



**Lynnfield**  
MASSACHUSETTS

**Strategic Planning Committee  
Second Meeting  
October 25<sup>th</sup> , 2018**



**Lynnfield**  
MASSACHUSETTS

## *Strategic Planning Committee*





# Strategic Planning Committee Meeting

## **TOWN OF LYNNFIELD**

**Board/Committee Name: Strategic Planning Committee**

**Day/Date: Thursday, October 25<sup>th</sup>, 2018**

**Time of Meeting: 7:00 PM**

**Location: Town Hall**

### **AGENDA**

- ☐ **Review Narrative for the Committee's Foundation and Development Plan**
- ☐ **Discussion on areas the Selectmen / Town Administrator want the SPC to focus on**
- ☐ **Review the Nine Strategic Goals**
- ☐ **Begin process of setting the current goals by priority**
- ☐ **Review of Milestones and Future Meeting Dates.**
- ☐ **Next Steps/Homework for Next Meeting**
- ☐ **Public Comment**
- ☐ **Adjournment**



## **Foundations for the Plan**

The Strategic Planning Committee's (SPC) foundation of Lynnfield's Long Term Plan is built upon the efforts of several Board, Commissions and Committees. These previous efforts include the work of the Lynnfield's Planning Board (PB), which submitted its report, Planning to Preserve the Best of Lynnfield, to the Board of Selectmen on a quarterly basis. The PB identified the Town's community defining resources, such as its historic and environmental assets, and recommended proactive measures to preserve the Town's vital economic, natural and recreational characteristics. Work to develop plans for the future needs as identified by its citizens in survey's and town hall meetings, enhance the Town's village center, improve the recreational facilities, assess the Town's public safety departments and facilities, and update the Town's Open Space Plan have also influenced the Planning Board's assessment to the Town's Selectmen. In that sense, this Strategic Planning Committee does not break new ground but presents instead a clear framework for action in the years to come. The intent is to look at least three to five years for the town to set priorities against. The Strategic Planning Committee will submit this Plan, through the Selectmen, to the public because we believe the goals it establishes, and the actions it suggests the Town Administrator, Robert Dolan, will positively impact the lives of all people in Lynnfield. In fact, one of the Eight goals proposed in the Plan is to Increase Participation in Town Government.

## Developing the Plan

This Plan has been developed through a series of open public meetings and workshops initially facilitated by the assistant town administrator. Through these sessions, the Lynnfield Strategic Planning Committee (SPC) on which we serve has worked to determine the Town's long-term priorities. The SPC is comprised of members appointed by the Town Selectmen. This diverse membership has ensured that a wide array of viewpoints, professional backgrounds, not affiliated with any other Boards, Commissions, or Departments within the town, were considered for this new Board. The effort has also benefitted from the invaluable experience and insights of the Town Administrator Rob Dolan and the Assistant Town Administrator Bob Curtin. From this comprehensive dialogue, Eight goals were agreed by the SPB, each underpinned by a set of actions to achieve those goals. These Eight goals address a broad range of topic areas, from Town facilities to public safety, land conservation to school's long term plans. They do not address every matter confronting the Town, but we believe they address the most pressing challenges facing Lynnfield at this time. We hope by looking long term at issues the town will face, we will have addressed the issues for the town to collectively balance its priorities,



# Strategic Planning Committee Process Breakdown

## Project Kickoff:

- Establish project objectives
- Elect officers
- Discuss Town's strengths, challenges, achievements and pressures
- Agree major milestones and timetable

## Develop the plan:

- series of 2-3 Town Hall Meetings to –
- Determine measurable goals
  - Identify key actions
  - Obtain relevant baseline data to support goals/targets

## Create implementation framework:

- Identify goal/action owners
- "tasks" to Achieve this Goal
- Create reporting calendar, process
- Agree with town leaders, present

FINAL  
STRATEGIC  
PLAN  
INCLUDES  
ALL  
THESE  
ELEMENTS

## Establishing Priorities

Identifying highest priority goals ensures that these are the focus for the Town. The SPC recognizes that the Town may work towards goals of different priorities simultaneously but advises the Town to consider how pursuing other goals will affect achieving the priority goals in terms of the dedication of resources. Working towards the nine goals of the Strategic Plan will be incremental. This report will serve as a semi-annual report and will be maintained by the Staff Planner for the SPC to track the progress of each project or initiative. Within each priority is a gray box: When an item is completed it would be recorded in the gray box in each priority section, and another project or initiative from the Strategic Plan list of actions would be added to this list for the Town to work on. This based from Guidance from the Town Selectmen, Boards & Commission, Departments, Citizens. This will be posted on the Town's Website.

### Lynnfield Strategic Plan Goals

Goal #	Description	Review and Refine	Priority
1.	Renew and finance critical town infrastructure (A thru F)		1
2.	Increase Participation in Town Government		3
3.	Maintain and develop a strong business community		2
4.	Improve the health of and access to Lynnfield Natural Beauty and Resources; Increase the amount of protected land in Lynnfield		2
5.	Expand the range of recreational opportunities and assets		2
6.	Cemeteries Plans to meet the towns needs for the next 40 years		1
7.	Out Sourcing		3

This semi-annual report will be updated and reviewed by the SPC at their monthly/quarterly meetings. It will be available to the public through the SPC webpage (link to Strategic Planning Committee webpage). The SPC meetings are public meetings and attendance and participation is encouraged.

## **Developing the Strategic Plan with Feed back from the Community**

The Strategic Planning Committee is grateful for all the public feedback received from the first draft of the plan. The SPC relied heavily on the Town's Boards, Commissions, Departments and public feedback in setting priority goals for the implementation of the Strategic Plan.

### **The two main themes from the feedback were:**

- ☐ There are not enough Town funds to pursue all of the goals outlined by the SPC, and thus the SPC should prioritize the goals of the plan based on what is most important and essential to the Town in the future (e.g. needs before wants). Most projects will be done on Debt Exclusion
- ☐ The public needs to have ample opportunities throughout the strategic planning process to vote, approve and fund any action and initiative that is generated from the Strategic Planning Committee process, and the SPC should work on ways to better inform the public.

Based on this feedback the Committee set priority goals for the Town. The highest priority goals (Priority 1) are

- ☐ Renew and Finance Critical Town Infrastructure
- ☐ Provide Cemetery space for the next 40 year to its citizens

The next set of goals, 2nd priority would be

- ☐ Increase participation in Town government
- ☐ Improve the health of and access to the Lynnfield's natural Beauty
- ☐ Maintain and Develop a Strong Business Community.
- ☐ Expand the range of recreational opportunities and assets

The remaining goals (Priority 3) would be the lowest priority.

- ☐ Increase Participation in Town Government
- ☐ Out Sourcing



## Establishing Priorities [ Draft, Vote on at January 24<sup>th</sup> 2019 Meeting ]

### Lynnfield Strategic Plan Goals

Goal #	Description	Priority		
		1	2	3
1.	Renew and finance critical town infrastructure (A thru F)	x		
2.	Increase Participation in Town Government			x
3.	Maintain and develop a strong business community		x	
4.	Improve the health of and access to Lynnfield Natural Beauty and Resources; Increase the amount of protected land in Lynnfield (A and B)		x	
5.	Expand the range of recreational opportunities and assets		x	
6.	Cemeteries Plans to meet the towns needs for the next 40 years	x		
7.	Out Sourcing			x

### Comments

- Do we break Goal #1 into more categories of priorities?
  - Is there to many priorities listed under current goal #1? (Keep “infrastructure” as one common goal)
- Do we have any new priorities we want to add or delete?

## Establishing Priorities [Draft Priority sent to Town Administrator]

### Lynnfield Strategic Plan Goals

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		1	2	3
1.	Renew and finance critical town infrastructure (A thru F) _____			
2.	Increase Participation in Town Government _____			
3.	Maintain and develop a strong business community _____			
4.	Improve the health of and access to Lynnfield Natural Beauty and Resources; Increase the amount of protected land in Lynnfield (A and B) _____			
5.	Expand the range of recreational opportunities and assets _____			
6.	Cemeteries Plans to meet the towns needs for the next 40 years _____			
7.	Out Sourcing _____			

### Comments

- Submit this Priority Ranking to the Town Administrator for review.
  
- Set Priorities for the next meeting
  
- Schedule the next meeting

## Establishing Priorities

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## Notes from the Meeting

➤ Discussion Points:

- Media Campaign in local Newspapers on priorities

➤ Changes:

➤ Follow-ups:

➤ Near Term Suspense: