



5/22/23

Request for Expression of Interest

Town of Chelmsford

Strategic Plan Project

The Town of Chelmsford Select Board invites interested parties to submit an expression of interest for the development of a community-based strategic plan.

OBJECTIVE:

The Select Board intends to lead the development of a strategic plan to guide the future direction of the town. The objective of this solicitation of expression of interest is to identify potential partners for the Town and the approach that each one may take to successfully devise and facilitate a visioning process with community input. The community's shared vision will result in a strategic planning document with goals and tasks that will help shape decisions related to program development and budget expenditures for the next three to five years.

The Town anticipates the planning process will take up to one year to provide adequate time to establish an outreach approach, research, engage citizens and other governmental officials, analysis, identify strategies and opportunities, and produce an implementation plan. The strategic plan will contain specific goals, targets, measures, milestones, and strategies.

Specifically, this visioning process with the Town's citizenry should:

1. build a stronger relationship between the community and local government by developing a shared set of priorities; and
2. help us identify options, consider opportunities, and determine any trade-offs that may be necessary to reach our goals.

The Town is aware that there are a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the response to the expression of interest will describe how it will enable the Town to complete its organizational and programmatic goals listed in the Scope of Work.

SCOPE OF WORK

The scope of work for the development of a strategic plan may consist of, but not necessarily be limited to, the following tasks:

- Understand Town Operations and Information:

- Review the Town's Master Plan, School Department's Strategic Plan, Open Space and Recreation Plan, Age-Friendly Chelmsford Implementation Plan, and other planning documents; Examine the Town's organizational structure, budget information, Town charter and bylaws, and other related documents to understand current strategies. Examine the Town's demographics, socioeconomics, education, business development, housing, arts, culture, history, recreation, natural features, geography, entertainment, and technology.

- Meet with the Select Board, other Town leaders, and stakeholders to gain a working knowledge of the history, vision and values of the community.

- Understand existing programs and partnerships to identify service gaps and opportunities for delivery options, partnerships, and collaborations.

- Facilitate a community visioning process.

- This process may consist of public meetings, stakeholder group sessions, outreach forums, online survey(s), social media, information booths at local events, discussions with Town staff, innovative approaches, and other appropriate outreach deemed necessary to achieve input from the community.

- Coordinate a community visioning process with the Town's project team to develop a work plan of activities and communications. The work plan shall include an online presence for this project to promote public involvement and similar materials suitable for public distribution and outreach. The project team, assigned by the Select Board, will guide project direction and oversee planning activities.

- Review and, if necessary, update the Town's vision statement based on the analysis of the community visioning process.

- Develop a clear set of goals, action steps and policy statements that define the priorities and vision articulated by citizens and identify how these goals will be achieved.

- Draft a final plan document for review and present the plan to the broader community. Participate in the review and refinement of this document.

- Facilitate the development of performance metrics – key indicators and outcomes that can serve as a basis for performance measure for the organization.

- Produce a workable planning document that has broad citizen support, clearly outlines the community vision and identifies clear policies, goals and action steps necessary to achieve the community's vision.

- Facilitate the development of a process to keep the Select Board involved and engaged in identifying potential strategic initiatives that support goals and tasks, including use of Select Board meetings to handle strategic discussions, feedback loops, newsletters, and regularly scheduled reviews and reports.

- Facilitate the development of a process that keeps Town employees involved and engaged in implementing strategic initiatives that support goals and tasks, including focus groups, departmental plans, annual work plans, feedback loops, newsletters, regularly scheduled reviews and reports.

The expression of interest may include the approach to provide regular progress reporting and a schedule of the coordination of its planning services with the Town and its designated project management personnel. This may include the provision of a primary point of contact to the Town for the duration of the project and attendance at project status and management meetings. It may also describe a monthly progress reporting and forecasting of future phases of the project.

Please submit an expression of interest to Chelmsford Town Manager Paul Cohen via email at the following email address: pcohen@chelmsfordma.gov by Thursday, June 15, 2023. For further information, you may contact Chelmsford Town Manager Paul Cohen via email at pcohen@chelmsfordma.gov or at telephone number 978-250-5202.

Thank you,

Paul E. Cohen
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