

Task Force Final Report: Part A

Charge / SWOT and Critical Issues

Task Force # 3	Facilitators:	Date:
Town Customer Service and Infrastructure	Ray Sheley	October 10, 2006 Certified Copy

Members: Ray Sheley, Ed Hemminger (Resource from Ontario County), Betty Barry, Babette Huber, Kim Kinsella, Jane Luce, Sean McAdoo, Wayne Pickering, Bonnie Waters, Ken Wilson

Charge: To investigate and analyze the current municipal services (by department) offered to our taxpayer / customers, along with their current levels of satisfaction and customer service. This Task Force will be divided into 13 subgroups, including:

- | | |
|-----------------------|---------------------------|
| 1. Highway | 8. Information Technology |
| 2. Water / Sewer | 9. Planning |
| 3. Recycling | 10. Building |
| 4. Parks / Recreation | 11. Assessment |
| 5. Town Court | 12. Historian |
| 6. Clerk | 13. Supervisor's Office |
| 7. Finance | |

Each subgroup must examine best practices and offer recommendations for staff recruitment, shared Village/Town services, professional development and training to support cutting edge services to our citizens delivered in a way consistent with our newly identified "Victor Town Brand."

SWOT Analysis Summary:

Internal (S/W)

External (O/T)

Strengths:

- team composed mostly of experienced Town employees
- facilitator was a corporate executive, giving us real-world insight

Weaknesses:

- made up of mostly of Town employees
- lack of participation from some Town departments

Opportunities:

- chance for public to focus formal feedback
- staff to have chances at self-improvement through evaluation
- departments to streamline processes

Threats:

- potentially poor results could lead to disciplinary actions or termination

Our Critical Issues:

- 1. How should we set up an evaluation process for Village/Town employees?**
- 2. Do we have qualified people in the right positions?**
- 3. What is our current status?**
- 4. Do we lack services in certain areas?**
- 5. How convenient are our services?**
- 6. What is the cost of centralizing services?**
- 7. What concerns regarding services are most common?**
- 8. Should we combine the Town and Village services?**
- 9. How will customer service be measured?**
- 10. How will services be communicated?**
- 11. How will we assess needs of residents?**
- 12. Are there job descriptions?**
- 13. What is future of water / sewer system / waste disposal?**
- 14. Do we have too many services?**
- 15. What are citizens willing to pay?**
- 16. Can coordination / cooperation between Town / Planning / Zoning / Conservation Boards be improved?**

Task Force Final Report: Part B

Strategic Intents/Key Initiatives/Action Plans and Cost Benefit

Task Force # 3	Facilitators:	Date:
Town Customer Service and Infrastructure	Ray Sheley	October 10, 2006 Certified Copy

Strategic Intent # 1: By 2011, 75% of community respondents will indicate they have a positive view of Town services and staff based upon a 5 point scale in relation to responsiveness, competency, professionalism, fairness & respect, as it relates to infrastructure, employee interaction, and public safety / emergency services.

Key Initiative #1: Implement a Customer/Taxpayer Satisfaction Survey to establish a current level as baseline from which to measure future results.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
		1	Develop general survey format with key questions.	
		2	Develop comment card format that could be placed in various settings around the Town.	
		3	Create an electronic survey accessible through the Victor website.	
		4	Use Town newsletter to print survey questions.	
		5	Compile survey data (semi-annually) and provide to appropriate groups including department heads, Town Board and Supervisor.	
		6	Review and revise all the survey formats on a regular basis.	
		7	Review and revise (if necessary) the comment cards.	

Key Initiative #2: Implement a broad based training initiative designed to assist Town Officials and employees in attentively listening to customer / taxpayer needs, interacting positively and developing outstanding provide / client relationships.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
		1	Department Heads and/or HR representative research training and development options available.	

		2	Department Heads and/or HR representative develop an approved training and development schedule with required and optional courses.	
		3	Train all staff in customer service with strong influence from the Strategic Plan.	
		4	Integrate specific measurable targets and performance objectives in Town of Victor staff evaluations.	

Key Initiative #3: Design and implement a system of staff evaluation and supervision to improve effectiveness of job delivery and to recognize achievement.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
		1	Department Heads and/or HR representative develop and implement an employee evaluation process and schedule.	
		2	Employees and/or HR representative develop and implement a Department Head evaluation process and schedule.	
		3	Review and revise (if necessary) evaluation processes annually.	
		4	To identify a number of mediums for recognizing achievement.	

Key Initiative #4: Create a strategy to hire, retain and develop personnel who model and reflect high performance skills and strategies consistent with the Strategic Plan.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
		1	Department Heads and/or HR representative develop a thorough interview process/regiment to guarantee quality staff hiring.	
		2	Compile and present data of comparative compensation / benefits packages from other townships.	

Key Initiative #5: Develop a strategy to ensure the necessary resources are available to continually develop and train staff, utilizing partnerships, turnkey training and all available grant sources.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
----------	------------	----------	---	------------

			<i>(C/B) if required</i>	
		1	Department Heads and/or HR representative develop a training and development budget.	
		2	To investigate and apply for NYS and other specialized grants.	
		3	To seek partnerships with other organizations who offer or are in need of similar training programs.	