

Draft Report

FUNCTIONAL ASSESSMENT REVIEW AND RECOMMENDATIONS



Town of East Hampton, Connecticut

Prepared by:

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Boise, Idaho

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Table of Contents

- I. PURPOSE AND APPROACH 3
- II. FINDINGS 5
- III. SUPPORT TO OPPORTUNITIES (OBSERVATIONS AND INTERVIEW INPUT)..... 7
- IV. TOWN BENCHMARK COMPARISON AND BEST PRACTICES 10
- V. RECOMMENDATIONS 13
- VI. IMPLEMENTATION..... 24

I.PURPOSE AND APPROACH

The Town Manager of East Hampton, Mr. Jeffery John O’Keefe came into office 3 months ago and is taking a fresh look at how the town structures its agencies, commissions, committees, and boards. This review is in the context of how these organizations are organized, operate, and provide value to the community. It is the hope that through this study, there can be brought upon a more effective, efficient means of providing service to the community.

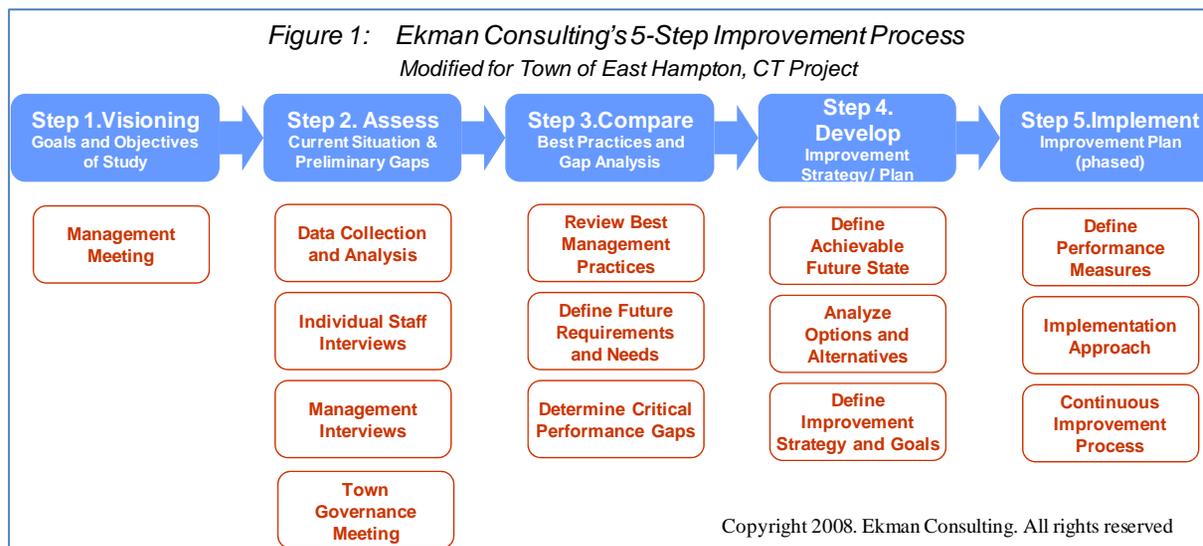
Through an objective request for proposal process, Ekman Consulting was chosen to assist the Mr O’Keefe with this review. Ekman Consulting specializes in organizational structuring and operational improvement and has supported numerous public sector and commercial organizations through these processes. Scott Ekman, principal, is the project manager of this effort. He has worked in similar fashion with federal, state, local, and tribal organizations for over 21 years. Mr. Ekman has partnered with Charlie Rountree. In addition to retiring as deputy director of the Idaho Transportation Department, Mr. Rountree is currently president of the Meridian, ID City Council, is chairman elect for regional transit, served 11 years as planning and zoning commissioner and 12 years as director of a county recreation district.

We understood in proposing on this effort that East Hampton has a strong foundation, is an emerging town, rich with tradition, history and natural treasures. East Hampton is a town where its community wants to create a new village center, preserve open space and enhance its lake. Through conducting this study, we have been able to get an even stronger sense for this foundation. The people of East Hampton our team came in contact with (whether new to the town or have lived here their entire lives) are very dedicated to the community and the decisions that affect the town and communities’ future.

Approach

The study process included the following steps depicted in Figure 1 and further described below.

1. **Visioning** – Initial orientation and “kick off” meeting with the Town Manager
2. **Assess** – Interview heads of various organizations for their perspectives on operation and organization. This included describing their own operation as well as how they relate to other organizations in order to provide their service. Ekman Consulting interviewed 17 organizations, 6 department heads, and all council members separately. We also



3. **Compare** – Benchmark 5 towns in light of numbers of organizations, how they are structured, their operating procedures, and other lessons learned that can be used to support East Hampton organizational and operational improvements. This included a “paper analysis” and individual interviews with the Town Managers or First Selectman.
4. **Develop** – As a result of the interviews and benchmarks, we begin to assemble themes. Themes lead us to hypotheses. Developing hypotheses focuses our attention on the probable challenges or pertinent matters so that we spend more time addressing solutions to those areas, versus spending resources on collecting and analyzing information on all areas. This step also includes identifying good practices of East Hampton’s organizations and benchmark towns to leverage upon. From here we developed a succinct set of findings and recommendations for improving organizational structure and function. This is the “blueprint” of the suggested future state.
5. **Implement** – Although specific improvement measures are yet to be developed, we’ve developed an implementation strategy whereby the town can realize the benefits of the recommendations. This is our recommendation for how to implement the blueprint.

II.FINDINGS

Discussion

Everyone we've spoken with is enthusiastic about what they are involved in and want to provide for the betterment of the town. We are speaking of people that are volunteering a lot of their time away from their day to day jobs and family life. These volunteers are working as hard as they can with the resources they've been given to provide the town beneficial services. Each person we spoke with seemed dedicated to their role and making a difference. There is clearly a common desire of interviewees wanting to engage in and work towards the betterment of their community. There is also a willingness to look at themselves (through this process) which is not so common of studies such as this.

Specific acknowledgements include working toward regional approaches on infrastructure issues (i.e., wastewater regionalization is model to be proud of). Strides are being made to improve communication through the website and improve management of committee/commission members, their information, and term status. Although somewhat mixed, there are task forces that understand what it means to be a task force (such as the Water Task Force and Clean Energy Task Force) in terms of setting objectives and planning on a sunset date.

Mr. O'Keefe has repeatedly been described as a leader that is "hitting the ground running". He's taking inventory of town assets and current state, assessing organization and operations, listening to what the community wants, and is "walking the talk". In speaking with Mr. O'Keefe, he desires to move the town in a unified direction in the most efficient and effective manner. He is most interested in delivering value to the town's people and value for the taxpayers' dollar.

At the same time, there exist opportunities for improvement. Simply put, the political body has developed numerous committees and commissions over time, appointed volunteers, and sent them out without a unified shared vision for the town, clear common guidance for how to conduct the work, what to do, and how to communicate amongst organizations. The Town Council and Mr. O'Keefe now have the task to evaluate these organizations and ensure they are working collaboratively and in alignment with the priorities of the town. To that end we've found the following seven primary opportunities:

Primary Opportunities

1. Accountability, direction, reporting and oversight of committees and commissions needs to be implemented
2. Enhance training (for freedom of information, meeting conduct, town procedures and other information on how the organizations fit within the town's function)
3. Communication and collaboration can be improved (up, down, across, and between the town government and town's people)
4. Strengthen and communicate a unified town vision, "what it wants to be when it grows up", that will provide strategic goals for the organizations to work on
5. Limited resources to address the needs of all of East Hampton's committees and commissions. Resources include: staff, funding, technology, and volunteers
6. Some distrust in management organization
7. Mr. O'Keefe is overextended and not able to function in the most effective and efficient manner

III. SUPPORT TO OPPORTUNITIES (OBSERVATIONS AND INTERVIEW INPUT)

The following table represents summary observations and direct interview input to support our primary opportunities.

Primary Opportunity	Summary Observations and Interview Input
<p>1. Accountability, direction, reporting and oversight of committees and commissions needs to be implemented</p>	<ul style="list-style-type: none"> • There tends to be isolated work going on • In the lieu of direction or being held accountable, some committees are creating charters, doing work in a silo, and performing activities that may not be received well by other organizations • Several groups stated they don't report to anyone or receive direction from anyone. Each benchmark town had at a minimum 1 liaison staff person, actively involved. • Very few organizations could articulate concrete goals and objectives in a form whereby there is a means to measure progress. • There are volunteers that have been serving their committee/commission longer than the stated term • Some report that there are volunteers providing advice on matters they may not be qualified for (i.e., those potentially impacting the environment)
<p>2. Enhance training (for freedom of information, meeting conduct, town procedures and other information on how the organizations fit within the town's function)</p>	<ul style="list-style-type: none"> • The opportunity to enhance training was a comment received from many of those interviewed, not as a result of asking the question. • There are several volunteers that are "experts" in their field, but the training spoken of here is more on the lines of decision processes, teaming, collaboration amongst organizations, and facilitation and basic meeting processes and decorum • Most all interviewed suggested the need for operating guidelines and "internal workings of the town" • Training is taken very seriously in a couple of the benchmark towns. They budget for it and protect that budget. • There does not exist an orientation packet of sorts for new volunteers. One that is primarily specific to that group but also discusses who else to coordinate with, when, why, and how. • There is not always the opportunity to overlap the person leaving with the incoming in order to transfer knowledge, resulting in little if any transition from one chair to another

Primary Opportunity	Summary Observations and Interview Input
<p>3. Communication and collaboration can be improved (up, down, across, and between the town government and town's people)</p>	<ul style="list-style-type: none"> • A majority of chairs feel as though their liaisons (if they have one) are not providing adequate support and representation in terms of taking pertinent information and coordinating with other's appropriate. • Numerous people stated that decisions take an inordinate amount of time and effort sometimes going round and round • Many chairs stated that the Town's people do not have an effective means to understand what work is being accomplished by the various committees and commissions • There are a few organizations that are focused too inwardly, almost resisting support or advice. Silos are an issue. • There are staff that know they need to be coordinating with other groups but can't because of the protective behavior • There is not an adequate, standard means (or understanding for how) to convey needs, required decisions, etc. to Mr. O'Keefe and the Council • Likewise, the committees and commissions are not consistently getting feedback from the Council • A fundamental need to know that what the committees and commissions are working on is in fact building to that elusive Vision for the town. • Some committees and commissions take "no news" or "no comment" to mean "approved". We found benchmark towns either coordinate up front on like matters or utilize a check sheet to ensure proper input had been received by appropriate committees • There is an opportunity to improve feedback on advisory committee recommendations
<p>4. Strengthen and communicate a unified town vision, "what it wants to be when it grows up", that will provide strategic goals for the organizations to work on</p>	<ul style="list-style-type: none"> • Organizations that have to do with economic development, redevelopment, planning and zoning, parks and recreation, etc. have difficulty working in concert without a clear understanding for how the town will grow, attract the right kind of development, merchants, and extend a quality of life the town's people want • The POCD can and should be used to help create the vision • The benchmark towns also rely on the POCD and although they lacked a comprehensive vision and roadmap for getting there, they stated that their commissions and committees that need to be on board with the vision, are. Their committees and commissions generally know where the town is going and routinely get together to collaborate on that vision. It was also stated that the POCD gets used primarily for planning and zoning applications.

Primary Opportunity	Summary Observations and Interview Input
<p>5. Limited resources to address the needs of all of East Hampton's committees and commissions.</p>	<ul style="list-style-type: none"> • Resources include staff, funding, technology, and volunteers • Again, liaisons aren't consistently relied upon nor does there seem to be strong accountability to work with and support committees and commissions • There doesn't seem to be consistent and adequate administrative support to provide to each committee and commission. This is in the form of developing agendas taking minutes, handling postings, etc. • At least one benchmark town said they will not create a new committee or commission unless there is adequate staff support for that new entity. • There were several comments that the Town Clerk's office is over extended and that is beginning to impact receipt of information
<p>6. Some distrust in management organization</p>	<ul style="list-style-type: none"> • Lack of communication between the council and committees/commissions have led some to develop conspiracy theories. • Mr. O'Keefe is still somewhat new to the town government and several interviewed haven't gotten a chance to fully understand his intentions for the town. This lack of understanding is leading some to a natural tendency to distrust. • The political body of the town has gone through major change in the past couple years and, regarding Mr. O'Keefe, people are taking a "prove yourself first" stance
<p>7. Mr. O'Keefe is overextended and not able to function in the most effective and efficient manner</p>	<ul style="list-style-type: none"> • Numerous people stated they felt Mr. O'Keefe should be attending all regular meetings • Mr. O'Keefe as ex officio to many organizations, managing town departments and presenting information and motions to the council is very overextended • As stated by several, Mr. O'Keefe is perfect for the job, has the right temperament, is a no-nonsense guy, and wants to succeed, however, he has to deal with too many lower priority matters. • None of the 5 benchmark town's managers or first selectwomen are expected to attend every committee and commission meeting

IV. TOWN BENCHMARK COMPARISON AND BEST PRACTICES

Speaking to each of the benchmark town’s Town Manager or Chief Executives provided us with some very good information. This goes beyond comparing the numbers of organizations within the structure. We were able to discuss what works well for their towns, where they’ve focused, or plan to improve. See the below table for our results.

Town	Organizations by type	Government Structure	Best Practices
East Hampton Pop: 12,194 Budget: 11M	Agencies 2 Boards 7 Commissions 9 Committees 7 Task Forces 7 Total 32	Town Manager	N/A
Granby Pop: 13,000 Budget: 14M	Agencies 0 Boards 6 Commissions 6 Committees 5 Task Forces Total 17	Town Manager	<ul style="list-style-type: none"> • The Town Mgr deals with all legal matters before going to an attorney • Each board member is given a “category” of oversight (e.g., admin, personal property protection, library and social services, public works and environmental. They are assigned to work with chairs of those committees and commissions that fall within their respective category. • Monthly management notes provided to the board. Also picks random group to provide more in-depth presentation • P&Z is staffed through the managers’ office and in town’s budget • Development applications come first to the community development director, he coordinates an informal meeting with the P&Z. then coordinates with appropriate advisory groups for streamlined review • Regional agricultural commission • Board provides guidelines for budget development and submission
Colchester Pop: 14,000 Budget: 30M?	Agencies 0 Boards 5 Commissions 11 Committees 2 Task Forces 2 Total 20	Chief Executive and First Selectwoman	<ul style="list-style-type: none"> • No formal vision but there is a good general understanding for where the town is going – no issues. • Both a department head and board of selectman liaison with each commission/committee. They both attend regular meetings • They have predevelopment meetings starting with the town planner or building director. They pull in the staff appropriate to the nature of the

Town	Organizations by type	Government Structure	Best Practices
			<p>development. Started this activity 1 year ago and working very well.</p> <ul style="list-style-type: none"> • Task forces are strictly managed in terms of progress and sunset • Commission chairs and department heads together are working on an “orientation package” for incoming new members • All chairs have town email accounts and ability to upload agendas and minutes directly to the web site. • They value training. Each quarter a new topic (e.g., FOI training last month went over very well)
<p>Avon Pop: 16,000 Budget: 22M</p>	<p>Agencies Boards Commissions Committees Task Forces Total 12</p>	<p>Town Manager</p>	<ul style="list-style-type: none"> • Department staff take meeting with commissions/committees very seriously. They attend every meeting, develop agendas, record highlights and provide updates to the TM as necessary. • Goals and objectives are validated by council • Application process: Full time planning director oversees building department, environmental compliance and planning division. Each applicant is assigned an “account rep” that will walk them through the entire process (including those appropriate to meet with) • 10-12 commissions/committees – just right. Keep it tight because each time we develop a new group, it’s a hit on our overhead • Consultant on retainer for IT help, GIS management, system upgrades, etc.
<p>Portland Pop: 10,000 Budget: 10M</p>	<p>Agencies 0 Boards 4 Commissions 9 Committees 1 Task Forces Total 14</p>	<p>Chief Executive and First Selectwoman</p>	<ul style="list-style-type: none"> • Priority of public safety comes first. Just purchased new fire rescue boat and fire truck. • Department staff manage the committees so they don’t stray from their primary objectives (not required for task forces). They develop agendas and record highlights. • Selectmen also aligned with commissions/committees and attend meetings on voluntary basis • Hired a consultant to support the economic development commission (which includes redevelopment) – very successful • First Selectman has authority over all legal expenditures • Communication for applications go to town email address

Town	Organizations by type	Government Structure	Best Practices
			<ul style="list-style-type: none"> Does not have a Board of Finance
Conventry Pop: 12,000 Budget: 6M	Agencies 1 Boards 7 Commissions 8 Committees 5 Task Forces Total 21	Town Manager	<ul style="list-style-type: none"> Vision – conducted series of community conversations and town-wide opinion poll, and “study circles” Charettes, including bringing developer in Regular community conversations and municipal academy keeps vacancy rates down. 25% of those on committees came through outreach process Don’t feel they have too many committee/commission because a staff member is closely aligned with each Attorney fees are around 60K / year. Need to benchmark with East Hampton Flow sheet and guide on web site for developers and encourages conversations with commissions prior to submitting applications Option for members to have their own “town” email account They meet twice per year as a master consortium. Includes all land use related agencies getting together in same room at same time. Breaks down animosity. Includes Town council, wetlands, economic development, zoning board of appeals, planning and zoning, water pollution and control and recreation. Each group gets 10-15 minutes to talk about what they are working on, progress, issues, etc.

NOTES:

- Budgets exclude Education

V. RECOMMENDATIONS

Our recommendations include operational and organizational improvements. But before we discuss those, we need to have clear definitions for each organization: agency, board, commission, committee, and task force.

Clarification of roles

Although the titles of these organizations tend to get blurred, there are some clear differences in terms of authority, general roles, terms, and reasons for creating them. We've defined those organizations for clarification purposes.

Agency: A government agency is a permanent or semi-permanent organization that is responsible for the oversight and administration of specific functions. The functions of an agency are normally executive in character and act without restrictions or qualifications in matters of their specified function. The term is not normally used for an organization created by the powers of a local government body. Agencies can be established by legislation or by executive powers. The autonomy, independence and accountability of government agencies also vary widely.

Board: A board is a body of appointed persons who jointly oversee the activities of an organization. A board's activities are determined by the powers, duties, and responsibilities delegated to it or conferred on it by an authority outside itself. These matters are typically detailed in the organization's bylaws. The bylaws commonly also specify the number of members of the board, how they are to be chosen, and when they are to meet. Typically the board chooses one of its members to be the chair or chairperson of the board of directors, traditionally also called chairman or chairwoman

Commission and Committee: These terms are used interchangeably and represent officially appointed small deliberative bodies that are usually intended to remain subordinate to another, larger deliberative or elected assembly. These bodies are normally used for advisory functions, but this distinction is not always so in practice with some providing regulatory approvals. These bodies are normally organized for ongoing performance in a specified area of interest identified by the larger appointing body. The organization of these is determined by the appointing authority with a chairperson usually elected by the body.

Task Force: A task force is a temporary organization created to solve a particular problem or work on a specific task or activity. Upon completion of the task this ad hoc body is dissolved.

Characteristics of a chairperson.

The role of chairperson is extremely important and has the most impact on commissions and committee’s level of success. As such, we feel it is necessary to describe the characteristics of an effective chair. This information can be used as criteria when interviewing candidate chairs.

A Good Chairperson will:	Chairperson Do’s:	Chairperson Don’ts:
<ul style="list-style-type: none"> • Speak clearly and succinctly • Be sensitive to the feelings of members • Be impartial and objective • Start and finish on time • Be approachable • Have an understanding of the voluntary/community sector • Be tactful • Have knowledge of the organization’s key networks • Be able to delegate • Show interest in all members’ viewpoints • Have sound knowledge of the organization’s work • Actively collaborate with all appropriate organizations • Have an ability to respect confidences • Ensure decisions are taken and recorded • Report regularly to Mr. O’Keefe and the town council 	<ul style="list-style-type: none"> • Make all members feel valued • Strive for consensus, using his/her casting vote sparingly • Plan for the future • Encourage new faces onto committee • Listen to others • Make new members feel welcome • Allow others to take responsibility • Keep calm • Know when to stand down • Communicate up and down and across with all involved and interested organizations 	<ul style="list-style-type: none"> • Be the person who talks most at the meetings • Allow meetings to become unproductive • Allow one or two people to dominate meetings • Cut people out of discussions • Make all the decisions • Make people feel foolish or useless • Force people to contribute to discussions • Lose his/her temper • Stay too long

Operational Recommendations

Our recommendations, components of each and the rationale for the recommendation are outlined in **Table 1**. The rationale of “current gap” means this recommendation comes about as a result of our observations and interview input. The rationale of “best practice” comes about as a result of other town benchmark findings and our experience with other town structures and operations.

Table 1. Operational Recommendations			
Recommendation	Components	Rationale	
		Current Gap	Best Practice
1. Develop guidance and guidelines for each committee and commission. This is in addition to state ordinance and charter or mission statements.	<ul style="list-style-type: none"> Develop guidelines for how to operate in terms of: <ul style="list-style-type: none"> General order of the team Voting means Basic requirements of you as a volunteer Etc..... Put together an orientation packet that includes information pertaining specifically to the group (such as goals, objectives, and measures) as well as pertains to how to function within the town structure (such as how to receive advisement and convey advisement to other pertinent organizations, how to introduce new ideas or issues to departments, Mr. O’Keefe and Council) 	✓	✓
2. Strengthen collaboration amongst committees and commissions as well as communication and coordination between committees and commissions and with the public	<ul style="list-style-type: none"> Establish a strong support staff of Mr. O’Keefe that will coordinate common topics. They will advise the group on whom to talk with depending on the topic (environmental, conservation, etc.). As appropriate, they need to schedule workshops with one another (minimum quarterly) to make sure they are not overlapping or going different directions. Improve the posting and display of major efforts, 	✓	✓

Table 1. Operational Recommendations

Recommendation	Components	Rationale	
		Current Gap	Best Practice
	<p>decisions, or suggestions of each organization. Do this with staff in conjunction with chairman.</p> <ul style="list-style-type: none"> • Develop a consolidated article of major or pertinent information that can be shared with the town. • Conduct quarterly meetings with the Council whereby each organization has a 10 minute spot to discuss major efforts, progress, and issues. This will also serve as a means for the public to understand what’s happening • Could be an informal workshop. Can’t do this until there is clear guidance established with committees and commissions (roles and responsibilities) 		
<p>3. Create and clarify the most effective means to leverage Mr. O’Keefe’s position as Town Manager</p>	<ul style="list-style-type: none"> • Mr. O’Keefe needs to prioritize his time, defining and addressing those priorities. He is currently running front on too many issues and expected to fill too many roles. • Priorities should be the budget and administration of the budget, effectiveness and efficiency of the departments of the town, and putting in place oversight and guidance for other organizations. • Mr. O’Keefe’s priorities need to be communicated and understood by all in the government structure • There should not be the expectation that Mr. O’Keefe is to attend all organization meetings unless the agenda is pertinent to a critical matter of area of interest. • Develop a standardized tool that facilitates getting written communication to council and provides a means for feedback to impacted committees and commissions. This is a tool to present a particular 	✓	✓

Table 1. Operational Recommendations

Recommendation	Components	Rationale	
		Current Gap	Best Practice
	recommended action, background, impact, etc. to Mr. O’Keefe for his review and approval. It also serves as a clear and concise document that Mr. O’Keefe can present to council for decision.		
4. Develop a performance management system / process for committees and commissions	<ul style="list-style-type: none"> • Each organization, whether it is spelled out in ordinance or not needs to be clear about what it is they are in place to do. This is in terms of objectives rather than the mission. • This should eventually be for all departments that report to Mr. O’Keefe. • Mr. O’Keefe and the Council need to have a means to measure the performance of each committee and commission to determine effectiveness of the group and whether there needs to be a different approach, corrective actions, resources, or change in direction. • Utilize results of measures to <u>acknowledge good work as well and celebrate success</u> 	✓	✓
5. Leverage technology as means to improve, accountability for maintaining integrity of information, communication, professionalism Technology is a means to improve the way you manage information, communicate, and coordinate between the government bodies and the public.	<ul style="list-style-type: none"> • East Hampton is moving forward with improving records management, developing software to track membership to understand when members have been appointed and their term is up, etc., and improving the function and content of the Town’s website. • Improve document management, to include a means to “check out” material like legal memos or download documents directly • Build collaboration capabilities for discussion topics, record of communication, and history of proceedings 	✓	✓

Table 1. Operational Recommendations

Recommendation	Components	Rationale	
		Current Gap	Best Practice
	<ul style="list-style-type: none"> • Create an on-line help function (process for permits) • Allow organization chairs the option for “town” email accounts. These accounts can be forward to chairs’ home accounts. Two benchmark towns allowed committee chairs to have town email accounts. • Video recordings should take the place of audio recordings of Council meetings. Just audio doesn’t capture what’s <i>really</i> taking place. • There are simple project management website software that allow excellent collaboration capabilities from shared calendars, uploading agendas and minutes, allow “chat”, display all organization staff information, and much more • NOTE: One issue with using personal accounts and personal computers is that they (and everything on them) then become subject to FOIA. 		

Organizational Recommendations

Table 2 represents our recommendations associated with restructuring organizations.

Table 2. Organizational Recommendations			
Recommendation	Components	Rationale	
		Current Gap	Best Practice
<p>6. Absent a more detailed review of the Town’s departments and staff, we will make a general recommendation for overall structure and operation:</p> <p>Streamline and codify the means for interaction between the council, Mr. O’Keefe, Department Heads, and committees and commissions</p>	<ul style="list-style-type: none"> • Each committee and commission will have a dedicated liaison from a Town department. One benchmark town does this in addition to appointing a member of selectmen to each committee and commission. • Those staff liaisons will attend their respective committee or commissions’ routine meetings and will be responsible for recommending the commissions proposed budget to the Town Manager annually. • The staff liaison will communicate with Mr. O’Keefe for information needing to be forwarded to the council. • Mr. O’Keefe will determine what is appropriate to report to Council and, in turn, will communicate back with his staff liaisons for any response or outcome on the topic • This takes the burden off Mr. O’Keefe for “having to” attend every organization’s meeting. <p>NOTE: There wasn’t a single Town Manager or First Selectwoman of the benchmark towns that said they attempted to go to all the committee and commissions meetings. This isn’t to say Mr. O’Keefe will not attend – they may attend for whatever reason</p>	✓	✓

Table 2. Organizational Recommendations

Recommendation	Components	Rationale	
		Current Gap	Best Practice
7. Disband the Ethics Group	<ul style="list-style-type: none"> This recommendation is based on the following: <ul style="list-style-type: none"> The town has in place a specific ethics policy. This should be read and acknowledged by all employees, town council and those individuals that have been appointed by the council to serve the town in assigned capacities Unanimous comments from interviews stated that the actions of this group were good but meet infrequently and they have not met guidance in terms of informing the Mr. O’Keefe or council on what they have accomplished. Currently a light workload Complaints filed have been directed to state level agencies. Legal fees and overhead cost for this committee were not accounted with its formation Complaints will be brought to the attention of Mr. O’Keefe or the council and they will solicit the appropriate staff to manage resolution. If the level of demand for this service increases to a point where it takes too much effort on the management team to address, the group can be reengaged as a task force. 		
8. The Economic Development Commission should encompass the redevelopment agency, the brownfields steering committee and the design review board	<ul style="list-style-type: none"> Redevelopment is not staffed or funded to accomplish intended purpose and can exist under the EDC that is “employed” on an as-needed basis. The Brownfields steering committee has functioned 	✓	

Table 2. Organizational Recommendations

Recommendation	Components	Rationale	
		Current Gap	Best Practice
	<p>very well and has been successful primarily because of the professional volunteers. The output of cleaner sites with minimal town expenditure is occurring. However, these sites may or may not be the best to achieve the ultimate outcome of economic development. Therefore we recommend that the Brownfields steering committee be encompassed within the EDC.</p> <ul style="list-style-type: none"> • The design review board is currently focusing on the village center, requiring close coordination with EDC. Providing the guidelines to identify the quality and type of outward appearance that future development should follow ensures consistency in the development proposed for the town and that property values for the investors are maintained. • There should be some consideration for the amount of work this chair will be taking on in terms of delegation of authority to others in the group or even a part-time consultant to help lead 		
9. Create an Environmental Advisory Commission	<ul style="list-style-type: none"> • There needs to be a comprehensive and coordinated approach to providing recommendations on watershed management related to the use, protection, conservation and preservation of the town’s terrestrial and aquatic resources. • This new group will encompass the Lake Commission and Conservation Commission. • Appoint the town’s newly hired planner (with environmental background) or the new Public Works Directors as the liaison to the Inland Wetland agency 	✓	

Table 2. Organizational Recommendations

Recommendation	Components	Rationale	
		Current Gap	Best Practice
	<p>and as a liaison to this new environmental advisory commission for environmental decisions, and advise the town council on appropriate measures to be taken for environmental quality improvements.</p> <ul style="list-style-type: none"> • This new group needs to be outcome based and action driven. • Once this new commission is organized and running, consider sun setting the Lake Task Force. 		
10. Hire a grants application and management specialist	<ul style="list-style-type: none"> • Sources of funding are scarce. There still exist grant funds if you can write compelling applications, know the system, and how to leverage that. • This person can be a part time consultant or part of a new hire's responsibility if you can find someone that has this skill and is also charged with other work. It's assumed there is not the funding to hire a full time grants management specialist. 	✓	✓
11. "Sunset" the Streetscape Task Force	<ul style="list-style-type: none"> • The Streetscape Task Force has completed their mission. The town should recognize that, celebrate the work, and the task force sunsets. • Any new scope definition should be coming from the direction of town council. That said, pedestrian safety and traffic calming measures may be an area the town council wants to focus on but should not be their purview. 	✓	
12. Improve the process for permit applications This is part operational and part organizational	<ul style="list-style-type: none"> • Focus on institutional knowledge transfer to reduce your risk by relying on single staff for critical functions. • Develop a simple process flow diagram for the permit 	✓	✓

Table 2. Organizational Recommendations

Recommendation	Components	Rationale	
		Current Gap	Best Practice
	<p>application process – take the mystery out of the process.</p> <ul style="list-style-type: none"> Educate those interested in applying for permits – use as a speaking tool to do pre application reviews. Create a “front door” so to speak whereby there is an <u>individual</u> or <u>position</u> that assembles an appropriate team (if the permit is large or contentious) or assign a representative that leads the applicant through the process (steps, who to talk with, when, and for what). 		
13. In the absence of a Public Safety Commission create more formal lines of communication between the various public safety groups, Fire, Police, Ambulance, Emergency Management and Homeland Security	<ul style="list-style-type: none"> Strengthen the Towns relationship between the Fire Chief, Fire Commission, and the East Hampton Volunteer Ambulance Authority (EHVAA). Have all public safety groups report formally to the Town Manager on a quarterly basis and to the Town Council twice a year Hold a public safety forum annually with all public safety groups 	✓	
14. Identify what the relationship between the Historic District and the Town should be.	<ul style="list-style-type: none"> The group does have a time constraint on issuing a COA and there is a fee. It doesn’t seem to work at all within the structure of the town departments or planning and zoning, doesn’t receive support from town staff, and the fees collected don’t seem to support staffing. If the town did not choose to form this group the group needs to find their own resources or be disbanded if statute allows. 	✓	

VI. IMPLEMENTATION

Implementation Plan and Next Steps

We see three distinct phases to the implementation of recommendations. Traditionally, operational guidelines are established prior to transitioning the structure, however in this case the people affected by the organizational transition will need to be in place in order to write the new operational guidelines.

As a note, there are other activities such as communication, review/approval of communication matter, soliciting input where/when needed, that are not specified in the implementation table.

Phase	Estimated Timeframe	Recommended Steps	Leads/Roles
1. Report refinement and approval	1–2 months	<ul style="list-style-type: none"> Release draft report through town’s website and email 	<ul style="list-style-type: none"> Council, Mr. O’Keefe, Departments, Committees, Commissions, and public provide input
		<ul style="list-style-type: none"> Present Findings Report and respond to questions at the 1/27 council meeting 	<ul style="list-style-type: none"> Mr Ekman (consultant) to present Report Council, Mr. O’Keefe, public inquiry
		<ul style="list-style-type: none"> Make necessary adjustments to Report 	<ul style="list-style-type: none"> Mr. O’Keefe and potentially, Mr. Ekman
		<ul style="list-style-type: none"> Approval of recommendations 	<ul style="list-style-type: none"> Council (regular or special meeting)
		<ul style="list-style-type: none"> Conduct any legal steps necessary to support recommendations 	<ul style="list-style-type: none"> Mr. O’Keefe facilitates this action
2. Transition to new structure	2-4 months	<ul style="list-style-type: none"> Write and communicate new reporting instructions to those affected 	<ul style="list-style-type: none"> Mr. O’Keefe with support of staff
		<ul style="list-style-type: none"> Align Staff person(s) with each committee and commission 	<ul style="list-style-type: none"> Mr. O’Keefe with input from staff
		<ul style="list-style-type: none"> Elect chairs (where appropriate) 	<ul style="list-style-type: none"> Committees and Commissions
		<ul style="list-style-type: none"> Strengthen bylaws, missions, and charters (where appropriate). 	<ul style="list-style-type: none"> Staff liaison to facilitate this step Committees and Commissions with input from Mr. O’Keefe and approval of

Phase	Estimated Timeframe	Recommended Steps	Leads/Roles
3. Operational Improvements (in order of priority)	6 months*	<ul style="list-style-type: none"> Develop guidelines and guidance for committees and commissions. The generic piece can be initiated at any time. The committee-specific guidelines will initiate post organizational transition 	<ul style="list-style-type: none"> Team of staff to spearhead this step to be determined Committee and Commission chairs to provide their specific input to the guidance documents
		<ul style="list-style-type: none"> Initiate collaboration measures (between committees, commissions and with public) 	<ul style="list-style-type: none"> Staff
		<ul style="list-style-type: none"> Create, clarify, and communicate Mr. O’Keefe’s role 	<ul style="list-style-type: none"> Mr. O’Keefe and Council with input from staff
		<ul style="list-style-type: none"> Make technological improvements (some of these are contingent upon funding) 	<ul style="list-style-type: none"> Mr. O’Keefe and potentially, on-call IT consultant
		<ul style="list-style-type: none"> Develop a performance management system 	<ul style="list-style-type: none"> Management consultant led by Mr. O’Keefe

* Some operational improvements can begin to take place in concert with Phase 2

NOTE: In order for East Hampton’s town government to maximize efficiency and realize its full potential, it is suggested that an additional step be taken to review the Town’s Departments and staff. This is also in terms of improving organizational and functional alignment. Many of the findings and recommendations listed in this report have implication on or require support from the Town’s staff. This will also allow the town to develop a comprehensive measurement system.