

Town of Fairfield

Strategic Plan Committee

Update to RTM
March 19, 2018

Topics

- Introduction
- Work Completed Through March 1, 2018
- SPC Planned Next Steps and Project Plan
- A Perspective on Coordination and Idea Evaluation
- RTM Support Needed
- Questions and Suggestions
- Appendices:
 - Background and SPC Members
 - SPC Charge
 - Proposal Status and Providers

Strategic Plan Committee

Introduction

- The Town determined it would be beneficial to develop a strategic plan and has established a Strategic Plan Committee (SPC) and committed resources to develop such a plan.
- Such a plan helps to evaluate certain key questions:
 - What is the current status of the Town and how was that achieved?
 - What would maintain and improve the desirability of the Town?
 - What actions are needed to help that be achieved?
- The process to develop the plan will involve widespread community input, perspectives from elected and appointed officials, businesses, Town employees, and other community groups.
- This material has been prepared to provide a snapshot of current status.
- Appendices provide information on the Committee Charge, members, etc.

Strategic Plan Committee

Work Completed Through 3/1/2018

- Formed Committee and conducted monthly meetings. Meetings are 2nd Tuesday of each month. Minutes summarized and available.
- Performed research for use in preparing RFP and Strategic Plan review.
- Obtained briefings from Mark Barnhart and Metro Cogs.
- Developed and issued RFP; Reviewed 8 responses; Conducted oral presentations from 2 providers. Project awarded January 2018.
- Developed a Strategic Plan webpage (<http://www.fairfieldct.org/spc>) to provide introductory information on SPC, including obtaining public comment, and other activities. Comments captured in database.
- Outlined a Communication Strategy to ensure widespread awareness. Addresses multiple facets from Print to Social media.

Strategic Plan Committee

Work Completed Through 3/1/2018

- Provided updates to BOS (2) and BOF (1), and Economic Development Commission. Several briefings to 1st Selectman.
- Held update meetings with TPZ and Economic Development Department.
- Participated in Economic Development workshop and Economic Development Commission meetings.
- SPC members are maintaining awareness on issues that of importance to Strategic Planning purposes (e.g. Population/census; Economic development; BOE initiatives; Infrastructure; State-Town budget/financial trends; Other)
- Steps underway to jumpstart participation of consulting provider:
 - Town information to brief consultant
 - Planning templates developed to structure situation analysis and direction setting

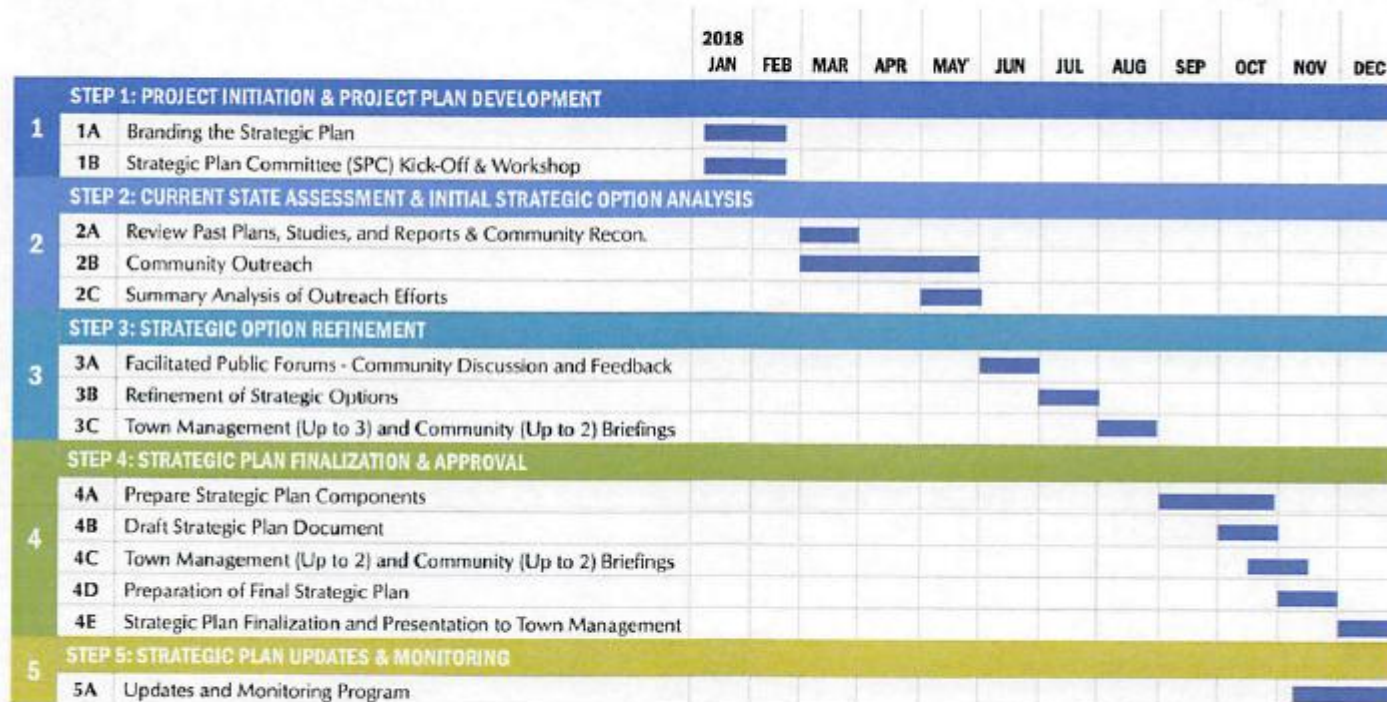
Strategic Plan Committee

Planned Next Steps

- Field consulting team and complete initial planning with SPC.
- Update draft project plan.
- Evaluate current situation and outline strategic issues.
- Begin community engagement and framing interviews.
- Execute overall project analysis as required for Strategic Plan.
- Continue to provide updates to Town Boards, Commissions, and bodies.
- Coordinate with other Town departments, groups, etc.
- Maintain awareness of other initiatives, programs, studies, etc.
- Adapt approach and integrate with other initiatives as necessary to achieve effective execution and optimal result.

Draft Strategic Plan Project Timing

The table below highlights the time period for each step of our proposed scope of work, as well as an indication of the meetings to be conducted and the deliverables to be provided along the way. We are ready to begin work immediately upon selection and are committed to devoting the personnel and resources necessary to completing the assignment within 10 to 12 months as outlined in the RFP.



■ Denotes the estimated timeline for each individual task.

Note: Project timing to be updated based on actual start date

Initiatives and Organizations:

Many initiatives are under way here in Town requiring coordination to achieve the most impactful direction, synergies, and effectiveness of execution

What groups involved / what initiatives under way?

What are our Opportunities and Tradeoffs?



Strategic Plan Committee

Economic Development Commission

Economic Development Department

Chamber of Commerce

BOS, RTM, Board of Finance, etc.

State funded programs, grants, etc.

Planning and Zoning Commission and regulations

Potential studies, programs, grants, etc.

Transit Oriented Development

Strategic Plan (from SPC)

Strategic Vision (from EDC)

Plan of Cons. & Development (POCD)

SPC provider, CERC, Developer studies, Metro cogs, etc.

Community Viewpoints?

Current Development projects

Development Entities in Town

Other??....Other??
TBD??...TBD??

Evaluating Potential Changes, Ideas, and Suggestions:

There will be many ideas offered – the focus needs to be on the process by which all ideas are considered on equal footing along with...options and tradeoffs for all

Are there different perspectives or ideas?

Are changes needed / What changes / How?

No sacred cows... everything on table

Will a Vision for the Town be created?

What do we put on hold while we develop the plan?

Need to look at tradeoffs re Town assets

Need to ensure we use similar Towns as Fairfield and outside of CT as well

Why have we waited so long to do this?

Town services, Education... change services, restructure, cut costs, raise taxes?

How to react to State issues – S/T and L/T?

Should look longer term - out 30+ years, but be actionable

Plan needs to be implementable

Using external consultant is good

Why is a consultant needed?

What can be done to improve/transform service delivery?

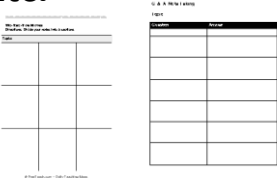
Other??...Other??
TBD??...TBD??



Strategic Planning Activities

It is Essential to Have Your Involvement, Support, and Ideas

- Brainstorming Templates
- SWOT
- Web Survey
- Etc.



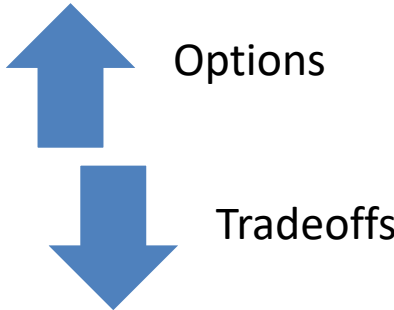
Community Workshops



Do It Yourself Workshops



Options and Alternatives



How you can help.....

Provide Input



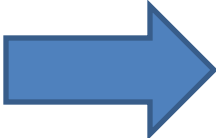
Participate



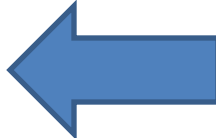
Conduct a DIY workshop



Evaluate benefits and implications



Having an RTM Liaison from each district would be helpful



Strategic Plan Committee Questions and Suggestions

- Are there questions on the information provided?
- Are there suggestions or observations for additional or different activities?
- Are there questions on the process planned going forward?

Strategic Plan Committee Appendices

- Background and SPC Members
- SPC Charge
- RFP Responses

Strategic Plan Committee

SPC Background and Members

- BOS in consultation with other Town Boards determined that a Strategic Plan would benefit the longer term planning needs of the Town, and developed a Strategic Plan Committee (SPC) charge.
- BOS invited residents with an interest and capability to submit their application for consideration and evaluated candidates.
- SPC sworn in and initiated monthly meetings in June 2017.

SP Committee Members:

Marlene Battista (Secretary)	Stephanie Schechter
Patti Dyer	Justin Thomas
Jay Gross (Vice Chair)	Kristen Tierney
Karen Kaiser	John Wynne (Chair)
Jaclyn Picarillo	

Strategic Plan Committee

SPC Charge

- Engage a planning consultant with coordination of Town purchasing. Emphasis will be placed on ensuring community engagement.
- Develop a process for completing the plan, which may include several phases.
- Update BOS quarterly, and other Town Boards as appropriate.
- Leverage identified best practices from other municipalities.
- Utilize approaches to gather Stakeholder input and inform and educate residents as appropriate to ensure community awareness and involvement.
- As appropriate and necessary, add members or establish subcommittees to deepen specific necessary skills or perform analysis in order to ensure development of a comprehensive and thorough plan.

Strategic Plan Committee

RFP Responses

- 8 proposals received. Each response had interesting elements. All aspects of RFP requirements should be able to be achieved.
 - Extensive community input leveraging many approaches
 - Structured SWOT assessment
 - Strategic options and tradeoffs
 - Implementation plan
- Target to start work early in 2018. General timeframe is 1 year to complete. It is recognized that a balance between speed and thoroughness will be critical.

Firm	Location
Blum Shapiro Consulting	West Hartford, CT
CT Economic Resource Center	Rocky Hill, CT
Future IQ	Minneapolis, MN
Houseal Lavigne Associates	Chicago, IL
Kairos Development Group	Philadelphia, PA
Management Partners	Cincinnati, OH
The Novak Consulting Group	Cincinnati, OH
Seismic Partners, LLC	Southport, CT