

CGR

Public Forum #2 | January 12, 2012

Study of Governance and Service Options
Town of Rye and the Villages of Port Chester, Rye Brook and Mamaroneck



Today's Agenda

- ▶ Call to order
- ▶ Introductions
 - ▶ Steering Committee
 - ▶ Study Team (CGR)
- ▶ Review of project objectives and approach
- ▶ Review of *Baseline Report*
- ▶ Comments and questions from the public
- ▶ Adjournment

Steering Committee | The Members

▶ **Town of Rye**

- ▶ Joe Carvin (Supervisor)
- ▶ Bishop Nowotnik (Confidential Secretary)

▶ **Village of Port Chester**

- ▶ Dennis Pilla (Mayor)
- ▶ Christopher Russo (Manager)

▶ **Village of Rye Brook**

- ▶ Joan Feinstein (Mayor)
- ▶ Christopher Bradbury (Administrator)

▶ **Village of Mamaroneck**

- ▶ Norman Rosenblum (Mayor)
- ▶ Richard Slingerland (Manager) / Daniel Sarnoff (Assistant Manager)

Project Team | CGR and Staff

▶ About CGR

- ▶ Rochester-based 501c3 organization providing strategic consulting, information management and implementation support to local governments across New York State
- ▶ Expertise in government management, fiscal and economic analysis, service delivery and efficiency improvement

▶ Key Project Staff

- ▶ Joseph Stefko, Ph.D.
Director of Public Finance (Project Director)
- ▶ Ana Liss, M.P.A.
Research Associate (Project Associate)

CGR's Philosophy | Objectivity and Fact-Based

- ▶ **Objective, fact-based collection and review of data**
 - ▶ We've no preconceived notion! An independent collection of data and facts is essential to building a shared information foundation for *any* examination of shared services or consolidation.

- ▶ **Facilitate an active public engagement strategy and two-way flow of information**
 - ▶ Any consolidation or shared service effort *must* encourage an active, transparent and open flow of information with the larger community.

Project Objectives | A Review

- 1. Analyze potentially dissolving Rye Town in order to eliminate administrative level and generate tax relief**
 - a) Analyze alternative forms of government (coterminous town/village options) for Port Chester and Rye Brook in the event of Town dissolution
 - b) Consider governance and service options for Rye Neck section of Mamaroneck

- 2. Analyze potential shared service alternatives between and among the Town and Villages in the event the Town does not dissolve**

Study Approach | A Review

- ▶ **Phase 1**
Project initiation
- ▶ **Phase 2**
Baseline review of current operations and finances
- ▶ **Phase 3**
Analysis of Town dissolution impacts, other options
- ▶ **Phases 4-6**
Report out to boards, community

Baseline Review | Why it's essential

- ▶ Any study of governance and services must start with a *shared, objective base of information*
- ▶ We need to establish what *is* before we can proceed to considering what *could be*
- ▶ The Baseline Report...
 - ▶ Is an opportunity to see the three municipalities in the same context – their finances, services, demand levels, assets, liabilities, etc.
 - ▶ Will serve as the key “data source” for the Steering Committee and study team as we move into developing and analyzing options

Baseline Review | Data elements

- ▶ In-depth interviews with department heads, employees and Steering Committee members
- ▶ Review of multi-year budgets and audited financial statements
- ▶ Review of capital asset inventories and municipally-owned property listings
- ▶ Data sources included Town, all three Villages and the Office of the State Comptroller

Baseline Report | Key Components

CGR

Inform & Empower
Center for Governmental Research

Municipal Services & Financial Overview

Town of Rye and Villages of
Port Chester, Rye Brook & Mamaroneck

December 2011

Prepared for:
Town of Rye
Village of Port Chester
Village of Rye Brook
Village of Mamaroneck

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Project overview

History, size and structure

Examples of existing cooperation

Key budgetary data

Expenditures

Revenues

Tax rate comparison

Fund balances/reserves

Outstanding debt obligations

Staffing allocations

How each municipality provides services

Who does what?

How are resources allocated?

What differences exist in how services are provided?

Town-specific data*

Asset summary

Property inventory

Rye Town Park asset data

Info on bridges, cemeteries

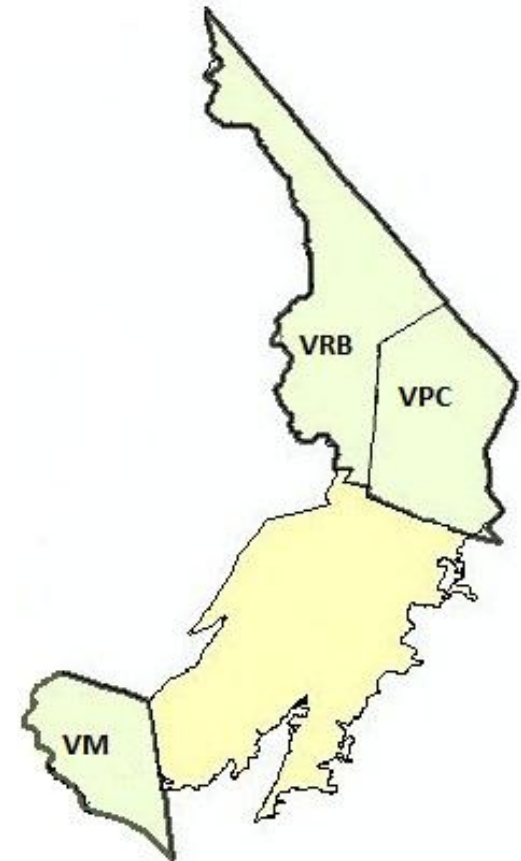
Baseline Report | Note re: Mamaroneck

- ▶ Only a portion of the Village of Mamaroneck is located within the Town of Rye, however the Village budget is not structured in a way that enables segregation of expenditures or allocation of resources to only that portion
- ▶ Thus, most Mamaroneck data presented in the report pertain to the *entire* Village of Mamaroneck, rather than just Rye Neck

Baseline Report | Summary Points

Table 1:
Total Population
(Source: U.S. Census Bureau)

	Rye Brook	Port Chester	Rye Neck ²	Town of Rye
1950	ND ¹	23,970	6,165	32,796
1960	ND ¹	24,960	7,118	38,147
1970	ND ¹	25,803	7,871	43,234
1980	ND ¹	23,565	7,046	38,896
1990	7,765	24,728	7,031	39,524
2000	8,602	27,867	7,411	43,880
2001 (est)	8,901	27,993	7,467	44,361
2002 (est)	9,074	28,047	7,486	44,607
2003 (est)	9,223	28,091	7,477	44,791
2004 (est)	9,363	28,033	7,465	44,861
2005 (est)	9,449	28,079	7,426	44,954
2006 (est)	9,557	27,986	7,386	44,929
2007 (est)	9,564	28,018	7,399	44,981
2008 (est)	9,568	28,171	7,396	45,135
2009 (est)	9,588	28,222	7,438	45,248
2010	9,347	28,967	7,614	45,928



Notes

1 As the Village of Rye Brook was not incorporated until 1982, decennial Census data were not available for these years.

2 Rye Neck is only that portion of the Village of Mamaroneck that is located within the Town of Rye.

Baseline Report | Summary Points

- ▶ Areas of existing cooperation
 - ▶ Ambulance
 - ▶ Assessment
 - ▶ Fire protection
 - ▶ Library
 - ▶ Parks and recreation
 - ▶ Tax collection
 - ▶ Bridges
 - ▶ Solid waste collection
 - ▶ Fleet maintenance
 - ▶ Facilities
 - ▶ Other informal agreements

Baseline Report | Expenditure Summary

Table 2:
Budgeted Expenditures
(Source: Current fiscal year budgets)

<i>\$ in millions</i>	General Fund	Other	Total
Town of Rye	\$3.563	\$0.000	\$3.563
Village of Port Chester	\$34.867	\$0.000	\$34.867
Village of Rye Brook	\$16.486	\$1.167	\$17.653
Village of Mamaroneck	\$29.871	\$1.101	\$30.972
Total	\$84.786	\$2.268	\$87.054

Baseline Report | Expenditure Commonalities

Table 3:
Common Expenditure Categories, Ranked by Rye Town Cost
(Source: Current fiscal year budgets)

	Town of Rye	Village of Port Chester	Village of Rye Brook	Village of Mamaroneck	Total
Tax Assessment ¹	\$722,996	-	-	\$117,355	\$840,351
Health Insurance	\$459,000	\$3,667,713	\$1,665,300	\$3,408,308	\$9,200,321
Parks ²	\$341,299	\$473,712	-	\$816,777	\$1,631,788
Clerk and Finance	\$279,418	\$577,601	\$465,048	\$644,576	\$1,966,643
Court	\$255,098	\$864,919	-	\$432,037	\$1,552,054
Tax Collection ³	\$242,807	\$115,000	\$70,000	-	\$427,807
Debt Service ⁴	\$234,581	\$4,129,198	\$1,012,137	\$2,261,909	\$7,637,825
Employee Retirement	\$147,500	\$2,520,296	\$1,252,000	\$2,417,800	\$6,337,596
Legal Services	\$131,579	\$406,943	\$166,200	\$451,860	\$1,156,582
Executive and Manager	\$125,364	\$308,133	\$241,454	\$485,974	\$1,160,925
Social Security	\$105,000	\$1,080,222	\$540,000	\$1,153,500	\$2,878,722
Operation of Buildings ⁵	\$104,456	\$435,249	\$95,400	\$255,173	\$890,278

Note: This is only a portion of the table that appears in the Baseline Report

Baseline Report | Expenditure Commonalities

Table 4:
Common Expenditure Categories, Ranked by Total Aggregate Spend
(Source: Current fiscal year budgets)

	Town of Rye	Village of Port Chester	Village of Rye Brook	Village of Mamaroneck	Total
Police	\$0	\$7,771,033	\$3,167,642	\$7,325,443	\$18,264,118
Fire ¹	\$0	\$1,828,299	\$1,747,467	\$629,712	\$4,205,478
Solid Waste	\$0	\$1,334,028	\$964,630	\$1,563,131	\$3,861,789
Central Garage	\$0	\$905,975	\$533,952	\$410,707	\$1,850,634
Buildings and Codes	\$0	\$805,351	\$292,989	\$572,786	\$1,671,126
Library	\$0	\$884,732	\$492,513	\$0	\$1,377,245
Water ²	\$0	\$0	\$135,000	\$926,324	\$1,061,324
Street Lighting ³	\$0	\$360,000	\$125,000	\$294,000	\$779,000
Capital Transfer	\$0	\$0	\$737,000	\$0	\$737,000
Transfer Station	\$0	\$730,000	\$0	\$0	\$730,000
Tax Certiorari	\$0	\$75,000	\$25,000	\$600,000	\$700,000
Ambulance	\$0	\$275,834	\$203,016	\$66,492	\$545,342

Note: This is only a portion of the table that appears in the Baseline Report

Baseline Report | Revenue Summary

Table 6:
Budgeted Revenues & Surplus
(Source: Current fiscal year budgets)

<i>\$ in millions</i>	Town of Rye	Village of Port Chester	Village of Rye Brook	Village of Mamaroneck	Total Combined
Property Taxes	\$0.399	\$21.958	\$13.103	\$22.379	\$57.840
State Aid	\$0.400	\$0.399	\$0.045	\$0.666	\$1.510
Mortgage Tax	\$0.600	\$0.170	\$0.177	\$0.310	\$1.257
Interest/Penalties	\$0.760	-	\$0.006	\$0.110	\$0.876
Fines/Forfeitures	\$0.140	\$2.000	\$0.050	\$0.852	\$3.042
Fund Balance	\$0.705	\$0.825	\$0.494	\$0.684	\$2.708
Sales Tax	-	\$3.500	\$1.100	\$2.300	\$6.900
Gross Receipts	-	\$0.699	\$0.250	\$0.320	\$1.269
Other	\$0.559	\$5.315	\$2.427	\$3.351	\$11.653
Total	\$3.563	\$34.867	\$17.653	\$30.972	\$87.054

Baseline Report | Staffing Allocations

Table 10:
Staffing Allocations
(Source: Current fiscal year budgets; official interviews)

	Town of Rye	Village of Port Chester	Village of Rye Brook	Village of Mamaroneck	Total Combined
Tax Collection					
Tax Collector ¹	1.0				1.0
Deputy Tax Collector	1.0				1.0
Clerk	1.0				1.0
Clerk	1 p/t				1 p/t
Court					
Administrator/Court Clerk	1.0	1.0		1.0	3.0
Assistant Court Clerk	1.0	3.0		1.0	5.0
Clerk		1.0		1.0	2.0
Clerk	1 p/t	1 p/t			2 p/t

Note: This is only a portion of the table that appears in the Baseline Report

Baseline Report | Functional Summaries

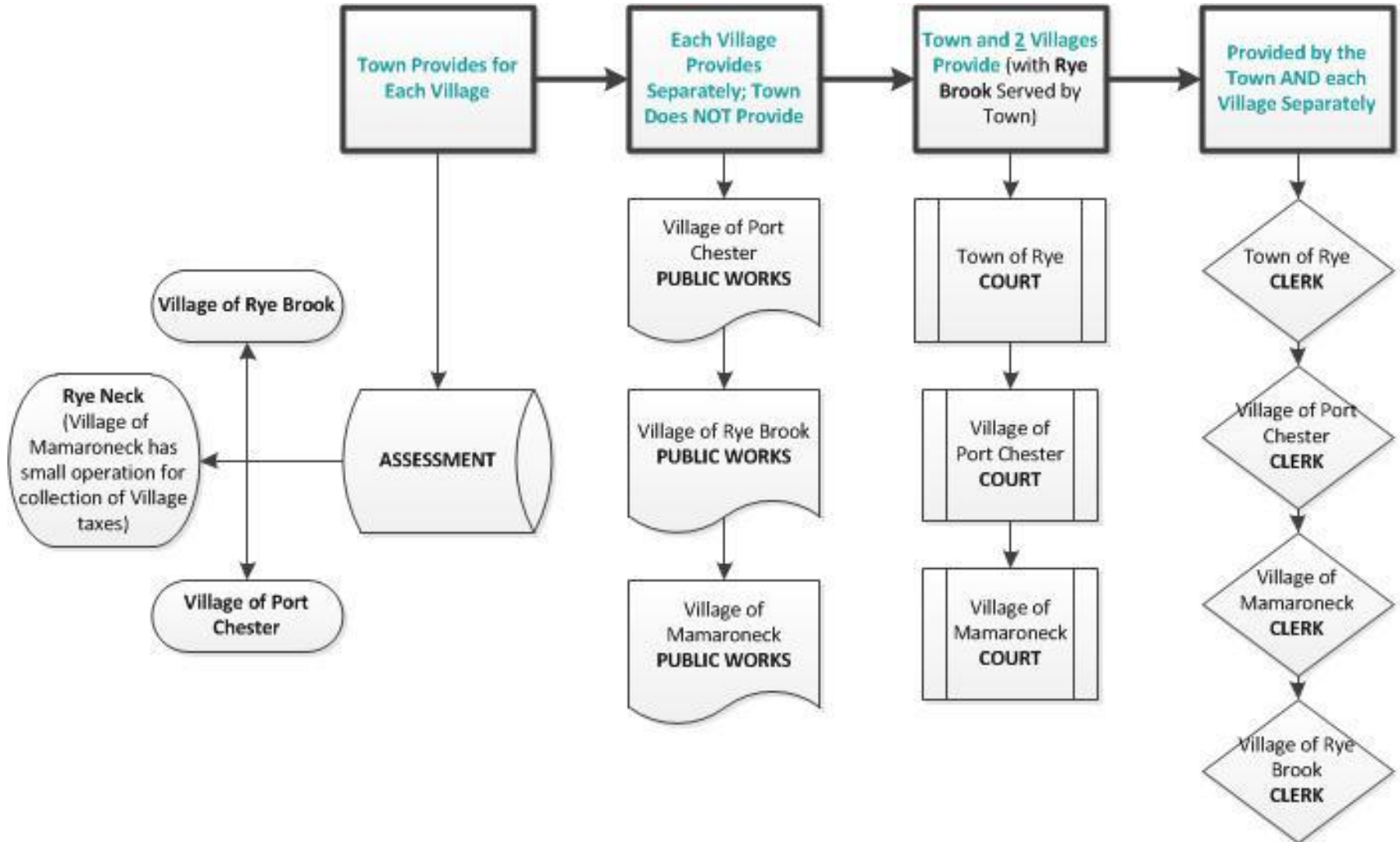
- ▶ How the Town and Villages provide municipal services
 - ▶ Most “high intensity” services (*e.g.* police, public works) are provided solely by the Villages
 - ▶ Generally speaking, the Town provides fewer municipal services than peer towns across NYS
 - ▶ As a result, staff numbers and budget size in Town are lower

Baseline Report | Functional Summaries

▶ What's in the report

- ▶ *What* services are provided
- ▶ *Who* provides each service
- ▶ *How* the service is provided
- ▶ *How* the service is staffed
- ▶ *How* the service provision differs across municipalities

Baseline Report | Service Examples



Baseline Report | Additional Information

- ▶ Because potential dissolution of the Town is one option to be examined, certain Town-specific data is also included
 - ▶ Town assets
 - ▶ Town-owned property
 - ▶ Rye Town Park assets
 - ▶ Summary of bridges and cemeteries

Baseline Report | Where you can find it

- ▶ Project website @ www.cgr.org/ryetown
- ▶ Municipal halls

After the Baseline... | What comes next?

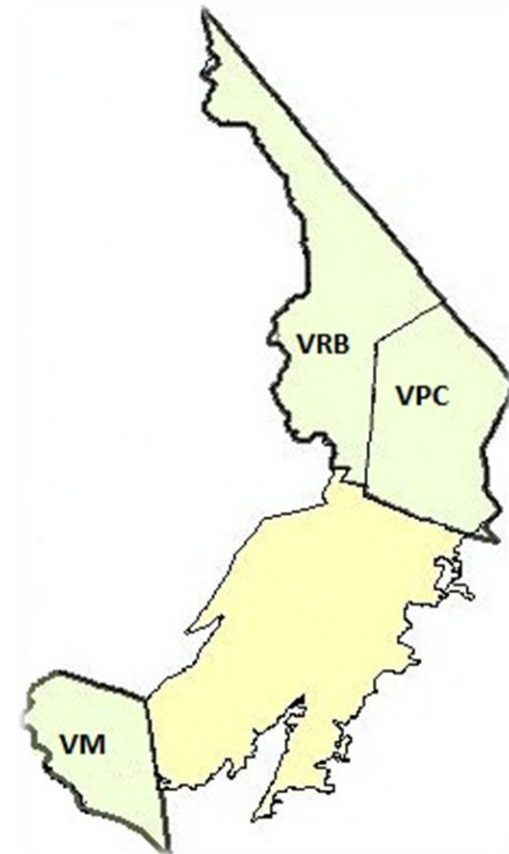
- ▶ With an information baseline established, the study now pivots to an exploration of **options** and analysis of their potential impacts

Concept #1: Town Dissolution

- What would the resulting structure(s) look like?
- How would the Rye Neck section be addressed?
- What would the service impacts be?
- How would Town assets be distributed?
- What financial impacts would result?
- What would the process be?

Concept #2: Additional Shared Services

- What services might be improved operationally/financially?
- Where could greater coordination yield efficiencies?
- How might the inter-municipal framework be strengthened?



After the Baseline... | What comes next?

- ▶ **February** – Identify potential options
- ▶ **March/April** – Complete impact analysis
- ▶ **April** – Draft report
- ▶ **May** – Public forum #3 and final report

Your Feedback | Comments, Questions

