

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

**\*\*\* TOWN COUNCIL PHOTO SHOOT\*\*\*  
6:30 P.M. - 7:00 P.M.**

DATE: January 28, 2020  
(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. Town Staff Presentation – Long-Term Financial Forecast
    - 2. Draft of the 2020-2022 Town of Farmington Strategic Plan/Town Manager Goals
  - E. Adjournment
- cc: Town Clerk  
Press  
Nutmeg TV  
Main Library  
Barney Library

Agenda Item D-1

Town Staff Presentation – Long-Term Financial Forecast

NOTE: Director of Finance, Joe Swetcky, will be giving a presentation to the Town Council on the projected long-term financial forecast.

The presentation will be available at the Town Council meeting.

This is an informational presentation. It is anticipated that no action will be taken at this meeting.

Agenda Item D-2

Draft of the 2020-2022 Town of Farmington Strategic Plan/Town Manager Goals.

NOTE: Based on the direction given to me at the January 14, 2020 Town Council meeting, I have put together a draft of the 2020-2022 Strategic Plan/Town Manager Goals. Attached are my suggested goal modifications and new topics for Town Council consideration in advance of the January 30, 2020 meeting.

In the past, I've been asked to further evaluate the goals to determine the level of time, cost, complexity of the topic, staff workload and Town Council workload. As such, each variable was assigned an icon and a color to determine its ranking and the level of attention it requires. See attachment 1 for more details.






It is anticipated that the Town Council will act on the Strategic Plan at the January 30, 2020 Town Council meeting. I look forward to working with the Town Council to update the Strategic Plan/Town Manager Goals.

Town Council members should submit any additional goals before or at the January 30, 2020 meeting.

Attachment(s)

## Town of Farmington Strategic Plan Key

**Table #1-Icons**

				
Timeframe	Cost	Complexity of Policy	Staff Workload	TC Workload






**Table #2-Rankings**

	Timeframe	Cost	Complexity of Policy	Workload (Staff/TC)
<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 goals, and to provide an initial starting point for discussion.

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
				

# TOWN OF FARMINGTON STRATEGIC PLAN

## **\*DRAFT\***

**Adopted July 2005  
Amended January 2006  
Adopted January 2008  
Amended November 2008  
Adopted March 2010  
Amended November 2012  
Adopted February 2014  
Adopted December 2014  
Adopted February 2016  
Adopted May 2018**



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Letter to Citizens.....

Vision and Mission Statement for the Town Council.....

## Strategic Plan/Town Manager’s Goals 2020-2022

Goal 1 Education.....

Goal 2 Transportation and Land .....

Goal 3 Economic Development .....

Goal 4 Budget .....

Goal 5 Best Practices .....

Goal 6 Recreation .....

## 2020-2021 Assistant Town Manager Annual Goals

Goal: Statistical Information, Training, Labor Negotiations, Recruitment, Best Practices, Budget.....

## 2020-2021 Community and Recreational Services Annual Goals

Goal: Statistical Information, Social Services, Elderly, Youth Services,  
Recreation, Transportation, Housing, Westwoods Golf Course, Budget .....

## 2020-2021 Economic Development Director Annual Goals

Goal ~ Promote growth of Tax Base through programs and processes  
designed to encourage business retention, expansion, and attraction.....

## 2020-2021 Finance Annual Goals

Goal ~ Statistical Information, Finance, Assessment, Tax, and Budget .....

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## 2020-2021 Fire Department Annual Goals

Goal ~ Statistical Information, Fire Suppression,  
Emergency Medical Response, Rescue Services, Budget, and Community Relations .....

## 2020-2021 Police Department Annual Goals

Goal ~ Statistical Information, Traffic Enforcement Efforts, Community Relations,  
Emergency Management, Management Information Systems, and Budget.....

## 2020-2021 Public Works Annual Goals

Goal ~ Statistical Information, Planning and Zoning, Public Works,  
Building, Engineer, Fire, Traffic Projects, Capital Improvements, and Budget .....

January 2020

Dear Citizens,

As the newly elected Town Council, it is our duty and responsibility to set the agenda for the next two years. The following document, The Strategic Plan, outlines that agenda as a list of goals. This is a living document, intended to be modified, amended, and updated to reflect the needs and interests of our community. It is our guide for the decisions and actions we will make throughout our term.

The changes to the Strategic Plan for 2020 – 2022 focus on the major issues we face as a community:

1. Farmington High School – a comprehensive solution to address the building’s shortcomings.
2. Mobility – helping our residents traverse town with a modicum of ease.
3. Grow Our Tax Base – prioritize commercial real estate.
4. Fiscal Responsibility – a cost effective budget that addresses our needs.
5. Contract Review – update Farmington’s vendors, based on needs.
6. Access to Recreation – encourage use by all citizens.

I hope you will find this document useful, and it will give you some insight on the progress we plan to make in the coming years. Our goal is to build upon the hard work of those who came before us and help The Town of Farmington remain the place each of us chose to call home.

Regards,  
**C.J. Thomas**  
Town Council Chair



## **Town of Farmington Vision Statement**

Farmington will be recognized as a historic and progressive Town with an engaged citizenry committed to the betterment of the entire community. To that end, high quality services will be provided to a diverse population living and working in a balanced blend of open space, residential housing and commercial properties supported by stable and equitable revenues.

## **Town Council Mission Statement**

The Town Council shall develop policies designed to maintain and improve the quality of life for the residents of the Town of Farmington in a fiscally responsible manner and shall identify guidelines for implementation of these policies by the Town Manager and appropriate Boards and Commissions.

## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 2 Transportation and Land

**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.**

Desired Outcomes	Deliverables	2020-2022 Goals
<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>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><del>1) To appoint a Farmington Center Committee as soon as possible. (Parson's acquisition/other)</del>  <b>Goal Modification:</b>            To establish a Town Council ad-hoc committee to work with Town staff to make recommendations to the Town Council on the following:</p> <ul style="list-style-type: none"> <li>- The future use of Parson's property.</li> <li>- The environmental liability associated with ownership of the Parson's property.</li> <li>- The phasing portion of the BSC Streetscape Improvement Plan.</li> <li>- The selection of a preferred developer for the development of the Parson's property.</li> </ul>

## Strategic Plan/Town Manager's Goals – 2020-2022

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Desired Outcomes	Deliverables	2020-2022 Goals																				
<p>2.2 (continued) 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>	<table border="1" style="margin-left: auto; margin-right: auto;"> <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: 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>NEW GOAL:</b> To review Affordable (Workforce) Housing Goals and present deliverables and strategies for Town Council consideration. Provide quarterly reports to the Town Council.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;">Staff</td> <td style="background-color: green;">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	🕒	\$	🏠	🔧	🔧				Staff	TC	🕒	\$	🏠	🔧	🔧
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<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>Goal 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>																				

## Strategic Plan/Town Manager's Goals – 2020-2022

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Desired Outcomes	Deliverables	2020-2022 Goals																				
<p>2.3 (continued) 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><u>State Project(s)</u>  <del>#51-269 New Britain Ave. Project Complete</del>  <del>#174-423c Route 10 Paving Project Complete</del></p> <p>#51-260-Route 4 Project- To conduct and review the options for a post construction traffic study.</p> <p><b>NEW GOAL:</b>  # LOTCIP Project South Road/Route 6 Roundabout.</p> <table border="1" data-bbox="1354 873 1841 1047"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: green;">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>Goal: 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> <table border="1" data-bbox="1354 1284 1841 1458"> <tr> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: red;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: green;">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	🕒	💰	🏗️	🔧	🔧				Staff	TC	🕒	💰	🏗️	🔧	🔧
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Desired Outcomes	Deliverables	2020-2022 Goals										
<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 the Town Plan and Zoning Commission (school bus access, curb cuts, mass transit, and emergency access).</p>	<p><b>Goal Modification:</b> Provide needed support to ensure that the Bicycle Advisory Committee develops <b>new goals for Town Council consideration for the 2020-2021 year in conjunction with Town Departments.</b> Provide Quarterly Reports to the Town Council</p> <p><del>an appropriate moves forward and receives the appropriate staffing support to complete objectives, and to establish commit to signage on a minimum of three roads including physical signs or sharrows.</del></p> <table border="1" data-bbox="1354 906 1841 1081"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: green;"></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>				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><b>NEW GOAL:</b> <b>To establish an ad-hoc Town Council sub-committee to work with Town staff to review Chapter 169 "Streets and Sidewalks" and to make recommendations for any modifications to the Ordinance to the Town Council for approval. Provide quarterly updates to the Town Council.</b></p>										

## Strategic Plan/Town Manager's Goals – 2020-2022

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<p>2.5 (continued) Ensure that roads and sidewalks are maintained at a high level of quality and are accessible to all residents.</p>		<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: green;"></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>				Staff	TC	🕒	\$	⚙️	🔧	🔧
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<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>											
<p>2.7 Promote the maintenance, improvement and expansion of Town wide infrastructure.</p>	<p>Manage and continue to implement the maintenance and improvement plans for all Town infrastructures through the seven -year Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.</p>	<p><del>Continue to monitor the comprehensive upgrade of the Water Pollution Control Plant. Provide quarterly reports to the Town Council. Complete.</del></p> <p><b>Goal Modification:</b> To close out all remaining financial aspects of the comprehensive upgrade of the Waste Water Treatment Plant and develop the share of the project cost that each of the participating Towns (Avon, Burlington, Canton, and Farmington) and the University of Connecticut Health Center must pay over the next 20 years. Provide quarterly reports to the Town Council.</p>										

## Strategic Plan/Town Manager's Goals – 2020-2022

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Desired Outcomes	Deliverables	2020-2022 Goals																				
<p>2.7 (continued) Promote the maintenance, improvement and expansion of Town wide infrastructure.</p>	<p>Manage and continue to implement the maintenance and improvement plans for all Town infrastructures through the seven -year Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.</p>	<p>To create an ad hoc committee to determine what a future infrastructure committee will focus on including but not limited to sidewalks and facilities. Complete.</p> <table border="1" data-bbox="1356 672 1843 846"> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;">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>Goal Modification:</b> Provide needed support to ensure that the Farmington High School Building Committee <del>Ad Hoc Committees</del> moves forward and receive the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</p> <table border="1" data-bbox="1356 1127 1843 1300"> <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 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	🕒	\$	🏠	🔧	🔧				Staff	TC	🕒	\$	🏠	🔧	🔧
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Desired Outcomes	Deliverables	2020-2022 Goals										
<p>2.7 (Continued) Promote the maintenance, improvement and expansion of Town wide infrastructure.</p>		<p><b>NEW GOAL:</b> To approve the Fire Department's Statement of Needs and establish a Fire Stations Building Committee to complete the Statement of Needs. Provide quarterly reports to the Town Council.</p> <table border="1" data-bbox="1354 695 1841 870"> <tr> <td style="background-color: yellow;"></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 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>2.8 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>Goal: To work with the Farmington Cemetery Committee to identify land that would be suitable for the expansion of the Riverside Cemetery and present a report including options to the Town Council.</p> <p>To provide the Town Council a yearly report on Sub-Edge Farm at Fisher Farm.</p> <p>Move to Assistant Town Manager Goals.</p> <table border="1" data-bbox="1354 1247 1841 1422"> <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: green;">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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## Strategic Plan/Town Manager's Goals – 2020-2022

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Desired Outcomes	Deliverables	2020-2022 Goals										
<p>2.8 (Continued) Collaborate with all relevant boards and commissions to preserve and protect the environment.</p>		<p>Goal: To provide the needed support to ensure that the Land Acquisition Committee moves forward and receives the appropriate staffing to complete its objectives. Provide Quarterly Reports to the Town Council.</p> <table border="1" data-bbox="1352 704 1841 878" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: red;"></td> <td style="background-color: green;"></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>				Staff	TC	🕒	💰	🏛️	🔧	🔧
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## Strategic Plan/Town Manager's Goals – 2020-2022

### 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	Deliverables	2020-2022 Goals										
<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>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>Goal Modification:</b> Provide needed support to ensure that the Town Council UCONN sub-committee moves forward and receives the appropriate staffing support to complete objectives. Provide a <b>yearly</b> report to Town Council.</p> <table border="1" data-bbox="1423 626 1911 800"> <tr> <td style="background-color: red;"></td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: green;">Staff</td> <td style="background-color: green;">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>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>											

## Strategic Plan/Town Manager's Goals – 2020-2022

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**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	Deliverables	2020-2022 Goals										
<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.</p>	<p>Goal: 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> <table border="1" data-bbox="1423 626 1913 800"> <tr> <td style="background-color: red;"></td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: green;">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>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><b>NEW GOAL:</b> (C.J. Thomas) Explore partnership with the Farmington Trails Council, neighboring towns, and the business community to research opportunities that will enhance the trails experience and support local businesses. Report quarterly to the Town Council on any recommendations including long-term and short-term costs.</p> <table border="1" data-bbox="1423 1179 1913 1352"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: green;">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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## Strategic Plan/Town Manager's Goals – 2020-2022

### 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	Deliverables	2020-2022 Goals										
<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. Develop strategies that encourage people passing through to stop at local businesses and activities.</p>	<p><b>NEW GOAL:</b> (C.J. Thomas) Continue to use Explore Farmington to increase engagement with Town residents and local businesses with the goal of increasing users and improving the user experience. Report to the Town Council quarterly.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: green;">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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## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 4 Budget

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

Desired Outcomes	2020-2022 Goals																				
<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>Goal: Prepare and present the <b>2020-2021</b> 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> <table border="1" style="margin: 10px auto; border-collapse: collapse; text-align: center;"> <tr> <td style="background-color: red; width: 20px; height: 20px;"></td> <td style="background-color: green; width: 20px; height: 20px;"></td> <td style="background-color: yellow; width: 20px; height: 20px;"></td> <td style="background-color: red; width: 20px; height: 20px; font-size: 8px;">Staff</td> <td style="background-color: red; width: 20px; height: 20px; font-size: 8px;">TC</td> </tr> <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> </table> <p>Conduct contract negotiations with all the Town's Bargaining Units, including exploring High Deductible Health Plan options. Provide Quarterly Reports to the Town Council on progress. <b>Complete.</b></p> <p><b>NEW GOAL:</b> To create a Town Council ad-hoc subcommittee to recommend a policy to the Town Council establishing where the employer matching contributions for the Farmington Public Schools' Non-Certified Staff Defined Contribution Plan will be budgeted each year.</p> <table border="1" style="margin: 10px auto; border-collapse: collapse; text-align: center;"> <tr> <td style="background-color: yellow; width: 20px; height: 20px;"></td> <td style="background-color: yellow; width: 20px; height: 20px;"></td> <td style="background-color: yellow; width: 20px; height: 20px;"></td> <td style="background-color: yellow; width: 20px; height: 20px; font-size: 8px;">Staff</td> <td style="background-color: yellow; width: 20px; height: 20px; font-size: 8px;">TC</td> </tr> <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> </table>				Staff	TC	🕒	💰	🏠	🔧	🔧				Staff	TC	🕒	💰	🏠	🔧	🔧
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## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 4 Budget

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

Desired Outcomes	2020-2022 Goals										
<p>4.2 Promote private contributions of funds and property to the Town.</p>	<p><del>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.</del></p> <p style="color: red;">Move this to a desired outcome 4.5.</p>										
<p>4.3 Explore ways to increase and create more awareness of property tax relief for those in need.</p>	<p style="color: red;"><b>NEW GOAL:</b> To establish an Ad-Hoc Committee to review Article IV, Property Tax Relief for Elderly Homeowners (Local Option) Article VI, Property Tax Relief for Volunteer Fire Fighters; and Article VII, Elderly Tax Freeze Program of Chapter 176 Taxation, of the Code of the Town of Farmington for the purpose of determining whether there is a need for ordinance changes.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: red;"></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>				Staff	TC	🕒	\$	🏠	🔧	🔧
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<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>Goal: Continue to meet with Farmington's delegation on a yearly basis to explore ways to decrease reliance on local property taxes, such as, but not limited to, cost sharing with other municipalities.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: red;"></td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: green;">Staff</td> <td style="background-color: green;">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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## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 4 Budget

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

Desired Outcomes	2020-2022 Goals
<p>4.5 (New) 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.</p>	

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## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 5 Best Practices

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

Desired Outcome	2020-2022 Goals																				
<p>5.1 Deliver and maintain excellent Town-wide services for families, retirees, senior citizens, people in need and veterans in accordance with 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>Goal: 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> <table border="1" data-bbox="1257 683 1745 857"> <tr> <td style="background-color: red;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;">Staff</td> <td style="background-color: green;">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>Goal: Provide Town Council a yearly report on Town Manager's goals and objectives.</p> <table border="1" data-bbox="1257 1000 1745 1174"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green;">Staff</td> <td style="background-color: green;">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><del>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.</del> <b>Move to Fire Director's goals.</b></p> <p><del>Appoint an Ad-Hoc Committee to review Auditor Selection.</del> <b>Complete.</b></p>				Staff	TC	🕒	\$	👤	🔧	🔧				Staff	TC	🕒	\$	👤	🔧	🔧
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## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 5 Best Practices

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

Desired Outcome	2020-2022 Goals										
<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:</b>                      To establish a Town Council Ad Hoc Legal Services Sub-Committee for the purpose of seeking proposals from qualified law firms and/or qualified individual attorneys to provide legal services to the Town of Farmington in the capacity of General Town Attorney, Bond Counsel, Labor Attorney and Land Use/Environmental Attorney</p> <table border="1" data-bbox="1255 581 1745 756" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: red; width: 20px; height: 20px;"></td> <td style="background-color: green; width: 20px; height: 20px;"></td> <td style="background-color: yellow; width: 20px; height: 20px;"></td> <td style="background-color: white; width: 20px; height: 20px;">Staff</td> <td style="background-color: white; width: 20px; height: 20px;">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><del>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.</del></p> <p><del>Move to the Police Chief Goals.</del></p> <p><del>To appoint a working group to determine what a future ad hoc committee to improve communication and transparency would focus on. Complete.</del></p> <p><del>Move to Desired Outcome 5.91.</del></p>				Staff	TC	🕒	💰	🏠	🔧	🔧
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## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 5 Best Practices

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

Desired Outcome	2020-2022 Goals										
<p>5.2 Endorse and track goals for elected and appointed Boards and Commissions and Department Work Plans on an annual basis.</p>	<p>Goal: Provide the Town Council with technical information, policy recommendation and legislative advice for each Town Council meeting.</p> <table border="1" data-bbox="1257 483 1745 656"> <tr> <td style="background-color: red;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: green;">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>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>											
<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>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>											

## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 5 Best Practices

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

Desired Outcome	2020-2022 Goals										
<p>5.8 Increase public awareness and municipal participation in “green” efforts including 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.</p>	<p>Goal: To ensure that the Green Efforts Committee moves forward and receives the appropriate staff support to complete its objectives. Provide Quarterly Reports to the Town Council.</p> <table border="1" data-bbox="1255 516 1743 690"> <tr> <td style="background-color: red;"></td> <td style="background-color: green;"></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>				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>											
<p>5.91 (NEW) Continually strive to improve communication and transparency with residents in all areas of government.</p>											

## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 6 Recreation

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

Desired Outcomes	2020-2022 Goals								
<p>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.</p>	<p><del>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.</del></p> <p><b>Move to Director of Community and Recreational Services' Goal.</b></p>								
<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>	<p><b>NEW GOAL:</b> Establish a comprehensive ten-year facilities improvement plan for Tunxis Mead Park. The Plan shall establish what major improvement projects should be undertaken over the next 10 years with associated project schedules and costs. Provide Quarterly Reports to the Town Council.</p> <table border="1" data-bbox="1255 1205 1743 1377" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="background-color: #008000; color: white;"></th> <th style="background-color: #008000; color: white;"></th> <th style="background-color: #ffff00; color: black;">Staff</th> <th style="background-color: #008000; color: white;">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> </tr> </tbody> </table>			Staff	TC	🕒	\$	👤	🔧
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## Strategic Plan/Town Manager's Goals – 2020-2022

### Goal 6 Recreation

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

Desired Outcomes	2020-2022 Goals										
<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><b>NEW GOAL:</b> (C.J. Thomas) To research best practices in conjunction with the Farmington Trails Council, neighboring towns and the business community regarding the addition of potential bathroom facilities (i.e. temporary and/or permanent) on the Rails-to-Trails system and make recommendations based on the research including long- and short-term costs to the Town Council. Provide Quarterly Reports to the Town Council.</p> <table border="1" data-bbox="1255 846 1745 1019"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;">Staff</td> <td style="background-color: green;">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>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>											