

APPENDIX

“C”

Goals	Issues and Barriers	Specific Projects	Recommended Changes to Governmental Structure	Perception of Consolidation	Type of Consolidation Subject Favors (If any)	Is consolidation a priority/willing to invest political capital	Salient quotes	Examples of Consolidation that Work
First rate school system; Jobs (healthcare, technology); Take advantage of College/University system in community; Not build economy on retail	Duplication of government - town, village, city, county; need metropolitan government - tax base in the County; Towns have to go too; City Dems vs. county republicans; lack of creative leadership; lack of citizen commitment to government		Metropolitan Government; towns and villages must be involved also; start with consolidating administrative functions eg. Purchasing; consolidate police department;	In favor of Metropolitan government	Metropolitan government consolidating towns, villages, city and county	yes willing to work at it	<We're worried about bringing in some factory with 50 jobs that pay \$8 an hour. At the meantime, Crouse is going down the tubes.><Frankly, politicians are not exactly brilliant minds.><Well, I want to say something about, intellectual capacity. You know, there was a time when business people, my father, labor people, teachers, lawyers, all kinds of people, said, look, because I feel I have a civic responsibility I'm going to serve on the school board for two years, or I'm going to serve in county government for a couple legislative terms and I'm not going to make a career out of it because I can't. But I am going to make a sacrifice of time and effort, for a year or two. And that is gone. There's no sort of citizen commitment to government anymore. So you get these incredibly mediocre people.>	
Business; Tax Base; Keep Taxes Stable; Keep Cost of Government "in tact"	mandates from New York State; fiscal constraints; the need for grants and money from Albany;	town beautification sidewalks, streetlights, pavers	change mandates from Albany for example, the cost of retirement system	people are happy with what they have - with Metropolitan government you lose local contact	might be possible to consolidate tax collection and printing of tax bills - purchasing consolidation might work - perhaps consolidation of villages into towns - would favor consolidation of fire departments - not willing to answer on metropolitan government question	does not have political capital to invest in consolidation	<You have seen it with the Destiny project, you have seen it with the hotel deal. The two don't seem to get along and because you have got two very distinct governments trying to protect their areas, it doesn't appear to be working for anybody. I think that both of them have lost sight of what they are there for.><When I was a kid, the city was a booming bustling city and we were the burbs, the sticks. But everything has flip flopped and now the suburbs are the main areas and what do you go to the city for?><There are too many economic development agencies out there and nobody knows where to go.>	
to get things done; to get people to work cooperatively to solve problems	a way of doing business where all stakeholders are not involved in the decision; other barriers - media sets agenda for community; Destiny/Pyramid has paralyzed the community no development at inner harbor because of it; weak leadership; agenda not made by public officials			It will take a crisis; may happen with villages and towns; no where near it happening for city and county			<The problem is we have weak leaders that march to the drum of the editorial board of the Syracuse Newspapers.>	BOCES
to grow the southside community economically	jobs, training, and no cooperation among MDA, Chamber and the City	move minority community to top of agenda, teach community to be activists	need leaders who are creative and who surround themselves with creative people	terrible idea	NONE	no		
To improve the quality of life in the City quality educational system; neighborhood housing; economic development	loss of population, loss of tax base and tax revenues, hardship on school district; disregard for the City possibly borne out of racism and classism	Comprehensive plan for City; school rehab plan	Recommendations need to be a bottom up process after study and education on issue; some areas better handled on broader basis - e.g. transportation infrastructure; look at cost and human toll of 24 school systems	Some opportunity for shared services; not all about saving money - about improving services which will improve the quality of life; needs to be discussion from the state level re.: funding mandates could be used as a carrot that might help to move forward	Successful consolidation can't be 2 people in a room - need to educate people from the ground up - very open community-wide dialog quarterbacked by an outside Consultant or someone that was seen as independent; roadway transportation systems a priority; water, assessment	yes - started ball rolling - handed off to 20/20 - can't be perceived as political agenda	<I think the most basic barrier is probably the most basic human element and it's probably fear. I think that there's been a fear of losing one's identity and I think that played out both in Liverpool and Solway in those police mergers. So I think that's probably the underlying current that affects people who are in elected positions as well by the way, representing a constituency that they hear from people in their own town or village or city or county government that they don't want to lose their identity.><There is an underlying perception by some in the community at large that would just as soon keep the city where they are. There is a fear element.>	Crime Lab; Justice Center; GPS project
Equities of Opportunity; Subsidiary - Education; Health Care; Economy	Constrained by Resources (Upstate Medical); self interest	programs in the schools to encourage young people to go into healthcare; volunteer programs in the community with medical students				it is not a high priority	<Whether I favor consolidation or not depends upon the feasibility and what the outcome is going to be in terms not only of savings but services, it gets back to the first issue: and that is who do we address the enormous disparities in opportunity that means poverty in the middle of the city versus affluence in the suburbs.><I think that consolidation is actually a threat to some people because they see that some of the things that contribute to a good life in the suburbs might be threatened by complete consolidation.>	VERA House and RAPE Crisis Center
to connect people with resources; to build relationships across party and government lines	territorialism, turf protection, lack of working together from the beginning		don't have an answer to this question; needs government to see problems from each other's perspective; cross sitting on legislative committees		5 The benefits (of consolidation) could be a significant opportunity for increased funding ... by a larger mass metro area		<Need to create situation where people have to work together, become boundary crossers.>	CRASH and RESCUE Unit at airport with fire department
Vibrant City Core; Reduction in Violence in Poor Neighborhoods; More and Better Jobs	Ineffective, Incompetent City Administration	Syracuse Neighborhood Initiative; developing a stronger and healthier city; connective corridor with the University and Nancy Cantor; overcoming horrible urban planning from the 1960's; entrepreneurship program	get rid of city government as it is today; must be combined with a very strong commitment to the city;	complex because of the dual referendum requirement; kiss of death to start with fire and police; need consensus and long term plan by Mayor and County Executive before fiscal crisis hits; start with areas of savings, purchasing, data processing	political consolidation starting with consolidation of certain services	Not high on list of priorities; needs Mayor and County Executive both wanting to make it happen	<We have a completely ineffective, incompetent, and useless city administration. We have the C students running City Hall.>	the Zoo,

Job Creation; Education, Health Care; Housing	Too Many Competing Bureaucracies	higher education resource with industrial progress		more efficiencies and more savings	Metropolitan government for Syracuse would be a wonderful thing	not on the list of priorities - the people have to want it - need to hear from an awful lot of constituents	<I think the city residents will fight it until the end. The reason is that the people live in the county and I don't want to make this a broad generalization, but I don't think they care to understand the difference, the needs of the city. The willingness to have to pay for those needs.><The biggest barrier to Metropolitan government is that I don't think that we can come to a consensus on what we want to be as a community.><With consolidation, I would hope that we would be able to do better to sell ourselves and to push the community along.><We need to start taking care of the city because it is important to all of us to take care of the city - it is important to this region until people start feeling that, I don't think we will get Metropolitan government.>	Onondaga County Public Libraries
Liveable, Dynamic City with Excellent Quality of Life in Diverse Environment; Nuisance Abatement - Shut Down Drug Houses; Oversight of Spending of Tax Dollars; Bring in More diverse Voices into Power Structure;	Same old Power Structure - looks like Eisenhower's America; Lack of Recognition of Importance of City to the Suburbs; no trust between any of the parties	financial oversight of the city; neighborhoods; making Syracuse a very liveable city;	need viable and dynamic two party system in both city and county with real competition; need independent voices	depends on who is speaking about it - cannot be county swallowing the city - merely a power grab - lots of areas where there needs to be shared services; eg. 52 fire departments, police departments	shared services - police, fire and emergency services; economic development; need to start with shared services first	yes in the shared services arena - it's a fairly low priority; at this point thinks there is no chance of getting end result	<If every time the city disagrees with the County, the County's answer back is consolidation, of course, we look at it as a power grab.>< I have a limited window of opportunity to accomplish the things I want to accomplish, so, would I be willing to invest political capital in consolidation? Yes, if it I thought thought was a chance in getting an end result. Right now, I think there is no chance in that.>	GOOD EXAMPLE - City/County Crime lab; BAD EXAMPLE - sales tax, DESTINY, Hotel convention center
Economic development; Financial and physical state of community; working together on common goals	Lack of communication between leaders; personal issues (Pirro and DeFrancisco); turf wars (consolidated purchasing)	Convention Center Hotel	Consolidate purchasing with the City	Consolidation of services	Consolidating functions - purchasing, assessment, economic development	Need threat or urgency, right combination of leaders, collaboration and trust, communication	<Face to face conversations should be the beginning of any process.>	Zoo; 911; Justice Center
Develop New Economy; Technology Companies; Path Destiny is Taking with Renewable Energy - Job Creation; Convention Center Hotel; Research Park	Too Much Fighting Between Municipalities - Need to Combine Economic Development - Need One Major economic Development Office; Animosity Between the MDA and Chamber of Commerce; No need for both Village and Town Governments; Turf and Politics; State mandates	Job Growth; Medicaid Costs	Ease out jobs like tax collection; combine service delivery systems; modernize backroom activities - purchasing, highways	Must ease into	Consolidated service delivery; School districts - busing, purchasing	Not a priority; willing to invest some political capital - must provide better service, save money, or both; requires a lot of public education to make consolidation work		Justice Center; Libraries
vibrant, stable, and sustainable economy	lack of centralization of departments (need one place to go); turf issues; has to be from the bottom up (people need to initiate), taxes too high	Economic development	One government, one school district, one stop shop needed for development - too many places to go for permits; eliminate elected jobs like receiver of taxes	eliminates waste and duplication, makes government more efficient and effective, better service delivery	One metro system with separate tax districts	Yes. Already meeting with city woman leaders - sat of committees to consolidate services		Justice Center; Libraries
Economy; Job Creation; Growth; Schools, Housing Stock;	Ego. No consensus on important project - convention center hotel, destiny	Success by Six	Examine functions and determine whether it can be best done by city, county, town, or village. Pull together economic development in private public partnership.	Thinks in terms of experience with own business - did not create job savings but created better product - no one fired.; metro government would be very controversial - create an uproar, no consensus.	better to be done piecemeal. Drive for metro government would create uproar. Need to examine what functions are best on metro level, what functions best on village level; don't need police chief and sheriff; consolidate purchasing; airport authority.	It is a priority - cost of government is horrendous. Consolidate economic development (City, County, MDA in mix - need one good economic development unit)	<I'm just always amazed in this community how we don't pull together to say there are the things that e can agree upon. Let's find the common denominator on things we can work together on. We all seem to find the things we can't work together on and we push those and we get no place.><the convention center hotel is another issue where there is not a consensus among the city, the county, and the state. And then the whole business with destiny and is it real, is it not? There is a lack of real communication, the lack of any kind of mutual understanding. It would be nice if that project goes, but, my God, it's taking a toll. people are just tired >	Police departments in manlius and Minoa and Fayetteville - consolidated; the Zoo; the Library
Jobs; reasonably priced senior citizen housing with nearby services	turf issues	lower taxes; modernize government;	keep town governments from getting bigger	County takes over city	Consolidate legislative and executive branches of city and county, pie shaped legislative districts including piece of city (like Louisville)	A leap; need commission headed by Buzz Shaw or Tom Young to provide guidance to legislators	<People love their towns, can't consolidate towns><Could never consolidate zoning and planning, towns have to be able to make decisions themselves><We have to recognize that it's not the community we had 50 years ago.>	DA, trash collection (Fabius)
Regional Single Purpose Authority for Airport; City School System; Public Safety; the Neighborhoods; Clean-Up on Onondaga Lake; Regional Land Use Plan	Parochial Interests of Government; towns and villages competing for development; parochial little areas of geogrpahy not tied together with regional land use plan; turf	Onondaga Lake Clean-Up; Federal funds for Syracuse neighborhoods; single purpose authority for airport; land use plan for region	Don't need town and village governments; costly empire building; way too much government - separate water districts, fire districts, school systems, planning agencies	A good idea - not to save money but to improve services	Metropolitan government - eliminate town and village governments; county wide public works dept - districts too small in terms of population	Stormy opinions - not in position to make change	<The towns and villages, they all have their fiefdoms. They don't want to give them up. There are a lot of jobs that are tied into that. A lot of patronage and so it is tough to break down those barriers.><Consolidation has to be a consensus driven policy that a good government group gets the ball rolling and others pick up.><I have always thought that the way to get things done, and to sustain them is to build a consensus, to get people to where they are saying "this isn't working". It is hard to do because there are some things that are working and some things that aren't working. We are not at rock bottom. I think that consensus is really the way to get at it.>	Libraries; Drainage and Sanitation
High paying, high quality jobs	Highest poverty rate for African-American children in US, second highest rate of Hispanic poverty; lack of outstanding political leadership		Too many layers; too many employees	Just merging two governments is not good - doesn't necessarily mean lower costs or better service; need joint delivery model - take two and make on smaller	Joint service delivery/modernization; use 21st century methods and technology - one parks department, one purchasing department, must have some form of metropolitan government for city to survive; talk about metropolitan governance, not government	Change has to come from executive side - mayor, village mayors, supervisors	<The big problem with local governments is that they're monopolies and monopolies don't function properly ... you've got to have competitive forces.><Consolidation won't work as a methodology if it means just putting two together. It was competition that drove down costs in Indianapolis.><We need to change our expectations as a community and we need to do that by benchmarking.><Overblown hype about city v. suburb. Most people in this community get it. They understand that if the city continues to decline, so will the rest of the community and the counter is true too.><The problem with economic development isn't the three organizations. It's the fact that we don't have one stop shopping for economic development and that's primarily driven by government.><It's about collaboration. Don't threaten the city's existence. They won't go for referendum. Not in a million years. Why? Because they don't believe the county legislature is going to take care of them.><The average person has got to see benefit.>	Forensics lab; library; zoo