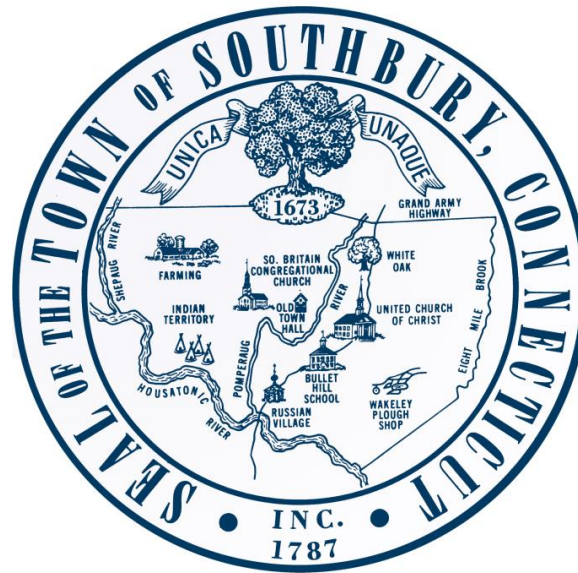


Presentation to the Board of Selectmen

November 1, 2018

Proposed Implementation of the Strategic Plan for Southbury Connecticut





**IN THE
BEGINNING**



TOWN OF SOUTHBURY

OFFICE OF THE FIRST SELECTMAN

501 Main Street South
Southbury, Connecticut 06488

(203) 262-0647

Fax: (203) 264-9762

March 2, 2017

Dear Citizens of Southbury,

On December 1, 2009, Section 402.B. 5. (b) of the Southbury Town Charter was approved to read that the "First Selectman is responsible for preparing and annually updating a strategic plan for the Town, such plan is subject to the approval of the Board of Selectmen."

Although there have been efforts to comply with this section of the Town Charter over the past many years, there has not been a concentrated and collaborative process among town stakeholders. Former Selectman John Monteleone, Selectman Jennifer Naylor and I will begin the strategic planning process.

The process will establish a task force for engaging town leaders, commissioners, employees and residents to clarify the priorities for proper town governance and responsible town growth into the future. The 2012 Plan of Conservation and Development (POCD) will be an invaluable resource to the strategic process.

The intent of this strategic planning process is to clarify and monitor the goals and objectives of our local elected and appointed leaders, residents and businesses in a changing economic environment. Due to the impending reduction in municipal aid from the State of Connecticut and potential cost re-assignment of emergency services at Southbury Training School, establishment of this plan is critical.

This task force will identify desired outcomes and deliverables. The strategic plan will be interwoven into the daily management of the Town as guiding the future direction of various Boards and Commissions as well as decisions made by the Board of Selectmen.

The Southbury Strategic Plan will not be a static document. After the establishment of the initial plan, the Strategic Planning Task Force will monitor the plans' implementation and provide updates as necessary for approval by the Board of Selectmen.

Once the creation of the Strategic Planning Task Force is approved by the Board of Selectmen, we will identify members, advisors and resources as well as request residents who are interested in volunteering their expertise to submit their resumes to the Office of First Selectmen for consideration to serve on the task force.

Once completed, the initial strategic plan and updated versions will be made available on www.southbury-ct.org.

Jeff Manville, First Selectman

SOUTHBURY-CT.ORG

ADA / AFFIRMATIVE ACTION / EQUAL OPPORTUNITY EMPLOYER

Key Statements from First Selectman's Letter

- *The process will establish a task force for engaging town leaders, commissioners, employees and residents to clarify the priorities for proper town governance and responsible town growth into the future.*
- *The 2012 Plan of Conservation and Development (POCD) will be an invaluable resource to the strategic process.*
- *The intent of this strategic planning process is to clarify and monitor the goals and objectives of our local elected and appointed leaders, residents and businesses in a changing economic environment.*

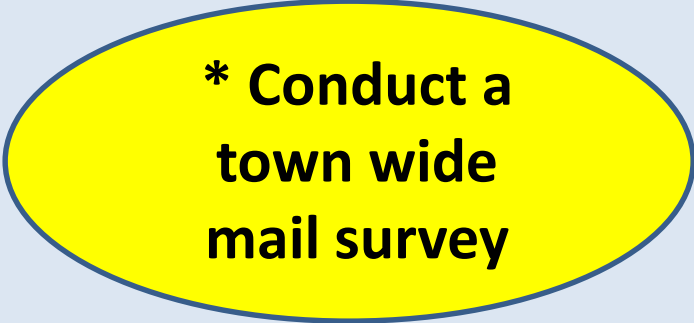
Key Statements from First Selectman's Letter

- *This task force will identify desired outcomes and deliverables.*
- *The strategic plan will be interwoven into the daily management of the Town as guiding the future direction of various Boards and Commissions as well as decisions made by the Board of Selectmen.*
- *The Southbury Strategic Plan will not be a static document.*
- *After the establishment of the initial plan, the Strategic Planning Task Force will monitor the plans' implementation and provide updates as necessary for approval by the Board of Selectmen.*

Plan of Conservation & Development

The Plan of Conservation and Development is a blueprint for how the Town wants to develop over the next 10 years* and is a guide to local decision making in areas such as;

- natural resources preservation,
- economic development,
- housing,
- land use and
- public services.



* Conduct a
town wide
mail survey

*Section 8-23 of the Connecticut General Statutes (CGS), as amended by [Public Act 15-95](#), sets forth required procedures by which each municipality must **prepare or amend and adopt** a plan of conservation and development (POCD).*

Southbury Strategic Plan



Southbury Town Charter - Section 402 B 5 (b)

“The First Selectman shall prepare and annually update a strategic plan for the Town, such plan subject to the approval of the Board of Selectmen”

- *Effective 12-01-09*

Southbury Strategic Plan



Proposed Revision

Southbury Town Charter - Section 402 B 5 (b)

“The First Selectman shall **assure the preparation** and annual updating of the strategic plan for the Town, such plan subject to the approval of the Board of Selectmen”

Planning Definitions

Strategic Planning versus Operational Planning

Planning Definitions

Strategic Planning

- This is about setting a direction for the organization, setting a vision, values, devising goals and objectives and identifying a range of strategies to pursue so that the organization might achieve its goals.
- The strategic plan is a general guide for the management of the organization according to the priorities and goals outlined in the plan created by the community stakeholders in a manner that is transparent, collaborative and inclusive.
- The strategic plan **DOES NOT** stipulate the day-to-day tasks, activities and costs involved in running the organization or achieving the goals.

Planning Definitions

Operational Planning

- This **DOES** present highly detailed information specifically to direct people to perform the day-to-day tasks required in the running the organization.
- Organization management and staff should frequently refer to the operational plan in carrying out their everyday work and achieving future goals.
- The Operational Plan provides the what, who, when and how much.

Strategic Plan Framework

Areas of Focus Interrelationships

1

**Growing the Grand List
(Economic Development)**

economy
vitality
growth prosperity
community support
entrepreneurship local
business development

2

**Efficient Town
Government**



3

Quality of Life



Southbury Town Website – Front Page

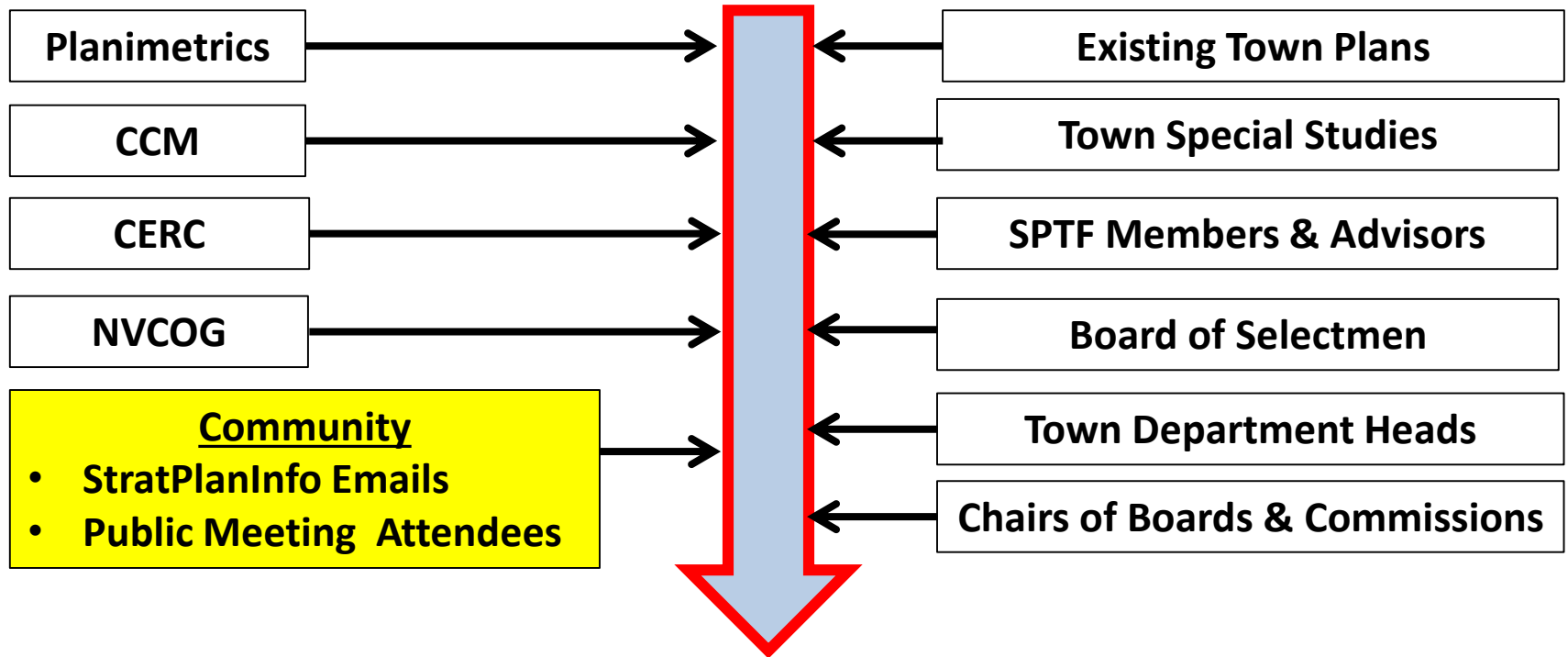
<http://www.southbury-ct.org/>

*Our website is designed to provide useful and timely information about the town of Southbury. It is a part of our strategy to expand and make effective use of information technology to **improve citizen services, attract new businesses, streamline operations in Town Hall and lower operating costs.***

ECONOMIC DEVELOPMENT	EFFICIENT TOWN GOVERNMENT
attract new businesses	improve citizen services
	streamline operations
	lower operating costs

Southbury Strategic Planning Task Force (SPTF)

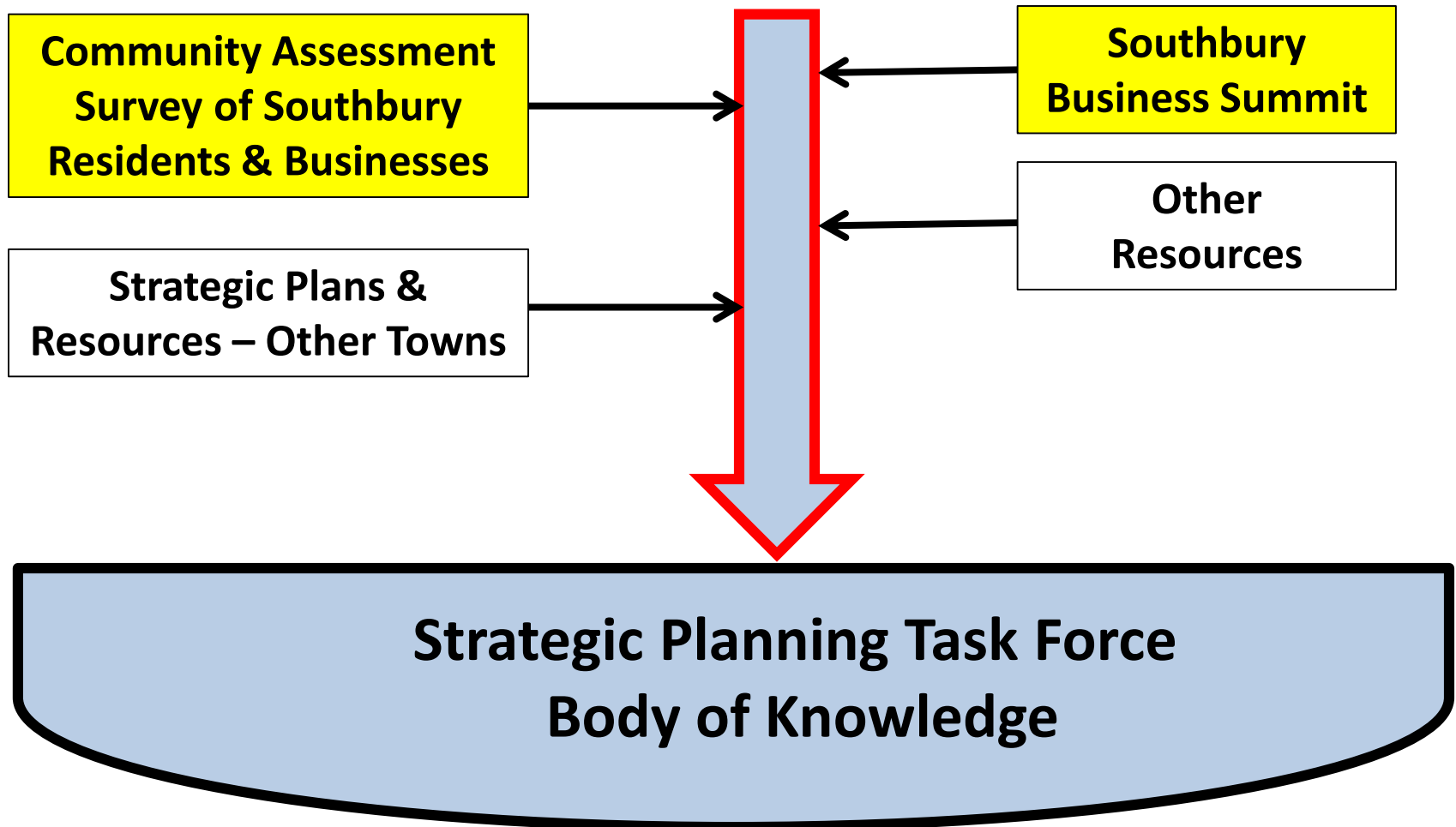
Initial Input Sources - Phase One



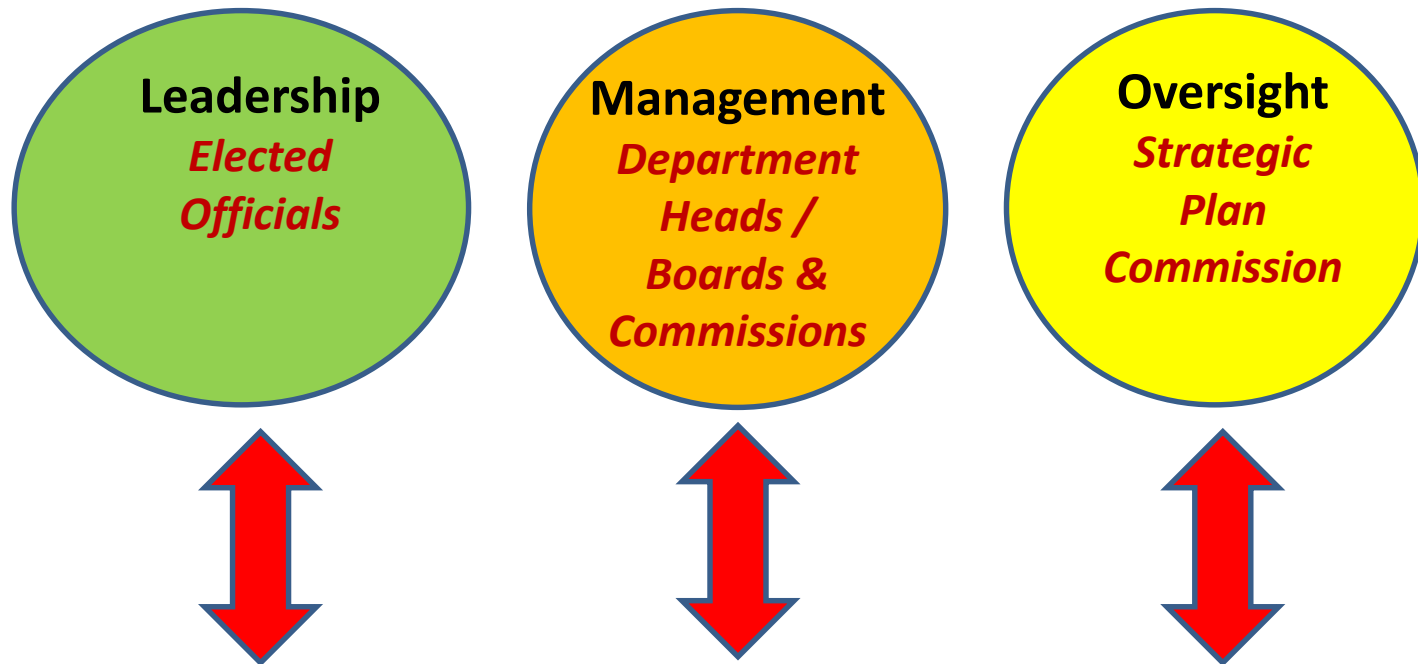
**Strategic Planning Task Force
Body of Knowledge**

Southbury Strategic Planning Task Force (SPTF)

Initial Input Sources - Phase Two



Southbury Strategic Plan Implementation



A municipal charter is the basic document that defines the organization, powers, functions and essential procedures of the government of the Town of Southbury. The charter is, therefore, the most important legal document of any municipality.

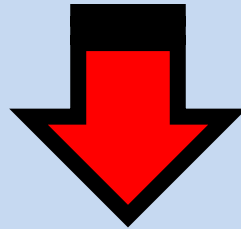
Southbury Strategic Plan

Implementation – Recommended Next Steps

Strategic Planning Task Force

(18 months to create the plan)

transition to



Strategic Plan Commission

(on-going effort to help formulate the Operational Plan as well as revise/refine/update the multi-year effort to implement the plan)

Southbury Commissions

Board/Commission	Chairman	Focus Area
Charter Revision Commission 2018-2019	Edward Gittines	Efficient Local Government
Commission for Senior Services	Camille Bertrand	Quality of Life
Conservation Commission	Edward Nagy	Quality of Life
Economic Development Commission	Anne Armeno	Economic Development
Ethics Commission	Joseph Ruggiero	Efficient Local Government
Historic Buildings Commission	Paul Lasewicz	Quality of Life
Historic District Commission #1 (Main Street North)	Benjamin Stiles	Quality of Life
Historic District Commission #2 (South Britain)	Edward Davis	Quality of Life
Inland Wetlands Commission	Scott Martin	Quality of Life
Parks and Recreation Commission	Charlie Rosa	Quality of Life
Planning Commission	Edward M. Hatfield	ELG / Quality of Life
Zoning Commission	Gary Giroux	ELG / Quality of Life

Southbury Strategic Plan Approach & Timing

Phase IV

Review, Approval, Implement & Update

- August 24, 2018 – Distribute Final Draft to First Selectman / Board of Selectmen / Members of the Task Force
- Review & Acceptance by First Selectman (October 2, 2018)
- Board of Selectmen Review Approval (October 18, 2018)
- Board of Selectmen Approval (November 1, 2018)
- *Creation of the Strategic Plan Commission (SPC)*
 - *Purpose is to update plan & monitor progress over a multi-year on-going process*
- Communication of the plan to the Community Stakeholders
 - Voices / Waterbury Rep – Am
 - Town Web Pages
- Task Force work is completed and it is disbanded

Outcomes

- *Develop an Operational Plan & begin to implement over a multi-year period*
- *Plan is a “living document”*
 - *Utilize on-going communications & the StratPlanInfo email address*
- *SPC maintains the plan – receives revisions & refinements as provided*

Southbury Strategic Plan

Role of the **Strategic Plan Commission**

Assist the elected officials, town employees, boards & commissions in providing the building blocks and coordination to move from plan to

implementation – **THE OPERATIONAL PLAN**

- **WHAT** is to be accomplished?
 - *Identify and Communicate Key Objectives and Actions*
 - *Collect updates/revisions and incorporate them into the plan*
- **WHO** will do it?
 - *Organization and Leadership*
- **WHY** it is necessary?
 - *Justify and Set priorities*
- **HOW** it will be accomplished?
 - *Resources & Commitment to Action*
- **WHEN** will it have to be accomplished?
 - *Realistic Timeframes*

Southbury Strategic Plan Implementation

**Elected
Officials**

**Boards &
Commissions**

**Town
Employees**

Volunteers

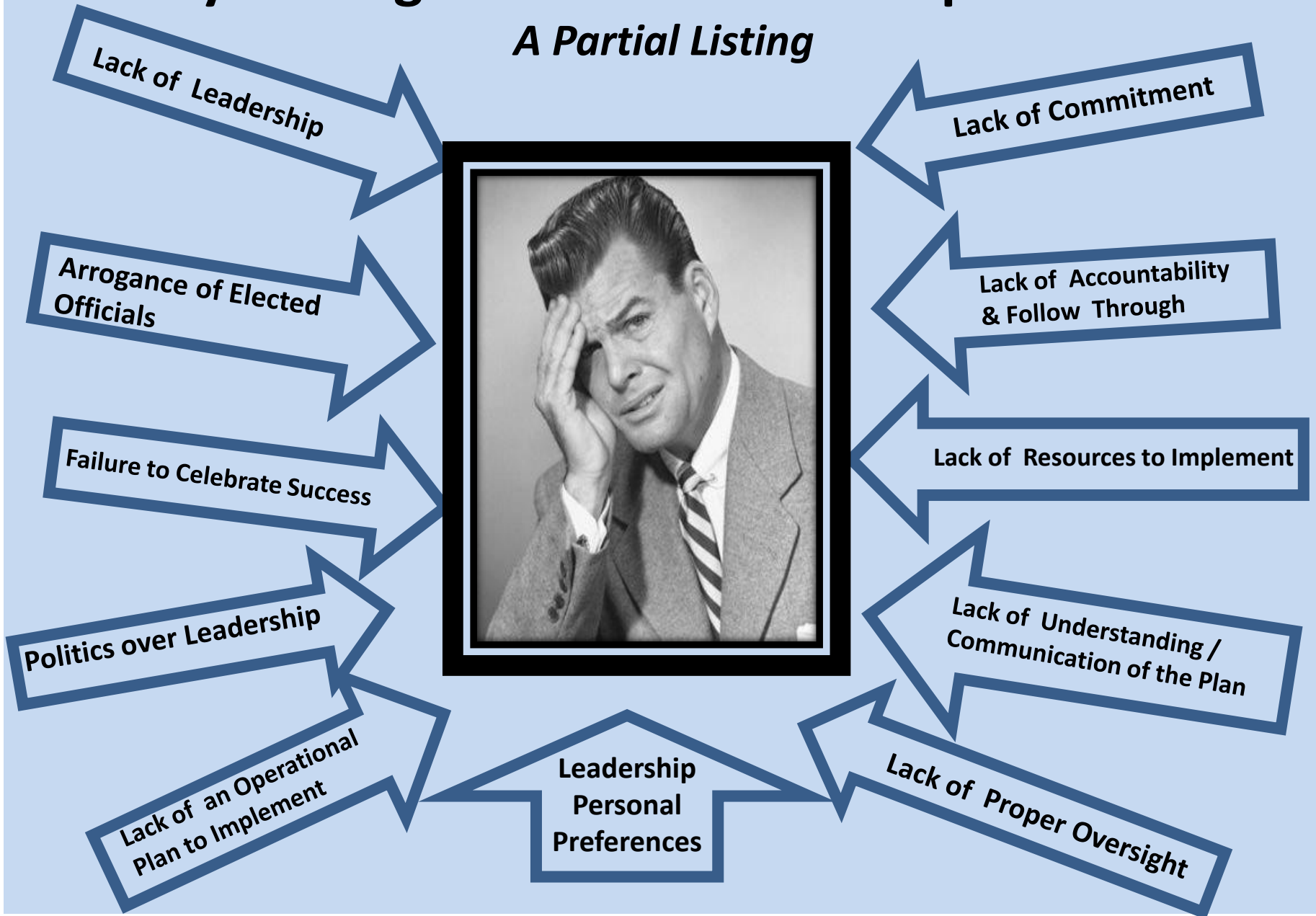
Board/Commission	Chairman
Board of Assessment Appeals	Dennis Dwyer
Board of Education	Jennifer Connelly
Board of Finance	John Michaels
Board of Selectmen	Jeff Manville
Building Code Board of Appeals	
Charter Revision Commission 2018-2019	Edward Gittines
Commission for Senior Services	Camille Bertrand
Conservation Commission	Edward Nagy
Economic Development Commission	Anne Armeno
Emergency Medical Services Committee	Geralyn Hoyt
Energy Task Force	Vacancy
Ethics Commission	Joseph Ruggiero
Historic Buildings Commission	Paul Lasewicz
Historic District Commission #1 (Main Street North)	Benjamin Stiles
Historic District Commission #2 (South Britain)	Edward Davis
Historical Tree Restoration Committee	Thomas J. Gaipa
Inland Wetlands Commission	Scott Martin
Investment Portfolio Oversight Committee	Thomas J. Connor
IT Steering Committee	John Kelbley
Lake Lillinonah Authority	Brian Boodry
Lake Zoar Authority	Ray Hoesten
Library Board	Shirley Michaels
Local Emergency Planning Committee	George Slaiby
Memorial Day Parade Committee	Mary Korsu
Parks and Recreation Commission	Charlie Rosa
Planning Commission	Edward M. Hatfield
Road Study Committee	John Cottell
Rural Preservation Advisory Committee	Edward Platt
South Britain Historic District Commission	Edward Davis
Southbury Celebration Committee	Brian Jones/Carole Van Tassel
Strategic Planning Task Force	John Monteleone
Water Pollution Control Authority	Steven Trinkaus
Zoning Board of Appeals	Paul E. Sullivan
Zoning Commission	Gary Giroux

Why Strategic Plans Fail to be Implemented



Why Strategic Plans Fail to be Implemented

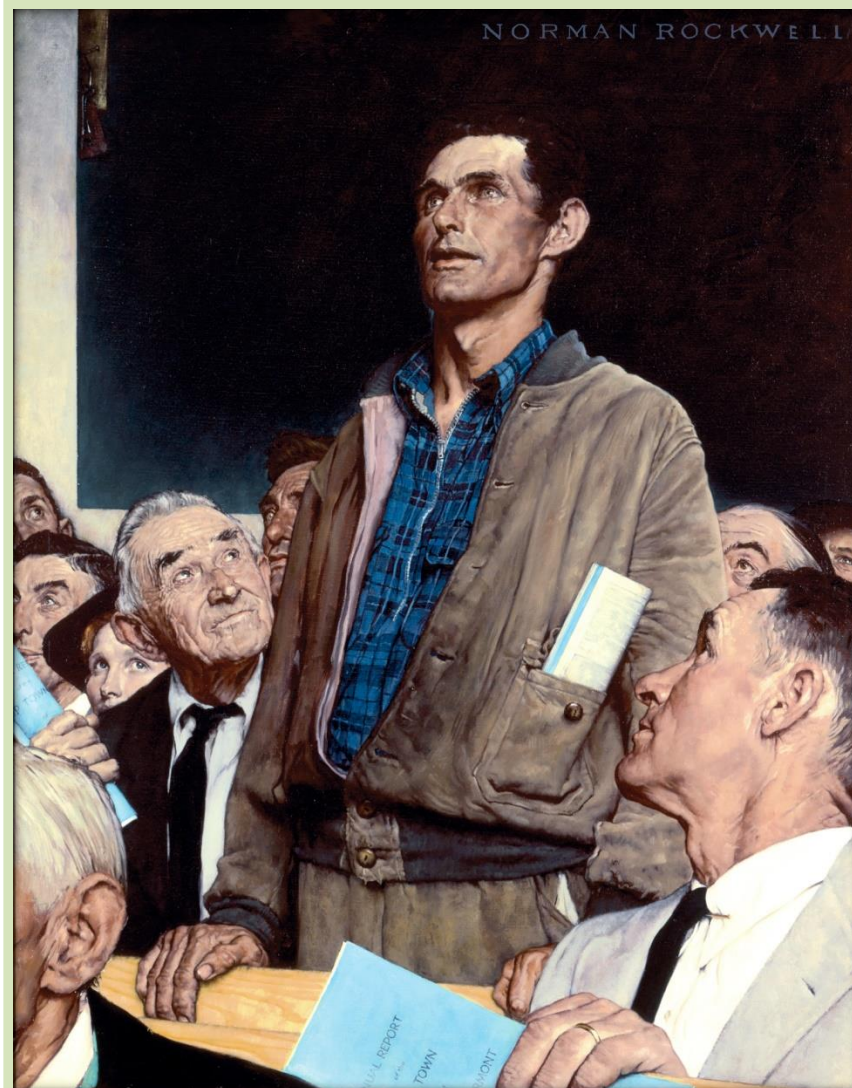
A Partial Listing



You are asked to approve the plan as presented but understand that this is a **PROCESS for structuring the future of Southbury consistent with the Town Charter, significant community input and the work of the Task Force.**

The plan is a **BEGINNING and will be revised and refined over time by input from the community, elected officials, boards & commissions, town employees and volunteers.**

It is intended that existing departmental plans will be integrated into this plan and communicated to the community.



The Southbury Strategic Planning Task Force seeks approval of this plan tonight.

Strategic Planning Task Force

Pictured are 13 of the 19 Task Force Members /Alternates /Advisors



Thank you for your attention!!!