

TOWN OF SMITHFIELD



May 2018

Strategic Plan

Town of Smithfield

STRATEGIC PLAN

INTRODUCTION

The purpose of developing this Strategic Plan is to outline how the Town of Smithfield can best serve its residents. In order to accomplish this, we first needed to develop the Town's goals and objectives with the help of the Smithfield Town Council members. These goals and objectives were rolled into a two-day retreat that included the Town's management staff, facilitators from Bryant University, and staff from the Hassenfeld Institute for Public Leadership.

This Strategic Plan will serve as a guide for the Town and also aligns with the Town's Comprehensive Plan. Although it does not outline specific projects or programs, the plan includes the critical strategies necessary to successfully reach our goals. This singular guiding document will connect the goals and initiatives of each of our individual departments into a unified vision for our community.

Smithfield is a community focused around responsible planned growth which provides all the goods and services of a balanced suburban community. The Town's leadership and ideal location allow for a complete experience and lifestyle for generations to enjoy. We hope this document will be a useful tool that will allow our community and organization to collaborate on our shared vision for the future of Smithfield.

The Town's Vision Statement

Enhance the Quality of Life in our community while honoring our history and building responsibly toward the future.

The Town's Values

Integrity - Fiscally Responsible – Commitment to Quality Services – Family Centered



Core Values



- **Integrity**

The Town and its employees embrace a culture of honor, trustworthiness, and exhibit conduct that inspires public

confidence. Town business is managed honestly and directly. We honor our commitments and promises, work to be reliable, dependable and accountable for our actions.

- **Fiscally Responsible**

We treat the spending of tax dollars to ensure the effective use of resources. Efficiencies are identified in each department to help reduce the unnecessary use of resources.

- **Commitment to Quality Services**

Each resident is treated with professionalism, courtesy, warmth and friendliness. We provide a hometown feeling in our facilities and throughout the community. Our focus is on problem solving by listening empathetically while responding promptly and fairly. We serve our residents efficiently and knowledgably in order to meet or exceed the expectations of our citizens.

- **Family Centered**

The Town strives to achieve a family-focused community focus to promote a growth oriented future.

Goals and Objectives

1. Create a Town-wide Fiber Optic Network.
2. Develop a new self-sustaining indoor multipurpose sports complex.
3. Improve the Town's Financial Stability.
4. Improve Town-wide Efficiencies.
5. Provide and maintain high quality and cost effective infrastructure.
6. Facilitate the development of pedestrian friendly, mixed-use developments in the Route 7 / 116 Corridor.
7. Enhance Economic Viability while improving the Business Environment.
8. Improve Town-wide recreational facilities and programs.
9. Community Enhancements.
10. Embrace the Arts, Culture and Heritage of the community.



| Goals and Objectives | Strategic Actions |
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| 1. Create a Town-wide Fiber Optic Network. | Revitalize Town's Fiber Optic Committee. Identify capabilities of fiber optic network. Identify connection points to include all town and school facilities. Conduct a cost analysis and viable connectivity options. Presentation to Town Council for authorization to move forward with the project. |
| 2. Develop a new self-sustaining indoor multipurpose sports complex. | Develop a committee of stakeholders to evaluate the needs of sporting and community organizations. - Sports Advisory Commission, School Department and Bryant University. Conduct a feasibility study and location study. Free up other town recreation and gym facilities. Use could generate revenue to be reinvested into the complex. |
| 3. Improve the Town's Financial Stability. | Develop a long-term plan to stabilize the Town's Police Pension, Fire Pension, and Other Post-Employment Benefits Trust Funds. Implement Zero-based Budgeting Model for Budget Development. Create a functional multi-year budgeting tool and financial report card. Conduct a service review study to identify current service levels and ensure they are consistent with costs associated while examining taxpayer affordability. Develop a new Capital Improvement Program Budgeting process to incorporate prioritization and affordability. Create a Debt Management Policy to align current and future debt issuances. |
| 4. Improve Town-wide Efficiencies. | Investigate and implement work practices and processes to increase efficiency, improve safety, and reduce operating costs. Review overlapping services between the Town and School Department to consider the consolidation of services. <ul style="list-style-type: none"> • Human Resources • Payroll • Information Technology • Service Contracts Attract, engage, and retain highly-qualified employees to create an organization of excellence. |

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| | <p>Monitor town-wide staffing levels to ensure that quality service is being provided.</p> <p>Evaluate new methods for fostering employee engagement.</p> <p>Work with the Personnel Board to develop a more effective evaluation system and incorporate performance based compensation for non-union staff.</p> <p>Design a professional development program to keep staff up-to-date on current technology and procedures.</p> <p>Continue meetings between libraries and Bryant University to look at the feasibility of consolidating services between the two libraries.</p> |
| <p>5. Provide and maintain high quality and cost-effective Infrastructure.</p> | <p>Establish, maintain and update preventive maintenance plans for the Town's infrastructure assets.</p> <ul style="list-style-type: none"> • Identify community priorities while identifying associated costs and potential funding sources for these priorities. • Identify timelines for maintenance improvements and link maintenance plans to the budgeting process. • Develop and maintain an asset management system to track workflow and maintenance activities. <p>Provide effective management of Town-owned facilities.</p> <ul style="list-style-type: none"> • Implement energy saving strategies and explore the use of energy-efficient fixtures and potential renewal energy sources to minimize operating costs. <p>Build a new Fire Station in the Northwest Corridor of Town while upgrading existing Fire Stations based on the Fire Implementation Task Forces Plan.</p> <ul style="list-style-type: none"> • Secure bonding • Use capital funding for necessary upgrades. <p>Coordinate funding of infrastructure needs and develop a financing plan for Town-wide growth.</p> <p>Continue to work with Rhode Island Department of Transportation to address the highway needs of our growing community.</p> <p>Develop a new traffic plan to provide smart management of traffic on Route 44.</p> |

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| <p>6. Facilitate the development of pedestrian friendly, mixed-use developments in the Route 7 / 116 Corridor.</p> | <p>Increase pumping capacity of the Smithfield Water System by 50% within three years.</p> <ul style="list-style-type: none"> • Interconnection(s) with Lincoln Water and Greenville Water Districts. • Replacement of Rocky Hill Road water tank with a new, larger, raised water tank. • Work with Providence Water for a pipe swap towards the North Providence town line. • Secure funding through the RI Infrastructure Bank. |
| | <p>Increase sewer system capacity by 33% within the corridor.</p> <ul style="list-style-type: none"> • Complete a study of flows of restriction by August 2018. • Complete parade plan by October 2018. • Secure Funding through RI Infrastructure Bank. • Construct larger pipes to service corridor. |
| | <p>Upgrade traffic level of service from Level of Service – D to a Level of Service – B within five years.</p> <ul style="list-style-type: none"> • Secure funding for corridor roadway and pedestrian improvement study by winter 2018. • Complete improvement study by summer 2019. • Complete design and permit improvements by winter 2019. • Budget and secure outside funding for improvement by fall 2020. • Complete improvements by 2023 |
| <p>7. Enhance Economic Viability while improving the Business Environment.</p> | <p>Develop a realistic economic development plan for the Town.</p> <ul style="list-style-type: none"> • Create a robust economic development plan for the repurposing old mills and advocate for land development. • Facilitate new growth industries (a possible innovation hub/leveraging Bryant University) and attracting high-paying jobs. |
| | <p>Continue to work with the Smithfield Economic Development Commission, the Northern RI Chamber of Commerce, and the RI Commerce Corporation as primary partners for the advancement of the Town's Economic Development.</p> |
| | <p>Update the Town's Guide to Starting a Business in</p> |

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| | <p>Smithfield.</p> <p>Conduct a study to review the Town's current licenses and fees, and associated procedures for obtaining them.</p> <p>Work collaboratively with the Town Council, Planning Board, Zoning Board and Town Staff to implement the Town's Comprehensive Plan.</p> |
| <p>8. Improve Town-wide recreational facilities and programs.</p> | <p>Create a recreation plan, including an updated needs assessment of existing and future athletic fields.</p> <p>Have a traffic study completed for Deerfield Park and look at the viability/feasibility of an additional entrance to the park.</p> <p>Explore opportunities for public-private partnerships to leverage resources and expand recreational opportunities for our community.</p> <p>Develop a recreational programming plan to layout year-round activities.</p> |
| <p>9. Community Enhancements.</p> | <p>Work to deliver high-quality business and resident-friendly services.</p> <p>Develop and enhance online self-service options.</p> <p>Evaluate event calendars to better align all town actives.</p> <p>Utilize the Municipal Court to execute cases promptly while using our resources efficiently to deliver just outcomes.</p> <p>Develop a town-wide citizen survey to periodically identify citizen satisfaction, perceptions, and expectations.</p> <p>Continue hosting Town Hall Meetings to allow the residents and business owners the opportunity to voice concerns and ask questions.</p> <p>Assure that the Town continues to be a safe community for all.</p> <ul style="list-style-type: none"> • Enhance community policing through the support of programs and activities to prevent crime and promote safety. • Maintain updated emergency response plans, ensure staff receives training, and maintain regional partnerships for emergency response. <p>Provide events and programs that foster community engagement and enhance the community as a whole.</p> |

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| 10. Embrace the Arts, Culture and Heritage | Promote arts and cultural programs in conjunction with the Smithfield Special Events Committee, Parks and Recreation Department, and the Smithfield School Department. |
| | Ongoing promotion of the Town's history, heritage and preservation assets. |
| | Support and expand the diversity of community events and festivals which benefit all the residents of the Town. |
| | Examine the viability/feasibility of a cultural center or area in Town. |
| | Identify local groups and organizations that would help to grow potential activities and events in Town. |
| | Continue working to preserve and protect the Town's Heritage and Land Resources for future generations to enjoy. |

This plan will be revisited semi-annually and updates will be provided accordingly as objectives evolve.

