



Pittsford Community Collaboration Task Force

Final Report

January 2013

Key

-  Village
-  Town
-  School District

1 mile

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Executive Summary

BACKGROUND

The Pittsford Community Collaboration Task Force (Task Force) was appointed by Town Supervisor Bill Carpenter, Village Mayor Robert Corby, and School Superintendent Mary Alice Price. The Task Force was appointed August 29, 2011 and held its first meeting on November 9, 2011.

The charge of the Task Force includes:

- Identify a comprehensive list of current collaborative efforts and include a description of benefits, monetary and other, realized by the community as a result of these efforts.
- Research effective and creative methods of collaboration used by other communities.
- Consult with staff and brainstorm with community members regarding new and creative ideas for future collaborative efforts.
- After the above research and consultation, provide strengths and weaknesses including potential cost savings for the most promising collaborative opportunities.
- Conduct other tasks as approved by the Leadership Team.

A complete description of the Task Force mission and membership is provided in **Appendices A and B**.

ACTIVITIES OF THE TASK FORCE

The Task Force met on twenty occasions (**See Appendix C**) and in addition, has conducted numerous other subcommittee meetings and work sessions. Considerable independent research has been completed by members of the Task Force.

The first several meetings of the Task Force were held in conjunction with the professional liaisons from the Town, Village, and School Board. During these sessions, the professional staff described general operations and highlighted numerous instances of inter-organizational cooperation and collaboration. Task Force members were able to ask questions and get clarification on various collaboration strategies and activities. After these initial fact finding sessions, the Task Force organized itself into the following subcommittees:

- Town-Village Structural Consolidation
- Administrative Services and Planning, Zoning and Development
- Department of Public Works (DPW)/ Operations
- Information Technology
- Parks, Fields, and Recreation

Reports of each of these subcommittees are included in this report.

OBSERVATIONS AND PROCESS FINDINGS

Before summarizing the specific recommendations of the subcommittees, several general findings of the Task Force are noted:

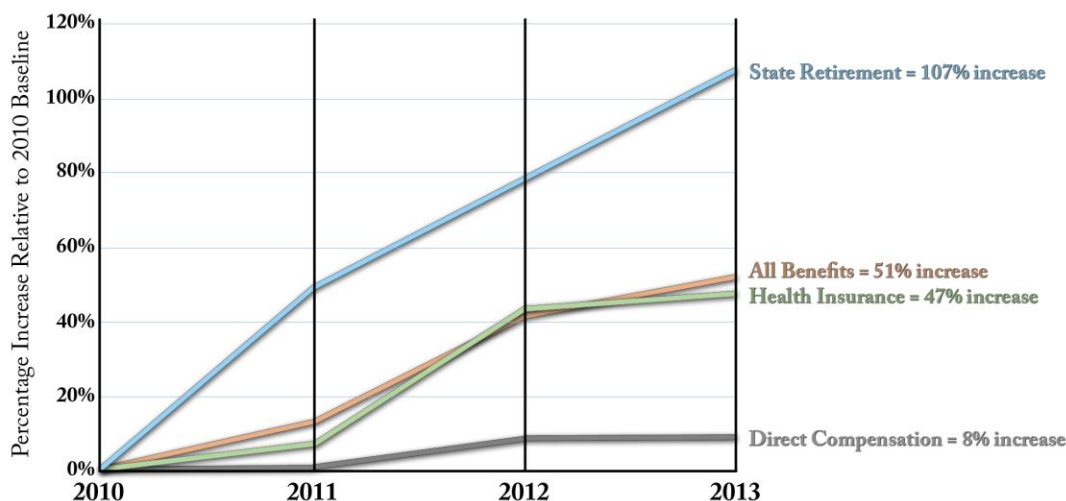
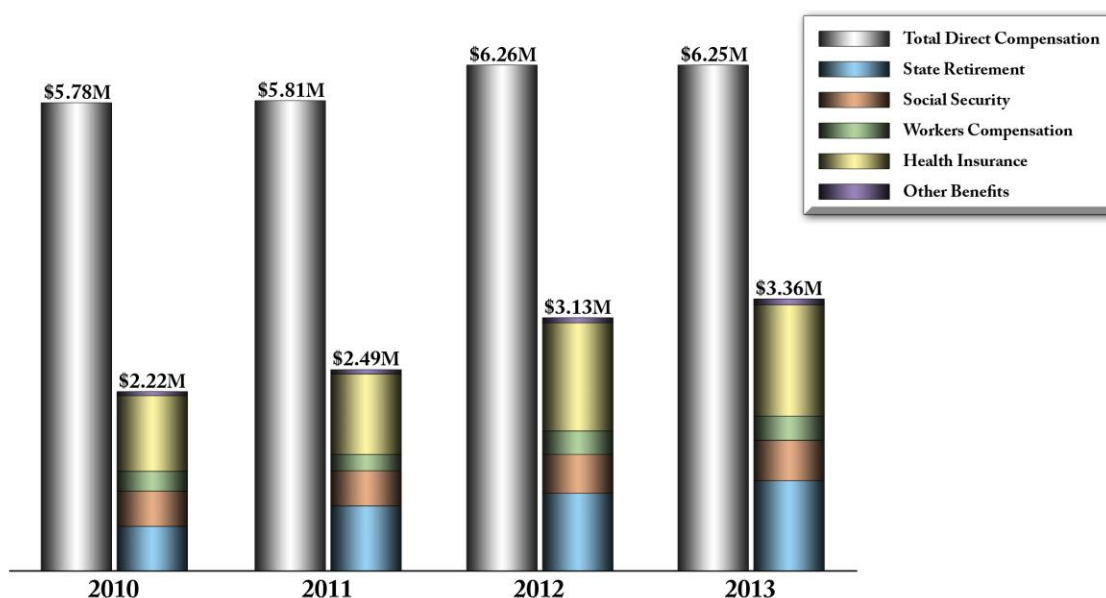
- The Task Force finds that the staff of each entity – Town, Village, and School District – operates in a very professional manner and works collaboratively in many ways. See Current Collaborative Efforts below.
- Significantly more examples of collaboration in field operations were noted as compared with administrative functions.
- Most collaborative efforts result from informal arrangements, frequently arising from the need to resolve an immediate problem (such as the need for specialized equipment). There are few formal arrangements in place that would assure continuation of these efforts when there are future changes in staff. In some areas, such as equipment sharing and field utilization, more formal and detailed agreements seem warranted.
- The significant differences in size, scope, and function of the three entities render impractical some opportunities for collaboration. For example, the State mandates under which the School District operates precluded them from being included in the administrative, planning, and zoning analysis.
- The Task Force has worked diligently to identify and understand opportunities for collaboration. Some early confusion about the role of the Task Force, combined with the resignation of several members (including two chairs), has delayed the work of the Task Force. This has not prevented the Task Force from presenting numerous valuable recommendations.
- One element of the Task Force's charge was to conduct cost-benefit analyses of its recommendations. While the recommendations may occasionally address cost issues, the Task Force found that conducting systematic cost-benefit analyses was beyond the scope of this committee.
- The Task Force felt it was important to note that the cost of employee benefits in the Town at 54% of salary is high and rising (See Figure 1). This underlines the importance of finding savings through collaboration.

CURRENT COLLABORATIVE EFFORTS

The following listing of ongoing and prior collaborative efforts is based on information from the Town, Village and School District representatives from the Pittsford Community Collaboration Task Force. A description of these efforts is included in the full report.

- DPW/Operations ad hoc equipment sharing
- Fleet purchasing and bid coordination*
- Fleet maintenance*

Town of Pittsford Growth in the Cost of Employee Benefits



Over the past three years, employee benefits as a percentage of total direct compensation have increased from 38% to 54%. This is primarily driven by a doubling of the Town's contributions to the State Pension Fund, which has been mandated by New York State, and a 47% increase in health insurance premiums. This rate of growth is clearly unsustainable. During this same three year period, the total of all direct compensation for Town employees has only increased by 8%.

- Yard debris deposit site
- Street repair/ resurfacing*
- Street cleaning*
- Street signs*
- Snow and ice*
- Landscape maintenance*
- Field maintenance*
- Use scheduling for Town/School facilities
- Facility maintenance HVAC/electrical personnel*
- Sewer maintenance and repair*
- Town and Village share Fire Marshall services
- Town and School District share use of a fuel island
- Development: Town ceded land to the Village for the Westport Crossing Review (Monoco site at 75 Monroe Avenue)
- Town and Village share Assessor's Office services
- Town and School District share fiber-optic cable capability (not enabled)
- Technology evolution*
- Town-Village IT consultation*

* *There is some collaboration, but it is limited.*

IDENTIFIED AREAS FOR FUTURE COLLABORATION

The following table summarizes the recommendations from the Pittsford Community Collaboration Task Force. A more detailed explanation of these recommendations is included in the full report.

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
Administrative Services & Planning, Zoning and Development				
1. Create a Community-based marketing plan.	Create a Community "brand". Include website re-development, logo, joint communications and common online forms.	√	√	√
2. Evaluate outsourcing Village payroll process to the Town.	Eliminate 3 rd party currently utilized by the Village.	√	√	
3. Evaluate outsourcing Village Human Resource function to the Town.	Improve efficiency in Village administration.	√	√	
4. Develop a joint Master Plan for Planning, Zoning, and Development.		√	√	
5. Evaluate combined insurance needs.	Forms of insurance other than health insurance, e.g. general liability, casualty insurance, computer insurance, liability insurance, property insurance, vehicle insurance, Workers' Compensation. Could include self insurance option.	√	√	√
6. Evaluate group contracts for service needs.	Improve/add group purchasing for better rates and deployment of contracted resources.	√	√	√
7. Develop a formal shared grant writing process.	Maintain a shared inventory of professional grant writers to identify opportunities and write proposals.	√	√	√
DPW/Highway/Operations				
1. Create a centralized operations center (single site) for Town and Village Departments of Public Works.	Consolidate T/V Highway Maintenance via inter-municipal agreement Combine T/V/S sewer maintenance operations. (<i>School: exterior only</i>) Single site vehicle inspections. Create mechanics pool.	√	√	√
2. Implement a work order processing system for the DPW.	Acquire software similar to School District's Que Centre software.	√	√	

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
3. Update Energy Management Assessment.	Further improve building and vehicle energy efficiency. Enhance HVAC/specialized training. Update street/parking lot light equipment management (e.g. controlled night setbacks) and include review of own v. lease agreements. Evaluate cost and benefit of shared energy analyst.	√	√	√
4. Create an online equipment and specialized tools inventory. (See p. 22, No. 4)	Improve efficiency and ease transitions of new personnel.	√	√	√
5. Jointly develop DPW/Operations equipment replacement plan.	Optimize efficiency of new equipment purchases.	√	√	√
Information Technology				
1. Investigate the cost/benefit of the Town providing IT technical support to the Village.	The Village would benefit from “on-site” support and from collaboration with a team capable of assisting it to proactively leverage information technology as a business and communications tool. The Town would gain additional funding to support its ability to maintain a robust IT capability. To determine whether or not this makes economic sense, the Town would need to assess the current state of the Village’s hardware and software and estimate any modifications required to make them compatible with the Town’s technology baseline.	√	√	
2. Pursue a mutual aid agreement between the Town and School District to leverage each other’s IT team in case of emergency or other extraordinary circumstances.	Due to the substantial differences in focus between the Town and the School District and to the requirements placed on the School District by the State, a merger of Town and School District IT resources into a single team is not recommended at this time. If, at some point in the future, the Town wants to pursue outsourcing of IT support, contracting with an outside firm, as some other towns do, is probably a more viable option.	√		√

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
3. Provide the Town with improved disaster recovery capability by enabling it to automatically back-up data to a remote site. Install the necessary hardware in one of the School District's networking centers and connect the existing fiber between the Town and the School District.	There is space in the School District's networking centers to enable the Town to install hardware to back-up its data in a way that would shorten the time required for the Town to recover from a loss of their own network.	√		√
4. Share access to on-line and in-house training courses. Collaborate on the purchase or development of new training courses.	Both organizations should make their courses available to the other and to the Village when capacity is available. If the Town and the School District need a similar course, they should try to merge their requirements and develop a single, shared course. All three organizations should investigate the possibility for savings by pooling their needs when they contract for training by outside vendors.	√	√	√
5. Create a technology roadmap to evolve all three websites to a common format. Add a fourth website to support joint efforts and to act as a portal to the three individual sites.	Use the common website as a vehicle to develop and host the following (for example): <ul style="list-style-type: none"> • A common online system for facilities reservations across the Town, School District and Village. • A common Pittsford community marketing package. • A layered, interactive map system to show zoning, school area attendance, yard debris collection, trails, parks, playing fields, planned improvements, road work, community events, areas of interest, businesses, etc. • Input from residents with timely feedback. 	√	√	√
6. Hold IT collaboration workshops.	Schedule a series of IT workshops to share best practices and develop common approaches for security, policies and procedures, disaster recovery, document			

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
	management, benchmarking, etc. and to identify opportunities for combining demand for purchased services in order to lower costs.	√	√	√
7. Create a virtual Pittsford History Museum.	The Town has a substantial amount of historical material that they would like to be able to exhibit, but they lack the appropriate space. Until such space is available, the Town, Village, and School should consider creating a virtual museum online.	√	√	√
8. Adopt common records management practices and procedures	As the Town moves to digitize its records and to manage all documents electronically, it needs to look at the possible productivity advantages of moving to a paperless system in the field. The Town and the Village should collaborate to adopt identical approaches for records management.	√	√	
9. Ensure Town and Village Business Continuity and Disaster Recovery Plans adequately account for the need to restore data and IT infrastructure.		√	√	
10. The Village would benefit from an upgraded phone system.	This can probably be done virtually without significant capital investment.		√	√
11. The Village may want to investigate speech recognition software as an aid in documenting board meetings.	This technology is now very robust and readily available.		√	√
Parks, Fields and Recreation				
1. Install an online single-entry point reservation portal.	Develop customer-friendly reservation system site. Develop common online forms and applications, e.g. permits, field or facility reservations.	√	√	√
2. Form an ongoing field management committee.	Improve scheduling and cost management through structured monitoring and coordination.	√		√

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
3. Form a task force to ensure collaboration in the planning of a community/recreation center.	Include location, user-specific recreational needs, allocation of costs, etc.	√	√	√
4. Develop a 5-year strategic plan for community/recreation facilities.	Include privately owned facilities which may supplement community needs (i.e. SE YMCA, town house complex facilities, college facilities).	√	√	√
5. Install an online single-entry point Recreation Bulletin Board.	Develop integrated customer-friendly searchable site.	√	√	√
Town/Village Structural Consolidation				
1. The Task Force does not recommend consolidation be pursued because of the unique history of the Village and its current importance to the identity and economic vitality of Pittsford.	The Task Force identified numerous non-financial benefits to continuing current autonomous structure. It also documented the significant financial implications and potential tax savings to Village residents. In fact, only a vote of the Village residents could implement a change in the governmental structure.	√	√	
2. The Task Force recommends that the Town and Village remain cognizant of the significant financial burden experienced by Village residents as a result of overlapping jurisdictions.	This recommendation is made in acknowledgement that this is likely to remain an issue and efforts to mitigate the financial incentives for consolidation will be important into the future	√	√	

IMPLEMENTATION

The Task Force strongly suggests that the Leadership Team review the Summary of Recommendations from each of the five (5) areas explored and assign a priority level for each recommendation.

Thereafter, the Task Force additionally suggests that the Leadership Team, based on priority, begin an implementation plan for those items that surface as high priority. The remainder of the recommendations should be retained and revisited periodically for future collaboration exploration.

FOLLOW UP

It is the hope and intent of this Task Force to obtain feedback from the Leadership Team in approximately six (6) months with the status of the Task Force's recommendations and findings.

Town of Pittsford and Village of Pittsford Shared Administrative Services, Planning, Zoning, and Development

SUMMARY

This report was prepared by the Pittsford Community Collaboration Task Force sub-committee. It documents current collaborative efforts and examines the opportunities for increased or new cooperation between these entities. It also explores ways to improve efficiency and increase benefits to taxpayers and to members of the greater Pittsford community.

The Town and Village of Pittsford and the Pittsford Central School District have a significant history of excellence and inter-entity cooperation. This report focuses on the area of Administration within the Town and Village. Due to the strict regulatory nature of administration/operations within the Pittsford School District, it was left out of this evaluation.

Information for this report was gathered through interviews with Town and Village office personnel, their websites and other sources.

BACKGROUND AND CONTEXT: VILLAGE GOVERNMENT

The Village of Pittsford is a picturesque Erie Canal community of just over 1,300 residents and an area of 0.7 square miles within the heart of the Town of Pittsford.¹ The governing structure of the village includes its Mayor and a four-member Board of Village Trustees.

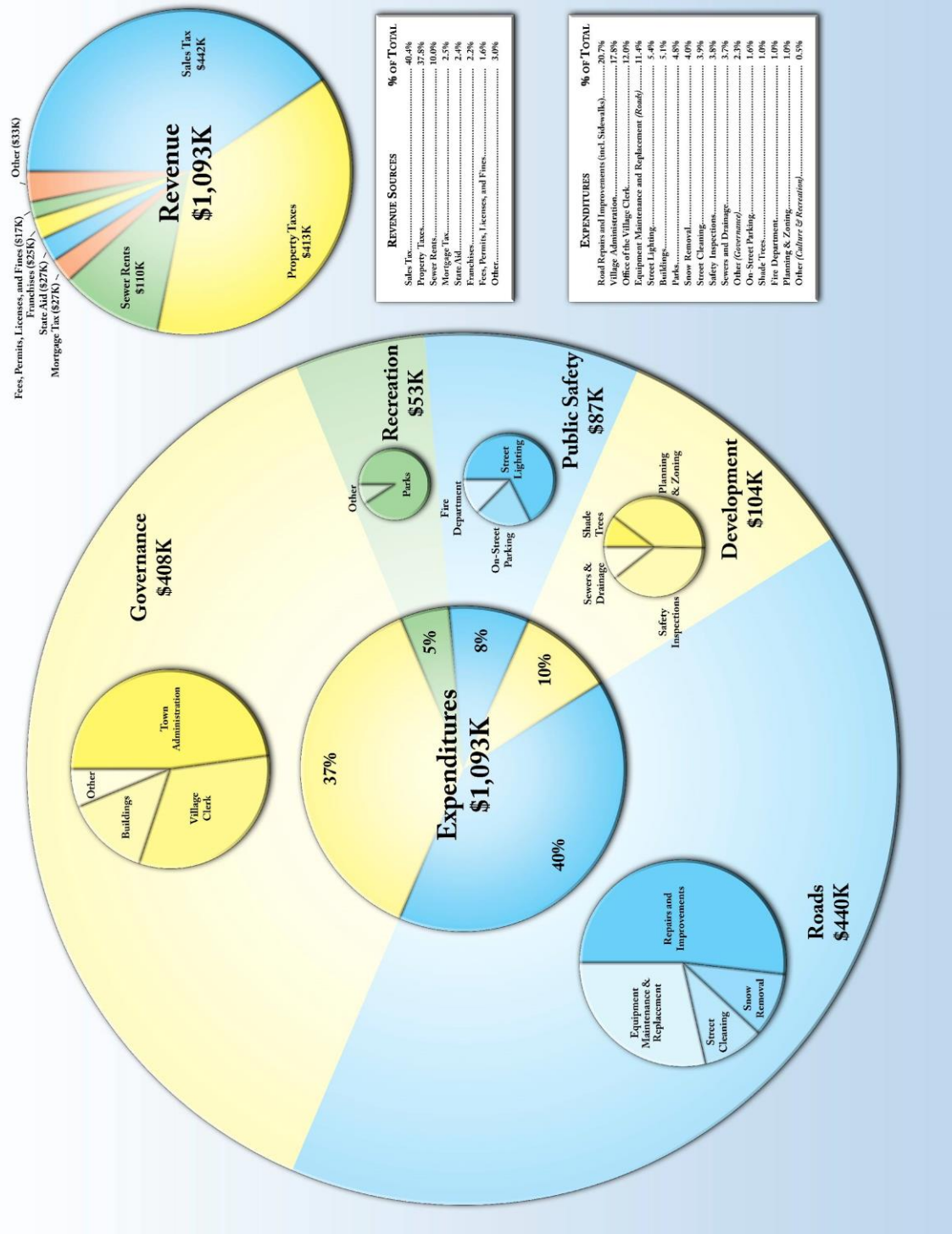
The village draws on two additional Boards:

Planning and Zoning Board - A five-member board that reviews development applications for the village.

Architectural Preservation and Review Board - A five-member board that manages development in the village.

The overall operating budget for the Village is approximately one million dollars (\$1M) and includes 12 full or part-time employees.^{2,4} The village maintains 4.4 miles of roads and sidewalks within the village and along the Canal.⁵ The Village Department of Public Works is located on the edge of the Erie Canal in a 2-building facility off Grove Street and maintains a fleet of 8 vehicles. The Pittsford Crew facilities and the NYS Whitewater Park lie to the west of the DPW facilities. Schoen Place, the Port of Pittsford Park and Northfield Commons and their amenities lie just to the east of the Village DPW.

Village of Pittsford 2011-2012 Budget



Four churches, three schools, the Pittsford Community Library and Town and Village office buildings are within the Village limits. The Village is home to a significant number of services and businesses including specialty shops, restaurants and coffee houses which add to its vibrancy. It is an architecturally appealing historic preservation district. This tree-lined Erie Canal setting provides a pedestrian-friendly and charming place to live or to visit.

BACKGROUND AND CONTEXT: TOWN GOVERNMENT

The Town of Pittsford is a sought-after community of just under 30,000 residents.¹ Pittsford is a scenic Erie Canal town that provides a top-rated school system, a wonderful quality of living and sense of community. The School District includes two high schools, two middle schools and five elementary schools. The district serves more than 6,000 students.⁷ The town encompasses 23 square miles including two private college campuses, five country clubs, over 200 acres of town-owned parkland, over 450 acres of county or state-owned parks, residential neighborhoods, farmland and a commercial district anchored by Wegmans Food Markets and Barnes and Noble.^{5,6} It is host to many national sporting events including the Buffalo Bills football training camp, the Wegmans LPGA golf tournament, the Ryder Cup, and the PGA tour. The Town of Pittsford is recognized nationally as a nature-friendly community based on its 1996 adoption of the Greenprint which preserves 1,200 acres of prime and unique farmland.⁶

The town government structure includes the Town Supervisor and a four-member elected Town Board. The town organization also includes seven additional appointed boards:

Board of Assessment Review - A five-member board that meets once a year to hear and decide grievances.

Design Review and Historic Preservation Board - A seven-member board that meets twice a month to review architectural plans and is responsible for Landmark designation of historically significant structures.

Environmental Board - A seven-member advisory board that meets twice a month on environmental issues.

Library Board of Trustees - An eight-member board that meets monthly regarding governance of the library.

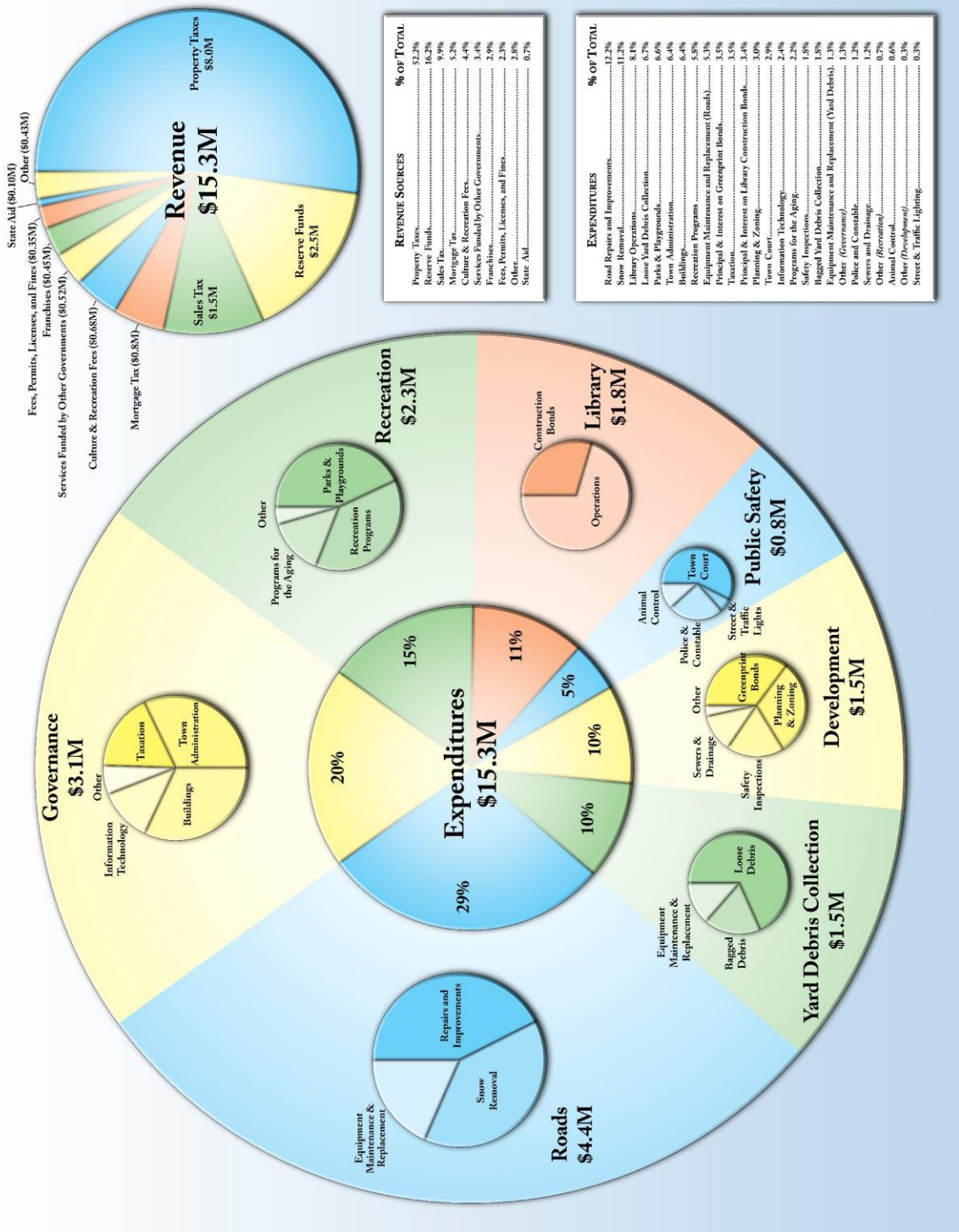
Parks and Recreation Board - A seven-member advisory board that meets monthly regarding parks and recreation matters.

Planning Board - A seven-member board that meets twice a month to review development applications for the town.

Zoning Board of Appeals - A seven-member board that meets monthly to review zoning variances.

The operating budget for the town is approximately fifteen million dollars (See Figure 3)⁸ and there are approximately 100 full or part-time employees.⁹ The Town Department of Public Works is located off Golf Avenue. The DPW is responsible for the maintenance of just over 100 miles of roads and maintains a fleet of close to 100 town vehicles.^{9,10}

Town of Pittsford 2013 Budget



OBSERVATIONS: VILLAGE GOVERNMENT

The Village and its administration are in need of several office and systems improvements. The village phone and voicemail systems are outdated and need to be upgraded. Due to the limited number of office staff (one full-time Village Clerk, one full-time Treasurer, one part-time secretary, and one part-time records management clerk) they are required to handle a variety of responsibilities. For example, the Village Clerk currently handles a large array of issues including civil service, personnel matters, the recording of Board minutes, following up on action items, processing village code changes with the State of New York, and interacting with/answering questions for Village residents. IT support is currently out-sourced. In addition to above personnel, there is a part-time parking monitor and a part-time building inspector.

OBSERVATIONS: TOWN GOVERNMENT

The Town government is better equipped and staffed than its Village counterpart. The much larger budget (\$15,000,000 to \$1,000,000) and residential statistics (30,000 to 1,300) allow the Town to take advantage of economies of scale in the delivery of services. The Town of Pittsford organizational departments include:

Animal Control - Responsible for Dog Licenses, wild animals, rabies information, veterinarians.

Assessment/Exemption Information - Information about real property.

Town Attorney - Legal counsel to the Town Board, contract review.

Communications - Town publications, press releases and web and cable-12 content. Messenger newsletter (3 times per year) and weekly e-newsletters.

Department of Public Works - Maintenance of buildings and grounds, Code Enforcement, Highway Department (leaf and branch removal, plowing, street repair and cleaning), GIS (Geographic Information Systems), Parks Department, Planning, Zoning and Development and Sewer Department.

Finance Department - Town budgeting process, banking and investments, grants, processing payments and town payroll.

Human Resources - Civil service, payroll, benefits and personnel policy.

IT Services - Town technology, computer systems and databases.

Library - Pittsford Community Library services, including Monroe County Library Services.

Recreation Department - Recreation programs, events, park use permits, building reservations.

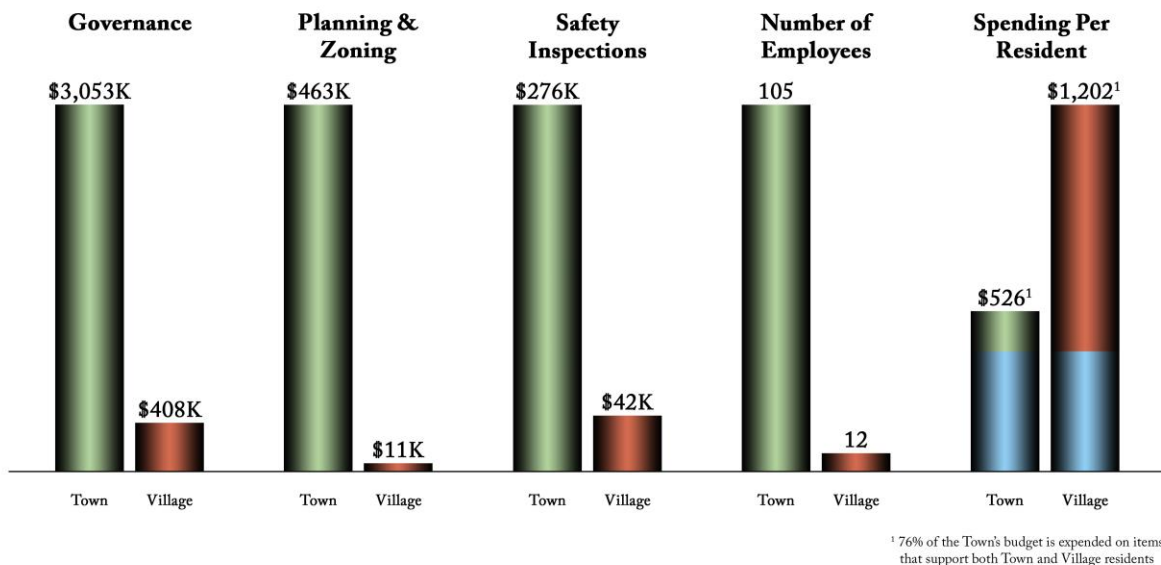
History Department - Historical records, artifacts and histories.

Senior Citizens Programs - Senior activities, programs and trips.

Town Clerk and Tax Office - Town information, licenses, tax collection and general inquiries.

Town Court - Criminal, traffic, ordinances, civil cases and small claims.

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT



CURRENT COLLABORATIVE EFFORTS

The Town and Village have a history of working collaboratively. Current areas of collaboration in the areas of administrative service sharing and/or consolidation include:

- Planning, Zoning and Development - The Town transferred jurisdiction of a portion of the land at 75 Monroe Avenue to the Village so it could exercise sole responsibility for the development review process for Westport Crossing.
- Engineering and Public Works Departments - Collaboration between the Town and the Village is limited to occasional consultations with the Town Engineer regarding drainage and DPW project design.
- Service Agreements - There currently is a collaborative arrangement between the Town and the Village for the services of the town's Fire Marshall. Informal coverage for Code Enforcement is provided for vacation absences as needed.
- Assessor's Office - The Village uses the Town Assessor to prepare Village assessment roles.
- Other Planning Initiatives - The Town and Village have collaborated on numerous planning initiatives, including the Local Waterfront Redevelopment Program (LWRP), the Northwest Quadrant Strategic Plan, the Monroe Avenue Traffic Study and the 2011 Erie Canal Waterfront Improvement Project.¹¹

IDENTIFIED AREAS FOR FUTURE COLLABORATION

1. Create a combined Town/Village strategy for planning, zoning and economic growth.
2. Consider a community-based marketing plan including branding Pittsford (Town, Village and School), a common logo and website re-development. Pursue joint communication

efforts to develop e-newsletters, mailed newsletters, Messenger Post releases, and Channel 12 – public access.

3. Create a joint Town/Village process including common forms/applications for planning, zoning, and design review.
4. Evaluate outsourcing the Village payroll process to the Town in place of the third party currently utilized.
5. Pursue collaborative grant writing among the Town, Village and School. Develop a more systematic approach to the identification of grant opportunities and creation of proposals.
6. Determine if there is a benefit from subcontracting the Village human resource function to the Town.
7. Examine whether engineering services for the Village can be better served under Town auspices, e.g. paving and drainage work, group bids for contracted services.
8. Evaluate whether the Town, Village and School can negotiate more attractive insurance rates based on combined needs.

ACKNOWLEDGEMENTS

The Task Force would like to thank members of the Town and Village staffs who assisted in providing information for this report. In particular, we would like to recognize several key personnel for devoting their time and invaluable assistance to this project. Village Clerk Ann Hartzig, Town Board member Sandy Zutes, and Town Staff members Greg Duane, Rich Williams, Rob Fromberger and Shelley O'Brien.

¹ 2010 Census Data

² Committee Liaison Interview/Survey

³ Town of Pittsford Functional Budget 2012

⁴ Village of Pittsford 2011-2012 Budget

⁵ Town of Pittsford GIS: Road Jurisdiction Map

⁶ Town of Pittsford Open Space Map

⁷ Pittsford Schools website, "About Pittsford Schools"

⁸ Town of Pittsford Functional Budget 2012

⁹ Committee Liaison Interview/Survey

¹⁰ Town of Pittsford GIS: Road Jurisdiction Map

¹¹ Village of Pittsford Newsletter: Spring 2011, p.2.

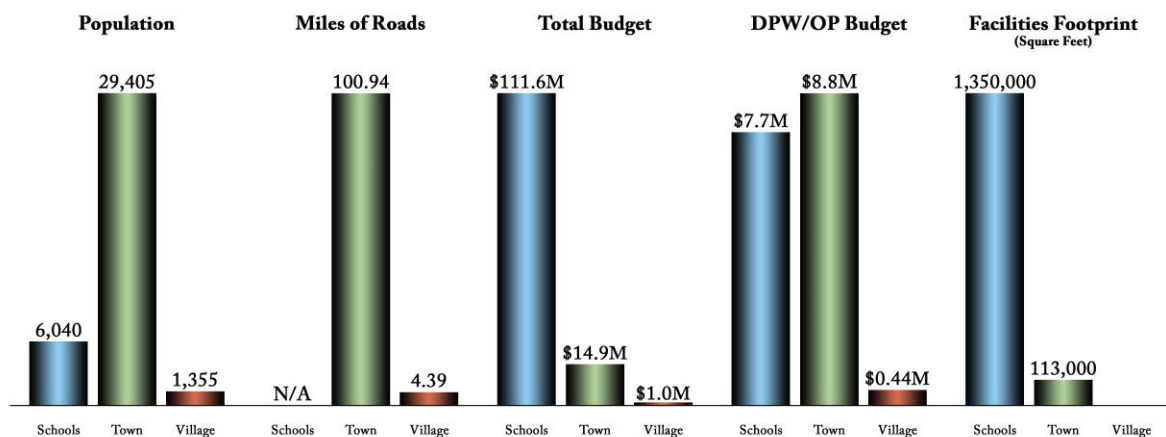
Town of Pittsford, Village of Pittsford and Pittsford Central School District Shared Services DPW/Highway/Operations

SUMMARY

This report was prepared by the Pittsford Community Collaboration Task Force sub-committee to (1) summarize a comprehensive list of already ongoing collaborative efforts, (2) identify potential areas of future collaboration, (3) identify potential financial cost savings, or other benefits or drawbacks for the community, and (4) research and analyze the effectiveness of similar efforts in other communities.

The Town and Village of Pittsford, and the Pittsford Central School District, have a significant history of excellence and inter-entity cooperation. This drive for excellence and spirit of collaboration are particularly apparent in the Departments of Public Works of the Town and the Village and the Operations Department for the School District. Attentive to keeping tax rates low while continuing to provide the high level of services to their respective communities, these departments have customarily implemented mutually beneficial agreements and procedures for shared services.

This report documents current collaborative efforts and examines the opportunities for increased or new cooperation between/among these entities. It also explores ways to increase efficiency and maximize the benefits to taxpayers and members of the greater Pittsford community.



STATISTICAL COMPARISONS

	Town	Village	School
Population	29,405 ¹	1,355 ¹	6040 ² (Students 2012)
Area (Sq. Miles)	23.2	0.7 ³	0.3(205 Acres) ⁴
No. Miles Roads	100.94 ⁵	4.39 ⁵	N /A
Total Budget (Millions)	\$14.9 ⁶	\$1.0 ⁷	\$111.6 ²
Budget (DPW/OP)	\$8.8 ⁹	\$0.44	\$7.7 ⁸
No. of Bldgs. ⁴	12	2	11 (9 Schools)
SF (thousands) of Facilities ⁴	113 ¹¹	N/A	1,350
DPW/OP Employees ⁴			
FT	69	7	82
PT	29	5	0
Fleet Size* ^{4, 10}	96	8	22

CURRENT COLLABORATIVE EFFORTS

The following synopsis of ongoing collaborative efforts is based on survey results and wide-ranging interviews with the Town, Village and School District representatives from the Pittsford Community Collaboration Task Force.

- DPW/Operations Equipment - The Village, Town and School often share DPW equipment and personnel as needed. If the Town has a piece of equipment that the Village does not have, they will assist the Village. There is a similar arrangement for small equipment and technical expertise among these departments.
- Fleet Purchasing - When appropriate, all entities take advantage of the state purchasing program to buy vehicles in order to obtain volume pricing. It is however, not always the lowest price option and sometimes local vendors are used with better results. Additionally, the Town, Village and School District sometimes coordinate bids (along with other municipal entities) in order to more efficiently manage the process.
- Fleet Maintenance - The Town has a 3-lift capacity, 2 lifts at its Golf Avenue Highway facility and a 1 lift at the Sewer Department. All but major repairs are done onsite. The Village DPW does much of its own vehicle maintenance at the Grove Street site and occasionally uses the Town DPW for more major repair work. The Village has 1 lift at the Grove Street site. The School transportation facility on Mendon Center Road houses

4 lifts. Maintenance uses 1 lift for fleet service and the School transportation department uses the remaining 3 lifts for bus maintenance.

- Yard Debris - The Town and the Village of Pittsford both arrange the collection of yard and leaf debris for their residents. Bagged and containerized debris is contracted to a private company by the Town. The Village collection process is more frequent due to the smaller Village size. The Town allows the Village and private landscape contractors to deposit brush at the Golf Avenue site. The Town has a tub grinder with a large capacity to convert brush to mulch. Mulch is made available to Town residents at the East Street site behind the East Street Little League fields.
- Street Repair/ Resurfacing - The Town and the Village each repair and resurface their respective roads. The Town assists the Village with paving and repair work on the roads. Informal cooperation takes place when equipment and/or personnel are needed.
- Street Cleaning - The Town and the Village each have a street sweeper and maintain their respective roadways. Due to its smaller size, the Village has a higher frequency of street cleaning. From time to time, the Village may sweep some of the Town roads in an informal sharing arrangement.
- Street Signs - The Town has sign making equipment which is primarily used for street signs. The School District also has a simple sign maker for some of their needs. The Town makes signs for the Village and for the School District when needed.
- Snow and Ice - The Town is responsible for snow and ice removal on all Town roads. In addition, the Town contracts with the state and county to do snow and ice removal on state and county roads within the Town and Village boundaries. The Town has a sidewalk plow and maintains the Town owned sidewalks. The Village is responsible for snow and ice removal for all Village roads. The Village has a sidewalk plow and maintains the Village sidewalks as well some of the sidewalk along the Erie Canal and provides some assistance plowing Town sidewalks. The School District has responsibility for snow and ice removal of their parking lots, access roads and sidewalks. Due to the number of people accessing their buildings, the intensity of winter upkeep for parking lots and sidewalks is higher for the School District operations personnel.
- Landscape Maintenance - The Town of Pittsford Parks Department does the landscape maintenance for the Town. They take care of all parks, including most within the Village limits. The Village DPW staff is responsible for the Village mowing and trimming including the small park at the corner of East Avenue and Washington Road.
- Field Maintenance - The Town and the School District have an informal cooperative agreement for the maintenance of School fields. The School District mows and repairs all School fields. The Town mows and repairs the Town fields. The School District lines all School fields and Town fields used for School-related events.
- Use Scheduling - Recreational facilities and room scheduling for Town facilities is done online through the Town Parks and Recreation Department. The School District field

scheduling is done through the Athletic Department. In addition to Town use, the number of community groups (e.g. Pittsford Mustangs, Pittsford Little League, CYP Basketball, Pack Swim Club, etc.) who request the use of School District fields and/or indoor facilities is significant. Town recreational programs are given second priority for use after School functions. There is no charge to the Town for field use. Third priority is given to community groups who pay a nominal usage fee. These groups, along with the many School teams, put a considerable stress on the scheduling and the maintenance of Town-owned and School District fields.

- Facility Maintenance HVAC/Electrical Personnel - The Town, Village and School District each maintain their own facilities. Building maintenance is by far the biggest concern for the School District with 9 School buildings and 2 additional structures. The Mechanical, Electrical and Plumbing (MEP) and ground maintenance (including athletic field upkeep) demand the most attention for the School District. All buildings use natural gas for heating with the exception of the new Calkins Road Middle School which has a geothermal system. The Town, Village and the School collaborate informally for personnel with specific skills. For example, the School may have an electrician who may help out at the Town on occasion. School District personnel with a high level of HVAC skills are most sought after and may sometimes assist the Town. However, the HVAC technician is most often more than busy with School District issues. The School District has 1.5 FTE HVAC employees and the Town has 1.0 FTE HVAC employee. Both the School District and the Town indicated the HVAC problems are frequent and frustrating and that overall efficiency could be improved.
- Sewer Maintenance and Repair - The Town owns a flush truck that is used to service the Town sewer system. The Town assists the Village and the School (exterior only) with sewer and/or water repair when they need the flush truck or other expertise. The Town has nine sanitary sewer stations and two storm sewer stations, each with a back-up generator. The Village has two sanitary sewer stations and they have a generator housed at the Grove Street location.
- Street Lighting - The Town leases most street lights from RG&E and RG&E does the maintenance on those fixtures. The Town-owned fixtures are maintained by the Town. The Village owns and maintains approximately 50% of their fixtures. All other fixtures are owned by RG&E. To date, the Town and Village have not considered LED lighting due to the high cost. The School District has some LED lights at the Barker Road School. Most School exterior lighting is not on a centralized timer system.
- Fire Marshall - The Village and the Town have a municipal agreement for Town-managed Fire Marshall Services.
- Fuel Island - The Town and School share fuel facilities located at the School Transportation Department at Mendon Center. The Village fuel is located at the DPW facility on Grove Street. The Village does not participate in the sharing arrangement due to the distant location for their vehicles.

IDENTIFIED AREAS FOR FUTURE COLLABORATION

1. Further evaluate all DPW functions for the Town and Village to determine what can be optimized. Some examples:
 - a. Single site for Town/Village Highway Maintenance Operations.
 - b. Combine Town/Village Highway Maintenance Operations via an inter-municipal agreement.
 - c. Combine Town/Village and School (exterior) Sewer Maintenance Operations.
 - d. Single site for vehicle inspections for all three entities.
 - e. Create mechanics pool.
2. Implement a work order processing system to better manage DPW operations for the Town and Village. (e.g. The School District's Que Centre or similar software.)
3. Prepare an Energy Management Assessment to evaluate:
 - a. The improvement of Building Energy Efficiency.
 - b. The need for enhanced HVAC and/or other specialized personnel training.
 - c. The improvement of Street/Parking Lot Light equipment management (e.g. controlled night setbacks.)
 - d. An overall street/parking lot light review, including an Own vs. Lease analysis.
4. Develop an online equipment/tool (specialized) inventory to facilitate shared usage. There is an existing County DOT-maintained equipment inventory. Formal sharing via inter-municipal agreements between the county, several towns, the city, Monroe County Water Authority and Monroe County Pure Waters have been in place for the last couple of years.
5. Develop a community-based equipment replacement plan. Implement an annual plan update to optimize the availability of needed equipment for all entities. Such planning may enhance shared use and increase the variety of specialized equipment available.
6. Evaluate contracted services (e.g. group purchasing) to determine if further efficiencies can be gained collectively.
7. Develop an equitable maintenance collaboration plan for the use of Town and School fields.

WISH LIST

We asked each entity to identify two or three “wish list items” if money was not a concern.

Town

- New software to better manage DPW assets and work order planning.

- One centralized DPW facility.
- Enhanced employee technical expertise, e.g. HVAC/electrical.

Village

- Network system (hardware and software) for better communication between Village offices and DPW facility.
- Shared engineering services with the Town. Currently, the Village hires out and pays for these services.
- Additional/updated computer(s), equipment and/or supplies.
- Backhoe.

School District

- Additional maintenance vehicle storage facility.
- A lift truck for lighting fixture maintenance.

Note: Most of the “wish list” items, could be included in further collaboration efforts among the Town, Village and School. An annual “wish list” review may propagate future collaborative efforts.

COMPARISON OF SIMILAR EFFORTS IN OTHER COMMUNITIES

Town of Aurora and Village of East Aurora

The Center for Governmental Research (CGR) examined potential opportunities for shared services between the Town of Aurora Highway Department and the Village of East Aurora Department of Public Works. They determined that combining highway/DPW functions under the Town would be a reasonable alternative resulting in modest cost saving in the area of 5% to 15% with the possibility of enhanced savings over time as fleet equipment is streamlined and staff resources become better allocated. Like Pittsford, the intensity of street service (sweeping, brush removal) is higher in the Village. Like Pittsford, the Town and Village of Aurora/East Aurora have a cooperative relationship and an informal sharing arrangement that generally does not use recording or charge back of equipment usage or staff resources.¹²

Town of Lyons, Village of Lyons and Lyons Central School District

The Center for Governmental Research (CGR) provided an analysis of shared services for the Town of Lyons, the Village of Lyons and the Lyons Central School District. These groups have a strong record of formal and informal sharing and engaged CGR to continue the effort. A

highlight of their collaborative efforts has been the formation of a joint maintenance facility for the Town, Village and School District. This facility included the construction of a structure to house the Town and Village highway and School transportation departments, a cold storage facility, fuel station and a salt barn. There are formal agreements in the use of these facilities and informal sharing of staff, equipment and plowing and mowing. The CGR found that there still remained opportunities for increased collaboration and communications sharing along with the possibility of several merger options.¹³

Additional examples of shared service arrangements are available online at:
<http://www.dos.state.ny.us/lgss/pdfs/SharedHighway1.pdf>

ACKNOWLEDGEMENTS

The Task Force would like to thank all the members of the Town, Village and School staffs who assisted in providing information for this report. In particular, we would like to recognize several key personnel for devoting their time and invaluable assistance to this project. Village Trustee Lori Boehlert and her DPW crew headed up by Doug Yeager, Town Commissioner Paul Schenkel and his Public Works crew and Pittsford Central School District Director of Operations Jeff Beardsley and his crew.

Notes:

¹ 2010 Census Data

² Pittsford Schools website, "About Pittsford Schools"

³ Village of Pittsford Zoning Map

⁴ Committee Liaison Interview/Survey

⁵ Town of Pittsford GIS: Road Jurisdiction Map

⁶ Town of Pittsford Functional Budget 2012

⁷ Village of Pittsford 2011-2012 Budget

⁸ Excludes transportation budget

⁹ Includes \$1.3 Million for Sewer District

¹⁰ Includes vehicles and large equipment

¹¹ Does not include SF for cold storage facilities

¹² Kent Gardner PhD and Erica Rosenberg, "Town of Aurora and Village of East Aurora: Options for Shared Highway/DPW Services", The Center for Governmental Research, March 2011, p. 12-15.

¹³ Joseph Stefko and Scott Sittig, "Analysis of Shared Services in Lyons, NY", The Center for Governmental Research, January 2011, p. 27-33.

Town of Pittsford, Village of Pittsford and Pittsford Central School District Shared Information Technology

SUMMARY

The Information Technology effort (expenditures, personnel, infrastructure, etc.) in the Pittsford Central Schools is roughly an order of magnitude greater than that of the Town of Pittsford, which is in turn an order of magnitude greater than that of the Village of Pittsford.

BACKGROUND AND CONTEXT: PITTSFORD CENTRAL SCHOOL DISTRICT

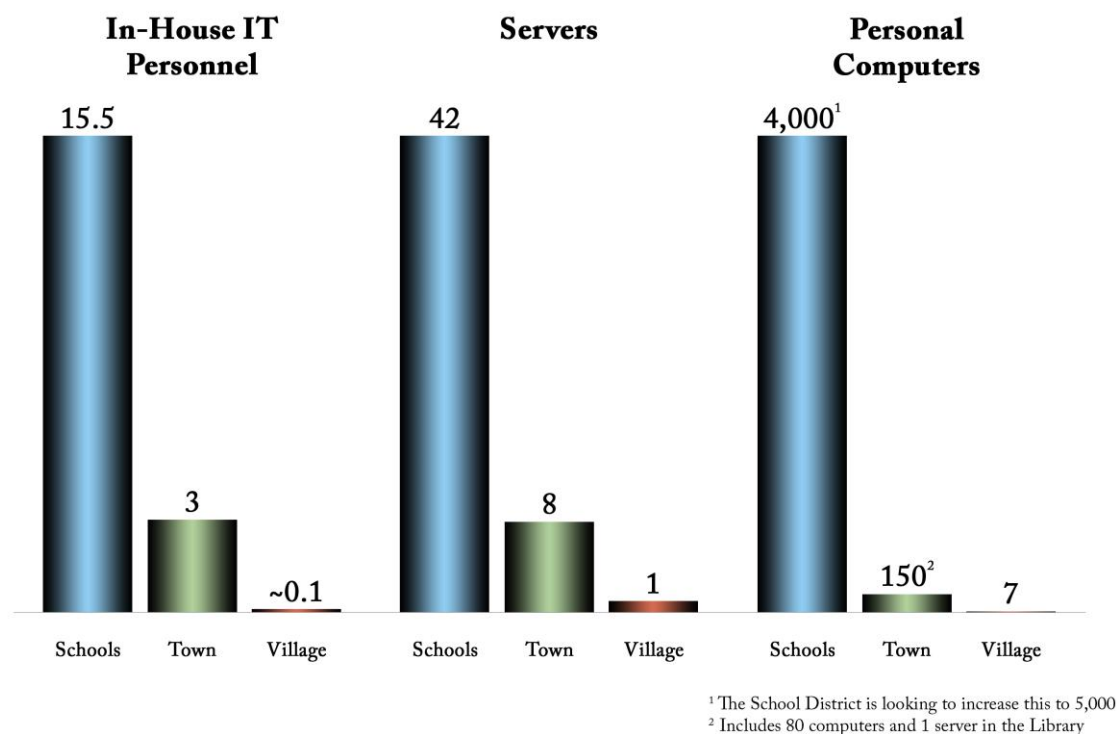
The Technology Department is comprised of a Director, an Administrative Assistant, 7.5 technicians supporting IT infrastructure, and 6 technicians supporting applications. The IT infrastructure they manage includes 42 servers and 4000 personal computers plus numerous other peripherals. The District has a service agreement (at a fixed annual cost per student) with BOCES to provide deep technical support as needed. It has networking centers at the Barker Road School and at Sutherland High School and uses BOCES as a tertiary backup site. Data is backed up every 4 hours. The District supports a large number of software packages (400+) and develops (90%+) or licenses on-line tutorials for many of these packages. Their financial systems are hosted by BOCES. The District's Information Technology practices and procedures must conform to NYS regulations. Conformance is audited by the State every two years. The School District benchmarks its Information Technology capabilities against the other top rated districts in the State and partners with the Scarsdale School District to share best practices. Discussions between these two districts occur almost daily. The District periodically contracts with an outside security firm to aggressively test its IT security.

BACKGROUND AND CONTEXT: TOWN OF PITTSFORD

The Information Technology Department is comprised of a Director and two technicians who support the Town's applications and infrastructure. The IT infrastructure they oversee includes 8 servers and 150 personal computers plus other peripherals. The Town licenses software application (including technical support) for business functions including Financials, the Town Court, Fleet Management, Payroll, Licensing, and Recreation. Property Assessment, Tax Collection, and Library Circulation applications are hosted by Monroe County. Training for town personnel is developed and conducted in-house for most applications (except for high volume applications such as MS Office where training is readily available from vendors). The Town follows industry best practices for IT security.

BACKGROUND AND CONTEXT: VILLAGE OF PITTSFORD

The Village Treasurer oversees the Village's Information Technology capabilities. An outside contractor provides technical support for the Village's server and seven personal computers. They license applications for business functions, such as Financials, Sewer Rents, Budgeting, etc., for which technical support is provided by the software vendors.



CURRENT COLLABORATION EFFORTS

- Fiber-optic cable has been run between the Town and the School District, but it hasn't been connected at either end.
- The Schools District and the Town have had occasional informal conversations about the evolution of Information Technology and the possibility of increased collaboration between the two organizations.
- The Village occasionally consults with the Town on IT questions.

IDENTIFIED AREAS FOR FUTURE COLLABORATION

Technical Support

- The Village currently contracts with an outside firm for IT support. Given its relatively small IT footprint, the Village and the Town should investigate whether or not the Town could provide these services on a contract basis instead. The Village would benefit from “on-site” support and from collaboration with a team capable of assisting them to proactively leverage information technology as a business and communications tool. The Town would gain additional funding to support their ability to maintain a robust IT capability. To determine whether or not this makes sense economically, the Town would need to assess the current state of the Village’s hardware and software and estimate any modifications required to make them compatible with the Town’s technology baseline.
- Due to the substantial differences in focus between the Town and the School District and to the requirements placed on the School District by the State, a merger of Town and School District IT resources into a single team is not recommended at this time. If, at some point in the future, the Town wants to pursue outsourcing of IT support, contracting with an outside firm, as some other towns do, is probably a more viable option.
- The Town and the School District may want to pursue a mutual aid agreement which would allow each to call on the other’s IT team in case of an emergency.

Disaster Recovery

- There is space in the School District’s networking centers to enable the Town to install hardware to back up all of their data in a way that would shorten the time required for the Town to recover from a loss of their own network. There is in fact space to enable the Town to install either a fully redundant system and/or to move their servers into the School Districts networking center, but the cost of full redundancy versus its benefits and the inefficiency of remote location of the servers may not make either of these options attractive at this time.

Training

- Both the School District and the Town create on-line and classroom training courses. Both organizations should make their courses available to the other and to the Village when capacity is available. If the Town and the School District need a similar course, they should try to merge their requirements and develop a single, shared course. All three organizations should investigate the possibility for savings by pooling their needs when they contract for training by outside vendors.

Websites

- Create a technology roadmap to evolve all three websites to a common format. Add a fourth website to support joint efforts and to act as a portal to the three individual sites. Use the common website as a vehicle to develop and host the following (for example):
 - A common online system for facilities reservations across the Town, School District and Village.

- A common Pittsford community marketing package.
- A layered, interactive map system to show zoning, school area attendance, yard debris collection, trails, parks, playing fields, planned improvements, community events, areas of interest, businesses, etc.
- Input from residents with timely feedback.

Other Collaboration Opportunities

- Schedule a series of IT workshops to share best practices and develop common approaches for security, policies and procedures, disaster recovery, document management, benchmarking, etc. and to identify opportunities for combining demand for purchased services in order to lower costs.

Observations

- The Town has a substantial amount of historical material that they would like to be able to exhibit, but they lack the appropriate space. Until such space is available, they may want to consider creating a virtual museum online. This could be a collaborative effort that includes Village and School materials. Such an effort may be an ideal opportunity for volunteers to contribute their time and talents. This could include Eagle Scout community service projects, school projects, joint projects with local colleges, etc.
- As the Town moves to digitize its records and to manage all documents electronically, it needs to look at the possible productivity advantages of moving to a paperless system in the field. The Town and the Village should collaborate to adopt identical approaches for records management.
- Both the Town and the Village need to ensure that their Business Continuity and Disaster Recovery Plans adequately take into account the need to restore data and Information Technology infrastructure.
- The Village would benefit from an upgraded phone system. This can probably be done virtually without significant capital investment.
- The Village may want to investigate speech recognition software as an aid in documenting board meetings. This technology is now very robust and readily available.

ACKNOWLEDGEMENTS

The Task Force would like to thank members of the School District, Town, and Village staffs who assisted in providing information for this report. In particular, we would like to recognize several key personnel for devoting their time and invaluable assistance to this project - Village Treasurer Mary Marowski, Town Director of Technology Joy Brown, and School District Director of Technology Jeff Cimmerer.

Town of Pittsford, Village of Pittsford and Pittsford Central School District Shared Parks, Fields and Recreational Services

SUMMARY

Parks, fields and recreational facilities are core components of services provided by the town, village and the school system. Over the years there has been significant collaboration among the entities to provide recreational facilities and services to the Pittsford community.

The Task Force identified collaboration opportunities within four different areas, including:

- 1) Fields
- 2) Community Center
- 3) Reservation Systems
- 4) Communications

Collaborative agreements need to be structured, detailed and sustainable. Informal sharing among the entities due to “relationships” is nice, but not necessarily sustainable.

BACKGROUND

Recreational facilities exist throughout Pittsford. They include:

- a) Spiegel Center
- b) School gyms and fields
- c) School pools
- d) School auditoriums
- e) Town, Village and School meeting rooms (Spiegel, Library, all schools)
- f) Town parks
- g) Canal (including rowing, recreational boating, canal path)
- h) Trails

All of these facilities have uses which currently or potentially in the future cross the Town, Village and School District boundaries.

Pittsford has a diverse population with equally diverse needs for recreational facilities. Each resource’s usage needs to be evaluated based upon the all the relevant populations who will be using the facility.

Example of Population Segment Need Variances – Pool

Population Segments	Motivations	Needs		
		Water Temp	Lanes	Time of Day
Pre-schoolers	Play, Safety education	Warm	No	Daytime
School agers	Competition	Cold	Yes	After school
Adults: 20's – 50's	High-Cardio Exercise	Cool	Yes	Evenings
Adults: 50+	Low-Cardio Exercise	Warm	No	Daytime

Over the past 20 years there have been several initiatives to develop plans for the future of recreational facilities and a community center.

FIELDS

The issue of collaborating on the provision, maintenance, and scheduling fields for a wide variety of uses primarily involves the town and School District, with locations in the village to include the Recreation Center on Lincoln Ave, Ford Fields and the green space along the canal. The Task Force applauds the recent collaborative work of assessing needs and outlining actions and ultimate voter approval to meet the significant demand for new fields.

The Task Force recommends that this cooperation be continued and that a more formal on-going internal collaborative committee be created. Among the functions of the committee would be the following.

1. Ongoing, structured monitoring of the demand for fields for different uses (When, how and why?)
The objective will be to assist in future planning for management of the fields – how many are required by month, how to pay for fixed and variable costs, as well as saving for long term upgrades.
2. Coordinating the use needs of the School District, Town recreation department and fields.
The objective is to insure redundant facilities are not created unnecessarily.
3. Coordinating with sports organizations and other private users.
The objective is to improve visibility of current usage which may give rise to opportunities for others to use the properties.
4. Monitoring the cost arrangements for all users and recommending any needed changes.
The objective is to set up a structured, visible, uniform and fair system for paying for the short term and long term field network.

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5. Monitoring maintenance and operations.

The objective is to maximize the usage of the fields by optimizing preventive maintenance.

6. Consideration of a consolidated scheduling and permitting system that would improve internal efficiency and enhance the customer experience.

The objective is to improve access to the fields (see separate item on Reservation Systems below).

7. Conducting a periodic (every 3 or 5 years) analysis of detailed field use.

The objective is to be proactive with reassessing the community needs for fields in order to avoid 'emergency' expenditures in the future.

Field	"Owner"	Current Uses/Users
School Fields	School District	<ul style="list-style-type: none">• Pittsford Students for gym, team sports• Non-school teams, i.e. football, soccer, lacrosse, etc.• Other School Districts - Purchase Time
Great Embankment Park	Town	<ul style="list-style-type: none">• Public• Pittsford school team sports• Non-school teams, i.e. football, soccer, lacrosse, etc.
Habecker Fields	Town	<ul style="list-style-type: none">• Non-school teams, i.e. Pittsford Little League
Fords Fields	Town	<ul style="list-style-type: none">• Non-school teams, i.e. Pittsford Little League
Hopkins Park	Town	<ul style="list-style-type: none">• Pittsford school team sports• Non-school teams, i.e. football, soccer, lacrosse, etc.• Public
Spiegel Center	Town	<ul style="list-style-type: none">• Public
Thornell Farm Park	Town	<ul style="list-style-type: none">• Pittsford school team sports• Non-school teams, i.e. football, soccer, lacrosse, etc.• Public

COMMUNITY CENTER

The recently updated Parks and Recreation Master Plan concludes that "The Town should begin to move forward with the development of a new community center." (p. 55) Due to the significant resources required to implement the recommendation collaboration among the town, village and School District is of critical importance.

The Task Force recommends that an internal committee be formed to ensure Town, Village and School District collaboration in the planning of any major community center. This

internal committee would be in addition to (and coordinated with) any external community advisory committee.

It is anticipated that several critical decisions about the community center may be based on assumptions regarding ongoing Town, Village and School District collaboration. For example, the master plan recommends “that the Town continue with their strong presence in providing aquatic programming through the use of School District facilities.” (p. 56)

While it is beyond the scope of this Task Force to judge the appropriateness of this recommendation, we do recognize that any errors in such decisions would be very costly. Therefore, **the Task Force recommends the following:**

- **That the Town, Village and School District collaborate closely, and in a detailed fashion to develop the optimal location for the anticipated community center.** The optimal location should be based on a comprehensive set of considerations including convenient access for a wide variety of users, efficiency of operation, potential reuse opportunities for any facilities that may be replaced, and current and future economic development opportunities.
- **That any major assumptions about collaboration relating to community center decisions be based on a comprehensive, detailed and sustainable agreement among the entities.** Such an agreement would include comprehensive, detailed, and sustainable components relating to current and future demands, scheduling, cost sharing, and programming considerations (such as the conflict in pool temperature preferences for competitive school swim programs and programs for seniors).

Additionally, the Task Force recommends that a 5 year strategic development plan for a community center should include:

- Information about the services and membership of the Southeast YMCA.
- Facts regarding the growing population and needs of the current Senior Center.
- Information about growth and expansion of school gyms, work-out rooms, pools, fields, etc.
- Other areas of proposed development, such as the Monoco project which may include a walking track, dog park, indoor work-out facilities and a pool.

RESERVATION SYSTEM

Current Situation

There are a variety of different reservations systems currently used by the Town, Village and School District depending upon which facility or service is being requested. Some reservations are made online, others by mail only, and some require in-person / phone requests. Within each of these high level types of reservation methods there are multiple online tools being used by different entities. For example, there are multiple online systems each with different information requirements. These challenges result in the following problems for the community:

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- It is difficult for community members to know what is available for reservation.
- Navigating the system to find the correct reservation system is confusing.
- If someone wishes to make a reservation for a meeting room, for example, and they wish to compare availability at the Spiegel Center, Library, and Town and Village Halls, there currently is no one place to do this.
- In some cases, in order to find out if there is an available facility to reserve, a significant and unnecessary amount of personal information is required (i.e. Social Security Number).
- The various online reservation systems are incompatible. The forms differ and they require different amounts of information to complete the reservation.

Reservation Methods Currently Used (By entity responsible for reservations)

	Online	Mail	In-person/Phone
Spiegel Center	Town	Town	Town
School pools	----	----	School
School gyms	----	----	School
School fields	----	----	School
School auditorium	----	----	School
Town parks	Town	----	----
Canal facilities	Town	----	Town
Trails	----	----	----

RECOMMENDATIONS

The Task Force makes the following recommendations:

1. Create an ‘Online Reservation sub-team’ consisting of a few individuals with online reservation experience representing Spiegel Center, Town, Library, Village and School. This sub-team would be responsible for:
 - Identification of all the current reservation systems being used.
 - Analysis of reservation requirements by type of facility.
 - Determination of the ‘best’ option for a consolidated reservation system (comprehensive; easy usability for the Town/Village/School District as well as by the public; flexible to add and change facilities). (NOTE: It may be an option to create user friendly links across online systems. Or a whole new unified system may be the answer.)
 - Creating a Request for Proposal and obtain bids to create a united Pittsford online reservation system
2. As a part of the ‘Communication’ recommendations (following), citizens of Pittsford need to be able to access one reservation system whether their first point of contact is the Town

website, the Village website, or the School system. The look and feel of the reservation system point of entry should be consistent across all entities.

COMMUNICATIONS

Current Situation

The Task Force believes effective communication about Recreational resources, availability and usage for the entire Pittsford community is absolutely critical to fully leveraging the recreational facilities. Pittsford citizens should have ubiquitous communications: ‘no citizen left behind’. With the diversity of the Pittsford population, it is easy to focus on one target audience, and unwittingly leave another potential audience out.

For example, awareness and usage of School Pool facilities:

- Students actively leverage the pools available in the schools. Communications generally are provided through the school system.
- Seniors, however, may also wish to use a pool resource; however they may not be aware of the free community option and times available to them.

The current methods of communication have been developed specific to each entity – Town, Village, School District.

RECOMMENDATION

The Task Force makes the following recommendation:

One Town/Village/School District Recreation Bulletin Board should be created, which should be available on all of the Town, Village, School District websites, as well as physically published to citizens of Pittsford at least annually. This bulletin board needs to contain information on all types of recreation available, any restrictions on usage (i.e. limited times available for school facilities), and have a link to the single Reservation System (recommended in the previous section of this report).

Exhibit 1

Pittsford Parks

TOWN PARKS

1. **Copper Beech** – 14 State Street (Town Park located in Village)
 - Garden area
 - Benches for relaxing
2. **Daffodil Meadow** – between Thornell Rd. and Park Road
3. **Great Embankment Park** – 631 Marsh Road (12 acres)
 - One multipurpose field (soccer)
 - ‘Overlapping’ softball field
 - Two baseball fields
 - Canal view memorial sitting area
 - Fishing pier
 - Canoe/small boat launch
4. **Habecker Fields** – 34 East Street (6 acres)
 - Two Little League fields
 - One T-ball field
5. **Hopkins Park** – 5 Barker Road at Mendon Center Road (9.6 acres)
 - Two multi-purpose fields
 - ‘Overlapping’ two softball fields
6. **Isaac Gordon Nature Park** – 3450 Clover Street (118.5 acres)
 - Trails for hiking and cross-country skiing
 - Natural pond setting
7. **King’s Bend Park** – 170 West Jefferson Road (15 acres)
 - 2 winterized lodges with gas fireplaces
 - Refrigerator, stove, sink, ceiling fans
 - Restroom facilities when the lodges are open
 - North lodge capacity 99
 - South lodge capacity 50
 - Patios and open lawn space
 - Outdoor picnic tables and grills
 - Pathways around the fishing ponds
 - Lookout area with benches
 - Playground equipment

8. **Lock 62 and Erie Canal Trail** – 3195 Monroe Ave. (19 acres)

- Viewing area at historic double lock
- Trails

9. **Paul Spiegel Community Center** – 35 Lincoln Ave. (4.2 acres)

- Community Center
- One small athletic field
- Playground equipment
- Picnic table (NO fires)

10. **Port of Pittsford Park** – 22 North Main Street (2 acres)

- Sitting areas with benches
- Picnic tables
- Walkways
- Boat dock
- Outdoor stage
- Electric service

11. **Thornell Farm Park** – 480 Mendon Road (27 acres)

- Three multipurpose fields
- Four softball fields
- Lighted tennis and basketball courts
- Handball court
- Building
- Playground
- Jogging and fitness trail
- Sledding hill

VILLAGE PARK

12. **Schoen Place Waterfront Park** – (along Erie Canal @ Schoen Place)

Town of Pittsford and Village of Pittsford Structural Consolidation

SUMMARY

This report provides an overview of the process and issues involved when considering a structural consolidation of local government by dissolving a village. The Task Force recognizes the important and historically unique value of the Village of Pittsford and *does not recommend such a consolidation.*

CONTEXT AND BACKGROUND

The Pittsford Community Collaboration Task Force is charged with studying ways of improving efficiency and effectiveness through collaboration among the town, village and School District. The Task Force has considered many specific possibilities that can be implemented without changing governmental structures. This particular report looks at the issues and processes involved in a structural consolidation. Dissolving a village is the most common and simplest method to affect a full consolidation of town and village functions.

HISTORY

In New York, all areas are within counties, and then within cities or towns. Most areas (and most of the population) in our region are not within a village. Most villages formed in the nineteenth and early twentieth centuries out of an interest in creating incorporated municipalities to provide services in more densely populated areas of towns. The primary rationale for creating villages was that certain services were only required in these more densely populated clusters, and villages provided a mechanism to allocate the costs and political control of these services. A secondary justification for villages was that most towns were fairly rural outside of the populated clusters and were not structured to provide complex services such as police, fire protection, street lighting, sidewalks, and street maintenance. Some villages also provide municipal water systems, refuse collection, and others services.

In addition to the provision of services, villages often distinguish themselves from surrounding town areas by providing unique planning, zoning, historic preservation, and other regulatory functions.

VILLAGES TODAY

There are 555 villages in New York, ranging in population of from less than 100 to nearly 54,000 (Hempstead in Nassau County).

In Monroe County, there are ten villages¹, with a combined population of 43,183, which represents eight percent of the County's non-city population. Each village is located wholly within a particular town, though that is not a legal requirement².

THE MOVE FOR CONSOLIDATION

With general taxpayer concern over the cost of government, consolidation of governmental units has gained more attention. In the case of villages the process of consolidation can be achieved by dissolving the village which requires the surrounding town (or towns) to absorb governmental jurisdiction and functions.

Consolidation of governmental units can produce cost savings by eliminating the basic governmental "infrastructure" of one of the units. For villages, this typically includes the Mayor, Village Board and Village Clerk. Additional cost savings *might* occur through the consolidation of direct service units.

Since village residents pay both village and town taxes, cost savings generally benefit the taxpayers located within the village being dissolved. Since the town must provide services to an expanded area - and sometimes new services - taxes for town residents outside the village area typically increase. However, there are many local differences in service provision and revenue structure that can impact this situation.

Cost savings and efficiencies are the most common reason for dissolution of villages, but not the only reason. Other reasons occasionally cited are: improved management capacity; enhanced economic development potential; and reactions to specific problems, such as a scandal or perceived mismanagement.

In our region, there have been several recent referenda to consider village dissolution. The Monroe County Village of Brockport and the Wayne County Village of Macedon both rejected dissolution proposals in recent years. On the other hand, Seneca Falls (Seneca County) residents approved dissolution in 2010, and the Village dissolved on December 31, 2011.

In 1990, the Ontario County Villages of Holcomb and East Bloomfield dissolved and formed the new, larger Village of Bloomfield.

ISSUES

Consolidating governmental units can involve a myriad of political, financial, legal, and managerial issues. Certainly, the issues will vary from area to area, and may include issues that are unique to a particular community. The financial issues are generally straightforward. These include:

- Is there a net cost savings in dissolving a village?
- Will any net cost savings be sustained over the years?
- What are the tax implications of dissolution, and who benefits and who is disadvantaged?

The non-financial issues are usually more complex, but are of equal importance. For example:

- Do the financial benefits (typically to the village taxpayers) outweigh the loss of political control and political accountability?
- What are the implications (both short- and long-term) of losing the village identity?
- Are there unique factors that should be taken into consideration?
- Finally (and most importantly) do village residents want a change?

As discussed above, in villages that have approved dissolution, village residents have generally seen a reduction in their property taxes, with the tax burden increasing for town residents in the area out the village.

TWO CASE STUDIES

It can be instructive to look at two recent case studies – the Villages of Seneca Falls and Altmar. Both of these cases utilized the services of Rochester-based Center for Governmental Research (CGR). CGR prepared detailed Dissolution Plans for each case. In both cases, voters approved dissolution. Beyond these circumstances, the two cases are extremely different and provide instructive perspectives on dissolution in varying situations.

As illustrated in **Table 1**, the two villages are quite different. Seneca Falls was a medium sized village, while Altmar fairly small (only 367 residents). Seneca Falls supported a village police department, while Altmar did not.

Table 1: Seneca Falls and Altmar Dissolution Plans - Overview

Village Name	Seneca Falls	Altmar
County	Seneca	Oswego
Town	Seneca Falls	Albion
Village Population	6,494	367
Town Population (outside village)	2,625	1,677
Year of Voter Approval	2010	2011
Dissolution effective date	December 31, 2011	June 1, 2013
Legal authority	NY State Village Law – prior to state adoption of elector-initiated dissolution.	NY State General Municipal Law (first community to use elector-initiated dissolution).
Police department?	Yes	No
Property Tax Impacts	Table 2&3	Table 4&5

Town and Village of Seneca Falls (Seneca County)

Village of Seneca Falls residents approved dissolution in 2010. The Village was dissolved at midnight on December 31, 2011. The property tax implication of dissolving the Village of Seneca Falls are illustrated on **Tables 2 & 3**. As would be expected, there is a considerable tax savings to the residents within the village area. On the other hand, residents in the town (outside of village) experienced considerable tax increase, as former village services (including Seneca Falls Police Department) are now provided on a town-wide basis.

New York State provides several forms of assistance to municipalities implementing structural consolidations. Because such assistance may not be permanent, municipalities would be prudent to consider tax implications both with and without these tax incentives. **Table 2** shows the property rate changes in Seneca Falls without state assistance and **Table 3** shows the same rate assuming receipt of state assistance. As would be expected, the application of state aid (**Table 3**) slightly mitigates the impact of tax increases in the area outside the village.

Table 2: Village of Seneca Falls Dissolution (2009) – Tax Rate Changes without State Incentive Aid ³

Residents of:	Before	After	Change	% Change
Village	16.93	10.15	-6.78	-40%
Town (outside village)	1.63	8.51	+6.88	+422% ⁴

Table 3: Village of Seneca Falls Dissolution (2009) – Tax Rate Change with State Incentive Aid ³

Residents of:	Before	After	Change	% Change
Village	16.93	8.82	--8.11	-48%
Town (outside village)	1.63	7.18	+5.55	+340% ⁴

Village of Altmar/Town of Albion (Oswego County)

Altmar Village residents approved dissolution in 2011. The Village is scheduled to be dissolved on June 1, 2013. Of note, Altmar is the first village to utilize the elector-initiated method (see The Process of Dissolution below).

The situation with the Village of Altmar is similar, but at a much lower scale. Because Altmar does not have a police department, the property tax impacts of dissolution are much lower than Seneca Falls. As illustrated in **Tables 4 & 5**, the property taxes in the village area go down,

while increasing in the town (outside the village) area. But the magnitude of changes is considerably lower than the Seneca Falls case.

As with Seneca Falls, the application of anticipated state aid (**Table 5**) mitigates the impact of increased taxes in the area outside the village. In fact, in the case of Altmar, state assistance is sufficient to fully offset the increased cost to the town (outside the village). There is a tax *decrease* for both the area within and outside of the village. Of course, there is no guarantee that this state aid will be sustained.

Table 4: Village of Altmar Dissolution (2009) – Tax Rate Changes without State Incentive Aid ⁵

Residents of:	Before	After	Change	% Change
Village	9.72	6.07	-3.65	-38%
Town (outside village)	4.99	5.21	+.22	+4%

Table 5: Village of Altmar Dissolution (2009) – Tax Rate Change with State Incentive Aid ⁵

Residents of:	Before	After	Change	% Change
Village	9.72	5.37	-4.35	-45%
Town (outside village)	4.99	4.51	-.48	-10%

THE PROCESS OF DISSOLUTION

In New York State, a village can only be dissolved by a vote of village electors. NY State Law provides for two alternative routes to bring a vote on dissolution.

1. The Village Board of Trustees may prepare and present to village voters a plan to dissolve the village; or,
2. If presented with an appropriate petition from village electors (voters), the Village Board is obligated to prepare and present to voters a dissolution plan.

Regardless of the route taken, the dissolution process must include the following elements:

- The plan must address specific criteria established in law ⁶;

- The plan must be overseen by a study committee appointed by the Village Board;
- The study committee *may* (and generally does) work with a professional consultant;
- The plan must be transmitted to the Village Board and the supervisor of each town in which the village is situated;
- There are at least two public hearings required, one held by the study committee during preparation of the plan, and one held by the Village Board;
- Once the hearings are held, the plan is put to the village voters at the next scheduled regular or special village election.
- The plan put to the voters must clearly state the question (dissolving the village) and separately address several required issues.
- If approved by the voters, the vote must be certified by the NY Secretary of State and the town and county clerks in which any part of the village is situated;
- If the plan is defeated by the voters, no similar proposition may be presented to the voters for two years;
- If the plan is approved by the voters, the village is dissolved as of the 31st day of December in the year following the vote

IMPLICATIONS FOR PITTSFORD

Earlier in this report the major financial and non-financial issues are discussed. Perhaps the most critical issue is contained the following question:

“Do the financial benefits (typically to the village taxpayers) outweigh the loss of political control and political accountability?”

A detailed cost-benefit analysis is beyond the scope of this report. In fact, most consolidation studies involve consultant reports costing in the range of \$50,000 to \$75,000. Instead, this report will attempt to posit a balanced understanding of the benefits associated with the current village status as well as the potential financial implications of a structure consolidation.

The Village of Pittsford – A Vibrant Regional Asset

Pittsford is a vibrant and historic Erie Canal village, located seven miles southeast of Rochester in western New York. This small village, with a population of 1,355 persons and an area of approximately three quarters of a square mile, has been remarkably successful in maintaining its distinctive small town character and quality of life despite the rapid growth of the surrounding suburban area.

Pittsford is the oldest of Monroe County's ten incorporated villages. Israel Stone, the village's first settler, built the village's first structure, a log house, in 1789.

As the area surrounding the village continues to grow rapidly, residents became increasingly concerned about the effects of this growth on the village. Increasing traffic, demolition of historic buildings, commercial encroachment into historic neighborhoods, and the loss of open space led to the beginning of grass roots preservation efforts. Over the last thirty-five years, residents, business people, and government officials have worked cooperatively to preserve, enhance and revitalize Pittsford Village.

Historic Pittsford is a local grass-roots preservation organization which for thirty-five years has been an advocate for the Village by addressing local preservation issues, assisting with grants, historic designations, and educating the public about the community's history and the importance of preservation. Vocal citizens have helped Pittsford avoid the fate of several neighboring communities which have been severely compromised by roadway volume enhancement projects, excessive parking lots and demolition of historic buildings.

Today Pittsford is widely recognized for the success of its preservation efforts. The Village is fortunate to have an active citizenry committed to the preservation of a vital village center for the enjoyment of present and future generations.

Would the benefits described above be sustained if the village gave up its current political status? Arguments can be made on both side of this question. The Village is still relatively densely populated and therefore provides services such as sidewalks and street lighting that are not typical in the non-Village parts of the Town. The Village also has a very specific interest in issues of traffic calming, streetscape appearance and walkability, historical preservation, and zoning. While these issues are valued in the Town outside the Village, they take on special importance in a densely populated Village.

As evidenced by the lack of any grass roots effort to dissolve the Village, the residents have demonstrated their belief that the benefits of local autonomy outweigh the costs of maintaining a separate governmental entity.

Understanding the Financial Issues - Current Situation

Exhibit 1 of this report includes detailed property tax information relating to the current situation as it affects both Village taxpayers and those outside the Village. This data is based on the 2012 Town budget and the 2011-12 Village budget.

As with the two case studies discussed above, residents of Pittsford Village currently pay local property tax to both the town and village. The town tax paid by village resident is less than that paid by those outside the village, but by only a small amount (\$2.30 per \$1,000 within the Village and \$2.71 per \$1,000 outside the Village). When the town tax paid by Village residents is added to the Village property tax, Village residents pay a considerably higher combined tax (\$4.73 per \$1,000 compared to \$2.71 per \$1,000) when compared to town taxpayers outside the Village. Because of this double tax situation, Village residents would receive a meaningful financial benefit from dissolving the village.

Understanding the Financial Issues - Consolidation Scenario

Understanding the complete budgetary and tax implications of a structural consolidation of the Town and Village is beyond the scope of this report. In the two case studies outlined above, the Center for Governmental Research conducted a “budget crosswalk.” This exercise attempted to determine the likely disposition of each revenue and expense line item after consolidation. Some items are fully eliminated; some are fully or partially transferred from the village to the town; and some items are assigned to existing or new special tax districts.

While this report cannot analyze all cost savings that might occur with a structural consolidation, it is possible to list several reasonable scenarios in order to establish hypothetical tax implications. Three such scenarios are outlined on **Exhibit 1**. The savings described for scenario #1 would happen automatically upon dissolving the Village. The other savings scenarios are included for the purpose of analyzing “what if” situations.

- Scenario #1 assumes that only the basic governmental infrastructure functions are eliminated. This can be viewed as the minimum cost savings associated with dissolving the Village. Based on the 2011-12 Village of Pittsford budget, these annual savings would be \$37,820 (see **Exhibit 1, section 3** for details).
- Scenario #2 assumes the savings from scenario #1, and also assumes that some of the administrative expenses of the Village would be absorbed by the town and would result in an additional net savings. Based on this scenario, 25% of the combined cost of items including the clerk, treasurer, legal, and engineering would be saved (see **Exhibit 1, section 3 and section 4** for details). This savings would be \$115,846.
- Scenario #3 assumes greater cost savings potential. This scenario assumes the savings from the first two scenarios, plus a 15% savings in the combined budgets for basic municipal service departments (see **Exhibit 1, section 3 and section 4** for details).

The three scenarios above were used to explore the property tax implications of dissolving the Village. In all scenarios, taxpayers within the Village receive considerable relief while taxes outside the Village area increase. As illustrated on **Table 6** (below), taxes on current village residents would decrease by 40.4% to 41.7%, depending on the scenario assumed. This decrease is very similar to the percents shown above for Seneca Falls and Altmar (40% and 38% respectively).

Taxes for Town of Pittsford residents outside the Village area would increase by 1.7% and 3.9%, depending on the scenario. This increase is considerably less than that experienced by the two other communities studied. This results from the relatively low cost transferred to the town (no police department) and the relatively high tax base (assessed value of the properties) in the Town area outside the Village.

The analysis in **Table 6** has several limitations that should be noted:

- The cost scenarios, while reasonable, are far from exhaustive.

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

- No assumption is made about the potential for state assistance. As seen in the Seneca Falls and Altmar cases, state aid is possible and could reduce, or even eliminate, the anticipated tax increase in the Town area outside the Village.
- The disposition of the Village's current sales tax allocation, in the event of consolidation, is unknown. In the above analysis, the sales tax income is assumed to be reallocated to other units of government within Monroe County. If the sales tax could be retained within the Town, it would reduce, or even reverse, the anticipated tax increase in the Town area outside the Village.

Table 6: Consolidation Scenarios - Tax Rate and Homeowner Impacts

	Scenario #1	Scenario #2	Scenario #3
Village Area			
Tax Rate - Current	4.73243	4.73243	4.73243
Tax Rate-Consolidation Scenarios	2.82005	2.79318	2.75862
Difference:			
Tax Rate Difference	-1.91238	-1.93925	-1.97381
% Difference	-40.4%	-41.0%	-41.7%
Impact on homes valued at:			
\$ 100,000	-\$191.24	-\$193.93	-\$197.38
\$ 150,000	-\$286.86	-\$290.89	-\$296.07
\$ 200,000	-\$382.48	-\$387.85	-\$394.76
\$ 250,000	-\$478.10	-\$484.81	-\$493.45
\$ 300,000	-\$573.71	-\$581.78	-\$592.14
Town Outside the Village			
Current Tax Rate	2.71323	2.71323	2.71323
Consolidation Scenarios	2.82005	2.79318	2.75862
Difference:			
Tax Rate Difference	+0.10628	+0.07995	+0.04539
% Difference	+3.9%	+2.9%	+1.7%
Impact on homes valued at:			
\$ 100,000	+\$10.68	+\$ 8.00	+\$ 4.54
\$ 150,000	+\$16.02	+\$11.99	+\$ 6.81
\$ 200,000	+\$21.36	+\$15.99	+\$ 9.08
\$ 250,000	+\$26.71	+\$19.99	+\$11.35
\$ 300,000	+\$32.05	+\$23.99	+\$13.62
See Exhibit 2 for additional details.			

CONCLUSION

The Pittsford Community Collaboration Task Force felt it had a due diligence responsibility to understand the issues associated with a structural consolidation of Town and Village Government. This report meets that obligation by laying out the issues and analyzing their impacts.

Consideration of dissolving the Village of Pittsford is a complex issue that goes well beyond the fiscal factors. Consolidation - a decision that could only be made by residents of the Village of Pittsford - is not recommended here. However, town and village residents and officials should remain cognizant of the fiscal burdens that result from the existence of overlapping jurisdictions.

Notes:

1. The villages are: Brockport, Churchville, East Rochester, Fairport, Hilton, Honeoye Falls, Pittsford, Scottsville, Spencerport, and Webster. East Rochester attained the unusual status of a conterminous Town/Village in the 1980's.
2. 70 villages in New York State are in more than one town. Prior to becoming a Town/Village in the 1980's, the Village of East Rochester was part of the Towns of Pittsford and Perinton. In fact, villages are not always wholly within a single county, such as the Village of Rushville, which is partly in both Ontario and Yates counties.
3. Center for Governmental Research, *Village of Seneca Falls Dissolution Plan*, November, 2009. Data from Appendix C, Tax Impact Tables. Also, see note #4 below.
4. Tax Rates are from the Center for Governmental Research (see note #3). However, the CGR report indicates lower overall homeowner impacts (157% and 205% respectively) than shown in this report because of the elimination of refuse district charges to town residents (outside of village). This action is possible because of plans to use revenues derived from the Seneca Meadows Landfill to eliminate the refuse charge. The percentage impacts shown in tables 2 & 3 of this report are considered to be more appropriate as the application of these revenues could be made differently at town discretion.
5. Center for Governmental Research, *Elector Initiated Dissolution Plan and Report for the Village of Altmar*, August 3, 2011, p.13 (Table F5).
6. The Plan must contain eight elements established by law. Among these are: a plan for disposition of property; a summary of outstanding obligations; and a fiscal analysis. For a summary of all requirements see: New York State Department of State, "Local Government Handbook" Chapter VIII, Village Government (web reference: http://www.dos.ny.gov/lg/publications/Local_Government_Handbook.pdf)

Exhibit 1

Pittsford Town/Village Consolidation - Financial Analysis

Item	Current ¹	Consolidation Scenario #1 ²	Consolidation Scenario #2 ²	Consolidation Scenario #3 ²
1. Property Tax Data - Current & Three Consolidation Scenarios				
<u>Current - Town:</u>				
Property Tax Levy	7,808,996			
Levy - Whole Town (incl. Village)	6,668,696			
Levy - Add'l Pt Town (outside Village)	1,140,300			
Tax Rate - Village	2.29648			
Tax Rate - Outside Village	2.71323			
Assessed Value-Village	167,721,895			
Assessed Value-Outside	2,736,153,200			
<u>Current - Village:</u>				
Village Property Tax Levy	417,900			
Village Tax Rate	2.43595			
Village Assessed Value	167,721,895			
<u>Combined Village:</u>				
Town Tax Rate	2.29648			
Village Tax Rate	2.43595			
Total Combined Tax Rate	4.73243			
<u>Consolidation Scenarios:</u>				
Old Town levy		7,808,996	7,808,996	7,808,996
Old Village levy		417,900	417,900	417,900
Less: Savings ²		-37,820	-115,846	-216,197
Consolidated Levy		8,189,076	8,111,050	8,010,699
Combined Assessed Value		2,903,875,095	2,903,875,095	2,903,875,095
Consolidated Tax Rate		2.82005	2.79318	2.75862

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2. Property Tax Comparisons				
<u>Comparison:</u>				
<i>Village Area:</i>				
Current Combined Tax Rate		4.73243	4.73243	4.73243
Consolidation Scenarios		2.82005	2.79318	2.75862
Difference		-1.91238	-1.93925	-1.97381
Decimal Difference		-0.40410	-0.40978	-0.41708
% Difference		-40.41011	-40.97789	-41.70817
<i>Town Area (outside Village):</i>				
Current Tax Rate		2.71323	2.71323	2.71323
Consolidation Scenarios		2.82005	2.79318	2.75862
Difference		+0.10682	+0.07995	+0.04539
Decimal Difference		0.03937	0.02947	0.01673
% Difference		+3.93700	+2.94667	+1.67291
3. Cost Saving Scenarios				
<i>Savings - Scenario #1 - Eliminate Only Governmental Infrastructure Costs</i>				
Village Board		22,561		
Village Mayor		14,859		
Elections		<u>400</u>		
Total		37,820		
<i>Savings - Scenario #2 - Eliminate Governmental Infrastructure Costs, Plus 25% of Administrative Costs</i>				
Scenario #1 total			37,820	
25 % of Administrative			<u>78,026</u>	
Total			115,846	
<i>Savings - Scenario #3 - Eliminate Governmental Infrastructure, 25% Administration Costs, Plus 15% of Non-Administrative General Fund Costs</i>				
Scenario #2 total				115,846
15% of Non-administrative				<u>100,351</u>
Total				216,197

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

4. Village of Pittsford - Summary of 2011-12 General Fund Budget				
<i>Governmental Infrastructure</i>				
Village Board	22,561			
Village Mayor	14,859			
Elections	<u>400</u>			
Sub total	37,820			
<i>Administrative Costs</i>				
Clerk	129,742			
Treasurer	32,576			
Law	88,000			
Engineer	2,000			
Records	10,208			
Buildings	27,460			
Special Items	<u>22,119</u>			
Sub total	312,105			
<i>Non-Administrative Costs</i>				
Public Safety	49,738			
Transportation	335,880			
Culture & Recreation	41,900			
Home and Community	51,754			
Employee Benefits	169,735			
Transfers	<u>20,000</u>			
Sub total	669,007			
Total - General Fund	1,018,932			

Notes:

1. 2012 Town of Pittsford Budget & 2011-12 Village of Pittsford Budget
2. All scenarios are based on dissolution of the village and assumption by the town of all municipal functions. The scenarios anticipate gradually greater levels of net cost savings, moving from the minimum (Scenario #1) to greater levels of savings. See section 3 (page 48) above for details.
3. All current non-property tax revenues of the village are assumed to transfer to the Town, except the sales tax. See page 43 for a discussion of this issue.

Appendix A



Pittsford Schools



Pittsford Collaborative Leadership Team

PITTSFORD COMMUNITY COLLABORATION TASK FORCE

BACKGROUND

The Pittsford town, village and School District have a strong commitment to and a long history of collaboration; many examples exist of successful shared projects and services. To strengthen this partnership, and to most effectively and efficiently serve the Pittsford community, the Pittsford Collaborative Leadership Team was founded in 2003 for regular meetings and communications across entities. The Leadership Team is comprised of Pittsford town, village and School District officials. Annually, the respective board/trustee groups reconfirm a commitment entitled “Collaboration Compact” which includes Principles of Collaboration. The thoughtfully agreed upon shared mission of this collaboration is: “...the betterment of all who live, work, play and learn in the Pittsford community” while continuing to achieve the mission and goals of each entity.

In 2011, the Leadership Team desired to identify for consideration additional and/or new ways to collaborate in the best interest of our community. To that end, the Leadership Team created a new ad hoc committee called the Pittsford Community Collaboration Task Force and issued the following charge to inform the work of this group.

CHARGE

The Pittsford Community Collaboration Task Force is charged with the following tasks:

- Identify a comprehensive list of current collaborative efforts and include a description of benefits, monetary and other, realized by the community as a result of these efforts.
- Research effective and creative methods of collaboration used by other communities.
- Consult with staff and brainstorm with community members regarding new and creative ideas for future collaborative efforts.
- After the above research and consultation, provide strengths and weaknesses including potential cost savings for the most promising collaborative opportunities.

- Conduct other tasks as approved by the Leadership Team.

COMMUNITY COLLABORATION TASK FORCE MEMBERSHIP

Task Force membership (see committee list below) is composed of nine community representatives selected from a community-wide pool of applicants. Two representatives each from the town, village and School District also sit on the committee as liaisons. Other community members may also be included for input as needed for identified topics.

TIMELINE

Task Force members were determined as of September, 2011 with the committee beginning its work in October of that year. The committee will provide interim project reports to the Leadership Team and a final report is due by June 30, 2012.

Appendix B

PITTSFORD COMMUNITY COLLABORATION TASK FORCE MEMBERS

Sandy Zutes, Town Supervisor (Town liaison)

Paul Schenkel, Commissioner of Public Works (Town liaison)

Trip Pierson, Village Trustee (Village liaison)

Lorie Boehlert, Village Trustee (Village liaison)

Michael Pero, Assistant Superintendent of Human Resources (School District liaison)

Jeff Beardsley, Director of Operations (School District liaison)

Community Representatives*

Lisa Cove

Edward Doherty

Scott D. Hall

Paula G. Liebschutz

Diane Prososki Lockwood

Karen Pond

* The original committee also included the following members: Margaret Covney, Chair (*Resigned February 7, 2012*), Christopher Rodi, Vice-Chair (*Resigned March 5, 2012*) and Caroline Jonah Merenda (*Resigned March 6, 2012*)

Core Sub-Committees

Shared Administrative Services, Planning, Zoning and Development

Scott D. Hall

Paula G. Liebschutz

Karen Pond

Shared Services DPW/Highway/Operations

Scott D. Hall

Paula G. Liebschutz

Shared Information Technology

Karen Pond

Shared Parks, Fields and Recreational Services

Lisa Cove

Edward Doherty

Diane Prososki Lockwood

Structural Consolidation

Lisa Cove

Edward Doherty

Appendix C



Pittsford Schools



Pittsford Community Collaboration Task Force

August 29, 2011	Pittsford Community Collaboration Task Force Committee selected by the Leadership Team – letters mailed
November 9, 2011	PCC Task Force – Initial Meeting
December 1, 2012	Meeting (Full Task Force)
December 15, 2012	Meeting (Full Task Force)
January 5, 2012	Meeting (Core Committee - No Liaisons)
January 19, 2012	Meeting (Full Task Force)
March 15, 2012	Meeting (Core Committee) – committee decreased to following members: Lisa Cove, Paula Liebschutz, Ed Doherty, Karen Pond, Scott Hall and Diane Lockwood
April 19, 2012	Meeting (Core Committee)
May 17, 2012	Meeting (Core Committee)
June 14, 2012	Meeting (Core Committee) Also met with Mary Alice Price, Bill Carpenter and Bob Corby
August 9, 2012	Meeting (Core Committee)
September 20, 2012	Meeting (Core Committee)
October 25, 2012	Meeting (Core Committee)
November 29, 2012	Meeting (Core Committee)
December 13, 2012	Meeting (Core Committee)
January 7, 2013	Meeting (Core Committee)
January 10, 2013	Meeting (Core Committee)
January 15, 2013	Meeting (Core Committee)
January 22, 2013	Presentation/Mtg. w/Liaisons at Barker Rd. (evening)
January 28, 2013	Presentation of Final Report to Leadership Team
May 10, 2013	Meeting (Core Committee)