

# Town of Fairfield

## Strategic Plan Committee

**Update to Board of Selectmen**

**May 3, 2018**

# Topics

- Introduction
- Executive Summary of Recent Activities
- An Overview of the Process
- Draft Project Plan
- A Perspective on Coordination and Idea Evaluation
- SPC Planned Next Steps
- Questions and Suggestions
- Appendices:
  - Background and SPC Members
  - SPC Charge
  - RFP Responses and Background on Provider Selected
  - Details on Work Completed in Q1 2018

# 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 did we get here?
  - 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 supplemental information on the consulting provider, detailed activities, SPC Committee Charge, SPC members, etc.

# Strategic Plan Committee

## Executive Summary of Recent Activities

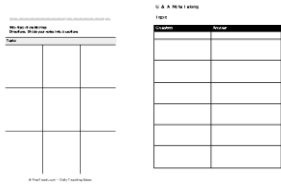
- Completed selection process and awarded Strategic Plan development project to Houseal Lavigne Associates (HLA). Details in appendices.
- Collected materials to speed the understanding of HLA on State & Town status.
- Initiated interface with various Town Depts., Commissions, etc. (e.g. RTM, Economic Development, TPZ, AHC, etc.) to gather information and communicate direction.
- Integrated four new SPC members appointed by the Board of Selectmen.
- Continued regular cadence of SPC meetings to do planning, issue analysis, etc.
- Developed brainstorming templates for Strategic Issues and SWOT analysis in preparation for SPC Kickoff with HLA.
- Created draft list for Dept Head interviews, Town Board/elected official interviews, workshops, etc.
- Planned and conducted SPC kickoff workshop with the consultant on 4/30/2018.
- Supplemental details on activities contained in the appendices.

# Strategic Planning Activities

## An Overview of the Process

### Structure Analysis

- Gather Information
  - ✓ Document review
  - ✓ Reconnaissance
- Brainstorming Templates
- Strategic Issues
- SWOT
- Etc.



### Gather Constituent Input

#### Community & Business Workshops



#### Do It Yourself Workshops



#### Additional Approaches:

- Community Input form
- Web Questionnaire



### Gather Stakeholder Input

#### Interviews & Workshops



- Dept Heads
- Elected Officials
- Boards & Commissions
- Other Stakeholders
  - Business
  - Developers
  - Universities
  - Etc.

### Evaluate benefits and implications



Options



Tradeoffs

SPC / Other Feedback



Work Underway



- Input and ideas will be gathered from multiple sources
- The RTM has agreed to provide a Liaison for each RTM district

# Strategic Plan Project Timing - Draft

- The draft project plan outlines the time period for each step of the expected work, as well as an indication of the meetings to be conducted and deliverables.
- Assignment is planned to be conducted over a 10 to 12 month time period.

		2018										2019		
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
<b>STEP 1: PROJECT INITIATION &amp; PROJECT PLAN DEVELOPMENT</b>														
1	1A	Branding the Strategic Plan												
	1B	Strategic Plan Committee (SPC) Kick-Off & Workshop												
<b>STEP 2: CURRENT STATE ASSESSMENT &amp; INITIAL STRATEGIC OPTION ANALYSIS</b>														
2	2A	Review Past Plans, Studies, and Reports & Community Recon.												
	2B	Community Outreach												
	2C	Summary Analysis of Outreach Efforts												
<b>STEP 3: STRATEGIC OPTION REFINEMENT</b>														
3	3A	Facilitated Public Forums - Community Discussion and Feedback												
	3B	Refinement of Strategic Options												
	3C	Town Management (Up to 3) and Community (Up to 2) Briefings												
<b>STEP 4: STRATEGIC PLAN FINALIZATION &amp; APPROVAL</b>														
4	4A	Prepare Strategic Plan Components												
	4B	Draft Strategic Plan Document												
	4C	Town Management (Up to 2) and Community (Up to 2) Briefings												
	4D	Preparation of Final Strategic Plan												
	4E	Strategic Plan Finalization and Presentation to Town Management												
<b>STEP 5: STRATEGIC PLAN UPDATES &amp; MONITORING</b>														
5	5A	Updates and Monitoring Program												

■ Denotes the estimated timeline for each individual task.

# Coordination - 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??

# Idea Evaluation - 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 Plan Committee

## Planned Next Steps

- Execute steps resulting from 4/30 Kickoff workshop and meeting.
- Complete initial SPC planning, and revise plan.
- Review Town information and conduct field reconnaissance with HLA.
- Perform framing interviews / workshop for Town Boards, Officials, Dept heads, etc.
- Begin community engagement and data gathering.
- Evaluate current situation and outline strategic issues.
- Execute overall project analysis as required for Strategic Plan potential options.
- 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.

# 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 and Background on Provider Selected
- Details on Work Completed in Q1 2018

# 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:**

Marc Andre (3/2018)	Jaclyn Picarillo
Marlene Battista (Secretary)	Stephanie Schechter
Patti Dyer (2/2018)	Justin Thomas
Andrew Graceffa (3/2018)	Kristen Tierney (2/2018)
Jay Gross (Vice Chair)	John Wynne (Chair)
Karen Kaiser	

# 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

# Strategic Plan Committee

## Background on Consultant Provider

- As previously described to the BOS, 8 firms submitted proposals to our RFP.
- After a review of the 8 proposals, and oral presentations from 2 firms, Houseal Lavigne Associates was selected.
- HLA is Chicago based, yet has performed work across the country.
- HLA has performed work for MetroCogs and therefore has familiarity with CT and our region. Currently has a project underway with Greenwich (POCD).  
Greenwich project website: (<http://www.hlplanning.com/portals/greenwich/>)
- SPC felt HLA would provide the best combination of new ideas from outside our region, with an already developed understanding of CT and Fairfield County.

# Strategic Plan Committee

## Details on Work Completed During Q1 2018

- Continued conduct of monthly meetings. Meetings are 2nd Tuesday of each month. Minutes summarized and available.
- Completed vendor evaluation and selection. Completed reference check work, contractual review and finalization with Town Procurement and Legal.
- Houseal Lavigne Associates (HLA) selected to assist with project. Background on HLA provided on page 6 of this material.
- Performed work to ensure a quick start with HLA team:
  - Developed HLA jumpstart communication
  - Structured SWOT Brainstorming approach
  - Developed outline of Strategic Issues
- Consulted with 1<sup>st</sup> Selectman and BOS on project approach/timing, topics, etc.
- Conducted planning conference call with HLA and planned 4/30 project kickoff.



# Strategic Plan Committee

## Details on Work Completed During Q1 2018 (continued)

- Provided briefings to various Town Bodies:
  - RTM
  - Economic Development Commission & Economic Development Department
  - Affordable Housing Commission
  - Planning & Zoning
- Updated Strategic Plan webpage (<http://www.fairfieldct.org/spc>) to provide information updates.
- On-boarded 4 additional SPC members appointed by BOS.
- SPC members are maintaining awareness on issues that are of importance to Strategic Planning purposes (e.g. Population/census; Economic development; BOE initiatives; Infrastructure; State-Town budget/financial trends; Other).