

Government Modernization Consulting Services Proposal to Consensus CNY

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Prepared for:
Commission on Local Government Modernization for
Syracuse and Onondaga County, New York

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EXECUTIVE SUMMARY

CGR is pleased to respond to Consensus CNY’s request for proposal to provide local government modernization consulting services in support of the newly-established Commission on Local Government Modernization for Syracuse and Onondaga County. The assistance sought by the Commission requires a consultant team with deep experience not only in public sector efficiency strategies and local government financial distress, but also a keen understanding of organizational capacity, government service delivery, community expectations and public engagement.

As New York State’s leading organization on the issue of local government efficiency improvement and change management, we strongly believe CGR’s team of government management, municipal restructuring, public finance, budget and service delivery experts is ideally positioned to deliver assistance to the Commission – *both* at the “macro” level, documenting existing conditions and establishing a shared information baseline for all stakeholders, *and* at the “micro” level, identifying and analyzing opportunities to reform suboptimal fragmentation through enhanced collaboration, shared services and / or consolidation.

For decades, CGR has been an industry leader in analyzing, advising and implementing fiscally sustainable solutions for local governments. We would be honored to put our nearly 100 years of public sector experience to work for the Commission, driving *results that matter* to local governments and, most importantly, the region’s residents and taxpayers.

Since 1915, CGR has delivered results to the municipal, education, nonprofit and business-civic sectors through objective analysis, mission-critical data and strategic counsel. We have become a thought leadership partner of choice by empowering innovative solutions in the public interest. Trusted for our independence and breadth of experience

spanning nearly a century, CGR delivers expert solutions in government management, economics / public finance, education, health / human services and community data and information. Proudly headquartered in Rochester, New York, CGR has served communities throughout New York, New Jersey, Ohio, Pennsylvania and Massachusetts. In the core competencies sought by the Commission for this engagement – local government services, budget analysis, efficiency improvement and public engagement – CGR has a deeper portfolio of work with more New York localities than any other similar organization.



As demonstrated in this proposal, CGR brings to this project an industry-leading team of experts on the issues of local government management,

finances and efficiency. No organization has delivered more technical assistance to New York's local governments on these issues than CGR. Our work in the past ten years alone includes dozens of municipal service, budgetary and planning restructuring engagements; service delivery redesign efforts; and projects that resulted in the largest municipal consolidation in New Jersey in a century *and* the largest village dissolution in New York history.

Our team is extremely well-positioned to deliver the targeted, yet flexible services required by the Commission for this engagement. Moreover, our unwavering commitment to bringing the broader community along in the process ensures the Commission's work will catalyze an inspiring, engaging and educational dialogue for all of the region's stakeholders.

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Project Objectives

We understand the primary objectives of the Consensus project to be as follows:

- Provide analytical support, subject matter expertise and project management to the Commission;
- Develop objective, accessible and data-based decision tools through a review of the state of local government throughout Onondaga County – 19 towns, 15 villages, a city and a county – to document which jurisdictions provide which services, the extent of

functional overlap among them, the unit costs of delivering public services, and areas of inefficiency and / or fiscal instability;

- Evaluate “best practices” from throughout the country (as well as throughout New York State) that can inform options for the Commission and community’s consideration;
- Develop a series of potential alternatives for improving service delivery and cost-effectiveness among Onondaga County’s local governments, through shared services, collaboration, functional consolidation, administrative mergers and / or other forms of restructuring;
- Deliver a plan consistent with the Commission’s final recommendations; and
- Ensure a robust public engagement effort is launched at project inception and sustained throughout the study process.

CGR’s proposal outlines a countywide government modernization effort that would be completed within approximately 15-to-18 months, incorporating time for data collection, analytical review and community education, and consistent with the timeframe specified in the request for proposal.

Fundamental Principles of CGR’s Work

Our deep commitment to a transparent study process reflects the Commission’s desire to inform not only elected and appointed decision makers, but the broader community of residents and stakeholders throughout the County. Our experience validates that for such projects to be effective – both during the study phase *and* any implementation component – a broader net of engagement must be cast to ensure a shared partnership in moving efficiency improvements forward.

Key Points

- ***We see CGR’s role on a project like this as one of strategic information provider, not decision maker.*** Our expert staff performs a comprehensive review of existing conditions and generates a *range of options and opportunities* for enhancing efficiency and effectiveness. Through detailed review and fact-based analysis, we strive to assist officials and the communities they serve in making *the most informed decisions possible* about structures, services and investments, and fully understanding the tradeoffs inherent in such decisions.

- ***We believe that in order to evaluate the efficiency of public sector operations, it is important to acknowledge stakeholder / community priorities as part of the process.*** This context is critically important as a government evaluates not only where its resources are currently being invested, but as it considers how efficiencies in one area may enable reallocation of scarce resources to other areas capable of producing better returns on investment.
- ***We believe that any evaluation of efficiency opportunities must be holistic, examining all parts of the organization in context.*** This is because the resources available to any government are finite. A dollar spent in one department is a dollar that cannot be spent on other priorities. Similarly, a dollar saved in one part of the organization is a dollar “freed up” to invest elsewhere – whether to enhance other services, provide taxpayer savings or protect against future fiscal stress.

As with any public sector efficiency study with which CGR has been involved, our proposed approach for Consensus and the Commission is predicated on two fundamental objectives.

Objective, Fact-Based Collection and Review of Data

An objective collection of basic data and facts is essential to building a shared information foundation for *any* examination of finances, operations and services. To meet this goal, our deeply experienced staff team spends time on-site meeting with key stakeholders, interviewing officials and department heads, and gathering a significant amount of data regarding budgets, operations, governing structures and resource allocation / deployment.

Facilitate an Active Public Engagement Strategy and Two-Way Information Flow

Our experience confirms that, irrespective of the end result, any efficiency improvement project must encourage an active, transparent and open flow of information between the assigned project management team (in this case, the Commission) and the broader community of stakeholders, including residents. That includes *both* report-outs to the public *and* regular, accessible means for the public to engage with, inform and be informed by the study process. CGR has developed a long-standing reputation as a leader in facilitating public outreach and engagement as part of our work with government entities. We look forward to putting that experience into practice for the Commission.

STATEMENT OF PROPOSED SERVICES

As noted above, our extensive experience working with communities and their local governments on efficiency, collaboration and modernization efforts validates that, in order to be effective, such initiatives must be predicated on meeting two fundamental objectives:

- *An objective, fact-based collection of relevant data and information (both quantitative and qualitative) about how the local governments operate, govern, fund the cost of services and meet the needs of their community, and*
- *Communicating regularly and openly with the public, from the outset, in a way that educates, informs and encourages active feedback from residents and other stakeholder groups.*

In order to most effectively meet these fundamental objectives *and* the primary substantive goals of the Consensus effort, we propose dividing the project into the following phases. Our detailed work plan is provided below. The final work plan is subject to revisions based upon the initial kickoff meeting with the Commission and other revisions that are required and approved by CGR and the Commission as the project progresses.

The methodology is predicated on the assumption that our project team will have full access to financial information and operational records for all municipalities, and that the Commission will assist in identifying relevant records and critical staff / stakeholders to be interviewed; providing both general context and regular feedback throughout the project; and working in conjunction with the project team to ensure, to the best extent possible, the active participation of all local government units throughout the county.

The methodology is described below in a series of distinct tasks, for ease of understanding and to give a better sense of project “flow.” In reality, however, certain tasks will necessarily overlap as the project progresses. At a minimum, the community engagement efforts referenced in Phase 1 will commence at the very start of the project and be sustained throughout the engagement.

CGR’s approach to government efficiency / modernization efforts is generally structured around two basic study components across a series of connected phases, and corresponds well with the “Scope of Consulting Services” identified in the Commission’s RFP. The first, a ***Baseline Component***, is focused on documenting “what exists today” in each local

government unit – financially, operationally and administratively. The Baseline Report is a comprehensive, stand-alone deliverable that serves to establish a shared information foundation for the project team, the Commission and residents / stakeholders throughout the region. With the Baseline Phase completed, the project pivots to the second step, an **Options Component**, during which the project team and Commission explore a *range* of potential options for enhancing efficiency, rationalizing service delivery frameworks, streamlining processes, reducing costs and improving competitiveness across the county’s local government units.

Phase 1 | Project Initiation

CGR’s project team will meet with the Commission as soon as possible following receipt of a signed contract. At this kickoff meeting (which we suggest be an open public session, as with all other Commission meetings), we will:

- Discuss the context of the current modernization effort, in terms of previous efforts (*e.g.* Brookings Institution’s 2013 *Agenda for Economic Opportunity*, Syracuse 2020, etc.) and current community / regional issues;
- Overview the goals and objectives of the study;
- Review the scope of the project and, consistent with item a) in the RFP’s “Scope of Consulting Services,” collaborate on a final approved project design identifying project scope, milestones, communication standards, deliverables, timeline and resource requirements;
- Clarify the role of Commission members and, to the extent necessary, any subcommittee structure;
- Agree on a protocol for conveying information to the Commission, the public and governmental units within the region, and identify individual(s) who will act as liaison to the project team and the Commission;
- Work with the Commission to identify key stakeholders who should be interviewed as part of the Baseline Review;
- Formulate the public engagement strategy, including the use of a project website to readily convey information to the community and key stakeholders throughout the region, consistent with item b) in the RFP’s “Scope of Consulting Services”; and

Item A

in RFP’s Scope of Consulting services

Item B

in RFP’s Scope of Consulting services

- Identify data and information resources required by the project team in the immediate term.

Subsequent to this meeting, the project team will submit a final project work plan to the Commission and, subject to its signoff, will post the work plan and project timetable / flowchart to the website to facilitate the understanding of residents and stakeholders throughout the region.

***Public Forum #1:** At the discretion of the Commission, CGR strongly suggests the project team help facilitate a first public forum during the project's first month. This meeting would be the first in what CGR anticipates to be three public forums during this project – the other two occurring at the one-third and two-thirds milestones of the project, with the Baseline Review discussed at the second forum and the Options Review at the third forum. At the first forum, prior to any data collection or analysis, CGR will offer an overview to the community regarding the study approach, objectives and all mechanisms available to the public to submit information to the Commission and project team. The forum will also provide the public with an opportunity to comment on the project and offer recommendations, concerns and feedback.*

Sustained Task | Community Engagement

CGR is committed to ensuring that the larger community has ready access to information regarding the project and that residents are regularly engaged to offer constructive feedback and insight on the project. To facilitate community education efforts, upon project inception, CGR will develop a comprehensive project website and advertise it via Commission press release to all local media outlets. We note that the Commission already has an established website at www.consensuscnny.com. We would be willing to develop a separate website to serve as a central repository of project documents *or* supply content to the Commission staff responsible for managing the existing site so that CGR's project work is seamlessly integrated into the existing site.

The website approach has proven a significant benefit in virtually all of CGR's recent local government efficiency / modernization engagements. Two recent study examples evidence the communications value of a project website: First, the site developed and administered by CGR for the Princeton, New Jersey consolidation and efficiency study from 2010-12 generated approximately 30,000 "hits" during the study process alone; second, the website created for the same community to facilitate public outreach during the merger implementation process in 2012 had generated nearly 40,000 page views in its first seven months, with users downloading thousands of copies of reports, meeting minutes and key data items used by the project team. Over the full term of CGR's engagement on this project, the study websites generated in excess of 100,000 page

views and tens of thousands of report and data downloads. Similarly, the website created for CGR’s Chester, New Jersey government modernization project generated more than 21,000 “hits” in its first ten months alone, more than 2.5-times the total population of the Chester community, with users downloading reports, meeting minutes and key data items used by the project team.

No other organization can match CGR’s deep experience – particularly in New York State communities – in developing and implementing robust public engagement strategies around local government efficiency efforts. Our team will work with the Commission to establish a communications strategy that is *educational* and *engaging*, providing recommendations to the Commission on how it can most effectively engage with community organizations, civic groups, neighborhoods and related organizations as the study process moves forward.

Our approach is built around three key components:

- A comprehensive project website, as discussed above;
- A series of public forums, as discussed above, which will complement the Commission’s regularly-scheduled open meetings; and
- Positioning members of the Commission to be “out and about” in the community, delivering project updates (informed by CGR’s project team) to key regional stakeholder groups and soliciting resident and stakeholder feedback on the project.

Sustained Task | Commission Meetings

Consistent with item c) in the RFP’s “Scope of Consulting Services,” as well as with CGR’s staffing approach in nearly every other local government efficiency / modernization project with which we have been involved, one or more members of the project team will participate in the Commission’s monthly meetings and, to the extent a subcommittee structure is utilized, meetings of the Commission’s subcommittees. CGR’s geographic proximity to Syracuse and Onondaga County is a significant advantage in this regard, allowing our project team to be “hands on” and present at Commission meetings on a regular basis. Although we do not anticipate utilizing teleconference or videoconference services for participation in regular Commission meetings, to the extent possible and permitted by the Commission we will explore this option for subcommittee meetings or sessions which occur outside of the Commission’s normal monthly schedule.

Participation by CGR’s project team in the Commission’s regular meetings will be focused on informing discussion on critical issues,

Item C
in RFP’s Scope of
Consulting services

providing guidance on time-sensitive agenda items and actively discussing project status, obstacles and next steps. Our presentations to regular Commission meetings will be designed with the Commission as the *primary* audience, but also with an eye toward informing any members of the public who may be in attendance *as well as* regional stakeholders who may not be able to attend the session.

Although the project team will be responsible for maintaining an ongoing summary status of the project including open issues, decisions made, potential obstacles and resource gaps, it is our expectation that the Commission itself will be responsible for compiling official minutes of the Commission and its subcommittees.

Phase 2 | Baseline Review of Current Administration, Operations and Finances

Item D
in RFP's Scope of
Consulting services

The starting point for any evaluation of potential efficiency / modernization options is a comprehensive, objective and informed review of *what exists today*. Thus, as soon as practicable after the project initiation meeting, CGR will begin the process of completing primary data collection for the Baseline Review. The project team will make a combination of on-site visits and information requests to local government units in the county to interview a series of elected officials / key operations staff and stakeholders; tour certain operational sites; review budgets, personnel and other operating records; identify existing cooperative arrangements (formal and informal) between and among local governments; and collect electronic or hard paper copies of key documents. This hands-on approach will enable CGR to develop a comprehensive understanding of “who does what” across the local government universe countywide. The entire base of objective information about “what exists” will be summarized in our initial report to the Commission and community – referred to as the *Baseline Report*. The report will serve as a shared information base for the options phase of the project (and beyond), and will provide an essential fact-based framework for identifying alternatives and assessing their impact.

We acknowledge that the Commission does not currently have written agreements with local jurisdictions to provide data and information for this project. CGR’s experience suggests that this project will find some local government partners willing to supply any / all information, and others less forthcoming. CGR is skilled and deeply experienced in facilitating the kind of information sharing required for an effort of this type and scale. On the one hand, our team invests time to familiarize all local government partners with the scope, purpose and direction of the project, seeking to earn their trust and cooperation. On the other hand, in cases where a local government may be less than willing to supply critical data, CGR is

deeply experienced in working with “proxy” forms of data on municipal finance and services, such as those collected and published by the Office of the State Comptroller and / or available in other public sources of information, such as Comprehensive Annual Financial Reports and audited financial statements. While we have accessed information through Freedom of Information Law (FOIL) requests in certain cases, our preference is always to access project-critical information through open, transparent dialogue and cooperation with local government units.

Key Objectives

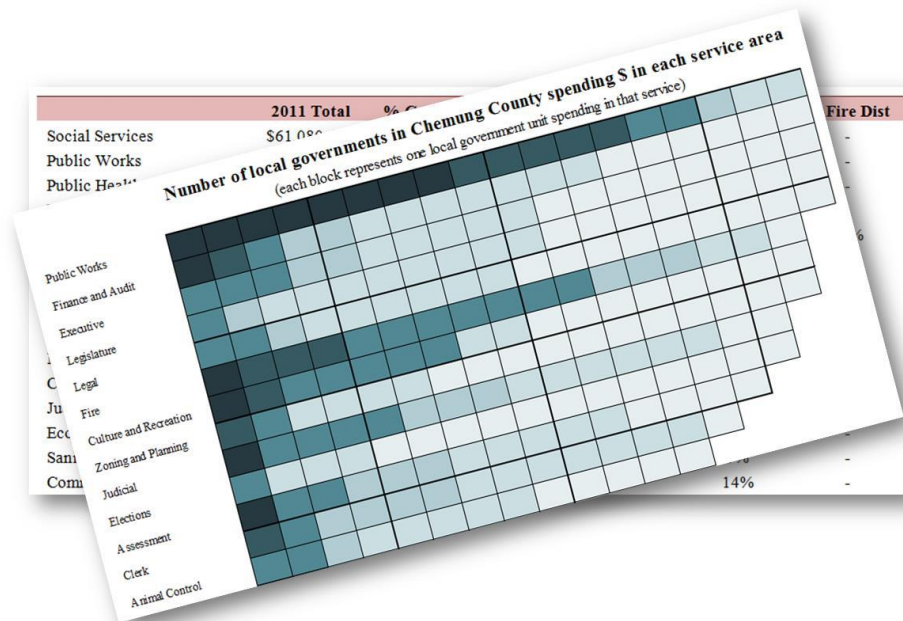
The goal of the Baseline Review is an easily accessible, yet detailed comparative analysis of the costs of local government service delivery throughout Onondaga County. To accomplish this, CGR envisions developing a web-based electronic report (capable of also being printed in hard copy format) alongside an interactive data-based decision tool that permits users of all skill levels to “drill down” into data elements for a specific local government and / or explore data elements at larger sub-regional or regional levels across the county. The tool will enable users to ask questions such as,

- What is the *total* amount of local government spending across all units in the county? How about just among town governments? Village governments? Fire districts? School districts?
- What is the total amount of spending countywide in a specific service, such as police? How about just among town governments? Village governments? The City of Syracuse?
- How many local governments spend money on public works? Police? Courts?
- How much does a particular town / village / city spend in total? On fire protection services? Tax collection? Assessment?
- What is the countywide unit cost (*e.g.* cost per 1,000 residents) of delivering a specific service, such as public works? How about just among town governments? Village governments?

The cornerstone of the electronic report and data tool would be a set of comprehensive “fiscal and service profiles” developed for each of the local government units in the county. Through analysis of current year budgets, fiscal data from the Office of the State Comptroller, and audited financial statements, the project team will develop a standard format summary presentation of each unit’s total expenditures, broken out by major category; total revenue, broken out by major category; tax reliance by major category (*e.g.* property, sales); third-party revenue reliance (*e.g.* state aid, federal aid); and, to the extent data are available, the size of the

public workforce in each unit in order to document a key component of the region’s municipal service delivery infrastructure.

CGR has developed for other New York counties – and envisions creating for the Commission – a series of detailed “infographics” illustrating the density of spending and functional convergence across all local governments in the region. As demonstrated in the following excerpted graphics, the presentations can prove a powerful resource for illustrating quickly and powerfully *how many* local governments in the region are *performing which functions* and *how much they spend* in doing so.



		2011	Share of Total	Per Capita
County	Chemung	\$213,061,137	69.4%	
City	Elmira	\$55,341,059	18.0%	
Towns	Ashland	\$597,458	0.2%	
	Baldwin	\$367,653	0.1%	

In combination, the County, City, towns, villages and fire districts in Chemung spent a total of \$309 million in 2011, about \$3,479 per capita.

	2011	Per Capita ³
City	\$55.3 m	\$1,895
County	\$213.1 m	\$2,399
Fire Districts	\$2.1 m	n/a ⁴
Towns	\$27.5 m	\$462
Villages	\$10.9 m	\$910
Grand Total	\$308.9 m	\$3,479


Among local governments in Chemung, the largest cost centers are social services, public works, health, police and fire. Those services collectively represented more than \$145 million in 2011.

	Elmira Hts	\$2,928,371	1.0%	
	Horseheads	\$6,102,981	2.0%	
	Millport	\$174,591	0.1%	
	Van Etten	\$1,216,328	0.4%	\$2,094
	Wellsburg	\$511,936	0.2%	\$883
Grand Total		\$306,882,190	100.0%	

This approach will enable the project team to inform the Commission and broader community on several of the questions identified in item d) of the RFP’s “Scope of Consulting Services,” including:


**Areas of
inefficiency**

**Areas of
duplication**



By identifying the extent to which specific functions are being performed by multiple units, how much they are collectively spending on those functions and instances in which multiple service providers are delivering similar or identical functions to the same geographic areas


**Inefficiencies of
process**



While spending overlaps do not necessarily imply process inefficiencies, documented areas of spending density across local governments in the region can offer a critically important starting point for targeting further analysis, efficiency efforts and restructuring opportunities

**Regional disparities in
service delivery**

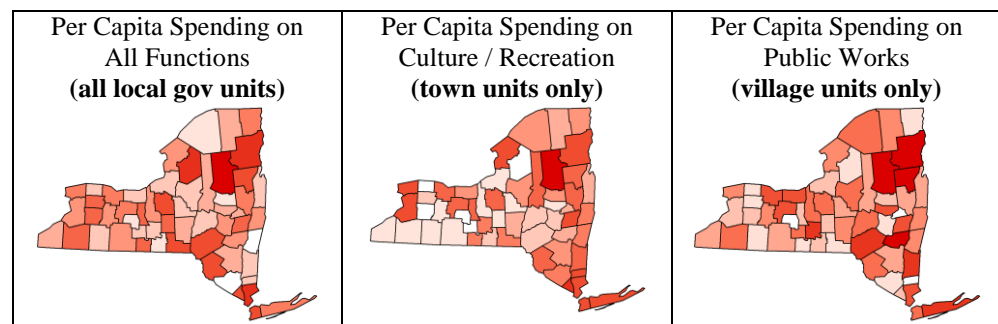
**Costs of services and
community outcomes**



Fiscal and service profiles can illustrate where different local government units are offering different types and levels of service, as well as where unit costs diverge – This can help identify “best practices” even within the region, and promote local governments learning from one another

To inform areas of existing or pending fiscal instability, the profiles and data tool will integrate existing data on municipal and school district budgetary stress, such as the Office of the State Comptroller’s Fiscal Stress Monitoring System, and the metrics in use by the newly-established New York State Financial Restructuring Board for Local Governments. Our team of experts – which includes a former director of the state financial control board overseeing the fiscally stressed City of Buffalo and Buffalo Public Schools, as well as the former finance director for the state’s third- and fourth-largest cities – is deeply experienced in working with data that identify and assess municipal fiscal challenges.

As an added tool for identifying unit cost differences across the county’s government units, CGR will also provide a series of digital “heat maps” conveying high- and low-level per capita spending in total *and* in specific functional areas. Examples prepared by CGR for a statewide project in 2010 are presented below. The same concept would be applied just to Onondaga County jurisdictions.



CGR will also produce a digital map displaying the locations of local government facilities throughout the region.

Key Data Items

The primary sources of information for CGR’s baseline fiscal and service profiles will be as follows:

- Current-year budgets for all local government units and school districts;
- Comprehensive Annual Financial Reports, audited financial statements, or, in the absence of both, annual financial report summaries submitted by local governments to the Office of the State Comptroller;
- Property tax / overlapping tax jurisdiction data from the New York State Office of Real Property Services; and

- Time series expenditure and revenue data published by the Office of the State Comptroller, for development of high-level multi-year trends regarding fiscal instability.

Depending on the level and consistency of data provided, CGR may opt to supplement the above sources with a brief data questionnaire to the county's local government units and school districts.

CGR commits to collaborating with the Commission before, during and after the data collection process to ensure the synthesis and presentation of information is in a form most useful to the Commission, residents and other regional stakeholders.

Review of Best Practices

Item E

in RFP's Scope of Consulting services

Consistent with item e) in the RFP's "Scope of Consulting Services," CGR will provide a review of government modernization efforts throughout the United States and a summary of best practices, emphasizing initiatives that align most closely with the challenges and opportunities facing the Greater Onondaga County communities.

No organization is better positioned to draft such a review than CGR, given our extensive experience working on government efficiency and modernization efforts over the past two decades. From the smallest rural communities, to the largest multi-county regions, our project team has participated in more such efforts than any similar organization. Our work has spanned all sizes, types and configurations of local government units, as well as the universe of key stakeholders – local government officials, state agencies, private foundations, business leaders and chambers of commerce among them. Our current and recent work on government efficiency and modernization across New York, New Jersey, Ohio, Pennsylvania and Massachusetts offers an ideal starting point for a review of best practices. The review of best practices will draw on projects CGR has completed *and* our deep familiarity with government reform and modernization efforts elsewhere across the country.

Public Forum #2: *At the conclusion of the Baseline Review, a second public forum would be convened and facilitated by CGR.*

Phase 3 | Review of Options

Item F

in RFP's Scope of Consulting services

Using data and information collected during completion of the Baseline Review, processed through CGR's unparalleled experience working with local government units and schools in New York and beyond on issues of efficiency and modernization, our project team will develop a series of potential options for improving service delivery and cost effectiveness in the region.

Points to Note

We would note, first, that it is our intention to provide a *range* of potential options for the Commission’s consideration, rather than a single idea. Typically, we approach our analytical review of options using a series of complementary “lenses” that recognize that cost savings is only one factor to consider when identifying which option is most acceptable to a community. The multi-lens approach serves to best inform the Commission and community about the relative impacts, benefits and tradeoffs of different options, from the more conservative (*i.e.* minimal restructuring) such as informal collaboration, information sharing and mutual aid, to the more aggressive (*i.e.* more intensive restructuring) such as shared services, consolidated functions and mergers.

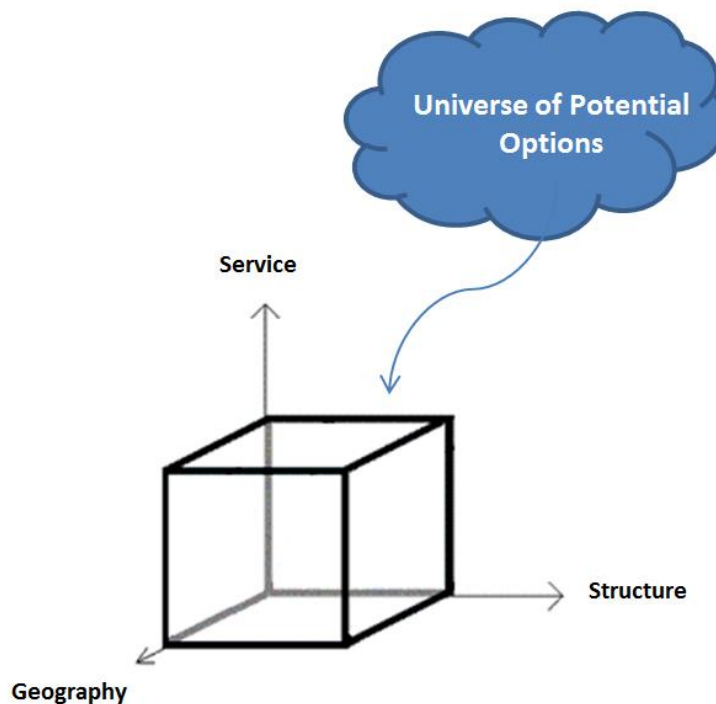
We would note, second, that CGR views the options review component of this project as fundamentally different from our standard inter-municipal efficiency / shared service / consolidation project in an important way. Whereas those projects *begin* with “willing participants” interested in analyzing in detail the feasibility of restructuring their specific operations, the Consensus project begins at a higher level in that it *seeks to identify options and potential service delivery / cost impacts of a range of alternatives*. As we understand the process, the Commission has not identified specific entities, services or geographic areas within the county to focus on. Indeed, *all options are on the table* in the interest of evaluating which one(s) offer the greatest likelihood of rationalizing service delivery systems, reducing costs, eliminating redundancy and enhancing regional competitiveness.

As the Commission initiates this effort, it seeks to cast a wide net across all services, governmental units and corners of the County in order to determine which options are most viable and likely to be successful. The analysis done as part of this project will be at a level of detail to *inform Commission recommendations* on a preferred strategy (or set of strategies), and will position the Commission to work with potentially affected communities to develop implementation plans for moving those recommendations forward.

Approach to Options Review: Three Dimensions

The goal of the Options Review is not only to identify potential alternatives that may enhance efficiency and reduce costs and redundancy across the county’s local government units, but also to *prioritize* for the Commission the areas that have the greatest potential and feasibility. CGR’s experience suggests that there will be no shortage of opportunities for improvement, but that *prioritizing* among them is critical to the initiative’s long-term success.

CGR's options review will be designed along three dimensions: Services, Geography and Structure:



Service Dimension

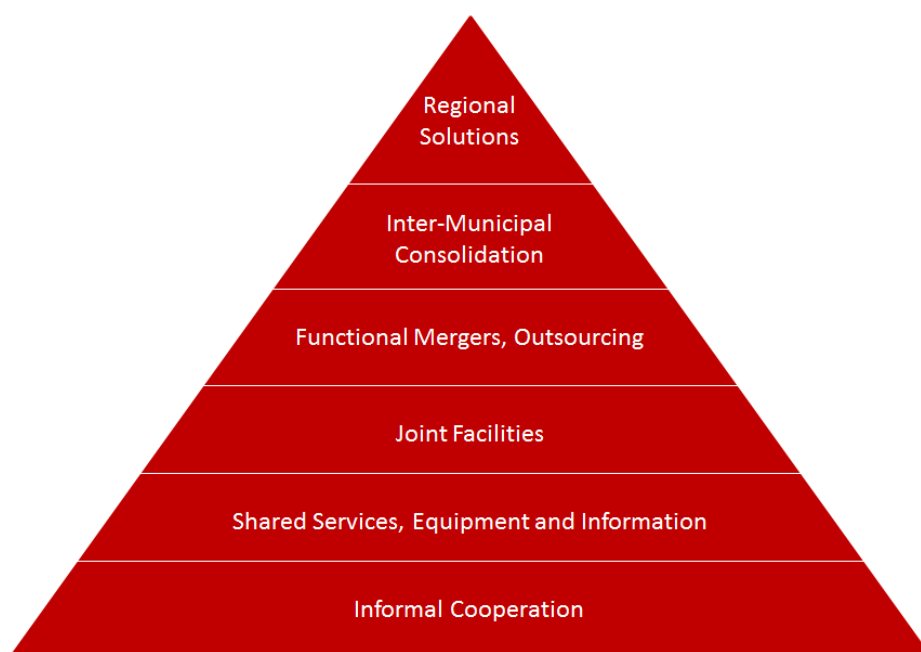
First, using data and information collected during the Baseline Review, CGR will review the high-level feasibility and potential impact of efficiency-enhancing and cost-reducing alternatives in *each* service area. Again, our approach will be intended to inform the Commission's decision on a preferred plan, rather than to develop a detailed implementation plan at the level of individual units of government. By considering the feasibility and potential impact of adjustments in *each* service area, the Commission will be well-positioned to target its community engagement and advocacy efforts around those options that have the greatest opportunity to be implemented *and* "move the needle" on improving service delivery and cost effectiveness.

Geographic Dimension

Second, using data and information collected during the Baseline Review, CGR will review individual government units at a high level to determine inter-municipal *pairs, partnerships or groups* that offer the greatest potential for realizing the efficiency enhancements and cost reductions contemplated in the services review. These may include combinations like town-town, town-village, city-county, countywide, county subunits, special district-special district, and others.

Structural Dimension

Third, the project team will examine potential options involving pairs, partnerships or groups in a series of services using a *range of potential collaborative structures*. Those structures fall along a continuum, from less intensive change (e.g. informal cooperation and basic shared services) to more intensive change (e.g. functional mergers or wholesale government consolidations).



CGR brings deep experience working with local governments and key stakeholders – in New York State and elsewhere – on each level of the continuum, which uniquely positions our team to inform the Commission’s recommendations. In addition, CGR has experience working with communities to develop *incentive structures* for inter-municipal cooperation, something which the Commission’s RFP rightly notes as an option to consider.

Options Review: Reporting Format

As noted above, CGR understands that the Commission seeks to cast a wide net across all services, governmental units and potential structures in order to determine which options are most viable and likely to be successful in enhancing efficiency and reducing costs. The reporting format of the Options Review will be developed with that goal in mind. Identification and analysis of options will be done *not* at a fully detailed implementation level, but rather at a level that can best inform two items:

- First, the Commission’s recommendations and endorsement of a preferred plan; and
- Second, the next-phase process which will follow this project, focusing on the Commission and regional stakeholders’ efforts to engage local communities and advocate for options that have the greatest opportunity to yield improvements in service delivery and cost effectiveness.

In developing options for the Commission’s consideration, CGR will produce “white paper” narratives highlighting the potential service (*i.e.* which functions?), geographic (*i.e.* which pairs or groups of governmental units?) and structural (*i.e.* which form of restructuring or collaboration) characteristics of the opportunities identified by the project team. We anticipate this being an iterative process, with options suggested by CGR and supplemented by the Commission and regional stakeholders.

For each option, CGR’s project team will develop data-driven estimates of the range of potential efficiency savings and / or service impacts that may result. Our project team will also rate at a high-level the implementation challenges that each option would likely face, since the Commission’s eventual recommendations and endorsed plan will have to balance the potential service and cost savings benefits of any changes against the likelihood of achieving full implementation.

Public Forum #3: *At the conclusion of the Options Review, a second public forum would be convened and facilitated by CGR.*

Phase 4 | Delivery of Plan

Item G
in RFP’s Scope of
Consulting services

Once the Commission has endorsed a preferred plan and set of recommendations based on CGR’s review and analysis, the project team will assist the Commission in developing a concise draft of the proposal for consideration by elected officials and the broader community. We anticipate this task will be able to draw heavily from materials produced by the project team in the Baseline Review and Options Review phases, and will focus primarily on distilling those elements down to the facts and issues most critical to the Commission’s final recommendations.

QUALIFICATIONS & EXPERIENCE

About CGR

A unique resource to the public sector, CGR is an independent and award winning nonprofit corporation delivering strategic research, analysis, management guidance and implementation support to governments.

Founded in 1915 to serve the public interest, we have grown to become a leading organization in the development of fiscal and efficiency improvement plans, as well as restructuring options, for governments of all sizes and levels.

Directly related to the proposed project, CGR is an industry leader in providing strategic analytical support for independent, objective and actionable evaluations of efficiency, including internal reviews of individual governments / agencies *and* shared service and consolidation efforts spanning multiple entities. ***Since 2009, CGR has completed 58 government cost / service efficiency and consolidation projects across more than 200 local governments, ranging from service-specific assessments of individual functions in small rural communities with operations totaling less than a million dollars, to large multi-county metropolitan regions with hundreds of governmental entities and over \$15 billion in operations.*** Those projects have covered the broad range of services and issues affecting state and local governments today, including governance structures, service delivery frameworks, fiscal impact, tax collection, public safety, health and human services, public works and education.

Statement of Qualifications

CGR has extensive and unique experience in assessing and identifying alternative ways to organize governments in order to provide the most effective and efficient services. In recent years, we have conducted studies that have examined in detail every type of service provided at the local level, and have explored more cost-effective service delivery through different combinations of departmental restructurings, enterprise-wide shared services and cross-entity consolidated or unified structures. This portfolio of work demonstrates our keen familiarity with government budgets; deep understanding of administrative capacity and service delivery issues; and unmatched reputation for working with governments to analyze and achieve practical, substantive improvements in the ways they are structured and operate.

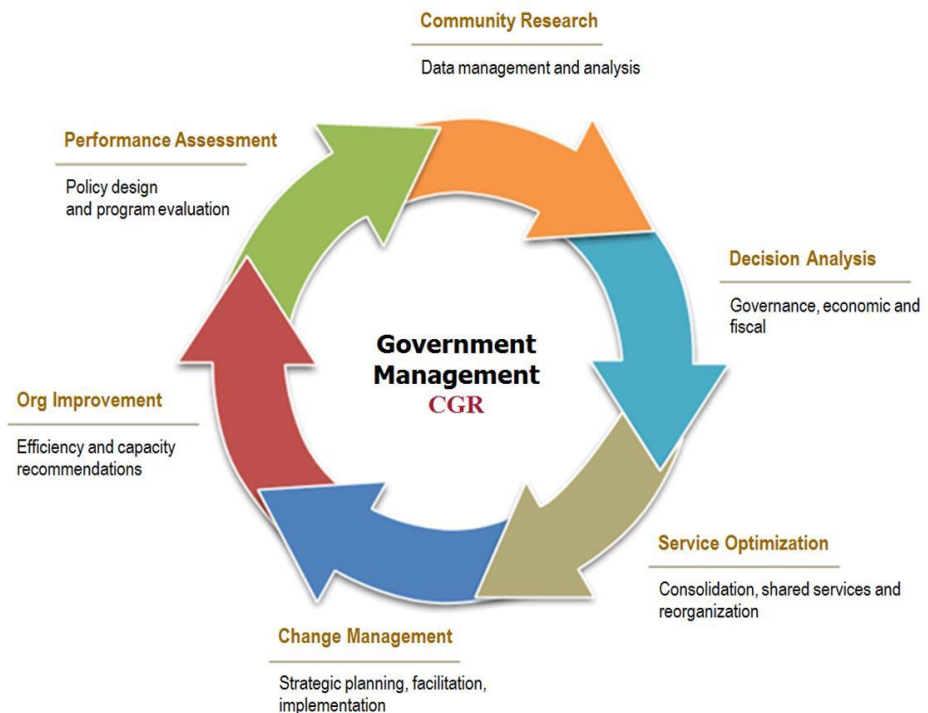
Nearly all of CGR's work has occurred at the municipal and regional levels, spanning efficiency improvement projects on the entire range of governmental combinations, from small populations in large rural areas, to mid-sized communities, to high-density urbanized areas. Our experience also includes efficiency-directed work on large countywide and multicounty efforts, including a 2008-09 engagement covering sixteen counties in the Northeast Ohio region centered on the Cleveland Metropolitan Area.

CGR has completed a significant number of municipal management, financial and restructuring projects for New York State’s local governments under the auspices of the State’s Local Government Efficiency (LGE) grant program and its predecessor, the Shared Municipal Services Incentive (SMSI) program. We have also completed work under similar programs under the auspices of Ohio’s Local Government Innovation Fund (LGIF) and Massachusetts’ District Local Technical Assistance (DLTA) program.

For more information on CGR’s qualifications and diverse project portfolio, see our website at www.cgr.org.

Summary of Relevant Prior Experience

Each local government management, financial or restructuring project tends to be different, reflecting the particular focus area(s) of the government or governments leading the initiative. To a degree, we would anticipate delivering similarly tailored services for the Commission based on the efficiency opportunities that materialize during the course of this project, the local governments it is working with and the specific issue(s) it faces.



In general, CGR’s strategic consulting on government management, finances or restructuring has typically involved the following:

- **Collection and analysis of mission-critical data.** We have delivered comprehensive assembly and synthesis of baseline (*i.e.*

existing conditions) data to *inform* efficiency efforts and related strategic planning initiatives in governments.

- ***Identification of opportunities and analysis of potential impacts.*** We have delivered guidance on alternative ways of organizing government operations, administering programs / departments, and delivering critical services, and provided quantitative and qualitative analysis of how those alternatives would compare to the *status quo*. In most cases (and at the request of most clients), our team will focus on devising a *range of options* rather than a single approach, positioning decision makers and the public to more fully understand the fiscal and service tradeoffs that typically accompany such changes.
- ***Facilitation of decision-making processes on a “preferred” approach.*** We have provided targeted assistance to move efficiency improvement efforts forward, serving as a neutral facilitator among elected officials, staff and the general public. We recognize that changes in the public sector are often difficult – even those that have the potential to produce improvements in services and / or finances. For that reason, a skilled facilitator can contribute greatly to ensuring a deliberate-yet-productive decision-making process.
- ***Management guidance on implementing efficiency-enhancing changes.*** As the path to achieving change is rarely a straight line, our team has delivered critical management assistance on implementation processes. Establishing timelines, assigning responsibility and ensuring all key stakeholders are cognizant of a) their role in the process and b) their accountability for completing specific tasks is paramount for a successful change process.
- ***Development and direction of a comprehensive public education and engagement effort.*** We have provided critical support to municipalities designed to inform stakeholders on the potential for changes *and* synthesize community feedback for inclusion in restructuring plans.

CGR’s work on local government modernization, efficiency and effectiveness has occurred at each of three levels, all of which are likely to characterize different components of the proposed work for Consensus.

Metropolitan and Regional Level

CGR has completed extensive work on government efficiency at the countywide level, as well as the multi-county metropolitan level. One such

engagement was our 2008-09 landmark project in Northeast Ohio for a consortium of foundations and chambers of commerce. That project, which established an infrastructure for the region's local government efficiency efforts, spanned hundreds of governments in the 16-county region surrounding metropolitan Cleveland. One of the most critical deliverables produced by CGR was an interactive online data clearinghouse containing fiscal and service information on every general purpose local government and school district in the region, their expenditures, revenues and per-unit cost comparisons to peer regions nationally.

Community Level: Full-scale Consolidation and Restructuring

CGR has provided analytical and project management support for some of the Northeastern United States' highest-profile and most successful municipal consolidation efforts in the past decade. Those projects have typically involved CGR assessing existing conditions – fiscal and service delivery – and assessing the efficiency potential of a range of alternative approaches for governance and services. CGR has completed 22 such full-scale consolidation and restructuring engagements *just since 2010* for communities in New York, New Jersey and Ohio. In particular, CGR served as plan designer and project manager for two of the highest-profile restructurings in recent years:

- The landmark 2012 consolidation of the two municipalities in Princeton, New Jersey, which was that state's most significant local government consolidation in nearly a century and produced more than \$1 million in first-year savings to taxpayers; and
- The landmark 2011 dissolution of the Village of Seneca Falls, New York, the most populous village in state history to dissolve, which has resulted in tax reductions for former village residents.

Community Level: Functional Reengineering and Shared Services

CGR has provided similar analytical and project management support for individual municipalities and school districts, as well as *groups* of municipalities and school districts in the same community, focused on improving the efficiency and effectiveness of specific public services. We have completed 28 such functional reengineering and shared service projects *just since 2010* for communities in New York, New Jersey, Ohio, Massachusetts and Pennsylvania. That work has spanned law enforcement, fire protection, tax collection, assessment, planning and economic

development, courts, highway / public works, emergency ambulance and code enforcement.

Sample Reference Projects

In this section we provide a sample of CGR projects to reflect the diverse role(s) we have played for public sector clients around these local government efforts in recent years. We would expect the Commission's work to draw on elements of the expertise displayed in each of these efforts.

Municipal Restructuring of Princeton Township and Princeton Borough, NJ

Name of client organization: Princeton Township and Princeton Borough, New Jersey

Type of client: Local government

Project description: CGR produced the landmark analysis, plan design and fiscal / operational study that led to the 2013 consolidation of the two municipalities in the 31,000-resident community of Princeton, New Jersey. The largest municipal restructuring in New Jersey in nearly a century and first under its revised consolidation laws, generated a 4.5 percent reduction in municipal taxes in the first year. As project manager, CGR's role involved extensive budgetary review covering all operations; special (*i.e.* dedicated, self-liquidating) funds and debt; an evaluation of all municipal services; and governance / administrative functions. The analysis of budgets and the governments' respective financial positions served as the basis for the development of a comprehensive municipal merger plan designed to create operational and financial efficiencies. Notably, CGR also designed and aided in the implementation of a comprehensive community engagement effort designed to solicit feedback from residents and stakeholders on the proposed plan. Subsequent to designing the consolidation plan and completing the fiscal analysis, CGR was reengaged by the municipalities to serve as project manager for the actual restructuring implementation process in 2012. The restructuring yielded additional fiscal stability and service enhancement in its first year.

Reference: Robert Bruschi, Municipal Administrator, (609) 924-5176, rbruschi@princetonnj.gov

Reference: Marc Pfeiffer, Former Deputy Director of the State of New Jersey Department of Community Affairs, Division of Local Government Services, (609) 306-7513, marc.pfeiffer@rutgers.edu

Municipal Restructuring of Town of Rye, NY

Name of client organization: Town of Rye, New York (in cooperation with the Villages of Rye Brook, Port Chester and Mamaroneck)

Type of client: Local government

Project description: In 2010, officials in the metro-New York City communities of Rye, Port Chester, Rye Brook and Mamaroneck launched an effort to analyze the potential efficiency of dissolving the Town of Rye in order to eliminate an administrative layer of government and enhance community fiscal sustainability. In addition to dissolution and other restructuring options, the effort sought to identify efficiency improvements in existing governmental operations across the multi-municipality region. The existing governmental structure, in which two and a half independent villages are overlapped by the Town of Rye, and the Town of Rye has no unincorporated territory within it, is widely considered one of the most complex in the State of New York. CGR was engaged to deliver targeted analysis of efficiency and restructuring options for the region, testing the feasibility of a number of consolidation and dissolution models. As part of the analysis, CGR identified potential service efficiencies that could generate savings with or without full municipal restructuring. CGR designed a restructuring model that, if implemented, could result in the removal of an administrative layer of government (*i.e.* the Town of Rye) and a net savings to the three successor communities. Discussions on pursuing the restructuring based on CGR's plan continue among the municipalities.

Reference: Christopher Bradbury, Rye Brook Village Administrator, (914) 939-1121, cbradbury@ryebrook.org

Reference: Bishop Nowotnik, Confidential Secretary to Supervisor, Town of Rye, (914) 939-3075, bnowotnik@townofryeny.com

Regional Local Government Competitiveness, Northeast Ohio

Name of client organization: Fund for Our Economic Future (consortium of private foundations and chambers of commerce serving the 16-county region surrounding Cleveland)

Type of client: Private foundation

Project description: Northeast Ohio, comprising sixteen counties, the cities of Cleveland, Canton, Youngstown and Akron, and over 4 million residents, faces long-term economic challenges. It is also home to the

Fund for our Economic Future, an unprecedented multi-faceted collaboration dedicated to regional economic transformation. With support from the Samuel H. and Maria Miller Foundation, the Gund Foundation, the Chase Foundation, the Greater Cleveland Partnership and chambers of commerce in Canton and Youngstown / Warren, the Fund engaged CGR in 2008-09 to assess the cost of local government services and operations and compare those costs with peer regions. The issue was one of six key challenges for the Northeast Ohio region identified in the “Voices and Choices” public engagement initiative undertaken in 2006 by the Fund. Participants had coalesced around a regional goal to “encourage local governments to work together or combine services to reduce duplication.” CGR delivered comprehensive, objective and accessible data to drive the metropolitan area’s dialogue on government efficiency in a factual way. Our online, interactive “data dictionary” on government expenditures, revenues and service delivery empowered anyone – from elected officials to business development analysts to taxpayers – to ask questions of the data and develop answers. Our web design format helped meet the project’s goal of spurring more informed public discourse and decision making. The Fund leveraged the cost of government analysis to develop a high-profile competitive grant program (known as EfficientGovNow) investing in shared services and intergovernmental collaboration throughout the Northeast Ohio region. Further, the Governor’s Office cited the work as part of its call to action for government efficiency in its 2012 report, *Beyond Boundaries: A Shared Services Action Plan for Ohio Schools and Governments*.

References: Brad Whitehead, President, Fund for Our Economic Future, (216) 456-9801, bwhitehead@futurefundneo.org

Municipal Restructuring of City and Town of Batavia, NY

Name of client organization: City of Batavia, New York (in cooperation with the Town of Batavia)

Type of client: Local government

Project description: Acknowledging their existing governmental structure generated considerable overlap and duplication in the delivery of municipal services, the City and Town of Batavia in late 2008 appointed a consolidation study committee and engaged CGR to develop structural and service delivery options – and assess fiscal impact – for a potential restructuring of the two governments. CGR’s analysis informed development of a consolidation plan consisting of a “tiered” service delivery framework within the bounds of a newly incorporated city that preserved existing service levels while capitalizing on available

efficiencies totaling nearly \$1 million. Most importantly, CGR's analysis led to development of a model fiscal structure that would minimize cost shifts across the two municipalities while retaining services at preconsolidation levels. Based on committee approval of CGR's consolidation plan, the City and Town jointly appointed a Consolidated City Charter Task Force to draft a governing charter that would govern the consolidated city. That Task Force reengaged CGR beyond the initial planning project to develop the draft charter, a process that was completed in late 2011. While the City of Batavia has endorsed moving the consolidation forward, the Town's approval is pending.

Reference: Jason Molino, Batavia City Manager, (585) 345-6330, jmolino@batavianewyork.com

Reference: Beverly Mancuso, Former Consolidation Committee Member (and current Executive Director, Cornell Cooperative Extension Genesee County), (585) 343-3040 x110, blm34@cornell.edu

Service Restructuring of City of Jamestown and Chautauqua County, NY

Name of client organization: City of Jamestown, New York (in cooperation with the County of Chautauqua)

Type of client: Local government

Project description: In 2012, the City of Jamestown and County of Chautauqua engaged CGR to lead fiscal, operational and service analysis and planning for a proposed consolidation of the city police department within the county sheriff's office. CGR's detailed analysis built on a 2009 review by the New York State Division of Criminal Justice Services examining the opportunities and challenges involved in consolidating city and county law enforcement agencies. On behalf of a joint city-county project steering committee, CGR analyzed management / organizational and fiscal implications of a police merger; developed a number of implementation models; and analyzed the budgetary impacts of synchronizing existing collective bargaining agreements and administrative policies in order to inform the City and County's decision on whether to move forward. Based on that analysis, in March 2013 the joint committee endorsed an organizational design and implementation model to move the process forward. CGR was reengaged by the City of Jamestown in April 2013 to serve as project manager for the implementation process. In that capacity, CGR has facilitated development of a draft Inter-Municipal Agreement (IMA) that would serve as the basis for the consolidation.

Reference: Hon. Samuel Teresi, Mayor of the City of Jamestown, (716) 483-7600, teresi@cityofjamestownny.com

Reference: James Olson, City of Jamestown Clerk, (716) 483-7612, jolson@cityofjamestownny.com

Municipal Restructuring of Village of Seneca Falls, NY

Name of client organization: Village of Seneca Falls, New York

Type of client: Local government

Project description: The history-rich community of Seneca Falls engaged CGR in 2008 to assess ways to achieve a major goal: Reducing the cost of government to help stimulate economic growth in the community. CGR completed a comprehensive village dissolution feasibility study, examining management, operational and financial implications of such a restructuring in the community, with the analysis concluding that dissolution offered potentially significant savings for village taxpayers. Based on that analysis, the Village reengaged CGR in 2009 to serve as consultant to an appointed dissolution study committee. In that second engagement, CGR's role was to develop a formal plan for dissolving the Village and disposing of its assets and liabilities in a manner consistent with New York State law. CGR's final report, delivered in late 2009, presented a dissolution plan, analysis of alternatives to dissolution, and a full review of financial and service impacts. In March 2010, village voters approved dissolution, making Seneca Falls the largest village in the State of New York to have dissolved and merged with its surrounding town.

Reference: Phil Dressing, Former Chair of the Village Dissolution Steering Committee, (315) 568-9213, phil.dressing@gmail.com

Reference: Menzo Case, Former Member of the Village Dissolution Steering Committee (and current CEO of Generations Bank), (315) 568-5855, menzo.case@mygenbank.com

Additional Local Government Management, Modernization and Restructuring Clients (since 2009)

Addison, Town and Village of (NY)
 Altmar, Village of (NY)
 Aurora, Town of (NY)
 Birmingham, City of (AL)
 Broome County (NY)
 Byron, Town of (NY)

Canandaigua, Town of (NY)
 Candor, Village of (NY)
 Cape Cod Commission (MA)
 Cattaraugus County (NY)
 Chaumont, Village of (NY)
 Chemung County (NY)

Chester, Township and Borough of (NY)	Nassau County BOCES (NY)
Copley Township (OH) *	North Collins, Village of (NY)
Corinth, Village of (NY)	Norwood, Village of (NY)
Cuyahoga County (OH)	Ohio, State Auditor's Office (OH)
Dansville, Village of (NY)	Onondaga-Cortland-Madison BOCES (NY)
Douglas, Town of (MA)	Ossining, Town and Village of (NY)
Dryden, Village of (NY)	Otsego County (NY)
Dutchess County (NY)	Painted Post, Village of (NY)
East Goshen Township (PA)	Perrysburg, Village of (NY)
East Syracuse, Village of (NY)	Port Henry, Village of (NY)
Edwards, Village of (NY)	Potsdam, Village of (NY)
Fulton County (NY)	Ramapo, Town of (NY)
Gates-Chili Central School District (NY)	Ridgeway, Town of (NY)
Genesee County (NY)	Rochester, City of (NY)
Geneseo, Town of (NY)	Rockland County (NY)
Greenburgh, Town of (NY)	Schoharie County (NY)
Hamlin / Morton Fire District (NY)	SE-NY Library Resources Council (NY)
Herkimer County (NY)	Shelby County Educational Services Center (OH)
Holley, Village of (NY)	Suffolk County (NY)
Hoosick Falls, Village of (NY)	Ulster County (NY)
Hopewell, Township of (NJ)	Victor, Town of (NY)
Hudson Falls, Village of (NY)	Victory, Village of (NY)
Limestone, Village of (NY)	Washington County (NY)
Lyons, Village of (NY)	Watkins Glen, Village of (NY)
Malone, Village of (NY)	Wayne Finger Lakes BOCES (NY) **
Mannsville, Village of (NY)	West Carthage, Village of (NY)
Medina, Village of (NY)	Yonkers, City of (NY)

* On behalf of Efficient Gov Network

** On behalf of 8 of the 9 school districts in Ontario County, NY

PROJECT TEAM RESUMES

Our team of experts brings to this project deep experience in municipal operations, public finance, government efficiency, consolidation and community change management. Among our team's credentials are the following:

- Development of award-winning and historic efficiency improvement, shared service and consolidation plans for the municipal sector, including the most significant consolidation in New Jersey in a century *and* the largest village dissolution in New York State history;
- Membership on the national Government Accounting Standards Advisory Council;
- Hands-on governance and administration experience within the municipal sector, including a former Commissioner of Finance for the City of Syracuse;
- Fiscal management experience for state oversight agencies in cases of municipal distress and budgetary emergencies;
- Organizational leadership, redesign and strategic planning experience; and

- Commissioner-level experience implementing best practices and efficiency efforts in some of New York State's largest municipal governments.

Joseph Stefko, Ph.D.

Title and Role in Firm: President and Chief Executive Officer

Expertise: Municipal management, government efficiency, public sector restructuring, shared services and consolidation, public finance, organizational redesign

Previous: Deputy / Executive Director, Buffalo Fiscal Stability Authority; Associate, Senior Associate, Director of Public Finance and Vice President, CGR

Biography: Dr. Joseph Stefko is the 10th President and Chief Executive Officer of CGR, the Rochester NY-headquartered consulting research organization founded by George Eastman in 1915. CGR is an industry leader in providing strategic guidance and implementation assistance to public sector, educational and nonprofit clients.

A Buffalo NY native, Dr. Stefko was named CGR's Director of Public Finance in 2008 and Vice President in February 2012. In those capacities, he directed the organization's public finance and government restructuring engagements, working on issues related to consolidation, budgeting, municipal fiscal distress, service delivery and government management. His project work has spanned governments in New York, New Jersey, Ohio and Massachusetts. Notably, he directed CGR's landmark 2010-11 municipal consolidation engagement for the Township and Borough of Princeton NJ, which resulted in voter approval of that state's largest local government merger in nearly 100 years and, significantly, the first under the state's Local Option Municipal Consolidation law. He has spent a combined 16 years working with local governments on management, financial and restructuring issues at CGR and BFSA. Current / recent local government clients include Jamestown, NY; Chautauqua County, NY; Watkins Glen, NY; Chemung County, NY; Princeton, NJ; Hopewell, NJ; Hoosick Falls, NY; Batavia, NY; Ulster County, NY; Ossining, NY; Rye, NY; Lyons, NY; and Broome County, NY (all as project director / manager).

Dr. Stefko serves on the Government Accounting Standards Advisory Council, the national body that assists the Government Accounting Standards Board (GASB) in the standard-setting process for financial reporting by public sector entities nationwide. He is appointed to that position by the member organizations of the national Governmental Research Association.

Dr. Stefko rejoined CGR in 2008 after spending nearly 5 years on senior staff to the Buffalo Fiscal Stability Authority (BFSA), the NYS financial control board responsible for monitoring the fiscal condition of the City of Buffalo, the Buffalo Public Schools and other critical city agencies, including the Buffalo Urban Renewal Agency and Buffalo Municipal Housing Authority. He served as Principal Analyst and Deputy Director of BFSA before being named Acting Executive Director in 2007. Under the control board's guidance, the City generated more than \$230 million in budgetary savings, experienced a 4-fold increase in fund balance reserves and earned multiple credit rating upgrades from Wall Street.

Dr. Stefko worked at CGR twice earlier in his career, from 1998-00 as a Research Associate and from 2002-03 as a Senior Associate. He was recognized by Buffalo Business First as a "40 Under Forty" rising leader award winner in 2005.

He serves on the Business Advocacy and Community Issues Committee of the Rochester Business Alliance and the ACT Rochester Advisory Committee for the Rochester Area Community Foundation.

Education: He holds B.A. (Phi Beta Kappa, Magna Cum Laude), M.A. and Ph.D. degrees in Political Science from the University at Buffalo, State University of New York, with doctoral concentrations in public policy and subnational / local government. Dr. Stefko has served as an adjunct faculty member in the Department of Public Administration at the State University of New York College at Brockport, as well as the Departments of Political Science and Urban and Regional Planning at the University at Buffalo.

Brian Roulin, C.P.A., C.G.M.A.

Title and Role in Firm: Director of Public Finance

Expertise: Public finance, municipal management, local government budgeting and fiscal planning, financial reporting

Previous: Director of Finance, City of Rochester, New York; Commissioner of Finance, City of Syracuse, New York

Biography: An accomplished public finance expert and recognized leader in New York's municipal sector, Brian Roulin brings extensive experience in local government management, budgeting and fiscal planning. Prior to joining CGR in 2014, Mr. Roulin spent seven years as the City of Rochester, New York's Director of Finance where he oversaw treasury, accounting, assessment, purchasing and parking functions, and managed citywide financial reporting and accounting for the city's \$480 million budget. As finance director, he also administered cash and investments for the city and its component unit agencies, and oversaw property tax collections for the city and the Rochester City School District. Previously,

Roulin served as the City of Syracuse, New York's Commissioner of Finance and Chief Fiscal Officer for its Department of Community Development.

Mr. Roulin brings extensive knowledge of state and federal laws pertaining to city finances, funding and property taxes, and deep understanding of public sector financial reporting standards. He has performed financial and operational audits on virtually all municipal services and prepared audited financial statements and Comprehensive Annual Financial Reports (CAFR). A past president of the New York State Government Finance Officers Association, Roulin was awarded the Outstanding CPA in Government Award by the New York State Society of CPAs in 2009.

Education: He has a Masters in Accounting from Syracuse University's Whitman School of Management, and a Bachelors in Economics from Syracuse's Maxwell School of Citizenship and Public Affairs. A Certified Public Accountant (CPA), he also holds the Chartered Global Management Accountant (CGMA) designation.

Scott Sittig, M.P.P.

Title and Role in Firm: Associate Director, Government Management

Expertise: Municipal management, government efficiency, public finance, economic analysis, local government shared services and consolidation, human services

Previous: Senior Associate, CGR; Principal Management Analyst, Rochester City School District

Biography: Scott Sittig is Associate Director at CGR, where he focuses on government management efficiency and shared services / consolidation issues. Mr. Sittig's particular interest is helping leaders of local governments and nonprofit organizations identify measures that both save money and better allocate scarce resources. He is skilled at finding solutions to fiscal, economic and local government issues. He is also involved in projects involving economic analysis, public finance, human services, and education. In 2010, his work as project manager on a two-part, two-year study for the community of Seneca Falls NY was recognized with a national award from the Governmental Research Association. The national group awarded its Outstanding Policy Achievement Award to CGR for examining ways to reduce the cost of government to stimulate economic growth in the community, and subsequently for helping develop a dissolution plan for the village.

Mr. Sittig has either managed or co-directed more than 25 government management efficiency, shared service and/or consolidation studies across New York State, and in the states of New Jersey and Massachusetts. In

addition, he has played a key role in numerous other studies, including a review of childcare subsidies with regard to income eligibility thresholds for a county; the assessment of graduation rates and performance data for students in the Rochester City School District; regional economic impact studies for one of the largest employers in New York State (the University of Rochester); and marketing for CGR's economic impact model informANALYTICS.

Mr. Sittig was named Associate Director in January 2013, and except for a brief period has been a member of the CGR staff since 2007. In early 2011 he served the Rochester City School District as a Principal Management Analyst, helping the district transition to an equitable student funding model. Prior to joining CGR in 2007, Mr. Sittig served as an executive pastor, where he focused on strategic change. Previously he was executive director for a group of physicians serving the underserved, where he helped guide a strategic planning process that led to creation of a state-licensed medical and diagnostic treatment center. Other career experiences include serving as a consultant to a major social service organization and as vice president of finance and operations for a Chicago-based mission, where he helped facilitate the organization's expansion to another state and overseas.

Education: Mr. Sittig holds a B.S. in Business Administration and Sociology from Roberts Wesleyan College and a Master of Public Policy degree from the University of Chicago.

Paul Bishop, M.P.A.

Title and Role in Firm: Senior Associate, Government Management and Public Safety

Expertise: Local government efficiency, public safety operations, municipal management, emergency medical services (EMS)

Previous: Manager of Emergency Medical Services Education at the Public Safety Training Center, Monroe Community College

Biography: Paul Bishop is a Senior Associate at CGR. He is a public policy researcher with a passion for addressing public safety issues. He brings his experience of emergency response, system coordination and thorough analysis to each CGR project on which he works. He also brings the perspective of being a supervisor, educator and care provider to each aspect of analysis. His familiarity with the demands of public service allows him to look at situations from multiple points of view.

Prior to joining CGR in 2012, Mr. Bishop was the Manager of Emergency Medical Services (EMS) Education at the Public Safety Training Center at Monroe Community College for 10 years. His work focused on all aspects

of education for EMS including initial certification for emergency medical technicians (EMTs) and paramedics, as well as leadership development.

His expertise includes program assessment, strategic planning and accreditation. He has had extensive involvement and leadership roles with regional and state EMS organizations. During his tenure at Monroe Community College, he worked collaboratively with many members of law enforcement and the fire service. He was called upon to instruct for their disciplines, including on topics related to organizational leadership, personal development, and medical care. He also served for 7 years as a member of the Monroe County Local Emergency Planning Committee and was a founding member of the Western New York Emergency Management Assistance Team.

Education: He holds a B.A. in Political Science from the University of Rochester and a Master of Public Administration from SUNY Brockport.

REFERENCES

Please refer to the **QUALIFICATIONS & EXPERIENCE** section of this proposal for complete information on reference projects and contact information for officials knowledgeable about the services performed by CGR.

PROJECT COST AND SCHEDULE

Budget

CGR has developed this proposal based on the scope of work envisioned in the Commission's RFP and our experience working on governmental efficiency projects across New York and other states. We estimate that implementation of our scope of services for Phases 1-4, from Project Initiation through the Baseline / Options Reviews, and including the public engagement and plan delivery components, would require approximately 1,030 hours of total staff time.

We propose a total fixed fee of \$181,000 to complete Phases 1-4, broken out as follows:

Consultant Fees	\$176,305
Travel Fees	\$4,695
Total	\$181,000

CGR expects that the Commission will be responsible for costs / logistics related to securing meeting venues and any legal / public meeting announcements as may be required.

The composite hourly rate for CGR's government management team based on staff assignment by task for this engagement is \$170. Per the requirements of the RFP, below we present 2014 hourly rates for all personnel assigned to this project:

President / CEO	\$250 (Project Director)
Directors	\$215
Senior Associate	\$120
Research Associate	\$102
Research Assistant	\$82

CGR is eager to work for the Commission and the Greater Onondaga region on this critically important project. To any extent our proposal as scoped and budgeted does not meet with the Commission's expectations for this project, we are happy to discuss revisions in either approach or cost to ensure this effort meets the Commission's overall objectives.

Schedule

The Commission has established an approximately 18-month timeframe for completion of this project. We have structured this proposal to meet the project's objectives within a 15-to-18 month timeframe, and will work closely with the Commission and key stakeholders to ensure that the timeline is adhered to, *and* that sufficient time is built into the schedule to enable comprehensive research and analysis *as well as* community engagement and education. Our ability to stay on schedule is, of course, predicated on the timely satisfaction of the project team's data and information requests. We commit to working with all involved and affected stakeholders to ensure that is the case.