

# 2010 STRATEGIC PLAN

**Customer Care and Focus**  
**Fiscal Responsibility**  
**Organizational Effectiveness**  
**Community Vitality**



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# Our Vision • Mission • Goals

**OUR VISION** .....A community working together to preserve the past and pioneer the future.

**OUR MISSION** ..... The Pittsford town government is dedicated to serving in an open and business-like manner by providing leadership that sets the community agenda and aligns resources, enhancing the vitality of the community.

**OUR GOALS**..... **Customer Care & Focus**

*We will understand and anticipate our customers' needs and deliver services that exceed their expectations.*

**Fiscal Responsibility**

*We will maintain efficiencies that assure the stability of town finances and taxes.*

**Organizational Effectiveness**

*We will cultivate our workforce and align resources to efficiently deliver programs and services.*

**Community Vitality**

*We will strengthen our sense of place and promote relationships that bring our community together.*

# Our Core Values

Our core values are the cornerstone of our organization. They provide the foundation for our mission and vision and are the guiding force for our decisions and actions. Our core values define who we are.

As an organization we are customer-centered, ethical, visionary, inclusive and world class. These core values are linked to each other. We have a rich history of great accomplishment backed by the strength and power of our core values. We are steadfast in our continued commitment to them.

**CUSTOMER-CENTERED..... We recognize our customer as the final judge of quality and performance.**

*Our focus is on obtaining the highest level of customer satisfaction. We will listen, learn and adapt our services and programs to anticipate and meet the needs of our customers.*

**ETHICAL..... We hold ourselves to the highest standard of conduct.**

*Our actions are as important as the product and services we produce. We are loyal and accountable to the public trust.*

**VISIONARY ..... We accept responsibility for setting direction that is forward-thinking and creative.**

*Our leadership will set policy and provide the tools necessary to prepare us for the future. The town's future will be viewed with great expectation and hope.*

**INCLUSIVE..... We embrace the opportunity to include staff, residents and community partners in the decisions we make.**

*Our involvement of staff, departments and cross-functional teams fulfills individual goals and enhances the overall performance of the organization. Collaboration with residents, other governments, school districts and community partners fosters an environment of trust and shared visions for Pittsford.*

**WORLD CLASS..... We strive to improve in a never-ending quest to perform at the highest levels of expectation.**

*Our commitment to excellence is a trademark of the organization. Our shared vision and direction steers us to becoming a recognized leader and innovator in town governments.*

# Our Continuous Improvement Cycle

The philosophy of continuous improvement embodies our quest to perform at the highest level of expectations. The continuous improvement cycle is a proactive process. We are engaged in an ongoing cycle of improvement to assure world-class services and the highest level of customer satisfaction.

At all levels of our organization, constant evaluation and feedback guides change or modification to programs and services and the Strategic Plan. All our activities can be linked to the Strategic Plan and the accomplishment of our goals.

## **STRATEGIC PLAN..... Management Vision**

Our leadership staff sets goals, establishes policy and provides the tools necessary to prepare us for the future. An annual review of the Strategic Plan will identify new opportunities for growth and improvement. As new priorities are selected, teams are formed to develop an Operation Plan.

## **OPERATION PLAN ..... Department Strategies**

The Operation Plan defines our programs and services and sets into motion opportunities for improvement selected through the strategic planning process. Evaluation of our programs and services guides our efforts to identify and meet or exceed the expectations of our customers. Implementation is described in the Action Plan.

## **ACTION PLAN ..... Staff Activities**

The Action Plan describes the day-to-day activities of our staff. It includes strategies for the deployment of manpower, equipment and other resources required to carry out the Operation Plan.



## Our Strengths - *What We Do Now*

The relationship between this organization and the users of our services is at the center of our attention. We understand the importance of this interaction, and we strive to build and maintain a successful association.

We believe it is critical to engage our customers in the functions of town government. The Town of Pittsford maintains an open door policy, welcoming our customers and inviting them to be our partners.

The Town of Pittsford is noted for delivering quality services. We are guided by forward-thinking leadership and supported by dedicated, knowledgeable employees.

We promote an organization-wide understanding of customer-centered service. We practice a proactive approach, aiming to anticipate our customers' needs and exceed their expectations.

We are dedicated to leading the way in customer care and focus and continually strive to improve our services and the way we provide them.

We are committed to bringing town government closer to the community. Our goal is to increase the town's accessibility and accountability via expanded opportunities for customers to choose how and when they obtain information and do business with the town.

## Opportunities - *How We Can Improve*

- Foster an attitude of advocacy for customer needs.
- Develop a method(s) to increase awareness of neighborhood expectations and issues.
- Provide a unified message regarding town services and issues.
- Continue to determine customer expectations of, and satisfaction with, town services.
- Educate the community regarding the distinctions between overlapping municipal jurisdictions.
- Identify new customers and provide welcoming information.
- Monitor community demographics to provide appropriate services.
- Develop plans to minimize disruption to residents during emergency situations.
- Promote our Web site and E-business.
- Plan and prepare to provide an increase in leisure time services.
- Identify and utilize social networking to help communicate town programs and services.

# Customer Care & Focus

*We will understand  
and anticipate our  
customers' needs and  
deliver services that exceed  
their expectations.*



## Our Strengths - *What We Do Now*

The Town of Pittsford has a proven record of sound financial management and solid accounting practices as reflected by our Moody's Bond Rating of Aa1, one of the highest ratings in New York State. The benefit of this high rating is realized in low interest rates on our bond sales, a savings passed on to taxpayers.

Town taxes accounted for approximately 8% of each homeowner's total property tax bill, placing the Town of Pittsford tax rate 6th lowest among the 19 townships in Monroe County. Pittsford's property values and tax base continue to grow at a rate greater than surrounding communities.

We are able to pay cash for capital projects such as fleet replacements, technology and road repair by utilizing long-range budget strategies. Finances have been managed to minimize debt service, so that tax dollars are fully utilized on providing services, not paying interest.

We employ intermunicipal agreements with the state, county, other towns, villages and the school district and utilize the services of community volunteers thereby sharing the cost of providing services and increasing the quality of services.

Our employees, and in particular the staff in the town's Finance Office and Assessor's Office, are led by highly qualified managers recognized as leaders in their fields and known for their ethical handling of fiscal and assessment matters and the consistently excellent quality of their work.

## Opportunities - *How We Can Improve*

- Put a system(s) in place that allows us to communicate financial information and make management decisions.
- Improve staff budget skills and demand adherence to financial processes.
- Monitor long-range plans for replacement and upkeep of aging infrastructure, fleet, facilities and technology.
- Investigate the advantages and/or disadvantages of self-insurance.
- **Optimize partnerships and opportunities to share services that result in lower cost and greater customer service.**
- Explore sources of non-tax funding.
- Continue to manage costs of health care benefits.
- Develop a fiscal model to project future budgets.
- Project and plan for subsequent costs of changing services and unfunded mandates.
- Review and evaluate land use options to optimize potential tax revenues.
- Investigate advantages and disadvantages of using online marketplaces.

[Note: 2010 priorities in **bold type**]

# Fiscal Responsibility

*We will maintain  
financial efficiencies  
that assure the stability  
of town finances and taxes.*



## Our Strengths - *What We Do Now*

The Town of Pittsford recognizes that our employees are one of our most valuable assets. We invest in professional development for each staff member, promote expertise and advancement and reward excellence. We empower our employees in making decisions and moving the organization forward. We are a family-friendly workplace in support of home and personal lives. We have Town wide teams in place that support and enhance the safety of our employees.

Fifty-five percent of our full-time permanent staff has worked for the town 10 or more years. Our success at retaining employees has allowed us to build a stable workforce with high-level abilities and knowledge of the community.

We are committed to delivering services efficiently while not sacrificing quality, drawing on our ability to work as a team within and across departments. Customer-focused thinking has earned us a reputation for excellence by consistently providing programs that meet or exceed expectations.

Our first Strategic Plan, adopted 12 years ago in 1997, put us on a dedicated path of continuous improvement. We remain focused on our goals and uncompromising in our efforts to meet or surpass them.

## Opportunities - *How We Can Improve*

- Enhance employee understanding of policies, processes and procedures.
- Refine internal business processes and procedures to be user-friendly, accountable and efficient.
- Develop methods to improve internal communication and information sharing.
- Develop a process to assess employee capabilities and improve needed skills.
- Ensure competitive benefits and salaries.
- Promote more diversity in our work force.
- Develop a succession plan for key staff positions.
- Identify/implement best practices.
- Advocate reducing unfunded mandates and regulations.
- Explore privatization and out-sourcing opportunities to decrease costs and increase efficiencies.
- Find ways to improve our response to changing technology.
- Achieve organizational short-term and long-term efficiencies through staff realignment and/or adding staff where necessary.
- Explore opportunities to combine departments whose close proximity would enhance productivity and efficiency.
- **Develop a system to assure efficient response to customers' calls and questions.**

[Note: 2010 priorities in bold type]

# Organizational Effectiveness

*We will cultivate  
our workforce and  
align our resources to  
efficiently deliver programs  
and services.*



## Our Strengths - *What We Do Now*

The Town of Pittsford is a steward of the community. Our work is respectful of the character of the community as reflected by a rich history, a vital village center, rolling farmlands, the historic Erie Canal, inviting residential neighborhoods, a thriving retail sector, protected green space, world-renowned golf courses, and highly-regarded colleges. Our community is enhanced by a top-rated public school system.

Our events and programs are planned for the enjoyment of the entire community. Our services are designed to enhance the quality of life in Pittsford. New facilities, including the award-winning Pittsford Community Library, the Town Court and VanHuysen Senior Center, promote pride in the community and attract and delight customers. We were honored to be recognized as one of ‘America’s Top 100 Places to Live in 2009’ by [relocateamerica.com](http://relocateamerica.com).

We consider the community a member of our team. Citizens currently serve on 7 volunteer advisory boards. Community associations and clubs regularly participate in our events. When issues arise, individual residents, whole neighborhoods or the entire community are involved in the solution.

The Town of Pittsford is a leader in proactive planning. In 2005, Pittsford was named one of nineteen nature-friendly communities in the United States, based on the adoption of the Greenprint considered a model for community planning processes. Our planning and zoning policies are designed to promote development that is consistent with and enhances the character of our community, and to assure the protection and preservation of town open space resources.

## Opportunities - *How We Can Improve*

- Develop service standards to maintain town assets within neighborhoods, consistent with residents’ maintenance of their properties.
- Determine resident expectations for a Community Center.
- Foster a community that welcomes and involves residents of all cultures and backgrounds.
- Survey residents about ways to improve community vitality.
- Market and improve canal access, amenities and services.
- Develop materials that promote the community of Pittsford.
- Monitor the demographics of our community to forecast trends and needs for future programs and services.
- Promote and provide opportunities for neighborhood social gatherings and shared activities.
- Investigate opportunities to overcome zip code confusion and improve community identity.
- Develop methods to inform all new residents about community events, activities and services.
- Develop and promote opportunities to showcase community identity and pride.

# Community Vitality

*We will strengthen  
our sense of place &  
promote relationships  
that bring our community  
together.*



# Definitions

**Core Values:** A statement of our established values, attitudes and common purpose.

**Customers:** Those who necessitate a process, or a course of action, and benefit from the result. The person or group directly served by the department or organization.

- External Customer...Those outside the organization who benefit from the process.
- Internal Customer...Those recipients inside the boundaries of the organization who use the benefits of the process to contribute to the final product or service.

**Goal:** A long-range target that guides us in our efforts to achieve our mission.

**Key Performance Indicators:** Quantifiable measurements, agreed to beforehand, that reflect our success in achieving the strategic goals, objectives, values and vision. Proper implementation can increase customer satisfaction, employee morale, and/or financial management.

**Measurements:** A process for action evaluation to gauge level of performance. Can contribute to understanding and appraisal of degree of accomplishment.

**Mission:** An enduring statement of purpose. The organization's reason for existence that describes what the organization does, whom it does it for, and how it does it.

**Outcome:** The response of the customer to products or services received.

**Strategic Management:** An approach for leading and managing by...

- building consensus of the leadership group in a shared vision and mission;
- gaining support and participation of the people in the organization to identify and implement the specific changes that must be made;
- assessing accomplishments or performance;
- communicating goals and results to customers and the organization.

**Strategic Opportunities:** A broad, time-phased, measurable accomplishment required to realize the successful completion of a goal. Each objective may include specific initiatives that may be simple or complex and may take one or more years to complete.

**Vision:** An idealized view of a desirable and achievable future state of affairs.