

Proposal for

**Evaluation of Potential Government
Structures**

For the

**Town of Ossining and
Village of Ossining**

Submitted by

Fairweather Consulting

On

April 11, 2011

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CONSULTING***

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April 8, 2011

Mary Ann Roberts, Town/Village Clerk
Town of Ossining
16 Croton Avenue
Ossining, NY 10562

Dear Ms. Roberts:

Fairweather Consulting is pleased to submit a proposal to assist the Town of Ossining and the Village of Ossining with a study of potential local government structures. We recognize that this project has the potential to create sweeping changes in the way local government delivers services in Ossining. As such, this project represents significant opportunities for both cost savings and improvement of local services. We agree with the need to provide a neutral and informed study on the issue.

But getting there can be a disruptive and challenging process. This will require not only analytical and legal expertise. The Village, Town and larger community will require assistance with the political and social tensions this process can create. The end result should be an objective analytical framework that the entire community can use to decide how local government services should be configured for the 21st Century.

At Fairweather Consulting, we specialize in strategic change projects for governments and private, not-for-profit organizations. Our team has worked successfully with huge state bureaucracies and small rural villages; multi-million dollar foundations and small struggling volunteer organizations. This variety of experience has prepared us to deal with the widest possible range of financial, administrative and organizational issues involved in reconfiguring services. Our past projects have included what may be one of the most complex municipal studies in New York State. We examined service delivery options for the Saranac Lake area, which includes Village of Saranac Lake which is found in three towns (Harrietstown, North Elba and St. Armand) and two counties (Essex and Franklin).

We are proposing a 12-month project at a cost not to exceed \$48,400. We are prepared to begin work immediately. If you have any questions about this proposal, please contact me at 845-255-0611 or via email at pfairweather@fairweatherconsulting.com. Thank you for considering our proposal.

Sincerely,



Peter Fairweather
Principal
Enc.

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Part A: Project Understanding

Objectives of the Study

The Town and Village of Ossining have engaged in many recent efforts to improve the efficiency and effectiveness of local government services. Through studies of functional consolidation in the areas of Police services, DPW/Highway services and Justice Court services, the two communities have demonstrated a willingness to open up dialogue and discussion on these important issues. In addition to these service-level studies, however, the two municipalities have decided that an in-depth study of full municipal consolidation is a worthwhile effort, since it may provide new opportunities to eliminate redundant or duplicated functions and streamline the provision of local government services.

As the municipalities have no doubt learned through their previous efforts, the goal of identifying ways to improve the structure and delivery of services is fraught with challenges. Not least among these are the challenges of engaging residents throughout the community, so that when the time comes to make important decisions about the future of the Town and the Village, these decisions can be informed by facts and evidence, rather than speculation and opinion.

The primary objectives of the study can be summarized on two levels: to gain insights regarding the positive and negative impacts associated with each possible structure, and to effectively communicate these findings to residents so that they may make informed decisions about the future of their community.

While these objectives are not unique to the Ossining community, the Ossining situation is unique. The history of collaboration between the Town and Village of Ossining, as well as the Village of Briarcliff, provides an important foundation that is absent in many other communities. The most important ingredient in a successful study of restructuring – no matter the specific course of action chosen – is a strong working relationship between the involved communities. Fortunately, recent changes in the laws governing municipal consolidation have provided new avenues for pursuing a collaborative approach to restructuring, paving the way for a successful study in Ossining.

Our Understanding of Your Requirements

The two municipalities seek assistance from a highly-qualified consultant to guide the study of restructuring options, including alternative structures, operation of municipal services under those structures and the impact of implementing those structures. The chosen consultant will be responsible for a wide-range of activities, including public outreach. The options to be studied include full consolidation by creation of a coterminous town/village or a single consolidated Town structure, as well as a continuation of the existing structure with greater emphasis on cooperation. All other legally-feasible options will also be considered.

Table 1 summarizes the requirements identified in the Request for Proposals issued by the Town and Village.

Town & Village of Ossining Project Requirement

- 1) *Identify possible municipal structures, including the option of continuing the current structure;*
- 2) *Coordinate with in-house and external legal counsel to determine the legal feasibility and procedures of each option;*
- 3) *Assess the impact of restructuring, including impacts on services, assets and debts, existing agreements/contracts, employees/elected officials, and fiscal/taxpayer impacts;*
- 4) *Assist with marketing and public outreach and coordinate a substantial public input process;*
- 5) *Attend various meetings of the municipal boards and project committee and facilitate public meetings; and*
- 6) *Develop a final study report with recommendations and plans for implementing recommended restructuring options.*

Table 1 - Summary of Project Requirements

In addition to these requirements, the Town and the Village expect the selected consultant to manage all aspects of the completion of the project, including all project tasks, activities, outreach and reports. The selected consultant will also be expected to comply with the project work-plan approved by the NYS Department of State as part of the municipalities' Local Government Efficiency grant award.

It is our understanding, based on the Request for Proposals, that the study effort will focus on the Town and Village of Ossining. While the Village of Briarcliff was involved during the grant proposal stage, that community has withdrawn from the remainder of the project process and the restructuring options studied will not include restructuring of the Village of Briarcliff. However, the study results must speak to the impact of restructuring on all residents of the Town of Ossining, including those who reside in the Village of Briarcliff.

Our Approach to Municipal Restructuring Studies

The Fairweather Consulting team has been engaged in a wide variety of restructuring studies in communities throughout New York State (see Part B for a list of recent projects). Through our experience in these communities, we have developed a unique approach that blends rigorous analysis of legal, financial and operational aspects of restructuring with an effective community outreach and engagement process. This combination of rigorous analysis and effective stakeholder engagement is the key to the successful outcomes our clients have achieved, including:

- The successful consolidation of Police services in the Town and Village of Saugerties, contributing to sharp declines in the Village tax rate;
- A consensus among Steering Committee members in Saranac Lake to pursue the establishment of a new City form of government; and
- The on-time completion of a Dissolution Plan required by a resident petition in the Village of Schuylerville.

Our experience has reinforced several important "lessons learned" that are integrated into our approach, providing our clients with the benefits of insights gained through the efforts of other communities.

Lessons Learned From
Experience in Other Studies

- 1) *Every community's situation is unique, so we take the time to learn about previous efforts, the current structure and services (and what's working/not working), and what's important to residents;*
- 2) *Decisions regarding restructuring are complicated, so we build our analysis to inform the discussion and to provide objective measures and facts to mitigate the spread of misinformation;*
- 3) *There can be no pre-determined outcomes – every option remains on the table until the preponderance of facts convinces the committee, boards and residents that it's no longer worth pursuing;*
- 4) *Restructuring studies are about examining the available options for structuring the municipality, not about cutting services as a means of reducing taxes – if the single goal is to reduce taxes, service cuts are often more effective and a study of which services to cut should be undertaken;*
- 5) *Uncertainty is the rule, so our analysis not only estimates the expected impact of restructuring, but provides residents and boards with tools to guide decision-making in the face of uncertainty; and*
- 6) *The only unacceptable outcome is to end up exactly where we started, so our approach aims to provide valuable insight and analysis that the municipalities can use no matter the outcome of restructuring decisions (e.g. informing future discussions about further shared services).*

Table 2 - Lessons Learned from Previous Studies

We enter into each restructuring project as a partner with our clients, and we believe that our greatest achievement is to guide our clients to the outcome they believe is best for their community. As a small firm, we are deliberate in our choice to pursue projects, and once engaged, we do what it takes to achieve a successful conclusion to the project.

Proposed Scope of Work

The overall structure of the project work plan has been defined in detail through the municipalities' contract with the Department of State for the Local Government Efficiency grant. Therefore, our proposed scope of work mirrors the Program Work Plan included within the Request for Proposals. Within the scope of work outlined in this section, we have made minor adjustments to reflect changes in the municipalities involved in the study (i.e. the withdrawal of Briarcliff) and our past experience with similar projects, which suggests alternate methods for accomplishing the intended project goals.

Project Management

Peter Fairweather, the Principal of Fairweather Consulting, will manage this project (see Part C for resume). With over 25 years experience in the management of complex public projects, he will be responsible for maintaining the relationship with the Project Committee and the Town and Village Boards and ensuring that all administrative and financial requirements of the project contract are fully complied with. As shown in the project budget, Mr. Fairweather will be directly involved in all tasks of this project, providing leadership for the entire project team.

Tim Weidemann will be a key technical resource for the Dissolution Committee. He will be responsible for conducting the legal, fiscal and operational analyses required as part of the study. With a background that includes several years of running change management projects for Deloitte Consulting, Mr. Weidemann will

provide the Project Committee and municipal boards with the analyses and findings that will serve as the basis for informed decision-making.

Public Participation & Outreach

Fairweather Consulting uses an interactive, consultative process in all of its work. We strongly believe that municipal restructuring studies cannot achieve a stronger local community without regular and meaningful interaction with a wide variety of stakeholders. Our approach to gathering this input goes beyond involving the public in the process to include the Committee and Village and Town staff in the discussion about the future of local government in Ossining. This process will involve the following activities:

Interaction with the Project Committee: The Project Committee is the key resource in any project we undertake. Committee members should expect the Fairweather Consulting team to provide them with timely, penetrating and clearly presented analyses. At the same time, we will look to the Committee to assist us in identifying data sources, providing access to staff and other officials and serving as a liaison to the general public. Throughout the project, we anticipate meeting with the Committee on a monthly basis on average. For example, once we have the kickoff meeting and begin the intensive data collection and preliminary analysis, we may not require a meeting every month. But once the analysis is largely complete and/or being reviewed by the Committee, we may meet multiple times in a month to discuss the findings and their implications for the Village and the Town. The Fairweather Consulting team will produce meeting summaries for all Committee meetings as well as for public meetings throughout the study process.

Data Gathering and Interaction with Village and Town Staff: The Fairweather Consulting team will compile the data needed to inform Committee decision making regarding the restructuring options. We will provide the Committee with a list of the data we will be collecting from Village, Town and (if appropriate) County officials. We will ask appropriate committee members to make the initial contact with Village, Town and County staff to let them know they will be contacted by the Fairweather Consulting team for purposes related to this study. At that point, Fairweather Consulting team members will contact the staff members, arrange meetings and/or phone conversations with them to explain the project and describe how the particular information requested from them will contribute to the project. At the same time, we will be asking those staff members if they believe there is other data or information we should be aware of (and collect) in order to better understand the issues being analyzed.

Data Interpretation: The Fairweather Consulting team believes data analysis is only useful if its results are presented in a manner that is clear, easily understood and directly responds to the issues raised by the project scope and/or the Committee. While we typically employ sophisticated and cutting edge analysis in our work, the ultimate value of analysis and interpretation is to provide clear and accessible means for our clients to understand the consequences of our findings for their projects. Thus, we tend to use simple tables and engaging graphics in working with clients. This is consistent with our overall consulting philosophy: our aim is to enable our clients to interact with us and deliberate with us on key issues. The interpretation of data is an opportunity to meld our understanding and expertise with our clients' experience and insights.

Interaction with the Public: We feel that one of the unique capabilities of our team is the way we combine rigorous data analysis with a strong track record of innovative and successful techniques for engaging public input to projects. We do this because of a strong belief that a complete analysis of any situation requires an

understanding of public values and concerns combined with analytical findings. The Fairweather Consulting team seeks public interaction in two ways:

Engaging and informative public meetings: Over the years, we have been very successful and boiling down important issues and ideas so that they can be reviewed and discussed by a wide range of interests and public meetings. It was because of this ability that we were selected by the Metropolitan Development Foundation of Syracuse to lead the public outreach meetings for their "Creative Communities" initiative. We've also had similar success in rural communities such as Lake George and the Village of Fleischmanns in Delaware County.

Cutting edge technology that connects to people: we've pioneered the use of Internet-based social networking technology as a means to engage the general public and other stakeholders in projects. Two of our most recent examples are the social network web sites we have created for the Saranac Lake Government Restructuring Project (<http://saranaclakeny.ning.com>) and the New Paltz Government Efficiency and Effectiveness Study (<http://newpaltz.ning.com>). At these sites, we post all presentations and drafts produced during the study, maintain a meetings calendar, conduct on-line surveys and provide numerous opportunities for members of the general public to "join" the site and comment on the ongoing project work. A similar site would be created for this project, with features customized to reflect the preferences of the Project Committee.

Task 1: Project Initiation

Schedule: Month 1

Task 1 Deliverable(s): Kick-Off Meeting, Project Web Site, Meeting Summaries

Upon initiation of the project, the Fairweather Consulting team will meet with the Project Committee to review and finalize the project work plan and schedule. In addition, we will work with the Committee to schedule a public meeting to "kick off" the project. The format of the meeting will outline the extent and nature of the project for the community, and identify opportunities for the community to monitor and participate in the process by observing meetings, joining the project website, etc. This meeting will also provide an opportunity for members of the community to register their concerns, hopes and ideas regarding the topic of restructuring. Ideally, this meeting should include stakeholders from the Town and the Village, as well as representatives from the County.

The Fairweather Consulting team will work closely with the Committee to ensure that there is adequate attendance at the meeting from all jurisdictions. Our experience is that personal invitations are often the most effective means to assure participation at key events or meetings. Consequently, members of the Committee may be asked to mobilize any personal and/or professional connections they have with stakeholders from these various jurisdictions to encourage maximum participation.

Also, as part of Task 1, the Fairweather Consulting team will create a project website to serve as a resource for Committee members, key stakeholders from all jurisdictions and the general public. The site will contain drafts of all analyses and presentations prepared by the Fairweather Consulting team. It will be an interactive "social networking" site to maximize the ability of Committee members to share information and ideas with us, each other and the general public. It will also enable the general public to monitor and contribute to the project on an ongoing basis. Two examples of such sites are the project web sites for our completed

restructuring study in Saranac Lake (<http://saranaclakeny.ning.com>) and the ongoing study in New Paltz (<http://newpaltz.ning.com>).

The image below is a screenshot from the Saranac Lake project web site, which we encourage representatives from Ossining to review in order to appreciate the capabilities of this innovative platform.

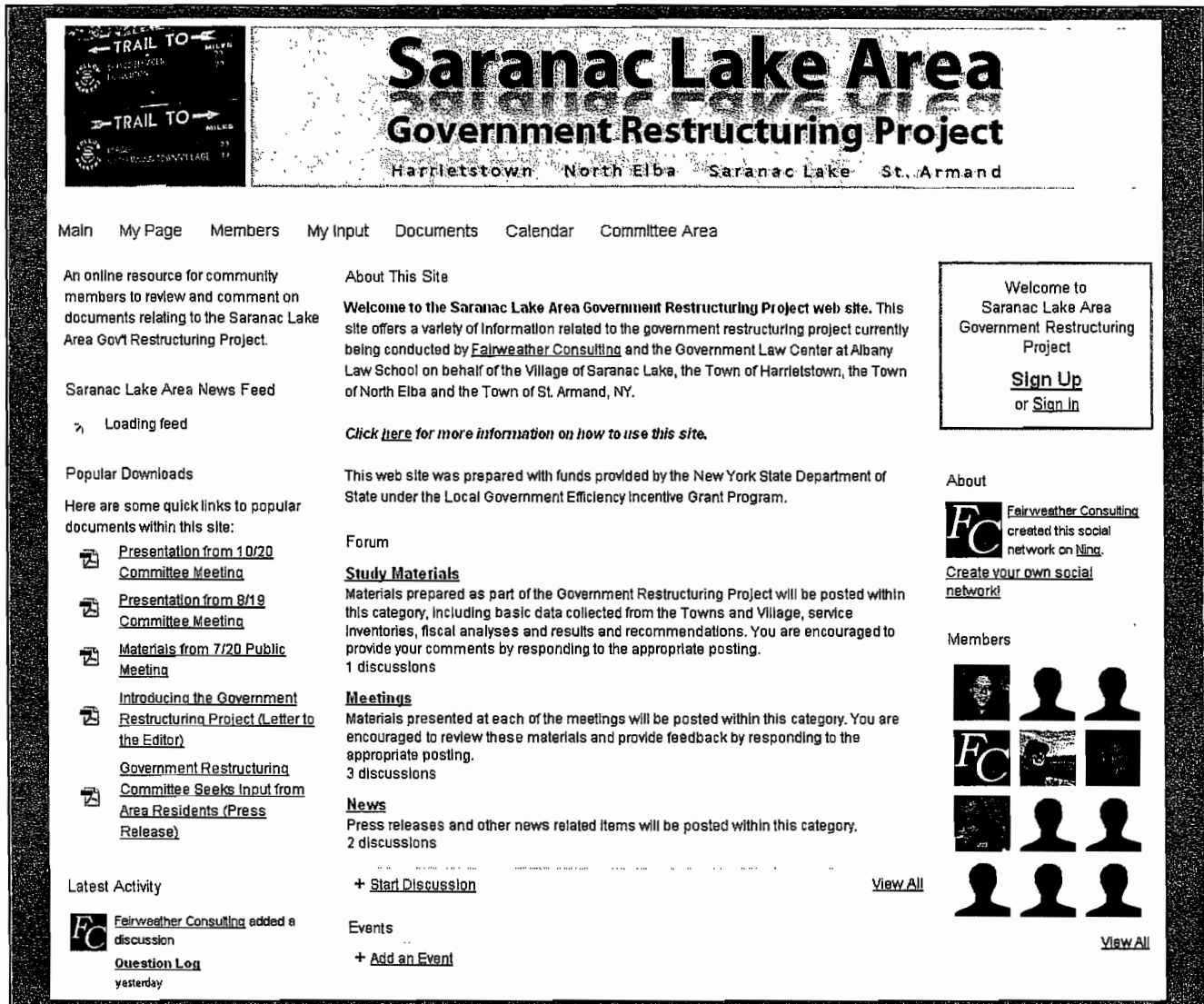


Figure 1 - We have pioneered the use of social networking web sites as a tool to engage the committee and area residents in an ongoing dialogue about the pros and cons of various restructuring options.

Though we believe the project web site can be a valuable tool, we also understand that residents and Committee members may have varying levels of comfort with such tools, so we will continue to use traditional formats such as email and print materials to convey important information-related to the project.

Task 2: Preliminary Analysis

Schedule: Months 2 - 5

Task 2 Deliverables: Draft Restructuring Study, Meeting Summaries

The Fairweather Consulting team will conduct a preliminary review of the current structures and services of the Town and Village of Ossining and analyze the legal implications of various changes in government structure (e.g. coterminous town-village government, town consolidation) within the context of New York State law. This will provide the baseline information by which alternative approaches to restructuring will be evaluated. It will provide a "first cut" analysis of the fiscal, legal and operational feasibility of the options under consideration. It will also serve as a decision-making tool for the Project Committee to identify which options have the greatest potential for success. The Preliminary Analysis and resulting Draft Restructuring Study will include:

Inventory of current service delivery structures: in addition to conducting interviews with the major department heads in the Town and Village, the Fairweather Consulting team will review the budgets, table of organization, existing agreements and contracts, inventory of assets and debts, past studies and other appropriate documents of the Town and Village to define the current service delivery structure for both jurisdictions.

Fine-grained analysis of service costs: One of the distinguishing features of our approach to restructuring studies is our insistence on creating a highly detailed understanding of service costs. We do not merely report budget categories; to the greatest extent feasible, we define the discrete services performed by each jurisdiction and match them with the job titles and budgetary resources specifically involved in delivering each service. This is an intensive process that typically involves input from department heads, but it produces a fine-grained understanding of the actual costs of services that is an invaluable baseline for all discussions and impact assessments that follow.

Identification of legal constraints associated with each restructuring option: The Fairweather Consulting team will conduct a thorough legal review of each potential service delivery option, in coordination with the municipalities' in-house and external legal support. With extensive experience in every option (including coterminous government), our team will assist in identifying any legal constraints that may prevent consideration and/or implementation of the various restructuring options, and we will document the State and/or local laws that would be required to be changed to pursue such options.

Identify key strategic issues related to service continuity/improvement: During a special meeting, Fairweather Consulting will present a summary of this baseline information to the Project Committee and Village and Town Boards. The results will be reviewed at two meetings. The first meeting will provide an opportunity for the Committee to review and comment upon the results to date and suggest any supplementary analysis. The second meeting the committee will involve the Committee and the Village and Town boards. Attendees will be asked to discuss how the results of the preliminary analysis relate to key strategic issues facing the Ossining community. For example, will the plans for the shared highway/public works, police or justice court function be affected? Are there other local initiatives related to tourism development, emergency preparedness or other key issues that may be affected by concepts or issues raised by the preliminary analysis? The meeting will conclude with a discussion of the various restructuring options. The Fairweather Consulting team will facilitate a process to enable the Project Committee and Town and Village boards to define the reconfiguration options that will be the primary focus for Task 3.

The Draft Restructuring Study produced during Task 2 will contain the required elements identified in the Program Work Plan submitted to the Department of State. The primary focus of the draft study will be to identify the current situation with regard to service delivery, service cost, assets/debts, contracts and agreements, etc., but the report will also outline the early findings with regard to identification and feasibility of various restructuring options.

Task 3: Feasibility Study and Comparative Analysis

Schedule: Months 5 - 8

Task 3 Deliverables: Final Restructuring Study

As directed by the Project Committee and the municipal boards and based on the results of task 1 and 2, the Fairweather Consulting team will conduct an in-depth feasibility study of viable restructuring options that could result in improved efficiency and/or cost-effectiveness. The primary focus will be on the priority options identified by the Project Committee at the conclusion of task 2. (Note that other options may be considered if the analysis and/or interaction with the Committee or other stakeholders suggests such options are worthy of consideration and approved by the Project Committee for such analysis.) This analysis will involve the following components:

Legal Analysis of Priority Options: This analysis will identify the legal basis for proceeding with each option, citing the relevant state and local legislation and state and local case law that enable these options to be implemented. In addition, the legal analysis will provide a detailed description of the legal and administrative actions that would be required for each option. This will include all acts by town, village or county governments, public hearings required, requirements and schedules for any legal notices, publications, or public votes required, etc.

Operational Analysis of Priority Options: Building upon the legal analysis, the operational analysis will provide a detailed description of each of the reconfiguration options. This analysis will identify the structural changes required in county, town and/or village government to achieve each of the priority options. In addition to describing the change in structures, the operational analysis will also describe any changes in administrative or legal procedures for services affected in each option. Finally, the operational analysis will describe the specific steps required to convert the existing service delivery structures in the Village and Town to the new structure recommended in each option.

Cost/Revenue Analysis of Priority Options: The budgetary implication of each priority option will be detailed in terms of its effect on budgets in the Town and the Village. This will include detailed "before and after" budgets for those services affected by each priority option. The analysis will also identify any changes in revenue associated with each option (e.g., changes in distribution of revenues from property taxes, user fees, sales taxes, etc.). The revenue analysis will also document and project any changes in intergovernmental aid and grants eligibility associated with each of the priority options identified by the Project Committee. Finally, the analysis will conclude by projecting detailed costs involved in implementing each of the priority options, including projections of staff time, resources involved, legal assistance required, etc.

Fiscal Impact Analysis of Priority Options: In addition to detailing the budgetary impacts, the Fairweather Consulting team will provide an analysis of the impact of each priority option on typical residential properties in each jurisdiction involved (e.g., Village of Ossining, Town outside the Village, Town outside Village in special districts, Village of Briarcliff, etc.). Presented in simple, graphics-oriented format, this analysis will be an important part of the information created to inform the general public of the advantages and disadvantages of each of the options.

Evaluation Matrix for Priority Options: The Fairweather Consulting team will create a matrix summarizing the results of these analyses for all priority options. It will be created as a tool to provide a quick and comprehensive overview of the advantages and disadvantages of each priority option for project steering committee members, stakeholders from each participating government and the general public. The example below was generated for our project in Saranac Lake.

	Option 1 Village Dissolution	Option 2 Coterminous (Expanded Harriestown)	Option 3 City
Legal/Implementation Factors			
		↓ = Low	⇔ = Medium ↑ = High
Legal Complexity	→	↑	↓
Implementation Difficulty	→	↑	↑
Cost of Implementation	→	↑	↑
Operational Factors			
		↓ = Better	⇔ = Same ↑ = Worse
Complexity of Structure	↑	→	↓
Transience and Variability	↑	↑	→
# of Districts/Municipalities	↑	↓	→
Detailed Fiscal Impact			
		↓ = Tax rates decrease	⇔ = No change ↑ = Increase
Harriestown (Outside)	↑	↑	↑
Saranac Lake (H'town)	↓	↓	→
North Elba (Outside)	↑	→	→
Saranac Lake (N Elba)	↓	↓	→
St Armand (Outside)	↑	→	↑
Saranac Lake (S Armand)	↓	↓	↓

Figure 2 - Sample Evaluation Matrix of Priority Options from Saranac Lake Study

The Final Restructuring Study will be presented to the Project Committee for review and discussion prior to being included in the final report for this project. It is anticipated that the document will be available for Committee review at least one week prior to the review meeting. If appropriate, the Fairweather Consulting team will also make the draft available to the general public through the project website.

Task 4: Alternatives to Restructuring

Schedule: Months 8 – 9

Task 4 Deliverables: Summary of Alternatives and Impact

The Fairweather Consulting team understands that a detailed review of alternatives to consolidation is necessary in order to provide a full picture of the options available to residents at the conclusion of the overall study project. The Final Restructuring Study will look into a variety of restructuring options, including a Coterminous Town/Village, consolidation of the Town and Village into a single Town, and other options. However, the clear alternative to all of these options is to make no change to the current structure of local government in Ossining. This option will be reviewed to provide a point of comparison against the restructuring options included in the study, and will involve identification and assessment of the impact of enhanced shared services and cooperation as an alternate means of achieving improved efficiencies and greater cost-effectiveness in the delivery of services.

The results of this task will be added as an appendix to the Final Restructuring Study, and will be reviewed with the Project Committee.

Task 5: Public Meeting

Schedule: Months 9 - 10

Task 5 Deliverables: Meeting Summary, Revised Final Restructuring Study

Our typical approach involves more than one public meeting, and as we have outlined in the previous tasks, we envision an initial public kick-off meeting during Task 1 that will orient members of the community to the study process and the various opportunities for public input. While we will incorporate input received from the public into the work of all previous tasks, this task represents an important transition in the overall project. While earlier tasks encourage residents to become informed about the study process, this task is the beginning of a concerted effort to gauge residents' reactions to the results of the Final Restructuring Study, so that the study can be modified, expanded, or adjusted to reflect concerns and suggestions from the public. While there may be interest on the part of some residents to provide this input earlier, we find that the public dialogue benefits greatly by having a concrete report to which residents can react.

The Fairweather Consulting team will work with the Project Committee to schedule the public meeting, conduct the necessary outreach to ensure adequate participation, and prepare the materials that will be used to summarize the study findings and gather public input in an organized and constructive manner. Following the meeting, the Fairweather Consulting team will review with the Project Committee the proposed changes to the Final Restructuring Study document in response to public input, and will prepare a new appendix to the report that details the specific questions and answers to residents' questions.

Task 6: Restructuring Implementation Plan

Schedule: Months 10 - 11

Task 6 Deliverables: Restructuring Implementation Plan

Based upon direction from the Project Committee, the Fairweather Consulting team will develop a plan that the Town and Village can use to implement the best-case restructuring option. The plan will:

- Identify the option that will be the focus of the implementation

- Define a step-by-step work plan and timeline for the legislative and administrative steps required of each of the participating jurisdictions. Based upon the information in the final report, this will include scheduling for public hearings, notifications, etc.
- Create an implementation budget, drawing upon the final report to indicate the costs associated with each of the actions in the work plan
- Draft Joint Consolidation Agreement, if required between municipalities to implement plan recommendations
- Identifying evaluation criteria and benchmarks for monitoring the progress of the implementation plan to ensure that those involved complete the required tasks in a timely and effective manner.

Depending on the option selected for implementation, the plan may also include additional materials to support the adoption of the plan by the Village and Town boards, as well as proposition language to be included on a ballot for any referendum required to adopt the plan.

Task 7: Public Hearing

Schedule: Month 12

Task 7 Deliverables: Minutes of Public Hearing

The Fairweather Consulting team will provide support to the Project Committee to schedule, announce and hold any required public hearings based on the restructuring option selected for implementation. The specific requirements for the public hearing will be determined by the restructuring option that is selected and the legal procedures identified in the Restructuring Implementation Plan. Official minutes from the public hearing will be recorded by the Fairweather Consulting team and included as an appendix to the final project deliverables.

Task 8: Project Close Out

Schedule: Month 12

Task 8 Deliverables: NYS DOS Project Close-Out Documents

Once the final project deliverables have been submitted to the municipal boards, the Fairweather Consulting team will prepare the required close-out documents for the Local Government Efficiency grant. The requisite figures related to taxpayer impact will be provided in the Revised Final Restructuring Study and Restructuring Implementation Plan, and will be included in the project close-out documents. The Fairweather Consulting team will also assist the municipalities with the completion of the necessary Project Status Reports required by DOS throughout the duration of the project contract.

Project Timeline

As described in the Scope of Work section above, the Fairweather Consulting team has developed a twelve-month schedule for completion of the required project tasks. We have extended the timeline from the 9-month period identified in the Program Work Plan included in the Request for Proposals. This schedule is subject to adjustment if there are specific dates and milestones that must be coordinated with the overall project and its deliverables. However, we have found that projects of this nature and scope require adequate time, particularly during the process of public outreach and input, in order to reach a successful conclusion.

The following chart summarizes the major project tasks and the schedule for their execution.

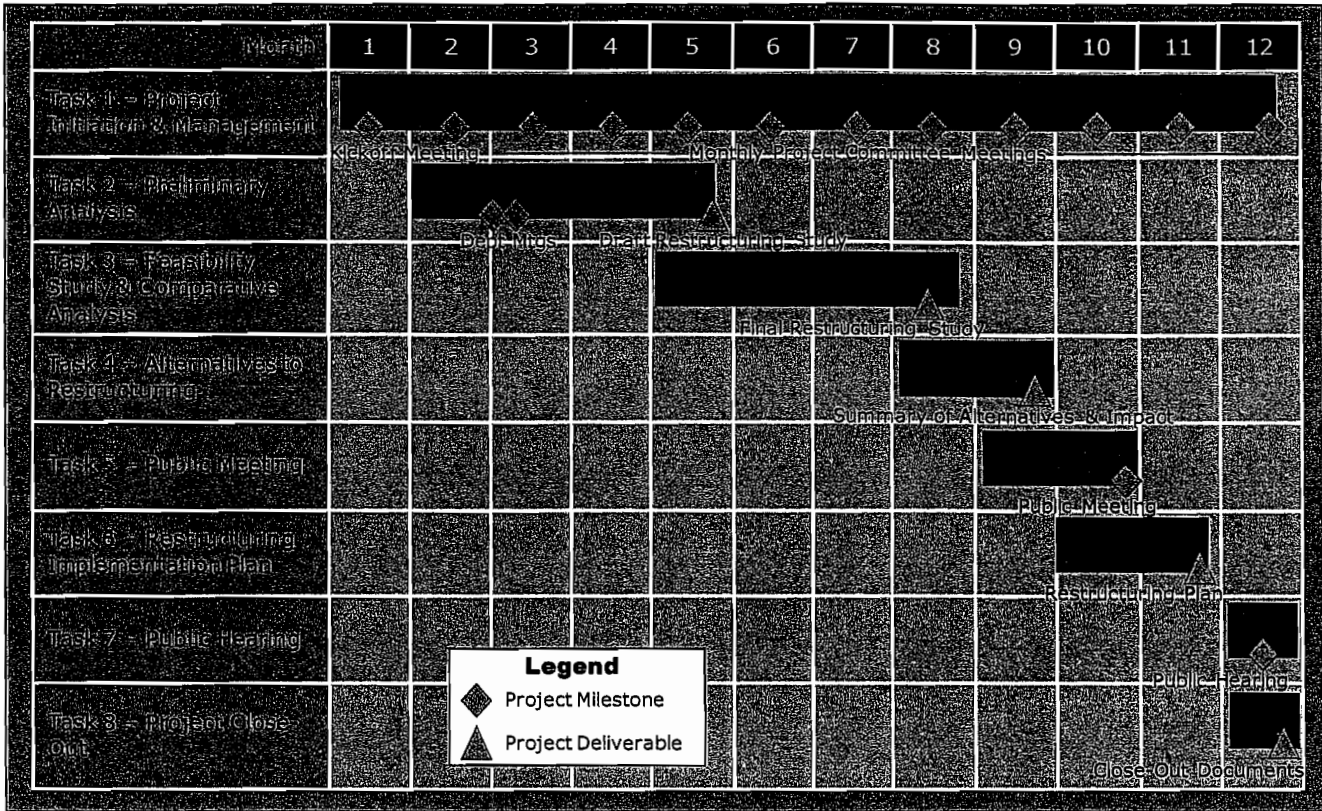


Figure 3 - Timeline of Project Tasks

Project Budget

This project will be completed within 12 months for a cost not to exceed \$48,396, with fees and allowable expenses billed monthly based on work completed. The matrix below outlines the cost of each proposed task, including the personnel commitments by title and hourly rate for each position.

Project Budget - Expenses and Fees		Total
Project Fees		
	Total Project Fees	\$46,100
Project Expenses		
	Total Project Expenses	\$2,296
Total Project Expenses and Fees		\$48,396

**Proposal for Evaluation of Potential Government Structures
For the Town of Ossining and Village of Ossining**

Project Budget - Fees		Resource	Hours	Rate	Total
Task 1 - Project Initiation					
	Principal (Peter Fairweather)		12	\$150	\$1,800
	Sr Associate (Tim Weidemann)		15	\$125	\$1,875
	Associate		14	\$50	\$700
	Total Task 1		41		\$4,375
Task 2 - Preliminary Analysis					
	Principal (Peter Fairweather)		12	\$150	\$1,800
	Sr Associate (Tim Weidemann)		40	\$125	\$5,000
	Associate		45	\$50	\$2,250
	Total Task 2		97		\$9,050
Task 3 - Feasibility Study & Comparative Analysis					
	Principal (Peter Fairweather)		10	\$150	\$1,500
	Sr Associate (Tim Weidemann)		45	\$125	\$5,625
	Associate		50	\$50	\$2,500
	Total Task 3		105		\$9,625
Task 4 - Alternatives to Restructuring					
	Principal (Peter Fairweather)		10	\$150	\$1,500
	Sr Associate (Tim Weidemann)		15	\$125	\$1,875
	Associate		15	\$50	\$750
	Total Task 4		40		\$4,125
Task 5 - Public Meeting					
	Principal (Peter Fairweather)		12	\$150	\$1,800
	Sr Associate (Tim Weidemann)		20	\$125	\$2,500
	Associate		30	\$50	\$1,500
	Total Task 5		62		\$5,800
Task 6 - Restructuring Implementation Plan					
	Principal (Peter Fairweather)		10	\$150	\$1,500
	Sr Associate (Tim Weidemann)		15	\$125	\$1,875
	Associate		40	\$50	\$2,000
	Total Task 6		65		\$5,375
Task 7 - Public Hearing					
	Principal (Peter Fairweather)		10	\$150	\$1,500
	Sr Associate (Tim Weidemann)		15	\$125	\$1,875
	Associate		40	\$50	\$2,000
	Total Task 7		65		\$5,375
Task 8 - Project Close Out					
	Principal (Peter Fairweather)		5	\$150	\$750
	Sr Associate (Tim Weidemann)		5	\$125	\$625
	Associate		20	\$50	\$1,000
	Total Task 8		30		\$2,375
Total Project Fees					\$46,100

Project Budget - Expenses		Quant.	Cost	Total
Printing and Supplies				
Including printing costs for production of all reports and presentations, materials for Committee Meetings, and web site.	Printing for reports and presentations	1	\$500.00	\$500
	Web site	1	\$200.00	\$200
	Total Printing and Supplies			\$700
Travel and Accommodations				
Including mileage for travel to and from Schuylerville for meetings with the Committee, Town/Village Boards & Departments, and public meetings.	Transportation (14 round-trips, 114 miles each way)	3192	\$0.50	\$1,596
	Total Printing and Supplies			\$1,596
Total Project Expenses				\$2,296

Part B: Experience and References

Fairweather Consulting is based in New Paltz, NY. For over 10 years, Fairweather Consulting has provided professional services to communities and organizations seeking to implement projects of significant importance and exposure. With two full-time personnel and a team of part-time analysts and research assistants, Fairweather Consulting is a boutique consulting firm with deep expertise in public and nonprofit shared services and mergers, including Village dissolutions.

Over the past two years, Fairweather Consulting has been engaged by several New York State municipalities, including New Paltz, Lake George, Saugerties, Saranac Lake, and others to conduct shared services and dissolution studies. In addition, we have worked with nonprofits in Connecticut, New York and Pennsylvania on issues of service coordination and consolidation, lending a unique perspective to our approach.

As required by the Town and Village of Ossining, Fairweather Consulting maintains general and professional liability coverage in the amount of \$1,000,000. If selected by the Village and Town of Ossining, Fairweather Consulting will be the entity responsible for contract execution on behalf of the project team. No employees or subcontractors of Fairweather Consulting will seek to participate in this project, either directly or indirectly, except in accordance with the definitive terms of this Request for Proposal or those which may be sequel to it.

Organizational Profile

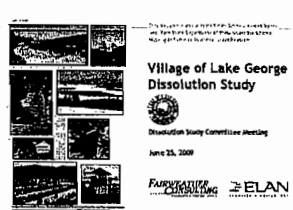
Fairweather Consulting works closely with our clients to identify strategic choices that reflect their values while responding to the realities of budgets, markets and internal capabilities. We are specialists in strategic change for communities and organizations.





Relevant Previous Engagements

Fairweather Consulting has extensive experience guiding municipalities and nonprofit organizations through mergers, dissolutions and other complex transitions. Our long history of working with local governments in a variety of capacities, from economic development strategies to shared services studies, provides us with a deep expertise in municipal budgeting and finance, operations, and administration. Furthermore, we place a strong emphasis in all of our projects on public participation and stakeholder engagement. We are recognized for our ability to engage effectively with diverse stakeholders, bringing their often valuable input to the table and diffusing the resistance that can prevent the successful implementation of critical change efforts.

The project descriptions below provide a sample of our relevant recent work:

 <p>Village of Lake George Dissolution Study</p> <p>Dissolution Study Committee Meeting June 25, 2009</p> <p>FAIRWEATHER CONSULTING ELAN</p>	<p>Village of Lake George Dissolution Study. Fairweather Consulting recently completed a 10 month effort to develop a dissolution plan and proposition for the Village of Lake George. Working with the Dissolution Committee, Fairweather Consulting conducted a service-level analysis of the costs and benefits of various dissolution scenarios to residents of the Village and the Town. We developed draft proposition language that the Dissolution Committee expects to recommend</p>
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	<p>to the Village Board, which would bring the issue to Village voters at the 2011 general election.</p>
	<p>Town/Village of Saugerties Public Safety Consolidation Study. Earlier this year, Fairweather Consulting completed a study of the options for merging and consolidating police services within the Town and Village of Saugerties, NY. We developed a detailed fiscal impact model that support the committee's examination of the taxpayer impacts of several possible configurations of the merged department, and helped the committee identify a preferred option that results in an estimated savings of more than \$3M over 7 years.</p>
	<p>Merger Plan for Literacy Volunteers of Eastern & Western Orange County. Fairweather Consulting provided guidance, project management, and operational support as two small nonprofit literacy providers, based in Orange County, NY, underwent the planning, preparation and execution of a merger. Using our highly-successful Implementation Planning Tool, we provided the two organizations with the support that they required to execute the complex process of the merger, as well as the challenging effort to integrate the two organizations after the merger was complete.</p>
	<p>Village of Lake George Shared Services Study. During 2007 – 2008, Fairweather Consulting worked with the Village of Lake George to identify potential opportunities for shared highway, water and sewer services between the Village and Town of Lake George. Through our analysis, we identified the taxpayer impacts of several functional consolidation options, and recommended new operational configurations for the new, merged departments.</p>
	<p>Greater Hartford Adult Literacy Strategy. Fairweather Consulting facilitated a strategic planning process that involved over 20 nonprofit Adult Literacy agencies who worked collaboratively to develop a set of short- and long-term strategic priorities. The planning process involved facilitation of a two-day multi-agency workshop, environmental scans, and stakeholder interviews.</p>
	<p>A Regional Action Plan for Collaboration. As part of the Hartford Foundation's Adult Literacy Project, Fairweather Consulting worked with a variety of adult literacy agencies to identify opportunities for collaboration, and to develop program models and action plans to implement those models. One of the projects to emerge from this planning process is the Hartford LEARN project, which is co-led by the Hartford Public Library. Fairweather Consulting remains involved by providing project management support as the Hartford LEARN project completes its Pilot implementation.</p>
	<p>its Pilot implementation.</p>

	<p>New Paltz Government Efficiency Project. Fairweather Consulting is currently engaged with The Town and Village of New Paltz to explore ways to improve the efficiency and effectiveness of local government in the New Paltz community. This involves close coordination with the project steering committee, and a careful consideration of shared services, consolidation options, and how each option could affect service delivery, service costs and the impact on local property taxes.</p>
	<p>Saranac Lake Area Government Restructuring Project. In November 2010, Fairweather Consulting completed a complex study that explored different options and approaches to restructuring the local governments of the Towns of Harrietstown, St. Armand, and North Elba, and the Village of Saranac Lake. Fairweather Consulting worked with the Government Restructuring Committee (GRC) to identify the current methods for running the four municipalities and their shared services, which informed the creation of a feasibility study, comparative analysis, final report and implementation plan.</p>

Client References

Project Contact	Project Description
Saugerties, NY – Police Consolidation Study	
<p>Greg L. Helsmoortel Supervisor, Town of Saugerties Saugerties Town Hall 4 High Street Saugerties, NY 12477 Phone: (845) 246-2800</p>	<p>December 2007-June 2009</p> <p>Fairweather Consulting has completed a shared services study with the police departments of the Town and the Village of Saugerties. Fairweather Consulting’s final report includes an in depth analysis of the existing police departments and the presentation of fiscal, legal, operational and contractual impacts of alternative service delivery configurations.</p>
Lake George, NY – Shared Services Study & Dissolution Study	
<p>Mayor Robert Blais Village Administration Office PO Box 791 Lake George, NY 12845 Phone: (518) 668-5771 E-mail: lgvmayor@nycap.rr.com</p>	<p>July 2007- February 2008 & June 2008 – June 2009</p> <p>Fairweather Consulting conducted a study to examine the potential for shared municipal services between the Town and Village of Lake George, NY. The services included in the study included the Village Streets and Town Highway Departments, the Village and Town</p>

	Water Departments, and the Village and Town Sewer Departments. Fairweather Consulting also completed a Dissolution Study for the Village.
Saranac Lake Area – Government Restructuring Project	
<p>Jeremy Evans Director of Community Development 3 Main Street Saranac Lake, NY 12983 Phone: (518) 891-0490 (518) 891-4150 ex. 235 Email: comdev@saranaclakeny.gov</p>	<p>May 2009 – November 2010</p> <p>Fairweather Consulting worked with the Government Restructuring Committee and did extensive research to create a feasibility study for different restructuring options, a comparative analysis, final report and implementation plan to establish a City.</p>

Part C: Key Personnel

Peter Fairweather, Principal

Peter Fairweather has a practice specializing in strategic change processes for communities and organizations. His work draws upon more than 25 years of experience in strategic planning, community planning, education and economic analysis. In addition, he has designed and delivered training programs for clients in New York State, Germany, Greece, and Sweden.

He is co-author of an instructional software package on strategic planning published by McGraw-Hill, and has written various articles on community and rural economic development. He is a member of the American Institute of Certified Planners, the New York State Economic Development Council and the International Economic Development Council.

Tim Weidemann, Senior Associate

Tim Weidemann brings expertise in the implementation of complex programs and systems to the strategic change practice at Fairweather Consulting. For over seven years, Mr. Weidemann has worked closely with large and small public sector and nonprofit clients, leading them through a rigorous strategic planning and change management approach aimed at maximizing their return on economic development, program development and systems development projects.

Prior to joining Fairweather Consulting, Mr. Weidemann was a Senior Consultant with Deloitte Consulting LLP. As a public sector practitioner in Deloitte's Organization and Change practice, he managed change efforts for several multi-million dollar state and local government projects. In 2005, one of Mr. Weidemann's projects was a finalist in the ComputerWorld Honors program, which recognizes outstanding efforts by government organizations that use information technology to benefit society.

Part D: Certification Statement
