

Executive Summary

BACKGROUND

The Pittsford Community Collaboration Task Force (Task Force) was appointed by Town Supervisor Bill Carpenter, Village Mayor Robert Corby, and School Superintendent Mary Alice Price. The Task Force was appointed August 29, 2011 and held its first meeting on November 9, 2011.

The charge of the Task Force includes:

- Identify a comprehensive list of current collaborative efforts and include a description of benefits, monetary and other, realized by the community as a result of these efforts.
- Research effective and creative methods of collaboration used by other communities.
- Consult with staff and brainstorm with community members regarding new and creative ideas for future collaborative efforts.
- After the above research and consultation, provide strengths and weaknesses including potential cost savings for the most promising collaborative opportunities.
- Conduct other tasks as approved by the Leadership Team.

A complete description of the Task Force mission and membership is provided in **Appendices A and B**.

ACTIVITIES OF THE TASK FORCE

The Task Force met on twenty occasions (**See Appendix C**) and in addition, has conducted numerous other subcommittee meetings and work sessions. Considerable independent research has been completed by members of the Task Force.

The first several meetings of the Task Force were held in conjunction with the professional liaisons from the Town, Village, and School Board. During these sessions, the professional staff described general operations and highlighted numerous instances of inter-organizational cooperation and collaboration. Task Force members were able to ask questions and get clarification on various collaboration strategies and activities. After these initial fact finding sessions, the Task Force organized itself into the following subcommittees:

- Town-Village Structural Consolidation
- Administrative Services and Planning, Zoning and Development
- Department of Public Works (DPW)/ Operations
- Information Technology
- Parks, Fields, and Recreation

Reports of each of these subcommittees are included in this report.

OBSERVATIONS AND PROCESS FINDINGS

Before summarizing the specific recommendations of the subcommittees, several general findings of the Task Force are noted:

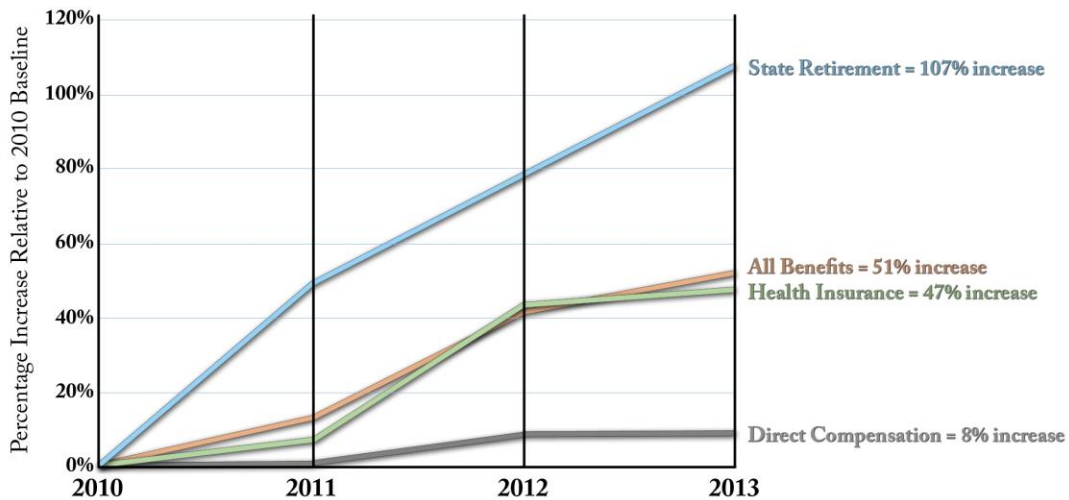
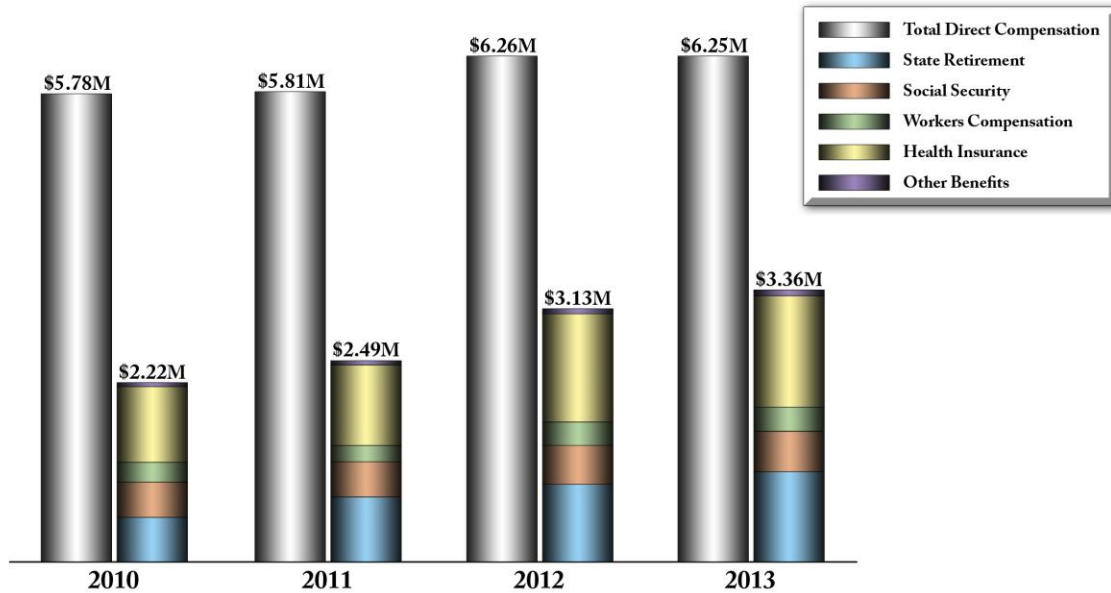
- The Task Force finds that the staff of each entity – Town, Village, and School District – operates in a very professional manner and works collaboratively in many ways. See Current Collaborative Efforts below.
- Significantly more examples of collaboration in field operations were noted as compared with administrative functions.
- Most collaborative efforts result from informal arrangements, frequently arising from the need to resolve an immediate problem (such as the need for specialized equipment). There are few formal arrangements in place that would assure continuation of these efforts when there are future changes in staff. In some areas, such as equipment sharing and field utilization, more formal and detailed agreements seem warranted.
- The significant differences in size, scope, and function of the three entities render impractical some opportunities for collaboration. For example, the State mandates under which the School District operates precluded them from being included in the administrative, planning, and zoning analysis.
- The Task Force has worked diligently to identify and understand opportunities for collaboration. Some early confusion about the role of the Task Force, combined with the resignation of several members (including two chairs), has delayed the work of the Task Force. This has not prevented the Task Force from presenting numerous valuable recommendations.
- One element of the Task Force’s charge was to conduct cost-benefit analyses of its recommendations. While the recommendations may occasionally address cost issues, the Task Force found that conducting systematic cost-benefit analyses was beyond the scope of this committee.
- The Task Force felt it was important to note that the cost of employee benefits in the Town at 54% of salary is high and rising (See Figure 1). This underlines the importance of finding savings through collaboration.

CURRENT COLLABORATIVE EFFORTS

The following listing of ongoing and prior collaborative efforts is based on information from the Town, Village and School District representatives from the Pittsford Community Collaboration Task Force. A description of these efforts is included in the full report.

- DPW/Operations ad hoc equipment sharing
- Fleet purchasing and bid coordination*
- Fleet maintenance*

Town of Pittsford Growth in the Cost of Employee Benefits



Over the past three years, employee benefits as a percentage of total direct compensation have increased from 38% to 54%. This is primarily driven by a doubling of the Town’s contributions to the State Pension Fund, which has been mandated by New York State, and a 47% increase in health insurance premiums. This rate of growth is clearly unsustainable. During this same three year period, the total of all direct compensation for Town employees has only increased by 8%.

- Yard debris deposit site
- Street repair/ resurfacing*
- Street cleaning*
- Street signs*
- Snow and ice*
- Landscape maintenance*
- Field maintenance*
- Use scheduling for Town/School facilities
- Facility maintenance HVAC/electrical personnel*
- Sewer maintenance and repair*
- Town and Village share Fire Marshall services
- Town and School District share use of a fuel island
- Development: Town ceded land to the Village for the Westport Crossing Review (Monoco site at 75 Monroe Avenue)
- Town and Village share Assessor's Office services
- Town and School District share fiber-optic cable capability (not enabled)
- Technology evolution*
- Town-Village IT consultation*

* *There is some collaboration, but it is limited.*

IDENTIFIED AREAS FOR FUTURE COLLABORATION

The following table summarizes the recommendations from the Pittsford Community Collaboration Task Force. A more detailed explanation of these recommendations is included in the full report.

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
Administrative Services & Planning, Zoning and Development				
1. Create a Community-based marketing plan.	Create a Community "brand". Include website re-development, logo, joint communications and common online forms.	√	√	√
2. Evaluate outsourcing Village payroll process to the Town.	Eliminate 3 rd party currently utilized by the Village.	√	√	
3. Evaluate outsourcing Village Human Resource function to the Town.	Improve efficiency in Village administration.	√	√	
4. Develop a joint Master Plan for Planning, Zoning, and Development.		√	√	
5. Evaluate combined insurance needs.	Forms of insurance other than health insurance, e.g. general liability, casualty insurance, computer insurance, liability insurance, property insurance, vehicle insurance, Workers' Compensation. Could include self insurance option.	√	√	√
6. Evaluate group contracts for service needs.	Improve/add group purchasing for better rates and deployment of contracted resources.	√	√	√
7. Develop a formal shared grant writing process.	Maintain a shared inventory of professional grant writers to identify opportunities and write proposals.	√	√	√
DPW/Highway/Operations				
1. Create a centralized operations center (single site) for Town and Village Departments of Public Works.	Consolidate T/V Highway Maintenance via inter-municipal agreement Combine T/V/S sewer maintenance operations. (<i>School: exterior only</i>) Single site vehicle inspections. Create mechanics pool.	√	√	√
2. Implement a work order processing system for the DPW.	Acquire software similar to School District's Que Centre software.	√	√	

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
3. Update Energy Management Assessment.	<p>Further improve building and vehicle energy efficiency.</p> <p>Enhance HVAC/specialized training.</p> <p>Update street/parking lot light equipment management (e.g. controlled night setbacks) and include review of own v. lease agreements.</p> <p>Evaluate cost and benefit of shared energy analyst.</p>	√	√	√
4. Create an online equipment and specialized tools inventory. (See p. 22, No. 4)	<p>Improve efficiency and ease transitions of new personnel.</p>	√	√	√
5. Jointly develop DPW/Operations equipment replacement plan.	<p>Optimize efficiency of new equipment purchases.</p>	√	√	√
Information Technology				
1. Investigate the cost/benefit of the Town providing IT technical support to the Village.	<p>The Village would benefit from “on-site” support and from collaboration with a team capable of assisting it to proactively leverage information technology as a business and communications tool. The Town would gain additional funding to support its ability to maintain a robust IT capability. To determine whether or not this makes economic sense, the Town would need to assess the current state of the Village’s hardware and software and estimate any modifications required to make them compatible with the Town’s technology baseline.</p>	√	√	
2. Pursue a mutual aid agreement between the Town and School District to leverage each other’s IT team in case of emergency or other extraordinary circumstances.	<p>Due to the substantial differences in focus between the Town and the School District and to the requirements placed on the School District by the State, a merger of Town and School District IT resources into a single team is not recommended at this time. If, at some point in the future, the Town wants to pursue outsourcing of IT support, contracting with an outside firm, as some other towns do, is probably a more viable option.</p>	√		√

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
<p>3. Provide the Town with improved disaster recovery capability by enabling it to automatically back-up data to a remote site. Install the necessary hardware in one of the School District's networking centers and connect the existing fiber between the Town and the School District.</p>	<p>There is space in the School District's networking centers to enable the Town to install hardware to back-up its data in a way that would shorten the time required for the Town to recover from a loss of their own network.</p>	√		√
<p>4. Share access to on-line and in-house training courses. Collaborate on the purchase or development of new training courses.</p>	<p>Both organizations should make their courses available to the other and to the Village when capacity is available. If the Town and the School District need a similar course, they should try to merge their requirements and develop a single, shared course. All three organizations should investigate the possibility for savings by pooling their needs when they contract for training by outside vendors.</p>	√	√	√
<p>5. Create a technology roadmap to evolve all three websites to a common format. Add a fourth website to support joint efforts and to act as a portal to the three individual sites.</p>	<p>Use the common website as a vehicle to develop and host the following (for example):</p> <ul style="list-style-type: none"> • A common online system for facilities reservations across the Town, School District and Village. • A common Pittsford community marketing package. • A layered, interactive map system to show zoning, school area attendance, yard debris collection, trails, parks, playing fields, planned improvements, road work, community events, areas of interest, businesses, etc. • Input from residents with timely feedback. 	√	√	√
<p>6. Hold IT collaboration workshops.</p>	<p>Schedule a series of IT workshops to share best practices and develop common approaches for security, policies and procedures, disaster recovery, document</p>			

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
	management, benchmarking, etc. and to identify opportunities for combining demand for purchased services in order to lower costs.	√	√	√
7. Create a virtual Pittsford History Museum.	The Town has a substantial amount of historical material that they would like to be able to exhibit, but they lack the appropriate space. Until such space is available, the Town, Village, and School should consider creating a virtual museum online.	√	√	√
8. Adopt common records management practices and procedures	As the Town moves to digitize its records and to manage all documents electronically, it needs to look at the possible productivity advantages of moving to a paperless system in the field. The Town and the Village should collaborate to adopt identical approaches for records management.	√	√	
9. Ensure Town and Village Business Continuity and Disaster Recovery Plans adequately account for the need to restore data and IT infrastructure.		√	√	
10. The Village would benefit from an upgraded phone system.	This can probably be done virtually without significant capital investment.		√	√
11. The Village may want to investigate speech recognition software as an aid in documenting board meetings.	This technology is now very robust and readily available.		√	√
Parks, Fields and Recreation				
1. Install an online single-entry point reservation portal.	Develop customer-friendly reservation system site. Develop common online forms and applications, e.g. permits, field or facility reservations.	√	√	√
2. Form an ongoing field management committee.	Improve scheduling and cost management through structured monitoring and coordination.	√		√

PITTSFORD COMMUNITY COLLABORATION TASK FORCE REPORT

RECOMMENDATION	COMMENTS	Town	Village	School
3. Form a task force to ensure collaboration in the planning of a community/recreation center.	Include location, user-specific recreational needs, allocation of costs, etc.	√	√	√
4. Develop a 5-year strategic plan for community/recreation facilities.	Include privately owned facilities which may supplement community needs (i.e. SE YMCA, town house complex facilities, college facilities).	√	√	√
5. Install an online single-entry point Recreation Bulletin Board.	Develop integrated customer-friendly searchable site.	√	√	√
Town/Village Structural Consolidation				
1. The Task Force does not recommend consolidation be pursued because of the unique history of the Village and its current importance to the identity and economic vitality of Pittsford.	The Task Force identified numerous non-financial benefits to continuing current autonomous structure. It also documented the significant financial implications and potential tax savings to Village residents. In fact, only a vote of the Village residents could implement a change in the governmental structure.	√	√	
2. The Task Force recommends that the Town and Village remain cognizant of the significant financial burden experienced by Village residents as a result of overlapping jurisdictions.	This recommendation is made in acknowledgement that this is likely to remain an issue and efforts to mitigate the financial incentives for consolidation will be important into the future	√	√	

IMPLEMENTATION

The Task Force strongly suggests that the Leadership Team review the Summary of Recommendations from each of the five (5) areas explored and assign a priority level for each recommendation.

Thereafter, the Task Force additionally suggests that the Leadership Team, based on priority, begin an implementation plan for those items that surface as high priority. The remainder of the recommendations should be retained and revisited periodically for future collaboration exploration.

FOLLOW UP

It is the hope and intent of this Task Force to obtain feedback from the Leadership Team in approximately six (6) months with the status of the Task Force's recommendations and findings.