

# **TOWN OF FARMINGTON STRATEGIC PLAN**

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Amended January 2006  
Adopted January 2008  
Amended November 2008  
Adopted March 2010  
Amended November 2012  
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Adopted December 2014  
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January 2022

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 2022 – 2024 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.

## Goal 1 Education

Continue the tradition of having extraordinary public schools, which are vital to Farmington’s long-term future; a reputation of having excellent public schools gives the community a sense of pride and attracts new residents to Farmington.

Goal	Desired Outcome	Key Indicators	Results-Continuous Improvement 2018-2019	Results-Continuous Improvement 2019-2020	Results-Continuous Improvement 2020-2021
1. All Students will meet established performance in core academic subjects:  English/Language Arts Mathematics Science Social Studies World Language Health/PE/Wellness Music and Fine and Performing Arts	Continuous improvement of student performance in <b>English/Language Arts, and World Languages</b>	Students meeting the State Goal in reading on Smarter Balanced Assessment ELA Test in grades 4, 6, 8	2019 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 4 82% Gr 6 81% Gr 8 85%	2020 administration of SBA ELA Levels 3 & 4 Meets/ Exceeds Achievement *SBA tests were not given in 19-20 due to the global pandemic	2021 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 4 78% Gr 6 79% Gr 8 80%
		Students taking Advanced Placement English courses	2018-2019 English #149	2019-2020 English #186	2020-2021 English #121
		Students scoring 3 or above on AP English test	AP English score of 3 or greater (*Some students take multiple exams) #115 76%	AP English score of 3 or greater (*Some students take multiple exams) #153 85%	AP English score of 3 or greater (*Some students take multiple exams) #100 87%
		FHS Juniors taking SAT-1	2018-2019 #291 100%	2019-2020 300 100%	2020-2021 #322 100%
		SAT-1 ERW mean score (Evidenced-	SAT-1 ERW mean score 595	SAT-1 ERW mean score 590	SAT-1 ERW mean score 599 *ERW

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		Based Reading & Writing)	*ERW	*ERW	
		Students completing 5 years of World Language by graduation	2018-2019 Grade 12 #158 54%	2019-2020 Grade 12 #157 52%	2020-2021 Grade 12 #186 58%
	Continuous improvement of student performance in <b>Mathematics</b>	Students meeting State Goal in mathematics on the Smarter Balanced Assessment Test in grades 4, 6, 8	2019 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 82% Gr 6 71% Gr 8 74%	2020 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement *SBA tests were given in 19-20 due to the global pandemic	2021 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 72% Gr 6 64% Gr 8 67%
		Students completing one or more high school mathematics courses by the end of Grade 8	2019 high school mathematics courses by Grade 8 #253 77%	2020 high school mathematics courses by Grade 8 #268 80%	2021 high school mathematics courses by Grade 8 #284 81%
		Students completing 4 or more years of mathematics in high school by graduation	2019 students taking 4 or more years of mathematics in high school #284 97%	2020 students taking 4 or more years of mathematics in high school #289 96%	2021 students taking 4 or more years of mathematics in high school #305 94%
		Students taking Advanced Placement mathematics courses	2019 students taking AP mathematics courses #144	2020 students taking AP mathematics courses #141	2021 students taking AP mathematics courses #165

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		Students scoring 3 or greater on AP mathematics tests	2019 students scoring 3 or better on AP mathematics (*Some student take multiple exams) #92 63%	2020 students scoring 3 or better on AP mathematics (*Some student take multiple exams) #90 70%	2021 students scoring 3 or better on AP mathematics (*Some student take multiple exams) #74 70%
		Juniors taking SAT-I Math	2019 students scoring 3 or better on AP mathematics (*Some students take multiple exams) #291 100%	2020 students scoring 3 or better on AP mathematics (*Some students take multiple exams) #300 100%	Test discontinued as of June, 2021
		SAT-I Math mean score	2019 SAT-I math mean #591	2020 SAT-I math mean #583	2020 SAT-I math mean #597
	Continuous improvement of student performance in <b>Science</b>	Students meeting State Goal in NGSS (Next Generation Science Standards)	2019 administration of NGSS Science Gr 5 80% Gr 8 81% Gr 11 84%	2020 administration of NGSS Science Test not administered in 19-20	2021 administration of NGSS Science Gr 5 81% Gr 8 73% Gr 11 76%
		FHS students completing 4 or more years of science courses by graduation	2019 FHS Science courses #215 73%	2020 FHS Science courses #210 70%	2021 FHS Science courses #241 75%
		Students taking Advanced Placement science courses	2019 students taking AP science courses (*Some students take multiple exams)	2020 students taking AP science courses (*Some students take multiple exams)	2021 students taking AP science courses (*Some students take multiple exams) #266

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			#281	#261	
		Students scoring 3 or better on science Advanced Placement tests	2019 Science AP Scoring 3 or better #191 73%	2020 Science AP Scoring 3 or better #217 83%	2021 Science AP Scoring 3 or better #186 79%
	Continuous improvement of student performance in <b>Social Studies</b>	Students taking Advanced Placement courses in social studies, world language, music and/or art	2019 AP Participation in social studies, world language, music and art courses #426	2020 AP Participation in social studies, world language, music and art courses #568	2021 AP Participation in social studies, world language, music and art courses #518
		Students scoring 3 or better on social studies, world language, music and/or art Advanced Placement Tests	2019 AP Participation in social studies, world language, Music and art courses #354 83%	2020 AP Participation in social studies, world language, Music and art courses #431 76%	2021 AP Participation in social studies, world language, Music and art courses #472 70%
		Students participating in fine and performing arts Gr 7 Gr 8 Gr 9 Gr 10 Gr 11	2019 participation in Fine Arts Perf Arts  100% #247/75% 100% #169/52%	2020 participation in Fine Arts Perf Arts  100% #237/68% 100% #223/67%	2021 participation in Fine Arts Perf Arts  100% #209/63% 100% #161/45% #114/37% #143/46% #119/41% #115/39% #86/25% #104/30% #118/37% #91/28%



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		Gr 12	#135/41% #115/35% #82/26% #124/39% #83/27% #94/30% #102/35% #114/39%	#123/43% #128/44% #84/25% #119/36% #77/23% #97/30% #121/41% #82/28%	
	Continuous improvement in the development of students as productive and responsible citizens	Students meeting State Goal in Physical Fitness on state assessment	2019 State Goal in Physical Fitness Gr 4 #157 / 53% Gr 6 #175 / 53% Gr 8 #203 / 64% Gr 10 #151 / 50%	2020 State Goal in Physical Fitness  Testing not done in 2019-20	2021 State Goal in Physical Fitness Gr 4 #144 / 58% Gr 6 #235 / 43% Gr 8 #128 / 51% Gr 10 #77 / 46%
		Eligible FHS seniors registered to vote	2019 seniors registered to vote #39 39%	2020 seniors registered to vote Survey not done due to remote learning	2021 seniors registered to vote #54 45%
		FHS students participating in career-oriented internships	2019 internships #60	2020 internships #28* *number low due to remote learning in 2019-20	2021 internships #40
		FHS students participating in the interscholastic athletic program	2019 participating in interscholastic athletics in FHS #779 62%	2020 participating in interscholastic athletics in FHS #625 50%	2021 participating in interscholastic athletics in FHS #720 57%
	Maintain and continue to improve	National Merit Scholarship	2019 #11	2020 #9	2021 #8

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	on indicators associated with superior performance	Commended Students			
		National Merit Scholarship Semifinalists	2019 #1	2020 #3	2021 #4
		National Merit Scholarship Finalists	2019 #1	2020 #3	2021 #4
		Advanced Placement Scholars	2019 #77 13% of Jrs/Srs	2020 #90 14% of Jrs/Srs	2021 #62 9% of Jrs/Srs
		Advanced Placement Scholars with Honors	2019 #40	2020 #39	2021 #43
		Advanced Placement Scholars with Distinction	2019 #71	2020 #84	2021 #78
		FHS All State Music Festival	2019 #27	2020 #31	2021 #28
		FHS Northern Regional Music Festival	2019 #66	2020 #87	2021 #85
		FHS Seniors Accepted at Most Competitive & Highly Competitive Colleges (Barons)	2019 #140 48%	2020 #172 57%	2021 #170 53%
		FHS Seniors Accepted at Ivy	2019 #8 3%	2020 #11 3%	2021 #5 1%

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		League Colleges			
		Elementary Students Participating in Orchestra Program	2019 #964 62% total Grades 2, 3, 4, 5, 6	2020 #1,544 61% total Grades 2, 3, 4, 5, 6	2021 = 891 52% total Grades 3, 4, 5, 6

**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	2022-2024 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>1.) To establish and charge a new committee for Parson's property.</p>
<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>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>2.) 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></p> <ul style="list-style-type: none"> <li>- #51-260-Route 4 Project- To conduct and review the options for a post construction traffic study.</li> <li>-LOTICIP Project # L051-0004 Roundabout on South Road, Tow Mile Road, and Colt Highway, to finalize plans and obtain approval for advertising/bidding.</li> <li>- LOTICIP Project #L051-0005 Brickyard Road Pavement Rehabilitation Phase 2, finalize plans and obtain approval for advertising/bidding</li> <li>- To continue to evaluate the need for an additional river crossing with CRCOG and the State of Connecticut Department of Transportation to alleviate traffic in the Town Centers, including finalizing the CRCOG/CT DOT Farmington Area Connectivity Study.</li> <li>- That the Town staff evaluate the potential for a future sidewalk project to fill in the gaps of non existing sidewalk on the Route 4 Corridor between Farmington Village Center and Unionville Center to enhance connectivity. Report on the feasibility, complexity and estimated cost to the Town Council.</li> </ul>

**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	2022-2024 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>3.) Provide needed support to ensure that the Bicycle and Trails Advisory Committee moves forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</p>
<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>4.) To manage and complete the Main Street (Route 10) of Sidewalk project. (Phase 1)</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>	
<p>2.7 Promote the maintenance, improvement and expansion of Town wide infrastructure.</p>	<p>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>5.) 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.</p> <p>6.) Provide needed support to ensure that the Farmington Fire Station Building Committee moves forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</p> <p>7.) Provide needed support to ensure that the 1928 Ad-Hoc Committee moves forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</p>
<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>8.) 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>

### 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	2022-2024 Goals
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.  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.	
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.  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.	9.) 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.
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. Develop strategies that encourage people passing through to stop at local businesses and activities.	

**Goal 4 Budget**

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

<b>Desired Outcomes</b>	<b>2022-2024 Goals</b>
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”.	<b>10.)</b> Prepare and present the 2022-2023 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.  <b>11.)</b> Provide needed support to ensure that the ARPA Ad-Hoc Committee moves forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.
4.2 Promote private contributions of funds and property to the Town.	
4.3 Explore ways to increase and create more awareness of property tax relief for those in need.	
4.4 Coordinate efforts with elected federal and state officials to explore alternate ways to decrease reliance on the local property taxes.	<b>12.)</b> 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.
4.5 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.	

**Goal 5 Best Practices**

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

<b>Desired Outcomes</b>	<b>2022-2024 Goals</b>
<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>13.)</b> 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> <p><b>14.)</b> Provide Town Council a yearly report on Town Manager’s goals and objectives.</p> <p><b>15.)</b> Manage and monitor all COVID-19 related issues. Provide quarterly reports to the Town Council.</p>
<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>16.)</b> Provide the Town Council with technical information, policy recommendation and legislative advice for each Town Council meeting.</p>
<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 Farmington is committed to eliminating racism and other forms of discrimination, retaliation, and harassment in our community and that the Town will not tolerate behaviors or practices incongruent with this statement.</p>	<p><b>17.)</b> To ensure that the Racial Equality Taskforce moves forward with the goals of the Town’s Action Plan and that they receive the appropriate staff support to complete its objectives.</p>



**Goal 5 Best Practices**

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

<b>Desired Outcomes</b>	<b>2022-2024 Goals</b>
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.	
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.	<b>18.)</b> 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.
5.9 Conduct market research/survey periodically to better understand service levels and customer needs.	
5.10 Continually strive to improve communication and transparency with residents in all areas of government.	<b>19.)</b> Add a Town Council tab or section to the Economic Development website, generate dynamic content (e.g., short summaries of Town Council meetings, information on how local government works), highlight town boards and committees and their initiatives and encourage residents to submit events and stories. Town Council members to publicize Economic Development website with their networks. Post-Covid, initiate informal meetings and open forums with Town Council members (e.g., Coffee with the Committee).

**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	2022-2024 Goals
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.	
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.	<b>20.)</b> To oversee the completion of a renovated/new skateboard park at Tunxis Mead Park.
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.	
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.	
6.8 Manage the maintenance and use of Town open spaces. Expand recreational opportunities such and trails and recreational facilities through state grants.	