

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

DATE: May 29, 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- None.
  - 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: Attached is an updated Strategic Plan with the changes made at the May 22, 2018 Town Council Meeting.

As directed, all goals that I recommended to be deleted have been removed from the document, and all goals that were recommended for no changes have been changed from purple text to black text.

The updated strategic plan still includes all new/modified topics with their associated colors, per the edits key below. Any additions from the May 22, 2018 meeting have been dated as such.

**Table #1-Strategic Plan Edits Key**

<b>Green</b>	New Goals/Topics of Consideration
<b>Blue</b>	Modification/Moving to Department Goals

I was also asked to further evaluate the committee goals and determine the level of time, cost, complexity of the policy, staff workload and Town Council workload. As such, each variable was assigned an icon (see Table #2-Icons), and a color to determine its ranking and the level of attention it requires (see Table #3-Rankings).

**Table #2-Icons**

				
Timeframe	Cost	Complexity of Policy	Staff Workload	TC Workload

**Table #3- Rankings**

	<b>Timeframe</b>	<b>Cost</b>	<b>Complexity of Policy</b>	<b>Workload (Staff/TC)</b>
<b>Red</b>	Immediate	Potential High Cost	High	High
<b>Yellow</b>	3-12 months	Potential Medium Cost	Medium	Medium
<b>Green</b>	12-24 months	Potential Low Cost	Low	Low

This visual tool was created to assist the Town Council in prioritizing the committee goals, and to provide an initial starting point for discussion. **Please note, that until the complexity is finalized and the committees are charged, these rankings may change.**

While you review the strategic plan, you will see the following chart under each committee goal with the applicable colors filled in.

Example:

			Staff	TC
🕒	\$	⚙️	🔧	🔧

For goals that require a quarterly or annual report to the Town Council, only the Staff workload is depicted.

Example:

Staff
🔧

In summary, the Strategic Plan recommends supporting and staffing the following committees (existing committees are in bold):

1. Farmington Center Committee
- 2. Bicycle Committee**
3. Sidewalk Committee
4. Facility Committee (study of all municipal facilities)
5. Cemetery Committee
- 6. Land Acquisition Committee**
- 7. UConn Subcommittee**
8. Auditor Selection Committee
9. Communication/Transparency Committee
10. FHS Ad Hoc Community Survey Committee
11. FHS Ad Hoc Facility & Finance Committee
- 12. Green Efforts Committee**

## Town Manager's Goals – 2018-2020

### Goal 2 Transportation and Land

Improve the transportation systems and facilitate implementation of traffic improvement systems; endorse policies that expand, preserve and protect the character of neighborhoods with a balance between open space and land development.

Improve the transportation infrastructure systems to allow for better traffic movement through town and facilitate implementation of traffic improvement systems including alternate means of transportation (biking and walking); endorse policies that expand, preserve and protect the character of neighborhoods including the town's significant historic roots and charm with a balance between open space and land development.


<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2018-2020 Goals</u>										
<p>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.</p>	<p>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.</p>	<p>1) <b>New Topic for Consideration- Historic Properties/Committee</b></p> <ul style="list-style-type: none"> <li>Controlling Sprawl in order to preserve Farmington's historic roots</li> </ul> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>More information needed, could include as part of another goal</p> </div>										
<p>2.2 Collaborate with Town Plan and Zoning Commission to implement the vision in land use matters.</p>	<p>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.</p>	<p>2) <b>New Goal- KE recommends</b></p> <ul style="list-style-type: none"> <li>Farmington Center Committee To appoint a Farmington Center Committee (Parson's acquisition/other)</li> </ul> <table border="1" style="margin-top: 10px; text-align: center;"> <tr> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;">Staff</td> <td style="background-color: red;">TC</td> </tr> <tr> <td>🕒</td> <td>\$</td> <td>🏠</td> <td>🔧</td> <td>🔧</td> </tr> </table>				Staff	TC	🕒	\$	🏠	🔧	🔧
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<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2018-2020 Goals</u>
<p>2.3 Collaborate with Federal and State officials to expedite traffic improvement plans.</p>	<p>Oversee actions taken to improve traffic issues to include meeting with the State of Connecticut staff representatives on a regular basis.</p> <p>Work with the State of Connecticut to implement future State DOT projects and apply to CRGOG or to the State for the new projects.</p>	<p><b>Existing Goal- KE recommends modification</b></p> <p>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.</p> <p><u>State Project(s)</u> #51-269 New Britain Ave. Project <b>#174-423c-Route 10 Paving Project</b></p> <p><b>New (5/22/18) Review the options of a post construction traffic study for Project #51-260: Route 4.</b></p> <div style="text-align: center;">  </div>

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<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2018-2020 Goals</u>										
<p>2.3 (continued) Collaborate with Federal and State officials to expedite traffic improvement plans.</p>		<p><b>Existing Goal- KE recommends no change</b></p> <p>4) 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.</p> <div style="text-align: center;"> <table border="1" data-bbox="1583 756 1680 907"> <tr><td style="background-color: yellow;">Staff</td></tr> <tr><td style="text-align: center;">✂</td></tr> </table> </div>	Staff	✂								
Staff												
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<p>2.4 Seek innovative solutions to mitigate traffic problems including public transportation opportunities.</p>	<p>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.</p> <p>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.</p> <p>Staff to continue to utilize non-structural improvements within new developments submitted to</p>	<p><b>Existing Goal- KE recommends modifying the committee charge and include “review walkability /bicycle connectivity in Town.”</b></p> <p>5) 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.</p> <div style="text-align: center;"> <table border="1" data-bbox="1390 1242 1871 1390"> <tr> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: yellow;">TC</td> </tr> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">\$</td> <td style="text-align: center;">⌘</td> <td style="text-align: center;">✂</td> <td style="text-align: center;">✂</td> </tr> </table> </div>				Staff	TC	🕒	\$	⌘	✂	✂
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<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2018-2020 Goals</u>										
<p>2.4 (continued) Seek innovative solutions to mitigate traffic problems including public transportation opportunities.</p>	<p>the Town Plan and Zoning Commission (school bus access, curb cuts, mass transit, and emergency access).</p>	<p>6) <b>New Topic for Consideration- Appoint a committee to review Town Sidewalks</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red; text-align: center;">Staff</td> <td style="background-color: yellow; text-align: center;">TC</td> </tr> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">💰</td> <td style="text-align: center;">♿</td> <td style="text-align: center;">🔧</td> <td style="text-align: center;">🔧</td> </tr> </table>				Staff	TC	🕒	💰	♿	🔧	🔧
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<p>2.5 Ensure that roads and sidewalks are maintained at a high level of quality and are accessible to all residents.</p>	<p>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</p>											
<p>2.6 Determine Farmington’s citizen and business priorities for future land use in regards to initiatives put forth by federal and state agencies.</p>	<p>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.</p>											

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<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2018-2020 Goals</u>										
<p>2.7 Promote the maintenance, improvement and expansion of infrastructure.</p>	<p>Manage and continue to implement the maintenance and improvement plans for all Town infrastructures through the <del>five-year</del> <b>seven-year</b> Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.</p>	<p><b>Existing Goal- KE recommends modification</b>            7) <del>Begin the construction of</del> <b>Continue to monitor</b> the comprehensive upgrade of the Water Pollution Control Plant. Provide quarterly reports to the Town Council.</p> <div style="text-align: center;">  </div> <p><b>New Goal (5/22/18)</b>            8) To create an ad hoc facility committee to perform a comprehensive facility study of all municipal facilities.</p> <div style="text-align: center;"> <table border="1" style="margin: auto;"> <tr> <td style="background-color: green;"></td> <td style="background-color: red;"></td> <td style="background-color: green;"></td> <td style="background-color: red; text-align: center;">Staff</td> <td style="background-color: green; text-align: center;">TC</td> </tr> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">💰</td> <td style="text-align: center;">👤</td> <td style="text-align: center;">🔧</td> <td style="text-align: center;">🔧</td> </tr> </table> </div>				Staff	TC	🕒	💰	👤	🔧	🔧
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<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2018-2020 Goals</u>												
<p>2.8 Collaborate with all relevant boards and commissions to preserve and protect the environment.</p>	<p>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.</p>	<p><b>Existing Goal- KE recommends modification</b></p> <p>9) <b>Appoint an Ad-Hoc Committee</b> 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.</p> <table border="1" data-bbox="1390 756 1871 907"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: yellow;">TC</td> </tr> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">💰</td> <td style="text-align: center;">⚙️</td> <td style="text-align: center;">🛠️</td> <td style="text-align: center;">🛠️</td> </tr> </table> <p><b>Existing Goal- KE recommends no change</b></p> <p>10) To provide the Town Council a yearly report on Sub-Edge Farm at Fisher Farm.</p> <table border="1" data-bbox="1583 1107 1680 1258"> <tr> <td style="background-color: yellow;">Staff</td> </tr> <tr> <td style="text-align: center;">🛠️</td> </tr> </table>				Staff	TC	🕒	💰	⚙️	🛠️	🛠️	Staff	🛠️
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<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2018-2020 Goals</u>										
<p>2.8 (continued) Collaborate with all relevant boards and commissions to preserve and protect the environment.</p>		<p><b>New Goal- KE Recommends (5/22/18)</b> 11) To provide the needed support to ensure that the Land Acquisition Committee moves forward and receives the appropriate staffing to complete its objectives.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: #008000;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #008000;"></td> <td style="background-color: #ffff00;">Staff</td> <td style="background-color: #ffff00;">TC</td> </tr> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">\$</td> <td style="text-align: center;">⚙️</td> <td style="text-align: center;">🔧</td> <td style="text-align: center;">🔧</td> </tr> </table>				Staff	TC	🕒	\$	⚙️	🔧	🔧
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## Town Manager's Goals – 2018-2020

### 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>										
<p>3.1 Assure that Farmington's policies and procedures are competitive and conducive to economic development in the community.</p>	<p>Manage and support the Economic Development Commission in all aspects of the Economic Development policy and program.</p> <p>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.</p> <p><b>(New Deliverable)</b> Work with the Planning Department and the Town Plan and Zoning Commission to attract housing development which will enhance quality of life and will appeal to young professionals.</p>	<p><b>Existing Goal- KE recommends no change</b></p> <p>12) 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.</p> <table border="1" data-bbox="1425 651 1906 802" style="margin-left: auto; margin-right: auto;"> <thead> <tr style="background-color: #008000; color: white;"> <th></th> <th></th> <th></th> <th>Staff</th> <th>TC</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">\$</td> <td style="text-align: center;">⚙️</td> <td style="text-align: center;">🔧</td> <td style="text-align: center;">🔧</td> </tr> </tbody> </table>				Staff	TC	🕒	\$	⚙️	🔧	🔧
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<p>3.2 Continue to monitor and update a plan that promotes the retention and expansion of existing businesses and attraction of new businesses.</p>	<p>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.</p>											

## Town Manager's Goals – 2018-2020

### 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>
<p>3.3 Ensure Farmington business satisfaction with business-related policies, and participation in Town sponsored/endorsed offerings and/or events.</p>	<p>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.</p> <p>Develop coordinated marketing aligning tourism with an economic development message to highlight Farmington's historic and cultural institutions, quality of life, and vibrant business community. <b>(New Deliverable 5/22/18)</b></p>	<p><b>Existing Goal- KE recommends no change</b> 13) 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.</p> <div style="text-align: center;">  </div>
<p>3.4 Facilitate and partner with stakeholder groups to implement redevelopment plans.</p>	<p>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.</p>	
<p>3.5 Ensure that Farmington's economic development materials provide factual, timely and user-friendly information to existing and potential businesses.</p>	<p>Review and update communication materials. Promote Farmington businesses and economic development activities. <b>Develop strategies that encourage people passing through to stop at local businesses and activities. (New Deliverable)</b></p>	

## Town Manager's Goals – 2018-2020

### Goal 4 Budget


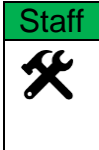
Operate with balanced budgets supported by stable and equitable revenues collected from varied public and private sources.

<u>Desired Outcomes</u>	<u>2018-2020 Goals</u>
<p>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”.</p>	<p><b>Existing Goal- KE recommends no change</b></p> <p>14) 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.</p> <div style="text-align: center;">  </div> <p><b>Existing Goal- KE recommends modification</b></p> <p>15) Conduct contract negotiations with all of the Town's Bargaining Units. Provide Quarterly Reports to the Town Council on progress. <b>Explore High Deductible Health Plan options.</b></p> <div style="text-align: center;">  </div>

## Town Manager's Goals – 2018-2020

### 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>
<p>4.2 Promote private contributions of funds and property to the Town.</p>	<p><b>Existing Goal- KE recommends no change</b>                      16) 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.</p> <div style="text-align: center;">  </div>
<p>4.3 Explore ways to increase and create more awareness of property tax relief for those in need.</p>	
<p>4.4 Coordinate efforts with elected federal and state officials to explore alternate ways to decrease reliance on the local property taxes.</p>	<p><b>Existing Goal- KE recommends no change</b>                      17) Continue to meet with Farmington's delegation on a yearly basis to explore ways to decrease reliance on local property taxes.</p> <div style="text-align: center;">  </div>

## Town Manager's Goals – 2018-2020

### Goal 5 Best Practices

Incorporate Best Practices in all government services to provide excellent customer service and increase civic responsibility.

<u>Desired Outcome</u>	<u>2018-2020 Goals</u>
<p>5.1            Deliver and maintain excellent Town-wide services for families, retirees, senior citizens, people in need and veterans in accordance within industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction to maximize the highest quality of life for all residents.</p>	<p><b>Existing Goal- KE recommends no change</b>            18) 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.</p> <div style="text-align: center;">  </div> <p><b>Existing Goal- KE recommends no change</b>            19) Provide Town Council a yearly report on Town Manager's goals and objectives.</p> <div style="text-align: center;">  </div> <p><b>*New Goal- Fire</b>            20) To continue to recruit and sustain a primarily volunteer workforce ensuring adequate staffing to provide fire and rescue services to the Town of Farmington with exceptional services through a combination volunteer/career department model. Report to the Town Council on a quarterly basis.</p> <div style="text-align: center;">  </div>

# Town Manager's Goals – 2018-2020

## Goal 5 Best Practices

Incorporate Best Practices in all government services to provide excellent customer service and increase civic responsibility.

<u>Desired Outcome</u>	<u>2018-2020 Goals</u>														
<p>5.1 (continued)            Deliver and maintain excellent Town-wide services for families, retirees, senior citizens, people in need and veterans in accordance within industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction to maximize the highest quality of life for all residents.</p>	<p><b>*New Goal – Fire</b>            21) To establish a plan for the replacement, renovation and possible relocation of fire stations through-out Farmington to ensure building code and best practices related to fire service are maintained. Report to the Town Council on a quarterly basis.</p> <div style="text-align: center;"> <table border="1" style="margin: auto;"> <tr><td style="background-color: yellow;">Staff</td></tr> <tr><td style="text-align: center;">🔧</td></tr> </table> </div> <p><b>*New Topic for Consideration-</b>            22) Appoint an Ad-Hoc Committee to review Auditor Selection</p> <div style="text-align: center;"> <table border="1" style="margin: auto;"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: yellow;">TC</td> </tr> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">💰</td> <td style="text-align: center;">⚖️</td> <td style="text-align: center;">🔧</td> <td style="text-align: center;">🔧</td> </tr> </table> </div> <p><b>*New Goal- Police</b>            23) To work in collaboration with the Superintendent of Schools to provide comprehensive and focused policing services to the Farmington School System to address safety and security in and around the Farmington school system. Report to the Town Council on a quarterly basis.</p> <div style="text-align: center;"> <table border="1" style="margin: auto;"> <tr><td style="background-color: red;">Staff</td></tr> <tr><td style="text-align: center;">🔧</td></tr> </table> </div>	Staff	🔧				Staff	TC	🕒	💰	⚖️	🔧	🔧	Staff	🔧
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## Town Manager's Goals – 2018-2020

### Goal 5 Best Practices

Incorporate Best Practices in all government services to provide excellent customer service and increase civic responsibility.

<u>Desired Outcome</u>	<u>2018-2020 Goals</u>										
<p>5.1 (continued)            Deliver and maintain excellent Town-wide services for families, retirees, senior citizens, people in need and veterans in accordance within industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction to maximize the highest quality of life for all residents.</p>	<p><b>*New Topic for Consideration:</b>            24) Appoint a Town Council ad hoc committee to improve communication and transparency with the community.</p> <ul style="list-style-type: none"> <li>Charge of the committee could include; 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).</li> </ul> <div style="text-align: center; margin-top: 20px;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="background-color: red; width: 15%;"></td> <td style="background-color: yellow; width: 15%;"></td> <td style="background-color: yellow; width: 15%;"></td> <td style="background-color: red; width: 15%; text-align: center;">Staff</td> <td style="background-color: yellow; width: 15%; text-align: center;">TC</td> </tr> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">\$</td> <td style="text-align: center;">⚙️</td> <td style="text-align: center;">🔧</td> <td style="text-align: center;">🔧</td> </tr> </table> </div>				Staff	TC	🕒	\$	⚙️	🔧	🔧
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# Town Manager's Goals – 2018-2020

## Goal 5 Best Practices


Incorporate Best Practices in all government services to provide excellent customer service and increase civic responsibility.

<u>Desired Outcome</u>	<u>2018-2020 Goals</u>										
<p>5.2 Endorse and track goals for elected and appointed Boards and Commissions and Department Work Plans on an annual basis.</p> <p><b>New</b> To stay abreast of current education trends and creating facilities that support the Board of Education and students allowing them to maintain the top notch education that Farmington is known for.</p>	<p><b>Existing Goal- KE recommends no change</b></p> <p>25) Provide the Town Council with technical information, policy recommendation and legislative advice for each Town Council meeting.</p> <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;"> <div style="background-color: red; color: white; padding: 2px; font-weight: bold; font-size: small;">Staff</div> </div> <p><b>Existing Goal- KE recommends modification</b></p> <p>26) Provide needed support to ensure that the <b>two</b> Farmington High School <del>Building Committee moves</del> <b>Ad Hoc Committees move</b> forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</p> <table border="1" style="margin: 10px auto; text-align: center; border-collapse: collapse;"> <thead> <tr style="background-color: red; color: white;"> <th style="width: 20px; height: 20px;"></th> <th style="width: 20px; height: 20px;"></th> <th style="width: 20px; height: 20px;"></th> <th style="width: 20px; height: 20px;">Staff</th> <th style="width: 20px; height: 20px;">TC</th> </tr> </thead> <tbody> <tr> <td style="font-size: 24px;">⌚</td> <td style="font-size: 24px;">\$</td> <td style="font-size: 24px;">⚙️</td> <td style="font-size: 24px;">🔧</td> <td style="font-size: 24px;">🔧</td> </tr> </tbody> </table>				Staff	TC	⌚	\$	⚙️	🔧	🔧
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<p>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.</p>											
<p>5.4 Conduct market research/survey periodically to better understand service levels and customer needs.</p>											

## Town Manager's Goals – 2018-2020

### Goal 5 Best Practices

Incorporate Best Practices in all government services to provide excellent customer service and increase civic responsibility.

<u>Desired Outcome</u>	<u>2018-2020 Goals</u>
<p>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.</p>	<p><b>New Goal – Per Nancy Parent</b> 27) Develop innovative efforts to disseminate information using technology, a virtual information bulletin board, programming and announcements to educate or inform the public on pertinent topics, such as: opioid information, caregiver information and other timely subjects. Report on a quarterly basis to the Town Council.</p> <div style="text-align: center;">  </div>
<p>5.6 Enhance high level of productivity and job satisfaction among Town-wide employees and volunteers.</p>	
<p>5.7 RE-affirm that 100% compliance with the Ethics Policy 100% of the time is the foundation of good government.</p>	

## Town Manager's Goals – 2018-2020

### Goal 5 Best Practices


Incorporate Best Practices in all government services to provide excellent customer service and increase civic responsibility.

<u>Desired Outcome</u>	<u>2018-2020 Goals</u>										
<p>5.8 Increase public awareness and municipal participation in “green” efforts including <del>energy conservation, renewable resources, recycling, and other environmentally friendly practices</del> <b>natural resources conservation, energy reduction/alternative energy, and waste reduction and recycling</b>. Establish a leadership role in the community in promoting environmentally friendly practices in Town. Explore ways to fund green initiatives.</p>	<p><b>Existing Goal- KE recommends modification per Green Efforts Committee</b> 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, <del>including the AMERESCO Performance Contract</del>, moves forward and completes its objectives. Provide Quarterly reports to the Town Council. <b>Review charge of committee</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="background-color: #008000;"></th> <th style="background-color: #ffff00;"></th> <th style="background-color: #008000;"></th> <th style="background-color: #ffff00;">Staff</th> <th style="background-color: #ffff00;">TC</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">🕒</td> <td style="text-align: center;">💰</td> <td style="text-align: center;">♿</td> <td style="text-align: center;">🔧</td> <td style="text-align: center;">🔧</td> </tr> </tbody> </table>				Staff	TC	🕒	💰	♿	🔧	🔧
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<p>5.9 Affirm that the ADA accessibility standard is the minimum standard and the Town will strive to exceed that standard</p>											

## Town Manager's Goals – 2018-2020

### 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.

<u>Desired Outcomes</u>	<u>2018-2020 Goals</u>
<p>6.1 Promote and provide recreation <b>and community</b> 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.</p>	<p><b>*New Goal- Per Nancy Parent</b> 29) Increase efforts to provide or enhance community events to target all populations to further our community's sense of place and strengthen our community connections. Report quarterly to the Town Council.</p> <div style="text-align: center;">  </div>
<p>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.</p>	
<p>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.</p>	
<p>6.4 Provide adequate funding for the maintenance of recreational facilities and other capital improvements.</p>	

## Town Manager's Goals – 2018-2020

### 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.

<u>Desired Outcomes</u>	<u>2018-2020 Goals</u>
<p>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.</p>	
<p>6.6 Town Council to address the ease of access to the Town's recreational facilities.</p>	
<p>6.7 Promote and provide access for the active and passive use of Town land for recreational purposes.</p>	
<p>6.8 Manage the maintenance and use of Town open spaces. Expand recreational opportunities such and trails and recreational facilities through state grants.</p>	