

Dissolution Advice and Guidance
A Statement of Qualifications for the
Village of South Nyack

January 2021



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Prepared for:

The Village of South Nyack

Prepared by:

Paul A. Bishop, M.P.A.
Project Director

In partnership with:

Behan Planning and Design
Sourced Municipal Solutions, LLC



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Introduction

The Center for Governmental Research (CGR) is pleased to offer its qualifications to advise the Village of South Nyack government on the process of dissolution. Our team has deep experience with the village dissolution process in New York State and direct knowledge of municipal services and issues in South Nyack, having prepared an analysis of potential dissolution impacts for the Village in advance of the December 17 referendum on dissolution. With our familiarity with the Village of South Nyack and Town of Orangetown governments and major issues of concern to residents, CGR is positioned to hit the ground running and maximize its time to assist the Village.

For this engagement, CGR has expanded its team to provide detailed answers to questions that matter to South Nyack residents. Joining us is **Behan Planning and Design**, which has provided planning and design services to communities in the Hudson Valley for more than a quarter century. The firm brings extensive community involvement experience and technical expertise in development of land use plans, development guidelines and zoning codes, and will assist CGR in assessing how best to integrate Village and Town approaches to land use. In addition, **Sourced Municipal Solutions LLC** brings our team firsthand experience in municipal management. Founder and owner Patricia “Patti” Dwyer has more than 30 consecutive years of experience as a public manager and administrator, and also serves today as Executive Director of the New York State City/County Management Association.

We look forward to the opportunity to continue delivering professional, expert assistance to the Village of South Nyack.

Since 1915, CGR has delivered results to the municipal, education, nonprofit and business-civic sectors through objective analysis, mission-critical data and strategic counsel. We have become a thought leadership partner of choice by empowering innovative solutions in the public interest. Trusted for our independence and breadth of experience spanning a century, CGR delivers expert solutions in government & education, economics & public finance, health & human services and nonprofits & communities. Proudly headquartered in Rochester, New York, CGR has served communities throughout the Northeast and Great Lakes regions. In the core competencies sought by the Village for this engagement – local government services, budget analysis, public safety operations, efficiency improvement and public engagement – CGR has a deeper portfolio of work with more localities than any other similar organization. Our website, cgr.org, provides an overview of our recent portfolio of projects.

Our Team's Experience

CGR

In addition to our experience in South Nyack, CGR has conducted more municipal consolidation studies and delivered more technical assistance to regional and local governments on these issues than any organization in the Northeast, with extensive experience in New York. Our work in the past 10 years alone includes dozens of municipal service, budgetary and planning restructuring engagements, as well as service delivery redesign efforts. In addition to directing several village dissolution and municipal service consolidation studies, our project director, Paul A. Bishop, also brings a wealth of experience in public safety matters, with a proven track record of providing practical, data-driven solutions to police departments, fire protection and EMS services across New York State. Mr. Bishop is supported by CGR's team of public finance, public sector management and service delivery experts, as well as strategic consultants in land use and management. As this proposal demonstrates, CGR is ideally positioned to deliver assistance to the Village with expertise and efficiency.



CGR also is deeply familiar with the study process required by the Citizen's Reorganization Empowerment Grant and the data and analysis required for successful reimbursement, as well as the necessary community engagement.

CGR does not have a position on the wisdom of dissolution overall – we observe advantages and disadvantages of a dissolution or merger in every situation and maintain steadfast neutrality during the study period. We provided the data and analysis that resulted in the merger of the two Princeton New Jerseys (township and borough) in 2013. We developed dissolution plans in for the Villages of Prospect, NY in 2015, Forestville, NY in 2016, Cherry Creek, NY in 2017, and Van Etten, NY in 2018. And we have provided analysis to communities that have chosen to retain the *status quo*, from a proposed merger of the City of Buffalo into Erie County to the suggested dissolution of the Village of Victory in Saratoga County and the potential dissolution of the Village of Medina in Orleans County.

Strategic Partners

Behan Planning and Design

Behan Planning and Design has been providing planning and design services to Hudson Valley communities for more than a quarter century. The firm has a wide



range of experience, including collaboration with the Hudson River Greenway on the Empire State Trail; working with Stokes Creative Group and the Tappan Zee Constructors on the public involvement program for the new Gov. Mario M. Cuomo Bridge; partnering with the Town of Clarkstown in revitalizing New City and Central Nyack; and working with Rockland

County and Clarkstown on revitalizing Congers Road and creating a pathway linkage and parking for Historic Dutch Garden.

Behan brings its extensive community involvement experience to this endeavor along with our technical experience in development of land use plans, development guidelines and zoning codes. Behan staff have developed zoning amendments for many towns and villages across the state including, among others, the Town Clarkstown, the Town of Wallkill, The Town of Clifton Park, the Town and Village of Pittsford and the Village of Rhinebeck.

John J. Behan, AICP, firm principal, will serve as the firm's primary consultant to CGR and the Village and will coordinate the involvement of other firm professionals as needed.

Sourced Municipal Solutions, LLC

Patricia "Patti" Dwyer, founder and owner of Sourced Municipal Solutions LLC, has more than 30 years of experience in municipal government management. Her experience encompasses implementing governing board policies, directing and supervising municipal operations, managing personnel, preparing operating budgets, and addressing constituent concerns. The firm's services include:

- Interim management solutions;
- Staffing key executive positions;
- Organizational capacity and efficiency studies;
- Feasibility and impact studies involving annexations, mergers or dissolutions;
- Project management;
- Government liaison and expediting services;
- Enterprise risk and compliance audits; and
- Financial impact analyses.

Ms. Dwyer will provide strategic guidance to CGR's team on best practices in management and organizational structure as we assist the Village in developing a dissolution plan.

Project Understanding

Village of South Nyack voters on December 17th approved a referendum, 508-292, to dissolve. The Village had received a citizen's petition requesting a referendum on dissolution under Article 17A of General Municipal Law, which triggered the ballot measure. The Village now seeks assistance through the dissolution process, which will include developing a dissolution plan, holding one or more public hearings on the proposed plan, preparing for a vote on whether to approve such a plan, and responding appropriately to any petition for a voter referendum on the approved dissolution plan.

Project Approach

Our approach below is designed to meet both the statutory requirements and the community expectation for involvement in the process. The Village is required to meet to plan for dissolution within 30 days of the dissolution vote and then produce a dissolution plan within 180 days of that meeting. CGR is able to assist the Village and its residents in developing a plan that would meet or exceed the requirements outlined in GML 17-A.

The dissolution plan is required to specify the following items:

- (a) The name of the local government entity to be dissolved;
- (b) The territorial boundaries of the entity;
- (c) The type and/or class of the entity;
- (d) A fiscal estimate of the cost of dissolution;
- (e) Any plan for the transfer or elimination of public employees;
- (f) The entity's assets, including but not limited to real and personal property, and the fair value thereof in current money of the United States;
- (g) The entity's liabilities and indebtedness, bonded and otherwise, and the fair value thereof in current money of the United States;
- (h) Any agreements entered into with the town or towns in which the entity is situated in order to carry out the dissolution;
- (i) The manner and means by which the residents of the entity will continue to be furnished municipal services following the entity's dissolution;

-
- (j) Terms for the disposition of the entity's assets and the disposition of its liabilities and indebtedness, including the levy and collection of the necessary taxes and assessments therefor;
 - (k) Findings as to whether any local laws, ordinances, rules or regulations of the entity shall remain in effect after the effective date of the dissolution or shall remain in effect for a period of time other than as provided by section seven hundred eighty-nine of this title;
 - (l) The effective date of the dissolution;
 - (m) The time and place or places for a public hearing or hearings on such proposed dissolution plan pursuant to section seven hundred eighty-four of this title; and
 - (n) Any other matter desirable or necessary to carry out the dissolution.

Immediately upon engagement, we would work with Village officials, Town officials and a committee of South Nyack residents to develop a timeline for dissolution including the key dates of preferred dissolution, the transfer of key services/positions, and the milestones of plan development.

To develop the plan, CGR would work with a committee of South Nyack residents to evaluate the options identified in the *Evaluation of Potential Impact of Village Dissolution* report and modify them, if appropriate, to be included in the dissolution plan for the Village. CGR would also identify the action steps needed to implement the options presented in the plan. Items from the public meetings and project interviews that seem to be of high priority are the continuation of police service including transfer of employees, addressing zoning concerns, disposition of assets, potential continuation of post-employment benefits, continuation of public works services, continuation of village laws and transfer of employees to the Town. We would work with the committee to develop other high priority concerns, if appropriate.

Behan Planning will assist CGR with public involvement; help facilitate conversations with Village and Town of Orangetown representatives; and provide technical assistance to examine options to integrate land use and zoning policies and code. Our approach will include identification of future land use changes expected and evaluation of the existing zoning ordinance. With CGR, Behan will provide alternative methods for addressing the zoning issues identified and will collaborate the Village and Town toward development of recommended zoning actions and timeframes for potential implementation. We will consider the larger areas of the Village, including the educational and institutional uses, parking requirements, and overall land uses. Recognizing the Town may be updating its comprehensive plan, we will coordinate

these efforts with that process to the extent there is overlap in the respective project schedules.

CGR will regularly communicate with Village leadership and the committee about the progress of our work through written updates and video meetings. CGR would present key findings and the recommended option(s) at public meeting(s), per committee direction. We would collect public comments via feedback forms delivered confidentially to CGR over the Internet, or by calling or emailing CGR. Note: CGR usually presents at two public meetings during this phase of the project: a) initial presentation, and b) subsequent meeting to address questions and concerns raised by the study and initial public meeting. One of the meetings is typically a joint public meeting or work session of the town and village boards.

Following the public meeting(s), we would provide the oversight committee a Draft Dissolution Plan and Draft Final Report in electronic format. Following a comment period, CGR provides the Final Plan and Report in both electronic and hard-copy formats for the committee to submit to the Village Board. CGR would also prepare the required descriptive summary of the dissolution plan to be used to share the plan with the public. CGR would provide support to the Village in developing the notices related to the dissolution plan, meetings and, if necessary, permissive referenda. Throughout the study, relevant materials will be posted on the project website; CGR would continue to use the existing site with which residents are already acquainted. At the request of the committee or village board, CGR would make the presentation of the final dissolution plan to the community.

CGR will also help South Nyack with applying for appropriate grants to defray the cost of the dissolution planning and implementation process. These grants are typically available from the New York State Department of State – Local Government Services.

Fee Structure

CGR is a not-for-profit 501(c)(3) consulting firm, and as such we use a bundled rate approach to project budgeting. Bundled rates are set for each position title and include direct expense (salary and benefits) as well as other than personal services (rent, insurance, etc.) and administrative and overhead charges (organizational and fiscal oversight). Hourly bundled rates for CGR staff assigned to the project team range from \$130 to \$255. A project such as this typically has an average rate of \$185.

Based on our experience with similar communities and our knowledge of the situation in South Nyack, we estimate that developing a plan would take between 170 and 235 hours depending on the number of meetings with the committee, the number of public engagements, the extent of plan revisions and any necessary travel to the area. CGR would welcome the opportunity to negotiate a not-to-exceed fee for the completion of this work and / or an hourly rate.

Timeline

CGR would be able to begin work immediately upon contracting. The work associated would be completed in accordance with statutory guidelines requiring a plan to be developed within 180 days of the organizational meeting following a vote in favor of dissolution. The additional milestones and action steps are proposed below.

Milestones/Actions	Proposed Date
Form Dissolution Committee	Already underway
Selection of Consultant	During January
First Village Board Meeting after Dissolution Vote	1/12/2021
Meeting with Study Team	As soon as possible after selection
Identification of Priority Issues for Plan and Target Date for Dissolution	2/26/2021
CGR works with Committee, Village and Town to develop draft of plan	3/1/2021 to 4/15/21
Initial Draft to Committee	4/15/2021
Plan to Committee	4/30/2021
Plan to Village Board for approval	5/11/2021 (deadline is estimated as 1/12/21 plus 180 days)
Plan Published to Public and Hearings Announced	No later than 5/16/21
Public Hearings on Plan	35 to 90 days from 5/11/2021 (must be publicized between 10 to 20 days before the hearing)

Milestones/Actions	Proposed Date
Village Board considers comments on plan and possible amendments	Up to 60 days from last hearing
Publication of Final Approved Plan	No less than 5 days after approval of the Village Board
Dissolution of Village	No less than 45 days after approval of the Village Board
Window for referendum on plan	45 days after approval of the dissolution plan

Project Staff

Our team of experts brings to this project deep experience in municipal operations, public safety coordination, public finance, government efficiency, consolidation, and public engagement. Our key team members' credentials are outlined below. Additional staff may later be assigned to the project to support the main team.

Paul Bishop, M.P.A., Principal, CGR



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

Mr. Bishop led our Analysis of Potential Impacts of Dissolution for the Village of South Nyack. Previously, he led Countywide Shared Service Initiative projects in Allegany and Herkimer Counties in New York, as well as potential dissolution studies for the New York State Villages of Hoosick Falls, Medina, Forestville, Sherman and Van Etten. He led consolidation and shared services studies for the Town and Village of Cazenovia. He led the EMS Strategic Plan in Essex County, NY. He also was a key team member on a consolidation evaluation for the Western New York counties of Yates and Schuyler. He has led a variety of public safety evaluations, including for the Consensus CNY-Commission on Local Government Modernization for Onondaga County, and led CGR's evaluation of law enforcement operations in Oswego County, Orleans County,

Tompkins County, the Village of Watkins Glen and the Village of Dryden (NY). He was also the project manager for CGR's 2015 project for Orange County's Planning Department, *Kiryas Joel's Proposed Annexation of Unincorporated Land in the Town of Monroe*.

Prior to joining CGR in 2012, Mr. Bishop was the Manager of Emergency Medical Services (EMS) Education at the Public Safety Training Center at Monroe Community College for 10 years. His work focused on all aspects of education for EMS including initial certification for emergency medical technicians (EMTs) and paramedics, as well as leadership development. His expertise includes program assessment, strategic planning and accreditation.

Education

M.P.A., College at Brockport, SUNY; B.A., Political Science, University of Rochester

Career

2018-present, Principal, CGR Inc., Rochester, NY

2016-2018, Associate Principal, CGR Inc., Rochester, NY

2012-2016, Senior Associate, CGR Inc., Rochester, NY

2009-2012, Manager of EMS Education, Monroe Community College, Rochester, NY

2001-2012, EMS Program Coordinator, Monroe Community College, Rochester, NY

Kent Gardner, Ph.D., Principal, CGR



Dr. Gardner leads CGR's study of economics and public finance, with 25 years' experience in state and regional economic analysis, assessing the impacts of major developments, institutional change or public policy. He frequently comments on economic issues for the media and before community and public organizations. His recent work includes reorganization studies for the Village of Prospect, the Town and Village of Cherry Creek, Town and Village of Malone, and the Village of Norwood. He also led the development of Chautauqua County's submission to New York State's Municipal Consolidation and Efficiency Competition.

He is past president and secretary of the national Governmental Research Association. Dr. Gardner joined CGR in 1991 as Director of Economic Analysis and served as President from 2005 to 2012. Previously, he was Associate Professor of Economics at Potsdam College of the State University of New York, where he also founded the North Country Economic Research Center. His previous experience includes serving as senior economist for a Saratoga Springs NY-based consulting group. His recent projects have included engagements focused on cost control and government

management; public service redesign; fiscal impact of community land use developments; public school and library consolidation; economic impact of higher education institutions; economic and social impacts of casino gaming; net distribution of state expenditures and revenues throughout New York State; Medicaid cost containment; support to the New York State Regional Economic Development Council; and support to the New York Power Authority.

Education

B.A., M.A. and Ph.D. in Economics from the University of Wisconsin at Madison

Career

2012-present: Chief Economist, CGR Inc.

2005-2012: President and Chief Executive Officer, CGR Inc.

1991-2005: Director of Economic Analysis, CGR Inc.

David A. Riley, M.U.P., Senior Associate, CGR



David A. Riley is a planner, researcher and former journalist focused on improving quality of life in the communities he serves. He offers a unique mix of experience in urban planning, data and policy analysis, qualitative research and writing about government at the local, state and federal levels. Since joining CGR, he has served as a researcher and analyst for local government engagements across New York State, including studies of municipal reorganization, operations and service delivery.

Mr. Riley earned his master's degree in urban planning at the University at Buffalo, where he focused on community development and neighborhood planning. While completing his graduate education, he researched innovative approaches to public engagement and worked on projects that focused on revitalizing neighborhoods and vacant urban land, affordable housing, and geographic information systems (GIS) analysis. In both professional and volunteer capacities, Mr. Riley also has served as a facilitator for various public engagement processes, including design charrettes.

Prior to joining CGR, Mr. Riley worked as an independent consultant and analyst on both planning and data analysis projects. Previously, he was an award-winning journalist with extensive experience reporting on government and public policy in upstate New York and Massachusetts, from town hall meetings to congressional elections.

Education

M.U.P., University at Buffalo; B.A., English (journalism), University at Albany

Career

2019-present, Senior Associate, CGR Inc., Rochester, NY

2018-2019, Research Associate, CGR Inc., Rochester, NY

2016-2018, Independent Consultant, Rochester, NY

2013-2016, Government Reporter, Democrat & Chronicle, Rochester, NY

2005-2013, Reporter and Editor, GateHouse Media New England, Framingham, MA

Katherine Bell, Senior Data Analyst, CGR



Ms. Bell is a skilled analyst with more than 15 years of experience across CGR's portfolio of projects for local governments, nonprofits and foundations. Her expertise includes data collection, analysis and visualization; geographic information systems (GIS); web design; and database design and management.

Ms. Bell plays a central role in projects across CGR's practice areas. Her portfolio of GIS work includes building GIS datasets, creating interactive online maps, and performing network analysis for various public safety and highway projects. For over a decade, Ms. Bell has played a pivotal role in CGR's work on community indicators websites, managing nearly 300 indicators and about 200 data sources, improving site updates and functionality, and incorporating maps, dashboards and infographics into each website. She has created and maintained more than 40 websites informing the public about CGR's projects with local governments.

In addition, Ms. Bell manages information technology for CGR and brings firsthand IT knowledge to our project work. She is CGR's key contact for the U.S. Census, as we are an affiliate of the New York State Data Center and support its work to improve access to U.S. Census data for the public, local governments and businesses in our state.

Education

B.S., Management Information Systems, Rochester Institute of Technology

Career

Ms. Bell joined CGR in July 2004. She was named Manager of Information Systems in 2008 and Senior Data Analyst / Manager of Information Systems in 2018. Prior to joining CGR, she worked in technology-related positions in the Rochester, NY area.

John J. Behan, AICP, Principal, Behan Planning and Design



John J. Behan has been a planner for over 30 years and has earned a reputation for the ability to guide a community from visioning to project development. Mr. Behan's creative collaborations with his clients and their constituencies have been recognized with several national awards. His practice emphasizes turning knowledge into action and includes public involvement as integral to successful project initiatives. His experience includes large project environmental impact review, transportation planning, public involvement programs, planning for complete streets, recreation and resource conservation planning, community revitalization and multi-disciplinary team management.

A detailed list of Mr. Behan's experience in comprehensive planning and zoning appears with his full resume in the Appendix.

Education

University of Massachusetts, Amherst, MA, Master of Regional Planning; State University of New York, Plattsburgh, Bachelor of Arts, Environmental Science

Experience

1994-present: Principal, Behan Planning and Design, Saratoga Springs, NY
 1993-2010: Adjunct Professor, State University of New York, Albany, NY
 1987-1994: Senior Planner, Principal, The Saratoga Associates, Saratoga Springs, NY
 1983-1997: Deputy Planning Coordinator, City of Fitchburg, Fitchburg, Massachusetts

Michael B. Allen, Senior Planner, Behan Planning and Design



As a degreed architect, Mr. Allen has worked for noted international firms including Skidmore Owings Merrill, P.C. in London; Einhorn Yaffee Prescott, A/E, P.C. in Albany, N.Y.; as well as preservation architects Badger & Associates in Manchester, VT. With a strong personal interest in community revitalization and land use planning projects, Mr. Allen began his independent planning consulting practice in 2002 with the formation of Bailliere Consulting, where he was Principal until joining Behan Planning and Design. His areas of expertise include land use planning, zoning code updates, development reviews and the creation of illustrated design standards and form-based zoning codes. Mr. Allen currently serves on the Village of Round Lake Zoning Board, and previously served on the Planning Board of his hometown in Dorset, VT before moving to New York State.

A detailed list of Mr. Allen's experience with planning, zoning and design guidelines appears with his resume in the Appendix.

Education

Bachelor of Architecture, Syracuse University School of Architecture

Experience

2007-present: Senior Planner, Behan Planning and Design, Saratoga Springs, NY

2002-2007: Principal, Bailliere Consulting, Saratoga Springs, NY

2000-2002: Project Architect/Manager, Einhorn Yaffee Prescott, A/E, Albany, NY

1999-2000: Project Architect, Foit-Albert Associates, Albany, NY

1997-1999: Architect, O'Connor & March Architects, Albany, NY

1995-1997: Designer, Brandt-Poost Architects, East Greenbush, NY

1993-1994: Draftsman, Badger & Associates, Manchester, Vermont

1991: Draftsman, Skidmore Owings Merrill, P.C., London, England

Patricia Dwyer, M.S., M.P.A., Sourced Municipal Solutions, LLC



Patricia "Patti" Dwyer is founder and owner of Sourced Municipal Solutions LLC, a consulting business established in 2017 to serve public sector clients (sourcedmunicipalsolutions.com).

Prior to launching Sourced Municipal Solutions, Patti was employed as a professional municipal manager. Her responsibilities primarily included implementing governing board policies, directing and supervising municipal operations, managing personnel, preparing operating budgets, and addressing constituent concerns.

Ms. Dwyer is believed to have been the youngest municipal official ever appointed to the position of municipal manager. Her successful and storied career was launched at age 23 when she was appointed Village Manager in Walden, NY. Over a span of 30 consecutive years, she has served as either the appointed CEO/Manager or CAO/Administrator for local governments in New York State.

Since 2007, Ms. Dwyer has also been employed part-time as an adjunct Associate Professor at Pace University, her alma mater. She lectures on the graduate level, specializing in courses such as Intergovernmental Relations, Organizational Theory, Municipal Management and Public Administration.

In May 2011, Ms. Dwyer was elected to the Board of Governors of NYMIR a member-owned municipal insurance reciprocal that has approximately 900 municipal clients. She actively served on NYMIR's Finance Committee and chaired its Planning and

Development Committee. In May 2015, she was asked to serve her final two-year term as President of NYMIR's Board of Governors.

In 2012, Ms. Dwyer was appointed to serve on Pace University's Dyson Board of Advisors. She remains active on that Board.

On January 1, 2018, Ms. Dwyer was appointed to a four-year term as Executive Director of the New York State City/County Management Association (NYSCMA). The Association provides educational and professional support to municipal managers and their affiliated communities throughout the State of New York.

Education

Masters in Accounting and Public Administration, Pace University; B.A. in Sociology

Career

2018-present: Founder and Owner, Source Municipal Solutions, LLC

2018-present: Executive Director, New York State City/County Management Association, Inc.

2007-present: Associate Professor, Pace University

2003-18: Village Administrator, Pleasantville, NY

References

The references below include both references for village dissolution and consolidation studies as well as for projects CGR has conducted recently in Rockland and neighboring counties that help to demonstrate our experience.

Impact and Dissolution Plan for the Village of Forestville

In 2015, the residents of the Chautauqua County Village of Forestville presented their government with a petition to dissolve. CGR was engaged to provide the Village with an impact analysis to help inform citizens before the vote to dissolve. After a referendum indicated a desire to dissolve, CGR was again hired to assist the residents in developing a plan to dissolve the Village and arrange for a continuity of operations with the Town of Hanover. In November 2016, the residents again voted in favor of dissolution and the Village dissolved on December 31, 2016. Information on the process can be found at www.cgr.org/forestville.

Reference:

Senator George Borrello

Former County Executive for Chautauqua County, County Legislator for Forestville and Committee Chair

borrello@NYSENATE.GOV, 716-913-8885

Evaluation of the Impact of Dissolution for the Village of Sherman

In 2016, to address the concerns of their residents, the Village of Sherman contracted with CGR to conduct an evaluation of the impact of dissolution on the Village and Town of Sherman. Over the course of four months, CGR conducted a review of municipal operations and worked with a citizen committee to identify the potential impact of dissolution and how services might be performed after dissolution. Subsequent to the completion of the project, the Village received a petition for a referendum on dissolution. The measure failed and the Village remains in operation. Information on the process can be found at www.cgr.org/sherman.

Reference:

Mark Persons
Supervisor of Town of Sherman
MArkathy@fairpoint.net, 716-761-6474

Impact and Dissolution Plan for Village of Cherry Creek

The subject of a dissolution petition under General Municipal Law 17A in 2017, the Village of Cherry Creek secured CGR's services to conduct a rapid assessment of the implications of dissolution and to support the village as it conducted a referendum as dictated by the 17A process. CGR also planned and facilitated a public meeting with village residents and supported discussions between the Town of Cherry Creek and the village over the possible outcome of the referendum. The referendum supported dissolution; CGR continued to advise both the town and the village on procedural and substantive matters as both prepared for the village to dissolve. Information on the process can be found at <https://www.cgr.org/cherry-creek/>

References:

Bill Young, Supervisor, Town of Cherry Creek, 716-296-8050,
cherrycreek8050@yahoo.com

Bruce Hendricks, Mayor, Village of Cherry Creek, 716-296-5681,
brucehendricks@gmail.com

Comprehensive Dissolution Study for the Village of Prospect

In 2014, officials in the southern Adirondack Village of Prospect engaged CGR to assist in a comprehensive dissolution study after being confronted with substantial new financial burdens from workers compensation claims. The study evaluated a series of options to respond to the financial crisis, including dissolution. In June 2015, the Village voted overwhelmingly to dissolve. Information on the study process can be found at www.cgr.org/prospect. The Village dissolved in December 2015 and services are now provided by the Town of Trenton.

References:

Mary Zacek, Chair, Dissolution Study Committee
Village of Prospect
maryzacek@yahoo.com

Joseph Smith, Supervisor
Town of Trenton
supervisor@town.trenton.ny.us

Municipal Restructuring of Village of Medina

In 2013, officials in the Western New York Village of Medina launched an effort to analyze the potential efficiency of dissolving the Village of Medina. The study considered the impacts of dissolving the village government while maintaining appropriate levels of service for municipal services including the Police Department. Cost savings and changes to operational structures were modeled for the public to consider relating to the impact of dissolution. The Village Board chose not to act on the study committee's proposal to dissolve. A petition effort resulted in a referendum in January 2015 that recorded a majority of voters as opposed to dissolution. Study materials are available at <http://archive.cgr.org/medina>.

Reference:

Andrew Meier
Former Mayor of Medina
(585) 798-2250, andrew.meier@wsmlp.com

Rockland County Budget Review - 2020

For the third consecutive year, CGR conducted a comprehensive review of the County Executive's 2020 Budget at the behest of the County Legislature. CGR identified several areas where assumptions could be adjusted to either reduce property taxes or

to expand other programs. However, in whole we found that the county executive presented a balanced budget, the level of speculation in the budget was reasonable, the sales tax revenue estimates were conservative, that the positions in county government were adequately funded with a minimal reduction from previous years, the debt service was appropriate and recent state criminal justice reform had the opportunity to substantially impact staffing levels in several departments. CGR found few line items in the budget to adjust and noted that the financial health of the county has improved in recent years, but lags behind peers in certain regards primarily related to paying of a debt bond.

Reference:

Nicole Doliner,

Legislative Fiscal Analyst

DolinerN@co.rockland.ny.us

Kiryas Joel Annexation Evaluation

CGR was engaged by Orange County, NY to evaluate the impact of annexation of unincorporated land in the Town of Monroe into the Village of Kiryas Joel. Kiryas Joel, a Hasidic Jewish community, has a very high birth rate, leading to issues with insufficient housing and infrastructure to support its growing population. CGR considered the effect that the village's annexation of surrounding land would have on: land use and development; county services and programs; county assets and facilities; and town and village residents. CGR's work culminated in a report that presented a fact-based and unbiased review of baseline conditions and options for annexation.

Reference:

Legislator Michael Amo

Study Committee Chair

mamo46@optonline.net

Appendix

JOHN J. BEHAN, AICP

Principal - Planning



John J. Behan has been a planner for over 30 years and has earned a reputation for the ability to guide a community from visioning to project development. Mr. Behan's creative collaborations with his clients and their constituencies have been recognized with several national awards. His practice emphasizes turning knowledge into action and includes public involvement as integral to successful project initiatives. His experience includes large project environmental impact review, transportation planning, public involvement programs, planning for complete streets, recreation and resource conservation planning, community revitalization and multi-disciplinary team management.

EDUCATION

University of Massachusetts, Amherst, MA, Master of Regional Planning, February, 1983,

State University of New York, Plattsburgh, NY,
Bachelor of Arts, Environmental Science, cum laude,
1979

EXPERIENCE

Principal, Behan Planning and Design, Saratoga Springs, New York, 1994-Present

Adjunct Professor, State University of New York, Albany, New York, 1993-2010

Senior Planner, Principal, The Saratoga Associates, Saratoga Springs, New York, 1987-1994

Deputy Planning Coordinator, City of Fitchburg, Fitchburg, Massachusetts, 1983-1987

NATIONAL AWARDS

NATIONAL AWARD FOR PLANNING. The American Planning Association, Chicago, IL, For The Pittsford Greenprint Initiative.

WATERFRONT PLANNING. The Waterfront Center, Washington, DC, for Horizons Action Plan for Erie County Waterfront.

DUPONT GREENWAY AWARD. The National Geographic Society, The Conservation Fund, Washington DC, for the Upper Hudson Greenway and the Salmon River Greenway.

SPEAKING ENGAGEMENTS

Hudson Valley Regional Council

New York State Association of Towns

New York Planning Federation

Institute for Transportation Engineers

New York State Association of Towns

New York State Government Finance Officers Association

New York State Metropolitan Planning Organizations

PROJECT EXPERIENCE

COMPREHENSIVE PLANNING and ZONING

ALBANY COUNTY, NY - Hudson River Waterfront Strategy
CITY OF ALBANY, NY - Arbor Hill Neighborhood Plan
CITY OF ALBANY, NY - Upper New Scotland-Krumkill Neighborhood Plan
TOWN OF AMHERST, NY - Traditional Neighborhood Zoning
TOWN OF BEEKMAN, NY - Comprehensive Plan and Generic EIS
TOWN OF BENNINGTON, NY - Zoning Update
TOWN OF BIG FLATS, NY - Architectural Design Guidelines & Zoning
CITY OF BURLINGTON, VT - Comprehensive Zoning Ordinance Revision
TOWN OF CANANDAIGUA, NY - Special Zoning District and Generic EIS
TOWN AND VILLAGE OF CAZENOVIA, NY - Cazenovia Area Planning Project
TOWN OF CANANDAIGUA, NY - Southern Corridor Plan
TOWN OF CLARKSTOWN, NY - New City Vision Plan
TOWN OF CHESTER, NH - Zoning Update
TOWN OF CLARKSTOWN, NY - New City Form-Based Zoning Code
TOWN OF CLARKSTOWN, NY - West Nyack Zoning Update
TOWN OF CLIFTON PARK, NY - Form-Based Zoning Code
TOWN OF CLIFTON PARK, NY - Land Conservation Plan and Generic EIS
TOWN OF DRYDEN, NY - Zoning Revision and Design Guidelines
TOWN OF EAST GREENBUSH, NY - Comprehensive Plan and Zoning
CITY OF FITCHBURG, MA - Master Plan
TOWN OF GUILDERLAND, NY - Comprehensive Plan and Generic EIS
TOWN OF GRAND ISLAND, NY - Comprehensive Plan
TOWN OF HALFMOON, NY - Town Center Master Plan
TOWN OF LERAY, NY - Comprehensive Plan and Design Guidelines
TOWN OF LONDONDERRY, NH - Master Plan Update and Zoning
TOWN OF MARLBOROUGH, NY - Comprehensive Plan and LWRP
TOWN OF MILTON, NY - Comprehensive Plan and Generic EIS
TOWN OF PITTSFORD, NY - Town Comprehensive Plan Update
TOWN OF PITTSFORD, NY - South of the Thruway Zoning Amendment
TOWN OF PITTSFORD, NY - Residential Neighborhood Zoning and Design
TOWN OF AND VILLAGE OF PITTSFORD, NY - Local Waterfront Revitalization
VILLAGE OF RHINEBECK, NY - Comprehensive Zoning Update
SARATOGA COUNTY, NY - Green Infrastructure Plan
CITY OF SYRACUSE, NY - Skaneateles Lake Watershed Protection Program
TOWN OF WALKKILL, NY - Comprehensive Plan and Zoning Update
CITY OF WATERTOWN, NY - Local Waterfront Revitalization Program
VILLAGE OF WILLIAMSVILLE, NY - Comprehensive Plan
TOWN OF WOODSTOCK, NY - Comprehensive Plan

MICHAEL B. ALLEN

Senior Associate – Urban Planner



As a degreed architect, Mr. Allen has worked for noted international firms including Skidmore Owings Merrill, P.C. in London; Einhorn Yaffee Prescott, A/E, P.C. in Albany, N.Y.; as well as preservation architects Badger & Associates in Manchester, VT. With a strong personal interest in community revitalization and land use planning projects, Mr. Allen began his independent planning consulting practice in 2002 with the formation of Bailliere Consulting where he was Principal until joining Behan Planning and Design. His areas of expertise include land use planning, zoning code updates, development reviews and the creation of illustrated design standards and form-based zoning codes. Mr. Allen currently serves on the Village of Round Lake Zoning Board, and previously served on the Planning Board of his hometown in Dorset, VT before moving to New York State.

EDUCATION

Syracuse University, Syracuse, New York,
Bachelor of Architecture, Syracuse
University School of Architecture, 1993

PROFESSIONAL EXPERIENCE

Senior Planner, Behan Planning and
Design, Saratoga Springs, New York,
2007-Present

Principal, Bailliere Consulting, Saratoga
Springs, New York, 2002-2007

Project Architect/Project Manager,
Einhorn Yaffee Prescott, A/E, Albany, New
York, 2000-2002

Project Architect, Foit-Albert Associates,
Albany, New York, 1999-2000

Architect, O'Connor & March Architects,
Albany, NY, 1997-1999

Designer, Brandt-Poost Architects, East
Greenbush, NY, 1995-1997

Draftsman, Badger & Associates,
Manchester, Vermont, 1993-1994

Draftsman, Skidmore Owings Merrill, P.C.,
London, England, 1991

PROFESSIONAL AFFILIATIONS

American Planning Association

New York Planning Federation

American Institute of Architects

PROJECT EXPERIENCE

COMPREHENSIVE PLANNING, ZONING & DESIGN GUIDELINES

TOWN OF AMHERST, NY - Traditional Neighborhood Zoning Project

TOWN OF BENNINGTON, VT - Commercial Corridor Design Guidelines

TOWN OF CLARKSTOWN, NY - Form-Based Zoning Code

TOWN OF CLARKSTOWN, NY - New City Hamlet Design Guidelines

TOWN OF CLARKSTOWN, NY - West Nyack Hamlet Zoning

TOWN OF CLIFTON PARK, NY - Form-Based Zoning Code

TOWN OF EAST GREENBUSH, NY - East Greenbush Amenities Plan

TOWN OF EAST GREENBUSH, NY - Comprehensive Zoning Update

TOWN OF EAST GREENBUSH, NY - PDD & Conservation Subdivision
Development Reviews

TOWN OF EAST GREENBUSH, NY - Comprehensive Land Use Plan

CITY OF KINGSTON, NY - Midtown Design Standards

CITY OF KINGSTON, NY - Rondout Creek Zoning Update & Design
Guidelines

TOWN OF MANCHESTER, VT - Build Out Analysis

TOWN OF MONTGOMERY, NY - Zoning and Land Use Update

VILLAGE OF NEW PALTZ, NY - Zoning Update

VILLAGE OF NORTH BENNINGTON, VT - Design Guidelines

TOWN OF PITTSFORD, NY - Residential Neighborhood Zoning and Design
Guidelines

TOWN OF ROSENDALE, NY - Zoning Review and Update

TOWN OF WALLKILL, NY - Comprehensive Plan

TOWN OF WALLKILL, NY - Comprehensive Zoning Amendments

TOWN OF WALLKILL, NY - Zoning Update

TOWN OF WALLKILL & CITY OF MIDDLETOWN, NY - Natural Hazard
Mitigation Plan

TOWN OF WALLKILL, NY - Farmland Protection Plan

TOWN OF WALLKILL, NY - Conservation Subdivision Regulations & Design
Guidelines

MICHAEL B. ALLEN

Continued

SPEAKING ENGAGEMENTS

Guest Speaker: NY Association of Town's Conference, 2013 New York City

Guest Speaker: Saratoga County Planning Conference, 2013, Saratoga Springs, NY

Guest Speaker: NY Association of Town's Conference, 2011 New York City

Guest Speaker: NY Planning Federation Conference, 2011 Albany, NY

Guest Speaker: NY Association of Town's Conference, 2011 Syracuse, NY

Guest Speaker: Vermont Historic Preservation Conference, Bennington, VT

Guest Speaker: Saratoga Springs Preservation Foundation, Saratoga Springs, NY

Guest Speaker: Community Workshop on Design Guidelines, Saratoga Springs, NY

COMMUNITY SERVICE

Zoning Board, Village of Round Lake, NY

Volunteer, Rebuild Prattsville, NY

Planning Board, Town of Dorset, VT

PROJECT EXPERIENCE, continued

NEIGHBORHOOD REVITALIZATION & MASTER PLANS

TOWN OF CLARKSTOWN, NY - New City Vision Plan

TOWN OF CLARKSTOWN, NY - West Nyack Vision Plan

TOWN OF CLARKSTOWN, NY - South Main Streetscape Revitalization

TOWN OF CLARKSTOWN, NY - Congers Road Streetscape Revitalization

TOWN OF CLIFTON PARK, NY - Town Center Master Plan

TOWN OF PITTSFORD, NY - Erie Canal Park Master Plan

TRANSPORTATION & CORRIDOR PLANNING

TOWN OF MANCHESTER, VT - Route 30 Corridor Improvements Study

TOWN OF MOREAU, NY - Exit 17 / Route 9 Corridor Land Use and Transportation Study

ULSTER COUNTY, NY - New Paltz Intermodal Feasibility Study

DESIGN

TOWN OF CLARKSTOWN, NY - Congers Road Streetscape Revitalization

TOWN OF CLARKSTOWN, NY - South Main Streetscape Revitalization

TOWN OF CLARKSTOWN, NY - Kevin Landau Park Design

TOWN OF CLARKSTOWN, NY - Central Nyack Drainage Project

TOWN OF CLARKSTOWN, NY - Central Nyack Streetscape Revitalization

TOWN OF CLIFTON PARK, NY - Town Center Gateway Median

DEVELOPMENT REVIEW

TOWN OF BENNINGTON, VT - Development Project Review Services

TOWN OF CLARKSTOWN, NY - Development Project Review Services

TOWN OF EAST GREENBUSH, NY - PDD & Conservation Subdivision Development Reviews

TOWN OF WALLKILL, NY - Development Project Review Services

CITY OF KINGSTON, NY - Development Project Review Services