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**CITY OF DANBURY**  
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**MEMORANDUM**

TO: Mayor Mark D. Boughton via the City Council

FROM: David W. St. Hilaire, Director of Finance *DST*

DATE: June 24, 2013

SUBJECT: Hiring of Consulting Firm – Blum Shapiro

Most cities and towns are facing a multitude of financial and operational challenges as a result of disappointing economic conditions and diminishing State of Connecticut support. Municipalities are being forced to rethink and change how they provide services. Given the recent retirements and the reduced staffing levels, it would be an opportune time for the City of Danbury to evaluate where our city operations are today, but most importantly, identify how we can transform ourselves to achieve our goals for tomorrow. This is an opportunity for the City of Danbury to execute on a vision for the future and to create a "New Normal" which transforms government as a model service provider while reducing the costly bureaucracy and minimizing the overall costs of the delivery of those services.

To assist the City in this project, I would highly recommend the consulting firm of BlumShapiro. BlumShapiro has extensive experience working with many cities/towns and Boards of Education to evaluate their operational and management efficiencies as well as their organizational structure. BlumShapiro will work with the City of Danbury and Board of Education to develop a comprehensive reorganization and transformation strategy with the goal of analyzing existing departmental operations, evaluating current positions, evaluating current staffing and service delivery models along with providing an implementation plan for their recommendations.

There are two key phases to this project:

**A. Develop the Plan** – A review of the current operational and organizational environments provides the basis for identifying key requirements for a municipal transformation. Tasks in this phase include:

- Confirming operational and service requirements.
- Reviewing processes and information workflows.

- Assessing the technology environment.
- Confirming roles and responsibilities
- Developing a transformation program and plan.
- Developing a project plan for Phase II.

**B. Project Management and Implementation** - Tasks completed during this phase include:

- Developing and monitoring a project plan and budget.
- Developing and assisting with a change management program/plan.
- Implementing new processes, workflows and controls.
- Developing user procedures and training.

Both phases of the project plan will take a total of about 9 months to complete and cost approximately \$400,000. I recommend that the project be funded directly out of unassigned fund balance, which I certify is available. It is anticipated that these funds will be replenished with the salary savings achieved during the fiscal year from the 20 employees who retired under the recent Retirement Incentive Program (RIP).

Please feel free to contact me should you require any additional information.