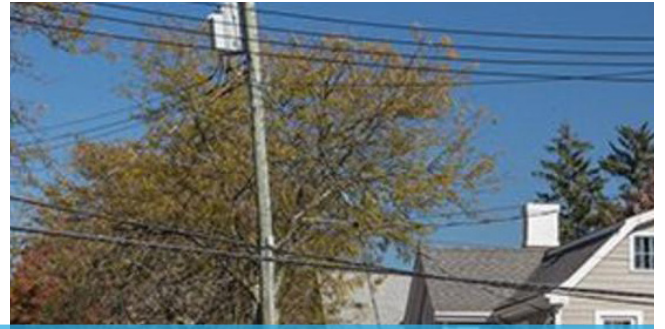
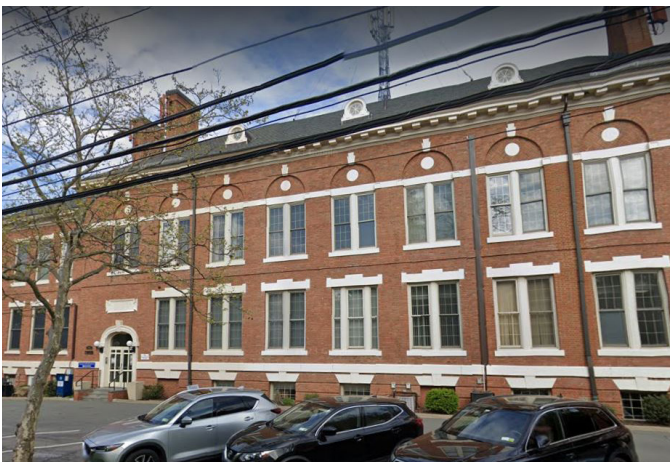




Croton-on-Hudson

Organizational and Operational Assessment and Plan for the Engineering Department

January, 2024



Laberge
ENGINEERING
ARCHITECTURE



Group
SURVEYING
PLANNING

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TABLE OF CONTENTS

INTRODUCTION.....	3
 1. PROPOSED SCOPE OF SERVICES & FEE	
Scope of Services	6
Proposed Project Fee for Services.....	10
 2. FIRM OVERVIEW	
Firm Overview	12
Core Services	13
Government Operations & Efficiency Overview	14
Related Services	15
 3. PROJECT EXPERIENCE & REFERENCES	
Operational Efficiency Experience Overview	19
Current and Recent Shared Services, Dissolution, and Consolidation Project Overview	20
Representative Relevant Project Experience	22
Professional References.....	31
 4. KEY PERSONNEL	
Key Personnel	33

INTRODUCTION

Laberge Group's Government Operations and Efficiency Team is pleased to present these qualifications to provide consulting services to the Village of Croton-on-Hudson to develop an Organizational and Operational Assessment and Plan for the Engineering Department.

Laberge Group is recognized as a regional leader in the areas of government efficiency, department and community-wide operations, strategic planning, and shared services. Our Government Operations and Efficiency Team has played an instrumental role in both planning and implementing projects throughout New York State in which successful strategic planning, organizational optimization, and staffing scaling/restructuring have led to a reduction in spending coupled with an improvement of service delivery.

This brief introduction includes:

- Pertinent experience working with Departments of Engineering and Public Works throughout the State to optimize efficiency in service delivery.
- Experience and expertise of the team selected to deliver services to the Village of Croton-on-Hudson;
- Laberge Group's commitment to pragmatic plans that include implementable strategies coupled with actionable projects designed to achieve measurable improvements.
- The firm's unique approach to project funding.

RELEVANT EXPERIENCE

Over the past two decades, Laberge Group has conducted numerous studies and subsequently produced reports to improve the efficiency, operations, and facility needs for municipalities throughout New York State. While each plan is different, most plans establish strategies for long term equipment purchases, identify sustainable fleet management procedures, and evaluate facility infrastructure needs. Our Government Operations and Efficiency Team has played an instrumental role in both planning and implementing similar projects in which

successful strategic planning, organizational optimization, and staffing scaling/restructuring have led to a reduction in spending, an improvement of service delivery, or both.

TEAM'S EXPERIENCE & EXPERTISE

Laberge Group has assembled a team of regionally-renowned and experienced government operations and efficiency practitioners to partner with Croton-on-Hudson's leadership and the Engineering Department on setting and achieving meaningful, measurable, and sustainable results.

Our experience is unique in that Laberge Group's Government Operations and Efficiency team members are experienced at not only planning, but also implementing projects for our municipal clients, as well as in former roles as private sector consultants, municipal planners, and local government managers. This high-caliber team, selected for their applicable skill sets and experience, includes:

- **BENJAMIN H. SYDEN, AICP, Vice President and Practice Leader for Government Operations and Efficiency.** With over 30 years of experience in strategic planning, government efficiency, and government reorganization throughout New York State, he has worked with dozens of client communities to maximize efficiency and improve service delivery, program development, and grant writing and management. Mr. Syden has overseen the development of more than 150 planning projects and has assisted clients in securing more than \$470 million in funding for their communities since 2000. Mr. Syden is a sought-after facilitator, author, and guest speaker on the topics of government efficiency and shared services. He brings a unique twist on the concept of a "Government Do-Over Day" for New York State's municipalities.
- **KATHLEEN ROONEY, Local Government Specialist –Project Manager.** As the former Schenectady County Manager, Ms. Rooney instituted efficiency initiatives credited with improving service delivery and producing

savings of more than \$40 million per year. Her innovative leadership and effective operational transformations are credited with closing the gap on the County's \$7 million county budget deficit in a single year. She effectively leverages her 30 years of hands-on operations, management, budget, finance, and inter-municipal-cooperation experience to assist Laberge Group's clients in identifying innovative operational opportunities, increasing efficiency, improving service delivery, and informing the development of pragmatic and actionable organizational and management assessments and plans.

Each of these team members understands the critical services provided by a community's Engineering Department. This team of practitioners is solution-driven and experienced in facilitating the development of a cohesive and compelling departmental vision that motivates organizational stretch and is complemented by specific and pragmatic fact-based solutions.

As former local government leaders, we have experienced the challenges that you currently face, and have (individually and collectively) developed solutions that have shaped departmental growth and effective organization in the communities that we have represented and served.

Our team strongly believes that the Village of Croton-on-Hudson can achieve its objectives for the Engineering Department, and in doing so, positively impact the lives of residents and stakeholders.

IMPLEMENTATION EXPERIENCE AND COMMITMENT TO ACTIONABLE PLANS WITH ACHIEVABLE OBJECTIVES AND TANGIBLE RESULTS

The experience of Laberge Group's Government Operations and Efficiency Team is unique in that the team has played an instrumental role not only in planning, but also implementing successful organizational optimization and management restructuring projects throughout New York State. This hands-on implementation experience is invaluable in informing the development of actionable and impactful plans that lead to positive measurable outcomes. By identifying and prioritizing specific projects, assigning responsible parties, identifying funding sources, and

attaching timeframes, we design Organizational Assessments and Plans that don't sit on a shelf, but rather are put to work improving service provision, increasing efficiencies, and solidifying fiscal stability for the communities we serve.

UNIQUELY COLLABORATIVE APPROACH TO SECURING GRANTS AND FUNDING TO SUPPORT OPERATIONAL EFFICIENCY

While government operations consultants often contract with grant writers, and grant writers often enlist the aid of government consultants, Laberge Group has one seamlessly integrated process whereby our in-house Government Operations and Efficiency team and grant writers collaborate to address our client communities' most pressing needs. At Laberge Group, this collaboration between consultants and grant writers has been interwoven in our DNA since the foundation of the firm more than 55 years ago and remains at the core of our practice today. This seamless partnership is fundamental to ensuring that each assessment, report, and plan is created to meet both the needs of the community and the mandates, missions, and priorities of specific funding agencies. By targeting plans to the needs of funding agencies from the outset of project development, Laberge Group has developed a successful track record of securing more than \$470 million in grant funding since 2000, with more than \$101 million of that total having been secured in the past 5 years.

SECTION 1: SCOPE OF SERVICES

SCOPE OF SERVICES

The Village of Croton-on-Hudson is an enticing place to call home or visit due to your beautiful setting on the Hudson River, your diversity, and the ease of access to New York City. The leadership of the Village is to be commended for undertaking an Organizational Assessment and Plan for the Engineering Department to proactively and cooperatively address needs and opportunities to best serve the community.

Currently the Office of the Village Engineer is responsible for the provision of engineering services and capital improvement planning. The Village Engineer is also responsible for property assessment services, the administration and enforcement of the Uniform and Energy Codes as well as a host of local codes and ordinances including zoning. The Office also provides professional staff support to the Planning Board, Zoning Board of Appeals, Water Control Commission, Waterfront Advisory Committee and the Advisory Board of the Visual Environment.

It is our understanding that the Village is interested in a review of the organizational structure and functions of the department and in investigating potential options for organizational restructuring that may offer opportunities to better align functions, service units, and staffing. It is always healthy for organizations to periodically evaluate their organizations and organizational structures. Given the wide range of the important services provided by the Office of the Village Engineer and the level of interface between the department leadership and their respective sub-units it is particularly important to explore multiple options to identify the design that can best meet the current and future needs of the Village. The objective is to conduct an investigation, assessment, and planning initiative that will be informed by industry best practices and will examine the potential for realizing cost-savings while improving responsiveness and service delivery. This endeavor will examine the range of options from a potential consolidation of the departments into a larger organizational structure, to re-aligning sub-units, to dividing the current departments into smaller, more nimble entities.

It is an exciting prospect to partner with a community that already has in place a strong service system and is taking proactive steps to strengthen its organization, systems, and services to implement operational best practices and meet the future needs of the community.

Our understanding is that the Village leadership is seeking:

- ▶ A system-wide profile and assessment of the Department of Engineering including:
 - ▶ Strategic assessment;
 - ▶ Organizational assessment (including leadership, staffing levels; reporting systems and span of control);
 - ▶ Financial review (budget and capital planning);
 - ▶ Review of management practices; and
 - ▶ Technology systems and use.
- ▶ Identification of potential organizational restructuring opportunities.
- ▶ Comparison of existing operational practices with industry best practices.
- ▶ If necessary, the development of an actionable Re-organization Implementation Plan based on analysis that identifies project recommendations, priorities, and timeframes.

Laberge Group has designed a scope of services to partner with Village leadership in accomplishing these goals. The final product of the tasks outlined in this scope will be a detailed and prioritized organization plan that will identify those strategies that can begin to be implemented within the first year.

Our team is committed to the development of actionable and impactful plans that lead to positive measurable outcomes. By developing targeted strategies, prioritizing specific projects, assigning responsible parties, identifying funding sources, and attaching timeframes, this organizational and management assessment and plan will be an actionable tool that the Village can – and should – put to work as a catalyst to deliver on your primary objectives of increasing departmental efficiency and effectiveness while optimizing service delivery.

Laberge Group proposes to undertake the following tasks to achieve these goals:

TASK 1. PROJECT INITIATION & COORDINATION

ACTIVITY 1.1 DATA COLLECTION

Thorough and accurate data is key to accurate analysis, which in turn is fundamental to the development of an effective plan. Laberge Group will provide a checklist of documents and materials required from the Village to inform the assessment and planning process. Examples of this information includes documentation pertinent to:

- ▶ Leadership, management, staffing by title and job specification, staffing levels, skills, reporting lines and span of control.
- ▶ Organization and organizational structural design.
- ▶ Organizational and staff development.
- ▶ Program and service information and data.
- ▶ Management Practices.
- ▶ Asset Management.
- ▶ Fiscal Information.
- ▶ Utilization of Technology.

ACTIVITY 1.2 KEY STAKEHOLDER QUESTIONNAIRE

Laberge Group will develop and distribute a series of questionnaires that will be tailored to specific recipients, including the Village Trustees, the Village Manager, the Village Engineer, key department members, and other stakeholders identified by the Village. These questionnaires are an important first step to obtaining initial input on:

- ▶ Priority engineering internal and external issues;
- ▶ Current level of satisfaction with service delivery;
- ▶ Reporting, decision making, operational supports;
- ▶ Departmental strengths and weaknesses;
- ▶ Vision of an optimal operation;
- ▶ Functional interface between and among the functions within the Department and sub-units;
- ▶ Recommendations for organizational restructuring, if necessary;
- ▶ Opportunities for improved efficiency and outcomes.

ACTIVITY 1.3 KICK-OFF MEETING

Based on previous experience, it is our suggestion that the Village establish a Steering Committee to manage the project and participate in meetings and other updates with your Laberge Group team. The Steering Committee is anticipated to include key representatives from the Board of Trustees, the Village Manager, and the administrative leadership within the Office of the Village Engineer.

Laberge Group will facilitate an initial “kick-off” meeting to introduce our team and begin the planning process with the Steering Committee. Prior to the kick-off meeting, Laberge Group shall coordinate a review of the data collected from Activities 1.1 and 1.2 in order to make the best use of the Steering Committee’s time during the kick-off and individual interviews. During the kick-off meeting, the Laberge Group team will:

- ▶ Review the goals and priorities of the assessment and plan
- ▶ Finalize the scope of services;
- ▶ Establish procedures and avenues of communication;
- ▶ Review findings of data collection; and
- ▶ Conduct interviews with the Board of Trustees, Village Manager, and the Village Engineer to hone our understanding of desired outcomes.

ACTIVITY 1.4 STEERING COMMITTEE MEETINGS & COORDINATION

To aid in the development of an assessment and plan that responds to the needs of the Village, there will be frequent interaction between your Laberge Group team and the Steering Committee throughout the planning process. Following the initial “kick-off” meeting, we recommend bi-weekly coordination conference calls and up to 2 steering committee meetings to review tasks and share findings of our research efforts. Laberge Group will prepare agendas and deliver necessary meeting materials to the Committee prior to each meeting.

DELIVERABLES:

- ▶ Development of final scope of services.
- ▶ Facilitation of Kick-off Meeting with Committee.
- ▶ Attendance and facilitation of all conference calls, Steering Committee meetings (virtual and/or in-person), and workshop sessions.

- ▶ Identification of and outreach to identified stakeholders.
- ▶ Development of workflow and time study tools.
- ▶ Development of meeting agendas and materials, as applicable.

TASK 2. PROFILE OF THE OFFICE OF THE VILLAGE ENGINEER

Research and assess the current state of operations pertinent to the scope and priorities of this project.

ACTIVITY 2.1 ORGANIZE AND EVALUATE DATA COLLECTED

Laberge Group will aggregate the information collected during Task 1 into an Office of the Village Engineer profile that will be used as the base for Activity 2.3 Initial Interviews and Assessment.

ACTIVITY 2.2 SUMMARY OF STAKEHOLDER QUESTIONNAIRE RESPONSES

The summary will identify priority internal and external issues, as well as department strengths and weaknesses in leadership, organizational structure, management practices, and asset management gleaned from questionnaire responses. The Laberge Group team will tabulate and summarize questionnaire responses for the Steering Committee's review and later incorporate it into the assessment and plan.

ACTIVITY 2.3 INITIAL INTERVIEWS AND ASSESSMENT

Laberge Group will work with the Steering Committee to finalize a list of key Village leadership, and Engineering staff to be interviewed. The Laberge Group team will then conduct virtual or on-site interviews (one day) and facilitate a workshop to develop an understanding of the Engineering Department operations. During this process, we will conduct a site visit of Village engineering organization the same day as the on-site interview. The Laberge Group team may also conduct a virtual or onsite roundtable discussion with relevant staff in order to gather information regarding key issues confronting each unit, understanding of organizational expectations, and recommendations for potential restructuring. Critical to the discussion will be assessments of organizational decision

making processes. The interviews and roundtables will be approximately 1 hour each.

This time-intensive front-end process allows Laberge Group to quickly gain an understanding of the current state and critical priorities of the Village government.

ACTIVITY 2.4 SUMMARIZE CURRENT OPERATIONS OF THE OFFICE OF THE VILLAGE ENGINEER

Laberge Group will summarize staffing, positions, roles and responsibilities, reporting and staff supervision structure, management practices, and other key elements of organizational structure.

ACTIVITY 2.5 ORGANIZATIONAL RESTRUCTURING OPPORTUNITIES WORKSHOP

This facilitated workshop is designed to provide an overview of the current state assessment of the Engineering operations and initial observations.

Participants will then be guided through an exercise designed to solicit feedback regarding departmental strengths, weaknesses and opportunities for organizational and performance improvement. Feedback gathered from this workshop will be used to prioritize areas for further development.

DELIVERABLES:

- ▶ Facilitate series of interviews and workshops and conduct site-visit.
- ▶ Summary of current Department Operations.
- ▶ Summary of stakeholders' assessment of strengths and weaknesses, priority issues, identified challenges, potential opportunities, and initial vision for the future of the department.

TASK 3. STRATEGIC ASSESSMENT

Utilizing findings and directions gleaned during Task 2, the Strategic Assessment Phase will evaluate the Engineering organization to identify areas for improvement strategies. Industry-specific best practices from respected sources, will be utilized throughout the analysis. This Task will include ongoing discussions with Village and Engineering representatives as appropriate.

ACTIVITY 3.1 MANAGEMENT PRACTICES

Current management practices will be evaluated to identify potential areas for improvements and efficiencies.

Examples of areas to be reviewed will include:

- ▶ Management tools.
- ▶ Written policy and procedures.
- ▶ Department organizational goals and objectives
- ▶ Routine workplans and work assignments- daily/ weekly/annually.
- ▶ Technology utilized to support both: 1) leadership and management practices and 2) operational workflow automation and efficiencies.

ACTIVITY 3.2 ORGANIZATION AND ORGANIZATIONAL STRUCTURE ASSESSMENT

Laberge Group will review current and anticipated future needs of the departments. To facilitate this process, Laberge Group will convene a meeting to address the alignment of roles and responsibilities to optimize outcomes. Laberge Group will conduct municipal benchmarking. Information gleaned from this meeting will help to define strategies for:

- ▶ Leadership & Management: identification of skills (needed and existing), internal and external recruitment, leadership development strategies, and succession planning.
- ▶ Organizational Structure: Review of existing and needed span of control, positions, qualifications, staffing levels, and staffing skills mix.
- ▶ Workforce Development Opportunities.

DELIVERABLES

- ▶ Organizational Improvement Program Strategies for Activities 3.1 and 3.2.

TASK 4. STRATEGIC PLAN

ACTIVITY 4.1 DEVELOP AND SUBMIT DRAFT PLAN TO THE STEERING COMMITTEE FOR REVIEW

Laberge Group will aggregate all the components of the assessment and planning efforts into a draft plan.

The results from Tasks 1 through 4 will be synthesized into the Organizational Assessment and Plan for the Engineering Departments. The Assessment and Plan will include narrative findings, reports, figures, graphics, stakeholder

input, and feedback obtained from the Committee, as well as the Implementation Matrix identified above.

ACTIVITY 4.2 DEVELOP AND SUBMIT FINAL PLAN

Based on the feedback of the Steering Committee, the Assessment and Plan will be completed. Following review by the Steering Committee, Laberge Group will refine the Assessment and Plan where appropriate and submit the Final Organizational Assessment and Plan to the Village.

ACTIVITY 4.3 PRESENTATION TO VILLAGE MANAGER, BOARD, AND DEPARTMENT STAKEHOLDERS

To ensure that the Organizational Assessment and Plan for the Engineering Departments delivers optimal value for Village leadership and personnel, Laberge Group will present the findings, lay out the strategic plan, and provide a forum for questions and discussion.

The focus of this meeting will be the presentation of findings, opportunities, and specific strategies for program improvements and efficiencies. Laberge Group will facilitate the discussion, deliver a PowerPoint presentation, and digitally provide any appropriate handouts.

DELIVERABLES

- ▶ Preparation and Submission of Draft Assessment and Plan to Village leadership for review.
- ▶ Delivery of the Final Organizational Assessment and Plan for the Engineering Departments.
- ▶ Presentation of the Assessment and Plan to the Village Board of Trustees, Village Manager, and the Village Engineering Department.

PROPOSED PROJECT SCHEDULE

Laberge Group proposes a project schedule designed to complete project deliverables within a 5-6 month timeframe. This schedule will begin on the date of the Kick-Off meeting (Activity 1.3). Laberge Group will provide a checklist of documents and materials needed from the Village, as well as a questionnaire for distribution to the Village Steering Committee, leadership of the Engineering Department, employees, and designated stakeholders prior to the Kick-Off meeting.

PROPOSED PROJECT FEE FOR SERVICES

Laberge Group is pleased to provide the scope of services presented on the preceding pages for a fee of \$43,750 plus reimbursable expenses. This fee represents approximately 225-250 consultant staff hours over a 5-6 month timeframe after the receipt of the initial data request.

SECTION 2: FIRM OVERVIEW

FIRM OVERVIEW



Laberge Group partners with communities and private clients throughout New York State – solving their most difficult problems and capitalizing on their most promising opportunities through:

**COLLABORATION,
INNOVATIVE PROBLEM SOLVING, &
EFFECTIVE IMPLEMENTATION.**

Since 1964, Laberge Group has partnered with communities and private clients throughout New York State — providing engineering, architectural, planning, government operations, surveying, grants, and funding solutions.

Our experienced engineering, funding, design, and planning teams collaborate across disciplines to provide clients with creative, integrated, and distinctive solutions. This seamless partnership extends to our clients as well, and is an essential component in devising effective solutions that turn challenges into opportunities.

With more than 55 years of experience, we have established lasting client relationships, amassed a diverse portfolio of successfully completed projects, and established a proven track record of completing projects on time, within budget, and with exceptional service.

OUR PHILOSOPHY

Laberge Group is committed to providing creative, integrated, and distinctive solutions in engineering, planning, architecture, government operations, surveying, and funding procurement in partnership with the clients we serve.

To achieve the partnership required to put this philosophy to work for our clients on a daily basis, we commit to responsive and collaborative interaction with client communities and to tailoring each project and study to meet the specific needs of each community.

CORE SERVICES & AREAS OF EXPERTISE

GOVERNMENT OPERATIONS & EFFICIENCY

Organizational and Operational Assessments and Optimization

Shared Service Studies and Implementation

Village Dissolution Planning and Implementation

Municipal Consolidation Planning and Implementation

Special District Formation

Special District Consolidation

Countywide Shared Service Initiative Plans

Municipal Diagnostic Services

GRANTS, FUNDING, AND COMMUNITY DEVELOPMENT

Grant and Funding Development

Funding Analysis and Development of “Funding Quilt”

Federal and State Funding Administration and Compliance

ARPA Funding Maximization and Compliance

ENGINEERING

Water Treatment, Storage and Transmission

Wastewater Treatment and Collection

Stormwater Management

Street and Highway Design

Access Management

Site Design

Corridor Delineation/Studies

Facilities Design

Capital Project Planning and Budgeting

Waterfront Development

Environmental Assessments

ARCHITECTURE

Building Design

Needs Assessments

Interior Architecture and Space Planning

Facility Evaluation

PLANNING

Community Development Strategic Plans

Comprehensive Plans

Economic Development Plans

Land-Use Regulation Development

Main Street Revitalization Plans

Downtown Strategic Plans

Planning Board Review

Waterfront Revitalization Plans

Public Outreach and Engagement

SURVEYING

Boundary Surveys

Topographic Surveys

Site Planning

Land Subdivision

GOVERNMENT OPERATIONS & EFFICIENCY OVERVIEW

For decades, Laberge Group has partnered with communities throughout New York State to both plan and implement municipal government and departmental organizational and management initiatives. This work has included operational transformations, organizational redesigns, service delivery realignment, leadership development, facility needs analysis, and space programming.

Over the past two decades, Laberge Group has conducted dozens of studies and subsequently produced reports to improve the efficiency, operations, and facility needs for Departments of Public Works State-wide. In each of these plans, Laberge Group has established strategies for long term equipment purchases, identified and implemented sustainable fleet management procedures, aligned clearly defined roles and responsibilities to optimize outcomes, and evaluated facility infrastructure needs. Our Government Operations and Efficiency Team has played an instrumental role in both planning and implementing projects for Departments of Public Works in which successful strategic planning have led increased departmental efficiency as well as improved fiscal stability for the municipalities we serve.

The nationally recognized members of our Government Operations and Efficiency team work closely with municipalities when planning departmental organizational and management strategies to accommodate and balance rapid growth, sustainability, and economic development. Using in-depth data gathering, coupled with pertinent planning tools, we are able to analyze various alternatives and devise effective strategies for establishing realistic solutions and long lasting organizational change. Each assessment, report, or plan is accompanied by actionable implementation plans to help guide our client communities into the future.

At Laberge Group, we understand that project funding – whether in the form of grants or low interest loans – is often the difference between deferring work or proceeding with project implementation that can benefit your community for years to come. For that reason, funding is never an afterthought for any member of our team. Our government operations specialists work seamlessly with our in-house grant development team to leverage grant and

funding opportunities to support the implementation of departmental realignment, facility, and sustainability initiatives.

Laberge Group's Local Government Operations & Efficiency Group has developed and/or implemented the following types of organizational and efficiency initiatives:

- ▶ Government Operational Assessments and Reorganizations
- ▶ Executive and Departmental Leadership Development
- ▶ Inter-Departmental and Inter-Municipal Shared Services
- ▶ Strategic Plan Development Including Detailed Implementation Matrixes
- ▶ Consolidation and Dissolution Studies and Implementation
- ▶ Shared Town and Village Facilities
- ▶ Shared Highway Services
- ▶ Police Consolidation
- ▶ Joint Fueling Facilities
- ▶ County-Wide Economic Development
- ▶ Joint Comprehensive Planning
- ▶ Joint Economic Development
- ▶ Joint County-City Brownfield Opportunity Analysis
- ▶ Inter-Municipal Water Systems and Wastewater Treatment Systems Water District Consolidation
- ▶ Joint Recreation Facilities
- ▶ Joint Grant Applications



COMMUNITY ENGAGEMENT

Laberge Group has extensive experience in developing and implementing multi-faceted community engagement programs that have proven effective in maximizing participation, soliciting meaningful input, and building consensus. We have researched and developed multi-media presentations, graphic representations, models, speeches for local officials, and other pertinent tools for governmental information meetings and public hearings. Throughout our firm's history, we have provided these services for Planning, Transportation, Wastewater, Water, and Parks and Recreational projects. In addition, our expert staff has been retained to train municipal leaders in the public participation process.

Laberge Group utilizes a variety of public outreach formats, tailored to the needs of each client and the objectives of each project. These include, but are not limited to:

- ▶ **Community Visioning Workshops:** Laberge Group assists participants in articulating a "preferred future" or "vision" for their community.
- ▶ **Survey Development and Analysis:** Laberge Group develops both online and written surveys that are disseminated to residents or business owners to understand the needs of the community. Laberge Group tabulates the findings and presents the results to the community.
- ▶ **Focus Groups:** Groups of stakeholders with common interests are identified, such as downtown business owners or community groups, and invited to participate in focused discussions on specific topics (e.g. economic development, transportation, land use and zoning, and/or open space preservation, etc). These discussions focus on identifying current problems and brainstorming potential solutions.
- ▶ **Design Charettes:** A charrette is a carefully managed, collaborative design process aimed at providing a proposal that reflects the input and the approval of all participants.
- ▶ **Stakeholder Interviews:** Stakeholders, identified early in the planning process, include a mix of property owners, local developers, employers, business owners, community groups, residents, and governmental agencies. Stakeholder interviews gather supplemental information to build consensus.



REMOTE ENGAGEMENT TOOLS

Laberge Group's experienced public engagement professionals deploy numerous remote tools to determine priorities of stakeholders, build consensus, establish a cohesive future vision for the community, and build a foundation for success during the project implementation phase. The following tools support disseminating information, delivering presentations, conducting roundtable breakout sessions, and soliciting public input.

LIVE VIRTUAL ENGAGEMENT

With the use of Zoom in conjunction with Facebook Live for public information sessions, either on their own or in conjunction with in-person events, we have expanded the reach of public engagement, tapped strong participation, and captured robust community input. These virtual public outreach events include live presentations, break-out discussion sessions, real-time Q&A, and polling.

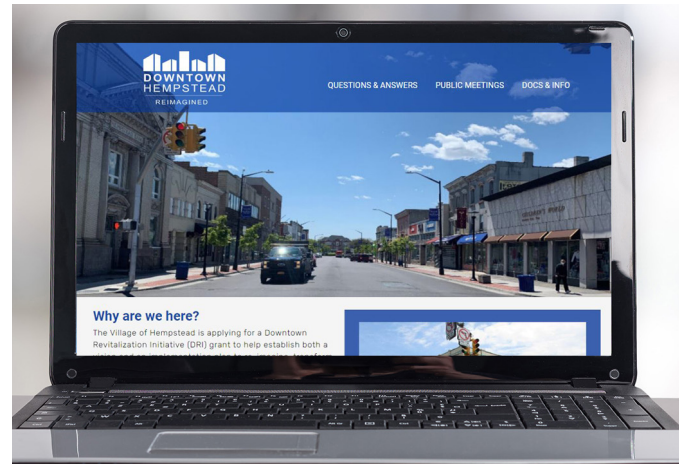


RECORDED PRESENTATIONS

We have also noted an impressive turnout in members of the public watching recorded meetings subsequently posted

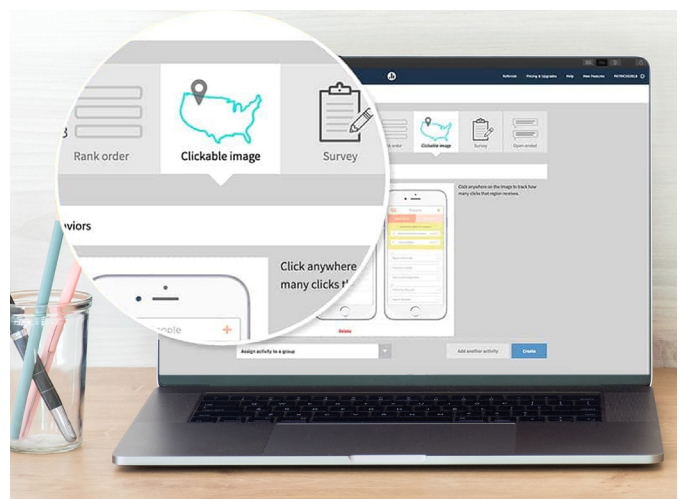


ed on Facebook, YouTube, or project websites. By supplementing those recordings with a worksheet soliciting input, we are able to encourage engagement from people who were not able to attend the online meeting in real-time.



DEDICATED PROJECT WEBSITES

Dedicated project websites have become an important and effective tool for providing stakeholders and citizens with up-to-date project information, announcements, and event notices. Q&A forums have also proven to be an accessible and effective means of engaging the public in active dialog, sharing information, and dispelling misconceptions.



LIVE-POLLING AND INPUT OPPORTUNITIES

Polling and input platforms enable interactions that span the range from simple fill-in forms to and multiple-choice surveys to live word clouds and clickable images. Data is easily captured for analysis.

GRANTS & COMMUNITY DEVELOPMENT

At Laberge Group, we understand that project funding – whether it is in the form of grants or low interest loans – is often the difference between deferring work or proceeding with project implementation that can benefit your community for years to come. Collaboration between our grant writers and all disciplines at Laberge Group has been interwoven in our DNA since the foundation of the firm and remains at the core of our practice today. From our engineers and municipal architects, to planners and government operations specialists, funding is never an afterthought for any member of our team.

This seamless partnership is fundamental to developing each project, plan, and study to meet both the needs of the community and the mandates, missions, and priorities of specific funding agencies. By working together with funding agencies toward a common goal, we help each agency achieve their mission by investing in yours. This strategy has been instrumental in establishing a successful track record of securing more than \$470 million in funding for our client communities throughout New York State since 2000.

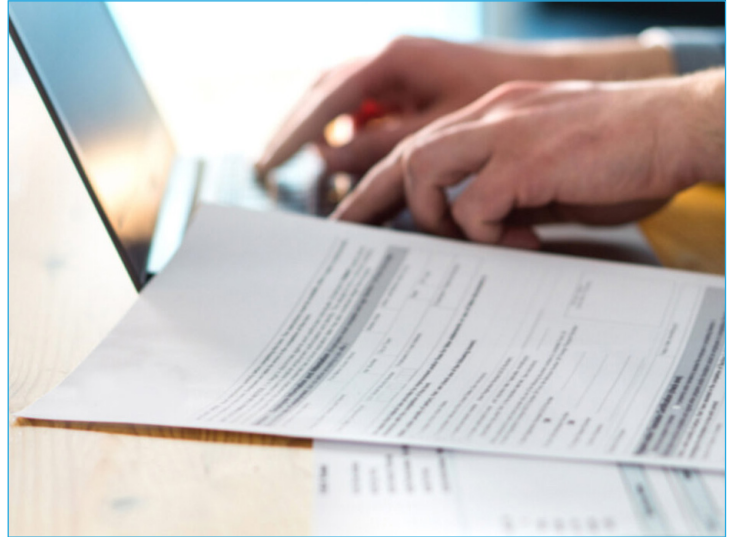
Laberge Group's grant services include:

Grant Preparation

- ▶ Needs Assessment
- ▶ Project Development
- ▶ Creation of Funding Quilt
- ▶ Creation of Supporting Information
- ▶ Grant Preparation and Presentation

Grant Administration

- ▶ Program Start Up
- ▶ Environmental Review
- ▶ Financial Accounting
- ▶ Federal and State Regulatory Compliance
- ▶ Program Management



SECTION 3: PROJECT EXPERIENCE

RE-ASSESS • RE-ALIGN • RE-DEPLOY

OPERATIONAL EFFICIENCY EXPERIENCE

Laberge Group's Government Operations and Efficiency Team has over a decade of experience working with communities throughout New York State on "Government Do-Over Day." Specifically, our team partners with communities throughout New York State to identify areas of their government, as well as specific departments, in which they can re-assess, re-align, and re-deploy resources – including equipment, fleets, facilities, and staff – to increase efficiency and optimize service provision.

In the areas of Departments of Public Works (DPW) and Highway Services, Laberge Group has partnered with communities State-wide to amplify departmental strengths, while identify areas for operational improvement. Our team collaborates with municipal and departmental leaders to develop strategies, establish policies, and establish implementation frameworks to improve operational practices and asset management in order to achieve the efficiency goals and service benchmarks set for these departments.

Laberge Group evaluates the following components to determine their suitability to meet current and future operational needs, and to inform recommendations to optimize performance:

- ▶ **Equipment assessment:** including age, condition, and remaining useful lifespan.
- ▶ **Fleet inventory:** including age, condition, and remaining useful lifespan.
- ▶ **Facilities assessment:** including building assessments and space needs analysis.
- ▶ **Staffing analysis:** including size, skillsets, structure, and distribution among service disciplines.
- ▶ **Service provision:** including analysis of current levels (quality and quantity) and development of strategies to broaden scope and improve quality and response time.
- ▶ **Shared service opportunities:** including inter-departmental or inter-municipal opportunities to share assets including staff, equipment, fleet, facilities, and consolidated purchasing power to decrease the cost of service provision while increasing operational efficiency.
- ▶ **Sustainable planning initiatives:** (including fleet, equipment, and facilities).

Laberge Group's government operations team has been creative in leveraging grant and funding opportunities to expand facilitate the organizational and facility improvements to the Public Works and Highway departments with which we've worked. Some of the communities we've partnered with to optimize DPW and Highway department operational practices, asset management, and service delivery include:

- | | |
|--|--|
| ▶ Lake George (Town and Village) | ▶ Rensselaer County (14 Towns, 6 Villages, 2 Cities) |
| ▶ Village of Sleepy Hollow | ▶ Village of Dobbs Ferry / Village of Hastings-on-Hudson |
| ▶ Chemung County (14 Towns, 2 Villages, 1 City) | ▶ Deposit (Town and Village) |
| ▶ Albany County (10 Towns, 6 Villages, 3 Cities) | ▶ Chester (Town and Village) |

Laberge Group is currently developing, or has recently completed, highway garage and municipal sand/salt storage facility reviews, space programming analysis, concept plan development, building design, and/or construction services for:

- | | |
|-----------------------|----------------------|
| ▶ Town of Lake George | ▶ Town of Annsville |
| ▶ Town of Highland | ▶ Town of Russia |
| ▶ Town of Vienna | ▶ Town of Hector |
| ▶ Town of Boonville | ▶ Village of Colonie |

CURRENT AND RECENT SHARED SERVICES, DISSOLUTION, AND CONSOLIDATION PROJECTS

Shared Service and Government Efficiency

Studies:

- DPW Organizational and Management Assessment and Plan, Village of Sleepy Hollow, NY.
- DPW Shared Services, Consolidation, and Joint Motorpool Feasibility Study, Village and Town of Lake George and Lake George School District.
- Albany County Shared Highway Services Study, NY.
- Shared Highway Services Study, Chemung County, NY.
- Highway Department Consolidation Study for the Town of Deposit, Town of Sanford and the Village of Deposit, NY.
- Building Code Administration Study, Tompkins County, NY.
- Police Consolidation Feasibility Study for the Town and Village of Chester, Orange County, NY.
- Judicial Court Consolidation Feasibility Study, Town and Village of Rhinebeck, NY.
- Judicial Court Consolidation Feasibility Study, Town and Village of Red Hook, NY.
- Putnam County-Wide Shared Service Initiatives Plan.
- Rensselaer County-Wide Shared Service Initiatives Plan.
- Hamilton County-Wide Shared Service Initiatives Plan.
- Town of Brookhaven Municipal Consolidation and Efficiency Competition Phase 2, Suffolk County, NY.
- Functional Consolidation of Water Districts, Columbia County, the Towns of Claverack, Greenport and Stockport, and the Village of Valatie, Columbia County, NY.
- Functional Consolidation of Water Districts, Town of Plattsburgh/Town of Schuyler Falls, Clinton County, NY.
- Tri-Agency Shared Services Recreation Feasibility Study for the Village of Tarrytown, Sleepy Hollow and the Public Schools of the Tarrytown's, Westchester County, NY.
- Shared Services Feasibility Study for the Town and Village of Chester, Orange County, NY.
- County Justice Court Consolidation Study, St. Lawrence, NY.
- Shared Recreation Feasibility Analysis for the Towns of Trenton, Remsen and Steuben, Oneida County, NY.

Village Dissolution/Consolidation Plans:

- Village of Lake George Interim Dissolution Study, Warren County, NY.
- Village of Highland Falls Dissolution Study, Orange County, NY.
- Village of South Nyack Dissolution Plan, Rockland County, NY.
- Village of Spencer Dissolution Study, Tioga County, NY.
- Village and Town of Pawling Interim Consolidation Report, Dutchess County, NY.
- Village of Mastic Beach Dissolution Plan, Suffolk County, NY.
- Village of Port Henry Dissolution Plan, Essex County, NY.
- Village of Macedon Dissolution Plan, Wayne County, NY.
- Village of Salem Dissolution Plan & Interim Report, Washington County, NY.
- Village of Bloomingburg Dissolution Interim Report, Sullivan County, NY.

Post Village Dissolution Implementation:

- Town of Orangetown / Former Village of South Nyack, Rockland County, NY.
- Town of Brookhaven / Former Village of Mastic Beach, Suffolk County, NY.
- Town of Moriah / Former Village of Port Henry, Essex County, NY.
- Town of Salem / Former Village of Salem, Washington County, NY.
- Town of Van Etten / Former Village of Van Etten, Chemung County, NY.

Shared Municipal Services Incentives and Local Government Efficiency (LGE) Winning Grant Applications:

- Dissolution Plan – Expedited Assistance, Village of Mastic Beach, Suffolk County, NY
- Dissolution Plan – Expedited Assistance, Village of Port Henry, Essex County, NY
- Dissolution Implementation, Town of Salem, Washington County, NY.

- Dissolution Implementation, Village of Salem, Washington County, NY.
- Dissolution Plan – Expedited Assistance, Village of Salem, Washington County, NY.
- Dissolution Plan – Expedited Assistance, Village of Bloomingburg, Sullivan County, NY.
- Shared Fuel Consolidation Services Study, Phase III, Towns of Inlet, Morehouse, Wells, Hope, Benson, Raquette Lake, Hamilton County, NY.
- Police Consolidation Feasibility Study, Village of Mount Kisco, Westchester County, NY.
- Functional Consolidation of Water Districts, Towns of Claverack, Greenport and Stockport, and the Village of Valatie, and Columbia County, NY
- Albany County Consolidated Highway Services Study, NY.
- Joint Fueling Facility, Phase II, Towns of Indian Lake and Long Lake, and Hamilton County, NY.
- Joint Fueling Facility, Phase I, Towns of Arietta and Lake Pleasant and Hamilton County, NY.
- Police Shared Services / Consolidation Feasibility Study & Implementation Plan - Village of Cobleskill and Schoharie County
- Police Consolidation Feasibility Study for the Town and Village of Chester, Orange County, NY.
- Police Consolidation Implementation Plan, Town and Village of Chester, Orange County, NY.
- Ulster County Tourism Office Consolidation Study, NY.
- Shared Services Implementation Grant, Functional Consolidation of Water Services, Town of Plattsburgh and Town of Schuyler Falls, Clinton County, NY.
- Shared Services Feasibility Study, Ten Municipalities and Ulster County, NY.
- Automatic Vehicle Locator System, Ten Municipalities and Ulster County, NY.
- Shared Services Feasibility Study, Town and Village of Chester Orange County, NY.

Shared Economic Development Plans and Review:

- Economic Development Strategic Plan, Town and Village of Hoosick, Rensselaer County, NY.
- Countywide Economic Development Plan, Washington County, NY.
- Countywide Economic Development Plan, Chemung County, NY.

- Countywide Economic Development Plan, Chenango County, NY.
- Countywide Economic Development Strategic Plan, County of Augusta, Virginia.

Shared Infrastructure Development:

- Intermunicipal Wastewater Treatment System, Town and City of Plattsburgh, Clinton County, NY.
- Shared Town and Village Hall, Town and Village of Mayfield, Fulton County, NY.
- Intermunicipal Water System Main, Town and Village of Fort Edward Washington County, NY.
- Joint Fueling Facility, Town of Arietta and Town of Lake Pleasant, Hamilton County, NY.
- Water District Functional Consolidation, Meter Reading and Coordinated Customer Billing System, Town of Plattsburgh and Town of Schuyler Falls, Clinton County, NY.

Laberge Group's experience and expertise in this area is not limited to the development of government studies and plans, but also encompasses effective implementations.

ORGANIZATIONAL / MANAGEMENT ASSESSMENT AND PLAN - DPW VILLAGE OF SLEEPY HOLLOW

WESTCHESTER COUNTY, NEW YORK



Laberge Group was retained by the Village of Sleepy Hollow to develop an Organizational and Management Assessment and Plan for the Department of Public Works. Village leadership decided to undertake the development of this assessment and plan to improve efficiencies in department operations and optimize service delivery to residents and business as the Village approaches a crossroads in growth and development. The assessment and plan are a crucial first step to right-sizing the department – in staffing, equipment, fleet, and facilities – to meet the anticipated increased service demand (and potentially expanded scope of services) caused by a planned mixed-use development that is expected to increase Village population by approximately 30%.

CONTACTS:
Mr. Anthony Giaccio
Village Administrator
914.366.5100

Laberge Group and Village leadership partnered to provide a current state assessment, then collaboratively developed strategies to improve departmental effectiveness and efficiency. This included:

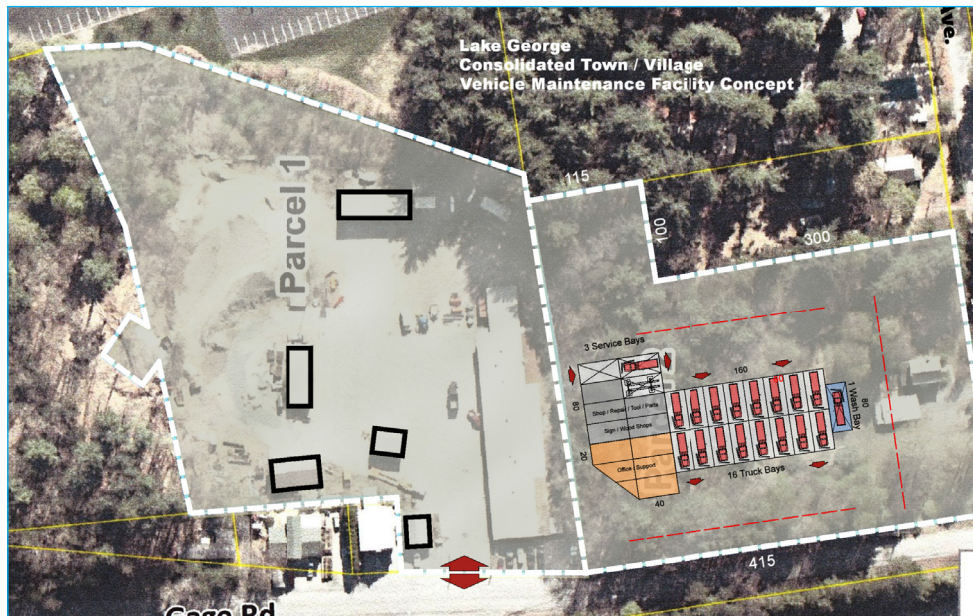
- ▶ **Strategic Planning:** building strategic planning capacity, including proactive long-range operational planning, capital planning, inter-department planning, workflow planning, and asset management planning.
- ▶ **Organizational Structure and Management:** developing strategies to improve (and potentially re-align) management structure, budget development and tracking, supervision practices, staff reporting, staffing levels, roles and responsibilities, staffing allocation by program, workload data, data tracking, and communications.
- ▶ **Operations and Service Delivery:** streamlining operations utilizing strategies such as routinized work plan, shifting from reactive to proactive and preventative service provision, resource availability for service delivery, and cost-effective expansion of service delivery to meet anticipated increase in service demand.

The final deliverable included a summary of the assessment of the current state, as well as all strategies developed collaboratively with the Village to address issues and optimize opportunities in each of these areas. The final Plan also delivered a concrete and actionable implementation plan that stipulates specific actions, prioritizes specific projects, assigns responsible parties, attaches timeframes, and identifies potential funding sources.

DPW SHARED SERVICES, CONSOLIDATION, & JOINT MOTORPOOL FEASIBILITY STUDY

VILLAGE AND TOWN OF LAKE GEORGE & LGSD

WARREN COUNTY, NEW YORK



Like municipalities throughout the State of New York, the Town and Village of Lake George are seeking solutions that will allow them to continue delivering the standard of services their constituents currently enjoy, while maintaining an affordable tax rate and addressing a steady increase in the demand on services.

CONTACT:
Mr. Dan Barusch
Town Planner
518.668.5131

Laberge Group was retained by the Town and Village of Lake George, together with the Lake George Central School District, to address these challenges by developing a study to assess the feasibility of consolidating DPW facilities and creating a joint motorpool facility. This thorough investigation included:

- ▶ Collecting and analyzing data on the services provided by the Town, Village and School District.
- ▶ Creating a matrix of existing facilities, equipment, fleet, and personnel.
- ▶ Developing a needs-assessment based on current assets and a five year growth projection.

Laberge Group spearheaded a robust public information and participation process to ensure that citizens, businesses, community leaders, and stakeholders had ample opportunity to voice their opinions and provide feedback. Laberge Group also solicited input from municipal staff and department heads from the outset of the process. This included one-on-one interviews and round-table discussions. The collaborative process allowed the team to identify shared values, discuss key issues, glean valuable insights about existing service delivery, and identify opportunities for improvement.

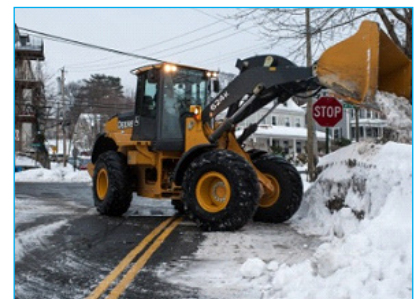
Laberge Group analyzed the results of these investigations, coupled with insights gleaned from years of government efficiency experience, and made concrete recommendations regarding the opportunities for potential consolidation and/or shared facilities. These recommendations included:

- ▶ Identifying optimal opportunities for cost reduction and/or improved service delivery.
- ▶ Determining the impact of facilities consolidation on the services provided to stakeholders.
- ▶ Evaluating potential efficiencies of consolidating vehicle storage, maintenance, and fueling facilities for the Town Highway Department, Village DPW, Lake George Central School District, and local Emergency Medical Services (EMS) corps into a joint motorpool facility.

SHARED HIGHWAY SERVICES STUDY

DOBBS FERRY & HASTINGS-ON-HUDSON

WESTCHESTER COUNTY, NEW YORK



Laberge Group was retained by the neighboring Villages of Dobbs Ferry and Hastings-on-Hudson to develop a Shared Highway Services Study, the purpose of which was to evaluate the feasibility of consolidating or modifying highway services currently delivered by both municipalities, as well as Westchester County, into one coordinated delivery system and to develop implementation strategies to advance the most promising opportunities. The services being evaluated during the course of this study included maintaining critical public infrastructure such as public roads, bridges, drinking water, wastewater, storm water collection, and distribution systems, as well as refuse/recycling removal.

CONTACT:
Mr. Marcus Serrano
Former Village Manager
914.424.3786

This undertaking began with a collaborative effort between the municipal leaders, department heads, county leadership, and the consulting team to identify opportunities for, and understand potential constraints to, reducing operating costs, improving service quality, and generating efficiencies. Opportunities that were evaluated for feasibility and potential positive impact included collaboration, shared services agreements, and/or the transfer of functions. An analysis of current operations helped the team determine where sharing space, equipment, departmental services, and/or employees would result in efficiencies, cost-savings, or improved service delivery. GIS software was used to develop a network analysis that provided travel times to and from facilities, as well as feedback from highway managers and elected officials.

From multiple strategies presented in the Study, the option selected for further review was a complete merger/consolidation of DPW operations housed in a single expanded facility at the Dobbs Ferry Public Works site. The Study delivered a potential Implementation Timeline that stipulated a phased five year implementation process that progressed through:

- ▶ A transition phase during which operations and service provision would be achieved through inter-municipal shared service agreements for the first one or two years.
- ▶ A merger phase during which a newly unified department would initially operate out of separate facilities under a single manager while the Hastings property was sold and development of the new joint facility was underway.
- ▶ The two departments would be able to fully transition from two separate operations to one seamless operation once the new joint facility was constructed.

The Study also recommended establishing a Shared DPW Services Oversight Committee to coordinate and advance implementation tasks. Ultimately, obstacles were insurmountable and the consolidation did not progress.

SHARED HIGHWAY SERVICES FEASIBILITY STUDY VILLAGE & TOWNS OF DEPOSIT & SANFORD

DELAWARE AND BROOME COUNTIES, NEW YORK



Laberge Group was retained by the Village of Deposit and Towns of Deposit and Sanford, located in Delaware and Broome Counties, to prepare a Shared Highway Services Feasibility Study. These municipalities serve approximately 6,000 residents and maintain about 150 miles of road (most of them in the Town of Sanford).

CONTACT:
Amy Kenyon
Director Economic Development
607.467.2492

The primary objective of the Shared Services Feasibility Study is to recognize and implement areas of cost savings, while enhancing service delivery and increasing service quality for all three municipalities. Tasks undertaken to achieve this objective included the following:

- ▶ Research, identify and review the existing highway services provided by each of the three governmental entities.
- ▶ Document department responsibilities, equipment needs, and the personnel necessary to provide the services.
- ▶ Identify the anticipated future needs of each department.
- ▶ Identify the degree to which the departments already share services and equipment.
- ▶ Identify the perceived benefits and drawbacks of sharing services.

The Laberge Group analyzed staffing, equipment, and facilities, including the possibility of sharing garage space among two or more municipalities. Recommendations included:

- ▶ Merging the Village of Deposit DPW garage with the Town of Sanford Highway garage for more efficient use of buildings and storage space.
- ▶ Sharing a fueling facility between the Village of Deposit, Town of Sanford, and the Central School District.
- ▶ Researching the feasibility of a shared regional transportation maintenance facility among the Town of Sanford, Town of Deposit, Village of Deposit, NYSDOT and Central School District.
- ▶ Sharing underutilized equipment for specialized tasks.
- ▶ Sharing skilled personnel for preventative maintenance.

COUNTY-WIDE SHARED SERVICES INITIATIVE PLAN RENSSELAER COUNTY

RENSSELAER COUNTY, NEW YORK



Laberge Group was retained by Rensselaer County to partner on the development of a County-Wide Shared Services Property Tax Savings Plan. The Plan was undertaken in response to the New York State County-Wide Shared Services Initiative (CWSSI) which requires county officials to deliver property tax savings by eliminating duplicative services and coordinating purchasing power. Through formal and informal agreements, Rensselaer County had already embarked on service sharing among its villages, towns, and cities as a means of increasing efficiency. This Plan was developed to expand these tax-savings initiatives, identify additional savings opportunities, and prescribe implementation steps for specific government efficiency initiatives.

CONTACT:
James Gordon
Director of Central Services
518.270.2920

Property Tax Savings Plan development included:

- ▶ Detailed data review of municipal and County fiscal information and service provision.
- ▶ Collaboration with County and municipal elected officials and leadership, as well as stakeholders, including a 2-day on-site "Partners Summit."
- ▶ Development of the County-wide Shared Services Property Tax Savings Plan.

The resulting Plan identified six short-term CWSSI projects to be implemented within the following year, including:

- ▶ DPW and Highway Services.
- ▶ Household Hazardous Waste.
- ▶ LED Streetlights.
- ▶ Dog Control Services.
- ▶ Regional Purchasing Portal.
- ▶ Regional Training.

For each of these opportunities, Laberge Group identified municipalities interested in sharing services, specific functions that were optimal for coordination, implementation options, and the fiscal impact of each implementation option.

The Plan also identified and described 12 long-term projects that would be suitable for implementation over a 2-3 year timeframe. When implemented, the projects detailed within the Plan were projected to save the County almost \$1.5 million in each of the two calendar years subsequent to the Plan's adoption. These savings translate to between 1.6% and 2% in property tax savings for the average homeowner and business. Laberge Group has been retained to develop the 2020 CWSSI Plan update.

STRATEGIC PRIORITIZATION PLAN OTSEGO COUNTY

NEW YORK



Otsego County retained Laberge Group to develop the Otsego County Prioritization Plan. The inclusive planning process included robust input from residents, municipal and county officials, department heads, local businesses, economic development leaders, and educational institutions. The public outreach efforts included open houses, public workshops, roundtable discussions, and both group and one-on-one interviews. County and municipal leaders, as well as the involved stakeholders provided valuable insights that informed the identification of common missions, goals and trends.

CONTACT:
Mr. David Bliss
Board Chair
607.547.4200

The resulting plan generated more than sixty key initiatives organized into four central themes. Some of the key initiatives that emerged from the plan development process included restructuring county government, fostering inter-governmental cooperation, improving management of department heads (and subsequent appropriate allocation of resources), and maximizing existing cost-reduction initiatives while developing new means of cost-savings.

Strategies identified in the Otsego County Prioritization Plan to achieve those objectives included:

- ▶ Facilitate shared services and operational efficiency programs for County-wide property tax assessment and Highway Department pooling of raw materials.
- ▶ Study the reorganization of County government to include a County Administrator or Manager to act as a central point of contact.
- ▶ Collaborate with Department Heads to reassess and reorganize, beginning with the development of a mission for each department, limiting responsibilities to those that fit the mission, and dedicating resources accordingly.
- ▶ Nurture strong inter-governmental relationships among local, regional, and state, identifying opportunities for shared services or co-location.
- ▶ Pursue grant funding to update record management process and infrastructure for Towns, Villages, and County.
- ▶ Assess the feasibility of shared services for administrative tasks among local and County government.

These strategies were accompanied by a specific Implementation Matrix that identified key initiatives necessary for achieving the established goals, identified possible funding sources, specified the responsible parties, and attached specific timeframes to the deliverables.

MUNICIPAL CONSOLIDATION EFFICIENCY PLAN TOWN OF BROOKHAVEN

SUFFOLK COUNTY, NEW YORK



The Town of Brookhaven retained Laberge Group to partner with them in developing innovative approaches to reduce property taxes through the consolidation of shared government services and the development of visionary government efficiency solutions. The elected officials of Brookhaven, the second largest Town in New York, sought to comprehensively reassess services, redesign government models, and redeploy service delivery across municipal boundaries.

CONTACT:
Mr. Edward Romaine
Town Supervisor
631.451.9100

The Town partnered with Laberge Group to develop a Municipal Consolidation & Efficiency Plan, aptly titled **Brookhaven United**. In the fall of 2018, the plan was awarded the sole **\$19.7 million Municipal Consolidation and Efficiency Competition (MCEC) Award in recognition of its visionary solutions and their potential to impact governments throughout the State**. The plan details strategies to streamline operations, formalize municipal collaboration, maximize efficiencies in service delivery, and better serve the Town's residents and businesses. The solutions outlined include:

- ▶ Dissolution of the Village of Mastic Beach, the largest village to dissolve in New York State history.
- ▶ Consolidation or dissolution of at least 24 districts, reducing the total number of districts by almost 22%.
- ▶ Functional consolidation of tax collection and assessment services.
- ▶ DPW highway service enhancements, including joint facilities, consolidated purchasing, and shared equipment.
- ▶ Single stream recycling and waste management.
- ▶ Establishment of an Information Technology Nerve Center offering consolidated technology services.
- ▶ Development of a purchasing portal to facilitate aggregate buying.

Brookhaven United is an innovative planning tool that will not only redesign the government of the Town of Brookhaven and provide meaningful results to its constituents, it will also act as a model and catalyst for government reinvention statewide. The Town's demonstrated preparedness to implement each project was key to receiving the award. This preparation included the adoption of 26 resolutions formalizing support for the projects, development of a committee to implement individual projects, and project vetting by department heads, partners, and participating communities. Solutions outlined in the plan are estimated to save \$61 million for Brookhaven's taxpayers over a five year timeframe.

REFERENCES

The following are familiar with our firm and represent current similar projects.
We encourage you to contact them.

Village of Sleepy Hollow, New York

Contact: Mr. Anthony Giaccio, Village Administrator
28 Beekman Avenue
Sleepy Hollow, New York 10591
(914) 366-5100 • agiaccio@sleepyhollowny.org

Village and Town of Lake George, New York

Contact: Mr. Dan Barusch, Director of Planning & Zoning
20 Old Post Road
Lake George, NY 12845
(518) 668-5722, ext. 5 • dbarusch@lakegeorgetown.org

Town of Orangetown, New York

Contact: Ms. Teresa Kenny, Supervisor
26 W Orangeburg Rd,
Orangeburg, NY 10962
(845) 359-5100, ext. 2293 • supervisor@orangetown.com

Town of Pawling, New York

Contact: Mr. James McCarthy, Deputy Supervisor
160 Charles Colman Boulevard
Pawling, NY 12564
(845) 855-5040 • jmccarthy@pawling.org

SECTION 4: KEY PERSONNEL

KEY PERSONNEL

BENJAMIN H. SYDEN, A.I.C.P., VICE PRESIDENT, PRACTICE LEADER FOR GOVERNMENT OPERATIONS & EFFICIENCY

With almost 30 years of experience in strategic planning, government efficiency, and government reorganization throughout New York State, Mr. Syden also has extensive experience in working with the Public Works departments of dozens of client communities to maximize efficiency and improve service delivery. program development, and grant writing and management. Mr. Syden has overseen the development of more than 140 planning projects and has assisted clients in securing more than \$470 million in funding for their communities since 2000. Mr. Syden is a frequent facilitator, author, and guest speaker on the topics of government efficiency and shared services. He brings a unique twist on the concept of a “Government Do-Over Day” for New York State’s municipalities.



KATHLEEN A. ROONEY, LOCAL GOVERNMENT SPECIALIST, VILLAGE OF CROTON-ON-HUDSON PROJECT MANAGER

Ms. Rooney is the former Schenectady County Manager. In that role, Ms. Rooney instituted efficiency initiatives credited with improving service delivery and producing savings of more than \$40 million per year. Her innovative leadership and effective operational transformations are credited with closing the gap on the County’s \$7 million county budget deficit in a single year. She leverages her 30 years of hands-on operations, management, budget, finance, and inter-municipal-cooperation experience to assist Laberge Group’s clients in identifying innovative operational opportunities, increasing efficiency, improving service delivery, and informing the development of pragmatic and actionable organizational and management assessments and plans.





BENJAMIN H. SYDEN, AICP

VICE PRESIDENT, GOVERNMENT OPERATIONS AND EFFICIENCY PRACTICE LEADER

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Education

Master of Planning (M.R.P.)
University of Albany, NY, 1996
Bachelor of Arts Political Science (B.A.)
University of Albany, NY, 1993

Professional Affiliations & Certifications

American Institute of Certified Planners (AICP)
American Planning Association
NY State Upstate Chapter of the American Planning Association - Former Co-Director of Legislative Affairs
Capital District Planners Association
NY State Economic Development Council
Town of Colonie Industrial Development Agency - Vice Chair Board of Directors
Town of Colonie Local Development Corporation - Board of Directors
Albany County Planning Board (former)

Publications & Presentations

Brookhaven United – Lessons and Takeaways from the \$19.7 Million Award Winning Municipal Consolidation and Efficiency Competition, Association of Towns Annual Conference, 2019

Financing Water & Sewer Infrastructure Projects: Strategies for Funding Success, NYCOM Public Works Conference, 2018

Bumps, Bruises and the Pitfalls of Village Dissolution, Talk of the Towns, Association of the Towns of the State of NY, February 2017

Moving the Barometer: Overcoming Barriers to Shared Services in Local Government, Talk of the Towns, Association of the Towns of the State of NY 2015

Shared Services: Does It Make Sense or Cents, Association of Towns of the State of NY Finance School, 2011, NY Planning Federation, 2011

One Size Does Not Fit All: Chemung County's Hybrid Approach to Shared Highway Services, Talk of the Towns, Association of the Towns of the State of NY, January/February 2011

KEY PROJECTS:

LOCAL GOVERNMENT EFFICIENCY STUDIES & IMPLEMENTATION

- Public Works Organizational / Management Assessment and Plan - Village of Sleepy Hollow, NY
- Public Works Shared Services, Consolidation, and Joint Motorpool Study - Town and Village of Lake George, NY and Lake George School District
- Highway Shared Services Study - Dobbs Ferry and Hastings-on-Hudson, NY
- Highway Shared Services Study - Albany County, NY
- Highway Shared Services Study - Chemung County, NY
- Highway Department Consolidation Study - Towns of Deposit, Sanford and Village of Deposit, NY
- Highway and Municipal Offices Shared Facility Feasibility Study, Town of Broome, NY
- County-Wide Shared Services Plan Development - Putnam County, NY
- County-Wide Shared Services Initiative - Hamilton County, NY
- Municipal Consolidation and Efficiency Competition "Brookhaven United" Plan - Town of Brookhaven, NY
- Police Shared Services / Consolidation Study & Implementation Plan - Village of Cobleskill and Schoharie County
- Police Consolidation Feasibility Study & Implementation Plan - Town & Village of Chester, NY
- Tri-Agency Recreation Shared Services Feasibility Study - Villages of Tarrytown and Sleepy Hollow and Public Schools of the Tarrytown, NY
- County-wide Shared Services Consolidation - Rensselaer County, NY
- Dissolution Implementation - Town of Moriah, NY
- Dissolution Implementation - Town of Van Etten, NY
- Dissolution Plan and Implementation - Village of Fort Johnson, NY
- Dissolution Plan and Implementation - Village of South Nyack, NY
- Dissolution Plan and Implementation - Village of Port Henry, NY
- Dissolution Plan, Report and Implementation - Village of Salem, NY
- Interim Dissolution Study - Village of Lake George, NY
- Interim Dissolution Study - Village of Highland Falls, NY
- Judicial Court Consolidation Feasibility Study - Town and Village of Rhinebeck, NY
- Judicial Court Consolidation Feasibility Study - Town and Village of Red Hook, NY

SHARED INFRASTRUCTURE DEVELOPMENT

- Intermunicipal Wastewater Treatment System - Town and City of Plattsburgh, NY
- Shared Town and Village Hall - Town and Village of Mayfield, NY
- Functional Water District Consolidation - Town and Village of Corinth, NY
- Functional Water District Consolidation - Towns of Plattsburgh and Schuyler Falls, NY

REPRESENTATIVE SHARED MUNICIPAL SERVICES INCENTIVES & LOCAL GOVERNMENT EFFICIENCY (LGE) WINNING GRANT APPLICATIONS

- Municipal Consolidation and Efficiency Competition Grant Application and Implementation - Town of Brookhaven, NY
- Consolidated Highway Services Study - Albany County, NY
- Shared Services Implementation Grant, Functional Consolidation of Water Services - Towns of Plattsburgh and Schuyler Falls, NY
- Shared Services Feasibility Study, Ten Municipalities and Ulster County, NY
- Shared Services Feasibility Study - Town and Village of Chester, NY



KATHLEEN A. ROONEY

LOCAL GOVERNMENT SPECIALIST,
PROJECT MANAGER, VILLAGE OF CROTON-ON-HUDSON

Ms. Rooney is the former Schenectady County Manager. In that role, Ms. Rooney instituted efficiency initiatives credited with improving service delivery and producing savings of more than \$40 million per year. Her innovative leadership and effective operational transformations are credited with closing the gap on the County's \$7 million county budget deficit in a single year. She leverages her 30 years of hands-on operations, management, budget, finance, and inter-municipal-cooperation experience to assist Laberge Group's clients in identifying innovative operational opportunities, increasing efficiency, improving service delivery, and informing the development of pragmatic and actionable organizational and management assessments and plans.

Education

Masters of Public Administration (M.P.A.)
University of Albany, NY 1985
Bachelor of Arts (B.A.)
University of Oneonta, NY 1981

Professional Affiliations & Certifications

New York Association of Counties - Health and Human Services Committee, Legislative Committee
Capital Region Land Reutilization Corporation - Board Member
Council of Community Services, Inc. (NYCON) - Board Member (former)

Awards & Honors

Annual Leadership Award - New York State Association of Counties, 2019
Distinguished Alumni Award - Rockefeller College of Community and Public Affairs, University of Albany, NY, 2017

Presentations & Guest Lectures

Social Work and Emergency Preparedness, School of Social Welfare, University at Albany, Spring 2019
Combating Homelessness, New York Association of Counties, January 2019
Social Work and Emergency Preparedness Workshop, College of Community & Public Affairs, University at Binghamton, April 2016.
Emergency Preparedness Guest Lecture, College of Community & Public Affairs, University at Binghamton, Fall 2013, Fall 2014
Long Term Care Services and Redesign Guest Lecture, Columbia School of Social Work, Fall 2011

KEY PROJECTS:

LOCAL GOVERNMENT OPERATIONS & EFFICIENCY PLANS & IMPLEMENTATION

- Public Works Organizational / Management Assessment and Plan - Village of Sleepy Hollow, NY
- Public Works Shared Services, Consolidation, and Joint Motorpool Study - Town and Village of Lake George, NY and Lake George School District
- Highway Services Shared Services Plan and Implementation - Schenectady County, NY*
- LED Lighting Initiative Shared Services Plan and Implementation - Schenectady County, NY*
- Fueling Station Shared Services Plan and Implementation - Schenectady County, NY*
- Reorganization and Efficiency Plans and Implementation - Schenectady County, NY*
- Dissolution Plan and Implementation - Village of Fort Johnson, NY
- Dissolution Plan and Implementation - Village of South Nyack, NY
- Interim Dissolution Study - Village of Lake George, NY
- Interim Dissolution Study - Village of Highland Falls, NY
- Judicial Court Consolidation Feasibility Study - Town and Village of Rhinebeck, NY
- Judicial Court Consolidation Feasibility Study - Town and Village of Red Hook, NY
- Police Shared Services / Consolidation Study & Implementation Plan - Village of Cobleskill and Schoharie County
- Countywide Shared Services Plan Development and Implementation - Schenectady County, NY*
- Consolidation of Municipal Emergency Dispatch Operations - Schenectady County, NY*
- Solar Consortium Intermunicipal Agreement - Schenectady County, NY*
- Affirmative Action Services Shared Services Plan and Implementation - Schenectady County, NY*
- Central Dispatch Intermunicipal Agreement - Schenectady County, NY*
- NYS Local Government Efficiency Plan - City, Towns, and Villages of Schenectady County, NY*

ORGANIZATIONAL & MANAGEMENT CHANGE

- Corporate Reorganization / Program and Contract Redesigns - Schenectady County, NY*
- Departmental Consolidation - Schenectady County, NY*
- County Workforce Streamlining Initiative - Schenectady County, NY*
- Health Insurance Reforms - Schenectady County, NY*
- Best Practice Child Welfare Improvements - Schenectady County, NY*

MUNICIPAL MANAGEMENT

- Infrastructure Improvements to Community College Campus, Human Services Facility, Department of Motor Vehicles, and Libraries - Schenectady County, NY*
- Outcomes Reporting and Management System - Schenectady County, NY*
- Annual County Operating and Capital Budgets - Schenectady County, NY*

GOVERNMENT EFFICIENCY & INFRASTRUCTURE GRANT/LOAN FUNDING

- Local Government Efficiency (LGE) Grant - Schenectady County Unified Communications Center (UCC) - Schenectady County, NY*
- Clean Energy Communities Grant - Inter-Municipal LED Lighting - Schenectady County, NY*
- Municipal Restructuring Fund (MRF) - Solar Initiative Planning Grant - Schenectady County, NY*

*Work Completed Prior to Laberge Group