

TOWN and VILLAGE of PERRY

SHARED SERVICES FEASIBILITY STUDY



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Prepared by:
Stuart I. Brown Associates, Inc.
A LaBella Company

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INTRODUCTION AND OVERVIEW

In order to identify and evaluate the potential shared-services measures to reduce or stabilize municipal operating costs, it is important to examine and develop an understanding of the existing operation of each municipality considering shared services collaborations. Documenting existing municipal operations is essential to identify and quantify, (a) types, levels and quality of service being provided, (b) the resources - human, financial and equipment used to provide each service, and (c) the amount of building or facility space utilized and needed.

After existing operations have been documented and quantified, the next step involves identifying work tasks and services each municipality performs or provides that are duplicative or similar. Often duplicative services and similar work tasks provide opportunities for shared services arrangements through which one municipality provides a service or services, or performs a work task or tasks for or on behalf of another or other municipalities. For villages, often one of the easiest ways to reduce operating costs is to cease providing discretionary services that towns are mandated to provide. Justice courts serve as an example. If a village operates its own justice court, the town justice court is legally relieved of adjudicating criminal or civil matters that arise within the village. But if no village court exists, the town is mandated to adjudicate criminal and civil matters that arise in both the town and village.

Some villages also provide discretionary services that duplicate services that are or would be provided by a higher level of government such as a county government or the State. The fact that a village provides a discretionary service that duplicates a County or State service does not legally relieve the higher levels of government of providing the service within the village. As a practical matter, however, it does enable the County or State government to provide only minimal or token levels of services within the village. Police services provide a good example. Although a county sheriff and the NY State Police have legal jurisdiction to perform police functions within a village, if a village operates its own police department, the county sheriff and the State Police are able to divert their own limited resources and focus on providing police services to other areas of the county with the knowledge that the village is providing its own police service. Typically, villages elect to provide discretionary services that are normally provided by the town, county or the State due to a real or perceived need for a higher level and/or better quality of service than the town, county or State are able to provide.

Opportunities for cutting municipal costs can also exist when villages and towns perform work tasks or provide very similar services, but for different populations. For example, towns and villages both typically remove snow and ice from the streets and roadways within their respective jurisdictions. However, if one governmental entity is better situated to provide the service for both municipalities, economies can often be realized if the better suited municipality provides the service for both. For example, the Wyoming County Highway Department contracts with the towns and villages within Wyoming County to clear snow and ice from County roadways. The Wyoming County Highway Department does not directly plow or salt any County roadways. Geographical logistics make it much more efficient and less costly for Wyoming County to contract with the towns to provide this service.

Sometimes, one municipality will have extensive experience, expertise and/or tools and equipment that make it more suitable to provide certain services for another municipality. It may be more cost effective to contract with such a municipality for the service. The municipality outsourcing the service can avoid expenses that would otherwise be necessary. These include training expenses and capital outlays for the purchase of equipment and/or construction of facilities. Public water systems serve as an example. A town that has only a small water distribution system or that is constructing its first water distribution system will invariably find it much more cost effective to purchase water from a nearby village that has an existing water system compared to constructing and operating its own water filtration plant. Similarly, it is usually more cost effective to outsource the maintenance of its water distribution system to a village that has an existing water system and an experienced work crew than it would be for the town to train and equip its own employees.

Other collaborative cost-saving opportunities may also exist, such as jointly purchasing and sharing equipment for example. Such sharing is best suited for equipment that is expensive to purchase and that is not used extensively by any one municipality. Equipment that is used extensively by a municipality is not well suited for sharing due to the likelihood of frequent scheduling conflicts. Asphalt paving machines represent a piece of equipment that is well suited for joint purchase and shared use. Asphalt pavers are very expensive, but are used for limited periods of time by most rural municipalities, perhaps only a week or two each year. By splitting the cost of purchasing a paver among several municipalities and sharing the machine, rural communities can have use of the machine at prices that are lower than rental prices. In addition, the shared machine would be used much more extensively instead of simply sitting idle for most or much of the year.

Co-locating or sharing facilities sometimes offers opportunities for municipal governments to operate more efficiently. If a municipality has excess building capacity which can be occupied and used by another municipality, savings can frequently be realized. This is especially true if, as a result of co-location, a municipal building can be taken out of service and sold. The cost to heat and maintain a single building is usually less expensive than the cost to maintain and heat separate buildings, all other factors being equal. Furthermore, if the co-location involves administrative offices, office equipment can often be shared (e.g., computer server, photocopier, and fax machine). In addition, such space as restrooms, employee lunch rooms, and conference and meeting rooms can also be shared, thereby reducing the building space needed to accommodate two municipalities compared to the combined floor space that would be required with separate buildings.

Finally, opportunities for savings can frequently be realized through cooperative purchasing. Cooperative purchasing enables communities to purchase common items (materials, supplies, equipment and services) in larger volumes to take advantage of bulk purchase discounts that vendors often offer. The savings is shared among the participating municipalities. Purchasing equipment in bulk can result in substantial savings. For example in the early 1990's, the City of Batavia and the Village of LeRoy (Genesee County), working cooperatively, jointly bid two fire pumpers with the same specifications. This measure resulted in a combined savings of approximately \$50,000.

VILLAGE AND TOWN OF PERRY OPERATIONS AND SERVICES

The information presented in this section was provided by Village and Town of Perry officials and employees. The sources of information include, but are not limited to, the following:

- Current operating budgets
- Annual Financial Report Update Documents (AUD)
- Collective bargaining agreements
- Intergovernmental agreements
- Inventory of automotive fleets
- Lists of employee positions and salary schedules
- Interviews with the following:
 - Village Mayor Howard Wood
 - Town Supervisor James Brick
 - Village Administrator Terrance Murphy
 - Village Clerk-Treasurer Gail Vosburg
 - Town Clerk Sarah Ballinger
 - Village Police Chief James Case
 - Village Public Works Superintendent Edward Koziel
 - Village Parks and Recreation Director Renee Koziel
 - Village Zoning Officer Donald Roberts
 - Town Justice Michael Rhodes
 - Town Justice and Acting Village Justice Michael Rhodes
 - Village Zoning Enforcement Officer Donald Roberts
 - Village Justice Gary Jurkowski

Existing Village and Town Services and Work Activities and Budgets

The services and work tasks currently performed by the Village and Town of Perry are identified and listed on Table 1. The same information is provided in Table 2A-2C, organized by Village and Town departments and offices.

TABLE 1
EXISTING Village and Town Services and Work Tasks

Service/Work Activity	Village	Town
Clearing snow and ice from roads and streets	x	x
Clearing snow from sidewalks	x	
Clearing snow from public parking lots	x	x
Maintaining and repairing roads and streets (includes mowing ROW in Town)	x	x
Repaving streets and roadways	x	x
Repairing and replacing sidewalks	x	
Operating water filtration plant to produce water	x	
Maintaining water distribution system including installing water lines	x	
Operating WWTP to dispose of wastewater	x	
Maintaining wastewater collection system including pump stations	x	
Maintaining storm water sewers/catch basins/ roadway ditches/culverts	x	x
Maintaining municipal buildings	x	x
Maintaining and mowing public parks	x	
Maintaining and mowing public cemeteries		x
Removing leaves from streets and parkways	x	
Performing cemetery interments		x
Maintaining and trimming trees	x	x
Administering Farmers' Market		x
Reading water meters	x	
Enforcing NYS Building Codes	County	County
Enforcing local zoning regulations	x	x
Assessing real property		x
Providing police protection	x (a)	
Providing school crossing guard services	x	
Providing Dog Warden (Town contracts with County for services)		x
Operating Justice Courts	x	x
Providing fire protection service	x	x (b)
Summer youth recreation program (outsourced)	x	
Senior citizen recreation program	x	
Issuing licenses (marriage, hunting /fishing / trapping, dog, games of chance, etc.)		x
Issuing birth and death certificates / handicapped permits	x	
Real property tax billing	x	x
Water and sewer billing	x	x (c)
Fiscal and financial management	x	x
Collecting property taxes and fees	x	x
Preparing payroll and administering fringe benefits	x	x
Maintaining and managing public records	x	x
Personnel administration and collective bargaining	x	x
Processing invoices & vouchers / issuing checks for payment	x	x

(a) Village Police Department provides police services inside Village only.

(b) Village owns the Village of Perry Fire Department and contracts with volunteers. Town contracts with a Fire Association)

(c) Town bills for water service only; sanitary sewer service is not provided in the Town of Perry.

TABLE 2A

Existing Services, Work Tasks and Responsibilities of Town and Village of Perry

Village of Perry	Town of Perry
<p>Public Works Department.</p> <ul style="list-style-type: none"> • Maintains and repairs Village Streets • Removes snow and ice from Village streets, public parking lots and County roadways within the Village • Trims trees along streets • Maintains Village buildings and grounds • Maintains and cleans storm sewers and catch basins • Installs, maintains & repairs water mains / flushes Town water mains • Maintains & repairs Village automotive equipment • Storm recovery operations • Installs, maintains & repairs storm sewer breaks • Cleans and repairs sanitary sewer lines • Replaces fire hydrants • Removes and replaces sidewalks <p>Water Department</p> <ul style="list-style-type: none"> • Operates and maintains water filtration plant and grounds • Obtains water samples for testing • Installs/replaces customer water meters • Reads and records water meter readings for Village & Town • Clears snow from water plant parking lot <p>Sewer Department</p> <ul style="list-style-type: none"> • Operates wastewater treatment plant and grounds • Maintains sewer lift stations and pumping stations • Samples effluent for testing • Clears snow from water plant parking lot 	<p>Highway Department</p> <ul style="list-style-type: none"> • Maintains and repairs Town roadways • Removes ice and snow from Town roadways and County roadways within the Town • Trims trees and mows grass along Town roadways • Maintains Town buildings and grounds • Maintains Town roadside drainage ditches and culverts • Maintains & repairs Town automotive equipment • Storm recovery operations • Maintains Town cemeteries (mows grass) • Maintains medical center

TABLE 2B

Existing Services, Work Tasks and Responsibilities of Town and Village of Perry

Village of Perry	Town of Perry
<p>Parks and Recreation Department:</p> <ul style="list-style-type: none"> • Maintains Village park (mows grass) • Provides summer youth recreation program • Provides senior citizen programs 	
<p>Village Clerk-Treasurer’s Office:</p> <ul style="list-style-type: none"> • Prepares billings (property tax bills / water & sewer bills) • Receives tax bill / water and sewer bill payments • Prepares Village Board meeting minutes • Custodian of Village records (manages Village records) • Vital statistics (issues birth and death certificates for Town and Village residents) • Employee records management • Maintains financial records / bookkeeping /manages money (investments, cash flow, banking) • Prepares employee payroll <p>Village Administrator:</p> <ul style="list-style-type: none"> • Overall coordination of Village operations • Personnel administration / Civil Service interfacing • Labor relations (collective bargaining / grievances & grievance arbitration) • Risk management and insurance • Employee benefits management • Budget monitoring, control and preparation • Long-range planning and capital improvement planning & budgeting • Legal compliance with State and Federal laws • Economic development activities • Grant writing/ application preparation • Grant administration 	<p>Town Clerk’s Office:</p> <ul style="list-style-type: none"> • Prepares billings (property tax bills / water bills) • Receives tax bill / water and sewer bill payments • Prepares Town Board meeting minutes • Custodian of Town records (manages Town records) • Issues licenses for Town and Village residents (marriage, dog, hunting/fishing/trapping) <p>Town Supervisor and Supervisor’s Bookkeeper:</p> <ul style="list-style-type: none"> • Maintains financial records / bookkeeping /manages money (investments, cash flow, banking) • Prepares employee payroll • Overall coordination of Town operations • Personnel administration, employee records management, Civil Service interfacing • Labor relations (collective bargaining / grievances & grievance arbitration) • Risk management and insurance • Employee benefits management • Budget monitoring, control and preparation • Long-range planning and capital improvement planning & budgeting • Legal compliance with State and Federal laws

TABLE 2C

Existing Services, Work Tasks and Responsibilities of Town and Village of Perry

<p>Police / Public Safety:</p> <ul style="list-style-type: none"> • Traffic law enforcement / traffic control • Responding to complaints & calls for service (motor vehicle accidents, burglaries, larceny, domestic disputes, assaults, etc.) • Preventative patrolling 	<p>Public Safety:</p> <ul style="list-style-type: none"> • Dog control (through contract with Wyoming County)
<p>Justice Court (Village Justice and Court Clerks):</p> <ul style="list-style-type: none"> • Conducts court proceedings for violations of Village and State laws / levies fines and punishment • Collects court imposed fines and penalties • Conducts arraignments 	<p>Justice Court (Town Justice and Court Clerks):</p> <ul style="list-style-type: none"> • Conducts court proceedings for violations of Village and State laws / levies fines and punishment • Collects court fines and penalties • Conducts arraignments

The Village of Perry is a full-service municipality that provides a wide array of local government services. These include police protection, water and sanitary sewer service, street maintenance, parks and recreational facilities and programs, zoning enforcement, and fire protection. The Town of Perry provides a limited range of municipal services. The most significant are highway maintenance and fire protection services. The Town also operates the Perry Center Water District, a very small district that serves a few households and businesses in the Hamlet of Perry Center.

The Village of Perry's General Fund operating budget for fiscal 2010-2011 totaled \$2,258,775. The General Fund covers the Village's overall general governmental operations and incorporates virtually all of the Village's functions and services except for water and sanitary sewer services. Water and sanitary sewer services are accounted for in separate funds known as enterprise funds. Figure 1 contains a pie chart depicting General Fund expenditures and reveals the proportion of the Village's General Fund Budget allocated to each of the Village's major functions or services. The General Government category includes not only general Village services, but also internal support services and work activities. Figure 2 contains a pie chart that identifies the Village's sources of General Fund revenue and the proportion of the total revenue each source contributes. It should be noted that one of the sources is *Appropriated Fund Balance*. Fund Balance can be thought of as a savings account that a municipality accumulates overtime which is used as working capital and can be appropriated to fill gaps between projected revenues and projected expenditures at the time a budget is adopted. If at the end of a year expenditures actually exceed revenues, then the Appropriated Fund Balance, or a portion of it, is used to pay for the excess expenditures. If at the end of a year the revenues actually exceed expenditures, none of the Appropriated Fund Balance is expended and the excess revenue increases the Fund Balance (savings) available for the following year.

Figure 1 reveals that the Public Works Department accounts for more than one-third (35.8%) of the Village's budget and the Police Department accounts for nearly 30 percent of the Village's budget. Fire and ambulance service accounts for only 3.8 percent of the budget. These services are provided by volunteers so there are no labor expenses involved. General government which includes the Village administration, Village Clerk's office, Justice Court, support services and overhead accounts for 20.9 percent of the budget. Parks and recreation account for 6.4 percent. The proportions of the budget allocated to each of the foregoing functions are in line with similarly sized and situated villages that operate full-time police departments.

Figure 2 reveals that the Village must rely heavily on real property taxes as its major source of revenue. Nearly 85 percent of the Village's funding comes from real property taxes. All other sources of revenue combined account for only about 15 percent of the Village's budget. The Village projected using some of its Fund Balance (savings) to fill the gap between projected expenditures and projected revenues. The amount of Fund Balance appropriated accounts for less than 5 percent of total budget revenues.

FIGURE 1
Village of Perry
General Fund Expenditures

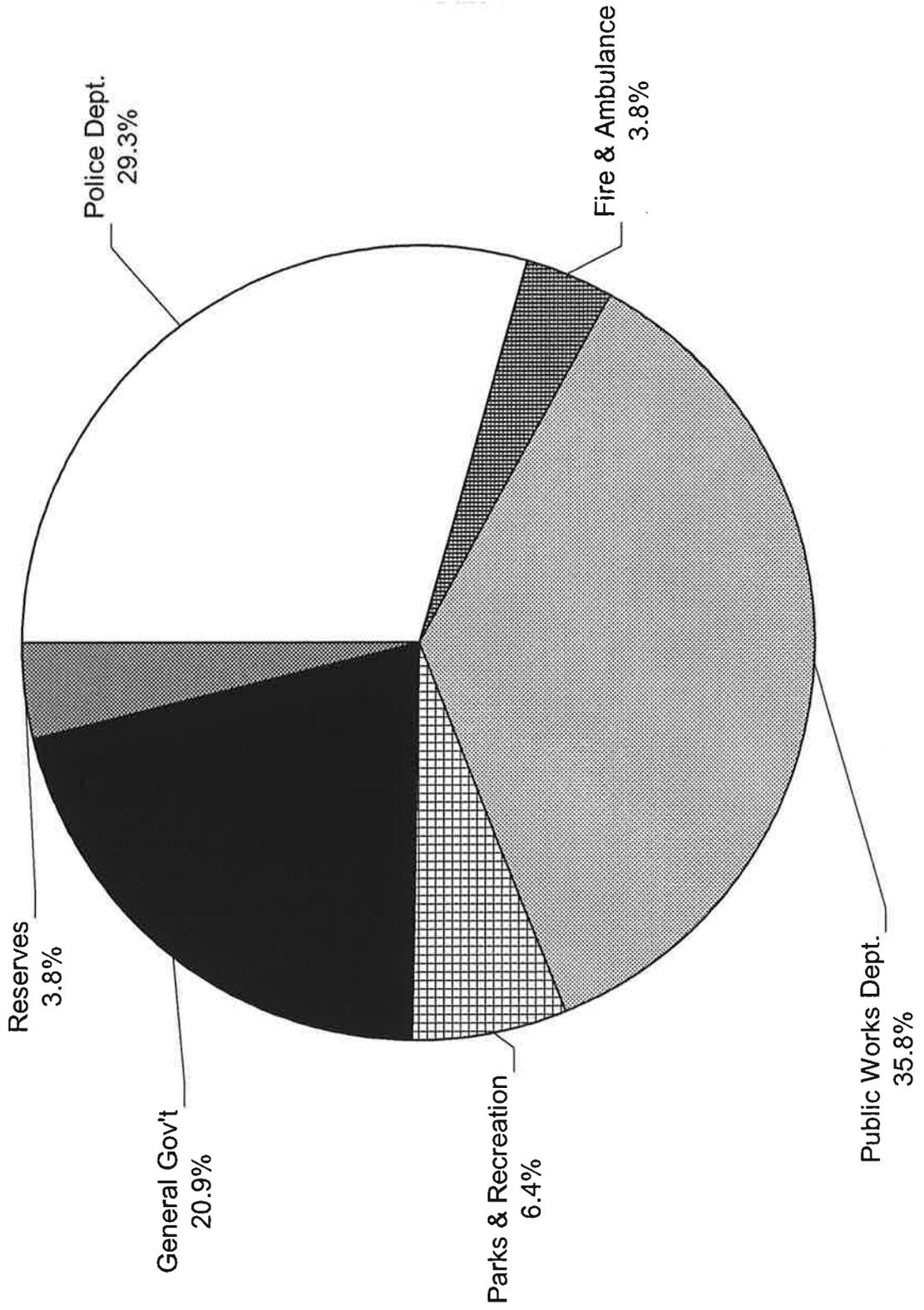
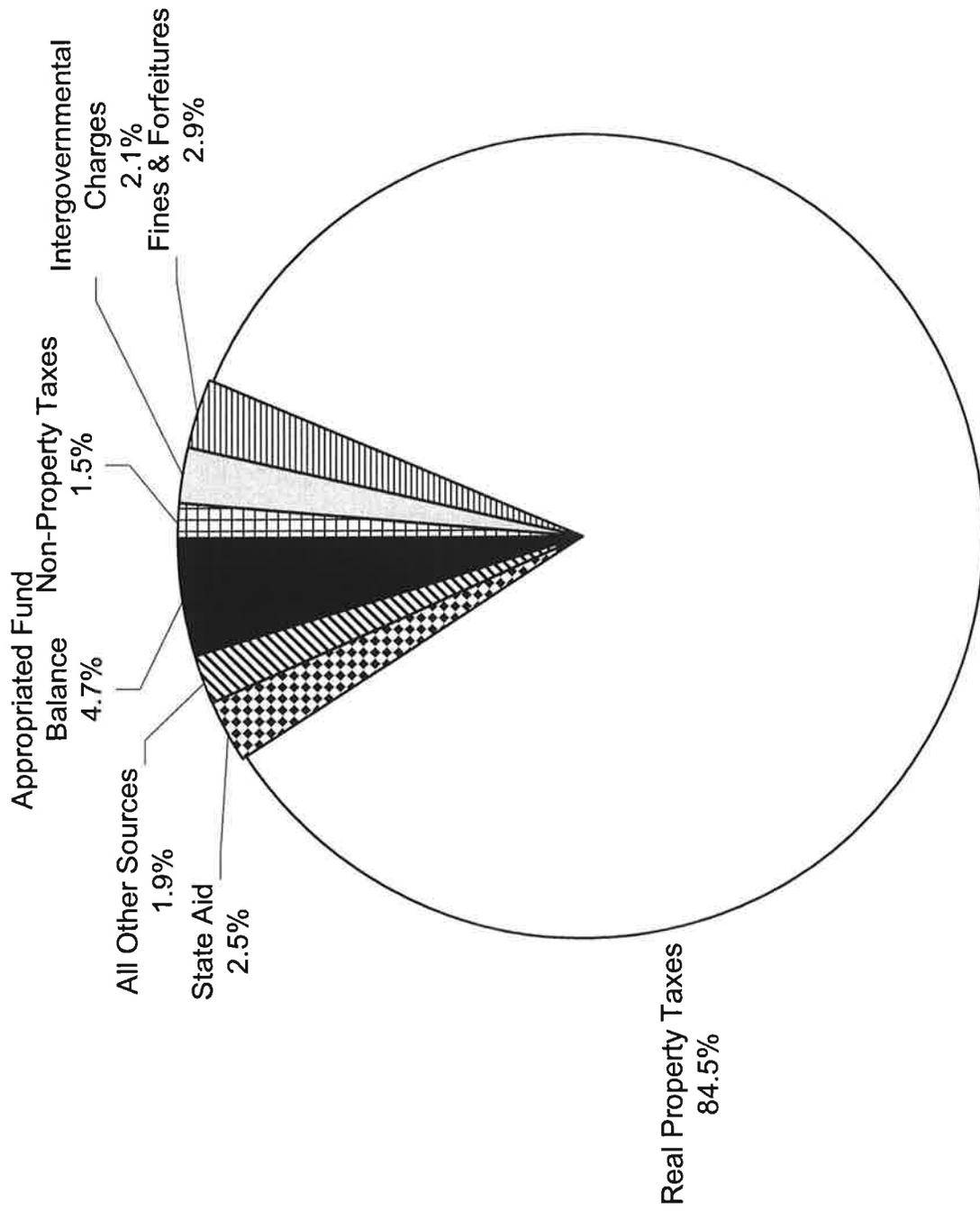


FIGURE 2
Village of Perry
General Fund Revenue



Due to the nature of town government in New York State, the Town of Perry has two separate General Fund Budgets, two separate Highway Fund budgets and two Fire District budgets. One of the Town's General Fund budgets covers expenses for services that are provided town-wide. The other General Fund budget covers expenses for Town services provided outside the Village. The Town's Highway Funds are similar; one covers town-wide highway expenses and the other covers highway expenses outside the Village. The Town also has two Special District Funds that are used to provide fire protection to areas outside the Village, i.e., fire Districts Nos. 1 and 2. The budgets of the foregoing Funds have been aggregated in order to provide a more comprehensive view of the Town's overall expenditures and revenues. This also allows for a comparison of the Town's budget to the Village's budget as the Village's General Fund includes the Department of Public Works (equivalent to the Town's Highway Department) and the Village's Fire Department (equivalent to the Town's Fire Districts). The Town's combined budget for fiscal 2010 totals \$1,348,610. Figure 3 contains a pie chart that identifies each major Town function or service and depicts the proportion of the budget allocated for each. Similar to the Village, the General Government budget category includes general Town services as well as internal support services and work tasks. Figure 4 contains a pie chart that identifies the Town's combined sources of revenue and the proportion of the total revenue to each source contributes.

Figure 3 reveals that more than two-thirds of the Town's budget expenditures are for the Highway Department, which indicates that the maintenance of roadways is an important and primary function the Town. Approximately one-quarter of the Town's budget is allocated for general government services and internal support services. Fire protection and the Justice Court combined account for less than 6 percent of the Town's budget expenditures. Most rural towns expend the large majority of their budgets on roadway maintenance, so the Town of Perry is not atypical.

Figure 4 reveals that the Town of Perry compared to the Village relies less on real property taxes for its revenue. Real property taxes account for slightly more than half (51.9%) of the Town budget revenue. Intergovernmental charges contribute slightly more than 10 percent of the Town's revenue and State aid accounts for slightly less than 10 percent of the Town's revenue. Figure 4 further reveals that the Town Board appropriated a significant amount of the Town's Fund Balance (savings) to balance the 2010 budget. The Appropriated Fund Balance accounts for slightly less than 20 percent of the Town's total projected 2010 budget.

Existing Intergovernmental Agreements

Three types of intergovernmental agreements may be used by and between municipal governments, i.e. *service* agreements, joint purchase agreements, and joint agreements. An intergovernmental *service* agreement is an agreement through which one of the parties provides service(s) on behalf of or to the other party(ies) to the agreement. An intergovernmental *purchase* agreement is an agreement for the joint purchase of materials, supplies, furniture or equipment. When equipment is jointly purchased for shared use, the intermunicipal agreement will often not only set forth the financial contribution of each party, but will also contain provisions for scheduling the use of the equipment, maintenance, storage and insurance responsibilities and the like.

Figure 3
Town of Perry
(General Funds, Highway Funds and Fire Districts)

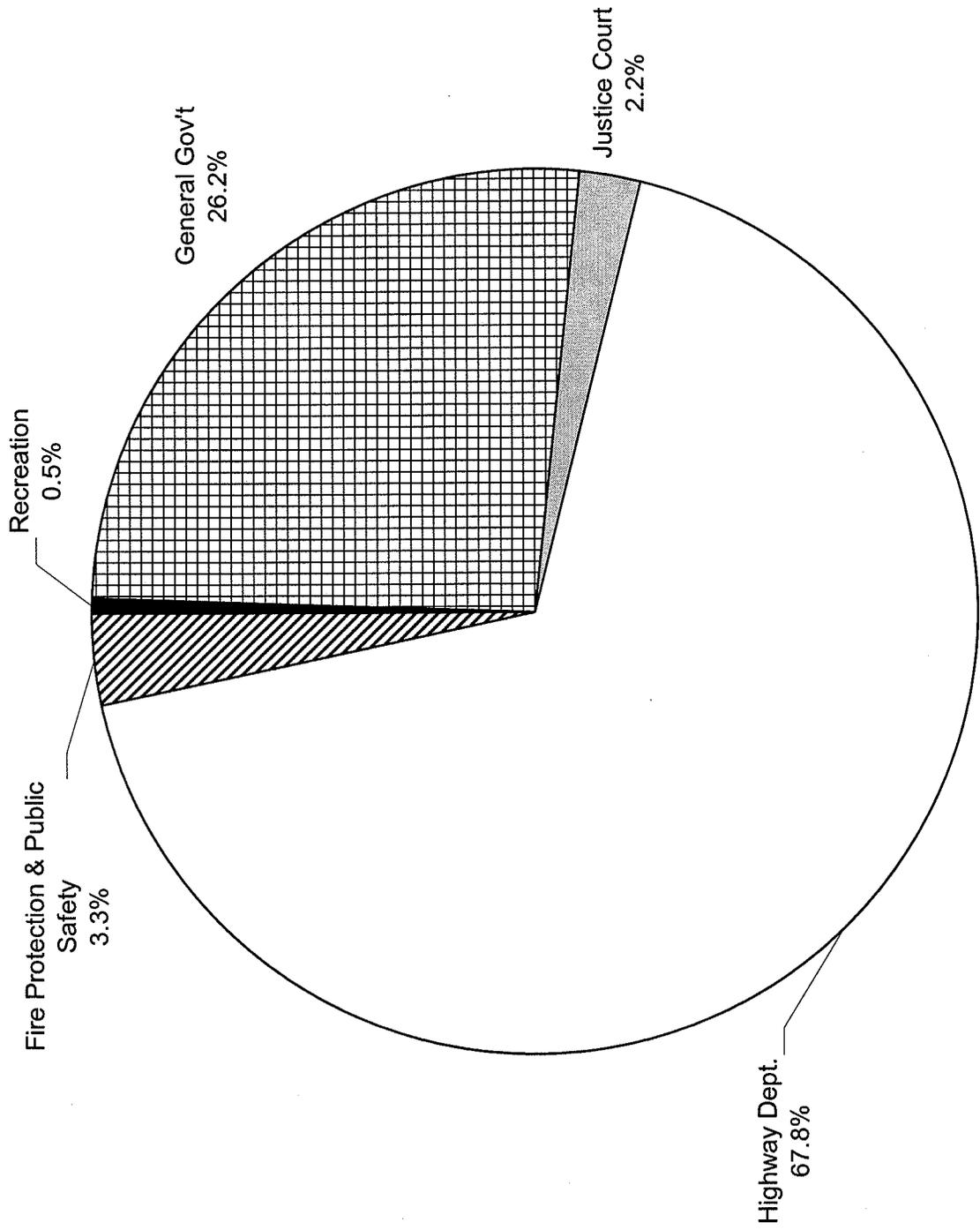
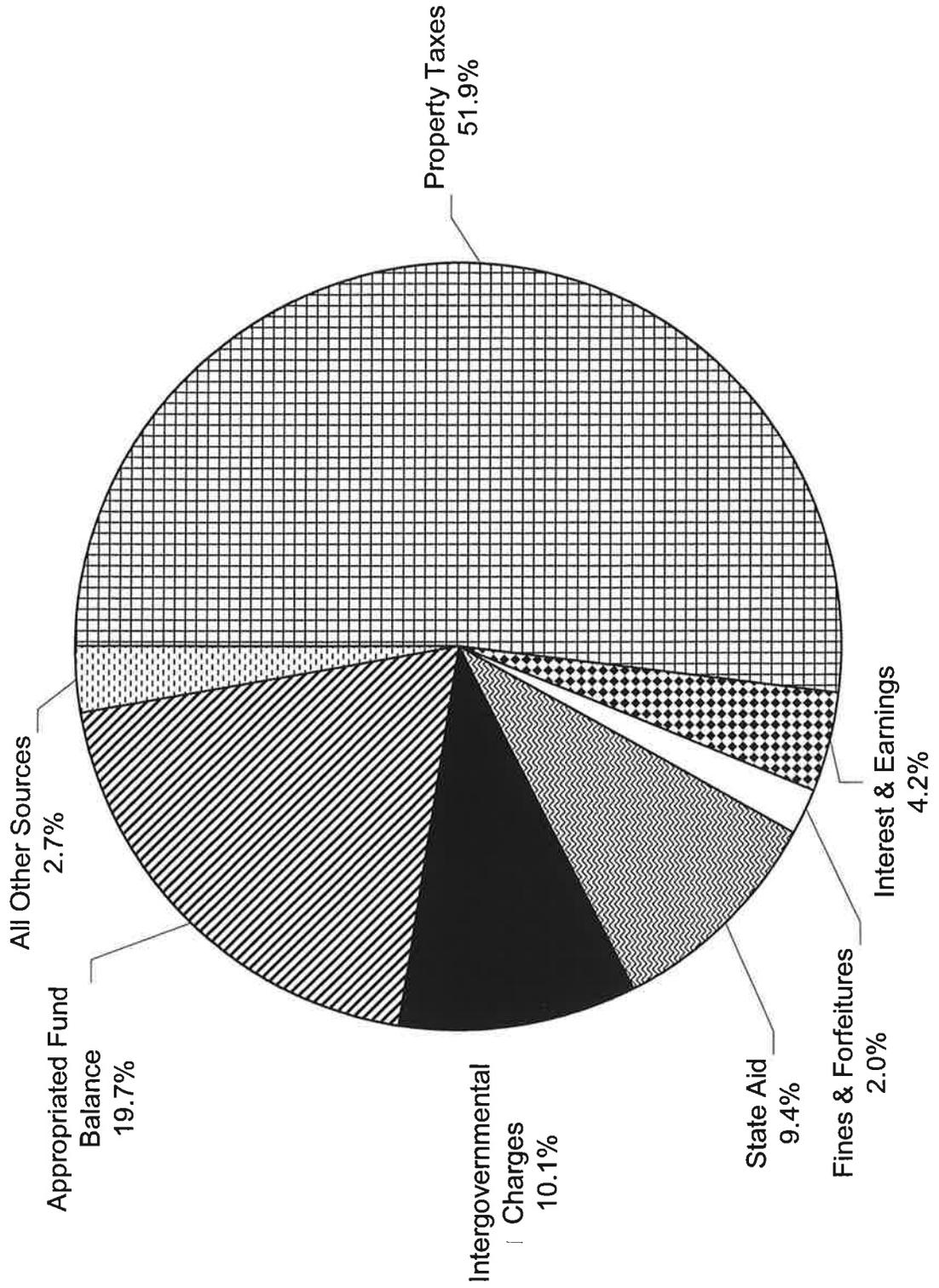


FIGURE 4
Town of Perry Revenue
(General Funds, Highway Funds & Fire Districts)



Intergovernmental *joint* agreements are agreements through which two or more governmental entities agree to work together to provide a service or to operate a facility. Each party actively participates in providing the service or operating the facility. For example, a town and village could enter into a joint agreement for the operation of a swimming pool that is jointly owned. The village's responsibility may be to provide the water, to monitor and maintain the proper level of chlorine in the water, and to maintain the swimming pool and appurtenances. The Town's responsibility may include hiring, scheduling, and supervising the lifeguards and purchasing the supplies and materials needed for the maintenance and operation of the pool. Intergovernmental joint agreements are not nearly as common as intergovernmental service agreements or joint purchasing agreements.

Table 3 identifies existing intergovernmental agreements to which the Village and/or Town of Perry are party. Some of these agreements are exclusively between the Village and Town of Perry. Other intermunicipal agreements include other municipalities as parties to the agreements. As Table 3 reveals, the Town and Village of Perry are ALREADY collaborating fairly extensively with each other and other municipalities and governmental entities.

Current Staffing

Table 4 identifies the number of Village and Town employee positions by job title, part-time or full-time status, and the department or office for which the employees filling the positions work. Positions vacant at the time this report was prepared are identified as well. As the role of local government is to provide municipal services, staffing levels are typically high. This is reflected in the budgets where employee wages and benefits comprise a large proportion of a municipality's expenditures. For example, the Village of Perry's employee wages and fringe benefits charged to the General Fund total approximately \$1,297,541 which represents 57.4% of the Village's \$2,258,775 General Fund budget. The Town of Perry's employee wages and benefits for the General Funds, Highway Funds and Special Districts (Fire Districts) total approximately \$517,364 which represents approximately 34.4 percent of the Town's \$1,382,470 budget.

A word of explanation is necessary regarding the Police Department staffing. Table 4 can be misleading without an understanding of the operation of the Department. Although the Village employs 13 part-time Police Officers in addition to three (3) full-time Officers, not all 13 part-time Officers work during the course of any given week. Part-time officers are paid only for the hours they actually work each week, if any. The Perry Police Department provides police service around the clock seven days a week. Police officers work one of three 10 hour shifts. The first shift runs from 7:00 am to 5:00 pm, the second shift runs from 5:00 pm to 3:00 am, and the third shift runs from 9:00 pm to 7:00 am. One Police Officer is on duty during each shift, but as the 5:00 pm to 3:00 am and the 9:00 pm to 7:00 am shift overlap, two Officers are on duty between the hours of 9:00 pm and 3:00 am. The large pool of part-time Officers is necessary to ensure that the Police Department has sufficient personnel to cover all three shifts throughout the week and to fill shifts when Police Officers are off work on their normal days off or when ill or on vacation.

TABLE 3
Existing Intergovernmental Agreements

Description	Parties	Expiration	Provisions
Sanitary Sewer Maintenance (North End Sewer Dist. No. 1)	Towns of Perry and Castile	1-year term which automatically renews unless terminated sooner by one of the parties.	Castile agrees to clean and maintain life stations, grinder station & electric panels and controls for North End Sewer District No. 1.
Sanitary Sewer Maintenance	Town of Castile and Village of Perry	3-Year term with 1-year renewable extension.	Village agrees to maintain Town of Castile sewage collection system.
Water Supply	Village of Perry and Perry Center Water District (Town of Perry)	3-year term automatically renews unless terminated by one of the parties. Agreement expires in 2013 unless previously terminated.	Village of Perry agrees to supply potable water to the Perry Center Water District and to read the water meters quarterly and report the readings to the Town Clerk. Village also performs required DOH water testing and checks and maintains Town water tank.
Shared Courtroom	Town and Village of Perry	1-year term automatically renews annually unless terminated sooner by one of the parties.	Shared use of the courtroom in the Village Hall by the Town and Village Justice Courts. Office space also provided to the Town Court.
Water Supply	Village of Perry and Gardeau Water District (Town of Castile) and Silver lake Institute Water District	1-year term automatically renews annually unless terminated sooner by one of the parties.	Village of Perry agrees to supply potable water to the Gardeau Water District read water meters and performs required DOH testing.
Fire Protection	Village and Town of Perry	3-year term unless terminated sooner by one of the parties.	Village agrees to provide emergency fire service within the Perry Fire Protection District.
Fire Protection	Village of Perry and Town of Castile	3-year term unless terminated sooner by one of the parties.	Village agrees to provide emergency fire service within the Castile Fire Protection District.
Shared Sewer Camera	Villages of Perry, Mt. Morris, Avon and Lima	2-year term which may be renewed by all 4 municipalities.	Villages agreed to jointly purchase and share a sewer camera for inspecting storm sewers and sanitary sewers.
Shared Street Sweeper	Village of Perry and Village of Warsaw	Term expires when sweeper is taken out of service or upon written agreement of both parties.	Villages agreed to jointly purchase and share a street sweeper.
Snow and Ice Removal	Village of Perry and Wyoming County	2-year term. Expires October 2011.	Village agrees to remove ice and snow from the portions of County Highways that pass through the Village.
Shared Wood Chipper	Village and Town of Perry	To be determined	Wood chipper has been purchased. The preparation of an intermunicipal agreement is in progress.
Shared Boom Mower	Wyoming County and all (16) Towns within the County.	15-year term. Expires December 1, 2024	Wyoming County agreed to operate the mower for each town as needed. The equipment is used for mowing roadway side slopes and trimming trees not accessible to Town mowing equipment.

TABLE 4**Public Officials and Employees
Village and Town of Perry****Village of Perry****Public Works / Water & Sewer**

1	DPW Superintendent	FT
1	Working Foreman	FT
2	Mechanical Equipment Operator	FT
1	Laborer	FT
1	Automotive Repair Worker	FT
1	Park Maintenance Supervisor	FT
1	Chief W&S Plant Operator	FT
2	W&S Plant Operator	FT
1	Water Plant Operator	FT
1	Sewer Plant Operator	FT
1	Water Meter Reader	FT

Police Department

1	Police Chief	PT
1	Assistant Police Chief (VACANT)	FT
3	Police Officer	FT
13	Police Officer (3 in academy)	PT
1	Secretary to Police Chief	PT

Zoning Department

1	Zoning Officer (Deputy Clerk provides clerical support)	PT
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Administration & Financial Mgt.

1	Village Administrator & Treasurer	FT
1	Village Clerk/Deputy Treasurer	FT
1	Deputy Village Clerk	FT (3/4)

Village Justice Court

1	Village Justice	PT
1	Acting Village Justice	PT
1	Court Clerk	PT

Village Board & Legal

1	Mayor	PT
1	Deputy Mayor	PT
3	Trustees	PT
1	Attorney	PT

Town of Perry**Highway Department**

1	Highway Superintendent (vacant)	FT
3	Mechanical Equipment Operator	FT
1	Cemetery & Bldg. Maintenance	FT

Public Safety

No Town employee positions		
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Zoning Department

1	Zoning Officer (Town Clerk provides clerical support)	PT
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Administration & Fiscal Mgt

1	Town Clerk	FT
1	Deputy Town Clerk	PT (1/2)

Town Court

2	Town Justice	PT
1	Court Clerk	PT

Town Board & Legal

1	Supervisor	PT
4	Councilmen	PT
1	Attorney	PT

During the past several years, the Village transitioned from employing eight (8) full-time Police Officers to employing only four (4) full-time Officers supplemented with a pool of part-time Officers. Some of the changes were implemented as a result of the recommendations contained in a report entitled *An Administrative Study of the Village of Perry Police Department*, a study carried out in 2006 by Police Management Services, a consulting firm. The use of part-time Officers not only provided the Village with greater flexibility, but also reduced the operating cost of the Police Department as part-time Police Officers qualify for fewer fringe benefits. One of the recommendations made in the report, although not implemented, called for eliminating the overnight shift due to substantially lower calls for service during such times.

The major responsibility of the Town Highway Department is to maintain Town roadways and roadside drainage ditches and to clear snow and ice from roadways during the winter months. Table 5 identifies the amount of Town, County and State roadways and highways within the Town of Perry (outside the Village).

TABLE 5
Miles of Roads and Highways in Town of Perry
 (Outside of the Village of Perry)

	Centerline Miles	Lane Miles
Town Roads	42.1	84.2
County Roads	18.2	36.4
State Roads	13.1	26.2
TOTAL	73.4	146.8

The Town Highway Department has three (3) Mechanical Equipment Operators (MEO) to repair and maintain 42.1 centerline miles or 84.2 lane miles of Town roadways. This work includes mowing roadway shoulders, repairing pot holes, shimming and wedging deformed road surfaces, paving road surfaces, cleaning out drainage ditches and culverts and installing, repairing and replacing signage. In addition, the Town Highway Department is responsible for clearing snow and ice from roadways. As Wyoming County outsources snow and ice removal to the towns throughout Wyoming County, the Town of Perry Highway Department is responsible for clearing ice and snow from more than 120 lane miles of roadways. In addition, the Highway Department MEOs have the responsibility for servicing and making minor repairs to Town Highway equipment and Town buildings.

The Village DPW's primary responsibilities include maintaining the Village's streets and stormwater drainage systems including catch basins as well as the Village's water distribution system (watermains) and wastewater collection system (sanitary sewers). The Village has 26 lane miles of streets to maintain as shown in Table 6. Both Wyoming County and New York State contract with the Village for snow and ice removal from County roads and State Highways located within the Village. Therefore, during the winter months, the Village DPW has responsibility for plowing and salting 35.6 lane miles of streets inside the Village as well as Village parking lots. The Village DPW is also responsible for periodically sweeping Village streets and maintaining the Village's buildings, grounds and parks. The snow removal crew is

comprised of six (6) employees, i.e., the Working Foreman, the Automotive Repair Worker, two (2) Mechanical Equipment Operators, one (1) laborer and the Water Meter Reader. These workers are organized into two-man crews for snow removal. Generally, snow removal begins early in the morning and ends around 7:00 pm. Snow removal crews do not typically work late at night or overnight. In addition, the automotive repair worker and to some extent the other employees in the Village’s Public Works department are responsible for maintaining and repairing their automotive equipment to the extent to which they are capable and for maintaining Village buildings.

TABLE 6
Miles of Streets in Village of Perry

	Centerline Miles	Lane Miles
Village Streets	13.1	26.2
County Roads	1.5	3.0
State Roads	3.2	6.4
TOTAL	17.8	35.6

The Village DPW, not the Water and Sewer Department, is responsible for maintaining and repairing the Village’s water mains and sanitary sewers. The Village contains slightly more than 21 miles each of water mains and sanitary sewers. The DPW is responsible for maintaining 21 miles of storm sewers as well.

The Village owns and operates its own water filtration plant and wastewater treatment plant (WWTP). The operation of the Village’s water filtration plant and wastewater treatment plant and sanitary sewer system are accounted for in separate budgets which in municipal accounting terms are called funds, i.e., the Water Fund and Sewer Fund. By law, each must be financially self-sustaining and therefore are commonly referred to as *enterprise funds*. The revenue used by enterprise funds must be raised by charging fees to customers who utilize water and/or sanitary sewer service. The revenue in these Funds may not be used for any other purpose.

Major Equipment

Table 7A identifies the motorized and large pieces of non-motorized equipment that the Village owns and operates. Table 7B identifies the motorized and large pieces of non-motorized equipment the Town of Perry owns and operates. The intensity of use of each piece of equipment has also been identified on both tables using the following coding:

- A1 Used daily or near daily year round
- A2 Used daily or near daily during spring, summer and fall
- A3 Used daily or near daily in winter only
- B1 Use several times per month or weekly year round
- B2 Used several times per month or weekly, but only seasonally
- C Used a few times per year or occasionally

TABLE 7A
MAJOR EQUIPMENT
Village of Perry

Vehicle Make & Model	Year	Assigned To	Level of Use	Description of Use
International 4000 Series 6-wheel dump truck	1993	DPW	B1	Hauling materials, leaf pickup, chipping wood and snow plowing
GMC Sierra C35 1-ton dump truck	1993	DPW	A1	Hauling snow, stone, wood and debris
International 6-wheel dump truck	1995	DPW	B1	Hauling materials, snow plowing & salting
Chev K2500 4-wheel drive pickup truck	1998	DPW Supt.	A1	DPW Superintendent's principal means of transportation
Carmate flatbed trailer	1999	DPW	B2	Hauling tools, pipe, roller and machines
Ford Ranger 2-wheel drive pickup truck	1997	Parks & Rec	A2	Parks & Rec. Supt. principal means of transportaiton.
Dodge Ram 1500 4-wheel drive pickup truck w/crane	2001	DPW	A1	Plowing parking lots, hauling materials and parts and moving tires
Dodge Ram 1500 flatbed pickup truck	2001	DPW	A1	Has hoist and plow. Used to plow snow around public buildings & parking lots
Dodge Intrepid automobile	2001	Water Plant	A1	Transporation for taking water samples, to attend mtgs & classes
Ford F350 Super 4-wheel drive pickup truck	2004	DPW	A1	Snow plowing and general DPW work and hauling materials
GMC R3500 aerial bucket truck	1988	DPW	B1	Timming trees, installing signs & banners, decorations
International 4000 Series 6-wheel dump truck	1991	DPW	B1	Hauling materials, snow plowing & salting
Ford F150 2-wheel pickup truck	2008	Water Plant	A1	Used for reading meters & changing & repairing meters
Oldsmobile Silhouette van	2001			Miscellaneous Village uses
Dodge Durango SX sport utility vehicle	2008	Police	A1	Marked police patrol vehicle
Ford Crown Victoria automobile	2009	Police	A1	Marked police patrol vehicle
International 400 series 6-weel dump truck	2006	DPW	B1	Hauling materials, leaf pickup, wood chipping and snow plowing
Ford F25O 4-wheel drive vehicle	2010	Sewer Plant	A1	Used for checking sewer pump stations & for removing snow from pump station & from water and sewer plants. Crain used to pull pumps
Ford Crown Victoria	2010	Police	A1	Marked police patria vehicle

TABLE 7A
MAJOR EQUIPMENT (continued)
Village of Perry

Vehicle Make & Model	Year	Assigned To	Level of Use	Description of Use
Ingersoll-Rand Compressor		DPW	C	Operating jack hammers to break up street asphalt and concrete for repair work.
Truck 290/Ford F-350	1993	Water & Sewer	B1	Transports W&S system maps, tools and safety equipment for making W&S repairs
Bobcat Tractor w/ loader	2009	Sewer Plant	B1	Moving and loading sludge at sewer plant
JCB tractor w/ backhoe	1987	DPW	B2	Excavations (street, water main, sewer), loading materials and sewage sludge onto DPW trucks.
Aqua Tech Jet		DPW	B2	Sewer cleaning and maintenance
Kubota Tractor w/ snow blower, front bucket, rake & tiller		Parks & Rec.	B2	Snow removal from park parking lots
JCB, model 49347 Backhoe	1989	DPW	B1	Loading materials onto trucks including snow, excavation into streets to make W&S repairs, loading sludge at sewer plant
Ast Hammer	1990	DPW	C	Jack hammer attachment for use on backhoes to breakout asphalt & concrete to repair streets, water mains, and sewers.
Trackless Sidewalk Plow w/ milling attachment	2002	DPW	A3	Used to clear snow from sidewalks and to mill asphalt from streets to repair potholes
Caterpillar Front End Loader, model 1T28G w/ clam bucket attachment	2002	DPW	B1	Used to load materials including snow, tree branches and brush.
Ferris Mowers (2 units)	2008	Parks & Rec	B2	Used to mow parks
Ferris Mower (2 units)	2009	W&S Plants	B2	Used to mow parks
JCB Backhoe, model 214 w/ hydraulic jackhammer attachment	2003	DPW	A1	Street excavations for water & sewer repairs, breaking up asphalt surfaces & tamping fill
Street Sweeper (Jointly owned w/ Village of Warsaw)		DPW	A2	Cleaning village streets. (Jointly purchased, used & maintained by the Villages of Perry and Warsaw)

TABLE 7A
MAJOR EQUIPMENT (continued)
Village of Perry

Vehicle Make & Model	Year	Assigned To	Level of Use	Description of Use
Meiers Snow Plow 1 @ \$3,500 each		DPW	A3	Attaches to dump truck for snow removal
Safety Cage		DPW	C	Metal shoring used in excavations for shoring up sides of ditches for worker safety
Wacker Tamper, model BS 700		DPW	C	Used to tamp and compress fill material
Stone Tamper, model S-288		DPW	C	Used to tamp and compress fill material
Wachs Power Drive Hydraulic Wrench		Water Dept.	C	Used to exercise and turn hard-to-turn valves in the Village's water system
Ram-Pac Tamper, model RP-20		DPW	C	Used to tamp and compress fill materials
Bucket side		DPW	C	Used on frontend loader in locations with insufficient space for conventional bucket
Forks		DPW	B1	Front end loader attachment used for lifting pallets.
Clam Bucket		DPW	A2	Front end loader attachment used to lift and load brush& tree branches onto trucks.
2 1/2 Yard Bucket		DPW	A1	Front end loader attachment for moving and loading materials onto a truck
Woods Rotary Tiller		DPW	C	Tilling park baseball infields and making top soil
Woods York Rake		Parks & Rec	C	Leveling top soil, ball field infields and driveways
Leaf Machine and box		DPW	C	Collecting, grinding & disposing of leaves from streets and parkways during fall months
Tool box and hand tools		DPW	A1	
Front Mount Sweeper Sweeper Attachment, model S24C6		DPW	NO USE	Sweeping streets and parking lots
Floor Jack		DPW	A1	Used to lift vehicles to make repairs
Pow-R-Mole Boring Machine		DPW & Water Dept.	C	Installing water lines beneath streets
Mobile Generator		Sewer Plant	C	Used to provide emergency electrical power to operate lift stations during power outages
Tenco Snow Plow Attachment with Wing 2 @ \$4,500 each		DPW	C	Attaches to dump trucks for snow removal
Stone Roller, model SR2SOO		DPW	C	Small drum roller used to compact asphalt when making street repairs and repairs to driveway aprons

TABLE 7A
MAJOR EQUIPMENT (continued)
Village of Perry

Vehicle Make & Model	Year	Assigned To	Level of Use	Description of Use
Sewer Belt Press		Sewer Plant	B1	Used for dewatering sewage sludge
Cub Cadet Mower with attachments		DPW	C	Used to mow Village properties & to clear snow from sidewalks & from around Village buildings
Sidewalk Screed		DPW	C	Used to level concrete when repairing & replacing sidewalks
Lincoln Arc Welder/Generator		DPW	A1	Used to repair and fabricate equipment
Western Snow Plow (2 units)		DPW	A3	Attaches to dump trucks for snow removal
Western 8 foot Poly Pro Plow		DPW	A3	Attaches to dump trucks for snow removal
Econoton II Electric Hoist		DPW	A1	Vehicle hoist used in garage to lift vehicles in order to make repairs
Bobcat CT230 w/front loader & quick attach bucket	2010	DPW	C	For excavations and street maintenance in tight locations where larger backhoes cannot be used

TABLE 7B
MAJOR EQUIPMENT
Town of Perry

Vehicle Model	Year	Assigned to Dept.	Level of Use	Description of Use
FORD Super Duty F-250 Pick up	2002	Highway Dept.	A1	Highway Superintendent's principal means of transportation. Truck is also used to plow snow from Town parking lot in downtown and medical center parking lot.
CAT Excavator	1987	Highway Dept.	B2	Excavating for road repairs and drainage ditch maintenance
Ford F550 6-wheel dump truck (#212)	2007	Highway Dept.	A1	Hauling small volumes of materials, sign repair & installation, and MEO transportation for picking up parts, etc.
International 10-wheel dump truck (#219)	2010	Highway Dept.	A1	Hauling materials, snow plowing & salting, transportation for MEOs
Ford 10-wheel dump truck (#217)	1994	Highway Dept.	A1	Hauling materials, snow plowing & salting, transportation for MEOs
Ford 10-wheel dump truck (#215)	2005	Highway Dept.	A1	Hauling materials, snow plowing & salting, transportation for MEOs
Ford 10-wheel dump truck (#211)	2001	Highway Dept.	A1	Hauling materials, snow plowing & salting, transportation for MEOs
John Deere 624 Frontend Loader	2003	Highway Dept.	B1	Loading materials into dump trucks
Deutz Allis Model 6260 Tractor/Mower	1986	Highway Dept.	A2	Mowing road shoulders and Town cemeteries
Minneapolis Molten Broom Tractor	1956	Highway Dept.		Sweeping roadways, and Town and Medical Center parking lots
Rex-Single Drum Roller with rubber wheels (jointly owned w/ Town of Castile)	1984	Highway Dept.	B2	Compacting asphalt, gravel and soil
John Deere 772CH-11 Road Grader	2004	Highway Dept.	C	Grading road shoulders
General Tow Trailer (jointly owned w/ Town of Castile)	1974	Highway Dept.	C	Conveying drum roller from place to place
Jenco 1-way plows (5)	1998-2010	Highway Dept.	A3	Attaches to 10-wheel dump trucks for snow removal
Jenco wing plows (4)	1994-2010	Highway Dept.	A3	Attaches to dump trucks for snow removal
Computerized Sanding System (3)	2001-2010	Highway Dept.		Attaches to dump trucks for salting and sanding icy slippery roadways.
AIR Over Hydraulic Systems	2001-2010	Highway Dept.		
Overhead crane (stationary)	2005	Highway Dept.	B1	Used to lift and move heavy equipment inside the shop for repairs.
Pressure washer	1998	Highway Dept.		Used to wash vehicles and equipment
Blacktop saw	1998	Highway Dept.		Used for cutting out deteriorated asphalt in order to repair roadways
Oxy-acetylene torch set	1998	Highway Dept.		Cutting metal, welding repairs and fabricating parts & equipment
Soil compactor	1998	Highway Dept.		Used for tamping & compacting fill materials and soil
Power tractor-mounted broom	1990	Highway Dept.		Used to sweep Town roadways.

SHARED SERVICES AND COLLABORATIVE OPPORTUNITIES

Before describing the analysis performed to identify potential shared service collaborations, it is important to acknowledge measures that the Village and Town have already taken to contain costs. Some of these measures have been implemented unilaterally while many others have involved collaboration. For example, the Perry Town Board eliminated a full-time mechanical equipment operator (MEO) position from the Highway Department during the past few years. Wyoming County, working jointly with the Town of Perry and the other towns in Wyoming County, obtained a Local Government Efficiency grant to jointly purchase a boom mower in the spring of 2010. Each town and the County shared the expense of the local matching requirement. Through the joint purchase agreement, Wyoming County Highway Department has agreed to provide the equipment and an operator to mow steep slopes and trim trees along town road rights-of-way throughout the County.

The Village of Perry has also taken measures in recent years to contain costs. The Village and Town jointly purchased a wood chipper recently that is being shared by the two municipalities. The Village Board has also eliminated a full-time position in the Department of Public Works and has gradually reduced the number of full-time Police Officer positions in the Police Department. The K-9 officer position was eliminated in 2004, the police investigator position was eliminated in 2005, and the School Resource Officer position was cut back in 2009. Full-time positions have been replaced with time part-time positions that provide for greater flexibility at less expense. In addition, in 2008, after undertaking a study of the Police Department previously cited, the Village Board implemented the study's recommendations and reduced the Police Chief's position and the Chief's secretarial position to part-time status.

The intermunicipal agreements previously identified in Table 3 also demonstrate the Town's and Village's past efforts to implement collaborative measures designed to improve efficiency and contain or reduce costs.

OPPORTUNITIES FOR INCREASED USE OF SHARED SERVICES

The following measures were identified as potential opportunities for the increased use of shared services. A brief description of each is provided.

Opportunities to Rely on Other Levels of Government to Provide Services

Not all services currently provided by the Village of Perry are mandated by New York Village Law. In fact, New York Village Law authorizes, but does not require, villages to provide public water service, sanitary sewer service, street lighting, zoning enforcement, police or fire protection, public parks or village justice courts. The decision to provide such services is solely within the purview of the village board of trustees. Depending on the size and density of a village along with other considerations including the desires and demands of residents, a village board of trustees may or may not elect to provide the foregoing services.

Generally, the boards of trustees of most villages of appreciable size and density have found it necessary to provide public water, sanitary sewer service, and zoning enforcement for the

protection of public health. Street lighting is usually provided as well. Police services and justice courts are often provided in larger villages and less frequently in very small villages. The 2000 Census enumeration determined that the Village of Perry had a population of 3,945, down from the Village's 1990 population of 4,219 representing a decrease of 274. In 2009, the US Census estimated the population of the Village to be 3,601 which, if accurate, reflects a decrease of 344 from the 2000 population. Although the population of the Village appears to be slowly declining, the Village nonetheless contains a significant number of residents which comprise 1,560 households. Although most of the services the Village of Perry provides are in the legal sense discretionary, most if not all of the services would likely be viewed by most residents as essential and necessary services for the well being of the community, its residents and businesses.

Services that other levels of government provide within the Village of Perry (or would provide if the Village were to cease providing the service) represent the most likely candidates for shared services arrangements. Two such candidates are police services and the Village Justice Court, both previously mentioned in this report. If the Village Court were to be eliminated, the Perry Town Justice Court would be required by law to assume jurisdiction of justice court matters arising within the Village of Perry. In other words the Town Justice Court would have jurisdiction town-wide for adjudicating civil and criminal matters within the purview of the justice court system. Although the State Police and Wyoming County Sheriff's Department have legal jurisdiction to provide police service and to enforce laws within the Village of Perry, these agencies tend to direct their officers and resources in other areas of Wyoming County where no underlying police service is provided by another agency or municipality due to the scarcity of resources. It should be noted, that the County Sheriff is also not legally mandated to provide road patrol police services under New York County Law. The decision to provide road patrol services is left to the discretion of the County Sheriff and the County Board of Supervisors (or County Legislature in Counties that have legislatures).

The potential measures available to the Village Board with regard to the Village Justice Court and Police Department include:

1. Eliminate the Village Justice Court, in which case the Town Justice Court would assume town-wide jurisdiction.
2. Eliminate the Village Police Department and let the State Police and the Wyoming County Sheriff's Department assume by default the responsibility for providing police services in the Village of Perry.
3. Eliminate the Village Police Department and contract with the Wyoming County Sheriff's Department to provide a higher level of police service within the Village than the Sheriff's Department would provide without a service contract
4. Reduce Village Police Department coverage by eliminating coverage by two or three hours per day during off-peak hours when calls for service are typically lowest.

It should be noted that the Village's Justice Court and the Village Police Department have an interrelationship that affects the Village of Perry's finances that the analysis needs to take into consideration. Fine revenue the Village of Perry receives is derived from fines levied by the Village Justice Court for traffic violations that occur within the Village and for violations of Village local laws and ordinances. Currently, fine revenue the Village receives is sufficient to totally offset the cost of operating the Village Justice Court with the excess applied toward the cost of providing other Village services.

The actual amount the Village received from court fines in Fiscal Year (FY) 2007-2008 was \$101,755 and in FY 2008-2009 was \$96,559. The cost for operating the Village Justice Court was \$30,267 in FY 2007-2008 and was \$38,865 in FY 2008-2009. Thus the fine revenue exceeded Justice Court costs by \$71,488 in FY 2007-2008 and by \$57,694 in FY 2008-2009. If the Village Justice Court were eliminated, the revenue from traffic violations occurring within the Village would accrue to the Town, not to the Village of Perry. Fines levied for violations of Village local laws and ordinances, a small percentage of the total fine revenue, would, however, continue to flow to the Village.

The amount of revenue the Village receives from fines also depends on the level of enforcement occurring within the Village, especially traffic enforcement. If the Village Police Department were to be eliminated, traffic enforcement within the Village would be expected to drop to token levels due to the very limited resources the State Police and County Sheriff's Office have available. As the vast majority of fines levied in the Village Justice Court are for traffic violations, the Village could lose as much as \$60,000 to \$90,000 annually as a result. Even if the Village contracted with the Sheriff for a higher level of police service, the level of traffic enforcement would nevertheless be expected to decline, perhaps not as much, but a significant amount nonetheless.

Potential Opportunities for Sharing Facilities (Co-Location)

Under some circumstances, but not all, co-locating village and town offices and departments in a jointly occupied building can result in small operational savings to the participating municipalities. Opportunities for co-location usually exist in situations where there is sufficient excess space in an existing town or village hall to accommodate both municipalities without the need to incur significant capital construction expenses to enlarge or remodel a building to make it suitable for co-location.

The small reduction in operational costs is usually attributable the following factors. First, heating and cooling a single building is usually less expensive than heating and cooling separate buildings with combined floor space equal (or equivalent) to the space contained in a single, jointly occupied building, all other factors being equal. The amount of space needed in a single jointly occupied building can also often be less than is needed in separate buildings due to the ability to share certain rooms and building facilities. Rooms and facilities that lend themselves to sharing include: conference/meeting rooms, employee break rooms, restrooms, and public waiting space. Second, expenses for custodians and cleaning supplies can also be lower in a jointly occupied building. Third, a single building typically requires less maintenance and repair work than separate buildings. Fourth, usually only one mechanical system, i.e., a heating,

ventilating and air conditioning (HVAC) unit is needed to serve a jointly occupied building while separate HVAC systems are required for separate buildings. Fifth, certain types of office equipment can also be shared. This includes, for example, computer servers, photocopying and scanning machines and fax machines.

If a building has to be expanded or remodeled to accommodate joint occupancy, the relatively high capital costs of such improvements typically offset the small cost savings resulting from operational efficiencies. Furthermore, when joint occupancy occurs, if the vacated building is not relinquished from municipal use and sold, the vacant building still must be maintained and at least heated minimally during the winter months. The continuing costs may actually prevent any operational savings from being realized. Additionally, there will be opportunity costs in the form of foregone tax revenues if the building is not sold and placed on the tax rolls.

The three scenarios for co-locating the Town and Village of Perry offices (including the Town and Village Justice Courts) identified and evaluated for this study include the following:

1. Move the Town offices to the Village Hall and concurrently move the Town and Village Justice Courts to the current town Hall to make space for Town offices in the Village Hall.
2. Move the Town offices to the Village Hall and concurrently move the Town and Village Justice Courts to the vacant top floor of the Village Hall.
3. Move the Town offices to the Village Hall and concurrently move the Town and Village Justice Courts into vacated truck bays currently occupied by the Perry Fire Department.

Two other possible scenarios which would involve constructing a new building or purchasing an existing building and remodeling it to accommodate joint Town-Village occupancy were identified, but quickly ruled out due to the very high capital costs and due the high probability that the Town and Village would not be able to sell the existing Town and Village Hall buildings.

In addition to examining the co-location of Town and Village offices, the potential for co-locating the Town Highway Department and the Village Department of Public Works (DPW) at a single site in a shared use facility was examined, but quickly ruled out for further consideration for the following reasons:

1. Logistical and geographical factors are not conducive to joint occupancy at either existing site. The Village is located at the extreme southern end of the Town of Perry and the Village of Perry DPW site is located practically on the boundary separating the Towns of Perry and Castile. The geographical location of this site for a jointly shared facility would significantly reduce the operational efficiency of the Town Highway Department. Town Highway Department employees would spend appreciably more unproductive travel time and use appreciably more fuel due to the longer distances they would have to travel.

The same type of logistical and geographical factors rule out the use of the Town Highway Department site in the Hamlet of Perry Center for a jointly occupied facility. Under this scenario, the Village DPW work crews would be greatly inconvenienced in the same manner described in the preceding paragraph.

2. Neither site nor the existing buildings on the sites are sufficiently large to accommodate the work and storage space needs of both departments. Additional land would have to be purchased and existing buildings would have to be expanded or new buildings constructed to meet the needs of both departments at a single site. These measures would require a very large capital outlay.

Opportunities for Combining DPW and Highway Superintendents Positions and/or Merging the DPW and Highway Departments

Opportunities for sharing Village and Town personnel were investigated. One opportunity would involve combining the Town Highway and Village DPW Superintendent positions into a single position that would oversee the operations of both the Town Highway Department and the Village DPW. Opportunities for merging the two departments under two different scenarios were also identified.

1. Restructure both the Town Highway Superintendent position and the DPW Superintendent position as half-time positions with the Town Board and Village Board appointing the same person fill both positions. The person filling the two positions would be on both the Town and Village payrolls with each municipality paying its share of the superintendent's salary and fringe benefits. The same person would manage both departments. No other changes would be made.
2. The Town and Village could enter into a joint service agreement through which the Town Highway Department would assume responsibility for maintaining Village streets under the direction of the Town Highway Superintendent. Village DPW employees would be converted to Town Highway employees subject to Civil Service regulations. A joint Board of Highway Commissioners would be appointed comprised of Town Councilman and Village Trustees to provide general oversight of the joint Highway Department. The cost of the service would be shared based on a formula, agreed to by the Town and Village and incorporated into the intermunicipal agreement.
3. The Town enters into a service agreement for a term of at least five (5) years through which the Village would maintain Town roads and the Town Board eliminates the Town Highway Superintendent position. Elimination of the Highway Superintendent position, however, is subject to permissive referendum. Town Highway Department employees would be converted to Village employees subject to Civil Service regulations. The Village DPW Superintendent would have overall authority for supervising and directing the work activities of the Department.

Opportunity for Sharing a Zoning Enforcement Officer

Both municipalities currently have part-time Zoning Officer positions. Each is currently filled by a different person. It would be possible for the Town and Village to share a single part-time position.

The Village Board or the Town Board could eliminate one or the other of the positions. The municipality that eliminated its Zoning Officer position would then contract with the other municipality for zoning enforcement services. An alternative that would expand on this approach would be for the Towns and Villages of Castile and Perry to follow this course of action with one of the municipalities retaining its Zoning Officer position while the other three contract for zoning enforcement services. A joint committee comprised of officials from each municipality could be formed to provide overall oversight. The cost of zoning enforcement would be shared between or among the participating municipalities based on a formula worked out by the municipalities and incorporated into the intermunicipal service agreement.

Opportunities for Sharing Equipment

The Shared Services Committee investigated sharing motorized equipment above and beyond the existing shared equipment arrangements that were previously identified in Table 3. Further equipment sharing opportunities appear to be very limited.

1. Potential to Jointly Purchase and Share of a Road Grader – Typically road graders are not used intensively or used intensively only for short-periods of time. Road graders are used to repair “dirt roads, for some asphalt paving jobs and sometimes in the winter to cutback snow windrows. Due to the limited amount of use a road grader receives, it can typically have a useful life of two, three or more decades. It may be possible for two towns to share a road grader through a joint purchase arrangement. As the Town of Perry purchased a new road grader in 2004, a joint purchase for sharing would not be an option. However, if at some time in the next several years an adjoining Town needed to purchase a road grader, it may be possible for the Town of Perry to work out a deal through which the other Town purchased half of the current market (book) value of the Town of Perry’s grader at that time to become a joint owner. The two municipalities would then need to work out an intermunicipal agreement that would specify the manner in which use of the equipment would be scheduled; maintenance and repair responsibilities and cost sharing; storage and securing responsibilities, and insurance responsibilities.
2. Sharing the Village Aerial Bucket Truck with the School District - Annually, the Perry Central School District rents an aerial lift for the purpose of replacing light bulbs in the school parking lot lighting fixtures. The rental cost to the School District is approximately \$1,700. If the School District could use the Village’s aerial bucket truck for this purpose, the School District could avoid the rental fee.
3. Sharing the School District Softball/Baseball Field Maintenance Equipment - The Perry School District owns various pieces of equipment used to maintain the School District’s softball and baseball fields. This equipment includes a broom drag, rotor tiller and water

reel that the School District could let the Village use to maintain the ball fields in the Village Park.

COST-BENEFIT ANALYSIS

The cost benefit analysis is presented in the following pages. For each potential measure, a matrix has been developed that summarizes the pros and cons. Each matrix also identifies feasibility obstacles and constraints to implementation and the estimated net savings (or costs if appropriate). The summary matrices are followed by fiscal impact tables that identify the estimated savings and costs associated with each potential measure. The assumptions used to calculate the fiscal impacts are identified and follow the fiscal impact tables. The fiscal impact tables present the fiscal impacts expressed in per capita terms and in terms of tax rate per \$1,000 of assessed value. The US Census population estimates for 2009 were used as 2010 Census data is not yet available. The 2011 assessment rolls was used for determining the impact on tax rates. The following table identifies the population estimates and taxable assessed value on the assessment rolls.

	Population Estimates (2009 US Census)	Taxable Assessed Value of Property (2011 roll)
Village of Perry (Portion within Town of Perry)	3,214	\$93,266,272
Village of Perry (Portion within Town of Castile)	423	\$27,087,506
Village of Perry (Entire Village)	3,641	\$120,353,788
Town of Perry (outside Village)	1,333	\$87,934,677
Town of Perry (town-wide)	4,974	\$181,200,949
Perry Central School District	Not Available	\$185,263,763

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 1A: Abolish Village Police Department and rely on State Police and the Sheriff’s Department to provide police service by default.	
Pros	Cons
1. Eliminates all Village costs for providing police services.	<ul style="list-style-type: none"> 1. Very large reduction in the level of police service within the Village, i.e., less enforcement, slower response times to calls for service and very low police presence. 2. Loss of much of the Justice Court fine revenue due to much lower level of police enforcement inside the Village. 3. Loss of local oversight control of police services. 4. Potential for significant increase in crimes to persons and property.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ul style="list-style-type: none"> 1. Net savings to Village \$586,964. 2. No fiscal impact on Town. 	<ul style="list-style-type: none"> 1. Abolition of Village Police Department is subject to <i>permissive referendum</i>. If Village residents submit a valid petition, the referendum vote could prevent the Village Board from abolishing the Department.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 1B: Abolish Village Police Department and contract with the Sheriff’s Department for dedicated coverage 24/7 inside the Village.	
Pros	Cons
1. Reduced costs to the Village for providing police service.	1. Reduced revenue from court fines would partially off-set the cost savings due to anticipated reduced traffic enforcement in the Village. 2. Loss of local oversight and control of police services. 3. A modest reduction in level of coverage would be expected as double-officer coverage between 9:00 pm and 3:00 am would be replaced with single-officer coverage.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
1. Net savings to Village \$323,627. No fiscal impact on Town.	1. Abolition of Village Police Department is subject to <i>permissive referendum</i> . If Village residents submit a valid petition, the referendum vote could prevent the Village Board from abolishing its Police Department.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 1C: Retain Village Police, but reduce service by scaling back coverage a few hours each week when calls for service are typically lowest and rely on the Sheriff’s Department and State Police provide service by default during this time period.	
Pros	Cons
<ol style="list-style-type: none"> 1. Small reduction in Village Police Department operating costs. 2. Would likely have a small impact on the Village’s court fine revenue. (Assumes Police Department continues current level of traffic enforcement.) 	<ol style="list-style-type: none"> 1. Potential for conflicts to arise between the Village Police Department and Sheriff’s Department (turf war) which could adversely affect services. 2. Potential for confusion as to which police agency should be dispatched at certain times which may delay response times.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. Net savings to Village \$17,112. 2. No fiscal impact on Town. 	<ol style="list-style-type: none"> 1. Potential for Police Department slowdown (‘blue flu’) in response to reduced work hours. 2. Reluctance of Sheriff to provide part-time coverage with multiple jurisdictions involved in criminal cases.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 2: Abolish Village Justice Court (Assumes no change to Village Police Department and level of police services and police enforcement)	
Pros	Cons
<ol style="list-style-type: none"> 1. Eliminates the expense of operating a Village Justice Court. 2. Will increase workload of Town Justice Court and may increase the expense of the Town Justice Court. 3. Village would still receive Court fines levied for violation of Village local laws and ordinances. 	<ol style="list-style-type: none"> 1. Would eliminate a significant source of Village’s revenue which comes from Village Court fines and fees for traffic violations. 2. Would result in a significant increase in the Town’s revenue coming from Town Court fines and fees as all traffic fines formerly received by the Village would become Town revenue.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. Net cost to Village \$36,500. 2. Net increase to Town revenue \$75,000 (equivalent to a savings for the Town). 	<ol style="list-style-type: none"> 1. Abolition of the Village Justice Court is subject to permissive referendum. If Village residents submit a valid petition, the referendum vote could prevent the Village Board from abolishing its Justice Court.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 3A: Convert Perry Town Highway Superintendent and Village DPW Superintendent positions to half-time positions and appoint the same person to fill both positions.	
Pros	Cons
<ol style="list-style-type: none"> 1. Would reduce the cost to each municipality by reducing 2 FTE positions to 1 FTE position. Each municipality would share in the salary and fringe benefit costs for one FTE position that would replace existing 2 FTE positions. 2. Can be quickly and relatively easily implemented. 	<ol style="list-style-type: none"> 1. The Town and Village Boards may not be able to agree on the same person to appoint to their respective positions or agree about the person's job performance.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. Net savings to Village \$26,250. 2. Net savings to Town \$26,250. 	<ol style="list-style-type: none"> 1. No legal or civil service obstacles as long as the candidate for the two positions meets the minimum Civil Service qualifications for the job titles. (Both existing full-time positions are appointive and would remain appointive positions.)

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 3B: Perry Town Board eliminates Town Highway Superintendent position and contracts with Village to provide highway maintenance in the Town outside the Village.	
Pros	Cons
<ol style="list-style-type: none"> 1. The Town Highway Superintendent position would be eliminated resulting in a savings from the elimination of salary and fringe benefits. 2. Combined DPW/Town Highway work crew would provide for greater flexibility in allocation of the workforce for various work tasks and jobs. 3. Potential future elimination of an additional position may be possible after the work crews are combined. 	<ol style="list-style-type: none"> 1. There may be a perception that the Town will have less control of Town highway maintenance. 2. Two separate DPW/Highway facilities would still be needed and could impair internal department coordination and present logistical problems.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. Net savings to Village \$26,250. 2. Net savings to Town \$26,250. 	<ol style="list-style-type: none"> 1. Elimination of Highway Superintendent position is subject to permissive referendum. If Town residents submit a valid petition, the referendum vote could prevent the implementation of this alternative. 2. Town Highway employees would be transitioned to Village employment subject to Civil Service Law and Town Highway equipment would be conveyed to the Village. 3. An intermunicipal service agreement between the Town and Village with a least a 5-year term must be in place prior to eliminating the Highway Superintendent position pursuant to Article 3, Section 20 of Town Law. 4. The level and quality of service to be provided to the Town, the fee or formula for determining the fee, and a mechanism for resolving disputes would need to be incorporated into the intermunicipal agreement. A joint Town and Village <i>Board of Highway Commissioners</i> (oversight committee) could be established to oversee the DPW Department and to resolve intermunicipal disputes that may arise.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 3C: Perry Village Board eliminates Village Department of Public Works and contracts with the Town to provide street maintenance inside the Village.	
Pros	Cons
<ol style="list-style-type: none"> 1. The Village DPW Superintendent position would be eliminated resulting in a savings from the elimination of salary and fringe benefits. 2. Combined DPW/Town Highway work crew would provide for additional flexibility in allocating the workforce for various work tasks and jobs. 3. The elimination of an additional position may become possible after the work crews are combined. 	<ol style="list-style-type: none"> 1. Two separate facilities would still be needed and could impair internal department coordination and present some logistical problems. 2. Town Highway Superintendent will likely not have the knowledge, skills and experience needed to direct and oversee the repair of watermains, sanitary sewers and storm sewers.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. Net savings to Village \$26,250. 2. Net savings to Town \$26,250. 	<ol style="list-style-type: none"> 1. Village DPW employees would be transitioned to Town employment subject to Civil Service Law and the Village's DPW equipment would be conveyed to the Town. 2. An intermunicipal service agreement between the Town and Village must be in place prior to eliminating the Village DPW. A multi-year agreement, although not required by law, would be preferable. 3. The level and quality of service to be provided to the Village would need to be specified in the intermunicipal agreement and a mechanism for resolving disputes would need to be devised. A joint Town and Village <i>Board of Highway Commissioners</i> (oversight committee) could be established to oversee the Town Highway Department and to resolve disputes that may arise. Statutory authority of the Town Superintendent could not be impaired by the <i>Board of Highway Commissioners</i>. 4. The intermunicipal contract is not binding on the Town Highway Superintendent. The success of the venture would largely depend on the Highway Superintendent's cooperation.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 4: Combine Town and Village of Perry Zoning Office positions into a single shared position.	
Pros	Cons
<ol style="list-style-type: none"> 1. Potential modest reduction in the cost zoning enforcement. 2. No anticipated reduction in the level of service. The level of service could actually improve somewhat. 3. Potential to eventually jointly share the position with the Town and Village of Castile. 	<ol style="list-style-type: none"> 1. None identified.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. Net savings to Village \$2,250. 2. Net savings to Town \$2,250. 	<ol style="list-style-type: none"> 1. The development of an intermunicipal agreement would be necessary to specify the level and quality of service to be provided in each participating municipality and the financial contributions of each. 2. An oversight committee comprised of representatives of the participating municipalities to oversee the Zoning Officer and to resolve conflicts and issues would help to ensure the success of the joint venture. 3. The best approach may be for one of the participating municipalities to employ the Zoning Officer and to provide zoning enforcement to the other participating municipalities through an intermunicipal service agreement.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 5A: Co-locate Town and Village Administrative offices in Village Hall / Relocate shared courtroom and court offices to top floor of Village Hall.	
Pros	Cons
<ol style="list-style-type: none"> 1. Improved convenience and service for Village and Town residents (A single location for conducting Village and Town business). 2. Sharing office equipment possible (photocopier, fax, computer server). 3. Eliminates building congestion and perceived intimidation to the public that occurs due to the large number of defendants congregating in the corridor of the Village Hall during Village Court DA day and traffic court day. 4. Greater public seating space. 5. Private meeting rooms for attorneys and clients would be available. 6. Court security would be improved somewhat as the metal detector could be used. 7. Former Town Hall could be placed onto tax roll (assuming the Town could sell the building). 	<ol style="list-style-type: none"> 1. Very large capital costs to make building alterations would greatly offset small efficiency savings that would result from joint occupancy. 2. Lack of parking would continue to be problematic and could be exacerbated with the Town and Village offices as well as the Town and Village Justice Courts all in the same building. 3. Access to courtroom would be constrained (use of elevator or stairwell would continue to result in mixing of populations (Court personnel, inmates and defendants, and the public) which would continue to be a safety and security issue.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. This action would result in a net increase in recurring costs, not a savings. <i>Net annual cost to the Village would be \$23,167 and net annual cost to the Town would be \$23,167 which represents annual debt service payments.</i> 	<ol style="list-style-type: none"> 1. Too costly to implement with only local funds. 2. Conversion of the top floor would not represent a competitive project for Local Government Efficiency Implementation grant due to the lack of long-term savings sufficient to offset the very large capital costs. 3. The safety and security issues relating to the mixing of populations (court personnel, inmates and defendants, and the public) would not be eliminated.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 5B: Co-locate Town and Village Administrative offices in Village Hall / Relocate shared courtroom and court offices to empty bays in the adjoining Fire Hall.	
Pros	Cons
<ol style="list-style-type: none"> 1. Improved convenience for Village and Town residents (a single location for conducting Village and Town business). 2. Office equipment sharing possible (photocopier, fax, computer server). 3. Eliminates building congestion and perceived intimidation factor to public that occur on Village Court District Attorney day and traffic court day. 4. Improved Court security (separate entrances for Court personnel, Sheriff/Police/inmates and public could be provided. Metal detector could be utilized). 5. Private meeting rooms for attorneys and clients could be incorporated into the design. 	<ol style="list-style-type: none"> 1. Capital costs, although less expensive than converting the top floor of the Village Hall for courtroom use, would nonetheless represent a significant capital outlay. 2. Lack of parking would continue to be problematic and could be exacerbated with the Town and Village office as well as the Town and Village Justice courts all in the same building. 3. Disruptions to Court due to noise when Fire Dept. receives call for service would continue to be an issue; however, this is minor in that the frequency of fire calls that occur during the limited court schedule is low.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. This action would result in a net increase in recurring costs, not a cost saving. <i>Net annual cost to the Village would be \$6,435 and net annual cost to the Town would be \$6,435 which represents annual debt service payments.</i> 	<ol style="list-style-type: none"> 1. Somewhat costly to implement with local funds. 2. May be necessary to purchase land and develop a parking lot nearby to provide sufficient parking space which could represent substantial additional capital costs at some future time.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 5C: Co-locate Town and Village Administrative offices in the Village Hall / Relocate Town and Village Justice Courts to former Town Hall.	
Pros	Cons
<ol style="list-style-type: none"> 1. Improved convenience and service for Village and Town residents (One location to conduct Village and Town business). 2. Possible to share certain office equipment (photocopier, fax, computer server). 3. Eliminates building congestion and perceived intimidation factor to the public that occur due to the large number of defendants congregating in the corridor of the Village Hall during Village Court DA day and traffic court day. 4. Eliminates parking problem for Village Court due to lack of parking space. 5. Improved Court security (Separate entrances for Court personnel, Sheriff/Police/inmates and public could be provided. Metal detector could be utilized.) 6. Private meeting rooms for attorneys and clients would be available for improved privacy. 7. Eliminates disruptions to Court caused by noise and exhaust fumes when Fire Dept. receives calls for service when court is in session. 8. Low capital cost to make building modifications offset by small operational savings.. 	<ol style="list-style-type: none"> 1. Former Town Hall/new court facility would still need to be maintained and heated and cooled. Utility costs should be less, as the building will be in use only two days per week would be used fewer hours each week and thermostats could be set back.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> 1. This action would result in a net increase in costs, not a cost saving. <i>Net cost increase to Village \$7,500 (one-time cost) and net cost increase to Village \$7,500 (one-time cost) to make minor building modifications.</i> 	<ol style="list-style-type: none"> 1. Opposition of Village Court Justice and Town Board 2. No other constraints.

COST-BENEFIT ANALYSIS OF SHARED SERVICES AND CO-LOCATION OPPORTUNITIES

Potential Action 6: Lend Perry School District Village’s aerial bucket truck in exchange for School District lending Village equipment for maintaining Village’s softball/baseball fields on a <i>quid pro quo</i> basis.	
Pros	Cons
<ol style="list-style-type: none"> School District would have access to equipment needed for changing school parking lot lights at no cost. Village would have access to equipment that it currently does not have available which would enable it to better maintain its softball/baseball fields. 	<ol style="list-style-type: none"> None.
Estimated Savings	Feasibility Obstacles, Constraints & Considerations
<ol style="list-style-type: none"> Net savings to the School District \$1,700. No savings to the Village and no additional out of pocket expense for the Village. 	<ol style="list-style-type: none"> No apparent feasibility constraints. Advanced scheduling for use of the aerial truck by the School District would be necessary and may require some flexibility on the part of the School District, but would not likely pose a significant problem.

FINANCIAL IMPACT OF POTENTIAL ACTIONS

FISCAL CHANGES	<u>Action 1A</u> Abolish Village Police Dept. / No Contracting with Sheriff's Dept.	<u>Action 1B</u> Abolish Police Dept. / Contract with Sheriff's Dept. for Services	<u>Action 1C</u> Reduce Village Police Coverage Slightly During Low-Demand Times
Cost reduction for Village from abolishment of Village Police Department	(\$661,964)	(\$661,984)	NA
Cost reduction for Village from reducing Village Police coverage during low-demand times	NA	NA	(\$17,112)
Cost to Village to contract with County Sheriff for dedicated service plus cost to provide police vehicle for Deputy Sheriff	NA	\$303,357	NA
Loss of Court fine revenue for Village due to much lower traffic enforcement (equivalent to an increase in cost)	\$75,000	\$35,000	NA
Net Fiscal Savings	(\$586,964)	(\$323,627)	(\$17,112)
<i>Village-wide</i> Per capita savings	(\$161.39)	(\$88.98)	(\$4.70)
<i>Village-wide</i> savings expressed as tax rate/\$1,000	(\$4.876989)	(\$2.688964)	(\$0.142181)

FINANCIAL IMPACT OF POTENTIAL ACTIONS

FISCAL CHANGES	Action 2 Abolish Village Justice Court
Cost reduction from abolishment of Village Justice Court	(\$38,500)
Loss of traffic fine revenue for Village due to abolition of Village Court (This revenue would accrue to the Town)	\$75,000
Net Fiscal Cost to Village	\$36,500
Village-wide per capita cost increase	\$10.04
Village-wide cost increase expressed as tax rate/\$1,000	\$0.303273
Town-wide per capita increase in revenue from traffic fines (equivalent to a savings) (See footnote)	(\$8.03)
Town-wide increase in revenue expressed as tax rate/\$1,000 (equivalent to a savings) (See footnote)	(\$0.413905)

Footnote: Applicable to Town-wide General Fund Budget and Town-wide population.

FINANCIAL IMPACT OF POTENTIAL ACTIONS

	<u>Action 3A</u> Convert Town Hwy Supt. & Village DPW Supt. Positions to 1/2 Time and Appoint Same Person to Fill Positions	<u>Action 3B</u> Abolish Town Highway Supt. Position and Contract with Village for Road Maintenance	<u>Action 3C</u> Abolish Village DPW Supt. Position and Contract with Town for Street Maintenance
FISCAL CHANGES			
Cost reduction of one (1) FTE Superintendent position (salary & fringe benefits)	(\$62,500)	(\$62,500)	(\$62,500)
Increased cost for additional pay to compensate Superintendent for greater responsibility & workload	\$10,000	\$10,000	\$10,000
Net Fiscal Savings	(\$52,500)	(\$52,500)	(\$52,500)
Village's share of savings (50%)	(\$26,250)	(\$26,250)	(\$26,250)
Town's share of savings costs (50%)	(\$26,250)	(\$26,250)	(\$26,250)
Village-wide per capita savings in Village	(\$7.22)	(\$7.22)	(\$7.22)
Village-wide savings expressed as tax rate/\$1,000	(\$0.21811)	(\$0.21811)	(\$0.21811)
Town-wide per capita savings (See footnote)	(\$5.77)	(\$5.77)	(\$5.77)
Town-wide savings expressed as tax rate/\$1,000 (See footnote)	(\$0.144867)	(\$0.144867)	(\$0.144867)

Footnote: Applicable to Town-wide General Fund Budget and Town-wide population.

FINANCIAL IMPACT OF POTENTIAL ACTIONS

FISCAL CHANGES	Action 4 Eliminate One Zoning Officer Position and Share One Zoning Officer
Cost reduction from abolishing one part-time Zoning Officer Position	(\$7,000)
Increased cost for additional pay to compensate Superintendent for greater responsibility & workload	\$2,500
Net Fiscal Savings	(\$4,500)
Village's Share of Savings	(\$2,250)
Town's Share of Savings	(\$2,250)
<i>Village-wide</i> per capita savings	(\$0.70)
<i>Village-wide</i> savings expressed as tax rate/\$1,000	(\$0.02)
<i>Town outside Village</i> per capita savings (See footnote)	(\$1.69)
<i>Town outside Village</i> savings expressed as tax rate/\$1,000 (equivalent to a savings) (See footnote)	(\$0.03)

Footnote: Applicable to Town Outside Village General Fund Budget and Town Outside Village population.

FINANCIAL IMPACT OF POTENTIAL ACTIONS

	<u>Action 5A</u>	<u>Action 5B</u>	<u>Action 5C</u>
	Co-Locate Town & Village Offices in Village Hall / Co-Locate Town & Village Court on Top Floor of Village Hall	Co-Locate Town & Village Offices in Village Hall / Co-Locate Town & Village Court Vacant Fire Hall Bays	Co-Locate Town & Village Offices in Village Hall / Co-Locate Town & Village Court in Former Town Hall (See footnote)
FISCAL CHANGES			
Annual debt service cost (principal & interest) for necessary capital improvements	\$46,333	\$12,870	\$15,000
Total Annual Debt Service Costs	\$46,333	\$12,870	\$15,000
Village's share of capital costs (50%)	\$23,167	\$6,435	\$7,500
Town's share of capital costs (50%)	\$23,167	\$6,435	\$7,500
Village-wide per capita cost	\$7.21	\$2.00	\$2.33
Village-wide cost expressed as tax rate/\$1,000	\$0.192488	\$0.053469	\$0.062316
Town-wide per capita cost	\$5.09	\$1.42	\$1.65
Town-wide cost expressed as tax rate/\$1,000	\$0.127850	\$0.035514	\$0.041391

Footnote: Figures for Action 5C represent one-time cost, *not a* recurring cost.

FINANCIAL IMPACT OF POTENTIAL ACTIONS

FISCAL CHANGES	Action 6 Lend Village Aerial Bucket Truck to School District in Exchange for Use of School Ball field Equipment
Cost reduction to School District for use of Village's aerial bucket truck (equipment leasing avoidance)	\$1,700
Net Savings to School District	\$1,700
Per capita savings to School District	Unknown
Savings within School District expressed as tax rate/\$1,000	\$0.009176

ASUMPTIONS AND COST SAVINGS CALCULATIONS

Potential Action 1A: Abolish the Village Police Department and rely on the County Sheriff's Office and State Police provide police services by default.

1. Assumes a large and dramatic reduction in the level of police service provided within the Village of Perry and a corresponding reduction of revenue that the Village receives for fines levied by the Village Justice Court for traffic violations that occur in the Village. The Village receives revenue from court fines of approximately \$100,000 per year of which approximately 75% is from fines levied for traffic fines. Therefore, the Village stands to lose approximately \$75,000 per year in court fine revenue.

Potential Action 1B: Abolish the Village Police Department and contract with the County Sheriff's Office to provide dedicated coverage in the Village.

1. Assumes 24 hour coverage, seven (7) days per week with one deputy on duty in the Village at all times (8,760 hours per year).
2. Assumes wages of \$23.00 per hour and fringe benefits of \$8.97 per hour (39% of wages) for all Deputy Sheriffs assigned to police the Village for an annual total recurring cost of \$280,057 per year plus \$14,000 overtime for court appearances during off-duty time for a total of \$303,357.
3. Assumes Village will be required to pay for the cost of providing a patrol car with annual recurring leasing and interest charges totaling \$9,300. This figure is based on the Village's current costs for leasing vehicles.
4. Assumes annual recurring losses in fine revenue of \$35,000 for the Village due to a decreased level of traffic enforcement within the Village.

Potential Action 1C: Retain the Village Police, but reduce police coverage a few hours each week during times when calls for service are typically lowest and rely on the Sheriff's Department and the State Police to provide service by default during such times.

1. Assumes a total weekly reduction in Village Police Department coverage of 21 hours per week.
2. Assumes cost avoidance of \$15.67 per hour which represents the wages paid to the part-time Police Officers whose hours would be cut.
3. Assumes no perceptible impact on traffic enforcement and therefore no decrease in revenue from fines levied by the Village Justice Court for traffic violations.

4. Although a small reduction in gasoline usage might occur, there is no readily feasible way to estimate the amount of gasoline or its value.

Potential Action 2: Abolish Village Justice Court (Assumes no changes to the operation of the Village's Police Department.)

- A. Assumes that the Village Police Department's level of traffic enforcement would not diminish from current levels.
- B. Approximately 75 percent of the \$100,000 annual revenue that the Village currently receives from Village Justice Court fines is derived from fines imposed for traffic violations within the Village. The loss of court fine revenue would be approximately \$75,000 per year. Fines levied by the Town Justice Court for violations of Village ordinances and local laws would continue to flow to the Village in accord with State law.

Potential Action 3A: Convert Perry Town Highway Superintendent and Village DPW Superintendent positions to half-time positions and appoint the same person to fill both positions.

1. This action would effectively eliminate one full-time equivalent Superintendent. The salary for the Town Highway Superintendent is \$46,200 and the salary for the DPW Superintendent is \$53,000. The average of these two salaries, i.e., \$49,600 was used to estimate the savings from eliminating one FTE Superintendent position. Fringe benefits are approximately 25 percent of wages, so the fringe benefit savings resulting from the elimination of one FTE position would be \$12,400. Therefore, the total *gross* savings would be \$62,000.

As the person filling the two half-time positions would have to assume greater responsibility and a larger workload, a somewhat higher salary would have to be paid to compensate for the additional responsibility. For this analysis, it was assumed that \$10,000 additional pay would be sufficient compensation. It was also assumed that even though both half-time positions are part-time the Town and Village would have to provide the Superintendent with fringe benefits. The additional fringe benefits on the additional \$10,000 salary would be equal to approximately \$2,500. Therefore, the \$10,000 additional salary and the \$2,200 additional fringe benefits would be subtracted from the \$62,000 gross savings previously identified resulting in a net savings of approximately \$49,500.

2. For purposes of this analysis, it was assumed that the savings resulting from the elimination of the one FTE Superintendent position would be shared equally between the Town and Village.
3. It was assumed that no other changes would occur. Each department would continue to operate and function independently as they have in the past and perform the same amount of work at the same cost and would be housed at their current locations. The only change that would occur is the change to the Superintendent's position.

Potential Action 3B: Perry Town Board eliminates Town Highway Superintendent position and contracts with Village to provide highway maintenance in the Town outside the Village.

1. Assumes that the salary provided to the Village's DPW Superintendent is increased to \$63,000 to compensate the Superintendent for the additional responsibilities and workload, and that the fringe benefit would increase by \$2,500.
2. Assumes that the existing DPW and Town Highway buildings and fueling facilities would continue to be used and that the DPW and Town Highway Department would not be co-located due to the lack of building space at both locations, the high capital cost that would be required to co-locate the two departments, and the logistical issues and constraints inherent in co-location at one or the other of the sites.
3. Assumes that the Town Highway Department employees would be absorbed by the Village DPW at their existing levels of pay and fringe benefits and that there would be no immediate reduction in the combined workforce. Over time, it may be determined that a position could eventually be eliminated due to the size of the combined workforce and the greater flexibility inherent in a larger workforce.
4. Assumes no immediate reduction in the highway equipment. It may be determined over time, however, that eventually it may be possible to reduce the equipment needed due to the greater flexibility provided by the combined complement of equipment.
5. It is assumed that the workload of the merged departments is equal to the workload of the separate departments prior to merger.
6. Assumes that the savings would be divided equally between the Village and Town.

Potential Action 3C: Perry Village Board eliminates Village Department of Public Works and contracts with the Town to provide street maintenance inside the Village.

1. Assumes that the person holding the Town Highway Superintendent position would be willing to accept the additional duties and responsibilities. The Town Board does not have the legal authority to mandate the Highway Superintendent to assume the additional duties and responsibilities or to abide by any intermunicipal service agreement between the Town and Village for the provision of the services.
2. Assumes that the salary provided to the Town Superintendent is increased to \$63,000, to compensate the Superintendent for the additional responsibilities and workload, and that the fringe benefit would increase by \$2,500.
3. Assumes that the existing DPW and Town Highway buildings and fueling facilities would continue to be used and that the DPW and Town Highway Department would not

be co-located due to the lack of building space at both locations, the high capital cost that would be required to co-locate the two departments, and the logistical issues and constraints inherent in co-location at one or the other of the sites.

4. Assumes that the Village DPW employees would be absorbed by the Town Highway Department at existing levels of pay and fringe benefits and that there would be no immediate reduction in the combined workforce. Over time, it may be determined that a position could eventually be eliminated due to the size of the combined workforce and the greater flexibility inherent in a larger workforce.
5. Assumes no immediate reduction in the highway equipment. It may be determined over time, however, that eventually it may be possible to reduce the equipment needed due to the greater flexibility provided by the combined complement of equipment.
6. It is assumed that the workload of the merged departments is equal to the workload of the separate departments prior to merger.
7. Assumes that the savings would be divided equally between the Village and Town.

Potential Action 4: Combine Town and Village Zoning Officer Position into a Single Position

1. Assumes that the combined position would remain part-time, would not be eligible for fringe benefits and that the position would be paid approximately \$8,500 to compensate for the increased workload, resulting in a net savings of \$4,500.
2. Assumes that the office hours would not increase appreciably if at all.
3. Assumes that the savings would be divided equally between the Village and Town.

Potential Action 5A: Co-locate Town and Village Administrative offices in Village Hall / Relocate shared courtroom and court offices to former Town Hall

1. No *structural* changes would be required to either building although some limited non-structure demolition and carpentry work would be required.
2. All work would be performed by Village and/or Town employees resulting in no additional out-of-pocket expenditures for the Village and/or Town. The only out-of-pocket expenses would be for the cost of purchasing necessary building materials, approximately \$15,000.
3. The existing court bench in the Village Hall, which was constructed by Village employees could be dismantled, moved and reassembled at the new location.
4. Assumes no significant building maintenance expenditures will be needed during the foreseeable future.

Potential Action 5B: Co-locate Town and Village Administrative offices in Village Hall / Relocate shared courtroom and court offices to top floor of Village Hall.

1. The cost to modify the top floor of the Village Hall includes the cost of constructing a stairwell and elevator shaft on the rear of the building to provide handicapped access; installing a sprinkler system in the building to comply with the NYS Uniform Fire Prevention and Building Code requirements, and making some renovations to the existing office space on the top floor to render the space suitable for use by court personnel. Cost estimated at \$450,000. Assumed bonds issued for a term of 15 years at a 6.0% rate of interest with annual debt service of \$46,333. The 15-year term is the maximum permitted under the NYS Finance Law for building alterations. Assumes Town and Village would pay equal amounts of the debt service.
2. Assumes that nearly all of the construction work would be performed by private contractors as the Village and Town lack the manpower to make the improvements in a timely manner and Village and Town employees do not possess the knowledge and skills necessary to construct the improvements.
3. Assumes that the existing court bench could be dismantled, moved to the new location and reassembled by Village employees.
4. Assumes that the Town Hall would be sold after the building is vacated and placed back on the real property tax roles and the current assessed value of the building represents its market value.

Potential Action 5C: Co-locate Town and Village Administrative offices in Village Hall / Relocate shared courtroom and court offices to empty bays in the adjoining Fire Hall when two of the bays become vacant due to a reduction in the number of fire apparatus and the relocation of an antique fire truck currently stored in one of the bays.

1. The cost to modify the vacated fire house truck bays includes the cost of constructing handicapped access features. Estimated cost is \$125,000. Assumed bonds issued for a term of 15 years at a 6.0% rate of interest with annual debt service of \$12,870. The 15-year term is the maximum permitted under the NYS Finance Law for building alterations. Assumes Town and Village would pay equal amounts of the debt service.
2. Assumes that all of building construction work would be performed by a private contractor.
3. Assumes that the existing court bench could be dismantled, moved to the new location and reassembled by Village employees.
4. Assumes that the Town Hall would be sold after the building is vacated and placed back on the real property tax roles and the current assessed value of the building represents its market value.

RECOMMENDED SHARED SERVICES OPPORTUNITIES

The Project Steering Committee discussed and deliberated the various opportunities for sharing services identified during this study and previously described with the intent of making recommendations to the Town and Village Boards as to which shared services options to implement. The Project Steering Committee took into consideration the potential cost savings of each, the potential impact on the level and quality of services, and the input provided by the public through the public surveying that was conducted during the study. Ultimately, the Project Steering Committee was able to reach consensus on recommending only three of the potential measures. It should be noted that although the public survey revealed general public support for the increased use of shared services, public support for specific measures was not overwhelming despite the potential for savings or improved services.

The following summarizes some of the reasoning offered during the Project Committee's deliberations on each area identified as having potential for the use of shared services.

Reduce Village Police Coverage or Eliminate the Village Police Department

Although eliminating the Village Police Department would significantly reduce the Village's cost even if the Village Board elected to contract with the County Sheriff's Office for dedicated police service in the Village, the Steering Committee was of the opinion that such a measure would reduce police protection within the Village to an extent that it would greatly jeopardize the safety of Village residents and businesses. The only potentially viable option that the Committee would consider was Option 1C, i.e. reduce Village Police coverage for only a few hours each week when calls for service are the lowest. The Steering Committee recommended

that this option should be implemented on a short-term trial basis only, however, until the impact on crime and the safety to residents and businesses could be evaluated.

Abolish the Village Justice Court

Although the elimination of the Village Justice Court (Option 2) was considered and evaluated, the Project Steering Committee declined to recommend this action due to the significantly large adverse fiscal impact that this measure would have on the Village's finances. The Village Justice Court provides revenue to the Village well in excess of the cost of operating the Justice Court. If the Village Justice Court were to be eliminated, the loss in revenue to the Village would more than offset the savings. This would necessitate a tax increase within the Village and would provide a windfall of revenue to the Town.

Combine the Village DPW Superintendent and Town Highway Superintendent Positions into a Single-Position to Manage Both Departments or Alternatively Consolidate the DPW and the Highway Department

The Project Steering Committee could not reach a consensus for making a recommendation due to a change in circumstances that occurred while this study was in progress. Specifically, the person holding the Highway Superintendent position resigned in September 2010 and the Town did not fill the appointive position. Instead, the Town Supervisor assumed the administrative duties of the Highway Superintendent position while the Mechanical Equipment Operator who serves as the Deputy Highway Superintendent continues to supervise the Highway Department workforce. The Town Supervisor and a Town Councilman who served on the Project Steering Committee are of the opinion that the Town can continue to operate the Town Highway Department without filling the Town Highway Superintendent position. This action effectively eliminates the Town Highway Superintendent position and effectively eliminates the potential for combining the two Superintendent positions. Accordingly, the Town's representatives serving on the Project Steering Committee saw no reason to pay for half of a shared Superintendent position when the Town has been and continues to function without a Highway Superintendent.

Although the Town may be able to operate its Highway Department with a vacant Highway Superintendent position during the short-term, it remains unknown if this practice is sustainable over the long run. If the current Town Supervisor resigns or is replaced on the Town Board, a new Supervisor may not be willing or capable of assuming and performing the administrative duties normally the responsibility of a Town Highway Superintendent. Furthermore, under the current arrangements, the Town Highway employees are effectively supervising themselves, as the person who is serving as the Deputy Highway Superintendent is also a Town MEO. Whether or not the employee filling this position can and will continue to exercise the managerial oversight needed to ensure that Town Highway employees perform as efficiently and effectively as they would under the direction of a Highway Superintendent also remains to be seen.

The Town's current arrangement will likely not be sustainable over the long term. Therefore, the potential for sharing a Superintendent or the merging of the two departments should be reconsidered if and when changing conditions warrant it. Although all three alternatives would

effectively combine the Highway and DPW Superintendent positions, the best alternative would be for the Town to eliminate the Town Highway Department and contact with the Village for highway services (Action 3B) which would result in a full merger of the departments. The option is preferred as the Village would more easily and effectively be able to provide services to the Town than vice versa. Town employees lack the requisite knowledge and skills necessary to be able to repair Village water mains, sanitary sewer mains and storm water sewers located in the Village, which is the responsibility of the Village Public Works Department. Moreover, the Village has the organizational structure to ensure better day-to-day oversight and management of a merged department. The Village has a full-time Village Administrator tasked with the responsibility of ensuring the efficient and effective operation of all Village Departments. Furthermore, the Town Highway Superintendent position is a statutorily created position and accordingly, neither the Town Supervisor nor the Town Board has legal authority to oversee or direct the Highway Superintendent. In contrast, a Village Administrator, Mayor and a Village Board have much more authority and control over a Village DPW Superintendent. Merging the departments and combining the work crews would provide for greater flexibility and may eventually make it possible to eliminate an additional position. If a reduction in force becomes possible, it could be achieved through attrition. It would take a few years of operating with the combined workforce to evaluate this, however.

The absorption of the Town Highway Department by the Village DPW Department, would not, however, allow for consolidation at one site as previously described, due to space limitations of the existing buildings and parcels, the high capital cost associated with purchasing land elsewhere and constructing a facility sufficiently large. Although the two departments could be merged organizationally, they could not be affordably merged at a single location.

Shared Zoning Officer

The Project Steering Committee reached a consensus to recommend to the Town and Village Board that the Town and Village share a Zoning Enforcement Officer instead of maintaining two separate part-time positions. Currently, each municipality requires its Zoning Enforcement Officer to maintain a minimum number of office hours in order to provide residents and businesses with a suitable level of walk-in access to zoning services. It is not uncommon, however, for either Zoning Enforcement Officer to have no walk-in business during their normal office hours. By combining both positions into a single jointly funded position that serves both communities concurrently, the total number of employee hours could be scaled back without adversely affecting the level or quality of services. Appendix 1 contains an intermunicipal agreement has been drafted for the Town and Village Boards' consideration to use to implement this recommendation.

Examples of three shared services arrangements between or among municipalities were identified and examined to identify potential impediments to the implementation of this recommendation. Interestingly, the three collaborations that were discovered are located not far from the Village of Perry. They include the following:

- Town of East Bloomfield and Village of Bloomfield (Ontario County)

- Town and Village of Palmyra (Wayne County)
- Town of Manchester and Villages of Clifton Springs, Shortsville and Manchester (Ontario County).

All three examples of shared zoning services have been in existence for several years, demonstrating that collaborative zoning enforcement arrangements can be successful. Public officials involved in each of the collaborations were interviewed to identify implementation impediments and issues that may need to be addressed.

1. It is important to establish a mechanism at the outset to provide representatives of each of the participating communities together periodically to review the collaboration, and to resolve issues and problems early and to take corrective action before they threaten the collaboration.
2. The Zoning Enforcement Officer should be employed by only one of the municipalities and the employing municipality should have exclusive authority to supervise the Zoning Officer. If multiple municipalities have authority for supervising the Zoning Enforcement Officer, it can lead to conflicting instructions and stressful conditions.
3. If all participating jurisdictions require the Zoning Enforcement Officer to attend all Town and/or Village Board meetings, Town and/or Village Planning Board meetings, and all Town and/or Zoning Board of Appeals meetings, the evening meeting schedule can become a heavy burden for the Zoning Enforcement Officer and it may be necessary to provide compensatory time off and some flexibility in the work schedule.
4. The zoning regulations across communities need to be enforced with uniform strictness. It is not advisable to require a Zoning Enforcement Officer to strictly enforce zoning regulations in one community and less strictly enforce the zoning regulations of another community.
5. The agreement should contain provisions for revisiting the cost sharing formula from time to time as conditions and the workloads within the participating municipalities may change sufficiently over time to warrant a change in the sharing of costs.

Co-Locate the Town and Village Offices and Courts

The only financially viable alternative for co-location is Option 5A which would involve moving the Town and Village Courts to the Town Hall building and concurrently moving the Town offices to the space in the Village Hall vacated by the Courts. This alternative by far has the lowest capital cost and could be implemented relatively quickly. However, the co-location would result in only a very small, if any, reduction of operating expenses (due to the fact that both buildings would still be used for municipal purposes). The most significant benefit of this option includes:

- Improved municipal services for Town and Village residents attributable to the convenience.

- Potential for shared use of certain office equipment (photocopiers, computer servers, fax machines).
- Enhanced security for the Town and Village Justice Courts.
- Elimination of the congestion in the Village Hall corridor during the Village Court District Attorney’s Day and Traffic Court sessions.
- More available parking for persons attending Court.
- Future potential for sharing or combining personnel in the Village Clerk-Treasurer’s and Town Clerk’s offices.

Notwithstanding the benefits and potential benefits identified above, the Town representatives on the Project Steering Committee remained unconvinced that co-location would improve services. Furthermore, since the measure would not actually result in any appreciable savings during the short-term, the Town’s representatives saw no appreciable advantage for implementing this potential measure.

Although the Project Steering Committee could not reach a consensus, this potential co-location measure has substantial merit and should be reconsidered at some future time when changes in the composition of the Town Board occurs.

Lend Perry School District the Village’s aerial bucket truck in exchange for use of School District’s baseball/softball field maintenance equipment

The Project Steering Committee recommended the implementation of this measure. The Village would insist on providing its own operator with the aerial truck, however, due to the high potential for an inexperienced school employee to damage the vehicle and/or injure himself/herself or others.

IMPLEMENTATION AND MARKETING STRATEGIES

Implementation of Shared Zoning Services (Action 4)

- Step 1. The Town and Village Boards should appoint a joint committee to review the draft Intermunicipal Agreement (IMA) contained in Appendix 1.
- Step 2. The Village Attorney should revise the IMA to incorporate the changes requested by the joint committee.
- Step 3. The joint committee should review the revised draft IMA and if the committee determines that no further changes are necessary, the committee would refer the agreement to the Town and Village Boards for approval.
- Step 4. Following Town and Village Board approval, the Mayor and Supervisor would execute the IMA.

- Step 5A. Following the execution of the IMA, the Town Board would approve a resolution to abolish the Town's part-time zoning officer position.
- Step 5B. The Village and Town will jointly announce the new shared services arrangement and will provide information to the public regarding the joint Zoning Officer's office location, office hours and telephone number. Notification should be placed on the Town and Village's websites, hardcopy notices posted at the Town and Village Halls, a news release and prepared and issued to local newspapers.
- Step 6. The Village's part-time Zoning Officer assumes responsibility for enforcing the Town of Perry's zoning regulations.

Implementation of Shared Equipment Between Village and School District (Action 6)

The Project Steering Committee determined that it would be preferential for the Village and School District to share its respective equipment through informal rather than formal arrangements with an agreement, as no payments will occur between the parties. In addition, the equipment to be shared will be very limited. The Village will supply its own operator with its aerial bucket truck so the School District will not be assuming liability or responsibility for the operation of the vehicle nor for injury or damage that may occur.

- Step 1 The School District's Buildings and Grounds Supervisor and the Village's DPW Superintendent should meet in the spring of each year to identify the schedule for the sharing of the equipment.
- Step 2 When the scheduled time arrives to share the equipment, the School District Buildings and Grounds Supervisor and Village's DPW Superintendent will contact each other and arrange for the equipment sharing to occur.

Implementation of the Merger of the Village DPW and Town Highway Department (Action 3B)

Despite the fact that the Town Board has decided to keep the Town Highway Superintendent position vacant, effectively eliminating the position, a strategy for implementing the merger of the Village DPW and the Town Highway Department has been provided in the event that the Town Board discovers that the current situation is not sustainable in the longer term. Action 3B is the preferred action, as was previously explained.

- Step 1 The Town and Village Board appoints a joint committee to draft an Intermunicipal Services Agreement (IMA) that would be used by the Town to contract with the Village to have the Village DPW provide street maintenance in the Town. The agreement would be conditioned on the Town abolishing the Town Highway Superintendent position, an act subject to permissive referendum. The agreement would include at least the following:

- (a) Description of the highway maintenance services that the Village will provide to or on behalf of Town.
- (b) Define the standards for the levels and quality of the services to be provided by the Village.
- (c) Provisions for transferring the existing Town Highway Department vehicles and equipment to the Village.
- (d) Authorization for the Village to utilize the existing Town Highway Department site and buildings and provisions for the maintenance of the buildings.
- (e) Provisions for transferring and converting Town Highway Department employees to Village DPW employees which must be in accord with NYS Civil Service Law and Wyoming County Civil Service Rules and Regulations.
- (f) A formula or other method for determining the Town's financial contribution to the Village in exchange for the Village providing highway services to the Town.
- (g) A protocol for addressing and resolving conflicts, issues or problems that may arise from time to time.
- (h) A term of at least six (6) years, a Town Law pre-requisite for abolishing a Highway Superintendent position.

Step 2 The Village and Town Board pass resolutions approving the intermunicipal agreement conditioned upon the abolishment of the Town Highway Superintendent position.

Step 3 The Town Board passes a resolution to abolish the Town Highway Superintendent position subject to permissive referendum followed by the publication of a legal notice in the local newspaper to advise the public.

Step 4A If a valid petition is submitted to the Town Board by the public in accord with NYS Law demanding a referendum, the Town Board will schedule and conduct such public referendum vote as required and in accord with NYS Law.

Step 4B If a valid petition is not submitted to the Town Board calling for a public referendum or if a valid petition is submitted, a referendum vote held, and the vote is in favor of the abolition of the Town Highway Superintendent position, the Village contacts the Wyoming County Civil Service Office to arrange for Town Highway employees to be converted to Village DPW employees.

Step 5 The Village contacts the collective bargaining unit to arrange for a meeting or meetings to work out questions and issues over provisions in the collective bargaining agreement regarding employee seniority, layoffs, pay grades and pay steps, unused sick time, vacation eligibility and vacation selection, etc. in order to

ensure that the former Town employees are incorporated into the Village's workforce and collective bargaining unit.

Step 6 The Village assumes ownership of the Town's former Highway Department equipment and assumes control of the Town's former Highway Department site, building and facilities to use to provide the Town with highway maintenance services.

Nearly a decade ago, the Palmyra Village Board eliminated its Streets Superintendent position and contracted with the Palmyra Town Board to arrange to have the Town Highway Superintendent supervise the Village's Streets Department. Although the two departments were co-located and share a building facility, both are supervised by the same Town Highway Superintendent and work side by side much of the time, the two departments were never actually merged per se into a single department. The Village and Town still maintain separate budgets for their respective departments. Village of Palmyra Streets Department employees remain on the Village's payroll and are members of a collective bargaining unit that has a collective bargaining agreement with the Village. This collective bargaining agreement governs the terms and conditions of their employment. In contrast, Town Highway employees are on the Town's payroll and are not represented by a collective bargaining unit. Town Highway Department employees and Village Streets Department employees also work slightly different work shifts due to the collective bargaining agreement. Town employees work from 7:00 a.m. to 3:30 p.m., while Village employees work from 7:30 a.m. to 4:00 p.m.

Although each municipality owns its own fleet of equipment and replaces vehicles and equipment when needed, the intermunicipal agreement permits the Town Highway Superintendent to use the Town's and Village's equipment interchangeably on work tasks inside and outside the Village. Despite the fact that the Town Highway Superintendent also is permitted to use Village and Town employees on work tasks inside and outside the Village, the IMA calls for a specified number of employee hours of work to be performed each year within the Village.

Although the arrangement between the Village and Town of Palmyra works at a certain level, making the agreement work is cumbersome from the perspective of the Town Highway Superintendent, due to the following reason:

- (a) As the Town and Village maintain separate budgets for their respective departments, the process of preparing, monitoring, and controlling two separate budgets occupies a significant amount of the Highway Superintendent's time and effort. As the fiscal years between the two municipalities differ, the Highway Superintendent is involved in budget preparation for the Town during the months of October through December and for the Village during the months of February through May. During these periods of time the Superintendent must prepare separate budgets and attend separate budget meetings of the two Boards which creates additional work that detracts from his departmental supervisory and planning duties.

- (b) The agreement calls for a specific division in the number of employee hours devoted to Village work versus Town work. Accordingly, the Superintendent must keep detailed records of the man hours expended within each municipality. This situation further adds to the Superintendent's administrative burden. In addition, the Supervisor has discovered that in actuality, the Village receives more employee hours and the Town receives fewer employee hours than is called for in the agreement. This is due to the fact that the Village Streets Department crew is comprised on only two employees and many of the work tasks performed in the Village require a work crew of three or four employees.
- (c) Scheduling work is more difficult due to the fact the employees of the two Departments have slightly different work hours. When work crews are comprised of a mix of Village and Town employees, the crews have delays getting started or having to stop work earlier than would otherwise be necessary due to the differences in the work hours.
- (d) Wage rates and employee benefits differ between the Village and Town work crews even though they all perform essentially the same work and work side by side. The differentials can and does cause some friction between Town and Village employees.

The existing arrangement between the Town and Village of Palmyra does not provide for the most effective and efficient use of resources. A fully merged department would provide the Highway Superintendent would greater supervisory flexibility, improved integration of work crews, increased efficiencies and would lighten the administrative load of the Superintendent to enable him to devote more time for planning and organizing work tasks and work crews.

For the foregoing reasons, Option 3B which would involve the merger of the two departments with the Village DPW absorbing the Town Highway Department has distinct advantages and would likely result in greater efficiencies and in the long run greater savings as a result of the efficiencies.

Implementation of the co-location of Village and Town offices in the Village Hall and co-location of the Town and Village Justice Courts in the former Town Hall (Action 5C)

Although the Project Steering Committee could not reach a consensus for recommending the co-location of the Town and Village offices and Town and Village Justice Courts, this action has much merit and should be reconsidered at some future time if and when conditions change. Action 5C could be implemented quickly with little cost and although this measure would not likely result in any short-term savings, long-term savings may eventually be possible. By co-locating Town and Village offices adjacent to each other in the same building, opportunities for sharing equipment will exist. Opportunities for perhaps sharing employees may also develop over time as the two municipalities work side by side. Opportunities for the Courts to share personnel may also develop over time.

This measure could be implemented using the following steps:

- Step 1 Town and Village Boards appoint a joint committee which would include the Town and Village Attorneys to develop a cost sharing agreement for the shared space and for sharing the cost of the building improvements needed for implementing this measure. The Attorneys would reduce the proposed agreement into a written draft agreement.

- Step 2 The draft agreement is presented to the Town and Village Boards for approval. The agreement would then be executed by the Supervisor and Mayor.

- Step 3 Village DPW and Town Highway crews working together would perform all of the work necessary to make the modest building improvements. This is possible, as no structural changes to either building would be required.

- Step 4 The Town offices are moved to the Village Hall and the Town and Village Justice Courts are moved to the building that formerly served as the Town Hall. Office furniture, equipment and records are moved at the same time.

Marketing Strategies to Overcome Opposition to Shared Services

Only one of the foregoing Actions requires any capital expenditures, i.e. the co-location of the municipal offices and the Justice Court and the outlay would be so nominal that public opposition based on implementation cost would not be anticipated or valid.

The most significant public opposition would be expected to stem from emotional reactions of Town and Village residents. For whatever reason, it is not uncommon for residents to be suspicious and think that use of shared services will somehow reduce their control over their municipal government or that one of the municipalities will benefit at the expense of the other. Such a perception is based on emotion, not fact. The marketing strategies must target and allay such emotional irrational fears.

It is recommended that the Town and Village undertake a low-key, shared-services marketing and educational campaign on an ongoing basis. The campaign need not be expensive and the purpose is to allay the fears and suspicions of members of the public by demonstrating how they have been and continue to benefit from an array of existing shared services arrangements. Such an approach will help to make the public feel more comfortable with the concept as they hear and learn about the positive aspects of shared services.

The following components are recommended for the marketing effort:

1. Develop a slogan that links the two municipalities together in a positive manner and conveys the idea that the two municipalities are working hand in hand with each other to improve municipal services and reduce taxes. Once a slogan has been selected, it should be used at every possible opportunity and should be incorporated onto Village and Town

stationery and posted on bulletin boards. Print the slogan on pin-on buttons and ask merchants and members of service clubs to wear the buttons daily throughout the year to demonstrate support for measured use of shared services.

2. Periodically (monthly) issue press releases to the media signed by both the Mayor and Supervisor. Each press release should briefly identify and describe one of the services (or pieces of equipment) that Village and Town currently share with each other or with another municipality. It would be beneficial to identify the cost savings that result from the shared services or equipment. Even though many of the shared arrangements may have existed for quite a while, many members of the public may not be aware of this or may be surprised over the degree to which the Town and Village share services. Also, keeping shared services in the public's mind and by reminding the public of the benefits the Village and Town have been deriving from shared services will help to acclimate opponents to the concept and will help to nurture support for the increased use of shared services.
3. Enlist the support of the local merchants' association and business community to promote shared services when interacting with their customers. Merchants could distribute handouts promoting shared services with each customer transaction.
4. Each year, when budgets are prepared and presented, recap in the budget messages or in a news release, a comprehensive list of all of the existing service and equipment that is shared and the amount of money the Town and Village have saved as a result. Also identify the measures contained in this report as additional ways that the Village and Town could save even more money. The message could be printed onto brochures and given to the Schools to distribute to their students to take home with them. Enlist the local merchants association to distribute brochures to their customers.

As members of the public hear over and over again and become more and more aware of the array of services and equipment currently being shared and the potential ways for expanding sharing services and equipment for even greater benefit over time, members of the public will be more likely to support rather than oppose increased municipal sharing.

PUBLIC EDUCATION AND PARTICIPATION

In accord with the project work plan, activities designed to educate the public about shared municipal services and the benefits of intermunicipal collaboration were carried out to provide the public with opportunities to provide input. These activities involved conducting two meetings and two public surveys.

A public project kick-off meeting was held on June 30, 2010 at the Masonic Temple in the Village of Perry's downtown business district. The purpose of the meeting was to announce the project to residents and local business owners, to educate them about shared municipal services, to solicit their suggestions, comments, concerns and other input, and to gauge public support for the increased use of shared municipal services. Notices of the public meeting were published in two local newspapers, posted on the Village's website, and handbills announcing the meeting were posted by members of the Project Steering Committee in conspicuous, high-traffic locations around town. In addition, the kick-off meeting was announced at a Rotary meeting and members were encouraged to attend.

The initial public informational meeting involved the consultant making a presentation using a Power Point slide presentation. The presentation identified the Project Steering Committee and identified and described various alternative ways in which municipalities can share services. Examples were provided for each. In addition, existing shared services arrangements between the Village and Town of Perry and/or other adjoining municipalities were identified in order to make the public aware of the extent to which the two municipalities are already sharing municipal services. Following the presentation, the meeting was opened up for a roundtable discussion and to afford residents an opportunity to ask questions or express opinions, ideas and suggestions.

In conjunction with the initial public informational meeting, a Web-based public survey was launched using *Zoomerang*, a web-based survey service. Hardcopies of the survey questionnaire were also placed in convenient locations in the community for persons who had no access to the Internet or for those who preferred to complete hardcopies of the questionnaire. The hardcopy surveys were placed in the Village's Clerks office, the Town Clerk's office, the Perry Library and at the service desk of the only supermarket in Perry, the Perry Food Market. Drop-off boxes for returning completed surveys were placed at the same locations. A link to the web-based survey was posted on the Village's website and links and information about how to access the survey online or how to obtain hardcopies were incorporated in the notices and handbills used to announce the kick-off meeting. Hardcopy surveys that had been completed were collected by the consultant and keyed into the web-based survey to compile the responses in one database.

After the Steering Committee had identified various possibilities for increased use of shared services and had analyzed the pros and cons, the Steering Committee scheduled a second public informational meeting. The purpose of the meeting was to share with the public the various potential ways for increasing use of shared services, to discuss the pros and cons and to solicit public input to measure support or opposition for each. In addition, the consultant was invited to make the same presentation to the Perry Rotary Club. Again a survey was developed to solicit public input and comments on the potential shared services measures that the Project Steering

Committee had identified during the study. The same methods for notifying residents and business owners of the public informational meeting and first survey were used to make the public aware of the second public informational meeting and survey. Again, the consultant transferred the information from the completed hardcopy surveys into the web-based Zoomerang database to combine the data into a single database. Appendix 2 contains copies of the survey instruments that were used as well as the results of both surveys.

APPENDIX 1

DRAFT INTERMUNICIPAL AGREEMENT FOR ZONING ENFORCEMENT SERVICES

This intermunicipal agreement (hereinafter referred to as the “IMA”) is made by and between THE TOWN OF PERRY, a municipal corporation of the State of New York, having an office and place of business at the Perry Town Hall, 22 South Main Street, Perry, New York 14530 (hereinafter referred to as the “Town”) and

THE VILLAGE OF PERRY, a municipal corporation of the State of New York, having an office and place of business at the Perry Village Hall, 46 North Main Street, Perry, New York 14530 (hereinafter referred to as the “Village”)

WHEREAS, the Town of Perry has the power to regulate land use and the subdivision of real estate parcels through the legal authority of New York State Town Law, and

WHEREAS, the Town of Perry has adopted zoning and subdivision regulations pursuant to the provisions of the Town Law, General Municipal and Municipal Home Rule Law, which zoning and subdivision local laws, ordinances and regulations are administered and enforced by the Town, and

WHEREAS, the Village of Perry has the power to regulate land use and the subdivision of real estate parcels through the legal authority of the New York Village Law, and

WHEREAS, the Village of Perry has adopted zoning and subdivision regulations pursuant to the provisions of the Village, General Municipal and Municipal Home Rule Law, which zoning and subdivision local laws, ordinances and regulations are administered and enforced by the Village, and

WHEREAS, Article 50 of the General Municipal Law authorizes municipalities to enter into agreements with each other whereby one municipality may provide services for or on behalf of other municipalities that have the authority to individually and independently provide such services, and

WHEREAS, the Town of Perry and the Village of Perry desire to enter into an agreement through which the Village of Perry will provide for the enforcement of the Town of Perry’s land use and subdivision regulations on behalf of the Town of Perry,

NOW THEREFORE BE IT RESOLVED, that in consideration of the terms and conditions herein contained, the Town Board of the Town of Perry and the Village Board of Trustees of the Village of Perry agree as follows:

FIRST, that the Town Supervisor is hereby authorized to sign this contract on behalf of the Town of Perry, and the Village Mayor is hereby authorized sign this contract on behalf of the Village of Perry.

SECOND, that the Village Zoning Enforcement Officer will enforce the Town's land use and subdivision regulations to the same degree and with the same effect as if the Village Zoning Enforcement Officer was employed by the Town Board as the Town Zoning Enforcement Officer, and pursuant to such contract such Zoning Enforcement Officer will have the jurisdiction of a Town Zoning Enforcement Officer when performing duties pursuant to such contract.

THIRD, the parties shall abide by the following terms and conditions of this agreement for the time period that this agreement is in effect.

1. The Town agrees to utilize the personnel in the Village's Zoning Enforcement Office to perform on behalf of the Town all Town zoning duties, functions and activities, which may be applicable, to the Town as required by any applicable property maintenance, local zoning and land use regulations and any applicable local laws of the Town of Perry.
2. The Village agrees to enforce Town land use and zoning regulations within the Town to the same degree and in the same manner as if performing such service in the Village, including all the provisions of Federal, State and local laws and regulations described in paragraph 1., above, and to make all inspections and to issue all permits and orders required in such enforcement. Such enforcement shall include all of the duties prescribe in the local laws, rules and regulations described in paragraph 1., above, including the determination of those matters placed within the jurisdiction of the Board of Appeals by such local laws, rules and regulations and furnishing of the evidence necessary in any prosecution of the violation of any such laws, rules or regulations. In performing such work, the Zoning Enforcement Officer of the Village of Perry shall have the powers and duties of Zoning Enforcement Officer of the Town of Perry.
3. The Town agrees to furnish the Village Zoning Enforcement Office all maps, forms, applications and other necessary papers, local laws, rules and regulations necessary to carry out the duties required by this contract. It is agreed that the Village shall provide all clerical work, office space and public counter service for the Town, including the storage of all records of the Town relating to the performance of the duties as provided in the contract. The records of the Zoning Enforcement Officer relating to his services when acting as a Town Zoning Enforcement Officer shall be retained on file in the Village Code Enforcement Office during the term of this contract. Access to those records by authorized Town personnel is available at any time during normal business hours.
4. The Village agrees to the use of the Village's furniture and equipment necessary for carrying out the duties as agreed upon in this contract, to an extent and manner determined by the Village. It is further agreed that the Village shall provide appropriate liability insurance for all officers and employees performing work for the Town under the terms of this contract.
5. The Village agrees to make reasonable efforts to collect the fees determined by the local laws, rules and regulations of the Town relating to the inspection of sites, buildings, the issuance of permits or any other action requiring assessment of fees in the performance

of the duties as required under this contract. Fees collected shall be remitted to the Supervisor of the Town on or about the _____ day of each month

6. The Village shall pay all expenses for the performance of the services for the Town including, but not limited to, salaries of THE officer and employees of the Zoning Enforcement Office including as applicable, vacation, sick leave, retirement, travel expenses and overhead. The annual remuneration will be invoiced to the Town no later than _____ of the following year. The cost sharing between the Village and the Town shall be equal with the Village paying one-half and the Town paying one-half of the cost that the Village incurs for the operation of its Zoning Enforcement Office. The cost-sharing shall apply to the following expenses of the Village's Zoning Officer and the Zoning Enforcement Officer Secretary:
 - Payroll expense, including FICA and Medicare Tax and Disability Insurance
 - Fringe benefits, including NYS Employee Retirement System contributions, Health insurance, as applicable
 - Liability insurance
 - Mileage reimbursement and travel expenses
 - Training expenses

The Village shall provide a breakdown of the cost the Village incurred during the Village's fiscal year no later than September 1, following the close of the Village's fiscal year in which the services were provided in order to enable the Town to include such contract cost in the next succeeding Town budget.

7. Payment to the Village shall be made no later than February 15 of the following year.
8. It is agreed that the Town shall have no direct control over the work of the employees of the Village and the Village shall be responsible for the acts of the officers and employees of the Village Zoning Enforcement Office when performing duties for the Town pursuant to the terms of this contract. The officers and employees of the Village when performing duties for the Town for purposes of employee benefits, salaries and work rules shall be deemed to be employees of the Village and the Village shall have the sole authority to determine the wages and fringe benefits, if any, of the employees of the Village's Zoning Enforcement Office.
9. This contract shall be effective on _____, 2012 and shall continue in full force and effect until _____ unless terminated as provided for in paragraph 10, hereof, this IMA shall be automatically renewed from year to year for successive one year periods, thereafter.
10. This IMA may be terminated at the end of any term thereof by the Village or the Town by giving a written notification of such intention to terminate to the other party 90 days before the expiration of the initial period of any succeeding one year period.
11. This contract shall be subject to the provisions of the Civil Service law of the State of New York and all other laws of the State made and provided.

12. In order to ensure that the services provided to under this IMA are satisfactory to the Town Board and are in accord with this terms and conditions of this IMA, the Town Board and the Village Board will appoint a committee comprised of at least one Town Board member and at least one Village Board member and the Village Administrator to meet periodically to review and discuss the zoning enforcement services being provided to the Town.

13. Should either party hereto fail to carry out the provisions of this contract according to its terms and provisions, the other party shall give written notice of such default and should such default not be corrected within 30 days after the mailing of such notice, this contract may be terminated by the non defaulting party giving written notice thereof.

IN WITNESS WHEREOF, the Village of Perry has by order of the Village Board caused these presents to be subscribed by the Mayor, and the seal of the Village to be affixed and attested by the Village Clerk-Treasurer thereof, and the Town of Perry has by order of the Town Board caused these presents to be subscribed by the Supervisor, and the seal of the Town to be affixed and attested by the Town Clerk thereof this _____ day of _____, 2011

This resolution offered with voting as follows:

Motion by _____
 Seconded by _____

Motion by _____
 Seconded by _____

Trustee _____
 Trustee _____
 Trustee _____
 Trustee _____
 Mayor _____

Councilperson _____
 Councilperson _____
 Councilperson _____
 Councilperson _____
 Supervisor _____

VILLAGE OF PERRY

TOWN OF PERRY

By: _____
 Mayor

By: _____
 Supervisor

Attest: _____
 Village Clerk-Treasurer

Attest: _____
 Town Clerk

SEAL OF THE VILLAGE OF PERRY

SEAL OF THE TOWN OF PERRY

APPENDIX 2

TOWN AND VILLAGE OF PERRY PUBLIC QUESTIONNAIRE ON SHARED MUNICIPAL SERVICES



Results Overview

Date: 5/20/2011 10:42 AM PST
Responses: Completes
Filter: No filter applied

BACKGROUND INFORMATION The Village and Town of Perry have been awarded a Local Government Efficiency Grant from the NYS Department of State. The grant funds will be used to conduct a study to identify measures that the two municipalities can take in order to provide local government services in a more cost-efficient manner with the ultimate goal of saving tax payers money.

Local government merger has been a topic of much discussion in recent months across New York State and the NYS Legislature has enacted a law to make it much easier for residents of villages to successfully petition for the dissolution of their respective villages. Several alternatives to merger, however, exist which enable municipalities to reduce operating costs by sharing services without merging. These alternatives to merger will be the focus of the Village and Town of Perry Shared Services Study. The alternatives are identified and briefly described below:

Intermunicipal Service Agreements — An intermunicipal service agreement is a contract between/among two or more municipalities through which one of the municipalities provides service to or on behalf of the other municipality(ies). This is essentially contracting for services. For example, a town may contract with a village to have village employees take water meter readings in areas of a town that are provided with municipal water. Another example would be a town contracting with a village for the provision of police protection in the town outside the village.

Joint Agreements — These agreements involve two or more municipalities jointly providing a service or jointly owning and operating a facility. Under joint agreements, all parties to the agreement have a responsibility and role in providing the service or operating the facility. An example would be a jointly owned swimming pool with each municipality providing its own respective employees each performing tasks to operate the pool.

Colocation — Colocation involves two or more municipalities occupying and sharing a single building facility. For example, in some communities, town and village offices are located in a single municipal building. The advantages of colocation is that the amount of building space needed is less than the aggregate amount building space that would be needed if each municipality occupied its own separate building. Conference rooms, restrooms, lobbies, courtrooms, and employee lunchrooms can be shared and need not be duplicated. It is also typically less expensive to heat, cool and maintain a single building compared to operating and maintaining two separate buildings with the same amount of total space.

Joint Equipment Purchasing and Sharing — Municipalities may jointly purchase and share equipment and machinery. Such arrangements work best when the equipment involved is expensive, specialized, and is utilized only for short periods of time or relatively infrequently. Some towns and/or municipalities jointly purchase and share asphalt paving machines and compaction rollers. If each town purchased its own paver and roller, the equipment would sit idle much of the year. By sharing, the machinery is used much more extensively. Shared fueling facilities offer another example of equipment that can be jointly purchased and shared.

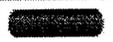
Joint Purchasing for Quantity Discounts — Municipalities may collaborate to jointly purchase supplies, materials and equipment in order to take advantage of bulk price discounts. Many vendors typically offer discount pricing for the purchase of larger volumes of materials and supplies. By combining their individual orders and purchasing in bulk, municipalities can realize savings.

SURVEY QUESTIONS The Shared Services Project Committee would like to determine if Village and Town of Perry residents support the efforts of the Village and Town to find ways to operate more cost efficiently. To this end, the Shared Services Project Committee is requesting Perry residents and business owners and operators to respond to the following survey questions.

- 1.** If you own property in the Town and/or Village of Perry, please select one (1) of the following choices that best describes how you view your property tax bills. My property tax bills are.....

Too low		1	1%
Just about right		18	19%
Too high		69	73%
No opinion/I do not pay Village or Town of Perry taxes		7	7%
Total		95	100%

- 2.** The Village and Town of Perry should work closely together to find ways of sharing services in order to become more efficient and to reduce the cost of providing municipal services. Please indicate if you agree or disagree with this statement.

I strongly agree		78	80%
I somewhat agree		12	12%
I somewhat disagree		3	3%
I strongly disagree		2	2%
No opinion/Undecided		2	2%
Total		97	100%

- 4.** If your response to Question No. 2 is strongly agree or somewhat agree, please finish this statement with one (1) of the following choices. I support the increased use of shared services...

even if it would result in a reduction in the level and/or quality of municipal services currently provided.		26	28%
only if it would not result in any change in the current level and/or quality of municipal services.		34	37%
only if it would result in an increase in the level and/or quality of municipal service.		26	28%

No opinion / Undecided	[REDACTED]	7	8%
Total		93	100%

5. If your response to Question No. 2 is strongly agree or somewhat agree, would you support the increased use of shared services if it was necessary to increase short-term costs in order to achieve long-term savings?

Yes	[REDACTED]	52	58%
No	[REDACTED]	30	33%
Undecided	[REDACTED]	8	9%
Total		90	100%

7. Where do you reside?

In the Village of Perry within the Town of Perry	[REDACTED]	54	56%
In the Village of Perry within the Town of Castile	[REDACTED]	12	12%
In the Town of Perry outside the Village of Perry	[REDACTED]	21	22%
Not in the Town or Village of Perry	[REDACTED]	9	9%
Total		96	100%

8. If you reside in the Town or Village of Perry, please indicate if you own or rent your residence.

Own	[REDACTED]	80	93%
Rent	[REDACTED]	6	7%
Total		86	100%

9. If you are employed, do you work in either the Town or Village of Perry?

Yes	[REDACTED]	38	39%
No	[REDACTED]	33	34%
I am not currently employed or I am retired	[REDACTED]	26	27%
Total		97	100%

10. Do you own and/or operate a business in either the Town or Village of Perry?

		25	26%
--	--	----	-----

Yes			
No		70	74%
Total		95	100%

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TOWN AND VILLAGE OF PERRY PUBLIC QUESTIONNAIRE ON SHARED MUNICIPAL SERVICES



Results Overview

Date: 5/20/2011 10:42 AM PST
Responses: Completes
Filter: No filter applied

#	Response
3. If your response to Question No. 2 is strongly disagree or somewhat disagree, please explain.	
1	seperation is not a bad thing, it makes sense to keep things seperated.
2	I am concerned about the inability of holding people accountable. If the municipalities are going to do this, then formal agreements should be made and consequently evaluated. Past experience dictates that often both municipalities have difficulty with acknowledging when an error has been made. My hesitation with supporting this has to do with the fact on how errors have been dealt with in the past and how much of the burden of the error is left to the taxpayer.
3	I think the approach should be to improve services instead of reducing costs.
4	Perry Police - Use the W. Co. Sheriff Consolodate - With Castile - Why do we have to pay Village of Perry taxes - We pay high Perry taxes for poor service
5	Who are we talking about...the village or out near Perry Cntr. What is shared now or not? Taxes way too high and town wont bring buines in to lower taxes.
6	Common sense...Saves money if MANAGED correctly but ensures we still get funding where needed.
7	MERGE TOWN AND VILLAGE
8	consolidation of DPW Equipment and employees
9	Our taxes are far to high - let the one village & town use both as 1 unit.
10	I believe that if the Village of Perry Police dept. was eliminated, we could save a lot of the tax payers money. The way Co. sheriff's office could take the place of the Perry Pllice Dept. Consolidate with Castile. People at Silver lake should not have to pay Village of Perry taxes. We have no sodewalks to walk on yet we pay high Village of Perry Taxes for poor service. Police drive those big gas hog cars which is ridiculous.
11	Village of Perry taxes are out of sight. Mine have doubled in 4/5 years but services (or lack of) are no diffeent. In this time of econon=mic hardshipm this area should be tightening their belts but this has not happened. Due to tqxes, my mortgage has gone up \$500/mo in 9 years. The town/village are overspending...too many employees and we DO NOT need a Village Police forcewith every officer having their own car.
12	Considering the economic environment we are experincing, its the responsibility of the village board to put our community in a fiscally sound position. By cosolidating services, eliminating unnecessary positions, and restructuring exisiting services within the village and town should always be a priority.

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TOWN AND VILLAGE OF PERRY PUBLIC QUESTIONNAIRE ON SHARED MUNICIPAL SERVICES

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Invite & Deploy

Analyze Results

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Results » Individual Responses » Raw Data Export » Manage Presentation

Results Overview: Open Ended Responses
 Filter: No filter applied (76 Response(s) Returned)

Print

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#	Response
6. Please offer any comments or suggestions you would like the Shared Services Project Committee to take into consider during the study.	
1	Please continue the process with open minds and lots of community input so that no one can say that they didn't know about this project. It makes so much sense to simplify services.
2	shared buildings for all town and village offices and highway/DPW garages
3	stop doing stupid online surveys
4	We need change!
5	Question 4 above is a horrible question. The idea of shared services is supposed to be about doing things more efficiently, less costly without any major effect on services (ie a win win scenario). The point is to do either the same with less or even more with less (i.e. because it is more efficient). One of the answers should include only if the net result will be a reduction in taxes or a major decrease in spending and not we have more to spend on other areas.
6	Combined clerk/admin offices and DPW work force
7	improved services and not savings new building for village/town operations that also include a youth center, conference room and on one level (two level buildings are costly to maintain)
8	please consider improving services and not decreasing savings. Also I'd like to see the village operations on street level instead of walking up steps and a hill and trying to cross the road. The village hall is too antiquated and the Town hall is too limited in space.
9	highway services should be intergrated, police combined with sheriff, school consolidated
10	Village and the Town should be located together, but a new building should be constructed for this purpose. I understand that renovations to the Village hall could cost more than \$300,000. Even if supported with grant money, that is still taxpayer money and I am not in favor of spending that amount of money for this. The committee should strongly consider the colocation issue to look into new facilities with a youth center and/or meeting room. Grant money could favorable build something like this at lower or comparable costs. All points of interest of the study should consider accessibility and improved services. It is optimistic to think that significant savings could be made, but improved services are one way to improve my experience in Perry
11	The whole idea is to provide quality shared services and to provide equal or better services at a reduced cost.
12	The shared use of equipment and facilities. Also how through sharing services, the number of government employees might decline.
13	OK with some things. Not OK with spending budgeted monies or grant monies to make shared services happen. Simple changes are easier to manage.
14	I would only support this if jobs were not lost to "Good, hardworking employees".
15	I would like to see the Village Police Department be dissolved and have the State Police and the Sheriffs Department provide coverage for the village.
16	Relative to #5, I have never seen "one-time" increases reduced.
17	Immediate upon sharing services, there should be a cost savings to the tax payer. Therefore, there should be not an increase of costs.
18	-One office complex -one maintenaince shop -less duplication of police services(sheriff,state, and Perry Police -consolidate fire services -consolidate school services
19	Use existing buildings and do not spend a great deal of money for a new building. Do not make extensive renovations to existing buildings. Use what we have.
20	One thing would like to know up front is when we talk about reduced service how much are we talking about.
21	Please consider implementing a rigorous evaluation of agreements and service. Again, I could support this if the municipalities were to increase their ability to be customer friendly.
22	It's counter-productive to renovate an antiquated building, like the Village Hall, that has inadequate parking to accommodate the colocation of services. It is a better use of (grant) funds to colocate the Town and Village in a new building where more agencies can share in the use of the building.
23	Efficient consolidation of services can take place with careful planning without an increase in costs but rather a reduction in costs. WHY WASN'T THIS SURVEY SENT TO HOMEOWNERS???? WHY ARE HOMEOWNERS IN THE VILLAGE OF PERRY KEPT ABREAST OF THINGS LIKE THIS.!!!
24	Taxes are too high already.
25	Consider abolishing Police Dept. (over paid, under worked) in favor of Wyoming Co. Sherriff Dept.
26	Village of Perry taxes are out of sight. Mine have doubled in 4/5 years but services (or lack of) are no different. In this time of economic hardship, this area should be tightening their belts but this has not happened. Due to taxes, my mortgage has gone up \$500/mo. in 9 years. The town/village are overspending...too many employers and we DO NOT need a Village Police force w/ every officer having their own car. "Police blotter" consists of neighbors fighting, dogs barking and of course (with nothing else to do) traffic tickets (to justify/pay for police) We have NYS troopers and Wyoming County Police. Towns that have given up their local police are then covered more by the other local police. This is a small village with big spending ideas and it's time the "good old boys" start looking at ways to cut...police dept., # of village employers... -Work within your budget! -Make cuts in \$ spent -Be more cost efficient WE DON'T LIVE n Pittsford or on Canandaigua Lake...are taxes are just similar.

27	PLEASE! Fix the water line on Euclid Ave. We are wasting water and money daily running an open water line in order to keep the water supply clean for daily use.
28	In response to Question 5: Because the increased cost, even if savings were accomplished, would never end in a reduction of our taxes. The savings would then be allocated to some other projects, and we would never see our taxes reduced.
29	Why? Because you would NEVER reduce taxes. The town would find any reason to use the money for other nonessential reasons. In response to question 10 - It is way too costly to start a business in this town - Look at the condition of Main St.
30	Personal and property security and safety. SAFE and CLEAN supplied WATER!
31	Eliminate the police department. Eliminate the library projects. Make the town assessor an elected position with a requirement that they have at least 5 recent years experience in real estate sales in this area. Most people's taxes are "too high" because their assessments are unrealistically over-inflated.
32	I believe that if the Village of Perry Police dept. was eliminated, we could save a lot of the tax payers money. The Wyo. Co. Sheriffs office could take the place of the Perry Police Dept. Consolidate with Castile. People at Silver Lake should not have to pay Village of Perry Taxes. We have no sidewalks to walk on, yet we pay high village of Perry taxes for poor service. Police drive those big gas-hog cars, which is ridiculous.
33	Our taxes are far too high - Let the village and town use both as 1 unit. Town and Village - Water, Sewer, D.P.W Etc. Why use all the same service for both town and village - Redundant. Try to work together.
34	1. Have one Highway and Village supervisor by ELECTION only. Pay him/her more and let them make the decisions with the boards guidance. 2. One Fire Dept. 3. One Town/Village Office
35	Pursue making all village residents under the auspices of the Town of Perry, not the Town of Castile.
36	-Need more business for jobs instead of vacant homes and buildings -If people were working and making a decent wage we wouldn't have the "HIGH" taxes.
37	I am in favor of shared services. I believe the town clerks should be moved to the village hall. I believe the court room should be moved to th town hall and have a joint village and town court room. I think the highway departments should join forces on major projects.
38	Question 4 - dependent on what "increase" in level or services really is. Everyone think a different level Question 5 - because they dont go back after the supposed "short - term costs" - if they really did, then yes.
39	If anything, people should work together as a TEAM! and then we can expect better quality.
40	Conolidation of Fire Depts., Zoning and Planning departments
41	Dont do expensive library projects. Get rid of police department. They scare away tourists with their speed traps. County and State provide kind of protection we want and need.
42	Keep Village Court/Office in Village building at 46 N. Main St.
43	Please drop the identity argument - the citizens dont care about that. Its all about the more efficient use of PEOPLES MONEY! Combine services and do what is in the interest of the entire community - LONG TERM!
44	More consistent garden refuse pick-up. Consolidation of Village and Town offices in the the village office bldg.
45	Three things in life are facts: death, taxes, and increased costs. If combining services, facilities, equipment, etc. can reduce costs with little impact on service, go for it! Question 7: Town of Castile but get many services from VovT of Perry. More services from perry than Castile...Road Maintenance, water, sewer police, library, abulance, general services etc.
46	My suggestion would be to eliminate one of the local courts. There is a disproportionate caseload between the town and village courts. Due to the size of this municipality, I believe a sufficient cost savings would be realized by having one court encompass the village and town. Also it would be a more efficient public service.
47	Will this include: Fire Companies - Why do we have two? Ambulance Company Zoning Planning
48	Get rid of the POLICE Dept.!! The percentage of the budget to run that Dept. for this "crime-ridden" community is ridiculous!!!
49	Please build a new building to house the Village and the Town. A teen center could be included in the project.
50	Our village taxes in particular are VERY high. We get nothing for them either. The plowing of the streets is marginal at best along with all the other "services" the village performs.
51	Get RID OF THE POLICE DEPT!!!the percentage of the budget to run the dept for this "crime-ridden" community is ridiculous!!!!!!!
52	three things in life are facts: Death, Taxes and increased costs. If combining services, facilities, equipment, etc. can reduce costs with little impact on service, go for it!
53	My suggestion would be to eliminate one of the local courts. there is a disproportionate caseload between the town and village courts. Due to the size of this municipality, I believe a significant cost savings would be realized by having one court encompass the village and town. Also it would be a more efficient public service.
54	Will this include: Fire companies - Ambulance company - why do we have two? Zoning Planning
55	More consistent garden refuse pick-up consolidation of village & town offices into the Village office building.
56	Please drop the identity argument - the citizens don's care about that. It's all about the more efficient use of the PEOPLE'S MONEY! Combine services do what is in the interest of the entire community - long term.
57	Keep village court/office in village building at 46 N. Main St.
58	Don't do expensive library projects. Get rid of police department. They scare away tourists with their speed traps. County and State provide kind of protection we want and need.
59	Consolidation of fire Dept. Zoning and planning departments
60	I am in favor of shared services. I believe the Town Clerks should be moved to the Village Hall. I believe the courtroom should be moved to the Town Hall and have a joint Village & Town Courtroom. I think the Highway Departments should join forces on major projects.
61	Need more business for jobs instead of vacant homes & buildings. If people were working and making a decent wage we wouldn't have the "HIGH" taxes.
62	Pursue making all village residents unde the auspices of the Town of Perry not the Town of Castile.
63	1) Have one Highway & Village Supervisor by election only. pay him/her more and let them make the decisions with the boards guidance. 2) one fire dept. 3) one town/Village office
64	Town & Village - water, sewer - D.P.W. etc. why use all the same services for both - town & village - redundit try to work together.
65	Eliminate the police department. Eliminate the library projects. Make the town assessor an elected position with a requirement that they have at least 5 recent years experience in reale state sales inthis area. Most people's taxes are "too high" because their assessments are unrealistically over-inflated.
66	Personal & property security and safety. SAFE & CLEAN supplied WATER!!!
67	Why - because you would NEVER reduce taxes -the town would find any reason - to use the money for other NONRESIDENTIAL reasons
68	PLEASE! Fix the water line on Euclid Ave. We are wasting water and money daily runing an open water line in order to keep the water supply clean for daily use.

69	"Police blotter" consists of neighbors fighting, dogs barking and of course (with nothing else to do) traffic tickets (to justify/pay for police) We have NYS troopers and Wyoming County police. Towns that have given up their local police are then covered more by the other local police. This is a small village with big spending ideas and it's time the good old boys start looking at ways to cut...police dept., # of village employees.
70	I think joint agreements, joint purchasing, joint equipment and intermunicipal service agreements are proper, measurable and efficient ways of doing business between the town and village. Co-location may seem a logical step, but unless a new building is built, the proposed renovation of the village hall to accommodate this strategy puts a heavy burden on the future tax base. Securing grants for any renovations is also inappropriate since there is often under-representation of the tax base involved in these funds. I support raising renovation funds through the tax base, but not through the grant process.
71	Be careful not to organize services that result in Village - Town tug of war. Example village streets snow plowed first
72	expand the village police department to include the town Of Perry. Do not eliminate Police services. Local officers are better for public to talk to and get to know. There are a lot of Sheriff's and Troopers that people do not know and may only talk to once in a while.
73	Make things safer by putting in a Full Time Chief of Police. Expand the police department to encompass the town. This would create faster response from police and keep your local Officers employed. Its good to have local cops people can talk to and trust!
74	Perry Fire Dept does not need so amny trucks and a new truck. Perry Center has equipment to supplement the Village FD. Hire a full-time Chief Of Police. Put the police force back to the way it was. We dont need all the part-timers that nobody knows. Keep a full-time local police force! We need cops. find other places to make cuts if thats what needs to be done.
75	Shared services have been done in other states to good effect without the overlap and duplication
76	The village of Perry snowplowing the school parking lots as they did approximately 10-years ago. Sharing equipment and facilities between the school and village as needed to reduce the tax burden of the community. There are several other cost reduction ideas I have to reduce the villages financial burden.

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PERRY PUBLIC SURVEY ON SHARED MUNICIPAL SERVICES

Results Overview



Date: 5/20/2011 11:28 AM PST
 Responses: Completes
 Filter: No filter applied

BACKGROUND INFORMATION The Village and Town of Perry were awarded a State grant to identify and study measures that the two municipalities could collaboratively take in order to provide local government services in a more cost-efficient manner. The ultimate goal is to save tax payers money. The Steering Committee has nearly completed its work and would like to obtain public input before finalizing the report and making recommendations to the Village and Town Boards. A short questionnaire follows that takes less than 2 minutes to complete. Before completing the questionnaire, you are encouraged to read the Summary of Findings and Opportunities posted on the Village's website at: <http://www.villageofperry.com/>

PUBLIC SURVEY Persons with Internet access may complete the survey online by accessing clicking on the followign link: <http://www.zoomerang.com/Survey/WEB22BWGTJXWXW/>. Persons without Internet access or who prefer to complete a hardcopy of the survey can pick up surveys and copies of the Summary of Findings and Opportunities at the following convenient locations. Survey drop-off boxes for returning completed surveys have also been placed at these locations: · Perry Village Hall · Perry Public Library · Perry Town Hall · Perry Food Market

SURVEY QUESTIONS Please indicate your support for each of the following shared-services opporunities. Please select the box corresponding to your response for each question.

1. Opportunity 1 Combine the positions of Town Highway Superintendent and Village Department of Public Works (DPW) Superintendent into a single position. The Town and Village would share the cost of paying the salary and fringe benefits for the position. This would effectively consolidate the Town Highway and the Village Public Works Departments into a single department. The total estimated annual savings would be expected to range from \$35,000 to \$45,000.

I strongly support implementation of this opportunity		39	57%
I somewhat support implementation of this opportunity		8	12%
I somewhat oppose implementation of this opportunity		4	6%
I strongly oppose implementation of this opportunity		18	26%
No opinion/ Undecided		0	0%
Total		69	100%

3. Opportunity 2 On a trial basis, reduce Village Police Department coverage for a few hours each week when police calls for service are lowest and rely on the County Sheriff's Office and the State Police to provide services during such times. Savings would vary depending on the number of hours coverage is reduced.

I strongly support implementation of this opportunity		25	36%
I somewhat support implementation of this opportunity		16	23%
I somewhat oppose implementation of this opportunity		8	12%
I strongly oppose implementation of this opportunity		17	25%
No opinion/ Undecided		3	4%
Total		69	100%

- 5.** Opportunity 3 Combine the Town and Village of Perry Zoning Enforcement Officer positions into a single position that would serve both municipalities. It may also be possible for the Towns of Perry and Castile and the Villages of Perry and Castile to combine their respective Zoning Enforcement Officer positions. The estimated annual savings would be expected to range from \$3,000 to \$5,000.

I strongly support implementation of this opportunity		44	64%
I somewhat support implementation of this opportunity		13	19%
I somewhat oppose implementation of this opportunity		2	3%
I strongly oppose implementation of this opportunity		7	10%
No opinion/ Undecided		3	4%
Total		69	100%

- 7.** Opportunity 4 Co-locate the Town and Village offices in the Village Hall and move the Town and Village Justice Courts to the building currently serving as the Town Hall. This measure would not significantly reduce the Town's or Village's operating costs, but would improve services to residents and would eliminate several problems associated with the Justice Courts operating in the Village Hall. In order to implement the recommendation, it would be necessary to make some building improvements that would be expected to range from \$5,000 to \$10,000 with most if not all of the work being performed by Town and Village employees.

I strongly support implementation of this opportunity		28	41%
I somewhat support implementation of this opportunity		14	21%
I somewhat oppose implementation of		4	6%

this opportunity			
I strongly oppose implementation of this opportunity		19	28%
No opinion/ Undecided		3	4%
Total		68	100%

- 9.** Opportunity 5 Arrange for the Perry Central School District and the Village to share certain equipment. The School District would occasionally borrow the Village's aerial truck to change parking lot light fixtures and in exchange the Village would borrow the School District's baseball/softball field maintenance equipment. The annual savings would be expected to range from \$1,600 to \$2,000.

I strongly support implementation of this opportunity		41	60%
I somewhat support implementation of this opportunity		21	31%
I somewhat oppose implementation of this opportunity		2	3%
I strongly oppose implementation of this opportunity		4	6%
No opinion/ Undecided		0	0%
Total		68	100%

- 11.** Opportunity 6 Arrange for the Village DPW to plow snow from School parking lots when the situation permits the Village to do so without diminishing the DPW's efforts to maintain Village streets in exchange for the School District providing the Village with something of equivalent value. The annual savings would be expected to range from \$2,000 to \$6,000.

I strongly support implementation of this opportunity		38	56%
I somewhat support implementation of this opportunity		15	22%
I somewhat oppose implementation of this opportunity		9	13%
I strongly oppose implementation of this opportunity		5	7%
No opinion/ Undecided		1	1%
Total		68	100%

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PERRY PUBLIC SURVEY ON SHARED MUNICIPAL SERVICES



Results Overview

Date: 5/20/2011 11:28 AM PST
Responses: Completes
Filter: No filter applied

#	Response
2. Please provide any comments that you may have regarding Opportunity 1 in the following space.	
1	I object to the recent loss of the highly regarded Ernie Sylvester. I'd like to see more openness and public scrutiny of both DPWs.
2	why not?
3	If this does not raise taxes.
4	Don't stop there. combine the complete department from both.
5	Personality conflicts have long been issues in both depts.
6	Not sure who the current Town Super is, however, I would highly recommend not having Ed Koziel as the single position person. He's a worker, NOT a leader. He's a large part of why the people are not satisfied with the current DPW.
7	Great idea. Have one boss for both departments. That would save money and streamline things.
8	The savings do not guarantee improved services. Besides, the savings are minimal. Too many personnel issues to consider.
9	The savings do not justify the time that would be needed to implement this opportunity. It might be doable in the near future (5-10 years), but not immediately.
10	At the present time, the Tn. has enough supervision, has a super relationship with neighboring towns(sharing equipment & labor). The 2 departments are entirely different,& already share services whenever needed or asked for. Leave the Tn. Hi-way Dept. as is until needed.
11	town and village have different needs
12	It should be clear that potential time commitment conflicts could occur. If merged would the qualifications of the position increase thus increasing salary, which would negate some of the estimated savings. We should be asking...has the lack of a more qualified individual hurt the Village and Town over time. By this I mean have things really been taken care of or let go. Ex. water distribution system in the Village
13	The savings do not support the implementation of a high risk move. Both departments are working well together and have good leadership between the two departments. A created position only adds another layer of responsibility and not efficiency.
14	Why add another layer of unnecessary management?
15	There are too many differences between village DPW and town highway. It is like comparing an orange to an apple. If you found one person qualified and experienced to do village water, sewer, storm sewer, curbing plus town road building, road shoulder repairs from agricultural equipment, rural road drainage practices and snow removal practices in open areas with wind blown drifts, they would probably not be affordable!
16	Long over-due!
17	How can you save when you need the same amount of workers to keep up with the same amount of demands in the Village and Town?
18	Each entity has enough work of its own to do and there is only so much a superintendent can do in one day. Instead of looking at personnel, look at combining orders for supplies, purchase equipment jointly and maybe sharing staff as needed.
19	The system is working fine.
20	I am opposed to any recommendation that eliminates a job for a resident of the town or village. The community at large needs to gain an understanding of the impacts of unemployment on the overall health of the community. We need to make ourselves attractive to prospective home buyers and home buyers. Maybe spending a little more now, will improve our standing for posterity.
21	Maybe 1 part time and 1 full time employee
22	too much difference between Village DPW and town Highway. Village should share with another village - Town should share with another Town.
23	The Town is working well the way things are that would cost Town more money. Town should not pick up the Village's

	problems. They already take care of water of they want savings they should sign that over to the Village
24	Town of Perry got rid of their idiot highway superintendent and gets more done with a working Deputy - saves a ot of money, maybe the Village should try the same thing - shared superintendent between Towns not Village & Town
25	There is notneed to combine Supt. the Town is working just fine like they are. A savings of \$60,000 a year. The Village is jut looking for the Town to bail them out.

PERRY PUBLIC SURVEY ON SHARED MUNICIPAL SERVICES



Results Overview

Date: 5/20/2011 11:28 AM PST

Responses: Completes

Filter: No filter applied

4. Please provide any comments you may have regarding Opportunity 2 in the following space.	
#	Response
1	Need more staffing at full time levels. Commit to officers who commit to job. Again, not sure time is currently being used most efficiently. We could use foot patrols and bike patrols - get more face-to-face time between officers and the public they serve. Comment to speakers - traffic enforcement is not important because it contributes to finances. Needs should not be based on police generated income.
2	The key word is trial. I value having our own police dept. Having said that, if we can manage the dept better, I'm in.
3	Co & State budgets would need offset funding to pick up more work like Covington has with its patrol contract with the County.
4	You could also look at reducing the number of officers on at any given period. i.e. does there really need to be more than 1 on duty during the 7-3 shift????
5	Police protection is the strongest service needed. There needs to be a full time strong police department. The town and village should share the police dept as a town department to have a stronger and better police presence for the entire town not just the village! Right now the Police department is the smallest Full Time department in the county. Yet there are too many domestics and other things that you read in the paper. Need Full Time coverage and Full time officers. What happened to the investigator. That position seemed to be one of the best things.
6	Who can decide when a burglary, rape, domestic, or any violation of law will occur. DO us tax payers want our safety decided by a sudy, or have peace of mind knowing that the police are only a minute away.
7	At a time when County services are being reduced, our area needs local police presence. In fact, I'd like to see expansion of the local police coverage to include the township.
8	The economic issues of our county need local police even more. I'd rather see the collective bargaining agreements negotiated and services from the local police expanded to include the township.
9	I do not know enough about the history & routines of this department. It does appear that they have a surplus of vehicles, but I do not know any of the circumstances & requirements
10	Regrettably, the number one reputation residents and non residents associate with Perry is speed traps. The drug task force cites 50% of illegal drug use for Wyoming County in Perry. Child sex abuse is reported in the paper. Our police have more important work than harassing drivers in posted areas that far exceed reasonable safety concerns.
11	If undertaken I am really concerned about the effectiveness of Sheriff or State Police coverage...for the same coverage would we actually pay more....Sheriff or State police employment total cost per Full Time Equivalent. More should be known!
12	I'd rather see the expansion of law enforcement to include the town. With potential cutback and added responsibilities within the Sheriff's department, villages can become vulnerable.
13	-A foolish ration
14	Dispan Police Department all together. Too much money and too uch driving around with the price of gas.
15	If we decrease staff, that means the state police and sheriff's office would have to increase staff/hours to cover our area. We would just be moving cost from our budgets to theirs and their pay scale is higher than our villages. Would problems increase in our village the hours we did not have anyone here?
16	Getting rid of the Village Police would be a better idea.
17	Our PD does a great job.
18	Once again, law enforcement and crime statistics are factors perspective buyers consider when moving to an area. Let's make Perry attractive to potential investors.
19	need more information....how many hours does this involve? What are the average number of incidences during the hours they are thinking of reducing coverage for???
20	The County has been cutting back already who will cover calls.

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PERRY PUBLIC SURVEY ON SHARED MUNICIPAL SERVICES

Results Overview



Date: 5/20/2011 11:29 AM PST
Responses: Completes
Filter: No filter applied

8. Please provide any comments you may have regarding Opportunity 4 in the following space.	
#	Response
1	To speaker's comments: there is more than adquate street parking during court sessions. The street parking does not reach the next block south.
2	As long as you do not raise taxes.
3	Use money to rebuid Main Street Perry.
4	Any grant money available? Can we change the court system in any way?
5	Just do it!
6	we have a great court where it is located now .leave it be.
7	This would be good. The court does seem to be busy and it is hard to go into the village office when court is going on. The court officer seems to do a good job but there are many things going on and more space appears to be needed.
8	Why move the court room when all you have to do is relocate the clerks office. Which is easier moving a couple of desk or an entire court room. Also by moving court room it effects more then just the village residence. State police, Sheriffs department, and Village of Perry use the court and the Police department for processing of defendants. The village Police Department would spend more time transporting prisoners to and from court instead of just having to walk them upstairs.
9	Approximately \$300,000 in taxpayer money (aka grants) to make the improvements to the Village Hall for very little savings. There is no concrete data to indicate the numbers of people who get confused with what office they need to attend. with current technology most people can make a simple inquiry where they need to go with regard to their services. BEsides, walking between the two offices promotes the visibility of down town. The village Hall is not in the center of Town, needs too many renovations to become suitable and does not provide a centralized presence in the village.
10	The Village Hall is not in the center of the Village. A centralized location improves visibility of local businesses. ISn't this what we want? Also what about the cost to renovate the Village Hall. Who is going to pay for it? The renovations alone must be upwards near the half million mark in \$\$\$. Like we always say, if it ain't broke, don't ix it!
11	I see no savings at all for the Tn. If done ,neither bldg. will be closed to save utilities,no parking, would Tn.assume expense of new roof,fire department expenses.If needed,exercise between the 2 offices should be welcomed.Way to expensive to do with no need for it.This is not the way to save taxpayers dollars.
12	town office needs to provide better service by being open more. i have gone to the town offices several times only to fine them closed.
13	Not clear to me at this time...parking is a problem at both locations!
14	The village hall is NOT located in the central part of the village. The cost to renovate the village the village would exceed the efficiencies it would provide. The courts should be merged, but rent a building on the north side of the village, or renovate the court secion of the village hall.
15	The cost of renovating does not support the move. Find another location for the courts.
16	the village has a beautiful court room at village expense already. keep it always, at no further expense !why creat more expense to us, village and town ??we can not afford it .if the town wants to move its court, let them move ove !keep the village court where it is !!!
17	I don't believe these changes could be made for \$10,000. How much can be justified in spending for no real savings?
18	NEED MORE INFORMATION
19	This money figure cannot be right!! I can't do a room in my home for \$5,000. You are all dreaming.
20	Sounds good,but would all offices be handicapped accessible in the current village hall? I do not know if the current jail in the village hall is being used; if it is does that not mean that prisoners will be trafficked back & forth? Will more law enforcement be needed when court is in session.
21	Bad policy because the Village Hall is not centralized in the Business area. Besides, the system works fine.
22	Allocating resources to facilitate this transition can hardly be worth the expense. The Town and Village employees have

	plenty of things to do that could go a long way towards improving the image of our community.
23	No return on costly investment
24	No savings, Village just wants to have help maintaininb building should Town fire Dept !!!
25	Costly move - no return on investment
26	The Village just wants the Town to bail them out again.

PERRY PUBLIC SURVEY ON SHARED MUNICIPAL SERVICES

Results Overview



Date: 5/20/2011 11:29 AM PST

Responses: Completes

Filter: No filter applied

12. Please provide any comments you may have regarding Opportunity 6 in the following space.	
#	Response
1	Enforce sidewalk/drive snow ordiances.
2	Yes, Yes, Yes
3	This would take work and income away from the private local contractor who has the school plowing contract.
4	Use the village and Town to plow the school. With that many people and plows it shouldnt take to long.
5	"Something of equivalent value?" Both entities and the public better know what the "equivalent value" is before this is implemented.
6	If possible, yes, it use to be done that way.What were the reasons for the change?
7	Discontinue school district contract with private vendor for snow removal.
8	Either party needs to meet the requirements of clearing snow on a timely basis. I suspect there would be time conflicts. School may actually be better off contracting for this service.
9	I think the parameters need to be defined more before I can offer an opinion on this. It's too vague.
10	Terms are too ambiguous.
11	DPW used to plow at school - why did they stop?
12	Take care of the village streets. They need attention when it snows.
13	I think the most important item that needs attention besides snowplowing the streets is snowplowing ALL SIDEWALKS for the safety of children walking to school. Every snow storm we have ever had, the kids are walking in the streets to get to school because the sidewalks FROM ALL DIRECTIONS & DISTANCES are not plowed. For me, sidewalks are more important than the parking lots.
14	Too vague.
15	While this sounds good at face-value, is this feasible?
16	They use to do it.
17	Let save some of this towns expenses and lower some of the damned taxes.

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PERRY PUBLIC SURVEY ON SHARED MUNICIPAL SERVICES



Results Overview

Date: 5/20/2011 11:30 AM PST

Responses: Completes

Filter: No filter applied

13. Please provide any additional comments you may have regarding inceasing the use of shared municipal services in the box below.

#	Response
1	Village Admin/Manager go P/T? Take on zoning duties.
2	I agreee things should be consolidated/ shared if same level/quality of services are provided.
3	We need plow drivers/operators that know what they're doing - our streets (when plowed, which is infrequent)are reduced in width by about 3-4 feet because the drivers don't get close enough to the curbs to plow all the snow away. As a result, we (the homeowners) end up shoveling the street!
4	If you want to save money then dont have so many administrators. Eliminate the Village administrator position and save some money. Make the Mayor and the boards do thier job. This Village does not need an administrator. It is a waste of money and not amny Villages have one or need one! There also needs to be a full-time Chief of Police. a part-time supervisor is the worst thing the Village did. The Chief should be there all day not part of the day. There needs to be full time leadersip. All the other departments within the Town and Village have full time supervisors so why does the Police have a part-time boss?? GET A FULL TIME CHIEF!
5	If the village is going to give up police department hours and coverage how much will our taxes go down. Also how will this effect my home owners insurance not having a full time police department.
6	It is obvious that the savings are minimal. Most of these agreements could be done today except with the police department, DPW and the Village Hall/Town Hall merger. Perhaps we could implement the ones that are easiest and table the future ones until a more compelling reason exists to move on those suggestions.
7	shared services should be used for those items that cost the municipalities the least number of \$\$ and have something concrete behind it. The shared services of the zoning and equipment sharing with the school are beneficial and seem easy to implement. The plowing issue needs more solid information and the other major issues would end up costing us more than the benefits it would provide. Once again, none of these items are really broken, so why are we fixing them?
8	If people only realized that shared services are nothing new.They have been ongoing in the past & are at the present without the expense of another taxpayer funded grant. I feel that the Tn.is very efficient & frugal in their operations &do not see any cost savings in this study. DON'T TRY TO REINVENT THE WHEEL.
9	Before this survey was undertaken a work group should have determined what this community needs for services based on facts as best can be understood. Follow with a completely neutral model of what should be and compare it to what exists currently. Then efficiencies could really be looked at in a real sort of way.
10	Overall, the two municipalities and the school district seem to work together well without any major changes. Perhaps it might be beneficial to take the proposals slow. Let's face it, right now, the savings do not offset the costs of implementation...not even for the long run. Most of our current systems work well as they are. Yet, I do encourage exploring sharing services if it makes sense.
11	Our current method of doing things works fine. It doesn't necessarily need large fixes that burden the taxpayer.
12	keep the village court where it is !!why waste more tax dollars???
13	Why fix something that is not broken?
14	Why is there NO mention of combining Perry and Perry Center Fire Departments? both departments respond to the same calls with the same equipment - duplication of services, why do Village taxpayers have to pay for a half million dollar fire truck that will go to all calls in the Town of Perry, yet taxpayers outside the Village don't have to pay for it? Make one Perry Fire district (Town and Village) and let everyond pay equally for fire protection!
15	Are there other services in which the school district might participate? Shared business office function (i.e. payroll)
16	Let's not start to eliminate jobs and positions. Next the Town & Village will merge. Then the County will swallow you up. Big government control.
17	Some things in life are more important than money. Sacrificing lives is one. Sometimes adding values to the criteria, makes decisionmaking that much easier. Good Luck.
18	This area is too small to support the amount of govt. make it one.

19	Fix what is broken, but don't waste our time with politically vogue ideas. Let's be reasonable with our taxpayer (grants) money.
20	It is time for the Perry community to move forward. We cannot and will not improve this community by making senseless cuts to services and jobs. The central leadership of our community wasted grant monies conducting a politically motivating study. Yes, it is a much tougher sell in economic times such as these; however, we need to think of our future. Preventative maintenance and investments cost a little now; but in the end, Perry will be a better place to live and raise a family if we add to, not take away from what little we have remaining. Thank you for your ear.
21	Combine Perry and Perry Center fire Depts Village taxpayers foot the bill for townwide fire trucks - let everybody in the Town and Village pay equally
22	Merge perry & Perry Center Fire Depts. complete duplication, why does Village taxpayers have to pay half million dollars for truck to serve Town and Village.
23	Why doesn't the 2 fire dept join forces to save thousands of dollars.
24	I feel the Town & Village courts should be combined into 1 Town of Perry Court