

REVIEW OF RECOMMENDATIONS FROM FISCAL RESPONSIBILITY TASK FORCE BENCHMARKING ANALYSIS FOR TOWN BOARD REVIEW AND DIRECTION

SEPTEMBER 26, 2011



Engineering Recommendations

- ALL monies received from developers for engineering/planning/zoning work, regardless of the amount, should be placed in the Town's municipal choice savings account, with the Finance Clerk getting a copy of the information and posting the detail. This will allow improvements as follows: accurate detail entry into KVS, accurate crediting of payments by project/developer; accurate account posting; accurate project cost tracking; and elimination of engineering fees received into "Town Clerk's bank account and report".
- Adjust accounting process so that ONLY Letters of Credit engineering chargebacks are posted to account A2120.
- Investigate up-front fees from developers – should they be increased?
- Finance Clerk to report outstanding chargebacks to Fiscal Manager on a monthly basis, until the subcommittee determines chargeback process.
- All engineers need to send in bills to the Town on a MONTHLY basis
- LaBella currently tracks their costs in relation to the budgeted expenses, and helps to keep us within budget allocations.

Engineering Recommendations

- Bills need to be reviewed for # of hours, billing, chargebacks, rates (since there are multiple rates per engineer skill set), math errors, etc. by appropriate departments ordering the work– Highway, Codes & Development, Finance, Town Board Project Liaison - and be signed off that they are OK for payment (currently done in part by Codes & Development)
- Subcommittee needs to be established to review “chargeback” process for all contractors. Should the Town be doing chargebacks, or should the engineers bill the developers directly? Either way, we are in need of a better, more reliable, less labor-intensive process that ensures timely billing and oversight. Based on recommendations, software/programming modifications may be needed to reduce duplication of efforts, multiple tracking mechanisms, invoicing, and centralization of project-specific charges into one database. Expectations and processes will have to be developed with all consultants. Possibly involve a developer and consultant on the subcommittee?

Courts Findings

- Victor town courts have greater case “churn” than towns used in CGR study
- When compared to similar towns- Rotterdam and Guilderland NY expenses are comparable
- **No actions recommended at this time**

Assessor's Office Summary

- Costs dependent on legal activity, re-assessments, appraisals. Reduction of tax certiorari cases would generate cost savings.
- By law, the Assessor must mail letters – e-mail is not a recognized option to lower postage costs.
- Overall budget is similar to other comparable towns.
- Victor Assessor's findings are used by Town, Village, and County – there are no other Assessors for Victor
- **NO ACTIONS REQUIRED AT THIS TIME**

Data Processing Recommendations

- Utilize IT investments to reduce town costs
e.g. electronically distribute town publications
instead of paper mailings
- Evaluate use of contracted services – how
much is needed?
- Evaluate alternative systems for Codes &
Development

Town Clerk's Office Recommendations

- Perform a thorough volume study to determine level of efficiency compared to peer towns
- Explore flex or part time schedule options

Attorney Recommendations

- Implement an approval process to determine if attorney should attend meetings or get involved in a specific matter
- The number of legal hours should be tracked and reviewed to determine if a fixed fee arrangement could be beneficial
- Determine if there are any areas to reduce attorney hours
 - Possibly have staff draft resolutions

Parks & Rec Recommendations

- Develop and implement a policy regarding program cost recovery
- Pursue to the extent practicable event sponsorships to reduce costs
- Maintain oversight via periodic briefings
 - Develop standardized reporting for recreation programs

Printing and Mailing Recommendations

- Eliminate printing and mailing of newsletter for an annual savings of approximately 25K.
- Reduce number of newsletter mailings to spring and fall editions for a savings of 8K.
- Accept advertising from private entities to offset costs.
- Design newsletter in house for an annual savings of 5- 7K.

Action Steps?????

