

WBOS STRATEGIC PLAN (THROUGH 12/31/2023)

The Woodbridge Board of Selectmen (BOS) has identified the following priorities among the most important and pressing issues facing the Town of Woodbridge to be addressed in the current fiscal year and through the remainder of the terms of its current members on December 31, 2023. The BOS has outlined these issues, potential solutions, and partners to ensure that Woodbridge remains a desirable place to live, work, and play. **The BOS has ultimate responsibility for meeting these goals and will direct and receive progress reports from Town departments, boards, commissions, committees, and task forces pertaining to the Plan’s initiatives throughout the year.** The BOS’s goal in enacting this plan is to respond to the Town’s current situation, appropriately planning for a strong future that benefits all residents.

Update as discussed at the Strategic Planning Committee meeting January 19, 2023

<p>Projected timing as of Jan. 2023:</p>	<p>GOAL I. ENSURE FINANCIAL STABILITY</p> <p><i>Ensure financial stability to provide core services — education, general government, public safety, and public works — at appropriate and sustainable levels.</i></p> <p>Strategy One: Diversify and Grow the Grand List</p> <p><i>Grow the grand list to meet increasing costs and ease the burden on homeowners and businesses (see 2019 CERC Report for background).</i></p>
<p>Receive report from SLR at Feb. 2023 BOS mtg.</p>	<p>TACTIC A) Work on placemaking in the business district with consultant Pirie Associates and SLR Consulting.</p>
<p>Receive report from SLR at Feb. 2023 BOS mtg.</p>	<p>TACTIC B) Explore expansion of the business district and other zoning updates</p>
<p>Receive updated list at 2-8-2023 BOS mtg.</p>	<p>TACTIC C) Provide periodic reporting on grand list growth to the Board of Selectmen</p>
<p>Discuss use of e-Code 360 at 2-21-2023 BOS Mtg.</p>	<p>TACTIC D) Ensure that updated Zoning Regulations are easy for the public to view online and understand</p>
<p>Receive update from EDC at 2-8-2023 BOS mtg.</p>	<p>Strategy Two: Support the Local Business Community</p> <p><i>Create a business-friendly culture that attracts new businesses and supports and sustains current businesses throughout town.</i></p> <p>TACTIC A) Explore tax abatements</p>
<p>2030? Or EDC?</p>	<p>TACTIC B) Develop a ‘New Main Street’ concept</p>

<p>On-track for budget tool use for Jan. 2023 Operating Budget joint meetings w/BOF</p>	<p>Strategy Three: Continue Financial Transparency & Enhance Communication <i>Strengthen communication to improve residents’ understanding of Town services, the budget, and budgeting process</i></p> <p>TACTIC A) Introduce online budget tool and expand use of available modules, receive update on website update project, consider enhancements for on-demand meeting video</p>
<p>Discuss need for MOU to memorialize with ABOE at Jan. Op. Budget Mtg.</p>	<p>TACTIC B) Communicate budget expectations clearly to all Boards and Commissions, including WBOE, and ABOE (especially with regard to return of year-end budget surplus funds and capital project planning)</p>
<p>Communications to clarify ongoing liaison roles (and share Strat Plan) with Brds & Coms</p>	<p>TACTIC C) Streamline the Board of Selectmen meetings with establishment of Consent Agenda, adjustment of Liaison roles, and scheduling of monthly Strategic Plan update areas of focus for the year</p>
<p>Encourage use of new equipment to Brds & Coms</p>	<p>TACTIC D) Ensure continued Board and Commission transparency by making necessary improvements for Hybrid Meeting logistics (including technology and staffing for Government Access video recording)</p>
<p>Request exploration of shared services for SpEd – send CERC report and plan to discuss at Op. Bud. Mtg</p>	<p>Strategy Four: Explore Shared Services and Regionalization While Maintaining Core Services <i>Balance growth with the future needs of Town and school services to manage pressure on the budget</i></p> <p>TACTIC A) Explore shared services opportunities between the two school districts and/or between the Woodbridge School District and the Town</p>
<p>Hold for staffing</p>	<p>TACTIC B) Engage services of a planner to assist with exploring dispatch regionalization opportunities</p>
<p>BOS has included as a section in Annual Capital Budget and will follow FY24 budget setting process (for all Strat 5 Tactics)</p>	<p>Strategy Five: Direct the Allocation of ARPA (and Coordination of ESSR) Funds <i>Establish a plan to best utilize one-time federal funding to benefit residents while minimizing future budget impact</i></p> <p>TACTIC A) Collect input from First Selectman and WBOE, discuss with Board of Selectmen</p>

“	TACTIC B) Present to the public and receive input
“	TACTIC C) Make final determinations and establish a timeline for completion of projects
Timing TBD for all Strat 6 Tactics	<p>GOAL II. MAINTAIN & INVEST IN INFRASTRUCTURE & FACILITIES</p> <p><i>Take care of the Town’s buildings, lands, and recreational resources so that they are welcoming and attractive to residents and provide an environment for employees that allows for maximum work performance and efficiency.</i></p> <p>Strategy Six: Determine CCW Future Use</p> <p>TACTIC A) Engage the services of a planning consultant with expertise in Repurposing Golf Courses to engage stakeholders, gather all feasible ideas, and formulate use recommendation(s) for the property</p>
“	TACTIC B) Discuss the planning consultant’s recommendations and receive input from the public on selected options
“	TACTIC C) Determine best course of action and issue RFP(s) as needed
“	TACTIC D) Send selected proposal(s) to referendum for approval by voters
On-track – included in Annual Budget requests	<p>Strategy Seven: Move Forward with Building Projects</p> <p>TACTIC A) Identify maintenance deficiencies and prioritize immediate improvements at the Center Building</p>
Receive cost update at 2-8-2023 BOS Mtg.	TACTIC B) Create a Community Center at the Old Firehouse on an established timeline
On-track – initial Gym phase funding approved at 1-11-2023 BOS Mtg.	TACTIC C) Develop a plan to renovate the Center Building with estimated timeline for possible bonding
TBC for BRS to recommend RFP to 2-11-2023 BOS Mtg.	TACTIC D) Manage Beecher Road School facility improvements by creating a Town Building Committee

Discuss funding at 2-21-2023 BOS Mtg	TACTIC E) Receive update on Thomas Darling Museum and Barns building projects
Hold for grant or other funding identification	TACTIC F) Explore HVAC upgrades in Town Hall to estimate cost and timeline
Archeologic dig funded, receive update by June, work projected to be completed summer 2023	Strategy Eight: Update and Implement the Town Center Campus Beautification Plan TACTIC A) Report on progress and timeline for completion of sidewalk and upgrade grant project
Project is included in TBC for CCC scope	TACTIC B) Determine options, funding, and timeline for Pavilion in the Grove
Project is included in TBC for CCC scope	TACTIC C) Explore connectivity including crosswalk needs to ensure the Center Campus is walkable
Hold for staffing	TACTIC D) Establish a timeline for tree donation and Parks Department's other needs to improve FitzGerald Tract's Center Road and Beecher Road 'curb appeal'
On-track in annual Capital Budget request for FY24	Strategy Nine: Focus on Environment and Energy Efficiency TACTIC A) Explore electrification of municipal fleet, receive report on any progress with regard to Police and Fire Department vehicle purchases in FY 2022-23
On-track with all 3 TBCs	TACTIC B) Include renewable energy and install energy efficient equipment in upgrades and new developments when possible
On-track for communications to the public re: current recycling procedures	TACTIC C) Investigate ways to improve recycling, reduce waste and costs to limit the Town's financial exposure to anticipated increased tip fees (such as Glass recycling, and 'Pay as You Throw' programs)
Hold for grant or other funding identification	TACTIC D) Explore options to sponsor new Residence Programs (solar and battery storage, food scrap composting, etc.
	GOAL III. ENHANCE QUALITY OF LIFE <i>Focus on efforts to make Woodbridge a desirable place to live, work and play.</i> Strategy Ten: Explore Efficiencies Among Departments and Commissions

<p>Discuss budget impacts at 2-21-2023 BOS Mtg. and encourage Brds & Coms to make further recommendations</p>	<p>TACTIC A) Establish a Joint Community Services ad hoc committee (with 3 members each from Rec, Library and Human Services commissions) to study and make recommendations to the Board of Selectmen on options to increase coordination and cross training, consolidation of vendor services, and shared hourly workers where possible, to streamline services and future commission structures</p>
<p>Discuss asking Brds & Coms to meet jointly at 2-8-2023 BOS Mtg.</p>	<p>TACTIC B) Consider establishing additional Joint ad hoc committees (for example, CUPOP and Conservation; TPZ and Affordable Housing; EDC and Agriculture, etc.)</p>
<p>Assigned to CUPOP (and possible collab w/Community Council and/or Diversity com)</p>	<p>Strategy Eleven: Clean Up Roadways and Expand Biking and Walking Options</p> <p>TACTIC A) Create Neighborhood Pride Teams to conduct roadside litter cleanup and beautification efforts (such as flower bulb planting, and maintenance after major Public Works cleanup efforts, etc.) and targeted public education campaigns (including in partnership with Beecher and Amity schools) to encourage residents and businesses to partner in efforts to pitch-in and take pride in town</p>
<p>Hold for grant or other funding identification</p>	<p>TACTIC B) Re-establish a Complete Street Teams to explore planning, design, and development of interconnected bicycle and pedestrian pathways and other enhancements that provide safe on-road travel (including traffic calming options such as speed tables, sharrows and other road painting projects, etc.) throughout Town as needed, especially to link major destinations, like schools, business district and Town Center Campus.</p>
<p>Discuss at 2-8-2023 BOS Mtg. if this should be forwarded to 2025 POCD process (see current 2015 POCD for details)</p>	<p>Strategy Twelve: Improve Parks, Playgrounds, Athletic Fields, and Other Outdoor Activity Spaces</p> <p>TACTIC A) Explore upgrades needed to existing Town playgrounds, playing fields (such as irrigation projects) and parks (including Sperry Park, and Beecher recreation areas) as well as potential future needs (including a 90' baseball diamond, sledding and winter recreation at former CCW property.</p>
<p>Discuss at 2-8-2023 BOS Mtg. (forwarded to</p>	<p>TACTIC B) Consider other identified recreation and passive outdoor activity areas, such as interconnected pedestrian trails and bike paths to</p>

<p>2025 POCD process or hold for grant)?</p>	<p>provide safe off-road travel through Town to major destinations like schools, business district and Town Center Campus.</p>
	<p>Strategy Thirteen: Continue, Expand, and Refine Community Events and Opportunities to Reflect and Embrace Diversity</p>
<p>Discuss at 2-8-2023 BOS Mtg. if two ad-hocs should be merged?</p>	<p>TACTIC A) Coordinate and schedule community events throughout town that provide entertainment and educational forums for residents to enjoy and attract non-resident visitors to town</p>
<p>Discuss at 2-8-2023 BOS Mtg. if Diversity Com. can make recommendations</p>	<p>TACTIC B) Ensure everyone feels welcome in town regardless of their background or ability by increasing diversity of Town staff and volunteers, receive update on survey and recommended next steps</p>