TOWN OF FARMINGTON, CT. OFFICE OF THE TOWN MANAGER REGULAR TOWN COUNCIL MEETING

DATE: May 22, 2018

(Council Members are asked to call the Town Manager's office if

they are unable to attend the meeting.)

TIME: 7:00 P.M.

PLACE: COUNCIL CHAMBERS

AGENDA

A. Call to Order

B. Pledge of Allegiance

- C. Public Comments
- D. Consideration of Special Topics
 - 1. To consider and take action on the Town of Farmington's Strategic Plan/Town Manager Goals.
- E. Executive Session
 - 1. Land acquisition
- F. Adjournment

cc: Town Clerk

Press

Nutmeg TV Main Library Barney Library MOTION Agenda Item D-1

To consider and take action on the attached Town of Farmington Strategic Plan/Town Manager Goals.

NOTE: It has been the Town Council's practice to amend the Strategic Plan/Town Manager Goals at the beginning of each Town Council two-year term. Attached are the Town Manager Goals that were last adopted in February 2016, along with my suggested goal modifications and new topics for the Town Council's consideration. Tonight's meeting will be a discussion on existing and proposed goals and new topics for consideration. In the past, the Town Council has added and deleted specific Town Manager Goals to the Strategic Plan.

In addition to the attached, the following topics for consideration have also been brought to my attention:

*Due to the quick turnaround time required for agenda distribution, these topics of consideration were not able to be included in the attached strategic plan modifications. It is anticipated that I will have recommendations for where these topics of consideration could be added to the Strategic Plan and will provide my suggestions at the meeting.

- 1. **Sustainable Development**. To include: researching and implementing where appropriate alternative energy sources; reducing waste; reviewing walkability / bicycle connectivity in town (including side walk issues); housing aimed at attracting young professionals who will want to work and live in Farmington (and therefore attracting new businesses); controlling sprawl in order to preserve Farmington's historic roots; encouraging people "passing through" to stop at local businesses and activities.
- Transparency. Improving communication with the community, both publishing information and ensuring that the information is accessible to the public in a way that is easily found using a variety of methods (email, Everbridge, social media, traditional mailings / flyers, other); improving budgeting processes to create a more transparent and understood process (including to meet GFOA standards).
- 3. **Quality of Life**. Maintaining our excellent services for families, retirees, senior citizens, people in need, veterans. Housing, activities, support groups, etc.
- 4. **Transportation**. Improving our infrastructure to allow for better traffic movement through town and allowing for alternate means of transportation (biking, walking). But also understanding the desire

to maintain the town's historic roots and charm. Significant overlap with #1 above.

5. **Education**. Staying abreast of current education trends and creating facilities that support our Board of Education and students allowing them to maintain the top notch education that Farmington is known for.

Please use the "Strategic Plan Edits Key" below when reviewing the strategic plan modifications.

Strategic Plan Edits Key

Red	Delete
Green	New Goals/Topics of Consideration
Blue	Modification/Moving to Department Goals
Purple	No Change

Please note that the Town Council does have another workshop on May 29, 2018 to continue this discussion and process. I look forward to working with the Town Council to update the Strategic Plan/Town Manager Goals.

/Attachment

Goal 2 Transportation and Land

Desired Outcomes	<u>Deliverables</u>	<u>2018-2020 Goals</u>
2.1 Partner with the Town Plan and Zoning Commission (TPZ) to facilitate public awareness of the TPZ and Town Council roles, responsibilities and vision in land use matters.	The Development Wing participates and provides professional planning and technical support for all land use committees, including Planning and Zoning Commission, Zoning Board of Appeals, Architectural Review Committee the Inlands Wetlands Commission, Conservation Commission, Historic District commissions and the Economic Development Commission, and maintains a communication link between the public, the Land Use committees, Economic Development Commission and the Town Council.	*New Topic for Consideration- Historic Properties

Goal 2 Transportation and Land

Desired Outcomes	<u>Deliverables</u>	<u>2018-2020 Goals</u>
2.2 Collaborate with Town Plan and Zoning Commission to implement the vision in land use matters.	Assist the Town Plan and Zoning Commission with their leadership and policy-making roles and assist in the implementation of the Town of Farmington Strategic Plan. Ensure the administration and compliance with Town Plan of Conservation and Development. Review and make recommendations to the Town Plan and Zoning Commission regarding town planning issues	Existing Goal-KE recommends delete-complete 1) Provide needed support to ensure that the Gateway Committee moves forward and receives the appropriate staffing and funding to complete objectives. Provide Quarterly Reports to the Town Council. Existing Goal- KE recommends delete-new goal is taking its place 2) Prepare for the acquisition of the Parsons property in 2017. *New Goal- KE recommends 1) Farmington Center Committee To appoint a Farmington Center Committee (Parson's acquisition/other)

Goal 2 Transportation and Land

Desired Outcomes	<u>Deliverables</u>	<u>2018-2020 Goals</u>
2.3 Collaborate with Federal and State officials to expedite traffic improvement plans.	Oversee actions taken to improve traffic issues to include meeting with the State of Connecticut staff representatives on a regular basis. Work with the State of Connecticut to implement future State DOT projects and apply to CRGOG or to the State for the new projects.	Existing Goal- KE recommends modification 3) Manage actions taken to improve traffic problems including meeting with the State of Connecticut Department of Transportation on quarterly basis. Report on the following projects to the Town Council on a quarterly basis. State Project(s) #51-260 Backage Road Project (complete) #51-268 Rails to Trails Project (complete) #51-269 New Britain Ave. Project Route 10 Paving Project Route 4 Corridor Study Project (complete) South Road Reconstruction Project(complete) Existing Goal- KE recommends delete- complete 4) Work with the Connecticut Department of Transportation to facilitate the construction of improvements to Route 10 at Route 4, including improvements to the northbound right-turn lane and southbound left-turn lane, which were originally proposed as part of State Project 51-260. Report to the Town Council on a quarterly basis. Existing Goal- KE recommends no change 5) To continue to evaluate the potential and location of an additional river crossing with the State of Connecticut Department of Transportation to alleviate traffic in the Town Centers.

Goal 2 Transportation and Land

Desired Outcomes	<u>Deliverables</u>	<u>2018-2020 Goals</u>
2.4 Seek innovative solutions to mitigate traffic problems including public transportation opportunities.	Staff to participate in the Traffic Review Board, coordinate and work closely with the police department special projects unit. Manage the statistical data and information from traffic accident data to address neighborhood traffic concerns and update the traffic enforcement plan. Staff to work with the Town Plan and Zoning Commission with regards to alleviating particular traffic issues in conjunction with developments that have been submitted to the Town Plan and Zoning Commission. Staff to continue to utilize non-structural improvements within new developments submitted to the Town Plan and Zoning Commission (school bus access, curb cuts, mass transit, and emergency access).	Existing Goal- KE recommends modifying the committee charge 6) Provide needed support to ensure that the Bicycle Advisory Committee moves forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to the Town Council. Existing Goal- KE recommends delete this goal and discuss moving this topic into charge of committee (see above). 7) Town staff and Bicycle Committee begin to analyze the existing trail and parking lot system with respect to neighborhood accessibility. Prioritize higher connectivity versus low cost. Provide Quarterly reports to the Town Council. Existing Goal- KE recommends moving this goal to Police Department Goals 8) The Police Department will work towards creating a separate traffic unit in the Farmington Police Department in order to increase enforcement and compliance of traffic laws, and work together with the community to address neighborhood traffic concerns. This Unit will also be responsible for managing data collection, and other relevant information required by the Traffic Review Board and the Town Manager. *New Topic for Consideration- Appoint a committee to review Town Sidewalk Ordinance

Goal 2 Transportation and Land

Desired Outcomes	<u>Deliverables</u>	<u>2018-2020 Goals</u>
2.5 Ensure that roads and sidewalks are maintained at a high level of quality and are accessible to all residents.	Public Works Department to manage the safe, efficient and effective construction and maintenance of public roadways, including directing road construction, snow, leaf removal, and tree removal and overall general maintenance and upkeep of all public roads	Existing Goal- KE recommends Delete-complete 9) To complete the construction of sidewalks from Depot Place to Keene place and administer the Main Street Grant. Provide quarterly reports to the Town Council.
2.6 Determine Farmington's citizen and business priorities for future land use in regards to initiatives put forth by federal and state agencies.	Maintain a communication link between the public, the business community and the Town through the implementation of the Plan of Conservation and Development and encourage those priorities at the federal and state level.	Existing Goal- KE recommends Delete-complete 10) Prepare for the 10-year re-write of the Plan of Conservation and Development starting in 2017. Provide Quarterly Reports to the Town Council.
2.7 Promote the maintenance, improvement and expansion of infrastructure.	Manage and continue to implement the maintenance and improvement plans for all Town infrastructures through the five-year Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.	Existing Goal- KE recommends modification 11) To begin the construction continue to monitor of the comprehensive upgrade of the Water Pollution Control Plant. Provide quarterly reports to the Town Council.

Goal 2 Transportation and Land

Desired Outcomes	<u>Deliverables</u>	<u>2018-2020 Goals</u>
2.8 Collaborate with all relevant boards and commissions to preserve and protect the environment.	Assist and provide technical support to the Inlands/Wetlands and Conservation Commission with their leadership and policy-making roles in the implementation of the Strategic Plan. Work with the Land Acquisition Commission to continue the acquisition of open space and apply for state grants for reimbursement.	 Existing Goal- KE recommends modification 12) Appoint an Ad-Hoc Committee to work with the Farmington Cemetery Committee and Farmington State Legislative Delegation to identify town land that would be suitable for the expansion of the Riverside Cemetery. Existing Goal- KE recommends no change 12a.) To provide the Town Council a yearly report on Sub-Edge Farm at Fisher Farm.

Goal 3 Economic Development

Promote growth of the tax base through programs and processes designed to encourage business retention, expansion and attraction while maintaining the character of the community.

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2018-2020 Goals</u>
3.1 Assure that Farmington's policies and procedures are competitive and conducive to economic development in the community.	Manage and support the Economic Development Commission in all aspects of the Economic Development policy and program. Establish and maintain working relationship with commercial real estate companies, developers, State of Connecticut Department of Economic Development, and local utility providers. Work in conjunction with the Planning and Development office on policy development.	Existing Goal- KE recommends no change 13) Provide needed support to ensure that the Town Council UCONN sub-committee moves forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to Town Council.
3.2 Continue to monitor and update a plan that promotes the retention and expansion of existing businesses and attraction of new businesses.	Economic Development Director to participate in business visitation meetings and maintain a communication link between the business community and the Town Government. Maintain inventory of available Town properties, vacancy rates, and information on the local utility infrastructure. Provide guidance to businesses concerning various economic development programs. Track trend changes critical to businesses and develop reporting mechanisms to applicable parties.	
3.3 Ensure Farmington business satisfaction with business-related policies, and participation in Town sponsored/endorsed offerings and/or events.	Economic Development Director to serve as the Town's representative to a number of organizations such as the Chamber of Commerce. Maximize economic development through regional and civic cooperative efforts and organizations.	Existing Goal- KE recommends no change 14) That the Town of Farmington actively participates in regional and state economic development activities; and provides quarterly reports to the Town Council concerning regional and state activities.

Goal 3 Economic Development

Promote growth of the tax base through programs and processes designed to encourage business retention, expansion and attraction while maintaining the character of the community.

Desired Outcomes	<u>Deliverables</u>	<u>2018-2020 Goals</u>
3.4 Facilitate and partner with stakeholder groups to implement redevelopment plans.	Support businesses that are affected by redevelopment. Incorporate the needs of existing businesses in the planning process for redevelopment. Provide relocation assistance to affected businesses.	
3.5 Ensure that Farmington's economic development materials provide factual, timely and user-friendly information to existing and potential businesses.	Review and update communication materials. Promote Farmington businesses and economic development activities.	Existing Goal- KE recommends moving this goal to Economic Development Goals 15) Per the Plan of Conservation and Development, seek to re-zone the 86-acre property (with 10 acres of usable land) at Batterson Park for office and or research and development use including uses eligible for the bioscience zone such as Jackson Labs.

<u>Goal 4 Budget</u>
Operate with balanced budgets supported by stable and equitable revenues collected from varied public and private sources.

<u>Desired Outcomes</u>	<u>2018-2020 Goals</u>
4.1 Prioritize service expenditures (beginning with the 05-06 budget based on citizen polling/surveys) to ensure that services are competitive within the region and are based on "best practices".	 Existing Goal- KE recommends no change 16) Prepare and present the 2019-2020 Annual Budget to Town residents and ensure that a budget is prepared on a timely basis, according to Town Council direction and Town Charter guidelines. Existing Goal- KE recommends no change 17) Conduct contract negotiations with all of the Town's Bargaining Units. Provide Quarterly Reports to the Town Council on progress. Explore High Deductible Health Plan options.

Goal 4 Budget
Operate with balanced budgets supported by stable and equitable revenues collected from varied public and private sources.

<u>Desired Outcomes</u>	<u>2018-2020 Goals</u>
4.2 Promote private contributions of funds and property to the Town.	Existing Goal- KE recommends no change 18) Continue outreach to citizen, volunteer and business groups to promote monetary and property private contributions to the Town of Farmington. Allocate appropriate resources to enable the Town to assist groups through appropriate procedures and processes. Report to the Town Council on an annual basis.
4.3 Explore ways to increase and create more awareness of property tax relief for those in need.	Existing Goal- KE recommends delete-complete 19) Complete the revaluation of all real property located within the limits of the Town including a physical inspection of at least 50% of commercial properties for inclusion in the October 1, 2017 Grand List. Report to the Town Council on a quarterly basis.
4.4 Coordinate efforts with elected federal and state officials to explore alternate ways to decrease reliance on the local property taxes.	Existing Goal- KE recommends no change 20) Continue to meet with Farmington's delegation on a yearly basis to explore ways to decrease reliance on local property taxes.

Goal 5 Best Practices

Desired Outsons	0040 0000 0 -
Desired Outcome	<u>2018-2020 Goals</u>
5.1 Deliver Town-wide services in accordance within industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction.	Existing Goal- KE recommends no change 21) Manage and monitor all Town departments to ensure they are effectively and efficiently making progress in achieving their individual, specific goals and objectives and that their efforts are in line with the mandates of the Strategic Plan and its goals. Regularly review programs, staffing regionalization efforts, and service levels to ensure that they are utilizing "best practices" in order to meet budgetary constraints and policy objectives. On a quarterly basis, report to the Town Council on the progress each department has made meeting its goals and objectives.
	Existing Goal- KE recommends no change 22) Provide Town Council a yearly report on Town Manager's goals and objectives.
	Existing Goal- KE recommends modification 23) Provide needed support to ensure that the Farmington High School Building Committee moves forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council. Appoint Two Ad-Hoc Subcommittees – Per the May 15, 2018 Meeting
	Existing Goal- KE recommends moving this goal to Fire Development Goals 24) Petition the State of Connecticut Department of Public Health under the Alternative Local EMS Plan Provision provided for by Public Act 14-217 to have the Primary Service Area Designations reassigned to the Town of
	Farmington for both Basic Ambulance Transport and Paramedic Service. Specifically, as authorized by the Town Council, to: a) Formulate and submit an alternative local emergency medical services plan prepared pursuant to Section 19a-181b to the Department of Public Health for reassignment of the Primary Service Area Designations for Paramedic and Ambulance Service within the

Goal 5 Best Practices

<u>Desired Outcome</u>	<u>2018-2020 Goals</u>
5.1 (continued) Deliver Town-wide services in accordance within industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction.	b) Formulate and submit a Petition and /or Application to the Commissioner of Public Health for the Reassignment of the Primary Service Area Designations for Paramedic and Ambulance Service Levels for the geographic area that is the Town of Farmington to the Town of Farmington in accordance with section 19a-181-f, and to e) Sign a contract with American Medical Response for two 24-hour Paramedic Level Ambulances with no subsidy to the Town. *New Goal- Fire Goal Recruitment of volunteers/ continue the study on the fire stations *New Topic for Consideration- Appoint an Ad-Hoc Committee to review Auditor Existing Goal- KE recommends delete-complete 25) Provide needed support to ensure that the Web Page Committee moves forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council. *New Topic for Consideration- Appoint a Community Awareness Ad-Hoc Committee
5.2 Endorse and track goals for elected and appointed Boards and Commissions and Department Work Plans on an annual basis.	Existing Goal- KE recommends no change 26) Provide the Town Council with technical information, policy recommendation and legislative advice for each Town Council meeting.

Goal 5 Best Practices

Desired Outcome	<u>2018-2020 Goals</u>
5.3 Establish a leadership role among Connecticut communities through the collaboration of the elected leadership – Town Council, Board of Education and Planning and Zoning.	
5.4 Conduct market research/survey periodically to better understand service levels and customer needs.	
5.5 Increase communication with and encourage participation of citizens, the business community and Town employees regarding the Town's governmental structure, processes and services.	Existing Goal- KE recommends modification- Nancy Parent to provide goal 27) Seek innovative efforts to increase public awareness related to the Town's social service offerings. Report on a quarterly basis to the Town Council.
5.6 Enhance high level of productivity and job satisfaction among Town-wide employees and volunteers.	
5.7 RE-affirm that 100% compliance with the Ethics Policy 100% of the time is the foundation of good government.	
Increase public awareness and municipal participation in "green" efforts including energy conservation, renewable resources, recycling, and other environmentally friendly practices natural resources conservation, energy reduction/alternative energy, and waste reduction and recycling. Establish a leadership role in the community in promoting environmentally friendly practices in Town. Explore ways to fund green initiatives.	Existing Goal- KE recommends modification per Green Efforts Committee 28) To ensure that Green Efforts Committee moves forward and receives the appropriate staff support to complete its objectives. Provide oversight and needed support to ensure that the Green Efforts Committee, including the AMERESCO Performance Contract, moves forward and completes its objectives. Provide Quarterly reports to the Town Council. Review charge of committee

Goal 5 Best Practices

Desired Outcome	<u>2018-2020 Goals</u>
5.9 Affirm that the ADA accessibility standard is the minimum standard and the Town will strive to exceed that standard	

Goal 6 Recreation

Provide wholesome programming for all populations including sports and physical fitness, cultural and creative programs community programs, social programs, camp programs, golf course, and passive recreation to achieve creative solutions for a healthy community.

Desired Outcomes	<u>2018-2020 Goals</u>
6.1 Promote and provide recreation and community programs for the entire community. Continue to review programs, staffing and budgetary consideration to ensure that all recreation programs continue to meet the needs of the entire community.	*New Goal- KE recommends new goal- Community Events Nancy Parent to provide
6.2 Work with the Board of Education and Library to ensure that all recreation programs and resources are complementary; not in conflict with each other.	
6.3 Ensure that the ratio of Town funded recreation programs versus self-funded or user fee recreation programs are in line with "best practices" or are similar to comparable Connecticut municipalities.	
6.4 Provide adequate funding for the maintenance of recreational facilities and other capital improvements.	Existing Goal- KE recommends delete-complete 29) Town staff to develop a Recreation Capital Plan for Town Council approval.
6.5 Offer a well maintained and managed municipal golf course in which the operations are in line with other municipal golf courses and best practices.	Existing Goal- KE recommends delete-complete 30) Town Staff to develop and recommend to the Town Council a long term strategic plan for the Golf Course.

Goal 6 Recreation

Provide wholesome programming for all populations including sports and physical fitness, cultural and creative programs community programs, social programs, camp programs, golf course, and passive recreation to achieve creative solutions for a healthy community.

Desired Outcomes	<u>2018-2020 Goals</u>
6.6 Town Council to address the ease of access to the Town's recreational facilities.	
6.7 Promote and provide access for the active and passive use of Town land for recreational purposes.	 Existing Goal- KE recommends delete-complete 31) Bi-annually add and conduct a moderated public forum to review all current plans for the Farmington Trails including Rails-to-Trails, bike and walking paths and to encourage open and active public comment and suggestions. Invite all stakeholders. Existing Goal- KE recommends delete-complete 32) To extend the Town Farm Road canal trail on the west side of Town Farm Road to the Avon Town line. Existing Goal- KE recommends delete-complete 33) To reestablish the trail from the west side of the Farmington Center bridge to approximately the former Grist Mill dam.
6.8 Manage the maintenance and use of Town open spaces. Expand recreational opportunities such and trails and recreational facilities through state grants.	Existing Goal- KE recommends delete-complete 34) Extend the Farmington Canal Heritage Greenway Trail to the Plainville town line. Complete the construction. Provide quarterly reports to the Town Council.

MOTION: Agenda Item E-1

Executive Session—To discuss matters concerning the sale or acquisition of real property.

To adjourn the meeting to executive session as permitted by Connecticut General Statutes Section 1-225 (a) for the following purposes as allowed by Section 1-200(6), that is

Discussion of the selection of a site or the lease, sale or purchase of real estate by a political subdivision of the state when publicity regarding such site, lease, sale, purchase or construction would cause a likelihood of increased price until such time as all of the property has been acquired or all proceedings or transactions concerning same have been terminated or abandoned;

That attendance in the Executive Session shall be limited to:

Members of the Town Council Town Manager Bill Wadsworth, Land Acquisition Member

NOTE: Approval of this motion shall be by 2/3 vote.