

**ATTACHMENT C  
PROGRAM WORK PLAN**

**Contractor:** Elmira Heights Central School District  
**Project Title:** Elmira Heights/Horseheads  
Consolidation Study  
**Contract No.** T1000343

**1) Project Description**

- a) Project:** The Contractor will hire a consultant to undertake a school district consolidation feasibility study (“Feasibility Study”) with Horseheads Central School District.
- b) Geographic Area:** Chemung County
- c) Partners:** Elmira Heights and Horseheads Central School Districts (“School Districts”)
- d) Goals and Objectives:** The goal of the Project is to complete a thorough and comprehensive Feasibility Study which will inform the public and guide future planning for the School Districts. Achievement of this goal will be supported by accomplishment of the following objectives:
  - i) Identify possible operational efficiencies which would be realized by combining the School Districts.
  - ii) Determine the impact on educational opportunities for students which would result from combining the School Districts.
  - iii) Provide an estimate of the potential cost savings and the impact on local property taxes, both short-term and long-term, that would be realized by combining the School Districts.
- e) Studies:** None
- f) History of Project:** The Project resulted from joint discussions between the School Districts to identify possible strategies to address the current financial crisis faced by the School Districts.
- g) Relationship to Other Projects:** None

**2) Project Components**

- a) Objectives:** Assess if a consolidation of the School Districts would benefit students with increased academic and extra-curricular activities and taxpayers through cost savings.
- b) Problems:**

- i) Loss of state and federal revenue;
- ii) Reductions in staff, supplies, electives, athletics, and special area instruction;
- iii) Districts face structural deficit in 1 – 2 years;
- iv) Health insurance, Teacher Retirement System, and Employee Retirement System costs are increasing; and
- v) Tax cap restricts districts from raising taxes enough to cover rising expenses.

**c) Tasks:**

The New York State Department of State’s assigned project manager for the Project shall be notified of all meetings, hearings, or public information sessions to be held on the Project. The suggested timeline is flexible as long as Project is completed within contract dates. All deliverables shall be provided to the New York State Department of State in accordance with Appendix D Attachment, Part 2E. Refer to Appendix B for Project budget.

Task 1	<b>Task:</b> SEQRA Review <b>Schedule:</b> Month 1 ( <b>March 2014</b> ) <b>Deliverable:</b> Letter Stating Findings
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An environmental review will be completed as required in Section XV of this contract agreement and transmitted to the Department of State (“DOS”).

Task 2	<b>Task:</b> Develop Request for Proposals and hire Consultant <b>Schedule:</b> Months 1-2 ( <b>April – June 2014</b> ) <b>June 9, 2014—Publicly interview 2-3 consultant finalists</b> <b>June 23, 2014—Appoint a consultant</b> <b>Deliverable:</b> Copy of RFP & Contract with Consultant
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The Partners’ governing bodies (“School Boards”) will develop a Request for Proposals to aid in the selection of a qualified consultant to assist in the development of the Feasibility Study. The School Boards will review and may interview respondents, and will then recommend a qualified consultant (“Consultant”) to the Contractor. The Contractor and Consultant will enter into a contract for professional services.

Task 3	<b>Task:</b> Form Citizen Advisory Committee <b>Schedule:</b> Months 2-3 ( <b>July – September 2014</b> ) <b>Deliverable:</b> Notice of Committee Formation
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The School Boards and Consultant will organize a Citizens Advisory Committee (“CAC”) composed of at least 10 members from each School District and charge it with providing feedback to the School Boards and Consultant in developing the Feasibility Study. The Feasibility Study will form the foundation for a reorganization referendum. The New York State Education Department (“NYSED”) and School Boards will be responsible for final acceptance/rejection of the Feasibility Study.

Task  
4

**Task:** Project Initiation  
**Schedule:** Month 3-4 (**October 2014**)  
**Deliverable:** Kick-Off Meeting Summary

The Contractor's Superintendent and/or Consultant shall meet with DOS prior to initiating work on the Project to discuss LGE grant requirements and expectations. The Consultant, with input from the CAC, shall be charged with developing the Feasibility Study, including fiscal impacts, curriculum expansion, transportation, and other matters as identified. The School Boards and Consultant will initiate the Project with a kick-off meeting.

Task  
5

**Task:** Reorganization Plan Development  
**Schedule:** Months 4–12 (**October 2014 – June 2015**)  
**Deliverable:** Copy of Draft and Final Reorganization Plan

The Consultant, with input from the CAC, shall develop a draft Feasibility Study. Upon completion of the draft, a copy will be submitted to NYSED and the School Boards for review. Upon acceptance of the draft by NYSED and the School Boards, a copy of the draft will be submitted to DOS. The draft Feasibility Study will contain at least the following elements:

1. Background descriptions of the School Districts.
2. History and future calculations of enrollment projections for elementary, middle, and high school(s) of the existing School Districts as well as the potential merged school district.
3. A quantified list of increased/decreased, academic opportunities and experiences, for all K-12 students, attendant with consolidation.
4. A quantified list of increased/decreased, extra/co-curricular opportunities and experiences, for all K-12 students, attendant with consolidation.
5. Based on past/present state aid, prior district budgets, and potential merger assistance; the Consultant will develop financial projections and plans for a consolidated school district.
6. The Consultant and the CAC will assess and report on the ability of existing facilities to accommodate consolidated educational programs. The Consultant and the CAC will make a specific recommendation for a plan to house elementary, middle, and high school students within existing buildings, closing buildings, and/or expanding certain buildings to meet the consolidated school district's needs.
7. The Consultant will review existing employee collective bargaining agreements that would bear directly on the consolidation of the School Districts' staffs.
8. The Consultant will project full/assessed tax rates per \$1000 for the first, post consolidation year compared with the tax rates for the individual School Districts had a consolidation not occurred.

9. The Consultant will determine transportation needs for the consolidated school district.
10. The Consultant will project reduced/increased instructional (administrators, teachers and support staff) and non-instructional (administrative, business operations) needs for the first year, post-consolidation.

Task  
6

**Task:** Submittal of draft  
**Schedule:** Month 13 (**June 2015**)  
**Deliverable:** Copy of Draft Feasibility Study

The Consultant will submit a draft of the Feasibility Study to NYSED.

Task  
7

**Task:** Presentation to School Boards  
**Schedule:** Month 14 (**September 2015**)  
**Deliverable:** Copy of Final Feasibility Study

Once the draft Feasibility Study has been accepted by NYSED, the study findings will be presented to the School Boards in a joint or separate meeting(s). The School Boards will adopt a final reorganization plan with revisions if necessary. A copy of the final Feasibility Study will be submitted to NYSED and DOS.

Task  
8

**Task:** Public Meetings  
**Schedule:** Month 15 (**October – November 2015**)  
**Deliverable:** Notice of Meeting Dates and Meeting Summary Report

At least one public meeting will be held in each of the School Districts to review the Feasibility Study. The Consultant and the CAC will also conduct various public information/educational/discussion activities (pamphlets, website, roundtables, etc) to inform the public about the Feasibility Study and its recommendations.

Task  
9

**Task:** Advisory Referendum or petition  
**Schedule:** Month 16 (**December 2015**)  
**Deliverable:** Results of Vote

The School Districts will decide if they will undertake the statutory reorganization process. An advisory referendum (“Straw Vote”) will be held in each community affected by the potential reorganization to gauge community support before the Commissioner of Education can take formal action to authorize such reorganization.

Task  
10

**Task:** Statutory Vote  
**Schedule:** Month 17 (**January 2016**)  
**Deliverable:** Results of Vote

If the Straw Vote is successful, a formal referendum will be held in each community affected by the reorganization. The School Districts will follow the steps outlined in the centralization timeline developed by NYSED. The results will determine if the reorganization will take place. The referendum must pass in each School District.

Task  
11

**Task:** Grant Project Close-Out

**Schedule:** Month 18 (February 2016)

**Deliverable:** DOS Grant Close-Out Documents

The Contractor will complete the required LGE grant close-out paperwork with DOS.

- a) **Procurement:** In securing contractual services, the Contractor will comply with Municipal procurement policy and General Municipal Law section 103. (See Appendix A-1 Attachment 4).
- b) **Other:**
  - i) **Documentation:** All documents created as part of grant funds must specify the following: "This (document, report, map, etc.) was prepared with funds provided by the New York State Department of State under the Local Government Efficiency Grant Program, Contract No. T1000343" (Appendix A1, Section III).
  - ii) **Environmental Review:** If the action is determined to be a Type II action under 6 NYCRR Part 617.5, the Contractor shall provide written notification of this determination and that no review is necessary per the regulation. Otherwise, an environmental review will be completed and transmitted to the Department of State (Appendix A1, Section XV).
  - iii) **Deliverables:** The Contractor shall submit drafts of studies/reports prepared with this grant to the New York State Department of State for review and comment at the same time the information is available to the Contractor and/or Partners. Final reports shall include a determination of tax payer impact of current programs and proposed changes, expressed in relation to the tax rate of the subject municipality. Regardless of impact to tax rates, the report shall also describe efficiencies to be achieved. At the end of the Project, the Contractor shall have delivered to the Department of State the final report entitled "Elmira Heights/Horseheads Consolidation Feasibility Study".

The Contractor shall notify the Local Government Efficiency Grant Program of any meetings/hearings to be held regarding the Project in advance and at the same time the information is provided to the Contractor and/or Partners.

The Contractor shall submit, on a semi-annual basis (Appendix A1, Section II-J) or, with each request for reimbursement, whichever comes first, a Project Status Report which provides detailed Project information including report of each Project task as listed in this work plan.

The Contractor shall provide all plans and/or reports developed as part of the Project to the New York State Department of State. The Department of State may make

these items available as part of its technical assistance program. (Appendix A1, Section IV).

- c) **Schedule:** The Project will follow the schedule in 2(c) above and shall be completed by the term of this agreement. Any change to the schedule shall be noted in the Project Status Report when filed with the Department of State. If the Project extends beyond the term of this agreement, the Contractor must request a no-cost time extension (Appendix A1, Section II-C).

**3) Review and Status**

- a) Department of State shall review Project Components for consistency with the applications.
- b) Contractor shall provide Project Status Reports every six months or when payment is requested.