

January 9, 2012

Village of Hoosick Falls
Denise McMahon, Treasurer and Chief Financial Officer
24 Main Street
Hoosick Falls, NY 12090

Ms. McMahon:

The Center for Governmental Research Inc. (CGR) is pleased to present the enclosed proposal in response to the Village of Hoosick Falls' Request for Proposals for a ***dissolution study and evaluation of alternatives to dissolution.***

A unique resource to the public sector, CGR is an independent non-profit organization that provides research, analysis, management guidance and implementation support to local governments. Founded in 1915 to serve the public interest, we have grown to become a leading organization in the analysis and development of municipal governance, consolidation and shared service plans. We are New York's leader in consolidation, dissolution and shared service engagements, having completed approximately fifty such studies statewide over the past several years in conjunction with the Local Government Efficiency (LGE) and Shared Municipal Service Incentive (SMSI) programs. Moreover, our work spans much of the northeast, including the states of Ohio, Massachusetts, Maine and New Jersey.

We are confident that our experience and expertise will provide the Hoosick Falls community with a solid framework for making decisions about how best to structure its municipal government and deliver essential public services in a way that most effectively and efficiently serves residents and taxpayers.

Please contact me at (585) 327-7065 or jstefko@cgr.org if you have any questions about our proposal or wish to schedule an interview.

CGR looks forward to working with you.

Sincerely,

/ s /

Joseph Stefko, Ph.D.
Director, Public Finance

Proposal to Conduct a Dissolution Study with Analysis of Alternatives to Dissolution Village of Hoosick Falls, NY

January, 2012

Prepared for:
Village of Hoosick Falls, NY

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INTRODUCTION

The Center for Governmental Research Inc. (CGR) is pleased to respond to the Village of Hoosick Falls' Request for Proposal (RFP) for technical assistance in preparing a dissolution study and thorough analysis of possible alternatives to dissolution.

Under the New York State Local Government Efficiency (LGE) grant program, the Village has initiated a process to *conduct a detailed review of all municipal services provided by the Village and determine the fiscal impact of Village dissolution or other municipal service delivery alternatives on the citizens of the Village and Town-outside-Village.*

The current effort builds on work begun in 2003 that resulted in dissolving the Hoosick Falls Village Court into the Hoosick Town Court. Like so many villages across New York State, Hoosick Falls has experienced a decline in population since its peak in the early 1900s. According to the most recent decennial census, the Village's population declined nearly 7.4 percent from 2000 to 2010. At the same time, costs for providing municipal services continue to increase. While Village leaders desire to maintain the quality of life for Village residents, the simple economics of running the Village have forced them to explore alternatives to the current service delivery models.

The RFP identifies three key analytical objectives for this study, each examining a different form of government and/or service delivery. The study will:

1. Review the legal, financial and operational impact of dissolving the Village of Hoosick Falls;
2. Review the legal, financial and operational impact of shared and/or consolidated services between the Village and Town as formal alternatives to Village dissolution; and
3. Review the legal, financial and operational impact of other permissible alternatives to dissolution, including formation of a hamlet or special districts.

This proposal outlines a study process that would be completed within the RFP and study grant's anticipated ten month timeframe. Our approach breaks down the project tasks in a way that incorporates the substantive objectives identified in the RFP and optimizes efforts focused on community engagement and education.

As with any dissolution, shared service and/or governance feasibility study with which CGR has been involved, our proposed approach for the

Hoosick Falls community is predicated on two fundamental objectives, as discussed below.

Objective, Fact-Based Collection and Review of Data

We firmly believe that an objective collection of basic data and facts is essential to building a shared information foundation for *any* examination of dissolution, governance and/or service options. To meet this goal, CGR's deeply experienced staff team will spend substantial time on-site meeting with key stakeholders, interviewing officials and department heads, and gathering a significant amount of data regarding each municipality's budget, operations and governing structures.

Facilitate an Active Public Engagement Strategy and Two-Way Flow of Information

We also firmly believe that, irrespective of the end result, any examination of governance and service issues must encourage an active, transparent and open flow of information between the review committee and the larger community. That includes *both* community report-outs to residents *and* regular, accessible means for the public to engage with, inform and be informed by the study process. CGR has developed a long-standing reputation as a leader in managing the public information process of such studies, facilitating public engagement as part of our work on municipal governance and services. We look forward to putting that experience into practice in your community.

PART A: PROJECT SCOPE AND WORK PLAN

Our extensive experience working with communities and their local governments to examine options around governance and the delivery of municipal services validates that, in order to be effective, such initiatives must be predicated on meeting two fundamental objectives:

- *An objective, fact-based collection of relevant data and information (both quantitative and qualitative) about how the local governments operate, govern, fund the cost of services and meet the needs of their community; and*
- *Communicating regularly and openly with the public in a way that educates, informs and encourages active feedback from residents and other stakeholder groups.*

In order to most effectively meet these fundamental objectives **and** the primary substantive goals of the effort, we propose dividing the project into the following phases. Our detailed work plan is provided below. The final work plan is subject to revisions based upon the initial kickoff meeting with the Steering Committee and other revisions that are required and approved by CGR and the Steering Committee as the project progresses.

The scope and methodology are predicated on the assumption that the project team will have full access to financial and governance information and operational records for both municipalities, and that the Steering Committee will assist in identifying relevant records and critical staff/stakeholders to be interviewed, and providing both general context and regular feedback throughout the project.

The methodology is described below in a series of distinct phases, for ease of understanding and to give a better sense of project “flow.” In reality, however, certain phases will necessarily overlap as the project progresses. At minimum, the community engagement efforts referenced in Phase 1a will commence at the very start of the project, and be sustained throughout the engagement.

Phase 1: Project Initiation

CGR’s project team will meet with the Steering Committee as soon as possible following the receipt of a signed contract. As the RFP indicates, this project initiation meeting would be held jointly with the Village Board and the Study Committee.

At this kickoff meeting, CGR will:

- Overview the goals and objectives of the study;
- Review the scope of the project;
- Clarify the role of the Steering Committee;
- Agree on a protocol for conveying information to the Steering Committee and the public, and identify the individual(s) who will act as liaison to CGR and officials in the Town and Village;
- Work with the Steering Committee to identify key governmental staff, officials and stakeholders who should be interviewed as part of the Baseline Review;
- Discuss the Steering Committee's public engagement strategy, including the use of a project website (created, administered and updated by CGR's project team) to readily convey information to the community and key stakeholders, as well as to solicit public feedback on the process;
- Identify data and information resources required by the project team in the immediate term; and
- Review the project timetable.

Subsequent to this meeting, CGR will develop and submit a final project work plan and timetable/flowchart to the Steering Committee and, subject to its signoff, will post the work plan and project timetable/flowchart to the website to facilitate the community's understanding of the overall study process.

Note: In conjunction with the project initiation meeting, CGR expects to initiate on-site interviews to begin the data collection phase (discussed in more detail below).

PUBLIC MEETING #1:

Consistent with the goal of informing the public, CGR's project team recommends the project initiation meeting be an open public session, for the purposes of informing the community about the study and its objectives.

Phase 1a: Initiation of Community Education Efforts (Website)

CGR is committed to ensuring that the larger community has ready access to information regarding this study of governance alternatives. To facilitate community education efforts, immediately upon project inception, CGR will develop a comprehensive project website and advertise it via Steering Committee press release to all local media outlets. The website approach has proven a powerful resource and significant benefit in many of CGR's recent service/governance study efforts. By way of example, the websites established for our recent studies of governance issues generated over 16,000 "hits" and 4,900 report downloads *just in the month of November 2011*.

Phase 2: Baseline Review of Current Operations and Finances

CGR's experience with similar studies suggests that a comprehensive, objective knowledge base of information is *essential* to any study of alternative forms of governance and/or service delivery structures. As such, a baseline review of current operations and finances is a critical first step in the study process.

As soon as practicable after the project initiation meeting, CGR's project team will begin the process of completing primary data collection. The data collection process will involve two distinct steps.

Department Head Questionnaire and Interviews

The project team will develop a questionnaire to be delivered and filled out in advance of the project team arriving for on-site interviews. The questionnaire will provide select staff the opportunity to share appropriate context for their job, including job duties/responsibilities and key issues that are affecting their job. Once administered, the project team will make on-site visits to the Town of Hoosick and Village of Hoosick Falls to interview a series of key operations staff and stakeholders; tour operational sites; review budget, personnel and other operating records; identify existing cooperative arrangements (formal and informal) between the partners; and collect electronic and/or hard paper copies of key documents – budgets, lists of laws and ordinances, union contracts (if applicable), other agreements, existing fixed asset inventory lists and audited financial statements, at minimum.

Government Operations Review

Our hands-on approach will enable the project team and Steering Committee to develop a shared, comprehensive and objective

understanding of current operations and governance issues. The entire base of objective information about “what exists” will be summarized in an initial report to the Steering Committee (referred to as the *Baseline Report*). The report will serve as a *shared information base* for the analysis of potential government structures, and will provide an essential *fact-based framework for identifying options and assessing their impact*.

Data elements in the report will include, but not be limited to, the following:

- A listing of all current municipal services delivered to the community by the Town of Hoosick and Village of Hoosick Falls;
- Summaries of key operational considerations for each municipal service, including any differences in type/level of service provided by the municipalities to different parts of the community;
- A breakdown of all municipal staff allocations, by key functional area and union status;
- A documentation of all municipal costs, by key functional area;
- A documentation of all local laws, ordinances or rules that may be impacted by dissolution and/or that may overlap with similar laws in the Town;
- A listing of all municipal assets (capital and property); and
- A listing of all municipal liabilities and indebtedness.

Phase 3a: Identification of Potential Options

Based on the project team’s data compilation/analysis in developing the Baseline Report, CGR will present *in draft form* a series of potential operational and governance options for the Steering Committee’s consideration.

As noted above, although analyzing the feasibility and impacts of a dissolved Village is a central objective of this engagement, the project team will also be considering alternative ways to accomplish the objectives of lower costs and reduced tax burden through other means. In this phase, CGR’s project team will review alternatives – those referenced in the RFP and others, as applicable – that may produce similar outcomes. This review builds on the baseline and fiscal impact analyses, and seeks to identify alternative means of realizing operational/financial efficiencies in the event the current municipalities remain separate, independent units.

In total, the options will span the range of alternatives contemplated in the Village's RFP, including the following:

- Dissolution of the Village;
- Service consolidation opportunities;
- Shared service opportunities;
- Hamlet formation; and
- Special district formation.

At this phase of the project, the range of alternatives will be sketched out at a sufficient level of detail to give the Steering Committee an understanding of their potential structure and impact. The project team will meet with the Steering Committee to review the range of alternatives and discuss the analytical approach for assessing their fiscal and operational impacts. Upon the Steering Committee's review and approval of the draft list of potential alternatives, CGR's project team will transition to Phase 3b and initiate analysis of the legal, financial and operational impacts of each alternative.

Phase 3b: Analysis of Legal, Financial and Operational Impacts of Dissolution *and* Alternatives

Following the Steering Committee's review and approval of the draft list of potential alternatives – including Village dissolution, shared/consolidated services and other options – the project team will develop an analysis of legal, financial and operational impacts of each. (Regarding legal analysis, it should be noted that CGR is not a law firm. However, our extensive experience working with municipalities on shared services, dissolution and consolidation studies; deep familiarity with New York State's framework governing such approaches; and working relationship with Department of State personnel avail us of all necessary knowledge to complete the tasks contemplated by the RFP.)

The alternatives for the different models will capture potential service efficiencies and economies of scale; new State Aid available (if any) due to the structure being analyzed; and the general fiscal impact on Village and Town-outside-Village residents. The fiscal analysis will be the foundation for the development of the dissolution plan and the alternatives to dissolution.

Where applicable, the analysis for dissolution *and* each alternative will contemplate the following, at minimum:

Legal

- What is the option's feasibility?

- What steps would need to be taken to implement the option?
- What would the timeframe be for implementation?
- What approvals are required, by voters and/or other governing bodies?

Operational

- How would municipal services be provided under the option?
- What would be the appropriate staffing level?
- What would be the appropriate administrative and governance framework?

Financial

- What cost/savings would result?
- How would those financial impacts translate into municipal budgets and, by extension, to property tax payers in the community?
- What operational efficiencies may result short of direct financial savings?

Phase 4: Development of Draft Dissolution Plan

Using the data compiled and analyzed in Phases 2 and 3, the project team will commence drafting a formal draft dissolution plan for the Steering Committee's consideration. The plan will provide a "best-case" scenario for a potential dissolution of the Village and will outline the necessary steps to implement the plan. To the extent possible, the dissolution plan will outline the costs of transition and will provide a transition plan for all affected employees. The dissolution plan will include all elements as defined in the RFP and/or as required by General Municipal Law Article 17-A.

Phase 5: Development of Plan for Alternatives to Dissolution

The project team will compile its review and analysis of possible alternatives to dissolution as an addendum to the Dissolution Plan developed in Phase 4. Presenting the consideration of dissolution alternatives alongside the dissolution analysis will enable the Steering Committee and larger community an ease of comparison among the options' relative impacts.

Phase 6: Public Meetings

CGR would present at two public meetings upon completion of the analysis of both dissolution and other structural options, in order to update the community on the study's progress and review potential operational and financial impacts. At this point, the community will have the opportunity to relate their concerns and provide feedback that may influence the final dissolution plan.

Phase 7: Final Report

CGR will incorporate any relevant learning from the public meetings into the draft documents. As noted above, CGR would provide a baseline review, followed by a dissolution plan (including the review of other structural options) for the Steering Committee. In each instance, the project team will deliver report materials to the Steering Committee for review and comment before finalizing the document. It is expected the Steering Committee will offer review within two weeks of delivery of draft materials, in order to remain on the project timeframe. Upon approval of the Steering Committee, reports would be uploaded to the project website for community access in advance of each public meeting. Ensuring that the public has access to report materials far enough in advance of public meetings will help to facilitate community education/engagement and result in more productive forums. The final document presented to the Steering Committee will be titled *Village of Hoosick Falls Dissolution Study and Alternatives to Dissolution*.

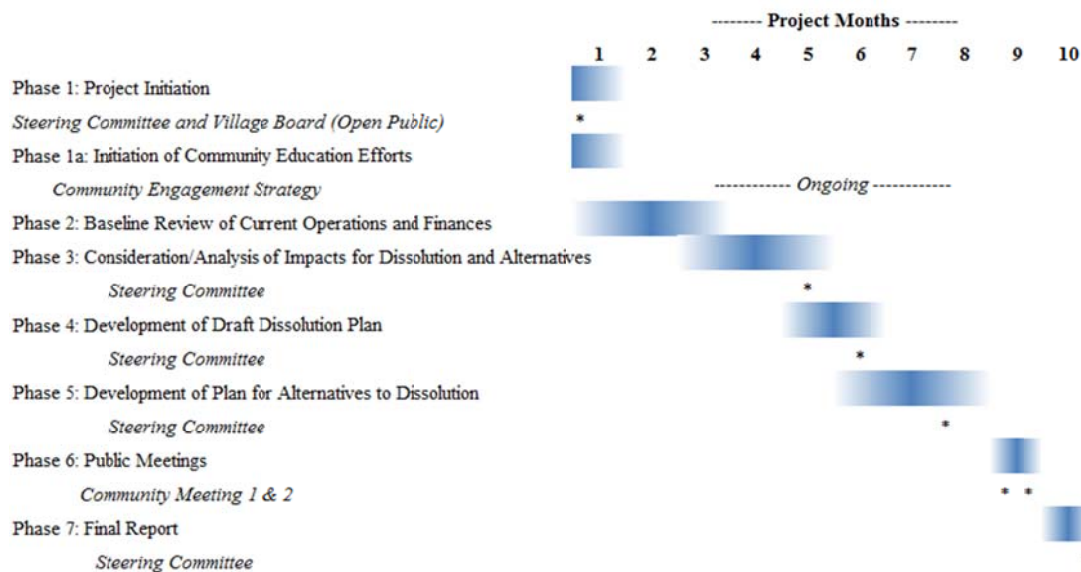
Meetings

In addition to the specific public forums identified in this proposal, CGR anticipates the project team will participate in certain Steering Committee meetings throughout the project. It is our expectation that these meetings will be scheduled as needed throughout the project, coinciding with key project milestones and deliverables. Our budget has been developed assuming five in-person meetings with the Steering Committee during the course of the project (including the project initiation meeting). To the extent additional meetings are needed, CGR will work with the Steering Committee to complete them through the use of technology, such as conference calls or videoconferencing.

Project Timeline

CGR is prepared to work closely with the Steering Committee to complete this project within the ten month timeframe envisioned in the RFP. Meeting that objective, however, is predicated on the project team having ready access to data, information and stakeholders/interviewees immediately upon starting the project. To the extent that such access is

delayed, it will impact the project timeline. The following project schedule shows how CGR plans to carry out the tasks described above. Phases 1 and 1a will be completed within the first two weeks following contract execution. Phase 2 will be completed across months 1-3. Phase 3 will be completed across months 3-5. Phase 4 will be completed across months 5-6. Phase 5 will be completed across months 6-8. Phase 6 will be completed in month 9 and Phase 7 will complete CGR's engagement with the project in month 10.



PART B: CGR COMPANY PROFILE

A unique resource to the public sector, CGR is an ***independent non-profit organization*** that provides research, analysis, management guidance and implementation support to local governments. Founded in 1915 to serve the public interest, we have grown to become a leading organization in the analysis and development of governance options and municipal service delivery plans across local governments.

In the past five years alone, CGR has completed ***more than fifty*** studies of municipal governance and service issues for local governments, more than any similar organization. Those analyses have covered the broad range of services and issues affecting local government today, including governance structures, fiscal impact, tax collection, assessment, police, fire, highways, public works and schools.

A non-profit organized under section 501(c)(3) of the Internal Revenue Code, we are governed by a Board of Trustees. Our 15-member staff of professionals provides expertise on issues spanning government

management, economics, public finance, public safety, health and human services and education.

Statement of Qualifications

CGR has extensive and unique experience in assessing and identifying alternative ways to organize local governments in order to provide essential municipal services most efficiently and effectively. In recent years, we have conducted studies that have examined in detail every type of service provided by local governments, and have explored more cost-effective service delivery through different combinations of shared services and consolidated or unified governments. This portfolio of work demonstrates CGR's *keen familiarity* with municipal governing structures and budgets; *deep understanding* of municipal administrative and service delivery needs; and *unmatched reputation* for working with local governments to objectively analyze and achieve practical, substantive improvements in the ways they are structured and operate.

We have worked with the entire range of municipal combinations, from a small populations located in a large rural areas, to mid-sized village and town combinations, to high-density urbanized areas. That work has spanned a number of states, including New York, New Jersey, Ohio, Maine and Massachusetts. Among those studies was CGR's landmark study in Seneca Falls, NY, where we assisted that community of 9,000 residents in examining the feasibility of dissolving the historic Village of Seneca Falls.

We encourage you to see the full complement of our work on issues related to municipal governance and shared services by visiting our website at <http://www.cgr.org>.

Since 2006, CGR has completed consolidation/dissolution, municipal service and governance projects with the following communities and under the auspices of the State of New York's Local Government Efficiency grant program (and prior to that, the State's Shared Municipal Service Incentive grant program). Projects are listed alphabetically. CGR was the principal/prime firm on all of these engagements. A significant number of these engagements specifically addressed alternative governance structures and feasibility issues of the sort envisioned by the proposed study; those projects are noted in *italics*.

- Addison (Steuben County)
Analysis of shared service opportunities (incl. Village, Town, School District)
- *Albion (Orleans County) – determined not to pursue dissolution*
Analysis of dissolution feasibility and shared service opportunities

- *Allegany (Cattaraugus County) – determined not to pursue dissolution*
Analysis of dissolution feasibility and shared service opportunities
- *Altmar (Oswego County) – Voted to Dissolve*
Analysis of dissolution feasibility
- *Aurora (Erie County)*
Analysis of shared service opportunities in the area of highway services
- *Batavia (Genesee County)- in process*
Two studies: Analysis of consolidation feasibility and Charter Revision
- *Broome County*
Analysis of shared service opportunities in the area of code enforcement
- *Candor (Tioga County) – determined not to pursue dissolution*
Analysis of dissolution feasibility
- *Chaumont (Jefferson County) – in process*
Analysis of dissolution feasibility
- *Cobleskill (Schoharie County) – pursued shared highway services*
Analysis of dissolution feasibility and shared service opportunities
- *Corinth (Saratoga County) – determined not to pursue dissolution*
Analysis of dissolution feasibility and shared service opportunities
- *Dansville (Livingston County) – considering city status*
Analysis of dissolution and coterminous options feasibility
- *East Syracuse (Onondaga County) – in process*
Analysis of functional service consolidation opportunities
- *Edwards (St. Lawrence County) – voted to dissolve*
Analysis of dissolution feasibility
- *Greenburgh (Westchester County)*
Analysis of shared/consolidated police services
- *Herkimer County*
Analysis of shared service opportunities in the area of highway services
- *Holley/Murray (Orleans County)*
Analysis of shared service opportunities in the area of highway services
- *Hudson Falls (Washington County) – in process*
Analysis of dissolution feasibility and shared service opportunities

- *Johnson City (Broome County) – voted against dissolution*
Analysis of dissolution feasibility
- *Lake Placid (Essex County)*
Analysis of shared service opportunities
- *Lyons (Wayne County)*
Analysis of shared service opportunities
- *Medina (Orleans County) – determined not to pursue dissolution*
Analysis of dissolution feasibility and shared service opportunities
- *North Collins (Erie County) – determined not to pursue dissolution*
Analysis of dissolution feasibility
- *North Hempstead (Nassau County)*
Analysis of shared service opportunities in the area of ambulance services
- *Painted Post (Steuben County) – in process*
Analysis of dissolution feasibility and shared service opportunities
- *Perrysburg (Cattaraugus County) – voted to dissolve*
Analysis of dissolution feasibility
- *Port Henry (Essex County) – voted against dissolution*
Analysis of dissolution feasibility
- *Potsdam (St. Lawrence County) – voted against dissolution*
Analysis of dissolution feasibility
- *Ridgeway/Shelby (Orleans County) – determined not pursue dissolution*
Analysis of dissolution feasibility and shared service opportunities
- *Schoharie County*
Analysis of shared services opportunities in the area of highway services
- *Seneca Falls (Seneca County) – two studies – voted to dissolve*
Analysis of dissolution feasibility
- *Speculator (Hamilton County) – voted against dissolution*
Analysis of dissolution feasibility
- *Sullivan (Sullivan County)*
Analysis of shared service opportunities in the area of school-based business operations

- **Tonawanda (Erie County)**
Analysis of shared service and facility opportunities (incl. City and School District)
- **West Carthage (Jefferson County)**
Analysis of shared services in the area of police services
- **Yates (Yates County)**
Analysis of shared services in the area of police and court services

CGR was also engaged by the State's Commission on Local Government Efficiency and Competitiveness in 2008 to complete a three-community study of potential governance/service opportunities. That work spanned Cortland (Cortland County), Norwich (Chenango County) and Oneonta (Otsego County).

CGR's unique understanding of governance and service issues and their impact on the dissolution/consolidation discussion has also resulted in our recent engagements with two New Jersey communities. In 2008, CGR was engaged by Chester, New Jersey to explore the feasibility of alternative governance models; in 2010, we were engaged by Princeton, New Jersey to staff a high-profile examination of possible service and administrative consolidation in that community. The Chester study committee decided against pursuing consolidation while the Princeton community voted to consolidate their Town and Borough [similar to NY Villages] in November 2011.

Project References – Selected Samples

Dansville, NY Coterminous/Dissolution Feasibility

In the fall of 2009, the Village of Dansville and Town of North Dansville jointly initiated an exploration of options for cutting taxes through possible local government restructuring. Utilizing a Local Government Efficiency grant from New York State, the Village and Town appointed a Steering Committee and engaged CGR to facilitate a process of informing the municipal boards and public regarding potential options. CGR examined several options for lowering taxes, and based on its analysis the Steering Committee concluded that few presented large enough tax decreases to justify potential changes and/or loss in service, since only a few services remain unconsolidated at the present time. With these factors in mind and the understanding that elected leaders were being asked to “do something” by residents in the community, the Steering Committee ultimately determined that pursuing a viable model for full consolidation of the two municipalities would provide the best option for change that would most benefit the entire community.

After ten months of review, based on CGR’s analysis the Committee recommended that the Village and Town jointly pursue the development of a city charter that would result in full consolidation of the two municipalities. Several considerations influenced the final vote in favor of pursuing city status.

Among the primary factors, city status allowed the community

to reduce two layers of government into one. Second, city status is a form of consolidation that would make the community eligible for the State’s Aid and Incentives to Municipalities (AIM) program, as well as potentially higher per capita amounts of State aid. Third, the shift to city status would be made *jointly* by Town and Village voters, which would allow the entire community to participate in the process (as opposed to village dissolution, which gives the decisional responsibility only to village voters). Further, city status was the only option that would allow town-outside-village residents to not experience tax increases (and

Dansville *Investigating Options for the Future*

HOME CALENDAR DOCUMENTS PRESS RELEASES FAQ

What's New

- [Executive Summary – Final Recommendation of Committee](#)
- [Consolidation Options and Impacts Report – September, 2010](#)
- [Baseline Report – “Village of Dansville and Town of North Dansville”](#)
- [Dansville Study Committee Survey Results](#)

EMAIL STUDY TEAM SIGN UP FOR EMAIL ALERTS

ABOUT THE STUDY

The Plan	Study Team	Timetable
The Village and Town boards have received a recommendation from the Dissolution/Coterminous Study Committee to pursue the creation of a	The study report was developed by a ten - member Village/Town Study Committee with assistance from the Center for Governmental Research	The study committee worked for ten months to compile information and make some determinations on options available to the community. The committee

potentially see tax reductions). City status would also allow the community to maintain service/tax zones in a way that current village and town service differentials were preserved.

For additional information and representative documents, see the comprehensive website developed by CGR to assist public communications on this project (a screen-shot is shown above): <http://www.cgr.org/dansville>.

Contract Amount: \$48,800

Reference:

Donna Clark, Village Clerk
Village of Dansville
14 Clara Barton Street
Dansville, NY 14437
Email: dclark@dansvillenys.us
Phone: (585) 335-5330

Seneca Falls, NY Dissolution

The history-rich community of Seneca Falls engaged CGR in 2008 to assess ways to achieve a major goal: reduce the cost of government to help

The screenshot shows the website for Seneca Falls, titled "Seneca Falls Investigating Options for the Future". It features a navigation menu with tabs for HOME, ABOUT THE STUDY, CALENDAR, DOCUMENTS, PRESS RELEASES, and FAQ. Below the menu is a large image of a building reflected in water. To the right of the image are buttons for "EMAIL STUDY TEAM", "SIGN UP FOR EMAIL ALERTS", "WELCOME FROM THE MAYOR", and "MESSAGE FROM THE CHAIRMAN". Below this is a section titled "ABOUT THE STUDY" with three columns: "The Plan", "Study Team", and "Timetable".

The Plan	Study Team	Timetable
The Board of Trustees for the Village of Seneca Falls NY voted to initiate a dissolution process in the fall of 2008. A dissolution study committee prepared a dissolution plan during calendar year 2009 and delivered it to the Village Board	The dissolution plan (and potential alternatives to dissolution) was developed by a nine - member Village/Town Dissolution Study Committee with assistance from the Center for Governmental Research (CGR), a	In a vote held on March 16, 2010, residents of the Village of Seneca Falls voted to dissolve the Village of Seneca Falls. The final vote tally including the absentee ballots was 1,198 to 1,112 (52% to 48%). The village will be officially

stimulate economic growth in the community. CGR found that consolidating the governments would offer potential for major savings for village taxpayers. Subsequently CGR was engaged to serve as consultant to a village dissolution study committee. The committee's final report, delivered to the Village in late 2009, presented a dissolution plan, alternatives to dissolution, and a full review of financial and service impacts. In March 2010, voters in the Village, which has a population of about 6,700, voted 1,198 to 1,112 in favor of dissolution.

As of January 1, 2012, Seneca Falls is the largest village in the State of New York to have dissolved and merged with its surrounding town. For additional information and representative documents, see the comprehensive website developed by CGR to assist public

communications on this project (a screen-shot is shown above):
<http://www.cgr.org/senecafalls>.

Contract Amount: \$50,375

Reference:

Phil Dressing, Chairman
Seneca Falls Consolidation Committee
Email: phil.dressing@gmail.com
Phone: (315) 568-9213

City and Town of Batavia, NY Consolidation

The City and Town of Batavia, located in Genesee County, New York, successfully applied for a state grant to study consolidation, acknowledging that their existing governmental structure generated considerable overlap and duplication in the delivery of municipal services.

In 2008, the municipalities appointed a City-Town Consolidation Study Committee and engaged CGR to conduct the analysis and manage public communications of study information.

After initial work on the project, CGR recommended the Committee move from a "study" to developing a "plan" for consolidation. The Committee supported CGR's recommendation, and the City Council and Town endorsed their decision. Based on CGR's review of existing operations and its financial and operational analysis

of potential options, a tiered service delivery framework was developed that preserved existing service levels while capitalizing on available efficiencies. Most importantly, CGR's analysis led to the creation of a fiscal structure that would minimize cost shifts across the two municipalities while retaining services at pre-consolidation levels. The community has now engaged CGR to help lead a consolidation process to help form a new city charter.

For additional information and representative documents, see the comprehensive website developed by CGR to assist public

batavia consolidation plan *options for the future*

HOME ABOUT THE STUDY CALENDAR DOCUMENTS PRESS RELEASES FAQ LINKS

What's New

Updated 7-30-2009

- [Plan for Consolidating the City & Town of Batavia in One Government](#)
- [Final Committee Presentation to Board & Council 7-29-09](#)
- [Consolidation Plan Press Release 7-29-09](#)

EMAIL STUDY TEAM SIGN UP FOR EMAIL ALERTS FEEDBACK FORM

ABOUT THE STUDY

The Plan	Study Team	Funding
Greater Batavia NY includes the City and the Town of Batavia . The City and Town were awarded a NYS grant, appointed a Study Committee and that committee recently presented a plan to create one unified government.	The consolidation plan was developed by a seven - member City/Town Consolidation Study Committee with assistance from the Center for Governmental Research (CGR) , a nonprofit consulting organization with	This website was developed with funds provided by the New York State Department of State under the Shared Municipal Services Incentive Grant program. Today these grants are known as Local Government Efficiency Grants .

communications on this project (a screen-shot is shown above):

<http://www.cgr.org/onebataviacharter>.

Contract Amount: \$54,000

Reference:

Jason Molino, City Administrator
City of Batavia
One Batavia City Centre, Batavia, NY 14020
Email: jmolino@batavianewyork.com
Phone: (585) 345-6330

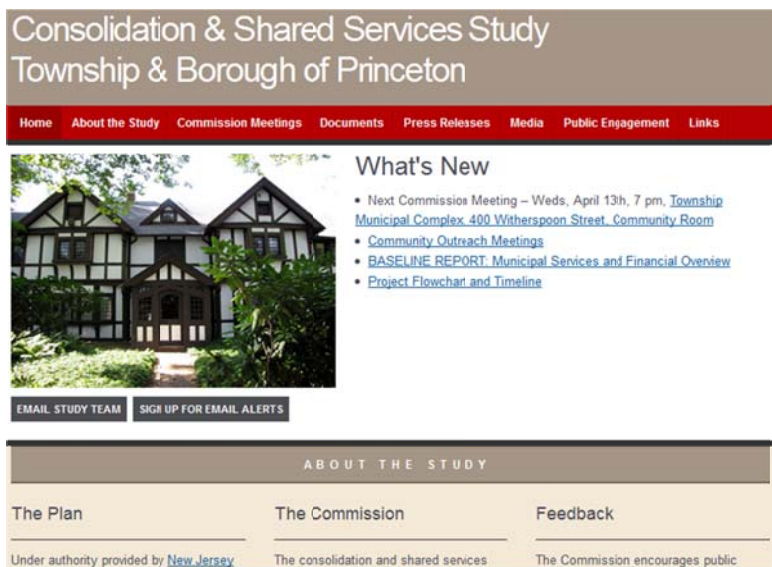
Princeton, NJ Consolidation and Shared Services

In 2009, officials in Princeton Borough and Princeton Township, a community of 31,000 residents located 50 miles southwest of New York City in Mercer County, New Jersey, initiated an effort to explore the potential benefits of consolidating into a single municipality and, short of full consolidation, further sharing services in police and public works. Following a public hearing in December 2009, the governing bodies of the Borough and Township received approval from the State of New Jersey Department of Community Affairs' Local Finance Board to create a Consolidation Study Commission and establish a process for a study of consolidation and shared services. The Commission, comprised of both Township and Borough representatives, is tasked with studying the feasibility and potential benefits of consolidating the municipalities into a

single governmental unit, as well as identifying additional shared service opportunities in police and public works.

In late 2010, the Commission engaged CGR to examine the full range of government services and administration of both municipalities; prepare a draft consolidation implementation plan for the dissolution of both municipalities and creation of a single merged entity in their place; prepare implementation plans for shared police services and shared public works, that could be

implemented in the absence of full municipal consolidation; and advise the Commission regarding the benefits and disadvantages of each plan. The



plan was developed and put to voters in November 2011. Voters approved the formal consolidation of the two municipalities effective January, 2013.

For additional information and representative documents, see the comprehensive website developed by CGR to assist public communications on this project (a screen-shot is shown above):

<http://www.cgr.org/princeton>.

Contract Amount: \$76,000

Reference:

Anton Lahnston, Chairman
Princeton Consolidation/Shared Services Study Commission
400 Witherspoon Street, Princeton, NJ 08540
Email: antonlahnston@aol.com
Phone: (609) 306-8595

Medina, NY Dissolution Feasibility Study

The Towns of Ridgeway and Shelby encompass a 97-square mile area in the southwestern corner of Orleans County, New York. The Village of Medina is a 3.3-square mile area contained wholly within and divided nearly equally between Ridgeway and Shelby — which creates a complex municipal structure. About 11,700 residents live in the Towns, with 52 percent of the population residing inside the Village boundaries.

Last year, the Village successfully applied to the Local Government Efficiency grant program for a high priority planning grant to conduct a dissolution feasibility study in cooperation with the Towns. The Village

wants to explore whether dissolving the Village could result in increased efficiency and cost savings and also assess other viable options for streamlining government. Separately, the Towns successfully applied for an LGE grant to conduct a merger feasibility study in cooperation with the Village. The Towns want to present residents with information on merging the two Towns — with or without dissolving the Village — and also assess other viable service delivery options.

Medina, Ridgeway & Shelby
Shared Services, Town Merger & Village Dissolution Study

HOME ABOUT THE STUDY CALENDAR DOCUMENTS PRESS RELEASES FAQ

Why a Feasibility Study?

Located in Orleans County, the Towns of Ridgeway and Shelby each incorporate a portion of the Village of Medina. The 3 municipalities successfully applied for NYS Local Government Efficiency grants to assess viable options for streamlining government. The 2010 study will give residents information on options for the future for providing local government services.

PUBLIC PRESENTATION 10-19-10 WHAT EXISTS REPORT EMAIL STUDY TEAM SIGN UP FOR EMAIL ALERTS

7' & CLEARANCE

In 2010 the municipalities engaged CGR to conduct a project combining the objectives of both grants into one study. The study includes opportunities for public engagement. The anticipated completion date for the study is June 2011. For additional information and representative documents, see the comprehensive website developed by CGR to assist public communications on this project (a screen-shot is shown above): <http://www.cgr.org/medina-ridgeway-shelby>.

Contract Amount: \$48,800

Reference:

Adam Tabelski, Mayor
Village of Medina
600 Main Street, Medina, NY 14103
Email: mayor@villagemedina.org
Phone: (585) 590-0107

Merle Draper, Supervisor
Town of Shelby
462 Salt Works Road, Medina, NY 14103
Email: skipdraper@verizon.net
Phone: (585) 798-7055

PART C: KEY PERSONNEL

This project will be directed by Dr. Joseph Stefko, Director of Public Finance at CGR, who brings extensive experience leading and informing engagements on shared services, consolidation/dissolution and municipal governance. Dr. Stefko has directed and/or provided primary support to a significant number of such studies, ranging from issue-specific examinations of municipal tax assessment, public safety and facility options, to wholesale municipal consolidation and dissolution efforts involving the merger of service delivery systems and implementation of new governance structures. Dr. Stefko will be involved in every aspect of this study, including the collection and analysis of data; development and analysis of options; and management of public communication/outreach efforts.

Scott Sittig, a Senior Associate at CGR, will also play a key role in the project. Mr. Sittig brings extensive experience in local government management and organizational studies, and has served as a principal researcher on projects across the state funded under the SMSI/LGE program.

Ana Liss, a Research Associate at CGR, will play a key role in the project. Ms. Liss brings experience working on projects to enhance the efficiency and competitiveness of public institutions.

Brief biographies are provided for each key staff member below.

Joseph Stefko, Ph.D.

Staffing Plan/Key Project Roles: Direct all research and analysis, serve as primary liaison to Steering Committee, manage all public presentations

Joseph Stefko, Ph.D. is Director of Public Finance at the Center for Governmental Research (CGR), working with clients on issues related to budgeting, fiscal impact and government management, including shared services and consolidation. He has extensive experience addressing municipal fiscal distress; analyzing local government finances and services; and assessing the impact of state policies on municipalities. His work focuses on projecting budgetary needs and quantifying the cost of government, as well as on working with municipalities to identify opportunities for efficiencies and determining their financial capacity for absorbing current and future cost obligations. In addition, Dr. Stefko oversees CGR's cutting edge, web-based Govistics™ tool (www.govistics.com), which allows rapid access to information on government spending by individual state and local governments across the U.S.

Dr. Stefko rejoined CGR in March 2008 after spending nearly five years with the Buffalo Fiscal Stability Authority (BFSA), the New York State agency responsible for controlling and monitoring the financial condition of the City of Buffalo, its dependent school district and other critical city agencies with total annual spending of more than \$1 billion. He served as both Principal Analyst and Deputy Director of BFSA before being named Acting Executive Director in 2007. Under BFSA's guidance, the City of Buffalo generated more than \$230 million in budgetary savings; experienced a four-fold increase in fund balance; and earned multiple credit rating upgrades from Wall Street.

While at BFSA, Dr. Stefko helped direct all policy analysis, research and budget review of the city and school district and developed recommendations for board action on major fiscal items, including the annual budget / financial plan and collective bargaining agreements. He played a primary role in briefing the agency's board on issues related to the financial status of the city, and policy items with real or potential fiscal impacts. As Acting Executive Director, he served as the authority's chief of staff.

Dr. Stefko worked for CGR twice earlier in his career. From 1998 to 2000, he was a Research Associate in the organization's Economic Analysis practice, and from 2002 to 2003 he served as a Senior Research Associate within the Government Management Services area.

Dr. Stefko holds B.A., M.A. and Ph.D. degrees from the University at Buffalo (SUNY), where he has taught Political Science and Urban and Regional Planning as an adjunct faculty member. He also serves in the Department of Public Administration at SUNY Brockport as an adjunct faculty member.

Since 2008, Dr. Stefko has directed seventeen projects dealing with the issues of municipal service delivery, shared services, consolidation and/or cost of government.

Scott Sittig, M.P.P.

Staffing Plan/Key Project Roles: Manage all aspects of project, conduct interviews and organize Steering Committee meetings, analyze fiscal and operational impacts and participate in public meetings

Mr. Sittig has experience in a wide array of economic analysis, public finance, human services, government management, and shared services/consolidation projects. Certified as a Black Belt in Lean Six Sigma, Mr. Sittig's particular interest is helping leaders, communities and nonprofit organizations identify measures that both save money and better allocate scarce resources. He has been involved in over 20 studies for

communities in NY, MA and NJ, all of which have had a shared services, consolidation and/or dissolution emphasis. Past projects have included serving as principal researcher for shared service/merger feasibility studies for the Village and Town of Perrysburg and the Village and Town of North Collins. His work in the dissolution study for the Village of Seneca Falls helped CGR earn a “Distinguished Policy Research” award from the national Government Research Association.

Mr. Sittig has been with CGR since 2007 except for a brief period in early 2010 working inside the Rochester City School District as a Principal Management Analyst. Prior to joining CGR in early 2007, Mr. Sittig served as an executive pastor focused on strategic change and also as an executive director for a group of physicians serving the poor and underserved, where he helped guide a strategic planning process. Mr. Sittig holds a B.S. in Business Administration and Sociology from Roberts Wesleyan College and a Master of Public Policy from the University of Chicago.

Ana Liss, M.P.A.

Staffing Plan/Key Project Roles: Participate in data collection, analysis of fiscal and operational impacts

Research Associate Ana Liss joined CGR in 2011 after working in several capacities with the Economy League of Greater Philadelphia and the University of Pennsylvania’s Fels Institute of Government. Ms. Liss’ work has focused on researching governance models, inter-municipal collaboration and enhancing regional economic competitiveness.

PROPOSED BUDGET

CGR offers to provide the consulting services described in this proposal for an all-inclusive fixed fee of \$48,000. This all-inclusive fee (covering all consultant fees, travel and miscellaneous expenses) assumes that the Town/Village will pay all costs for legal advertisements and public mailings and notices (as necessary), and will arrange for public meeting spaces. This offer is based upon CGR starting the project in February/March timeframe of 2012. CGR reserves the right to negotiate a different fee and/or timeframe should the Steering Committee request work not anticipated in our proposal, or if the Work Program and/or budget contained in the final LGE agreement between the Town and New York State contains work or project components not identified in or consistent with this proposal.

Our proposed budget assumes CGR participation in a meeting with the Steering Committee five times throughout the project.

This proposal and budget offer are valid for a period of one hundred eighty (180) calendar days from the date of submission.

CONFLICT OF INTEREST STATEMENT

CGR hereby affirms that it – and its employees and any subconsultants – will not seek to participate in this project, either directly or indirectly, except in accordance with the definitive terms of the Request for Proposal or those which may be sequel to it.

STATEMENT ON REQUISITE COVERAGES

CGR has current and up to date insurance coverage for professional liability as a part of a Commercial Package and Umbrella Policy underwritten by Harleysville Insurance Company. In addition, CGR holds Executive Liability policies covering Directors and Officers and Employment Practices with the Traveler's Insurance Company, and a Network Security / Privacy policy (including Internet Media Liability) with Beazley Insurance Company. As a part of a Human Services Liability endorsement, CGR provides for coverage extending to Funders and Grantors who are named as Additional Insureds on CGR policies. General Liability and Professional Liability coverage limits are both \$1,000,000 per occurrence with a \$2,000,000 aggregate limit. Certificates of Insurance naming CGR clients are available and issued upon request.