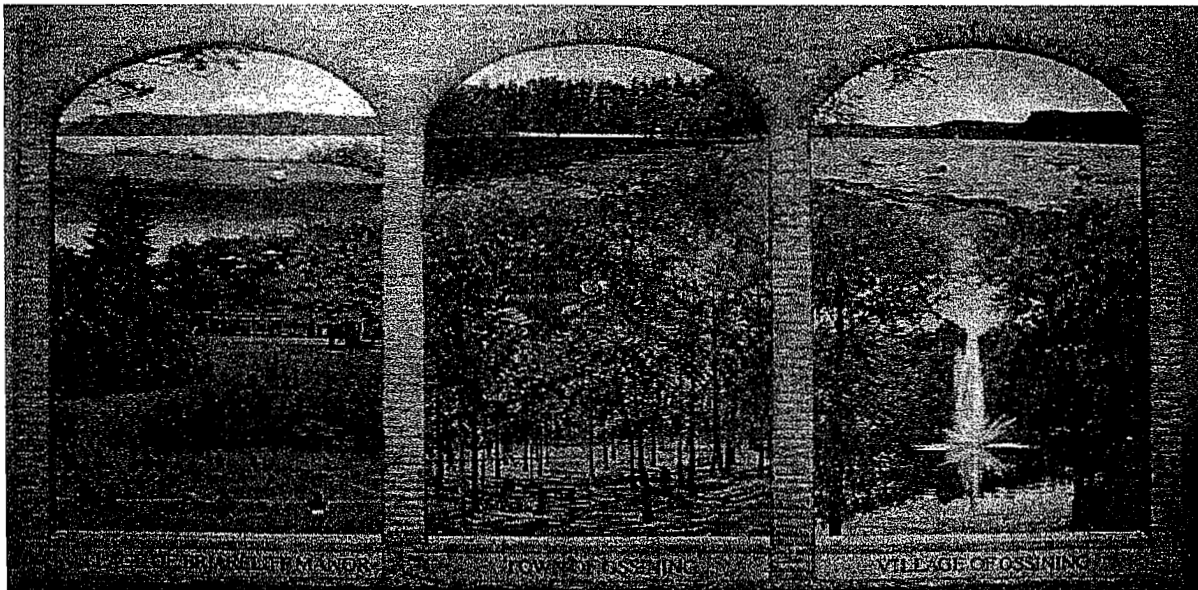


PROPOSAL

TOWN OF OSSINING AND VILLAGE OF OSSINING EVALUATION OF POTENTIAL GOVERNMENT STRUCTURES

SUBMITTED April 11, 2011 TO:

Town and Village of Ossining



SUBMITTED BY:



Bowne Management Systems, Inc.



**Bowne Management
Systems, Inc.**

235 East Jericho Turnpike
P.O. Box 109
Mineola, NY 11501
Phone: 516-746-2350
Fax: 516-747-1396
www.bownegroup.com

April 11, 2011

Ms. Mary Ann Roberts, Town/Village Clerk
16 Croton Avenue
Ossining, NY 10562

**Re: Request for Proposal Town of Ossining & Village of Ossining
Evaluation of Potential Government Structures**

Dear Ms. Roberts:

Bowne Management Systems, Inc. (Bowne), in collaboration with Thomas Conoscenti & Associates, Inc. (Conoscenti), is pleased to submit this proposal to the Town of Ossining and Village of Ossining to review the legal, financial and operational impact of several possible forms of government for the Town and Village as well as the Village of Briarcliff Manor.

The Bowne/Conoscenti Team anticipates completing the project scope, as defined in the draft Program Work Plan (Appendix D of the Request for Proposal), within the prescribed nine month timeframe. Our lump sum fee for the project is \$42,500.

As our proposal demonstrates, the Bowne/Conoscenti Team offers outstanding credentials to help you evaluate the feasibility of various options for wholly or partially consolidating municipal functions and services. The Team's collective experience providing consulting services to local government as well as serving in various capacities *within* local government provides the broad perspective necessary to thoroughly evaluate viable alternatives and deliver a comprehensive and actionable study.

As Project Manager, I am responsible for the quality of this study and am prepared to call upon the full resources of the Bowne organization to make it successful. Please feel free to contact me at (516) 746-2350 with any questions you may have about our proposal.

Thank you for your consideration.

Sincerely,

Thomas Melito
Vice President
Management Consulting Division

A. PROJECT UNDERSTANDING

Overview

In view of the recent New York State legislation regarding municipal consolidations, many senior municipal officials are weighing the pros and cons of municipal fiscal consolidation. Bowne Management Systems, Inc. has formed a strategic partnership with Thomas Conoscenti & Associates, Inc., Urban/Regional Economics and Public Finance Consultants, for the purpose of assisting Ossining Town and Village officials to:

- Assess the impacts of possible consolidation
- Define the requirements for success
- Decide whether or not consolidation makes operational sense for the municipality

There is ample history of municipal consolidations that have taken place. The experience of these consolidations is generally successful. There is also ample history of consolidation proposals that remain unexecuted. The experience of unsuccessful and unexecuted proposals is generally that of prevailing concerns about community identity, of governance and staffing issues, and of disruptions that could occur during the execution of the process of consolidation.

The feasibility of dissolving or merging a municipality depends on evidence of potential efficiencies. However, it depends also on the willingness of interested parties to accept a management and financial plan that benefits all communities. And it depends on the willingness by the respective communities to work together for a common benefit.

The Bowne/Conoscenti Team's proposed approach is to:

- Collect, analyze and present data and related information
- Work with concerned public officials and other interested parties and gather public input
- Reap the benefits of past experience regarding successful and unsuccessful joint service programs, consolidations and attempts at consolidation
- Use public education and change management process to seek constructive resolution of issues that meet the range of needs of interested parties
- Present a plan of execution that provides a roadmap toward the end goal as determined by public officials and other interested parties in the Town and Village

Should the data show that dissolution or merger would provide improved efficiencies in cost and service delivery, agreement on the proposed action would still require 1) a clear exposition of the benefits, 2) the creation of a governance, staffing and cost-sharing plan that provides for widely distributed benefits among the range of interested constituencies, and 3) sensitivity to matters of community input and community identity.

We propose to cover these bases by developing the information and undertaking the analysis that would show whether consolidation would provide beneficial efficiencies and, if so:

- Working with municipal personnel and other interested parties to determine whether a governance, administrative and financing program can be developed that is widely acceptable

- Working with these constituencies to develop a program of execution of consolidation that is least disruptive

Our approach is to develop information, analysis, proposals, and recommendations based on an iterative process. We undertake each of these steps with the input of interested parties to assure that our information is complete and accurate and to assure the concerns of interested parties are understood and taken into consideration. Finally, the Bowne/Conoscenti Team will develop a final document that has, to the extent possible, already secured acceptance by such interested parties. We want our final document to be the product of all concerned parties and to be used as a living instrument of progress toward commonly accepted goals.

Proposed Approach and Scope of Work

1. Identify all possible government structures

- Consider the option of consolidation into a co-terminus Town & Village, focusing on shared services, and the potential cost-savings and operational efficiencies that can be realized, building out a robust scenario for associated actions, costs and benefits as well as concerns of equity, both financially as well as in terms of service delivery.
- Consider the option of dissolution of the Village
- Consider any and all other alternatives toward providing cost and service benefits short of full consolidation including a joint purchasing, training, and/or other programs.

2. Identify current assets, services and impacts

- Interview elected officials and key staff with a focus on fiscal impact and localized view of advantages and disadvantages of dissolution/merger
- Review budgets and personnel and tour facilities to gain hands-on knowledge of and fluency in all operations of the Town and the Village(s).
- Compile a comprehensive list of services that each municipality delivers, including budget information, personnel involved, and cost to residents, assets and equipment.
 - Identify and describe the services being offered.
 - Identify and describe unique conditions that create special circumstances for service delivery by either municipality or service-area.
 - Outline respective governance and administrative structures of each municipality.
 - Outline issues of space and staff allocation including staffing numbers.
- Develop draft recommendations for organizational structure, governance, and management oversight.
- Consider equitable cost-sharing options and budgeting between Village and Town populations, especially tax impacts.

- Consider alternative scenarios to dissolution including shared services and improving operational efficiency and effectiveness of service delivery.
3. Perform detailed financial analysis of implications for taxpayers in each government entity
 - Prepare fiscal impact analysis, detailing opportunities for potential costs and savings that would result from consolidation, dissolution, and shared services, or other structures
 - Calculate the differing costs of the existing governing structures, the anticipated costs of potential consolidation, dissolution, and shared services options as well as the associated transitions.
 4. Comply with Department of State-approved work plan
 - Perform the project according to the task-list and schedule as detailed in Appendix D in the Request for Proposal.
 5. Coordinate and administer public input and outreach
 - Conduct a series of intensive interviews with Village and Town staff and stakeholders, with the initial goal of identifying key issues, views, and concerns regarding dissolution/consolidation issues.
 - Garner public input and gauge public perception on consolidation and dissolution options and perceived changes in quality of service-delivery.
 - Facilitate public input through best practices for change management and consensus such as public forums/meetings and potentially a “focus group” of residents.
 6. Perform marketing and outreach for public education
 - Facilitate a kick-off meeting with the Village’s Feasibility Study Committee using tried and true change management techniques, an important first step in the process of developing the stakeholder buy-in necessary to achieve consensus on the tough choices to be made going forward.
 - Begin the data-collection process by using this important “focus group” of stakeholders to agree on a proposed work plan for coordinating the two studies, approach, required data, and schedule.
 - Summarize the experience and literature of alternative means to govern and manage a consolidated municipality.
 7. Coordinate legal matters
 - Coordinate with appropriate and available counsel on all legal matters.
 8. Attend board, committee and public meetings and hearings

- Attend important and necessary meetings with the project team, relevant officials, stakeholders, and public throughout the project.
9. Prepare final study document
- Compile all previous compiled data, insights, and deliverables into a Final Report to be considered by the Village and Town Boards.
 - Apply best practices regarding criteria for consolidation in determining a recommended scenario.
 - Engage the Village Board, Committee and stakeholders as the culmination of the change management process, seeking to achieve consensus and receive direction on a proposed scenario for implementation.

B. COMPANY PROFILE AND RELEVANT EXPERIENCE

Bowne Management Systems

Bowne Management Systems, Inc. is a full service information technology and management consulting firm specializing in helping public sector institutions operate more effectively while illustrating to constituents that government is working for them. Particular areas of expertise include municipal and non-profit operations management. We help our clients improve the quality and effectiveness of their services while reducing costs and creating a better work environment for all employees. Our consultants provide the management support and operational tools necessary to work with clients to measure performance, identify problems, develop improvement opportunities, and manage projects.

Bowne assists clients in a multitude of opportunity areas such as:

- Best Management Practices
- Organization Efficiencies
- Human Resources
- Community Planning
- Technology Utilization
- Public/Private Partnership
- Privatization
- Project Management

Management Consulting Expertise

Bowne's Division of Management Consulting serves public sector, private sector, and not-for-profit clients, offering a broad range of services aimed at improving operational and organizational effectiveness. The practice offers:

- **Government Consolidation and Shared Municipal Services:** Assisting municipalities in planning, funding and executing initiatives to consolidate overlapping operations and to share services with neighboring municipalities.
- **Change Management Process:** Supporting an internal or external 'public' effort that facilitates a productive environment for achieving progress, builds community support and promotes progress on thorny issues associated with change.
- **Business Process Analysis and Workflow Optimization:** Recommending workflow improvements based on analysis of departmental operations and business process re-engineering/analysis.
- **Standardized Strategic Planning Process:** Systematic process of supporting stakeholders and promoting team-building while aligning vision, mission, and goals with strategies, tactics, measures and agenda/programming.
- **Community Planning:** Managing community planning projects with emphasis on public planning processes and capital project development.
- **Customer Service Training:** Training front-line service delivery personnel to efficiently process service requests and queries

- **Transition Support and Training for New Leadership:** Transition planning, agenda setting and execution for new leadership, and training and support for new leaders and middle managers.
- **Performance Appraisal:** Employee performance evaluation and support. Development of goals, measures and accountability programs.
- **Standard Operating Procedures Support/Process:** Using SOP templates and manuals to institute and manage standardized policies and procedures resulting in reliable service levels.
- **Grant Application Services:** Assisting clients in developing project proposals and preparing grant applications.
- **311 Assistance:** Pre-planning, vendor selection, IT support, best practices for constituent response ("311") call center initiatives.

Thomas Conoscenti & Associates

Thomas Conoscenti & Associates, Inc. (TCA) is thoroughly familiar with the issues raised in this RFP with respect to dissolution and/or consolidation. For example, TCA has evaluated the impact on of creating a new county (Peconic) which included the five east end towns, i.e. East Hampton, Southampton, Southold, Shelter Island and Riverhead. In addition, TCA has undertaken other studies dealing with the consolidation of school districts for BOCES as well as individual school districts (Smithtown Central School District, Westhampton/Remsenberg UFSD, Rocky Point UFSD, etc.). TCA understands the magnitude and complexity of the consolidation issues addressed in this proposal.

Dr. Conoscenti recently performed an ambulance and fire district consolidation feasibility report for the upstate municipalities of Troy and Cohoes. He weighed the costs and benefits of consolidation, addressed issues of service quality, efficiency, working conditions, and safety.

Thomas Conoscenti & Associates' client list includes:

GOVERNMENT CLIENTS

State Government

NY State Urban Development Corp.
Governor's Business Advisory Council
Council of Economic Advisors
Governor's Economic Advisory Group
State Senator Efram Gonzales

County Government

Dutchess County Executive
Nassau County Executive
Nassau County Budget Office
Nassau County Commerce & Industry Department
Nassau County Planning Department
Suffolk County Budget Office
Suffolk County County Attorney's Office
Suffolk County Executive's Office

Suffolk County Office of Economic Development.
Long Island Regional Planning Board
Rensselaer County

Towns

Town of Brookhaven-Office of Supervisor
Town of Brookhaven-Planning Dept.
Town of Islip-Airport Commission
Town of Islip-Office of Economic Development.
Town of Islip-Dept. of Public Works
Town of New Paltz-Planning Department
Town of Smithtown Economic Development Office
Town of Riverhead-Office of Supervisor
Town of Riverhead-IDA.
Town of Smithtown-IDA

Villages

Village of Freeport
Village of Greenport
Village of Sag Harbor

School Districts

Center for Regional Policy Studies SUNY at Stony Brook
Nassau BOCES
Suffolk BOCES I, II & III
Nassau & Suffolk Superintendent Assoc.
Nassau & Suffolk School Boards Assoc.
Suffolk County Organization to Promote Education
Comsewogue UFSD
Connetquot UFSD
Copiague UFSD
East Islip UFSD
Hauppauge UFSD
Miller Place UFSD
Middle Country UFSD
Port Jefferson UFSD
Riverhead UFSD
Rocky Point UFSD
Smithtown Central School District
South Country UFSD
Westhampton/Remsenburg-Speonk UFSD

Relevant Bowne Project Experience

Town of Huntington, NY Reorganization and Consolidation

Mr. Melito and his team were responsible for the following:

- Planning the reorganization of the Building Department and assisting in consolidation of Engineering, Building and Housing, Transportation and Traffic Safety
- Consolidation Plan for restructuring Huntington Area Rapid Transit (Bus) System Operations into the Department of General Services
- Analyzing the feasibility of consolidating Parks Maintenance into the Town-wide General Services Department
- Examining all areas of Parks and other Town maintenance functions to establish the feasibility and desirability of consolidation of these operations
- Identifying new control and policy mechanisms to ensure that cost savings and performance improvements would be attained.

Work orders and records, budgets, service schedules, organization charts, payrolls, seniority lists, asset inventories, physical inspections and other data were used to review the workings of each department. Five years savings of approximately \$6M were identified through more efficient use of resources, better planning and control, improved supervisory spans, consolidation of administrative support and better audit and control capabilities. Mr. Melito and his team also investigated options for privatization of selected governmental services.

Project Cost: \$75,000

Contact: George Hoffman, Former Chief of Staff,
(631)786-6699
Town of Huntington
100 Main Street, Huntington, NY 11743

Village of Lloyd Harbor Police Department Consolidation Assessment

Mr. Melito analyzed the existing management structure for the Department as well as alternative options, including consolidation into the Suffolk County System, while considering the Village's specific needs and constraints. The goal of the engagement was to make a recommendation on the preferred model. The team considered the history of the force, relative advantages, disadvantages and feasibility of various options. They coordinated and interfaced extensively with Suffolk County Civil Service and New York State Police Chiefs Association within the context of statutes, laws codes regulations and case law. Final recommendations were presented at a public hearing after which the Village adopted them in their entirety.

Project Cost: \$12,000

Contact: Hon. Leland M. Hairr, Mayor
Executive Director of Suffolk County Village Officials Association
(631) 549-8893

Village of Lloyd Harbor
32 Middle Harbor Road
Huntington, NY 11743

***United Way of Long Island "211"
Feasibility Study***

Bowne developed a multi-jurisdictional model, including a feasibility study, implementation plan and call center concept, for a consolidated 211 Human Services and Emergency Hot Line capability. We worked collaboratively with a number of municipal and not-for-profit organizations to develop a plan that leverages all available local operational resources as well as larger funding sources like New York State and the Federal Government. The project involved a host of operational, technological and logistical issues reaching across municipalities in both Nassau and Suffolk Counties. Final plan needed to comply with all New York State and Federal regulations for call center communications and operational protocols.

Project Cost: \$95,000

Contact: Christopher Hahn, Tonio Burgos & Associates
Former President & CEO, United Way of Long Island
(516) 747-0300
United Way of Long Island
819 Grand Boulevard
Deer Park, NY 11729

***North Shore Heritage
Marketing and Outreach Program***

The Long Island North Shore Heritage area consists of 65 municipalities in the northern part of Long Island. It extends from Great Neck in the west to Orient Point in the east. Heritage areas, like the South Shore Estuary Reserve, are grass roots programs whose overriding theme is preservation, quality of life, revitalization and connection. As a program it focuses on thematic preservation of cultural heritage and ecological resources. It thereby provides common ground for collaboration on all kinds of projects that help to cement a unified identity.

Project tasks revolved around the development of a marketing and outreach program and then implementing that program over a period of months leading to ultimate approval by each of the 65 municipalities included in the area. The consultant team was responsible for developing a marketing plan, marketing materials and reaching out to municipalities in order to bring the establishment of the area to a successful conclusion. Key tasks included:

- Development of key contact list and developing a database accessible to the Planning Commission.
- Development of outreach and presentation materials.
- Making presentations to all governmental agencies and interested groups to clarify the intent as well as answer questions.
- Conducting of all follow-up as needed and attend all meetings with key officials.
- Develop and deliver core presentations. So far, over 100 presentations have been made.

- Draft resolution template for approval by each municipality.
- Work with the website consultant to create an appropriate and approved website that contains user friendly language, appropriate illustrations and an adaptable logo.
- Contact with media outlets. Editorial support has been garnered. A cable television show was designed and shot to help with area awareness and understanding. Other events have been planned and delivered.
- Bi-weekly progress reports.
- On-going coordination with the Planning Commission. This has been of paramount importance to the success of the program. The final boundaries will be submitted to the State Legislature after October 31.

Project Cost: \$100,000

Contact: Jean Garrant, Former Mayor of the Village of Port Jefferson
(631) 928-2614
North Shore Heritage Area
P.O. Box 265, 34 Muttontown Road
E. Norwich, NY 11732

***Town of Greenburgh, NY
Management and Operational Audit***

Mr. Melito and Sector Management Ltd. conducted a full management and operational audit for the Department of Public Works. This municipal operation includes Highway, Sanitation, and Vehicle Repairs. The study was commissioned as a result of an ongoing criminal investigation in the solid waste collection operation. The report detailed operational and management control improvement opportunities with potential annual savings of over \$3M.

Project Cost: \$75,000

Contact: Paul Feiner, Supervisor
(914) 993-1540
Town of Greenburgh
77 Hillside Ave.
Greenburgh, NY 10607

***City of Glen Cove, NY
Police Department Analysis***

Mr. Melito performed an analysis of all police department operations. This included management practices, operations, staffing and the use of technology. The study involved a thorough analysis of the Department with a focus on identifying opportunities for improvement in the current operating, organization, staffing, and technology environments. The study report laid the groundwork for and created a plan that allowed the Department to implement service maximizing and cost containment and reduction initiatives, specifically addressing the utilization of existing personnel, equipment and facilities, as well as the ways in which departmental activities are administered, managed, and evaluated.

Project Cost \$75,000

Contact: Mary Ann Holzkamp, Treasurer Nassau OTB
(Former Mayor of Glen Cove)
(516) 572-2800 x. 117
City of Glen Cove
9 Glen Street
Glen Cove, NY 11542

***Village of Lloyd Harbor Police Department
Department Effectiveness Analysis***

Mr. Melito performed an analysis of the Department's dispatch effectiveness, efficiency and management performance. This was in response to Newsday articles concerning a series of recent emergency incidents. In addition to interviewing and analyzing the Lloyd Harbor Police Force he interfaced extensively with the Suffolk County and the Village of Northport Police Departments. Mr. Melito and his team performed detailed analysis of each incident through interviews, data analysis and re-creation of actions. The team made recommendations as to management practices and communications system policies, procedures and technology upgrades. Findings were presented to community and Village Board in public sessions throughout the engagement.

Project Cost \$20,000

Contact: Hon. Leland M. Hairr, Mayor
(631) 549-8893
Village of Lloyd Harbor
32 Middle Harbor Road
Huntington, NY 11743

***Suffolk County Court System
Operational and Organizational Analysis***

Mr. Melito conducted an in-depth operational and organizational analysis of the entire Suffolk County Court System including the Probation, District Attorney's Office and the Sheriff's Department. The analysis was done to assess structural deficiencies and options available to accommodate increasing caseloads and increased regulations both of which have caused system strains. The County was interested in understanding more accurately the interactions of the various systems and departments. Further emphasis was placed on evaluating impacts associated with regulatory and operational changes to the system and the need to respond to same. Facility utilization, logistics and future needs and costs were detailed. Recommendations were unanimously accepted by the eighteen member legislature and the County Executive. Full funding of \$55M was provided to implement structural recommendations.

Project Cost \$200,000.

Contact: David Bishop, ESQ, Former Suffolk County Legislator
(631) 875-7139
Suffolk County Court System
1 County Center Dr Riverhead, NY 11901

Nassau University Medical Center Staffing Analysis

Bowne conducted a study, to analyze operational effectiveness and levels of human resource utilization, including deployment and productivity of clerical and administrative staff. The study focused on leveraging current resources through suggested best practices improvements within the context of patient services, improving compliance levels, hospital, patient and medical staff interactions. The project represents the beginning of a systematic search for ways to better serve patients while allocating and conserving hospital resources most effectively. Bowne identified key management, organizational and operational issues with regard to clerical staffing and task assignment. These included the identification of a critical need that existed: for a centralized contact center that would enable the hospital to pool clerical resources, maximize the use of appropriate skill sets, and standardize the performance of all similar tasks throughout the hospital.

Other tasks included:

- Design and distribution of questionnaires for all clerical employees;
- Conduct interviews with clerical staff and senior managers;
- Work closely with employees to collect information relative to staffing, processes performed frequency and volume of work, skill set requirements and resources available for various tasks;
- Worked with Steering Committee to research issues, confirm deliverables;
- Reviewed technology integration issues to identify functional requirements for the information system needed to accomplish project goals;
- Held software vendor interviews;
- Drafted RFP for procurement of software;
- Developed and documented PILOT plan implementation plan to realize immediate gains and to establish a baseline for future plans;
- Developed overall implementation plan.

Project Cost: \$150,000

Contact: Guy Courbois, Vice President of Operations
(516) 572-9135
Nassau University Medical Center
2201 Hempstead Turnpike
East Meadow, NY 11554

Town of Oyster Bay Tax Billing Business Process Analysis

Based upon its interaction with Nassau County, the changes to software technology associated with the overall tax collection process, the limitations of existing software, and the large amount of manual processing required to load and process tax bills, the Town felt it was imperative to further analyze and

document the existing process to determine opportunities for efficiency and cost savings as well as improve the sharing of data between the County, the Town and certain Villages.

The project included a detailed business process analysis of the existing tax receiving and billing process within the Town. This analysis was extended to County representatives involved in the overall process. The project produced a document that defined the existing process and included recommendations for improvements. In addition, this document outlined realistic performance measures for the Office of the Receiver of Taxes.

Project Cost: \$80,848

Contact: James Stefanich, Receiver of Taxes
(516) 624-6421
Town of Oyster Bay
54 Audrey Ave.
Oyster Bay, NY 11771

Town of North Hempstead Organizational and Performance Analysis

Mr. Melito performed an operations, organizational and performance analysis of the Town's Code-Enforcement and Building Department functions. All aspects of these departments were reviewed relative to assigned functions, responsibilities and performance. The goal was to recommend strategies for improving services, as well as community and staff safety. Extensive comparative data analysis featuring other municipalities was conducted. Recommendations included consolidating several smaller units (including Code, Fire Marshal, Harbor Master, Building Inspections and elements of the legal operation) into a centralized operations and dispatch unit. Most recommendations were implemented with dramatic service improvements.

Project Cost: \$75,000

Contact: Art Gianelli, former Chief of Staff
President/CEO Nassau Health Care Corporation
(Former Town of North Hempstead Director of Operations)
(516) 572-6011
Town of North Hempstead
220 Plandome Road
Manhasset, NY 11030

Towns of North Hempstead and Brookhaven Constituent Services "311"

These Towns, like municipalities across the country, have been searching for ways to better serve constituents while allocating and conserving resources more effectively. They both wanted to improve their ability to directly communicate with constituents, assess their needs, respond appropriately, monitor performance, and use this information to make operational improvements.

We determined, together, that an effective constituent services function would be the key in dealing successfully with these issues. Recognizing that at one time or another nearly every household has occasion to contact Town Government to report a problem, complain about a specific service, seek information or offer a suggestion, and that these interactions constitute an invaluable resource in helping government understand its constituency and its internal operations, Mr. Melito led the effort to analyze all current operations as they related to these constituent services. The Towns' ability to handle these interactions has been of considerable importance.

As the consultant, he was responsible for all project management, operations analyses, training, change management process, design and ultimate implementation of the two Constituent Response Systems. The solutions, in both cases, included design of a new constituent services function, specifying technology requirements, procuring software, developing the necessary structure of policies, procedures and operating protocols for interacting with constituents to deliver services. Through the technology part of the solutions, information can now be received, recorded, analyzed and accessed in ways that enhance management capabilities and support strategies for budget allocation decisions.

These Constituent Response Systems enable these governments to truly understand the public's demand for services, while addressing the need for a back-end operation capable of supporting high-quality service delivery. They provide numerous benefits for the Towns and their constituents, including:

- Facilitates public access to government services and foster neighborhood-oriented understanding of constituent needs and satisfaction. Alleviate the problem of determining whom to call with a given problem, and ensures that a knowledgeable operator fields each call.
- Improves government responsiveness by providing a mechanism to initiate actions in response to calls, track open requests and complaints, and respond to questions about open requests and complaints.
- Improves the effectiveness and reduces the cost of delivering municipal services.
- Reduces call volume by alleviating call congestion at individual departments and greatly reduces follow-up calls.
- Increases constituent satisfaction.

North Hempstead:

Project Cost: \$132,900

Contact: Frank Prisciandaro, Deputy Commissioner of IT and Telecommunications
(516) 869-7737
Town of North Hempstead
220 Plandome Road
Manhasset, NY 11030

Brookhaven:

Project Cost: \$158,019

Contact: Lori Baldassare, Deputy Town Superintendent of Highways and former Chief of Staff to

Supervisor Brian X. Foley
(631) 451-9200
Town of Brookhaven
One Independence Hill
Farmingville, NY 11738

***Town of Brookhaven
Analysis and Operational Review of Calabro Airport***

Mr. Melito performed a strategic scoping analysis and operational review of Calabro Airport. The purpose of the project, as directed by the Supervisor, was to reinvigorate Town interest in addressing the future of the airport, and to stimulate and provide fresh direction for airport enhancements. It was intended to take a broader, comprehensive look at airport operations, considering issues of management, land use, and interaction with other areas of Town government.

Though broad in outlook, this study had a focused scope, with the following objectives:

- Review existing conditions at the airport, identifying challenges and opportunities. Through this review, the current viability of strategies recommended in a 2002 Business Plan were evaluated.
- Build on the opportunities and constraints assessment produced under objective 1 to identify alternative scenarios for future management and development of the airport.
- Create an Action Plan with steps for:
 - Evaluating the management and development alternatives identified;
 - Achieving consensus on a shared vision for the airport's future, with strong buy-in from those charged with implementation;
 - Implementing Business Plan strategies that have remained relevant and appropriate;
 - Implementing short-term improvements.

Project Cost: \$20,000

Contact: George Hoffman, Formerly Brookhaven Chief of Staff
(631) 786-6699
(Airport address: 135 Dawn Dr., Shirley, NY)
Town of Brookhaven
One Independence Hill
Farmingville, NY 11738

C. STAFFING

Thomas Melito, MBA
Bowne Vice President / Sr. Project Manager

Mr. Melito joined Bowne in 2008 with over 35 years of progressive experience in public and private sector management. For the past 18 years, he has specialized in consulting to governments and institutions throughout the Long Island region, developing, promoting and implementing numerous major program initiatives in the areas of strategic planning, change management and operational improvement. He has served Nassau and Suffolk County governments, as well as most of the region's larger communities, including the Towns of Babylon, Brookhaven, Huntington, Islip, North Hempstead and Southampton.

Mr. Melito's overriding mission is to help governments make informed decisions, resulting in the optimal use of resources to improve performance and public accountability. An extensive knowledge of public process, institutional cultures, and government operations allows him to fulfill this mission. He conducts his projects with particular attention to cost, feasibility, and stakeholder buy-in. Project areas have included organizational evaluation and restructuring, mission statements; staff performance appraisal, team building and recruitment; compensation reviews and restructuring; public safety department planning; solid waste management; procurement; and park planning and development.

Mr. Melito's original foray into the public sector began in 1988 when he was appointed Deputy Supervisor in the Town of Babylon, population 220,000. As Deputy to Supervisor Arthur Pitts, Mr. Melito combined a Wall Street management background with a panoply of governmental imperatives. He was originator, advocate and implementer of the *private sector approach* to managing government. While managing the entire \$95 million operation, he re-engineered several major departments, worked to reduced operating costs, helped restructure the Towns finances and developed several public-private partnerships. As a result, Babylon's credit rating was increased to A+. Morale, service delivery and the Town's public image all benefited from these innovative initiatives.

Mr. Melito has an MBA in Finance from New York University.

Jack Schnirman
Bowne Vice President, Business Process Analyst

Prior to joining Bowne in 2008, Mr. Schnirman served as Chief Deputy Supervisor in Brookhaven. He has extensive experience in change management and building consensus for major initiatives across diverse constituencies including civic organizations, interest groups, and labor. In Brookhaven, Mr. Schnirman led the effort to jump start special districts reform, presiding over often contentious budget hearings, overseeing contract negotiations, and working to de-escalate the conflicts between budget and procurement experts and representatives. On a series of large scale change management projects ranging from 311 and *ServiceStat* to a coordination of town-wide code enforcement efforts, Mr. Schnirman fostered a team atmosphere that achieved results while promoting both collaboration and accountability.

Mr. Schnirman was appointed by elected Supervisor Brian X. Foley of Brookhaven as the chief operating officer of municipal government with an operating budget of approximately \$300 million, staffed by 1,200 full time workers delivering services to a population of almost 500,000, across a land mass of 368 square miles. He managed the day-to-day operations and policy implementation of 18 departments and divisions including direct reporting from senior staff, commissioners of finance and law, public information, and divisions of information technology and purchasing. Mr. Schnirman acted as liaison to Council-members and presided over Council meetings and Legislative work-sessions in the absence of the elected Supervisor. He approved and executed all official municipal contracts and substantial financial transactions. Mr. Schnirman also designed and implemented policy agenda of reforms, change management, and performance measurement that transformed government plagued by corruption and mismanagement into a regional leader in innovative public policy. He also spearheaded initiatives including a 311-style non-emergency hotline (451-Town) that allows constituents to dial one phone number for all town services and *ServiceStat*, a performance management program that measures and assesses departments' results, improves services and enhances accountability while saving over 2 million dollars in the first eighteen months.

Mr. Schnirman has a Masters in Public Policy from the John F. Kennedy School of Government.

**Thomas Conoscenti, Ph.D.,
Thomas Conoscenti & Associates, Inc./ Chief Economist/President**

Dr. Thomas Conoscenti is a widely recognized Urban/regional economist who consults privately, teaches at New York University, SUNY at Stony Brook and Long Island University/CW Post Campus. He teaches Business Forecasting, Macro Economics, Statistics, Public Finance and Management. Previously he was Economic Research Scientist at the Center for Regional Policy Studies, SUNY at Stony Brook. Between 1981 and 1993, he was the Director of Programs, Division of Management, at NYU/Polytechnic University's Farmingdale Campus where he taught courses in Economics, Finance, Statistics and Public Policy.

He was formerly Chief Economist and Director of Economic Development for the L.I. Association. At the LIA he developed economic forecasts for the Long Island region, worked with the L.I. Regional Planning Board and other organizations on analyzing long term regional economic trends and was staff liaison to economic development, energy, environment, tax and governmental committees. He is currently Chief Economist for the Association for a Better L.I.

Other positions he has held include: President of Economic Projects of Long Island, Director of the Center for Local Tax Research, Senior Analyst of Economic Forecasting for Eastern Airlines, Senior Economist for James C. Buckley Inc., Transportation Consultants and statistical analyst for the Coca-Cola Export Corp.

His work on numerous studies dealing with the Long Island economy and Public Policy issues has been widely published. He is frequently quoted in *Newsday*, *The New York Times*, *Long Island Business News*, and other publications.

He was Chairman of the L. I. Forum for Technology's, TECHCAP PROJECT where he coordinated development of a High Technology Data Base Information System. (\$150,000 Grant)

A partial list of consulting clients include:

- Nassau and Suffolk County Budget Offices
- Long Island Regional Planning Board
- New York State Economic Development Council
- Association for a Better Long Island
- Suffolk County Organization to Promote Education
- Corporate Property Investors--Walt Whitman Mall
- Suffolk BOCES I, II, III, Nassau BOCES and School Districts
- Olympus Corporation
- New York State Urban Development Corporation
- Dutchess County Executive, Economic Advisor.
- Public vs. Privately owned Asphalt Plant-Currently under study.

Dr. Conoscenti recently performed an ambulance and fire district consolidation feasibility report for the upstate municipalities of Troy and Cohoes.

Dr. Conoscenti received his BS in economics and finance at the Stern School, NYU an MA in economics and econometrics and, a Ph.D. in Urban/Regional and Public Finance Economics also from New York University. He was a member of the Governor's Council on Economic and Fiscal Priorities and numerous professional organizations including the American Economic Association, The NY Regional Economists Association, and the National and NY Association of Business Economists.

**Allen Kovisdy, BBA and MBA.
Government Financial Analysis and Budgeting Specialist**

Allen Kovesdy has more than thirty-five years of experience working in the field of public budgeting and finance. Allen is currently on the graduate faculty of Stony Brook University teaching Public Budgeting and Finance and also teaches specialty economics courses New York Institute of Technology.

Mr. Kovesdy began his professional career in the Suffolk County Executive's budget office as a budget examiner, and retired as the Director of Management and Research, the highest position in the County. In between, Allen served as Deputy Commissioner of Health, Assistant Budget Director, Director of Intergovernmental Relations, as well as other key financial and budgetary positions. Mr. Kovesdy also represented the County Executive as his financial liaison to the County Legislature. And as a voting member of the Suffolk County Computer and finance Steering Committee

Mr. Kovesdy knowledge of budgeting is impressive. He was directly responsible for all revenue projections, analysis of the State and County Budgets, and for the preparation and monitoring of departmental revenues and expenditures. Mr. Kovesdy develop presentations made to the rating agencies (Moody's, Fitch, and Standard and Poor's) and financial analysis for mediation and arbitration hearings. He has worked on numerous consolidation studies in Suffolk County including a proposal to separate the East End from Suffolk County.

Mr. Kovesdy holds a Masters of Business Administration from Long Island University and a Bachelor of Business Administration from the University of Toledo.

In the private sector, Mr. Kovesdy has represented the Town of Southampton in labor negotiations and worked with the City of New York on projects concerning their Health Care system. He currently is a consultant to the Long Island Regional Planning Council and is working on a research project evaluating the cost of operating a Public vs. Privately asphalt facility.

D. REQUIRED FORMS

Our completed Attachment A appears on the next page followed by proof of insurance coverage.



CERTIFICATE OF LIABILITY INSURANCE

OP ID: AM

DATE (MM/DD/YYYY)

04/08/11

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER J.A. Faccibene & Assoc., Inc. 100 Merrick Road Suite 526 W Rockville Centre, NY 11570 J.A. Faccibene & Associates	516-766-3513	CONTACT NAME: Amber Bishop
		PHONE (A/C, No., Ext): 516-766-3513
		FAX (A/C, No.): 516-766-3549
E-MAIL ADDRESS: amber@jafinsurance.com		
PRODUCER CUSTOMER ID #: BOWNE-1		
		INSURER(S) AFFORDING COVERAGE
INSURED Bowne Management Sytems, Inc. 235 East Jericho Tpke. Box 109 Mineola, NY 11501-0109	INSURER A : Scottsdale Insurance Co	
	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	
		NAIC # 41297

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY						EACH OCCURRENCE \$
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
							GENERAL AGGREGATE \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG \$
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						\$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS						\$
	<input type="checkbox"/> NON-OWNED AUTOS						\$
							\$
	UMBRELLA LIAB						EACH OCCURRENCE \$
	<input type="checkbox"/> OCCUR						AGGREGATE \$
	EXCESS LIAB						\$
	<input type="checkbox"/> CLAIMS-MADE						\$
	DEDUCTIBLE						\$
	RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						WC STATU-TORY LIMITS
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						OTHER
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
A	E & O			EKS3009033	09/13/10	09/13/11	Limit 2,000,000
							Retention 25,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES. (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
This certificate is evidencing Errors & Omissions coverage for the above named insured.

CERTIFICATE HOLDER

CANCELLATION

Town and Village of Ossining
16 Croton Avenue
Ossining, NY 10562

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Michael Faccibene

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
04/08/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Singer Nelson Charlmers 1086 Teaneck Road, Suite 5B Teaneck, NJ 07666	1-212-826-9744	CONTACT NAME: PHONE (A/C, No. Ext): E-MAIL ADDRESS: PRODUCER CUSTOMER ID #:	FAX (A/C, No.):
INSURED Bowne Management Systems, Inc. 235 E. Jericho Tpke, Box 109 Mineola, NY 11501-0109	INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A: Travelers Indemnity Company of America	
		INSURER B: Phoenix Insurance Company	
		INSURER C: Travelers Indemnity Company	
		INSURER D: Travelers Casualty & Surety Co.	
		INSURER E:	
		INSURER F:	

COVERAGES CERTIFICATE NUMBER: 20636809 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR. WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC		680-6814L251	12/31/10	12/31/11	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS		BA-6824L293	12/31/10	12/31/11	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
C	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$ 10,000		CUP-7918Y402	12/31/10	12/31/11	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$ \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	UB-8486Y703	12/31/10	12/31/11	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
Re: Evaluation of Potential Government Structures.

CERTIFICATE HOLDER

CANCELLATION

Town and Village of Ossining 16 Croton Avenue Ossining, NY 10562 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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afasola1
ACORD 25 (2009/09)
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