - Private Electric Company
Expressway Lighting	PWD - Private Electric Company
Airport	PWD (1) & Operator-Leasee
Traffic Control	PWD - Policing Agencies
Refuse Disposal	Public Works Department (1)
Playgrounds	" " "
Buildings	" " "
Cemetery	" " "
Roads	" " "
Parks	" " "
Tree Planting	" " "
Parking Facilities	" " "
Building Code Inspection	Building Code Enforcement Officer (2)
Multiple Housing Inspection	Multiple Housing Inspection Officer (2)
Water Distribution	PWD (Water District)
Sanitary Sewers	PWD (Sewer District)
Storm Sewers	PWD (Sewer District)
Police Protection	Police District, Constables, County Sheriff Dept., & New York State Police
Fire Protection	Fire District (1)
Ambulance Service	Fire District (1)
Courts	Judiciary
Planning	Planning Board (1)
Zoning	Zoning Commission (1)
Zoning Appeals	Zoning Board of Appeals (1)
Zoning Enforcement	Zoning Enforcement Officer

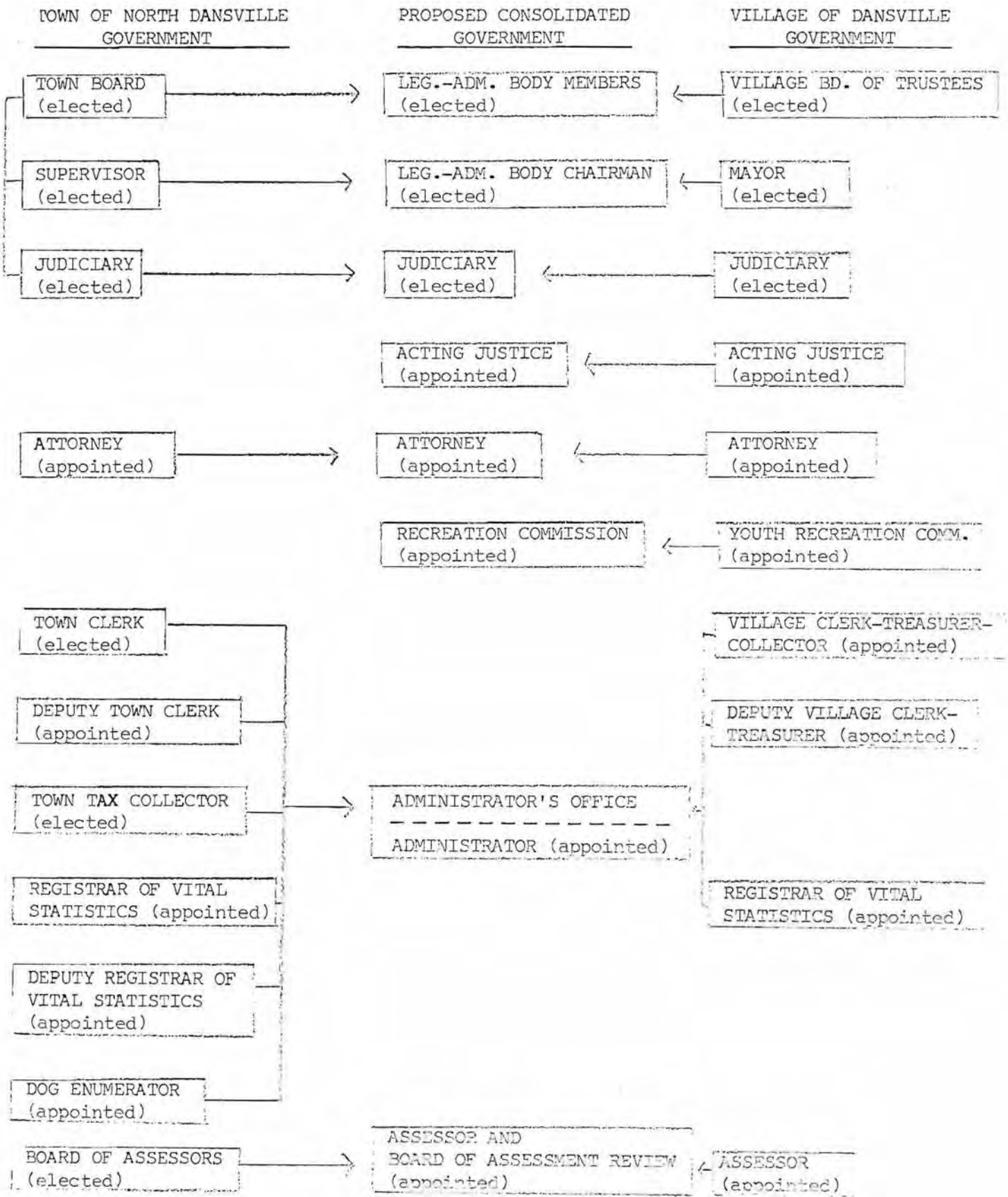
\* Department, Office, Board, Commission or District

(1) Staff, clerical and all other administrative and requested, non-technical assistance to be provided by Office of Administrator

(2) Responsible to Public Works Superintendent for technical activities.



MERGING TOWN AND VILLAGE GOVERNMENT DIVISIONS  
INTO PROPOSED CONSOLIDATED GOVERNMENT DIVISIONS





EFFECT VALUE  
 BECOMING RESPONSIBILITY FOR & PROVISION OF CURRENT ACTIVITIES SERVICES FUNCTIONS-FUNCTIONS BY DIVISIONS OF PROVISION  
 CONSOLIDATED ORGANIZATION

ACTIVITIES SERVICES- FUNCTIONS-FUNCTIONS	POLICY RECOMMENDATORY BODY	RESPONSIBLE DIVISION	IMPLEMENTING DIVISION
Street Lighting	Public Safety Commission	Public Works Department	PWD - Electric Company
Expressway Lighting	Public Safety Commission	Public Works Department	PWD - Electric Company
Airport		Admin. Off. & PWD	PWD - Operator-Leasee
Refuse Disposal	Recreation Commission	Public Works Department	Public Works Department
Playgrounds		" "	Public Works Department
Buildings		" "	" "
Cemetery		" "	" "
Roads		" "	" "
Parks	Planning Board	" "	" "
Tree Planting		" "	" "
Parking Facilities	Planning Board	" "	" "
Storm Sewers	Sewer Commission	PWD (Sewer District)	Sewer Department
Water Distribution	Water Commission	PWD (Water District)	Water Department
Sanitary Sewers	Sewer Commission	PWD (Sewer District)	Sewer Department
Police Protection	Public Safety Commission	Police District & Constables	Police Dept., Constables, Cty. Sheriff Dept., NY State Poli.
Fire Protection	Public Safety Commission	Fire District	Fire District
Ambulance Service	Public Safety Commission	Fire District	Fire District
Youth Recreation	Recreation Commission	Administrator's Office	Administrator's Office
Traffic Control	Public Safety Commission	PWD & Policing Agencies	PWD & Policing Agencies
Courts		Judiciary	Judiciary
Planning	Planning Board	Planning Board	Planning Board & Admin. Offi.
Zoning	Zoning Commission	Zoning Commission	Zoning Commission & Admin. O.
Zoning Enforcement	Planning Board	Zoning Enforcement Officer	Zoning Enforcement Officer
Zoning Appeals	Zoning Board of Appeals	Zoning Board of Appeals	Zoning Board of Appeals
Vital Statistics		Administrator's Office	Administrator's Office
Dog Enumeration		Administrator's Office	Administrator's Office
Historian		Historian	Historian
Election Inspection		Election Inspectors	Election Inspectors
License & Permit Issuance		Administrator's Office	Administrator's Office
Bldg. Code Enforcement		PWD & Bldg. Code Enforce. Officer	PWD & Bldg. Code Enforce. Offi.
Multiple Housing Inspection		PWD & Multiple Housing Inspector	PWD & Multiple Housing Insper
Budget		Administrator's Office	Administrator's Office
Accounting & Finance		" "	" "
Insurance		" "	" "
Legal		Attorney's Office	Attorney's Office
Personnel		Administrator's Office	Administrator's Office
Assessment		Assessor's Office	Assessor & Administrator's Of
Tax Collection		Administrator's Office	Administrator's Office
Records Administration		Administrator's Office	Administrator's Office

RECOMMENDED PROVISION OF CURRENT ACTIVITIES-SERVICES-FUNCTIONS-FACILITIES  
 BY PROPOSED CONSOLIDATED GOVERNMENT AREA WIDE AND BY "DISTRICTS"

<u>AREA WIDE</u>	<u>INNER DISTRICT (a)</u>	<u>OUTER DISTRICT (b)</u>
Street Lighting	Street Lighting	Street Lighting
Expressway Lighting		
Refuse Disposal		
Airport		
Playgrounds		
Buildings		
Cemetery		
Parks	Streets	Highways
Parking Facilities	Tree Planting	
	Storm Sewers	
	Water Distribution	
	Sanitary Sewers	
	Police Protection	Constables
	Fire Protection	Fire Protection
	Ambulance Service	Ambulance Service
Youth Recreation		
Traffic Control		
Courts		
Planning		
Zoning		
Zoning Enforcement		
Zoning Appeals		
Vital Statistics		
Dog Enumeration		
Historian		
Election Inspection		
License & Permit Issuance		
Building Code Enforcement		
Multiple Housing Inspection		
Budget		
Accounting & Finance		
Insurance		
Legal		
Personnel		
Assessment		
Tax Collection		
Records Administration		

- (a) Current Village Jurisdiction
- (b) Current Town Outside Village Jurisdiction



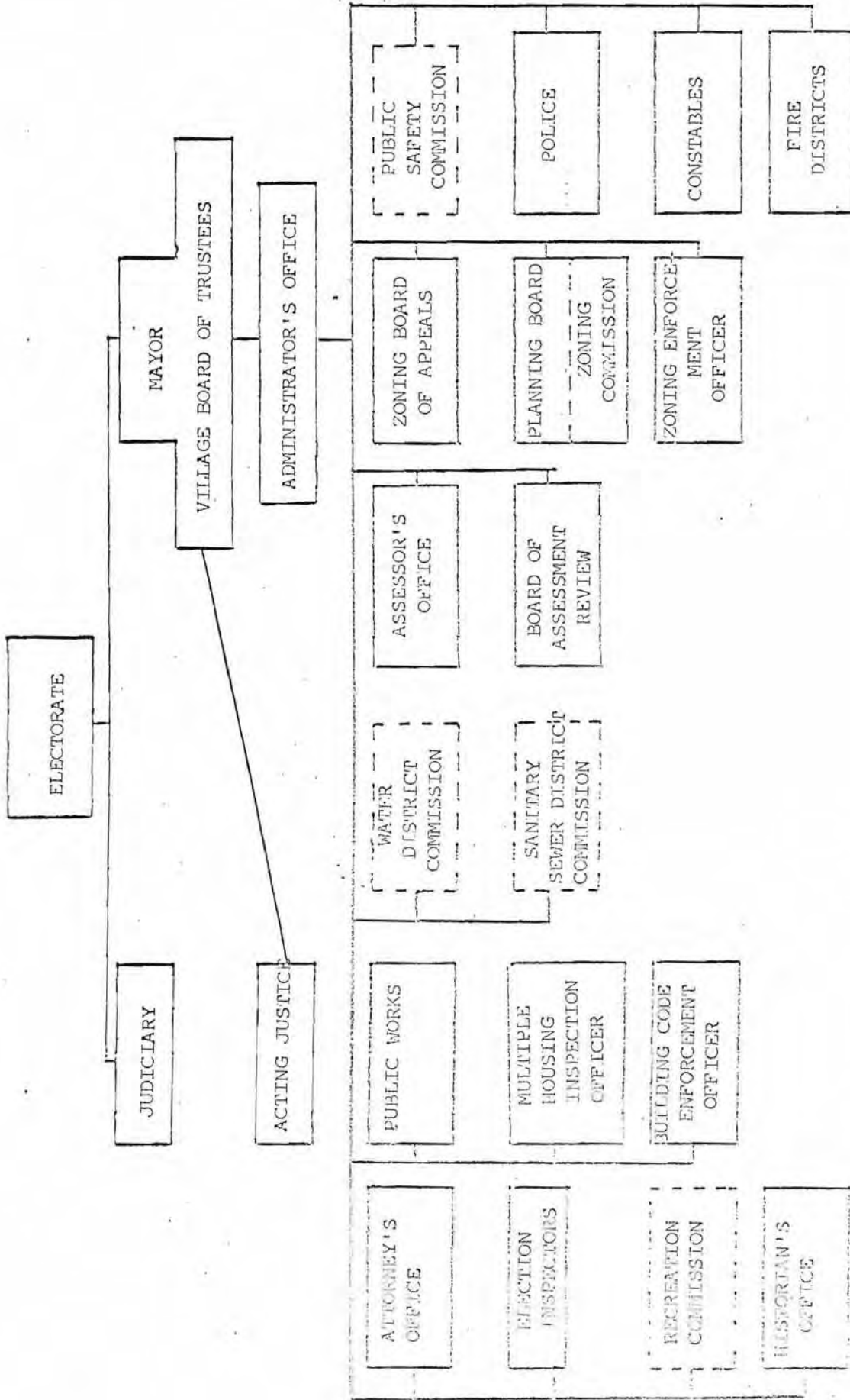


FIGURE 1: Advisory Body Only