

Town of Clifton & Town of Fine

Efficiency/Consolidation Study Committee Meeting

Meeting #15 – 4/27/2016 @ 6:00 p.m. @ the Town of Fine Municipal Building

Minutes

1. Attendees:

Committee Members: Jared Cooper (C), Joe DeMart (C), Roger Folsom (F), Mark Hall (F), Chuck Hooven (C), Kelly Smith (C); AD Burr “Butch” Brown*(F), Sherm Craig* (F), Brian Donovan* (F), Chris Westbrook (F)*

* attended meeting remotely

Guests: Alberta Hartman (F)

Consultants: Tom Sauter, Carrie Tuttle

2. Objectives of this Meeting:

1. Review Other Potential Service Delivery Efficiencies:

- Plow routing evaluation
- Building consolidation evaluation
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**Overall Objective for Evaluation of Alternatives Phase:
The Committee will develop a “base case” consolidated town
and evaluate alternatives outside of town consolidation**

2. Determine recommendations for efficiencies without consolidation

Summary of Tasks in this Phase of Study and Progress to Date	Status
<p>1. Brainstorm recommendations for alternative delivery of Town services</p> <ul style="list-style-type: none">• Committee completed brainstorming session on January 27, 2016• A summary of the discussion and recommendations was included in the meeting minutes	Complete

2. Categorize recommendations into specific budgets for potential cost savings to examine:



- Committee developed base case scenario for personal services delivery at February 24, 2016 meeting and contractual services at March 23, 2016 meeting.

➔ ***A subcommittee met on 3/30/16 to evaluate these scenarios; details of this meeting and recommendations follow:***

Clifton-Fine Efficiency/Consolidation Subcommittee Meeting Minutes:
Other Efficiencies: Plow Routes & Town Buildings
Attendees: Mark Hall, Roger Folsom, Kelly Smith, Tracy Typhair, Chuck Hooven
Consultants: Star Carter, Carrie Tuttle
3/30/2016

Complete

ISSUE: PLOW ROUTES

Background

- Plow routes have been mapped out by each Town
- Routes have to be planned so that drivers can take breaks, lunch and work around school schedule; carrying capacity of trucks for sand also limits the route lengths
- Clifton has 3 larger and 1 smaller truck; Fine has 4 larger trucks plus 1 smaller truck - smaller trucks take care of parking lots and narrower roads.
- Clifton and Fine each have a Highway Employee that spends 0.5 FTE of his time performing mechanic functions
- Same general routes for over 40 years with the exception that the Town of Fine stopped plowing some County Roads about 6-8 years ago and reduced 1 plow and some routes were modified
- Clifton Highway Superintendent plows the Woodhaven Water Plant and Newton Falls Sewer Plant with his pick-up truck.

Potential Changes

- Transition plowing of the Town Road that leads to the Vader property from the Town of Clifton to the Town of Fine and development IMA (regardless of consolidation); Town of Fine drives by this Clifton Road to plow existing Town roads and Clifton plow has to travel out of the way to plow; making this change would thereby improve efficiencies due to fuel and time.
- Wanakena Plow route could originate out of Newton Falls instead of Fine Highway garage; thereby

improving efficiencies due to fuel and time.

- Clifton Star Lake route could originate out of Town of Fine Highway garage; thereby improving efficiencies due to fuel and time.

Recommendations of Sub-Committee

- There may be some potential efficiency gains in plow routes (noted above); however given limitations on the lengths of routes and sand carrying capacity of trucks it's not anticipated that the efficiency gains will be significant enough to reduce the plow fleet by 1 truck or driver.
- Equipment standardization and utilization of technology to aid drivers may have payback worth investment which could result in additional efficiency improvements over the long-term. Examples of technology that may have paybacks include trucks with larger sand carrying capacity, cameras to improve safety and view of driver, etc.
- In the scenario being recommended for consolidation, there would be no change in the delivery of highway services; roads would still be plowed at the same time, etc. Over the long-term routes and staffing could continue to be assessed and may be able to be consolidated to gain additional efficiencies.

ISSUE: BUILDING CONSOLIDATION

Background

- Fine Town Hall
 - Usage: Home Bureau (monthly or every other month) – meets periodically, card parties on Friday nights (weekly), community meeting hall for bridal showers, wedding receptions, etc.; frequency of usage for events is ~1-2 times per month; may be additional usage without being scheduled through the Town Clerk; the Town does charge a fee of \$30/use with some exemptions
 - Costs: Building Insurance, heat – fuel oil, no phone, no internet, no security system; building cleaner; the town is not performing any repairs or maintenance on the building at this time.
 - Asset Mgmt Plan – Crawford/Stearns did building analysis ~2009 report and report indicated that keeping the building is not feasible (\$250k to \$500k). There are safety issues with the building and both the attic and basement have been locked to prevent access. The foundation is also in need of repairs and the building is not ADA compliant.
 - Town Board's position on Building – the Town will be advertising for a community meeting in June 2016 and they plan to handle this building the same way that the other community projects are being managed, which is that if there is community support to take on rehabilitating the Fine Town Hall, then the Town would support it provided that it does not result in any significant costs to the general Town of Fine taxpayers. The building is one of the oldest buildings in the Town of Fine and on the historic register. There is an old jail in the basement. Despite efforts to garner support to write grants and lead a project to rehabilitate the building the committee was not able to identify volunteers to support this project. A Damoth grant had to be declined because there were not enough volunteer base to support the work needed to utilize the grant.
- Star Lake Old School House (SOS Building)
 - Usage: SOS committee has taken over all responsibility for the building and they manage its usage.
 - Costs: no significant costs to the Town, SOS has assumed utilities including heating, electricity, and Internet. Repairs and maintenance are the responsibility of the SOS group. The Town does own the building and pay for property insurance.
- Clifton-Fine Community Center
 - Usage: Jointly owned by both Towns; used for food bank and Office of the Aging;

Schoolhouse used to be used for Community functions, new Community Center took the place of the old Schoolhouse.

- Costs: Shared by each Town, there is income from Office of the Aging (~\$300-\$350/month); building is used for community events, meetings, etc.
- Town of Fine Municipal Building – built in 1960s
 - Usage: Court, municipal offices including water department, meeting room, tax collection, election center, tourist information center
 - Costs: Insurance, utilities (heat, phone, internet, trash), building repairs/maintenance and cleaning
- Fine/Clifton Highway Garages
 - Do we construct a new Highway garage?
 - i. At this point the Committee thinks that having two garages makes sense, Deputy Highway Superintendent and/or Foreman could assist in overseeing the work the needs to be done opposite of where Superintendent reports. \$10,000 of additional salary has been included in the proposed budget and this is a very small percentage of the overall two town general fund. Since the Highway Superintendent's salary is part of the GF not the Highway fund, there is actually no decrease proposed to the Highway funds of the two towns.
- Clifton Community Center
 - Usage: USPS (pays \$800/month rent), library, court, historian, community events in basement, town offices, tax collection
 - Costs: Building insurance, utilities (phone, internet, trash), building repairs/maintenance and cleaning
 - NOTE: Building is not ADA compliant

Potential Changes

- Clifton Community Center –
 - Committee agrees that the Library and post office (\$800/month rent) should remain in the building.
 - If consolidated, it would make sense to have court in Town of Fine offices – future consideration of a new public safety/court building could be considered if improvements are necessary to bring local court into compliance and grant funding is available to offset costs to tax payers.
 - Star Lake Municipal offices make sense for new consolidate town offices.
 - Potential Savings: 1) phone line for bookkeeper in NF; 2) phone, internet service at Town office and justice court phone and internet at Clifton Community Center in Cranberry Lake.

Recommendations of Sub-Committee

- Fine Town Hall – Fine Town board to proceed with building disposition in accordance with plan in process; consider long-range plan for replacing building with Clifton-Fine Court house.
- Clifton Community Center (Cranberry Lake) – relocate town offices and court to Town of Fine Municipal offices in Star Lake; provides additional space for Library, Historian and Community Events
- Newton Falls Bookkeeper Office (part of Clifton Highway Garage) – relocate offices of bookkeeper to Star Lake with other town offices
- Fine Schoolhouse, Clifton-Fine Community Center, Clifton/Fine Highway Garages – no changes proposed.
- Records Management – include Records Management review and scanning into implementation recommendations to reduce the storage space needed for combined town offices
- Clifton-Fine Regional Water Project – although this project won't impact consolidation efforts are underway to move towards a consolidated water system that would consolidate 3 separate water systems into one and provide service more efficiently; phase 1 of this project is underway and the

<p>2nd phase has received a \$400,000 local government efficiency grant and additional funding through the NYSEFC is pending.</p> <p>NOTES: Add all Water & Sewer Plants in both Towns to map of buildings and Arena; don't include town owned parcels without structures. Correction is necessary for Golf Course Building as it is shown being located in the Town of Clifton instead of Town of Fine.</p>	
<p>3. Analyze each recommendation: delivery method, cost, and cost savings.</p> <ul style="list-style-type: none"> • Alternatives besides consolidation were analyzed and service delivery options that are viable without full consolidation discussed. Potentials discussed previously include dog control, code enforcement, and real property assessment for a total potential savings of \$15,612 (wages and benefits) plus \$3,271 (contractual) = \$18,883. • The Committee agreed that these savings could be achieved without consolidation if the Towns establish models similar to those already in place for other shared services whereby there is an IMA between the towns and one Town provides the service to the other town. In this manner, the service would not be delivered by two separate employees that work for both towns individually. Payroll and employee benefit management would be eliminated for one town. <p style="text-align: center;"><u>Progress</u></p> <p>COMPUTED SAVINGS UNDER CONSOLIDATION</p> <ul style="list-style-type: none"> • Wage Savings estimated to be \$167,183¹ (recomputed with benefits based on actual wages vs. budgeted) <ul style="list-style-type: none"> ○ Assumes Employee Benefits = avg. of 2 Towns of 48.72%; (recomputed with benefits based on actual wages vs. budgeted) • Contractual Savings estimated to be \$18,988 • Potential Savings from Other Efficiencies – qualitative efficiencies, potentially better delivery of services and long-term savings; recommendation from committee is that no quantitative efficiencies identified for 1 year post consolidation • Tax Credit <ul style="list-style-type: none"> ○ CETC estimated to be = \$353,298 <ul style="list-style-type: none"> ▪ Using 2015 Tax Levy <p>TOTAL ESTIMATED ANNUAL TAX SAVINGS FROM CONSOLIDATION IDENTIFIED = \$539,469</p> <p>POTENTIAL SAVINGS W/O CONSOLIDATION</p> <ul style="list-style-type: none"> • Wages + Contractual Savings/Yr = \$18,883 	<p>Complete</p>

¹ AUD data from 2014 is utilized to compute wage and most contractual cost savings to be consistent with financials reported in Existing Conditions Report, unless noted otherwise. Exceptions will be noted in the final report. Prior estimate of wage and benefit savings using budgeted benefits was \$167,532 w/ 47.71% benefits.

<ul style="list-style-type: none"> • Consolidation of Real Property Tax Assessment & Equalization; <ul style="list-style-type: none"> ○ Option without consolidation ○ State aid <i>UP TO</i> \$7 parcel, past years has varied from \$3.00-\$7.00 = (1,089 + 1,930 parcels) x \$3-\$7/parcel = \$9,057-\$21,113 • QUESTION – The Committee is potentially interested in identifying this as a recommendation for cost savings and efficiency improvement, regardless of outcome of consolidation; provided that there aren't additional requirements associated with the funding such as required of a re-valuation. This will be explored further before making a final recommendation. 	
<p>4. Draft Alternatives Report with the recommendations and details</p> <ul style="list-style-type: none"> • Committee discussed importance of capturing qualitative issues affected by consolidation such as the capacity within the two towns. M. Hall volunteered to draft some language to include in the report related to this item. • A. Hartman recommended that a table showing the cost impact based on assessed property values be included in the report and ads in the Bargain Hunter be placed once the draft report is finalized. • J. Cooper offered to check with the School on potential meeting dates in mid-July for the next Public Informational meeting. The meeting will be at 6:00 p.m. 	In Process

Future Meeting Schedule

Kick Off Meeting	January 28, 2015
Demographics & Taxes	February 25, 2015
Services Provided: Highway Department Part I	March 25, 2015
Services Provided: Highway Department Part II	April 22, 2015
Services Provided: Fire Department	May 27, 2015
Services Provided: General Fund Town Services – Library, Arena, Golf Course, Dog Control, Court, etc.	June 24, 2015
Services Provided: Water/Sewer	July 22, 2015
Personnel	August 26, 2015
Finances and Budgets	September 23, 2015
Review Draft "Existing Conditions/What Exist" Report & Plan for Public Informational Meeting #1	November 23, 2015
Review PowerPoint and Draft "Existing Conditions/What Exist" Report for Public Informational Meeting #1	January 4, 2016
Informational Meeting #1	January 6, 2016
Evaluation of Alternatives	January 27, 2016
Evaluation of Alternatives - Wages & Benefits	February 24, 2016

Evaluation of Alternatives - Contractual Expenses, Other Efficiency Improvements & Tax Credits	March 23, 2016
Evaluation of Alternatives – Quantify Other Efficiency Improvements, Evaluate Alternatives outside of town consolidation	April 27, 2016
Evaluation of Alternatives – Draft Report	May 25, 2016
Evaluation of Alternatives – Finalize Draft Report and Prep for 2 nd Public Meeting	June 22, 2016
Public Informational Meeting #2	July 2016
Implementation Plan - Recommendations & Final Report	August 2016
Public Information Meeting/Hearing	September 2016