



**2nd Annual Research and Practice in Progress Briefing on Local Government in New York:
A Forum for Local Government Researchers, Practitioners and Policy Makers**

November 16, 2016

Agenda

- 10:30 - 10:45 Welcome & Review of Agenda
10:50 - 11:50 **Regional Cases of Local Government Innovation and Change in New York**
- **Katie Malinowski and Angie Kimball, *New York State Tug Hill Commission: Local Capacity Building Using the Circuit Rider Approach: Planning and Justice Court Solutions.***
 - **Chelsea Robertson, *Southern Tier Central Regional Planning and Development Board: Broadening Local Comprehensive Planning and County Wide Planning Support in Schuylers County New York.***
- 11:50 - 12:40 Lunch
12:40 - 2:10 **Understanding Municipal Fiscal Stress**
- **Frank Shafroth, *George Mason University: Assessing State Responses to Growing Municipal Fiscal Distress and Insolvency.***
 - **E.J. McMahon, *Manhattan Institute: The New York Difference: Why are New York's Local Taxes so High?***
 - **Yvonne Martinez, *Office of the State Comptroller: New York's Municipal Fiscal Stress Monitoring System: Overview and Experience.***
 - **Yunji Kim, *Cornell University: Limits of Fiscal Federalism: How Political Narratives in Upstate New York Constrain Local Governments.***
- 2:10 - 2:20 Break
2:20 - 3:20 **State Aid Flows to Localities and Local Natural Disaster Impacts in New York**
- **David Friedfel, *Citizens Budget Commission: Improving Fairness and Equity in New York State's Foundation Aid for Local Schools.***
 - **Michael Hattery, *Rockefeller Institute of Government: State Revenue Support for Local Government Services: Lessons from New York State.***
 - **Gang Chen, *University at Albany: The Impact of Natural Disasters on New York State Local Governments.***
- 3:20 - 3:30 Break
3:30 - 4:30 **Shared Services and Organizational Intervention**
- **Carl Sternberg, *University of North Carolina at Chapel Hill: Leveraging Local Change: State Initiatives to Promote Service Sharing and Consolidation.***
 - **David Kay, *Cornell University: An Empirical Analysis of Intermunicipal Service Sharing and Local Government Spending in New York.***
 - **Catherine Lawrence, *University at Albany: Innovative Organizational Intervention in Three Child Welfare Systems.***

Participating Researchers/Practitioners

Gang Chen

Assistant Professor, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY

Gang Chen is assistant professor at the Rockefeller College of Public Affairs and Policy, University at Albany, SUNY. His research focuses on state and local budgeting and financial management, public pension systems, and comparative public administration.

David Friedfel

Director of State Studies, Citizens Budget Commission

David Friedfel is the director of state studies for the Citizens Budget Commission. David most recently served as commissioner of management and budget for Albany County, NY. Previously in New York State government, he served as deputy director of fiscal studies for the Ways and Means Majority in the New York State Assembly, focusing on tax revenue forecasting and tax policy. He also spent time at the New York State Division of the Budget, focusing on Medicaid. David holds a BA and MA in public policy from Rockefeller College at the University at Albany, SUNY.

Michael Hattery

Director of Local Government Studies and Senior Fellow, Rockefeller Institute of Government, SUNY

Michael Hattery is director of local government studies and a senior fellow at the Rockefeller Institute of Government, SUNY. Dr. Hattery has a range of experience as a student of state and local government in New York. He has conducted applied research, community-based technical assistance and developed educational programs for state and local officials. His research interests are centered in the areas of public finance, local government organization and service delivery. Dr. Hattery has also worked in the areas of management capacity building and the analysis of intergovernmental service delivery options — particularly among smaller governments in New York's nonmetropolitan regions. He has served as an elected governing board member for village, town, and county government.

David Kay

Senior Extension Associate, Community & Regional Development Institute, Department of Development Sociology, Cornell University

David Kay is a senior extension associate with the Community & Regional Development Institute (CaRDI) in the Department of Development Sociology, Cornell University. David provides leadership for CaRDI programming in the areas of energy, land use, and community development. His work on land use involves research, outreach, and training efforts that attempt to build community-based decision making capacity and to help weave local policy into a regionally coherent fabric. He has increasingly focused on the community and economic development implications of energy transitions. His research and outreach work is especially concerned with building informed decision making capacity in the context of community controversy. David serves on the boards of several city, town, county, and New York State not-for-profit or government organizations concerned with sustainability and municipal land use planning.

Yunji Kim

Department of City and Regional Planning, Cornell University

Yunji Kim's research focuses on local government service delivery, public finance, community well-being indicators, and community development. She is examining local government responses to fiscal stress after the Great Recession. This is a comprehensive research project with national level statistical analyses on local government service delivery and public finance and a case study of NYS through focus groups and policy analysis conducted with local government associations. She is also part of an international research project on community well-being funded by the National Research Foundation of Korea. Yunji is currently finishing her doctoral dissertation in city and regional planning at Cornell University. She will join the University of Wisconsin-Madison Department of Urban and Regional Planning as an assistant professor with a joint appointment in UW-Extension's Local Government Center in 2017. Yunji received her master's degree from the Graduate School of Public Administration, Seoul National University, and her bachelor's degree in government from Georgetown University.

Angie Kimball

Local Government Advisor/Circuit Rider, NYS Tug Hill Commission

Angie Kimball has been a local government advisor (aka "circuit rider") for the NYS Tug Hill Commission since 2012. She serves the towns of the Cooperative Tug Hill Council, one of the Tug Hill Commission's councils of governments. She provides requested technical assistance in planning and zoning, training, grant services, and many other areas to the Cooperative Tug Hill Council's member towns and provides a link between the towns and the services provided by the Tug Hill Commission. Prior to this work, Angie was the town justice for the town of Redfield for eight years. She also served as a member of the Redfield Town Council for five years. She served as the Redfield Town Court's clerk and she also worked as the clerk to the town supervisor for two years. She has been an active volunteer firefighter and EMT for the Redfield Volunteer Fire Company for 18 years. She is also a member of the Fire Department's Auxiliary. Angie resides in Redfield currently, along with her husband Terry. She has lived there her whole life with the exception of her college years when she attended D'Youville College in Buffalo, NY.

Catherine Lawrence, Ph.D., MSW

Assistant Professor, School of Social Welfare, University at Albany, SUNY

Catherine Lawrence, Ph.D., MSW, is assistant professor at the University of Albany's School of Social Welfare. Her scholarship focuses on public human services and the implementation of social welfare policies and programs. This work encompasses the complex mix of factors in play between the passage of a federal law and a person seeking services and assistance. Her research has focused on cash assistance and child welfare. Dr. Lawrence has worked with federal, state, and local research projects that strive to both understand and support child welfare practice and the professional child welfare workforce. She has served as co-PI of two federal research grants that study the child welfare workforce. This research includes: investigating the impact of family-centered cultural competence training; exploring the capacity of public child welfare agencies to implement organizational changes that address workforce retention; and research on an organizational intervention to implement sustainable organizational change to support

workforce needs. Her scholarship on policy implementation and workforce has been published in *Social Service Review*, *Child Welfare*, *Children and Youth Services Review*, and the *Journal of Public Child Welfare*.

Katie Malinowski

Executive Director, NYS Tug Hill Commission

Katie Malinowski started her career with the Tug Hill Commission in 1998 as a natural resources/GIS specialist. Eighteen years and several job titles later, she became the commission's fourth executive director in January 2016. During the course of her career at the commission she has been involved in a wide variety of projects and issues both large and small. Those range from the siting of the Maple Ridge Wind Farm in Lewis County, the East Branch of Fish Creek conservation project, and numerous watershed management plans, to the dissolution of three villages and reuse of three abandoned elementary schools. Katie received her master's degree in Environmental Science from Indiana University's School of Public and Environmental Affairs, and her bachelor's degree from SUNY Binghamton. She was also a member of the 2007-08 Essentials in Public Administration in NYS program. Prior work experience included several summers at the Cayuga County Soil & Water Conservation District, work at a large environmental consulting firm, and research with the Center for Urban Policy and the Environment in Indianapolis.

Yvonne Martinez

Chief of Policy, Research and Training, Division of Local Government and School Accountability, Office of the NYS State Comptroller

Yvonne Martinez is the chief of policy, research and training in the Division of Local Government and School Accountability at the Office of the NYS State Comptroller. She has been with the Agency since 2001 and in public service since 1999. In her current position, Yvonne develops and leads the Division's research and data analysis activities, in support of the comptroller's policy agenda. Yvonne also directs the Division's local official training and outreach efforts across the state, many of which involve close collaboration with key local government and school district associations. Yvonne has been closely involved in a number of major initiatives, including implementation of the state's property tax cap and tax freeze, rollout of Comptroller DiNapoli's Fiscal Stress Monitoring System, and development and publication of numerous policy reports. Yvonne has a Master's Degree in Public Administration from the University of Texas at San Antonio and started her career with New York State as a public management Intern in the State Education Department.

E.J. McMahon

Senior Fellow, Manhattan Institute, and President, Empire Center for Public Policy

Edmund J. McMahon is research director of the Empire Center for Public Policy, Inc., and a senior fellow with the Manhattan Institute for Policy Research. McMahon's professional background includes more than 30 years as an Albany-based writer and public policy analyst. After serving as a fiscal staff director and policy advisor in the Assembly Minority, and as deputy commissioner in the state Department of

Taxation and Finance, McMahon joined the Manhattan Institute for Policy Research as a senior fellow in 2000. In January 2005, he founded the Institute's Albany-based Empire Center project, which was launched as a fully independent organization with 501c3 tax-exempt status in 2013. McMahon has written numerous articles and policy studies on tax, fiscal and governmental operations issues. These have included "Taylor Made: The Cost and Consequences of New York's Public Sector Labor Laws" (2007) and "Triborough Trouble: How an Obscure State Law Guarantees Pay Hikes for Government Employees" (2012) both with Terry O'Neil; "New York's Exploding Pension Costs" (2010) with Josh Barro; and "Iceberg Ahead: The Hidden Cost of Public-Sector Retiree Health Benefits in New York" (2010; updated 2012). Copies of these reports and other Empire Center research can be downloaded at www.Empirecenter.org.

Chelsea Robertson

Senior Planner, Southern Tier Central Regional Planning and Development Board

Chelsea Robertson graduated from Binghamton University in 2005 with a BA in Geography and Regional Planning and in 2009 with a Masters of Public Administration. She has more than six years of experience in planning, zoning, and public outreach. Her recent work includes the project lead for the Village of Corning Master Plan, and the Village of Veteran Comprehensive Plan. In addition, she has experience working with municipalities in Steuben, Schuyler, and Chemung counties. Chelsea organizes the Southern Tier Central Regional Leadership Conference, coordinates land use trainings for planning and zoning boards, and provides technical assistance to municipal planning and zoning boards. Chelsea is a member of the American Planning Association.

Frank Shafroth

Director, Center for State & Local Leadership, George Mason University

Frank Shafroth is the director of the Center for State & Local Leadership at George Mason University and teaches in the graduate school of Public Policy at George Washington University. He is a member of the U.S. Supreme Court bar; he has previously served at the National League of Cities, National Governors Association, and the Municipal Securities Rulemaking Board, as well as chief of staff to former U.S. Rep. Jim Moran and as assistant counsel to the U.S. Senate Housing Subcommittee. His work has especially focused on municipal bankruptcy.

Carl Stenberg

James E. Holshouser, Jr. Distinguished Professor, School of Government, University of North Carolina at Chapel Hill

Carl Stenberg is the James E. Holshouser, Jr. Distinguished Professor at the School of Government, University of North Carolina at Chapel Hill. He is the School's liaison with county and city managers, and founded and directs the Public Executive Leadership Academy. Carl's practitioner experience includes service as executive director of the Council of State Governments and assistant director of the U.S. Advisory Commission on Intergovernmental Relations. He received his MPA and Ph.D. degrees from SUNY Albany.

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