Brookhaven United

Municipal Consolidation & Efficiency Plan
Capital District Regional Planning Commission

January 9, 2019

Local Government Day Agenda

MCEC Overview
- MCEC Program Components
- Project Status Updates

Lessons Learned
- Government Do Over Day
- Start "Walking the Walk"
- The Big Think
- Understanding Obstacles and Managing Challenges
- Stakeholder Engagement
- Keys to Success

Future Grant Opportunities
Questions

Overview of the MCEC

Program Overview

The Municipal Consolidation and Efficiency Competition (MCEC) is designed to empower counties and other local governments to **reduce the number of local governments**, pursue opportunities for **increased shared services** and implement **local government modernizations** that **reduce the property tax burden**.

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Overview of the MCEC

Phase I – 9 Applications, 6 Move on

- Otsego County Municipal Transportations and Efficiency Plan
- Town of Brookhaven – Operational and Cross Jurisdictional Efficiencies, and a Dissolution
- Montgomery County Local Government Plan for 22 Municipalities
- Madison County Consolidation and Efficiency Plan
- Chautauqua County Regional Solutions Commission
- Ulster County Services and Municipal Plan

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NEW YORK STATE OF OPPORTUNITY. | **Division of Local Government Services**
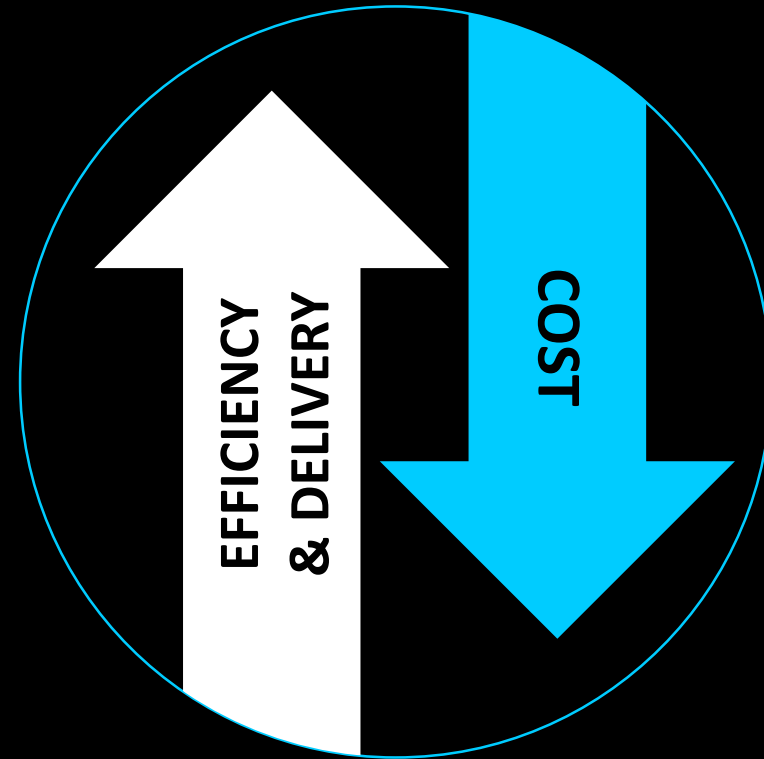
Project History - 2016

- ➢ August 30, 2016: Village of Mastic Beach submits petition for Dissolution

- ➢ Sept 15, 2016: Resolution for a Referendum on Dissolution

- ➢ October, 2016: Begin Study of Dissolution / 1st Public Informational Meeting

- ➢ Nov 9, 2016: 2nd Public Information Meeting

- ➢ Nov 16, 2016: The electorate votes to dissolve the Village of Mastic Beach

- ➢ Dec 7, 2016 Village initiates the 180 days to develop & approve Dissolution Plan

Project History - 2017

- ➢ January 2017 – Town submits Phase I MCEC Application

- ➢ February 2017 - Dissolution Plan Approved / Town awarded MCEC Phase I Grant

- ➢ March 16, 2017 Public hearing on the Dissolution Plan / Kick-off Meeting & Partners MCEC Summit

- ➢ April 2017 – Research, meetings with municipalities and identification of opportunities

- ➢ May 2017 – MCEC Plan preparation and meetings with partners

- ➢ June 28, 2017 – Submission of MCEC Plan (Phase II)

The Challenge-
Selling the Potential Benefits

➢ Improve efficiency, effectiveness, and service delivery

➢ Achieve cost reductions through economies of scale and purchasing leverage

➢ Minimize duplication of services

➢ Eliminate redundancy in facilities, department expenditures and equipment

➢ Share resources and specialized skills

➢ Develop a platform based on best practices

➢ Optimize delivery of services that may be improved through sharing or consolidating than when delivered by individual agencies
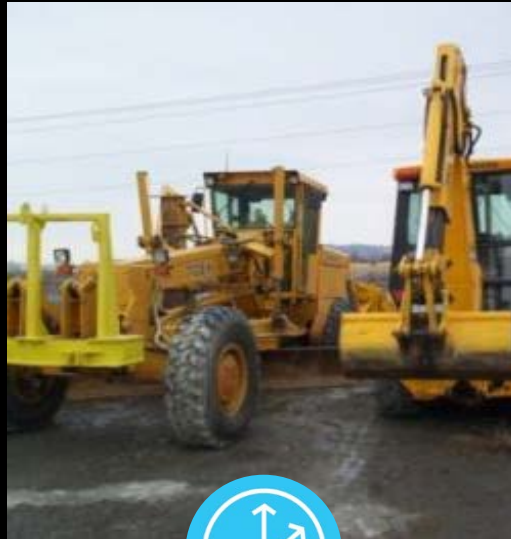
EFFICIENCY & DELIVERY

COST

Evaluating Costs & Benefits

ECONOMY
Will the considered consolidation and/or joint facility reduce program costs now or in the future?

EFFICIENCY
Will the considered arrangements improve or impair delivery time of essential services?

EFFECTIVENESS
Will the proposed changes qualitatively improve services or enable delivery of additional services?

DOES IT MAKE "SENSE" OR "CENTS" ?

Overall MCEP Impact on Local Government Services in the Region

Through the MCEC process, Brookhaven has **reassessed** its services and developed a plan (Brookhaven United) to **redesign** its government and **redeploy** its resources:

- Brookhaven United will increase staff productivity by organizational and process re-designs.

- Brookhaven United will allow for efficiency of services to be increased by at least 25% through the Brookhaven IT components and regional projects.

- Brookhaven United will save $61 million over 5 years.

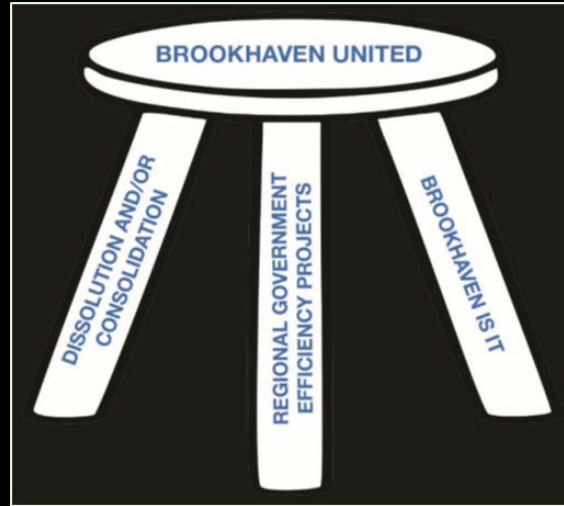# Long Term and Sustainable Property Tax Savings

- MCEP is based on a reassessment and redesign of local government.

- The MCEP will improve the level of services in the community resulting in lower costs for local government.

- Leverage $19.7 million MCEC funds and **match it** with over $57.7 million of local funding.

- A net 2% reduction in property taxes, resulting in over $61 million in savings over the next 5 years.

- Over $100 million in savings over a 10-year horizon.

Brookhaven United

Dissolution and Consolidation

- Dissolution of the Village of Mastic Beach

- District Consolidation

- Consolidation of Tax Collection

- Consolidation of Assessor Services

- Consolidation of Registrar Services

Government Efficiencies

- DPW & Enhanced Highway Services

- Street Lighting and Security Cameras

- Ambulance Districts 3rd Party Billing

- Single Stream Recycling and SWM

- Regional Truck Wash

- EAR Facility

Brookhaven is IT

- IT Nerve Center

- Electronic Records Management

- Land Related Information System

- Purchasing Portal

- Electronic Time and Attendance

- Registrar / Vital Statistics

Project #1: Dissolution of Mastic Beach

SYNOPSIS:

Following a referendum, a final Dissolution Plan was created and adopted. The Village of Mastic Beach was dissolved as of December 31, 2017.

PARTNERS:

Village of Mastic Beach

Town of Brookhaven

Project #2: District Consolidations & Dissolutions

SYNOPSIS:

To achieve efficiency and lower taxes, Brookhaven identified 24 of 112 total special districts for immediate consolidation or dissolution, including: 4 Water Districts to be Dissolved and Transferred to Suffolk County Water Authority, 6 Erosion Control Districts to be Consolidated into one, and 14 Other Inactive Special Districts to be Dissolved.

PARTNERS:

Ten (10) Water Districts
Seven (7) Erosion Control Districts
Three (3) Ambulance & Fire Protection Districts
Three (3) Garbage & Refuse Districts
Two (2) Sidewalk Districts

Project #3: Functional Consolidation of Real Property Tax Collection

SYNOPSIS:

The Villages of Bellport, Patchogue, Port Jefferson, and Shoreham will have access to the Town of Brookhaven's Tax Collection & Payment Processing User Portal. Backend Accounting Integration and Front End Tax Collection, Payment & Processing Integration.

PARTNERS:

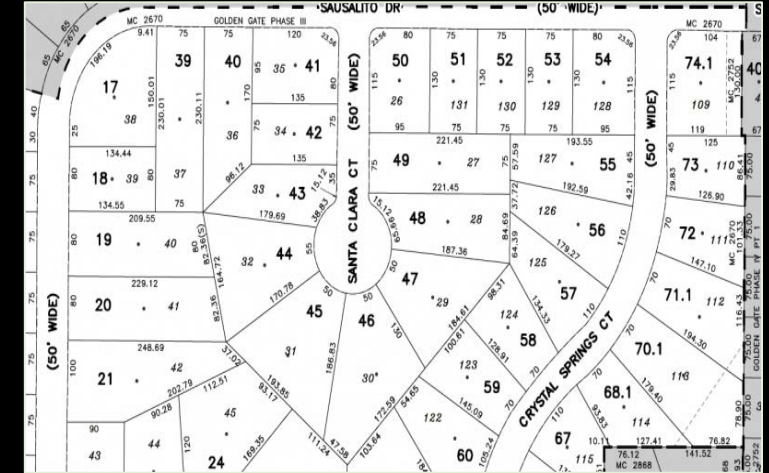Villages of Bellport, Patchogue, Port Jefferson, & Shoreham

Project #4: Functional Consolidation of Assessor

SYNOPSIS:
Town will share assessment services, reducing costs for the Town and Villages of Belle Terre, Bellport, Port Jefferson & Shoreham. Tasks include coordination, transmittal of information and updates of assessment rolls.

PARTNERS:
Villages of Belle Terre, Bellport, Port Jefferson, & Shoreham.

Project #5: DPW & Highway Enhanced Services

SYNOPSIS:

- Construction of Regional Salt Storage Facility.
- Purchase of Regional Specialized Fleet and Equipment.
- Regional Specialized Staff and Engineering Services.
- Functional Consolidation of Paving.
- Explore Roadways & Repaving Regional Coordination & Scheduling.

PARTNERS:
Eight (8) Villages
One (1) School District
Two (2) Library Districts
Two (2) Fire Districts

Project #6: Street Lighting & Security Cameras

SYNOPSIS:

The Town will replace inefficient HPS & LPS lighting with LED street lights. Cameras will be installed on light fixtures in strategic locations when the bulbs are replaced. Provides District expansion possibilities and opportunities for other taxing districts.

PARTNERS:

Five (5) Villages
Two (2) Library Districts
One (1) School District

Project #7: Ambulance – Functional Consolidation of 3rd Party Billing

SYNOPSIS:

Town to contract with a qualified company to provide medical transportation billing and reimbursement services related to automobile accidents on behalf of the 9 Ambulance Districts. Services to be provided include processing patient identification/ demographics, insurance information, billing and reimbursement services.

PARTNERS:

Nine (9) Ambulance Districts

Project #8: Single Stream Recycling & Solid Waste Management

SYNOPSIS:
This project expands recycling services into 6 more Special Districts in the Town through the addition of an operator to collect recycling and additional containers to make expanded recycling services operable. 3 Towns, 8 Villages and 6 School Districts currently utilize these services provided by the Town of Brookhaven.

PARTNERS:
Four (4) Library Districts
One (1) School District
One (1) Fire District

Project #9: Regional Truck Wash

SYNOPSIS:

The Town of Brookhaven is proposing 2 regional truck washing facilities. The facilities will be open to all trucks in the town, Villages, School Districts and Special Districts, including Fire and Ambulance Districts.

PARTNERS:

Villages of Mastic Beach & Bellport

Project #10: Enhanced Ash Recycling

SYNOPSIS:
- EAR to utilize Innovated Technology (would be first in NYS).
- EAR expected to increase the Ash Monofill's useful life by 30%.
- EAR to produce manufactured aggregate to replace/supplement natural materials.
- Provide facility for by-pass material

PARTNERS:
Towns of Huntington, Islip, Smithtown
Covanta Energy

Project #11: Information Technology Nerve Center

SYNOPSIS:

- Consolidated and Virtualized Server Farm - through virtualization disparate data centers can be consolidated into a single, common use facility.
- Deploying a Cloud-Based version of Microsoft Office - by leveraging the Town's enterprise license agreement for Microsoft Outlook 365 in the cloud, local entities can completely eliminate their need to support local email infrastructure (servers, licenses, FTE support).
- IT Help Desk – Town's IT Help Desk would be available to all Village and Library personnel that opt in.
- Cyber Security – Purchase Intrusion Protection System to work along with the Town's Advanced Threat Protection and Enterprise Security systems.

PARTNERS:
Four (4) Villages
Six (6) Library Districts

Project #12: Electronic Records Management & Storage Facility

SYNOPSIS:

- Expand, via Intermunicipal Agreements, current efforts to digitize records to include the Villages and Special Districts.

- Includes both the digitization of documents for electronic retrieval as well as the creation of a regional archive and records storage facility.

PARTNERS:
Six (6) Villages
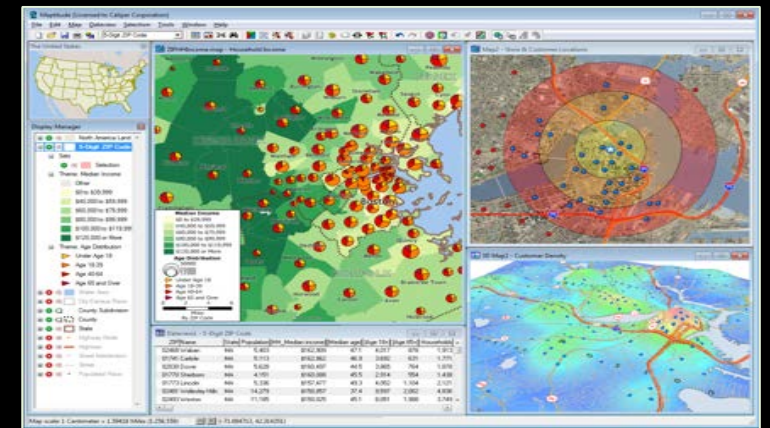Five (5) Library Districts

Project #13: Land Related Information Systems

SYNOPSIS:

Integrate and expand data and information regarding land, property, and buildings within the Town and between the Town and Villages. Employees in the field will have immediate mobile access to site plans, photographs, parcel data & code violations without having to return to the office.

PARTNERS:

Villages of Belle Terre, Bellport, Lake Grove, Patchogue, Poquott, Port Jefferson, Shoreham & Mastic Beach

Project #14: Purchasing Portal

SYNOPSIS:

- Create and maintain Central Purchasing Portal
- Accessibility to established contracts for essential purchases associated with public works projects, services, commodities, equipment, and supplies.
- Ability to track purchases and to analyze the actual amount spent for specific commodities / services.
- Allows Villages / Special Districts to work directly with Brookhaven's purchasing team, which has a combined expertise of more than 70 years of public procurement.
- Allows for aggregate buying which results in more competitive pricing offers.

PARTNERS:

Six (6) Villages
Two (2) School Districts
Seven (7) Library Districts

Project #15: Electronic Time & Attendance

SYNOPSIS:

- Automation of time and attendance and payroll system to create a greater degree of efficiency when tracking and calculating payroll, accruals and related benefits.
- Implementation would allow flexibility of remote clock-in to ensure adequate staffing throughout the town as needed.

PARTNERS:

Two (2) Library Districts
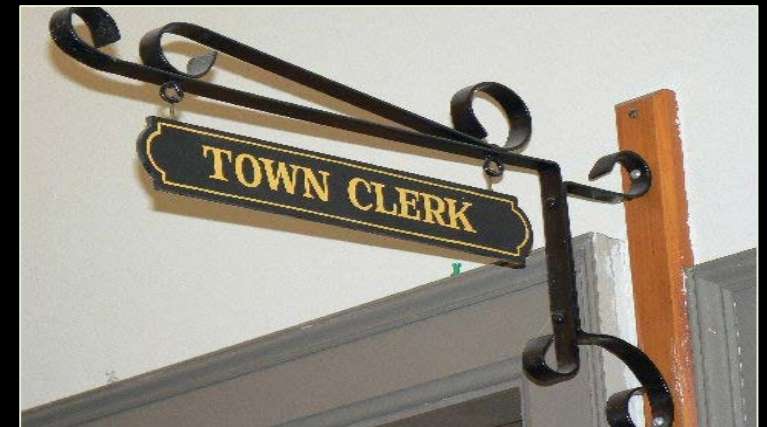Two (2) School Districts

Project #16: Town Clerk, Registrar & Vital Statistics

SYNOPSIS:

- Consolidation of Registrar services will provide greater efficiency for residents. All documents will be available in one location and the need for Villages to expend replacement/upgrade costs for older, unsupported systems will be eliminated.

PARTNERS:

Villages of Mastic Beach and Port Jefferson

Why does Brookhaven's Success Matter to CDRPC?

Lessons Learned
- Government Do Over Day
- Start "Walking the Walk"
- The Big Think
- Understanding Obstacles and Managing Challenges
- Stakeholder Engagement
- Keys to Success

Government Do-Over Day

What changes would you make on a government "do-over" day?

➢ **In the current economic climate, spending of any kind is under the microscope and the pressure to cut back is intense**

➢ **Government organizations must strive to meet the implications of massive debt and loss of revenue sources**

➢ **Current service delivery is often redundant, inefficient and non-standardized**

➢ **Regionalized service delivery is sometimes considered unresponsive, detached and inflexible**

➢ **Municipal responsibilities are becoming increasingly complex and demanding**

Government Do-Over Day

People

Facilities

Equipment / Resources

The "Big Think"

1. Identification of service "pinch points"

2. Additional Inter-Municipal Opportunities

3. Out of the Box "Transformational Projects

Understanding Obstacles
Managing Challenges

COMMON PERCEPTIONS
OF CONSOLIDTATION / SHARED FACILITIES

CONTROL
Fear of loss of control or community identity

ORGANIZATIONAL CHANGES
Trepidation about responsibility shifts, job loss, new organizational structure

SERVICES
Concern of degradation of services

TRANSITION
Discomfort moving to new / unknown system

COST TRADE-OFFS
Evaluating whether one party realizes savings while another sees increases

COMPATABILITY
Apprehension about compatibility of systems and assets

ESSENTIAL TO ANTICIPATE THESE CONCERNS
& ADDRESS THEM AT THE OUTSET

Stakeholder Engagement

Keys to Success

Successful shared services are built upon committed and cooperative leadership.

Leadership must understand and promote the 4 "C's" of Shared Services:

- Communication
- Coordination
- Collaboration
- Cooperation

...Keys to Success: Leadership

Leadership has a major bearing on the success of any initiative, particularly where staff engagement and reassignment is concerned.

Key Actions:

Understand areas of weakness

Build a strong case for redesigning process and organizational structure

Identify the new skills needed for managing and operating a shared service

Maximize the potential contribution that existing staff can make through re-deployment and training

Future Opportunities Discussion

- Municipal Restructuring Fund (MRF)
  - Eligible projects shall transform the delivery of services by local governmental entities or completely consolidate government entities, yielding permanent, significant property tax reductions.
  - Funding is based on the completed project's estimated long-term savings up to $25 million.

- Local Government Efficiency (LGE) Grant
  - Eligible project include planning for and/or implementing functional consolidations, shared or cooperative services, and regionalized delivery of services.
  - Implementation funding is $200,000 per municipality up to $1 million per grant consortium.
  - Planning grant is $12,500 per municipality up to $100,000 per grant consortium.

Questions?

Laberge Group
Ben Syden, AICP – bsyden@labergegroup.com
Nicole Allen, AICP – nallen@labergegroup.com
(518) 458-7112

Matt Miner, Town of Brookhaven

mminer@brookhavenny.gov

(631) 451-2443