



Borough of Naugatuck

Strategic Plan Study Vision/Mission/Strategic Goals/Action Plan June 2013 – Final

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A. Background

The Borough of Naugatuck has been successful in creating a strong community that is a powerful force in the Naugatuck Valley. The Borough has been successful in addressing community issues as they have arisen and in anticipating the needs of the community. The Burgesses and Mayor feel that they are well connected with the community, are in touch with the major issues and concerns of the citizens, and they believe the Borough is taking positive and proactive measures to address many current issues. The Borough leadership is interested in learning more about the needs, desires, and future direction for Naugatuck. In an effort to achieve this end, the Burgesses and Mayor initiated a strategic planning process, engaging the Borough departments, School District, and the citizens of Naugatuck.

WHAT IS STRATEGIC PLANNING?

Strategic planning is a group dynamic process that enables an organization to address immediate issues, examine trends, assess capabilities, re-examine its reason for existence, define a new sense of direction, and develop an action plan to put the new direction into effect. The goal of strategic planning is to have the stakeholders work collectively to identify the purpose and direction for the organization and to identify the issues and trends that may inhibit that vision, assess the resources and capabilities of the organization, and then develop an action plan to put the vision into effect. At its foundation, strategic planning is about defining a strategy, anticipating needs, planning for change, and positioning Naugatuck for future success. An organization and individuals must cope with change through communication and participation, which this planning process provides. Strategic planning usually covers a period of time from one to five years, and its primary objective is to focus on organizational direction or purpose. In strategic planning, the objective is to ensure that the organization's direction dictates the development and focus of other planning efforts.

B. Methodology

The goals and objectives of the strategic planning project included the following:

- Evaluate existing and future public facilities and services, priorities, phasing; help identify how Naugatuck's resources should be allocated and how to maintain customer service levels. Serve as a way to organize and prioritize Naugatuck initiatives and resources to achieve specific goals within a particular period of time, with defined performance measures.
- Chart an effective and innovative course of action for Naugatuck's future, setting priorities and maximizing innovative opportunities.
- Identify and analyze potential partnerships with other entities such as public/public and public/private.
- Plan for fiscal sustainability.
- Encourage engagement and spark the interest and excitement of active/passive residents, business and property owners, Town/Borough officials/administration and staff, and others in the future potential of Naugatuck.

I. Borough of Naugatuck Strategic Plan – Project Overview

In order to meet the objectives outlined above, the project team worked with the following operational areas within the Town\Borough:

- Assessor/Collector
- Clerk
- Public Safety
- Social Services
- Building/Land Use/Planning & Zoning
- Finance
- Public Works and Recreation
- Board of Education non-curriculum

The process was participative and consultative. The project team interviewed and consulted with the Borough's key management and administrative staff within the Borough and School District. We also met with Board members including: Burgesses, Board of Finance, and Board of Education members. Individual interview sessions were held to gain specific information and perspectives on relevant issues. The project team also facilitated and held two evening meetings with residents and local business owners. In addition, Naugatuck residents/business owners were also given significant opportunity to contribute their thoughts and suggestions through a survey (both on-line and hard copy). (See Appendix B for additional detail).

C. Acknowledgements

Blum Shapiro would like to thank the Borough, School District, and the Citizens of Naugatuck for their participation, support, on-going dialog, and feedback during this project. A list of the project participants is provided in the Appendix (Appendix A).

D. Report Format

We have grouped our strategic goals, initiatives, and action plans in Section II. For each strategic goal, we discuss the critical strategic objectives, Naugatuck initiatives, and action plan tasks.

E. Commendations

There are a number of very positive and successful initiatives that have had a significant positive impact on the overall operations within the Borough and School District. Outlined below are some of these initiatives:

1. The Borough and School District displayed the ability to work together as a team by initiating a number of shared service initiatives.
2. All staff and management were timely and well prepared for all interviews and follow-up questions during this project.
3. The Borough of Naugatuck recently decided to invest in a new High School, promoting both education and new opportunities for students and the community.

II. Borough of Naugatuck Strategic Plan - Vision and Mission

Based on group discussions, the Borough of Naugatuck's Vision and Mission statement are provided below:

Vision Statement

Naugatuck will be a safe, vibrant, innovative, healthy community, providing the highest overall quality of municipal services possible.

Mission Statement

To fulfill this vision, the Borough will:

- A. Be innovative in seeking long-term, cost effective solutions, be bold in taking on the challenges of our community, and use the entire range of resources, skills, and technology available throughout the community for the betterment of all.
- B. Continue to provide a safe environment through the development of partnerships with citizens, community groups and police, fire and emergency services officials, emphasizing crime and safety programs, with a variety of programs aimed at youth.
- C. Create a vibrant community by striving to improve education, while celebrating and growing our recreational, cultural, arts, and library programs.
- D. Enhance the environmental and overall health of our community by supporting beautification programs.
- E. Continue to enhance the quality of life for our residents by embracing our spirit, ensuring we maintain strong neighborhoods, valuing and strengthening inter-generational ties among citizens, welcoming new residents, and providing a range of services that support our diverse community as a whole.
- F. Create a program of sustainable development activities and foster continued job creation.

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

Strategic Goals

Outlined on the following pages are the Strategic goals and their respective objectives and initiatives that the Borough of Naugatuck should achieve over the next five (5) years. Each strategic goal is also aligned with the appropriate mission statements previously identified.

In addition, for each strategic goal we have identified strategic objectives and initiatives. For many of the strategic initiatives, BlumShapiro has provided an action plan with specific tasks. The Action Plan identifies the actions/tasks to be initiated, the deliverables/completion metrics, department responsible, and whether the task is a short (within year 1), medium (between year 1 and year 2) or long term (year 3 and beyond) activity.

STRATEGIC GOAL:

Meet the critical financial needs of the Borough while maintaining a balanced budget through revenue growth, expenditure reallocation, and efficient use of resources.

MISSION STATEMENT REFERENCE:

(This refers to mission statement A).

STRATEGIC OBJECTIVES:

1. Balance the budget without the use of fund balance
2. Maintain a strong fund balance
3. Control Naugatuck's health care cost while still providing affordable health care for Borough employees
4. Fully fund pension plan(s)
5. Provide the resources for salary increases to employees
6. Control the Borough's pension costs
7. Deliver core services in the most efficient and cost effective manner

NAUGATUCK INITIATIVES:

- a. Control the Borough's health care costs and provide affordable health care for Borough employees by considering and implementing a self-insurance program
- b. Implement employee wellness programs to improve employee health and reduce healthcare costs
- c. Share annual department budget savings for future department innovative initiatives
- d. Continue to move all pension plans to a defined contribution plan/program
- e. Focus future increases for staff towards salary rather than benefits
- f. Investigate opportunities for grant funding and grant related initiatives

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

NAUGATUCK ACTION PLAN:

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Control the Borough's health care costs and provide affordable health care for Borough employees by considering and implementing a self-insurance program.</i>			
1.	<ul style="list-style-type: none"> • Perform a cost benefit analysis to confirm that implementing a self-insurance program provides cost savings. 	<ul style="list-style-type: none"> ➤ Cost/Benefit Analysis 	Finance	Short
2.	<ul style="list-style-type: none"> • Assuming a self-insurance program is implemented, the Borough must fully fund the Health Insurance for all employees. <ul style="list-style-type: none"> ○ Ensure the Insurance Fund contributions include all employees (current active employees, grant funded employees, and retired employees). 	<ul style="list-style-type: none"> ➤ Establish standard policies and procedures ➤ Establish monthly monitoring procedures 	Finance	Medium
3.	<ul style="list-style-type: none"> • Create new G/L Accounts in Financial system for all significant activity in the insurance funds (Insurance and OPEB Trust funds). <ul style="list-style-type: none"> ○ Create general ledger accounts to track all significant items related to insurance. ○ Accounts should include revenues and expenditures used to budget for the insurance cost. ○ Create a separate balance sheet account to track NPS cash related to insurance. ○ True-up cash balance on a periodic basis. • Create separate G/L accounts for life insurance and health insurance activity. 	<ul style="list-style-type: none"> ➤ Add G/L accounts within Financial system to better monitor and track activities 	Finance	Medium to Long term
4.	<ul style="list-style-type: none"> • Build a reserve in the Insurance Fund to ensure there is a tolerance for variations in claim activity. <ul style="list-style-type: none"> ○ A fund balance should be created to protect the Borough against unexpected claims. ○ Obtain “Catastrophic” insurance policy to protect the Borough. 	<ul style="list-style-type: none"> ➤ Obtain insurance policy to protect the Borough 	Finance	Medium

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
b.	<i>Implement employee wellness programs to improve employee health and reduce healthcare costs.</i>			
1.	<ul style="list-style-type: none"> • Identify a Wellness coordinator to oversee tasks/activities of the wellness program. 	<ul style="list-style-type: none"> ➤ Identification of Wellness Coordinator 	Human Resources (HR)	Short
2.	<ul style="list-style-type: none"> • Form a Wellness Committee. 	<ul style="list-style-type: none"> ➤ Wellness Committee meeting 	Wellness Committee	Short
3.	<ul style="list-style-type: none"> • Develop a needs assessment to help identify a worksite wellness program and associated goals. <ul style="list-style-type: none"> ○ Consider surveying employees regarding their needs and interests. 	<ul style="list-style-type: none"> ➤ Documented needs assessment and Wellness programs ➤ Develop Employee Wellness Survey 	Wellness Committee	Medium
4.	<ul style="list-style-type: none"> • Contact local organizations that can sponsor and/or participate in wellness program activities. 	<ul style="list-style-type: none"> ➤ Meetings with local organizations 	Wellness Committee	Medium
c.	<i>Share annual department budget savings for future department innovative initiatives.</i>			
d.	<i>Continue to move all pension plans to a defined contribution plan/program.</i>			
1.	<ul style="list-style-type: none"> • Identify remaining defined benefit pension plans within Naugatuck. 	<ul style="list-style-type: none"> ➤ Document outstanding pension plans 	HR/Mayor	Short
2.	<ul style="list-style-type: none"> • Work with, and negotiate with unions in the School District to create defined contribution plans/programs. 	<ul style="list-style-type: none"> ➤ Negotiate union contracts 	HR/Mayor	Medium
e.	<i>Focus future increases for staff towards salary rather than benefits.</i>			
1.	<ul style="list-style-type: none"> • Develop negotiating strategies for new contracts. 		Human Resources	Medium
f.	<i>Investigate opportunities for grant funding and grant related initiatives.</i>			
	<ul style="list-style-type: none"> • Identify internal resource(s) to oversee and/or manage grant activities. <ul style="list-style-type: none"> ○ Person should have grant writing capabilities. If not, then contract to obtain services or obtain training. ○ Develop goals and objectives of grant person. 	<ul style="list-style-type: none"> ➤ Identification of Grant Manager 	Finance	Medium
	<ul style="list-style-type: none"> • Explore municipal, public safety and educational grants. <ul style="list-style-type: none"> ○ Meet with Mayor, Finance Director, Superintendent, and Department Heads to confirm grant requirements. 	<ul style="list-style-type: none"> ➤ Identify and submit grant applications 	Finance/Grant person	Medium/Long Term

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Regionalize and/or Privatize municipal services that can be provided in a more efficient and/or cost effective manner, while maintaining and ensuring quality of service.

MISSION STATEMENT REFERENCE:

(This refers to mission statements A, B, C and E).

STRATEGIC OBJECTIVES:

1. Maintain standard level of service(s) provided to the Borough residents
2. Create efficiencies and/or cost reduction opportunities for the Borough
3. Develop contracts/agreements that enforce and maintain a standard quality of service for the Borough
4. Ensure that the services provided meet the needs of Naugatuck's residents
5. Privatize/Contract services that can be provided more efficiently or cost effectively

NAUGATUCK INITIATIVES:

- a. Develop common goals and objectives to be achieved as part of all regionalization projects.
 - i. Identify common values and regional priorities.
 - ii. Increase understanding of challenges and opportunities within the region.
 - iii. Serve as a call to action to create successful regional opportunities.
 - iv. Identify regionalization efforts that help with cost reduction and/or cost avoidance opportunities.
 - v. Support collaboration and efficient use of resources.
- b. Regionalize Animal Control and Dog Pound facilities with other local municipalities.
 - i. Share costs of personnel and expenses for animal control operations.
 - ii. Share building/kennel space.
 - iii. Develop standard policies, procedures and protocols between organizations.
 - Local fees from licensing and fines should stay with each community.
- c. Consider privatizing the residential and commercial trash pick-up services that are currently provided by Naugatuck.
 - i. Obtain proposals from private companies to provide refuse collection services.
 - Trash collection
 - Recycling collection
 - Bulk pickup
 - ii. Perform cost/benefit analysis based on proposal costs.

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

- iii. Allow employees to bid on service.
- d. Privatize healthcare services currently provided by the Borough.
 - i. Merge the Borough's VNA Department with a private healthcare organization.
 - Consider merging with the Visiting Nurse Association of South Central Connecticut, Inc.
 - ii. Transfer the Town's VNA positions to the private healthcare provider.
 - iii. Merge the Youth and Family Services Department with a private healthcare organization.
 - Create a relationship with a local (private) healthcare organization(s) that can provide/promote therapy and other youth support services including:
 - Therapy for children, youth, and families through a licensed outpatient psychiatric clinic for children
 - Psychiatric evaluations for children and adolescents
 - Family Resource Centers
 - Various Parenting Workshops
 - Provide case management support for the Juvenile Review Board (JRB), utilizing either the School District or external volunteers.
 - Maintain a useful and valuable program
 - Transfer the role of the Youth and Family Services department to provide cultural, recreational, and educational programs for "at-risk" youths to a Police Activity League (PAL) type of organization.
 - Consider creating a regional Police Activity League (PAL) that promotes partnerships between youth, law enforcement and the community.
 - Programs should be designed around education, athletics and/or recreational activities in order to encourage team building and foster positive relationships
 - iv. Promote Naugatuck's Social Services Network.
 - This group can help foster and coordinate social service activities with external organizations.
- e. Form partnerships with other Towns/Cities to enhance multi-agency collaboration.

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

NAUGATUCK ACTION PLAN:

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Develop common goals and objectives to be achieved as part of all regionalization projects</i>			
1.	<ul style="list-style-type: none"> • Create a Naugatuck Regional Evaluation Committee. <ul style="list-style-type: none"> ○ Committee should be composed of the Mayor, Finance Director and other core Department Heads. 	<ul style="list-style-type: none"> ➤ Create Committee ➤ Naugatuck Regional Evaluation Committee meeting 	Mayor	Short
2.	<ul style="list-style-type: none"> • Develop core goals and objectives of the Committee. <ul style="list-style-type: none"> ○ Consider the following objectives: <ul style="list-style-type: none"> ▪ Identify common values and regional priorities. ▪ Increase understanding of challenges and opportunities within the region. ▪ Serve as a call to action to create successful regional opportunities. ▪ Identify regionalization efforts that help with cost reduction and/or cost avoidance opportunities. ▪ Support collaboration and efficient use of resources. ○ Identify municipalities that can contribute to successful regional programs. ○ Document goals and objectives and regional municipalities to work with. 	<ul style="list-style-type: none"> ➤ Create a set of goals and objectives for regionalization ➤ Develop list of regional communities to work with ➤ Add members from other Town's to the Board 	Naugatuck Regional Evaluation Committee	Short/ Medium
b.	<i>Regionalize Animal Control and Dog Pound facilities with other local municipalities</i>			
1.	<ul style="list-style-type: none"> • Initiate meetings with other local communities to discuss regionalizing Animal Control and Dog Pound facilities <ul style="list-style-type: none"> ○ Prior to the meeting, identify operating costs of the current Naugatuck dog pound. This includes all salaries, benefits, facility overhead expenses, ongoing maintenance, etc. ○ Identify current services as well as facility and maintenance capabilities that are required. ○ Have the other communities perform similar evaluations and assessments. 	<ul style="list-style-type: none"> ➤ Regional meetings ➤ Document services to be delivered ➤ Develop Naugatuck's dog pound cost/benefit analysis 	Naugatuck Regional Evaluation Committee	Short/ Medium

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Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
2.	<ul style="list-style-type: none"> • Formalize a cost/benefit analysis of all participating municipalities in order to identify the municipality with the most cost effective solution. <ul style="list-style-type: none"> ○ Develop a cost model to identify services/costs. 	➤ Develop cost/benefit analysis	Naugatuck Regional Evaluation Committee	Short/ Medium
3.	<ul style="list-style-type: none"> • Based on the previous assessment, develop a Memorandum Of Understanding between participating municipalities. 	➤ Memorandum Of Understanding documentation	Naugatuck Regional Evaluation Committee	Short/ Medium
4.	<ul style="list-style-type: none"> • Develop standard policies and operating procedures for the regional Animal Control and Dog Pound facilities. 	➤ Standard operating policies and procedures	Naugatuck Regional Evaluation Committee	Short/ Medium
c.	<i>Consider privatizing the residential and commercial trash pick-up services that are currently provided by Naugatuck</i>			
1.	<ul style="list-style-type: none"> • Develop a Request For Proposal for residential and commercial trash pick-up services. <ul style="list-style-type: none"> ○ This includes trash collection, recycling collection and bulk pick-up. 	➤ Develop RFP	Public Works	Short/ Medium
2.	<ul style="list-style-type: none"> • Using the information provided in the RFPs, develop a cost/benefit analysis comparing outsource costs to Naugatuck’s internal costs. <ul style="list-style-type: none"> ○ This includes all salaries, benefits, facility overhead expenses, ongoing maintenance, pension costs, new equipment, etc. ○ Perform this analysis for 10 year timeframe. 	➤ Cost/benefit analysis	Public Works	Short/ Medium
3.	<ul style="list-style-type: none"> • Based on cost/benefit analysis determine most cost effective solution. 	➤ Develop privatizing decision	Public Works	Short/ Medium
d.	<i>Privatize healthcare services currently provided by the Borough</i>			
1.	<ul style="list-style-type: none"> • Create a Naugatuck Healthcare Services Committee. • Committee should be composed of the Mayor, Finance Director and other core Department Heads. 	➤ Naugatuck Healthcare Services Committee meeting		

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Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
2.	<ul style="list-style-type: none"> • Develop core goals and objectives of the Committee <ul style="list-style-type: none"> ○ Consider the following objectives: <ul style="list-style-type: none"> ▪ Identify services that need to be provided ▪ Define service level requirements to meet the needs of Naugatuck’s residents. ▪ Confirm requirements of a successful transition. ▪ Determine requirements of maintaining JRB involvement. 	<ul style="list-style-type: none"> ➤ Create a set of goals and objectives for Health Services. ➤ Develop list of services to be provide and required service levels to be maintained. 	Naugatuck Healthcare Services Committee	Medium
3.	<ul style="list-style-type: none"> • Contact local private health organizations that may fit the needs of Naugatuck. <ul style="list-style-type: none"> ○ Confirm how VNA and Youth and Family Services positions could be transitioned to organization. ○ Confirm how quality of services will be monitored and maintained. ○ Obtain proposal for services and transition of personnel. 	<ul style="list-style-type: none"> ➤ Private health organization meetings 	Naugatuck Healthcare Services Committee	Medium
4.	<ul style="list-style-type: none"> • Meet with VNA and Youth and Family Services union representatives to establish how a transition plan from public to private would be implemented. 	<ul style="list-style-type: none"> ➤ Union meetings 	Human Resources/Mayor	Medium
5.	<ul style="list-style-type: none"> • Initiate discussions with other local Towns/Cities in order to create a regional PAL program. 	<ul style="list-style-type: none"> ➤ Create a set of goals and objectives for PAL. ➤ Develop list of PAL programs. ➤ Initiate PAL program in Naugatuck. 	Police/Park & Recreation	Medium
6.	<ul style="list-style-type: none"> • Re-confirm the role and responsibilities of Naugatuck’s Social Services Network. <ul style="list-style-type: none"> ○ Document goals and objectives of this organization. ○ Develop monitoring program to confirm success of the organization’s goals and objectives. ○ Create monthly/quarterly reports that provide statistical information to the Mayor. • Meet with the leadership team on a regular basis to determine additional needs and how the Borough of Naugatuck can help ensure success. 	<ul style="list-style-type: none"> ➤ Documented goals and objectives ➤ Monthly/Quarterly reports 	Mayor	Short
e.	<i>Form partnerships with other Towns/Cities to enhance multi-agency collaboration</i>			
1.	<ul style="list-style-type: none"> • (See item a.) 			

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Promote shared service opportunities between and within the Borough and School District to encourage integration between both organizations and efficiencies within like departments and/or roles/responsibilities.

MISSION STATEMENT REFERENCE:

(This refers to mission statements A and C).

STRATEGIC OBJECTIVES:

1. Develop standard policies, procedures, and protocols across the Borough of Naugatuck that everyone follows.
2. Increase efficiencies by having the users familiar with the same standard processes be able to provide additional processing capacity during high processing times.
3. Provide capability for immediate backup and cross-training support during vacation and/or leave times.
4. Standardize software tools to support cross-training and processing.

NAUGATUCK INITIATIVES:

- a. Continue to foster the current shared services model between the School District and Borough in the following areas: Finance Director and Human Resources.
- b. Implement new shared service opportunities in the following areas: Purchasing, Accounts Payable, Payroll, Information Technology, Dispatch, Custodial.
 - i. In order to successfully implement the shared services model in the areas suggested, the Borough and School District personnel should be in the same physical location.
 - ii. Shared services will require the Borough and School District to create standard policies, procedures, and protocols for the selected areas including:
 - Requisition process
 - Purchase order process
 - Vendor Management
 - Account Payable Process
 - Check Processing
 - iii. Centralizing the requisition and purchase order process will allow the Borough to take advantage of better “purchasing power” and enhance the purchase order process.
 - iv. Employees performing the same tasks should receive comparable compensation and benefit package to ensure equality.

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- c. Implement a joint financial management/payroll/human resources software solution throughout the Borough
 - i. Since multiple employees will be experienced with the same software and similar processes, they can support each other's activities.
 - ii. Overall benefits of a single financial system includes:
 - i. Users will be more effective if they use a single financial system
 - ii. Eliminating sub-systems (i.e., excel spreadsheets) and using reporting capabilities of financial system
 - iii. Implementing electronic workflows and approvals within the system
 - 1. Budget management (i.e., development and transfers)
 - 2. Procurement (i.e., purchase requisitions and purchase orders)
 - 3. Accounts payable
- d. Merge (consolidate) the Human Resources Development Agency (HRD) transportation services with the Borough's Senior Center to enhance and promote services.
 - i. All transportation and dispatch services for the elderly and handicapped should be provided through the Senior Center.
 - ii. Emergency funding services (for utilities, rent, fuel, etc.) should be handled through the Senior Center.

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NAUGATUCK ACTION PLAN:

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Continue to foster the current shared services model between the School District and Borough in the following areas: Finance Director and Human Resources</i>			
1.	<ul style="list-style-type: none"> • Update a Memorandum of Understanding between the Borough and School District to confirm ongoing implementation of shared services. <ul style="list-style-type: none"> ○ Confirm joint recruitment and selection process ○ Termination process ○ Reporting relationships ○ Cost arrangements ○ Hiring Process ○ Hardware and Software Sharing ○ MOU renewal process 	➤ Memorandum of Understanding	Mayor	Short
b.	<i>Implement new shared service opportunities in the following areas: Purchasing, Accounts Payable, Payroll, Information Technology, Dispatch, Custodial</i>			
1.	<ul style="list-style-type: none"> • Meet with union representatives associated with the aforementioned areas to establish how a transition to a shared services environment would work. 	➤ Union meetings	Mayor/Finance Director/Human Resource Director	Short to Medium
2.	<ul style="list-style-type: none"> • Develop standard operating procedures. <ul style="list-style-type: none"> ○ Bid process ○ Requisition process ○ Purchase order process ○ Vendor Management ○ Account Payable Process ○ Check Processing ○ Application tracking process ○ Hiring process ○ Termination process ○ Salary adjustment process 	➤ Documented operating procedures	Human Resources/Finance	Medium

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
c.	<i>Implement a joint financial management/payroll/human resources software solution throughout the Borough</i>			
1.	<ul style="list-style-type: none"> • Evaluate the current financial systems to confirm which system will best meet the needs of the Borough. • Implement the combined financial management system. <ul style="list-style-type: none"> ○ Upgrade the Financial software to the latest version for each module ○ Develop a combined chart of accounts to support both Borough and School District reporting and workflow needs ○ Configure the single database to support new policies, procedures, and workflows ○ Develop a conversion strategy for historical data ○ Create a training plan for end-users ○ Create an implementation timeline 	<ul style="list-style-type: none"> ➤ Financial software evaluation ➤ Implementation plan 	Finance/Human Resources	Medium to Long Term
d.	<i>Merge (consolidate) the Human Resources Development Agency (HRD) transportation services with the Borough's Senior Center to enhance and promote services</i>			
1.	<ul style="list-style-type: none"> • Working with both HRD and Senior Center management, develop plan to consolidate transportation operation. 	<ul style="list-style-type: none"> ➤ Consolidated transportation plan 	Mayor/HRD/Senior Center Management Teams	Medium
2.	<ul style="list-style-type: none"> • Market new transportation operations to Naugatuck residents. 	<ul style="list-style-type: none"> ➤ Advertise in local paper and Mayor's blog on new services 	Senior Center	Medium

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Create an environment that supports engaged, high performing employees; enables the Borough of Naugatuck to recruit, retain and compete for talent; and ensures retention of institutional knowledge.

MISSION STATEMENT REFERENCE:

(This refers to mission statements A).

STRATEGIC OBJECTIVES:

1. Maintain a total compensation system that is internally fair and externally competitive.
2. Cultivate a learning culture to improve employee job performance, capacity, and leadership skills.
3. Seek innovative ways to recognize high performing employees, improve employee satisfaction, and strengthen employee engagement.

NAUGATUCK INITIATIVES:

- a. Conduct Classification/Compensation Study
- b. Promote systematic use of employee reward programs
- c. Develop career paths for employees
- d. Develop and promote a structured employee evaluation process
 - i. Employee evaluations benefits the Borough by:
 - Enhancing the internal culture
 - Communicating job performance expectations, standards, and evaluation criteria to all parties
 - Reinforcing the employee’s accountability for job performance
 - Understanding and identifying the capabilities in employees to be developed, enhanced, and encouraged
 - Providing a means of either encouraging the employee to continue good work or to change/improve in areas that don’t meet expectations
 - Providing an opportunity to paint a picture of past performance and lay a roadmap for planning and development
 - Serving as formal documentation of numerous personnel actions such as training needs, performance improvement needs, recognition of goal accomplishment and exceptional performance, pay increases, job redesign, and discipline
 - Gaining insight into what motivates employees
 - Employees providing feedback on how to improve processes and bringing up new ideas
- e. Develop a Borough of Naugatuck “University” training concept and propose curriculum(s)
 - Partner with BOE Adult Ed/local colleges to provide training for employees

NAUGATUCK ACTION PLAN:

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Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Conduct Classification/Compensation Study</i>			
1.	<ul style="list-style-type: none"> • Hire an outside consultant to perform an independent evaluation of the Borough’s classification/compensation environment. <ul style="list-style-type: none"> ○ Based on the study confirm results and determine next steps 	➤ Classification/compensation study	Human Resources	Short
b.	<i>Promote systematic use of employee reward programs</i>			
1.	<ul style="list-style-type: none"> • Create a rewards program(s) that helps to promote and motivate employees. This may include: <ul style="list-style-type: none"> ○ Attendance ○ Safety ○ Wellness ○ Customer Service 	➤ Rewards program(s)	Human Resources	Short
c.	<i>Develop career paths for employees</i>			
	<ul style="list-style-type: none"> • Establish standard career paths for the Borough of Naugatuck’s employees. 	➤ Documented career paths	Human Resources	Medium
	<ul style="list-style-type: none"> • As part of the evaluation process provide guidance on an employee’s career path. 			
d.	<i>Develop and promote a structured employee evaluation process</i>			
1.	<ul style="list-style-type: none"> • Meet with union representatives to establish how an employee evaluation program can be implemented for all union positions. 	➤ Union meetings	Mayor/Human Resource Director	Short to Medium
2.	<ul style="list-style-type: none"> • Develop a centralized evaluation program and process for all employee positions within the Borough. This includes: <ul style="list-style-type: none"> ○ Translate organizational goals into individual job objectives and requirements ○ Communicate expectations regarding staff performance ○ Provide annual feedback to employees ○ Coach staff on how to achieve job objectives and requirements ○ Diagnose staff’s relative strengths and weaknesses ○ Determine a plan for improving job performance 	<ul style="list-style-type: none"> ➤ Documented evaluation program ➤ Documented evaluation process 	Human Resource	Medium to Long term

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
e.	<i>Develop a Borough of Naugatuck “University” training concept and propose curriculum(s)</i>			
1.	<ul style="list-style-type: none"> • Define the needs of the Borough by identifying weak areas where training would prove to be beneficial. <ul style="list-style-type: none"> ○ Identify training to meet needs 	➤ Needs assessment	Human Resources	Medium
2.	<ul style="list-style-type: none"> • Develop training curriculum. 	➤ Training curriculum	Human Resources	Medium
3.	<ul style="list-style-type: none"> • Implement training programs in the order of importance 	➤ Training programs	Human Resources	Medium/ Long term

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Adopt innovative ways to enhance services to all customers (residents/local businesses).

MISSION STATEMENT REFERENCE:

(This refers to Mission Statement A and E).

STRATEGIC OBJECTIVES:

1. Improve customer satisfaction with Borough services.
2. Incorporate technologies and resources to serve customers when, where and how it's convenient for them.
3. Maintain a high-level of customer satisfaction with the Borough's services.
4. Integrate communication across department boundaries.

NAUGATUCK INITIATIVES:

- a. Implement a customer service center for citizens to report problems, access services, and get information
 - i. Provides ability to listen, learn, and improve on how Naugatuck provides services.
 - ii. Provides ability to make government processes easier.
 - iii. Identifies overall standards and protocols provided to all customers.
- b. Implement a customer relations management (CRM) system to gather data on service encounters, reveal trends in service experiences, and drive changes to increase customer satisfaction.
- c. Establish a process to identify cross-department issues and consolidate information into an easy-to-use format.
- d. Provide status reports to the citizen's through the Mayor's blog and/or newspaper.
- e. Engage Burgesses, BOF, and BOE, members annually on Strategic Plan goals and objectives.
- f. Conduct an annual citizen satisfaction survey.

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

NAUGATUCK ACTION PLAN:

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Implement a customer service center for citizens to report problems, access services and get information</i>			
1.	<ul style="list-style-type: none"> • Develop a centralized customer service center program to perform the following: <ul style="list-style-type: none"> ○ Provide general information to the public ○ Direct calls to the correct department ○ Identify and track Borough code violations ○ Identify and track general complaints 	➤ Needs assessment document	Mayor	Long
2.	<ul style="list-style-type: none"> • Develop process and procedures for tracking and managing complaints and requests. <ul style="list-style-type: none"> ○ Monitor and track complaints and requests on a regular basis 	➤ Documented operating policies and procedures	Mayor	Long
b.	<i>Implement a customer relations management (CRM) system to gather data on service encounters, reveal trends in service experiences, and drive changes to increase customer satisfaction.</i>			
1.	<ul style="list-style-type: none"> • Review and evaluate different software solutions that help to manage and monitor customer service issues. <ul style="list-style-type: none"> ○ Software solution should be able to track various customer calls ○ Software should provide on-line access to allow residents enter in their own issues/concerns ○ Software should be able to send emails to confirm receipt and closure of complaints/requests 	➤ CRM software functions and features list	TBD	Long
2.	<ul style="list-style-type: none"> • Purchase a CRM software solution 	<ul style="list-style-type: none"> ➤ CRM software implementation ➤ Provide training to various departments 	TBD	Long
c.	<i>Establish a process to identify cross-department issues and consolidate information into an easy-to-use format.</i>			
	<ul style="list-style-type: none"> • Utilizing the CRM software provide reports and on-line access to various departments. 	➤ Software training and reports	Borough Departments	Long
d.	<i>Provide status reports to the citizen's through the Mayor's blog and/or newspaper.</i>			
	<ul style="list-style-type: none"> • Provide monthly statistics via the CRM on calls and complaints/requests. 	➤ CRM reports	TBD	Long

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Support and further stimulate the Naugatuck local economy.

MISSION STATEMENT REFERENCE:

(This refers to mission statement C, E and F.)

STRATEGIC OBJECTIVES:

1. Recruit businesses to Naugatuck.
2. Promote the importance of attracting and supporting businesses that export products or services outside of the Naugatuck region.
3. Support existing businesses to maintain and/or expand local operations.
4. Identify business development opportunities that emphasize sustainability and small business growth.
5. Support entrepreneurial activities.
6. Promote economic growth in arts and entertainment.
7. Support and promote historic preservation sites and initiatives.

NAUGATUCK INITIATIVES:

- a. Work with the Economic Development Corporation of Naugatuck and jointly update “Strategic Economic Development Plan” for the Borough of Naugatuck.
- b. Continue to work with the School District to integrate workforce opportunities and needs into the curriculum.
- c. Create a more vibrant downtown that has visual appeal, accessibility, and a blend of amenities.
- d. Develop economic incentives to recruit new businesses.
- e. Engage community based organizations who may want to partner to achieve Naugatuck’s strategic objectives.
- f. Support and promote policies and programs that emphasize historic preservation.

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

NAUGATUCK ACTION PLAN:

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Work with the Economic Development Corporation of Naugatuck and jointly update “Strategic Economic Development Plan” for the Borough of Naugatuck</i>			
1.	<ul style="list-style-type: none"> • Create a committee to reengage and energize the Economic Development Corporation. <ul style="list-style-type: none"> ○ Goal of the committee is to update the “Strategic Economic Development Plan” for the Borough of Naugatuck ○ This committee should report to the Burgesses on a regular basis 	➤ Develop Economic Development Committee	Mayor	Medium
b.	<i>Continue to work with the School District to integrate workforce opportunities and needs into the curriculum</i>			
1.	<ul style="list-style-type: none"> • Monitor and track success of current workforce opportunities. <ul style="list-style-type: none"> ○ Develop student success stories ○ Promote these success stories within the Naugatuck community 	➤ Document success stories	Superintendent	Medium
2.	<ul style="list-style-type: none"> • Meet with local businesses to determine immediate and long term workforce needs within the community. 	➤ Various meetings	Superintendent	Long
3.	<ul style="list-style-type: none"> • Develop program to incorporate workforce needs into curriculum. 	➤ Update school curriculum objectives	Superintendent	Long
c.	<i>Create a more vibrant downtown that has visual appeal, accessibility and a blend of amenities</i>			
1.	<ul style="list-style-type: none"> • (Should be part of economic development plan). 	➤ Updated economic development plan	Economic Dev. Committee	Medium/Long Term
d.	<i>Develop economic incentives to recruit new businesses.</i>			
1.	<ul style="list-style-type: none"> • (Should be part of economic development plan). 	➤ Updated economic development plan	Economic Dev. Committee	Medium/Long Term
e.	<i>Engage community based organizations who may want to partner to achieve Naugatuck’s strategic objectives</i>			
1.	<ul style="list-style-type: none"> • (Should be part of economic development plan). 	➤ Updated economic development plan	Economic Dev. Committee	Medium/Long Term
f.	<i>Support and promote policies and programs that emphasize historic preservation</i>			
	<ul style="list-style-type: none"> • (Should be part of economic development plan). 	➤ Updated economic development plan	Economic Dev. Committee	Medium/Long Term

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Utilize technology to enhance the Borough’s ability to manage assets and provide services in the most effective and efficient manner.

MISSION STATEMENT REFERENCE:

(This refers to mission statement A, B, and E).

STRATEGIC OBJECTIVES:

1. Provide sufficient funding to maintain and improve technology infrastructure.
2. Utilize mobile technologies to enhance efficiencies and improve services.
3. Improve communications to residents and business owners.

NAUGATUCK INITIATIVES:

- a. Develop an integrated Technology Plan that incorporates the Borough’s and School District’s technology initiatives.
 - i. Take advantage of virtualization technology to reduce costs, IT resources, and conserve energy
- b. Develop a Geographical Information System (GIS) steering committee.
 - i. Promote GIS use and capabilities throughout the Borough
 - ii. Identify new layers to be created to help manage property/land use
 - iii. Integrate all technologies with the Borough’s GIS system to enhance services
- c. Implement mobile technologies to allow various employees to perform work in the field (e.g. Assessor, Building Inspectors).
- d. Provide 24/7 Town Hall service by allowing customers to transact business through the Internet.
 - i. Provides ability apply for permits, etc. offline
 - ii. Provide online access to information such as assessments, tax bills, building codes, etc.
- e. Expand the Borough’s website and continue to use social networking technologies.
- f. Actively market the Borough’s website.

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

NAUGATUCK ACTION PLAN:

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Develop an integrated Technology Plan that incorporates the Borough's and School District's technology initiatives</i>			
1.	<ul style="list-style-type: none"> • Create an IT Governance Committee to oversee and manage (at a high-level) technology initiatives collectively to ensure alignment with IT organization goals and IT standards. <ul style="list-style-type: none"> ○ Oversees technology plan and periodically updates of the plan ○ Makes policy and resource decisions related to the roadmap ○ Implement a structured process to prioritize and monitor technology initiatives 	<ul style="list-style-type: none"> ➤ Create IT Governance Committee 	TBD	Medium
2.	<ul style="list-style-type: none"> • Develop a Technology Plan that provides for a roadmap of integrated technology initiatives for the Borough and School District. <ul style="list-style-type: none"> ○ Develop an understanding of the Borough and School District's overall technology needs in light of its business goals and operational plans ○ Conduct an assessment of the Borough and School District's systems environment in relation to emerging trends and developments ○ Assess the Borough and School District's current business application needs and develop a recommendation for the future technology utilization ○ Assess the current security capabilities and practices in light of industry standards ○ Develop a three to five year strategic information technology plan 	<ul style="list-style-type: none"> ➤ Integrated Technology Plan 	IT Department/ IT Governance Committee	Medium
b.	<i>Develop a Geographical Information System (GIS) steering committee</i>			
1.	<ul style="list-style-type: none"> • Incorporate into the IT Governance Committee. • Identify current state of GIS capabilities and layers. <ul style="list-style-type: none"> ○ Incorporate GIS requirements into technology plan ○ Develop future GIS layer based on needs 		IT Department/ IT Governance Committee	Long

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
c.	<i>Implement mobile technologies to allow various employees to perform work in the field (eg. Assessor, Building Inspectors)</i>			
1.	• (Should be part of the Technology plan).	➤ Technology plan	IT Committee	Medium/ Long Term
d.	<i>Provide 24/7 Town Hall service by allowing customers to transact business through the Internet</i>			
1.	• (Should be part of the Technology plan).	➤ Technology plan	IT Committee	Medium/ Long Term
e.	<i>Expand the Borough's website and continue to use social networking technologies</i>			
1.	• (Should be part of the Technology plan).	➤ Technology plan	IT Committee	Medium/ Long Term
f.	<i>Actively market the Borough's website</i>			
1.	• (Should be part of the Technology plan).	➤ Technology plan	IT Committee	Medium/ Long Term

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Create and maintain a beautification program that accentuates the beauty and history of Naugatuck and the Naugatuck Valley.

MISSION STATEMENT REFERENCE:

(This refers to mission statement D, E and F.)

STRATEGIC OBJECTIVES:

1. Improve the beauty and welfare of the Borough.
2. Improve code enforcement to beautify the Borough of Naugatuck.
3. Acquire and set aside green areas for future park development.
4. Improve the resource capacity within the Borough in order to implement various beautification programs/services.

NAUGATUCK INITIATIVES:

- a. Develop and document a multi-year Naugatuck Beautification Program.
 - i. Implement a tree and/or bush planting program
 - ii. Blight monitoring and tracking
 - iii. Upgrade landscape/beautification of public spaces
 - iv. Develop a “Keep the Borough Clean” program/campaign

NAUGATUCK ACTION PLAN:

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Develop and document a multi-year Naugatuck Beautification Program</i>			
1.	<ul style="list-style-type: none"> • Create a committee to develop a Beautification Program for Naugatuck. <ul style="list-style-type: none"> ○ Goal of the committee is to develop a multi-year initiative to enhance Naugatuck’s beauty ○ This committee should report to the Mayor on a regular basis 	<ul style="list-style-type: none"> ➤ Develop Beautification Committee ➤ Beautification Program 	Mayor	Medium
2.	<ul style="list-style-type: none"> • Identify resource(s) to oversee, coordinate and manage beautification activities. <ul style="list-style-type: none"> ○ Consider hiring a person to implement the beautification program ○ Develop goals and objectives of this new hire 	<ul style="list-style-type: none"> ➤ Hire person 	Mayor	Medium

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Ensure that there are resources to meet existing and future physical infrastructure demands.

MISSION STATEMENT REFERENCE:

(This refers to mission statement A, B, C, E and F.)

STRATEGIC OBJECTIVES:

1. Provide sufficient funding to maintain and improve Naugatuck’s infrastructure.
2. Utilize new and innovative best practices for future and existing infrastructure needs.
3. Improve communication of infrastructure needs, plans and progress to the residents.

NAUGATUCK INITIATIVES:

- a. Create guidelines for equitable funding for infrastructure.
- b. Review and revise Capital Improvement Plan.
- c. Implement initiatives from the Capital Improvement Plan.
- d. Provide clear, consistent, accurate, timely, responsive information to the public.
- e. Confirm role of 5 year Capital Committee
- f. Develop annual infrastructure report.

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

STRATEGIC GOAL:

Create an inclusive, thriving, livable community that promotes health, education, safety, and well-being.

MISSION STATEMENT REFERENCE:

(This refers to mission statement B, C, D, E and F.)

STRATEGIC OBJECTIVES:

1. Keep residents and visitors to the Borough of Naugatuck safe.
2. Create an environment that encourages a healthy community.
3. Continue to invest and promote participation in cultural and recreational activities.

NAUGATUCK INITIATIVES:

- a. Utilize existing cultural and historical Naugatuck assets and programs.
- b. Promote community festivals that help to enhance Naugatuck’s business community and/or Naugatuck’s presence within the “Valley”. Goals and objectives of the festivals should include:
 - i. Increase the public awareness of local business, civic and service organizations, municipal services, recreation groups and charitable foundations
 - ii. Foster community pride
 - iii. Economic and social benefits to the community
 - iv. History of Naugatuck
- c. Strengthen neighborhoods and improve health and safety by establishing a multi-departmental team to engage residents and improve the coordination and allocation of Borough and community resources.
- d. Provide public education and prevention programs.
- e. Utilize library programs and services for adults and youth.
- f. Continue to enhance crime prevention efforts.
- g. Increase public safety by disseminating information through social media and other communication alternatives to the community.

III. Borough of Naugatuck Strategic Plan – Strategic Goals, Initiatives and Action Plan

NAUGATUCK ACTION PLAN:

Item	Actions/Tasks	Deliverable/Completion Metric	Responsible Dept.	Completion Period
a.	<i>Utilize existing cultural and historical Naugatuck assets and programs</i>			
1.	<ul style="list-style-type: none"> ● Promote various cultural and historical assets/programs of Naugatuck. <ul style="list-style-type: none"> ○ Work with the Economic Development committee to incorporate activities into the “Strategic Economic Development Plan” for the Borough of Naugatuck 	<ul style="list-style-type: none"> ➤ Economic Development plan 	Economic Development Committee	Medium
b.	<i>Promote community festivals that help to enhance Naugatuck’s business community and/or Naugatuck’s presence within the “Valley”</i>			
1.	<ul style="list-style-type: none"> ● Document the overall Festival goals and objectives. <ul style="list-style-type: none"> ○ Monitor and confirm that festivals meet the overall goals of Naugatuck ○ Promote festivals through the website and Mayor’s blog 	<ul style="list-style-type: none"> ➤ Document festival goals and objectives ➤ Update Website with Festival information 	Mayor	Medium
c.	<i>Strengthen neighborhoods and improve health and safety by establishing a multi-departmental team to engage residents and improve the coordination and allocation of Borough and community resources</i>			
1.	<ul style="list-style-type: none"> ● Create multi-departmental coordination team. 	<ul style="list-style-type: none"> ➤ Create coordination team 	Mayor	Long Term
2.	<ul style="list-style-type: none"> ● Analyze information captured in various technology systems to identify opportunities for improvement. <ul style="list-style-type: none"> ○ CRM system ○ GIS system 	<ul style="list-style-type: none"> ➤ Review management reports 	Coordination Team	Long Term

A. Acknowledgements

BlumShapiro wants to thank all people involved in the Borough of Naugatuck’s Strategic Plan process. This project relied heavily on information that was obtained from employees within the Municipality and School District along with input from residents and businesses through a survey and evening meetings. Our challenge was to accumulate key information and as many viewpoints in a compressed amount of time. A lot of information and many viewpoints were identified and considered through the group interview sessions, individual interview sessions and the survey.

We want to personally thank the professional staff at the Borough of Naugatuck and School District along with members of the Burgesses, Board of Finance, Board of Education and Strategic Planning Action Committee that participated on this project. Your input and honest discussions were invaluable.

B. Methodology

Over the past several years’ municipalities have seen a significant reduction in financial support from the State of Connecticut along with their own financial shortfalls. This has placed new demands on municipalities and School Districts. The Town/Borough of Naugatuck has now reached a critical milestone where they need to reevaluate their organizational and operational goals and develop a Strategic Plan for the Borough.

Our objectives for this project were to:

- Evaluate existing and future public facilities and services; priorities, phasing; help identify how Naugatuck's resources should be allocated and how to maintain customer service levels. Serve as a way to organize and prioritize Naugatuck initiatives and resources to achieve specific goals within a specific period of time.
- Chart an effective, considered, and innovative course of action for Naugatuck's future, setting priorities and maximizing innovative opportunities.
- Identify and analyze potential partnerships with other entities such as public/public and public/private.
- Plan for fiscal sustainability.
- Encourage engagement and spark the interest and excitement of active/passive residents, business and property owners, Town/Borough officials/ administration and staff, and others in the future potential of Naugatuck.

In order to meet the objectives outlined above, the project team will work with the following operational areas within the Town\Borough:

- Assessor/Collector
- Clerk
- Public Safety
- Social Services
- Building/Land Use/Planning & Zoning
- Finance
- Public Works and Recreation
- Board of Education non-curriculum

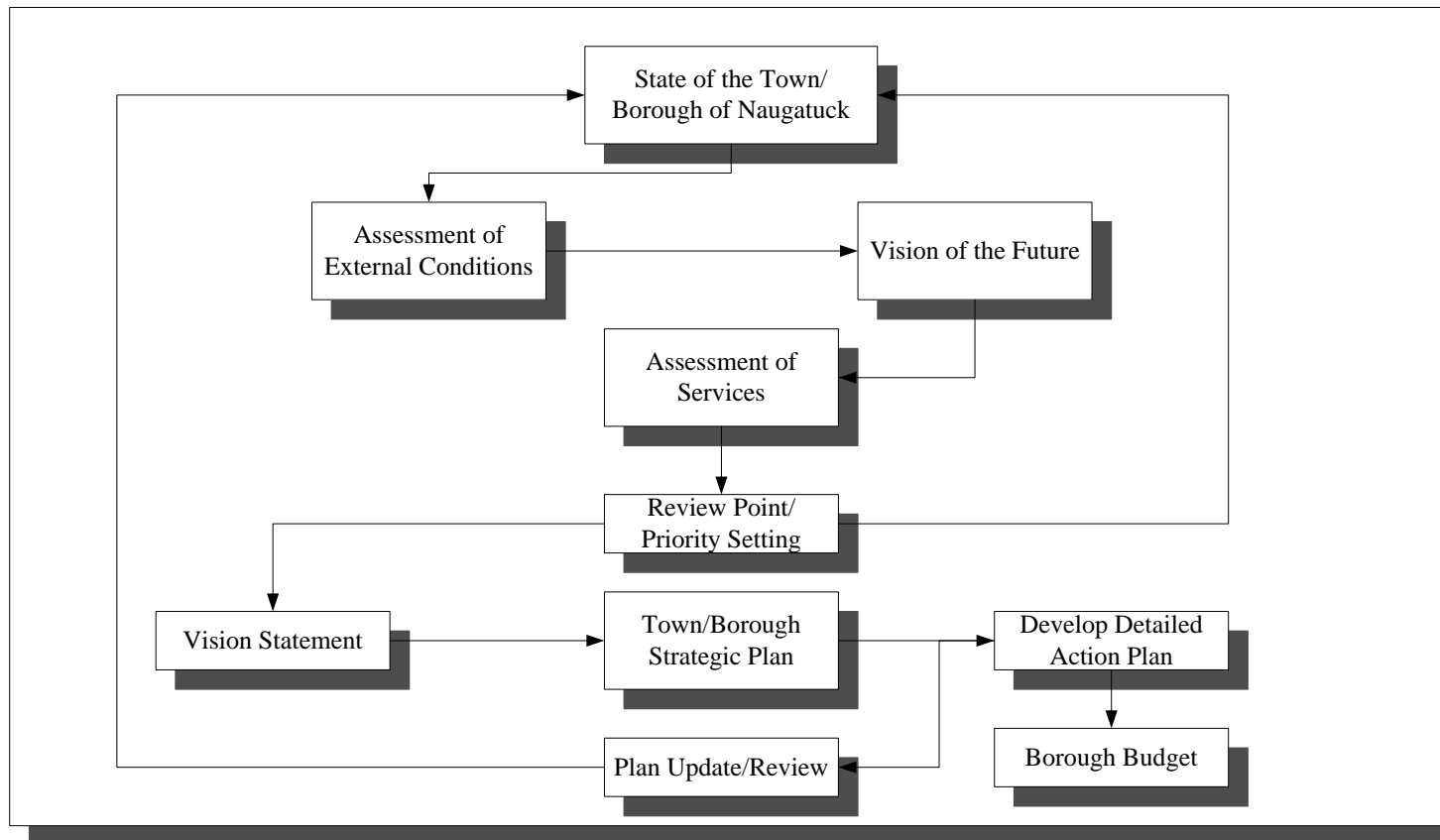
Elements of our approach included reviewing and evaluating the following areas:

- A. State of the Town/Borough of Naugatuck
 - a. What are the major issues facing the community today?
 - b. What is the current direction of the Town/Borough of Naugatuck?
 - c. Is the direction universally supported throughout the community?
 - d. What is Town/Borough community health/climate?
- B. Assessment of External Conditions
 - a. Who are those who make up our service population? Who are the regulators?
 - b. Who are our competitors?
 - c. Who are our resource providers?
 - d. What trends are impacting external conditions?
- C. Vision of the Future
 - a. What will Naugatuck’s environment and community look like at the end of the planning period, based upon the immediate issues and emerging trends?
 - b. What is in store for the future if the Town/Borough of Naugatuck does nothing?
 - c. What are the key issues that Naugatuck must address in this planning process?
 - d. Identify key demographic indicators, e.g. growth of residential/commercial properties, population shift, economics, demographics, and financial data.
- D. Assessment of Municipal Services
 - a. What does Naugatuck do well? What are the Town/Borough’s strengths?
 - b. What services of the Town/Borough of Naugatuck can be improved? What are their liabilities?
 - c. What would Naugatuck like to see more of/less of?
- E. Review Point/Priority Setting (Review Steps A through B)
 - a. Review comments made through the interview sessions and surveys.
 - b. Do the current issues, emerging issues, and trends suggest we change, add to, or build on to our current mission statement?
 - c. Prioritize the issues/trends/vision objectives, which must be addressed during the planning period.
- F. Community Vision Statement
 - a. What is Naugatuck’s vision for the community?
 - b. What should Naugatuck’s image be?
 - c. What makes Naugatuck different from other communities?

G. Action Plan

- a. How does Naugatuck get to where the Town/Borough wants to go?
- b. Confirm roles and responsibilities to attain/achieve Strategic Plan initiatives?
- c. How does Naugatuck approve the new mission/community vision strategy into action?
- d. Has Naugatuck addressed the all of the major issues and emerging trends in the action plan?
- e. What existing programs should be kept, modified, eliminated, or implemented?
- f. Identify the performance measures and benchmarks to measure
- g. Develop a strategic plan to achieve specific goals within a specific period of time, e.g., 3-5 year timeframe in the short term, and 6-20 year timeframe in the long term.

The Development of the Strategic Plan included the following approach.



C. Survey Information

BlumShapiro, in conjunction with the Naugatuck Strategic Planning Action Committee developed a survey to solicit input from the Town/Borough residents. By providing a survey to the residents', members of the project team had an opportunity to hear from a large number of residents and have their opinions and ideas understood as the project team embarks on the development of their strategic planning exercise.

By carrying out a survey of residents and presenting the results at the start of the strategic planning session, members of council and staff had an opportunity to hear from a large number of residents and have their opinions and ideas front and centre as they embark on the development of their strategic plan exercise.

THE SURVEY

The survey titled the “2013 Naugatuck Resident Strategic Planning Survey consisted of seventeen (17) questions covering a series of content areas including:

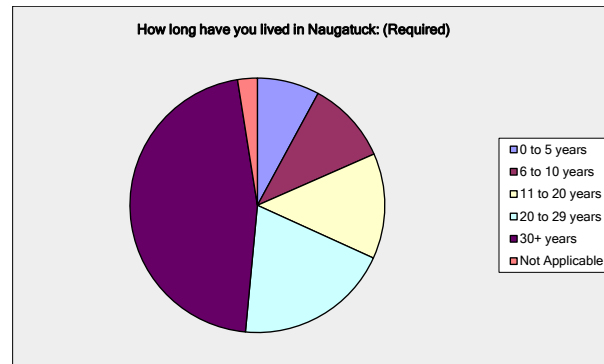
- Services for residents and businesses
- Economic development
- Community development
- Citizen engagement:

Respondents were also asked a series of questions for demographic purposes. They include their age group, how long they lived in Naugatuck and work location. The survey

People wishing to take part in the survey could do so in two ways. People could electronically access the on-line survey via a link from the Mayor's blog and/or a link on the Borough's website. Hard copy surveys were also provided at the Senior Center and Library. There were a total of 239 people that responded to the survey; 213-online surveys; 5 surveys from the Senior Center; and 21 from the Library. All of these responses were combined into a summary document outlined on the following pages.

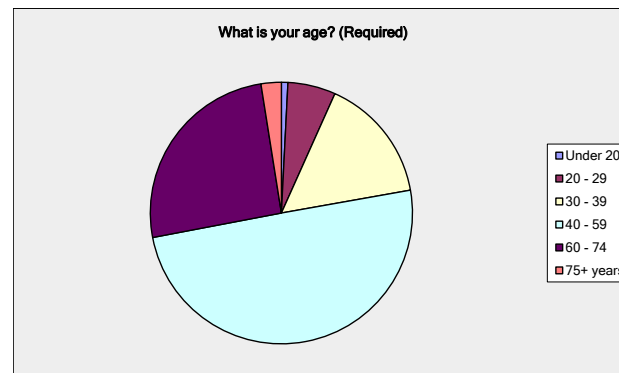
1. How long have you lived in Naugatuck?

Answer Options	Response Percent	Response Count
0 to 5 years	7.9%	19
6 to 10 years	10.5%	25
11 to 20 years	13.4%	32
20 to 29 years	19.7%	47
30+ years	46.0%	110
Not Applicable	2.5%	6
answered question		239
skipped question		0



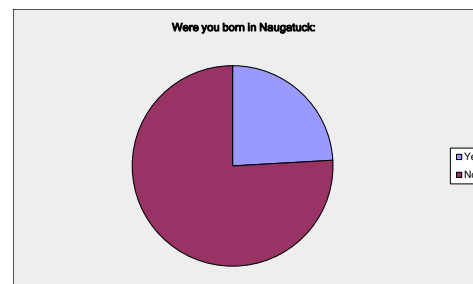
2. What is your Age?

Answer Options	Response Percent	Response Count
Under 20	0.8%	2
20 - 29	5.9%	14
30 - 39	15.5%	37
40 - 59	49.8%	119
60 - 74	25.5%	61
75+ years	2.5%	6
answered question		239
skipped question		0



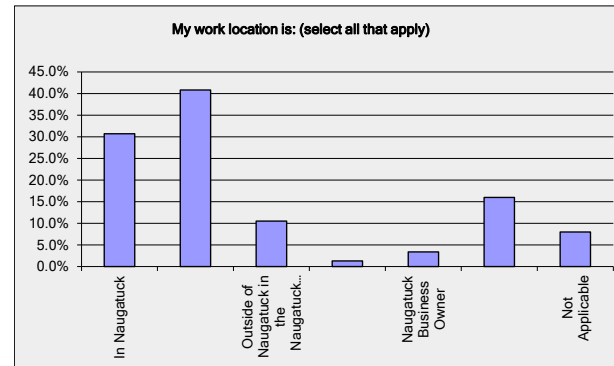
3. Were you born in Naugatuck?

Answer Options	Response Percent	Response Count
Yes	24.1%	57
No	75.9%	180
answered question		237
skipped question		2



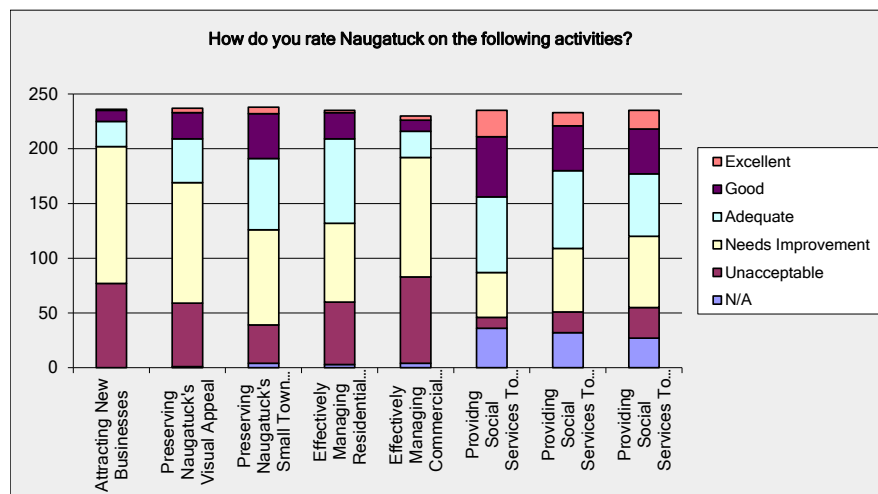
4. My work location is:

My work location is: (select all that apply)		
Answer Options	Response Percent	Response Count
In Naugatuck	30.7%	73
Outside of Naugatuck	40.8%	97
Outside of Naugatuck in the Naug Valley	10.5%	25
Outside of Connecticut	1.3%	3
Naugatuck Business Owner	3.4%	8
Retired	16.0%	38
Not Applicable	8.0%	19
answered question		238
skipped question		1



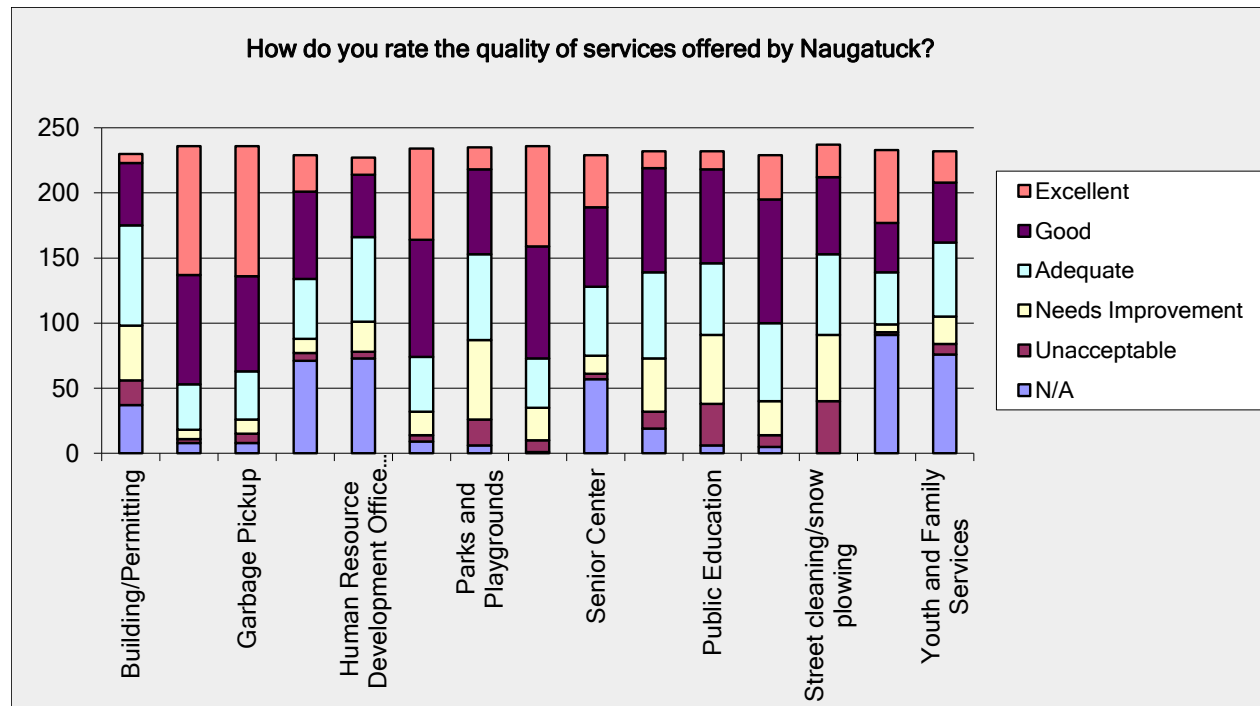
5. How would you rate Naugatuck on the following activities?

Answer Options	Excellent	Good	Adequate	Needs Improvement	Unacceptable	N/A	Response Count
Attracting New Businesses	1	10	23	125	77	0	236
Preserving Naugatuck's Visual Appeal	4	24	40	110	58	1	237
Preserving Naugatuck's Small Town Ambience	6	41	65	87	35	4	238
Effectively Managing Residential Growth	2	24	77	72	57	3	235
Effectively Managing Commercial Growth	4	10	24	109	79	4	230
Providing Social Services To Seniors	24	55	69	41	10	36	235
Providing Social Services To Adults	12	41	71	58	19	32	233
Providing Social Services To Youth	17	41	57	65	28	27	235
Other (please specify)							39
answered question							239
skipped question							0



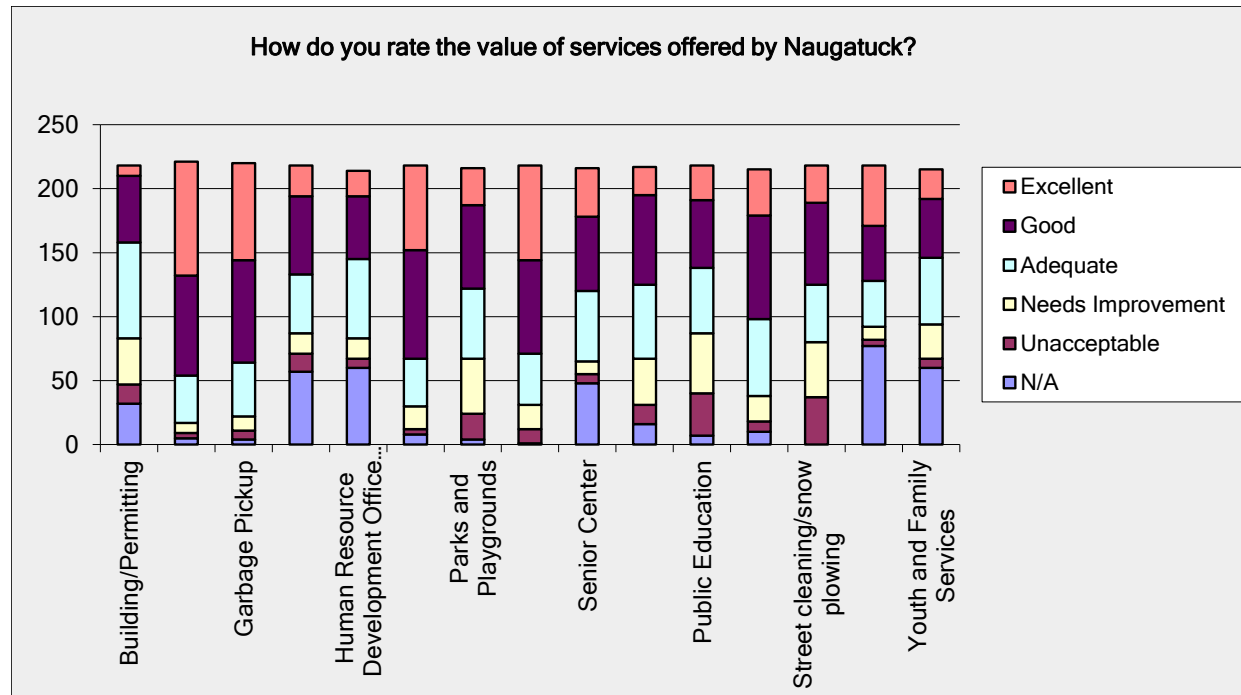
6. How would you rate the quality of services offered by Naugatuck?

Answer Options	Excellent	Good	Adequate	Needs Improvement	Unacceptable	N/A	Response Count
Building/Permitting	7	48	77	42	19	37	230
Fire	99	84	35	7	3	8	236
Garbage Pickup	100	73	37	11	7	8	236
Golf Course	28	67	46	11	6	71	229
Human Resource Development Office (HRD)	13	48	65	23	5	73	227
Library	70	90	42	18	5	9	234
Parks and Playgrounds	17	65	66	61	20	6	235
Police	77	86	38	25	9	1	236
Senior Center	40	61	53	14	4	57	229
Sports Fields	13	80	66	41	13	19	232
Public Education	14	72	55	53	32	6	232
Sanitation Services	34	95	60	26	9	5	229
Street cleaning/snow plowing	25	59	62	51	40	0	237
Visiting Nurses Association (VNA)	56	38	40	6	2	91	233
Youth and Family Services	24	46	57	21	8	76	232
Other (please specify)							37
answered question							238
skipped question							1



7. How would you rate the value of services offered by Naugatuck?

Answer Options	Excellent	Good	Adequate	Needs Improvement	Unacceptable	N/A	Response Count
Building/Permitting	8	52	75	36	15	32	218
Fire	89	78	37	8	4	5	221
Garbage Pickup	76	80	42	11	7	4	220
Golf Course	24	61	46	16	14	57	218
Human Resource Development Office (HRD)	20	49	62	16	7	60	214
Library	66	85	37	18	4	8	218
Parks and Playgrounds	29	65	55	43	20	4	216
Police	74	73	40	19	11	1	218
Senior Center	38	58	55	10	7	48	216
Sports Fields	22	70	58	36	15	16	217
Public Education	27	53	51	47	33	7	218
Sanitation Services	36	81	60	20	8	10	215
Street cleaning/snow plowing	29	64	45	43	37	0	218
Visiting Nurses Association (VNA)	47	43	36	10	5	77	218
Youth and Family Services	23	46	52	27	7	60	215
Other (please specify)							26
	<i>answered question</i>						223
	<i>skipped question</i>						16



8. What additional services should Naugatuck provide?

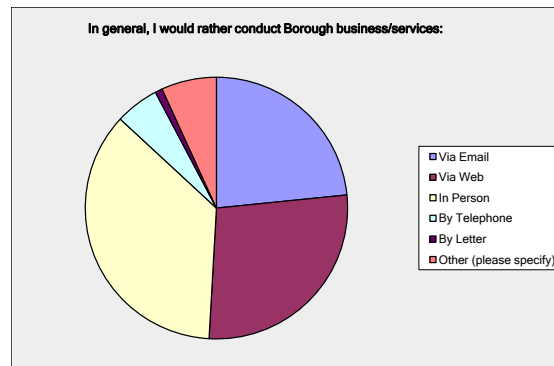
There were 79 responses and they were all over the board. There was limited (if any) consistency.

9. What services should Naugatuck discontinue?

There were 56 responses and they were all over the board. There was some consistency regarding the golf course, Santa's and Easter villages, some social services.

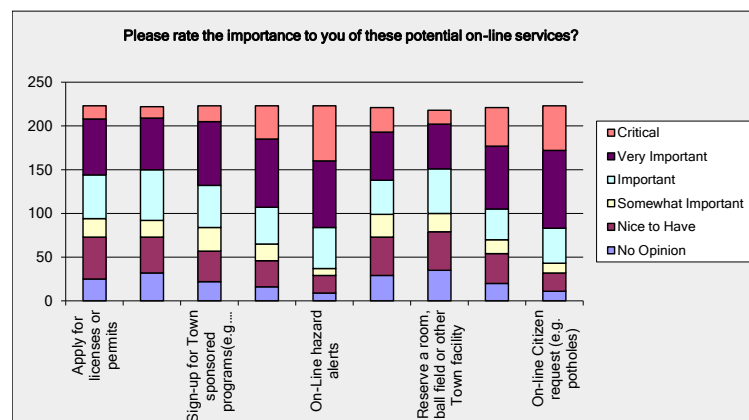
10. In general, I would rather conduct Borough Business/Services:

Answer Options	Response Percent	Response Count
Via Email	23.4%	52
Via Web	27.5%	61
In Person	36.0%	80
By Telephone	5.4%	12
By Letter	0.9%	2
Other (please specify)	6.8%	15
answered question		222
skipped question		17



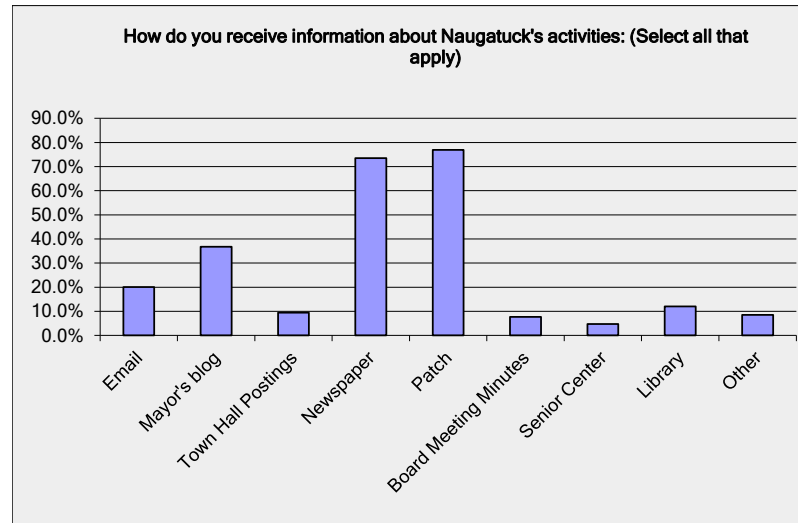
11. Please rate the importance of these potential on-line services:

Answer Options	Critical	Very Important	Important	Somewhat Important	Nice to Have	No Opinion	Response Count
Apply for licenses or permits	15	64	50	21	48	25	223
Scheduling permit inspections	13	59	58	19	41	32	222
Sign-up for Town sponsored programs(e.g. ...)	18	73	48	27	35	22	223
On-line payments (e.g. utility, permits, licenses)	38	78	42	19	30	16	223
On-Line hazard alerts	63	76	47	8	20	9	223
Access to Blogs	28	55	39	26	44	29	221
Reserve a room, ball field or other Town facility	16	51	51	21	44	35	218
Vote on Town issues	44	72	35	16	34	20	221
On-line Citizen request (e.g. potholes)	51	89	40	11	21	11	223
Other (please specify)							30
answered question							224
skipped question							15



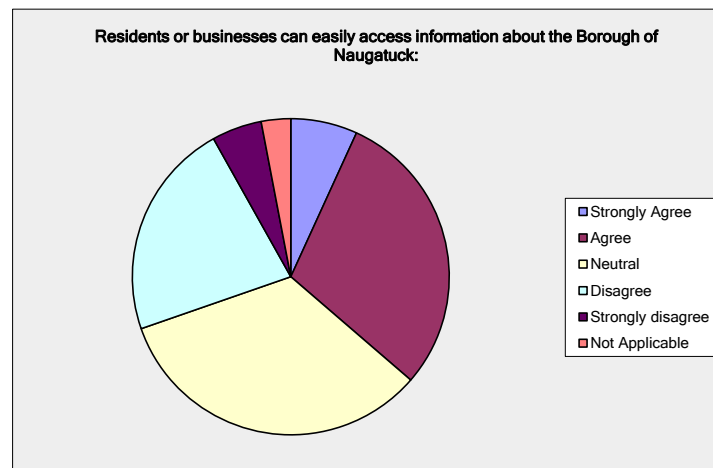
12. How would you rate the value of services offered by Naugatuck?

Answer Options	Response Percent	Response Count
Email	20.1%	47
Mayor's blog	36.8%	86
Town Hall Postings	9.4%	22
Newspaper	73.5%	172
Patch	76.9%	180
Board Meeting Minutes	7.7%	18
Senior Center	4.7%	11
Library	12.0%	28
Other	8.5%	20
Other (please specify)		34
answered question		234
skipped question		5



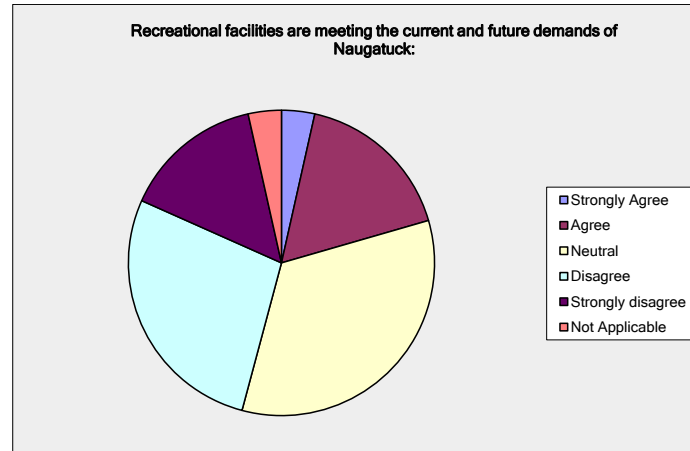
13. Residents or businesses can easily access information about the Borough of Naugatuck:

Answer Options	Response Percent	Response Count
Strongly Agree	6.8%	16
Agree	29.5%	69
Neutral	33.3%	78
Disagree	22.2%	52
Strongly disagree	5.1%	12
Not Applicable	3.0%	7
Other (please specify)		16
answered question		234
skipped question		5



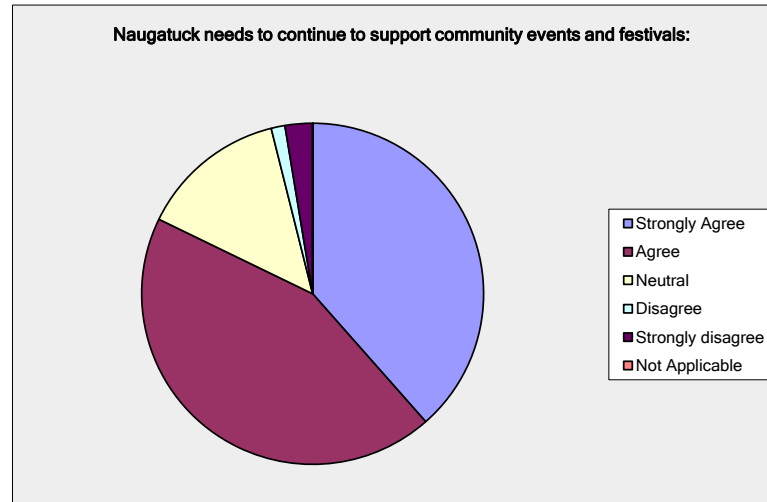
14. Recreational facilities are meeting the current and future demands of Naugatuck::

Answer Options	Response Percent	Response Count
Strongly Agree	3.5%	8
Agree	17.0%	39
Neutral	33.6%	77
Disagree	27.5%	63
Strongly disagree	14.8%	34
Not Applicable	3.5%	8
Other (please specify)		32
<i>answered question</i>		229
<i>skipped question</i>		10



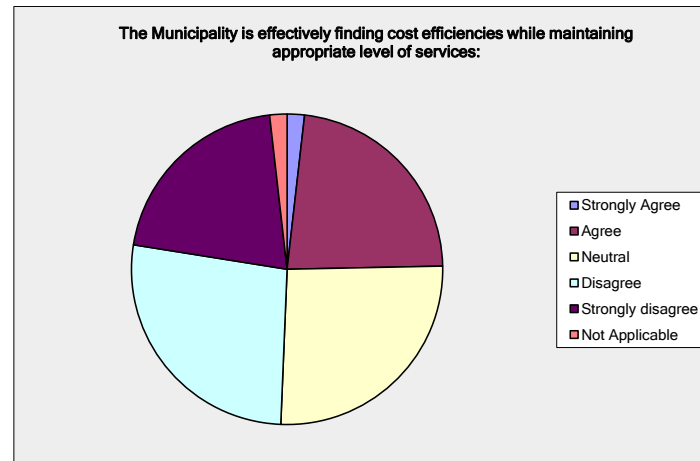
15. Naugatuck needs to continue to support community events and festivals:

Answer Options	Response Percent	Response Count
Strongly Agree	38.5%	89
Agree	43.7%	101
Neutral	13.9%	32
Disagree	1.3%	3
Strongly disagree	2.6%	6
Not Applicable	0.0%	0
Other (please specify)		21
<i>answered question</i>		231
<i>skipped question</i>		8



16. The Municipality is effectively finding cost efficiencies while maintaining appropriate level of services::

Answer Options	Response Percent	Response Count
Strongly Agree	1.8%	4
Agree	22.9%	52
Neutral	26.0%	59
Disagree	26.9%	61
Strongly disagree	20.7%	47
Not Applicable	1.8%	4
Other (please specify)		35
<i>answered question</i>		227
<i>skipped question</i>		12



17. I receive good value for my tax dollars:

Answer Options	Response Percent	Response Count
Strongly Agree	0.9%	2
Agree	15.6%	36
Neutral	28.1%	65
Disagree	27.7%	64
Strongly disagree	26.4%	61
Not Applicable	1.3%	3
Other (please specify)		44
<i>answered question</i>		231
<i>skipped question</i>		8

