

# APPENDIX D

## PROGRAM WORK PLAN

**Contractor:** Village of Victory

**Project Title:** Village of Victory Dissolution Study, Draft Plan and Alternatives

**Contract No.** T-098823

### 1) Project Description

- a) **Project:** The Village of Victory will prepare a dissolution study, dissolution plan and alternatives to dissolution.
- b) **Geographic Area:** The project concerns the Village of Victory which is wholly located in the Town of Saratoga in Saratoga County.
- c) **Partners:** While village dissolution is an action to be solely undertaken by a village, the Village of Victory is committed to working closely with the Town of Saratoga throughout the process of developing a dissolution study. The Town will have representation on a Dissolution Study Committee, pursuant to Village Law.
- d) **Goals and Objectives:** The goal of this dissolution study will be to address the financial impacts associated with village dissolution to both the village and the town. The resulting product will be a dissolution study that addresses the feasibility of dissolving the Village of Victory. Based on that information, the committee will guide the development of a best-option dissolution plan. Finally, the study will also form the basis for identifying possible alternative to dissolution for the Village of Victory to consider which would result in efficiencies, costs savings or both.

Once completed, the study, plan and alternatives will be presented to the Village Board for its consideration.

- e) **Studies:** Not applicable.
- f) **History of Project:** On November 18, 2009, residents in the Village of Victory have filed a dissolution petition which requires the Village Board of Trustees to form a dissolution study committee. The committee will develop a study that examines the costs and benefits associated with the dissolution of the Village of Victory. This project will provide the resources needed to prepare a dissolution plan and alternatives to dissolution which will be submitted to the Village Board for the consideration of village voters. The plan will serve as the decision making tool for residents and provide an outline of the dissolution including how village services would be provided in the event of dissolution, provide for the disposition of assets and other matters as prescribed in Village Law.
- g) **Relationship to Other Projects:** Not applicable.

### 2) Project Components

- a) **Problems:** In the Village of Victory, the community seeks to determine if there are cost savings and more efficient ways of providing government services. In response to an petition, the Vil-

lage Board of Trustees has deemed it is necessary to develop a study, plan and alternatives to determine if village dissolution is in the best overall public interest.

**b) Objectives:** The objective is to collect and objectively analyze data regarding the feasibility and desirability of the dissolution of the Village of Victory. Officials believe it is importance to provide its taxpayers and elected officials with accurate and reliable information regarding the costs and benefits resulting from village dissolution.

**c) Tasks**

The Village Board of Trustees will appoint a Dissolution Study Committee (DSC) and charge it with developing a study to dissolve the village. That study will form the foundation for a dissolution plan and alternatives to dissolution which are the two possible outcomes at the end of this process. The DSC will transmit its final work to the Village Board of Trustees for acceptance. The Village Board of Trustees will either accept or adjust this final product and adopt the study, draft plan and alternatives. Nothing herein commits the Village Board of Trustees to dissolving the village; rather all of this information is intended to provide village residents with as much information as possible to make an informed decision. Successful completion of this project does require the Village Board of Trustees to formally adopt the project through its own action.

The New York State Department of State’s assigned project manager for this project will be notified of all meetings, hearings or public information sessions to be held on this project. All deliverables shall be provided to the New York State Department of State in accordance with Appendix D Attachment, Part 2E. Refer to Appendix B for project budget.

<b>Task 1</b>	<b>Task:</b> Project Initiation
	<b>Schedule:</b> Month 1
	<b>Deliverable:</b> Kick-Off Meeting Summary

The Village shall meet with the Department of State prior to initiating work on this project to discuss goals, objectives, state requirements and expectations.

The Village Board of Trustees will appoint a Dissolution Study Committee (DSC) which shall be charged with developing a study to dissolve the village, including fiscal impacts, provision of service and other matters as identified. The study will provide information and the foundation for a dissolution plan and alternatives to dissolution. The DSC will then develop a draft dissolution plan and identify alternatives to dissolution.

The Board of Trustees or DSC will develop a Request for Proposals (RFP) to aid in the selection of a qualified consultant to assist in the development of the dissolution study, plan and alternatives. The Board will issue this RFP. The DSC will review and may interview respondents. The DSC will then recommend to the Village Board of Trustees a qualified consultant. The Village Board of Trustees, considering the recommendation, will select a qualified consultant and enter into contract for professional service.

The DSC and consultant will initiate the project with a kick-off meeting.

<b>Task 2</b>	<b>Task:</b> Dissolution Study
	<b>Schedule:</b> Months 2 - 4
	<b>Deliverable:</b> Draft and Final Dissolution Study, Meeting Summaries

The Dissolution Study is intended to provide a foundation for the project. The study will include a comprehensive list of village services, including information on a per-service basis which shall include budget allocation, employment allocation, per-resident cost, inventory of equipment, complexities of delivery of services, specialized knowledge of personnel and necessary capital investments as well as the opportunity for cost savings and/or service enhancement. Associated with this, the consultants shall conduct a review of the services provided by the Town (and County if appropriate) to identify which entity would most appropriately deliver the services currently provided by the Village. The study shall also consider the general perception of the feasibility of possible options and the public's concerns and likely reactions to restructuring service delivery and potential impact on service quality. The consultants will also make assumptions about what will happen if the Village restructures service delivery, setting in motion the process to determine the potential cost and tax impacts. Major findings, including general fiscal impacts, will be presented to the DSC.

The study will contain at least the following elements:

1. The name, type and/or class, and territorial boundaries of the entity to be dissolved;
2. The entity's assets, including but not limited to real and personal property, and the fair value thereof in current money of the United States;
3. The entity's liabilities and indebtedness, bonded and otherwise, and the fair value thereof in current money of the United States;
4. Terms for the disposition of the entity's assets and the disposition of its liabilities and indebtedness, including the levy and collection of the necessary taxes and assessments therefor;
5. Any plan for the transfer or elimination of public employees;
6. Any agreements entered into with the town or towns in which the village is situated in order to carry out the dissolution;
7. Whether any local laws, ordinances, rules or regulations of the entity shall remain in effect after the effective date of the dissolution or shall remain in effect for a period of time other than as provided by state law;
8. The manner and means by which the residents of the entity will continue to be furnished municipal services following the entity's dissolution;
9. A fiscal analysis of the effect of dissolution on the village and the area of the town or towns outside the village;
  - a. Expressed as the total cost impact to village and town budgets, impact to average homeowner's taxes, and impact to tax rates.
  - b. Shall consider impact with and without state incentives for consolidation.
10. A fiscal estimate of the cost of dissolution;
11. Any other matters desirable or necessary to carry out the dissolution, and;
12. An effective date of the dissolution upon which the study is based.

The consultant shall develop a draft dissolution study. The DSC will hold a public meeting to review the draft dissolution study. The DSC will adopt a final dissolution study with revisions if necessary.

<b>Task 3</b>	<b>Task:</b> Dissolution Plan
	<b>Schedule:</b> Months 4 - 6
	<b>Deliverable:</b> Draft Dissolution Plan, Meeting Summaries

The DSC, using the information developed in the Dissolution Study, shall develop a best-case Dissolution Plan. It should be noted that the DSC may believe that dissolution is not in the Village's interest, however developing this Dissolution Plan will provide two advantages. First, the Dissolution Plan will make certain assumptions that will allow for a refined fiscal impact model of the affected municipalities. Second, if served with a dissolution petition, the Village Board of Trustees will have a Dissolution Plan which it can immediately provide to residents and consider. The Dissolution Plan will contain provisions relating to the items identified in Task 2 above.

<b>Task 4</b>	<b>Task:</b> Alternatives to Dissolution
	<b>Schedule:</b> Months 6 - 8
	<b>Deliverable:</b> Alternatives to Dissolution Report, Meeting Summaries

The DSC will develop possible alternatives to dissolution that achieve cost savings and/or efficiencies in village operations. Possible alternatives may include but shall not be limited to shared services, functional consolidation, and reduction or elimination of services. These alternatives are intended for the village to consider should a decision be made to not dissolve village government into the surrounding town(s). These alternative scenarios will include a high-level cost and tax impact projections for the identified options.

<b>Task 5</b>	<b>Task:</b> Public Meeting
	<b>Schedule:</b> Month 8
	<b>Deliverable:</b> Meeting Summary

The DSC will hold a public meeting to review the final dissolution study and draft dissolution plan and alternatives to dissolution.

<b>Task 6</b>	<b>Task:</b> Final Dissolution Study, Draft Dissolution Plan and Alternatives to Dissolution
	<b>Schedule:</b> Months 8 - 9
	<b>Deliverable:</b> Final Report

The final report will compile the items identified in Tasks 2, 3 and 4 above into a single document.

<b>Task 7</b>	<b>Task:</b> Public Hearing
	<b>Schedule:</b> Month 9
	<b>Deliverable:</b> Public Hearing Summary/Minutes

The DSC will hold a public hearing on the Final Dissolution Study, Plan and Alternatives to Dissolution. The DSC will transmit the final deliverable to the Village Board along with a summary of the public hearing. Note that the Final Dissolution Plan will also list the time and place or places

for a public hearing or hearings by the Village Board on the proposed dissolution plan pursuant to state law.

<b>Task 7</b>	<b>Task:</b> Project Close-Out
	<b>Schedule:</b> Month 10
	<b>Deliverable:</b> NYSDOS Project Close-Out Documents

The Village Board of Trustees shall receive the final report for the DSC. It will then complete the required close-out process with the New York State Department of State.

- d) Procurement:** In securing contractual construction services, the grantee will comply with Municipal procurement policy and General Municipal Law section 103. (See Appendix A-1 Attachment 4).
- e) Other:**
  - i) Documentation:** All documents created as part of grant funds must specify the following "This (document, report, map, etc.) was prepared with funds provided by the New York State Department of State under the Local Government Efficiency Grant Program."
  - ii) Environmental Review:** An environmental review will be completed as required in Section XV of this agreement and transmitted to the Department of State.
  - iii) Deliverables:** Upon completion, the project will provide the grantee with a complete dissolution study, plan and alternatives. It will be an independent and unbiased study that reviews the advantages and disadvantages of dissolving the Village of Victory. The project will also result in a proposition on dissolution. Prior to any public referendum on dissolution, the grantee and will include an analysis of other available options will make available the study to all Village residents to ensure that they are fully informed before any decisions are made.

The grantee or its contractor will identify tax payer impact (e.g. cost or savings) during the course of the project and will include it as part of the report. Tax payer impact shall be expressed as Total Cost Impact, Cost Impact per Capita (based on the most recent US Census, Census estimates, or population survey), and Estimated Impact on Property Taxes resulting from the project, which is calculated by dividing each applicant's Total Cost Impact into the amount of its taxable assessed value (equalized full value multiplied by the equalization rate) and expressed as dollars per thousand of taxable assessed value.

The grantee shall submit drafts of studies/reports prepared with this grant to the New York State Department of State for review and comment.

The grantee shall submit on a semi-annual basis (Appendix A1, Section II-I) or with each request for reimbursement, whichever comes first, a Project Status (Appendix A1, Attachment 3) report which provides detailed project information including report of each project task as listed in this work plan.

The grantee shall provide all plans and/or reports developed as part of this project to the New York State Department of State, Division of Local Government. The Division of Local Government may make these items available as part of its technical assistance program. (Appendix A1, Section IV).

At the conclusion of the project, the grantee shall complete the Final Project Summary and other close-out materials as requested by the New York State Department of State.

**f) Schedule:** This project will commence upon receipt of a fully executed grant agreement with New York State. The final report is expected for delivery by March 31, 2012.

**2) Review and Status**

**a)** Department of State shall review Project Components for consistency with the applications.

**b)** Contractor shall provide Project Status Reports every six months or when payment is requested.