



TOWN OF SOUTHAMPTON
Municipal Government
Reorganization and Service Provision
Improvement Plan

As proposed by:
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**✓ SPENDING REDUCTION GOALS 2010-2012
(Preliminary)**

- ✓ Targeted Total Spending Reduction: 15%, 2010-2012, based on currently proposed \$75 million budget base.**
- ✓ Tax Levy Cap: based on projected 15% reduction in Property Tax Revenue 2011-2012.**
- ✓ Total Staff Reduction: 20%, 2010-2011. (Achieve systematic, town-wide , staff reduction by maintaining hiring freeze and through projected attrition rates (based on Comptroller certified projections) of no less than 30 positions per year, for a total 20% reduction by 2012 and with an estimated yearly cost savings of \$2 million, for a total savings of \$6 million by 2012.)**
- ✓ Capital Improvement Program debt service cost not to exceed 10% of Property Tax Levy (rather than measured against total revenue based levy, as is present practice.)**
- ✓ Target Contractual Spending Reduction.**
- ✓ Overall Fleet and Equipment Cost Reductions.**

GOALS

- ✓ Reorganize and eliminate duplicative departmental services to better meet community needs, reduce bureaucracy, and improve cost efficiency.
- ✓ Improve budget deliberation, development and implementation process; Establish long term financial planning model and objectives setting process; develop public input and disclosure model
- ✓ Develop sound revenue projection models to support financial planning, including property, mortgage and sales tax revenues. Identify and project new revenue opportunities
- ✓ Increase funding for equipment, services and capital projects through aggressive
- ✓ pursuit of available grants.
- ✓ Realistically prioritize capital projects improvement program and related funding to better meet specific needs of the public. Improve compliance with related laws and the goals of the Town's Comprehensive Plan.
- ✓ Improve accountability, communication and service to CAC's, Civics, and community at large.
- ✓ Better organize, and prioritize board tasks for more meaningful and effective use of the Town Board. Build better consensus among Town Board members, Stakeholders and constituents.
- ✓ Design and implement an action matrix to be disseminated through the auspices of the town clerk and supervisor's office for timely distribution to the Public, department heads, staff, advisory boards, etc.
- ✓ Streamline and consolidate town wide human service provision for better quality and cost effective service model with A clear path for improving quality of life on a multitude of levels.
- ✓ Explore best practices model to improve and modernize land use planning process for the benefit of all stakeholders.
- ✓ Improve elements of property tax assessment process with the primary goal of addressing assessment discrepancies and ability for constituents to more efficiently and cost effectively grieve assessment results.
- ✓ Address overall tax burden, including school taxes, through the review and implementation of improved, more cost-efficient, and shared municipal services -- spearhead the exploration of improved school/educational service models.

STEP 1: IMPLEMENT TOWN DEPARTMENTAL REORGANIZATION SUMMITS AND ACTION PLAN (WITHIN FIRST 60 DAYS OF 2010.)

- ASSEMBLE A TASK FORCE OF DEPARTMENT HEADS AND KEY STAFF TO ANALYZE AND REVIEW ORGANIZATION AND OPERATING POLICY & PROCEDURES OF ALL TOWN DEPARTMENTS.
- EXPLORE AND IMPLEMENT SERVICE CONSOLIDATION PLAN AND NEW OPERATING PROCEDURES OF ALL TOWN SERVICES,
- IMPLEMENT SHARED STAFFING AND MULTI-TASKING RESPONSIBILITIES AT ALL LEVELS INCLUDING MANAGEMENT AND WHERE APPLICABLE (AND WITHIN APPROPRIATE CSEA PARAMETERS.)
- ESTABLISH SENIOR STAFF OR DESIGNATED REPRESENTATIVES FOR MONTHLY WORKING MEETINGS WITH THE SUPERVISOR – AND --
- ESTABLISH SCHEDULE FOR MONTHLY INTERDEPARTMENTAL MEETINGS WITH THE SUPERVISOR, LIAISON COUNCILMEMBERS, DEPARTMENT HEADS AND OTHER RELEVANT PERSONS.
- ESTABLISH OUTCOME BASED ASSESSMENT CRITERIA AND TASK/TIMELINE MATRIX.

STEP 2: REORGANIZE BUDGET PROCESS: ESTABLISH A THREE-YEAR PROJECTED OPERATIONAL BUDGET TO INCORPORATE ZERO-BUDGETING/”NOTHING SACRED” MODEL (WITHIN FIRST 120 DAYS OF 2010 AND AS PART OF 2011 BUDGET DELIBERATION PROCESS.)

- DEVELOP AND ESTABLISH LONG-RANGE BUDGET PLANNING AND DEVELOPMENT INITIATIVE.
- ESTABLISH CLEAR BUDGET DEVELOPMENT TIMELINE AND DEFINE A SPECIFIC-STEPS PROCESS TO ACHIEVE A MORE INCLUSIONARY BUDGETING PROCESS,
- CREATE PLAN FOR QUARTERLY BUDGET VARIANCE MEETINGS WITH DEPARTMENT HEADS, COUNCIL LIAISONS, SUPERVISOR AND COMPTROLLER.
- REVISE 2010 OPERATING BUDGET AND DEVELOP THREE-YEAR BUDGET MODEL.
- REQUIRE MIDCOURSE CORRECTIVE PLANS.
- PRODUCE AND PRESENT TOWN BOARD WITH MONTHLY DEPARTMENTAL VARIANCE REPORTS.
- REORGANIZE AND CLEARLY DEFINE THE MISSION AND GOALS OF THE TOWN’S BUDGET & FINANCE ADVISORY BOARD.

STEP 3: DEVELOP MORE SOPHISTICATED AND PREDICTABLE REVENUE ANALYSIS SYSTEMS FOR IMPROVED REVENUE PROJECTIONS AND IDENTIFICATION OF NEW REVENUE SOURCES, SUCH AS GABRESKI AIRPORT DEVELOPMENT, UNTAPPED GRANT SOURCES, STATE AND FEDERAL AID SOURCES, ETC. (TO BE COMPLETED BEFORE 2011 BUDGET CYCLE).

- ASSEMBLE A TASK FORCE OF STAFF ANALYSTS, FROM SERVICE PROVIDERS SUCH AS TAX ASSESSOR, GIS, LAND MANAGEMENT, AND INCLUDE COUNTY AND STATE COMPTROLLER OFFICIALS,
- ESTABLISH A PROCESS AND SUPPORTING SYSTEMS FOR REGULAR ANALYSIS AND PROJECTIONS TO MORE ACCURATELY PROJECT REVENUE.
- DEVELOP REPORTING MODEL AND COMPANION BUDGETING MODELING SYSTEM.
- INTEGRATE REVENUE CAPTURE SYSTEMS WITH FINANCIAL GENERAL LEDGER FOR MORE TIMELY REPORTING.
- PROVIDE QUARTERLY REVENUE VARIANCE REPORTS.

STEP 4: EXPAND AND REFOCUS TOWN'S GRANTS WRITING CAPABILITIES (WITHIN FIRST 30 DAYS OF 2010.)

- IMPROVE RESEARCH AND PURSUIT OF CURRENT AND UPCOMING GRANT OFFERINGS FOR ALL APPLICABLE DEPARTMENTS
- IDENTIFY PRIORITY OF GRANTS FOR FUNDING, SUCH AS HOUSING, STORM WATER MANAGEMENT, HIGHWAY, SENIOR AND YOUTH SERVICES.
- IDENTIFY PROFESSIONAL GRANT WRITING SERVICES AND ALTERNATIVES.

STEP 5: ESTABLISH A SPENDING CAP POLICY EFFECTIVE FOR THE NEXT THREE YEARS, AS WELL AS CONSIDER A TAX LEVY CAP POLICY (TO BE IMPLEMENTED BEFORE 2011 BUDGET CYCLE.)

- UTILIZE REVENUE PROJECTIONS MODEL TO ESTABLISH SPENDING CAP.
- DEVELOP SPENDING ALLOCATION MODEL AFTER DELIBERATIVE PUBLIC AND DEPARTMENT HEAD INPUT.
- EXPLORE TAX LEVY CAP FOR FURTHER SPENDING AND TAX CONTROL MEASURE.

STEP 6: PRIORITIZE CAPITAL PROJECTS AS PART OF CAPITAL PROGRAM AND DEVELOP APPROPRIATE FUNDING PLAN (*WITHIN FIRST 120 DAYS OF 2010.*)

- ESTABLISH CAPITAL PROJECTS ASSESSMENT AND QUALIFICATION CRITERIA.
- ESTABLISH THROUGH COUNCIL MEMBER INPUT & CONCENSUS, PROJECT MANAGER' RECOMMENDATIONS, AND PUBLIC HEARING PROCESS-- A CLEAR AND REALISTIC LIST OF PROJECTS.
- EVALUATE AND CONDUCT A FORMAL COST/BENEFIT ANALYSIS OF EVERY EXISTING AND PROPOSED CAPITAL PROJECT.
- WORK WITH COUNTY, STATE, AND FEDERAL REPRESENTATIVES FOR JOINT PURPOSE PROJECTS AND AVAILABLE GRANTS (SUCH AS STIMULUS, RAOD IMPROVEMENT AND STORM WATER MANAGEMENT PROJECTS.) ASSIGN POINT PERSON FOR THIS EFFORT.
- PREPARE CLEAR MULTI-YEAR FINANCIAL AND IMPLEMENTATION PLANS WITH REALISTIC TIME FRAMES FOR INITIATION AND COMPLETION.

STEP 7: REORGANIZE TOWN COUNCIL LIASION ASSIGNMENTS BY ADDING A ROTATIONAL DISTRICTING CONCEPT AND “GO TO” PERSON COMPONENT (*AS PART OF BEGINNING YEAR ORGANIZATIONAL MEETING.*)

- ESTABLISH DISTRICT LIAISON ASSIGNMENTS COUNCIL MEMBERS, RESPONSIBLE FOR ATTENDING ALL HAMLET CIVIC AND CAC MEETINGS, AS WELL AS OTHER RELATED COMMUNITY GROUPS/MEETINGS.
- ESTABLISH MONTHLY HAMLET CIVIC/CAC MEETINGS IN THE SUPERVISOR'S OFFICE WITH THE APPROPRIATE LIASION, AS WELL AS RELEVANT DEPARTMENT HEADS AS IT PERTAINS TO HAMLET SPECIFIC PROJECTS (I.E. LAND MANAGEMENT, HIGHWAY, STORM WATER, ETC., IF SUCH PROJECTS ARE EITHER ON GOING ON NECESSARY IN A PARTICULAR HAMLET.)

STEP 8: REORGANIZE AND PRIORITIZE TOWN BOARD FUNCTIONS (*AS PART OF BEGINNING YEAR ORGANIZATIONAL MEETING PRESENTATION.*)

- REORGANIZE FORMAT OF TOWN BOARD MEETINGS FOR BETTER TIME MANAGEMENT.
- ESTABLISH SEPARATE TARGETED WORK SESSIONS & TOWN BOARD MEETINGS TO MORE EFFECTIVELY DELIBERATE MAJOR PIECES OF LEGISLATIVE PROPOSALS.
- IMPROVE THE PUBLIC HEARING AND CONSTITUTENT INPUT SECTIONS FOR DISCUSSIONS AND ROUND TABLE STYLE DISCUSSIONS.

- REORGANIZE THE PHYSICAL CONNECTION AND THE INTEROFFICE COMMUNICATION BETWEEN THE COUNCIL OFFICE AND THE SUPERVISOR'S OFFICE.
- DEVELOP RELATED POLICY STATEMENT AND TOWN BOARD RESOLUTION TO SUPPORT.

STEP 9: ESTABLISH A TOWN ACTION MATRIX FOR IMPROVED INTER-DEPARTMENTAL AND GENERAL COMMUNICATION, FOLLOW THROUGH, AND ACCOUNTABILITY FOR ALL ACTIONABLE ITEMS, NEWLY ADOPTED AND CURRENT PROJECTS (*WITHIN FIRST 30 DAYS, 2010.*)

STEP 10: IMPROVE HUMAN SERVICES PROVISION MODEL (*PRIOR TO COMMENCING 2011 BUDGET CYCLE.*)

- CREATE WORKING GROUP OF NOT-FOR-PROFIT, ECUMENICAL, AND COMMUNITY REPRESENTATIVES TO ESTABLISH SHARED SERVICES AND JOINT PURPOSE PLAN FOR IMPROVED AND MORE COST EFFECTIVE HUMAN SERVICES DELIVERY.
- ESTABLISH A REGULAR MONTHLY MEETING SCHEDULE AND ACTION/TIMELINE MATRIX FOR THE WORKING GROUP.
- DEVELOP MISSION TO INCLUDE THE PURSUIT OF RELATED GRANTS AND OTHER POSSIBLE SERVICE PROVISION AND STAFFING REVENUE SOURCES IN CONJUNCTION WITH THE TOWN'S GRANTS DEPARTMENT.

STEP 11: IMPROVE TOWN LAND USE-PLANNING PROCESS (*WITHIN 2010 CALENDAR YEAR.*)

- ESTABLISH A TASK FORCE TO REVIEW CURRENT PLANNING PRACTICES, INCLUDING PLANNING AND ZONING BOARDS, LAND MANAGEMENT, CURRENT APPLICATION AND REVIEW PROCEDURES AND CONDUCT STUDY OF COMPARABLE BEST-PRACTICES MODELS TO ADDRESS AND PRESENT A STRATEGY FOR COMPREHENSIVE RESTRUCTURING OF THE TOWN'S PLANNING PROCESS.
- ENSURE ALL ADVISORY BOARD MEMBERS AVAIL THEMSELVES OF AND ATTEND APPROPRIATE AND REQUIRED TRAINING OPPORTUNITIES.
- ESTABLISH YEARLY REVIEW AND EVALUATION CRITERIA FOR ADVISORY BOARD MEMBERS.
- PROVIDE LEGISLATIVE SUGGESTIONS TO UPDATE AND IMPROVE THE PLANNING PROCESS AND PLANNING CODES.

STEP 12: EVALUATE AND IMPROVE PROPERTY TAX ASSESSMENT AND GRIEVANCE PROCESS (PRIOR TO JUNE 30, 2010.)

- CONDUCT FULL REVIEW AND EVALUATION OF CURRENT PRACTICES BY FIRST QUARTER 2010.
- DEVELOP RECOMMENDATIONS AND IMPLEMENT PERTINANT CHANGES BY END OF SECOND QUARTER 2010.
- WORK WITH STATE ASSEMBLY AND SENATE REPRESENTATIVES TO EXPLORE AND SUPPORT TAX ABATEMENT MEASURES TO LESSEN THE BURDEN OF INCREASED PROPERTY TAX LEVELS FOR SENIORS AND FIXED INCOME CONSTITUENTS.
- ESTABLISH OUTCOME BASED ASSESSEMENT TIMELINE AND REVIEW PROCEDURES TO EVALUATE EFFECTIVENESS OF IMPLEMENTED CHANGES.

STEP 13: EXPLORE AND IMPLEMENT SCHOOLS/MUNICIPALITIES (TOWNS AND VILLAGES, AS WELL AS COUNTY) SHARED SERVICES AND CONSOLIDATION EFFORT (WITHIN 2010 CALENDAR YEAR.).

- PURSUE SHARED SERVICES AND CONSOLIDATION FEASIBILITY GRANTS
- ESTABLISH TASK FORCE WITH PROFESSIONAL AND CITIZEN MEMBERSHIP, INCLUDING REPRESENTATION FROM VILLAGE, COUNTY, STATE AND VARIOUS SCHOOL DISTRICT REPRESENTATIVES AND INCORPORATING THE EXPERTISE OF SUNY AT SOUTHAMPTON AND THE REGIONAL BOCES.
- ASSESS AND RECOMMEND INTERMUNICIPAL SHARED SERVICES OPPORTUNITIES.
- ASSESS AND RECOMMEND CONSOLIDATED SERVICES AND EDUCATIONAL OPPORTUNITIES.
- EXPLORE UNIFORM SCHOOL TAX RATE.
- WORK WITH STATE ASSEMBLY AND SENATE REPRESENTATIVES TO EXPLORE AND SUPPORT TAX ABATEMENT MEASURES TO LESSEN BURDEN OF INCREASED PROPERTY TAX LEVELS FOR SENIORS AND FIXED INCOME CONSTITUENTS.
- ESTABLISH STRATEGIC PLAN, INCLUDING TIMELINE AND OUTCOME.