Re-Inventing Local Government for the Town and Village of New Paltz

New Paltz Government Efficiency & Effectiveness Project Committee Meeting
Monday, July 11th, 2011
9:00 AM, Village Hall

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## Agenda for July 11th Meeting

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<td>• Confirming the Preliminary Design Options</td>
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<td>• Factors to be Determined by the Steering Committee</td>
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<td><strong>Shared Services Study</strong></td>
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<td>• Preliminary Recommendations for Shared Services Structure</td>
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<td>• Determining the Impact of Shared Services</td>
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<td><strong>Next Steps</strong></td>
<td>Finalize Shared Services Study</td>
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<td>Develop Final Full Consolidation Study</td>
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<td>Draft Final Recommendations for Committee Review</td>
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<td><strong>Other Business</strong></td>
<td>CAC Update and Public Comments</td>
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Study Process Nearing Completion, Shifting to Public Outreach

- Final Full Consolidation Study
- Shared Services Recommendations & Implementation Plan
- Draft Joint Consolidation Agreement and Roadmap (for Boards to review)
- Potential funding sources for implementation

Task 1. Project Start Up
1-a. Finalize Work Plan & Schedule
1-b. Community Meeting
1-c. Create Website
1-d. Community Participation

Task 2. Preliminary Analysis
2-a. Inventory of Current Structures
2-b. Analysis of Service Costs
2-c. Identification of Legal Constraints
2-d. Identification of Priority Options

Task 3. Feasibility Study/Comparative Analysis
3-a. Legal Analysis
3-b. Operational Analysis
3-c. Cost/Revenue Analysis
3-d. Fiscal Impact Analysis
3-e. Evaluation Matrix
3-f. Meeting w/Boards

Task 4. Final Report
4-a. Preparation of Report
4-b. Presentation to Committee
4-c. Public Meeting

Task 5. Implementation Plan

Project Completion

MONTHS:  1    2   3    4    5    6    7    8   9  10  11 12
= Task Deliverables Due

3 months of public outreach
Project Status Update:
What’s the Purpose of the Full Consolidation Study?

- The driving question is “should we consolidate?”
- But “consolidate” can mean myriad things
  - What type of municipality?
  - What happens to services, employees, assets & debts, etc?
  - How is it likely to affect taxes?
- The Full Consolidation Study seeks to identify the “best” option for consolidation, so that residents can make an informed decision on this tough topic.
Project Status Update:
Update on Consolidation Incentive Payments

☐ Any success with efforts to contact DOS and DOB and receive clarification or opinion of counsel?

☐ Barring any change in the DOS/DOB stance, we have the following options to consider:

- Continue to focus on Coterminous option for full consolidation and look for cost-savings of 5 – 10% to avoid tax increases for TOV residents

- Incorporate a new option into the final study that creates a single consolidated Town through a joint agreement, and use incentive payments to avoid tax increases for TOV residents

Replaces the Local Government Efficiency Grant Program Municipal Merger Incentives program. 15% of the newly combined local government tax levy would become an annual tax credit (not to exceed $1 million). Requires municipalities to use at least 70% of such credit amount for property tax relief, guaranteeing tax relief of about 10%. 

July 11, 2011 Town and Village of New Paltz, NY
Project Status Update:

Our Proposed Design for the Consolidated Municipality

- Either a) a Coterminous Town/Village or b) a consolidated Town only (through joint consolidation process)

- All current special districts continue unchanged, with additional districts created to provide as many services as possible in the current Village-area

- Independent fire company contracts with Town/Village to provide fire protection in two special districts: current TOV area and current Village area

- Elections modified to ward-system, with current Village-area maintained as a separate ward, and with Clerk and Highway Superintendent converted to professional appointed positions
Project Status Update: How Much Savings Can Be Achieved Through Efficiency Improvements?

- **Method 1: Make some assumptions**
  - For the Draft Full Consolidation Study, we assumed no savings
  - Then we worked backwards to show that a 5-10% savings could eliminate tax increases

- **Method 2: Look in depth at one or two services and develop a better estimate**
  - This is one purpose for the Shared Services Study
  - We’ll look closely at the potential savings from consolidation of Highway/Streets services and refine our assumptions for other services based on our findings
  - Any assumed savings should be based on sound evidence and facts, not just opinions, since we’re aiming for a conservative estimate
Project Status Update:
Our Proposed Design for Shared Services

- **Highway and DPW**
  - Consolidate Buildings & Grounds, Sewer and Water services within the Town Highway Department
  - Consolidate Town and Village DPW services

- **Equipment Planning & Maintenance**
  - Develop a process for joint equipment planning between Town, Village, SUNY and School District
  - Develop inventory of equipment for all Village and Town departments
  - Develop a joint long-range capital budget that reflects opportunities for shared use and purchasing

*These structures have been reviewed with Town/Village/SUNY/SD reps. Detailed plans and impact analysis will be reviewed prior to presentation to the Steering Committee.*
Next Steps:
Finalizing the Study and Developing Recommendations

☐ Full Consolidation Study
  - Address questions/comments from Community Input Sessions
  - Refine the impact analysis based on findings re: efficiency savings
  - Develop a draft Joint Consolidation Agreement for Steering Committee’s approval

☐ Shared Services Study
  - Develop detailed plans for proposed shared services structures
  - Analyze impact of proposed structures (cost-savings, staffing changes, assets/debts)
  - Develop proposed enabling legislation for implementation by Town/Village boards and SUNY/SD reps
Meeting Summary & Wrap-Up

- Community Advisory Committee Co-Chairs’ Update
- Recap of key decisions at this meeting
- Study options for Committee to consider
  - Importance of incentive payments versus preserving Village entity
  - Fire protection: pursue option of contract directly with independent fire company?
  - Ward-based structure or elections at-large?
  - Appointed positions exempt or through civil service?

- Next Committee Meeting: **August 18th, 9 AM at Town Hall**
- Symposium in September to Release Project Results?