

HUDSON VALLEY *PATTERN* *for* PROGRESS

Promoting regional, balanced and sustainable solutions that enhance the growth and vitality of the Hudson Valley

Jonathan Drapkin
President & CEO

Proposal to Orangetown Libraries for Redistricting Plan

May 28, 2019

Dear Friends,

This letter is a proposal from Hudson Valley Pattern for Progress, a non-profit public policy and planning research organization, to provide a Redistricting Plan (the Plan) to aid the Palisades, Tappan and Orangeburg libraries. The Plan will identify the geographic area (including under/unserved areas) and potential taxes to be collected while assisting the libraries in showing the advantages and disadvantages of forming a unified library district in terms of cost, efficiency and quality of services libraries can provide to the community.

One goal of this study is to identify at least a 10% efficiency through unification. At a combined annual budget of over \$2.1M, a 10% reduction equates to a potential \$2.1M savings over a 10 year period. With such a savings, this may reduce taxes and/or increase services and would be a substantial benefit for undertaking what promises to be a complex planning process.

Scope: The Palisades, Orangeburg and Tappan libraries (three of the four South Orangetown libraries) are seeking to enhance services, stabilize funding, and save money by forming a unified district and integrating certain operations.

The planning process will include the following activities:

- Meetings with library directors and/or their designees, both in person and by phone as appropriate, to scope and guide the study, provide feedback, and obtain preliminary results
- Consultation with experts in legal and political factors relevant to success of consolidation and formation of new tax district. Legal document drafting is NOT within Pattern's scope
- Document collection and analysis (budgets, capital plans, policies, vendor and service contracts, legal documents) – Libraries are responsible for providing copies, either paper or digital, and data in Excel format where possible.
- Site visits to each library to review organizational issues
- Draft written Redistricting Plan for library director and board of trustees review and feedback
- Final written Redistricting Plan, both hard copy and PDF file format
- Presentations of Redistricting Plan, as appropriate, to one meeting of the library boards and one meeting of Orangetown town board

The written Plan will cover the following topics for all three libraries, describing current conditions, and identifying opportunities to save money and enhance services through redistricting:

- Personnel – job titles, salary history, benefits, organizational chart, civil service/equivalent titles
- Budget – revenue and expense histories for the last 5 years; capital budget review, debt service; contracted services; reserve funds
- Services - facilities, programs and assets/collections (does not include engineering review or program evaluation)
- Governance structure – bylaws and policies; employee handbook;
- Options and Recommendations – the Plan will provide the library boards with options and guidance as to the costs and benefits of various approaches to redistricting, including:

- Personnel – changes in staff number, location, duties, benefits, scheduling, savings through attrition, etc.
- Shared services and contracts – changes in procurement and management of labor and services
- Productivity enhancement – changes in technology, teamwork or focus
- Facilities – changes to facilities furnishing, equipment, or use. Closing buildings is not favorable by the current Boards of Trustees.

Wherever possible, the Plan will identify costs related to implementation of a single library administration, including the cost of elections/budget vote (including public relations, particularly for the initial votes), as well as potential funding sources to offset any costs related to redistricting, such as equipment, renovation, training or services.


Fee: \$20,000, to be split among libraries and the Town of Orangetown as appropriate, payable 25% on or about July 1, 2019, 25% on or about August 31, 2019, and 50% upon completion. Libraries shall designate a single payer and primary client contact for the project.

Schedule: Work will begin July 1, 2019, upon receipt of a signed agreement and provide preliminary consolidations savings estimates at Week 6, a draft Plan by Week 10, finalized budget analysis in time for Town Board budget presentations by the libraries on or about Week 12, and a final Plan by Week 14. The planning process depends heavily on collaboration with stakeholders whose availability may affect the schedule. It is understood that critical financial insights need to be available in time for presentation to the Town Board during the 2020 budget planning meetings in October and November of 2019.

Qualifications: Andy Stewart, PhD, will be Pattern's project lead. Andy served as Orangetown Town Supervisor (2012-2017), and focuses his work at Pattern on issues of local government efficiency and shared services. Recent work includes leading Rockland County's comprehensive shared services initiative, a project which has identified millions in potential savings from collaboration in purchasing and the sharing of equipment, service contracts, staff and other resources among local governments. He also recently completed an efficiency study of the Clarkstown Highway Department, including a ten year look back at personnel and equipment costs, and recommendations for restructuring the annual leaf pickup program. Andy will obtain support as needed from Pattern's team of analysts with Pattern CEO Jonathan Drapkin providing quality assurance. As an Orangetown resident, Andy will be uniquely accessible to work in a collaborative way with all library directors and board members to insure the Consolidation Plan powerfully positions the libraries for success.

As a nonprofit organization, Pattern only undertakes local consulting work when there is a good chance of an outcome that improves the cost and effectiveness of local organizations and thus contributes to the overall prosperity and wellbeing of the Hudson Valley. Due to the motivation and courage shown by the three library boards in undertaking a consolidation study, and the support of the town council, Pattern believes this work could well contribute meaningfully to our mission. We congratulate all involved for their forward-looking approach and would be honored to join the effort!

Sincerely,



Andy Stewart
Senior Vice President for Research and Analysis