

Government Reorganization Feasibility Study for the Village of Medina and Surrounding Towns

May, 2011

Prepared for:

The Village of Medina in cooperation with the Towns of Ridgeway and
Shelby

Prepared By:

Medina-Ridgeway-Shelby Study Committee
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EXECUTIVE SUMMARY

For the past year the Medina-Ridgeway-Shelby Study Committee has been exploring options and identifying viable alternatives for increasing government efficiency. This is our final report¹ to the boards of the three local governments and to the greater community, but it only sets the stage for what we envision will be a three-step, multi-year process.

Our major recommendations to the joint boards are to take the following steps:

1. Continue pushing for enhanced shared services, in line with – but extending beyond – what is being done by our local governments today.
 - Key examples are to: 1) establish a shared approach to economic development; 2) establish one water/sewer department for operations; 3) consolidate water billing; 4) have a joint planning/zoning/code enforcement process.
 - Establish the infrastructure needed to achieve these shared services. The foundation for the infrastructure must be determined through cross-government inter-municipal agreements (IMAs) negotiated and approved by the Boards of the Village and the Towns.

¹ There is a companion executive summary to this report entitled *Government Reorganization Feasibility Study for the Towns of Ridgeway and Shelby*. Except for having a different title and NYS Local Government Efficiency (LGE) grant number (T-088813) it is identical to this executive summary. The titles are different to meet state requirements, since the study was funded with two separate LGE grants.

2. Move toward having Medina, Ridgeway and Shelby become a single entity. This is a unanimous recommendation of the Study Committee. If the elected boards agree with the Committee's recommendation and wish to proceed toward having one consolidated government entity, the local governments will need to do further study to work out the details of what to present to voters as a plan for the consolidated entity. This plan should have a high level of detail that will answer many of the implementation questions posed by the community. This plan will also allow voters to understand exactly what a consolidated entity would look like and what changes would be made. Voters in the Village and in each Town must approve the plan in order for it to take effect.
3. The third step, assuming the voters in Medina, Ridgeway and Shelby approve the consolidation plan, is to take approximately one year to eighteen months to carry out all the steps necessary to create the single unified consolidated government.

Based upon the experience of other communities, it is likely the Step 2 study will take about a year from the time it is started to present the plan to the voters. If voters approve the plan it is likely that it will be another 12-18 months before the current Towns and Village cease to exist and the new consolidated entity takes effect.

Thus, this feasibility study represents just the first year of what could be a three-to-four year process.

Our final report is presented in sections that match the sequence of reports as they were given to the community by the Committee. During the past year, we presented the following work products to the community, both through the project web site and in public forums.

- *What Exists Report* – an overview of how the municipalities currently provide services
- *Appendices to the What Exists Report*
 - Map of parcels with double tax for fire service
 - CGR memorandum on courts
 - Comparison of Village DPW and Shelby and Ridgeway highway contracts
 - Inventory of DPW and Highway equipment as provided by the municipalities
 - 2008-2010 budget information for the Village and Towns

- *PowerPoint Presentation to the Public on What Exists*
- *Options Report* – an outline of alternatives for delivering services and functions
- *Appendices to the Options Report*
 - Sub-committee reports
 - DPW-Highway
 - Fire /Ambulance
 - Economic Development/Water/Sewer (including a key memorandum of understanding reached between Medina and Shelby)
 - Police (including response of the Orleans County Sheriff regarding providing service in the Village)
 - Building Usage (including a limited analysis of the estimated fair market value of the Village Clerk’s Building and the Ridgeway Town Hall and also cost estimates and architectural drawings for proposed changes to “City Hall”)
 - Sample IMAs from other local governments in NYS
 - Overview Chart of Codes and Laws
 - *PowerPoint Presentation to the Public on Options* – the final slides summarize public comments from the April 26, 2011 public forum
 - *Other Community Feedback*
 - Summary of public comments made at the May 12, 2011 public forum
 - Public feedback the Committee received via the website, email, standard mail, or comment forms.

To conclude, the Committee is now handing off to each of the Boards this report, which is the culmination of a tremendous amount of work from the folks listed in the Acknowledgements. We sincerely hope that this report will provide a useful strategic planning framework for the three Boards and that it will help the Boards work together to build a stronger, more vibrant community as we move forward into the 21st century.

Acknowledgements

Between spring 2010 and spring 2011, the members of the Medina-Ridgeway-Shelby Study Committee put in a tremendous amount of personal time to explore viable options for improving delivery of government services to residents and taxpayers of the greater community. Committee members follow:

Medina

Ann Bunch
 Don Colquhoun
 Charlie Slack
 Adam Tabelski, Mayor
Alternate: Andrew Meier, Deputy Mayor

Ridgeway

Patty Blackburn
 Nelda Callard
 Rosalind Lind
 Jeffrey Toussaint, Councilman
Alternate: Robin Gardner, Councilman

Shelby

Merle Draper, Supervisor
 Lawrence Fox
 Nathan Pace (*Committee Chair*)
 Howard Watts
Alternate: Ken Schaal, Deputy Supervisor

Six other individuals also provided key support to specific sub-committees appointed by the full Committee. They are:

- Gabrielle Barone – *Economic Development/Water/Sewer*
- Gary Blackburn – *DPW/Highway*
- Mark D’Alba AIA – *Building Usage (re: renovations to “City Hall”)*
- Ed Houseknecht – *DPW/Highway*
- James Watson – *Building Usage (limited analysis of fair market value of Ridgeway Town Hall and Village Clerk’s Building)*
- James Whipple – *Economic Development/Water/Sewer*

In addition to the above six individuals, we thank an Orleans County employee for providing a tremendous amount of information critical to the study – and doing so in an especially timely manner:

- Dawn Allen, Director, Orleans County Real Property Office

The Study Committee and CGR gratefully acknowledge the support we received from municipal employees and the leaders of the community's independent fire companies as we gathered data and information. Although it is not possible to name the many, many employees and fire volunteers who contributed, we especially thank four individuals who went above and beyond to assist us in our work.

They are:

- Brian Napoli, Ridgeway Supervisor
- Peggy Crowley, Village Clerk-Treasurer
- Lynne Johnson, Ridgeway Bookkeeper
- Traci Culver, Shelby Bookkeeper

The Study Committee appreciates all of the many contributions that were made as the Medina-Ridgeway-Shelby community charts a path to the future.

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Website Development – Katherine Bell, Information Systems Manager; Hung Dang, Research Assistant

Project Support – Michael Silva, Research Associate; Hannah Griese, Research Assistant

What Exists Report

Village of Medina and Towns of Ridgeway and Shelby

Prepared for:
Medina-Ridgeway -Shelby Shared Services, Town Merger and
Village Dissolution Feasibility Study Committee

This document was prepared with funds provided by the New York State Department of State under the Local Government Efficiency Grant Program — Grants No. T-088814 and T-088813

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INTRODUCTION

In early 2010, officials in the Village of Medina and the Towns of Ridgeway and Shelby jointly engaged the Center for Governmental Research (CGR) to explore the potential benefits of sharing services, merging the Towns, and/or dissolving the Village.

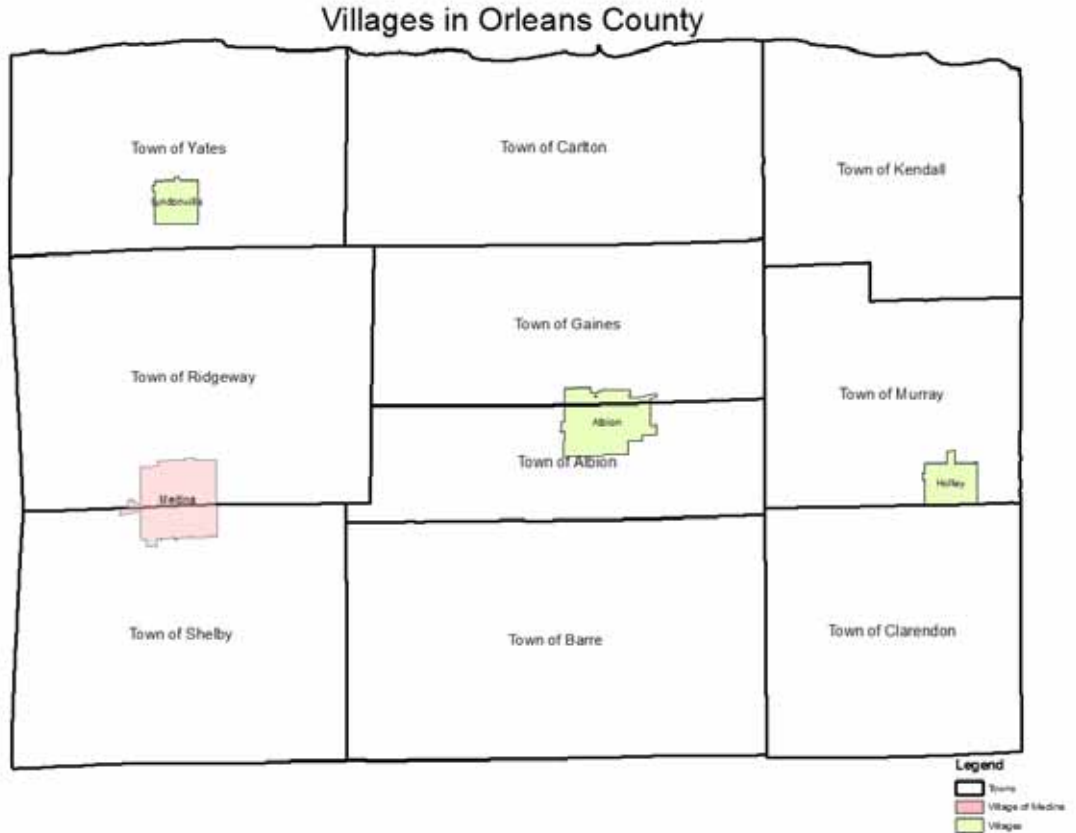
The Towns of Ridgeway and Shelby had successfully applied for NYS Local Government Efficiency (LGE) grant to conduct a merger feasibility study. (LGE grants are overseen by the New York State Department of State.) At the same time the Village was awarded an LGE grant to explore Village dissolution and assess other viable options of streamlining government. The three boards agreed to conduct the studies simultaneously, with the studies comprising a single integrated project. The Center for Governmental Research (CGR) was engaged as the project consultant.

Initially the three boards comprised a temporary study committee. In May 2010, the boards named an official study committee consisting of citizens and elected officials, with four representatives and an alternate from each community. The boards tasked this committee with studying the feasibility of a) sharing services, b) dissolving the Village and c) merging the Towns, with or without dissolving the Village.

This report provides the official Study Committee, which began its work in summer 2010, an overview of municipal services and financial information for Medina, Ridgeway and Shelby. This overview is the study's Draft "What Exists" report, and presents relevant metrics on size, structure, finances and operations for the Village and both Towns. This report establishes the foundational understanding of how the Towns and Village currently deliver and fund services, and will also serve as the information baseline for examining options for the future.

History, Size and Structure

The Towns are located in southwestern Orleans County and each incorporates a portion of the Village. Together the three municipalities serve about 11,700 residents living in a 97-square mile area. The Village is a small portion of this area (3.3 square miles) but its residents account for 52% of the overall population. The Village is one of four villages in Orleans County, but the only one not predominantly associated with a single town.

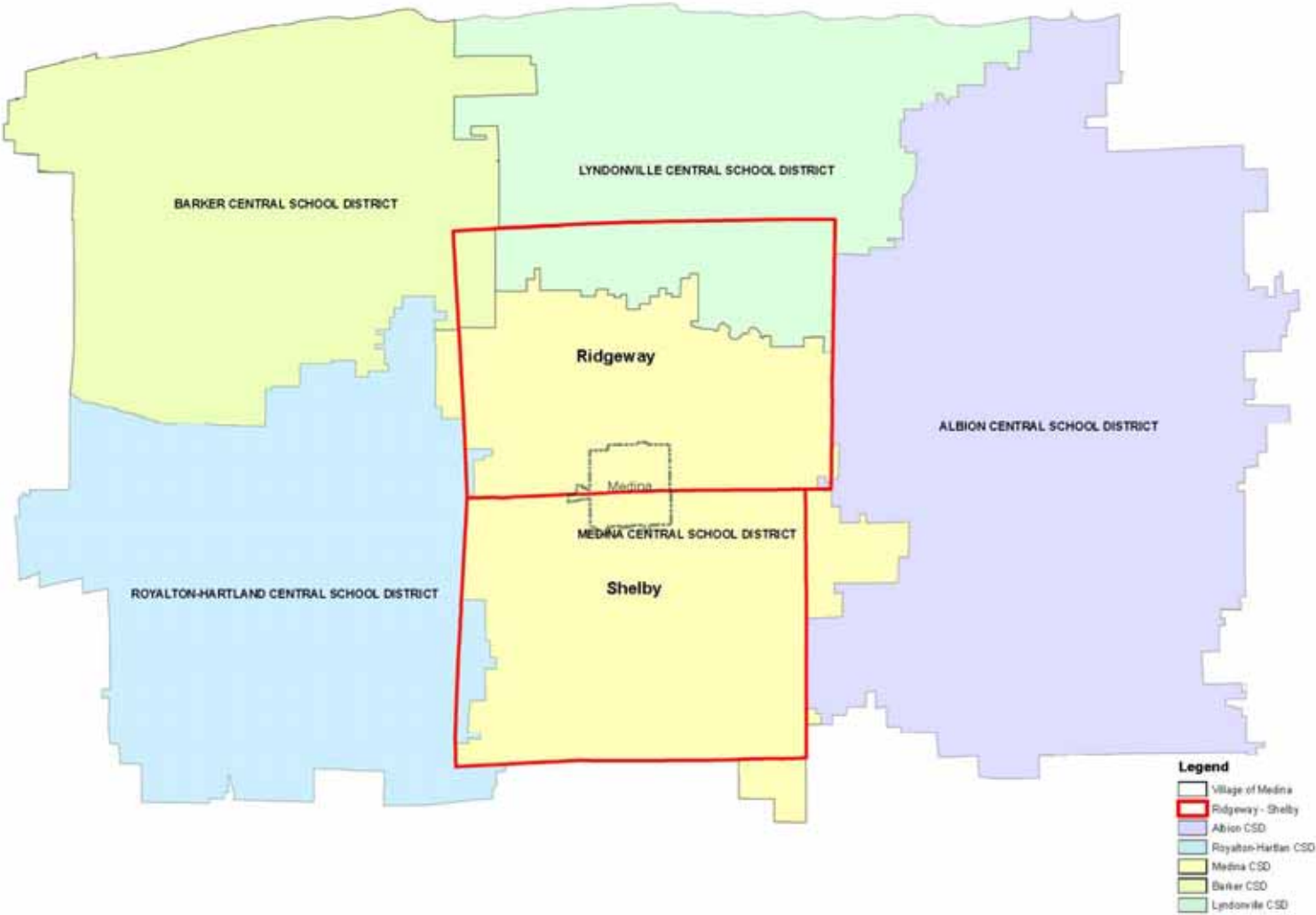


The Town of Ridgeway, which dates to 1812, originally contained all of the land now encompassed by the three municipalities, plus what are now the Towns of Barre, Carlton, Gaines and Yates. In 1818, by act of the State Legislature, a part of Ridgeway became the Town of Shelby. In the 1820s, after it became known that the Erie Canal would run through what is now Medina, the area was surveyed. In 1832 the Village incorporated, creating an entity contained wholly within and divided nearly equally between the two Towns – and also creating a complex municipal structure.¹

The map on the next page shows the Towns and Village, along with the five school districts that serve the area. The school districts are not part of the shared services/merger/dissolution feasibility study but are shown on the map to illustrate the complexity of the multi-layered government structure that is common in New York. The map would be more illustrative (but too complex to read at this scale) if the fire districts, water districts, sewer districts and lighting districts were also shown.

¹ Throughout this study CGR will refer to the areas outside the Village as Town-outside-Village (TOV), or more specifically as Ridgeway TOV or Shelby TOV.

The 5 School Districts in the Towns of Ridgeway and Shelby

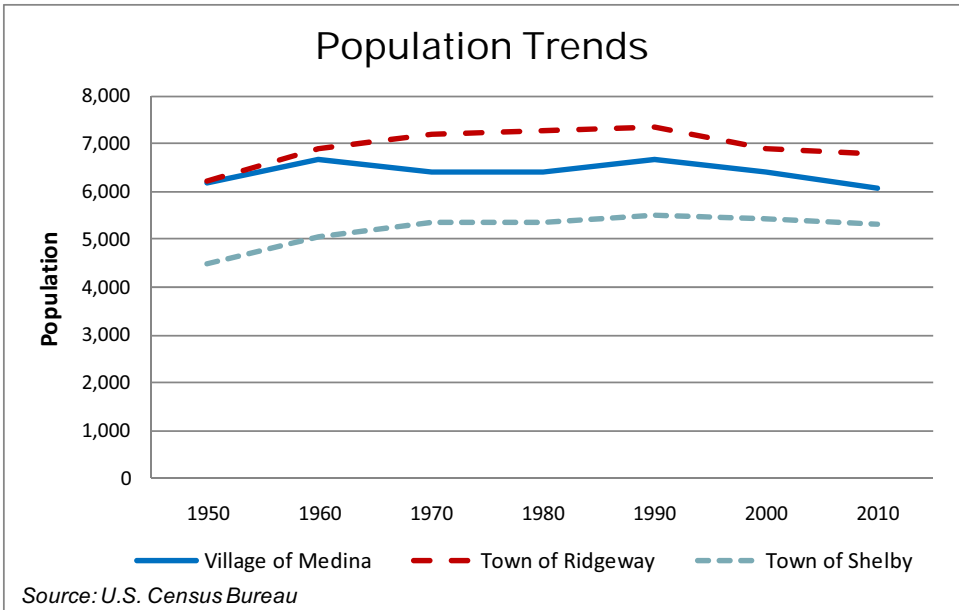


POPULATION TRENDS

As Table 1 shows, the population peak for the Village and Towns occurred in 1990. For the past 20 years the overall population in the Village and Towns has slowly declined. (Peak and current estimates are highlighted below.)

	Village	Ridgeway TOV	Shelby TOV	Ridgeway Total	Shelby Total	Combined
1950	6,179	N/A	N/A	6,217	4,485	10,702
1960	6,681	N/A	N/A	6,911	5,051	11,962
1970	6,415	N/A	N/A	7,209	5,366	12,575
1980	6,392	N/A	N/A	7,278	5,361	12,639
1990	6,686	3,389	2,775	7,341	5,509	12,850
2000	6,415	3,168	2,723	6,886	5,420	12,306
2010	6,065	3,337	2,697	6,780	5,319	12,099

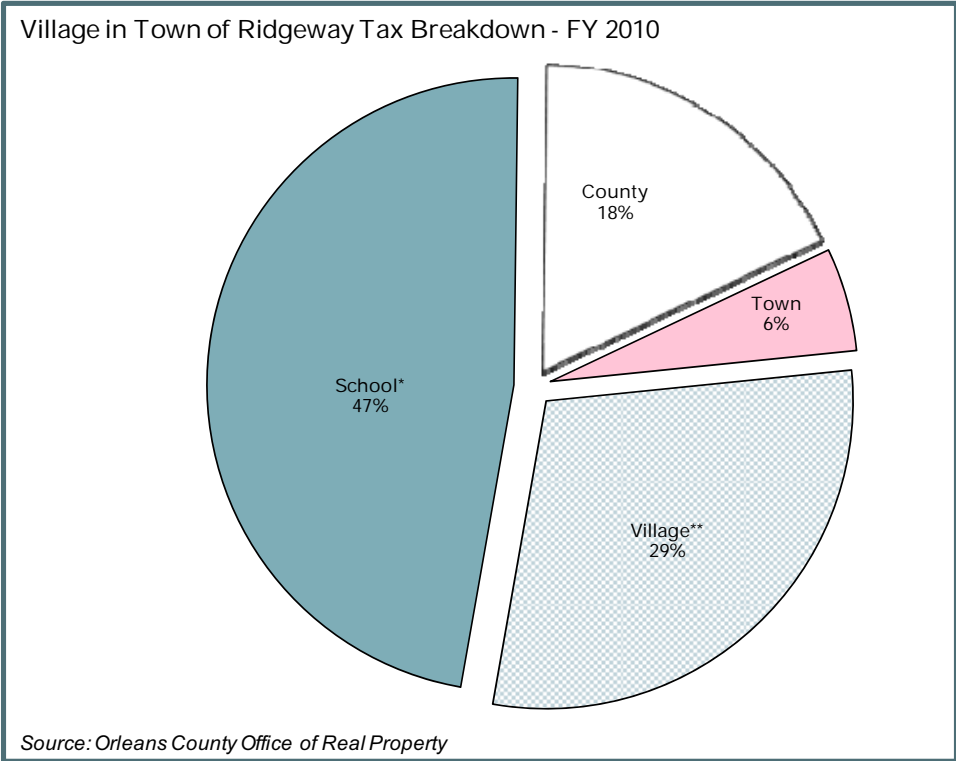
Source: U.S. Census Bureau



WHERE YOUR TAX DOLLARS GO

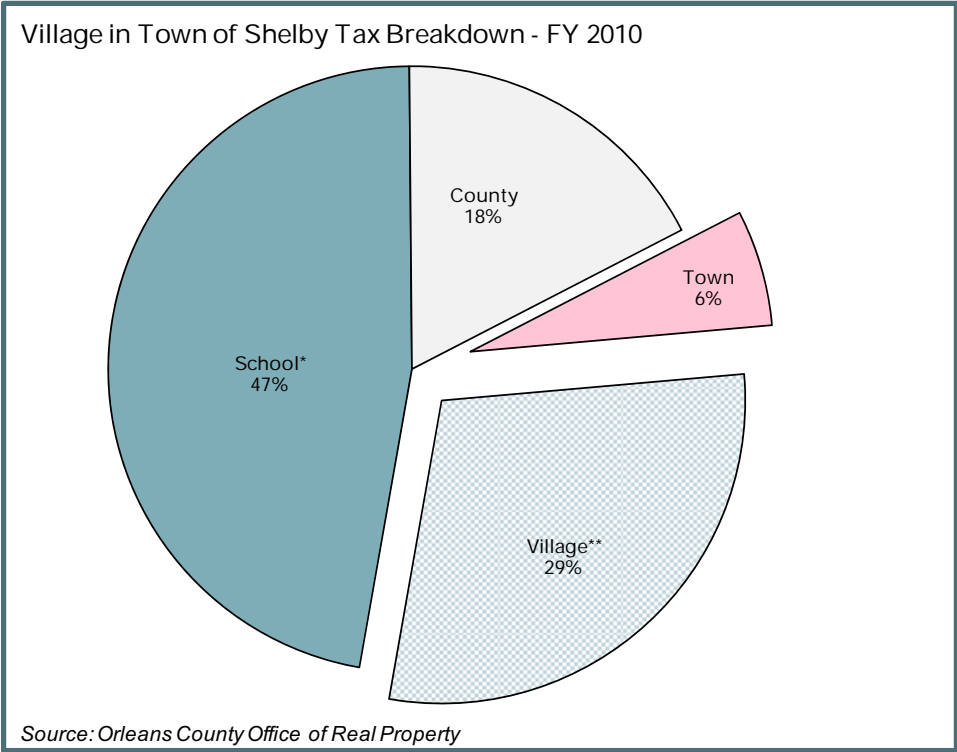
Charts 1-4 on the following pages highlight the percentage of total taxes paid to the various layers of government that impact the Medina/Ridgeway/Shelby community (excluding state and federal taxes). The largest single influence on taxes for a Village, Ridgeway or Shelby taxpayer is school taxes. As the pie charts illustrate, the next biggest influence on taxes depends on where the taxpayer lives.

CHART 1



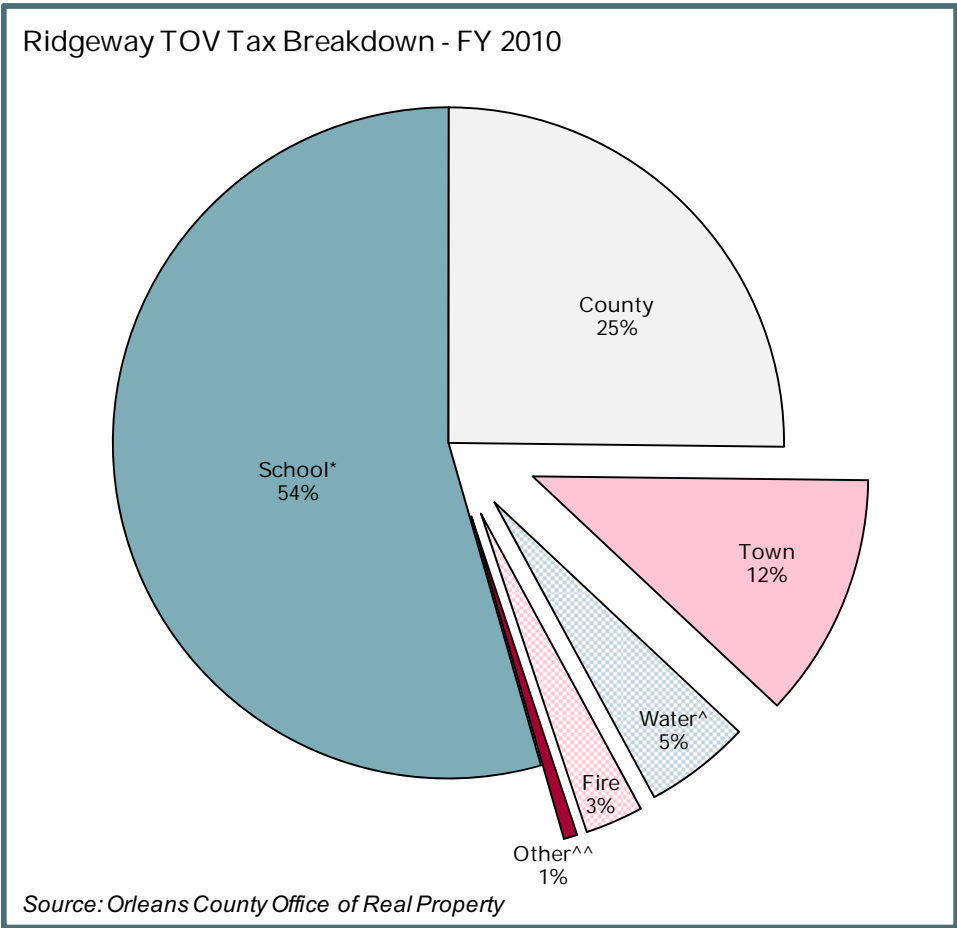
* Medina Central School District
** Water, sewer and fire are part of Village taxes

CHART 2



* Medina Central School District
** Water, sewer and fire are part of Village taxes

CHART 3

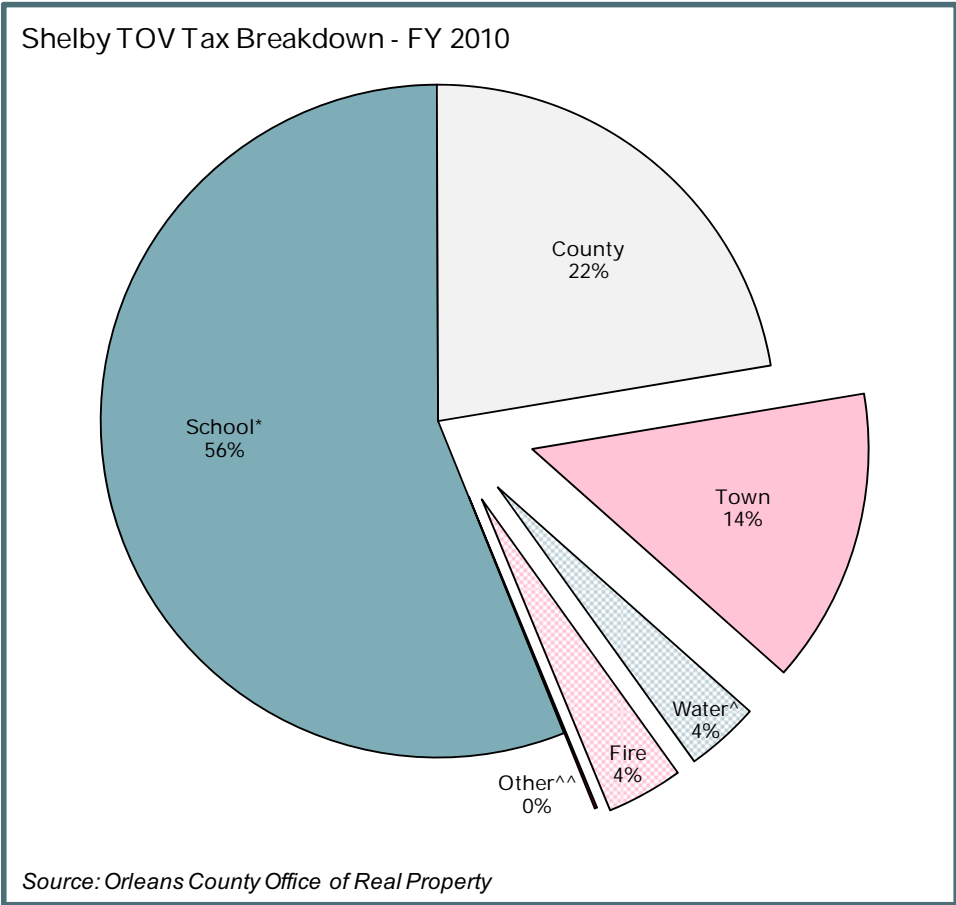


* Because several school districts draw from Ridgeway TOV, the average tax levy was computed by averaging tax rates from five school districts: Medina CSD, Albion CSD, Lyndonville CSD, Barker CSD, and Royalton-Hartland CSD.

^ Ridgeway TOV has 11 water districts. Customers are metered and billed for water usage separately but pay debt service as a special district tax on their Town tax bill. Water tax rates are an average of all districts.

^^ Other = Knowlesville street lighting and Knowlesville sewer district

CHART 4



* Because two different school districts draw from Shelby TOV, the average tax levy was computed by averaging tax rates from both school districts: Medina CSD and Royalton-Hartland CSD.

^ Shelby TOV has nine water districts and bills quarterly for usage and district debt service. For purposes of equivalent comparison with the Ridgeway TOV, which bills debt services as a special district tax, CGR blended the debt service charge for all districts to determine what percent water is of Shelby TOV taxes.

^^ Other represents a blended rate for the Shelby and Millville street lighting districts.

COMPLEXITY IS FOUND IN LOCAL TAX RATES

Table 2 illustrates the many layers of taxation in the municipalities.

TABLE 2 Complexity of Local Tax Rates (Tax rate per \$1000)				
	VILLAGE		TOV	
	Ridge way	Shelby	Ridge way	Shelby
County	9.299	9.256	9.317	9.267
Town	2.846	3.282	4.371	5.872
Village	15.375	15.375	-	-
School				
Medina CSD	24.820	24.821	24.820	24.821
Albion CSD	-	-	17.937	-
Lyndonville CSD	-	-	20.072	-
Barker CSD	-	-	16.430	-
Royalton-Hartland CSD	-	-	21.522	21.522
Fire				
Ridge way Fire 1	-	-	1.036	-
Shelby Fire 1	-	-	-	1.518
Lighting				
Ridge way Light 1	-	-	0.484	-
Shelby Light District	-	-	-	0.520
Millville Light District	-	-	-	0.590
Water				
County Line Water*	-	-	1.538	-
Rte. 31E Water**	-	-	0.659	-
Ridge way Water 2	-	-	134.589/unit	-
Ridge way Water 3	-	-	174.149/unit	-
Ridge way Water 4	-	-	308.931/unit	-
Ridge way Water 5	-	-	228.024/unit	-
Ridge way Water 6	-	-	313.093/unit	-
Ridge way Water 7	-	-	187.257/unit	-
Ridge way Water 8	-	-	151.14/unit	-
Ridge way Water 9	-	-	190.674/unit	-
Ridge way Water 10	-	-	352.273/unit	-
Shelby Water 1	-	-	-	100.000/unit
Shelby Water 2	-	-	-	325.000/unit
Shelby Water 3	-	-	-	200.000/unit
Shelby Water 4	-	-	-	240.000/unit
Shelby Water 4B	-	-	-	280.000/unit
Shelby Water 6	-	-	-	246.000/unit
Shelby Water 7	-	-	-	310.000/unit
Shelby Water 8	-	-	-	317.000/unit
Shelby Water 9	-	-	-	new district
Shelby out of district	-	-	-	100.000/unit
Knowlesville Sewer	-	-	302.33/unit	-
Recycling/Waste prg.	159.020/unit	159.020/unit	159.020/unit	159.020/unit

Sources: Orleans County Office of Real Property, Local Tax Bills

* County Line Water District also assessed a \$119.388 per unit fee

** Rte. 31E Water District also assessed a \$77.540 per unit fee

A Note about Table 2

County tax rates vary slightly (about four cents per \$1,000) between the Ridgeway and Shelby portions of the Village because of chargebacks for County-provided services that are included when the Orleans County Real Property Office computes tax rates. The County, for example, charges \$1.25 per parcel for running the assessor and tax rolls and tax bills for the 10 towns in Orleans County, and when a village is involved computes taxes based on parcels within the village and in the town outside village. Since Shelby has fewer parcels inside the Village of Medina (972) than Ridgeway has inside the Village (1,414), the cost is lower for Shelby taxpayers. The County also pays for assessor software for all 10 towns in Orleans County, and charges back this cost to taxpayers on County tax bills. The amount the County charges Shelby is lower than Ridgeway’s charge (\$862 vs. \$1,300), because the Towns of Shelby and Yates are in a Coordinated Assessment Program (CAP) and the charges are based on parcel counts of the CAP rather than the parcel counts of the Town. These and other miscellaneous items account for the small difference in the County tax rates between the Ridgeway and Shelby portions of the Village of Medina.

Each Town’s Portion of Taxable Assessed Valuation in the Village is Similar

Based on the following information, provided by the Orleans County Real Property Office, the Towns have comparable percentages of taxable assessed valuations (TAV) in the Village. There are, however, significant differences in the number of parcels each Town has on its assessment rolls.

	Shelby	Ridgeway
% TAV in the Village	42.25%	44.13%
# of Village parcels	972	1,414
# parcels outside Village	1,338	1,736

Significant Differences in % of Tax Exempt Properties

The percentage of property that is tax exempt varies significantly between the three municipalities. Based on information from the Orleans County Real Property Office, as of the 2009 assessment roll³:

- 26.4% of the property in the Village is tax exempt, which leaves \$166 million of net taxable property in the Village.
- 18.5% of the property in the Town of Ridgeway is tax exempt, which leaves \$211 million of net taxable property in Ridgeway.
- 39.5% of the property in the Town of Shelby is tax exempt, which leaves nearly \$171 million in net taxable property in Shelby.

Value of a Penny on the Tax Rate Varies

Because the Village and Towns have different net property valuations across which to spread their respective tax levies, each penny of tax rate generates a different amount of revenue for each local government. One helpful way to present the different levy and taxable valuation contexts of the Village and Towns is to look at the “value of a penny” on the tax rate in each entity (2009-10 for the Village, 2010 for the Towns).

Increasing the tax rate per \$1000 of assessed valuation by a penny would have the following impact:

- Village – raising the rate from \$15.38 to \$15.39 would generate \$1,660 additional revenue for the Village.
- Ridgeway – if Ridgeway raised the tax rate outside the Village from \$4.37 to \$4.38, the Town would gain additional revenue of \$1,180. But by extending the penny increase to include Medina taxpayers as well (raising the Town tax rate in the Village from \$2.85 to \$2.86) Ridgeway would generate total new revenue of \$2,112.
- Shelby – if Shelby raised the tax rate outside the Village from \$5.87 to \$5.88, the Town would gain additional revenue of \$985. However, if Shelby also extended the penny increase to include its Medina taxpayers (raising the Town tax rate in the Village from

³ 2010 taxes are based on 2009 assessment rolls

\$3.28 to \$3.29) Shelby would generate total new revenue of \$1,705.

This means that if Ridgeway or Shelby (or both) increase their tax rates to all their taxpayers by a penny per \$1,000, each Town will generate more in additional revenue than the Village if it raises the tax rate an equivalent amount.

BUDGETARY SUMMARY

The next section of this report highlights key budgetary information for the Village and Towns.

Municipal Budgets and Tax Levies

Table 3 shows the municipal budgets (2009-10 for the Village and 2010 for the Towns) that are being examined as part of the feasibility study. The Study Committee will need to look for ways to streamline the cost of government, as represented in the tax levies shown.

	Total Budgeted Expenditures*	% of Total	Tax Levy**	% of Total
Village	\$7.712	64%	\$2.553	62%
Ridgeway	\$2.115	17%	\$0.781	19%
Shelby	\$2.309	19%	\$0.814	20%
Total	\$12.137	100%	\$4.148	100%

Source: Town and Village budgets, Orleans County Office of Real Property

*Excludes capital projects. CGR notes the Village has a significant highway project (Gwinn Street) that it decided to do with staff rather than outsource, so costs for this project are included above.

** Does not include special district taxes

Common Expenditures for the Village and Both Towns

The process for identifying ways to simplify delivery of services or opportunities for efficiencies begins by looking at those areas where all the municipalities spend money (Table 4A).

Approximately \$11.22 million in combined Village, Ridgeway and Shelby expenditures occur in functions common to all three entities. Of this total, 61% (\$6.81 million) is attributed to Village expenditures, 19% (\$2.12 million) to Ridgeway and 20% (\$2.29 million) to Shelby. The largest common expenditures (excluding debt service) occur in highway, water, employee benefits, sewage, fire protection and ambulance. The \$11.22 million in common expenditures represents 92% of all general appropriations in the Village and Towns.

The Committee, with support from the study consultant, will examine these areas to help define options for the future that will create more effective and efficient government service delivery.

	Village	Ridgeway	Shelby	Combined	<i>% of Total</i>
Highway	\$0.782	\$0.856	\$0.754	\$2.392	21.3%
Water	\$1.158	\$0.282	\$0.215	\$1.655	14.7%
Employee Benefits	\$1.018	\$0.235	\$0.286	\$1.540	13.7%
Sewage	\$1.487	\$0.032	\$0.003	\$1.522	13.6%
Debt Service	\$0.455	\$0.225	\$0.159	\$0.838	7.5%
Fire Protection	\$0.338	\$0.118	\$0.217	\$0.673	6.0%
Ambulance	\$0.507	\$0.005	\$0.006	\$0.518	4.6%
Shared Services *	\$0.279	\$0.024	\$0.140	\$0.443	4.0%
Special Items ^	\$0.156	\$0.066	\$0.142	\$0.364	3.2%
Municipal Staff^^	\$0.054	\$0.074	\$0.155	\$0.283	2.5%
Finance	\$0.092	\$0.052	\$0.061	\$0.206	1.8%
Judicial	\$0.069	\$0.025	\$0.029	\$0.124	1.1%
Recreation	\$0.097	\$0.006	\$0.006	\$0.108	1.0%
Code Enf/Planning/Zoning **	\$0.129	\$0.051	\$0.043	\$0.224	2.0%
Cemetery Services	\$0.077	\$0.006	\$0.002	\$0.085	0.8%
Executive	\$0.008	\$0.025	\$0.043	\$0.076	0.7%
Traffic Control	\$0.044	\$0.010	\$0.005	\$0.059	0.5%
Legislative	\$0.017	\$0.015	\$0.019	\$0.051	0.5%
Public Health Programs	\$0.031	\$0.001	\$0.001	\$0.033	0.3%
Animal Control	\$0.011	\$0.003	\$0.002	\$0.016	0.1%
Culture ^^^	\$0.004	\$0.002	\$0.003	\$0.010	0.1%
Total	\$6.813	\$2.115	\$2.291	\$11.219	100.0%

Source: 2009-10 Village budget and 2010 Town budgets

* Includes costs related to buildings, central print and mailing, etc.

** Includes everything budgeted under General Environment and Other Public Safety

^ Includes insurance, municipal association fees, some budgeted contingent funds

^^ Includes expenditures for municipal clerks, attorneys, engineers, records management and elections

^^^ Includes costs related to historian, celebrations, and in the case of the Village also \$2,000 contribution to the senior center for adult recreation

Other Expenditures Common to Any Two Municipalities

Another step in identifying ways to simplify delivery of services or opportunities for efficiencies includes looking at the areas where at least two municipalities spend money. Table 4B summarizes these expenditures.

	Village	Ridgeway	Shelby	Combined	<i>% of Total</i>
Economic Development	\$0.015	-	\$0.015	\$0.030	3.5%
Law Enforcement	\$0.825	-	\$0.002	\$0.827	96.5%
Total	\$0.840	\$0.000	\$0.017	\$0.857	100.0%

Source: 2009-10 Village budget and 2010 Town budgets

Note: Law enforcement expenses for Shelby involve expenses for constables for the Shelby Town Court. The Town of Ridgeway, for FY 2010, also budgeted \$2,000 for constable expenses for its Town Court. Ridgeway's expenses appear under Table 4A because they are budgeted as "judicial" expenses rather than as "law enforcement" expenses.

Expenditures Affecting Only One Municipality

Table 4C summarizes expenditures that affect only one municipality. The Committee will not focus on these areas in any significant way since they offer no significant opportunities for potential savings.

	Village	Ridgeway	Shelby	Combined	<i>% of Total</i>
Shade Trees	\$0.054	-	-	\$0.054	91.9%
Off-Street Parking	\$0.004	-	-	\$0.004	6.4%
Sheriff DARE Program	-	-	\$0.001	\$0.001	1.7%
Total	\$0.058	\$0.000	\$0.001	\$0.059	100.0%

Source: 2009-10 Village budget and 2010 Town budgets

Village and Town Revenues

Without Showing Impact of Use of Fund Balances and Short-Term Borrowing

As shown in Table 5, the Village and two Town budgets contain anticipated all funds revenues of \$10.66 million excluding fund balances, which is lower than budgeted expenditures (\$12.14 million). (As shown in the next section, the difference is more than made up by fund balances and short-term borrowing totaling \$1.52 million.)

The breakdown of revenues between municipalities is similar to that of expenditures, with 63% (\$6.75 million) being Village revenues, 18% (\$1.91 million) being Ridgeway revenues, and the remaining 19% (\$2.01 million) being Shelby revenues.

TABLE 5

Budgeted Revenues excl. Fund Balances & BANs ⁴ - FY 2010 (Dollars in millions)				
	Village	Ridgeway	Shelby*	Total
General	\$4.463	\$0.505	\$0.567	\$5.535
General TOV	-	\$0.019	\$0.054	\$0.073
Highway	-	\$0.445	\$0.383	\$0.828
Highway TOV	-	\$0.360	\$0.435	\$0.796
Fire	-	\$0.129	\$0.217	\$0.346
Street Lighting	-	\$0.003	\$0.005	\$0.008
Water	\$1.386	\$0.420	\$0.342	\$2.148
Sewer	\$0.897	\$0.026	-	\$0.923
Special Cemetery**	-	\$0.002	\$0.000	\$0.002
Total	\$6.745	\$1.909	\$2.004	\$10.657

Source: 2009-10 Village budget and 2010 Town budgets

* Excludes budgeted capital revenues of \$3,000

** Shelby has revenue of \$200 budgeted for Special Cemetery

With regard to revenues, the largest category for all three municipalities is the local real property tax:

⁴ BANs are typically issued as short-term debt instruments. If they cannot be paid back within one year, they must be refinanced for another year. Bonds are used as long-term debt instruments.

- The Village generates \$2.55 million from real property taxes or 58% of all its general revenue (includes highway and fire but excludes fund balances, water and sewer).
- Ridgeway generates about \$781,000 from real property taxes, or 59% of its general and highway revenues, excluding fund balances, from this local tax. Fire protection is a separate tax in the Town. The amount raised for fire protection through real property taxes in the current year is about \$129,000.
- Shelby generates nearly \$815,000 from real property taxes, or 57% of its general and highway revenues, excluding fund balances. Fire protection is a separate tax in the Town. The amount raised for fire protection through real property taxes in the current year is nearly \$217,000.

Showing Impact of Use of Fund Balances and BANS to Balance Budgets

TABLE 6

Budgeted Revenues incl. Fund Balances & BANS - FY 2010 (Dollars in millions)				
	Village	Ridgeway	Shelby	Total
General	\$5.052	\$0.519	\$0.797	\$6.368
General TOV	-	\$0.073	\$0.076	\$0.148
Highway	-	\$0.507	\$0.409	\$0.917
Highway TOV	-	\$0.338	\$0.461	\$0.799
Fire	-	\$0.129	\$0.217	\$0.346
Street Lighting	-	\$0.003	\$0.005	\$0.008
Water	\$1.410	\$0.512	\$0.342	\$2.264
Sewer	\$1.301	\$0.033	-	\$1.333
Special Cemetery	-	\$0.002	\$0.002	\$0.003
Total	\$7.762	\$2.115	\$2.309	\$12.187

Source: 2009-10 Village budget and 2010 Town budgets

For fiscal year 2010, the percent of general and highway revenue generated from real property taxes, if fund balances and short term borrowing are also taken into account, are: Village – 50%; Ridgeway – 54%; and Shelby – 47%.

FUND BALANCES

At the end of every fiscal year, every municipality either over or under spends relative to the revenue it receives. These surpluses or negative amounts are reported by accountants as fund balance⁵, which are listed separately for different funds (e.g., general, water, sewer).

According to the Government Finance Officers Association (GFOA), the adequacy of unreserved fund balance in the general fund should be assessed based upon a government's own specific circumstances.

However, GFOA recommends that at a minimum a local municipality, regardless of size, should have approximately two months of expenditures on reserve in order to properly manage financial affairs for the community. That equates to about 5% to 15% of regular general fund operating revenues.⁶

Fund balances for Medina, Ridgeway and Shelby are shown in Table 7.

⁵ Fund balance = the net assets of governmental funds calculated on a budgetary basis, calculated based on all previous years' surpluses and/or deficits. Fund balance is of two basic types: reserved for specific purposes, or unreserved and therefore available to be used within the governmental fund.

⁶ <http://www.gfoa.org/downloads/caafr-appropriate-level.pdf>

TABLE 7

Fund Balances - Excluding Capital		
	Fund/Purpose	Fund Balance
Village of Medina (as of 5-31-09)	General [^]	\$406,581
	Water	\$660,072
	Sewer ^{^^}	\$339,165
	Total	\$1,405,818
Town of Ridgeway (as of 12-31-09)	General	\$411,930
	General TOV	(\$15,818)
	Highway	\$190,847
	Highway TOV	\$97,250
	Fire	\$13,321
	Lighting	\$8,849
	Water	\$274,516
	Sewer	\$26,080
	Tanner Cemetery	\$2,824
	Total	\$1,009,798
	<i>Total excluding districts, cemeteries *</i>	<i>\$684,209</i>
Town of Shelby (as of 3-31-10)	General	\$899,907
	General TOV	\$115,532
	Highway	\$253,275
	Highway TOV	\$360,724
	Lighting	\$20,935
	Water ^{**}	\$340,231
	Millville Cemetery	\$4,187
	Total	\$1,994,791
	<i>Total excluding districts, cemeteries *</i>	<i>\$1,629,438</i>

Source: Town and Village Governments

[^] Includes fund balance of \$127,808, street reserves of \$166,135, and equipment reserves of \$112,638

^{^^} Includes fund balance of \$291,936 and repair reserves of \$47,229

* Town districts = fire, lighting, water, sewer. Total also excludes capital fund balance of \$713,662 in Ridgeway and \$162,834 in Shelby

** Shelby water district fund balance is as of 2-28-10

DEBT LEVELS

The Village and Towns carry debt loads that have been financed either through the issuance of bonds or bond anticipation notes (BAN's). Costs for debt service are captured in each fund's annual budget. While every property taxpayer in the Village pays for general fund debt, only users of water and sewer services pay for the debt associated with each of these funds. (Note: 100% of the Village has water, and almost all of the Village has sewer service.) The Towns are similar with debt being financed by taxpayers according to the fund in which the debt is tracked.

Debt levels for the Village and Towns are shown in Table 8.

TABLE 8

Outstanding Debt - FY 2010		
	Fund/Purpose	Outstanding
Village of Medina (as of 3-31-10)	General*	\$1,315,684
	Water	\$943,861
	Sewer	\$1,380,893
	Total	\$3,640,438
Town of Ridgeway (as of 12-31-09)	Rt. 31E Water District	\$72,000
	County Line Water District	\$85,002
	Water District 2	\$270,000
	Water District 3	\$630,200
	Water District 4	\$1,204,500
	Water District 5	\$477,900
	Total	\$2,739,602
	<i>Total excluding Water Districts</i>	<i>\$0</i>
Town of Shelby (as of 6-1-10, except Bates Road as of 8-11-10)	General**	\$432,000
	Water District 1	\$12,000
	Water District 2	\$64,600
	Water District 3	\$160,500
	Water District 4-A	\$164,900
	Water District 4-B	\$203,700
	Water District 6	\$95,200
	Water District 7	\$295,200
	Water District 8	\$305,000
	Water District 9	\$446,000
	Bates Road Project***	\$31,000
	Total	\$2,210,100
	<i>Total excluding Water Districts</i>	<i>\$463,000</i>

Source: Town and Village Governments

Note: For Town of Shelby, \$236,000 is for the Town Hall; \$196,000 is for Salt Storage

*General debt for Village consists of a) Bonds, \$956,690; b) BANs, \$346,879; c) NYS Loan, \$12,115

** General debt for Shelby includes \$236,000 for the Town Hall; \$196,000 for salt storage building

***Bates Road Project is covered by special PILOT agreement. The \$31,000 shown will be paid off by January 2011 when the Orleans County IDA receives and forwards next payment from Western New York Energy.

MUNICIPAL EMPLOYEES

Employee Benefits

Based on information compiled by the Village and Towns, CGR calculated the cost of employee benefits for each municipality (Table 9A). In addition, in Table 9B-D, we show how the costs of benefits are allocated (e.g., to Village taxpayers, Townwide taxpayers, Town-outside-Village (TOV) taxpayers, Town water district users).

What Is and Is Not Included in Overall Benefit Information

Table 9A includes Village and Town fiscal year 2010 estimated employee Social Security; NYS retirement; and medical⁷, worker's compensation, disability and unemployment insurance. It does not include fringe benefits such as longevity, training pay, unused sick time, residence stipends, holiday pay, clothing allowances, and shift premiums. Most of these types of fringe benefits only involve employees covered by union contracts (i.e., Village police; Village fire/ambulance employees; and Village DPW and Town Highway staff members). This report addresses these fringe benefits in later sections devoted to discussions of these specific functional areas.

TABLE 9A

Employee Cost FY 2010				
By Municipality				
	Village	Ridgeway	Shelby	Total
Total Employee Salary*	\$2,220,559	\$428,167	\$466,315	\$3,115,041
Total Benefits Paid	\$802,121	\$181,385	\$201,211	\$1,184,717
Benefits as a % of Salary	36.1%	42.4%	43.1%	38.0%

Note: Medina totals based on 2009-10 budget; Ridgeway and Shelby based on 2010 budgets.

*Overtime included

⁷ Including any payments an employee receives in lieu of receiving medical insurance, and dental or optical insurances, if applicable

What Is Shown in the Benefit Allocation Charts

At the study consultant's request, the Village and Towns provided detailed estimates for major employee benefits categories for fiscal year 2010 (e.g., any medical-related insurance, NYS retirement, and Social Security payments) and identified how these costs are allocated. The breakdown for the Village is shown in Table 9B, for Ridgeway in Table 9C and for Shelby in Table 9D.

TABLE 9B

Village of Medina Benefits Cost - FY 2009-10 Budget					
By How Allocated					
	General	Water	Sewer	TOTAL	% of Total
Mayor	\$459			\$459	0.1%
Village Trustees	\$918			\$918	0.1%
Clerk-Treasurer's Office	\$22,167	\$27,306	\$21,981	\$71,454	8.9%
DPW Administration	\$21,066			\$21,066	2.6%
DPW Staff	\$96,965			\$96,965	12.1%
Fire	\$218,307			\$218,307	27.2%
Police*	\$252,376			\$252,376	31.5%
Court	\$22,309			\$22,309	2.8%
Code Enforcement	\$20,681			\$20,681	2.6%
Water Administration		\$13,652		\$13,652	1.7%
Water Staff		\$47,031		\$47,031	5.9%
Sewer Administration			\$8,106	\$8,106	1.0%
Sewer Staff			\$28,797	\$28,797	3.6%
Total	\$655,248	\$87,990	\$58,883	\$802,121	100.0%

*Police total includes part-time animal control officer, whose benefits (\$796) = Social Security

Note: Table 9B does not include fringe benefits such as longevity, training pay, unused sick time, residence stipends, holiday pay, clothing allowances, and shift premiums.

TABLE 9C

Town of Ridgeway Benefits Cost - FY 2010 Budget					
By How Allocated					
	Townwide	TOV	Water District	TOTAL	% of Total
Assessor's Office	\$26,295			\$26,295	14.5%
Town Board	\$6,689			\$6,689	3.7%
Supervisor's Office	\$3,225			\$3,225	1.8%
Finance (Budget)	\$251			\$251	0.1%
Clerk's Office	\$41,019			\$41,019	22.6%
Animal Control	\$244			\$244	0.1%
Court	\$8,107			\$8,107	4.5%
Highway Administration*	\$23,560			\$23,560	13.0%
Highway Staff	\$43,200	\$19,481		\$62,681	34.6%
Code Enf & Planning/Zoning		\$2,654		\$2,654	1.5%
Registrar of Vital Statistics		\$116		\$116	0.1%
Water			\$6,544	\$6,544	3.6%
Total	\$152,590	\$22,251	\$6,544	\$181,385	100.0%

*Highway Admin cost includes water superintendent health expense of about \$16,400, which will not appear in 2011, due to retirement of employee who helped transition the recently elected Highway Superintendent so he had time to acquire needed water certifications.

Note: Table 9C does not include fringe benefits such as longevity, training pay, unused sick time, residence stipends, holiday pay, clothing allowances, and shift premiums.

Table 9D

Town of Shelby Benefits Cost - FY 2010 Budget					
By How Allocated					
	Townwide	TOV	Water District	TOTAL	% of Total
Assessor's Office	\$6,572			\$6,572	4.6%
Town Board	\$1,363			\$1,363	1.0%
Supervisor's Office	\$1,511			\$1,511	1.1%
Finance (Budget)	\$1,907			\$1,907	1.3%
Clerk's Office	\$21,362			\$21,362	15.0%
Animal Control	\$31			\$31	0.0%
Court	\$2,581			\$2,581	1.8%
Highway Administration	\$23,671			\$23,671	16.6%
Highway Staff	\$42,962	\$37,883		\$80,844	56.6%
Code Enf & Planning/Zoning		\$2,589		\$2,589	1.8%
Water Administration		\$0	\$280	\$280	0.2%
Total	\$101,958	\$40,472	\$280	\$142,710	100.0%

Note: Table 9D does not include fringe benefits such as longevity, training pay, unused sick time, residence stipends, holiday pay, and shift premiums.

Employee Staffing

Full and part-time employees for which the employee benefits were calculated are shown below in Table 9E. Notes to the chart appear on the following page.

TABLE 9E

Employee Staffing FY 2010				
	Medina	Ridgeway	Shelby	Combined
Mayor/ Supervisor	1 PT	1 PT	1 PT	3 PT
Bookkeeper	0	1 PT	1PT	2 PT
Legislative Board	4 PT	4PT	4 PT	12 PT
Town Clerk / Village Clerk-Treasurer	1	1	1	3
Deputy Clerk or Clerk-Treasurer	1	1	3 very, very PT	about 2.25 FTE
Clerk Assistant	1 PT	0	0	about 0.5 FTE
Assessor	0	1	<2/3 of 1 FTE	1.6 FTE
Assessor Clerk	0	1/3 of 1 FTE	1 very PT	about 0.5 FTE
Highway/ DPW Superintendent	1	1	1	3
Deputy Highway/ DPW Superintendent	1	0	0	1
Highway/ DPW MEO	8	4	4	16
Highway Mechanic	1	0	0	1
Highway Water Meter Reader	1	0	0	1
Highway/DPW Laborer	0	1 PT	0	about 0.4 FTE
Highway/DPW Seasonal	2 PT	0	3 PT	< 1.0 FTE
Highway/DPW Clerk	1	6 hours / month	1-2 hours / week	about 1.1 FTE
Water Superintendent	0	1 PT temporary	0	temporary
Water/Sewer Clerk (V); Water Clerk (T)	1	2 - each very PT	1 PT	nearly 2.0 FTE
Justice	2 PT	1 PT	1 PT	4 PT
Constable	0	0	1 very PT	1 very PT
Court Clerk	1	1 PT	1 very PT + 1 PT asst	about 2.0 FTE
Fire Department Chief	1	0	0	1
Fire Department Command Staff	2	0	0	2
Firefighters	10	0	0	10
Police Chief	1	0	0	1
Police Command Staff	3	0	0	3
Police Officers - FT	7	0	0	7
Police Officers - PT	2	0	0	about 1.0 FTE
Dog Control Officer (Shelby =enumerator)	1 PT	0	1 very, very PT	about 0.6 FTE
Police Clerk	1	0	0	1
Code Enforcement Officers	1 FT; 1 PT	1/4 of 1 FTE	1/4 of 1 FTE	2.0 FTE
Code Enforcement Clerk	0	1/3 of 1 FTE	1 very PT	<.6 FTE
Planning/Zoning Clerk	0	1 very PT	0	About 0.2 FTE
Total (without double-counting people)	45 FT; 12 PT	9 FT; 12 PT	6 FT; 20 PT	60 FT; 44 PT

Notes to the Staffing Chart (Table 9E)

Medina:

- 1) One full-time police officer is deployed 100% to County major crimes task force
- 2) Village court will dissolve effective April 2011; Towns will assume responsibility
- 3) Mid-2010 the assistant clerk in the Clerk-Treasurer's office was made fulltime
- 4) Highway clerk also assists the code enforcement department

Ridgeway:

- 5) Water superintendent retired mid-2010: transition to new highway superintendent is complete. Former highway superintendent, who had stayed on part-time in water function, is no longer temporary employee
- 6) One MEO serves as deputy highway superintendent when needed, but primarily is an MEO
- 7) Assessor clerk is fulltime but splits her time between assisting code enforcement; assisting the assessor ; and filling in as water clerk (during four months of year)
- 8) Water clerk works eight months a year on water function and provides about six hours a month support to Highway; rest of year water clerk work is done by employee described above (see #7)

Shelby:

- 9) Three staff members carry deputy clerk titles but all have primary duties in other areas; each serves as deputy only when needed to back up the Town clerk (e.g., one works only during busy tax season)
- 10) One part-time clerk serves very PT in three roles – assessor assistant, code enforcement assistant, deputy clerk
- 11) One part-time clerk spends almost all her time on water, but also assists court clerk and highway department , and serves, when needed, as deputy clerk
- 12) One MEO serves as deputy highway superintendent, when needed, but is primarily an MEO

MUNICIPAL-OWNED PROPERTIES

TABLE 10A

Property Owned by Village of Medina							
SWIS	Year	Parcel ID	Street Name	Property Class #	Property Class	Total AV	Active*
343489	2009	68.-2-22	N. Gravel Road	695	Cemetery	127,800	Active
343401	2009	68.20-1-15	N. Gravel Road	695	Cemetery ⁸	248,600	A
343401	2009	68.20-1-17.1	Gulf & Glenwood	311	Res vac land	14,900	A
343401	2009	68.20-1-17.2	Gulf St.	853	Sewage	292,900	A
343401	2009	68.20-1-77	Gulf St. Park	963	Municpl park	28,900	A
343401	2009	69.17-1-15.111	Horan Rd. Dump	852	Landfill	40,900	A
343401	2009	69.17-1-43	Horan Rd.	311	Res vac land	5,300	A
343401	2009	79.8-1-15	Stork St.	311	Res vac land	10,100	A
343401	2009	79.12-3-8	Park Ave	963	Municpl park	38,600	A
343401	2009	79.12-3-72	Gwinn St.	311	Res vac land	100	A
343601	2009	79.19-2-9.1	Maple Ridge Rd.	692	Road/str/hwy	75,800	A
343401	2009	79.36-1-51	313 West Ave.	311	Res vac land	2,200	A
	2009	79.60-2-23	Gwinn St.		Park	25,000	A
343401	2009	80.9-1-2	State St. Park	963	Municpl park	27,800	A
343401	2009	80.9-1-32	East Ave.	651	Highway gar	313,700	A
343601	2009	80.9-3-47	110 Waverly Ave.	331	Com vac w/imp	15,500	A
343601	2009	80.10-2-9	E Oak Orchard St.	330	Vacant comm	20,000	A
343601	2009	80.10-2-12	E Oak Orchard St.	311	Res vac land	10,600	A
343601	2009	80.13-2-42	South Main St.	963	Municpl park	42,900	H
343601	2009	80.13-2-42.111	South Main St.	963	Municpl park	64,500	R
343401	2009	80.37-1-13	Canal Basin Parking	438	Parking lot	12,400	A
343401	2009	80.37-2-18	Church St.	330	Vacant comm	4,400	A
343401	2009	80.37-2-24	Church St.	653	Govt pk lot	14,700	A
343401	2009	80.37-2-33	Mill St.	330	Vacant comm	17,100	A
343401	2009	80.37-2-50.1	Main St.	590	Park	1,700	A
343401	2009	80.45-1-2	119 Park Ave.	650	Government	162,400	A
343401	2009	80.45-1-3	Park Ave	653	Govt pk lot	10,800	A
343401	2009	80.45-1-4	Park Ave	653	Govt pk lot	8,800	A
343401	2009	80.45-1-5	600 Main St.	652	Govt bldgs	493,300	A
343401	2009	80.45-1-10.2	Main St.	330	Vacant comm	13,500	R
343401	2009	80.45-1-25	Starr St.	311	Res vac land	2,500	R
343401	2009	80.45-1-30	615 West Ave.	652	Govt bldgs	57,800	A
343601	2009	80.45-3-38	737 Church St.	311	Res vac land	5,600	A
343601	2009	79.84-1-1	Ashland Ave.	311	Res vac land	400	A
343601	2009	80.9-3-3	554 Mahar St.	311	Res vac land	600	A

* In the "Active" column, the letter "A" describes an "active" parcel. "H" is "historical," which means that it has been deleted and is no longer active. The letter "R" denotes a "reactivated" parcel, which means it is active and current.

⁸ Boxwood Cemetery consists of two parcels: 68.-2-22 (cemetery) and 68.20-1-15, which includes the Village compost facility on the south end of the parcel

TABLE 10B

Property Owned by Town of Ridgeway							
SWIS	Year	Parcel ID/SBL	#	Street Name	Class #	Prop Class	Total AV
343489	2009	57.2-1-35./TOWN	3049	N Gravel	651	Highway gar	143,500
343489	2009	68.1-2.112	3396	Marshall	314	Rural vac<10	9,200
343489	2009	68.2-49	3687	N Gravel	963	Municpl park	38,600
343489	2009	70.-1-29.21		West	980	Consvn easmt	0
343401	2009	79.12-2-14	406	West	681	Culture bldg	64,100
343401	2009	79.12-2-15	410	West	652	Govt bldgs	136,000

TABLE 10C

Property Owned by Town of Shelby							
SWIS	Year	Parcel ID	Street Name	Class #	Property Classification	Total AV	Active*
343689	2010	79.-3-24	4062 Salt Works Rd.	652	Govt bldgs	482,000	A
343689	2010	79.-3-67	Shelby Basin Rd.	695	Cemetery	16,500	A
343689	2010	80.-3-7	Maple Ridge Rd.	695	Cemetery	11,000	A
343689	2010	89.-1-25	Frooman Rd.	695	Cemetery	9,800	A
343689	2010	90.-1-32	11248 Maple Ridge Rd.	454	Supermarket**	874,200	A
343689	2010	90.16-1-49	South Gravel Rd.	963	Municpl park	16,300	A
343689	2010	90.20-1-5	Alabama Rd.	695	Cemetery	10,000	A
343689	2010	103.-1-15	Townline Rd.	323	Vacant rural	31,500	A
343689	2010	111.-1-13	West Shelby Rd.	695	Cemetery	4,800	A
343689	2010	113.-1-9	Fletcher Chapel Rd.	695	Cemetery	11,000	A

*The letter "A" denotes an "active" property.

** 11248 Maple Ridge Road is the Aldi's supermarket but the Town of Shelby assessor does not show a sale on the parcel. Since CGR has been told the Town of Shelby sold the property, CGR recommends the Town check with its attorney for clarification about ownership of this property.

OVERVIEW OF SERVICES THAT ARE ALREADY SHARED / CONSOLIDATED

Many people assume that shared services and consolidated services are the same thing. There is a distinction, and numerous examples of both exist in the western region of Orleans County encompassing Medina, Ridgeway, Shelby and (often additional municipalities.)

Shared services involve a partnership, either formal or informal, between local governments, with each maintaining responsibility for the function that is being provided. Examples include sharing personnel and equipment for road repairs without exchange of funds or sharing a municipal building.

Consolidated services means one local government cedes operation of a particular function to another. Examples include village courts that have been abolished and consolidated in town courts, and village assessing units that have been terminated, with assessment services then provided by the respective towns for both town and village governments.

The following summary provides highlights of the shared and consolidated services that exist – or are being actively pursued – that are pertinent to this feasibility study:

Examples at the County Level

- Refuse/garbage services are provided by the county, which outsources to private haulers. Taxpayers throughout the county are billed for the service on their county tax bills.
- Police and fire dispatch is provided by a countywide 911 system, with the cost incorporated in what residents pay for phone service.
- Municipalities can self-insure through the county. As a result, not only can the three municipalities get coverage but also the independent fire companies in Ridgeway and Shelby that together provide fire protection services to residents and businesses outside the Village of Medina. The Shelby, East Shelby and Ridgeway Fire Departments get liability and workers' compensation coverage through their respective Towns, with each Town charging its own TOV taxpayers a tax rate that covers fire protection service, workers' compensation and liability insurance.

- Municipalities in the region do not have heavy duty paving equipment, and the county provides equipment for major projects.
- Municipalities across the county are holding discussions about creating a countywide water authority.⁹
- Municipalities in Orleans County have hired legal counsel to help them achieve a countywide cable contract with Time Warner, the only provider in the county, with the goal of enhancing coverage and standardization.

Village DPW/Town Highway Cooperation

The cooperation between municipal highway and DPW staffs in Orleans' western region (and often stretching beyond the region) is significant. All of it occurs on an informal basis. Some examples of shared services:

- Often, when paving is going on in a community, one or more town highway crews or Village DPW crew members will work cooperatively to provide additional equipment and manpower to complete the paving project for the community. In return, "helper" municipalities are often the recipients of comparable assistance when they undertake paving projects. Within the region, Ridgeway, Medina and Shelby, Yates, Albion, and Barre (all in Orleans County) and Hartland (in Niagara County) often lend one another extra trucks or manpower – on a handshake basis – to complete these projects, or occasionally to help out with water maintenance projects.
- There are numerous shared equipment purchase examples involving two or more municipalities in the region, dating back as far as 1998. The first such shared purchase reported to CGR was for a hydraulic push machine, used to run service lines under roads. It was jointly purchased by the Towns of Ridgeway, Shelby, Yates and Hartland. Other examples:
 - A small excavator is jointly owned by Medina, Ridgeway and Shelby, and a small patch roller by the same municipalities.

⁹ Although discussions are still underway, as of mid-summer 2010 two towns on the eastern side of the County had signed contracts to receive their water from the Monroe County Water Authority.

- A trench box with trailer is jointly owned by five towns (Ridgeway, Shelby, Barre, Clarendon and Murray) and is used for water line breaks and dig outs.

Whenever there is a joint purchase, one municipality takes responsibility for storing the equipment.

- Ridgeway owns an old storage facility that is not on its main highway garage campus, and uses it to store equipment that the Town is not currently using. At no charge, four other municipalities (Medina, Shelby, Yates and Hartland) are also allowed to store their unused equipment in this storage facility. Upon inspection, CGR found a Hartland bulldozer, next to a Yates tractor, that was parked near a trailer owned by the Village of Medina.
- In the summer, Medina, Ridgeway and Shelby superintendents are in daily contact. As one superintendent put it, “We haul for them sometimes; in some cases we send a loader and operators. We’ve helped them with water line repair and other excavation, stump grinding, tree removal, etc. And they do things for us.”

Code Enforcement / Zoning and Planning

- In the early 2000s, five municipalities – the Villages of Medina and Lyndonville, and the Towns of Ridgeway, Shelby and Yates – all did their comprehensive plan at the same time utilizing the same consultant. Subsequently, Medina, Ridgeway and Shelby developed their own zoning standards.

Youth Program

- One summer youth program, overseen by a Recreation Commission with representatives from Medina, Ridgeway and Shelby, is operated by the Village to benefit youth in all three communities. State aid received by the two Towns is “passed through” to the Village to help pay for the youth program, which is free to residents.¹⁰

¹⁰ The Commission is currently exploring whether to outsource the recreation program to a not-for-profit organization.

Court

- In April 2011, the Village of Medina court will be terminated and all court cases formerly in the Village will be handled by the Shelby and Ridgeway courts.
- The Shelby and Ridgeway courts already share a single court facility, and their justices serve as one another’s backup judge.

Assessor Services

- The Village long ago terminated its assessment service. The services are consolidated in the two Towns.

HOW MUNICIPAL SERVICES ARE CURRENTLY PROVIDED

Executive Expenditures

CGR points out Table 11 lists only expenditures that are budgeted as “executive” expenses. However, in the *notes to the chart* that appear below the table, we show the total salary and benefits¹¹ for the Village mayor and each Town supervisor.

TABLE 11

Mayor/Supervisor	Medina	Ridgeway	Shelby	Combined
Salary	\$2,000	\$9,882	\$10,460	\$22,342
Benefits	\$459	\$1,438	\$1,511	\$3,408
Other Personal Serv Expenses		\$10,493	\$16,540	\$27,033
Equipment		\$600	\$1,500	\$2,100
Contractual	\$6,375	\$3,000	\$14,000	\$23,375
<i>Total Executive</i>	\$8,834	\$25,413	\$44,011	\$78,258

Notes to the chart:

- 1) The Mayor’s salary is split equally between general, water, and sewer funds. The mayor’s total salary= \$6,000. Salary + benefits= \$6,459.
- 2) Other Personal Serv. Expenses include Bookkeeper salary, benefits, and other.
- 3) The Ridgeway Supervisor also acts as the Town’s budget officer. Including both positions, his total salary= \$11,607. Salary + benefits= \$13,296.
- 4) The Shelby Supervisor total salary= \$10,460. Salary + benefits= \$11,971.

¹¹ Salary and benefits throughout this section of the report are based on information for the budgeted 2010 fiscal year provided by the Village and Towns

Legislative Expenditures

Table 12 lists only expenditures that are budgeted as “legislative” expenses. However, in the *notes to the chart* that appear below the table, we show the total salary and estimated benefits for Village and Town Board members.

TABLE 12

Legislative Boards	Medina	Ridgeway	Shelby	Combined
Salaries	\$4,000	\$14,240	\$16,220	\$34,460
Benefits	\$918	\$6,689	\$1,363	\$8,970
Other Personal Serv Expenses		\$427	\$230	\$657
Contractual	\$13,675	\$400	\$3,000	\$17,075
<i>Total Legislative Board</i>	\$18,593	\$21,756	\$20,813	\$61,162

Notes to the chart:

- 1) Medina Board salaries are split between general, water, and sewer funds. Each trustee’s total salary = \$3,000. Salary + benefits= \$3,230.
- 2) Only one Village Trustee is budgeted to legislative expenses.
- 3) CGR identified a discrepancy in Medina budget information: 5 trustee salaries are budgeted but there are only 4 trustee positions.
- 4) Each of Ridgeway’s 4 Council members receive a salary= \$3,560. Salary + benefits= \$3,832. The Supervisor and Council members are eligible for hospitalization benefits; one Council member receives this benefit.
- 5) Each of Shelby’s 4 Council members receive a salary= \$4,055. Salary + benefits= \$4,365. One council member also receives \$122 in retirement benefits.

Municipal Clerk and Finance Services

Medina

The Medina Clerk-Treasurer, who is an appointed fulltime employee, oversees a fulltime Deputy Clerk, fulltime water/sewer clerk and a part-time clerk who works 19 hours weekly.¹² The office is responsible for budgeting, paying bills, weekly payroll for 46 fulltime staff, payroll for 12 part-time staff, investments, BANs, bonds, financials for the summer youth program, birth and death certificate requests, water and sewer bills, tax collection, and myriad other duties etc.¹³

¹² In mid-2010 this position was made fulltime by the Village Board

¹³ This description excludes responsibilities for the water/sewer clerk, since these are covered in the report sections titled Water Services and Sewer Services

Ridgeway

The Ridgeway Town Clerk is elected. She is the liaison with the Town's bookkeeper¹⁴, and also is responsible for bills/vouchers, agendas, attending board meetings and taking minutes, conservation licenses (750 per year); dog licenses (1,000 per year); marriage licenses (40); the quarterly entering of water billings when residents pay their bills; handling and recording funds for building and other permits; reports to state and county agencies; tax collection; records management, FOIL requests, genealogy requests, preparing the clerk's budget, assisting with budgeting for other Town accounts, issuing of handicapped permits, payroll and miscellaneous other duties. The Clerk's deputy is involved with water recordkeeping, fees, and monies for licenses. Another clerk in the Ridgeway office divides her time one-third to the assessor, one-third to code enforcement and one-third to water billing. In addition there is a part-time water clerk who also provides part-time assistance to the highway department.

Shelby

The Shelby Town Clerk is elected. She is responsible for many of the same duties as the Ridgeway Town Clerk but does not have budget-related responsibilities, since these fall to a part-time bookkeeper (who also serves as Ridgeway's court clerk) nor does she have responsibilities related to water. Although several clerks in the office carry the title of Deputy Town Clerk, their responsibilities are primarily in other areas. One fills multiple roles as an assessor clerk, zoning clerk, records management officer, code enforcement clerk, and serves infrequently as a deputy clerk. Another's primary role is water/sewer billing, but she also provides backup to Shelby's court clerk, some limited assistance to the highway department, and typically acts as a deputy clerk 1-2 hours a week. A third person listed as deputy clerk is a very part-time employee who comes in to work only during the busy tax season.

Municipal Clerk and Finance Expenditures

Table 13 lists only expenditures that are budgeted as clerk or finance expenses. However, in the *notes to the chart* that appear below the table, we show the total salary and estimated benefits for the Village Clerk-Treasurer and Deputy Clerk-Treasurer, and the two Town Clerks.

¹⁴ The bookkeeper function for both Ridgeway and Shelby is included in Legislative Expenditures (see Table 12)

TABLE 13

Clerk & Finance	Medina	Ridgeway	Shelby	Combined
Salaries	\$28,465	\$46,313	\$52,747	\$127,525
Benefits	\$9,210	\$40,580	\$22,980	\$72,769
Other Personal Serv Expenses		\$2,356	\$2,628	\$4,984
Equipment		\$1,000	\$650	\$1,650
Contractual	\$20,447	\$5,250	\$2,000	\$27,697
<i>Total Clerk & Finance</i>	<i>\$58,122</i>	<i>\$95,499</i>	<i>\$81,005</i>	<i>\$234,625</i>

Notes to the chart:

- 1) Medina’s Clerk- Treasurer and Deputy Clerk-Treasurer salaries are split between general, water, and sewer funds.
- 2) Medina Clerk-Treasurer salary= \$74,752. Salary + benefits= \$94,440.
- 3) Medina Deputy Clerk-Treasurer salary= \$57,290. Salary + benefits= \$82,556.
- 4) The Ridgeway Town Clerk’s salary is split between general Townwide, general TOV, and sewer. Town Clerk total salary= \$35,662. Salary + benefits= \$57,898.
- 5) The Shelby Town Clerk’s salary is budgeted 100% to the Townwide general fund and her salary= \$27,300. Salary + benefits total= \$45,473.

Village DPW and Town Highway Departments

Overview of Personnel, Major Services and Equipment¹⁵

In addition to providing a wide variety of DPW and highway services, Village DPW and the Town Highway Departments also have responsibilities associated with the water functional area. However, CGR overviews all key areas of responsibility below, in order to summarize the information for DPW / Highway staff members in one table (see Table 14).

First, we provide additional key information for the overall departments:

Total Compensation for Key Personnel

Based on detailed 2010 fiscal year estimates from the municipalities, total compensation for key administrators (whether budgeted under general, general TOV, water or sewer) is:

- Village DPW Superintendent salary= \$75,892. Salary + benefits = \$104,633. (Note: amount is for a recent retiree.)

¹⁵ See Appendix D for a listing of equipment, as provided by each municipality.

- Ridgeway Highway superintendent salary= \$48,000. Salary + benefits = \$54,984.
- Shelby Highway superintendent salary= \$61,559. Salary + benefits = \$85,509.

Comparison of DPW and Highway Union Contracts (See Appendix C)

TABLE 14

Overview of DPW & Highway Services Personnel, Major Services and Equipment				
	Medina 2009-10	Ridgeway 2010	Shelby 2010	Combined
Personnel				
Superintendent	1 appointed	1 elected	1 elected	3
Deputy Superintendent	1	(1 of the MEOs)	(1 of the MEOs)	1 (not double-counting MEOs)
Machine Equipment Operators (MEO)	8	4	4	16
MEO - Mechanic	1	0	0	1
MEO - Water Meter Reader	1	0	0	1
Laborer	0	1 PT	0	1 PT
Clerical	1	6 hrs / mo	1-2 hours / wk	1.1 (FTE)
Seasonal staff	2 PT summer	0	3 PT cemetery	5 PT
Major Services Provided				
Municipal road miles - plow, sand, mow	27.1	47.5	46	120.6
Road miles for County - plow, sand, mow	0	18	18	36
Road miles for NYS - plow & salt or sand	2.9	13	14	29.9
Parks	8 parks =30 acres	1 = about 1 acre	1 park = 3 acres	34 acres
Municipal sidewalks plowed	estimate 8 miles	NA	NA	8 miles
Plow residential sidewalks	plow if 6" or more - est. 52 mi.	NA	NA	Limited
Cemetery	Boxwood - 19.5 acres*	5 total, 2 minimally active (<10 acres total)	9 total (6 small, inactive; (1) 3 acre; (1) 5 acre	about 44 acres
Water system maintenance	44 miles of water main; 765 water main gate valves, 311 fire hydrants	60 miles line; 500+ hydrants	45 miles water line	149 miles; 765 gate valves; 811 hydrants
Sanitary sewer maintenance	24 miles sewer line; 820 catch basins, 488 manholes	See note	NA	See Village #s
Storm sewer maintenance	72,962 feet (14 miles) storm sewer; 119 storm sewer manholes	NA	NA	See Village #s
Wastewater treatment	See note	NA	NA	NA
Brush & leaf pickup	3 wks in fall; 1 wk in spring	No	No	See Village #s
Other brush & leaf pickup	if time, up to 2-3 days a month	Only if major storm	Only if major storm	Limited
Traffic / street lamps	3 signals, 104 street lamps	NA	NA	See Village #s
Maintenance for independent fire co.	NA	NA	10 acres total	10 acres
Equipment	See Appendix D	See Appendix D	See Appendix D	

See notes to this chart on the next page.

Notes - Medina:

- 1) Clerical staff member – spends 70% of time on DPW and 30% on code enforcement, but charged 100% DPW.
- 2) Brush / leaf pickup – normally first week of month. In 2009-10, Medina cut back brush / leaf schedule, catch basin repair, sewer cleaning in order to divert DPW staff time to complete Gwinn Street reconstruction project in-house and save about \$900,000 .
- 3) Boxwood Cemetery – maintain the roadways and trees, mark out grave / headstone locations, do foundation work for excavations, water plants. Contract out mowing, trimming, grave excavation.
- 4) Paving – until fairly recently paving projects in the Village were outsourced. For two years prior to Gwinn Street project, the County did the paving and townships hauled materials. Gwinn St. is major project, with 2011 completion planned.
- 5) Butts Parks is major park in the Village. DPW maintains the ice skating rink, baseball diamond, playground, roller skaing / inline skating areas, and soccer fields. For all parks, do mowing, trimming, roadways, equipment maintenance.
- 6) Other services – water flowers downtown; tree emaintenance on highway right of way; paint parking lines; plow 3 municipal parking lots; maintenance for municipal buildings (e.g., roofs, lighting).
- 7) Wastewater treatment – Contracted out to Value River Inc. for 5 years. Contract expires early 2011. VRI maintains plant and compost facility. DPW only mows at these facilities.
- 8) Water – estimated total staff time on water is 30%.

Notes - Ridgeway:

- 1) MEOs – all also mechanics.
- 2) Water – superintendent up to 80% of time; MEOs spend 98% of time on highways and 2% on water.
- 3) Sewer – is sewer district in Knowlesville, but all homes are on septic. A 5-acre leachfield, a DEC innovation in early 1980s, did not work and now pumping grey water for 80 homes to Medina. Taxpayers in district are charged for this service on their tax bills.
- 4) Park – is Glenwood Lake Boat Launch. Put dock in; mow park. Park owned by private Glenwood Lake Commission, which has been developing area around the 10-acre man-made lake for area residents to use.
- 5) Cemeteries – mow only.
- 6) Cell tower on highway property – Sprint pays Town about \$8,000 a year to have on Ridgeway property.
- 7) Lighting district – a small one exists in the hamlet of Knowlesville.

Notes - Shelby:

- 1) MEOs – each has truck assigned to him and must maintain it.
- 2) Cemeteries – mow only
- 3) Fire company maintenance – at least since 1975, have maintained two large ballfields, maintain parking lot, sweep, patch, pave (company pays for paving materials); weed control.
- 4) Water – superintendent spends 25% of time on water; equivalent of 75% of 1 MEO time is spent on water
- 5) Street lighting for 2 small lighting districts – contracted out to National Grid. Districts in Shelby Center and Millville.
- 6) Millrace Park – is only park; is a green space with no equipment. Town does mowing.
- 7) Larger cemeteries – Town inherited two cemeteries that private owners could no longer afford to operate. North Shelby Basin, acquired 10-15 years ago. Millville Cemetery, acquired in 2009, has significantly increased mowing, trimming, pickup responsibilities. Town receiving about \$50,000 in remaining cemetery funds, which will cover maintenance costs for several years.
- 8) Equipment – items listed in appendix are owned by Town today. List developed by superintendent as proposed 10-year replacement plan.

DPW and Highway Facilities

Medina

- DPW garage was built in the early 1980s.
- Salt storage facility is approximately two years old
- Expansion of facilities at the current DPW site is not considered possible due to bedrock issues.

Ridgeway

- Of the three municipalities, Ridgeway has the oldest garage facility. The main building is some 70-80 years old, and was originally a barn.
- The Town also has, on the same campus near Rt. 104, a truck storage building, completed in about 1978, and a salt storage shed , built by highway staff in the late 1980s.
- There is available land on which to expand highway facilities at the Ridgeway campus.

Shelby

- The Highway garage is located at the Shelby Town Hall.
- One outbuilding behind the garage was built in 2007 and is used to store small pieces of department equipment. A second outbuilding, for salt storage, was completed in 2008.
- There is space at the Shelby Town Hall to expand highway facilities in the future, if needed.

Financial Information

Revenues

There are two major sources of revenues for the municipalities, and both are transportation-related. These revenues are: State Consolidated Highway Aid (referred to as CHIPS) and income associated with providing services for county and/or state governments (e.g., snowplowing). Table 15 shows total revenues for 2010 fiscal year budgets.

TABLE 15

DPW/ Highway	Medina	Ridgeway	Shelby	Combined
CHIPS revenues	\$107,988	\$80,000	\$86,958	\$274,946
Services to Other Gov'ts	\$10,700	\$153,000	\$175,000	\$338,700
Total Revenues	\$118,688	\$233,000	\$261,958	\$613,646

Expenditures

What Is Not Included

The financial information in Table 16 excludes water-related expenditures (both administrative- and staff-related), since these are covered in the Water Services section of this report. The benefits costs understate total expenditures because they do not include fringe benefits such as longevity, training pay, unused sick time, residence stipends, holiday pay, clothing allowances, and shift premiums. These fringe benefits CGR intends to address as part of a sub-committee report on DPW/Highway services, anticipated to be completed by early winter 2010.

About Expenditure Information

When reviewing Table 16, which shows budgeted 2010 fiscal year expenses, be aware:

- Administration salaries generally are associated with more than one department employee. For example, for Medina, “administration” includes a portion of total salaries paid to the DPW superintendent, deputy superintendent, and clerk. For

Ridgeway the category captures a portion of the total Highway Superintendent’s salary and a very small portion of the salary for the MEO who serves, when needed, as his deputy.

- The administration salaries and benefits listed are based on detailed budget estimates provided by the Village and Town; staff member benefits are based on the same information. Staff salaries, however, are captured under various service areas (e.g., snow plowing, street cleaning, shade trees) along with equipment and contractual expenses associated with these areas. (Salary information in the chart does include overtime.)
- It is not useful to focus primarily on costs within a single category area (e.g., snow removal) because how one municipality captures costs varies significantly from how another municipality tracks them. It is more useful to focus on total costs, rather than individual service costs.

TABLE 16

DPW/ Highway	Medina	Ridgeway	Shelby	Combined
Administration Salaries	\$74,610	\$49,500	\$57,900	\$182,010
Administration Benefits	\$25,795	\$7,202	\$23,671	\$56,668
Other Administration	\$6,100	\$10,080	\$5,900	-
Staff Benefits	\$96,965	\$62,615	\$80,844	\$240,424
Street Maintenance	\$293,920	\$197,742	\$247,924	\$739,586
Snow Removal	\$167,440	\$113,100	\$239,525	\$520,065
Shade trees	\$53,955	-	-	\$53,955
Street Cleaning	\$50,142	-	-	\$50,142
Brush & weeds	-	\$55,098	\$36,900	-
Machinery	-	\$127,663	\$35,000	\$212,663
Bridges	-	\$4,687	-	\$4,687
Services to Other Gov'ts	-	\$107,342	-	\$107,342
Permanent Improvements	\$207,988	\$101,921	\$86,958	\$396,867
Garages	-	\$28,586	\$35,000	\$63,586
Total DPW/ Highway	\$976,915	\$915,536	\$849,622	\$2,742,073

Note to the chart:

Other Administration is the difference between the total budgeted cost for DPW/Highway administration and the total from detailed estimates provided by Medina, Ridgeway and Shelby

Water Services

Overview

Note: For basic information regarding amounts of water lines, numbers of hydrants, etc., see Table 14.

Niagara County provides all of the water¹⁶ that serves water customers in Medina, Ridgeway and Shelby. All three have connections to county water, and separate contracts with the Niagara County Water District (NCWD). However, due to elevation and other issues, the bulk of Shelby's water is provided through Medina, and a fraction of Ridgeway's water is supplied via water lines that are owned by Medina. As a result, the Village is a reseller of water to both Towns.

The Village has a water tank, dating to 1956, which holds three million gallons of water. The tank, according to DPW leadership, is in need of repairs ranging from sealing to roof work. A booster station located at the tank supplies Shelby with most of the water that the Town's residents receive. Ridgeway has a 300,000 gallon water tank and a co-located pump station but has turned over management of these facilities to the Niagara County Water District.

Medina

For at least the past eight years – concerned about the ongoing costs associated with its aging water system and other tax-related issues – the Village has not allowed new water or sewer service outside the Village boundaries, unless the property is first annexed to the Village.

The Village has obtained water from the NCWD since 1959, and currently has a long-term, exclusive agreement with Niagara that ends December 31, 2019. This agreement will automatically renew for successive periods of five years each for an additional 20 years unless either party provides two years notice that it will not renew the agreement.

The Village pays the same rates for water as are in effect at any time for other municipalities receiving water from the NCWD. Like other municipalities, the Village also pays a proportionate share of the ad valorem (i.e., cost of the maintenance, operation, amortization, and capital reserve of the NCWD), according to a long established formula.

The Niagara agreement with the Village allows Medina to resell water to “out of district” Town districts and customers purchasing directly from the

¹⁶In the event of a water emergency Ridgeway can utilize water from the Towns of Albion and Gaines, which get water supplied by the Village of Albion.

Village. However, these sales must be at an “out-of-district” rate periodically set by the NCWD. That rate is currently \$1.50 per 1000 gallons, which is two times what Niagara charges the Village for water. The \$.75 per 1000 gallon difference must be paid by Medina to the NCWD.

Medina Water Rates – Inside and Out of District

Currently the minimum (base) charge for water for customers within the Village of Medina is \$42.90 for up to 5,049 gallons. Out of district, the charge is \$68.64, or 1.6 times the Village rate.

CGR notes that high usage customers (e.g., Western New York Energy), may have a separate agreement for water, per special agreements that have been worked out between the municipalities and the affected parties, often with assistance from the County of Orleans IDA.

Additional Information

- 100% of the Village has water service.
- 70% of the water system infrastructure pre-dates the 1920s. Some sections of the system are as much as 100 years old.
- The Village is 100% metered.
- Meter reading is 100% manual. The Village previously applied for a grant for a radio read system but did not receive an award. There is a full-time meter reader on the DPW staff.
- Water repair work accounts for about 30% of DPW staff time a year.
- When the Village does any type of water improvement it seeks to replace pipe due to the potential for leaks. Unlike the Towns, the Village is not eligible for Rural Development grants for water projects. It can apply for Small Cities grants. The maximum grant Medina can apply for is \$400,000 a year, unless it is part of a joint venture, then the maximum application can be for \$600,000.
- Individual customers are billed quarterly, with groups of customers being billed on a rotating basis throughout the year. The total number of customers receiving quarterly bills is 2,340.

Ridgeway

- 90% of Ridgeway’s water is transmitted through the Town of Hartland and 10% through the Village of Medina.

- 80% of the geographic area of the Town has water service. The Town is currently working on water district #12 and ultimately expects to have five more districts in order to have the Town achieve full water service.
- 90% of the Town population has water service.
- Water usage is 100% metered.
- The Town has been able to transition some water meter reading to radio read systems.
- There are 960 water customers, who are billed in April, June, September, and December.

Ridgeway Water Rates

- \$16.00 – up to 4,000 gallons
- \$3.75 per 1,000 – up to 20,000 gallons/quarter
- \$3.35 per 1,000 – anything over 20,000 gallons/quarter

Shelby

- 50% of the geographic area of the Town has water service, with the newest water district the Town's ninth.
- 65% of the Town population has water service, and a new water district (#10) is in the planning stages.
- The Town plans to ultimately have water service for all of Shelby.
- When water lines are added, contractors are hired to do the work. The Highway staff then maintains and services valves, hydrants, and completes repairs.
- Water maintenance is on an 'as needed' basis, and preventive work is limited due to manpower constraints. The superintendent reports that some routine maintenance (e.g., exercising valves, flushing of some hydrants, "walking" water lines and viewing them visually once every three years) is not occurring.
- About 25% of the highway superintendent's time is spent on water, and the equivalent of 75% of one MEO's time is spent on water.

- Water usage is 100% metered. About 50% of meter reading is done via a radio read system. Other customers have “touch pad” systems which are read manually by highway staff. Shelby continues to look for additional grants to add to its radio read system.
- The Town currently has about 650 water customers.
- Water billing is quarterly: February, May, August, November.
 - The town’s water clerk has a double entry system for water billing information, at the request of the Town leadership. Water billing data is entered on a computerized system and also manually in a book. The water clerk estimates she spends 42-50 hours every two weeks on water-related duties and that about 25% of this time is to manually enter information that is also on the computerized system.

Shelby Water Rates

- \$19.68 per 1,000 – up to 4,000 gallons
- \$4.07 per 1,000 – for next 10,000 gallons
- \$3.92 per 1,000 – for next 10,000 gallons
- \$3.67 per 1,000 thereafter

Financial Information

Revenues

Table 17 shows budgeted 2010 fiscal year revenues. Note that revenues include payments toward debt service, which is paid either directly by water users or via property taxes, depending upon the municipality.

TABLE 17

Water	Medina	Ridgeway	Shelby	Joint
Metered Sales	\$1,355,750	\$190,000	\$185,704	\$1,731,454
Unmetered Sales	-	\$200	\$151,950	\$152,150
Water Service Charges	\$13,580	\$5,000	-	\$18,580
Interest/Penalties on Rent	\$13,420	\$900	\$1,607	\$15,927
Interest & Earnings	\$2,750	\$1,000	\$2,797	\$6,547
Real Property Taxes	-	\$222,854	-	\$222,854
Use of Fund Balance		\$92,166		\$92,166
Total Water	\$1,385,500	\$512,120	\$342,058	\$2,239,678

Expenditures

Table 18 shows budgeted 2010 fiscal year expenses. There were no major water capital projects budgeted for the fiscal year.

TABLE 18

Water	Medina	Ridgeway	Shelby	Combined
Water Administration Salaries	\$129,863	\$46,284	\$3,659	\$179,805
Administration Benefits	\$40,958	\$6,196	\$280	\$47,434
Other Administration Personal Serv. Expenses	\$37,116		\$24,091	\$61,208
Staff Salaries	\$139,985	\$14,034		\$154,019
Staff Benefits	\$47,031		\$3,273	\$50,304
Other Personal Serv. Expenses	\$24,613			\$24,613
Equipment	\$90,650	\$6,150	\$50	\$96,850
Contractual	\$717,778	\$216,000	\$187,100	\$1,120,878
Debt Principal & Interest	\$98,388	\$224,727	\$123,885	\$447,000
Total Water	\$1,326,383	\$513,391	\$342,338	\$2,182,112

Notes to the chart:

- 1) For the Village, Administration includes a portion of the salaries paid to the mayor, trustees, clerk function, and DPW superintendent
- 2) Staff salaries for all municipalities include estimated overtime
- 3) For Ridgeway, Administration includes a portion of the salaries paid to the bookkeeper, highway clerk, Town clerk, staff member providing cleaning services, and the retired highway superintendent who remained temporarily to transition to new leadership
- 4) For Shelby, Administration includes a portion of the highway superintendent's salary
- 6) Contractual expenses vary (e.g., source supply, transmission and distribution, administration, insurance, and dues)
- 7) The need to add misc. fringe benefits costs (e.g., holiday pay, shift differential, longevity) to the "benefits category" for the Village will be assessed as part of an upcoming sub-committee report on DPW/Highways
- 8) Totals are not identical to Appendix E budget information for water, because CGR used Village and Town detailed information for salary and benefits to provide more information on how these break down between administration and staff.

Sewer Services

Only Medina Provides Sewer Services

Some 95% of the Village has sewer service, and the nearly 2,180 sewer customers are billed quarterly along with their water billings. The base rate for sewer service is \$26.50 plus \$3.00 per 100 cubic feet of usage.

Wastewater treatment is contracted out to Value River Inc, and a five-year contract will end in 2011. At least one Village official has discussed the potential for bringing this service back in-house. However, according to other Village staff, it may be very difficult to find licensed wastewater treatment plant operators in the area with appropriate training. In addition, Medina has a policy that all Village employees must live within 10 miles of the Village in order to work for Medina. Such a policy could hinder efforts to find potential staff to bring wastewater treatment back in-house.

Knowlesville Sewer District

There is a sewer district in Knowlesville, a Ridgeway hamlet, but all homes in this sewer district are on septic. A five-acre leach field, considered a DEC innovation in the 1980s, did not work, thus the Town is now pumping grey water for 80 homes to Medina. Taxpayers in the district are charged for this service on their Town tax bills.

Financial Information

Revenues

Table 19 shows budgeted 2010 fiscal year revenues.

TABLE 19

Sewer	Medina	Ridgeway	Shelby
Sewer Rents	\$850,800	N/A	N/A
Sewer Charges	\$0.00	N/A	N/A
Interest/Penalties	\$23,250	N/A	N/A
Interest & Earnings	\$2,500	\$0.00	N/A
Transfer from Reserves	\$20,000	6,502	N/A
Real Property Taxes	NA	\$26,000	N/A
Total Sewer	\$896,550	\$32,502	N/A

Expenditures

Table 20 shows budgeted 2010 fiscal year expenditures, excluding capital projects and related capital project administration costs.

TABLE 20

Sewer	Medina	Ridgeway	Shelby
Sewer Administration Salaries	\$110,145	\$424	N/A
Administration Benefits	\$30,086		N/A
Staff Salaries	\$94,437		N/A
Staff Benefits	\$28,797		N/A
Other Personal Serv. Expenses	\$3,511		N/A
Equipment	\$103,150		N/A
Contractual	\$416,038	\$31,931	N/A
Debt Principal & Interest	\$76,500		
Other	-	\$147	
Total Sewer	\$862,664	\$32,502	N/A

Notes to the chart:

- 1) Medina Administration includes portion of the mayor, trustees, clerk function, and DPW Superintendent salaries
- 2) Staff salaries include estimated overtime
- 3) Staff benefits include Social Security, NYS retirement, medical-related, worker’s compensation, and unemployment insurance.
- 4) Other = Ridgeway budgeted benefits costs for which CGR cannot provide specific breakdown re: administration and staff

Street Lighting Services

Overview

Street lighting in the Village is a contracted service that Medina provides to residents as part of its overall services. The Towns have small special lighting districts, and only special district taxpayers pay for street lighting contractual expenses. Ridgeway has one special lighting district and Shelby has two (Millville and Shelby).

Costs to Provide this Service

TABLE 21

Street Lighting	Medina	Ridgeway	Shelby	Combined
For Fiscal Year 2010	\$68,730	\$2,900	\$5,400	\$77,030

Fire and Ambulance Services

This report addresses Ambulance service, which is provided by the Medina Fire Department, then fire services, which are provided by multiple entities. The final sub-section details revenues and expenditures for the Medina F.D., since, unlike the Town fire companies, a description of this financial information does not readily fit in the overview chart appearing near the end of this section.

Ambulance Service Overview

The Medina Fire Department began providing ambulance service for the Villages of Medina and Lyndonville and the Towns of Ridgeway, Shelby and Yates in July 2007, and also provides mutual aid to many other communities. Prior to this step, all of the municipalities considered the ambulance service being provided to the region by an outside business inadequate to meet demand.

Medina's ambulance service is to residents, not to the municipalities. A third party, Medex Billing of LeRoy, handles billing. Medina accepts what residents' insurance companies pay the third-party biller, and has not, to date, charged unpaid balances to the residents who received the services.¹⁷ In addition, to date, Medina has not requested any funding from the governments in the communities which are the chief beneficiaries of the service. However, as part of Medina's agreement with Ridgeway, Shelby, Yates and Lyndonville, the municipalities will be subject to a charge should ambulance revenues ever fall short of expenses. CGR notes that Medina covers ambulance service malpractice insurance costs 100%.

Prior to taking over ambulance service, the Medina Fire Department had seven fulltime career firefighters plus a group of active volunteers the Village refers to as callmen. At that time, most shifts in the fire department were staffed with a single career firefighter, a staffing level that did not meet industry standards. In late 2006 the Village received a federal grant, known as a SAFER grant. In exchange for approximately \$620,000, which was paid to the Village over a four-year period that ended in 2009-10, the Village committed to hiring six additional firefighters in 2007, sharing in the costs to support them,¹⁸ and maintaining the new positions through 2010-11. The SAFER grant is what enabled Medina to assume responsibility for ambulance service in the region, and to meet industry standards for firefighting services.

Since taking over ambulance service, Medina has experienced increasing numbers, year-over-year, in ambulance calls. In 2009 (see Table 22) there were 23 communities where Medina responded to calls for ambulance service.

¹⁷ Medina estimates it receives 94% of payments due

¹⁸ Based on information supplied by the Village, between 2006-07 and 2009-10 the Village's share for the six new firefighter positions totaled \$997,916, including benefits. In 2010-11, the first year when there will be no federal share, the Village estimates the six positions will cost Medina nearly \$449,000, including benefits.

TABLE 22

Location of 2009 Calls: Ambulance Response	
Village of Medina	1343
Ridgeway	191
Shelby	151
Village of Albion	99
Village of Lyndonville	70
Yates	68
Town of Albion	43
Middleport	25
Barre	18
Carlton	16
Hartland	13
Royalton	9
Gaines	8
Buffalo	7
Alabama	6
Brockport	5
Barker	5
Amherst	3
Somerset	3
City of Batavia	2
Rochester	1
Village of Holley	1
Murray	1

In interviews with Shelby and Ridgeway officials, CGR found a high degree of satisfaction with the ambulance services being provided by the Medina Fire Department.

Fire Service Overview

CGR summarizes the key service components by municipality:

Village of Medina – Of the 13 fire departments or companies operating in Orleans County, the only one that is not 100% volunteer is the Medina Fire Department. The department has relied on a combination of paid and volunteer staff for at least 100 years. The Village’s 13 paid fulltime staff and 28 active callmen (i.e., volunteers who receive small stipend) provide fire as well as ambulance services in the Village, and mutual aid to neighboring communities.

Town of Ridgeway – The entire Town constitutes one fire protection district. The Ridgeway Volunteer Fire Company, an independent, privately incorporated volunteer fire company, contracts with the Town to

provide fire services in Ridgeway. The company's service area has the same boundaries as the Town. The fire company also provides mutual aid to nearby municipalities.

Town of Shelby – The entire Town constitutes one fire protection district. The Town is served by two independent, privately incorporated volunteer fire companies. Shelby signs one contract for fire services with the companies, and divides payment based on the size of each company's coverage area. Thus, the Shelby Volunteer Fire Company receives 70% of the contracted amount, and the East Shelby Volunteer Fire Company 30%. Although both companies provide mutual aid to surrounding fire service areas, their own service areas fall wholly within the Town of Shelby. The existence of two companies serving the Town dates to a dispute in the early 1950s about where a future fire station should be located. As a result, a small group of volunteers broke away from the Shelby company and in 1953 established the East Shelby company, which now serves the hamlets of East Shelby and Millville. Nearly six decades later, there remains a strong commitment to "family" in each company.

Special Circumstances in the Maple Ridge Corridor

In recent years the Village of Medina has refused¹⁹ to provide new water and sewer services outside existing Village boundaries unless the properties are annexed into the Village. Recent annexations have created two special circumstances, as described below.

- Annexations have occurred along what is referred to as the Maple Ridge corridor. As a result, neighboring properties along the corridor (e.g., Tops Supermarket, Burger King, Auto Zone) are now part of the Village while others (e.g., an HSBC bank branch, Aldi's) are part of the Town of Shelby. At times, 911 dispatchers based in Albion do not know whether to dispatch the Medina or the Shelby firefighters to a location along the corridor. The Medina Fire Department and the Shelby fire company are currently discussing instituting a mutual aid system whereby dispatchers tone out both for fires along the corridor. Once on scene, the firefighters are aware of which service is in charge of the call.

¹⁹ The exception was for the ethanol plant, Western New York Energy. As part of a negotiated agreement involving numerous entities (e.g., Orleans County IDA, Medina School District, Town of Shelby) the Village did not annex the property but initially agreed to provide water and sewer service to the plant. (Sewer service was not part of the final agreement, and the ethanol plant is on septic.) In addition to ongoing revenue for providing water service to the ethanol plant, the Village received a one-year revenue in 2007-08 of \$151,875 as part of the final agreement.

- There are 14 property parcels, together assessed at nearly \$8.5 million,²⁰ which pay what amounts to a double tax for fire protection service. Since these 14 properties on the Maple Ridge corridor have all been annexed into the Village, they pay Village taxes that include costs for Medina Fire Department services. The owners of the properties, however, also pay a fire tax to the Town of Shelby for fire protection service. They are taxed by Shelby as if the properties were still receiving fire protection service from the Shelby Volunteer Fire Company.²¹ (For map of the parcels, see Appendix A.)

The information below shows CGR's calculation of the amount of fire tax revenue (nearly \$12,900) generated for the Shelby Volunteer Fire Company by the owners of the 14 parcels that are no longer in the volunteer company's service area.

Taxable Value of Parcels	Shelby Fire District Tax Rate, 2010	Shelby Fire District Tax Revenue, 2010
(\$ millions)	(per \$1000)	(\$ thousands)
\$8.480	\$1.52	\$12.889

Automatic Mutual Aid Response

The Orleans County Mutual Aid Agreement, which was put in place many years ago, allows fire departments to not only call for assistance from other departments, but also allows for departments to pre-setup mutual aid upon original dispatch and have equipment respond immediately. Under this arrangement, for example, both the Shelby F.D. and the Medina F.D. are "first responders" to any calls to Western New York Energy. Since the ethanol plant is located in the Shelby F.D. jurisdiction, Medina assists that department with whatever it may need.

Other examples of automatic mutual aid response:

- Report of a structure fire in the Village of Medina: Shelby F.D. sends one engine and Lyndonville F.D. sends a F.A.S.T. team to assist the Medina Fire Department.

²⁰ As of 2009, per information provided by the Orleans County Office of Real Property.

²¹ CGR did not examine whether there are verbal or written agreements that resulted in the double tax, but merely reports "what exists."

- Report of a structure fire in areas covered by either Shelby F.D. or Lyndonville F.D.: Medina Fire Department automatically responds.

Concerns CGR Heard

CGR was told that all of the volunteer fire companies have faced declining manpower over the past 10 years, and have concerns about the aging volunteer force. One example – the Shelby fire company generally can generate a maximum of six volunteers for daytime calls that occur before 4 p.m. With declining numbers, the fire companies are dependent upon one another to meet their missions to serve their communities. As one fire company official put it, “we’re holding one another’s hands.”

Fire and Ambulance Summary Table

Table 23 summarizes what currently exists in the Village, Ridgeway TOV and Shelby TOV for fire and ambulance services.

TABLE 23

	Medina F.D.	Ridgeway Vol. Fire Company	Shelby Vol. Fire Company	E. Shelby Vol. Fire Company
2009 Service Calls	Total = 2,383	Total = 222	Total = 171	Total = 76
-ambulance	1,924	107 (EMS)	75 (EMS)	32 (EMS)
- structure fire	14 + 28 “other fire”	13	15 *	0
-MVA	238	28	22	7
- mutual aid	36	13	(14 of fires above)	25
- other	598 (hazardous conditions; smoke scares; smoke detector malfunctions; calls for lifting assistance, water problems, unauthorized burning, etc.)	61 (grass/brush fires; vehicle fires; hazardous conditions, automatic alarm; good intents)	59 (vehicle or vegetation fires; hazardous conditions; service calls and false alarms) *of 15 working structure fires, 7 were mutual aid to Medina and 2 to Ridgeway; rest mutual aid to others	12 (vehicle fire; water problem; brush fire; hazardous conditions; electrical problem; controlled burn that went out of control)
Staffing	13 career staff, including Chief, 2 captains, 10 FF - all are interior FF - 3 are paramedics - 3 are critical care technicians - 7 are intermediate EMTs 28 active volunteers (“callmen”) . Of 28, 2 = paramedics; 1 = intermediate EMT, 9 = EMTs	50 active volunteers - 15 are interior FF - 10 are fire police - 25 are exterior or support	25 active volunteers with core active of 18. Of core group: - 11 are interior FF - 7 have EMS training Full roster: would like 40 active	25 active volunteers - 15-18 are interior firefighters - 8 are EMTs - 6 are certified first responders Current roster: 50

Equipment	MEDINA	RIDGEWAY	SHELBY	E. SHELBY
2010 FY Budget (provided through property taxes)	(see Table 24 below)	<p>\$129,131 = tax levy for fire services in Ridgeway</p> <p>In recent years the Town has offered a 3% annual increase to the fire company and has been accepted.</p>	<p>\$151,880 = 70% of tax levy for fire services in Shelby</p> <p>In recent years have agreed to about 2.5% to 3% annual raise, though contract may be multi-year.</p>	<p>\$65,092 =30% of tax levy for fire services in Shelby</p> <p>See note at left, which also applies to East Shelby</p>
	<p>Fire Engine (2007) – est. value = \$200,000</p> <p>Fire Engine (1990) – est. value = \$65,000</p> <p>Fire Engine (1977) – est. value = \$2,000</p> <p>Ladder Truck (1996) -- est. value = \$150,000</p> <p>Command Vehicle (2009)—est. value = \$16,000</p> <p>Pickup Truck (2010) – est. value = \$14,000</p> <p>4 Ambulances (two are 2010 models, est. values = \$95,000 and \$75,000; one is 2007 model with est. value of \$60,000 and the other is 1996 model, est. value = \$7,500)</p>	<p>Pumper/Rescue (2010) – est. value = \$400,000</p> <p>Pumper/Tanker (1996) – est. value = \$250,000</p> <p>Pumper (1991) – est. value = \$150,000</p> <p>Light Rescue (2001) – est. value - \$60,000</p> <p>Light Rescue (1999) – est. value = \$50,000</p> <p>Rescue/Brush Fire Off Road RTV (2009) – est. value = \$10,000</p> <p>Boat – est. value = \$7,000</p>	<p>Pumper/Rescue (2010) – purchase price = \$600,000</p> <p>Pumper Tanker (2000) – est. value = \$140,000</p> <p>Pumper Tanker (1996) – est. value = \$100,000*</p> <p>Tanker (1991)– est. value = \$40,000</p> <p>EMS Truck (1991)– est. value = \$5,000</p> <p>*this pumper tanker is up for sale</p>	<p>Pumper (2009) – purchase price about \$175,000</p> <p>Pumper (1988) – est. value = \$300,000</p> <p>Tanker (1995) – est. value = \$225,000</p> <p>Heavy Rescue Truck (1990) – est. value = \$300,000</p> <p>EMS Truck (2010) – est. value = \$60,000</p>

Other Revenues	MEDINA	RIDGEWAY	SHELBY	E. SHELBY
Fire station(s)	<p>Usually, \$8,000 - \$10,000 a year.</p> <p>Note: If a business in Medina has fire insurance with an out-of-state insurance company, 2% of premium is paid directly to department's benevolent association.</p>	<p>Not available</p> <p>Ridgeway Station – 11392 Ridge Road</p> <p>Knowlesville Station –</p>	<p>4 major raffles a year – can typically make \$4,000 to \$10,000 a raffle</p> <p>Shelby Center – 4618 Alabama Road</p> <p>W. Shelby – 10639 West Shelby Road</p> <p>Both stations built in early 1970s, no debt on either. Currently W. Shelby houses only the pumper the company is seeking to sell and an antique fire truck. Shelby company is assessing whether to keep W Shelby stat.</p>	<p>Some revenues raised through gun raffle, chicken barbeque, car show, swap meet</p> <p>1 station – 5021 East Shelby Road</p> <p>Built 1969; addition in 1975. No debt on building.</p>
Debt as of 8-16-10	<p>NYS loan of \$12,115 is for a fire truck; will be paid off by the Village in 2010-11 fiscal year</p>	<p>As of 9-9-10: there is debt for new 2010 rescue pumper purchased for about \$400,000 & loan for fire hall</p>	<p>Yes for 2010 rescue pumper (Other information on debt not available)</p>	<p>Debt information not available</p>
EMS Services	<p>Comprehensive ambulance / EMS</p>	<p>EMS first responder only; no transport</p>	<p>EMS first responder only; no transport</p>	<p>EMS first responder only; no transport</p>

Financial Information

Expenditures

Table 24A shows all expenses budgeted by the Village for 2009-10 for the Fire Department.

TABLE 24A

MEDINA FIRE DEPARTMENT - Expenditures				
	Fire	Ambulance	Buildings (Budgeted)	TOTAL
Base Salary	\$201,269	\$235,977	\$123,037	\$560,283
Estimated OT	\$28,943	\$36,543	\$24,992	\$90,478
TOTAL Salaries + Overtime	\$230,212	\$272,520	\$148,029	\$650,761
Medical/Soc. Sec/Retirement Benefits	\$69,796	\$94,714	\$53,797	\$218,307
Other Personal Service Benefits	\$103,609	\$0	\$0	\$103,609
TOTAL Benefits	\$173,405	\$94,714	\$53,797	\$321,916
Equipment	\$42,000	\$10,000	\$0	\$52,000
TOTAL Equipment	\$42,000	\$10,000	\$0	\$52,000
Truck Repair	\$20,000	\$6,000	\$0	\$26,000
Gas and Oil	\$5,000	\$14,000	\$0	\$19,000
Protective Gear	\$10,000	\$0	\$0	\$10,000
Clothing Allowance	\$7,000	\$0	\$0	\$7,000
Boots and Helmets	\$6,000	\$0	\$0	\$6,000
Billing Service	\$0	\$70,000	\$0	\$70,000
First Aid Supplies	\$0	\$15,000	\$0	\$15,000
Oxygen	\$0	\$8,000	\$0	\$8,000
Other Contractual	\$23,500	\$9,900	\$0	\$33,400
TOTAL Contractual	\$71,500	\$122,900	\$0	\$194,400
GRAND TOTAL Fire Department	\$517,117	\$500,134	\$201,826	\$1,219,077

Notes to chart:

- 1) Other Personal Service Benefits includes such fringe benefits as longevity, training pay, unused sick time, residence stipends, holiday pay, etc.
- 2) Fire Equipment includes a used snow plow truck (\$15,000), ropes, radio warranties, fire hose testing, gloves & hoods, etc.
- 3) Other Contractual includes office supplies, travel expense, computer software, radio repairs, physicals, telephone, Air Pac testing & maintenance, home fire monitors, etc.

Revenues and Net Cost

Table 24B shows all revenues budgeted by the Village for 2009-10 for the Fire Department, which come in the form of charges for ambulance services. The table below also shows the total cost of the Village Fire Department net of ambulance revenues.

TABLE 24B

MEDINA FIRE DEPARTMENT- Revenues & Net Cost	
Fire Department Expenditures	\$1,219,077
Fire Department Revenues (i.e., ambulance charges)	\$766,247
<i>Net Cost of Village Fire Department</i>	<i>\$452,830</i>

Village Police Services

Overview

Dispatch for the Medina Police Department is provided by Orleans County out of Albion. The sections below address Medina staffing, services, relevant statistics, expenditures and cost control measures.

Police Staffing

Staffing in the Medina Police department has not changed since the early 1980s, except for the addition of one part-time officer position. Typically there are two uniformed personnel on duty at all times, and a third on days, since the Chief also responds to calls. However, if an officer needs to transport a prisoner to Albion or Medina police respond outside the Village when a Sheriff's deputy is unavailable to respond, Medina's senior officer always remains in the Village. Thus, at a minimum, there is always at least one officer on duty 24/7.

Medina Police consists of the following 15-person staff:

- Chief
- Lieutenant
- Sergeant (2)
- Full-time Officer assigned to County major crimes task force (1)
- Full-time Officers (6) – one also acts as evidence officer²²
- Part-time Officers (2) – each has maximum of two shifts per week
- Part-time Animal Control Officer – 20 hours per week

²² The Medina police department does not currently have an investigator

- Full-time Keyboard Specialist (1)

Notes on staffing:

- 1) The officer appointed as evidence officer does not receive extra pay for serving in the position.
- 2) Part-time officers are scheduled only for Thursday and Friday nights from 3 – 11 p.m., and Friday and Saturday nights from 11 p.m. – 7 a.m. Part-timers are not scheduled for work in December and January.
- 3) The animal control officer is budgeted (2009-10) for \$10,400 in salary and \$796 in Social Security benefits, for total compensation of \$11,196. This position is not part of the police budget but is budgeted under “animal control.” Medina’s dog pound is located at the Village’s DPW site but is the responsibility of the animal control officer.

There are three police shifts: 7 a.m. – 3 p.m.; 3 p.m. . – 11 p.m.; and 11 p.m. – 7 a.m. One sergeant is scheduled for the afternoon shift and one for the midnight shift. The lieutenant works days, including Saturdays and Sundays.

The department has four police cars. Plans to purchase a replacement vehicle in 2009-10 were put on hold when the department was required by NYS to purchase a \$16,000 fingerprint card scanner.

Services Provided

The Police Chief estimates that approximately 30% - 35% of police staff time is spent on calls for service and 65%-70% on proactive police activities.

Total service calls for the most recent five years, including a breakdown of arrests and vehicle and traffic tickets, is shown in the Table 25. (Note: total calls include animal control calls.)

TABLE 25

Medina P.D. Total Calls with Breakdown of Arrests & V&T tickets - 2005-09					
Year	Total Calls	Penal Law Arrests	DWI Arrests	Drug Arrests	Vehicle & Traffic Tickets
2005	4,673	340	51	58	1,004
2006	4,883	396	59	78	1,262
2007	4,704	351	32	47	976
2008	4,980	346	21	55	977
2009	4,726	338	22	62	905

Source: Village of Medina Police Department

Note: Total calls include animal control calls, which Medina P.D. reports are typically 75-80 per month (or 900-960 per year).

Other Police services include the following:

- Act as Medina Memorial Hospital's security force, when needed (i.e., issues involving mental health patients). There is no written contract between the Village and the hospital for the service. The hospital did not have any security force until early fall 2010, when the hospital hired a night security guard to work five days a week. Prior to that step, police time spent at the hospital could range anywhere from an hour to up to 10 hours a week. Since the hospital hired a night security guard, it has reduced the amount of time police on the midnight shift spend assisting at the hospital.
- Act as truant officer for the Medina Central School District – the school district calls with names (number is highly variable, may have zero one week or 2-3 in a single day).
- Respond to Sheriff's calls outside the Village when no deputy is available. The calls typically involve motor vehicle accidents in Ridgeway and Shelby, and average about 10 calls per month.
- Provide a holding cell, where a defendant can be held up to two hours to see a judge before being transported to Albion to jail (100-150 prisoners are held in the holding cell annually). The transport / booking time round-trip to Albion takes anywhere from 40 minutes to 1.5 hours, depending on the circumstances.
- Make door checks of Village businesses nightly – conducted by officers on foot patrol.
- Assist residents locked out of their vehicles (200 to 300 a year)
- Conduct home checks, when requested (30-40 annually).
- License bikes (100 a year annually).
- Hold an annual bike rodeo and give away 40-50 helmets.
- Act as funeral escorts (2-3 times a week).
- Assist with community parades (at least twice a year).

Respond to about 15-20 citizens a day who come to the department seeking some type of assistance.

More Than 20% of Violent and Property Crimes in the County Are in Medina

According to the state's Division of Criminal Justice Services, in 2009 there were 71 violent crimes and about 1,190 property crimes in Orleans County, which has a total population of about 42,000. A year earlier, violent crimes were about the same but there were about 170 fewer property crimes reported Countywide. The percentage of total incidents handled by each of the five law enforcement agencies operating in the County is shown in Tables 26 A-B below – following a description of what constitutes violent and property crimes.

- Violent crimes = aggravated assault, robbery, forcible rape, murder
- Property crimes = burglary, larceny, motor vehicle theft

TABLE 26A

Uniform Crime/Incident-Based Reporting for Orleans County- 2009

Agency	# Violent Crimes	# Property Crimes	# Total Incidents	Percent of Total Incidents
Medina P.D.	14	258	272	21.5%
Albion P.D.	29	420	449	35.5%
Holley P.D.	1	49	50	4.0%
Co. Sheriff	19	404	423	33.5%
NYS Police	8	62	70	5.5%
<i>Totals</i>	71	1,193	1,264	100%

Source: NYS Division of Criminal Justice Services – data as of 4-14-10

TABLE 26B

Uniform Crime/Incident-Based Reporting for Orleans County- 2008

Agency	# Violent Crimes	# Property Crimes	# Total Incidents	Percent of Total Incidents
Medina P.D.	24	263	287	26.1%
Albion P.D.	28	343	371	33.8%
Holley P.D.	2	56	58	5.3%
Co. Sheriff	17	293	310	28.2%
NYS Police	2	71	73	6.6%
<i>Totals</i>	73	1,026	1,099	100%

Source: NYS Division of Criminal Justice Services

Financial Information

Expenditures

Table 27 shows all expenses budgeted by the Village for 2009-10 for the Police Department excluding the part-time animal control officer, who is part of the department but is budgeted separately.

TABLE 27

Medina Police Department	
Base Salaries	\$579,488
Estimated Overtime	\$72,132
TOTAL Salaries + Overtime	\$651,620
Medical/Soc. Sec/Retirement Benefits	\$251,580
Other Personal Service Benefits	\$78,419
TOTAL Benefits	\$329,999
Equipment	\$19,847
TOTAL Equipment	\$19,847
Vehicles	\$30,300
Office	\$13,044
Equipment & Supplies	\$12,550
Communications	\$6,700
Training and Travel	\$6,200
Other Contractual	\$5,950
TOTAL Contractual	\$74,744
<i>GRAND TOTAL Police Department</i>	\$1,076,210

Notes to chart:

- 1) Salary and overtime estimates are based on detailed wage and benefit information provided by the Village.
- 2) Other Personal Service Benefits include fringe benefits: shift premiums, residence stipends, holiday pay, etc.
- 3) Equipment = NYS mandated Card Scan equipment (\$16,000) and a new computer server
- 4) Vehicles includes gas, oil, tires, repair and maintenance for existing vehicles
- 5) Office includes copier expenses, office supplies, phone, Card Scan software, and other
- 6) Equipment & Supplies includes uniforms; ammo; range, fingerprinting, evidence and photography supplies; and other
- 7) Communications = radio repairs, new portables, batteries
- 8) Other Contractual includes books; infectious control, emergency response team, bike patrol, and confidential fund budgeted expenses

Revenue Associated with the Officer Assigned Fulltime to County Task Force

As noted earlier, one Medina police officer actually works fulltime for the Orleans County major crimes task force. In 2009-10 the Village budgeted that it would receive \$50,000 from the County to help reimburse the Village for the cost of the officer filling this position²³, based on a contract between the County and the Village.²⁴ In the prior two years, the Village neither budgeted nor received reimbursement from the County for this position.

Based on detailed wage and benefit information provided by Medina, the total cost to the Village, including salary, estimated overtime, and benefits for the officer assigned to this position, per 2009-10 budget, was nearly \$82,400.

Cost Control Measures

The Police Chief reports the following cost control measures for the department:

- Per union contract, when officers put in for a vacation day, the Chief must post the shift for overtime. If no one claims the shift, the Chief voluntarily schedules himself for the shift at no extra cost to the Village. He estimates he works 15 to 40 such shifts a year. The Chief reports that for many years the department has had total annual overtime expenditures of approximately \$70,000.
- Since the department does not have cleaning services, the Chief provides these services himself at no cost to the Village, during times when he is not working for the department.
- For electrical problems with police vehicles, the Chief provides maintenance. For mechanical problems, the service is outsourced to a local dealership.

²³ Actual reimbursement received from the County in 2009-10 was \$38,644, due to the fact that in that year the officer did work some shifts at Medina P.D. The officer no longer has any scheduled shifts for Medina P.D., but spends all of his time on the task force.

²⁴ The contract expired in December 2009, and as of early October 2010 there was no new contract in place.

Buildings and Related Services

Financial Information: Expenditures

Table 28 excludes all expenses associated with the fire and ambulance department that are budgeted under buildings (see Table 24). Capital projects are also excluded. The information below is based on the Village's 2009-10 budget.

TABLE 28

Buildings & Related Services	Medina	Ridgeway	Shelby	Combined
Personal Services	\$1,445	\$3,100	\$4,000	\$8,545
Equipment	-	\$500	\$1,000	\$1,500
Equipment Reserve	\$25,000	-	-	\$25,000
Contractual	\$64,200	\$13,000	\$135,000	\$212,200
Central Print and Mailing	-	\$7,500	-	\$7,500
Total Buildings & Related Services	\$90,645	\$24,100	\$140,000	\$254,745

Courts

By April 2011, as a result of vote by Village voters in March 2010, the Village court will be abolished and all court operations will be consolidated in the Ridgeway and Town Courts, which already share space at the Shelby Town Hall. As this report was being written, officials of the two Towns had begun discussions about merging Village court functions into the Town courts.

Prior to the 2010 Village election, CGR prepared an extensive memo on court operations and costs in the three communities for the Study Committee, which at that time consisted of the joint boards of Medina, Ridgeway and Shelby. The memo is part of this report (see Appendix B).

Summer Youth Program

Net Cost to the Community

The summer youth program is run by Medina and overseen by representatives from Medina (2), Ridgeway (1) and Shelby (1). The program is free to participants. State aid received by the Towns for youth recreation services is "passed through" to Medina, which administers the program. In fiscal year 2010, the three municipalities budgeted receiving total state aid for youth programs of \$7,300, with \$5,000 of this amount to be received by the Village. Total budgeted contractual expenses to run the program are \$18,555 per the following breakdown: Village (\$8,405),

Ridgeway (\$4,150) and Shelby (\$6,000). Thus, the net cost to the community for the summer youth program is about \$11,250.

Code Enforcement / Zoning / Planning

The Village has one fulltime and one part-time code enforcement officer (CEO). The Towns of Ridgeway, Shelby and Yates and the Village of Lyndonville all share a single CEO, although hours vary (15.5 hours a week for Ridgeway, 16 hours weekly for Shelby; 8 hours for Yates; 3.5 hours for Lyndonville).

The Village's part-time code enforcement officer backs up the Ridgeway / Shelby / Yates / Lyndonville enforcement officer, when available. At the time this report was drafted, he was not readily available due to working on a backlog of needed fire inspections in the Village.

To help contribute to code enforcement officer backup, Ridgeway, Shelby, Yates and Lyndonville all help pay for the Village's part-time CEO to maintain his certification, with the total split amounting to \$1,100. Because of the multiple roles of the code enforcement officer serving so many communities, he attends about 80-100 meetings a year within Ridgeway, Shelby, Yates and Lyndonville, but it isn't possible for him to attend all planning and zoning board meetings. He does, however, attend the board meetings of all four local governments that he serves.

Financial Information

Revenues

Revenues generated from building code enforcement / planning/ zoning related fees, per the 2010 fiscal year budgets are:

- o Medina - \$8,000
- o Ridgeway - \$1,600
- o Shelby - \$4,000

Expenditures

Table 29, based on 2010 fiscal year budgets, shows the breakdown of all code enforcement , planning and zoning related costs.

TABLE 29

Code Enforcement	Medina	Ridgeway	Shelby	Combined
Code Enf. Officer Salaries	\$67,396	\$12,996	\$16,640	\$97,032
Code Enf Personnel Benefits	\$20,681	\$1,891	\$2,401	\$24,973
Code Enf. Personnel Serv Other		\$3,009		\$3,009
Code Enf Office Contractual	\$20,980	\$800		\$21,780
Other Safety Inspect. C'tractual	\$31,000			\$31,000
Zoning (all other expenses)	\$8,530	\$16,736	\$12,810	\$38,076
Planning (all other expenses)	\$8,330	\$17,941	\$13,850	\$40,121
<i>Total Code Enf./Zoning/Planning</i>	<i>\$156,917</i>	<i>\$53,373</i>	<i>\$45,701</i>	<i>\$255,991</i>

Note to chart:

Salary and benefit information is based on detailed budget estimates provided by the three municipalities

NOTE: Appendices (A-F) of this report follow and are also available electronically.

www.cgr.org/medina-ridgeway-shelby

Click on "Documents" Page

APPENDIX A:

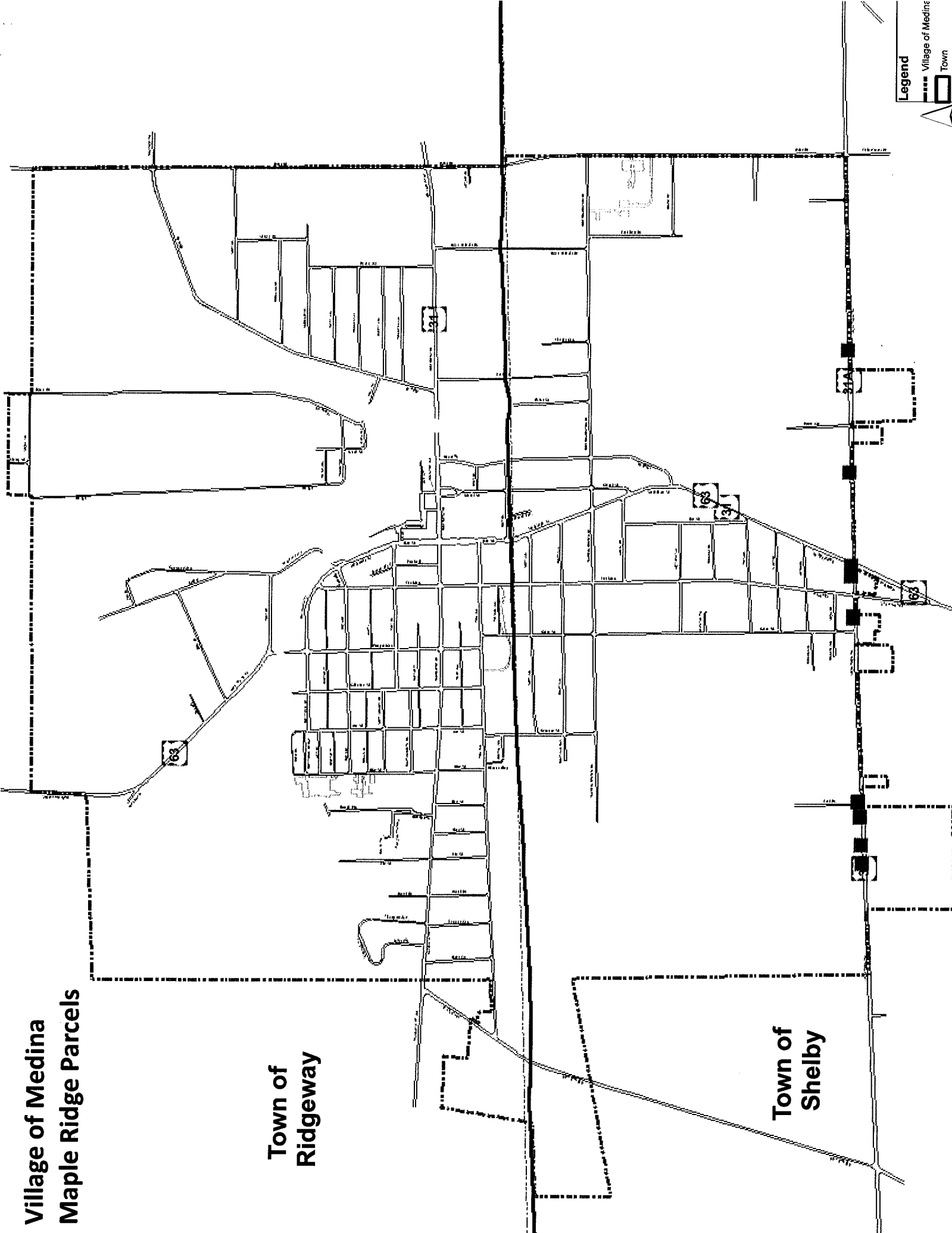
Map of Parcels Along Maple Ridge Corridor with Double Tax for Fire Service

Note: All 14 parcels are shown on the map. However, some are so close to neighbor parcels that what may appear to be one property may actually represent more than one property.

**Village of Medina
Maple Ridge Parcels**

**Town of
Ridgeway**

**Town of
Shelby**



Legend

- Village of Medina
- Town
- Township

North Arrow

APPENDIX B:

CGR Court Memo

Memorandum

To: Shared Services, Town Merger, Village Dissolution Study Committee
From: Charlie Zettek
(585) 327-7068
czettek@cgr.org
and
Vicki Brown
(585)327-7071
vbrown@cgr.org
Date: March 11, 2010
Re: Medina, Ridgeway, Shelby Courts

Courts are one of the service areas that CGR planned to include in our “What Exists” portion of the feasibility study we are conducting for Medina, Ridgeway and Shelby. However, as you are aware, there is a vote on March 16 that will determine whether the Village will continue to have its own court after April 4, 2011. CGR was recently asked by Village officials to: 1) independently review Medina court financial information compiled by the Village, and 2) identify, to the extent possible, what revenues the Village might still anticipate receiving should voters decide to eliminate the Village court.

Given the upcoming vote, the Village’s requests, and the fact that all three courts are part of the feasibility study, CGR has compiled this memo as a “what exists court report” covering all three communities. This document also serves as our response to Village officials per their specific requests.

The memo includes the following:

- A description of each court
- An overview of each court’s activity 2007-2009, based on cases started during the year
- A summary of revenues / expenditures (and net profit or deficit) for the years 2007-2009
- A detailed one-year breakdown of court personnel costs
- CGR responses to the requests made by Village officials

Overview of the Courts

Each year the NYS Office of the State Comptroller ranks town and village courts in the state, based on the total amount of money raised in court (i.e., state, county and local shares). According to the 2008 ranking, the latest available, Medina is #373, with \$154,000 raised; Ridgeway is #478 with \$109,000 and Shelby is # 699 with \$55,000. The total number of town and village courts is 1,255.

Village of Medina – This court’s primary judge, Larry Sanderson, handles criminal and civil cases. Donald Draper, the acting justice, primarily handles vehicle & traffic and small claims cases. Judge Sanderson is responsible for any arraignments held between 6 a.m. and 6 p.m. and Judge Draper covers the hours from 6 p.m. to 6 a.m. Court is held every Monday from 9 a.m. to noon and both judges are in the courtroom for these sessions. In addition, Small Claims Court is held one Monday night a month and the acting justice handles these cases. The court is staffed by one fulltime clerk, who has nearly 30 years of court experience.

The court is located on the second floor of Village Hall, a 1908 stone building, and is not handicapped accessible. Currently, if a handicapped person is involved in a case, the case is heard next door in the Medina Fire Department’s fire truck bay. In early 2010, the Village received a state grant of about \$25,000 to study the feasibility of making the court accessible to the handicapped.

Security is provided during court by two court officers, and the cost of court security is included in the court budget. The Medina court is the only one of the three courts that does not contract for stenographer services. Since September 2007 the court has utilized a digital recording system. The court clerk said the recording system has contributed significantly to reducing contractual expenses for the court. (Note: In 2006-07, total contractual expenses exceeded \$11,700 but for the 2008-09 fiscal year the court contractual costs totaled \$6,500.)

Town of Shelby – The court has one judge, Dawn Keppler, and the Ridgeway judge, Larry Sanderson, serves as her backup but is rarely needed. Court is held twice a month, the first and last Thursdays of the month. The first session is typically devoted to 35-40 cases (occasionally more) that involve District Attorney personnel, and usually lasts 3.5 hours. The second session is more routine (e.g., vehicle and traffic cases) and often involves about 20-25 cases.

The Shelby judge is assisted by two part-time court clerks. The primary court clerk, who is very experienced in court work, is employed fulltime elsewhere, but is at Shelby Town Court for both court sessions and works at night or over weekends to fulfill her duties. The other part-time clerk usually works nine hours a week providing court support (e.g., taking payments, general filing), plus an additional three hours on “DA night.” She does not attend the second court session of the month, and has other non-court related duties for the Town (e.g., water clerk). Court security is included in the Shelby budget and covers two constables on DA night and one constable for the second monthly court session.

Court for both Shelby and Ridgeway is held at the Shelby Town Hall, and Shelby has received \$200 a month from Ridgeway for use of the courtroom ever since the towns have had one justice court serve both Towns. (Voters approved this structure in separate Town votes in November 2003.) The courts, paperwork, and support staff are separate, but court justices for the two towns can back up one another and the Towns share the same courtroom space.

Town of Ridgeway – Ridgeway’s court is a far more active court than Shelby’s, due in part to the larger size of the town and the fact that it has more main roadways, including Route 104. On DA night, held the first Wednesday night of the month, there can be 80-100 cases, the courtroom fills up, and the session generally last three hours. On non-DA court night, held the last Wednesday of the month, there can be 20-30 cases, with court in session typically for about 45

minutes. Larry Sanderson, the Ridgeway judge, handles almost 100% of cases for the Town, but can call on the Shelby judge, if needed.

The court is served by one very part-time clerk (29-36 hours a month) who wears two hats. She is the Town of Shelby's part-time bookkeeper and the Town of Ridgeway's part-time court clerk and works out of two different offices within Shelby Town Hall. She inherited the equivalent of 2-3 large drawers of incomplete court files that should be closed out. However, she has been unable to do so to date, given her workload and the time allotted for court. She has served as Ridgeway's court clerk since late 2007.

Court security is included in the Ridgeway budget and covers two constables on DA night and one constable for the second monthly court night.

Court Activity

The following table illustrates court activity in each of the three courts, based on cases started during the year.

Medina, Shelby, Ridgeway Court Activity — 2007-2009

Based on Cases Started During the Year

Municipality	Justices	Types of Cases Started in 2009					Total Charges	# Defendants
		Local Ordinance	Vehicle & Traffic	Penal	Civil	Other		
Medina	2	46	1007	387	117	64	1621	1145
Shelby	1	0	357	140	41	67	605	397
Ridgeway	1	0	688	71	24	27	810	653

Municipality	# Justices	Types of Cases Started in 2008					Total Charges	# Defendants
		Local Ordinance	Vehicle & Traffic	Penal	Civil	Other		
Medina	2	24	1072	388	76	37	1597	1165
Shelby	1	1	589	138	56	71	855	640
Ridgeway	1	3	754	52	29	56	894	743

Municipality	# Justices	Types of Cases Started in 2007					Total Charges	# Defendants
		Local Ordinance	Vehicle & Traffic	Penal	Civil	Other		
Medina	2	8	1114	300	113	25	1560	1038
Shelby	1	0	493	175	81	76	825	568
Ridgeway	1	NA	NA	NA	NA	NA	NA	NA

Notes:

1. Ridgeway judge is backup judge for Shelby and vice versa. Backup judge is rarely called upon by either Town.
2. Ridgeway "cases started" 2007 information was incorrectly entered in state database by previous clerk, thus is not included.

Sources: Medina, Shelby and Ridgeway Court Personnel

Revenue & Expenditure Summary

The table below summarizes revenues, expenditures and the net profit or deficit by court for the three most recent fiscal years. The Village fiscal year is June 1-May 31, while the Towns are calendar year. One court, the Village of Medina, has been running at a significant deficit for the entire period. For the three most recent fiscal years, the Village court's average annual deficit is \$37,600. The Shelby court has also been running a deficit for the same period.

	MEDINA COURT			SHELBY COURT			RIDGEWAY COURT		
	2006-07	2007-08	2008-09	2007*	2008*	2009	2007	2008	2009
Revenues	\$61,133	\$54,823	\$48,592	\$20,378	\$24,458	\$22,321	\$48,538	\$41,442	\$41,772
Expenditures	\$91,173	\$93,960	\$92,271	\$28,111	\$26,180	\$25,838	\$34,814	\$35,772	\$37,690
Net	(\$30,040)	(\$39,137)	(\$43,679)	(\$7,733)	(\$1,722)	(\$3,517)	\$13,724	\$5,670	\$4,082

*Shelby benefits expenses are estimated for 2007 and 2008. Actual benefits in 2009 were \$2,514. CGR conservatively estimates \$2,000 for each of the prior 2 years.

Sources: Village and Towns

One-Year Detailed Breakdown on Personnel Expenditures

CGR analysis shows the key to understanding the differences between court costs is chiefly due to differences in how each municipality pays for its court personnel. The chart on the following page provides a one-year breakdown of court personnel costs to illustrate this point.

Note: CGR also examined other non-personnel expenses. We found contractual expenses to be relatively balanced across the three municipalities. We also found that all three courts only purchase equipment if they receive state grants.

Breakdown of Court Personnel Expenses			
<i>Based on Village 2009-10 FY; Towns 2009 FY</i>			
	Medina	Shelby	Ridgeway
Judge(s)			
Salaries	\$19,548	\$11,300	\$10,946
Benefits	\$1,496	\$1,626	\$8,521
<i>Sub-total</i>	\$21,044	\$12,926	\$19,467
Clerk(s)			
Salary/Wages	\$40,527	\$7,915	\$6,287
Benefits	\$20,813	\$888	\$1,776
<i>Sub-total</i>	\$61,340	\$8,803	\$8,063
<i>Grand Total</i>	\$82,384	\$21,729	\$27,530
<i>Notes:</i>			
1. Village is budgeted expenses; Towns are actual.			
2. Medina justice benefits = Social Security. Medina clerk benefits= health insurance, retirement and Social Security.			
3. All Shelby benefits = Social Security and generally also retirement.			
4. Ridgeway justice benefits = health insurance, Fica/Medicare, retirement, workers comp. Ridgeway clerk benefits = Fica/Medicare, retirement, workers comp.			
<i>Sources: Village and Towns budget data</i>			

CGR Responses to the Village

CGR examined the detailed court financial information and documentation for the years 2003-04 through 2008-09 that were compiled by the Village. We found the court has incurred a deficit in all six years. The average annual deficit was \$40,482.

We also examined the NYS Office of the State Comptroller (OSC) Handbook for Town and Village Justices and Court Clerks; a brochure produced by OSC on the topic of justice court consolidation in villages and towns; and conferred with personnel associated with the NYS Unified Court System Office of Court Administration. We found that if a village abolishes its court, the village will continue to receive the fines resulting from 1) violations of village local laws other than speeding, but only if they are designated by town court personnel on state reporting forms as violations of village ordinances; 2) fines resulting from dog control violations, and 3) the local share of the mandatory surcharge collected on handicapped parking violations. Based on our review of the extensive documentation provided by the Village of Medina and conversations with the Medina court clerk, it is very rare that the Village currently has any revenues associated with dog control and handicapped parking violations.

We believe, based on our review of the documentation and our conversations with state court personnel, that the Village of Medina should not anticipate receiving more than an estimated \$2,000 - \$3,000 in court revenues if it abolishes its court. We caution, however, that even this level of revenue may not be achieved, since Village revenues would be dependent upon how Shelby and Ridgeway court personnel report information to the state.

Additional Information Re: Abolishing the Village Court

There is no way of determining at this point how many of the cases handled in the Medina court would be handled by Shelby's court or Ridgeway's court if the Village court was abolished. With violations of penal law, a case would be heard in the court in the Town where the offense occurred. Some other types of violations, however, are not so clear cut.

The fact that the Village straddles two towns would create a unique situation in the state if the Village abolishes its court, according to a spokesperson for the City, Town and Village Resource Center, which is a sub-agency of the NYS Office of Court Administration. In the past, village courts that have been abolished have been located in one town, and the town has taken over all duties of the village court.

Under the Medina-Shelby-Ridgeway scenario, the Resource Center spokesman said, it is likely that there would need to be an administrative order directing where some cases would go, and that would involve personnel from the 8th Judicial District. He did not foresee a problem in doing so, should the Medina Court be abolished, but thought it worth noting that the 8th Judicial District staff will want to help resolve any questions as this will set precedent for other towns in the future.

APPENDIX C:

Comparison of Village DPW, Shelby & Ridgeway Highway Union Contracts

Comparison of Key Provisions of Union Contracts - Village and Town

	Highway		
	Village		Town
	Medina	Ridgeway	Shelby
Workday/ Work Week	40 Hrs Begin @ 7am	40 Hrs 7am to 3:30pm	40 Hrs Begin between 6am-8am
Overtime	1.5 times pay Or equivalent compensatory time off	1.5 times pay on Monday-Saturday 2 times pay on Sunday Or equivalent compensatory time off	1.5 times pay
Emergency Call Out	Credited with minimum of 3 hrs Paid breakfast (\$5) if called out before 4am	Credited with minimum of 4 hrs Or 1.5 times actual hours worked, whichever is greater	Credited with minimum of 4 hrs
Clothing/ Boot Allowance	\$725 clothing allowance 5 summer t-shirts provided to all employees	\$150 boot allowance \$300 annual cell phone allowance Uniform Service	\$300 clothing allowance
Holiday	11 paid holidays If worked, 1.5 times pay	13 paid: 12-holidays, 1-floating If worked, 2 times pay	13 paid: 11-holidays, 2-floating If worked, 1.5 times pay or 1.5 days compensatory time off
Vacation	1-5 years = 10 days paid 5-10 years = 15 days paid After 10 years = 20 days paid After 20 years = 25 days paid	1-5 years = 10 days paid 5-10 years = 15 days paid After 10 years = 20 days paid After 15 years = 25 days paid	1-7 years = 10 days paid 7-8 years = 15 days paid 8-9 years = 16.5 days paid 9-10 years = 18 days paid 10-11 years = 19.5 days paid 11-12 years = 21 days paid 12-13 years = 22.5 days paid 13-14 years = 24 days paid 14+ years = 25 days paid
Sick	Earn 1.25 days for each month worked Max = 275 days "Sell back" 4 days per yr after max is reached 5 hours paid per year for Dr's and Dentist <u>Additional Bonuses:</u> 4 days or less used = 1 day salary bonus 3 days or less used = 2 day salary bonus 2 days or less used = 3 day salary bonus 1 day or less used = 4 day salary bonus 0 day = 5 day salary bonus	Earn 1.25 days for each month worked Max = 260 days	Earn 1 day for each month worked Max = 180 days

Comparison of Key Provisions of Union Contracts - Village and Town

	Highway		
	Village	Town	
	Medina	Ridgeway	Shelby
Personal	5 days per year Used at employee's discretion Not paid or carried over if unused	4 days per year Added to sick time if unused	Hired before 1/1/2007: 5 days for each calendar year Hired after 1/1/2007: 2 days per year upon hiring, earning an additional day for every year worked after hiring up to a maximum of 5 days per year Not paid or carried over if unused
Bereavement	Death in immediate family = 3 work days paid	Death in immediate family = 5 work days paid	Death in immediate family = 3 work days paid
Retirement	NYS Career Retirement Plan (75i)	NYS Employees Retirement Plan (75j, 41j, 60b)	NYS Employees Retirement Plan (75-i, 41-j, 60-b)
	BC/BS HMO 202/202 plus, including 5/15/35 prescription drug deductibles, 19/25 dependent student and \$0 inpatient copay Hired on or before 5/2006: Village contributes 90% (Single/Family) Hired after 5/2006: Village contributes 85% (Single Coverage) Village contributes 75% (Family Coverage)	Hired on or before 1/1992: Town contributes \$7,900/year Costs above Town contribution are split 50/50 up to a maximum additional contribution of \$700/year Hired after 1/1992: Town contributes \$5,600/year Costs above Town contribution are split 50/50 up to a maximum additional contribution of \$1,700/year Single or Family	BC/BS WNY HMO 202, including \$5/\$10 office visit, 19/25 dependent student, \$0 inpatient copay, and \$5/\$20/50% prescription copay (Single/Family) Hired before 1/1/1987: 100 % paid coverage Hired after 1/1/1987 (must be 62): Town contributes 85% for the first 5 years, then increases to 100% Hired after 1/1/2007 (must be 62): Town contributes 85% for the first 5 years, then 90% from 5-10 years of service, then increases to 100%
Health			
Dental & Vision	Vision provided through BC/BS Dental provided through CSEA	N/A	Vision provided through CSEA vision care plan (Single/Family) Dental-N/A

Comparison of Key Provisions of Union Contracts - Village and Town

	Highway	
	Village	Town
	Medina	Shelby
	<p>Accumulated sick leave converted to health coverage to the (max of 275 days) Conversion is each day unused time = 1/260th annual rate of pay (excl OT) Hired before 6/1/2004 (w/>15 yrs of service): 100% single health coverage, accumulated sick may be used to cover dependent(s) Upon death of employee, dependent(s) may receive coverage for as long as credits last When retiree becomes Medicaid/Medicare eligible, Village policy becomes secondary If employee relocates to area where negotiated ins benefit is unavailable, Village will provide cash for alt coverage If employee opts out of sick time "buy out", Village will pay \$3,000 for family coverage and \$1,500 for single coverage</p>	<p>Accumulated sick leave converted to health coverage (max 260 days) Conversion is 20 days of sick time = 1 year of paid health coverage (single/family) Coverage is discontinued upon death When retiree becomes Medicaid/Medicare eligible, Town policy becomes secondary If retiree has accrued max 260 sick days by the start of final year of employment, he/she is guaranteed 7 years of paid health coverage</p>
Retirement Health		<p>Hired before 1/1/1987: 100% coverage upon retirement (same plan as when employed) Hired after 1/1/1987: 50% coverage upon retirement (same plan as when employed)</p> <p>If employee opts out of Town provided plan for alt coverage, Town will provide \$1,000/year</p>
Seniority	<p>Determined in accordance w/employee's last date of hire</p>	N/A
Longevity (paid annually)	<p>4 to 6 yrs = \$450 if hired prior to 6/1/2007 6 to 9 yrs = \$450 10 to 13 yrs = \$650 14 to 17 yrs = \$700 18 yrs = \$825 19 + yrs = \$50 each additional yr of service</p>	<p>10 yrs = \$200 15 yrs = \$300 20 yrs = \$500 25 yrs = \$750</p>
Residency Stipend	<p>\$500/yr residency stipend Prorated if residency is less than calendar yr</p>	N/A

Comparison of Key Provisions of Union Contracts - Village and Town

		Highway	
		Village	Town
		Medina	Ridgeway
			Shelby
Wages 2010	Range: beginning-maximum wage Meter reader & repairman = \$18.86 - 22.86 Cemetery Supervisor = \$19.37 - 23.37 MEO = \$18.66 - 22.66 Laborer = \$18.11 - 22.11 Motor Mechanic = \$19.10 - 23.10 Automotive Mechanic = \$18.66 - 22.66 Building Maintenance Man = \$19.46 - 23.46 WWTP0 = \$19.37 - 23.37	MEO IV = \$21.03 MEO III = \$19.94 MEO II = \$18.85 MEO I = \$17.76 Laborer = \$16.66	\$21.47 for each employee

APPENDIX D:

DPW and Highway Equipment

Village of Medina DPW Equipment

YEAR	DESCRIPTION	VALUE
1978	Ingersoll Rand Air Compressor	\$ 7,631
1996	Sokkish-Leitz Auto Level	\$ 895
1990	Verneer Brush Chipper	\$ 13,850
1999	Beau-Roc Dump Body	\$ 5,800
2000	Buck's Fabricating Dumpster Body	\$ 6,337
2000	Buck's Fabricating Dumpster Body	\$ 6,337
2003	Bobcat Excavator Rubber Track	\$ 34,200
1997	Caterpillar Excavator, Steel Track	\$ 76,000
1997	Honda Generator	\$ 1,695
2004	Bobcat Hydraulic Pavement Breaker	\$ 6,224
1994	Holder Multi-Purpose Vehicle	\$ 39,450
2001	Stihl Multi-Saw	\$ 1,020
1998	Stihl Multi-Saw	\$ 865
1987	Mark Rite Airless Paint Sprayer	\$ 6,000
1976	Power Box Paver	\$ 3,500
1984	Laser Products Pipe Laser	\$ 9,000
1990	Schonstedt Pipe Locator	\$ 1,500
2003	Raidodetection Pipe Locator, Tracer & Sonda	\$ 7,940
1987	Stow Plate Tamper	\$ 1,500
pre-1985	Sweeper Power Broom	\$ 2,100
1992	Power Screen	\$ 60,000
pre-1985	Rigid Power Threader	\$ 2,300
1999	Coneqteo Road Mill	\$ 4,500
1989	Stow Road Saw	\$ 4,400
1995	S.E.A. Root Cutter - Medium	\$ 1,200
1995	S.E.A. Root Cutter - Large	\$ 2,000
1995	S.E.A. Root Cutter - Small	\$ 1,000
1986	Cues Main Sewer Camera	\$ 35,400
2003	Rigid Sewer Lateral Camera	\$ 6,175
1987	Wells Cargo Sewer TV Trlr	\$ 8,000
pre-1985	Ber-Vac Snowblower	\$ 3,600
1999	Earskine Snow Blower	\$ 4,200
2003	Frink Snow Plow Rev - 11 ft	\$ 5,950
1985	Frink Snow Plow Rev 11 Ft	\$ 4,581
pre-1985	Frink Snow Plow, Rev - 10 Ft	\$ 4,900
2004	Carlton Stump Grinder	\$ 42,777
pre-1985	Buck's Fabricating Tank, 4000 gal	\$ 5,600
pre-1985	Hyster Tow Motor	\$ 4,900
1993	John Deere Tractor & Mower	\$ 15,000
2002	John Deere Tractor-Mower	\$ 19,635
1983	Chev Dump	\$ 30,000
1990	Chev C-70 Truck	\$ 38,000

Village of Medina DPW Equipment

YEAR	DESCRIPTION	VALUE
1990	Ford F350 Truck	\$ 30,000
1985	Ford F-800 Truck	\$ 28,000
1993	Ford Sweeper	\$ 60,000
2000	Mack Dump	\$ 88,200
1999	Intl 4900	\$ 36,000
2002	John Deere Tractor-Mower	\$ 21,950
1996	Econoline Trailer	\$ 5,000
pre-1985	Keuffle & Essere Transit	\$ 1,375
1988	Cues Transporter Control	\$ 4,500
1988	Cues Transporter Unit	\$ 4,500
1984	DPW1 Trash Pump 4 Gorman-Rupp	\$ 4,800
pre-1985	Esab Welder	\$ 4,850
pre-1985	Lincoln Welder	\$ 9,000
1985	Lincoln Welder/Generator	\$ 2,100
2005	Int'l Bucket Truck 4200 Model	\$ 105,270
1986	Ford F350 Medium Wt. Truck	\$ 30,000
2004	Frink Snowplow 10'	\$ 5,880
pre-1985	Frink 10' Snowplow	\$ 4,900
2006	Ford F450 Super Duty Dump	\$ 36,790
2008	Ford F350 Super Duty Dump	\$ 33,332
2008	Ford F750 Super Duty Dump	\$ 95,000
2008	Volvo Compact Wheel Loader	\$ 67,200
2003	Ford Bucket Truck	\$ 89,250
2010	John Deere loader	\$ 126,800
2010	International Dump	\$ 95,985

INVENTORY OF HIGHWAY MACHINERY, TOOLS AND EQUIPMENT
TOWN OF RIDGEWAY, COUNTY OF ORLEANS
DATE OF INVENTORY - SEPTEMBER 30, 2009

DESCRIPTION	YEAR MFGD	YEAR ACQD	LIFE	COST	ACCUM DEPRE	CURRENT DEPRE
Int truck 2674 w/hoist & plow #2	1999	1998	10	\$ 113,594.00	\$ 113,594.00	
Tenco plow unit	1992	1992	10	\$ 4,250.00	\$ 4,250.00	
Int dump 2554 w/hoist & plow #3	1993	1993	10	\$ 73,747.00	\$ 73,747.00	
Sterling truck LT9500 w/equipt #4	2003	2002	10	\$ 128,989.00	\$ 90,293.00	\$ 12,899.00
Ford truck	1994	1994	10	\$ 29,833.00	\$ 29,833.00	
Tenco plow unit	2003	2003	10	\$ 4,670.00	\$ 2,802.00	\$ 467.00
650 SCK One-way plow	1988	1988	10	\$ 3,867.00	\$ 3,867.00	
Sterling truck LT9500 w/equipt #1	2005	2004	10	\$ 132,766.00	\$ 66,380.00	\$ 13,276.00
Mack truck GU713 w/equipt #6	2009	2008	10	\$ 200,828.00		
New Champion Grader 726A	1995	1995	10	\$ 105,491.00	\$ 105,491.00	
Ingram Rubber Tire Roller (used)	1968		10	\$ 11,612.00	\$ 11,612.00	
Case Roller (used)	1988	2005	10	\$ 21,000.00	\$ 8,400.00	\$ 2,100.00
John Deere 624H Loader	2002	2002	10	\$ 96,125.00	\$ 67,291.00	\$ 9,613.00
New Holland Backhoe LB75B/B95 4WD (W)	2006	2006	10	\$ 57,060.00	\$ 17,118.00	\$ 5,706.00
Bucket Coupler (W)	1999	1999	10	\$ 1,530.00	\$ 1,530.00	
18" Bucket (W)	1999	1999	10	\$ 880.00	\$ 880.00	
36" Bucket (W)	2002	2002	10	\$ 1,200.00	\$ 840.00	\$ 120.00
48" Bucket (W)	1999	1999	10	\$ 1,816.00	\$ 1,816.00	
TLB Bucket (New Holland 4 n 1) (used)	2006	2006	10	\$ 2,100.00	\$ 630.00	\$ 210.00
Hyster Forklift (used)	2002	2002	10	\$ 3,200.00	\$ 2,240.00	\$ 320.00
New Holland Tractor TN70A 4WD	2004	2005	10	\$ 28,148.00	\$ 11,260.00	\$ 2,815.00
Alamo Offset Flail 74" Mower	2004	2005	10	\$ 8,714.00	\$ 3,484.00	\$ 871.00
Kubota Tractor M5030 w/loader	1991	1991	10	\$ 22,800.00	\$ 22,800.00	
Kubota Quick Hitch	1991	1991	10	\$ 851.00	\$ 851.00	
Ford Tractor 6640	1996	1996	10	\$ 29,192.00	\$ 29,192.00	
Road widener box (used)	1988	1988	10	\$ 1,362.00	\$ 1,362.00	
525 Gal Anti-ice Unit		1999	10	\$ 1,000.00	\$ 1,000.00	
Chip Spreaders (3) (used)			10	\$ 3,500.00	\$ 3,500.00	
Wagon Running Gear (H/W)	1989	1989	10	\$ 800.00	\$ 800.00	
Wagon Running Gear (H/W)	2003	2003	10	\$ 1,300.00	\$ 780.00	\$ 130.00
Box Scraper 6'	2000	2000	10	\$ 550.00	\$ 495.00	\$ 55.00
Rear Blade 6'	2000	2000	10	\$ 600.00	\$ 540.00	\$ 60.00
M-B Power Broom	1991	1991	10	\$ 4,820.00	\$ 4,820.00	
Post Driver HD10	2003	2003	10	\$ 3,000.00	\$ 1,800.00	\$ 300.00
Woods mover 6' (rebuild)	1984	1984	10	\$ 2,075.00	\$ 2,075.00	
Alamo Rear Flail Mower SHD-96	1996	1996	10	\$ 3,900.00	\$ 3,900.00	
Alamo Rear Flail Mower SHD-88	2002	2002	10	\$ 1,602.00	\$ 1,120.00	\$ 160.00
Rear Flail Mowers (2) (used)	2002	2002	10	\$ 1,600.00	\$ 1,120.00	\$ 160.00
Alamo Rear Flail Mower SHD-88 (shelby) (used)	2008	2008	10	\$ 1,500.00	\$ 150.00	\$ 150.00

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John Deere GT225 42" Mower (COPW)	2003	2003	10	\$	3,138.00	\$	1,884.00	\$	314.00
Snapper 21" Mower (COPW)	2004	2004	10	\$	499.00	\$	250.00	\$	50.00
John Deere 717A Comm Z trak/mulch 48" kit	2007	2007	10	\$	8,220.00	\$	1,644.00	\$	822.00
Grass Trimmer 265T (COPW)	2009	2009	10	\$	382.00	\$		\$	38.00
Grass Trimmer 360/Broom Attachment	2005	2005	10	\$	530.00	\$	212.00	\$	53.00
Grass Trimmer SRM 260 (COPW)	2007	2007	10	\$	299.00	\$	60.00	\$	30.00
Grass Trimmer 251E (COPW)	2007	2007	10	\$	209.00	\$	42.00	\$	21.00
Parana Trimmer/edger (COPW)	2002	2002	10	\$	319.00	\$	224.00	\$	32.00
Husky 55 chainsaw	1998	1999	10	\$	369.00	\$	369.00		
Husky 281 chainsaw	1999	1999	10	\$	799.00	\$	799.00		
Echo CS3400 chainsaw (2)	2001	2001	10	\$	508.00	\$	408.00	\$	51.00
Husky 372XP chainsaw	2003	2003	10	\$	739.00	\$	444.00	\$	74.00
Simplicity Snowblower 11hp 2stg	2005	2005	10	\$	1,583.00	\$	632.00	\$	158.00
Chev pickup #7 (H)	2000	2000	8	\$	25,593.00	\$	25,593.00		
Ford pickup #9 (H/W)	2004	2004	8	\$	20,744.00	\$	12,965.00	\$	2,593.00
Ford pickup #40 (H/W)	2008	1988	8	\$	24,722.00	\$	4,944.00	\$	2,472.00
100 Gal Fuel tank & pump	1988	1988	10	\$	647.00	\$	647.00		
100 Gal Fuel tank & pump	2000	2000	10	\$	570.00	\$	513.00	\$	57.00
Int trailer (H)	1990	1990	10	\$	1,359.00	\$	1,359.00		
A-P trailer (H)	2002	2002	10	\$	750.00	\$	525.00	\$	75.00
C3E Autolever (transit) (H)	1986	1986	10	\$	502.00	\$	502.00		
1000 watt Honda generator (H/W)	1999	1999	10	\$	680.00	\$	680.00		
NAPA Compressor (S)	2004	2004	10	\$	3,065.00	\$	1,535.00	\$	307.00
Ingersol Rand Compressor XL1755 (used) (H/W)	1988	1988	10	\$	2,500.00	\$	2,500.00		
Compressor-Grinder (S)	1978	1978	10	\$	1,600.00	\$	1,600.00		
Power Air Respirator (S)	1988	1988	10	\$	512.00	\$	512.00		
Air grease gun (S)	2009	2009	10	\$	899.00	\$		\$	90.00
1/2" Impact Wrench (S)	2009	2009	10	\$	320.00	\$	320.00		
3/4" Impact Gun (S)	1981	1981	10	\$	650.00	\$	650.00		
1" Impact Gun (S)	2004	2004	10	\$	1,693.00	\$	845.00	\$	169.00
Miller Welder (S)	1985	1985	10	\$	1,050.00	\$	1,050.00		
Wire Welder (S)	1994	1994	10	\$	1,665.00	\$	1,665.00		
Portable Plasma Cutter (Powermax 900)	1996	1996	10	\$	1,867.00	\$	1,867.00		
Lincoln Portable Welder/Generator (S)	1982	1982	10	\$	1,050.00	\$	1,050.00		
Power Max 900 Hand system 25" (S)	2002	2002	10	\$	1,970.00	\$	1,379.00	\$	197.00
NAPA Battery Charger (S)	2004	2004	10	\$	207.00	\$	105.00	\$	21.00
NAPA Battery Charger (S)	2004	2004	10	\$	227.00	\$	115.00	\$	23.00
Karcher Pressure Washer HDS-750	1991	1991	10	\$	3,656.00	\$	3,656.00		
Karcher Pressure Washer HDS-945	2005	2005	10	\$	3,400.00	\$	1,360.00	\$	340.00
Parts Washer (S)	1992	1992	10	\$	436.00	\$	436.00		
Wilton Drill Press (S)	1984	1984	10	\$	950.00	\$	950.00		
B-D Elect Magnetic Drill Press (H)	1996	1996	10	\$	1,198.00	\$	1,198.00		

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Gray Jack LTL300B	1991	10	\$	955.00	\$	955.00	
Gray Air Truck Lift TSJ55	1985	10	\$	2,409.00	\$	2,409.00	
Air Lift Truck Jack TSL-50/stand	2000	10	\$	1,094.00	\$	981.00	109.00
Air Lift Truck Jack TSL-50	2009	10	\$	1,360.00	\$		136.00
Knife Grinder (used)	1988	10	\$	300.00	\$	300.00	
Pipe cutting dies (used)	1988	10	\$	150.00	\$	150.00	
Knipco Kerosene Heater 15,000 BTU (S/W)	1987	10	\$	400.00	\$	400.00	
Drill Machine Model 77	1987	10	\$	388.00	\$	388.00	
Drill Machine (Mueller)	1992	10	\$	510.00	\$	510.00	
Magnetic Cable Locator	2003	10	\$	850.00	\$	510.00	85.00
Magnetic Pipe Cable Locator 51BX (W)	2004	10	\$	1,761.00	\$	880.00	176.00
Winco Generator (KWW)	1984	10	\$	1,500.00	\$	1,500.00	
Pump & Air Blower (KWW)	1984	10	\$	1,555.00	\$	1,555.00	
Onan Generator 40DGB	1997	10	\$	26,000.00	\$	26,000.00	(Grant Funds)
Guardian Generator - 16,000 w/ equipmt - Town Bldg	2007	10	\$		\$		Combined cost
PTO Generator - 40,000 kw w/equipt - Hwy Bldg	2007	10	\$	14,786.00	\$	1,479.00	1,479.00
Cat Diesel Backup Generator - WD#5 Storage Tank	2008	10	\$	22,500.00	\$	2,250.00	2,250.00
1000 gal skid tank/container box (gas)	1988	10	\$	1,600.00	\$	1,600.00	
Gasboy 1850 Elec pump	1983	10	\$	430.00	\$	430.00	
6,000 gal STL abovegrd tank (diesel) w/pump w/key controller	2009	10	\$	37,125.00	\$		3,712.00
3000 gal calcium tank	2003	10	\$	2,558.00	\$	1,536.00	256.00
1200 gal plastic water tank	1988	10	\$	2,200.00	\$	2,200.00	
Push saw	1992	10	\$	500.00	\$	500.00	
Gresen Sander Control	2002	10	\$	2,944.00	\$	2,058.00	294.00
Wedge cutter (W)	1992	10	\$	2,119.00	\$	2,119.00	
Hydrant Flusher	2003	10	\$	597.00	\$	360.00	60.00
Hydraulic Cart Mt'd Power Unit (WD#4)	2003	10	\$	1,200.00	\$	720.00	120.00
Reversible Hyd Drive (WD#4)	2004	10	\$	5,530.00	\$	2,765.00	553.00
Submersible Trash Pump (WD#4)	2004	10	\$	4,881.00	\$	2,440.00	488.00
Hydrant 3" Meter wick valve & Connectors (3) (W)	2004	10	\$	3,662.00	\$	1,830.00	366.00
MISC ACCESS & HAND TOOLS	2004	10	\$	3,000.00	\$	1,500.00	300.00
Oxygen & Acetylene Gauges	1992		\$	10,000.00	\$		
HD Indust Cordless Drill	1989						
Makita Recip Saw 18V	2000						
Recyro Saw - Makita	1989						
Jigsaw - Skill	1989						
Electric Sander - Right Angle	1996						
Lazer Pkg	2004						
Storage Box	2004						
Explosive Proof Box (S)	2003						
Welding System	2002						
"Rolling" Inv - Oil Filters HD Equipt (S)			\$	3,000.00			
"Rolling" Inv - Mandatory Road Signs (S)			\$	11,000.00			

INVENTORY OF HIGHWAY MACHINERY, TOOLS AND EQUIPMENT
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"Rolling" Inv - Water Meter & Access (\$)	2005	2006	2007	1979	2005	2006	2008		\$	5,000.00											
Self-Retracting Life Line		2005			10				\$	4,000.00											
Brother 2820 Fax		2009			8				\$	2,795.00	\$	1,120.00	\$							280.00	
Sharp AL1655 CS Copier/Printer		2006			10				\$	659.00	\$	132.00	\$								28.00
Typewriter - Selectric II		1979			10				\$	416.00	\$	416.00	\$								66.00
Computer system (Tower,monitor,keyboard,router,m		2005			10				\$	1,411.00	\$	564.00	\$								141.00
HEC Air conditioner - 10,000 BTU		2005			10				\$	499.00	\$	200.00	\$								50.00
Time Clock - Liberator		2008			10				\$	895.00	\$	90.00	\$								90.00
RADIOS:																					
1 Dash Mount Mobile #31858	2005	2005			10				\$	1,990.85	\$	796.00	\$								199.00
1 Trunk Mount Mobile #13697	1993	1993			10				\$	1,784.00	\$	1,784.00	\$								
1 Dash Mount Mobile #11462	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Dash Mount Mobile #11441	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Dash Mount Mobile #11448	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Dash Mount Mobile #11471	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Dash Mount Mobile #11485	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Dash Mount Mobile #11426	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Dash Mount Mobile #11453	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Dash Mount Mobile #11454	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Dash Mount Mobile #11456	1993	1993			10				\$	1,301.00	\$	1,301.00	\$								
1 Mobile Radio #20270	2003	2003			10				\$	1,823.00	\$	1,092.00	\$								182.00
1 Mobile Radio #20271	2003	2003			10				\$	1,823.00	\$	1,092.00	\$								182.00
1 Control Station Base & Antenna #11533	1994	1994			10				\$	4,336.00	\$	4,336.00	\$								
1 Remote Control Unit - Zetron #0495-054	1994	1994			10				\$	1,500.00	\$	1,500.00	\$								
1 Remote Control Unit - Zetron #0494-054	1994	1994			10				\$	1,500.00	\$	1,500.00	\$								
1 Standard Portable Radio #11040	1994	1994			10				\$	1,206.00	\$	1,206.00	\$								
1 Standard Portable Radio #11041	1994	1994			10				\$	1,206.00	\$	1,206.00	\$								
1 Standard Portable Radio #10552	1994	1994			10				\$	1,206.00	\$	1,206.00	\$								
3 Desk Top Charger (3@ \$71)	1994	1994			10				\$	213.00	\$	213.00	\$								
3 Leather Cases (3@ \$36)	1994	1994			10				\$	108.00	\$	108.00	\$								
JOINTLY-OWNED EQUIPMENT:																					
Power Mole Model PD-6 (1/4 owned)	2002	2002			10				\$	13,920.00	\$	9,744.00	\$								1,392.00
Trailer (1/4 owned)	1998	1998			10				\$	924.00	\$	924.00	\$								
Vibromax Roller (1/3 owned)	2000	2000			10				\$	8,463.00	\$	7,614.00	\$								846.00
Trench Box (1/5 owned)	1999	1999			10				\$	830.00	\$	830.00	\$								
Trailer (1/5 owned)	1999	1999			10				\$	162.00	\$	162.00	\$								
TOTALS									\$	1,473,459.85	\$	881,021.00	\$								91,322.00

SHELBY INVENTORY 2010

AO	ASSESSOR'S OFFICE-ZONING OFFICE
TC	TOWN CLERK'S OFFICE-BOOKKEEPING-WATER DEPT.
VO	RECORDS ROOM-VAULT
HS	HIGHWAY SUPERINTENDENT-SUPERVISOR'S OFFICE
CR	COURTROOM
HO	HIGHWAY OUTSIDE
HG	HIGHWAY GARAGE
BR	BOARDROOM
HIS	HISTORIAN
JO	JUDGE'S OFFICE
CNA	CONFERENCE ROOM

SHELBY INVENTORY

ID#	DESCRIPTION	MAKE & MODEL#	PURCHASE DATE	SERIAL NUMBER	LOCATION	PURCHASE PRICE	CONDITION	DISPOSITION
AO 01	Desk, grey steel		1960		Assessor's office		Good	Trans to VO-09
AO 02	Desk, grey plastic	Rubbermaid	1994			\$242.00	Good	Sold
AO 03	Table, typewriter 24x45				Conference room A		Fair	Trans to conference A
AO 05	Work station, wooden w/6 drawers	Built-in	1981		Maple Ridge Rd	\$1,529.00	Good	Sold
AO 06-1	Chair, black cloth seat w/casters		1960					
AO 06-2	Chair, black cloth seat w/casters		1978					
AO 07	Chair, black cloth seat		1978				Very good	Trans to VO-10
AO 08	Chair, grey cloth seat w/arms & casters		1978				Good	Sold
AO 09	File 2-drawer-grey plastic w/casters	Rubbermaid	1994		Assessor's office		Very good	Trans to bookkeeping
AO 10	File 5-drawer lockable tan 15wx25dx59h		1972		Assessor's office		Fair	Storage
AO 11-1	File 3-drawer legal-putty 19wX28dX52h		1978		Assessor's office		Good	Trans to zoning
AO 11-2	File 3-drawer legal-putty 19wX28dX52h		1978		Assessor's office		Good	Trans to zoning
AO 12-1	File 3 roll out shelves receding doors		1978		Assessor's office	\$222.00	Good	Trans to supervisor
AO 12-2	File 3 roll out shelves receding doors		1978		Assessor's office	\$222.00	Good	Trans to supervisor
AO 12-3	File 3 roll out shelves receding doors		1991		Assessor's office	\$686.00	Good	Trans to Historian
AO 13	Typewriter	Canon AP110	1989	S32034966		\$600.00	Good	Trans to bookkeeping
AO 14	Epson printer							Sold as surplus
AO 14-2	Keyboard							Surplus
AO 14-3	CPU holder							Surplus
AO 14-4	Monitor 17" SVGA	CTX						Junked-burned out
AO 14-5	Disk drive							Sold as surplus
AO 15-1	Disk drive							Junked-burned out
AO 15-2	Keyboard							Surplus
AO 15-3	Monitor 17"						Very Poor	Surplus
AO 15-4	Printer HP						Poor	Junked-burned out
AO 15-5	Speakers						Poor	Surplus
AO 15-6	Scanner	HP ScanJet 4200	2000	CN971213335			Good	Surplus
AO 16	Back-ups	400						Junked-burned out
AO 17	Desk, grey wood double pedestal		2001			\$199.00	Fair	Junked-burned out
AO 18	Map cabinet w/open base	Mayline	2001		Assessor's office	\$350.00	Very good	sold
AO 19	4 drawer file cabinet	Global 26-400	2001		Assessor's office	\$660.00	Very good	
AO 20	Office chair- grey	Gusto	2001		Assessor's office	\$138.00	Very good	
AO 21-1	CPU Tower 900 MHZ	Thunderbird AMD	2001			\$207.00	good	
AO 21-2	Monitor 17"	Phillips 107E	2001	47428538		\$1,300.00	Very good	Junked-burned out
							Poor	sof

SHELBY INVENTORY

AO	Item Description	PS/2	Year	Asset ID	Condition	Value	Disposition
AO 21-3	Keyboard		2001	6911300108	Poor		sold
AO 21-4		Okidata 14e	2002	104A0017287	Poor	\$200.00	Junked-burned out
AO 21-5	Printer, color	Canon S820	2003		Poor	\$229.00	Broken surplus
AO 22	Desk-platinum grey w/workstation shelf	Iceberg	2001		Very good	\$450.00	Sold
AO 23	Desk-cornerstation platinum grey	Iceberg	2001		Very good	\$279.00	Sold
AO 24	Under desk file 2-drawers	Iceberg	2001	Assessor's office	Very good	\$219.00	
AO 25	Digital camera	Vivitar 355	2002		Very good	\$161.00	Surplus
AO 26	Digital camera	Sony Mavica	2003	530162	Very good	\$179.00	
AO 27	Note board (see TC007-1)						Gone
AO 28	CPU 2.0 w/CD burner	AMD Thunderbird	2003		Poor	\$950.00	Surplus
AO 29-1	Lateral file cabinet	GD49737	2007	Assessor's office	Very good	\$650.00	
AO 29-2	Lateral file cabinet	GD49737	2007	Assessor's office	Very good	\$650.00	
AO 30-1	CPU 7Bay ATX Athlon 64 42000+		2007	Assessor's office	Very good	\$1,366.00	
AO 30-2	Black flat panel monitor 19"	LM942	2007	93068CAO4126	Very good		
AO 30-3	Wireless keyboard & Optical Mouse		2007	Assessor's office	Very good		
AO 31	Cetera Laptop computer	S96J	2007	68NOAC099062	Very good	\$1,007	
AO 32	Laser jet printer, color	HP P2025N	2008	CNBS105493	Very good	\$440.00	
AO 33-1	Kimbel desk, cherry 70"x32		2009		Good	\$849.00	
AO 33-2	Credenza, Cherry 72" x 23"		2009		Good	\$549.00	
AO 34	Task chair, wine	RUB 64483	2009		Very good	\$259.00	
AO 35-1	Chair mats		2009		Very good	\$110.00	
AO 35-2	Chair mats		2009		Very good	\$110.00	
AO 36-1	Guest chair, wine		2009		Good	\$149.00	
AO 36-2	Guest chair, wine		2009		Good	\$149.00	
AO 37	Kimbel desk, cherry 70"x32		2009		Good	\$849.00	
AO 38-1	Traditional chair, brown		2009	Zoning	Good	\$149.00	
AO 38-2	Traditional chair, brown		2009	Zoning	Good	\$149.00	
AO 39	Secretary desk 64"x30" w/left return, cherry		2009	Assessor's office	Good		
AO 40	Fire safe, 16"x17"x16", beige	Sentry safe	2009	Assessor's office	Very good	\$249.00	
AO 41	Digital CO detector	Extech co10	2009	Zoning	Very good	\$241.00	

SHELBY INVENTORY

TC 01	Display case-Oak/glass 47x25x43	1972				Good	Trans to CR 40
TC 02	Table oak 42x30x31	1972				Good	Trans to His 01
TC 03	Workstation black w/veneer trim					Fair	solid
TC 04-1	Desk Walnut 33x 59w	1960			\$205.00	Good	solid
TC 04-2	Desk Walnut 33x 59w	1960			\$205.00	Good	solid
TC 05	Counter w/formica top 2 side gates	1960		Maple RidgeOffice	\$879.00	Good	solid
TC 06	Count w/formica top	1960		Maple RidgeOffice			
TC 07-1	Noteboard					Fair	gone
TC 07-2	Noteboard					Fair	gone
TC 07-3	Noteboard					Fair	Trans to BWZ 02
TC 07-4	Noteboard					Fair	gone
TC 08-1	Bookcase 36x12x 48h 2moveable shelves	1996				Fair	Trans to HS 06-4
TC 08-2	Bookcase 36x12x 48h 2moveable shelves	1996				Fair	Trans to HS 06-5
TC 09	Garment rack-steel	1960		Town Clerk's Office		Fair	
TC 10	Chair-brown clothw/arms	1986			\$234.00	Fair	gone
TC 11	Chair wooden-swivel w/casters						Junked-leg broke
TC 12	Chair-brown clothw/arms	1986			\$234.00	Fair	solid
TC 13	Chair-brown cloth					Fair	solid
TC 14-1 thru 4	Carpet squares 35" x 59"	1986			\$85.00 ea.	Fair	surplus
TC 15	Water cooler	1996			\$200.00	Fair	Junked-broken
TC 16	Copier stand w/double doors	1993	Sunroc			Fair	Trans to BWZ 19
TC 17	Typewriter	1984	Royal	SE5020	\$799.00	Fair	Trans to storeroom (broken)
TC 18-1	File 4 drawer tan 15x25x52H	1996			\$147.00	Good	
TC 18-2	File 4 drawer tan 15x25x52H	1996			\$147.00	Good	
TC 19	Refrigerator-tan	1996	Conservator	9604er17084	\$400.00	Good	
TC 20	CPU	1997					Junked-burned out
TC 20-2	Keyboard						junked
TC 20-3	Monitor-						junked
TC-20-4	Speakers						junked
TC 21	Printer	1997	Epson LQ2170	2NJY024502	\$720.00	Good	solid
TC 22	Surge protector-Smart pro	1997			\$649.00	Good	Broken
TC 23	Check protector						Obsolete
TC 24	Scale	1986	Pliney Bowes	83054	\$345.00		Broken Junked 2001
TC 25	Carpet grey tweed	1996			\$1,450.00		
TC 26	Vacuum cleaner-Panasonic	1988	Xerox	DH1508842	\$245.00	Fair	junked
TC 27	Copier	1998			\$134.00mo.	Good	Traded
TC 28	Fax stand						Trans to HS 07

SHELBY INVENTORY

TC 29	Double pedestal directory w/black display			2001		Foyer		\$200.00	Very good	
TC 30	3-Door Directory oak w/burgundy felt			2001		Town Clerk's Office		\$360.00	Very good	
TC 31	Floor display, dark oak for brochures			2001		Foyer		\$250.00	Very good	
TC 32	Oak bookcase 70" w/5 shelves			2001		Town Clerk's Office		\$298.00	Very good	
TC 33-1	File 4 drawer tan 15x25x52H	Global		2001		Town Clerk's Office		\$138.00	Very good	
TC 33-2	File 4 drawer tan 15x25x52H	Global		2001		Town Clerk's Office		\$138.00	Very good	
TC 34	42" round oak formica table			2001		Town Clerk's Office		\$116.00	Very good	
TC 35	1 Thru 4 Stack chair-raspberry fabric			2001		Town Clerk's Office		\$34.00 ea	Very good	
TC 36	3-pc chair and table group, green w/oak			2001		Town Clerk's Office		\$359.00	Very good	solid
TC 37-1	CPU Tower	AMD 1.2 gz		2002		Town Clerk's Office		\$1,086.00	Very good	surplus
TC 37-2	Monitor 17"	KDS	1745SAB41003216	2002					Very good	surplus
TC 37-3	Keyboard P/S2	Chicony		2002					broken	junked 2004
TC 38	1 thru 4 Stack chairs-raspberry plastic			2001		Town Clerk's Office			Very good	
TC 39	Printer, Oki	Okidata 14e		2002	204A0037792			See BWZ 13-3		Broken-surplus
TC 40	Typewriter	Royalite Satellite		2002				\$355.00		Broken-surplus
TC 41	Lateral file 2-drawer 36w x 28"h	Hon		2000		Town Clerk's Office		\$290	Very good	
TC 42	Copier	Xerox 425		2003				leased	Very good	Replaced
TC 43	Fax Machine	Xerox-laser		2003	KKM006296				Very good	Surplus
TC 44	CPU (DECALS)	HP	us21515058	2002					Very good	Returned to NYS
TC 44-2	Monitor 15"	HP56		2002					Very good	Returned to NYS
TC 44-3	Printer (receipt)	Ithaca		2002		Town Clerk's Office			Very good	
TC 44-4	Printer-valeron tags	Verifone 801		2002		Town Clerk's Office			Very good	
TC-45	Typewriter	Brother ML300		2007		Town Clerk's Office		\$149.00	Very good	
TC-46	Printer	HP Laserjet 1022		2007	vns3c57442	Town Clerk's Office			Very good	
TC 47-1	CPU mid-tower, black	ATX		2007	I03CW095	Town Clerk's Office		\$919.00	Very good	
TC 47-2	Monitor, ICD 19"	Megavision		2007		Town Clerk's Office			Very good	
TC 47-3	Keyboard P/S2 and mouse	Microsoft		2007		Town Clerk's Office			Very good	
TC 48	Computer, laptop	Dell Latitude 531		2009	xm00486438850833	Town Clerk's Office		\$830.00	Very good	
TC 49	Server w/keyboard & mouse	Intel P4		2009		Town Clerk's Office		\$4,479.55	Very good	
TC 49-1	Monitor, black 19" LCD			2009		Town Clerk's Office		see TC49	Very good	
TC 50	Double pedestal directory 24"x18"			2008		Foyer		\$393.00	Very good	
TC 51-1	Rubbertak Tackboard Tan 36h x 48w			2008		Foyer		\$88.00	Very good	
TC 51-2	Rubbertak Tackboard Tan 36h x 48w			2008		Foyer		\$88.00	Very good	
TC 51-3	Rubbertak Tackboard Tan 36h x 48w			2009		Foyer		\$99.00	Very good	
TC51-4	Rubbertak Tackboard Tan 36h x 48w			2009		Foyer		\$99.00	Very good	
TC 52	1 thru 8 Window blinds, beige			2009		All offices		\$472.00	Very good	
TC 53-1	Traditional chairs (medium brown)			2009		Town Clerk's Office		\$149.00	Very good	

SHELBY INVENTORY

CRO00-1	thru-37 Chair, metal-folding			1978					Fair		Trans to storage
CRO02-1	Chair-walnut-rounded back w/arms			1958			Court Room		Very good		
CRO02-2	Chair-walnut-rounded back w/arms			1958			Court Room		Very good		
CRO02-3	Chair-walnut-rounded back w/arms			1958			Court Room		Very good		
CRO03-1	Chair-Oak straight back			1958			Court Room		Very good		Trans to HS 18-1
CRO03-2	Chair-Oak straight back			1958			Court Room		Very good		
CRO03-3	Chair-Oak straight back			1958			Court Room		Very good		
CRO03-4	Chair-Oak straight back			1958			Court Room		Very good		Trans to HS-18-2
CRO03-5	Chair-Walnut-straight back			1958			Court Room		Very good		
CRO03-6	Chair-Walnut -straight back			1958			Court Room		Very good		
CRO03-7	Chair-Walnut-straight back			1958			Court Room		Very good		
CRO03-8	Chair-Walnut-straight back			1958			Court Room		Very good		
CRO04-1	Chair,wood w/arms & casters			1958			Court Room		Fair		Trans to HIS 05-1
CRO04-2	Chair, wood w/arms & casters			1958			Court Room		Fair		Trans to HIS-05-2
CRO05-1	Chair, wood,leather seat & casters			1958			Court Room		Poor		Storage closet
CRO05-2	Chair, wood, leather seat & casters			1958			Court Room		Poor		Storage closet
CRO07	Chair, cloth seat, burgundy			1958			Court Room		Very good		Trans to JO02
CRO08	Drawing table-green			1972			Court Room		Fair		Trans to HGO-92
CRO09-1	Table-wooden 72w x 30d x 30h			1960			Court Room		Fair		
CRO09-2	Table-wooden 72w x 30d x 30h			1960			Court Room		Fair		
CRO09-3	Table-wooden 72w x 30d x 30h			1960			Court Room		Fair		Trans to JO03
CRO10-1	thru-CRO10-4 Folding table-veneer top						Court Room		Fair		Trans to storage
CRO11	Table-veneer boat shaped			1982			Conference Room		Very good	\$1,628.00	Trans to BRO02
CRO12	Bench,Judge-wood w/formica top			1981					Good	\$1,529.00	Maple Ridge
CRO13	Cabinet, wood w/6 lockable doors								Fair		Maple Ridge
CRO14	Cabinet, steel storage, lockable-putty						Court Room		Fair		Trans to HIS 04
CRO15-1	File 2-drawer grey	Filex		1978			Court Room		Good		Trans to JO 04-1
CRO15-2	File 2-drawer grey	Filex		1978			Court Room		Good		Trans to JO 04-2
CRO16	File-4drawer, lockable-grey			1978			Court Room		Good		Trans to JO 05
CRO17	File-4drawer, lockable-tan	Hon					Court Room		Good		Trans to JO06
CRO18	File 4-drawer, lockable	Art metal					Court Room		Poor		Trans to HIS04
CRO19	Garment rack steel			1970			Court Room		Fair		
CRO20	Typewriter	Canon AP110		1989		S32034965			Good	\$600.00	Junked
CRO21	Copier	Mita									Sold
CRO22	Vacuum	Guardsman		1984					Fair	\$316.00	Junked

SHELBY INVENTORY

CRO23	Floor buffer											Fair	Storage closet
CRO24-1	Computer 386sx												Sold 3/1999
CRO24-2	Monitor												Sold 3/1999
CRO24-3	Keyboard												Sold 3/1999
CRO24-4	printer-Panasonic												Sold 3/1999
CRO25-1	HEI computer												Sold 3/1999
CRO25-2	keyboard												Sold 3/1999
CRO25-3	Monitor												Sold 3/1999
CRO26-1	thru CRO26-4 AVM Voting machine						Printomatic	1972			Court room	\$969.00	Good
CRO27	Vacuum						Eureka	1984					Junked
CRO28-1	Computer												Sold 3/1999
CRO28-2	Keyboard												Sold 3/1999
CRO29-1	Copier												Sold 3/1999
CRO29-2	Copier stand w/double doors												Trans to BWZ 19
CRO29-3	Sorter												Sold 3/1999
CRO30	Pecan formica top							1998				\$255.00	Good
CRO31-1	CPU						Dell Dimension XF	1998				\$2,730.00	Good
CRO31-2	Keyboard						Dell Dimension XF	1998					Good
CRO31-3	Monitor						Dell Dimension XF	1998					Good
CRO32	Printer-HP						CX1 1170	1998	SCA81A05H5			\$865.00	Good
CRO33	Surge protector						Back ups pro	1998				\$289.00	Good
CRO34-1	thru 80 Stack chairs, fabric-forest green						Comet	2001			Court Room	\$54.00 ea.	Very good
CRO35-1	thru 6 Black Executive chairs						Impressario	2001			Court Room	\$252.00 ea.	Very good
CRO36	Computer desk Oak w/wall hutch & pen							2001			Judge's Office	\$1,595.00	Very good
CRO37-1	Rolling files-2 drawer, grey							2001			Judge's Office	\$219.00 ea.	Very good
CRO37-2	Rolling files-2 drawer, grey							2001			Judge's Office	\$219.00 ea.	Very good
CRO38	Cabinet w/21 pockets locking base							2001			Judge's Office	\$249.00	Very good
CRO39-1	Sound system-mixer						Inter M	2001			Court Room	\$5,932.00	Very good
CRO39-2	Power amp-public address						Inter M	2001	mpa-9324		Court Room		Very good
CRO39-3	Graphic equalizer						Inter M	2001	EQ9131		Court Room		Very good
CRO39-4	Desk mics w/stands (5)						Telex	2001			Court Room		Very good
CRO39-5	Hand held microphones w/stands (2)						Telex	2001	VH12N1		Court Room		Very good
CRO39-6	Assistive listening system						Telex	2001			Court Room		Very good
CRO40	Display case Oak/glass							1972			Court Room		Good
CRO41	Laser printer						Dell P1500	2004	KR-07Y599		Court Room	\$244.00	Very good
CRO42-1	CPU Minitower 2.26 ghz w/keyboard						Dell Optiplex	2004	GX270T		Court Room	\$1,117.00	Very good
CRO42-2	Monitor-flat panel						Dell E152FP	2004	CN-11806		Court Room		Very good

SHELBY INVENTORY

HO006-1	Snowplow-side	Tenco	1995 TC96-TE	Highway outside	\$5,600.00	Good
HO006-2	Snowplow-side 11 x 3	Tenco	1986 TC-96-TE	Highway outside	\$5,600.00	fair
HO006-3	Snowplow-side	Tenco	1994 TC-96-TE		\$5,400.00	Good
HO007	Snowplow v-shaped 7 ft		1978	Highway outside	\$2,729.00	poor
HO008-1	Snowplow v-shaped 8 ft		1978	Highway outside	\$3,322.00	poor
HO008-2	Snowplow v-shaped 8 ft		1978	Highway outside	\$3,322.00	poor
HO009-1	Dump box spreader		1978	Highway outside	\$1,424.00	fair
HO009-2	Dump box spreader		1978	Highway outside	\$1,424.00	fair
HO009-3	Dump box spreader		1978	Highway outside	\$1,424.00	fair
HO010	Gas tank-1000 gal w/pump		1987		\$3,309.00	Good
HO011	Diesel tank-10,000 gal w/pump		1987		\$9,454.00	Good
HO012	John Deere tractor					Maple Ridge (removed)
HO013	Loader-John Deere	M/N 644G	1997 644GD56188Z			Maple Ridge (removed)
HO014	Backhoe	Ford555E	1997 31004743		\$39,095.00	Very good
HO015	Lawn tractor-John Deere	M/N345	1997 Moo345AO41788		\$5,106.00	Very good
HO016	Truck	Mack	1980 78973	Highway outside	\$42,000.00	fair
HO017	Flat bed trailer		1972 233947	Highway outside		fair
HO018	Van	Chevrolet	1992 2GCEG25K7N4142640			sold
HO019	Truck	Mack	1986 11230		\$50,411.00	Good
HO020	Truck-1 ton	Dodge	1989 3655KS120802			sold at auction
HO021	Truck	Autocar	1989 503921	Highway outside	\$50,000.00	fair
HO022	Truck-pick up	Dodge	1990 1B7GE1641LS759882		\$11,400.00	Very good
HO023	Truck	Mack	1977 5F6854		\$38,000.00	poor
HO024	"Duplicate" see ID#HG043					sold Town of Barre
HO025	Truck	Mack 690S	1996 IM2P264CXTMO02073-	Highway outside	\$113,000.00	Good
HO026	1thru 10 Reflective barrels		1996	Highway outside		Good
HO027	1 thru 4 "soft shoulder" signs			Highway outside		Good
HO028	1 thru 4 "road flooded" signs			Highway outside		Good
HO029	Jersey spreader			Highway outside		fair
HO030	Power broom	Littleford	56217DD1208	Highway outside	\$1,000.00	fair
HO031-1	Side plow	Tenco				junked
HO031-2	Side plow					junked
HO031-3	Side plow					junked
HO032	Snow pusher				\$1,000.00	Good
HO033	Shoulder machine	Bawknox	approx 1950	Highway outside	\$2,000.00	Good
HO034	Trash pump	Multiquip	M/N40TDH	Highway outside	\$7,340.00	Very good
HO034-2	Trailer for trash pump	Whiteman TRLR10		Highway outside	See ID#HO034	Very good

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HO035	Box trailer	JRB	7519V	Highway outside	\$750.00	poor
HO036	Fork	JRB	11923717D	Highway outside	\$1,500.00	Good
HO037	Fuel tank-300 gal w/pump		1982	Highway outside	\$317.00	
HO038	Box scraper	King Kutter	1990	Highway outside	\$500.00	poor
HO039	Sander	Harder	1991	Highway outside	\$1,200.00	
HO040	Loader-John Deere	JRB	1993	Highway outside	\$4,500.00	sold
HO041	Bucket-multi-purpose	JRB	1993			sold
HO042	Mower	John Deere345	1998 MOO345BO49184		\$5,200.00	Very good
HO043	Mower	John Deere 425	1998 Moo425AO5499		\$6,400.00	Very good
HO044	Loader-John Deere	644G	1998 DW644D566576		\$131,500.00	Very good
HO045	Tractor	Ford4835	1998 1147210		\$25,907.00	Very good
HO046	Sander	Harder	1992	Highway outside	\$1,500.00	Good
HO047	Wagon	Horst welding	1998 96247	Highway outside	\$1,290.00	Very good
HO048	Loader-John Deere	644H	2000 DW644HX571236	Highway outside	\$143,900.00	Very good
HO049	Truck	Mack RD6885	2000 IM2P27001YMC482229	Highway outside	\$108,000.00	Very good
HO50	Mobile radio	Summit	1999 SWHD924	Highway outside		Very good
HO051	Snow wing	Tenco TC-13-HD	1999 12799	Highway outside	\$3,416.00	Very good
HO052	Snow plow	Tenco TC-95	1999 13649	Highway outside	\$5,000.00	Very good
HO053	Backhoe	New Holland 555E	1999 31019191		\$44,111.00	Very good
HO054	Tractor	Ford4836	1999 1148930		\$27,000.00	Very good
HO055	1 ton truck	Chevrolet 7500	2000 1GBUK34R3YF424052	Highway outside	\$34,400.00	Very good
HO056	Tractor	New Holland T1-70	2000 1182965	Highway outside	\$33,505.00	Very good
HO057	Truck Pick-up	Dodge Ram 1500	2000 3B8HF13221M-2258018		\$23,719.00	Very good
HO058	Backhoe	NewHolland 555E	2000 31022327	Highway outside	\$45,724.00	Very good
HO059	Box scraper	Kodiak BS4	2000	Highway outside	\$345.00	Very good
HO060	Storage tank-above ground 6000 gal		2001	Highway outside	\$3,873.00	Very good
HO061	Secondary containment dike		2001	Highway outside	\$5,719.00	Very good
HO062	Above ground storage tank		2001	Highway outside	\$935.00	
HO063	1100 gal steel containment dike	Diesel 74C	2001	Highway outside	\$1,752.00	Very good
HO064	Pump w/10:1	Gas 74C	2001	Highway outside	\$1,482.00	Very good
HO065	Pump w/10:1	John Deere 672B	2001	Highway outside	\$1,482.00	Very good
HO066	Grader	John Deere 35D	2003 DW672RY531141	Highway outside	\$53,000	Good
HO067	Excavator	John Deere 35D	2006 FF035DX236168	Highway outside	\$39,500	Very good
HO068	Landscape trailer	Sure-Trac	2007 ST8220TAT-B-070	Highway outside	\$2,599.00	Very good
HO069	Rotary Mower	261OL1	2007 12-01814	Highway outside	\$9,995.00	Very good
HO070	Truck, 4x4 red regular cab diesel	F-450	2008 1FDXF47R47R48EE17897		\$42,298.00	Very good
HO 71-1	Truck-Mack Dump	GUT13	2007 IM2AX04C08M003131	Highway outside	\$108,155.00	new

SHELBY INVENTORY

HO71-2	Tenco dump body and plow equip				2007 1M2AX04C08003131	Highway outside	\$71,771.50	new
HO 72	Ford pick-up red	F250			2007 1FTSW21588EB94529	Highway outside	\$25,006.00	new
HO 73	Dump cart 15 cu ft	5663-61			2009	Highway outside	\$445.00	new
HG001	Base-sink- eyewash				1972	Highway garage	\$298.00	
HG002	Vise-5" Bench				1972	Highway garage	\$279.00	
HG003-1	Radio-multi net breakroom	Johnson			1996 12210-650	Highway garage	\$1,110.00	returned to county
HG003-2	Radio	Johnson			1993 11373-653	Highway garage	\$1,276.00	returned to county
HG003-3	Radio	Johnson			1993 11373-654	Highway garage	\$1,276.00	returned to county
HG003-4	Radio	Johnson			1993 11373-652	Highway garage	\$1,276.00	returned to county
HG003-5	Radio	Johnson			1993 11373-659	Highway garage	\$1,276.00	returned to county
HG003-6	Radio	Johnson			1993 11480-650	Highway garage	\$1,276.00	returned to county
HG003-7	Radio	Johnson			1993 11487-656	Highway garage	\$1,276.00	returned to county
HG003-8	Radio	Johnson			1993 11493-657	Highway garage	\$1,276.00	returned to county
HG003-9	Radio	Johnson			1993 11520-658	Highway garage	\$1,276.00	returned to county
HG003-10	Radio	Johnson			1993 11532-651	Highway garage	\$1,276.00	returned to county
HG04	Radio-portable	Johnson			10570	Highway garage	\$1,206.00	returned to county
HG004-2	Radio-portable	Johnson			11578	Highway garage	\$1,206.00	returned to county
HG005	Sweeper attachment	Case			1978	Highway garage	\$267.00	
HG006	Battery charger	Exide M50D			1980	Highway garage		
HG007	Air Compressor 5hp	NAPA			1985 5-379	Highway garage	\$2,399.00	
HG008	Crane boom 6'retractable	Norco			1980	Highway garage	\$2,952.00	
HG009	Grinder 3/4 hp	Duracraft			1986 GO1900	Highway garage	\$351.00	
HG010	Ladder, 20 ft extension				1978			junked

SHELBY INVENTORY

HGO11	Ladder, 24' extension, wood		1978		Highway garage		
HGO12	Locator-magnetic	GA52B	1988		Highway garage	\$671.00	
HGO13	Press 50-ton	Wilson 37E	1958	425	Highway garage	\$804	
HGO14	Trash pump 5hp	Homelite	1985		Highway garage	\$438.00	
HGO15	Sand blaster		1979		Highway garage	\$421.00	
HGO16	Band saw	Kalamazoo	1982	7335	Highway garage	\$2,917.00	
HGO17	Chain saw 16"	Homelite XL	1984	3C3410100	Highway garage	\$407.00	
HGO18	Cutoff saw	Makita 2412N	1984	104590E	Highway garage	\$271.00	
HGO19	Saw-multipurpose	Homelite	1989				junked
HGO20	Table saw	Toolcraft	1968				junked
HGO21	Sawsharpener	Bell	1980		Highway garage		
HGO22	1 thru 4 Steel shelving		1980		Highway garage		
HGO23	1 thru 8 Steel shelving		1980		Highway garage		
HGO24	1 thru 2 steel shelving 7'		1980		Highway garage		
HGO25	1 thru 2 revolving parts shelves		1972		Highway garage	\$333.00	
HGO26	Weed trimmer-gas	Echo	1987	7845	Highway garage	\$216.00	
HGO27	Pressure washer	L&A 7621SG	1988		Highway garage	\$1,534.00	
HGO 28	Welder	Dialarc 250	1981	26440	Highway garage	\$764.00	
HGO29	Welding outfit oxy-acetylene	Airco	1978	96202309	Highway garage	\$386.00	
HGO30	Air drill	Snap-On	1989	956921	Highway garage	\$243.00	
HGO31	Chain saw	Echo	1990	15443	Highway garage	\$509.00	
HGO32	Pipe threader	Rigid	1990		Highway garage	\$500.00	
HGO33	Torque wrench	Snap-On C72T	1990		Highway garage	\$425.00	
HGO34	1/2" Impact wrench	Snap-On	1990		Highway garage	\$250.00	
HGO35	Generator	Honda GX-40	1990		Highway garage	\$952.00	
HGO36	Air jack-hydraulic		1990	J31110070	Highway garage	\$985.00	
HGO37	Pipe threader	Rigid 400	1990		Highway garage	\$500.00	
HGO38	Fume blower	Master Cincinnati	1992		Highway garage	\$350.00	
HGO39	Dolly		1992		Highway garage	\$575.00	
HGO40	Pump 2"	Homelite	1991	HL1790037	Highway garage	\$836.00	
HGO41	Tractor	Ford	1992	DA41WXBD10977		\$16,800.00	traded
HGO42	Van	Chevrolet	1992	2GCE25K7N4142640		\$11,800	sold, sealed bid
HGO43	Pick-up truck	Ford F150	1994	1FTEX15N3RKB83936		\$13,792.00	sold, sealed bid
HGO44	Pressure washer	Karcher HDS950	1995		Highway garage	\$4,384.00	
HGO45	Water bubbler	Halsey taylor	1982	37212			junked
HGO46	Desk-oak		1960		Breakroom		
HGO47	Table-wood		1972		Breakroom		

SHELBY INVENTORY

HGO48	Television	Magnavox				Breakroom		
HGO49	Microwave	Panasonic				Breakroom		
HGO50	Furnace for breakroom and courtroom	Century						Maple Ridge Rd
HGO51	Refrigerator	Crosley				Breakroom		
HGO52	Stove	Hotpoint				Breakroom		
HGO53	Chain saw	Echo CS-5000	1997	24310		Highway garage	\$370.00	
HGO54	Chain saw	Echo C53000		58108		Highway garage		
HGO55	Trash Pump 3 hp	Homelite		HM3240276		Highway garage		
HGO56	Ladder-fiberglass 8 ft	Werner	1997			Highway garage	\$210.00	
HGO57	Tool chest	NAPA		99176		Highway garage	\$1,300.00	
HGO58	Mig welder	NAPA 100 Forney				Highway garage	\$350.00	
HGO59	Air conditioner-built in	American standard	1996					Maple Ridge Rd.
HGO59-2	Air conditioner-built in	Trane						Maple Ridge Rd.
HGO60	TL cart	Whiteman	1996	4GNFU081XTB101637		Highway garage	\$1,340.00	
HGO61	BTU heater	Dayton	1997			Highway garage	\$436.00	
HGO62	1 thru 3 radiant tube heaters	DX-20-75N						
HGO63	1 thru2 radiant tube heaters	DTHS-30-100N2	1995					
HGO64	Laser level	Pro-shot	1994	M746009		Highway garage	\$1,485.00	
HGO65	1 thru 2 "Flagman ahead" signs		1996			Highway garage	\$186.00	
HGO66	1 thru 2 "Men working" signs		1996			Highway garage	\$186.00	
HGO67	Steel bench-vise attached		1972			Highway garage		
HGO68	Steel welder bench w/vise		1972			Highway garage		
HGO69	Steel 3 tier bench vise attached		1972			Highway garage		
HGO70	Cutter gas operated	Homelite	1988	HH3280214			\$815.00	Traded for Echo HGO26
HGO71	Drill press	Linley	1950	541-0953		Highway garage	\$1,950.00	
HGO72	Tamper w/Honda motor	Stow	1990			Highway garage	\$1,432.00	
HGO73	Wire welder	Airco	1992	D1201124		Highway garage	\$1,470.00	
HGO74	Quick hitch-adapter for 555D		1996			Highway garage	\$2,700.00	
HGO75	Quick-coupler-adjust-a-bucket for 555D	3BFC-FE	1997			Highway garage	\$2,250.00	
HGO76	1000 gal plastic tank		1997			Highway garage	\$1,525.00	
HGO77	3/4" impact wrench	NAPA	1997	B9701783		Highway garage	\$350.00	
HGO78	1 thru 4 "Road construction ahead" signs		1998			Highway garage	\$58.50 ea	
HGO79	Impact wrench		1997			Highway garage	\$299.00	
HGO80	Portable diesel compressor w/ paving	Ingersoll-Rand	1999	298438		Highway garage	\$12,440.00	
HGO81	Trash pump	Honda 1601	1999	4930542		Highway garage	\$826.00	
HGO82	Tractor	John Deere 425	1999	AO63221			\$6,623.00	Traded
HGO83	Tractor	John Deere 345	1999				\$5,435.00	Traded

SHELBY INVENTORY

HGO84	Rotary cutter	Rhino GR84	1999	26138	Highway garage	\$4,067	
HGO85	Tractor	John Deere 345	2000	3456088022		\$5,435.00	Traded
HGO86	Tractor & 54" mower	John Deere 425	2000	124155		\$6,623.00	Traded
HGO87	Milling machine w/base		2002		Highway garage	\$1,980.00	
HGO88	Hoist 1 ton w/trolley		2003		Highway garage	\$264.00	
HGO89	Tractor	New Holland TL90	2003	1276244		\$4,917.00	Traded for HGO96
HGO90	Sander w/door kit	Lagasse	2003		Highway garage	\$4,896.00	
HGO91	Emergency recovery system tripod	Titan	2003		Highway garage	\$2,000.00	
HGO92	Drawing table-green		1976		Highway garage	\$456.00	
HGO93	Truck	Ford F350	2003	63EC090502	Highway garage	\$23,659.00	
HGO94	Ladder 8 step-rolling		2004	1208R2632A1E12B	Highway garage	\$537.00	
HGO95-1	Truck cab and chassis	Mack-Granit 713	2004	1M2AG11C74MO12154	Highway garage	\$79,945.00	
HGO95-2	Plow and dump body equipment	Tenco	2004		Highway garage	\$55,168.00	
HGO96	Tractor	New Holland TL90	2004	1314443	Highway garage	\$26,789.00	
HGO97	Sprayer	25GA	2003		Highway garage	\$630.00	
HGO98	Impact wrench, cordless 19.2v		2003		Highway garage	\$399.00	
HGO99	Tote motor, used	Hyster S30A	2003		Highway garage	\$1,200.00	
HGO100	Rex valve exerciser	98001	2003		Highway garage	\$7,200.00	
HGO101	Wheeler ray powerdrive	68A	2003	6801C0020	Highway garage	\$2,000.00	
HGO102	Leak detector	Meitrotek HL400	2003	624001911	Highway garage	\$2,500.00	
HGO103	Cut off saw	Stihl TS-400-14	2004	161408796	Highway garage	\$1,495.00	
HGO104-1	Ratchet wrench	Lowell 53	2004		Highway garage	\$190.00	
HGO104-2	Ratchet wrench	Lowell 53	2004		Highway garage	\$190.00	
HGO105	Pressure washer	Karcher 4D5945	2005	18985	Highway garage	\$1,747.50	
HGO106-1	Tractor w/54"mower	John Deere 475	2005		Highway garage	\$13,583.00	
HGO106-2	Tractor w/54"mower		2005				traded
HGO107-1	Standard Laptop	HP NX6310	2006	CNUJ634125Q	Highway garage	\$1,500.00	
HGO107-2	DCL & Docking station		2006	DS20001287	Highway garage	\$9,995.00	
HGO107-3	DCL		2006	ZC00012751	Highway garage		
HGO107-4	DCL		2006	ZC00012746	Highway garage		
HGO108-1	thru 4 Handheld radios		2006		Highway garage	\$260.00ea.	
HGO 109	Grinder, 14 volt battery Snap on	ETB 14440	2008	#08228358	Highway garage	\$175.00	new
HGO110	Snap on impact wrench air 1/2"drive	MG725	2008	8-480310	Highway garage	\$400.00	new
HGO111	John deere Ztrak mower 54" deck	Z820A	2009	TC820AG010174	Highway garage	\$7,743.00	new
HGO112	John DeereLawn tractor 42" deck	X304	2009	mox304a121661	Highway garage	\$3,599.00	new
HGO113	3 ton service jack	YA1706	2008		Highway garage	\$657.00	new
HGO114	Generator 13 kw, electric start	Honda 165923	2008	12073036	Highway garage	\$3,196.00	new

SHELBY INVENTORY

BWZ01	File 3 drawer-legal		1978	Zoning			Good	Trans from AO11-2
BWZ02	Copier stand w/double doors			Town clerk's office			Good	Trans from TCO16-2
BWZ03	Noteboard 51 x 39			Zoning			Good	Trans from TCO07-3
BWZ04	Camcorder	Panasonic L621	2002	Zoning		B11A10712	\$299.00 Very good	Trans to Town Clerk's office
BWZ05-1	Office chair-wine	Gusto	2001	Water dept.			\$207.00 Very good	Trans to Town Clerk's office
BWZ05-2	Office chair-wine	Gusto	2001	Bookkeeping			\$207.00 Very good	Trans to Town Clerk's office
BWZ06	Executive black leather chair	Impressario	2001	Zoning			\$252.00 Very good	Trans to Town Clerk's office
BWZ07	Executive L-desk w/hutch-oak		2001	Bookkeeper			\$1,295.00 Very good	Trans to Town Clerk's office
BWZ08	Room divider-mauve fabric 2 sections		2001	Zoning			\$135.00 ea. Very good	Trans to Town Clerk's office
BWZ09-1	Executive L-desk med oak w/right return	Martin	2001	Water dept.			\$1,095.00 Very good	Trans to Town Clerk's office
BWZ09-2	Executive L-desk med oak w/right return	Martin	2001	Town Clerk			\$1,095.00 Very good	Trans to Town Clerk's office
BWZ10	Bookcase 70" tall med oak	Martin	2001	Assessor/Zoning			\$298.00 Very good	Trans to Town Clerk's office
BWZ10-2	Bookcase 70" tall med oak	Martin	2001	Town clerk's office			\$298.00 Very good	Trans to Town Clerk's office
BWZ11	Noteboard 51 x 39			Bookkeeping			Very good	gone
BWZ12-1	Computer tower	Fong Kai	2001				\$941.00 Very good	junked
BWZ12-2	Monitor	Cybervision	2001				Very good	junked
BWZ12-3	Keyboard	Chicony P/S2	2001				Very good	junked
BWZ13-1	CPU Tower	AMD Thunderbird	2002				\$1,539.00 Very good	junked
BWZ13-2	Monitor	Elements	2002				Very good	surplus
BWZ13-3	Printer	HP Laserjet	1999			cy139a	\$735.00 Very good	junked
BWZ14-1	CPU Tower w/burner	AMD Thunderbird	2003				\$1,159.00 burned out	surplus
BWZ14-2	monitor	Elements	2003				poor	surplus
BWZ14-3	Printer	HP 1170CXi	1998				\$865.00 poor	Trans to Cemetery
BWZ15	File 4 drawer	Hon	1983	Hwy Super			\$242.00 Good	Trans from HSO02-2
BWZ15-2	File 4 drawer, putty	Global 26-400	2001	Assessor/Zoning			\$138.00 Very good	
BWZ16	File 4 drawer, putty	Global 26-400	2001	Water dept.			\$138.00 Very good	Trans to Town Clerk's office
BWZ17	Back-ups 400		1996				fair	junked
BWZ18	Back-ups 400		1996				\$160.00 fair	junked
BWZ19	Copier stand w/double doors		1991	Bookkeeping				Trans to Town Clerk's office
BWZ20	File 4 drawer lockable	Hon	1984	Bookkeeping			\$249.00 Good	Trans to Town Clerk's office
BWZ21	File 4 drawer, tan	Hon	1986	Bookkeeping			\$234.00 Good	Trans to Town Clerk's office
BWZ22	Cabinet 3 door/1door w/combo lock	Hon	1986	Bookkeeping			\$234.00 Good	Trans to Town Clerk's office
BWZ23	File 4 drawer putty	Hon	1996	Bookkeeping			\$147.00 Good	Trans to Town Clerk's office
BWZ24	Typewriter	Canon AP110	1996	Bookkeeping		T22105646	\$520.00 Fair	Trans to Town Clerk's office
BWZ25-1	CPU-mid tower/black P4 3.0 ghz	ATX	2004	Water dept.			\$3,850.00 Very good	Trans to Town Clerk's office

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BWZ25-2	Monitor-black	NEC LCD 9v	2004	36103446GA	Water dept.		Trans to Town Clerk's office
BWZ25-3	Speakers-black w/subwoofer	Inspire T2900	2004		Water dept.		Trans to Town Clerk's office
BWZ25-4	Scanner-Microtek	Scanmaker 5900	2004		Water dept.		Surplus
BWZ25-5	Printer	HP deskjet	2004	SG38D110N3	Water dept.		Trans to storage
BWZ26	Digital camera w/travel kit and easyshare	Kodak	2004	KCKCL33415753	Water dept.		Trans to Town Clerk's office
BWZ27	Printer	Minolta	2003			See BWZ 14-1	surplus
BWZ28-1	7 Bay Black ATX Tower-Athlon 64 X2	ATX	2007		Bookkeeping	\$1,891.00	Trans to Town Clerk's office
BWZ28-2	19" Flat panel monitor	A90	2007		Bookkeeping		Trans to Town Clerk's office
BWZ28-3	Wireless keyboard & mouse	Microsoft 1045	2007	508426	Bookkeeping		Trans to Town Clerk's office
BWZ28-4	Printer	HP Laserjet 1320	2007	JPLGM2796	Bookkeeping		Trans to Town Clerk's office
BWZ29	Computer, laptop Zoning Officer	Dell Latitude 531	2009	xm0064864388m0587	Zoning	\$830.00	Very good
BWZ30-1	Camera, digital	Kodak Z1285	2008	KCXJB8 1205004	Zoning	\$179.00	Very good
BWZ30-2	Camera dock	Kodak	2008	Mnlag	Zoning	\$49.00	Very good
BWZ31	Printer, inkjet Office Jet pro	HP	2008	my88r830vh	Zoning	\$391.00	Very good
BWZ32-1	CPU tower case w/500watt PSU	AMD 6000	2009		Zoning	\$950.00	Very good
BWZ32-2	Wireless keyboard & mouse	Logitech	2009	la52860891	Zoning		Very good
BWZ32-3	Monitor, 19" LCD	ASUS	2009	91LMTF007778	Zoning		Very good
BR001	Table-conference-walnut		1970		HWY Super office		Very good
BR002	1 thru 6 chair-walnut w/arms		1972		HWY Super office		Very good
BRO03	Table-veneer boat shaped		1982		Boardroom	\$1,628.00	Very good
BRO04	Chair, walnut w/o arms		1978		Boardroom		Very good
BRO05	Television-color w/vcr	Panasonic	2000		Boardroom		Very good

SHELBY INVENTORY

JO 08	Surge protector	Back-ups pro	1998								Good	Junked
JO 09	Copy/FAX machine	Xerox Workcenter	2003						leased		Very good	
JO 10-1	Computer server system	Dell PowerEdge 4i	2004						\$1,931.00		Very good	
JO 10-2	Monitor	Dell E172FP	2004	64180-3AR2VFC	Judge's office			see JO10-1			Very good	
JO 10-3	Router-wireless w/adapters	Dell	2004	3CAH009276	Judge's office			see JO10-1	\$152.00		Very good	
JO 10-4	Server-standard edition 32 bit	Dell W2K3	2004		Judge's office						Very good	
JO 11	Fire safe, Sentry	DA3930	2009	BC729949	Judge's office				\$355.00		Very good	
JO 12	Bulletin board, Oak	QRT308	2008		Judge's office				\$210.00		Very good	
JO 13	Electronic security video system		2009		Judge's office							
JO 13-1	Pelco DX 4516 16 channel 500 GB DVR	Pelco	2009	AAJ-6475	Judge's office			\$2,171.00				
JO 13-2	Outdoor wall mount camera	Ganz	2009	RHB07072				\$366.00 ea				
JO 13-3	Outdoor wall mount camera		2009	RHB07076								
JO 13-4	Outdoor wall mount camera		2009	RHB07077								
JO 13-5	Outdoor wall mount camera		2009	RHB07080								
JO 13-6	Outdoor wall mount camera		2009	RHB07071								
JO 13-7	Color mini dome camera	540line	2009	BHB21009				\$222.00 ea				
JO 13-8	Color mini dome camera		2009	BHB21011								
JO 13-9	Color mini dome camera		2009	BHB22333								
JO 13-10	Color mini dome camera		2009	BHB22338								
JO 13-11	Color mini dome camera		2009	SHB26712								
CNF 01	10' Conference table, cherry	used	2009		Conference room				\$579.00		good	
CNF 02-1	thru 8 Cherry/cranberry conf. chairs	used	2009		Conference room			99.00 ea.			good	
CNF 03-1	Traditional chairs-dark brown	used	2009		Conference room			\$149.00			good	

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CNF 03-2	Traditional chairs-dark brown	used	2009	Conference room	\$149.00	good
CNF 03-3	Traditional chairs-dark brown	used	2009	Conference room	\$149.00	good
CNF 04-1	Traditional chair beige	used	2009	Conference room	\$149.00	good
CNF 04-2	Traditional chair beige	used	2009	Conference room	\$149.00	good
CNF 05-1	Traditional chair-light brown	used	2009	Conference room	\$149.00	good
CNF 05-2	Traditional chair-light brown	used	2009	Conference room	\$149.00	good
CNF 06	Flag, American w/pole & stand		2009	Conference room	\$132.73	new
CNF 07	Flag, NYS w/pole & stand		2009	Conference room	\$132.73	new
CNF 08	6' Conference table, cherry	used	2009	EDA office	\$259.00	good
CNF 09-1	thru 6 guest chairs, mahogany	used	2009	EDA office	\$99.00 ea	good

APPENDIX E:
FY2008-2010 Budget Information for
Medina, Ridgeway, and Shelby

Village of Medina Revenues 2007-08 to 2009-10

ACCOUNT	ACCT#	2007-08 Actual	2008-09 Actual	2009-2010 Budget
REVENUES GENERAL				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	A1001	\$2,588,398	\$2,570,447	\$2,553,033
TOTAL REAL PROP TAXES		\$2,588,398	\$2,570,447	\$2,553,033
REAL PROPERTY TAX ITEMS				
OTHER PAYMENTS IN LIEU OF TAXES	A1081	\$50,400	\$47,166	\$66,000
INT/ PENALTIES ON REAL PROP TAXES	A1090	\$25,429	\$26,092	\$26,000
TOTAL REAL PROP TAX ITEMS		\$75,829	\$73,258	\$92,000
NON-PROPERTY TAX ITEMS				
SALES TAX	A1120	\$176,000	\$176,000	\$176,000
UTILITIES' GROSS RECEIPTS TAX	A1130	\$94,964	\$88,731	\$94,400
FRANCHISES	A1170	\$71,270	\$75,095	\$75,000
TOTAL NON-PROPERTY TAX ITEMS		\$342,234	\$339,826	\$345,400
GENERAL GOVERNMENT				
CLERK-TREAS FEES	A1230	\$3,853	\$4,333	\$4,300
TOTAL GENERAL GOVERNMENT		\$3,853	\$4,333	\$4,300
PUBLIC SAFETY				
POLICE FEES	A1520	\$373	\$169	\$180
FIRE INSPECTION FEES	A1540		\$10	
PUBLIC POUND FEES	A1550	\$325	\$200	\$200
SAFETY INSPECTION FEES	A1560	\$5,200	\$1,200	\$8,000
TOTAL PUBLIC SAFETY		\$5,898	\$1,579	\$8,380
HEALTH				
VITAL STATISTICS FEES	A1603	\$16,200	\$17,160	\$17,000
AMBULANCE CHARGES	A1640	\$468,676	\$766,462	\$750,000
TOTAL HEALTH		\$484,876	\$783,622	\$767,000
HOME AND COMMUNITY SERVICES				
ZONING FEES	A2110	\$2,200	\$1,925	\$1,750
DUMPSTER CHARGES	A2130	\$6,350	\$6,623	\$7,800
SALE OF CEMETERY LOTS	A2190	\$9,265	\$5,055	\$3,700
CHARGES FOR CEMETERY SERVICES	A2192	\$11,216	\$7,600	\$7,200
TOTAL HOME & COMMUNITY SERVICES		\$29,031	\$21,203	\$20,450
GRAND TOTAL REVENUES GENERAL		\$3,530,119	\$3,794,268	\$3,790,563
INTERGOVERNMENTAL				
GENERAL				
INTERGOV'T SERVICES	A2210			\$70,880
TOTAL INTERGOV'T GENERAL		\$0	\$0	\$70,880
TRANSPORTATION				
SNOW REMOVAL FOR OTHER GOVT	A2302	\$10,653	\$11,552	\$10,700
TOTAL TRANSPORTATION		\$10,653	\$11,552	\$10,700
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	A2401	\$58,636	\$26,983	\$35,000
XAMS FAIRE BOOTH RENTAL	A2406	\$1,845	\$0	\$0
TOTAL USE OF MONEY & PROPERTY		\$60,481	\$26,983	\$35,000
LICENSES & PERMITS				
BUSINESS & OCCUPATION LICENSES	A2501		\$25	
PERMITS, OTHER	A2590	\$5,930	\$11,280	\$8,050
GAMES OF CHANCE LICENSES	A2530	\$40	\$40	\$30
TOTAL LICENSES & PERMITS		\$5,970	\$11,345	\$8,080

Village of Medina Revenues 2007-08 to 2009-10

ACCOUNT	ACCT#	2007-08 Actual	2008-09 Actual	2009-2010 Budget
FINES				
FINES & FORFEITED	A2610	\$61,134	\$42,623	\$49,000
TOTAL FINES		\$61,134	\$42,623	\$49,000
SALE OF PROP/COMP FOR LOSS				
SALE OF PROPERTY	A2650	\$400		
INSURANCE RECOVERIES	A2680	\$8,940	\$22,544	\$15,000
SALE OF EQUIPMENT	A2665	\$11,895		
TOTAL SALE OF PROP/COMP FOR LOSS		\$21,235	\$22,544	\$15,000
MISCELLANEOUS				
REFUND OF PRIOR YEAR EXPENSES	A2701	\$1,519	\$6,819	\$1,200
TRANSFER FROM CEMETERY & TREE FDS	A2705	\$6,000	\$2,781	\$23,100
MISC REVENUES	A2770	\$1,503	\$3,248	\$2,000
TOTAL MISCELLANEOUS		\$9,022	\$12,848	\$26,300
GRAND TOTAL INTERGOVERNMENTAL		\$168,495	\$127,895	\$214,960
STATE AID				
GENERAL GOVERNMENT				
ST AID, REVENUE SHARING	A3001	\$47,087	\$49,441	\$49,441
ST AID, MORTGAGE TAX	A3005	\$22,095	\$15,025	\$14,500
COUNTY REIMBURSEMENT FOR DRUG OFFICER	A3025	\$0	\$0	\$50,000
SALT STORAGE FACILITY	A3040			\$75,000
ST AID, OTHER AID	A3089	\$1,027	\$9,592	\$30,200
TOTAL GENERAL GOVERNMENT		\$70,209	\$74,058	\$219,141
TRANSPORTATION				
ST AID, CONSOLIDATED HIGHWAY AID	A3501	\$175,231		\$107,988
TOTAL TRANSPORTATION		\$175,231	\$0	\$107,988
CULTURE AND RECREATION				
ST AID, YOUTH PROGRAMS	A3820	\$2,919	\$5,278	\$5,000
FIRE SAFETY GRANT	A4030	\$244,689	\$139,989	\$125,000
TOTAL CULTURE AND RECREATION		\$247,608	\$145,267	\$130,000
INTERFUND TRANSFERS				
INTERFUND REVENUES	A5031		\$30,889	
TOTAL INTERFUND TRANSFERS		\$0	\$30,889	\$0
GRAND TOTAL STATE AID		\$493,048	\$250,214	\$457,129
GRAND TOTAL GENERAL FUND REVENUE		\$4,191,662	\$4,172,377	\$4,462,652
REVENUES WATER				
DEPARTMENTAL				
METERED SALES	F2140	\$957,692	\$1,319,065	\$1,355,750
WATER SERVICE CHARGES	F2144	\$11,691	\$13,058	\$13,580
INTEREST/PENALTIES ON RENT	F2148	\$20,376	\$18,280	\$13,420
DEPOSIT FEE FOR ETHANOL PLANT	F2378	\$151,875		
TOTAL DEPARTMENTAL		\$1,141,634	\$1,350,403	\$1,382,750
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	F2401	\$7,588	\$2,926	\$2,750
REFUND OF PRIOR YEAR'S EXPENSE	F2701		\$314	
TOTAL USE OF MONEY & PROP		\$7,588	\$3,240	\$2,750
TOTAL REVENUES WATER		\$1,149,222	\$1,353,643	\$1,385,500

Village of Medina Revenues 2007-08 to 2009-10

ACCOUNT	ACCT#	2007-08 Actual	2008-09 Actual	2009-2010 Budget
REVENUES SEWER				
DEPARTMENTAL				
SEWER RENTS	G2120	\$873,927	\$855,826	\$850,800
SEWER CHARGES	2122		\$5,407	
INTEREST/PENALTIES ON SEWER	G2128	\$23,850	\$20,195	\$23,250
FISHER PRICE GROUNDWATER COLL	2144	\$8,445	\$6,638	
TOTAL DEPARTMENTAL		\$906,222	\$888,066	\$874,050
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	G2401	\$8,132	\$2,885	\$2,500
TOTAL USE OF MONEY & PROP		\$8,132	\$2,885	\$2,500
MISC				
TRANSFER FROM STP REPAIR RESERVE	G5031			\$20,000
GWINN ST. BAN				
TOTAL MISC		\$0	\$0	\$20,000
TOTAL REVENUES SEWER		\$914,354	\$890,951	\$896,550
GRAND TOTAL REVENUES				
Total General Fund Revenues		\$4,191,662	\$4,172,377	\$4,462,652
Total Water Revenues		\$1,149,222	\$1,353,643	\$1,385,500
Total Sewer Revenues		\$914,354	\$890,951	\$896,550
Grand Total Revenues		\$6,255,238	\$6,416,971	\$6,744,702

BUDGETED REV. - FUND BALANCE & OTHER *

General Fund Budget			
Appropriation from Gen'l Fund Balance	\$150,000	\$200,000	\$75,000
Equipment Reserve	\$120,000	\$132,400	\$117,997
Street Reserve	\$70,000	\$200,000	\$96,000
Gwinn Street BAN			\$300,000
Water Fund			
Appropriation from Water Fund Balance	\$30,961	\$127,015	\$24,506
Sewer Fund			
Appropriation from Sewer Fund Balance	\$260,000	\$105,350	\$104,279
Gwinn Street BAN			\$300,000

* Shows additional revenues budgeted by year, not actual additional revenues used in 2007-08 and 2008-09.

Village of Medina Expenditures 2007-08 to 2009-10

ACCOUNT	ACCT#	2007-08 Actual	2008-09 Actual	2009-2010 Budget
EXPENDITURES GENERAL				
LEGISLATIVE				
LEG BOARD, PERS SERV	A1010.1	\$1,996	\$3,000	\$3,000
LEG BOARD, CONTR EXP	A1010.4	\$12,364	\$26,336	\$13,675
TOTAL LEG BOARD		\$14,360	\$29,336	\$16,675
JUDICIAL				
VILLAGE JUSTICE, PERS SERV	A1110.1	\$61,726	\$63,463	\$62,955
VILLAGE JUSTICE, CONTRACTUAL	A1110.4	\$8,345	\$6,515	\$8,150
TOTAL VILLAGE JUSTICE		\$70,071	\$69,978	\$71,105
MAYOR				
MAYOR, PERS SERV	A1210.1	\$1,998	\$2,000	\$2,000
MAYOR, CONTRACTUAL	A1210.4	\$4,436	\$2,929	\$6,375
TOTAL MAYOR		\$6,434	\$4,929	\$8,375
FINANCE				
AUDITOR, CONTR EXP	A1320.4	\$8,000	\$10,800	\$13,275
TREASURER, PERS SERV	A1325.1	\$19,109	\$17,237	\$23,765
TREASURER, CONTR EXPEND	A1325.4	\$16,656	\$19,699	\$19,947
RECEIVER OF TAXES , PERSONAL SERVICES	A1330.1	\$16,258	\$16,493	\$15,285
BUDGET, PERS SERVICES	A1340.1	\$4,173	\$4,238	\$4,700
BUDGET, CONTR EXT	A1340.4	\$344	\$54	\$500
ASSESSMENT, PERS SERV	A1355.1	\$4,163	\$4,228	\$5,290
ASSESSMENT, CONTR EXP	A1355.4	\$4,240	\$5,030	\$7,460
EXPENSE OF PROP, CONTR EXP	A1364.4	\$379	\$280	\$1,880
TOTAL FINANCE		\$73,322	\$78,059	\$92,102
STAFF				
LAW PERSONAL SERVICE	A1420.1	\$15,833		
ATTORNEY CONTRACTUAL	A1420.4	\$32,107	\$47,318	\$52,720
ELECTIONS, CONTR EXPEND	A1450.4	\$1,117	\$992	\$1,404
TOTAL STAFF		\$49,057	\$48,310	\$54,124
SHARED SERVICES				
BUILDINGS, PERS SERV	A1620.1	\$71,169	\$112,058	\$149,474
BUILDINGS, CONTR EXP	A1620.4	\$54,113	\$69,984	\$64,200
BUILDINGS, CAP PROJ	A1620.41			\$40,500
BUILDINGS, EQUIP RESERVE	A1620.4			\$25,000
TOTAL SHARED SERVICES		\$125,282	\$182,042	\$279,174
SPECIAL ITEMS				
UNALLOCATED INSURANCE, CONTR EXPEND	A1910.4	\$55,105	\$51,116	\$58,205
MUNICIPAL ASSN DUES, CONTR EXPEND	A1920.4	\$1,444	\$1,476	\$1,065
CONTINGENT	A1990.4		\$2,000	\$65,000
TOTAL SPECIAL ITEMS		\$56,549	\$54,592	\$124,270
LAW ENFORCEMENT				
POLICE, PERS SERV	A3120.1	\$651,650	\$693,518	\$730,039
POLICE, EQUIP	A3120.2	\$23,729	\$29,068	\$19,847
POLICE, CONTR EXPEND	A3120.4	\$92,220	\$86,622	\$74,744
TOTAL POLICE		\$767,599	\$809,208	\$824,630
TRAFFIC CONTROL				
TRAFFIC CONTROL, PER SERV	A3310.1	\$28,179	\$28,912	\$32,177
TRAFFIC CONTROL, CONTR EXP	A3310.4	\$4,350	\$5,455	\$10,550
ON-STREET PARKING, CONTR EXP	A3320.4			\$1,550
TOTAL TRAFFIC CONTROL		\$32,529	\$34,367	\$44,277

Village of Medina Expenditures 2007-08 to 2009-10

ACCOUNT	ACCT#	2007-08 Actual	2008-09 Actual	2009-2010 Budget
FIRE PREVENTION AND CONTROL				
FIRE DEPT, PERSONAL SERV	A3410.1	\$448,283	\$312,316	\$224,191
FIRE DEPT, EQUIPMENT	A3410.2	\$32,662	\$19,314	\$42,000
FIRE DEPT, CONTR EXP	A3410.4	\$72,583	\$85,941	\$71,500
FIRE DEPT, CAPITAL PROJ	A3410.5	\$25,443	\$20,400	
TOTAL FIRE		\$578,971	\$437,971	\$337,691
SAFETY FROM ANIMALS				
ANIMAL CONTROL, PERS SERV	A3510.1	\$9,190	\$7,630	\$10,400
ANIMAL CONTROL, CONTR EXP	A3510.4	\$656	\$1,088	\$1,000
TOTAL SAFETY FROM ANIMALS		\$9,846	\$8,718	\$11,400
OTHER PUBLIC SAFETY				
SAFETY INSPECTION PERS SERV	A3620.1	\$47,718	\$34,584	\$60,260
SAFETY INSPECTION CONTR EXP	A3620.4	\$14,787	\$11,726	\$51,980
TOTAL OTHER		\$62,505	\$46,310	\$112,240
PUBLIC HEALTH				
REGISTRAR OF VITAL STATISTICS	A4020.1	\$31,218	\$29,496	\$29,520
REGISTRAR OF VITAL STATISTICS	A4020.4	\$1,469	\$1,299	\$1,800
TOTAL PUBLIC HEALTH		\$32,687	\$30,795	\$31,320
OTHER HEALTH				
AMBULANCE PERS SERV	A3410.1	\$169,085	\$281,038	\$373,685
AMBULANCE EQUIP	A3410.2	\$150,000	\$44,775	\$10,000
AMBULANCE CONTR EXP	A3410.4	\$113,784	\$117,588	\$122,900
AMBULANCE CAPITAL PROJ	A3410.41	\$36,189	\$2,207	
TOTAL OTHER HEALTH		\$469,058	\$445,608	\$506,585
HIGHWAY				
STREET ADMIN, PERS SERV	A5010.1	\$24,917	\$35,381	\$37,330
STREET ADMIN, CONTR EXPEND	A5010.4	\$2,570	\$5,572	\$6,100
MAINT OF STREETS, PERS SERV	A5110.1	\$106,783	\$112,672	\$116,470
MAINT OF STREETS, EQUIPMENT	A5110.2	\$4,523		
MAINT OF STREETS, CONTR EXPEND	A5110.4	\$105,941	\$114,276	\$177,450
MAINT OF STREETS, CAP PROJ	A5110.41	\$157,803	\$91,992	
GWINN STREET PROJECT	A5115.41	\$7,456		
PAVING PROJECT	A5112.2	\$98,484	\$125,000	\$207,988
SNOW REMOVAL, PERS SERV	A5142.1	\$45,392	\$49,532	\$56,340
SNOW REMOVAL, EQUIP	A5142.2	\$40,202	\$500	\$43,350
SNOW REMOVAL, CONTR EXPEND	A5142.4	\$131,854	\$60,469	\$67,750
STREET LIGHTING, CONTR EXPEND	A5182.4	\$74,516	\$65,927	\$68,730
TOTAL HIGHWAY		\$800,441	\$661,321	\$781,508
OTHER HIGHWAY				
OFF-ST PARKING, CONTR EXPEND	A5650.4	\$1,843	\$1,990	\$3,750
TOTAL OTHER HIGHWAY		\$1,843	\$1,990	\$3,750
ECONOMIC DEVELOPMENT & TOURISM				
ECONOMIC DEVELOPMENT & TOURISM	A6499.4	\$6,807	\$4,795	\$15,000
TOTAL ECONOMIC DEVELOPMENT & TOURISM		\$6,807	\$4,795	\$15,000
RECREATION				
PLAYGR & REC CENTERS, PERS SERV	A7140.1	\$32,856	\$40,269	\$51,793
PLAYGR & REC CENTERS, EQUIP & CAP OUTLAY	A7140.2		\$6,759	
PLAYGR & REC CENTERS, CONTR EXPEND	A7140.4	\$15,051	\$17,667	\$19,200
PLAYGR & REC CENTERS, CAP PROJ	A7140.41		\$2,356	\$17,220
PLAYGR & REC CENTERS, JOINT CONT SERV	A7145.4			
YOUTH PROG, CONTR EXPEND	A7310.4	\$8,405	\$8,405	\$8,405
TOTAL RECREATION		\$56,312	\$75,456	\$96,618

Village of Medina Expenditures 2007-08 to 2009-10

ACCOUNT	ACCT#	2007-08 Actual	2008-09 Actual	2009-2010 Budget
CULTURE				
HISTORIAN, CONTR EXP	A7510.4	\$150		\$800
CELEBRATIONS, CONTR EXP	A7550.4	\$1,481	\$1,481	\$1,400
ADULT RECREATION, CONTR EXPEND	A7620.4	\$2,000	\$2,000	\$2,000
TOTAL CULTURE		\$3,631	\$3,481	\$4,200
GENERAL ENVIRONMENT				
ZONING, PERS SERV	A8010.1	\$6,106	\$5,995	\$7,030
ZONING, EQUIP	A8010.2			\$300
ZONING, CONTR EXP	A8010.4	\$1,080	\$298	\$1,200
PLANNING, PERS SERV	A8020.1	\$6,963	\$5,995	\$7,030
PLANNING, CONTR EXP	A8020.4	\$285	\$779	\$1,300
BOARD COMMITTEES, CONTR EXP	A8035.4	\$108	\$83	\$150
TOTAL GENERAL ENVIRONMENT		\$14,542	\$13,150	\$17,010
SEWAGE				
SEWER ADMINISTRATION, PERS SERV	A8110.1	\$17,311	\$22,586	\$23,800
SEWER ADMINISTRATION, CONTR EXP	A8110.4	\$2,903	\$3,204	\$8,500
STORM SEWERS, PERS SERV	A8140.1	\$13,754	\$14,885	\$16,776
STORM SEWERS, EQUIP	A8140.2	\$2,971		
STORM SEWERS, CONTR EXP	A8140.4	\$750	\$8,419	\$9,600
STORM SEWERS, CAP PROJ	A8140.41			\$300,000
TOTAL SEWAGE		\$37,689	\$49,094	\$358,676
SANITATION				
STREET CLEANING, PERS SERV	A8170.1	\$30,872	\$32,069	\$39,242
STREET CLEANING, CONTR EXPEND	A8170.4	\$7,056	\$1,766	\$10,900
TOTAL SANITATION		\$37,928	\$33,835	\$50,142
COMMUNITY ENVIRONMENT				
SHADE TREES, PERS SERV	A8560.1	\$27,356	\$29,638	\$33,555
SHADE TREES, EQUIP	A8560.2	\$319	\$42,470	\$1,500
SHADE TREES, CONTR EXT	A8560.4	\$12,228	\$9,531	\$11,150
SHADE TREES, CAP PROJ	A8560.41		\$10,906	\$7,750
TOTAL COMMUNITY ENVIRONMENT		\$39,903	\$92,545	\$53,955
SPECIAL SERVICES				
CEMETERY, CONTR EXPEND	A8810.4	\$50,821	\$44,751	\$76,700
TOTAL SPECIAL SERVICES		\$50,821	\$44,751	\$76,700
EMPLOYEE BENEFITS				
STATE RETIREMENT SYSTEM	A9010.8	\$49,202	\$46,555	\$40,625
FIRE & POLICE RETIREMENT SYSTEM	A9015.8	\$181,759	\$190,159	\$185,480
SOCIAL SECURITY, EMPLOYER CONT	A9030.8	\$142,157	\$146,289	\$151,600
WORKER'S COMPENSATION, EMPL BNFTS	A9040.8	\$58,818	\$60,885	\$67,045
UNEMPLOYMENT INSURANCE, EMPL BNFTS	A9050.8	\$636		\$3,500
HOSPITAL & MEDICAL/DENTAL INS, EMPL BNFTS	A9060.8	\$298,594	\$298,132	\$302,125
TOTAL EMPLOYEE-BENEFITS		\$731,166	\$742,020	\$750,375
DEBT SERVICE				
BAN-PRINCIPAL	A9730.6	\$123,281	\$110,780	\$105,815
BAN-INTEREST	A9730.7	\$60,042	\$29,783	\$9,371
BOND DEBT, PRINCIPAL	A9785.6	\$98,500	\$103,500	\$126,500
BOND DEBT, INTEREST	A9785.7	\$27,140	\$22,212	\$38,061
TOTAL DEBT SERVICE		\$308,963	\$266,275	\$279,747
TOTAL GENERAL EXPENDITURES		\$4,438,316	\$4,268,936	\$5,001,649

Village of Medina Expenditures 2007-08 to 2009-10

ACCOUNT	ACCT#	2007-08 Actual	2008-09 Actual	2009-2010 Budget
EXPENDITURES WATER				
WATER				
WATER DUES	F1920.4	\$725	\$738	\$988
INSURANCE	F1910.4	\$11,000	\$13,025	\$13,675
WATER ADM, PERS SERV	F8310.1	\$117,290	\$144,376	\$166,979
WATER ADM, EQUIP	F8310.2		\$1,600	
WATER ADM, CONTR EXP	F8310.4	\$12,746	\$12,805	\$18,705
WATER ADM, CAP PROJ	F8310.41		\$15,000	\$15,000
TOTAL WATER ADM		\$141,761	\$187,544	\$215,347
SUPPLY/POWER/PUMPING				
SOURCE SUPPLY PWR/PUMP-CONTR EXP	F8320.4	\$393,999	\$582,369	\$593,110
TOTAL SUPPLY/POWER/PUMPING		\$393,999	\$582,369	\$593,110
TRANSMISSION & DISTRIBUTION				
WATER TRANS/DISTR/PERS SERV	F8340.1	\$154,753	\$146,330	\$164,598
WATER TRANS/DISTR/EQUIP	F8340.2	\$47,090	\$43,850	\$90,650
WATER TRANS/DISTR/CONTR EXPEND	F8340.4	\$63,027	\$68,988	\$91,300
WATER TRANS/DISTR/CAP PROJ	F8340.41		\$14,775	\$17,700
TOTAL TRANSMISSION & DISTRIBUTION		\$264,870	\$273,943	\$364,248
EMPLOYEE BENEFITS				
STATE RETIREMENT, EMPL BNFTS	F9010.8	\$16,085	\$16,275	\$13,545
SOCIAL SECURITY, EMPL BNFTS	F9030.8	\$20,679	\$21,949	\$25,670
W COMP, EMPL BNFTS	F9040.8	\$12,160	\$30,442	\$33,525
UNEMPLOYMENT INSURANCE, EMPL BNFTS	F9055.8			\$1,500
HOSP/MED/DENTAL INS, EMPL BNFT	F9060.8	\$49,892	\$46,474	\$64,673
TOTAL EMPLOYEE BENEFITS		\$98,816	\$115,140	\$138,913
DEBT PRINCIPAL				
DEBT PRINCIPAL, SERIAL BONDS	F9710.6	\$38,000	\$38,000	\$35,000
DEBT PRINCIPAL, BAN	F9730.6	\$21,100	\$25,750	\$30,585
TOTAL DEBT PRINCIPAL		\$59,100	\$63,750	\$65,585
DEBT INTEREST				
DEBT INTEREST, BAN	F9730.7	\$13,043	\$4,684	\$6,468
DEBT INTEREST, SERIAL BONDS	F9710.7	\$29,457	\$27,979	\$26,335
TOTAL DEBT INTEREST		\$42,500	\$32,663	\$32,803
TOTAL WATER EXPENDITURES		\$1,001,046	\$1,255,409	\$1,410,006

Village of Medina Expenditures 2007-08 to 2009-10

ACCOUNT	ACCT#	2007-08 Actual	2008-09 Actual	2009-2010 Budget
EXPENDITURES SEWER				
HOME AND COMM.				
OTHER GOVT SUPPORT	G1989.4	\$16,725	\$16,738	\$16,988
SEWER ADM, PERS SERV	G8110.1	\$81,987	\$90,189	\$110,145
SER ADM, CONTR EXPEND	G8110.4	\$14,929	\$7,712	\$18,200
SEWER ADM, CAP PROJ	G8110.41		\$15,000	\$15,000
SANITARY SEWERS, PERS SERV	G8120.1	\$55,481	\$76,611	\$86,657
SANITARY EQUIPMENT	G8120.2	\$47,100	\$43,706	\$90,650
SANITARY SEWERS, CONTR EXPEND	G8120.4	\$3,705	\$19,549	\$20,500
SANITARY SEWERS, CAP PROJ	G8120.41	\$128,776	\$26,923	\$316,500
SEWAGE TREATMENT PLANT, PERS SERV	G8120.1	\$8,946	\$10,793	\$11,291
SEWAGE TREATMENT PLANT, EQUIP	G8130.2		\$3,666	\$12,500
SEWAGE TREAT DISP, CONTR EXPEND	G8130.4	\$317,229	\$328,358	\$360,350
SEWAGE TREATMENT PLANT, CAP PROJ	G8130.41	9725		\$36,400
TOTAL HOME AND COMM.		\$684,603	\$639,245	\$1,095,181
DEBT				
SOCIAL SECURITY, EMPL BNFTS	G9030.8	\$11,012	\$13,390	\$15,925
STATE RETIREMENT	G9010.8	\$16,085	\$16,275	\$13,550
WORKERS' COMP	G9040.8	\$17,745	\$30,443	\$33,500
UNEMPLOYMENT INSURANCE, EMPL BNFTS	G9050.8			\$1,500
HOSPITALIZATION	G9060.8	\$51,534	\$46,474	\$64,673
DEBT PRINCIPAL, SERIAL BONDS	G9710.6	\$76,400	\$76,564	\$66,565
DEBT INTEREST, SERIAL BONDS	G9710.7	\$11,046	\$9,731	\$8,642
DEBT PRINCIPAL, BAN	G9730.6	\$45,560	\$1,080	\$800
DEBT INTEREST, BAN	G9730.7	\$13,782	\$213	\$493
TOTAL DEBT		\$243,164	\$194,170	\$205,648
TOTAL EXPENDITURE SEWER		\$927,767	\$833,415	\$1,300,829
GRAND TOTAL EXPENDITURES				
Total General Fund Expenditures		\$4,438,316	\$4,268,936	\$5,001,649
Total Water Expenditures		\$1,001,046	\$1,255,409	\$1,410,006
Total Sewer Expenditures		\$927,767	\$833,415	\$1,300,829
Grand Total Expenditures		\$6,367,129	\$6,357,760	\$7,712,484

Town of Ridgeway Revenues 2008-2010

ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
REVENUES GENERAL				
REAL PROPERTY TAXES & TAX ITEMS				
REAL PROPERTY TAXES	A1001	\$314,157	\$302,812	\$310,812
OTHER PAYMENTS IN LIEU OF TAXES	A1081	\$2,012	\$2,012	\$2,600
INT/ PENALTIES ON REAL PROP TAXES	A1090	\$10,587	\$10,121	\$8,000
TOTAL REAL PROPERTY & TAX ITEMS		\$326,756	\$314,944	\$321,412
NON-PROPERTY TAXES				
FRANCHISES	A1170	\$21,594	\$25,213	\$23,000
TOTAL NON-PROPERTY TAXES		\$21,594	\$25,213	\$23,000
GENERAL GOVERNMENT				
CLERK FEES	A1255	\$2,047	\$2,463	\$2,000
TOTAL GENERAL GOVERNMENT		\$2,047	\$2,463	\$2,000
HEALTH				
AMBULANCE CHARGES	A1640			\$100
TOTAL HEALTH		\$0	\$0	\$100
HOME AND COMMUNITY SERVICES				
REFUSE & GARBAGE FEES	A2130	\$2,292	\$2,315	\$2,200
MISC - TIRE PICK UP	A2189			\$50
SALE OF CEMETERY LOTS	A2190			\$50
CHARGES FOR CEMETERY SERVICES	A2192			\$100
TOTAL HOME AND COMM.		\$2,292	\$2,315	\$2,400
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	A2401	\$6,084	\$1,034	\$1,000
INTEREST & EARNINGS - HT	A2402	\$3,174	\$606	\$2,000
RENTAL OF REAL PROPERTY	A2410			\$1,000
COMMISSIONS	A2450	\$20,400	\$13,824	\$12,500
TOTAL USE OF MONEY & PROPERTY		\$29,658	\$15,465	\$16,500
LICENSES & PERMITS				
GAMES OF CHANCE	A2530	\$40	\$20	
DOG LICENSES	A2544	\$1,440	\$1,126	\$1,000
TOTAL LICENSES & PERMITS		\$1,480	\$1,146	\$1,000
FINES & FORFEITURES				
FINES & FORFEITED BAIL	A2610	\$41,442	\$47,691	\$26,000
FINES & PENALTIES - DOG CASES	A2611			\$25
TOTAL FINES & FORFEITURES		\$41,442	\$47,691	\$26,025
SALE OF PROPERTY & COMP FOR LOSS				
MINOR SALES, OTHER	A2655	\$43	\$49	\$20
SALES OF EQUIPMENT	A2665			\$100
INSURANCE RECOVERIES	A2680	\$1,850		
TOTAL SALE OF PROP & COMP FOR LOSS		\$1,893	\$49	\$120
MISCELLANEOUS				
REFUND PRIOR YRS EXPENDITURES	A2701	\$698		\$500
MISCELLANEOUS REVENUES	A2770			\$10
TOTAL FINES & FORFEITURES		\$698	\$0	\$510
STATE AID				
ST AID, REVENUE SHARING	A3001	\$50,255	\$50,255	\$47,000
ST AID, MORTGAGE TAX	A3005	\$36,189	\$32,644	\$45,000
REAL PROPERTY TAX ADMIN	A3040	\$14,965		\$10,000
OTHER STATE AID	A3089	\$49,514	\$15,573	\$10,100
TOTAL STATE AID		\$150,923	\$98,472	\$112,100
Use of Fund Balance	A0910	\$41,900	\$27,252	\$13,820
TOTAL GENERAL REVENUE		\$620,683	\$535,010	\$518,987

ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
GENERAL OUTSIDE VILLAGE - REVENUE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	B1001	\$24,000	\$14,000	
TOTAL REAL PROPERTY & TAX ITEMS		\$24,000	\$14,000	\$0
NON-PROPERTY TAXES				
NONPROPRTY TAX DISTRIB BY CNTY	B1120	\$14,000		\$14,000
TOTAL NON-PROPERTY TAXES		\$14,000	\$0	\$14,000
HEALTH				
PUBLIC HEALTH FEES	B1601			\$210
TOTAL HEALTH		\$0	\$0	\$210
HOME AND COMMUNITY SERVICES				
ZONING FEES	B2110	\$572	\$450	\$500
PLANNING BOARD FEES	B2115			\$100
TOTAL HOME AND COMM.		\$572	\$450	\$600
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	B2401	\$1,218	\$29	\$500
TOTAL USE OF MONEY & PROPERTY		\$1,218	\$29	\$500
LICENSES & PERMITS				
LICENSES, OTHER	B2545	\$450	\$500	\$500
BUILDING PERMITS	B2555	\$4,901	\$2,613	\$1,000
PERMITS, OTHER	B2590	\$1,050	\$1,140	\$1,000
TOTAL LICENSES & PERMITS		\$6,401	\$4,253	\$2,500
MISCELLANEOUS				
REFUND PRIOR YRS EXPENDITURES	B2701			\$100
TOTAL MISCELLANEOUS		\$0	\$0	\$100
STATE AID				
YOUTH PROGRAMS	B3820		\$1,166	\$1,200
Use of Fund Balance	B0910	\$34,519	\$52,551	\$53,532
TOTAL GENERAL OUTSIDE VILLAGE REVENUE		\$80,710	\$72,449	\$72,642
COMMUNITY DEVELOPMENT REVENUE				
INTEREST AND EARNINGS	CD2401	\$106	\$18	
TOTAL USE OF MONEY & PROPERTY		\$106	\$18	\$0
TOTAL COMMUNITY DEVELOPMENT REVENUE		\$106	\$18	\$0
HIGHWAY - TOWNWIDE REVENUE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	DA1001	\$260,950	\$292,391	\$290,000
TOTAL REAL PROP TAXES		\$260,950	\$292,391	\$290,000
INTERGOVERNMENTAL CHARGES				
TRANSPORTATION SERVICE - OTHER GOV	DA2300	\$9,920	\$9,969	\$8,000
SNOW REMOVAL OTHER GOVT'S	DA2302	\$156,137	\$157,228	\$145,000
TOTAL INTERGOVERNMENTAL CHARGES		\$166,057	\$167,198	\$153,000
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	DA2401	\$2,285	\$157	\$500
INTEREST & EARNINGS - HE	DA2402	\$4,585	\$876	\$1,000
TOTAL USE OF MONEY & PROPERTY		\$6,870	\$1,033	\$1,500
SALE OF PROPERTY & COMP FOR LOSS				
SALE SCRAP & EXCESS MATERIALS	DA2650	\$208	\$675	\$50
TOTAL SALE OF PROP & COMP FOR LOSS		\$208	\$675	\$50
MISCELLANEOUS				
REFUND PRIOR YRS EXPENDITURES	DA2701	\$205		
TOTAL MISCELLANEOUS		\$205	\$0	\$0
Use of Fund Balance	DA0910	\$129,383	\$100,000	\$62,657
TOTAL HIGHWAY TOWNWIDE REVENUES		\$563,673	\$561,297	\$507,207

ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
HIGHWAY - OUTSIDE VILLAGE REVENUE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	DB1001	\$108,076	\$183,072	\$180,000
TOTAL REAL PROP TAXES		\$108,076	\$183,072	\$180,000
NON-PROPERTY TAXES				
NONPROPERTY TAX DISTRIB BY CNTY	DB1120	\$103,923	\$104,563	\$100,000
TOTAL NON-PROPERTY TAXES		\$103,923	\$104,563	\$100,000
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	DB2401	\$449	\$434	\$300
TOTAL USE OF MONEY & PROPERTY		\$449	\$434	\$300
SALE OF PROPERTY & COMP FOR LOSS				
INSURANCE RECOVERIES	DB2680	\$9,163		
TOTAL SALE OF PROP & COMP FOR LOSS		\$9,163	\$0	\$0
STATE AID				
CONSOLIDATED HIGHWAY AID	DB3501	\$91,820	\$91,861	\$80,000
TOTAL STATE AID		\$91,820	\$91,861	\$80,000
Use of Fund Balance	DB0910	\$51,690	\$0	-\$22,537
TOTAL HIGHWAY OUTSIDE VILLAGE REVENUES		\$365,121	\$379,930	\$337,763
CAPITAL PROJECTS - REVENUE				
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	H2401	-\$5,274	-\$1,629	
TOTAL USE OF MONEY & PROPERTY		-\$5,274	-\$1,629	\$0
MISCELLANEOUS				
MISCELLANEOUS REVENUES	H2770	\$225	\$225	
TOTAL MISCELLANEOUS		\$225	\$225	\$0
STATE AID				
RURAL DEVELOPMENT GRANT	H4997	\$523,904	\$154,643	
TOTAL STATE AID		\$523,904	\$154,643	\$0
PROCEEDS OF OBLIGATIONS				
BOND ANTICIPATION NOTE	H5730	\$5,000	\$488,000	
RURAL DEVELOPMENT LOAN	H5789		\$268,000	
TOTAL PROCEEDS OF OBLIGATIONS		\$5,000	\$756,000	\$0
TOTAL CAPITAL PROJECTS REVENUES		\$523,855	\$909,239	\$0
FIRE PROTECTION - REVENUE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	SF1001	\$132,779	\$125,340	\$129,131
TOTAL REAL PROP TAXES		\$132,779	\$125,340	\$129,131
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	SF2401	\$273	\$41	
TOTAL USE OF MONEY & PROPERTY		\$273	\$41	\$0
TOTAL FIRE PROTECTION REVENUES		\$133,052	\$125,381	\$129,131
LIGHT DISTRICT - REVENUE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	SL1001	\$2,900	\$2,900	\$2,900
TOTAL REAL PROP TAXES		\$2,900	\$2,900	\$2,900
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	SL2401	\$195	\$37	
TOTAL USE OF MONEY & PROPERTY		\$195	\$37	\$0
Use of Fund Balance	SL0910	\$0	\$105	\$0
TOTAL LIGHT DISTRICT REVENUES		\$3,095	\$3,042	\$2,900
SEWER - REVENUE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	SS1001	\$28,050	\$28,050	\$26,000
TOTAL REAL PROP TAXES		\$28,050	\$28,050	\$26,000
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	SS2401	\$761	\$140	
TOTAL USE OF MONEY & PROPERTY		\$761	\$140	\$0
Use of Fund Balance	SS0910	\$2,709	\$3,852	\$6,502

ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
TOTAL SEWER REVENUES		\$31,520	\$32,042	\$32,502
WATER IMPROVEMENT AREAS - REVENUES				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	SW1001	\$200,644	\$209,700	\$222,854
TOTAL REAL PROP TAXES		\$200,644	\$209,700	\$222,854
HOME & COMMUNITY SERVICES				
METERED WATER SALES	SW2140	\$187,653	\$248,465	\$190,000
UNMETERED WATER SALES	SW2142			\$200
WATER SERVICE CHARGE	SW2144	\$5,211	\$9,522	\$5,000
INTEREST & PENALTY - WATER RENTS	SW2148	\$2,103	\$2,207	\$900
TOTAL HOME AND COMM.		\$194,967	\$260,194	\$196,100
USE OF MONEY & PROPERTY				
INTEREST & EARNINGS	SW2410	\$3,685	\$684	\$1,000
TOTAL USE OF MONEY & PROPERTY		\$3,685	\$684	\$1,000
Use of Fund Balance	SW0910	\$61,024	\$62,076	\$92,166
TOTAL WATER IMPROVEMENT AREAS REVENUES		\$460,320	\$532,654	\$512,120
TANNER CEMETERY - EXPENDABLE				
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	TE2401	\$3,574	\$3,964	\$1,700
TOTAL USE OF MONEY & PROPERTY		\$3,574	\$3,964	\$1,700
Use of Fund Balance	TE0910	\$0	-\$1,000	\$0
TOTAL TANNER CEMETERY REVENUES		\$3,574	\$2,964	\$1,700
Total General Fund Revenues		\$620,683	\$535,010	\$518,987
Total General Outside Village Revenues		\$80,710	\$72,449	\$72,642
Total Community Development Revenues		\$106	\$18	\$0
Total Highway Townwide Revenues		\$563,673	\$561,297	\$507,207
Total Highway Outside Village Revenues		\$365,121	\$379,930	\$337,763
Total Capital Projects Revenues		\$523,855	\$909,239	\$0
Total Fire Protection Revenues		\$133,052	\$125,381	\$129,131
Total Street Lighting Revenues		\$3,095	\$3,042	\$2,900
Total Sewer Revenues		\$31,520	\$32,042	\$32,502
Total Water Revenues		\$460,320	\$532,654	\$512,120
Total Tanner Cemetery Revenues		\$3,574	\$2,964	\$1,700
Grand Total Revenue		\$2,785,710	\$3,154,026	\$2,114,952
Grand Total Revenue minus Capital Projects		\$2,261,854	\$2,244,787	\$2,114,952

Town of Ridgeway Expenditures 2008-2010

ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
EXPENDITURES GENERAL				
LEGISLATIVE				
TOWN BOARD PERSONAL SERVICES	A1010.1	\$13,053	\$13,350	\$14,667
TOWN BOARD CONTRACTUAL	A1010.4			\$400
TOTAL LEG BOARD		\$13,053	\$13,350	\$15,067
JUDICIAL				
MUNICIPAL COURT PERSONAL SERVICES	A1110.1	\$17,829	\$17,232	\$21,946
MUNICIPAL COURT PERSONAL SERVICES - CONT	A1110.12			\$750
MUNICIPAL COURT EQUIPMENT	A1110.2			\$700
MUNICIPAL COURT CONTRACTUAL	A1110.4	\$8,675	\$10,150	\$2,000
TOTAL JUDICIAL		\$26,504	\$27,382	\$25,396
EXECUTIVE				
SUPERVISOR PERSONAL SERVICE	A1220.1	\$21,808	\$21,808	\$21,813
SUPERVISOR EQUIPMENT	A1220.2			\$600
SUPERVISOR CONTRACTUAL	A1220.4	\$1,376	\$1,082	\$3,000
TOTAL EXECUTIVE		\$23,184	\$22,890	\$25,413
FINANCE				
AUDITOR CONTRACTUAL	A1320.4	\$4,000	\$6,500	\$8,100
BUDGET PERSONAL SERVICE	A1340.1	\$1,725	\$1,725	\$1,725
ASSESSMENT PERSONAL SERVICE	A1355.1	\$31,692	\$32,820	\$34,112
ASSESSMENT EQUIPMENT	A1355.2	\$1,422		\$1,000
ASSESSMENT CONTRACTUAL	A1355.4	\$8,919	\$10,086	\$7,219
TOTAL FINANCE		\$47,758	\$51,131	\$52,156
STAFF				
TOWN CLERK PERSONAL SERVICE	A1410.1	\$44,116	\$45,596	\$46,944
TOWN CLERK EQUIPMENT	A1410.2	\$399	\$799	\$1,000
TOWN CLERK CONTRACTUAL	A1410.4	\$3,820	\$5,172	\$5,250
LAW CONTRACTUAL	A1420.4	\$8,496	\$4,500	\$5,000
ELECTIONS CONTRACTUAL	A1450.4	\$12,573	\$10,494	\$15,000
RECORDS MANAGEMENT CONTRACTUAL	A1460.4			\$150
TOTAL STAFF		\$69,404	\$66,561	\$73,344
SHARED SERVICES				
BUILDINGS PERSONAL SERVICE	A1620.1	\$2,650	\$3,180	\$3,100
BUILDINGS EQUIPMENT	A1620.2			\$500
BUILDINGS CONTRACTUAL	A1620.4	\$17,988	\$13,513	\$13,000
CENTRAL PRINT AND MAILING	A1670.4	\$6,398	\$6,636	\$7,500
TOTAL SHARED SERVICES		\$27,036	\$23,329	\$24,100
SPECIAL ITEMS				
UNALLOCATED INSURANCE	A1910.4	\$28,631	\$29,336	\$30,000
MUNICIPAL ASSOCIATION DUES	A1920.4	-\$998	\$2,697	\$1,000
GLENWOOD LAKE COMMISSION	A1940.4	\$7,969		\$2,000
UNCLASSIFIED	A1989.4	\$35,488	\$21,187	\$20,000
CONTINGENT ACCOUNT	A1990.4			\$10,000
TOTAL SPECIAL ITEMS		\$71,090	\$53,220	\$63,000
TRAFFIC CONTROL				
TRAFFIC CONTROL PERSONAL SERVICES	A3310.1			\$550
TRAFFIC CONTROL CONTRACTUAL	A3310.4	\$12,265	\$6,633	\$9,192
TOTAL TRAFFIC CONTROL		\$12,265	\$6,633	\$9,742
SAFETY FROM ANIMALS				
CONTROL OF DOGS PERSONAL SERV.	A3510.1	\$2,059	\$2,094	\$2,100
CONTROL OF DOGS CONTRACTUAL	A3510.4		\$333	\$750
TOTAL SAFETY FROM ANIMALS		\$2,059	\$2,427	\$2,850
OTHER HEALTH				
AMBULANCE CONTRACTUAL	A4540.4			\$5,000
TOTAL OTHER HEALTH		\$0	\$0	\$5,000

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ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
ADMINISTRATION				
SUPT OF HIGHWAYS PERSONAL SERV	A5010.1	\$51,000	\$52,530	\$55,580
SUPT OF HIGHWAYS CONTRACTUAL	A5010.4	\$3,990	\$2,734	\$2,500
DEPUTY HWY ADMIN PERSONAL SERVICES	A5011.1	\$1,450	\$1,525	\$1,500
TOTAL ADMINISTRATION		\$56,440	\$56,788	\$59,580
HIGHWAY				
GARAGE PERSONAL SERVICES	A5132.1			\$200
GARAGE EQUIPMENT	A5132.2		\$4,752	\$10,000
GARAGE CONTRACTUAL	A5132.4	\$15,310	\$12,490	\$18,386
STREET LIGHTING CONTRACTUAL	A5182.4	\$6,334	\$6,195	\$7,648
TOTAL HIGHWAY		\$21,644	\$23,438	\$36,234
CULTURE				
HISTORIAN PERSONAL SERVICE	A7510.1	\$206	\$206	\$206
HISTORIAN CONTRACTUAL	A7510.4	\$147	\$268	\$285
CELEBRATIONS	A7550.4	\$1,067	\$971	\$1,100
TOTAL CULTURE		\$1,420	\$1,445	\$1,591
CEMETERIES				
CEMETERIES PERSONAL SERVICE	A8810.1		\$241	\$2,500
CEMETERIES EQUIPMENT	A8810.2			\$2,000
CEMETERIES CONTRACTUAL	A8810.4	\$160	\$160	\$200
TOTAL CEMETERIES		\$160	\$401	\$4,700
EMPLOYEE-BENEFITS				
STATE RETIREMENT	A9010.8	\$17,084	\$12,884	\$27,514
SOCIAL SECURITY	A9030.8	\$11,618	\$11,910	\$11,000
MEDICARE	A9035.8	\$2,717	\$2,786	\$2,500
WORKER'S COMPENSATION	A9040.8	\$26,325	\$23,606	\$23,000
UNEMPLOYMENT INSURANCE	A9050.8			\$500
DISABILITY INSURANCE	A9055.8	\$504	\$310	\$300
HOSPITAL & MEDICAL INSURANCE	A9060.8	\$72,474	\$65,876	\$56,000
TOTAL EMPLOYEE-BENEFITS		\$130,722	\$117,372	\$120,814
TOTAL GENERAL EXPENDITURES		\$502,741	\$466,366	\$518,987
GENERAL OUTSIDE VILLAGE - EXPENDITURES				
STAFF				
LAW CONTACTUAL	B1420.4			\$500
TOTAL STAFF		\$0	\$0	\$500
SPECIAL ITEMS				
CONTINGENT ACCOUNT	B1990.4		\$2,500	\$3,000
TOTAL SPECIAL ITEMS		\$0	\$2,500	\$3,000
OTHER PUBLIC SAFETY				
SAFETY INSPECTION PERSONAL SERVICES	B3620.1	\$11,362	\$6,904	\$9,507
SAFETY INSPECTION EQUIPMENT	B3620.2	\$676		
SAFETY INSPECTION CONTRACTUAL	B3620.4	\$50	\$847	800
TOTAL OTHER PROTECTION		\$12,088	\$7,751	\$10,307
PUBLIC HEALTH				
REGISTRAR OF VITAL STATISTICS	B4020.1	\$750	\$773	\$800
TOTAL PUBLIC HEALTH		\$750	\$773	\$800
RECREATION				
JOINT RECREATION PROJECTS	B7145.4	\$1,500	\$1,500	\$1,500
YOUTH PROGRAMS CONTRACTUAL	B7310.4	\$4,150	\$4,150	\$4,150
TOTAL RECREATION		\$5,650	\$5,650	\$5,650
ADULT ACTIVITIES				
ADULT RECREATION CONTRACTUAL	B7620.4	\$750	\$750	\$750
TOTAL ADULT ACTIVITIES		\$750	\$750	\$750
GENERAL ENVIRONMENT				
ZONING PERSONAL SERVICES	B8010.1	\$17,756	\$14,620	\$18,000
ZONING EQUIPMENT	B8010.2	\$676		
ZONING CONTRACTUAL	B8010.4	\$8,599	\$4,264	\$5,234
PLANNING PERSONAL SERVICES	B8020.1	\$879	\$986	\$12,707
PLANNING CONTRACTUAL	B8020.4	\$2,682	\$2,830	\$5,234
TOTAL GENERAL ENVIRONMENT		\$30,593	\$22,699	\$41,175

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ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
EMPLOYEE BENEFITS				
STATE RETIREMENT	B9010.8	\$85	\$62	\$100
SOCIAL SECURITY	B9030.8	\$1,906	\$1,444	\$1,400
MEDICARE	B9035.8	\$446	\$337	\$350
WORKERS COMPENSATION	B9040.8	\$2,050	\$2,050	\$2,050
DISABILITY INSURANCE	B9055.8	\$66	\$62	\$60
HOSPITAL & MEDICAL INSURANCE	B9060.8		\$6,500	\$6,500
TOTAL EMPLOYEE BENEFITS		\$4,553	\$10,455	\$10,460
TOTAL GENERAL OUTSIDE VILLAGE EXPENDITURES		\$54,384	\$50,578	\$72,642
HIGHWAY - TOWNWIDE EXPENDITURES				
HIGHWAY				
BRIDGES PERSONAL SERVICES	DA5120.1			\$2,187
BRIDGES CONTRACTUAL	DA5120.4			\$2,500
MACHINERY PERSONAL SERVICE	DA5130.1	\$4,668	\$7,225	\$10,610
MACHINERY EQUIPMENT	DA5130.2	\$58,730	\$41,668	\$50,000
MACHINERY EQUIPMENT - RESERVE	DA5130.21	\$50,000	\$52,098	\$50,000
MACHINERY CONTRACTUAL	DA5130.4	\$76,463	\$54,781	\$67,053
MISC (brush & weeds) PERS SERV	DA5140.1	\$49,803	\$37,821	\$37,098
MISC (brush & weeds) CONTRACTUAL	DA5130.4	\$7,613	\$12,665	\$18,000
SNOW REMOVAL PERSONAL SERVICE	DA5142.1	\$45,496	\$38,789	\$59,100
SNOW REMOVAL CONTRACTUAL	DA5142.4	\$48,015	\$46,560	\$54,000
SERV OTHER GOVERNMENTS PERS SERV	DA5148.1	\$36,335	\$33,888	\$47,342
SERV OTHER GOVERNMENTS CONTRACT	DA5148.4	\$46,643	\$32,321	\$60,000
TOTAL HIGHWAY		\$423,766	\$357,815	\$457,890
EMPLOYEE BENEFITS				
STATE RETIREMENT	DA9010.8	\$6,487	\$6,038	\$6,367
SOCIAL SECURITY	DA9030.8	\$8,631	\$7,118	\$6,000
MEDICARE	DA9035.8	\$2,018	\$1,665	\$2,000
WORKERS COMPENSATION	DA9040.8	\$16,679	\$16,700	\$16,700
UNEMPLOYMENT INSURANCE	DA9050.8			\$100
DISABILITY INSURANCE	DA9055.8	\$77	\$46	\$150
HOSPITAL & MEDICAL INSURANCE	DA9060.8	\$18,567	\$18,584	\$18,000
TOTAL EMPLOYEE BENEFITS		\$52,459	\$50,150	\$49,317
TOTAL HIGHWAY TOWNWIDE EXPENDITURES		\$476,225	\$407,966	\$507,207
HIGHWAY - OUTSIDE VILLAGE EXPENDITURES				
HIGHWAY				
MAINTENANCE ROADS PERSONAL SERVICES	DB5110.1	\$77,887	\$22,568	\$73,742
MAINTENANCE ROADS CONTRACTUAL	DB5110.4	\$131,013	\$120,458	\$124,000
PERMANENT IMPROVEMENTS PERS SERV	DB5112.1	\$16,114	\$15,940	\$26,921
PERMANENT IMPROVEMENTS EQUIPMENT	DB5112.2	\$91,820	\$91,820	\$75,000
TOTAL HIGHWAY		\$316,834	\$250,787	\$299,663
EMPLOYEE BENEFITS				
STATE RETIREMENT	DB9010.8	\$5,903	\$3,734	\$6,000
SOCIAL SECURITY	DB9030.8	\$4,079	\$2,387	\$4,500
MEDICARE	DB9035.8	\$954	\$558	\$1,000
WORKERS COMPENSATION	DB9040.8	\$9,000	\$9,000	\$9,000
DISABILITY INSURANCE	DB9055.8	\$119	\$135	\$100
HOSPITAL & MEDICAL INSURANCE	DB9060.8	\$18,567	\$18,584	\$17,500
TOTAL EMPLOYEE BENEFITS		\$38,622	\$34,399	\$38,100
TOTAL HIGHWAY OUTSIDE VILLAGE EXPENDITURES		\$355,456	\$285,185	\$337,763
CAPITAL PROJECTS - EXPENDITURES				
WATER				
TRANSMISSION & DISTRIBUTION	H8340.2	\$796,772	\$667,427	
TOTAL WATER		\$796,772	\$667,427	\$0
EMPLOYEE BENEFITS				
SOCIAL SECURITY	H9030.8	\$140	\$144	
MEDICARE	H9035.8	\$33	\$34	
TOTAL EMPLOYEE BENEFITS		\$172	\$177	\$0
TOTAL CAPITAL PROJECTS EXPENDITURES		\$796,944	\$667,604	\$0
FIRE PROTECTION - EXPENDITURES				

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ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
FIRE PROTECTION & CONTROL				
FIRE PROTECTION	SF3410.4	\$119,628	\$109,891	\$118,031
TOTAL FIRE PROTECTION & CONTROL		\$119,628	\$109,891	\$118,031
EMPLOYEE BENEFITS				
WORKERS COMPENSATION	SF9040.8	\$11,090	\$11,100	\$11,100
TOTAL EMPLOYEE BENEFITS		\$11,090	\$11,100	\$11,100
TOTAL FIRE PROTECTION EXPENDITURES		\$130,718	\$120,991	\$129,131
STREET LIGHTING - EXPENDITURES				
STREET LIGHTING - EXPENDITURES				
STREET LIGHTING CONTRACTUAL	SL5182.4	\$2,569	\$2,889	\$2,900
TOTAL STREET LIGHTING		\$2,569	\$2,889	\$2,900
SEWER - EXPENDITURES				
SANITATION				
SEWER ADMIN PERSONAL SERVICE	SS8110.1			\$424
SEWER ADMIN CONTRACTUAL	SS8110.4			\$258
SANITARY SEWERS CONTRACTUAL	SS8120.4	\$22,825	\$28,539	\$31,673
TOTAL SANITATION		\$22,825	\$28,539	\$32,355
EMPLOYEE BENEFITS				
SOCIAL SECURITY, EMPL BNFTS	SS9030.8			\$50
MEDICARE, EMPL BNFTS	SS9035.8			\$5
WORKERS COMPENSATION	SS9040.8	\$88	\$88	\$88
DISABILITY INSURANCE	SS9055.8			\$4
TOTAL EMPLOYEE BENEFITS		\$88	\$88	\$147
TOTAL SEWER EXPENDITURES		\$22,913	\$28,627	\$32,502
WATER - EXPENDITURES				
WATER				
PLAN, SURVEY, EQUIP & CAP OUTLAY	SW8097.4		\$11,000	
WATER ADMIN PERSONAL SERVICE	SW8310.1	\$26,451	\$27,210	\$45,649
WATER ADMIN EQUIPMENT	SW8310.2	\$219		\$1,000
WATER ADMIN CONTRACTUAL	SW8310.4	\$1,940	\$2,421	\$3,600
SOURCE OF SUPPLY, POWER & PLUMBING	SW8320.4	\$118,169	\$62,591	\$130,000
TRANS & DISTRIBUTION PERSONAL SERVICES	SW8340.1	\$9,053	\$6,486	\$14,034
TRANS & DISTRIBUTION EQUIPMENT	SW8340.2			\$5,150
TRANS & DISTRIBUTION CONTRACTUAL	SW8340.4	\$64,926	\$60,801	\$82,400
TOTAL WATER		\$220,758	\$170,509	\$281,833
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW9010.8	\$1,072	\$815	\$1,310
SOCIAL SECURITY, EMPL BNFTS	SW9030.8	\$2,201	\$2,089	\$1,600
MEDICARE, EMPL BNFTS	SW9035.8	\$515	488.57	\$500
WORKERS COMPENSATION	SW9040.8	\$2,360	2000	\$2,000
UNEMPLOYMENT INSURANCE	SW9050.8			\$100
DISABILITY INSURANCE	SW9055.8	\$71	\$74	\$50
TOTAL EMPLOYEE BENEFITS		\$6,219	\$5,467	\$5,560

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ACCOUNT	ACCT#	2008 Actual	2009 Actual	2010 Budget
DEBT SERVICES				
SERIAL BOND 31E-PRINCIPAL	SW9710.6	\$7,000	\$8,000	\$8,000
SERIAL BOND 31E-INTEREST	SW9710.7	\$4,350	\$4,000	\$3,600
SERIAL BOND 269-PRINCIPAL	SW9711.6	\$3,800	\$3,800	\$3,800
SERIAL BOND 269-INTEREST	SW9711.7	\$6,264	\$6,008	\$5,751
SERIAL BOND DIST 2-PRINCIPAL	SW9713.6	\$8,000	\$8,000	\$8,000
SERIAL BOND DIST 2-INTEREST	SW9713.7	\$12,690	\$12,330	\$11,970
SERIAL BOND DIST 3-PRINCIPAL	SW9714.6	\$11,200	\$11,600	\$12,000
SERIAL BOND DIST 3-INTEREST	SW9714.7	\$21,041	\$20,670	\$20,287
SERIAL BOND DIST 4-PRINCIPAL	SW9715.6	\$15,400	\$16,100	\$16,900
SERIAL BOND DIST 4-INTEREST	SW9715.7	\$55,897	\$54,565	\$53,042
SERIAL BOND DIST 5-PRINCIPAL	SW9732.6	\$6,000	\$6,300	\$6,600
SERIAL BOND DIST 5-INTEREST	SW9732.7	\$20,221	\$19,973	\$19,713
SERIAL BOND DIST 6-INTEREST	SW9732.8			\$11,725
SERIAL BOND DIST 6-PRINCIPAL	SW9733.6			\$2,800
SERIAL BOND DIST 7-INTEREST BAN	SW9733.7	\$11,426	\$4,655	\$2,500
SERIAL BOND DIST 8-INTEREST BAN	SW9734.7	\$9,408	\$7,118	\$4,280
SERIAL BOND DIST 7-PRINCIPAL BAN	SW9745.6	\$8,000	\$4,000	\$4,000
SERIAL BOND DIST 8-PRINCIPAL BAN	SW9745.7		\$5,000	\$5,000
SERIAL BOND DIST 7-PRINCIPAL	SW9745.8			\$5,000
SERIAL BOND DIST 9-PRINCIPAL	SW9745.9			\$5,000
SERIAL BOND DIST 9-INTEREST	SW9746.1			\$2,360
SERIAL BOND DIST 10-PRINCIPAL	SW9746.6			\$5,000
SERIAL BOND DIST 10-INTEREST	SW9746.7			\$7,400
TOTAL DEBT		\$200,696	\$192,118	\$224,727
TOTAL WATER EXPENDITURES		\$427,673	\$368,094	\$512,120
TANNER CEMETERY - EXPENDITURES				
TANNER CEMETERY - EXPENDITURES				
CHARGES FOR CEMETERY SERVICES	TE8999.4	\$1,440	\$1,440	\$1,700
TOTAL TANNER CEMETERY		\$1,440	\$1,440	\$1,700
Total General Fund Expenditures		\$502,741	\$466,366	\$518,987
Total General Outside Village Expenditures		\$54,384	\$50,578	\$72,642
Total Highway Townwide Expenditures		\$476,225	\$407,966	\$507,207
Total Highway Outside Village Expenditures		\$355,456	\$285,185	\$337,763
Total Capital Projects Expenditures		\$796,944	\$667,604	\$0
Total Fire Protection Expenditures		\$130,718	\$120,991	\$129,131
Total Street Lighting Expenditures		\$2,569	\$2,889	\$2,900
Total Sewer Expenditures		\$22,913	\$28,627	\$32,502
Total Water Expenditures		\$427,673	\$368,094	\$512,120
Total Tanner Cemetery Expenditures		\$1,440	\$1,440	\$1,700
Grand Total Expenditures		\$2,771,063	\$2,399,741	\$2,114,952
Grand Total Expenditures minus Capital Projects		\$1,974,119	\$1,732,137	\$2,114,952

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
REVENUES GENERAL				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	A1001	\$368,668	\$328,317	\$341,179
TOTAL REAL PROP TAXES		\$368,668	\$328,317	\$341,179
REAL PROPERTY TAX ITEMS				
OTHER PAYMENTS LIEU OF TAXES	A1081	\$5,000	\$78,200	\$78,200
INT & PENALTIES REAL PROP TAX	A1090	\$8,500	\$8,500	\$7,500
TOTAL REAL PROPERTY & TAX ITEMS		\$13,500	\$86,700	\$85,700
GENERAL GOVERNMENT				
CLERK FEES	A1255	\$1,600	\$1,600	\$2,300
TOTAL GENERAL GOVERNMENT		\$1,600	\$1,600	\$2,300
HOME AND COMMUNITY SERVICES				
REFUSE & GARBAGE CHARGES	A2130	\$1,550	\$1,550	\$1,550
TOTAL HOME & COMMUNITY SERVICES		\$1,550	\$1,550	\$1,550
INTERGOVERNMENTAL CHARGES				
TRANSPORTATION SERVICE-OTHR GOV	A2302	\$16,000	\$18,000	\$20,000
TOTAL INTERGOVERNMENTAL CHARGES		\$16,000	\$18,000	\$20,000
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	A2401	\$5,000	\$5,000	\$5,000
RENTAL OF REAL PROPERTY	A2410	\$2,400	\$2,400	\$2,400
COMMISSIONS	A2450	\$7,500	\$7,500	\$7,500
TOTAL USE OF MONEY & PROPERTY		\$14,900	\$14,900	\$14,900
LICENSES & PERMITS				
BUSINESS & OCCUPATION LICENSE	A2501	\$70	\$70	\$300
GAMES OF CHANCE	A2530	\$20	\$20	\$25
DOG LICENSES	A2544	\$1,500	\$1,500	\$1,600
TOTAL LICENSES & PERMITS		\$1,590	\$1,590	\$1,925
FINES & FORFEITURES				
FINES & FORFEITED BAIL	A2610	\$15,000	\$15,000	\$15,000
FINES & PENALTIES-DOG CASES	A2611	\$500	\$500	\$500
TOTAL FINES & FORFEITURES		\$15,500	\$15,500	\$15,500
MISCELLANEOUS				
MISCELLANEOUSREVENUES	A2770	\$20	\$50	\$50
TOTAL MISCELLANEOUS		\$20	\$50	\$50
STATE AID				
STATE REVENUE SHARING(PER CAP)	A3001	\$36,000	\$36,000	\$36,000
MORTGAGE TAX	A3005	\$40,000	\$40,000	\$40,000
STATE AID REAL PROPERTY TAX	A3040	\$8,000	\$8,000	\$8,000
TOTAL STATE AID		\$84,000	\$84,000	\$84,000
Use of Fund Balance	A0910	\$160,000	\$195,000	\$230,000
TOTAL GENERAL REVENUE		\$677,328	\$747,207	\$797,104
GENERAL OUTSIDE VILLAGE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	B1001	\$46,400	\$222	\$806
TOTAL REAL PROP TAXES		\$46,400	\$222	\$806
REAL PROPERTY TAX ITEMS				
OTHER PAYMENTS LIEU OF TAXES	B1081	\$0	\$42,700	\$42,700
TOTAL REAL PROPERTY & TAX ITEMS		\$0	\$42,700	\$42,700
NON-PROPERTY TAX ITEMS				
NONPROPRTY TAX DISTRIB BY CNTY	B1120	\$3,340	\$3,340	\$3,340
TOTAL NON- PROP TAX ITEMS		\$3,340	\$3,340	\$3,340
HOME AND COMMUNITY SERVICES				
VITAL STATISTICSNT	B1689	\$200	\$200	\$250
ZONING FEES	B2110	\$4,000	\$4,000	\$4,000
TOTAL HOME & COMMUNITY SERVICES		\$4,200	\$4,200	\$4,250
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	B2401	\$1,800	\$1,500	\$1,500
TOTAL USE OF MONEY & PROPERTY		\$1,800	\$1,500	\$1,500

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
STATE AID				
YOUTH PROGRAMS	B3820	\$1,100	\$1,100	\$1,100
TOTAL STATE AID		\$1,100	\$1,100	\$1,100
Use of Fund Balance	B0910	\$10,000	\$17,000	\$22,000
TOTAL GENERAL OUTSIDE VILLAGE		\$66,840	\$70,062	\$75,696
CAPITAL RESERVE HIGHWAY				
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	CF1-2401	\$1,000	\$1,000	\$1,000
TOTAL CAPITOL RESERVE HIGHWAY		\$1,000	\$1,000	\$1,000
CAPITAL RESERVE BUILDINGS				
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	CF2-2401	\$1,000	\$1,000	\$1,000
TOTAL CAPITOL RESERVE BUILDINGS		\$1,000	\$1,000	\$1,000
CAPITAL RESERVE ROADS				
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	CF3-2401	\$1,000	\$1,000	\$1,000
TOTAL CAPITOL RESERVE ROADS		\$1,000	\$1,000	\$1,000
HIGHWAY-TOWNWIDE REVENUE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	DA1001	\$200,015	\$228,499	\$218,404
TOTAL REAL PROP TAXES		\$200,015	\$228,499	\$218,404
REAL PROPERTY TAX ITEMS				
FEDERAL PAYMNTS LIEU TAXES	DA1080	\$7,500	\$7,500	\$7,500
TOTAL REAL PROPERTY & TAX ITEMS		\$7,500	\$7,500	\$7,500
INTERGOVERNMENTAL CHARGES				
TRANSPORTATION SERY OTHR GOVERN	DA2302	\$155,000	\$155,000	\$155,000
TOTAL INTERGOVERNMENTAL CHARGES		\$155,000	\$155,000	\$155,000
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	DA2401	\$1,500	\$1,000	\$1,000
SALE OF PROPERTY & COMP FOR LOSS				
MINOR SALES	DA2655	\$1,200	\$1,200	\$1,200
SALES OF EQUIPMENT	DA2665	\$200	\$200	\$200
TOTAL SALE OF PROPERTY & COMP FOR LOSS		\$1,400	\$1,400	\$1,400
Use of Fund Balance	DA0910	\$90,000	\$10,000	\$26,000
TOTAL HIGHWAY-TOWNWIDE REVENUE		\$455,415	\$403,399	\$409,304
HIGHWAY-OUTSIDE VILLAGE				
REAL PROPERTY TAXES				
REAL PROPERTY TAXES	DB1001	\$146,375	\$253,758	\$254,238
TOTAL REAL PROP TAXES		\$146,375	\$253,758	\$254,238
NON-PROPERTY TAX ITEMS				
NONPROPRTY TAX DISTRIB BY CNTY	DB1120	\$91,555	\$91,555	\$91,555
TOTAL NON PROPERTY TAXES		\$91,555	\$91,555	\$91,555
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	DB2401	\$1,500	\$1,500	\$1,500
SALES OF PROPERTY AND COMPENSATION FOR LOSS				
MINOR SALES	DB2655	\$1,200	\$1,200	\$1,200
STATE AID				
CHIPS	DB3501	\$87,207	\$86,958	\$86,958
Use of Fund Balance	DB0910	\$50,000	\$13,000	\$26,000
TOTAL HIGHWAY-OUTSIDE VILLAGE		\$377,837	\$447,971	\$461,451
SHELBY FIRE CO.				
FIRE PREVENTION AND CONTROL				
SPECIAL ASSESSMENT SHELBY FD	SF1030.001	\$132,300	\$148,176	\$151,880
HIGHWAY				
SPECIAL ASSESSMENT EAST SHELBY	SF1030.002	\$44,100	\$63,504	\$65,092
TOTAL SHELBY FIRE CO.		\$176,400	\$211,680	\$216,972

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
SHELBY STREET LIGHTING				
REAL PROPERTY TAXES				
SPECIAL ASSESSMENT	SL1-1030	\$3,020	\$3,020	\$3,020
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SL1-2401	\$30	\$30	\$30
	Use of Fund Balance SL1-0910	\$450	\$450	\$450
TOTAL SHELBY STREET LIGHTING		\$3,500	\$3,500	\$3,500
MILLVILLE STREET LIGHTING				
REAL PROPERTY TAXES				
SPECIAL ASSESSMENT	SL2-1030	\$1,685	\$1,685	\$1,685
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SL2-2401	\$15	\$15	\$15
	Use of Fund Balance SL2-0910	\$200	\$200	\$200
TOTAL MILLVILLE STREET LIGHTING		\$1,900	\$1,900	\$1,900
WATER#1 - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW1-2140	\$30,861	\$30,861	\$30,861
UNMETERED WATER SALES	SW1-2142	\$14,700	\$14,700	\$14,700
INTEREST & PENALTY-WATER RENTS	SW1-2148	\$600	\$600	\$600
TOTAL HOME & COMMUNITY SERVICES		\$46,161	\$46,161	\$46,161
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW1-2401	\$2,600	\$2,600	\$2,600
TOTAL WATER#1 REVENUES		\$48,761	\$48,761	\$48,761
WATER#2 - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW2-2140	\$7,794	\$7,794	\$7,794
UNMETERED WATER SALES	SW2-2142	\$10,650	\$10,650	\$10,650
INTEREST & PENALTY-WATER RENTS	SW2-2148	\$50	\$50	\$50
TOTAL HOME & COMMUNITY SERVICES		\$18,494	\$18,494	\$18,494
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW2-2401	\$79	\$79	\$79
TOTAL WATER#2 REVENUES		\$18,573	\$18,573	\$18,573
WATER#3 - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW3-2140	\$25,074	\$25,074	\$25,074
UNMETERED WATER SALES	SW3-2142	\$15,400	\$15,400	\$15,400
INTEREST & PENALTY-WATER RENTS	SW3-2148	\$200	\$200	\$200
TOTAL HOME & COMMUNITY SERVICES		\$40,674	\$40,674	\$40,674
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW3-2401	\$43	\$43	\$43
TOTAL WATER#3 REVENUES		\$40,717	\$40,717	\$40,717
WATER#4A - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW4A-2140	\$17,909	\$17,909	\$17,909
UNMETERED WATER SALES	SW4A-2142	\$13,800	\$13,800	\$13,800
INTEREST & PENALTY-WATER RENTS	SW4A-2148	\$200	\$200	\$200
TOTAL HOME & COMMUNITY SERVICES		\$31,909	\$31,909	\$31,909
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW4A-2401	\$45	\$45	\$45
TOTAL WATER#4A REVENUES		\$31,954	\$31,954	\$31,954

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
WATER#4B - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW4B-2140	\$12,700	\$12,700	\$12,700
UNMETERED WATER SALES	SW4B-2142	\$19,000	\$19,000	\$19,000
INTEREST & PENALTY-WATER RENTS	SW4B-2148	\$100	\$100	\$100
TOTAL HOME & COMMUNITY SERVICES		\$31,800	\$31,800	\$31,800
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW4B-2401	\$3	\$3	\$3
TOTAL WATER#4B REVENUES		\$31,803	\$31,803	\$31,803
WATER#5 - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW5-2140	\$1,814	\$1,814	\$1,814
UNMETERED WATER SALES	SW5-2142	\$800	\$800	\$800
INTEREST & PENALTY-WATER RENTS	SW5-2148	\$19	\$19	\$19
TOTAL HOME & COMMUNITY SERVICES		\$2,633	\$2,633	\$2,633
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW5-2401	\$5	\$5	\$5
TOTAL WATER#5 REVENUES		\$2,638	\$2,638	\$2,638
WATER#6 - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW6-2140	\$19,490	\$19,490	\$19,490
UNMETERED WATER SALES	SW6-2142	\$19,800	\$19,800	\$19,800
INTEREST & PENALTY-WATER RENTS	SW6-2148	\$119	\$119	\$119
TOTAL HOME & COMMUNITY SERVICES		\$39,409	\$39,409	\$39,409
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW6-2401	\$8	\$8	\$8
TOTAL WATER#6 REVENUES		\$39,417	\$39,417	\$39,417
WATER#7 - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW7-2140	\$25,286	\$25,286	\$25,286
UNMETERED WATER SALES	SW7-2142	\$19,000	\$19,000	\$19,000
INTEREST & PENALTY-WATER RENTS	SW7-2148	\$100	\$100	\$100
TOTAL HOME & COMMUNITY SERVICES		\$44,386	\$44,386	\$44,386
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW7-2401	\$3	\$3	\$3
TOTAL WATER#7 REVENUES		\$44,389	\$44,389	\$44,389
WATER#8 - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW8-2140	\$25,286	\$25,286	\$25,286
UNMETERED WATER SALES	SW8-2142	\$19,000	\$19,000	\$19,000
INTEREST & PENALTY-WATER RENTS	SW8-2148	\$100	\$100	\$100
TOTAL HOME & COMMUNITY SERVICES		\$44,386	\$44,386	\$44,386
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	SW8-2401	\$3	\$3	\$3
TOTAL WATER#8 REVENUES		\$44,389	\$44,389	\$44,389
WATER#9 - REVENUES				
HOME AND COMMUNITY SERVICES				
METERED WATER SALES	SW9-2140			\$19,490
UNMETERED WATER SALES	SW9-2142			\$19,800
INTEREST & PENALTY-WATER RENTS	SW9-2148			\$119
TOTAL HOME & COMMUNITY SERVICES		\$0	\$0	\$39,409
USE OF MONEY & PROPERTY				

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
INTEREST AND EARNINGS	SW9-2401			\$8
TOTAL WATER#9 REVENUES		\$0	\$0	\$39,417
CEMETERY FUND				
USE OF MONEY & PROPERTY				
INTEREST AND EARNINGS	TE2401	\$200	\$200	\$200
	Use of Fund Balance			
	TE0910	\$1,300	\$1,300	\$1,300
TOTAL CEMETERY FUND		\$1,500	\$1,500	\$1,500
Total General Fund Revenues		\$677,328	\$747,207	\$797,104
Total General Outside Village Revenues		\$66,840	\$70,062	\$75,696
Total Capital Reserve Revenue		\$3,000	\$3,000	\$3,000
<i>Highway</i>		\$1,000	\$1,000	\$1,000
<i>Buildings</i>		\$1,000	\$1,000	\$1,000
<i>Roads</i>		\$1,000	\$1,000	\$1,000
Total Highway Townwide Revenues		\$455,415	\$403,399	\$409,304
Total Highway Outside Village Revenues		\$377,837	\$447,971	\$461,451
Total Shelby Fire Co Revenues		\$176,400	\$211,680	\$216,972
Total Street Lighting Revenues		\$5,400	\$5,400	\$5,400
Total Water Revenues 1 - 9		\$302,641	\$302,641	\$342,058
Total Cemetery Fund		\$1,500	\$1,500	\$1,500
Grand Total Revenues		\$2,066,361	\$2,192,860	\$2,312,485
Grand Total Revenues ex Capital Reserve Revenues		\$2,063,361	\$2,189,860	\$2,309,485

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
EXPENDITURES GENERAL				
LEGISLATIVE				
TOWN BOARD PERSONAL SERVICE	A1010.1	\$15,280	\$15,965	\$16,450
TOWN BOARD CONTRACTUAL	A1010.4	\$3,000	\$3,000	\$3,000
TOTAL LEG BOARD		\$18,280	\$18,965	\$19,450
JUDICIAL				
JUSTICE PERSONAL SERVICE	A1110.1	\$21,850	\$23,175	\$23,871
JUSTICE EQUIPMENT	A1110.2	\$1,100	\$1,100	\$1,100
JUSTICE CONTRACTUAL	A1110.4	\$4,500	\$4,500	\$4,500
TOTAL JUDICIAL		\$27,450	\$28,775	\$29,471
EXECUTIVE				
SUPERVISOR PERSONAL SERVICE	A1220.1	\$20,690	\$21,950	\$27,000
SUPERVISOR EQUIPMENT	A1220.2	\$1,500	\$1,500	\$1,500
SUPERVISOR CONTRACTUAL	A1220.4	\$6,500	\$6,500	\$14,000
TOTAL EXECUTIVE		\$28,690	\$29,950	\$42,500
FINANCE				
AUDITOR	A1320	\$6,000	\$6,000	\$7,000
TAX COLLECTION EQUIPMENT	A1330.2			\$1,985
TAX COLLECTION CONTRACTUAL	A1330.4	\$900	\$800	\$1,405
BUDGET PERSONAL SERVICE	A1340.1	\$1,300	\$1,300	\$1,300
ASSESSOR PERSONAL SERVICE	A1355.1	\$44,000	\$44,815	\$46,200
ASSESSOR EQUIPMENT	A1355.2	\$500	\$500	\$500
ASSESSOR CONTRACTUAL	A1355.4	\$2,000	\$2,000	\$3,000
TOTAL FINANCE		\$54,700	\$55,415	\$61,390
STAFF				
CLERK PERSONAL SERVICE	A1410.1	\$48,400	\$51,090	\$52,625
CLERK EQUIPMENT	A1410.2	\$500	\$1,000	\$650
CLERK CONTRACTUAL	A1410.4	\$1,700	\$1,800	\$2,000
ATTORNEY PERSONAL SERVICE	A1420.1	\$8,935	\$7,100	\$8,800
ATTORNEY CONTRACTUAL	A1420.4	\$25,000	\$25,000	\$25,000
ENGINEER CONTRACTUAL	A1440.4	\$50,000	\$50,000	\$50,000
ELECTIONS PERSONAL SERVICE	A1450.1	\$6,000	\$6,000	\$6,000
ELECTIONS CONTRACTUAL	A1450.4	\$1,500	\$1,500	\$7,000
RECORDS MANAGEMENT PERSONAL SERY	A1460.1	\$2,575	\$2,655	\$2,750
RECORDS MANAGEMENT EQUIPMENT	A1460.2	\$300	\$300	\$300
RECORDS MANAGEMENT CONTRACTUAL	A1460.4	\$200	\$200	\$200
TOTAL STAFF		\$145,110	\$146,645	\$155,325
SHARED SERVICES				
BUILDINGS PERSONAL SERVICE	A1620.1	\$3,770	\$3,885	\$4,000
BUILDINGS EQUIPMENT	A1620.2	\$1,000	\$1,000	\$1,000
BUILDINGS CONTRACTUAL	A1620.4	\$100,000	\$126,000	\$126,000
CENTRAL STOREROOM CONTRACTUAL	A1660.4	\$8,000	\$9,000	\$9,000
TOTAL SHARED SERVICES		\$112,770	\$139,885	\$140,000
SPECIAL ITEMS				
UNALLOCATED INSURANCE	A1910.4	\$75,000	\$75,000	\$75,000
MUNICIPAL ASSOCIATION DUES	A1920.4	\$1,800	\$1,900	\$2,000
CONTINGENT ACCOUNT	A1990.4	\$45,000	\$45,000	\$50,000
TOTAL SPECIAL ITEMS		\$121,800	\$121,900	\$127,000
TRAFFIC CONTROL				
TRAFFIC CONTROL CONTRACTUAL	A3310.4	\$4,500	\$4,500	\$4,500
TOTAL TRAFFIC CONTROL		\$4,500	\$4,500	\$4,500
SAFETY FROM ANIMALS				
CONTROL OF DOGS PERSONAL SERVICE	A3510.1	\$1,400	\$1,600	\$1,600
CONTROL OF DOGS EQUIPMENT	A3510.2	\$50	\$50	\$50
CONTROL OF DOGS CONTRACTUAL	A3510.4	\$300	\$500	\$500
TOTAL SAFETY FROM ANIMALS		\$1,750	\$2,150	\$2,150
ADDICTION CONTROL				
DRUG ABUSE PREVENTION COUNCIL	A4210.0	\$1,000	\$1,000	\$1,000
TOTAL ADDICTION CONTROL		\$1,000	\$1,000	\$1,000
OTHER HEALTH				

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
AMBULANCE CONTRACTUAL	A4540.4	\$3,000	\$3,000	\$3,000
TOTAL OTHER HEALTH		\$3,000	\$3,000	\$3,000
ADMINISTRATION				
SUPT OF HIGHWAYS PERSONAL SERY	A5010.1	\$55,368	\$60,675	\$62,500
SUPT OF HIGHWAYS CONTRACTUAL	A5010.4	\$1,000	\$1,200	\$1,300
TOTAL ADMINISTRATION		\$56,368	\$61,875	\$63,800
HIGHWAY				
GARAGE CONTRACTUAL	A5132.4	\$4,000	\$35,000	\$35,000
STREET LIGHTING CONTRACTUAL	A5182.4			\$3,500
TOTAL HIGHWAY		\$4,000	\$35,000	\$38,500
ECONOMIC OPPORTUNITY AND DEVELOPMENT				
VETERANS SERVICES CONTRACTUAL	A6510.4	\$1,000	\$1,000	\$1,000
PROGRAMS FOR AGING CONTRACTUAL	A6772.4	\$750	\$750	\$750
ORLEANS COUNTY PROGRAM (EDA)	A6989.4	\$10,000	\$10,000	\$13,500
TOTAL ECONOMIC OPPOR & DEVELOP		\$11,750	\$11,750	\$15,250
CULTURE				
HISTORIAN PERSONAL SERVICE	A7510.1	\$750	\$750	\$775
HISTORIAN EQUIPMENT	A7510.2	\$500	\$500	\$500
HISTORIAN CONTRACTUAL	A7510.4	\$2,000	\$2,000	\$2,000
TOTAL CULTURE		\$3,250	\$3,250	\$3,275
EMPLOYEE BENEFITS				
STATE RETIREMENT	A9010.8	\$22,545	\$23,222	\$23,920
SOCIAL SECURITY	A9030.8	\$15,000	\$15,450	\$15,914
MEDICARE	A9035.8	\$3,515	\$3,620	\$3,729
DISABILITY INSURANCE	A9055.8	\$400	\$415	\$430
HOSPITAL & MEDICAL INSURANCE	A9060.8	\$37,950	\$40,440	\$46,500
TOTAL EMPLOYEE BENEFITS		\$79,410	\$83,147	\$90,493
TOTAL GENERAL EXPENDITURES		\$673,828	\$747,207	\$797,104
GENERAL OUTSIDE VILLAGE				
SPECIAL ITEMS				
CONTINGENT ACCOUNT	B1990.4	\$15,000	\$12,000	\$15,000
TOTAL SPECIAL ITEMS		\$15,000	\$12,000	\$15,000
LAW ENFORCEMENT				
CONSTABLE PERSONAL SERVICE	B3120.1	\$1,000	\$2,000	\$2,000
CONSTABLE EQUIPMENT	B3120.2	\$100	\$100	\$100
CONSTABLE CONTRACTUAL	B3120.4	\$100	\$100	\$100
TOTAL LAW ENFORCEMENT		\$1,200	\$2,200	\$2,200
PUBLIC HEALTH				
REGISTRAR VITAL STATS PERS SERY	B4020.1	\$600	\$600	\$600
REGISTRAR VITAL STATS AMBULANCE	B4540.4	\$3,000	\$3,000	\$3,000
TOTAL PUBLIC HEALTH		\$3,600	\$3,600	\$3,600
RECREATION				
YOUTH PROGRAMS CONTRACTUAL	B7310.4	\$6,000	\$6,000	\$6,000
TOTAL RECREATION		\$6,000	\$6,000	\$6,000
GENERAL ENVIRONMENT				
ZONING PERSONAL SERVICE	B8010.1	\$21,000	\$22,595	\$23,750
ZONING EQUIPMENT	B8010.2	\$500	\$1,700	\$1,700
ZONING CONTRACTUAL	B8010.4	\$3,500	\$4,000	\$4,000
PLANNING PERSONAL SERVICE	B8020.1	\$4,470	\$6,350	\$6,350
PLANNING CONTRACTUAL	B8020.4	\$7,500	\$7,500	\$7,500
GENERAL ENVIRONMENT TOTAL		\$36,970	\$42,145	\$43,300
SANITATION				
REFUSE AND GARBAGE CONTRACTUAL	B8160.4	\$2,500	\$2,500	\$2,500
TOTAL SANITATION		\$2,500	\$2,500	\$2,500
EMPLOYEE BENEFITS				
STATE RETIREMENT	B9010.8	\$515	\$530	\$546
SOCIAL SECURITY	B9030.8	\$825	\$850	\$2,050
MEDICARE	B9035.8	\$230	\$237	\$500
TOTAL EMPLOYEE BENEFITS		\$1,570	\$1,617	\$3,096
TOTAL GENERAL OUTSIDE VILLAGE		\$66,840	\$70,062	\$75,696
HIGHWAY-TOWNWIDE				

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
HIGHWAY				
MACHINERY EQUIPMENT	DA5130.2	\$124,000	\$15,000	
MACHINERY CONTRACTUAL	DA5130.4	\$30,000	\$30,000	\$35,000
MISC (BRUSH & WEEDS) PERS SERY	DA5140.1	\$23,640	\$33,872	\$34,900
MISC (BRUSH & WEEDS) CONTRACTUAL	DA5140.4	\$2,000	\$2,000	\$2,000
SNOW REMOVAL PERSONAL SERVICE	DA5142.1	\$131,500	\$135,460	\$139,525
SNOW REMOVAL CONTRACTUAL	DA5142.4	\$70,000	\$100,000	\$100,000
TOTAL HIGHWAY		\$381,140	\$316,332	\$311,425
EMPLOYEE BENEFITS				
STATE RETIREMENT	DA9010.8	\$12,600	\$12,980	\$13,369
SOCIAL SECURITY	DA9030.8	\$10,820	\$11,145	\$11,479
MEDICARE	DA9035.8	\$2,545	\$2,622	\$2,701
DISABILITY INSURANCE	DA9055.8	\$310	\$320	\$330
HOSPITAL & MEDICAL INSURANCE	DA9060.8	\$48,000	\$60,000	\$70,000
TOTAL EMPLOYEE BENEFITS		\$74,275	\$87,067	\$97,879
TOTAL HIGHWAY-TOWNWIDE		\$455,415	\$403,399	\$409,304
HIGHWAY-OUTSIDE VILLAGE				
HIGHWAY				
GENERAL REPAIRS PERS SERV	DB5110.1	\$92,300	\$95,072	\$97,924
GENERAL REPAIRS CONTRACTUAL	DB5110.4	\$110,000	\$150,000	\$150,000
PERMANENT IMPROVMENTS EQUIP	DB5112.2	\$87,207	\$86,958	\$86,958
TOTAL HIGHWAY		\$289,507	\$332,030	\$334,882
EMPLOYEE BENEFITS				
STATE RETIREMENT	DB9010.8	\$12,600	\$12,978	\$13,367
SOCIAL SECURITY	DB9030.8	\$6,000	\$6,180	\$6,365
MEDICARE	DB9035.8	\$1,420	\$1,463	\$1,507
DISABILITY INSURANCE	DB9055.8	\$310	\$320	\$330
HOSPITAL & MEDICAL INSURANCE	DB9060.8	\$48,000	\$60,000	\$70,000
TOTAL EMPLOYEE BENEFITS		\$68,330	\$80,941	\$91,569
DEBT SERVICE				
BOND ANTICIPATION NOTES	DB9730	\$0	\$35,000	\$35,000
TOTAL DEBT SERVICE		\$0	\$35,000	\$35,000
INTERFUND TRANSFERS				
TRANSFER TO CAPITAL PROJECT FUND	DB9950.9	\$20,000		
TOTAL HIGHWAY-OUTSIDE VILLAGE		\$377,837	\$447,971	\$461,451
SHELBY FIRE CO.				
FIRE PREVENTION AND CONTROL				
SHELBY FIRE PROTECTION DISTRICT	SF3410.001	\$132,300	\$148,176	\$151,880
HIGHWAY				
EAST SHELBY FIRE PROTECTION DIST	SF3410.002	\$44,100	\$63,504	\$65,092
TOTAL SHELBY FIRE CO.		\$176,400	\$211,680	\$216,972
SHELBY STREET LIGHTING				
HIGHWAY				
STREET LIGHTING	SL1-5182	\$3,500	\$3,500	\$3,500
TOTAL HIGHWAY		\$3,500	\$3,500	\$3,500
TOTAL SHELBY STREET LIGHTING		\$3,500	\$3,500	\$3,500
MILLVILLE STREET LIGHTING				
HIGHWAY				
STREET LIGHTING	SL2-5182	\$1,900	\$1,900	\$1,900
TOTAL HIGHWAY		\$1,900	\$1,900	\$1,900
TOTAL MILLVILLE STREET LIGHTING		\$1,900	\$1,900	\$1,900
WATER#1 - EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW1-8310.1	\$6,270	\$6,270	\$6,270
WATER ADMIN EQUIPMENT	SW1-8310.2	\$50	\$50	\$50
WATER ADMIN CONTRACTUAL	SW1-8310.4	\$1,900	\$1,900	\$1,900
SOURCE OF SUPPLY,POWER & PUMPING	SW1-8320.4	\$26,450	\$26,450	\$26,450
TRANS/DIST CONTRACTUAL	SW1-8340.4	\$4,200	\$4,200	\$4,200
TOTAL WATER		\$38,870	\$38,870	\$38,870
EMPLOYEE BENEFITS				

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
STATE RETIREMENT	SW1-9010.8	\$300	\$300	\$300
SOCIAL SECURITY, EMPL BNFTS	SW1-9030.8	\$357	\$357	\$357
MEDICARE, EMPL BNFTS	SW1-9035.8	\$84	\$84	\$84
TOTAL EMPLOYEE BENEFITS		\$741	\$741	\$741
DEBT SERVICES				
SERIAL BONDS PRINCIPAL	SW1-9710.6	\$6,000	\$6,000	\$6,000
SERIAL BONDS INTEREST	SW1-9710.7	\$3,150	\$3,150	\$3,150
TOTAL DEBT		\$9,150	\$9,150	\$9,150
TOTAL WATER#1 EXPENDITURES		\$48,761	\$48,761	\$48,761
WATER#2 - EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW2-8310.1	\$1,325	\$1,325	\$1,325
WATER ADMIN CONTRACTUAL	SW2-8310.4	\$150	\$150	\$150
SOURCE OF SUPPLY,POWER & PUMPING	SW2-8320.4	\$7,100	\$7,100	\$7,100
TRANS/DIST CONTRACTUAL	SW2-8340.4	\$1,000	\$1,000	\$1,000
TOTAL WATER		\$9,575	\$9,575	\$9,575
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW2-9010.8	\$30	\$30	\$30
SOCIAL SECURITY, EMPL BNFTS	SW2-9030.8	\$75	\$75	\$75
MEDICARE, EMPL BNFTS	SW2-9035.8	\$18	\$18	\$18
TOTAL EMPLOYEE BENEFITS		\$123	\$123	\$123
DEBT SERVICES				
SERIAL BONDS PRINCIPAL	SW2-9710.6	\$3,300	\$3,300	\$3,400
SERIAL BONDS INTEREST	SW2-9710.7	\$5,575	\$5,575	\$5,475
TOTAL DEBT		\$8,875	\$8,875	\$8,875
TOTAL WATER#2 EXPENDITURES		\$18,573	\$18,573	\$18,573
WATER#3 - EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW3-8310.1	\$3,781	\$3,781	\$3,781
WATER ADMIN CONTRACTUAL	SW3-8310.4	\$500	\$500	\$500
Source of Supply,Power & Pumping	SW3-8320.4	\$20,000	\$20,000	\$20,000
Trans/Dist Contractual	SW3-8340.4	\$4,100	\$4,100	\$4,100
TOTAL WATER		\$28,381	\$28,381	\$28,381
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW3-9010.8	\$75	\$75	\$75
SOCIAL SECURITY, EMPL BNFTS	SW3-9030.8	\$213	\$213	\$213
MEDICARE, EMPL BNFTS	SW3-9035.8	\$48	\$48	\$48
TOTAL EMPLOYEE BENEFITS		\$336	\$336	\$336
DEBT SERVICES				
SERIAL BONDS PRINCIPAL	SW3-9710.6	\$3,700	\$3,700	\$3,900
SERIAL BONDS INTEREST	SW3-9710.7	\$8,300	\$8,300	\$8,100
TOTAL DEBT		\$12,000	\$12,000	\$12,000
TOTAL WATER#3 EXPENDITURES		\$40,717	\$40,717	\$40,717
WATER#4A - EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW4A-8310.1	\$2,790	\$2,790	\$2,790
WATER ADMIN CONTRACTUAL	SW4A-8310.4	\$350	\$350	\$350
Source of Supply,Power & Pumping	SW4A-8320.4	\$13,000	\$13,000	\$13,000
Trans/Dist Contractual	SW4A-8340.4	\$3,300	\$3,300	\$3,300
TOTAL WATER		\$19,440	\$19,440	\$19,440
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW4A-9010.8	\$150	\$150	\$150
SOCIAL SECURITY, EMPL BNFTS	SW4A-9030.8	\$157	\$157	\$157
MEDICARE, EMPL BNFTS	SW4A-9035.8	\$37	\$37	\$37
TOTAL EMPLOYEE BENEFITS		\$344	\$344	\$344
DEBT SERVICES				
SERIAL BONDS PRINCIPAL	SW4A-9710.6	\$3,670	\$3,670	\$3,670
SERIAL BONDS INTEREST	SW4A-9710.7	\$8,500	\$8,500	\$8,500
TOTAL DEBT		\$12,170	\$12,170	\$12,170
TOTAL WATER#4A EXPENDITURES		\$31,954	\$31,954	\$31,954

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
WATER#4B - EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW4B-8310.1	\$2,640	\$2,640	\$2,640
WATER ADMIN CONTRACTUAL	SW4B-8310.4	\$250	\$250	\$250
Source of Supply,Power & Pumping	SW4B-8320.4	\$13,000	\$13,000	\$13,000
Trans/Dist Contractual	SW4B-8340.4	\$2,700	\$2,700	\$2,700
TOTAL WATER		\$18,590	\$18,590	\$18,590
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW4B-9010.8	\$150	\$150	\$150
SOCIAL SECURITY, EMPL BNFTS	SW4B-9030.8	\$140	\$140	\$140
MEDICARE, EMPL BNFTS	SW4B-9035.8	\$33	\$33	\$33
TOTAL EMPLOYEE BENEFITS		\$323	\$323	\$323
DEBT SERVICES				
SERIAL BONDS PRINCIPAL	SW4B-9710.6	\$3,400	\$3,400	\$3,600
SERIAL BONDS INTEREST	SW4B-9710.7	\$9,490	\$9,490	\$9,290
TOTAL DEBT		\$12,890	\$12,890	\$12,890
TOTAL WATER#4B EXPENDITURES		\$31,803	\$31,803	\$31,803
WATER#5 - EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW5-8310.1	\$340	\$340	\$340
WATER ADMIN CONTRACTUAL	SW5-8310.4	\$50	\$50	\$50
Source of Supply,Power & Pumping	SW5-8320.4	\$1,960	\$1,960	\$1,960
Trans/Dist Contractual	SW5-8340.4	\$250	\$250	\$250
TOTAL WATER		\$2,600	\$2,600	\$2,600
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW5-9010.8	\$15	\$15	\$15
SOCIAL SECURITY, EMPL BNFTS	SW5-9030.8	\$19	\$19	\$19
MEDICARE, EMPL BNFTS	SW5-9035.8	\$4	\$4	\$4
TOTAL EMPLOYEE BENEFITS		\$38	\$38	\$38
TOTAL WATER#5 EXPENDITURES		\$2,638	\$2,638	\$2,638
WATER#6 - EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW6-8310.1	\$2,816	\$2,816	\$2,816
WATER ADMIN CONTRACTUAL	SW6-8310.4	\$90	\$90	\$90
Source of Supply,Power & Pumping	SW6-8320.4	\$16,400	\$16,400	\$16,400
Trans/Dist Contractual	SW6-8340.4	\$2,950	\$2,950	\$2,950
TOTAL WATER		\$22,256	\$22,256	\$22,256
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW6-9010.8	\$165	\$165	\$165
SOCIAL SECURITY, EMPL BNFTS	SW6-9030.8	\$159	\$159	\$159
MEDICARE, EMPL BNFTS	SW6-9035.8	\$37	\$37	\$37
TOTAL EMPLOYEE BENEFITS		\$361	\$361	\$361
DEBT SERVICES				
SERIAL BONDS PRINCIPAL	SW6-9710.6	\$6,000	\$6,000	\$6,000
SERIAL BONDS INTEREST	SW6-9710.7	\$10,800	\$10,800	\$10,800
TOTAL DEBT		\$16,800	\$16,800	\$16,800
TOTAL WATER#6 EXPENDITURES		\$39,417	\$39,417	\$39,417
WATER#7- EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW7-8310.1	\$2,486	\$2,486	\$2,486
WATER ADMIN CONTRACTUAL	SW7-8310.4	\$80	\$80	\$80
Source of Supply,Power & Pumping	SW7-8320.4	\$17,200	\$17,200	\$17,200
Trans/Dist Contractual	SW7-8340.4	\$6,700	\$6,700	\$6,700
TOTAL WATER		\$26,466	\$26,466	\$26,466
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW7-9010.8	\$150	\$150	\$150
SOCIAL SECURITY, EMPL BNFTS	SW7-9030.8	\$140	\$140	\$140
MEDICARE, EMPL BNFTS	SW7-9035.8	\$33	\$33	\$33
TOTAL EMPLOYEE BENEFITS		\$323	\$323	\$323
DEBT SERVICES				

Town of Shelby

Account Code	Account #	2008 Actual	2009 Actual	2010 Budget
SERIAL BONDS PRINCIPAL	SW7-9710.6	\$3,900	\$3,900	\$4,100
SERIAL BONDS INTEREST	SW7-9710.7	\$13,700	\$13,700	\$13,500
TOTAL DEBT		\$17,600	\$17,600	\$17,600
TOTAL WATER#7 EXPENDITURES		\$44,389	\$44,389	\$44,389
WATER#8- EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW8-8310.1	\$2,486	\$2,486	\$2,486
WATER ADMIN CONTRACTUAL	SW8-8310.4	\$80	\$80	\$80
Source of Supply,Power & Pumping	SW8-8320.4	\$17,200	\$17,200	\$17,200
Trans/Dist Contractual	SW8-8340.4	\$6,700	\$6,700	\$6,700
TOTAL WATER		\$26,466	\$26,466	\$26,466
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW8-9010.8	\$150	\$150	\$150
SOCIAL SECURITY, EMPL BNFTS	SW8-9030.8	\$140	\$140	\$140
MEDICARE, EMPL BNFTS	SW8-9035.8	\$33	\$33	\$33
TOTAL EMPLOYEE BENEFITS		\$323	\$323	\$323
DEBT SERVICES				
SERIAL BONDS PRINCIPAL	SW8-9710.6	\$3,900	\$3,900	\$5,600
SERIAL BONDS INTEREST	SW8-9710.7	\$13,700	\$13,700	\$12,000
TOTAL DEBT		\$17,600	\$17,600	\$17,600
TOTAL WATER#8 EXPENDITURES		\$44,389	\$44,389	\$44,389
WATER#9- EXPENDITURES				
WATER				
WATER ADMIN PERSONAL SERVICE	SW9-8310.1			\$2,816
WATER ADMIN CONTRACTUAL	SW9-8310.4			\$90
Source of Supply,Power & Pumping	SW9-8320.4			\$16,400
Trans/Dist Contractual	SW9-8340.4			\$2,950
TOTAL WATER		\$0	\$0	\$22,256
EMPLOYEE BENEFITS				
STATE RETIREMENT	SW9-9010.8			\$165
SOCIAL SECURITY, EMPL BNFTS	SW9-9030.8			\$159
MEDICARE, EMPL BNFTS	SW9-9035.8			\$37
TOTAL EMPLOYEE BENEFITS		\$0	\$0	\$361
DEBT SERVICES				
SERIAL BONDS PRINCIPAL	SW9-9710.6			\$6,000
SERIAL BONDS INTEREST	SW9-9710.7			\$10,800
TOTAL DEBT		\$0	\$0	\$16,800
TOTAL WATER#9 EXPENDITURES		\$0	\$0	\$39,417
CEMETERY FUND				
SPECIAL SERVICES				
Cemetary Fund Contractual	TE8999.4	\$1,500	\$1,500	\$1,500
TOTAL SPECIAL SERVICES		\$1,500	\$1,500	\$1,500
TOTAL CEMETERY FUND		\$1,500	\$1,500	\$1,500
Total General Fund Expenditures		\$673,828	\$747,207	\$797,104
Total General Outside Village Expenditures		\$66,840	\$70,062	\$75,696
Total Highway Townwide Expenditures		\$455,415	\$403,399	\$409,304
Total Highway Outside Village Expenditures		\$377,837	\$447,971	\$461,451
Total Shelby Fire Co Expenditures		\$176,400	\$211,680	\$216,972
Total Street Lighting Expenditures		\$5,400	\$5,400	\$5,400
Total Water Expenditures 1 - 9		\$302,641	\$302,641	\$342,058
Total Cemetery Fund		\$1,500	\$1,500	\$1,500
Grand Total Expenditures		\$2,059,861	\$2,189,860	\$2,309,485

APPENDIX F

Public Presentation

'What Exists' PowerPoint presentation made to public on October 19, 2010.



Medina-Ridgeway-Shelby Study
First Report to Public: “What Exists”
October 19, 2010

Charles Zettek, Jr., VP & Director of Govt. Management Services
Vicki Brown, Associate Director
Center for Governmental Research
Rochester, NY 14614
czettek@cgr.org; vbrown@cgr.org
www.cgr.org

Shared Services/Town Merger/Village Dissolution Feasibility Study Committee (1)

- ▶ Representing Medina
 - ▶ Ann Bunch
 - ▶ Don Colquhoun
 - ▶ Charlie Slack
 - ▶ Adam Tableski
- ▶ Representing Ridgeway
 - ▶ Patty Blackburn
 - ▶ Nelda Callard
 - ▶ Rosalind Lind
 - ▶ Jeffrey Toussaint

Shared Services/Town Merger/Village Dissolution Feasibility Study Committee (2)

- ▶ Representing Shelby
 - ▶ Merle (Skip) Draper
 - ▶ Lawrence Fox
 - ▶ Nathan Pace (Committee Chair)
 - ▶ Howard Watts
- ▶ Alternates
 - ▶ Medina – Andrew Meier
 - ▶ Ridgeway – Robin Gardner
 - ▶ Shelby – Ken Schaal

Tonight's Agenda

- ▶ Briefly Overview Feasibility Study
- ▶ Put the Study in Context
- ▶ Describe Key Highlights of “What Exists”
- ▶ Describe Committee’s Approach to Assessing Options
- ▶ Describe Next Steps
- ▶ Give Community Opportunity to Comment
 - ▶ Tonight
 - ▶ Throughout Study

Overview of Feasibility Study

- ▶ 2 Grants
 - ▶ From NYS Dept. of State Local Government Efficiency Program
 - ▶ 1 to Medina
 - ▶ To explore Village dissolution & other ways to streamline government
 - ▶ In cooperation with the Towns
 - ▶ 1 to Ridgeway & Shelby
 - ▶ To explore merger feasibility & other ways to streamline government
 - ▶ In cooperation with the Village
 - ▶ Two Grants but 1 Integrated Study
 - ▶ 3 Boards engaged CGR as Study consultant

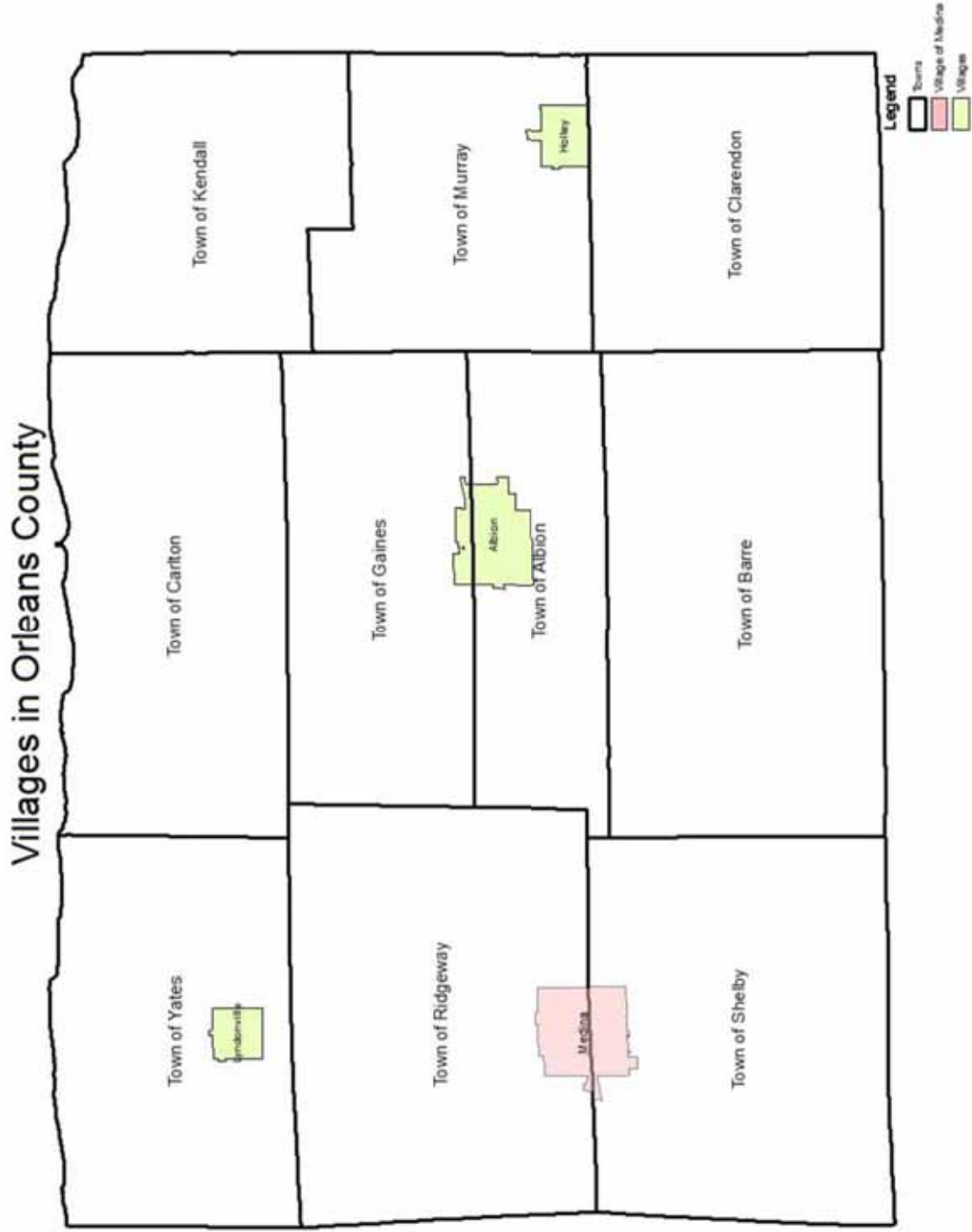
Feasibility Study Has 4 Key Components

1. Identify How Medina, Ridgeway & Shelby Provide Services – “What Exists Report”
2. Identify Viable Options for Future – “Options Report”
3. Present Final Report (*including recommendations to boards*)
4. Engage Public (e.g., website, public forums)

How to Identify Options

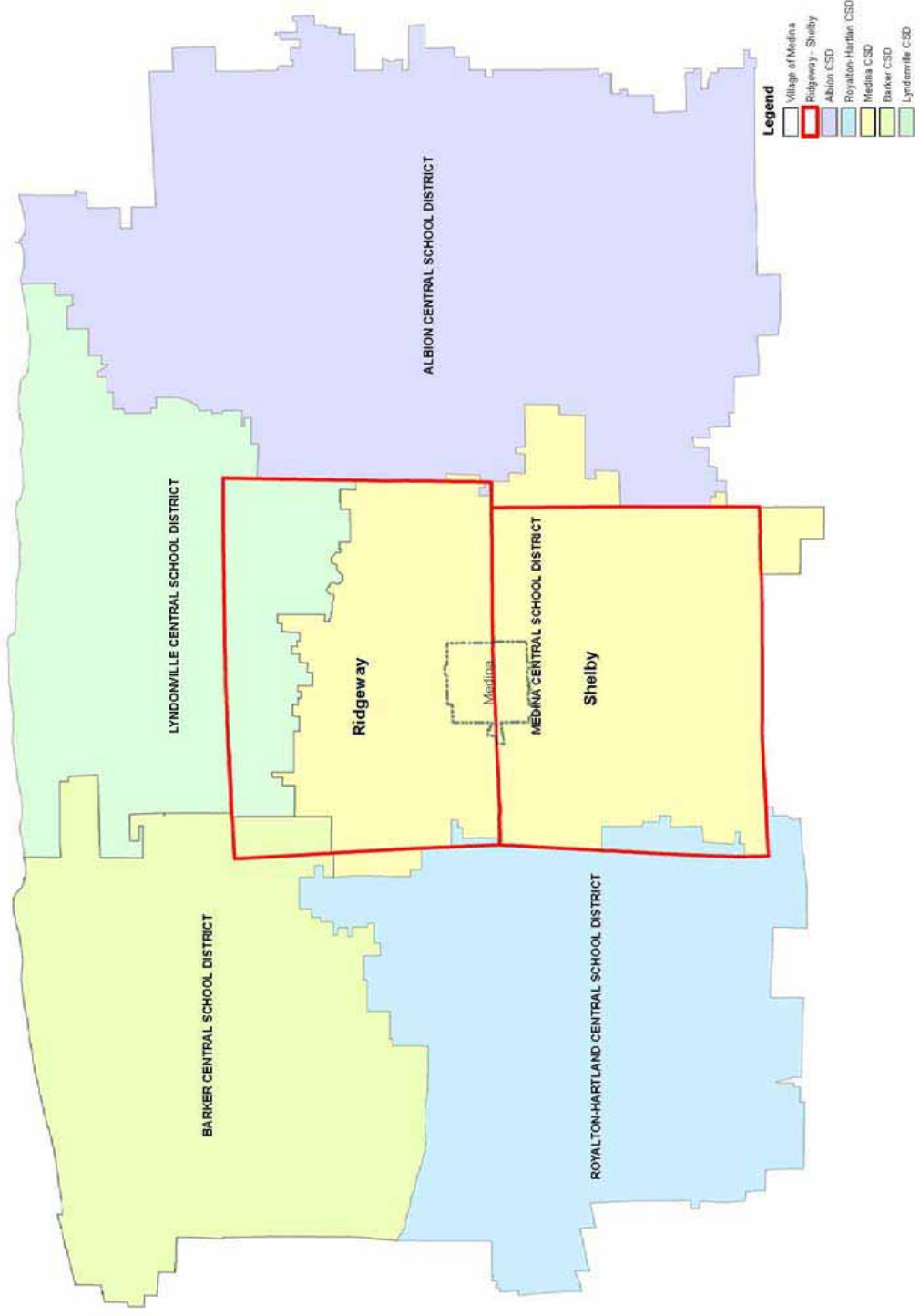
1. Identify What You Have
2. Identify the Functions You Want Your Governments to Perform
3. Identify the Most Efficient Government Structure(s) to Provide Those Functions
4. Keep Costs As Low as Possible

Context: 1 Village Split Between 2 Towns

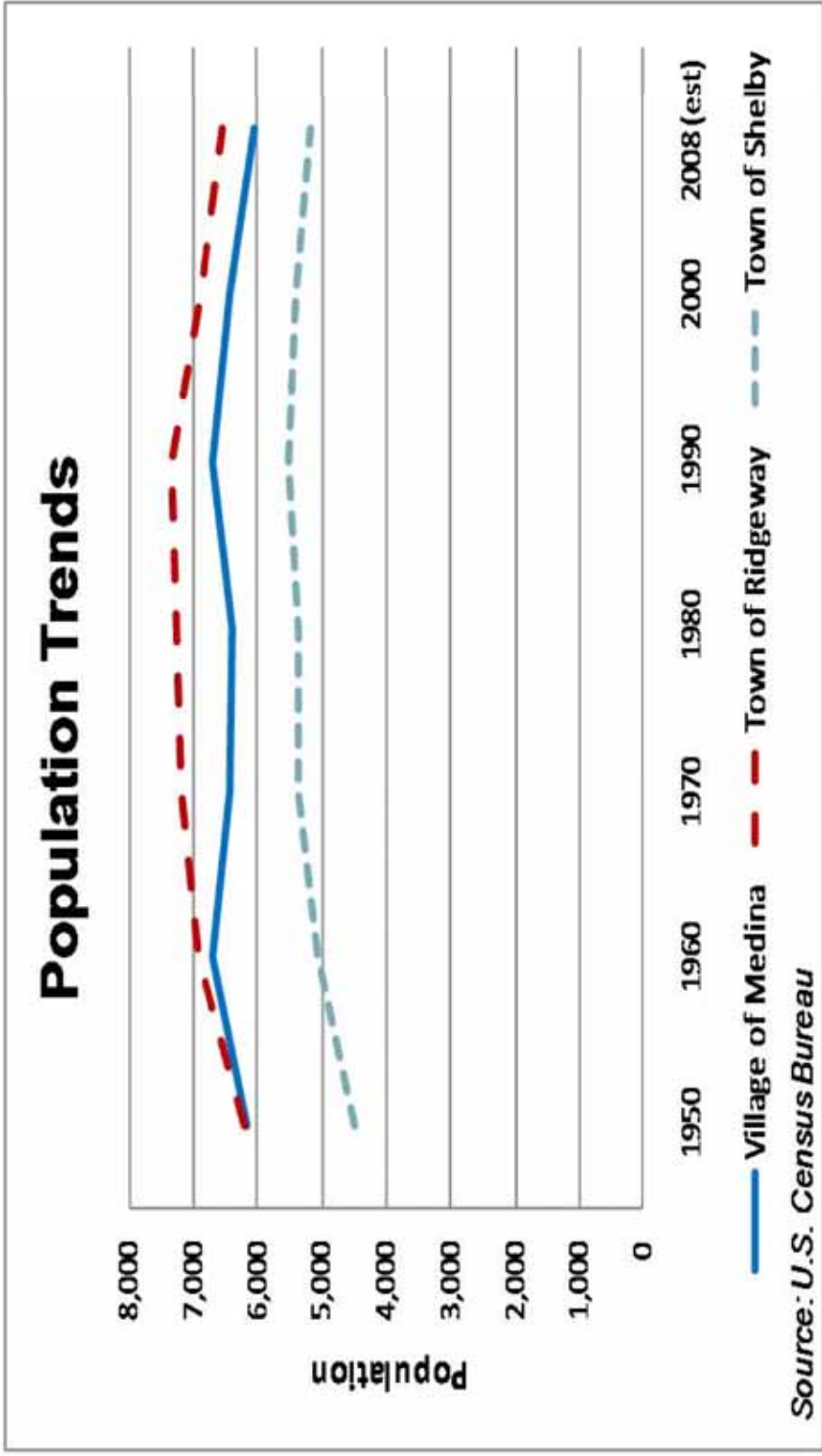


Context: Many Layers in Government Structure – Schools Not Part of Study but Used as Example

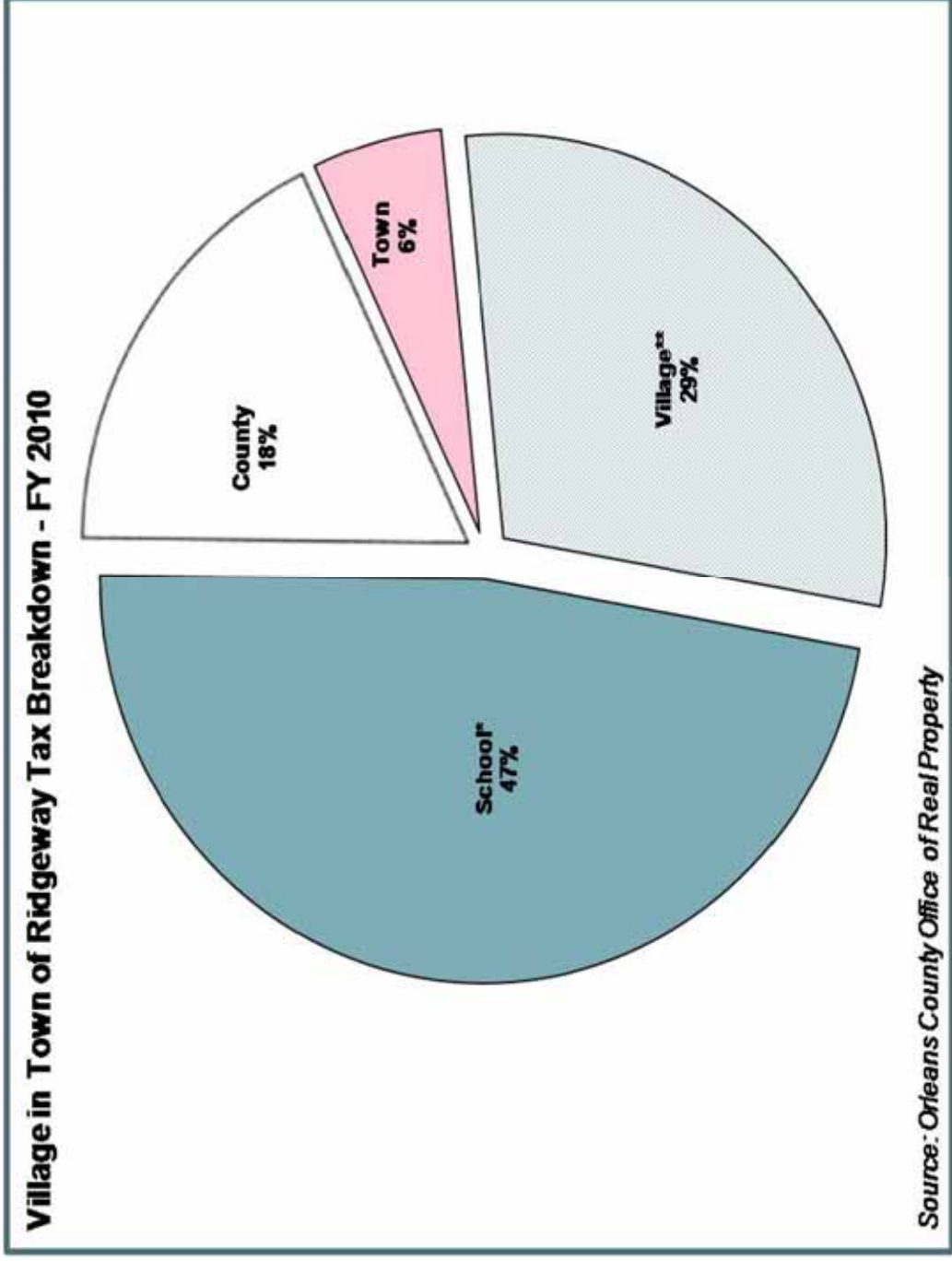
The 5 School Districts in the Towns of Ridgeway and Shelby



Context: Slowly Declining Population Since 1990

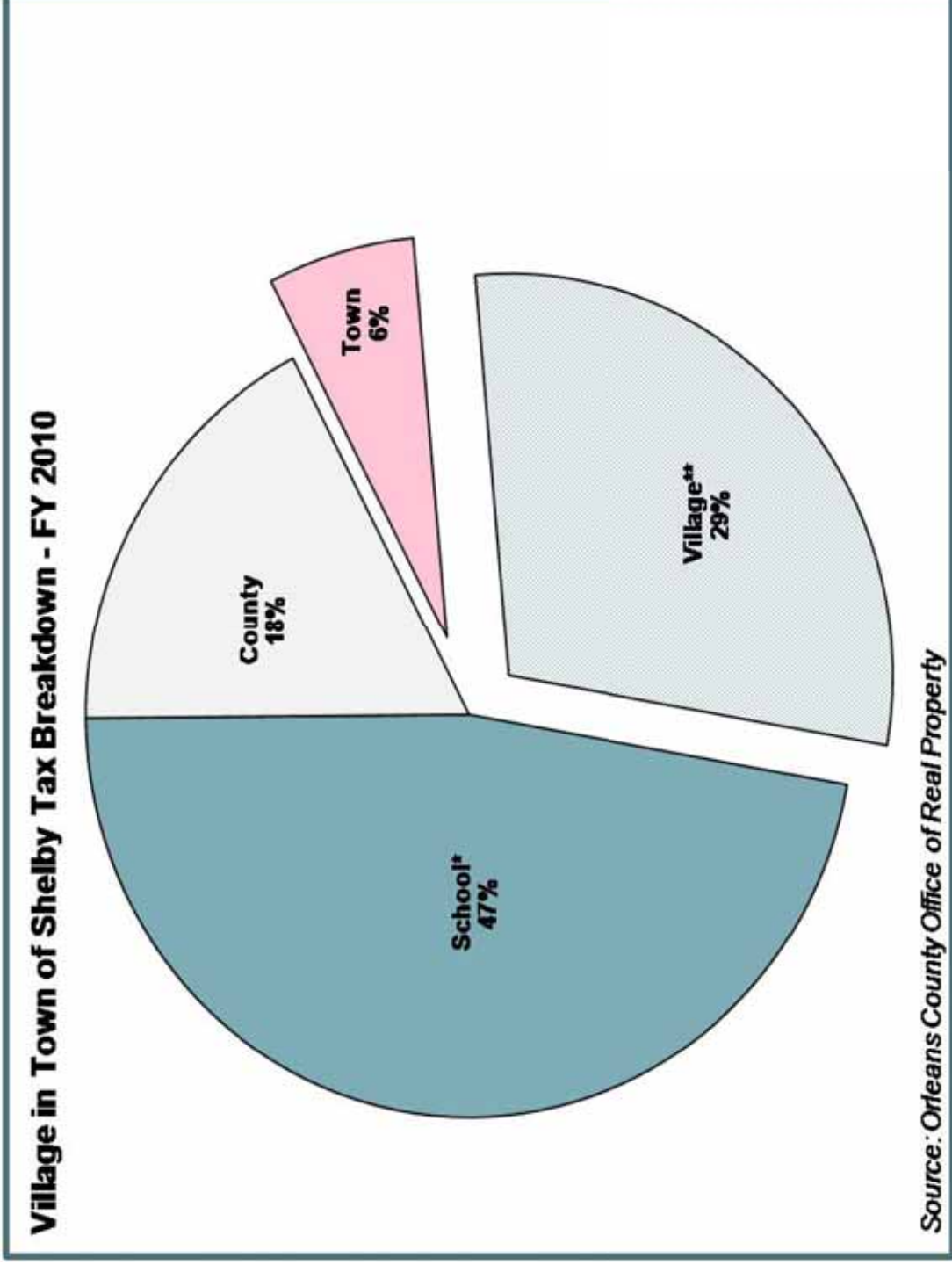


What Exists: Where Your Tax Dollars Go (1)



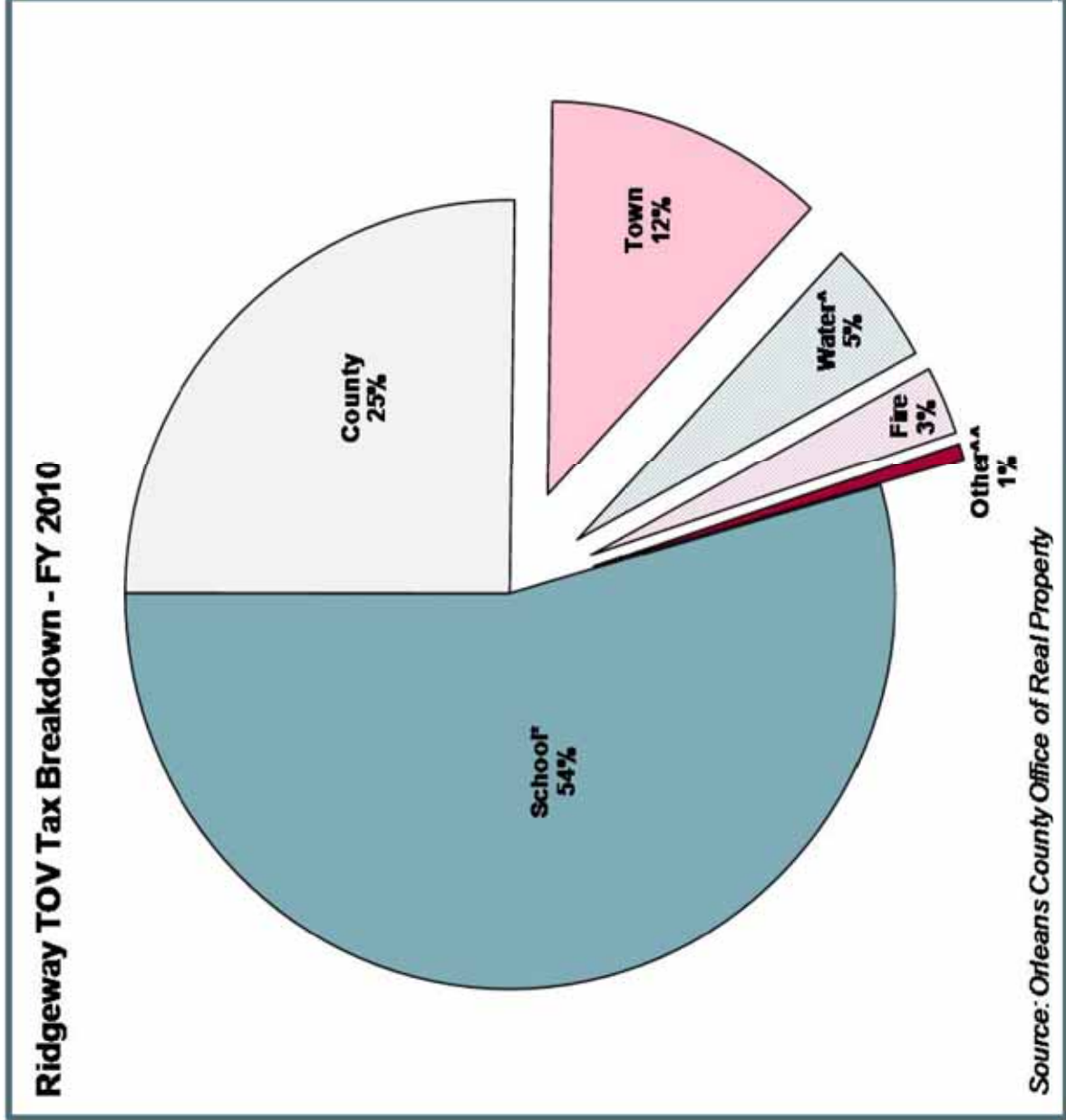
- ▶ Includes Village fire, water, sewer

What Exists: Where Your Tax Dollars Go (2)

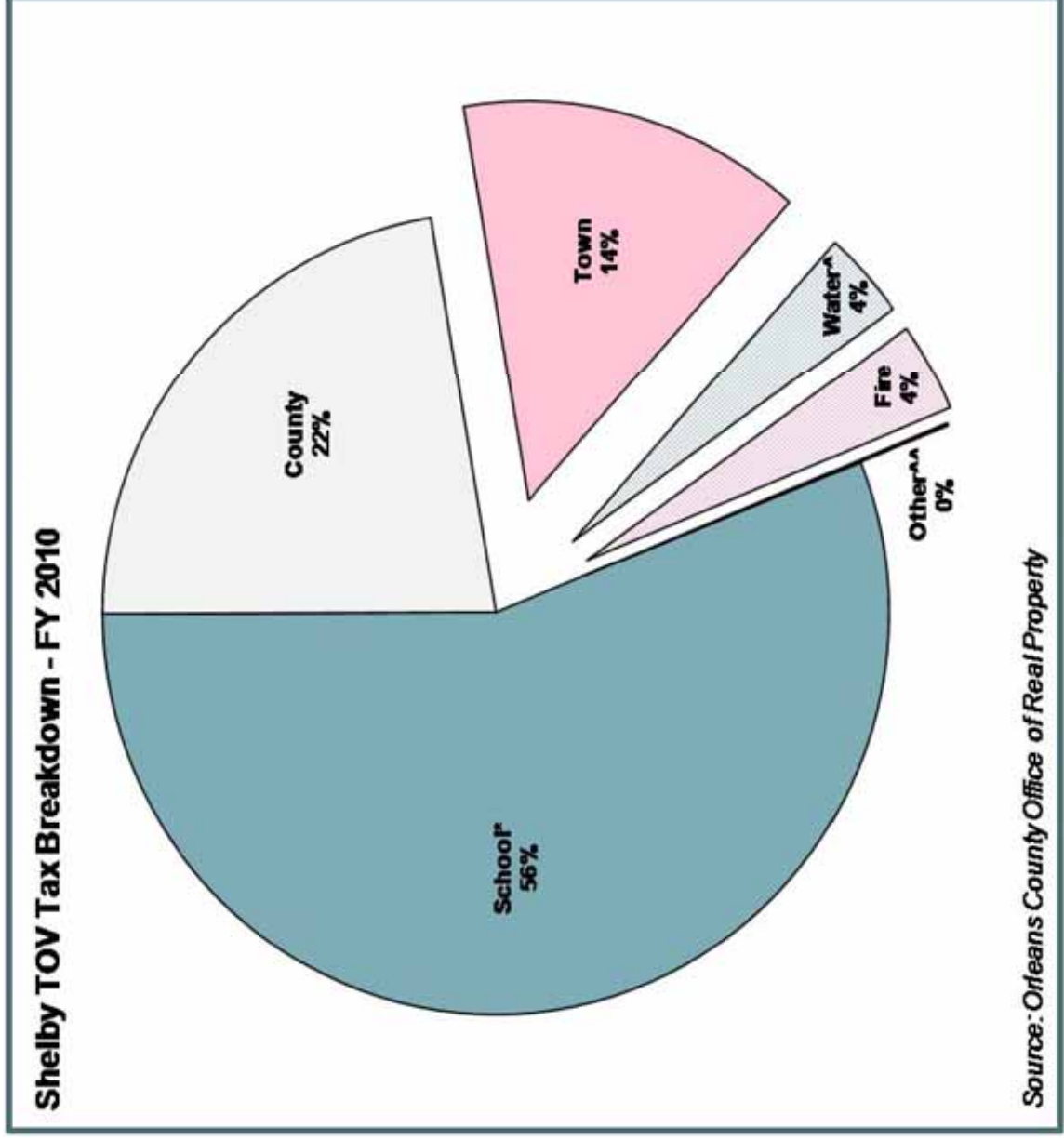


Includes Village fire, water, sewer

What Exists: Where Your Tax Dollars Go (3)



What Exists: Where Your Tax Dollars Go (4)



What Exists: Complexity in Local Tax Rates

TABLE 2
Complexity of Local Tax Rates
(Tax rate per \$1000)

	VILLAGE			IOV	
	Ridgeway	Shelby		Ridgeway	Shelby
County	9.299	9.256		9.317	9.267
Town	2.846	3.282		4.371	5.872
Village	15.375	15.375		-	-
School					
Medina CSD	24.820	24.821		24.820	24.821
Albion CSD	-	-		17.937	-
Lyndonville CSD	-	-		20.072	-
Barker CSD	-	-		16.430	-
Royalton-Hardland CSD	-	-		21.522	21.522
Fire					
Ridgeway Fire 1	-	-		1.036	-
Shelby Fire 1	-	-		-	1.518
Lighting					
Ridgeway Light 1	-	-		0.484	-
Shelby Light District	-	-		-	0.520
Millville Light District	-	-		-	0.590
Water					
County Line Water*	-	-		1.538	-
Rte. 31E Water**	-	-		0.659	-
Ridgeway Water 2	-	-		134.589/unit	-
Ridgeway Water 3	-	-		174.149/unit	-
Ridgeway Water 4	-	-		308.931/unit	-
Ridgeway Water 5	-	-		238.024/unit	-
Ridgeway Water 6	-	-		313.093/unit	-
Ridgeway Water 7	-	-		187.257/unit	-
Ridgeway Water 8	-	-		151.114/unit	-
Ridgeway Water 9	-	-		190.674/unit	-
Ridgeway Water 10	-	-		352.273/unit	-
Shelby Water 1	-	-		-	100.000/unit
Shelby Water 2	-	-		-	325.000/unit
Shelby Water 3	-	-		-	200.000/unit
Shelby Water 4	-	-		-	240.000/unit
Shelby Water 4B	-	-		-	280.000/unit
Shelby Water 6	-	-		-	246.000/unit
Shelby Water 7	-	-		-	310.000/unit
Shelby Water 8	-	-		-	317.000/unit
Shelby Water 9	-	-		-	new district
Shelby out of district	-	-		-	100.000/unit
Knowlesville Sewer	-	-		302.33/unit	-
Recycling/Waste prg.	159.020/unit	159.020/unit		159.020/unit	159.020/unit

Sources: Orleans County Office of Real Property; Local Tax Bills

Important Concept –
There Are 5 Property Tax Centers

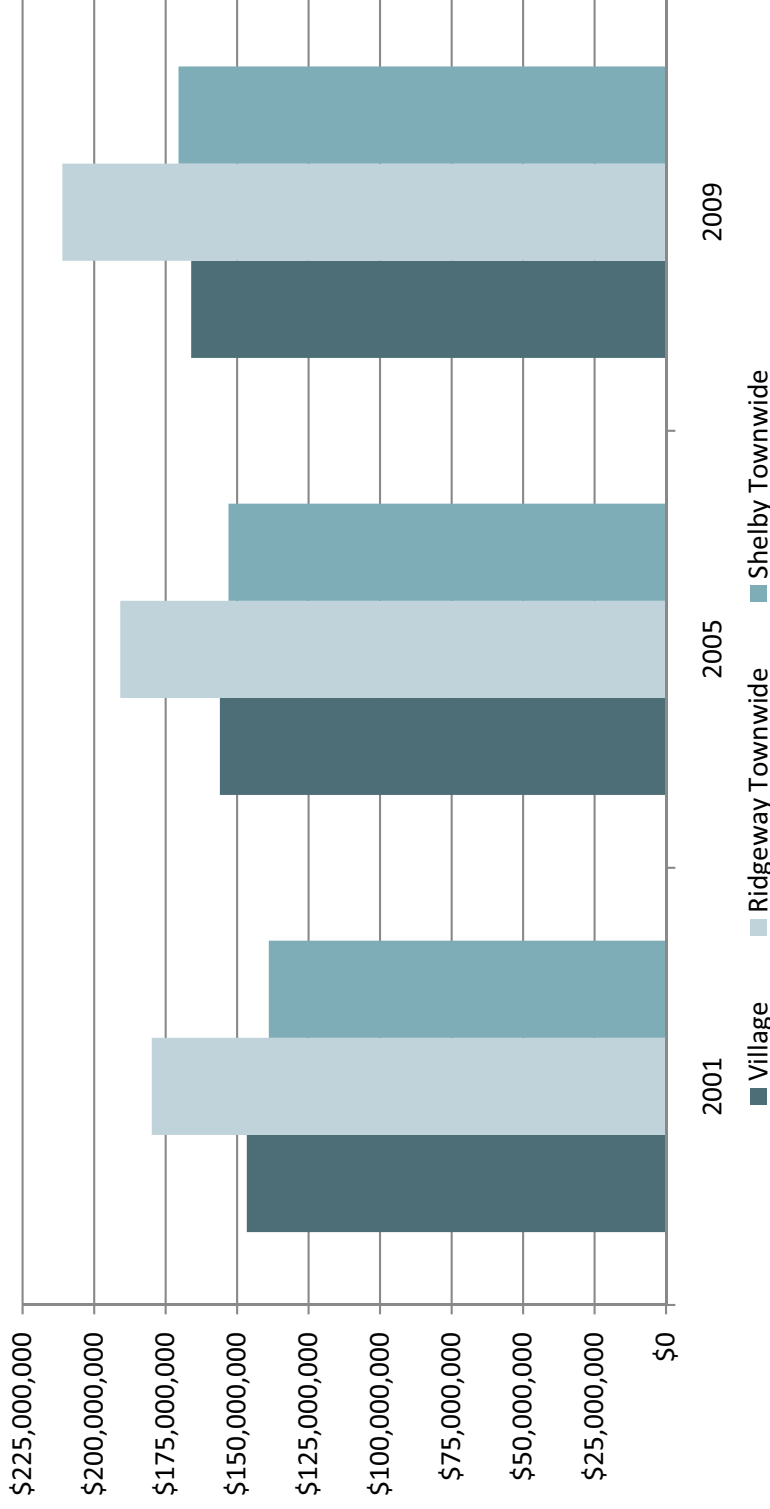
- ▶ Village
- ▶ Town of Ridgeway
- ▶ Town of Shelby
- ▶ Ridgeway Town-Outside-Village
(Ridgeway TOV)
- ▶ Shelby Town-Outside-Village (Shelby TOV)

Property Tax Calculations

- ▶ Property Taxes Are:
 - ▶ Tax Levy (net costs after revenues subtracted from expenditures) divided by the
 - ▶ Taxable Assessed Value (TAV)
 - ▶ Tax Rate per \$1,000 = Tax Levy ÷ TAV
- ▶ There Are 5 Different Tax Levies and 5 Different TAV for Village and Town Taxes

What Exists: Recent Trends in TAV – Village & Towns

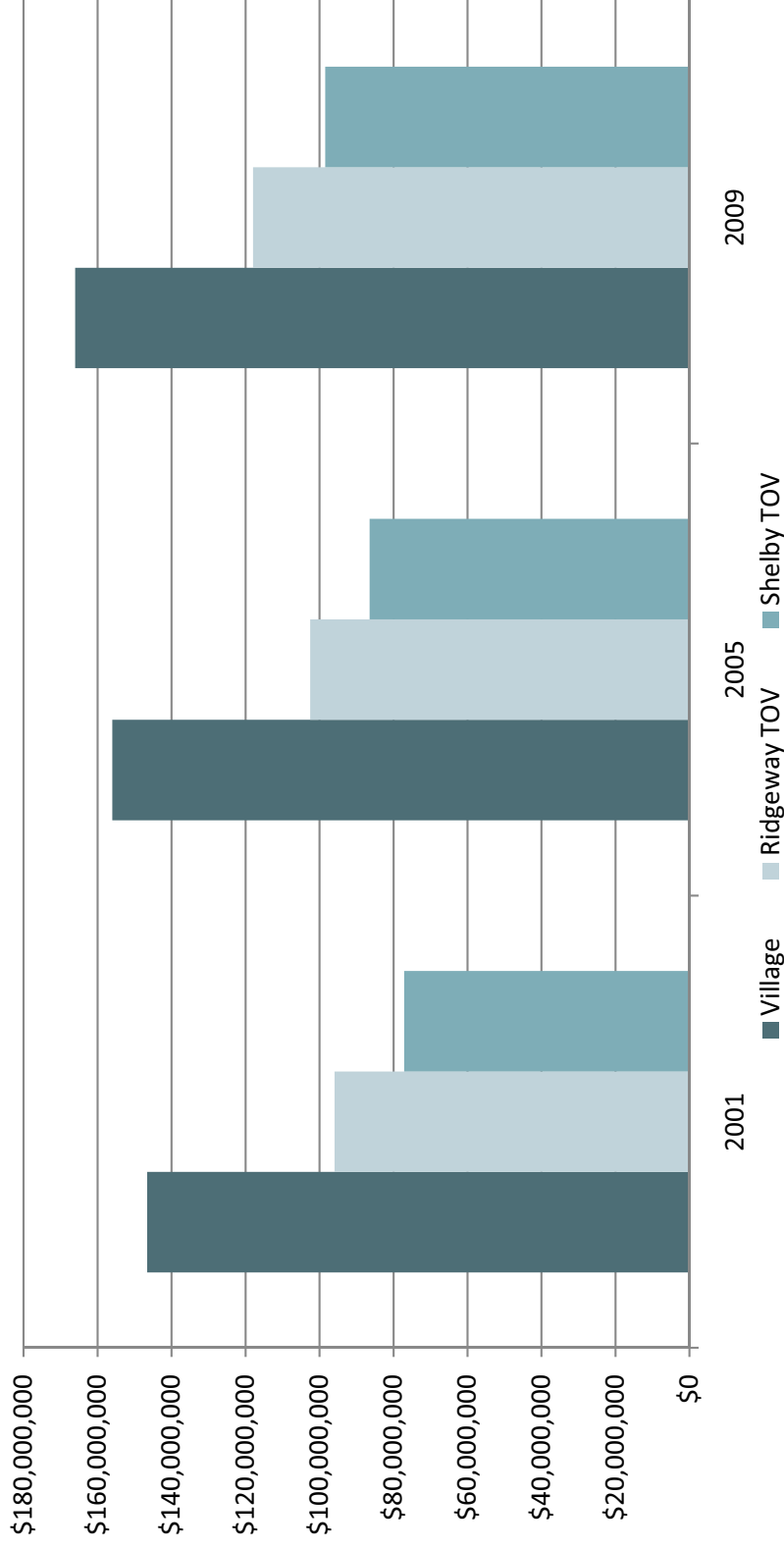
Total Taxable Assessed Values (TAV), 2001-2009



Source: Orleans County Office of Real Property

What Exists: Recent Trends in TAV – Village & Town TOV

Total Taxable Assessed Values (TAV), 2001-2009



Source: Orleans County Office of Real Property

What Exists: Changes in Tax Levy 2006-2010 (not including special district taxes)

Village of Medina Property Tax Levy, 2006-2010			
	2006	2010	% change
Village in Ridgeway	\$1,478,338	\$1,414,403	-4.3%
Village in Shelby	\$1,115,589	\$1,096,603	-1.7%
Total	\$2,593,927	\$2,511,006	-3.2%

Source: Town and Village budgets, Orleans County Real Property Office

Town of Ridgeway Property Tax Levy, 2006-2010			
	2006	2010	% change
Village in Ridgeway	\$202,785	\$265,111	30.7%
Ridgeway TOV	\$339,445	\$515,700	51.9%
Total	\$542,230	\$780,811	44.0%

Source: Town and Village budgets, Orleans County Real Property Office

Town of Shelby Property Tax Levy, 2006-2010			
	2006	2010	% change
Village in Shelby	\$227,931	\$236,389	3.7%
Shelby TOV	\$448,398	\$578,238	29.0%
Total	\$676,329	\$814,627	20.4%

Source: Town and Village budgets, Orleans County Real Property Office

What Exists: Tax Rates Fiscal Year 2010

(including Town fire but no other special district taxes)

Total Tax Rates per \$1000 AV, FY 2010			
	VILLAGE		TOV
	Ridgeway	Shelby	Ridgeway
County	\$9.299	\$9.256	\$9.317
Village	\$15.375	\$15.375	N/A
Town	\$2.846	\$3.282	\$2.846
TOV	N/A	N/A	\$1.526
Fire	N/A	N/A	\$1.036
Total	\$27.519	\$27.913	\$14.724
			\$16.656

Source: Orleans County Real Property Office, Local Tax Bills

What Exists: Expenditures Fiscal Year 2010

Overall Budgeted Fiscal Year Expenditures = \$12.1 Million

- ▶ Village = \$7.7 million
- ▶ Ridgeway = \$2.1 million
- ▶ Shelby = \$2.3 million

- ▶ *Excludes capital projects*
- ▶ *Includes all other expenditures*
 - ▶ *Water & sewer in Village*
 - ▶ *Water, fire, street lighting, a small sewer district (in Knowlesville) & special cemeteries (Tanner & Millville) in the Towns*

What Exists: Total Taxes Raised in Fiscal Year 2010 to Pay for These Expenditures

Overall = \$4.7 Million (39% of All Expenditures)

- ▶ Village = \$2.55 million (33% of its FY budget)
- ▶ Ridgeway = \$ 1.16 million (55% of its FY budget)
- ▶ Shelby = \$1.03 million (45% of its FY budget)

Note: Shelby charges debt service for water on quarterly bills while Ridgeway charges it as special district tax

Where Do You Look for Opportunities? (1)

- ▶ **Primarily Areas Where All 3 Spend \$\$\$**
- ▶ 92% of all general appropriations are common expenditures
- ▶ Total common expenditures = \$11.2 million
- ▶ Excluding Debt Service, largest areas are:
 - ▶ Highway, Water, Sewer, Fire Protection, Ambulance

Where Do You Look for Opportunities? (2)

- ▶ **Also Areas Where \$\$\$ Spent Are Common to 2 Entities**
 - ▶ Areas are Law Enforcement (e.g., police, court constables) & economic development
- ▶ **No Significant \$\$\$ in Areas That Impact Only 1 Entity**
 - ▶ Shade trees & off-street parking in Village & Shelby's DAPC* program (overall total = \$59,000)

*Drug Abuse Prevention Council

What Exists: Employee Staffing

- ▶ **Combined: 61 Full-Time & 44 Part-Time Individuals**
- ▶ Many PT staff in Towns fill multiple roles, but counted once
- ▶ **Some Key Components:**
 - ▶ 3 Executives & 12 Board Members
 - ▶ 3 DPW / Highway Superintendents
 - ▶ 22 FTE Highway Staff (under superintendents)
 - ▶ 3 Top Clerks (Town Clerks, Village Clerk-Treasurer)
 - ▶ 2 FTE Water Clerks (includes sewer clerk duties in Village)
 - ▶ > 8.5 FTE Other Clerks & 2 part-time Bookkeepers
 - ▶ 13 Career Staff in Village Fire Department
 - ▶ 13 in Police Department (1 deployed 100% to County, 2 PT)
 - ▶ 2 FTE Code Enforcement Officers

Committee's Approach(1)

What the Major Goal Is:

- ▶ Identify what government structure or structures will best help the overall community provide the services desired at the lowest cost.
- ▶ Will be looking at:
 - ▶ The services desired (*Function*)
 - ▶ Various options for the government structure (*Form*)
 - ▶ What are the most efficient ways to deliver services to keep property taxes as low as possible (*Cost*)

Committee's Approach (2)

Assess Key Areas in More Detail

Sub-committees

1. Economic development / water / sewer
2. Options for use of municipally owned buildings
3. Fire/ambulance/EMS
4. Organizational structure for DPW/Highway
5. Police/law enforcement

Public Involvement and Feedback Welcomed!

- ▶ Provide Feedback Via Comment Form
- ▶ Check Out the Project Website
 - ▶ www.cgr.org/medina-ridgeway-shelby
 - ▶ Sign up for email “alerts”
 - ▶ Email comments to the Committee via website
- ▶ Next Public Forum
 - ▶ To discuss Options
 - ▶ Date to be announced

Options Report Village of Medina and Towns of Ridgeway and Shelby

**Report to the Community by the Medina-
Ridgeway-Shelby Shared Services, Town
Merger and Village Dissolution Feasibility
Study Committee**

This document was prepared with funds provided by the New York State Department of State under the Local Government Efficiency Grant Program – Grants No. T-088814 and T-088813

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EXECUTIVE SUMMARY

Background

In early 2010, officials in the Village of Medina and the Towns of Ridgeway and Shelby jointly received New York State Local Government Efficiency (LGE) grants to study ways the governments could streamline operations through shared services and/or consolidation opportunities¹. This report presents the findings and recommendations developed as a result of the project funded by these grants.

This report outlines alternatives for delivering services and functions as identified by the Medina-Ridgeway-Shelby Shared Services, Town Merger and Village Dissolution Feasibility Study Committee. The Study Committee was assisted by the study consultant, the Center for Governmental Research.

This Options Report builds upon the earlier “What Exists Report,” issued in fall 2010, which describes how the Village and Towns currently provide municipal services. It also builds upon extensive work by five sub-committees, which met many times between fall 2010 and winter 2011 to examine key areas in greater detail. Sub-committees were established in five areas:

- DPW/Highway
- Fire and Ambulance
- Economic Development / Water / Sewer
- Police
- Building Usage

As a result of the sub-committee process, the Study Committee reached the following major conclusions:

1. *It does not make sense to consider dissolving the Village while leaving the two Towns intact.*

¹ Throughout this Options Report the term “sub-region” will frequently be used to refer to the area that encompasses the Village of Medina and Towns of Ridgeway and Shelby. In western Orleans County the word “region” generally refers to the area of the County encompassing not only Medina, Ridgeway and Shelby, but also the Town of Yates.

The Village of Medina is divided approximately in half by the two towns. Accordingly, dissolving the Village would split Village operations between the Town governments. Splitting operations (e.g., police, ambulance, street maintenance, water maintenance, sewage treatment, etc.) would be an inefficient way to serve the sub-region's urban core. If, alternatively, one Town or the other annexed the portion of the Village that is outside its current boundaries in order to keep Village municipal operations from being split, this would have a serious fiscal impact on the other Town. The Town of Shelby would lose 42% of its taxable assessed valuation if it no longer included its portion of the Village. Conversely, if Ridgeway's portion of the Village were to be annexed by Shelby, then Ridgeway would lose 44% of its taxable assessed valuation. The results of such a change would be dramatic cost and tax shifts and changes in operations that would likely harm the community rather than improve it.

2. *It does not make sense to consolidate the two Towns and keep the Village intact in the middle.*

Doing so would not allow the overall community to make significant efficiency gains in operations. There would be some benefit by consolidating the Towns, primarily from combining the town boards, and town zoning boards and planning boards. However, combining just the Towns would forgo scale and other efficiencies inherent in including the much larger Village government. Put another way, merging only the Towns would miss the opportunity to incorporate Village operations that serve the 52% of the area's population that resides within Village boundaries.

3. *Study Committee members do not recommend, at this point in time, changing the boundaries defining the areas served by the four existing fire services.*

The Committee's conclusion is that there would be little benefit to changing existing fire service boundaries at this time. Some equipment and service efficiencies can occur by increasing, over time, a shared services approach for fire services, but the major opportunities for streamlining local governments exist in other operations and services as identified in this report.

With these three conclusions as a background, the sub-committees and the overall Study Committee organized our findings and recommendations by focusing on two approaches:

- Heightened shared services (i.e., going beyond current service sharing while keeping the three existing governments)

- Consolidation of all three governments into a single entity.

Heightened Shared Services

This approach involves retaining the three separate governments but moving forward with consolidating functions or better managing costs and delivery of services as an integrated group. Governments would work together, and where appropriate, would enter into inter-municipal agreements (IMAs) in order to:

- Achieve economies of scale in municipal operations
- Reduce personnel, equipment and facilities costs
- Enhance economic development opportunities through more coordinated planning and by sharing the community's water and sewer infrastructure assets to benefit everyone in the sub-region.

Consolidation into a Single Entity

This approach is based on assuming the three governments are merged into a single government. The two viable options would be to create either a single town or a single city. Either option will require a significant community effort to merge operations, and separate votes in each Town and the Village would have to be taken and approved in order to create a single unified government. However, merging the governments would result in annual efficiency savings of from \$205,000 to \$410,000. Once the state AIM consolidation incentive funding becomes an additional revenue to the community, taxpayers in all three entities would benefit from the consolidation. Additional property tax reductions are projected if the city option is pursued because of additional revenues available to cities under current state law.

Efficiency Opportunities

As the Study Committee was developing the recommendations offered in this report, the Committee tried to identify changes that would clearly improve how services are currently being provided within the three governments. In many cases, it was possible to identify specific cost reductions, tied to efficiencies such as a reduction of personnel, reduction of duplicate equipment and better sharing of facilities. Saving costs, along with increasing revenues, will clearly help reduce the burden of property taxes in the community.

The Committee also identified opportunities to improve how services are delivered or important policy decisions are made and resources allocated, even though it was not possible to identify specific cost reductions at this time. For example, a key recommendation is to create agreements between each Town and the Village for the sharing of water and sewer

infrastructure in ways that would benefit the entire community by improving opportunities for economic development. The Committee could not define a specific cost or revenue benefit at this time, because the specific benefit won't be known until an economic development project actually occurs as a result. However, there was universal agreement among Town and Village leaders and County economic development professionals that creating these inter-municipal agreements would clearly improve the community's ability to attract new business development.

To conclude, the Committee believes that even where it is not possible to quantify cost reduction at this time, that services would be enhanced by implementing the Committee's recommendations.

A Special Issue for the Community

Numerous Study Committee recommendations involve greater use of what is referred to by residents as "City Hall" at 600 Main Street. The building, which serves as the Medina Village Hall, is used for key Village municipal functions. Constructed in 1908, City Hall is a notable building in the Medina historic district and, with the exception of an annex, is constructed of rock-faced Medina sandstone and round-headed arch moldings.

The building is currently underutilized. With the termination of Village court², the entire second floor of the building is empty, and the third floor currently houses only two fulltime and one part-time employee and records storage. There is significant available storage space.

The Study Committee considers City Hall an important community asset and recommends greater use of the building. At the request of the Building Usage sub-committee, local architect Mark D'Alba developed as a community service, a cost estimate and related drawings. The cost estimate is for what the sub-committee deems essential minimal improvements in order to utilize the building more effectively while also meeting requirements for handicapped accessibility (*Appendix A includes the five sub-committee reports. See the Building Usage report for a breakdown of the City Hall cost estimate*).

The proposed improvements:

- Building core improvements – an elevator, stair and entrance built between the main and annex portions of the building. Cost estimate = \$240,900

² Effective mid-April 2011 the Village of Medina court will terminate and court operations become the responsibility of the Ridgeway and Shelby Town Courts.

- Restroom improvements – two handicapped accessible lavatories and associated new corridors. Cost estimate for improvements = \$79,140.

There are various options for the community to seek funding to pay for these improvements:

- 1) The State’s Local Government Efficiency (LGE) program currently awards implementation grants for eligible local governments consolidating operations (but not just for sharing services).³ If full consolidation is the ultimate choice of the community, a grant application could be submitted to the program.
- 2) If the municipalities fully consolidate the community would, under current state legislation, be eligible for additional unrestricted state aid, which would be equivalent to \$622,381 in the first year following consolidation.⁴ A portion of these and future annual AIM funds could be used toward building improvements.
- 3) Local fundraising efforts could also be a source to help offset the cost of improvements.

A combination of the above options might be employed to fund building improvements.

The Study Committee believes the community needs to address the issue of City Hall and its potential role as a part of a municipal campus regardless of whatever recommendations in the report are ultimately implemented.

HOW THIS REPORT IS STRUCTURED

Part A: Study Committee Baseline Recommendations

This section identifies the Study Committee’s baseline recommendations related to areas studied in detail (DPW/highway; fire and ambulance; economic development / water / sewer; police; and building usage). They encompass both heightened shared service and full consolidation options.

³ Sample recent LGE implementation grants: \$396,000 for the Town of Aurora and the Village of East Aurora to consolidate both administrative offices into a consolidated service center with the Aurora Town Public Library; and \$200,000 for the Town and Village of Avon to complete renovations to a new building for a joint court facility.

⁴ For details on consolidation incentives, see Part A of this report - “Projected Additional Revenues Due to State ‘New AIM’ Incentive.”

Baseline recommendations were developed with cost efficiency and benefits to the community in mind. Some cost efficiencies and benefits could be achieved in the near term – some will take time. Net cost savings can only be quantified for those that could be achieved upon implementation. These are the only net cost savings we show in Part A. They are based on Fiscal Year 2010 budgets for the Village and each Town.⁵

In reading the baseline recommendations it is important to understand the following:

- These recommendations are not just about cost efficiency but also about aligning and structuring government so that our communities, which together spend more than \$12 million annually, can operate, over time, more effectively and efficiently.
- There are relatively few cost savings that we can identify achieving simply through heightened shared services. Yet, the most important benefit we can gain is one that we cannot attach a dollar figure to today, but which we believe has the potential to position our community to grow. The Economic Development sub-committee report (*see Appendix A*) points the way for utilizing the water and sewer infrastructure in the Village to benefit areas outside Medina, while at the same time ensuring that Village costs for providing these services are shared equitably. Recommendations contained in the Economic Development subcommittee report are designed to enhance our community's overall ability to attract industry and business that can provide more jobs, lighten the tax burden, serve as a catalyst to improve property values, and help us reverse a 20-year population decline.
- Our baseline recommendations should be viewed as conservative but realistic. However, when it comes to full consolidation, we believe it is possible to be even more aggressive. Our more aggressive savings under a full consolidation approach would be in addition to what we outline in Part A. The more aggressive approach is outlined later in the report.

Note: The reports developed by the sub-committees that informed our baseline recommendations are included in Appendix A.

Additional Fiscal Impacts of Consolidating Three Governments into One

⁵ FY 2010 budgets are calendar year 2010 for the Towns, and 2009-10 for the Village.

At the end of Part A we describe additional impacts of consolidating as a single entity that are associated with the baseline recommendations. These impacts appear under the following headings:

- 1) Additional Savings
 - Personnel
 - Other
- 2) What Would Happen to Village Gross Utilities Revenue?
- 3) How Would Consolidation Impact Court Expenditures?
- 4) Estimated Legal and Transition Costs
- 5) What Would Not Be Affected by Consolidating as a Single Entity?
- 6) Projected Additional Revenues Due to State’s “New AIM” Incentive

Part B: Study Committee Aggressive Recommendations

This section outlines the more aggressive cost savings the Study Committee has identified under full consolidation. While these are classified as “aggressive”, the Committee believes that, over time, as various functions are consolidated, operational efficiencies will allow for additional common sense reductions of personnel through attrition, which will produce the additional savings identified.

Part C: Fiscal and Tax Impact

This section shows the fiscal and tax impact of both heightened shared services and consolidation as a single entity (i.e., town or city). The annual savings and associated tax rate savings (baseline and aggressive approaches) are provided.

Part D: Implementation Considerations

This section briefly describes steps the community would need to take, depending upon the approach the Village and two Town boards ultimately decide to pursue.

Part E: Addendum on Fire/Ambulance Services

This section outlines the impact of consolidation on the Town of Yates and Village of Lyndonville as a result of any changes to the structure of the Medina Fire Department.

Appendices

This section consists of:

Appendix A – Sub-committee Final Reports⁶

Appendix B – Sample relevant inter-municipal agreements

Appendix C – Overview chart of local laws and ordinances

Appendix D – Public presentations

Appendix E – Public feedback

PART A

Study Committee Baseline Recommendations

The recommendations in Part A summarize specific baseline changes recommended by the Study Committee. The type of change specified is indicated as one of the following:

- *Shared service* – where Village and Town governments remain as separate units but personnel, equipment and/or facilities are shared in ways that reduce tax burdens and create operating efficiencies.
- *Functional consolidation* – where the three governments remain as separate units, but one or more functions are combined under one government, yielding cost and/or service efficiencies.
- *Full consolidation* – where three governments effectively merge.

Shared services and functional consolidations can be considered without fundamentally altering Village and Town government. Consolidating all three governments would require public referendums in Medina, Ridgeway and Shelby.

Some of the recommendations apply only to the Study Committee’s heightened shared services approach, some only to a full consolidation (single entity) approach, and some to both. (*See “Change Option Potential” sub-head for each recommendation.*)

⁶ The Economic Development sub-committee report includes a special memorandum of agreement (MOU). The Police sub-committee report includes the Orleans County Sheriff’s estimate for providing police services within the Village comparable to those now provided by the Medina Police Department. The Building Usage sub-committee report includes a local realtor’s estimate of the fair market value of the Village Clerk’s Building and the Ridgeway Town Hall. The cost estimate for adding an elevator and handicapped accessible bathrooms at City Hall is also included in the Building Usage sub-committee report.

Recommendation – DPW/Highway 1

Description:	Have one water / sewer department for operations	
Type of Change:	Functional consolidation	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Improved service delivery because selected staff would be dedicated to function. • No direct cost reductions in short term, but longer term, cost reductions are likely because better system delivery decisions will be made by dedicated staff. • Sub-region would have built-in back-up since water/sewer staff would all have to have required licenses • All communities have access to water/sewer equipment regardless of where it is located 	
Inter-relationship with:	DPW/ Highway 2 (centralized water billing)	
Change Option Potential:	Heightened Shared Services Yes	Full Consolidation Yes
Governance Distinction	Consolidate in Village	No difference – Town or City
Staffing:	1 water/sewer lead person, 2 other employees	
Equipment:	Maintain all existing equipment except sell small duplicate equipment (see DPW/Highway 7).	
Operational:	Recommendation does not include wastewater treatment, a service that is outsourced. If water main break occurs or other project requires additional staff, other DPW/Highway staff deployed	
Facility:	Locate staff in smaller of 2 main buildings on Medina DPW site	
Other Implementation Considerations	Under heightened shared services, IMA needed covering how staff will be paid, how facility costs allocated, and how this functional group would work with elected boards.	
Future Potential	Service delivery and equipment efficiencies likely due to standardization of delivery throughout the sub-region.	
Net Cost Savings:	None short term	

Recommendation – DPW/Highway 2

Description:	Centralize water billing	
Type of Change:	Functional consolidation	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • More efficient service delivery • Eliminates duplicate manual system in one town • Builds in backup for staff trained in water billing • With the exception of where Town residents send their water payments, residents will not see any difference in this service 	
Inter-relationship with:	DPW/ Highway 1 (one water-sewer department)	
Change Option Potential:	Heightened Shared Services Yes	Full Consolidation Yes
Governance Distinction	Consolidate in Village	No difference – Town or City
Staffing:	2 FTE	
Equipment:	May or may not need to purchase software package, depending on how billing information can be transferred.	
Operational:	All customers to be billed quarterly, but different groups of customers to be billed in different months.	
Facility:	Heightened Shared Services = Village Clerk’s Building Full consolidation – see Building Usage 2	
Other Implementation Considerations	Under heightened shared services, IMA needed	
Future Potential	NA	
Net Cost Savings:	\$10,000	

Recommendation – DPW/Highway 3

Description:	Have scheduled early shift	
Type of Change:	Shared service	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Eliminates system whereby during November to April timeframe, three governments have an MEO on “snow watch” • Eliminates some scenarios whereby “snow watch” + “regular shift” can involve up to 13-hour work day (OT + straight time) • Staff on “early shift” would have assigned tasks, including snow watch, and would go home at the end of 8 hours unless needed to work overtime for snow removal duties 	
Inter-relationship with:	N/A	
Change Option Potential:	Heightened Shared Services Yes	Full Consolidation Yes
Governance Distinction	Rotate responsibility	No difference – Town or City
Staffing:	1 to 2 MEOs – instead of 3 Early shift would typically involve two staff members, but there are times (e.g., month of March) when one staff member may be all that is needed	
Equipment:	N/A	
Operational:	At a minimum, schedule early shift during winter season (e.g., November –April) and rotate responsibility between governments. One option would be a weekly rotation but other options can be considered.	
Facility:	N/A	
Other Implementation Considerations	Union negotiations occur in 2011 (for Ridgeway in 2012). Village / Town attorneys to assess need to negotiate.	
Future Potential	Net cost savings estimate is based on total of 162 hours of OT saved based on \$21 an hour base rate for an MEO. Since there has been no tracking of overtime that would have been saved on days when there is no snow to plow, the cost savings estimate is intentionally conservative. Actual net cost savings likely higher.	
Net Cost Savings:	\$5,100	

Recommendation – DPW/Highway 4

Description:	Centralize maintenance for DPW, Highway, police, ambulance and other government-owned rolling stock	
Type of Change:	Full consolidation	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Providing maintenance on a dedicated basis is more efficient • Puts more emphasis on preventive maintenance • Would result in 1 parts department instead of 3 • Would mean one oil source (and containment place) – not 3 • Could send mechanics for training to do electronic repairs, potentially saving in future on some outsourced repairs 	
Inter-relationship with:	Building Usage 2 (full consolidation)	
Change Option Potential:	Heightened Shared Services No	Full Consolidation Yes
	<i>Note: see “future potential” below</i>	
Governance Distinction	No difference – Town or City	
Staffing:	1 Chief of Maintenance + 1 mechanic	
Equipment:	See “other implementation considerations”	
Operational:	Large building at Medina DPW location has a heated portion that can accommodate new maintenance bay.	
Facility:	Utilize large building at Medina DPW location.	
Other Implementation Considerations	Create custom maintenance bay. (One-time cost estimate: about \$100,000)	
Future Potential	<u>Heightened Shared Services:</u> It is not possible today to determine what the Towns spend on MEOs to perform maintenance duties because costs are not tracked in a way that would allow such a breakout. Thus, it is not possible to estimate what the Towns might gain if they had access to dedicated maintenance staff. Since the Village has a mechanic on staff, the Committee suggests the Towns explore contracting with the Village for some maintenance services and assess the impact for potential future savings.	

Full Consolidation Approach: While initial savings are small (e.g., one parts department, one oil source and containment area, bringing some repair costs inside instead of outsourcing), the real value will occur over time due to regular preventive maintenance, standardization of equipment, and deployment of personnel more effectively.

Net Cost Savings:

.
 \$ 10,000
 (Less \$100,000 one-time expense for maintenance bay)

Recommendation – DPW/Highway 5

Description:	Restructure DPW/Highway Leadership	
Type of Change:	Full consolidation	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • DPW/Highway operations represent the largest single expenditure area across the 3 governments (\$2.7 million annually not including staff time budgeted to employees’ water and sewer responsibilities), and full consolidation would allow for significantly more administrative oversight than can exist under the current structure, where superintendents must be heavily involved in providing services. • Greater administrative oversight would allow for tracking equipment usage and identifying optimal use of equipment – something that does not currently exist. • Better equipment tracking (e.g., fuel, mileage, hours used) will better inform future equipment decision making. 	
Inter-relationship with:	DPW/Highway 1 & 4 (1 water/sewer dept. & centralize maint.)	
Change Option Potential:	Heightened Shared Services No	Full Consolidation Yes
Governance Distinction	Appointed top leader – Town or City	
Staffing:	1 Superintendent (or commissioner), 1 Deputy, 1 DPW Deputy, 1 Water / Sewer Lead (<i>see DPW / Highway 1</i>)	
Equipment:	NA	
Operational:	Top leader would be administrator with oversight responsibility for three departments (highway, water/sewer operations, maintenance), and determine how to deploy staff.	
Facility:	Superintendent (or commissioner) based at Shelby Town Hall.	
Other Implementation Considerations	Need new job descriptions for these positions. As part of a consolidation plan put before voters include having appointed highway superintendent (or commissioner).	
Future Potential	NA	
Net Cost Savings:	\$25,000	

Recommendation – DPW/Highway 6

Description:	Have one FTE clerical support for top administrator	
Type of Change:	Full consolidation	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Providing dedicated clerical support would enable the top public works administrator to manage more effectively, since the administrator would have oversight over a multi-million dollar budget. • Funds are currently expended for some clerical support for DPW / Highway administration, but dedicated, focused support is needed if all 3 governments become one. 	
Inter-relationship with:	DPW/Highway 5 (restructure leadership)	
Change Option Potential:	Heightened Shared Services No	Full Consolidation Yes
Governance Distinction	No difference – Town or City	
Staffing:	1 FTE Clerical Support Person	
Equipment:	Utilize existing equipment	
Operational:	Recommend co-locating clerical support with top administrator	
Facility:	Co-locate with top administrator at Shelby Town Hall	
Other Implementation Considerations	NA	
Future Potential	NA	
Net Cost Savings:	\$0.00	
Net Additional Cost:	\$28,000	

Recommendation – DPW/Highway 7

Description:	Keep all major pieces of equipment, but sell small duplicate equipment	
Type of Change:	Full consolidation	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Keeping major pieces of equipment ensures the sub-region will have adequate backup to provide needed services • Assessing which duplicate, incidental equipment is not needed can free up space and provide one-time additional revenue 	
Inter-relationship with:	DPW – HWY 5 (restructure leadership)	
Change Option Potential:	Heightened Shared Services No	Full Consolidation Yes
Governance Distinction	No difference – Town or City	
Staffing:	NA	
Equipment:	NA	
Operational:	Assess what is not needed and would have value if sold.	
Facility:	NA	
Other Implementation Considerations	NA	
Future Potential	Future major equipment purchases can be informed by knowing the number of hours each piece of equipment is run annually. Though not currently available, that information could be available if there was a single department with dedicated administrative leadership and clerical support.	
Net Cost Savings:	\$10,000 - \$20,000 (one-time savings)	

Recommendation – FIRE 1

Description: Create a fire district for the area within the current Village boundaries, create a not-for-profit ambulance service to serve the region, and create an ambulance district.

Type of Change: Full consolidation – where the consolidated entity is a town

Benefits: Based on CGR research:

- The process involved is essentially a legal process, not one that involves physical change.
- The overall system does not have to cost more than it does today – and in time, there is potential for cost savings.
- How residents in the Village access fire services would be unchanged.
- How residents in the western region of Orleans County access ambulance service would be unchanged.
- The existing staff and assets of the Medina Fire Department would remain in their current location.
- The retirement benefits of the paid career firefighters in the Village would be protected.
- Instead of stipends for volunteer “callmen” in the Medina F.D., volunteers would benefit from the state’s Length of Service Award Program (LOSAP).
- There could be non-municipal employees of the ambulance service, which would provide more flexibility regarding future staffing than exists today.
- Concerns about liability for the new consolidated town regarding providing fire services in the Village and ambulance services in the region could be eliminated.
- Third-party billing for ambulance service could continue.
- There would be clear accountability for what it costs to provide fire services in the Village and ambulance service in the region.
- If there is a difference in the revenues provided by offering ambulance in the region and the cost to provide the service (which is not known today) any additional tax (expected to be zero to pennies per \$1,000 assessed valuation) would be borne by the communities that benefit from the service.

Inter-relationship with: NA

Change Option Potential:	Heightened Shared Services	Full Consolidation
	No	Yes

Governance Distinction	Applicable for town, not for a city
Staffing:	Paid career staff in the Medina Fire Department transfer to the Medina Fire District. The not-for-profit ambulance service contracts with the Medina Fire District to provide personnel for the ambulance service.
Equipment:	The Village’s fire fighting assets transfer for \$1 to the Medina Fire District. Village ambulance assets transfer to the town for a \$1. Town contracts with the ambulance service to provide ambulance service within the town, and one provision of the contract calls for ambulance assets to be leased by the town to the ambulance service for \$1. Bottom line: no physical movement of equipment involved.
Operational:	The new town creates the fire district and appoints the first board. An election would then be held to elect the fire board.
Facility:	Since the new consolidated town would own the building (City Hall) from which the Medina Fire District would provide fire services to the existing Village (and via contract also ambulance services to the region), the consolidated town would lease space to the fire district for a nominal amount (e.g., cost of operating the space.)
Other Implementation Considerations	<p>As part of making the changes, elected leaders may wish to consider having a staffing study done. One approach could be to mirror the recent staffing study in Albion, which involved both the Village of Albion Fire Department and the volunteer ambulance service known as COVA (Central Orleans Volunteer Ambulance).</p> <p>To assist with making the transition, the field office of the Bureau of EMS-Operations would be helpful. The regional field office is in Buffalo.</p> <p>Utilizing an attorney skilled in conducting municipal transitions for fire and ambulance services and who also knows public health law is recommended.</p>
Future Potential	Already covered as part of “benefits” above.
Net Cost Savings:	\$0.00
Net Additional Cost:	\$3,000 - \$5,000 to transfer ambulance operating authority One –time legal fees are addressed later in Part A under “Estimated Legal and Transition Costs.”

Recommendation – FIRE 2

Description:	The existing Village Medina Fire Department becomes a city fire department per a new city charter. Operating authority for the ambulance service is transferred from the Village to the city.	
Type of Change:	Full consolidation – where the consolidated entity is a city	
Benefits:	<p>Based on CGR research:</p> <ul style="list-style-type: none"> • Residents of the existing Village would see no change in how they receive fire service. • Residents of the region would see no change in how they receive ambulance service. • Fire company service areas in the sub-region could continue unchanged. • Billing for ambulance service could continue to be handled as it is today – through third-party billing service. • The process of transferring operating authority to provide ambulance service from the Medina Fire Department to a new city fire department would involve a simple process. • Existing Medina Fire Department paid career staff would become city fire department employees, making them eligible for retirement and benefits. • Instead of stipends for volunteer “callmen” in the Medina F.D., volunteers would benefit from the state’s Length of Service Award Program (LOSAP). 	
Inter-relationship with:	NA	
Change Option Potential:	Heightened Shared Services No	Full Consolidation Yes
Governance Distinction	Applicable for city, not a city	
Staffing:	NA	
Equipment:	Transferred by the Village to the city fire department for nominal amount.	
Operational:	The city would have an operating agreement with the three existing volunteer fire companies in the sub-region (Shelby, East Shelby and Ridgeway) regarding which company responds and when. This model could follow one that exists in the City of Rome NY, which contracts with two volunteer companies in the outlying areas of the	

city because they can typically respond faster. Once the Rome FD arrives on scene, the Rome FD takes over.

Facility: Fire and ambulance services now housed at Medina “City Hall” could remain where they are today.

Other Implementation Considerations As part of making the changes, elected leaders may wish to consider having a staffing study done. One approach could be to mirror the recent staffing study in Albion, which involved both the Village of Albion Fire Department and the volunteer ambulance service known as COVA (Central Orleans Volunteer Ambulance).

To assist with making the transition, the field office of the Bureau of EMS-Operations would be helpful. The regional field office is in Buffalo.

Utilizing an attorney skilled in conducting municipal transitions for fire and ambulance services and who also knows public health law is recommended.

Future Potential As attrition occurs in city fire department paid staff, elected leaders could use the results of a staffing study to inform future hiring decisions.

Net Cost Savings: \$0.00

Net Additional Cost: \$3,000 - \$5,000 to transfer ambulance operating authority
One –time legal fees are addressed later in Part A under “Estimated Legal and Transition Costs.”

Recommendation – ECON 1

Description: **Endorse the pursuit and execution of foundation and developer agreements described below**

A legally executed agreement (*foundation agreement*) would address in detail how and at what cost Shelby can access sewer and water services from the Village of Medina and, among other matters, who is responsible for engineering, connections, infrastructure, etc.

The foundation agreement would lead to a second legally executed agreement between Shelby and the developer, known as the *developer agreement*. This agreement would be used by the Orleans County IDA when asked by prospective developers about cost and procedure to access sewer/water services in the Shelby Town-outside-Village. The developer agreement, in turn, would detail how Shelby will provide sewer/water services to the project developer – and also at what cost and under what terms and conditions.

Once the Village and Shelby have reached final agreement, identical foundation and developer agreements should be executed for Ridgeway.

Type of Change: Shared services

- Benefits:** Identified by the sub-committee:
- Creates a process, endorsed by all 3 governments, whereby commercial growth can occur outside the Village, yet the Village will receive appropriate compensation that reflects taxpayer investment in water and sewer infrastructure
 - Creates a community approach to development
 - Eliminates the most significant barrier to improving the economic development climate – the provision of sewer service outside Village boundaries
 - Utilizes available sewer capacity in the Village by allowing the towns to purchase a percentage of sewer capacity from the Village.
 - Avoids future contentious debate over proposed projects

Inter-relationship with: NA

Change Option Potential:	Heightened Shared Services Yes	Full Consolidation Yes See “Other Implementation Considerations”
Governance Distinction		No difference – Town or City
Staffing:	NA	
Equipment:	NA	
Operational:	NA	
Facility:	NA	
Other Implementation Considerations	Both the Village and Shelby boards have approved a MOU that establishes the framework for further discussion designed to result in the foundation and developer agreements. These agreements would apply under a fully consolidated government structure.	
Future Potential	Helps position the overall community to grow.	
Net Cost Savings:	TBD	
Net Additional Cost:	Taking the MOU to the next step will involve hiring an engineering consultant, a one-time cost.	

Recommendation – ECON 2

Description:	Have a joint planning / zoning / code enforcement process	
Type of Change:	Shared services	
Benefits:	Identified by the sub-committee: <ul style="list-style-type: none"> • Streamlines the zoning and planning process, which is a plus when developers look to expand in the sub-region • Puts a community focus on zoning and planning 	
Inter-relationship with:	NA	
Change Option Potential:	Heightened Shared Services Yes	Full Consolidation Yes
Governance Distinction	No difference – Town or City	
Staffing:	Affects clerical support staffing only; no dollar savings assumed but support would become more focused	
Equipment:	Utilize existing	
Operational:	Will have 2 boards (planning and zoning) instead of 6 total	
Facility:	Co-locate the 3 code enforcement officers in City Hall	
Other Implementation Considerations	Under shared services, IMA would be developed	
Future Potential	Helps position the overall community to grow.	
Net Cost Savings:	\$15,000	

Recommendation – ECON 3

Description:	Maintain the existing agreement between Medina and the Niagara County Water District (NCWD)	
Type of Change:	Full consolidation	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Per the NYS Department of State legal counsel’s office, if the Towns and Village consolidate, consolidation law would permit Medina to be considered a separate water district, allowing the agreement with NCWD to continue under existing terms and conditions. Thus, there would be no change in how water rates are determined across the community. 	
Inter-relationship with:	NA	
Change Option Potential:	Heightened Shared Services NA	Full Consolidation Yes
Governance Distinction	No difference – Town or City	
Staffing:	NA	
Equipment:	NA	
Operational:	No change	
Facility:	NA	
Other Implementation Considerations	Renegotiation of the contract with NCWD could be pursued as an alternative option.	
Future Potential	NA	
Net Cost Savings:	\$0	

Recommendation – Police 1

Description:	Police department and operations remain as a Village department. Village works with the County Sheriff to identify operational savings through combined shared services operations.	
Type of Change:	Shared services with the County Sheriff	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Reduced operating costs for the Village • Potential enhanced service to Towns 	
Inter-relationship with:	NA	
Change Option Potential:	Heightened Shared Services Yes	Full Consolidation NA
Governance Distinction	NA	
Staffing:	Could affect Village P.D. staffing depending on what changes are made. Can't estimate savings at this time.	
Equipment:	NA	
Operational:	Potential for faster response to current Town-outside-Village residents if the police were sheriff deputies who can respond outside of the Village borders.	
Facility:	Current location unchanged	
Other Implementation Considerations	Would require agreement with the Sheriff and potentially require re-negotiations of the employee union contract.	
Future Potential	Long-term potential for the Village to contract with the Sheriff to provided complete coverage at lower cost based upon models in other counties.	
Net Cost Savings:	Cannot be projected at this time	
Net Additional Costs:	Cannot be projected at this time	

Recommendation – Police 2

Description:	Police department and operations remain as an enhanced service provided to the area within the former Village. Remaining area outside would keep current Sheriff level service.	
Type of Change:	Full consolidation. Option could work under either the town or city scenario.	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Keeps current level of police service • Eliminates shifting of costs to those outside the current Village 	
Inter-relationship with:	Building Usage 2	
Change Option Potential:	Heightened Shared Services No	Full Consolidation Yes
Governance Distinction	NA	If Town – need approval to create a police district. If City – need to identify dual service zone in charter.
Staffing:	No change – assumes continuation of the P.D. as found in the Village at the time of government consolidation.	
Equipment:	No change – assumes continuation of the P.D. as found in the Village at the time of government consolidation.	
Operational:	Maintains current level of service provided in former Village, paid for by those in former Village. Level of service and cost for those outside the former Village not affected by this recommendation.	
Facility:	See Building Usage sub-committee report (<i>Appendix A</i>) for possible building usage for police.	
Other Implementation Considerations.	Will require approval of state legislature for either a town special district or a city charter that includes service zones.	

Future Potential	Possible efficiencies similar to Recommendation – Police 1.
Net Cost Savings:	Committee assumes no savings at this point in time. However, the benefit is keeping current level of service without requiring a cost and tax shift.
Net Additional Costs:	None projected above normal operational cost increases consistent with past trends.

Recommendation – Building Usage 1 – Heightened Shared Services

NOTE: This recommendation assumes local fund raising occurs to pay for new elevator and handicapped bathrooms for City Hall.

Description:	Move offices currently in the Village Clerk’s building to City Hall, and centralize water billing and code enforcement in City Hall; sell or lease the Village Clerk’s Building	
Type of Change:	Functional consolidation	
Benefits:	Identified by sub-committee: <ul style="list-style-type: none"> • Greater utilization of City Hall • Revenue from sale of municipal building 	
Inter-relationship with:	DPW/ Highway 2; ECON 2	
Change Option Potential:	Heightened Shared Services Yes	Full Consolidation NA
Governance Distinction	NA	
Staffing:	See DPW Highway 2; ECON 2	
Equipment:	See DPW Highway 2; ECON 2	
Operational:	NA	
Facility:	See Building Usage sub-committee report for suggested use of City Hall building under this option (<i>Appendix A</i>).	
Other Implementation Considerations	Minimum upgrades needed for City Hall to accommodate would include elevator and two handicapped accessible bathrooms that can be reached via new elevator.	
Future Potential	Ridgeway could opt to sell, rather than upgrade, the Ridgeway Town Hall and purchase the Village Clerks building, Records storage for the Town could be accommodated next door at City Hall.	
Net Cost Savings:	If Village Clerks Building is sold = \$105,000 to \$128,000	
Net Additional Costs:	Estimate for elevator and bathroom upgrades = \$320,040	

Recommendation – Building Usage 2 – Full Consolidation

Note: This recommendation assumes some combination of funding (e.g., state grant, use of some state consolidation incentive dollars, local fund raising) to support upgrades to City Hall.

Description: Sell Ridgeway Town Hall and, once transition to merged government complete, decide whether to sell the Village Clerk’s Building.

Type of Change: Full consolidation

Benefits: Identified by sub-committee:

- Greater utilization of City Hall
- Revenue from sale of municipal building
- Allows full consolidation on a functional basis

Inter-relationship with: All recommendations involving full consolidation

Change Option Potential: Heightened Shared Services Full consolidation
NA Yes

Governance Distinction No difference whether town or city

Staffing: See all recommendations for which full consolidation applies

Equipment: NA

Operational: See Building Usage sub-committee report (*Appendix A*)

Facility: See Building Usage sub-committee report (*Appendix A*)

Other Implementation Considerations Minimum upgrades for City Hall to accommodate change would include an elevator and at least one handicapped accessible bathroom reachable via the elevator.

Future Potential Will be a period of transition. Sub-committee recommends keeping the Village Clerks’ building during the transition period, then considering whether to sell, lease, or keep the building.

Net Cost Savings: Estimated revenues from sale of Ridgeway Town Hall= \$123,000 - \$150,000

Net Additional Costs: Estimate for elevator and bathroom upgrades = \$320,040
Transition costs are addressed in Part B of this report

Additional suggestions from the sub-committees

The following additional suggestions were also offered by the sub-committees.

DPW/Highways

- Better track equipment needs / usage (e.g., fuel, mileage). This will inform decision- making about future equipment purchases.
- Consider whether there is potential for state CHIPS highway monies to be used with more flexibility to provide greater value to the overall community. (For more detail on this topic, see *Appendix A.*)

Economic Development

- Have Medina, Ridgeway and Shelby update the existing Comprehensive Plan. The plan, which dates to 2001, was jointly developed by the Towns of Ridgeway, Shelby and Yates and the Villages of Medina and Lyndonville. The goal was to complete the process all the way through development of zoning and sub-division regulations. Some communities have moved forward on their own while others have not. The original goal was to have had a “standard” approach, which would help streamline the process whenever developers look to expand in western Orleans County. Medina, Ridgeway and Shelby elected officials and code enforcement officers agree that the Comprehensive Plan is outdated and needs to be updated.

Building Usage

- This sub-committee suggested various options for current municipal facilities. For details, see *Appendix A.*

Other Fiscal Impacts of Consolidating Three Governments into One

This section describes additional impacts of consolidating as a single entity, based on the baseline recommendations.

Additional Savings

In addition to savings already described in Part A, the Study Committee identified the following additional savings would result from consolidating into a single entity. Savings are per FY 2010 budgets for the Village and Towns.

Personnel

Chief Executive & Legislature

Total salaries and benefits for the Mayor and Town Supervisors = \$32,000

Total salaries and benefits for current 3 boards = \$51,000

Total cost = \$83,000

Study Committee recommendation: If consolidate into a single entity, have one elected fulltime manager (Town Supervisor or City Mayor) who receives \$70,000 in salary and benefits. Pay each of 4 board members total of \$2,500 in salary and benefits.

Major benefit: fulltime top oversight

Net cost savings: \$ 3,000

Village Clerk-Treasurer / Town Clerk Savings

Total salaries and benefits for the Village Clerk-Treasurer and two Town Clerks = \$198,000

Study Committee recommendations: Under full consolidation the top clerk position should be appointed, and there would be a need for only one clerk.

Net cost savings: \$103,000

Other Savings Involving Clerk Positions

Consolidation would result in some clerk duties being absorbed as a result of the reduction in number of municipal governments. Based on Study Committee analysis:

Net cost savings: \$46,000

Other Miscellaneous Savings

The Study Committee also identified four other areas that would generate savings under full consolidation. Our net cost savings estimates for these expenditures are:

Auditor = \$7,000

Utilities savings = \$5,300⁷

Attorney = \$5,500

Municipal dues = \$2,000

Elections = \$1,500

Total Miscellaneous Net Cost Savings = \$21,300

What Would Happen to Village Gross Utilities Revenue?

In fiscal year 2010, the Village budgeted revenue of \$94,400 from its tax on utilities. If the consolidated entity became a town, this revenue would be lost since towns in New York cannot impose gross utilities taxes. If the consolidated entity became a city, this revenue would be retained.

How Would Consolidation Impact Court Expenditures?

The Towns, which become totally responsible for all court operations now handled by the Village (beginning in April 2011), are budgeting⁸ about \$115,000 for court expenditures in 2011. These would remain local government expenses if the single entity became a town. If the single entity became a city this expense would be picked up by New York State, since city courts are state-funded.

Estimated Legal and Transition Costs

The Study Committee estimates transition costs (e.g., municipal transition for Medina fire and ambulance; engineering consultant to flesh out economic development MOU; legal costs to develop IMAs, moving costs) is approximately \$75,000 to \$100,000.⁹

We note that currently state Local Government Efficiency grants are available to help municipalities implement consolidations. Whether these grants will be available in the future is unknown.

⁷ If the Village Clerk’s Building were also sold following a transition period, an additional \$5,000 would be saved in utility costs annually.

⁸ Fiscal year 2011

⁹ Legal fees to transition Medina Fire Department services under a scenario where the consolidated entity is a town would account for the higher end of the \$75,000 to \$100,000 transition cost estimate, since legal steps needed under this scenario are complex. This cost, according to a legal expert familiar with the steps involved, would likely range from \$25,000 to \$30,000.

What Would Not Be Affected by Consolidating as a Single Entity?

Service areas that would not be impacted by consolidation include:

- Assessor (at least initially – in time, the Study Committee believes, the single consolidated government may find that a 1.0 FTE assessor is appropriate. Currently there are 1.6 FTE assessors¹⁰)
- Street Lighting
- CHIPS funding (state highway aid)
- Youth Program
- Adult Recreation
- Historian
- Animal Control
- Water Treatment
- Traffic Control

Projected Additional Revenues Due to State’s “New AIM” Incentive

Aid and Incentives to Municipalities (AIM) is New York State unrestricted aid. Under current state law, New York also provides additional AIM (new AIM) for consolidating governments (but not for shared services).

The AIM incentive, currently called the Citizen Empowerment Tax Credit, is based on a prescribed formula. If Medina, Ridgeway and Shelby consolidate into a single entity, starting in the fiscal year following consolidation, the consolidated municipality would receive additional annual state funding in an amount of 15% of the combined property tax levy¹¹. The following calculation shows the impact of the incentive on the

¹⁰ Shelby and the Town of Yates have a shared assessor. The assessor spends 60% of her time for Shelby and 40% for Yates. Ridgeway has its own fulltime assessor. The Village does not have an assessor.

¹¹ Per current legislation, at least 70% of the additional AIM funding must be used to reduce property tax levies.

Medina-Ridgeway-Shelby community, based on current Village and Town budget tax levies.

Calculation (using FY 2010 tax levies):

\$2,553,033 (Village levy) + \$780,011 (Ridgeway levy) + \$814,627 (Shelby levy) = \$4,148,471

15% of \$4,148,471 = \$622,271 in “new AIM” funding

PART B

Recommendations for More Aggressive Cost Savings

The Committee believes that additional cost savings/efficiencies over and above the Baseline items described above could be achieved by taking a more aggressive approach to cost reductions. While these are classified as “aggressive”, the Committee believes that, over time, as various functions are consolidated, operational efficiencies will allow for additional common sense reductions of personnel through attrition, which will produce the additional savings identified. Note also that, as part of these recommendations, the Committee also believes that there would be a benefit to the community to hire a professional full-time municipal manager, as the combined operations would result in a larger and more complex organization than currently exists. The additional net cost of this manager would be offset by the other cost reductions noted below, which include:

1. Assume a Town Manager @ \$90,000/year including benefits, Supervisor @ \$4,500/year and four town board members @ \$2,500/year. Net cost increase to baseline: \$22,000
2. Reduce number of bookkeepers from two part-time staff. to 0. Net savings: \$24,000
3. Do not fill a current vacant deputy DPW position. Net savings: \$63,000
4. Eliminate two Highway MEO positions out of 16. Net savings: \$120,000
5. Centralize water/sewer billing with fewer support staff – save .5 FTE. Net savings \$16,000

PART C

Fiscal and Tax Impact

A key issue for the Study Committee to address was how to fairly apportion the tax savings resulting from the cost efficiencies identified in the previous sections of this report.

The following bullets summarize our assumptions:

- We allocate savings across the community – not just to one government.
- We distribute savings to Village and Town-outside-Village taxpayers using the same formula as the Orleans County sales tax distribution (i.e., on a percentage of taxable assessed value). FISCAL IMPACT TABLE A shows how each \$1 in savings would be allocated to taxpayers in each of the four geographic areas (Village in Ridgeway, Village in Shelby, TOV in Ridgeway, TOV in Shelby).

FISCAL IMPACT TABLE A			
How Tax Savings Benefits are Allocated			
Medina gets	42.0%	<i>Split MR</i>	23.7%
		<i>Split MS</i>	18.3%
Ridgeway TOV gets	31.9%		
Shelby TOV gets	26.1%		

Note: MR = Village portion in Ridgeway, MS = Village portion in Shelby

Fiscal Impact – Baseline Recommendations

The two tables below summarize the fiscal impact of the cost efficiencies described in Part A (Study Committee baseline recommendations).

FISCAL IMPACT TABLE 1 summarizes the fiscal impact of taking a heightened shared services approach. As the table clearly shows, cost efficiencies utilizing this approach are minimal (approximately \$30,000). While there are important benefits (e.g., future potential revenues for having the Towns purchase a percentage of the Village’s sewer capacity, revenue from new projects that might be developed in the TOVs because they have access to water and sewer service), these benefits are not quantifiable at this time. Since the known savings from heightened shared services are so minimal, we cannot show meaningful tax savings or any measureable impact on tax rates using this approach.

FISCAL IMPACT TABLE 1 -Medina-Ridgeway-Shelby Shared Services								
Heightened Shared Services Option								
	Annual/Ongoing Savings				1 Time Savings/Costs			
	TYPE OF SAVINGS				1-TIME SAVINGS		1-TIME EXPENSE	
	Personnel	Equipment	Building	Other	Building	Equipment	Bldg Upgrade	Consultant
DPW / Highway 2	\$10,000							
DPW / Highway 3	\$5,100							
Econ 1*				TBD				TBD
Econ 2	\$15,000							
Bldg Usage 1**					\$105,000 - \$128,000		\$ 320,000	

Recommendation
 DPW/Highway 2 = centralize water billing
 DPW/Highway 3 = have scheduled early shift
 Econ 1 = pursue foundation and developer agreements
 Econ 2 = have joint planning / zoning / code enforcement process

NOTES:
 * Engineering consultant study needed to determine how and at what costs the Towns can access Village sewer and water services. Consultant costs would be shared by all 3 governments.
 ** Costs and savings depend on fund raising efforts to offset the estimated \$320,000 cost to improve "City Hall". The savings estimate is based on the Village Clerk's Building being sold for an estimated \$105,000 to \$128,000

FISCAL IMPACT TABLE 2 summarizes the fiscal impact of having a single consolidated government encompassing Medina, Ridgeway and Shelby. As the table shows, the fiscal impact of full consolidation is substantially greater than for heightened shared services. As the note (“Other Fiscal Impact Considerations”) explains, the fiscal impact and tax impact calculations would vary depending on whether the consolidated entity is a town or city. The tax impact tables that follow show the tax impact of the town compared to the city option.

FISCAL IMPACT TABLE 2 - Medina-Ridgeway-Shelby												
Full Consolidation BASELINE Option												
ANNUAL/ONGOING SAVINGS/COSTS						1 TIME SAVINGS/COSTS						
TYPE OF SAVINGS			ADDITIONAL COSTS			1-TIME SAVINGS/REVENUES		1-TIME EXPENSE				
Personnel	Equipment	Building	Other	Personnel	Equipment	Building	Equipment	Bldg Upgrade	Consultant / Other			
DPW / Highway 2	\$10,000											
DPW / Highway 3	\$5,100											
DPW / Highway 4			\$10,000							\$100,000		
DPW / Highway 5	\$25,000											
DPW / Highway 6				\$28,000								
DPW / Highway 7							\$10,000 - \$20,000					\$3,000 - \$5,000*
FIRE 1 & 2												included below
Econ 1												
Econ 2	\$15,000											
Bldg Usage 2						\$123,000 - \$150,000**					See Notes**	
Chief exec / bds	\$3,000											
V & T Clerks	\$103,000											
Other Clerk	\$46,000											
Auditor			\$7,000									
Utilities			\$0 to \$10,000***									
Attorney			\$5,500									
Municipal Dues			\$2,000									
Elections			\$1,500									
Transition costs												\$75,000 - \$100,000***
TOTAL LOW	\$207,100	\$0	\$0	\$26,000	\$28,000	\$0	\$0	\$123,000	\$10,000	\$100,000	\$78,000	
TOTAL HIGH	\$207,100	\$0	\$0	\$36,000	\$28,000	\$0	\$0	\$150,000	\$20,000	\$420,000	\$105,000	
NET LOW	NET ANNUAL SAVINGS = \$205,100											
NET HIGH	NET ANNUAL SAVINGS = \$215,100											
Other Fiscal Impact Considerations						NET 1 TIME COST = (\$45,000)						
"New AIM" = \$622,381						NET 1 TIME COST = (\$355,000)						
Village Gross Utilities = \$94,400 (revenue goes away if consolidated entity is a town; remains if a city)												
Court Expenditures = \$115,000 (remains a local government cost if a town; picked up by the state if a city)												
Notes:												
* Estimated state costs for transferring operating authority. Legal fees included in Transition Costs line.												
** Upgrading "City Hall" cost estimates of \$320,000. Revenues shown represent best estimate from selling the Village Clerk's building.												
*** Utility savings if the Village Clerk's building and Ridgeway Town Hall were sold												

The Process for Calculating Tax Savings

In order to show the tax savings resulting from the cost efficiencies identified in the baseline recommendations under full consolidation, the Study Committee then:

- Identified the current tax levy in each municipality¹²
- Subtracted the tax levy that each municipality would retain (i.e., police, fire, debt, retiree health costs) when three governments become one
- Used the resulting new tax levy, and applied it across the community
- Developed FISCAL IMPACT TABLE 3, which shows the new tax levy, new tax rate, and savings per \$1,000 assessed valuation, based on where taxpayers live. We also showed the impact of state consolidation incentives (new AIM) if it were to be used 100% to offset the tax levy; what the impact of losing the Village gross utilities receipts tax (GURT) would be if the consolidated entity were a town, and what the shift in court costs to the state would mean to taxpayers if the consolidated entity were a city. Note – Table 3 was built using the low end of the projected cost savings as shown in Table 2, i.e. \$205,100, to be conservative.

The Fiscal Impact Calculated as a Per Capita Savings

The property tax savings or costs based upon the fiscal impacts described above are shown in the Fiscal Impact Tables 3 and 4 which follow. Another way of calculating the fiscal impact of the proposed changes is to consider the per capita savings or increases. Since the projected cost savings or increases would be shared by everyone in both towns and the village if the governments consolidate, the per capita savings are stated based upon the total combined population of both towns and the village, which was 12,099 per the 2010 Census.

Baseline savings of \$205,100.	Per capita <i>savings</i> = \$16.95
Aggressive savings of \$406,100.	Per capita <i>savings</i> = \$33.56
Addition of AIM of \$622,000.	Per capita <i>savings</i> = \$51.41
Loss of GURT of \$94,400.	Per capita <i>increase</i> in costs = \$7.80
State paying Court costs of \$115,000.	Per capita <i>savings</i> = \$9.50

¹² Based on fiscal year 2010 budgets

FISCAL IMPACT TABLE 3							
Tax Impact Table -Full Consolidation BASELINE							
Net Annual Savings	Medina or TOV	Amount	2010 Tax Levy Affected by Consolidation	Estimated New Tax Levy	Estimated New Tax Rate	Tax Rate Savings/\$1000 AV	
Savings							
\$205,100	Min R	\$ 48,608	\$ 265,111	\$ 216,503	2.32	\$	0.53
	Min S	\$ 37,580	\$ 236,389	\$ 198,809	2.76	\$	0.52
	R TOV	\$ 65,371	\$ 515,700	\$ 450,329	3.82	\$	0.55
	S TOV	\$ 53,541	\$ 578,238	\$ 524,697	5.33	\$	0.54
	TOTAL	\$ 205,100					
Impact of Tax Shift - Villages to Town Due to TAV Variance							
				TAX SHIFT		INCREASE	
\$271,304	Min R						
	Min S						
	R TOV			\$ 149,148	\$ 1.26	\$	(1.26)
	S TOV			\$ 122,156	\$ 1.24	\$	(1.24)
	TOTAL			\$ 271,304			
Add impact of new AIM							
			SAVINGS				
\$ 622,000	Min R	\$ 147,413		\$ 117,698	\$ 1.26	\$	1.59
	Min S	\$ 113,968		\$ 122,421	\$ 1.70	\$	1.58
	R TOV	\$ 198,249		\$ 317,451	\$ 2.69	\$	1.68
	S TOV	\$ 162,371		\$ 415,867	\$ 4.22	\$	1.65
	TOTAL	\$ 622,000					
Loss of GURT							
			LOSS		INCREASE		
\$ 94,400	Min R	\$ 22,373		\$ 287,484	\$ 3.09	\$	(0.24)
	Min S	\$ 17,297		\$ 253,686	\$ 3.52	\$	(0.24)
	R TOV	\$ 30,088		\$ 545,788	\$ 4.63	\$	(0.26)
	S TOV	\$ 24,643		\$ 602,881	\$ 6.12	\$	(0.25)
	TOTAL	\$ 94,400					
Shift of Court Costs							
			SAVINGS				
\$ 115,000	Min R	\$ 27,255		\$ 237,856	\$ 2.55	\$	0.30
	Min S	\$ 21,071		\$ 215,318	\$ 2.99	\$	0.29
	R TOV	\$ 36,654		\$ 479,046	\$ 4.06	\$	0.31
	S TOV	\$ 30,020		\$ 548,218	\$ 5.57	\$	0.30
	TOTAL	\$ 115,000					

The Impact of Taking Aggressive Approach

The tax impact of the full consolidation using an aggressive approach outlined previously is shown in FISCAL IMPACT TABLE 4. Note – Table 4 was built using the low end of the projected additional cost savings (based upon Table 2 plus the savings identified in Part B), i.e. \$406,100, to be conservative.

FISCAL IMPACT TABLE 4							
Tax Impact Table -Full Consolidation AGGRESSIVE							
Net Annual Savings	Medina or TOV	Amount	2010 Tax Levy Affected by Consolidation	Estimated New Tax Levy	Estimated New Tax Rate	Tax Rate	Tax Rate Savings/\$1000 AV
Savings							
\$406,100	M in R	\$ 96,245	\$ 265,111	\$ 168,866	\$ 1.81	\$ 1.04	
	M in S	\$ 74,409	\$ 236,389	\$ 161,980	\$ 2.25	\$ 1.03	
	R TOV	\$ 129,436	\$ 515,700	\$ 386,264	\$ 3.27	\$ 1.10	
	S TOV	\$ 106,011	\$ 578,238	\$ 472,227	\$ 4.80	\$ 1.07	
	TOTAL	\$ 406,100					
Impact of Tax Shift - Villages to Town Due to TAV Variance							
				TAX SHIFT		INCREASE	
\$271,304	M in R						
	M in S						
	R TOV			\$ 149,148	\$ 1.26	\$ (1.26)	
	S TOV			\$ 122,156	\$ 1.24	\$ (1.24)	
	TOTAL			\$ 271,304			
Add impact of new AIM							
			SAVINGS				
\$ 622,000	M in R	\$ 147,413		\$ 117,698	\$ 1.26	\$ 1.59	
	M in S	\$ 113,968		\$ 122,421	\$ 1.70	\$ 1.58	
	R TOV	\$ 198,249		\$ 317,451	\$ 2.69	\$ 1.68	
	S TOV	\$ 162,371		\$ 415,867	\$ 4.22	\$ 1.65	
	TOTAL	\$ 622,000					
Loss of GURT							
			LOSS			INCREASE	
\$ 94,400	M in R	\$ 22,373		\$ 287,484	\$ 3.09	\$ (0.24)	
	M in S	\$ 17,297		\$ 253,686	\$ 3.52	\$ (0.24)	
	R TOV	\$ 30,088		\$ 545,788	\$ 4.63	\$ (0.26)	
	S TOV	\$ 24,643		\$ 602,881	\$ 6.12	\$ (0.25)	
	TOTAL	\$ 94,400					
Shift of Court Costs							
			SAVINGS				
\$ 115,000	M in R	\$ 27,255		\$ 237,856	\$ 2.55	\$ 0.30	
	M in S	\$ 21,071		\$ 215,318	\$ 2.99	\$ 0.29	
	R TOV	\$ 36,654		\$ 479,046	\$ 4.06	\$ 0.31	
	S TOV	\$ 30,020		\$ 548,218	\$ 5.57	\$ 0.30	
	TOTAL	\$ 115,000					

PART D

Implementation Considerations

Heightened shared services (over and above current shared services) and functional consolidations can be considered without fundamentally altering the Village and Towns' government. They can be pursued via inter-municipal agreements whether or not the community opts to pursue a new strategic direction – consolidation of all three governments.

Village Dissolution Alone Is Not Recommended

Under current legislation¹³, villages can proceed through a dissolution process in one of two ways: 1) through community petition signed by 10 percent of registered voters in the village, or 2) through a process initiated by the Village Board. Both methods would lead to a formal public referendum at which time only eligible voters within the Village would vote on the issue. Under either method, a full dissolution plan must be developed that outlines the full impact of dissolution on all personnel, assets, debt and local laws of the Village. The plan is developed at different points in the process depending on which method is used.

Village dissolution is typically sought to achieve two primary goals: lower taxes and more efficient use of community resources. But for the reasons outlined earlier (*see Page 1 of this report*) we do not recommend village dissolution for our community as an independent action. Rather, we believe that if the Village is dissolved, it should be in conjunction with a consolidation of the Village and two Towns into a single government.

Consolidation of Medina, Ridgeway and Shelby into a Single Town

The alternative to a village dissolution process is the municipal consolidation process. Whereas a village dissolution process involves only village voters, a full consolidation process would involve Medina voters¹⁴ and also Ridgeway and Shelby voters and assure that everyone in the community has a chance to participate.

Under current legislation¹⁵, the Village and Towns can proceed through a consolidation process in one of two ways: 1) through separate community

¹³ [Article 17-A](#), General Municipal Law

¹⁴ It is important to note that under this scenario, each Town's voters would include Village voters (who are also Ridgeway or Shelby voters) meaning that Village residents would actually get to vote twice under this scenario.

¹⁵ [Article 17-A](#), General Municipal Law

petitions signed by 10 percent of registered voters in both the Village and each Town, or 2) through a joint consolidation agreement developed and approved by the Village and both Town boards. Both methods would lead to a formal public referendum at which time eligible voters within the Village of Medina and the Towns of Ridgeway and Shelby would vote on the issue. Under either method, a joint consolidation agreement must be developed that outlines the full impact of consolidation on all personnel, assets, debt and local laws in both communities.

As previously noted in this report, full consolidation would make the community eligible for new AIM. It is important to note, however, that a consolidation of a village and two towns under this option cannot result in the elimination of the town structure. Towns are legally required under New York State law and thus a town must be the outcome of this type of consolidation process. The only other alternative would be consolidation of Medina, Ridgeway and Shelby into a city.

Consolidation of Medina, Ridgeway and Shelby into a City

Transitioning the municipal governing structures into a city represents the most significant possible change available to the community. If the Village and Towns pursue this together it would represent full consolidation and be eligible for increased state aid (new AIM). Other advantages include being able to retain gross utilities tax receipts and for the Town courts to become a New York State-funded city court. The Study Committee notes that achieving city status requires approval from the three local boards, then Orleans County, and finally from the NYS Legislature. The process would be time-consuming and complicated. Fortunately, the City and Town of Batavia are currently moving along a path for creating a city charter, so this would provide Medina, Ridgeway and Shelby valuable lessons about how to proceed to make success more likely.

Having the Village Pursue City Status on Its Own Is Not Recommended

The Village of Medina could choose to pursue city status without consolidating with the Towns but the study team finds potential negatives outweigh potential benefits. While turning the Village into a city could have two significant short-term benefits – potential to levy a sales tax¹⁶

¹⁶ Cities have the potential for more authority over the sales tax generated within their boundaries than do villages or towns. Cities can pre-empt the sales tax generated within

separate from the County and elimination of the Town tax in Medina – such a move would significantly hamper the sub-region.

We note that more than 40% of the taxable assessed value of each Town is in the Village of Medina. If the Towns lose the revenue associated with the Village, it would cause revenue redistribution and the TOV tax burden would increase significantly. The Study Committee finds that this type of action by the Village of Medina would eliminate existing goodwill, and severely hamper what the Study Committee believes is the top priority for the sub-region – a unified approach to economic development.

As the Economic Development sub-committee report (*see Appendix A*) clearly details, in order for the sub-region to thrive, the entire community needs an economic development strategy and updated comprehensive plan that involve a united community in responsible (smart) growth that can be sustained, with benefits shared by everyone. Put another way, economic development is critical to the community and its ability to continue to thrive and provide services for its residents in the future. For this reason, the Study Committee does not recommend that the Village alone pursue city status.

What Is Involved if the 3 Municipalities Jointly Pursue Consolidating into a City?

The process for transitioning the Village and Town into a city would involve the creation of a city charter commission. The commission would be made up of residents of both the Village and the Towns and would work through how to merge the three governments. The commission would be responsible to articulate how the new city would be organized and what form of government it would use. The charter would then have to be approved separately by voters in the Village and the Towns. The County Legislature would also have to approve a Home Rule message to submit to New York State. At the end of the process, both the Legislature and the Governor would need to approve creation of the new city. The entire process could take several years.

One creative option available to cities is dual-zone taxation. In New York State there are currently three cities with dual zone taxation and all have diverse land masses associated with them: Rome, Oneida and Saratoga

their boundaries and take up to 50% of that sales tax for their own general budget purposes

Springs. When these cities originally incorporated, they built into their charters the option for what can be referred to as “dual-zone” taxation. This allowed them to tax property owners in the more densely populated urban core differently than those who live in very rural settings within the boundary of the city being created. Thus, taxpayers outside the urban core who do not receive the same services are not subject to the same fees and taxation. (Example: in the 75-square-mile City of Rome, police is a service provided only to the inside zone.) However, planning, development, and service delivery are all centralized functions of one government and thus there is efficiency within the bureaucracy.

Potential Service Impact

In addition to the service impacts already discussed, there is one other potential service impact, but it is difficult to assess. Presently roads in the Towns of Shelby and Ridgeway and Village of Medina are divided according to responsible jurisdiction. For example, out of approximately 187 centerline miles of road in the entire sub-region, New York State owns nearly 30 miles

If the entire sub-region became a city, at least some portion of state roads could become the responsibility of the newly formed city. There are procedures in state law to petition and change this responsibility back to the State, but they would require approval at the State level before responsibility would change. Thus, it is not possible at this point in time to assess the cost impact, but there are likely cost increases for the local consolidated community.

Impact on the County

A transition of the Village and Towns to a city could potentially impact County taxes, and may also impact other towns that enjoy sales tax revenue as it is currently distributed by the County. In the event of pre-emption of sales tax by a new city, the County would have less revenue to distribute. With less revenue the County would have to increase its levy for County taxes, creating essentially a tax shift.

School District Issues

The effect on the school district depends on the mechanism used in the municipal reorganization and the demographics involved. Under Education Law 2(16)(b) and (c), when a new city is created, the school district that is not co-terminous with that city, but contains all of, or a portion of the city within, and a majority of the population of children, becomes by definition a city school district. This could mean that nothing happens upon incorporation of a new city regarding reorganization of the existing Medina Central School District. However, one issue that should be reviewed is transportation since city districts are not obligated to

transport children residing within the city but must transport children in the enlarged areas. Additionally, any school district wholly or partly within a city becomes subject to the 5% constitutional debt limit, as opposed to the 10% statutory debt limit that applies to non-city school districts. These and other school district issues would need a substantial review prior to any transition to city status. Education Law contains mechanisms to allow for this sort of transition, and public referendums would be required.

Civil Service Procedures

Civil service employees are afforded certain rights in the transfer of function should services consolidate between municipalities. The general rule of thumb is that if the same or similar service is performed to the benefit of the current municipality but the service is performed by a different municipality, the employees of the current entity shall be afforded the opportunity to work for the new entity. If the Village and Towns become a new town or pursue city status, the rule of thumb still holds.

Civil Service Law section 70(2) outlines requirements for the transfer of employees upon a transfer of function between municipalities. The Law also identifies the rights of those employees subject to the transfer and/or who choose not to transfer.¹⁷

If functional consolidations are pursued, the local municipalities need to work closely with their municipal civil services division to assure that procedures are followed. Current employees that are “substantially engaged in the function to be transferred” will be identified and placed on a list. The municipality receiving the function will be responsible to determine how many people will be hired to perform the consolidated function and with what titles. Titles in competitive classes will be ranked by seniority with priority given to employees with greater seniority. Positions will be filled using the list until it is exhausted and then the position(s) will be posted for new applicants.

In some cases, employees will not choose to transfer. If they so choose, their position will be recorded with the municipal civil service division and should the position/title become open again within the municipality currently losing the function, their name would appear on a list for priority consideration.

¹⁷ <http://www.cs.state.ny.us/pio/publications/consolidation-guide.pdf> - This guide produced by the Municipal Services Divisions of NYS provides an overview of the requirements for transferring civil service employees.

Employees discontent with their placement on a list may protest their placement (or lack thereof) on the list. There is a formal grievance hearing procedure that must be followed should this occur.

If employees are selected for transfer into the new consolidated single entity, the new entity may determine how to compensate employees for unused sick/vacation/personal time provided the arrangement is consistent with law. Salary, benefits, title and seniority will be determined as a result of collective bargaining agreements and New York State law.

Collective Bargaining Options

Together the three municipalities have agreements with five unions. The Village has separate agreements for police, fire and DPW non-supervisory employees. In addition, each Town has an agreement that covers its own non-supervisory Highway staff members.

In the case of functional consolidation, the municipalities are urged to work closely with their municipal attorneys to determine the impact of specific collective bargaining agreements in the event a function is consolidated. Per the options outlined in this report, the unions most affected would be those for Village DPW and Town Highway workers.

In the event of full consolidation into a new single entity, the Study Committee believes, based on available information, that existing collective bargaining agreements terminate when each municipality ceases to exist as a separate entity. However, there is a paucity of case law to support this generally held view. Under the general perspective, the new single entity would have the authority to set the initial terms and conditions of employment for the newly structured highway department. The new town or city may or may not be required to recognize an existing collective bargaining unit, but either way the employees that are transferred may choose to re-establish a collective bargaining unit after they have been hired by the consolidated entity. If employees demand a contract after forming a new unit, the new town or city may be required to recognize the unit and bargain in good faith to establish a new collective bargaining agreement.

Codes and Local Laws

Code enforcement officers in Medina, Ridgeway and Shelby report the zoning regulations of the three municipalities are fairly compatible as a result of developing their Comprehensive Plan together in 2001. The code enforcement officers, elected officials, and the Economic Development sub-committee all recommend that the Comprehensive Plan be revisited and updated. The Study Committee agrees.

If the three governments consolidate as either a town or a city they will also need to assess what happens to other codes and local laws. CGR developed an overview of codes and local laws as a starting point for this process. (See *Appendix C.*)

Real Property and Asset Options

The Building Usage sub-committee report (*see Appendix A*) recommends an approach for handling the major assets (e.g., administrative buildings, highway garages) and configuring municipal space in the event of heightened shared services or full consolidation into a single entity.

In the event of full consolidation, the new government would receive all real and personal property owned by the three municipalities. This would include land, facilities, capital equipment and related supplies (see the Study Committee's *What Exists Report.*) The exception would be Village of Medina firefighting assets in the event the consolidated entity is a town. In this case, Village firefighting equipment would be transferred as previously described in this report to a new Medina Fire District.

Fund Balance

As presented in the Study Committee's *What Exists Report*, as of May 31, 2009 the Village general fund had a balance of about \$407,000. The Town of Ridgeway general fund had a balance of nearly \$412,000 at year-end 2009, and the Town of Shelby general fund had a balance of nearly \$900,000 as of March 31, 2010.

Much like physical assets such as property and capital equipment, fund balance reserves would transfer, in the event of full consolidation, to the consolidated municipality unless otherwise designated in the consolidation plan. There are numerous options available.

- Combine the fund balances into a single reserve account, for use by the new consolidated government as needed;
- Use some portion of current fund balance in either or both entities to offset certain debt obligations prior to consolidation;
- Reserve some portion of current fund balance in either or both entities to be used specifically for “district-specific” investments in the consolidated municipality (i.e., Village fund balance gets invested in former Village area, while each Town fund balance gets invested in each former Town area); and/or
- Allocate equal or proportionate shares of unreserved fund balance to be used as a “seed account” in the consolidated municipality, to

ensure it begins its operations on Day 1 with a cushion to help guard against unforeseen financial demands.

Debts

As shown in the Study Committee's *What Exists Report* the Town of Ridgeway has no general fund debt. Both the Village and Town of Shelby do have general fund debts (e.g., Shelby Town Hall, Medina Clerk's Office). Village debt would be repaid by taxpayers within the former Village, and Shelby debt by taxpayers within the former Town if the three municipalities fully consolidate.

Any debt service for water and sewer customers will remain a burden only on users of those systems. Regardless of functional consolidation or full municipal merger, debt for those systems remains with the users of the systems.

Retiree Obligations

There would be no shift of the cost of retiree benefits if the three municipalities consolidate. Currently the three municipalities all have retirees receiving health benefits:

Village of Medina

- Four retirees currently receive free lifetime single coverage for health care. This is a general fund expense and costs \$7,200 a year per retiree or a total of \$28,800. This obligation remains an obligation of taxpayers within the boundaries of the former Village if the three municipalities consolidate.

Town of Ridgeway

- One retiree and his spouse currently receive health care benefits. Total current cost is \$10,650 annually. Of this amount, \$5,200 is billed to the Town general fund and \$2,725 each to the Town Highway and TOV Highway funds. If the retiree dies, the spouse would not continue to receive benefits. This obligation remains an obligation of taxpayers within the former Town of Ridgeway if the three municipalities consolidate.

Town of Shelby

- Four retirees and three spouses currently receive full lifetime health coverage. If a retiree dies, the spouse continues to receive lifetime health coverage. Total current cost is \$74,400 annually. (Note: the town is obligated, under terms of a contract at the time one retiree left employment, to offer a specific type of coverage if

requested. Total cost of the plan for this retiree and spouse accounts for about 50% of total current retiree costs for the Town.)

Approximately \$67,100 of the total is split between the Town Highway and the TOV Highway funds. The remaining \$7,300 is a Town general fund expense. Shelby's retiree obligation remains an obligation of taxpayers within the former Town of Shelby if the three municipalities consolidate.

PART E

Impact on Regional Fire/EMS/Ambulance Services

Since the Village of Medina Fire Department provides services within the Town of Yates and the Village of Lyndonville, the Study Committee summarizes the impact of changes described in earlier parts of this report on these two areas of the region, which are located outside the study area.

Fire / EMS Services

The Village of Lyndonville Fire Department provides fire protection and EMS services to the Town of Yates and Lyndonville. The Orleans County Mutual Aid Agreement, which was put in place many years ago, allows fire departments to not only call for assistance from other departments, but also allows for departments to pre-set mutual aid upon original dispatch and have equipment respond immediately. Under this arrangement, if there is a report of a structure fire in areas covered by the Lyndonville Fire Department, the Medina Fire Department automatically responds.

- If Medina, Ridgeway and Shelby governments remain separate, there will be no change from what is described above.
- If the three municipalities consolidate as a town, a new Medina Fire District would become responsible for automatic response in the event of a structure fire in the areas served by the Lyndonville Fire Department.
- If the three municipalities consolidate as a city, the new city's fire department would become responsible.

Under either the town or city scenario, continuing service to the Lyndonville and Yates areas would be easily accomplished by updating Orleans County dispatch records.

Ambulance Service

The Medina Fire Department has provided ambulance service to residents of the Village of Lyndonville and the Town of Yates since July 2007. Village and Town officials told the study consultant they are happy with the ambulance service provided.¹⁸

- If Medina, Ridgeway and Shelby governments remain separate, there will be no change in ambulance service for the residents in Lyndonville and Yates.
- If the three municipalities consolidate as a town, a new Medina Fire District, which would be under contract to provide personnel for a new independent ambulance service, would be responsible for providing ambulance service to Lyndonville and Yates residents. That means the residents of these areas of the region would see no change in ambulance service. However, since an ambulance district would also be established under a town scenario, there would need to be an agreement about any obligation that Yates/Lyndonville would have in the event ambulance revenues fall short of the cost of providing the service.
- If the three municipalities consolidate as a city, the new city fire department would provide the same fire and ambulance services to Lyndonville and Yates that are now provided by the Medina Fire Department. As with the town option, there would need to be an agreement about any obligation that Yates/Lyndonville would have in the event ambulance revenues fall short of the cost of providing the service.

NOTE: Appendices (A-E) of this report follow and are also available electronically.

www.cgr.org/medina-ridgeway-shelby

Click on “Documents” page

¹⁸ Medina’s ambulance service is to residents, not to the municipalities.

APPENDIX A

Sub-committee Reports

DPW / Highway Sub-Committee

Medina-Ridgeway-Shelby Study

3-7-11

Sub-Committee Members:

Lawrence Fox (chair), Patty Blackburn, Merle (Skip) Draper, Adam Tableski

Others Who Contributed:

Ed Houseknecht, Gary Blackburn
Center for Governmental Research (study consultant)

Introduction

After reviewing options for DPW/Highways, we believe that dissolving the Village while leaving the Towns intact would complicate serving the community efficiently, while combining only the two Towns and leaving the Village intact wouldn't offer enough opportunity for savings to convince voters to approve a merger. We have concluded there are only two viable options that should be pursued: a) capitalize on additional shared service opportunities or b) integrate all three municipalities into a single entity. Whether that single entity should be a town or a city is a decision we leave to the full committee since there will be other factors than DPW / Highway that would impact this decision. Thus, in this report we talk about our recommended approaches under the two headings of "heightened shared services" and "single entity." For either approach, we recommend organizing on a functional, rather than a geographic basis.

Factors We Considered

- 1) Of the \$12.1 million budgeted by the three communities for FY 2010, more than 22% (about \$2.7 million) is for DPW / Highways¹. This does not include staff time budgeted to employees' water and sewer-related responsibilities. Even without accounting for them, this service area represents the single largest expenditure area for the overall community. Thus, it is the community's largest area of opportunity to explore for potential future savings.
- 2) Based on FY 2010 budgets, it costs nearly a quarter million dollars (\$245,126) to cover salary and benefit costs for the three superintendents serving Medina, Ridgeway and Shelby. By way of comparison, all department heads in the City of Rochester, including the head of the Department of Environmental Services (DES), fall within a salary bracket that pays between \$92,000 and \$118,000. Rochester estimates benefits at 47% on top of salary, bringing the range for salary plus benefits to \$135,240 – \$173,460 for the individual responsible for Rochester's DES operations. The Medina / Ridgeway/ Shelby community

¹ In the baseline "What Exists" report describing Table 16, it was noted that benefits costs might be understated. Further examination shows that longevity pay in Ridgeway (\$300 annually after 15 years service) and highway staff clothing allowances (\$150 a year in Ridgeway and \$300 a year in Shelby) were not listed under fringe benefits but were included in other Highway expenses. Thus, the \$2.7 million total is the appropriate total.

serves fewer than 12,000 residents, while the City of Rochester serves approximately 200,000.

- 3) Overtime for DPW / Highway staff costs the overall community nearly \$61,700 if overtime expenditures budgeted to water and sewer are excluded. Overtime costs rise to \$73,600 if they are included.
- 4) A key factor driving OT costs is winter weather. In snowy conditions, it is likely both Towns have a machine equipment operator (MEO) arriving by 2 a.m. or 2:30 a.m. on most days for “snow watch.” It is not unusual for an MEO on snow watch to work up to a 13 hour day, which includes OT. For winter 2011, Medina had introduced a pilot whereby a DPW staff member arrives at 2 a.m. for a regular shift, thus allowing the Village to pay no OT for snow watch duties in Medina. Committee members suggest expanding this approach to the Towns. Staff members on duty for the early shift would have assigned tasks, and responsibility for the early shift could rotate between communities.
- 5) There are service advantages to having specialists in particular areas (e.g., water and sewer maintenance). Because each municipality’s workforce is small, with few exceptions, almost everyone does everything. Organizing on a functional basis, rather than a geographic one, should result in better service (i.e., staffing water / sewer function with personnel who wish to do water /sewer maintenance), and better backup capability (e.g., more than one staff per municipality with required certifications). Administrative tracking of expenses – and subsequent targeting of key areas for improvement – is also easier when personnel are assigned on a functional basis. For example, at least one municipality assigns most MEO work hours to snowplowing during winter months regardless of where their time is spent.
- 6) Organizing on a functional, rather than a geographic basis, would make it possible to use DPW/Highway facilities to greater advantage and equipment with more flexibility. For example, under the current arrangement it is not possible to have two garages and a single maintenance facility, which the committee believes would streamline operations for the community overall. To give another example: there is a section of the Village on one side of Horn Road that has no curbing that could more efficiently be plowed by Ridgeway – as a result of location and equipment – than by Village DPW. Since it is a part of the Village, that section is plowed by the Village. DPW
- 7) We assessed current major equipment to determine what pieces of equipment might not be needed and weather auctioning some equipment was more valuable to the community than keeping these pieces as backup equipment that could provide a consolidated highway function with greater flexibility.
- 8) The information in the “What Exists” reports leads us to believe that water billing should be consolidated. The Village has 2,340 water customers, and although each is billed quarterly, groups of customers are billed on a rotating basis. Thus water billing in the Village is an on-going process throughout the year, largely handled by a single fulltime water clerk, with some very limited assistance from other staff. Ridgeway has 960 water customers and Shelby has 650 water customers and each Town bills water customers four months of the

year. Three different staff members in the Towns juggle water billing with their other responsibilities, since water billing does not take all of their time.

Recommendations for Heightened Shared Services Approach

A. Have a single water / sewer department

Recommendation for Water Operations: Have 1 water / sewer lead employee, who oversees 2 staff members. If there is a need (e.g., major water main break) deploy other DPW / Highway staff, as appropriate. Target the pay scale for this work differently than for other DPW / Highway work so that personnel who want to do this work, and have or want to earn the appropriate licenses and certifications, will apply. The Committee believes that the Village water reader would be able to handle water meter reading for the Towns as well as the Village, given greater emphasis that has been placed in recent years on radio read systems.

Recommendation for Water Billing: Consolidate water billing in the Village, allowing the Towns to save more than they currently spend for water billing services. The Village, in turn, should realize additional revenue over and above the cost of providing the service because it should apply the same staggered billing procedures for Town water billing customers that it now employs for Village customers. This approach also will eliminate duplicate water billing record keeping in Shelby, which is currently both electronic and manual, and build in backup capability within a single centralized system.

B. Have a Scheduled Early Shift in the Winter Season

Recommendation for Early Shift: During the winter season schedule a total of 1-2 MEOs (instead of 3) across Medina-Ridgeway-Shelby for an early shift on straight time. Staff on this early shift would have assigned tasks, including snow watch across the community, and would go home at the end of 8 hours unless needed to work overtime for snow removal duties. Schedule this early shift during the winter season and rotate responsibility between governments. One option would be a weekly rotation but other options can be considered.

C. Investigate cost savings potential of outsourcing mowing

Rationale: Some 20 years ago, the Village, which had been spending \$64,000 a year on mowing (e.g., cemeteries) outsourced this service and reduced its cost to \$38,000. Although costs have risen over time, the Village has continued to see a savings over the alternative of having Village staff do the mowing. Ridgeway, on the other hand, is paying relatively high paid MEOs to do mowing in its cemeteries since it has no seasonal labor force.

Recommendations for a Single Entity Approach

The sub-committee finds that all of the advantages of the heightened shared services approach could be integrated into the single entity approach. However, we identify the potential for additional beneficial changes, as follows:

A. Optimize facility usage

Approach: In assessing optimal facility usage, the sub-committee considered the need to be cognizant of the community's potential future needs related to water while also making the best use of existing DPW / highway facilities. Currently, the entire community makes use of a three million gallon water storage tank located on the east end of the Town of Shelby that was constructed in the late 1950s.² Although there are no current talks underway to build a new water storage tank, there has been discussion by community leaders in the past about adding a four million gallon tank at the Shelby highway site, which is located on the west end of Shelby. Doing so would boost the community's water storage capacity from about three days to approximately a week. Why this discussion? Because the community's main transmission line is 40 years old and is a specialty main. Should there be damage to the line, supplying the parts could be an issue.³

Based on the What Exists Report (see "Village DPW and Town Highway Departments"), our sub-committee considered such factors as distance between facilities; age and condition of facilities; potential to accommodate existing rolling stock and other equipment; potential expansion at the sites; opportunities to enhance operations without increasing costs; and more. Based on our review, our sub-committee recommends the following facility configuration:

Facility Recommendations

- Keep Shelby highway garage facilities
- Keep Ridgeway highway garage facilities
- Turn Medina's large DPW building into the maintenance barn for all vehicles and rolling stock for the three governments, not only for DPW and Highway equipment, but also police, publicly-owned fire and ambulance rolling stock. Medina's large building has a heated portion, because it must have a heated space for a sewer truck, and a custom maintenance bay could be created in the heated area.
- Keep Medina's two-year-old salt storage facility since the Towns use a different sand/salt mixture.

B. Maintain Existing Major Equipment / Sell Only Small Duplicate Equipment

² Ridgeway does have a 300,000 gallon tank but its purpose is primarily to maintain pressure, rather than water storage.

³ An agreement exists for the ethanol plant to shut down temporarily if there is a water outage where existing storage might become inadequate.

Approach: The three departments are collectively responsible for 120.6 miles of municipal roads, plus handle snowplowing for 36 miles of County roads and 30 miles of State roads. To identify the optimal use of equipment would require knowing the number of hours each piece of equipment is run annually. That information is not currently kept by any department, but could be if the single department had consolidated administrative leadership with dedicated clerical support.

Equipment Recommendations

Based on our review of available equipment inventories, site visits, and what is currently known through interviews with knowledgeable individuals, we recommend the following regarding equipment.

- *Small compact wheel loader at Village compost plant.* Keep it at current location but make it available for use in other places. Keep the remaining two loaders for community use. Although the potential exists to auction one of these remaining loaders for an estimated \$35,000, the sub-committee recommends keeping it to provide better community backup and flexibility.
- *Village sweeper.* Keep it because it is needed in the Village.
- *Three large wheel loaders, one in each department.* Only need one in each of the proposed highway garage sites (Shelby and Ridgeway). Medina has just purchased a new large wheel loader. We would recommend keeping this loader. In our sub-committee deliberations we noted that Shelby has the oldest loader but it is larger than either Medina's or Ridgeway's. The sub-committee considered putting the Shelby and Ridgeway loaders on the auction block and using the proceeds to buy one new wheel loader to give the community two good loaders at two main sites. However, after additional consideration, we recommend keeping the three large wheel loaders we now have to provide both flexibility and backup.
- *Tree trimming trucks.* Medina has a 2005 truck in decent shape, and we recommend keeping both that truck and a smaller bucket truck. There are lots of uses for the smaller bucket truck (e.g., street lights, building maintenance) that could extend community-wide.
- *Dump trucks.* There are now three in Medina, four in Ridgeway (plus an old 1993); and four in Shelby. Keep all of these trucks. They all have plow routes.
- *Graders.* Currently there is one in Ridgeway and one in Shelby. One would be needed for the overall community. Keep the newer grader (i.e., Ridgeway's is newest and is set up for snow removal). The sub-committee estimated that potentially an auction could provide the community with \$30,000, maybe more depending on the condition of the equipment, but does not recommend taking this step. Again, we believe the equipment has more value in terms of flexibility and backup than the \$30,000 an auction could provide.

- *Wheel backhoes.* Keep the current inventory of wheel backhoes.
- *All other equipment.* There is a significant amount of other equipment that could have some value if sold. Assess it, and determine what to keep. For example, in a single entity approach there is no need, in terms of water equipment, for Medina, Ridgeway and Shelby to each have three or four pumps. We estimate \$10,000 - \$20,000 could be realized from the sale of some incidental equipment.

C. Structure staffing on a functional, not a geographic basis

Staffing Recommendations

Based on our review, and interviews conducted for the What Exists Report, we recommend the single entity have:

- Appointed Commissioner (or superintendent) of Public Works with qualifications spelled out. This would be a managerial position.
- Two working deputies (if commissioner on vacation, one takes on administrative function, other oversees all operations). Commissioner/ superintendent determines how to deploy them. Alternative option: one working deputy.
- One water / sewer lead person, who would oversee two other employees (with other staff deployed to water function on an as needed basis).
- One chief of maintenance + 1 mechanic (deploy mechanic elsewhere if not busy)⁴.
- Rest of non-clerical staff are MEOS (unless listed as laborer or seasonal staff) and the sub-committee recommends all remaining MEOs be retained.
- One fulltime clerical staff member who would work directly for the Commissioner.

Note: Providing regular clerical support for DPW / Highways would allow for managing this functional area more effectively and efficiently. There are numerous advantages that can occur if one designated fulltime professional provides administrative support to the Commissioner/ Superintendent. We do not believe the current staffing arrangement enables optimal improvements in DPW / Highway administration. Given the size of the budget for this functional area, dedicated support would be wise.

D. Take Two Other Steps

Recommendation Regarding Equipment Tracking

⁴ For reference purposes, Orleans County has four fulltime people in maintenance (two leads plus two mechanics) and they take care of all highway equipment, OTS buses, sheriff's equipment, and other county departments' rolling stock.

- Better track equipment needs / usage (e.g., fuel, mileage). This will inform decision-making about future equipment purchases. The real cost savings for equipment will come in future years, when the department is structured and staffed to know exactly what equipment it is using and for how many hours.

Recommendation Regarding CHIPS

- Consider whether there is potential for CHIPS monies to be used with more flexibility to provide greater value to the overall community. Currently all three local governments utilize their CHIPS revenues from the state (which totaled about \$275,000 for FY 2010) for materials only. When a community undertakes a road project using CHIPS revenues, the project has to have a 10-year life. While the communities cannot receive more than their apportionment, they could track and bill for labor as well as materials. Thus, when a contractor charges for a first progress payment, the community could request state reimbursement for both materials and associated labor immediately. The result would result in quicker return of dollars to the community, and likely added interest income due to banking reimbursements earlier. Currently, we believe, advantages of utilizing this approach could most benefit the Village, since it has more major projects than the Towns.

Fire / Ambulance Discussion Paper

Medina-Ridgeway-Shelby Study

3-24-11

Author

Center for Governmental Research (CGR) - study consultant

Sub-committee members:

Howard Watts, Jeff Tousaint, Ann Bunch, Robin Gardner, Andrew Meier

Introduction

CGR sees three viable fire / ambulance options open to the Medina-Ridgeway-Shelby community given consensus within the full study committee that there should be:

- Either 3 governments or a single consolidated entity
- No change to the boundaries defining the areas served by the four existing fire services serving the greater community

In this report we briefly outline what currently exists, define key terms used in the report, and briefly describe each option.

What Exists

Village Fire Department: The Medina Fire Department began providing ambulance services to residents in the Villages of Medina and Lyndonville and the Towns of Ridgeway, Shelby and Yates and mutual aid to other areas in the region in July 2007. Previously, ambulance service was provided by a private company. Before taking on provision of ambulance service the Medina F.D. had seven fulltime career firefighters plus volunteer callmen to provide fire protection in the Village. Today, due to a federal grant, the Village has 13 paid fulltime career firefighters, who provide fire services in the Village and ambulance service to residents in the larger region. The terms of the federal grant require the Village to maintain the new positions through 2010-11. The number of active callmen in the Medina F.D. in fall 2010 was 28. Callmen receive stipends from the Village. In fiscal year 2010 the budgeted Fire Department expenditures were \$1.2 million. The net cost of the department, after accounting for ambulance revenues of about \$766,000, was nearly \$453,000.

Ridgeway TOV: The Town-outside-Village constitutes one fire protection district. The Ridgeway Volunteer Fire Company, an independent, privately incorporated volunteer fire company, contracts with the Town to provide service in the area.

Shelby TOV: The Town-outside-Village constitutes one fire protection district. The TOV is served by two independent, privately incorporated volunteer fire companies and Shelby signs one contract with the companies, dividing payment based on the size of each company's coverage area. The Shelby Volunteer Fire Company receives 70% of the contracted amount, the East Shelby Volunteer Fire Company 30%.

Definition of Key Terms

A fire district is a separate unit of local government that is established for the purpose of providing fire protection and response to emergencies. A fire district is overseen by an elected board of commissioners composed of five members serving five-year terms. A town board may establish a fire district on its own motion or upon receipt of a petition from owners of at least 50% of the resident-owned taxable assessed valuation in the proposed district.

A fire protection district is a geographic service area within a town, established for the purpose of fire protection. Towns contract for fire protection services within these districts at the expense of the property owners in that district. The contract may be with a city or village fire department, a fire district, or an independent fire company.

Option 1 – *Applicable for 3-Government Structure*

Keep the current Village fire department, which also provides ambulance services to the region

The size and makeup of the department (number of firefighters / emergency medical services personnel) is a management decision to be made by the Village Board.

Option 2 – *Applicable for Single Entity Approach in Which New Government is a Town*

Create a fire district for the area within the current Village boundaries, create a not-for-profit ambulance service to serve the region, and create an ambulance district in the new town.

Key points regarding this option:

- NYS law does not allow a town to operate a fire department¹.
- If the municipalities were to consolidate as a town, the assets of the Medina Fire Department would need to be transferred.
 - If these assets were sold to a non-municipal entity they would have to be at fair market value, per NYS law.
 - The sub-committee considered having the town create a Medina fire protection district to be served by a nonprofit independent fire company²,

¹ For a town to operate its own fire department would require securing special legislation from NYS.

² Plus a separate town ambulance department with paid staff

but rejected this approach because of the “fair market value” provision noted above.

- We recommend a fire district, which is a municipal entity, be created to encompass the area now bounded by the Village of Medina if the consolidated entity is a town.
- We note that the recommended approach below takes into account the fact that a fire district cannot bill for ambulance service.
- The recommended approach is an outline of what could happen, but there is flexibility within the structure, based on options available under NYS law.

Benefits:

Although the process described below initially appears daunting, it is largely a legal process. Once steps are taken to put everything in place on paper:

- The overall system does not have to cost more than it costs today – and in time, with streamlining, there is potential for cost savings.
- Fire service boundaries for the four fire departments currently serving Medina, Ridgeway and Shelby would remain the same. However, if consolidating services in the future is desired, opportunity exists to do so (e.g., through expansion of the fire district).
- How residents in the Village currently access fire services and how residents in the western region of Orleans County currently access ambulance service would not change.
- The existing staff and assets of the Medina Fire Department could remain in their current location.
- The retirement benefits of the paid career firefighters in the Village would be protected.
- In NYS, only a Village can provide stipends to volunteer firemen, but a fire district could instead make contributions for the volunteers to the state retirement system via the state’s Length of Service Award Program (LOSAP).
- There could be non-municipal employees of the ambulance service if, as recommended below, there is not-for-profit ambulance service. This would provide more flexibility regarding future staffing than exists today.
- Depending on how everything is ultimately structured, concerns about liability for the new consolidated town regarding fire service in the Village and for providing the regional ambulance services could be eliminated. Creating a fire district and a not-for-profit ambulance service can shift liability for delivery of these services from the new town to these entities.

- Third-party billing for ambulance service, which is the current practice, could continue.
- Instead of having the cost of fire service to the Village and the cost of providing ambulance service to the region bundled as part of the Village of Medina general fund, the recommended approach would clearly account for what each service costs.
 - Residents of the Village would be taxed for fire service exactly the way residents in the Town-outside-Village in Ridgeway and Shelby are currently taxed – as a separate line on their tax bill.
- If there is a difference in the revenues provided by offering ambulance in the region, and the cost to provide that service (something that is not known today), any additional tax could be borne by taxpayers across the town and not just by the Village of Medina. Based on experience in other towns, the resulting tax is likely to be no more than pennies per \$1,000 assessed valuation.
 - The ambulance district tax, if there is one, would appear as a separate line on the tax bill.

Recommended approach has 3 parts:

PART #1: FIRE

- At the time a consolidated town is created, create new Medina Fire District that conforms to the boundaries of the existing Village. This process would involve a public hearing. In addition, there would need to be an election of the Medina Fire District Board after the first board is created by the town when starting the district.
- Transfer paid career firefighters to the Medina Fire District.
- Transfer retirement benefits for firefighters from the old employer to the new employer, which is permissible under NYS law. Various options can apply.
- Transfer for \$1 the Village’s fire fighting assets to the Medina Fire District.
- Since the new consolidated town would own the building (“City Hall”) in which the Medina Fire District would be located, it could lease space to the fire district for a nominal amount (e.g., cost of operating the space).

PART #2: AMBULANCE

- Create a not-for-profit ambulance service.
- Transfer operating authority to provide ambulance service from the Medina Fire Department (which has authority to serve the Towns of Ridgeway, Shelby and Yates) to the not-for-profit ambulance service. The transfer process is a relatively simple process.

- Transfer Village ambulance assets to the new town for a nominal amount (e.g., \$1).
- Have new town contract with the not-for-profit to provide ambulance service within the town. One of the provisions of the contract could call for ambulance assets to be leased by the town to the ambulance service for a nominal amount (e.g., \$1). One of the other provisions would address what would happen with net operating revenues should the ambulance service generate revenues in excess of operating expenses. Legally permitted uses would include capital replacement costs (such as replacement ambulances) and other capital expenditures for the ambulance service.
- The ambulance service contracts with the Medina Fire District to provide personnel for the ambulance service.
- The ambulance service oversees billing (via a third party service) and is accountable to the town, via its contract with the town, for revenues and expenditures associated with the ambulance service.

OVERLAY OVER THESE 2 PARTS

- Create an ambulance district
 - District's purpose, if needed, would be to generate taxes to cover the difference between what it costs the town to provide the ambulance service and the revenues that come in to support it. There would also be an inter-municipal agreement with the Town of Yates regarding its financial share of covering any losses.
 - *Note:* An ambulance district is akin to a water district, not a fire district. In other words, it is not an independent body. Control would be in the hands of the new town, and the new town would set the tax rate for the ambulance district.
 - If the ambulance service generates extra revenue, over and above what it costs to operate the service, there will not be a need for an ambulance district tax.
 - *Note:* By virtue of several NYS Comptroller opinions, there is a limit to the use of net operating revenues. They cannot be used to offset general operating expenses of the town. However, there will be capital replacement costs that will need to be planned and executed, such as when ambulances need replacement, together with other possible capital improvements for the ambulance service. The net operating revenues in the ambulance service can be used for these purposes.

Regarding Option 2, CGR provides additional relevant information:

- To transfer ambulance operating authority, as described above, costs \$3,000 - \$5,000.

- One-time legal fees to make the changes recommended above are estimated at \$25,000 to \$30,000.
- As part of making the changes, elected leaders may wish to consider having a staffing study done. One approach could be to mirror the recent staffing study in Albion, which involved both the Village of Albion Fire Department and the volunteer ambulance service known as COVA (Central Orleans Volunteer Ambulance).
- To assist with making this transition, the field office of the Bureau of EMS-Operations would be helpful. The person serving the Medina area (James Mihalko, 716-847-4643) is based in Buffalo.
- Utilizing an attorney skilled in conducting municipal transitions for fire and ambulance services and who also knows public health law is recommended.

Option 3 – *Applicable for Single Entity Approach in Which New Government is a City*
The existing Village Medina Fire Department becomes a city Fire Department per a new city charter. Operating authority for the ambulance service could be transferred from the Village to the city Fire Department.

Cost of transfer would be between \$3,000 and \$5,000. Residents would see no change in how they receive and pay for ambulance services. In addition, the city could have an operating agreement with the three existing independent fire companies (Shelby, East Shelby and Ridgeway) regarding which company responds and when. This model could follow one that exists in Rome, which contracts with two volunteer companies in the outlying areas of the city because they can typically respond faster. Once the Rome FD arrives on scene, the Rome FD takes over.

Regarding Option 3, CGR provides additional relevant information:

- A new city charter would need to be approved by the State Legislature
- How fire services would be provided would only be one component of a city charter presentation
- The new charter could embody within it existing relationships re: fire services

Economic Development Sub-Committee Report

Medina-Ridgeway-Shelby Study

3-3-11

Sub - Committee Members:

Charlie Slack (chair), Jeffrey Toussaint, Merle (Skip) Draper, Nathan Pace, Andrew Meier, Nelda Callard

Others Who Contributed:

James Whipple and Gabrielle Barone, Orleans County Industrial Development Agency
Center for Governmental Research (study consultant)

Introduction

Streamlining government and making it more efficient is the focus of four of the five sub-committees that have been working on various aspects of the shared services / Village dissolution / Town merger feasibility study for Medina, Ridgeway and Shelby. The economic development sub-committee's task is different because it is the only sub-committee primarily focused on positioning the overall community to grow.

Creating a positive economic development climate is essential if we hope to enhance our community's ability to attract industry and business that can provide more jobs, lighten the tax burden, serve as catalysts to drive up the value of our housing stock, and help us reverse a 20-year trend whereby our community's overall population has slowly declined every year since 1990.

Many factors already contribute to making our community one that is attractive to those looking to develop new business opportunities. They include:

- Being within a special 30-mile zone that is measured from the New York Power Authority (NYPA) switching yards in Lewiston in Niagara County to roughly the location of the Western New York Energy plant (the ethanol plant) in the Town of Shelby. Being in this zone allows companies seeking to develop in the area to be considered for low cost hydro power. The 30-mile arc takes in portions of Erie, Niagara and Orleans counties, including significant portions of Medina, Ridgeway and Shelby.
- A downtown that is a community asset. Medina's Main Street Historic District, consisting of more than 50 buildings, is listed on the National Register of Historic Places.
- Our location between Buffalo and Rochester, since expanding companies need to educate and train a workforce.
- Interest by some prospective developers in utilizing the rail opportunities now available in our community or building a relationship with the ethanol facility.

- Existence of infrastructure to meet water and sewer needs.
- Land mass, particularly in Medina and Shelby that is suited to industrial development, located in the area bounded primarily by Bates Road, the Maple Ridge corridor, and Routes 31 and 31A. Land located across from the Medina Business Park (the “Keppler property” in Shelby) has recently been rezoned to accommodate industrial development. In addition, some land parcels in Ridgeway along the rail line have also recently been rezoned industrial.

Issues & Concerns

Our economic development efforts as a community have been hampered for many years. Problems have arisen due to having multiple local governments in our community that each seek to protect the interests of taxpayers in their own segment of our overall community.

Our specific concerns are these:

- We do not have a community approach to development, but a “piecemeal” one. We negotiate infrastructure issues one project at a time, which takes time, contributes to community rancor, frustrates developers, and can lead to developers pitting one community (ours) against others (e.g., different communities in Niagara County). Today, we have areas rezoned to attract potential developers but we do not have agreement on how we would service them.

Our piecemeal approach to economic development has primarily affected the Village and Shelby, which have more land mass available for development than Ridgeway. However, with property recently rezoned for industrial use in Ridgeway, all parts of our community have a vested interest in how we approach future development.

- Development along the Maple Ridge corridor has been particularly contentious in the past, due to questions about whether parcels in Shelby proposed for specific projects would need to be annexed by the Village in order to obtain water and sewer services. For at least the past eight years – concerned about the ongoing costs associated with its aging water system and other tax –related issues – the Village’s policy has been to deny extending water or sewer services outside its boundaries without annexation.
- Although there have been exceptions by the Village to provide water service to businesses and industries in Shelby (e.g., Western New York Energy) the process has often involved time consuming negotiations, which is frustrating to businesses seeking to meet their own, often aggressive, timelines.
- The water the Village supplies within its boundaries and to out-of-district customers is from the Niagara County Water District (NCWD). The long-term agreement is an exclusive one, and requires the Village to pay twice as much for the water it sends to users outside its area (\$1.50 per 1,000 gallons instead of \$.75 per 1,000 gallons). To cover its costs, and provide for the on-going operation and maintenance of the water system, the Village charges 1.6 the Village rate for TOV water usage. This is accepted

practice in the community. What has changed in recent years, however, is the existence of a heavy water user outside the Village boundaries.

The Village has a special agreement with the ethanol plant, which opened in 2007. Briefly stated, the ethanol plant follows the TOV rate schedule until it reaches about the 9 million gallon mark, at which point the markup to cover Village costs drops significantly. According to Village records, over a recent four-quarter period, the ethanol plant used about 143 million gallons of water. The plant paid the Village nearly \$303,000 for this water, but \$214,000 (71%) of the amount paid by the ethanol plant went to the NCWD.

The existence of the Village-NCWD agreement, and the potential for other heavy water users in the TOV in the future, makes it prudent for the community to explore its options, including assessing what impact consolidating into a single entity would have on this agreement.

- In general, the most significant barrier to improving our economic development climate has involved the provision of sewer service outside the Village boundaries. The only property in Shelby with sewer service is BOCES. The only locations in Ridgeway with this service are Brunner International and the hamlet of Knowlesville. Sewer service in Knowlesville, however, involves only the treatment of grey water. Thus, in the Towns outside-the-Village (TOVs), the only properties that are not on septic are BOCES and Brunner. That means that major businesses, including the ethanol plant, are on septic systems despite the existence of sewer infrastructure within our community.
- Our community has sewer capacity we are not currently using. The Village's treatment plant is designed for a capacity that exceeds 4 million gallons per day (MGD). Its current permits, however, allow for a maximum capacity of 4 MGD. As the information below (provided by the Village) shows, usage is far below that level.

**Monthly Flow Average 2010
MGD**

Jan.	1.99
Feb.	1.24
March	2.72
April	1.56
May	1.44
June	1.64
July	1.39
Aug.	1.27
Sept.	1.2
Oct.	1.78
Nov.	2.11
Dec.	2.63

Our Approach

The sub-committee includes six members – three elected officials and three who are not elected officials. We also invited representatives of the Orleans County Industrial Development Agency (IDA) to join our discussions. Our meetings began in fall 2010. Prior to our meetings a small group of elected and non-elected representatives from the Village and Shelby had agreed on an outline of the water and sewer issues that need to be resolved in order to avoid future contentious debate over proposed projects. The document they developed was, in essence, an agreement to agree, but the outline had not been formally endorsed by the Village and Shelby boards.

The sub-committee's discussions ultimately led to meetings between the IDA and representatives of the Village and Shelby. Since those meetings, which were held separately, both the Village and Shelby boards have approved the attached memorandum of understanding (MOU). This MOU establishes the framework for further discussion that we recommend result in the following:

- 1) A legally executed agreement (*foundation agreement*) that addresses in detail how and at what cost Shelby can access sewer and water services and, among other matters, addresses who is responsible for engineering, connections, infrastructure, etc. The foundation agreement would allow Shelby to purchase a percentage of sewer capacity from the Village. The concept is modeled after an approach that currently exists between the City and Town of Batavia.
- 2) The foundation agreement would lead to a second legally executed agreement between Shelby and the developer, known as the *developer agreement*. This agreement would be used by the IDA when asked by prospective developers about cost and procedure to access sewer/water services in the Shelby TOV. It is our expectation that the developer agreement, in turn, will detail how Shelby will provide sewer/water services to the project developer – and also at what cost and under what terms and conditions.

Once the Village and Shelby have reached final agreement, identical foundation and developer agreements should be executed for Ridgeway.

What Else Did Our Sub-Committee Consider?

Planning / Zoning / Code Enforcement

As part of addressing the need for an economic development strategy that markets Medina-Ridgeway-Shelby as one community, our sub-committee discussed the potential to streamline our planning and zoning process, and potentially our code enforcement process. Our study consultant (CGR) identified five combinations (including either multiple towns, two towns and a village, or a town and village) in New York State with either joint planning and zoning boards of appeals or joint zoning boards. Many communities in the state have one office providing code enforcement services for an entire community, often with reimbursement to one municipality by another for providing the service. We endorse a streamlined planning / zoning / code enforcement process for Medina, Ridgeway and Shelby.

We note the following per the Medina-Ridgeway-Shelby community's current situation regarding zoning and planning:

- In 2001, a Comprehensive Plan was jointly developed by the Towns of Ridgeway, Shelby and Yates and the Villages of Medina and Lyndonville. The goal was to complete the process all the way through development of zoning and sub-division regulations. Some communities have moved forward on their own (e.g., the Village of Medina), while others have not. The original goal was to have had a "standard" approach, which would help streamline the process whenever developers look to expand in western Orleans County.
- Medina, Ridgeway and Shelby elected officials and code enforcement officers agree that the Comprehensive Plan is outdated and needs to be updated.
- The IDA points out that having a current Comprehensive Plan allows the community to "score higher" when our community is among a number being scouted for business or industrial development. Having a streamlined planning and zoning process, and eliminating the need to go to multiple planning and zoning boards for approval, could potentially serve to make our area even more attractive.
- The sub-committee recommends elected officials move to update the Comprehensive Plan and asks that the full committee provide input on the concept of having joint planning and zoning boards and code enforcement operations. Our sub-committee is assessing whether additional information is available regarding these options.

Sales tax apportionment

We examined the current method of allocating sales tax (using taxable assessed value) in Orleans County and whether it would make a difference if sales tax were allocated based upon population. Examining the 2011 sales tax apportionment, we found it would make no difference to the Towns whether the sales tax is apportioned using taxable assessed valuation or population. We did identify a side issue for the Village. According to 2008 Census estimates, the Village includes 52% of the population of the two Towns, but using taxable assessed value the Village is only getting 42% of the sales tax coming into the two Towns. If population were the determining factor, the Village would see approximately \$38,000 more in sales tax revenue, with Ridgeway and Shelby splitting the offsetting loss in their revenues.

It is the sub-committee's consensus opinion that we should note the issue (allocation by population vs. assessment) for further study but not take any position. There are no costs or savings to the residents of our study area - just reallocation of the same monies. We believe this issue is outside the purview of the Study Committee.

4 Recommendations for the Full Study Committee

The full committee seeks recommendations from our sub-committee regarding economic development under two scenarios – heightened shared services, whereby the three governments

remain intact but work more closely together, and a single entity approach, whereby the three governments consolidate into one.

With this in mind, we make these recommendations to the full study committee:

- 1) Endorse the pursuit and execution of foundation and developer agreements, as described above.
- 2) Endorse having Medina, Ridgeway and Shelby update the existing Comprehensive Plan.
- 3) Endorse a joint planning / zoning / code enforcement process.
- 4) Assume that the water agreement would continue to result in an “inside district” and “outside district” charge from NCWD, but have the full committee endorse sending a memo to the state outlining any questions the full committee may have about the impact on the NCWD agreement under a consolidated government model.

Our recommendations fit with the heightened shared services scenario. They are also appropriate for the single entity scenario for the following reason. If a single entity approach is recommended by the full committee it will take a number of years to effect, since there is a process of voter approval and transition to a consolidated government that would have to take place. As a community, however, we need a streamlined approach to economic development now. If a single entity is the ultimate choice of the community, a streamlined economic development process will already be reality, assuming the recommendations outlined above are followed.

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding, dated this 23rd day of Dec., 2010, by and between the VILLAGE OF MEDINA, a municipal corporation with offices at 119 Park Avenue, Medina, New York (the "Village") and the TOWN OF SHELBY, a municipal corporation with offices at 4062 Salt Works Road, Medina, New York (the "Town").

WHEREAS, the Village owns, maintains, and administers certain utility infrastructure providing water and sewer service to the community (collectively, the "water and sewer infrastructure"), and

WHEREAS, the Town has requested access to the Village's water and sewer infrastructure for the purpose of promoting industrial development in certain areas of the Town outside the jurisdictional boundaries of the Village, and has requested the Village provide such services without requiring annexation, and

WHEREAS, the Village is agreeable to extending access to said utility infrastructure and services to such areas of the Town without requiring annexation, if the direct and indirect costs to the Village of new industrial development made possible by this Memorandum of Understanding, or successor agreements, are recouped in other ways, and

WHEREAS, the applicable combined tax rate for a parcel which does not annex to the Village would be substantially lower because the parcel would be paying no Village tax, thereby making our community as a whole more competitive in attracting new industrial development, and

WHEREAS, the applicable Town tax rate for a parcel which does not annex to the Village would be substantially higher in comparison to the Town tax rate if the same parcel did annex, thereby resulting in substantially higher Town tax revenue from the subject parcel where there is no annexation, and

WHEREAS, the parties would like to reach an understanding of the general terms of agreement they wish to reach with respect to the provision of the water and sewer infrastructure by the Village to said areas of the Town, and further to define the areas of agreement that remain to be agreed upon,

NOW, THEREFORE, in consideration of the premises contained herein, the parties agree and understand as follows:

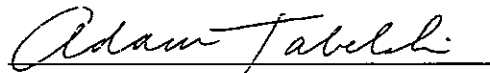
1. The Village agrees to permit parcels in areas of the Town outside the jurisdictional boundaries of the Village to connect to the Village's water and sewer infrastructure without requiring the benefitted parcels to annex to the Village, subject to agreement between the parties as to the terms outlined in paragraph 2 hereof.
2. The Village's agreement to permit access to its water and sewer infrastructure is expressly conditioned on the parties' reaching agreement as to the following areas for additional inquiry:
 - a. Agreement as to which entity determines the appropriate Town-outside-Village water and sewer rates, and if said rates are to be mutually agreed upon by the Town and Village, the agreed-upon rate schedule;

- b. Agreement as to which entity determines the appropriate Town-outside-Village water and sewer connection fee, if any, and if said connection fee is to be mutually agreed upon by the Town and Village, the amount of such fee;
- c. Agreement as to responsibility for capital cost of connection to the water and sewer infrastructure;
- d. Agreement as to ownership and responsibility for maintenance and repair to any and all water and sewer infrastructure installed pursuant to this Memorandum of Understanding, or successor agreements;
- e. Agreement as to the Village's right to inspect any and all water and sewer infrastructure installed pursuant to this Memorandum of Understanding, or successor agreements;
- f. Agreement as to indemnity;
- g. Agreement as to any Host Community Agreement payment or other property tax revenue-sharing device designed to compensate the Village General Fund for the provision of other services to support new population, commerce, traffic, and emergency response demands resulting from capital projects arising out of this Memorandum of Understanding, or successor agreements, for which the Village General Fund will receive no new revenue as the benefitted parcel would otherwise pay no Village tax;
- h. Agreement as to responsibility for any capital costs incurred to upgrade or improve any water and sewer infrastructure remaining within the control of the Village of Medina, which is necessitated to service additional water and/or sewer volume resulting from connections made pursuant to this Memorandum of Understanding, or successor agreements;
- i. Agreement as to the extent to which the Town would consent to annexation for any parcel otherwise covered by this agreement where the developer prefers annexation;
- j. Agreement as to whether the Town will agree to adopt the Village Sewer Use Ordinance currently in effect; and
- k. Agreements as to any other matters which may arise in the course of continued discussion and negotiation.

3. The parties agree to expeditiously bargain in good faith with respect to the areas of agreement recited in paragraph 2, above.

4. This agreement shall apply only to parcels zoned Industrial or Light Industrial pursuant to the Town Zoning Law.

Dated: 12/23/2010



Adam Tabelski
Mayor of the Village of Medina

Merle L. Draper
Supervisor of the Town of Shelby

Police Sub-Committee Report

Medina-Ridgeway-Shelby Study

3-23-11

Sub - Committee Members:

Rosalind Lind (chair), Andrew Meier, Merle (Skip) Draper, Ann Bunch, Adam Tabelski

Others Who Contributed:

Nathan Pace

Center for Governmental Research (CGR) - study consultant

Introduction

Village of Medina taxpayers pay for law enforcement services in two ways. They pay taxes that support the Medina Police Department, which is the “first responder” inside Village limits. Like other Orleans County taxpayers, Village taxpayers also pay taxes to support the Sheriff’s Office. However, Village taxpayers receive only a few services (such as staffing for the County jail) compared with taxpayers in the Ridgeway and Shelby TOVs, who benefit from having the Sheriff’s road patrol. Based on CGR’s analysis, about 18% of the county tax bill goes to support the sheriff’s department.

Overview of Police Options

The following summarize the options considered by the full committee regarding police services.

Option 1: Keep the current Village police department

The size of the department (number of staff) is a management decision to be made by the Village. The area to be served by this police force would depend on a number of variables, as follows:

- a) If the Village remains, it would serve the Village
- b) If the Village remains, the Village could contract with either Ridgeway or Shelby or both to provide police services to Towns. This would require an inter-municipal agreement (IMA) and presumably payment for those services

Option 2: Eliminate the Village police department and have the Village contract with the Sheriff to provide “equivalent” service.

A model for this option exists in the Village of Corinth, NY. Corinth used to have a village police department. They voted to eliminate their department, and now contract with the Saratoga Sheriff, through an IMA, for a specified number of Sheriff patrol officers who are assigned to stay within the village borders. The reason for doing this was to reduce village costs.

For Medina, the full study committee explored taking a similar approach. The committee asked the Orleans County Sheriff to determine what it would cost the Sheriff to maintain a level of service with the Village comparable to what is being provided by the Medina Police Department. The Sheriff's response, which follows this sub-committee report, is that overall cost would be greater than current Medina police department cost. Thus, the sub-committee does not, at this time, endorse Option 2.

Option 3: Eliminate the Village police department and relinquish police responsibility to the Sheriff, who would make management decisions about how many patrol officers to patrol the Village.

For Medina, this would save the entire cost of the current Village police department, but would cede responsibility for making all policing decisions to the Sheriff.

Option 4: If the governments consolidate, there are two viable consolidation models, each with subset variations:

a) The Village and Towns consolidate into a single town. A single town could choose to:

- Rely totally on the Sheriff to provide coverage
- Create a town police department. Town police departments must serve across the entire town and the costs would be charged to all town taxpayers by the property tax
- Create a special police district (presumably serving the former Village area, although it could be larger than that). Only properties within the special police district would be taxed for that service. The caveat for this option, however, is that the State Legislature must approve the town creating a special police district. Police coverage could be provided by either a town (district) police force, or by the Sheriff under contract to the town.

b) The Village and Towns consolidate into a city. The options here would be similar to the single town options. The city, through its charter, could:

- Rely totally on the Sheriff to provide coverage
- Create a city police department to serve the entire city
- Create police service zones, with the inner zone being provided by a city police force (or the Sheriff under contract), with the outer zone receiving only coverage by the Sheriff. Property taxes would be different between the zones – the inner zone would pay extra for the extra police coverage provided. (Note – the State Legislature also has to approve city charters, however, how police services would be provided would only be one component of the city charter presentation. A model for this dual zone taxation already exists in Rome).

Recommendations

The sub-committee makes the following recommendations:

Heightened Shared Services Approach

If the three governments remain, the Medina Police Department and operations should remain as a Village department. We suggest the Village work with the County Sheriff's office to identify any operational savings through shared service operations. Net cost savings and net additional costs cannot be determined by the sub-committee at this time.

Full Consolidation Approach

The Medina Police Department and operations remain as an enhanced service provided to the area within the former Village. The remaining area outside the current boundaries of the Village would keep the current Sheriff-level service. Although this approach would be appropriate if the three municipalities become a town or a city, the governance approach would be different:

- Town model – the new consolidated town would need approval from the State Legislature to create a police district.
- City model – a dual service zone would need to be identified in the city charter.



Scott D. Hess
SHERIFF
www.orleansny.com/sheriff



COUNTY OF ORLEANS

Office of the Sheriff
400 Public Safety Bldg.,
13925 State Route 31
Albion, New York 14411-9386
Communications – (585) 589-5527
Fax – (585) 589-6761
Administrative Offices – (585) 590-4142
Fax – (585) 590-4178
County Jail – (585) 589-4310
Fax – (585) 589-2522

Steven D. Smith
Undersheriff

Thomas L. Drennan
Chief Deputy

Kevin E. Hale
Jail Superintendent

January 27, 2011

Nathan D. Pace, Esq. -- Chairman
Medina-Ridgeway-Shelby Consolidation Feasibility Study Comm.
Medina, New York 14103

Dear Sir;

Attached hereto is a detailed estimate of the cost of first year law enforcement services, in the event they were to be provided to the incorporated village of Medina, New York by the Orleans County Sheriff's Office. This estimate is based on maintaining a comparable level of service with that being provided now by the local police department.

Neither the Sheriff's Office nor the County of Orleans is currently in a position to provide these services to the village, nor are we interested in providing same.

In my opinion, the residents of incorporated Medina are already well served by the present rank & file of the Medina Police Department.

Respectfully,


Scott D. Hess
Sheriff

Medina Police Proposal

Ten Deputies		
Salary and Fringe	\$	790,000
Indirect Administrative Costs	\$	34,000
Holiday Pay	\$	20,000
Vehicles + Maintenance	\$	55,000
Overtime + Fringe	\$	130,000
Substation Rental	\$	10,000
Office Maintenance	\$	15,000
Uniforms Allowance	\$	3,650
Computers	\$	600
Fuel	\$	13,000
Communications	\$	5,000
Training and Travel	\$	6,200
Insurance	\$	40,000
	\$	1,122,450
One time expense		
Uniforms	\$	15,000
Radios	\$	38,000
	\$	53,000
Animal control		
Recurring Expense		
Salary and Fringe	\$	18,000 Hourly rate plus
Equipment	\$	1,000 Misc. Animal Con
Communications	\$	4,000 Radio and Celluli
Office	\$	1,000 Office supplies
Sub TOTAL	\$	24,000
Vehicle	\$	30,000
TOTAL	\$	54,000
Yr 1	\$	1,229,450

Building Usage Sub-Committee Report

Medina-Ridgeway-Shelby Study

3-25-11

Sub-Committee Members:

Don Colquhoun (chair), Charlie Slack, Nathan Pace, Patty Blackburn

Others Who Contributed:

Gary Blackburn

Center for Governmental Research (study consultant)

Mark D'Alba AIA

James Watson, RealtyUSA.com

Introduction

We toured key municipal facilities to assess current building usage, considered what we already know about how the facilities are used, identified issues that might impact our recommendations as a result of the work of other sub-committees, and then asked ourselves two questions:

- If Medina, Ridgeway and Shelby do not consolidate, but continue to have separate governments, are there opportunities to use existing municipal buildings in a more efficient way?
- If the three governments ultimately consolidate into a single entity what would we recommend for building usage?

Key Factors We Considered

- 1) The separate DPW/Highway sub-committee, under its “heightened shared services” approach recommended organizing some key services on a functional rather than a geographic basis in order to provide services more efficiently. Key features that would impact building usage include: a) a single department to handle water and sewer operations¹ and b) consolidated water billing. Under a “single entity” approach, the DPW/Highway sub-committee made further facility-related recommendations. Our sub-committee addresses facility issues linked to their recommendations.
- 2) In April 2011, Village court services will cease. Responsibility for court services will transfer to the Towns of Shelby and Ridgeway, which currently share the court facility and court offices at the Shelby Town Hall. After Village court services cease, there will be no municipal functions on the second floor of Medina Village Hall (commonly referred to as

¹ Excluding wastewater treatment, which is outsourced by the Village

City Hall). Half of the second floor has been empty for a number of years², and the other half is currently filled by the Village court.

- 3) The economic development sub-committee report addresses the potential for closer relationships for planning and zoning, including having a shared code enforcement office. Our report takes into account that sub-committee's suggestions.
- 4) The Medina Village Hall built in 1908 of Medina sandstone, is a notable building in Medina's Main Street Historic District, which has been listed on the National Register of Historic Places since 1995. It is a community asset that we believe should be utilized more fully. At the same time, we recognize that to do so will require installing an elevator, estimated at \$240,900, to make it handicapped accessible and renovation to allow for handicapped accessible bathrooms that can be reached from any floor via elevator, at an estimated cost of \$79,000 (*see architect's cost estimate breakdown at the end of this sub-committee report*).

NOTE: Under a heightened shared services approach, the dollars to upgrade the building so it can be used more effectively would have to come through local fundraising efforts. If Medina, Ridgeway and Shelby consolidate into a single entity, there are more options to pursue for funding, including a state grant, use of some consolidation incentive funds, and local fundraising.

If Medina, Ridgeway and Shelby Continue to Have Separate Governments and Can Raise Local Dollars to Upgrade "City Hall"

We would make the following recommendations to streamline government functions, while maintaining separate governments. We recognize that there are endless options but consider these viable and achievable for the purposes of this feasibility study, given what we currently know.

Recommendations for Use of "City Hall" – Clerk / Mayor

- A. Move Village clerk operations to the second floor. With the second floor completely vacant (as of April 2011) the clerks could take over space they vacated several years ago and also utilize space that is currently used by the Village court clerk. The current Village Clerk's building located next door does have a drive-up window that residents use when dropping off water, sewer and tax payments. Since this drive-up window would no longer be available, we recommend installing a drop-box outside where residents could drive up and deposit their payments.
- B. Move the Mayor's office from the Village Clerk's building to the judges' chamber that is being vacated on the second floor.

² Since the Village Clerk-Treasurer and staff vacated the space because they were moved next door to the then newly purchased Village Clerk's building

- C. Utilize the current courtroom on the second floor as a municipal conference room.

Recommendations for Use of “City Hall” – with Joint Water / Sewer Function

- D. Consider using the current Village court clerk office for a consolidated water / sewer billing operation. Currently about 780 Village water /sewer bills are processed monthly by a single fulltime clerk, who receives limited staff support. If the Towns contract for the Village to provide their water billing services, this clerk function would add approximately 540 billings a month (but water only), assuming the Towns adopt a “rotational” billing approach that mirrors what now exists in the Village.³ The court clerk’s office could accommodate two staff members, one of whom would likely be part-time.
- E. For consolidated water/sewer operations (e.g., water line repair, sewer line repair, water/sewer preventive maintenance), locate the proposed three-person staff in the smaller of the two large buildings on the Medina DPW campus. There would need to be an inter-municipal agreement about how staff will be paid and how facility costs would be allocated, and also how this functional group would work with elected boards. We believe water/sewer equipment for all the municipalities, once duplicate miscellaneous equipment is sold⁴, could be accommodated in the larger DPW building.

Recommendation for Use of “City Hall” – for Joint Planning / Zoning

- F. With a shared planning / zoning operation move the part-time code enforcement officer for the Towns to the third floor of Village Hall.⁵ The clerical support role for the Towns’ part-time code enforcement officer could be assumed by the DPW clerk (with appropriate compensation from the Towns to the Village). This clerk currently provides some support services to Village code enforcement officers because she is located in an office adjacent to Village code enforcement. There is room on the third floor of the Village Hall for the Towns’ code enforcement officer because an office reserved for the DPW superintendent is not used. The materials currently stored in the room could easily fit in the third floor storage area in Village Hall, once sorted in “keep” and “discard” boxes.

Recommendation: Select One of 3 Options for Village Clerks’ Building

- G. Select one of the following options for the Village Clerk’s building. *Option 1)* Put the building up for sale. *Option 2)* Lease it as office space to bring monthly revenue to the Village. *Option 3)* Sell the Ridgeway Town Hall, and have Ridgeway purchase the Village Clerk’s building and move Town operations there.

³ The Village bills a total of 2,340 water customers, with different customer groups billed throughout the year, and each customer group billed only every three months. The Village also bills a total of 2,180 sewer customers, but, wherever billings are to the same customers, they are sent as a combined water/sewer bill. Ridgeway has a total of 960 water customers and Shelby 650 water customers, and each Town bills its total water customer base four times annually. The Towns do not issue sewer bills.

⁴ See the DPW/Highway sub-committee report

⁵ There would need to be an inter-municipal agreement about how the shared planning / zoning operation would work.

We believe Option 3 is preferable. The Village Clerk’s building currently houses five employees, including the Mayor , but we believe it could comfortably hold six employees, especially given the part-time nature of some Town positions. We would envision the current Mayor’s office becoming the Town Supervisor’s office; the current Village Clerk’s office sub-divided for the Assessor and part-time assistant, and the main office area serving as office space for the Town Clerk and Deputy Clerk, and if needed the code enforcement officer, who works 15.5 hours weekly for the Town, but is often in the field. Assuming an elevator is installed next door, Ridgeway Town Board meetings could take place in the current court room space or alternatively at the Shelby Town Hall, at no charge to Town taxpayers.⁶ Town records could be stored on the third floor of Village Hall, where unused storage room exists. As part of the arrangement, we would recommend that records storage for the Town be provided rent free for a period of up to 15 years.

This arrangement would, in essence, create a “government block” in the heart of the Village. It would facilitate easy discussion between Village and Town officials, and allow a Town employee to work part-time as an assessor’s assistant and walk next door to also serve as staff in the consolidated water-billing operation, if that is the staff configuration ultimately adopted.

Option 3 would provide:

- Greater utilization of City Hall.
- Potential funds that could be used to help upgrade the main City Hall, since funds from the sale of the Village Clerk’s building and funds for its ongoing upkeep could be used to upgrade City Hall. (Debt issue might need further examination. It is estimated by the Village Clerk that the Village owes approximately \$15,000 on the Clerk’s building. The debt was rolled into a bond that included more than the Clerk’s office debt.)
- Eliminates the need to arrange for additional records storage for Ridgeway, because the Town’s storage room is at capacity.
- Eliminates the need to revitalize the Ridgeway Town Hall, which Town officials believe is in need of an upgrade. .
- One-stop service for Ridgeway Town residents who are also Village residents.

If Medina, Ridgeway and Shelby Continue to Have Separate Governments and Cannot Raise Local Dollars to Upgrade City Hall

We believe that the current configuration of having three municipal buildings would have to remain for now, but would urge the community to address the future of City Hall. What that future would be falls outside this feasibility study.

⁶ Shelby currently allows the Medina Board to use its court room for meetings twice monthly rent-free, given that many Village residents also pay Town taxes. The same would apply to Ridgeway if it met at the Shelby Town Hall.

The only building usage changes from the previous section that could be accommodated under this scenario would be to consolidate water/sewer operations in the smaller of the two large buildings on the Medina DPW campus and to move the part-time code enforcement officer for the Towns to the third floor of City Hall.

If Medina, Ridgeway and Shelby Consolidate into Either a Town or City

Recommendation: Sell Ridgeway Town Hall

If the full Committee recommends a single entity approach, our sub-committee recommends selling the Ridgeway Town Hall.

Recommendations Regarding DPW/Highway Sub-Committee Changes

- A. Keep Shelby highway garage facilities. Locate the appointed commissioner of public works in the current Highway superintendent's office in the Shelby Town Hall, and co-locate clerical support for this position, since the commissioner's job will no longer be hands-on but instead be a highly administrative position. There would easily be room for 1.0 FTE clerk (or alternatively a part-time clerk) in the existing Shelby Town Hall.
- B. Keep Ridgeway highway garage facilities
- C. Turn Medina's large DPW building into the maintenance barn for all vehicles and rolling stock (e.g., highway, DPW, police, publicly-owned fire and ambulance rolling stock). A custom maintenance bay would need to be added to the portion of the barn that is already heated. Estimated one-time cost is \$100,000.
- D. Turn the smaller building on the DPW campus into the water/sewer operations department.

Recommendation for a Consolidated Finance Department

- E. Create a consolidated Finance Department for the single government, and move all budget and finance-related operations to the second floor of what is currently called City Hall. There will be some changes in overall personnel, due to a restructuring of this office, and the fact that there will no longer be a need to have all duplicate positions. The consolidated Finance Department likely would need to take over the entire second floor.

F. Recommendation: Village Clerk's Building

Consider one of two options for the Village Clerk's Building

Option 1) The sub-committee believes all operations of the consolidated entity could be accommodated at the City Hall and Shelby Town Hall. We recommend initially keeping the Village Clerk's building in order to transition into a consolidated entity, but assess, once operations are reconfigured whether the building should be sold, leased, or kept.

Option 2) The police sub-committee recommends keeping the police department intact and limiting police services to the area within the existing Village. As part of

reconfiguring operations, an assessment could be made as to whether it would be operationally and financially practical to turn the existing Village Clerk's building into the Police Department.

Additional Recommendations

- G. As Shelby Town Hall there is room for a variety of uses in this building (e.g., Assessor operations, larger Highway Administrative offices with own conference area, top executive's office.)
- H. Apply for an LGE grant to implement consolidation from three local governments to one. If such grants are not available at the time of consolidation, develop a transition plan with costs to be covered with AIM incentive funds.
- I. If the single entity is a Town, assign current space occupied by the Fire/Ambulance Department to a new Medina Fire District.

Note: in developing this report, the sub-committee asked a local realtor to help determine the estimated fair market value of the Village Clerk's Building and the Ridgeway Town Hall. A local architect was also consulted about the cost of adding an elevator and handicapped accessible bathrooms to City Hall. The information they provided follows.



Lockport

5665 S. Transit Road
Lockport, NY 14094-5809
Phone: 716-434-8458
Fax: 716-434-6289

February 11, 2011

Mr. Donald Colquhoun
101 Kennedy Circle
Medina, NY 14103

Dear Mr. Colquhoun,

Per your request I have done a limited analysis of the Estimated Fair Market Value of the two properties described in the attachments to this cover letter.

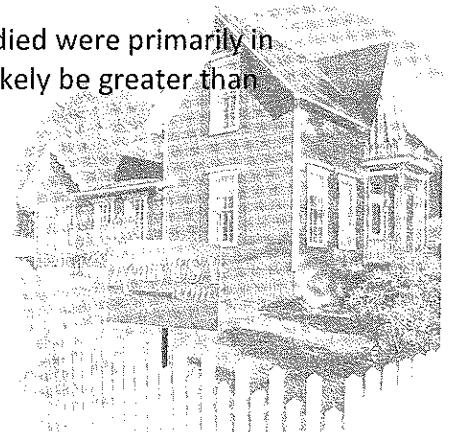
It's my understanding the purpose of your request is to assist in your research of the possible consolidation of the three municipalities commonly known as the Village of Medina and the Towns of Ridgeway and Shelby.

This limited analysis should not be considered an appraisal as defined by the Appraisal Institute. My research involved limited study of sales of similar properties in the surrounding counties, consultation with Mr. Timothy Hourihan, Manager of the WNY Commercial Division of Realtyusa.com and my personal knowledge of the subject properties and experience in commercial real estate sales.

The subject property known as 410 West Avenue is a landlocked parcel without ingress/egress to a contiguous municipal road right of way. The parcel is adjacent to a parcel owned by the same owner, which does have access to a municipal roadway and for the purpose of this report; it is assumed that if the subject were sold separately from the adjoining property it would include a legal ingress/egress with West Avenue.

The property known as 119 Park Avenue is on a parcel, which is adjacent to the east to another parcel owned by the same owner. It is assumed that if the subject were sold, ample lot size would be created to provide sufficient parking for its likely use.

It was also considered in my analysis that the similar property sales studied were primarily in Erie and Niagara counties where demand; and therefore, value would likely be greater than similar properties in Orleans County.



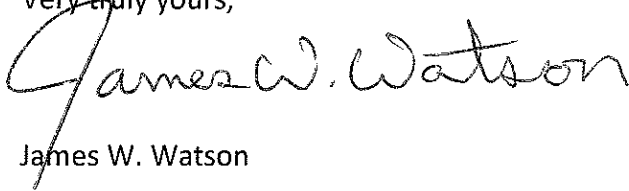
As a result of my various analysis methods, it is my opinion that the likely Fair Market Value range is between \$45.00 and \$55.00 per square foot of the improvements or:

410 West Avenue
\$123,000.00 to \$150,000.00

119 Park Avenue
\$105,000.00 to \$128,000.00

As preparer of this report I have no interest in the subject properties other than this report and neither the employment to provide opinions of Fair Market Value nor any compensation received is contingent upon the values reported.

Very truly yours,

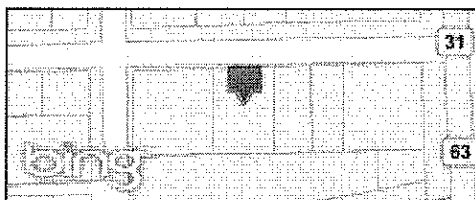
A handwritten signature in cursive script that reads "James W. Watson". The signature is written in black ink and is positioned above the typed name.

James W. Watson

Property Detail Report

Subject Property

**119 Park Ave
Medina, NY 14103-1407
Orleans County**



Owner Info:

Owner Name : Village Of Medina	Tax Billing Zip+4 : 1407
Tax Billing Address : 119 Park Ave	Recording Date : 05/14/1999
Tax Billing City & State : Medina NY	State Use : Government Center
Tax Billing Zip : 14103	Universal Land Use : Public (Nec)

Location Info:

School District : Medina	Panel Date : 03/28/1980
Census Tract : 404.00	Flood Zone Code : C
Carrier Route : C004	Zoning : 05
Flood Zone Panel : 3606440001B	Township : Medina Vlg

Tax Info:

Tax ID : 343401-080-045-0001-002-000	% Improv : 92%
Alt APN : 343401A0800450001002000	SWIS Code : 343401
Tax Year : 2010	Tax Appraisal Area : 3401
Assessment Year : 2010	Legal Description : 41 15 3
Land Assessment : \$12,800	Lot Number : 2
Improved Assessment : \$149,600	Block ID : 1
Total Assessment : \$162,400	County Tax : \$159

Characteristics:

Lot Frontage : 92	Sewer : Commercial
Lot Depth : 128	Lot Acres : .2703
Building Sq Ft : 2,320	Stories : 1
Condition : Average	Quality : Average
# of Buildings : 1	Year Built : 1969
Water : Commercial	

Last Market Sale:

Recording Date : 05/14/1999	Deed Type : Warranty Deed
Settle Date : 05/12/1999	Owner Name : Village Of Medina
Sale Price : \$160,000	Seller : Medina Savings & L Oc
Document No : 125-272	Price Per Sq Ft : \$68.97

Sales History:

Recording Date : **05/14/1999**
 Sale Price : **\$160,000**
 Buyer Name : **Village Of Medina A
Munic Ipai**
 Seller Name : **Medina Savings & L
Oc**
 Document No : **125-272**
 Document Type : **Warranty Deed**

Features:

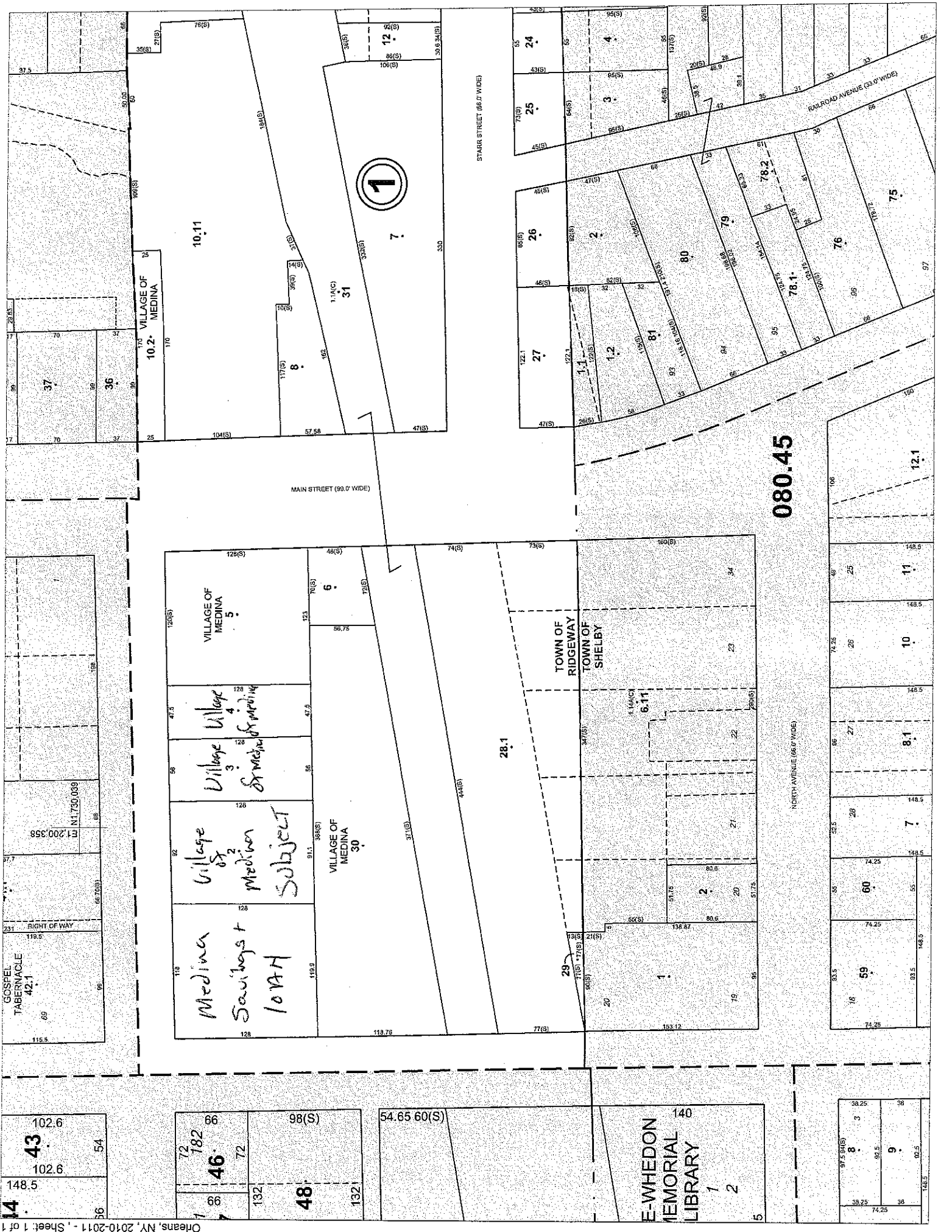
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Description	Bldg Size
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Main Bank : 2320

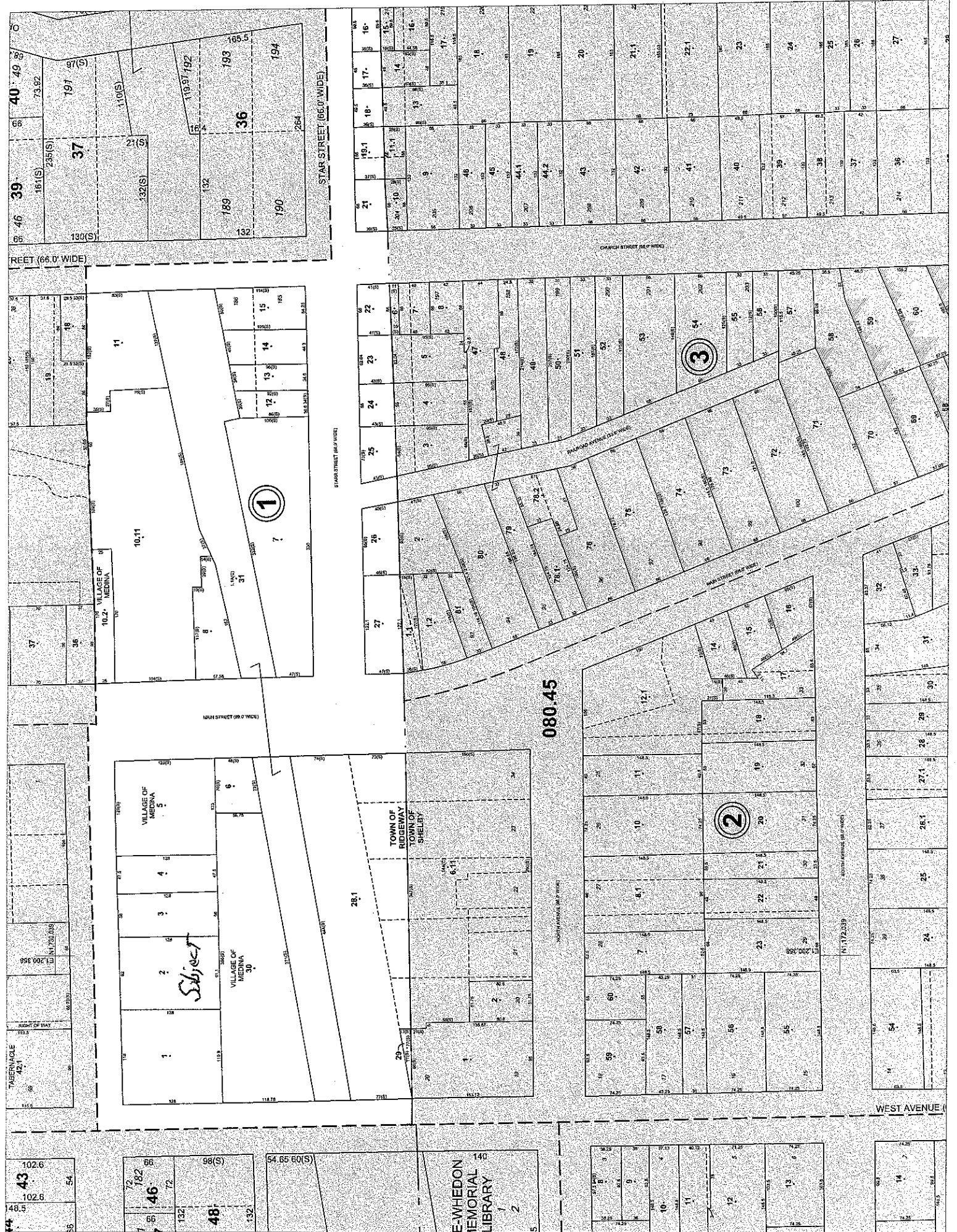
Courtesy of James Watson
NYS

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SPARRE STREET (66.0' WIDE)

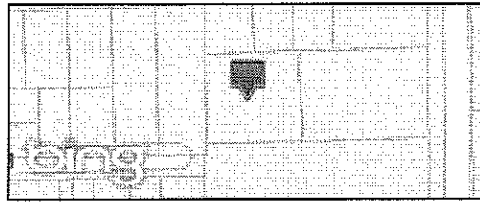
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Property Detail Report

Subject Property

**410 West Ave
Medina, NY 14103-1406
Orleans County**



Owner Info:

Owner Name : Town Of Ridgeway	Tax Billing Zip+4 : 1406
Tax Billing Address : 410 West Ave	State Use : Govt Office Bldg
Tax Billing City & State : Medina NY	Universal Land Use : Public (Nec)
Tax Billing Zip : 14103	

Location Info:

School District : Medina	Panel Date : 03/28/1980
Census Tract : 404.00	Flood Zone Code : C
Carrier Route : C001	Zoning : M
Flood Zone Panel : 3606440001B	Township : Medina Vlg

Tax Info:

Tax ID : 343401-079-012-0002-015-000	% Improv : 88%
Alt APN : 343401A0790120002015000	SWIS Code : 343401
Tax Year : 2010	Tax Appraisal Area : 3401
Assessment Year : 2010	Legal Description : 1 15 4 Town Hall
Land Assessment : \$15,600	Lot Number : 15
Improved Assessment : \$119,000	Block ID : 2
Total Assessment : \$134,600	County Tax : \$159

Characteristics:

Lot Frontage : 132	Sewer : Commercial
Lot Depth : 140	Lot Acres : .4242
Building Sq Ft : 2,720	Stories : 1
Condition : Average	Quality : Average
# of Buildings : 1	Year Built : 1979
Water : Commercial	

Last Market Sale:

Owner Name : **Town Of Ridgeway**

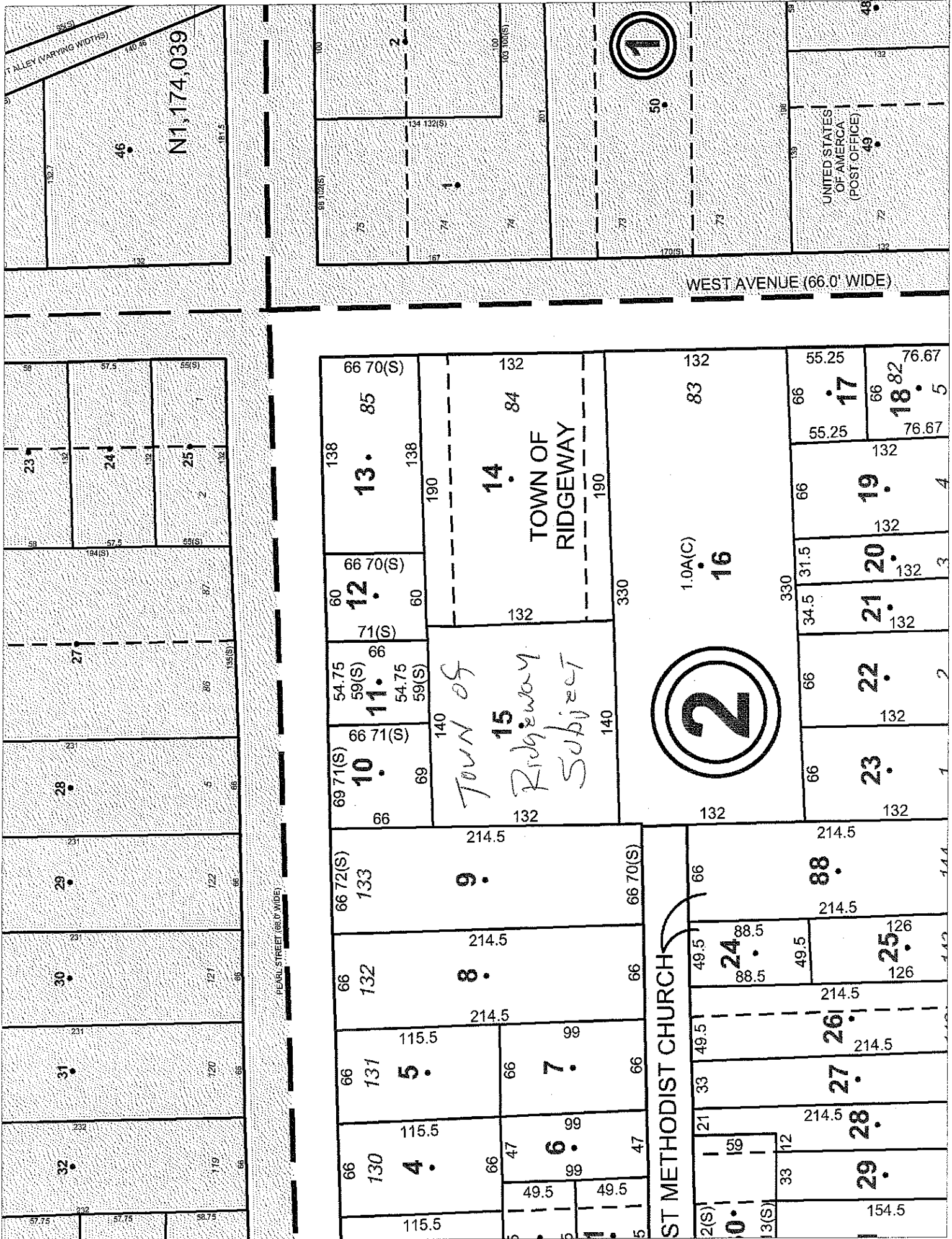
Features:

Bldg Desc

Description	Bldg Size
Walk-Up Office :	2720

Courtesy of James Watson
NYS

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TOWN OF RIDGEWAY Subject

ST METHODIST CHURCH



UNITED STATES OF AMERICA (POST OFFICE)

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461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500
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781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820
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821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860
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COST ESTIMATE FOR BUILDING CORE & RESTROOMS

Medina City Hall & Annex Building: Medina-Ridgeway-Shelby Study

March 15, 2011

BUILDING CORE: (Includes Elevator, Stair, Entrance Built Between The City Hall And Annex Building)

Hydraulic Elevator with 3 Stops	66,000.00
Elevator Equipment Room	5,000.00
Exterior Masonry Enclosure Walls	13,400.00
Floors, Interior Partitions, Mechanicals, Lighting, Finishes	105,000.00
Glass Enclosure Wall (Exterior Curtain Wall System)	15,000.00
Stair: Treads, Railings and Guards	11,500.00
Contingency Items	25,000.00

Sub Total **\$240,900.00**

REST ROOMS: (Includes Restrooms & New Corridors Inside City Hall)

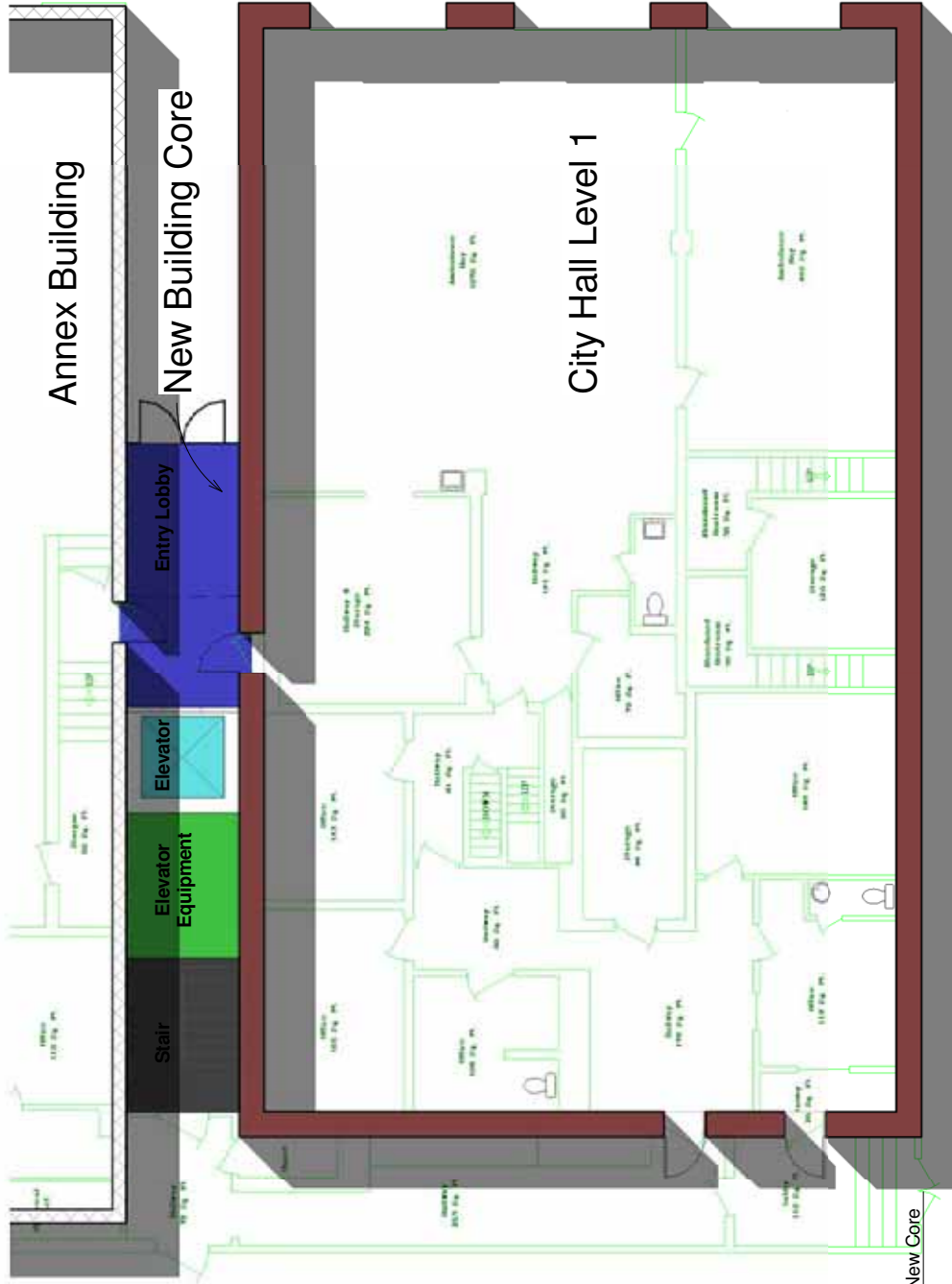
Demolition	5,040.00
Dumpsters (3)	2,100.00
Rough Plumbing	7,000.00
Plumbing Fixtures: 1 Service Sink, 1 Drinking Fountain, 1 Urinal, 3 Toilets, 2 Lavatories	4,000.00
Restroom Partitions & Finishes	25,500.00
2nd Floor Partitions, Corridor Finishes, Mechanicals, Lighting	13,000.00
3rd Floor Partitions, Corridor Finishes, Mechanicals, Lighting	14,500.00
Contingency Items	8,000.00

Sub Total **79,140.00**

TOTAL ESTIMATED COST OF BUILDING CORE AND RESTROOMS **\$320,040.00**

Prepared By:

D'Alba Architects: Mark D'Alba, AIA; Phone: 716 583 7241; Email: mdalba@verizon.net



① Level 1 Showing Location of New Core
1/8" = 1'-0"

dalba architects pc
 PO BOX 1111, WILLIAMSVILLE, NY 14231,
 PH. 716 583 7241 Email: mdalba@verizon.net

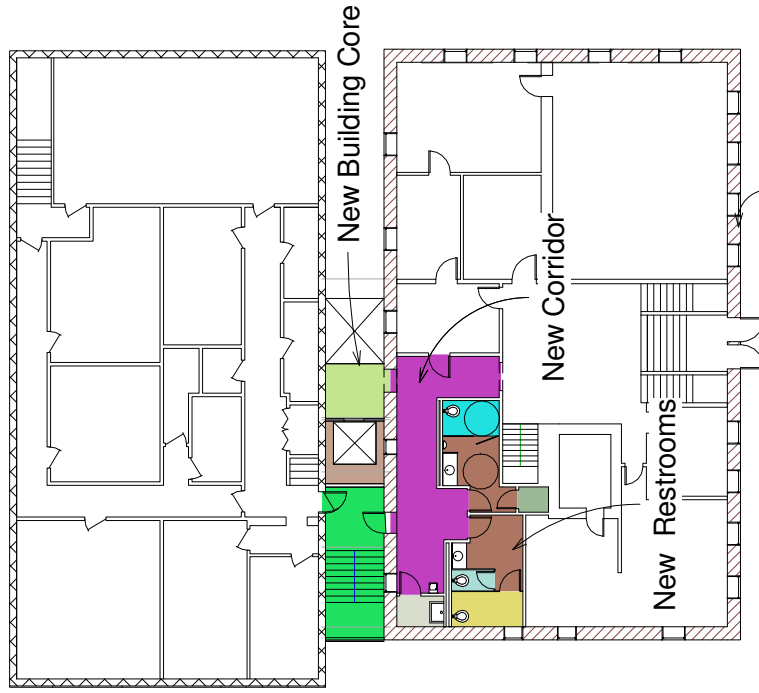
Medina, Shelby Ridgeway City
 Hall Study

Level 1 New Construction

Project number	Project Number
Date	Issue Date
Drawn by	Author
Checked by	Checker
	Scale 1/8" = 1'-0"

A-1

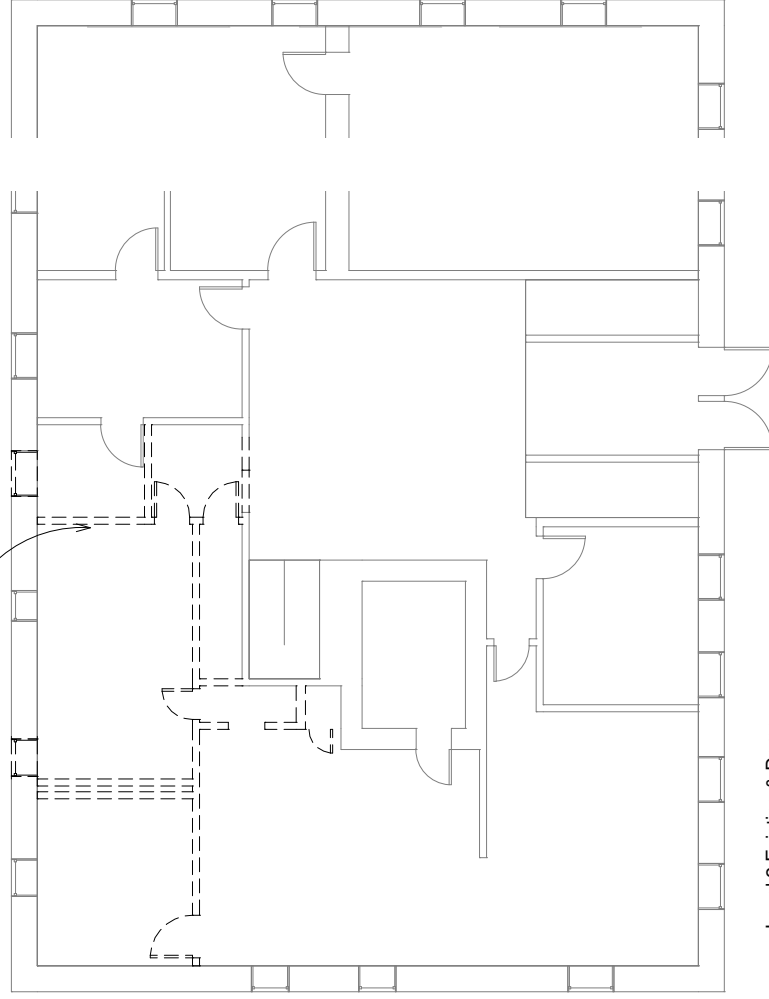
Existing Annex



Level 2 New Construction City Hall and Annex

① 1/16" = 1'-0"

Walls to be Removed



② Level 2 Existing & Demo

1/8" = 1'-0"

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 PH. 716 583 7241 Email: mdalba@verizon.net

Medina, Shelby Ridgeway City
 Hall Study

Level 2 Demolition

Project number	Project Number	A-2	Scale As indicated
Date	Issue Date		
Drawn by	Author		
Checked by	Checker		



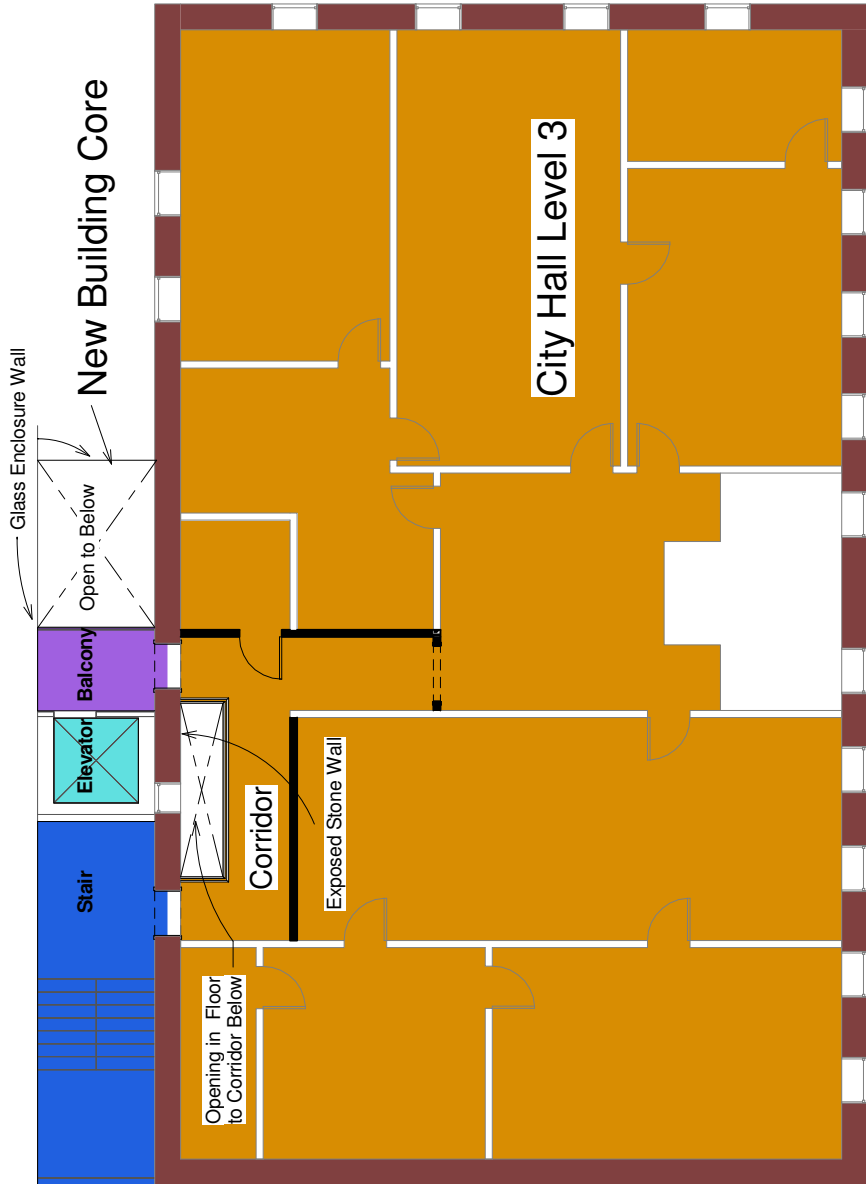
① Level 2 New Construction & Existing
1/8" = 1'-0"

dalba architects pc
 PO BOX 1111, WILLIAMSVILLE, NY 14231,
 PH. 716 583 7241 Email: mdalba@verizon.net

Medina, Shelby Ridgeway City
 Hall Study

Level 2 New Construction	
Project number	Project Number
Date	Issue Date
Drawn by	Author
Checked by	Checker
	Scale 1/8" = 1'-0"
	A-3

5/19/2011 9:03:45 AM



1 Level 3
1/8" = 1'-0"

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 PO BOX 1111, WILLIAMSVILLE, NY 14231,
 PH. 716 583 7241 Email: mdalba@verizon.net

**Medina, Shelby Ridgeway City
 Hall Study**

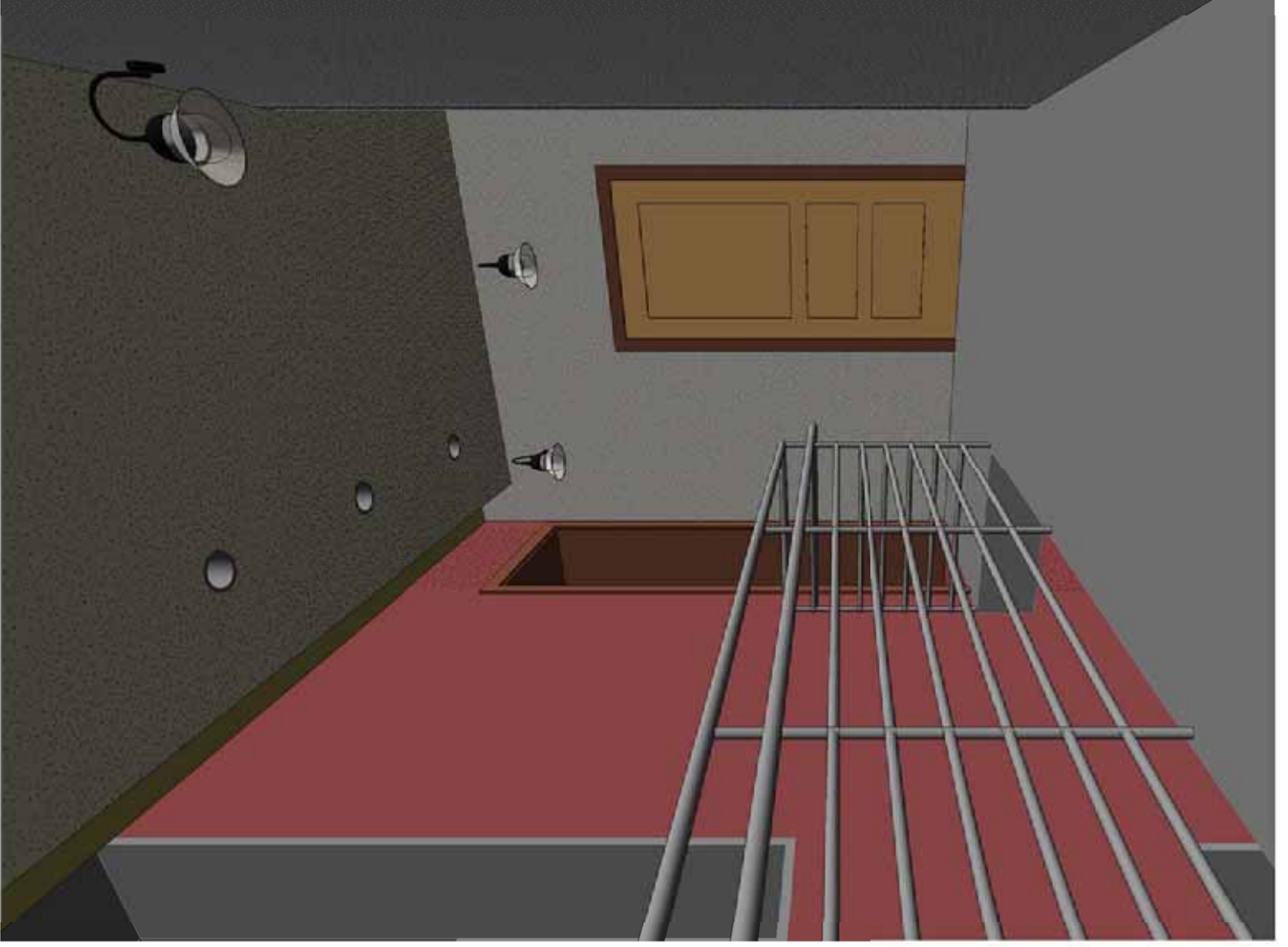
Level 3 New Construction	
Project number	Project Number
Date	Issue Date
Drawn by	Author
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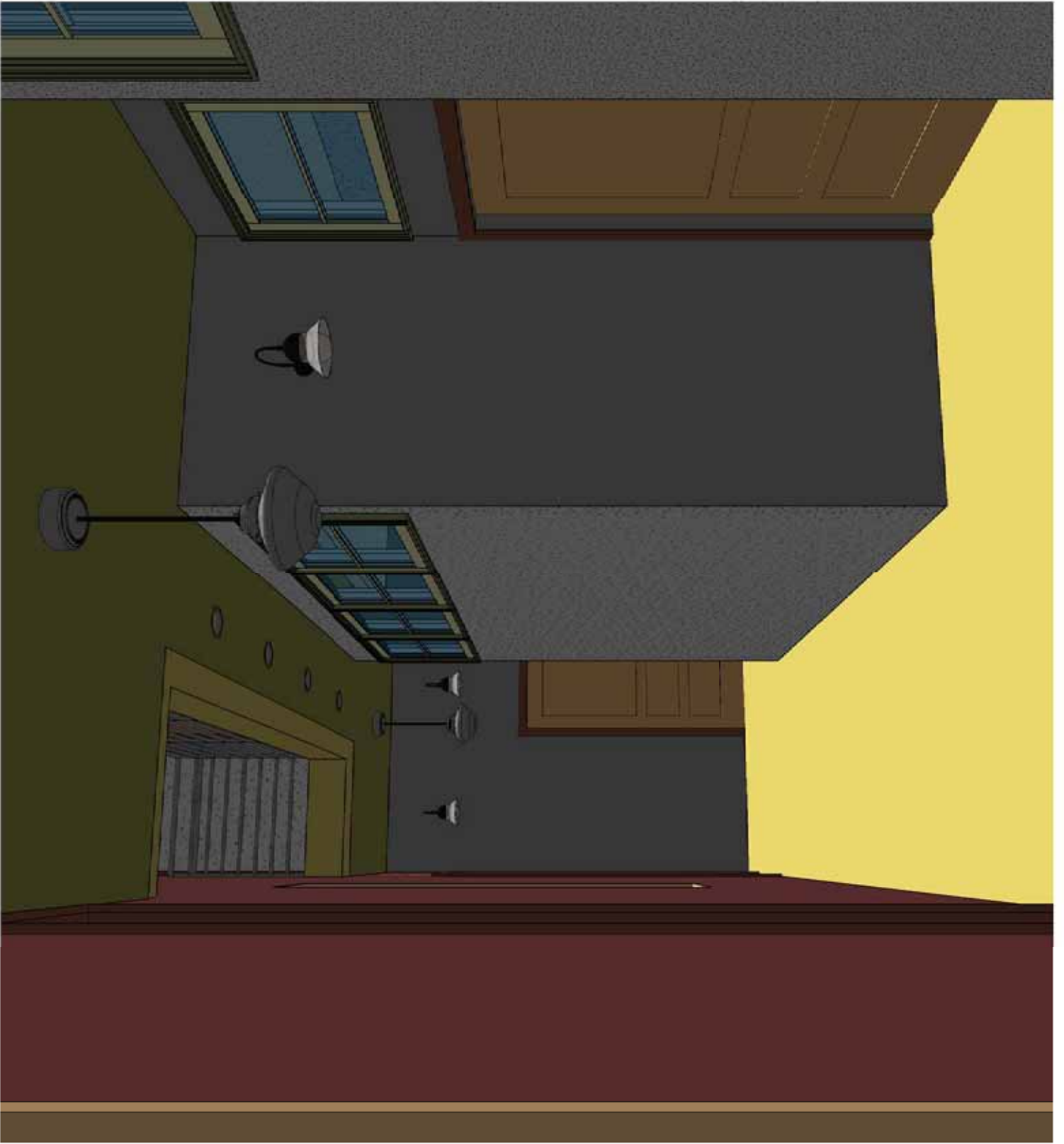
View of Corridor at Restrooms
Showing Exposed Stone Wall
Opening to Floor Above



Bathroom Entrances



3rd Floor Corridor
Opening Floor and
Exposed Stone Wall



Window
Wall in
Corridor

APPENDIX B

Sample Inter-municipal Agreements – Other Local Governments in NYS

AGREEMENT

Agreement made by and between the Town of Wilna, with offices at 414 State Street, Carthage, New York 13619 (hereinafter referred to as “Wilna”), and the Town of Champion, with offices at 10 North Broad Street, Carthage, New York 13619 (hereinafter referred to as “Champion”) and the Village of Carthage, with offices at 120 South Mechanic Street, Carthage, New York 13619 (hereinafter referred to as “Carthage”) and the River Area Council of Governments, with offices at 10 North Broad Street, Carthage, New York 13619 (hereinafter referred to as “RACOG”).

RECITALS

1. The Towns of Wilna and Champion and the Village of Carthage have duly enacted Zoning Laws governing land use within their communities.
2. Pursuant to the Town Law and the Village Law of the State of New York, and each municipality’s Zoning Law, a Board of Appeals is required to be established to provide for the interpretation of such Zoning Law and other issues relating to variances from their law.
3. Because of the size of the relative municipalities that are parties to this agreement, it is physically and fiscally difficult to maintain separate Boards of Appeals in each community in compliance with the Town Law and the Village Law of the State of New York.
4. Pursuant to Town Law and Village Law and Article 5G of the General Municipal Law of the State of New York, the communities that are a party to this agreement wish to enter into an agreement to establish a Cooperative Zoning Board of Appeals.
5. It is the purpose of this agreement to provide rules and regulations for such Cooperative Zoning Board of Appeals.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, it is agreed as follows:

1. The Towns of Wilna and Champion and the Village of Carthage hereby agree to establish, fund and maintain a Cooperative Zoning Board of Appeals to be known as the River Area Zoning Board of Appeals.

2. Any community which is a party to this agreement may withdraw from the same on six months prior written notice to the other communities, which notice must be a minimum of six months prior to December 31st of each year for Towns and April 1st for the Village. No Town may withdraw from this agreement except at the end of a calendar year and no Village may withdraw except on April 1st of each year.
3. New communities may be added to this agreement with the consent of a majority of the others who are then a member, provided, however, that such communities may only be added commencing on January 1st in any given calendar year for the Towns and April 1st if a Village and notice of a request to be added must be given a minimum of six months prior to the beginning of that year.

4. Representation on the Board

- a) The Board shall consist of five (5) members. Each municipality shall appoint one member to the Board for a term of five (5) years, but staggered so one comes due every year. Initially, the remaining openings shall be selected by lot and appointed to a two (2) and one (1) year term, respectfully; then rotated to five (5) year terms among all other municipalities thereafter. Should another municipality join within two (2) years, their representative would begin a five (5) year term as a vacancy occurs.
- b) In the event of a vacancy, the community whose member has been lost shall be allowed to replace that member with a new appointee who shall serve the unexpired balance of the vacated term.
- c) Any new participating municipalities added at a later time shall appoint their initial representative to a five year term.

5. Term of Agreement

- a) Initial Term. This agreement shall be for an initial term to end December 31, 2009.
- b) Extension. This agreement shall be automatically extended for an additional five (5) year period upon the same terms and conditions. If any community intends not to extend or renew this agreement, it must give notice to the other communities a minimum of six (6) months prior to the expiration of the term of this agreement.

6. Duties

- a) The Cooperative Zoning Board of Appeals shall be charged with hearing applications for interpretation of the Zoning Law of any of the communities which are a member to this agreement and/or the granting of use and area variances upon application for any of the communities that are a member of this agreement.

- b) The Board shall apply those standards for the interpretation and granting of variances as are contained in the Town Law and the Village Law of the State of New York as the same may be amended from time to time.
- c) Procedure. The procedure for granting or denial of a request for interpretation or variance shall be strictly governed by the Town Law and the Village Law of the State of New York provided, however, that all hearings being conducted by the Cooperative Zoning Board of Appeals shall be held at the Town of Champion Municipal Building, 10 North Broad Street, Carthage, New York 13619.
- d) Compliance with Other Laws. The Cooperative Zoning Board of Appeals shall comply in all respects with the requirements of Section 039-m of the General Municipal Law of the State of New York and provisions of the State Environmental Quality Review Act and the regulations adopted pursuant thereto which may apply to any application which is before it.

7. Officers

- a) The Cooperative Zoning Board of Appeals shall select its own Chairman in January of each year by vote of a majority of the members. The Board shall also select an Acting Chairman to serve in the absence of the chairman. Each community shall have one (1) vote through each of its members appointed to the Cooperative Zoning Board of Appeals in the selection of officers.
- b) The River Area Council of Governments will have an individual to act as Secretary for the purpose of taking minutes and keeping records.

8. Voting

- a) Quorum. A quorum of the Cooperative Zoning Board of Appeals shall be considered a majority of the members. If, in any given year the number of participating communities on the Cooperative Zoning Board of Appeals is an even number, a majority shall be considered fifty percent (50%) plus one (1).
- b) To successfully pass a resolution on interpretation or variance, a majority of all potential votes of the Board shall be required.

9. Funding

- a) Budget. Each year the Cooperative Zoning Board of Appeals shall meet in August to determine a budget for the upcoming fiscal year. The budget developed shall be submitted to the River Area Council of Governments for review no later than September 1st of each year. Each participating community shall review and approve said budget at its next scheduled meeting. In the event such budget is approved, each participating community shall then provide its pro-rata share of such budget by making

an annual appropriation in its budget, provided that the community acting as fiscal agent may have its contribution reduced by an amount equal to the cost of providing fiscal agent services.

- b) Budget contributions and payments of expenditures including compensation to members, shall be managed by the fiscal agent for the River Area Council of Governments.
- c) Board members acting as officers (Chairman and Acting Chairman) may receive additional compensation, if so budgeted, for holding such offices.

10. Records and Record Keeping

- a) The appointed Secretary of the Cooperative Zoning Board of Appeals shall serve as the record keeper of the Board of Appeals. That person shall be charged with the duty of receiving applications and correspondence, preparing agendas, keeping minutes at the meetings, preparing decisions of the Board and any other clerical functions normally associated with record keeping for the Board. Nothing shall prevent the Cooperative Board from delegating certain ministerial tasks to others such as the River Area Council of Governments.
- b) Location of Records. A copy of the minutes of all Board meetings shall be filed with the Town or Village Clerk of each participating community. When applications are received from individual communities, a copy of all such applications shall be filed with the Clerk of that community. The application and any materials related to individual applications from any particular community shall be filed with the Clerk of that community and a record of that application shall be maintained in that community.
- c) Records shall be kept in accordance with provisions of the Public Officers Law.

11. By-Laws

- a) The Cooperative Zoning Board of Appeals shall periodically, as it deems proper, adopt, amend, and review by-laws for its internal operation. Such by-laws shall be reviewed and approved by the participating communities. In the event that such by-laws are approved by each of the participating communities, then upon approval of the Cooperative Zoning Board of Appeals, such by-laws shall become binding. Upon adoption by the Cooperative Zoning Board of Appeals, a copy of the By-laws shall be filed with the Clerk of each of the participating communities.

12. Appeals

Should any decision of the Cooperative Zoning Board of Appeals be appealed, the community from which the application originated shall be responsible for all legal costs associated with that appeal and the charges for the same shall not be a charge to the budget of the Cooperative Zoning Board of Appeals. Each of the

participating communities hereby agrees to indemnify and hold harmless each of the River Area Council of Governments communities from any claim or cause of action or any expense, charge, or Attorney's fees related to such appeal. Only the community from which the appeal originates shall have any responsibility for payment of costs related thereto.

13. Amendment

This agreement represents the entire agreement of the parties and all prior understandings or agreements are hereby merged herein. This agreement may not be amended or modified except in writing, duly signed and acknowledged by the parties.

14. Interpretation

This agreement shall be interpreted by and in accordance with the laws of the State of New York.

15. Severability

If at any time any portion of this agreement is found to be void, voidable, or unenforceable for any reason whatsoever, it shall not affect the validity or enforceability of any other provisions of this agreement.

IN WITNESS HEREOF, the parties set their hands and seals this _____ day of _____, 2006.

TOWN OF WILNA

By: _____
Paul H. Smith, Supervisor

TOWN OF CHAMPION

By: _____
Terry L. Buckley, Supervisor

VILLAGE OF CARTHAGE

By: _____
G. Wayne McIlroy, President

RIVER AREA COUNCIL OF GOVERNMENTS

By: _____
G. Wayne McIlroy, Chairman

Adopted by the Town of Champion 3/7/2005
Adopted by the Town of Wilna 3/14/2005
Adopted by the River Area Council of Government 3/15/2005
Adopted by the Village of Carthage 3/21/2005

Amendments adopted by the River Area Council of Governments __/__/2006
Amendments adopted by Town of Champion __/__/2006
Amendments adopted by Town of Wilna __/__/2006
Amendments adopted by Village of Carthage __/__/2006

**COOPERATIVE ZONING BOARD OF APPEALS
BYLAWS**

Town of Champion, Town of Wilna and the Village of Carthage

ZBA recommendation - 04/04/2005

Adopted by RACOG - 05/17/2005

Section 1. General

- 1.1 The board as used in those rules shall mean the duly appointed Zoning Board of Appeals of the Towns of Champion and Wilna and the Village of Carthage.

Section 2.

- 2.1 The officers of the board shall consist of a chairman, acting chairman, and secretary.
- 2.2 Chairman. The chairman shall be elected by the board and preside at all meetings of the board. The chairman shall decide on all points of order and procedure, subject to these rules, unless directed otherwise by a majority of the board. The chairman shall appoint any committees found necessary to carry out the business of the board. The chairman may administer oaths and compel the attendance of witnesses as necessary to carry out the business of the board. The chairman's signature shall be the official signature of the board and shall appear on all decisions as directed by the board.
- 2.3 Acting Chairman. An acting chairman shall be designated by the board to serve in the absence of the chairman and shall have all the powers of the chairman during the chairman's absence, disability, or disqualification.
- 2.4 Secretary. A secretary shall be appointed annually by the RACOG board. The secretary shall be responsible for overseeing the preparation of minutes, findings, correspondence, public notices, and other records of the board, and to oversee the proper custodianship of any records of the board which have been placed in the custody of member municipal clerks.
- 2.5 Vacancies. Should any vacancy on the board occur for any reason, the chairman shall cause notice to be immediately given to the Town/Village Clerk of the Town/Village where the vacancy occurred. Should such a vacancy occur among the officers of the board subject to election by the board, such office shall be filled by election, for the unexpired term, at the next meeting of the board.

Section 3. Meetings

- 3.1 Annual Meeting. The annual organizational meeting of the board shall be conducted prior to the first public hearing of the year.
- 3.2 Meetings. Meetings of the board may be called by the chairman. At least 48 hours notice of the time, place, and business of the meeting shall be given to each member of the board, and proper public notice shall be given.

- 3.3 The chairman shall call a meeting within 10 days of receipt of a written request from any three members of the board, which request shall specify the matters to be considered at such meeting.
- 3.4 Proceedings: The order of business at meetings shall be as follows:
- (a) Roll Call
 - (b) Reading and approval of the minutes of the preceding meeting
 - (c) Action on held cases
 - (d) Public hearing (when scheduled)
 - (e) Other business
 - (f) Adjournment

Section 4. Voting

- 4.1 A quorum shall consist of a majority of the members of the full representation of the board. should the full representation of the board ever become an even number, a quorum shall consist of fifty percent of the full representation plus one.
- 4.2 No hearing or meeting of the board shall be held, nor any action taken, in the absence of a quorum, however, those members present shall be entitled to request the chairman to call a meeting for a subsequent date.
- 4.3 All matters shall be decided by a roll call vote. Decisions on any matter before the board shall require the affirmative vote of a majority of the entire membership of the board unless otherwise specified herein.
- 4.4 A tie vote by a lesser number than the required majority shall be considered a rejection of an appeal for an interpretation or variance.
- 4.5 No member of the board shall sit in hearing or vote on any matter in which he is personally or financially interested.
- 4.6 No member shall vote on the determination of any matter requiring public hearing unless he has familiarized himself with such matter by reading the record.

Section 5. Appeals and Procedures

- 5.1 The board shall hear and decide appeals from and review any order, requirement, decision, or determination made by the zoning officer of any member Town/Village. Such appeal may be taken by any person aggrieved, or by any officer or board of any Town/Village which is a member of

the board.

- 5.2 An appeal must be made within 60 days of the filing of an action of the zoning officer. The applicant must file a notice of appeal with the zoning officer or with the chairman. Such notice shall be made on the forum provided for that purpose. The zoning officer and/or Town/Village Clerk shall be responsible for providing any applicant with the proper forms and for instructing the parties concerned on the proper manner for completing and filing such forms. All information required thereon shall be complete before an appeal is considered.

Section 6. Hearings

- 6.1 Time of Hearing. The board shall schedule a hearing on all appeals or applications within a reasonable time of the filing of the appeal or application.
- 6.2 Notice of Hearing - Zoning Appeals. The board shall give notice of the hearing at least 5 days prior to the date thereof by publication in a paper of general circulation in the Town/Village in which the appeal is to be heard. The board shall mail notices of the hearing to the parties and to the Regional State Park Commission having jurisdiction over any state park or parkways within 500 feet of the property affected by such appeal, at least 5 days prior to the hearing.
- 6.3 County Zoning Referrals. Any matter which would cause any change in the regulations or use of land or building on real property as specified in Section 239-m of the General Municipal Law shall be referred to the County planning agency 5 days prior to the public hearing. If within 30 days after receipt of a full statement of such referred matter, the planning agency to which referral is made, or an authorized agent of such agency, disapproves the proposal or recommends modification thereof, the board shall not act contrary to such disapproval or recommendation except by a vote of five members thereof and the adoption of a resolution fully setting forth the reasons for such contrary action. The chairman shall read the report of the County planning agency at the public hearing on the matter under review. If such a planning agency fails to report within such period of 30 days or such longer period as may have been agreed upon by it and the referring agency, the board may act without such report.
- 6.4 Form of Notice. Such notice shall state the location of the building or lot, the general nature of the question involved, the date, time, and place of the hearing, and the nature of the relief sought.

6.5 Proceedings. The order of business at a hearing shall be as follows:

- (a) Roll Call
- (b) The chairman shall give a statement of the case and read correspondence and reports received thereon.
- (c) The applicant shall present his case
- (d) Those opposed shall present their arguments
- (e) Rebuttal by both sides
- (f) Additional cases
- (g) Adjournment
- (h) Call to order of regular meeting (when applicable)

6.6 General Rules. Any party may appear in person or by agent or by attorney. The presence of the applicant or a representative of the applicant is mandatory.

6.7 The chairman may administer oaths and compel the attendance of witnesses.

6.8 Rehearing. Upon motion initiated by any member, and adopted by unanimous votes of the members present, the board shall review at a rehearing any order, decision, or determination of the board not previously reviewed. Upon such hearing and provided that it shall appear that no vested rights due to reliance on the original order, decision, or determination will be prejudiced thereby the board may, upon concurrence of all the members present, reverse, modify, or annul its original order, decision, or determination. An application for a rehearing may be made in the same manner as provided for the original hearing. The application for rehearing may be denied by the board if from the record it shall appear that there has been no substantial change in facts, evidence, or conditions.

Section 7. Decisions

7.1 Time of Decisions. Decisions by the board shall be made not later than 62 days from the date of the final hearing. such time may be extended by mutual consent of the applicant and the board.

7.2 Form of Decisions. The final decision on any matter before the board shall be made by written order signed by the chairman. Such decision shall state the findings of fact which were the basis for the board's determination. After such determination, the board may reverse or affirm, wholly or partly, or may modify the order or requirement of the zoning officer. The decision shall also state any conditions and safeguards necessary to protect the public interest.

7.3 Findings - Contents. the findings of the board and the

supporting facts shall be spelled out in detail regardless of whether it is based on evidence submitted or on the personal knowledge of the board. The board should show that:

- (a) It has made an intelligent review of the question;
- (b) It has considered all of the information or evidence;
- (c) It has heard all parties in question;
- (d) Any intimate knowledge it has of the subject under questions has been taken into account;
- (e) It has made a personal inspection of the parcel in question and from this examination certain findings were ascertained.

- 7.5 Conflicts with Other Laws or Regulations. In reviewing an application on any matter, the standards in any applicable local law or state statute shall take precedence over the standards of these rules whenever a conflict occurs. In all other instances, the more restrictive rule shall apply.
- 7.6 Decisions on Rehearings. After a rehearing, other than one based on a substantial change in conditions, the original order may be changed only by a concurring vote of all the members then present, but not less than a majority of the board, and in conformance with Section 6.8 of these regulations.
- 7.7 Filing of Decisions. Decisions of the board shall be filed with the Town/Village of the Town/Village in which the appeal has been heard within 5 business days after the day such decision is rendered, and shall be made public record. The date of filing each decision shall be entered in the official records and minutes of the board.
- 7.8 Notice of Decisions. Decisions of the board shall be mailed to the applicant, and the County planning agency when referral to the County planning agency is required in the particular use.
- 7.9 Certification of Decision. A certified copy of the board's decision, including all terms and conditions, shall be transmitted to the zoning officer, and shall be binding upon and observed by him, and he shall fully incorporate such terms and conditions of the same in the permit to the applicant or appellant whenever a permit is authorized by the board.

Section 8. Adoption and amendment of Rules and Regulations

- 8.1 Adoption. Upon adoption of these rules by the board, the chairman shall file a copy of these rules with the Town/Village Clerk of each member Town/village and they

shall be a public record.

- 8.2 Amendment. These rules may be amended by an affirmative vote of not less than a majority of the full board, provided that such amendment be presented in written form at a meeting which the vote was taken.
- 8.3 Filing. All amendments adopted shall be filed in the same manner as provided for in Section 8.1 above.

A G R E E M E N T

Agreement made by and between the Town of West Turin, with offices at 3069 North Main Street, Constableville, New York 13325 (hereinafter referred to as "West Turin"), and the Town of Turin, with offices at RR 1, Box 31, Whiskey Lane Road, Turin, New York 13473 (hereinafter referred to as "Turin"); and the Town of Pinckney, with offices at Route 1, Box 118E, Copenhagen, New York 13626 (hereinafter referred to as "Pinckney"); and the Town of Osceola, with offices at 42 Ryan Road, Williamstown, New York 13493 (hereinafter referred to as "Osceola"); and the Town of Montague, with offices at RR 2, Box 199C, Lowville, New York 13367 (hereinafter referred to as "Montague"); and the Town of Florence, with offices at 11896 T.C./Florence Road, Camden, New York 13316 (hereinafter referred to as "Florence").

R E C I T A L S

1. The Towns of West Turin, Turin, Pinckney, Osceola, Montague, and Florence have duly enacted Rural Development Codes governing land use within their communities.
2. Pursuant to the Town Law of the State of New York, Article 16 and the Rural Development Codes of the individual Towns who are party to this agreement, a Board of Appeals is required to be established to provide for the interpretation of such Rural Development Code and other issues relating to variances from their Code.
3. Because of the size of the relative communities that are parties to this agreement, it is physically and fiscally difficult to maintain separate Boards of Appeals in each Township in compliance with Section 267 of the Town Law of the State of New York.
4. Pursuant to Section 284 of the Town law and Article 5G of the General Municipal Law of the State of New York, the Towns who are a party to this agreement wish to enter into an agreement to establish a Cooperative Zoning Board of Appeals.

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5. It is the purpose of this agreement to provide rules and regulations for such Cooperative Zoning Board of Appeals.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, it is agreed as follows:

1. The Towns of West Turin, Turin, Pinckney, Osceola, Montague, and Florence, hereby agree to establish, fund, and maintain a Cooperative Zoning Board of Appeals to be known as the Tug Hill Cooperative Zoning Board of Appeals.

2. Any Town which is a party to this agreement may withdraw from the same on six months prior written notice to the other Townships, which notice must be a minimum of six months prior to December 31 of each year. No Town may withdraw from this agreement except at the end of a calendar year.

3. New Towns may be added to this agreement with the consent of a majority of the other Towns who are then a member, provided however, that such Towns may only be added commencing on January 1 in any given calendar year and notice of a request to be added must be given a minimum of six months prior to the beginning of that year.

4. Representation on the Board.

- a) Each Town shall be allowed to select one representative from its Township to be a member on the Cooperative Zoning Board of Appeals. Such person shall be appointed by their respective Town Board for a five year term, except that members first appointed shall be for staggered terms based on an alphabetical listing of the participating communities (example: Florence - one year; Montague - two years; Osceola - three years; Pinckney - four years; Turin - five years; West Turin - 1 year).

provisions of the State Environmental Quality Review Act and the regulations adopted pursuant thereto which may apply to any application which is before it.

7. Officers.

- a) The Cooperative Zoning Board of Appeals shall select its own Chairman and Secretary in January of each year by vote of a majority of the members. The Board shall also select an Acting Chairman to serve in the absence of the Chairman. Each community shall have one (1) vote through its member appointed to the Cooperative Zoning Board of Appeals in the selection of officers.
- b) The Cooperative Zoning Board of Appeals may, if proper budgetary allocations are made, hire an individual to act as Secretary for the purpose of taking minutes and keeping records.

8. Voting.

- a) Quorum. A quorum of the Cooperative Zoning Board of Appeals shall be considered a majority of the members. If, in any given year the number of participating communities on the Cooperative Board of Appeals is an even number, a majority shall be considered fifty percent (50%) plus one (1).
- b) To successfully pass a resolution on interpretation or variance, a majority of all potential votes of the Board shall be required.

9. Funding.

- a) Budget. Each year the Cooperative Zoning Board of Appeals shall meet in August to determine a budget for the upcoming fiscal year. The budget developed shall be submitted to the Town Boards of all participating Towns for review no later than September 1 of each year. Each participating Town shall then provide its pro-rata share of such budget by making an annual appropriation in its budget. For the purposes of this agreement all participating Towns shall contribute equally to the budget, provided that the community acting as fiscal agent may have its contribution reduced by an amount equal to the cost of providing fiscal agent services.

- b) In the event of a vacancy, the Town whose member has been lost shall be allowed to replace that member with a new appointee who shall serve the unexpired balance of the vacated term.
- c) Any new participating communities added at a later time shall appoint their initial representative to a five year term.

5. Term of Agreement.

- a) Initial Term. This agreement shall be for an initial term of five (5) years commencing on January 1, 1997 and ending on December 31, 2001.
- b) Extension. This agreement shall be automatically extended for an additional five (5) year period upon the same terms and conditions. If any community intends not to extend or renew this agreement, it must give notice to the other communities a minimum of six (6) months prior to the expiration of the term of this agreement.

6. Duties.

- a) The Cooperative Zoning Board of Appeals shall be charged with hearing applications for interpretation of the Rural Development Code of any of the communities which are a member to this agreement and/or the granting of use and area variances upon application for any of the communities that are a member of this agreement.
- b) The Board shall apply those standards for interpretation and granting of variances as are contained in Section 267-b of the Town Law of the State of New York as the same may be amended for time to time.
- c) Procedure. The procedure for granting or denial of a request for interpretation or variance shall be strictly governed by Section 267-a of the Town Law of the State of New York provided however, that any hearings being conducted by the Cooperative Zoning Board of Appeals on any specific application, must be held in the Township from which such request originated.
- d) Compliance with Other Laws. The Cooperative Zoning Board of Appeals shall comply in all respects with the requirements of Section 239-m of the General Municipal Law of the State of New York and

11. By-Laws.

- a) The Cooperative Zoning Board of Appeals shall periodically, as it deems proper, adopt, amend, and revise by-laws for its internal operation. Such by-laws, when approved by the Cooperative Zoning Board of Appeals, shall become binding. No such by-laws and proposed revisions to by-laws shall be adopted until first reviewed by each of the participating Townships. Upon adoption by the Cooperative Zoning Board of Appeals, a copy of the Bylaws shall be filed with the Town Clerk of each participating Town.

12. Appeals.

Should any decision of the Cooperative Zoning Board of Appeals be appealed, the Township from which the application originated shall be responsible for all legal costs associated with that appeal and the charges for the same shall not be a charge to the budget of the Cooperative Zoning Board of Appeals.

13. Amendment.

This agreement represents the entire agreement of the parties and all prior understandings or agreements are hereby merged herein. Specifically, this agreement supersedes and modifies the prior inter-municipal agreement of the parties duly executed in 1981. This agreement may not be amended or modified except in writing, duly signed and acknowledged by the parties.

14. Interpretation.

The agreement shall be interpreted by and in accordance with the laws of the State of New York.

15. Severability.

If at any time any portion of this agreement is found to void, voidable or unenforceable for any reason whatsoever, it shall not affect the validity or enforceability of any other provisions of this agreement.

IN WITNESS THEREOF, the parties have set their hands.

Town of West Turin

By: _____

- b) Each year in August at the budget meeting, the Board shall designate which community shall act as fiscal agent for its next calendar year, for managing the funds necessary for the Cooperative Zoning Board of Appeals. All other communities shall contribute their funds to the fiscal agent of that Town which shall assume all financial responsibilities and functions. Any expenditures shall be pre-audited and approved by the Cooperative Zoning Board of Appeals before they are submitted for payment to the fiscal agent. In the event the Board fails to make a designation, the current fiscal agent shall continue.
- c) Board members acting as officers (Chairman, Acting Chairman, Secretary) may receive additional compensation, if so budgeted, for holding such offices.

10. Records and Record Keeping.

- a) The Secretary of the Cooperative Zoning Board of Appeals shall, or if appropriate budgetary allocations are made, may hire an individual to serve as a record keeper for the Board. That person shall be charged with the duty of receiving applications and correspondence, preparing agendas, keeping minutes at meetings, preparing minutes after meetings, and preparing decisions of the Board and any other clerical functions normally associated with record keeping for the Board. Nothing shall prevent the Cooperative Board from delegating certain ministerial tasks to other, such as the Cooperative Tug Hill Council.
- b) Location of Records. A copy of the minutes of all Board meetings shall be filed with the Town Clerk of each participating community. When applications are received from individual Townships, a copy of all such applications shall be filed with the Town Clerk of that Town. The application and any materials related to individual applications from a particular Town, shall be filed with the Town Clerk of that Town and a record of that application shall be maintained in that Township.
- c) Records shall be kept in accordance with provisions of the Public Officers Law.

JOINT TOWN OF CLAYTON/VILLAGE OF CLAYTON ZONING BOARD OF APPEALS INTERMUNICIPAL AGREEMENT

Revised March 2008

Whereas, pursuant to General Municipal Law Article 5-G and Section 284 of the Town Law and Section 7-741 of the Village Law the Town and Village of Clayton entered into an Intermunicipal Agreement (the IMA), dated March 12, 1997, establishing a consolidated Zoning Board of Appeals to have Appellate Jurisdiction to grant Area Variances, Use Variances and Appeals of the Zoning Officers interpretation of the zoning ordinance of the Town of Clayton and Local Zoning Law of the Village of Clayton, and

Whereas, the above named municipalities pursuant to General Municipal Law, Article 5-G and Section 284 of Town Law and Section 7-741 of Village Law are desirous of amending the Intermunicipal Agreement of March 12, 1997,

NOW THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and consideration receipt of which is hereby acknowledged it is agreed as follows:

1. The Joint Town of Clayton/Village of Clayton Zoning Board of Appeals is comprised of five (5) members, two (2) of which are appointed by the Town, two (2) of which are appointed by the Village, and one (1) appointed jointly by the Town and Village. These members are appointed for a five-year term as follows: The governing board of the Town of Clayton shall appoint one (1) member for a one-year term and one (1) member for a three-year term. The governing board of the Village of Clayton shall appoint one (1) member for a two-year term and one (1) member for a four-year term.

Both boards (Town and Village) shall jointly appoint one (1) member for a five-year term. Upon the expiration of the term of a member of the Joint Zoning Board, the body which appointed the incumbent to the expiring term shall appoint his or her successor to a full five-year term of office. If a vacancy occurs other than by expiration of a term of office, the body which appointed the member who filled such office prior to the vacancy occurring shall appoint a successor for the balance of the term. Effective with the signing of this agreement, terms of existing members of the Joint Zoning Board of Appeals will expire on December 31st of the year in which the current appointee's term is set to expire.

2. In the event either municipality is unable to fill appointments from their respective subdivision, both parties hereto agree to honor appointments from the Town or Village in an effort to maintain a viable Joint Town of Clayton/Village of Clayton Zoning Board of Appeals.

3. A. The Town and Village shall jointly appoint three (3) alternate members to the Joint Zoning Board of Appeals. The Joint Zoning Board of Appeals refers candidates for alternate positions to both the Town and Village Boards for their approval. Both Village and Town Clerks must swear in all Zoning Board of Appeals members and alternates at the beginning of each term. Swearing in shall be recorded in each municipality. All respective terms of office to begin on January 1st and are for five (5) years each.

B. The Village of Clayton Board of Trustees and the Town Board of the Town of Clayton shall annually and jointly appoint the Chairperson for the Joint Zoning Board of Appeals from the membership thereof by January 15th each year. If the governing

Boards have not come to an agreement by January 15th of each year, such Joint Board may select one of its members to serve as Chair.

4. The alternates serve in the event that a regular member of the Joint Zoning Board of Appeals from that municipality is absent or unable to serve because of a conflict of interest on any matter pending before the Joint Zoning Board of Appeals. In the event the Joint Town of Clayton/Village of Clayton Zoning Board of Appeals lacks one or more regular members for any reason on any matter pending before it, the Chairperson or acting Chairperson may select an alternate member or members to sit in place of the absent member(s).

5. The Joint Town of Clayton/Village of Clayton Zoning Board of Appeals will apply those standards for compliance and interpretation based on the regulations and guidelines as promulgated by the respective ordinance or law of each municipality.

6. The Joint Town of Clayton/Village of Clayton Zoning Board of Appeals in conducting business will comply with other laws relative to Town and Village Law, General Municipal Law of the State of New York, and the provisions of the State Environmental Quality Review Act.

7. The Joint Town of Clayton/Village of Clayton Zoning Board of Appeals shall hire an individual to act as Secretary to take minutes, keep records and conduct correspondence and any other related task as requested by the Joint Zoning Board of Appeals. Each municipality shall budget for said position. The Zoning Board of Appeals shall set the salary for the secretary subject to Town/Village review. The Town and Village will each be responsible for their respective one-half of the salary of the secretary.

8. A. The Joint Town of Clayton/Village of Clayton Zoning Board of Appeals shall adopt bylaws outlining its structure and function, including, but not limited to, the selection of a Chairperson (subject to Article 3B) and Secretary, resolution procedures, meeting dates (one per month for a total of twelve per year, unless otherwise warranted), and process for conducting meetings.

B. Each Board member is required to complete the minimum training as required by law. At the discretion of the municipality that appointed the member, failure to comply with this requirement may be grounds for removal from the Board. This provision is subject to New York State regulations and training criteria.

C. Each Board member shall be required to attend seventy-five percent of the scheduled meetings in each calendar year. At the discretion of the remaining members of the Joint Zoning Board of Appeals, failure to attend the required number of meetings without good cause may be grounds for removal from the Board. In addition, failure to attend three consecutive meetings without good cause may be grounds for removal from the Board.

9. The Joint Town of Clayton/Village of Clayton Zoning Board of Appeals shall have advisory capacity on matters of zoning variances and interpretations to the Town Board and the Village Board and those duties stated in the respective zoning ordinance or law of each municipality.

10. The cost of services for the Chairman and Zoning Board of Appeals members, as well as any training, shall be shared equally by the Town and the Village.

11. Each year the Joint Town of Clayton/Village of Clayton Zoning Board of Appeals shall meet in February to determine a budget for the upcoming fiscal year,

subject to Town and Village review. For the purpose of this agreement, the Town and Village shall contribute equally by providing for its prorated share of such budget by making an annual appropriation in its respective municipal budget. The fiscal agent for the Joint Town of Clayton/Village of Clayton Zoning Board of Appeals shall be the Town Director of Finance. Such agent will make bi-annual reports or by request to Village and Town Board regarding the status of the Zoning Board of Appeals budget.

12. In the event litigation occurs on the part of a petitioner as a result of the action of the Joint Town of Clayton/Village of Clayton Zoning Board of Appeals, the costs associated with such litigation shall be the responsibility of the municipality whose ordinance or law has jurisdiction in said case.

13. To the extent outside costs for consultants or experts are incurred by the Joint Town of Clayton/Village of Clayton Zoning Board of Appeals, such costs will be passed through to the municipality requiring such services; where costs are for the joint benefit of the Town and Village (e.g., Comprehensive Plan), said expenses shall be shared equally between the Village and Town. The fiscal agent shall invoice the Village on a quarterly basis for costs incurred on the last business day of each of the following months: March, June, September, December.

14. Each municipality shall receive revenues based on the current fee structure stipulated in their respective Law/Ordinance.

15. All provisions of this section and of the Town and Village Law relating to Zoning Board of Appeals member training and continuing education, attendance, conflict of interest, compensation, eligibility, vacancy of office, removal and service on the Joint Zoning Board of Appeals shall also apply to alternate members.

16. This agreement shall be interpreted by and in accordance with the laws of the State of New York. If at any time any portion of this agreement is found to be void, voidable or unenforceable for any reason whatsoever, it shall not affect the validity or enforceability of any other provision of this agreement.

17. This agreement shall be for an initial term of five (5) years commencing on January 1, 2009, and ending on December 31, 2013. This agreement shall be automatically extended for additional five (5) year periods and upon the same terms and conditions. If either municipality intends not to extend or renew this agreement it must give notice to the other a minimum of one hundred eighty (180) days prior to the expiration of the initial term or renewal term of this agreement.

18. The Town of Clayton Attorney will be the repository of the original intermunicipal agreement.

Approved by the Village Board of the Village of Clayton this 10th day of March, 2008.

Norma Zimmerman
Mayor

J. Somile
Clerk

Approved by the Town Board of the Town of Clayton this 12 day of March, 2008.

Justin A. Taylor
Supervisor

Kathleen E. LaClair
Clerk

JOINT TOWN OF CLAYTON/VILLAGE OF CLAYTON PLANNING BOARD INTERMUNICIPAL AGREEMENT

Whereas, pursuant to General Municipal Law Article 5-G and Section 284 of the Town Law and Section 7-741 of the Village Law, the Town and Village of Clayton entered into an Intermunicipal Agreement (the IMA), dated March 12, 1997, establishing a consolidated planning board to exercise jointly for the above agreeing municipalities those powers and duties otherwise held separately by each respective municipality under Article 16 of Town Law and Article 7 of Village Law, and to jointly administer land use planning programs and policies which have been authorized or adopted by each via their respective ordinance or law and to perform other functions as authorized and empowered by the Town Board of the Town of Clayton and the Village Board of the Village of Clayton, and

Whereas, the above named municipalities pursuant to General Municipal Law, Article 5-G and Section 284 of Town Law and Section 7-741 of Village Law are desirous of amending the Intermunicipal Agreement of March 12, 1997,

NOW THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and consideration receipt of which is hereby acknowledged it is agreed as follows:

1. The Joint Town of Clayton/Village of Clayton Planning Board is comprised of seven (7) members, three (3) of which are appointed by the Town, three (3) of which are appointed by the Village, and one (1) appointed jointly by the Town and Village. These members are appointed for a seven-year term as follows: The governing board

of the Village of Clayton shall appoint one (1) member for a one-year term, one (1) member for a three-year term and one (1) member for a five-year term. The governing board of the Town of Clayton shall appoint one (1) member for a two-year term, one (1) member for a four-year term and one (1) member for a six-year term. Both boards (Town and Village) shall jointly appoint one (1) member for a seven-year term. Upon the expiration of the term of a member of the Joint Planning Board, the body which appointed the incumbent to the expiring term shall appoint his or her successor to a full seven-year term of office. If a vacancy occurs other than by expiration of a term of office, the body which appointed the member who filled such office prior to the vacancy occurring shall appoint a successor for the balance of the term. Effective with the signing of this agreement, terms of existing members of the Joint Planning Board will expire on December 31st of the year in which the current appointee's term is set to expire.

2. In the event either municipality is unable to fill appointments from their respective subdivision, both parties hereto agree to honor appointments from the Town or Village in an effort to maintain a viable Joint Town of Clayton/Village of Clayton Planning Board.

3. A. The Town and Village shall jointly appoint three (3) alternate members to the Joint Planning Board. The Joint Planning Board refers candidates for alternate positions to both the Town and Village Boards for their approval. Both Village and Town Clerks must swear in all Planning Board members and alternates at the beginning of each term. Swearing in shall be recorded in each municipality. All respective terms of office to begin on January 1st and are for seven (7) years each.

B. The Clayton Village Board of Trustees and the Town Board of the Town of Clayton shall annually and jointly appoint the Chairperson for the Joint Planning Board from the membership thereof by January 15th each year. If the governing Boards have not come to an agreement by January 15th of each year, such Joint Board may select one of its members to serve as Chair.

4. The alternates serve in the event that a regular member of the Joint Planning Board from that municipality is absent or unable to serve because of a conflict of interest on any matter pending before the Joint Planning Board. In the event the Joint Town/Village Planning Board lacks one or more regular members for any reason on any matter pending before it, the Chairperson or acting Chairperson may select an alternate member or members to sit in place of the absent member(s).

5. The Joint Town of Clayton/Village of Clayton Planning Board will apply those standards for compliance and interpretation based on the regulations and guidelines as promulgated by the respective ordinance or law of each municipality.

6. The Joint Town of Clayton/Village of Clayton Planning Board in conducting business will comply with other laws relative to Town and Village Law, General Municipal Law of the State of New York, and the provisions of the State Environmental Quality Review Act.

7. The Joint Town of Clayton/Village of Clayton Planning Board shall hire an individual to act as Secretary to take minutes, keep records and conduct correspondence and any other related task as requested by the Joint Planning Board. Each municipality shall budget for said position. The Planning Board shall set the salary

for the secretary subject to Town/Village review. The Town and Village will each be responsible for their respective one-half of the salary of the secretary.

8. A. The Joint Town of Clayton/Village of Clayton Planning Board shall adopt bylaws outlining its structure and function, including, but not limited to, the selection of a Chairperson (subject to Article 3B) and Secretary, resolution procedures, meeting dates (one per month for a total of twelve per year, unless otherwise warranted), and process for conducting meetings.

B. Each Board member is required to complete the minimum training as required by law. At the discretion of the municipality that appointed the member, failure to comply with this requirement may be grounds for removal from the Board. This provision is subject to New York State regulations and training criteria.

C. Each Board member shall be required to attend seventy-five percent of the scheduled meetings in each calendar year. At the discretion of the municipality that appointed the member, failure to attend the required number of meetings without good cause may be grounds for removal from the Board. In addition, failure to attend three consecutive meetings without good cause may be grounds for removal from the Board.

9. The Joint Town of Clayton/Village of Clayton Planning Board shall have advisory capacity on matters of planning and land use to the Town Board and the Village Board and those duties stated in the respective zoning ordinance or law of each municipality.

10. The cost of services for the Chairman and Planning Board members, as well as any training, shall be shared equally by the Town and the Village.

11. Each year the Joint Town of Clayton/Village of Clayton Planning Board shall meet in February to determine a budget for the upcoming fiscal year, subject to Town and Village review. For the purpose of this agreement, the Town and Village shall contribute equally by providing for its prorated share of such budget by making an annual appropriation in its respective municipal budget. The fiscal agent for the Joint Town of Clayton/Village of Clayton Planning Board shall be the Town Director of Finance. Such agent will make bi-annual reports or by request to Village and Town Boards regarding the status of the Planning Board Budget.

12. In the event litigation occurs on the part of a petitioner as a result of the action of the Joint Town/Village of Clayton Planning Board, the costs associated with such litigation shall be the responsibility of the municipality whose ordinance or law has jurisdiction in said case.

13. To the extent outside costs for consultants or experts are incurred by the Joint Town/Village of Clayton Planning Board, such costs will be passed through to the municipality requiring such services; where costs are for the joint benefit of the Town and Village (e.g., Comprehensive Plan), said expenses shall be shared equally between the Village and Town. The fiscal agent shall invoice the Village on a quarterly basis for costs incurred on the last business day of each of the following months: March, June, September, December.

14. Each municipality shall receive revenues based on the current fee structure stipulated in their respective Law/Ordinance.

15. All provisions of this section and of the Town and Village Law relating to Planning Board member training and continuing education, attendance, conflict of

interest, compensation, eligibility, vacancy of office, removal and service on the Joint Planning Board shall also apply to alternate members.

16. This agreement shall be interpreted by and in accordance with the laws of the State of New York. If at any time any portion of this agreement is found to be void, voidable or unenforceable for any reason whatsoever, it shall not affect the validity or enforceability of any other provision of this agreement.

17. This agreement shall be for an initial term of five (5) years commencing on January 1, 2009 and ending on December 31, 2013. This agreement shall be automatically extended for additional five (5) year periods and upon the same terms and conditions. If either municipality intends not to extend or renew this agreement it must give notice to the other a minimum of one hundred eighty (180) days prior to the expiration of the initial term or renewal term of this agreement.

18. The Town of Clayton attorney will be the repository of the original Intermunicipal agreement.

Approved by the Village Board of the Village of Clayton this 10th day of MARCH, 2008.

Norma Zimmerman
Mayor

Norma Zimmerman
Clerk

Approved by the Village Board of the Village of Clayton this 12 day of MARCH, 2008.

Justin A. Taylor
Supervisor

Kathleen E. LaClair
Clerk

TOWN SUPERVISOR

Eric Gott
(585) 346-2157

TOWN CLERK

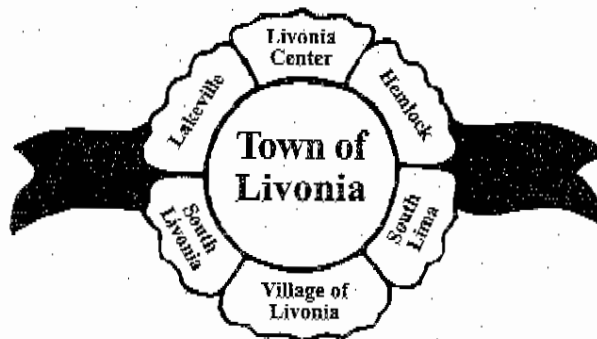
Colleen West
(585) 346-3710

COURT CLERK

Pat Terho
(585) 367-3650
Fax (585) 367-3808

COUNCILMEN

Andy English
Matt Gascon
Angela Grouse
Frank Seelos



35 Commercial Street
P.O. Box 43
Livonia, New York 14487

Phone (585) 346-3710
Town Fax (585) 346-9122
TDD 1-800-662-1220

JUSTICES
John H. Kemp
Steven D. Sessler
(585) 367-3650
Fax (585) 367-3808

TOWN ATTORNEY
James W. Campbell

HIGHWAY SUPERINTENDENT

David M. Coty
(585) 346-3580

BUILDING & ZONING DIRECTOR

Kevin Masterson
(585) 346-2098
Fax (585) 346-4385

ASSESSOR
Lisa Bennett
(585) 346-6200

www.livoniany.org

"This insittution is an equal opportunity provider and employer"

TO: Eric Morris

FROM: Kevin Masterson

OF: Town of Livonia, Building & Zoning Dept.

FAX NO: 1-888-388-8521

DATE: February 14, 2011

RE: Town/Village Agreement

NO. OF PAGES: 13 (including cover sheet)

* If you do not receive all pages please call 346-2098

AGREEMENT

THIS AGREEMENT, made and entered into this 25th day of April, 1996, by and between the TOWN OF LIVONIA, a municipal corporation having its principal place of business at 35 Commercial Street, Livonia, New York (hereinafter referred to as the "Town"), and the VILLAGE OF LIVONIA, a municipal corporation having its principal place of business at 36 Commercial Street, Livonia, New York (hereinafter referred to as the "Village").

WHEREAS, pursuant to the authority granted by the New York State Village Law ("Village Law"), the Village has established a Planning Board having certain powers and authority relating to the planning and development of the Village, and

WHEREAS, pursuant to the authority granted by the New York State Town Law ("Town Law"), the Town has established a Planning Board having certain powers and authority relating to the planning and development of the Town, and

WHEREAS, the Town and Village have determined that it is in their mutual best interests to create a Joint Planning Board to serve on behalf of both the Town and Village with full power and authority as set forth in the Village and Town Laws.

NOW, THEREFORE, the parties agree as follows:

1. Pursuant to General Municipal Law Articles 5-G and 5-J, the Village and Town agree to create and do hereby create a Joint Planning Board.

2. The Joint Planning Board shall have full power and authority to act for the Town and Village and shall have the same duties and responsibilities as set forth in the applicable provisions of the Village Law and Town Law.

Local Law Filing

NEW YORK STATE DEPARTMENT OF STATE

162 WASHINGTON AVENUE, ALBANY, NY 12331

(Use this form to file a local law with the Secretary of State)

Text of law should be given as amended. Do not include matter being eliminated and do not use italics or underlining to indicate new matter.

Town of LIVONIA, LIVINGSTON County, New York

Local Law No. 1 of the year 1996

A local law to to abolish the existing Zoning Board of Appeals of the Town of Livonia and establish a joint Zoning Board of Appeals with the Village of Livonia.

Be it enacted by the Town Board of the Town of LIVONIA, LIVINGSTON County, New York as follows:

Section 1. Pursuant to Articles 5-G and 5-J of the General Municipal Law of the State of New York, The Town of Livonia is authorized to create, by cooperative agreement with the Village of Livonia a joint Zoning Board of Appeals consisting of five members to be appointed as outlined in Section 2. below

Section 2. Appointment of joint Zoning Board of Appeals. The Town Board of the Town of Livonia shall appoint three members of the joint Zoning Board of appeals, one member to be appointed for a one year term, one member to be appointed for a three year term and one member to be appointed for a five year term. The Mayor of the Village of Livonia, subject to the approval of the Board of Trustees of the Village of Livonia, shall appoint two members of the joint Zoning Board of Appeals, one member to be appointed for a two year term and one member to be appointed for a four year term. Upon the expiration of the term of a member of the joint Zoning Board of appeals, that person or body which appointed the incumbent to the expiring term shall appoint his or her successor to a full five year term. Likewise, if a vacancy occurs other than by expiration of a term of office, that person or body which appointed the member who filled such office prior to the vacancy occurring shall appoint a successor for the balance of the term.

3. The appointing authority of an individual member shall have the power to remove a member pursuant to the appropriate sections of Article Seven of the Village Law or Article Sixteen of the Town Law.

4. The Livonia Village Board of Trustees and the Town Board of the Town of Livonia shall annually and jointly select the Chairperson for the joint Zoning Board of Appeals from the membership thereof. In the absence of such selection by the governing boards, such joint board may select one of its members to serve as Chair.

(If additional space is needed, attach pages the same size as this sheet, and number each.)

(1)

DOS-239 (Rev.7/90)

5. Upon the effective date of both this local law and the Intermunicipal Cooperation Agreement to be executed with the Village of Livonia, the existing Zoning Board of Appeals of the Town of Livonia shall be abolished and all matters currently pending before such Board shall be transferred to the joint Zoning Board of Appeals

6. This local law shall take effect upon filing with the Secretary of State.

(Complete the certification in the paragraph that applies to the filing of this local law and strike out that which is not applicable.)

(Final adoption by local legislative body only.)

I hereby certify that the local law annexed hereto, designated as local law No. 1 of 19 96 of the (County)(City)(Town)(Village) of Town of Livonia was duly passed by the Livonia Town Board April 4 19 96 in accordance with the applicable provisions of law. (Name of Legislative Body)

2. (Passage by local legislative body with approval, no disapproval or repassage after disapproval by the Elective Chief Executive Officer*.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19 _____ of the (County)(City)(Town)(Village) of _____ was duly passed by the _____ on _____ 19 _____, and was (approved)(not disapproved)(repassed after disapproval) by the _____ and was deemed duly adopted on _____ 19 _____ in accordance with the applicable provisions of law. (Elective Chief Executive Officer*)

3. (Final adoption by referendum.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19 _____ of the (County)(City)(Town)(Village) of _____ was duly passed by the _____ on _____ 19 _____, and was (approved)(not disapproved)(repassed after disapproval) by the _____ on _____ 19 _____. Such local law was submitted to the people by reason of a (mandatory)(permissive) referendum, and received the affirmative vote of a majority of the qualified electors voting thereon at the (general)(special)(annual) election held on _____ 19 _____, in accordance with the applicable provisions of law. (Elective Chief Executive Officer*)

4. (Subject to permissive referendum and final adoption because no valid petition was filed requesting referendum.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19 _____ of the (County)(City)(Town)(Village) of _____ was duly passed by the _____ on _____ 19 _____, and was (approved)(not disapproved)(repassed after disapproval) by the _____ on _____ 19 _____. Such local law was subject to permissive referendum and no valid petition requesting such referendum was filed as of _____ 19 _____, in accordance with the applicable provisions of law. (Elective Chief Executive Officer*)

*Elective Chief Executive Officer means or includes the chief executive officer of a county elected on a county-wide basis or, if there be none, the chairman of the county legislative body, the mayor of a city or village, or the supervisor of a town where such officer is vested with the power to approve or veto local laws or ordinances.

5. (City local law concerning Charter revision proposed by petition.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19____ of the City of _____ having been submitted to referendum pursuant to the provisions of section (36)(37) of the Municipal Home Rule Law, and having received the affirmative vote of a majority of the qualified electors of such city voting thereon at the (special)(general) election held on _____ 19____, became operative.

6. (County local law concerning adoption of Charter.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19____ of the County of _____, State of New York, having been submitted to the electors at the General Election of November _____ 19____, pursuant to subdivisions 5 and 7 of section 33 of the Municipal Home Rule Law, and having received the affirmative vote of a majority of the qualified electors of the cities of said county as a unit and of a majority of the qualified electors of the towns of said county considered as a unit voting at said general election, became operative:

(If any other authorized form of final adoption has been followed, please provide an appropriate certification.)

I further certify that I have compared the preceding local law with the original on file in this office and that the same is a correct transcript therefrom and of the whole of such original local law, and was finally adopted in the manner indicated in paragraph 1, above.

Vernice O. Tommy

Clerk of the County legislative body, City, Town or Village Clerk or officer designated by local legislative body

(Seal)

Date: April 4, 1996

(Certification to be executed by County Attorney, Corporation Counsel, Town Attorney, Village Attorney or other authorized Attorney of locality.)

STATE OF NEW YORK
COUNTY OF Livingston

I, the undersigned, hereby certify that the foregoing local law contains the correct text and that all proper proceedings have been had or taken for the enactment of the local law annexed hereto.

Signature

Town ATTORNEY

Title

County
City of Livonia
Town
Village

Date: April 4, 1996

Local Law Filing

NEW YORK STATE DEPARTMENT OF STATE

162 WASHINGTON AVENUE, ALBANY, NY 12331

(Use this form to file a local law with the Secretary of State)

Text of law should be given as amended. Do not include matter being eliminated and do not use italics or underlining to indicate new matter.

Town of LIVONIA, LIVINGSTON County, New York

Local Law No. 2 of the year 1996

A local law to to abolish the existing Planning Board of the Town of Livonia and establish a joint Planning Board with the Village of Livonia.

Be it enacted by the Town Board of the Town of LIVONIA, LIVINGSTON County, New York as follows:

Section 1. Pursuant to Articles 5-G and 5-J of the General Municipal Law of the State of New York, The Town of Livonia is authorized to create, by cooperative agreement with the Village of Livonia a joint Planning board consisting of seven members as outlined in Section 2. below.

Section 2. Appointment of joint Planning Board. The Town Board of the Town of Livonia shall appoint four members of the joint Planning Board, one member to be appointed for a one year term, one member to be appointed for a three year term, one member to be appointed for a five year term and one member to be appointed for a seven year term. The Mayor of the Village of Livonia, subject to the approval of the Board of Trustees of the Village of Livonia, shall appoint three members to the joint Planning Board, one member to be appointed for a two year term, one member to be appointed for a four year term and one member to be appointed for a six year term. Upon the expiration of the term of a member of the joint Planning Board, that person or body which appointed the incumbent to the expiring term shall appoint his or her successor to a full seven year term. Likewise, if a vacancy occurs other than by expiration of a term of office, that person or body which appointed the member who filled such office prior to the vacancy occurring shall appoint a successor for the balance of the term.

3. The appointing authority of an individual member shall have the power to remove a member pursuant to the appropriate sections of Article Seven of the Village Law or Article Sixteen of the Town Law.

4. The Livonia Village Board of Trustees and the Town Board of the Town of Livonia shall annually and jointly select the Chairperson for the joint Planning Board from the membership thereof. In the absence of such selection by the governing
(If additional space is needed, attach pages the same size as this sheet, and number each.)

(1)

boards, such joint board may select one of its members to serve as Chair.

5. Upon the effective date of both this local law and the Intermunicipal Cooperation Agreement to be executed with the Village of Livonia, the existing Zoning Board of Appeals of the Town of Livonia shall be abolished and all matters currently pending before such Board shall be transferred to the joint Zoning Board of Appeals

6. This local law shall take effect upon filing with the Secretary of State.

(Complete the certification in the paragraph that applies to the filing of this local law and strike out that which is not applicable.)

(Final adoption by local legislative body only.)

I hereby certify that the local law annexed hereto, designated as local law No. 2 of 19 96 of the (County)(City)(Town)(Village) of Livonia was duly passed by the Town Board on April 4 1996, in accordance with the applicable provisions of law. (Name of Legislative Body)

(Passage by local legislative body with approval, no disapproval or repassage after disapproval by the Elective Chief Executive Officer*)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19 ____ of the (County)(City)(Town)(Village) of _____ was duly passed by the _____ on _____ 19____, and was (approved)(not disapproved)(repassed after disapproval) by the _____ and was deemed duly adopted on _____ 19____ in accordance with the applicable provisions of law. (Elective Chief Executive Officer*)

(Final adoption by referendum.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19 ____ of the (County)(City)(Town)(Village) of _____ was duly passed by the _____ on _____ 19____, and was (approved)(not disapproved)(repassed after approval) by the _____ on _____ 19____. Such local law was submitted to the people by reason of a (mandatory)(permissive) referendum, and received the affirmative vote of a majority of the qualified electors voting thereon at the (general)(special)(annual) election held on _____ 19____, in accordance with the applicable provisions of law.

(Subject to permissive referendum and final adoption because no valid petition was filed requesting referendum.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19 ____ of the (County)(City)(Town)(Village) of _____ was duly passed by the _____ on _____ 19____, and was (approved)(not disapproved)(repassed after disapproval) by the _____ on _____ 19____. Such local law was subject to permissive referendum and no valid petition requesting such referendum was filed as of _____ 19____, in accordance with the applicable provisions of law.

Elective Chief Executive Officer means or includes the chief executive officer of a county elected on a county-wide basis or, if there be none, the chairman of the county legislative body, the mayor of a city or village, or the supervisor of a town where such officer is vested with the power to approve or veto local laws or ordinances.

5. (City local law concerning Charter revision proposed by petition.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19____ of the City of _____ having been submitted to referendum pursuant to the provisions of section (36)(37) of the Municipal Home Rule Law, and having received the affirmative vote of a majority of the qualified electors of such city voting thereon at the (special)(general) election held on _____ 19____, became operative.

6. (County local law concerning adoption of Charter.)

I hereby certify that the local law annexed hereto, designated as local law No. _____ of 19____ of the County of _____, State of New York, having been submitted to the electors at the General Election of November _____ 19____, pursuant to subdivisions 5 and 7 of section 33 of the Municipal Home Rule Law, and having received the affirmative vote of a majority of the qualified electors of the cities of said county as a unit and of a majority of the qualified electors of the towns of said county considered as a unit voting at said general election, became operative.

(If any other authorized form of final adoption has been followed, please provide an appropriate certification.)

I further certify that I have compared the preceding local law with the original on file in this office and that the same is a correct transcript therefrom and of the whole of such original local law, and was finally adopted in the manner indicated in paragraph _____, above.

Veronica Terenzi

Clerk of the County legislative body, City, Town or Village Clerk or officer designated by local legislative body

(Seal)

Date: April 4, 1996

(Certification to be executed by County Attorney, Corporation Counsel, Town Attorney, Village Attorney or other authorized Attorney of locality.)

STATE OF NEW YORK
COUNTY OF Livingston

I, the undersigned, hereby certify that the foregoing local law contains the correct text and that all proper proceedings have been had or taken for the enactment of the local law annexed hereto.

Signature

[Signature]
Town Attorney

Title

County
City of Livonia
Town
Village

Date: April 4, 1996

AGREEMENT

THIS AGREEMENT, made this _____ day of _____, 2009, between **THE CITY OF ROME, NEW YORK**, a municipal corporation organized and existing under the laws of the State of New York, with its office and principal place of business at Rome City Hall, 198 North Washington Street, Rome, New York, 13440, hereinafter referred to as the "**CITY**", and **LAKE DELTA VOLUNTEER FIRE DEPARTMENT, INC.**, a domestic corporation organized and existing under the laws of the State of New York, with its office at 8508 Elmer Hill Road, Rome, New York, with a mailing address of P.O. Box 596, Rome, New York 13442 hereinafter referred to as "**LDVFD**".

WITNESSETH:

The parties hereby agree as follows:

1. That in consideration of the sum of Four Thousand and 00/100 Dollars (\$4,000.00), paid by the aforesaid **CITY**, said **LDVFD** hereby agrees to assist the Rome Fire Department and to provide secondary fire protection in certain areas within the City of Rome for a period of one (1) year, commencing on the first day of January, 2009, and terminating on the 31st day of December, 2009, for all of the area being within the City of Rome and briefly described as follow:

All that tract or parcel of land bounded on the west by a line 500 feet westerly of Turin Road; on the south by the Inside District Corporation Line of the City of Rome; on the east by a line 200 feet easterly of the Rome-Westernville Highway, and on the north by the Town Line Road, and a line projected westerly from the Town Line Road and paralleling the Elmer Hill Road to Turin Road, westerly 500 feet from Turin Road and Lorena Road and including, in addition to the 500 feet boundary of all of the following roads: Kolton Drive, Dawn Drive, Morningside Drive, Evening Drive, Overhill Drive, Forest Lane, Sunset Lane and Pinecrest Drive.

Said protection shall be limited to second assistance on a first alarm response basis by **LDVFD**, together with the primary fire protection provided by **CITY**.

2. This Agreement may be terminated by either party upon the giving of ninety (90) days written notice sent by certified mail, return receipt requested, to the other party. In the event of termination of this Agreement prior to its expiration, **LDVFD** shall be paid on a pro rata basis for fire protection rendered during the time this Agreement is in existence.

LDVFD shall maintain its equipment in workable and efficient order and shall insure that said equipment meets all applicable Underwriters' Standards.

3. To the fullest extent permitted by law, **LDVFD** shall indemnify, defend and hold harmless **CITY**, its agents, employees and servants, against any and all losses, claims, damages, detriment, suit claims, costs, charges, actions, demands, liabilities or expenses, including but not limited to attorney's fees, by reason of the liability imposed by law or otherwise upon **CITY** for damages resulting from the performance of the requirements and obligations set forth in this Agreement by **LDVFD**.

4. **LDVFD** agrees that it will, at its own expense, at all times during the term of this Agreement, procure and maintain in force a policy of insurance, written by one or more insurance carriers licensed to do business in the State of New York, and having offices within the State of New York, which will insure against claims under the Workers' Compensation Act. **LDVFD** agrees to provide **CITY** with certificates showing that **LDVFD** has obtained the required Workers' Compensation and Disability Benefits coverage, or to submit proof that **LDVFD** is not required by law to provide such coverage.

Prior to execution of this Agreement, **LDVFD** shall file with the Corporation Counsel of the City of Rome a certificate of insurance relative to suitable and adequate liability insurance naming the City of Rome as an additional insured and holding **CITY** free and harmless for any and all liability connected with the fire protection provided by **LDVFD** under the terms of this Agreement.

5. **LDVFD** shall indemnify, defend and hold harmless **CITY** from any and all liability, which may arise out of the use of mutual aid companies on standby at the **LDVFD** station house while **LDVFD** is out of service or providing assistance to the Rome Fire Department.

6. **LDVFD** agrees to comply with the provisions of the New York State Information Security Breach and Notification Act (General Business Law Section 899-aa). **LDVFD** shall be liable for the costs, fees and/or penalties associated with any breach of these provisions if caused by the negligent or willful acts or omissions of **LDVFD** or its agents, officers, employees or subcontractors.

7. This Agreement shall not be interpreted to negate the established standard whereby all actions of said volunteer fire companies, including **LDVFD**, remain subject to all of **CITY'S** rules and regulations and departmental orders now existing concerning actions, departments and responsibilities in the line of duty. **LDVFD** shall comply with Rome Fire Department Operating Procedure Plan 95-7 dated September 20, 1995, or any successor rule or plan thereto.

8. Upon execution of this Agreement:

(a) The Oneida County 911 Emergency System will be relied upon to utilize a "dual notification" system whereby the **LDVFD** and the

Rome Fire Department shall be notified of any emergency, fire or service call, within the boundaries contained herein;

(b) In situations where either the Rome Fire Department or the **LDVFD** receives an emergency, fire or service call without the jurisdiction for which it is the primary response team, but within the jurisdiction of the other party to this Agreement, each fire department is required to notify the County Fire Control, via the Mutual Aid Frequency, requesting said entity to notify the appropriate jurisdiction.

9. By this Agreement, the Rome Fire Department in no way relinquishes or delegates its responsibility or authority in the areas covered by the Agreement.

All officers and members of **LDVFD** responding to fires and other emergencies under this Agreement shall be responsible to and follow the commands of line officers of the Rome Fire Department in the event that both departments respond and are present at the same fire or other emergency. However, the officers, members, and agents of **LDVFD** will be solely responsible for the operation of their own fire equipment.

10. In the event that **LDVFD** arrives at the scene of a fire or other emergency prior to the arrival of **CITY** fire apparatus and personnel, the officer in charge or his assignee shall immediately notify the Rome Fire Department of their presence thereat, the status of the incident, and a description of what apparatus is at the scene.

11. **LDVFD** shall file all required fire reports with the Rome Fire Department within fifteen (15) days of any incident.

12. Upon the execution of this Agreement, **LDVFD** shall file with the Fire Chief of the Rome Fire Department copies of all standard operating procedures of said volunteer fire department.

13. Officers, members and agents of **LDVFD** shall not hold themselves out as, nor claim to be, officers or employees of **CITY** by any reason thereof, and shall make no claim, demand or application for any right or benefit allowed to an officer or employee of **CITY**, including but not limited to, unemployment benefits, unemployment insurance, Workers' Compensation, social security coverage or retirement membership or credit.

14. No representations or promises shall be binding upon the parties to this Agreement except those representations and promises contained herein or in some future writing signed by the parties in making such representations or promises.

15. Neither **CITY** nor **LDVFD** shall let, assign or transfer this Agreement or any part thereof, or any interest, right or privilege therein without prior express written consent of the other party.

16. If any provision of this Agreement is illegal, the remainder of the Agreement shall not be affected thereby.

17. Said parties for themselves, their heirs, executors, administrators, successors and assigns, do hereby agree to the full performance of the covenants herein contained.

This Agreement is executed pursuant to Resolution Nos. 13 adopted by the Rome Common Council on February 25, 2009 and Board of Estimate and Contract Resolution Nos. 9 adopted February 26, 2009.

IN WITNESS WHEREOF, the parties hereto have caused this Instrument to be executed by their duly authorized officers the day and year first above written.

THE CITY OF ROME, NEW YORK

BY: _____
JAMES F. BROWN, MAYOR

Approved As To Form
City of Rome, New York

LAKE DELTA VOLUNTEER FIRE DEPARTMENT, INC.

BY: _____
Signature

Printed name and Title

STATE OF NEW YORK)
COUNTY OF ONEIDA) ss.:

On the ____ day of _____, in the year 2009, before me, the undersigned, a Notary Public in and for said State, personally appeared **James F. Brown**, and did depose and say that he is the **Mayor** of Rome, New York, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual, or the person upon behalf of which the individual acted, executed this instrument.

Notary Public

STATE OF NEW YORK)
COUNTY OF ONEIDA) ss.:

On the ____ day of _____, in the year 2009, before me, the undersigned, a Notary Public in and for said State, personally appeared _____, and did depose and say that he is the _____ of **Lake Delta Volunteer Fire Department**, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his signature on the instrument, the individual, or the person upon behalf of which the individual acted, executed this instrument.

Notary Public

PURSUANT TO SECTION 171 OF THE ROME CITY CHARTER,
I HEREBY CERTIFY THAT THE CITY OFFICER WHO
ENACTED THE SUBJECT CONTRACT ON BEHALF OF
THE CITY OF ROME HAD AUTHORITY AND POWER
TO SO ACT AND THAT SUCH CONTRACT IS IN
PROPER FORM AND PROPERLY EXECUTED.

THE CITY OF ROME, NEW YORK

BY: _____
DIANE MARTIN-GRANDE
CORPORATION COUNSEL

APPENDIX C

Local Codes and Laws Overview Chart

Overview Chart of Codes and Local Laws - Medina, Ridgeway, Shelby

Local Law	Medina	Ridgeway	Shelby
Abandoned cars & machinery			x
Abandonment of highway for public purposes		x	
Adult businesses	x	x	x
Alcoholic beverages	x	x	
Alternates to zoning & planning boards			x
Amending zoning ordinance; other zoning related	x	x	x
Amusement devices; circuses & carnivals	x	x	
Backflow preventer requirements		x	
Bikes	x		
Boating	x	x	
Brush, grass, weed removal	x	x	
Building permit		x	
Buildings - commercial & public assembly	x		
Buildings - moving & numbering of	x		
Burning - outdoor	x		
Cable television advisory board	x		
Cell tower moratorium			x
Cemetery hours - Boxwood	x		
Compensation to the town attorney		x	x
Construction codes	x		
Curfews	x	x	
Defense of town officers and employees	x	x	x
Dog control laws	x	x	x
Dog license fees		x	x
Drugs and alcohol testing policy		x	
Electrical standards	x		
Enclosing materials with tax bills		x	x
Enforcement of NYS uniform fire prevention & bldg code	x	x	x
Ethics code	x	x	
Fireworks	x		
Flood damage prevention	x	x	x
Games of chance	x	x	x
Garage sales			x
Glenwood Lake rules & regulations		x	
Highway improvements	x		
Installation of smoke detectors			x
Issuance of appearance tickets			x
Junk vehicles and junk		x	x
Kennels		x	
Mining & excavation law			x
Mobile homes		x	x
Multiple dwellings	x		
Noise control	x	x	x
Notification of defects/obstructions - hwys and sidewalks	x	x	x

Overview Chart of Codes and Local Laws - Medina, Ridgeway, Shelby

Local Law	Medina	Ridgeway	Shelby
NYS fire prevention code applicability			x
Parks	x		
Peddling & soliciting	x		
Police department	x		
Property assessment		x	x
Public access to records	x		
Recycling	x	x	x
Reducing tax exemption re: Sections 458a and/or b of tax law		x	x
Refuse and tires; garbage	x		x
Repair or removal of unsafe buildings	x	x	x
Repair shops		x	
Residency requirement	x		
Right to farm		x	x
Salaries of Town Clerk & Highway Superintendent/ other related		x	x
Sale of municipal property	x		
Sewer rates & regulations	x		
Sexual harrassment policy		x	
Sidewalks	x		
Signs - portable		x	
Smoking policy		x	
Snowmobile regulation		x	
Solid waste disposal and sanitary landfill law		x	x
Stop - intersections		x	
Storage containers - portable		x	
Street openings	x		
Street address display		x	x
Subdivisions - land regulations	x	x	
Tax - utility	x		
Tax enforcement	x		
Tax exemption - business investment	x		
Tax exemption - senior citizens	x	x	
Taxicabs	x		
Terms of office	x	x	
Trees	x		
Vehicle & traffic in Village; parking in towns	x	x	x
Veterans tax exemptions	x	x	x
Water	x		
Weapons	x		
Wind energy		x	x

APPENDIX D

Public Presentation

Slides from the Public Presentations on April 26, 2011 and May 12, 2011.



Medina-Ridgeway-Shelby Study
Options for the Future
Public Presentation by the Study Committee
April 26 and May 12, 2011

Study Consultants
Charles Zettek, Jr., Vicki Brown,
Center for Governmental Research
Rochester, NY 14614
www.cgr.org

Shared Services/Town Merger/Village Dissolution
Feasibility Study Committee (1)

- ▶ Representing Medina
 - ▶ Ann Bunch
 - ▶ Don Colquhoun
 - ▶ Charlie Slack
 - ▶ Adam Tableski

- ▶ Representing Ridgeway
 - ▶ Patty Blackburn
 - ▶ Nelda Callard
 - ▶ Rosalind Lind
 - ▶ Jeffrey Toussaint

Shared Services/Town Merger/Village Dissolution Feasibility Study Committee (2)

- ▶ Representing Shelby
 - ▶ Merle (Skip) Draper
 - ▶ Lawrence Fox
 - ▶ Nathan Pace (Committee Chair)
 - ▶ Howard Watts

- ▶ Alternates
 - ▶ Medina – Andrew Meier
 - ▶ Ridgeway – Robin Gardner
 - ▶ Shelby – Ken Schaal

3

CGR *Inform & Empower*

Study Committee Options Report

- ▶ Presents options for improving delivery of current services
- ▶ Represents work of full committee & 5 sub-committees:
 - ▶ DPW / Highways
 - ▶ Economic Development / Water / Sewer
 - ▶ Police
 - ▶ Fire / Ambulance
 - ▶ Buildings
- ▶ Reviewed every aspect of municipal operations

4

CGR *Inform & Empower*

Key Committee Conclusions (1)

It does not make sense:

1. To dissolve Medina and leave Towns intact
 - ▶ *Splitting Village operations between Towns would be inefficient*
 - ▶ *Annexing Medina to a Town = serious fiscal impact for other Town*OR
2. To consolidate the 2 Towns and leave the Village in the middle
 - ▶ *Would miss scale and efficiencies inherent in including the larger Village*
3. There is no benefit to changing the current fire service boundaries at this time

Key Committee Conclusions (2)

4. The options **DO NOT** cut any existing services
5. There are two approaches to improve the delivery of Town and Village services:
 - ▶ Heightened Shared Services - keep the three governments but consolidate some functions
 - ▶ Consolidate into a single entity - consolidation is natural flow from heightened shared services to a single integrated community.

Savings and Efficiencies

▶ **Heightened Shared Services will:**

- ▶ Enhance delivery of some key services
- ▶ Reduce costs through efficiencies
- ▶ Reduce some direct costs

▶ **Consolidation will:**

- ▶ Produce more direct cost reductions
 - ▶ Low estimate - \$205,000
 - ▶ High estimate - \$406,000
- ▶ Qualify for State Consolidation Incentive Funding to reduce property taxes
 - ▶ \$622,000 – new funding is annual and ongoing

COMMITTEE REPORTS

DPW/Highway Heightened Shared Services Approach

- ▶ Have one water/sewer department
 - ▶ Benefits – operational efficiencies
 - ▶ Direct net cost savings = \$0 in short term
 - ▶ Longer term – cost reduction likely due to better system delivery decisions
- ▶ Centralize water billing
 - ▶ Benefits – coordinated billing and centralized staffing
 - ▶ Direct net cost savings = \$10,000
- ▶ Have scheduled early shift
 - ▶ Benefits – operational efficiencies
 - ▶ Direct net cost savings = \$5,100

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DPW/Highway Single Government Approach (1)

In addition to Heightened Shared Services approach:

- ▶ Centralize maintenance for DPW, highway, police, other
 - ▶ Benefits – operational efficiencies
 - ▶ Direct net cost savings = \$10,000
 - ▶ Required investment = \$100,000 for a new bay
- ▶ Restructure DPW / Highway Leadership
 - ▶ Benefits – operational efficiencies
 - ▶ Direct net cost savings = \$25,000
 - ▶ Features – appointed superintendent, 2 deputies, 1 water/sewer lead

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CGR Inform & Empower

DPW/Highway Single Government Approach (2)

- ▶ Have 1 fulltime clerical support to top administrator
 - ▶ Benefits – operational efficiencies
 - ▶ Direct cost increase = \$28,000
- ▶ Sell duplicate equipment
 - ▶ Benefits reduce overlap
 - ▶ One-time savings = \$10,000 - \$20,000

Economic Development/Water/Sewer Heightened Shared Services Approach (1)

- ▶ Create process for agreements involving water and sewer outside Village boundaries
 - ▶ Foundation agreement – how and at what cost Towns can access sewer and water services and how Village costs to provide shared equitably
 - ▶ Development agreement– details for developers cost/procedures to access sewer and water in the TOVs
 - ▶ Benefits – streamlined community approach
 - ▶ Direct net cost savings = highly likely, but hard to quantify

Economic Development/water/Sewer Heightened Shared Services Approach (2)

- ▶ Have a joint planning / zoning /code enforcement process
 - ▶ Benefits – streamlined process, community focus on zoning and planning
 - ▶ Direct net cost savings = \$15,000

Economic Development/Water/Sewer Single Government Approach

In addition to Heightened Shared Services approach:

- ▶ Maintain the existing agreement between Medina and the Niagara County Water District
 - ▶ Benefits – per NYS Department of State legal counsel, if the 3 governments merge, consolidation law would permit Medina to be considered a separate water district
 - ▶ Thus, no change in how water rates determined across community
 - ▶ No direct cost savings assumed but other benefits as noted

Police

Heightened Shared Services Approach

- ▶ Keep existing Village Police but pursue shared services with Sheriff
 - ▶ Benefits – potential for reduced operating costs for the Village and improved response for TOVs
 - ▶ Direct net cost savings = subject to negotiation with Sheriff

Police

Single Government Approach

- ▶ Police department and operations remain as an enhanced service provided to the area within the former Village. Towns-outside-Village keep current Sheriff-level service.
 - ▶ Benefits
 - ▶ Keeps current level of police service
 - ▶ Eliminates shifting of costs to areas outside current Village
 - ▶ Implementation
 - ▶ Requires approval of NYS Legislature for either a town special district or a city charter that includes service zones
 - ▶ No additional direct cost savings but other benefits as noted

Fire & Ambulance Single Government Approach – Town

- ▶ Create a fire district for the area within the current Village boundaries; create a not-for-profit ambulance service to serve the region; and create a Town ambulance district
 - ▶ Major benefits
 - ▶ Legal change, but not a physical one
 - ▶ Overall cost of Village fire and ambulance service can remain same
 - ▶ Residents of Village (fire) and region (ambulance) see no change
 - ▶ Retirement benefits of paid career fire staff protected
 - ▶ Third-party billing can continue
 - ▶ Issues of liability for local government can be eliminated
 - ▶ One-time costs = \$3,000-\$5,000 to transfer ambulance operating authority; \$25,000 - \$30,000 legal fees

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Fire & Ambulance Single Government Approach – City Model

Existing Medina F.D. becomes a city fire department per a new city charter.

- ▶ Major benefits
 - ▶ No change in how residents receive fire / ambulance services
 - ▶ Cost of service can remain unchanged
 - ▶ Fire company service areas unchanged
 - ▶ Medina paid career staff maintain retirement / benefits
 - ▶ City can have agreement with 3 volunteer companies about who responds and when – model exists in Rome, NY
- ▶ One-time cost
 - ▶ \$3,000-\$5,000 to transfer ambulance operating authority

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CGR *Inform & Empower*

Municipal Buildings Heightened Shared Services Approach

- ▶ Centralize Village Clerk's functions and centralize water billing and code enforcement for all 3 municipalities in City Hall; sell or lease Village Clerk's Building
 - ▶ Benefits – operational efficiencies, reduce cost of 1 municipal building
 - ▶ One time cost savings = \$105,000 to \$128,000 if building is sold, plus building could go back on the tax roles

Municipal Buildings Single Government Approach

- ▶ Sell the Ridgeway Town Hall and once transition to merged government complete, decide whether to sell the Village Clerk's Building
 - ▶ Benefits
 - ▶ Revenue from sale of municipal building
 - ▶ Allows full consolidation on a functional basis
 - ▶ Implementation
 - ▶ Assumes mix of funding to support City Hall upgrades
 - ▶ One time cost savings = \$123,000 - \$150,000 if building is sold plus building could go back on the tax roles

A Special Issue for Community to Address

- ▶ Numerous Study Committee recommendations involve greater use of “City Hall”
 - ▶ Building is underutilized
 - ▶ Is key community asset
 - ▶ Essential minimal improvements: new elevator and 2 new handicapped accessible bathrooms
 - ▶ Elevator / associated costs = \$240,900
 - ▶ Restroom improvements = \$79,140
- ▶ The community needs to address the issue of City Hall and its potential role as a part of a municipal campus

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Fiscal Impacts of Consolidation (1)

- ▶ Have 1 elected full time manager (supervisor or mayor), who receives \$70,000 (salary/benefits) and pay each of 4 board members \$2,500 salary/benefits
 - ▶ Net cost savings = \$3,000
- ▶ Have only one appointed top clerk
 - ▶ Net cost savings = \$103,000
- ▶ Absorb some clerk functions
 - ▶ Net cost savings = \$46,000
- ▶ Total savings range - \$205,000 - \$406,000

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Fiscal Impacts of Consolidation (2)

- ▶ Major consolidation benefit = increased AIM funding of \$622,000
- ▶ Could become a town
 - ▶ Cost impact – would lose Gross Utilities Receipts Tax of \$94,400
 - ▶ Would require state legislation to create a police district
- ▶ Could seek a city charter
 - ▶ Much harder process than consolidating as a town
 - ▶ Revenue benefits:
 - ▶ Keep Gross Utilities Tax
 - ▶ Shift cost of courts to NYS = \$115,000

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Property Tax Savings Consolidating as a Town

- ▶ Assumes entity is a Town
 - ▶ Baseline in Village = \$1.86/\$1,000
 - ▶ Baseline in Towns Outside Village:
 - ▶ Shelby = \$.70/\$1,000
 - ▶ Ridgeway = \$.71/\$1,000
 - ▶ At High End Estimate – approx. \$.50/\$1,000 more savings

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CGR *Inform & Empower*

Property Tax Savings Consolidating as a City

- ▶ Assumes entity is a City
 - ▶ Baseline in Village = \$2.39/\$1,000
 - ▶ Baseline in Towns Outside Village:
 - ▶ Shelby = \$1.25/\$1,000
 - ▶ Ridgeway = \$1.28/\$1,000
 - ▶ At High End Estimate – approx. \$.50/\$1,000 more savings

Committee Recommendations

- ▶ The Village and Town Boards initially pursue shared services recommendations especially:
 - ▶ Economic Development
 - ▶ Joint Water operations
 - ▶ Consolidate municipal buildings
- ▶ The Village and Town Boards consider consolidating into one government entity. Committee consensus is to consolidate into a single Town.
- ▶ The Village and Town Boards seek state grants to:
 - ▶ Help fund a joint municipal building renovation costs
 - ▶ assist with the legal and other one-time costs to consolidate

Next Steps

- ▶ Project Website
 - ▶ www.cgr.org/medina-ridgeway-shelby

- ▶ Final report delivered to Joint Boards – 5/31
- ▶ Committee work completed
- ▶ Boards to decide if and how to move forward with any recommendations

THANK YOU!

QUESTIONS/COMMENTS

Q & A from the Public Presentation on 4/26

- Q. What would be the name of the consolidated entity?
A. *Will need community discussion.*
- Q. Will consolidation require a public vote?
A. *Yes. Voters in all three entities would all have to approve any consolidation.*
- Q. Why do village voters get to vote twice?
A. *Village voters would vote whether or not to consolidate their village. As town residents, they also get to vote on whether or not to consolidate their town.*

Q & A from the Public Presentation on 4/26

- Q. Please explain the state consolidation incentive funding
A. *Since 2007, New York State has provided an incentive for entities to consolidate. This is currently called the Citizen's Empowerment Tax Credit (CETC). The legislation calls for annual payments based on a formula. For the Village and two Towns, the formula results in an annual payment of \$622,000 per year going forward if all three entities consolidate. Like all state funding, CETC appropriations are subject to the annual state budget process.*

Q & A from the Public Presentation on 4/26

Q. How would the Shelby facility be used?

A. *It will have the consolidated courts and continue as the center of highway operations. The remaining administrative space in the town hall would have some combination of administrative operations, depending on how these are organized between City Hall and the Shelby facility.*

Q & A from the Public Presentation on 4/26

Q. How would City Hall be used?

A. *City Hall would continue to house the Police and Fire departments. As the administrative center, key operations like finance, the clerk's office and related operations will likely go into the renovated building. But details about what goes into City Hall and into the administrative space at the Shelby facility need to be worked out as part of a detailed space allocation plan. Making sure there is adequate parking will be part of the detailed development planning process.*

Q & A from the Public Presentation on 4/26

- Q. What will happen to the elected Town Clerks and Highway Superintendents?
- A. *First, existing office holders would serve until their current terms expire.*
- Second, if the consolidated entity is a Town, as part of the public referendum, voters will determine whether or not to have the new Town Clerk and Highway Superintendent be appointed or elected.*
- Third, if the consolidated entity is a City, the Clerk and Highway/DPW director would become appointed.*

Q & A from the Public Presentation on 4/26

- Q. What will happen to current municipal employees?
- A. *The intent of the Study Committee is to not eliminate any existing jobs. Over time, employees will be shifted around to improve response times or reduce overtime needs. To achieve the highest level of projected savings, the Committee recommends not filling currently vacant positions and eliminating two current highway positions only once they become vacant.*

APPENDIX E

Public Feedback

Feedback received by the Study Committee following Public Meetings.

Medina Public Meeting

April 26, 2011

Questions & Answers

The major Questions posed at the April 26 public meeting and responses are summarized in slides 29 through 34 of the PowerPoint presentation included as Appendix D

Medina Public Meeting

May 12, 2011

Questions & Answers

Questions posed at the May 12 public meeting and responses provided by the Committee at that meeting are summarized below.

1. Speaker
 - a. Q: Who pays in the future for police and fire?
 - i. For police district – costs remain with Village taxpayers
 - ii. Fire District - unchanged.
 - iii. Thus, there is no shift in who pays for police and fire.
2. Speaker
 - a. Did they explore expanding the police district to town?
 - i. Yes – didn't make sense to do this.
 - b. Have we looked at the current police department facilities?
 - i. Yes – the idea is to leave police where they are.
3. Speaker
 - a. Why did TREK go to Lockport?
 - i. It just expanded to Lockport.
4. Speaker Comment:
 - a. To respond to previous question – used to be IDA. TREK's president lives in Lockport. They could not attract the people who were interested in living in the Medina area.
5. Speaker

- a. Where is the elevator in City Hall?
 - i. The architect's plan for an elevator for City Hall is available for review.
- 6. Speaker
 - a. What about parking at City Hall – very limited?
 - i. Committee did look at parking, looked at employee needs plus needs of public. Elevator plus use of drop box. Plus new entrance at the elevator.
- 7. Speaker Comment
 - a. About City Hall
- 8. Speaker
 - a. Employees covered by the 5 unions. Are they aware that Police and Fire won't be as affected? (She is concerned about loss of union benefits.) Also, lose the right to elect appointees?
 - i. Yes there are reductions but through attrition. Committee feels there is a necessity for making changes over time.
 - b. Loss of elected officials?
 - i. It could happen
- 9. Speaker
 - a. Doesn't want to lose Town Clerk
 - b. Wants to serve on the city Charter commission if that happens
 - c. It is frightening
- 10. Speaker
 - a. Shared services and consolidation – boundary is blurred.
 - i. Shared services are already working.
 - ii. Shared services = a logical step toward consolidation.
- 11. Speaker
 - a. Reduce P.T. Clerk – that is loss of a job
 - b. Eliminate 3 in DPW dept over time
 - c. Water clerk gets called all the time
 - i. Committee was asked by the employers to recommend consolidated water billing.
- 12. Speaker
 - a. Does the tax cut include Consolidated Empowerment Tax Credits (CETC)?
 - i. Yes
 - b. (Doesn't believe that CETC will come through. He is afraid that state will cut the aid)
 - i. Reality is that if state cuts so much we are going to be in worse shape.
- 13. Speaker
 - a. Why was this meeting published only one time and in the Medina paper?
 - i. It was in Batavia paper as well as Medina. We did the best we could.
- 14. Speaker

- a. At the end of the day – same amount of roads, water lines, etc. Who’s picking up the slack if you cut positions?
 - i. Having consolidated Highway staff, instead of 3 separate departments, allows for more options re: efficiencies
15. Speaker
- a. What if we do nothing?
 - i. We need to at least get a joint planning board and streamlined economic approach.

Medina-Shelby-Ridgeway Study Public Feedback

April 26-May 20, 2011

The comments below were delivered to the Committee via the project website, email, standard mail or were written on comment forms and hand-delivered to Committee members following public forums held April 26 and May 12, 2011. Providing a name with one's comment was optional.

(Note: A summary of comments made during the April 26 forum appear in slides presented at the end of the May 12 PowerPoint Presentation to the Public, and the comments made at the May 12 forum appear in a separate document. Both of these documents can be found immediately prior to this feedback summary.)

1. With the outlying areas outside of the confines of Medina be subject to village taxes should Medina, Shelby & Ridgeway consolidate?
2. I do not believe we can afford to retrofit the Medina City Hall. It's a beautiful building but will not make a convenient central government facility for the 21st century. The major savings would be in reduced personnel.
3. I cannot see how you can justify the elimination of 2 MEO's. I answer the phones for our highway department and the calls that I take range anywhere from the condition of roads during the winter to dead woodchucks in the road. Our guys do the best they can to keep up with these calls but then are expected to stay at top of their daily workload. And I'm sure it's the same way in the Town of Ridgeway and to some extent in the Village.

If our guys are not able to get to some of these calls as fast as the residents think they should, they call back, upset that we haven't gotten to their problem. And the only reason the problems may not have been gotten to is due to the fact that there's not enough hours in a day. And if two of these positions get eliminated, you think these things are going to get done any faster?

I also do the water for the Town of Shelby and I have meters that need to be repaired or replaced and I keep a running list of such and yes, we do have one man in general do the water but he is an MEO and has other responsibilities also. So much work, too few men.

And as far as the shared services, our guys work with other towns and villages quite regularly and visa versa. Our equipment and manpower are shared. Just now our Highway Superintendent took some of our equipment over to

Ridgeway to try and locate a water leak. You couldn't ask for a better bunch of hard working guys. If this consolidation were to go thru I can see conflicts arising between the workers. Why not leave things the way they are? It works and works well, why fix it? Or does it need to be fixed to bail out the Village of Medina?

It was brought to my attention that the Gwinn St. project was done incorrectly and that the contractor responsible for the paving had to go back and undo everything that was wrong and do it correctly themselves. Waste of money on the villages part?

Speaking as the water clerk, had anyone considered the cost of breaking contracts with the billing and reading programs so as to maintain water under one entity? And possibly the cost of switching meters over? It's currently about \$100 per meter to change them from touch readers to radio frequency. I have worked as water clerk for 15 years and would hate to give up the personalization that I am able to show my customers.

The parking, or lack of, for the customers if things were to be centrally located in the Village Hall. Way too far for our elderly to walk, elevator or not. Take in to consideration the distance in inclement weather.

And that \$600 thousand from the State? Really? They can say it's available but that doesn't guarantee it.

Really, if some of the people on the boards walked in our shoes, they would also see why too that we feel the way we do. They can talk the talk but they need to walk the walk.

4. I feel it is too costly to even think about consolidation. If the village if having financial hardships they need to stop the over spending. I don't think the town should have to bail them out at our expense. CONSOLIDATION COSTS MONEY!!!!

I feel the survey didn't compare apples to apples in most instances. Consolidation would make each and everyone loose their voice in local government. The personal touch would be gone. I do believe in some shared services which are already being done. As fas as the 600,000.00 - it is not a guarantee. I also understand it is not a current amount. Thank you.

5. Who gets to vote on the proposals? I am not a resident of the Towns or Village, but I own property in the village of Medina and in the town of Shelby. – *Christine Mason*

6. I attended tonight's public forum regarding Medina-Ridgeway-Shelby Shared Services, Town Merger and Village Dissolution Feasibility Study. I am thankful for all the work the committee members did.

I was disappointed in the attendance - I hope that before the public votes, more residents are better informed regarding their options. I was glad to hear Mr. Pace indicate that no jobs would be lost. I work for the State of New York (NYS Department of Labor) 31 years - in my department the state is stressing using "plain language" to explain the pros and cons to the public. Please use the local newspaper to explain pros and cons of each situation.

7. After reading the consolidation study report and attending the last public meeting a number of questions and comments came to mind.

Several years ago when a joint Comprehensive Plan and subsequent revision of Zoning Regulations was undertaken, a strong focus was placed on determining the interest, needs and concerns of the citizens of the municipalities involved. Extensive survey work was done at the very beginning of the process to chart a course of action that truly reflected the needs and wishes of the communities. Even back then, at the beginning of personal mass communication, numerous ways for the public to comment and have input were used. That seems sadly missing in this present work. Also, this study rather than being guided by an unbiased consultant, is being conducted by a NFP that in large part owes their existence to grants focused on downsizing and consolidation. Much independent study has been done on the issue of municipal consolidation. The results of the majority of it has shown that efficiencies may be had but cost savings rarely materialize. In fact in gaining efficient services costs can rise over time. Village government has been shown to be the most efficient form of government in NYS. Please look carefully at the history of consolidation in NYS. I am amazed that the option of becoming a city was even mentioned. That is not going to happen in NYS.

I was very interested in the recommendation to consolidate the Planning and Zoning Boards and Code Enforcement Offices. Having been a member of the Orleans County Planning Board for the last sixteen years I have had the opportunity to closely observe the evolution of planning and zoning practices in the municipalities now under study. Two facts stand out. First, the Village of Medina has consistently seen the greatest number of planning and zoning applications not only in the municipalities under study, but in the entire county. In my opinion our boards have more experience and better training than any others in the county. They have focus and vision and are at all times guided by the law. Second, application reviews and decisions rendered by the planning and zoning boards in Ridgeway and Shelby have illustrated a fundamental and deep difference of vision and direction between the Village and the Towns. The zoning regulations may have been standardized for the western Orleans communities but their implementation has been vastly

different. Development at any cost seems to be the focus of development in the towns. That attitude will never bring harmony or success in the Village. How with the stroke of a pen do you expect this all to magically change?

As for Code Enforcement, this is a possible point to consolidate services, but only with a much greater commitment of resources from the towns. For as long as I have held my position here it has been evident that the programs in the towns lacked a commitment of interest and resources to have a truly professional program. The steps necessary to attain the desired level of professionalism and service would with consolidation result in efficiencies but very probably at a higher cost. My personal opinion is that whatever the cost this must be done to protect and serve the people of the communities.

In consolidating planning, zoning and code enforcement programs, there will be some costs I did not see identified in the study. Such consolidation would necessitate a new comprehensive plan and a revision of the zoning regulations. A long and costly process on both counts.

Finally I found Mr. Pace's comment in the Journal how the committee tried very hard to "walk in the shoes" of the municipal employees to gain information necessary for their work somewhat humorous. I can tell you that the only person that has been in my boots is me. With the exception of a ten minute conversation with the consultant very early on, no one has contacted me. In the sixteen years I have served as Village Code Enforcement Officer, worked with the Village Planning and Zoning Boards and served as a member of the Orleans County Planning Board, I have completed close to fifteen hundred hours of training on code enforcement, planning and zoning topics. I feel that the knowledge gained has given me enough insight to make these comments.

I am unable to attend the meeting this evening, but wanted to offer these comments.

Thanks for listening. – *Marty Busch*

8. Can you please put on Medina, Ridgeway & Shelby Shared Services, Town Merger & Village Dissolution Study website the architect design for Village of Medina (City Hall)
9. In regards to the consolidation of the village and 2 towns, I feel there are several reasons that this would not benefit the taxpayers/citizens of Medina, Shelby and Ridgeway. First of all, as the bookkeeper for the Town of Shelby for almost 13 years, I would like to question box #25 of the Power Point Presentation for Public Forum that was presented on 10/19/2010. It states that Shelby has a DARE program. In the 13 years I have been here, I have never known Shelby to have a DARE program, which makes me aware that more

information being presented to the public is not completely correct. (Note: The Study Committee corrected the slide noted. It now reads DAPC for Drug Abuse Prevention Council.)

Since the need to cut back on employment/employees is being heavily considered, why not start with the amount budgeted for the Village of Medina employees, considering that is the main reason this consolidation is even being looked into.

Loss of jobs is only going to add loss of services to the public, which we at the Townships receive complaints on every day. Town of Shelby is already short 1 MEO. There isn't enough hours in the day for our highway men to keep up with their daily work, let alone the complaints that come in on a daily basis regarding snow plowing, holes in the roads, water issues, etc. What sense does it make to our public to cut back on 2 more MEO positions and be down a total of 3 men? Absolutely none.

As for cost savings....What cost savings? First and foremost is the \$622,000.00 that is being thrown out there. That money or amount is not guaranteed by any means, and even if the state does grant it, will the state have it to give? Then we have all the improvements that need to be done, such as an elevator, restrooms, 3 bay garage, etc. Again, what savings?

I firmly believe that this study was not done with a committee of "bias" individuals and is very unfair to the employees of said entities.

Thank you.

10. Medina-Ridgeway-Shelby Study

- I have a concern about the Centralizing Village Clerk's functions and centralize water billing and code enforcement for all 3 municipalities into City Hall. Has there been any thought about parking issues?
- I have had some people ask who would be eligible to vote. Would it be property owners or registered voters?
- Each town and village has their own zoning text now. Would the zoning text have to be rewritten if there is a merger?
- Has there been any consideration about including shared services with the School District? One thing that I feel could be beneficial is a shared fuel barn.
- Is the \$622,000 guaranteed to get every year? – *Kirk Myhill*

11. *The following is an email exchange of comments involving resident Mary Woodruff, Ridgeway Town Supervisor Brian Napoli, and CGR Project Director Charles Zettek Jr.*

Hello (CGR staff member),

Allow me to introduce myself, please. I am Mary Woodruff, a lifelong resident of the village of Medina. I am good friends with Rosalind Lind and Nelda Callard. I presented many questions to both committee members regarding the study that was done involving Shelby/Ridgeway/Medina. Rosalind was not able to answer the questions, so she suggested I go to the source...you and your team.

I viewed the video that was posted on the web (Apr 27) which featured Nathan Pace, spokesperson for the Committee of 12. (that's my reference to the select panel) I had a strong objection to his usage of the phrase "there is no justifiable reason not to consolidate". That biased presentation threw me into a tailspin because not all of us wanted any type of merger...nor the study done in the first place. Obviously you can tell I am one of those people.

Before I begin my questions, let me tell you more about my stance. In my workplace we had a "consolidation or merging" of three district buildings which resulted initially in the loss of 14 teaching jobs. (We were promised there would be NO reduction in staff) Within a short time following this action more jobs were lost because services were "streamlined" (a nice way of saying reduced) and the students were affected. But the taxes went down. Some of the residents in the district I worked were very upset that they had lost their "neighborhood" school and were now forced to do things differently, such as placing their kindergarten child on a bus for 40 minutes to go to the new elementary school located eight miles away while in reality...they lived a block from the former elementary school. Unfortunately the whole merger was simply DONE and the people never had an opportunity to vote on the proposition. Oh yes, there were public forums also...but unfortunately the data gathered influenced those in charge and the change was made regardless of how people felt about it. Which leads me to my first question:

1. Please explain to me why the eligible voters in the village of Medina will vote twice on the "Merge" proposition while the residents of voting age in the Town of Shelby/Ridgeway vote once.
2. Please explain to me, for example, within the highway department the elected superintendents will be abolished and a new "commissioner" will be appointed (?) along with two deputies...how will this all be done? What format does your consulting company have in mind to initiate this proposal? Where is the democracy in this format? What happens to the officials who were already elected by the people to serve the people?
3. How many jobs will be lost just in the three work (highway, roads, streets) maintenance /plowing crews (Shelby/Medina/Ridgeway which I believe are referred to as WTE) if not immediately, in the near future? What is your projected

number? You know the WTE's will be reduced just as sure as I know my name is Mary. What is the proposed goal?

I am only proposing a few questions at this time so I can review your reply. If your reply leads me no where, I will continue to present these questions to some source until they are answered.

My reading of your collected data and its analysis will continue and the list of questions will grow.

I look forward to your responses and I appreciate the time it will take for you to complete this courtesy.

Respectfully,
Mary Woodruff

Reply from Brian Napoli

Hi, Mary:

This is Brian Napoli. While I am not on the committee, I have attended some, not all, of the meetings. Also, I read the full report.

In the interest of helping, I will attempt to answer your questions. I am not an expert on this study. My answers come from what I have learned from the meetings and reading the report.

Also, I have copied Vicki, Charles, and members of the committee.

If, after you read this, you have more questions, please let me know and I will attempt to help.

1. Voting. The reason residents of the Village vote twice is because they live in both the Village of Medina and, depending on what part of the Village, in either Ridgeway or Shelby. They vote once to decide if the Village should dissolve, and, again to decide if their respective Town should merge. You are correct, it does sound odd. However, if you think about it, Village residents do live in two municipalities. It is only fair to allow them to vote on both dissolution and merger.

2. Appointed Clerk and Highway Superintendent. It is my understanding that this is a proposal. If we consolidate to one Town, we do not have to have an appointed Clerk and Highway Superintendent. They can be elected. It will be the people's choice. However, if we re-organize as a City, it is my understanding that the Clerk and Highway Superintendent must be appointed. I believe this has to do with State Law and the State Constitution. If we consolidate to one Town, the proposal that would be part of the referendum would state either appointed or elected Clerk and Highway Superintendent.

Also, regardless of what the decision is, it can always be changed by another referendum.

3. Job loss. The proposal is for any job reduction to happen through attrition (retirements). Initially, there will be one Superintendent and two Assistants. One to handle water/sewer and the other streets and roads. There is no real way to determine how many will be lost at one time. It will have to be watched over time. As time passes, needs will have to be examined to see if the department should be reduced.

I hope this answers your questions. If you have any more please feel free to contact me.

Thank you for your interest.

Sincerely,

Brian

Response to Brian Napoli, from Mary Woodruff

Hi Brian,

Thank you for your quick and informative response. I am communicating while staying in Sanibel, FL, so I was not able to attend the first informative meeting.

Your responses have added depth to my knowledge and helped to clear many of my questions. Your explanation of the voting process finally makes sense to me...thank you.

The upkeep of the roads and plowing of these same pathways is very much a concern of mine. I have so many friends living elsewhere and have to deal with very poor upkeep while paying high taxes. I have always been very satisfied and appreciative of these employees who are out in all kinds of weather/conditions providing the means for safer traveling on the streets, roads, and highways. I just hate to see this changed at all. I did get upset when I read that a husband and wife team served on this committee. I know one was a 'consultant' but I had real difficulty with that selection. As you recall I tried to get on this committee originally by conferring with you but I was too late. I am still very interested in serving on any of the sub-committees if you should decide to broaden the choice of participants. People can't get involved if they have no idea there are openings. I don't get the Journal-Register for very personal reasons...and I find it extremely difficult to know what is going on in Town of Ridgeway. Would you please suggest a means of communication I could use to keep updated on all committee openings/and/or elected positions. I know I was offered zoning and I am still considering it...but I had hoped for a more "active" role.

2. Just the fact that we would have to lose our vote as to who became Town Clerk and Superintendent is enough for me to reject the choices. I don't want to lose my voice in government. In the village I have no voice as to who our

Village Clerk is and other assigned positions. Unfortunately all of those are "appointed" by a mayor who may only be 'one term' and then we are 'stuck' (for lack of a better descriptive word) with his/her appointees. So...I definitely do not see any positive solutions with any of these proposals. (I want you to know this because you are my Supervisor...and part of the reason, I am told, that this whole study came about was the "squeaky" voices demanding changes were heard and acted upon. While the silent (perhaps majority) was not having a problem with the system as is) This way you know and I would love to let my Town Council know. Is there a website or a means of communicating with these people available? I am never, ever asked my opinion on any political issue...how do these representatives know where their constituents stand? Seriously, how?

3. Nice explanation...unfortunately I see that the Commissioner would be management (that's a loss right there) and the deputies would what....be appointed? Hmm...I am losing my voice in my local government once again. This is very scary. I see the same names on the committees...village and town...I see generations family members serving on the committees...I see three members from the same family serving on the committee in Ridgeway. Yikes. That is scary. Where is the representation here? So...number 3 really does nothing to secure my positive vote for any of the proposals dealing with this topic.

Again, I thank you for your responses and for listening to me. I fear the power of the State Regs moving in and the voice of the common man being stifled one more time...all for the almighty dollar.

Respectfully,
Mary Woodruff

Charles Zettek (CGR) response to Mary Woodruff
Good afternoon Mary,

Thank you for sending your comments to us. We will forward them to the Committee to take into consideration as they develop the final report to present to the town and village boards after the two public hearings.

Brian Napoli provided an excellent response to your questions, which is pretty much how I would have answered them.

I think a key starting point is to remember that any consolidation of any of the governments would require a public referendum. This seems to be different than the situation you described regarding the shutting down of schools through a consolidation and merging process, which was done by a school board. Any consolidation of actual governments, i.e. the two town and one village governments, will require a public vote, per state law. Thus, it will

come down to a democratic vote by the people whether or not to consolidate their governments.

Regarding your three questions:

1. Brian's answer is what I would have said. It is no different than what currently exists. Village voters get to vote in a village election now. Village voters also independently get to vote in a Town election now because they are voters in a Town. Town voters outside the village get to vote in the Town election.

2. Brian's response hits all the key points. By state law, Towns can choose whether or not to have elected or appointed Clerks and Town Highway Superintendents. If a Town currently has an elected clerk and/or an elected highway superintendent, these can be changed to appointed positions, but only after a public vote to make that change. So, such a change would not be able to occur unless a majority of voters approve it. In the case of a new town being created under the consolidation scenario described in the report, the voters would have to approve, as part of the creation of the new town, whether or not to have the town clerk and highway superintendent positions be appointed or elected. If, instead of a town, the proposed new entity were to be a city, the city clerk and director of public works positions would have to be clearly identified in a proposed city charter. To my knowledge, there is just one city with an independently elected public works commissioner, and they are currently studying whether or not to change their city charter. I know of no independently elected city clerks – usually they are appointed by city council. However, the question about these positions in a proposed city is beyond the scope of this study. That would be something to be addressed by the next phase of the project – if in fact the town boards and the village board wished to study what it would take to create a city. To move forward, they would need to create a city charter commission to draft up a proposed city charter, which would also have to be approved by the majority of voters in a public vote prior to anything happening.

By the way, in terms of current elected officials, they would serve out their term until such point in time that any newly created entity comes into effect. There have been some towns that have gone from an elected to an appointed highway superintendent. In those cases, the last person running for the position understands that they will be the last elected person holding that position.

So, there is always a transition period.

3. Brian summarizes the committee's recommendations regarding staff reductions – these would be based on experience with whether or not the work required could be performed with less staff over time as the larger combined work force achieves efficiencies, and naturally occurring vacancies would

simply not be filled. The specific answer to your question regarding how many jobs will be lost has two parts to the answer. There are 7 different DPW/Highway operations recommendations listed in the main section of the Options report. None of these result in direct job losses – they represent shifting employees around in some cases to improve response times and reduce overtime needs, or, in the case of the clerical support, there is the recommendation to create a full-time administrative support position to provide better support than can be provided by the part-time positions currently providing back-up to the highway departments. In a separate section toward the end of the report, the committee identified additional possible future efficiencies that could save personnel costs. These are listed on page 34 of the (Options) report. For highway operations, these consist of not filling a currently vacant position, and eliminating two highway worker (MEO) positions as they become vacant, for a total of three positions.

I will forward your original e-mail and this response to the Committee Chair, for distribution to all of the Committee members for their consideration.

Please feel free to forward any other questions to me, or the Committee Chair, Nathan Pace, who is copied in on this e-mail.

Thank you for your interest.

12. Good work! All areas of government and school need to look at consolidation. Need to reduce some of the chiefs. 3 current hwy supers should not automatically go into 3 highest DPW spots. Are we keeping all town clerks? Or absorbing into different roles. Need to cut supervisors and duplicative roles to realize savings. Ridgeway Hwy Superintendent is not qualified to head hwy. operation. Ask him what his work plan is for 2011. Elected officials should not automatically keep their jobs. (Board members, hwy supers, town clerks). Will there be job descriptions for these new positions? Or civil service requirements? Should have had employee representation on committees for input.

Get a leader that can follow through and bring everybody together. “Make it Happen.” Let’s be on the Right side of the curve instead of the END. Set an example.

13. Will city hall contain the governments? Why were services more out of city hall? – Susanne Keryk
14. Congratulations for thinking outside the box. Job well done. I agree with you, Mr. Pace, residents in the future will look back on this change in 2011 and appreciate your forward thinking. Less government, more efficient government and less taxes were the reasons I ran for a Legislator seat. You have my full support. – *Lynne Johnson, Legislator*

15. I think the Board is clueless and gutless. The fact that everyone gets along and agrees shows spinelessness. Not eliminating positions and reducing the government workforce again is gutless. The idea that you can maintain the current services is la-la dreamer thinking. There is no money. The ship is sinking, it's too late. The problem is you all have spent too much, grew government and bled it dry through tax and grab. Cut spending and prepare for the worst. Hard times are just beginning. Good luck. – *David Kusmierczak*

16. I would like to see the town tax dropped for the people who live in the Village. We do not get any services from the towns at all. Make the Village employees pay more into their health care and other benefits. You have people in the department now that do not do their jobs now. Call me and I'll talk to you about it.