

TOWN OF FARMINGTON STRATEGIC PLAN

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Amended January 2006
Adopted January 2008
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Amended November 2012
Adopted February 2014
Adopted December 2014
Adopted February 2016
Adopted May 2018
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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

Strategic Plan/Town Manager's Goals – 2020-2022 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 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 2016-2017	Results-Continuous Improvement 2017-2018	Results-Continuous Improvement 2018-2019
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 English/Language Arts, and World Languages	Students meeting the State Goal in reading on Smarter Balanced Assessment ELA Test in grades 4, 6, 8	2017 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 4 85.0% Gr 6 83.4% Gr 8 76.8%	2018 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 4 78% Gr 6 84% Gr 8 83%	2019 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 4 82% Gr 6 81% Gr 8 85%
		Students taking Advanced Placement English courses	2016-2017 English #130	2017-2018 English #117	2018-2019 English #149
		Students scoring 3 or above on AP English test	AP English score of 3 or greater (*Some students take multiple exams) #120 92%	AP English score of 3 or greater (*Some students take multiple exams) #93 82%	AP English score of 3 or greater (*Some students take multiple exams) #115 76%
		FHS Juniors taking SAT-1	2016-2017 #307 95%	2017-2018 #290 100%	2018-2019 #291 100%
		SAT-1 ERW mean score (Evidenced-Based Reading &	SAT-1 ERW mean score 588	SAT-1 ERW mean score 593 *ERW (Evidence-Based	SAT-1 ERW mean score 595 *ERW (Evidence-Based Reading & Writing

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

		Writing)	*ERW (Evidence-Based Reading & Writing has now replaced the Critical Reading and Writing sections	Reading & Writing has now replaced the Critical Reading and Writing sections	has now replaced the Critical Reading and Writing sections
		Students completing 5 years of World Language by graduation	2016-2017 Grade 12 #217 69%	2017-2018 Grade 12 #169 56%	2018-2019 Grade 12 #227 78%
	Continuous improvement of student performance in Mathematics	Students meeting State Goal in mathematics on the Smarter Balanced Assessment Test in grades 4, 6, 8	2017 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 82.3% Gr 6 72.9% Gr 8 75.5%	2018 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 78% Gr 6 72% Gr 8 70%	2019 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 82% Gr 6 71% Gr 8 74%
		Students completing one or more high school mathematics courses by the end of Grade 8	2017 high school mathematics courses by Grade 8 #266 83%	2018 high school mathematics courses by Grade 8 #276 81%	2019 high school mathematics courses by Grade 8 #253 77%
		Students completing 4 or more years of mathematics in high school by graduation	2017 students taking 4 or more years of mathematics in high school #285 91%	2018 students taking 4 or more years of mathematics in high school #284 95%	2019 students taking 4 or more years of mathematics in high school #284 97%
		Students taking Advanced Placement mathematics courses	2017 students taking AP mathematics	2018 students taking AP mathematics courses #219	2019 students taking AP mathematics courses #144

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

			courses #220		
		Students scoring 3 or greater on AP mathematics tests	2017 students scoring 3 or better on AP mathematics (*Some students take multiple exams) #172 78%	2018 students scoring 3 or better on AP mathematics (*Some student take multiple exams) #141 67%	2019 students scoring 3 or better on AP mathematics (*Some student take multiple exams) #92 63%
		Juniors taking SAT-I Math	2017 students scoring 3 or better on AP mathematics (*Some students take multiple exams) #307 95%	2018 students scoring 3 or better on AP mathematics (*Some students take multiple exams) #290 100%	2019 students scoring 3 or better on AP mathematics (*Some students take multiple exams) #291 100%
		SAT-I Math mean score	2017 SAT-I math mean #583	2018 SAT-I math mean #585	2019 SAT-I math mean #591
		Percent of Students scoring 600 or above on SAT-Math	2017 Math score of 600 or above N/A – Data is no longer broken down in this format	2018 Math score of 600 or above N/A – Data is no longer broken down in this format	2019 Math score of 600 or above N/A – Data is no longer broken down in this format
	Continuous improvement of student performance in <u>Science</u>	Students meeting State Goal in Science on the Connecticut Academic Performance Test	2017 administration of CAPT Science Gr 10 #190 68%	2018 administration of CAPT Science Gr 10 *Not available NGSS Pilot given in 2018—no scores reported	*This was replaced by NGSS
		Students meeting State Goal in NGSS (Next Generation Science Standards)			2019 administration of NGSS Science Gr 5 80% Gr 8 81% Gr 11 84%

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

		FHS students completing 4 or more years of science courses by graduation	2017 FHS Science courses #208 / 68%	2018 FHS Science courses #203 68%	2019 FHS Science courses #215 73%
		Students taking Advanced Placement science courses	2017 students taking AP science courses (*Some students take multiple exams) #185	2018 students taking AP science courses (*Some students take multiple exams) #256	2019 students taking AP science courses (*Some students take multiple exams) #281
		Students scoring 3 or better on science Advanced Placement tests	2017 Science AP Scoring 3 or better #156 84%	2018 Science AP Scoring 3 or better #196 77%	2019 Science AP Scoring 3 or better #191 73%
	Continuous improvement of student performance in <u>Social Studies</u>	Students taking Advanced Placement courses in social studies, world language, music and/or art	2017 AP Participation in social studies, world language, music and art courses #387	2018 AP Participation in social studies, world language, music and art courses #435	2019 AP Participation in social studies, world language, music and art courses #426
		Students scoring 3 or better on social studies, world language, music and/or art Advanced Placement Tests	2017 AP Participation in social studies, world language, Music and art courses #290 75%	2018 AP Participation in social studies, world language, Music and art courses #371 85%	2019 AP Participation in social studies, world language, Music and art courses #354 83%
		Students participating in fine and performing arts Gr 7 Gr 8	2017 participation in Fine Arts Perf Arts	2018 participation in Fine Arts Perf Arts 100% #219/69%	2019 participation in Fine Arts Perf Arts 100% #247/75% 100% #169/52%

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

		Gr 9 Gr 10 Gr 11 Gr 12	100% #231/67% 100% #172/52% #118/40% #129/44% #79/28% #115/40% #75/26% #100/34% #91/29% #88/28%	100% #180/51% #115/36% #139/43% #119/40% #110/37% #86/30% #101/35% #88/29% #86/29%	#135/41% #115/35% #82/26% #124/39% #83/27% #94/30% #102/35% #114/39%
	Continuous improvement in the development of students as productive and responsible citizens	Students meeting State Goal in Physical Fitness on state assessment	2017 State Goal in Physical Fitness Gr 4 #178 54% Gr 6 #151 51% Gr 8 #231 74% Gr 10 #162 60%	2018 State Goal in Physical Fitness Gr 4 #142 / 51% Gr 6 #164 / 51% Gr 8 #243 / 71% Gr 10 #127 / 49%	2019 State Goal in Physical Fitness Gr 4 #157 / 53% Gr 6 #175 / 53% Gr 8 #203 / 64% Gr 10 #151 / 50%
		Eligible FHS seniors registered to vote	2017 seniors registered to vote #63 56%	2018 seniors registered to vote #60 51%	2019 seniors registered to vote #39 39%
		FHS students participating in career-oriented internships	2017 internships #70	2018 internships #70	2019 internships #60
		FHS students participating in the interscholastic athletic program	2017 participating in interscholastic athletics in FHS #786 66.3%	2018 participating in interscholastic athletics in FHS #732 60.7%	2019 participating in interscholastic athletics in FHS #779 62%
	Maintain and continue to	National Merit Scholarship	2017 #17	2018 #12	2019 #11

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

	improve on indicators associated with superior performance	Commended Students			
		National Merit Scholarship Semifinalists	2017 #4	2018 #3	2019 #1
		National Merit Scholarship Finalists	2017 #3	2018 #3	2019 #1
		Advanced Placement Scholars	2017 #77 13 % of Jrs/Srs	2018 #66 11% of Jrs/Srs	2019 #77 13% of Jrs/Srs
		Advanced Placement Scholars with Honors	2017 #29	2018 #35	2019 #40
		Advanced Placement Scholars with Distinction	2017 #64	2018 #64	2019 #71
		FHS All State Music Festival	2017 #21	2018 #28	2019 #27
		FHS Northern Regional Music Festival	2017 #72	2018 #70	2019 #66
		FHS Seniors Accepted at Most Competitive & Highly Competitive Colleges (Barons)	2017 #159 51%	2018 #153 62%	2019 #140 48%
		FHS Seniors Accepted at Ivy League Colleges	2017 #7 2%	2018 #6 2%	2019 #8 3%
		Elementary Students Participating in Orchestra Program	2017 #804 52 % total Grades 2, 3, 4, 5, 6	2018 #812 54% total Grades 2, 3, 4, 5, 6	2019 #964 62% total Grades 2, 3, 4, 5, 6

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>1.) 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"> - The future use of Parson's property. - The environmental liability associated with ownership of the Parson's property. - The phasing portion of the BSC Streetscape Improvement Plan. - The selection of a preferred developer for the development of the Parson's property.

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

Goal 2 Transportation and Land

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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>	<p>2.) To review Affordable (Workforce) Housing Goals and present deliverables and strategies for Town Council consideration. Provide quarterly reports to the Town Council.</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>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></p> <ul style="list-style-type: none"> • #51-260-Route 4 Project- To conduct and review the options for a post construction traffic study. • LOTCIP Project South Road/Route 6 <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>

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

Goal 2 Transportation and Land

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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>5.) Provide needed support to ensure that the Bicycle Advisory Committee develops new goals for Town Council consideration for the 2020-2021 year in conjunction with Town Departments. 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>6.) 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.</p>

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>2.6 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>7.) To close out all remaining financial aspects of the comprehensive upgrade of the Wastewater 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> <p>8.) Provide needed support to ensure that the Farmington High School Building Committee moves forward and receive the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</p>

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>2.7 (Continued) Promote the maintenance, improvement and expansion of Town wide infrastructure.</p>		<p>9.) 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>
<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>10.) 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>11.) 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>

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>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 a yearly to Town Council.</p> <p>13.) To create a Town Council ad-hoc subcommittee with Town staff to explore various quality of life features that enhances a sense of place for millennials. Report quarterly to the Town Council on any recommendations including long-term and short-term costs.</p>
<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

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>3.3 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>14.) That the Town of Farmington actively participates in regional and state economic development activities; and provides quarterly reports to the Town Council concerning regional and state activities.</p>
<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>15.) 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>
<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>16.) 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>

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>17.) Prepare and present the 2020-2021 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> <p>18.) 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>

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>4.3 Explore ways to increase and create more awareness of property tax relief for those in need.</p>	<p>19.) To establish an Ad-Hoc Committee to review Article IV, Property Tax Relief for Elderly Homeowners (Local Option) , Article VI Qualifying Veterans and Surviving Spouses, Article V, 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>
<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>20.) 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>
<p>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.</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>5.1 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>21.) Manage and monitor all Town departments to ensure they are effectively and efficiently making progress in achieving their individual, specific goals and objectives and that their efforts are in line with the mandates of the Strategic Plan and its goals. Regularly review programs, staffing regionalization efforts, and service levels to ensure that they are utilizing “best practices” in order to meet budgetary constraints and policy objectives. On a quarterly basis, report to the Town Council on the progress each department has made meeting its goals and objectives.</p> <p>22.) Provide Town Council a yearly report on Town Manager’s goals and objectives.</p> <p>23.) 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>
<p>5.2 Endorse and track goals for elected and appointed Boards and Commissions and Department Work Plans on an annual basis.</p>	<p>24.) 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>	

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>5.5 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>	
<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>25.) 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>
<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 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>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>26.) 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>
<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>	

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>6.6 Town Council to address the ease of access to the Town's recreational facilities.</p>	<p>27.) 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), water fountain(s), and/or water bottle filling station(s) 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>
<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>	

2020-2021 Assistant Town Manager Annual Goals

Assistant Town Manager 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, training, labor negotiations, recruitment, “best practices”, budget, and Town Council committees based on the Town of Farmington’s Strategic Plan and the Town Manager’s desired outcomes and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Retain a qualified work force for the Town of Farmington.</p> <p>Recruit for prospective employees with thorough testing and interview procedures.</p> <p>Maintain a training program for staff.</p> <p>Investigate benefit options and alternatives.</p>	<p>Recruit for open positions. Current open positions: KAT</p> <ol style="list-style-type: none"> 1) Police Officer 2) PT Assistant Animal Control Officer 3) Firefighter 4) Westwoods Seasonal Maintainer 5) Program Clerk (Community & Recreation) <p>Plan, organize, and implement an updated recruitment process utilizing best practices and streamlining processes through human resources software. KAT</p>
<p>Continue satisfactory relations with both unionized and non-unionized labor.</p> <p>Conduct contract negotiations when applicable. Monitor all employee issues.</p> <p>Manage labor relations, including grievances and arbitrations. Primary contact with Labor Attorney for Human Resources and Labor Relations.</p>	<p>Conduct negotiations with the following bargaining units: ERICA</p> <ul style="list-style-type: none"> • Farmington School Nurses <p>Manage personnel/labor issues and projects as they arise. BOTH</p> <p>Create a Human Resources Policy Guidebook ERICA</p> <p>Conduct education and open enrollment sessions for year 2 of the voluntary High Deductible Health Plan with a Health Savings Account to begin on July 1, 2020. ERICA</p>

2020-2021 Assistant Town Manager Annual Goals

Assistant Town Manager 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, training, labor negotiations, recruitment, “best practices”, budget, and Town Council committees based on the Town of Farmington’s Strategic Plan and the Town Manager’s desired outcomes and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Monitor Town Hall building maintenance, repairs, and renovations.</p> <p>Maintain code compliance through annual review. Manage the cleaning contract and other maintenance contracts. Follow Town Hall Maintenance 5-Year Plan.</p>	<p>Implement the CIP for the Town Hall – security upgrades. ERICA</p> <p>Oversee Town technology projects and policies ERICA</p>
<p>Maintain high levels of customer service for residents, businesses, and visitors.</p> <p>Maintain and manage a website, quarterly newsletter, and annual report. Coordinate written and verbal correspondence on citizen service requests.</p>	<p>Review and plan for a website update. BOTH</p>

2020-2021 Assistant Town Manager Annual Goals

Assistant Town Manager 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, training, labor negotiations, recruitment, “best practices”, budget, and Town Council committees based on the Town of Farmington’s Strategic Plan and the Town Manager’s desired outcomes and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Provide Management Analysis to Town Manager and other Town Departments.</p> <p>Assist in the Capital and Operating Budget process. Research and organize information for policy decisions. Attend regional and professional organization meetings to keep current on issues of importance.</p>	<p>Provide a yearly report on Sub Edge Farm at Fisher Farm</p> <p>Assist in the development and production of the FY 20/21 Town of Farmington Budget BOTH</p> <p>Assist Departments in communication initiatives to encourage public engagement and improve communication and transparency. KAT</p> <p><i>Town Manager Goals:</i> 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. ERICA</p> <p>To create a Town Council ad-hoc subcommittee with Town staff to explore various quality of life features that enhances a sense of place for millennials. Report quarterly to the Town Council on any recommendations including long-term and short-term costs.</p> <p>Provide needed support to ensure that the Green Efforts Committee completes objectives. ERICA</p> <p>Provide needed support to ensure that the Farmington High School Building Committee moves forward and receive the appropriate staffing support to complete objectives. KAT</p>

2020-2021 Community and Recreational Services Annual Goals

Community and Recreational Services 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, social service, elderly, youth services, recreation, transportation, housing, Westwoods Golf Course, budget, based on the Town of Farmington’s Strategic Plan and the Community and Recreational Services, desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Execute all laws and ordinances within the scope of the Community & Recreational Services Dept.	<p>Maintain appropriate client records in secure location. Report any suspected abuse (elder or child) to the state for further investigation. Attend all necessary information seminars on legislative issues and state programs. Advocate for legislation.</p> <p>Investigate and analyze potential issues for the disabled population with regard to large community capital projects. Ensure Human Relations Commission involvement in the development of applicable capital projects.</p> <p>Provide quarterly report to Town Manager on progress.</p>
Support the Human Relation Commission as they investigate the most needed ways to carry out their Town Code duties.	<p>Conduct a needs assessment by June 2020.</p> <p>Collaborate with Farmington High School and request that some of the Senior “Needs Assessment” Projects be presented in front of the Commission as a way to further develop our needs assessment by including FHS students.</p> <p style="text-align: right;"><i>Adopted by HRC January 2020</i></p>
Maintain and keep in good repair all Community & Recreational Services buildings.	Maintain code compliance in all buildings; Inspect all rental properties yearly. Maintain general maintenance, follow and develop long rang plans. Provide quarterly report to Town Manager. Follow new facilities plan.

2020-2021 Community and Recreational Services Annual Goals

Community and Recreational Services 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, social service, elderly, youth services, recreation, transportation, housing, Westwoods Golf Course, budget, based on the Town of Farmington's Strategic Plan and the Community and Recreational Services, desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Provide Social Services to individuals and families in need.	<p>Provide 2750 units of social services to individuals in need and provide quarterly report to Town Manager on progress.</p> <p>(Unit = approx. one hour face-to-face contact w/ individual providing counseling, support, assessment, asst. w/ services, financial help and intake)</p>
Regional and volunteer collaboration that maximizes the Community & Recreational Services Dept.	<p>Continue to develop our core group of volunteers for larger events.</p> <p>Continue working relationship with the CERT team and the use of the team as a volunteer group for holiday programs as well as At-risk evaluations.</p>
Provide programs and services for the elderly and youth populations.	<p>Offer 1,200 activities for senior citizens for the fiscal year and provide quarterly report to the Town Manager.</p> <p>Continue to provide counseling for youths and families. Provide staff leadership to groups and committees that foster programming and education regarding youth. Continue to provide opportunities for safe, substance-free activities for youth as staffing allows and provide quarterly report to Town Manager.</p> <p>Solicit and explore grant options for elderly programs, teen activities, counseling and networking.</p> <p>Market new virtual bulletin board as well as increase outreach and impact.</p>

2020-2021 Community and Recreational Services Annual Goals

Community and Recreational Services 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, social service, elderly, youth services, recreation, transportation, housing, Westwoods Golf Course, budget, based on the Town of Farmington’s Strategic Plan and the Community and Recreational Services, desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Retain a qualified work force for the Community Services Department.	Attend regularly scheduled meetings, periodic seminars and other appropriate training mechanisms. Director of Community and Recreational Services will attend either an annual conference or periodic training seminars on a yearly basis.
Maintain transportation services for the elderly and disabled.	
Maintain numerous opportunities for recreational opportunities for all age groups, socioeconomic groups, genders, interests and activity level.	Continue to provide quality programs and services through the recreation division and provide quarterly report to the Town Manager.
Maintain and manage housing opportunities for elderly, disabled and low to moderate income.	Defer to Housing Authority to set goals.
Maintain and manage Westwoods Golf Course.	Oversee course operations and public relations.
Regularly review programs, staffing and service levels to ensure that they are utilizing “best practice” financial methods in order to meet budgetary constraints and policy objectives.	Provide “Customer Satisfaction Surveys” for a sampling of programs throughout each division. Provide a report to the Town Manager on survey results by June 30 of each year.
Enhance and develop community events.	Increase efforts to provide or enhance community events to target all populations and utilize the entire department to develop and organize.

2020-2021 Economic Development Department Annual Goals

Economic Development 2020-2021

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. To provide a quarterly report to the Town Manager that incorporates statistical information, land inventory, vacant space, employment data, business visitations, and budget information based on the Town of Farmington's Strategic Plan and the Economic Development desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>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. Works in conjunction with the Planning and Development office on policy development.</p>	<p>Annual Review of Policies and Procedures by June 30 of each year.</p> <p>Track Land Use Inventory by June 30 of each year, and</p> <p>Track grand list total by June 30 of each year.</p> <p>Track the personal property total by June 30 of each year.</p> <p>Track grand list ratio commercial vs. residential by June 30 of each year.</p> <p>Track office+ industrial/commercial vacant space each quarter and by June 30 of each year.</p> <p>Track the employment data as updated by the Connecticut Department of Labor each quarter and by June 30 of each year.</p> <p>Track the equalized mill rate by June 30 of each year.</p> <p>Track the TPZ Commission action on business/commercial items by June 30 of each year.</p> <p>Track the tax-exempt entities that are currently in development (in regards to land being taken off the commercial tax roll) by June 30 of each year.</p> <p>Track the State entities that are part of the PILOT program by June 30 of each year.</p> <p>Work with the newly created Town Council ad-hoc subcommittee to explore various quality of life features that enhances a sense of place for millennials. Report quarterly to the Town council on any recommendations including long-term and short-term costs.</p>

2020-2021 Economic Development Department Annual Goals

Economic Development 2020-2021

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. To provide a quarterly report to the Town Manager that incorporates statistical information, land inventory, vacant space, employment data, business visitations, and budget information based on the Town of Farmington’s Strategic Plan and the Economic Development desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Continue to monitor and update a plan that promotes the retention and expansion of existing businesses and attraction of new businesses to Farmington.</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> <p>Explore all available energy saving programs and communicate them effectively to the community in order to reduce Farmington’s carbon footprint and lower energy costs and usage, town wide.</p>	<p>Per the Plan of Conservation and Development, seek to re-zone the available 8 acres located at Batterson Park for office and or research and development use (including uses eligible for the bioscience zone such as Jackson Labs).</p> <p>Update the EDC portion of the website and assure all economic development best practices are included in the website.</p> <p>Develop a Farmington EDC promotional program, to include regular press releases, and positive news about Farmington.</p> <p>Promote the explorefarmington.com website so it reaches a larger audience and becomes an effective tool to communicate with residents, businesses and community groups.</p> <p>Update the Explore Farmington website and develop sponsorship levels to fund the future growth of this site.</p> <p>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>
<p>Ensure Farmington business satisfaction with business-related policies, and participation in Town sponsored/endorsed offerings and/or events.</p>	<p>Host and manage the Business Breakfast Program. Seek sponsorship opportunities to fund the breakfasts.</p> <p>Participate and coordinate meetings, which are related to the University of Connecticut Health Center</p>

2020-2021 Economic Development Department Annual Goals

Economic Development 2020-2021

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. To provide a quarterly report to the Town Manager that incorporates statistical information, land inventory, vacant space, employment data, business visitations, and budget information based on the Town of Farmington’s Strategic Plan and the Economic Development desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Economic Development Director to serve as the Town’s representative to a number of organizations such as the Chamber of Commerce. Maximizes economic development through regional and civic cooperative efforts and organizations.</p>	<p>expansion and bioscience efforts. Provide Quarterly Reports to Town Manager on progress.</p> <p>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 yearly report to Town Council.</p> <p>Host at least 2 Business Forums to bring industry cluster leaders together to explore resources and opportunities.</p> <p>Provide a quarterly report on all business visitations and meetings by June 30 of each year.</p> <p>Actively participate in regional and state economic development activities; and provide quarterly reports to the Town Council concerning regional and state activities.</p> <p>Ensure Farmington business satisfaction with the business-related policies, and participation in Town sponsored/endorsed offerings and/or events.</p>
<p>Facilitate and partner with stakeholder groups such as the Unionville Village Improvement Association to implement redevelopment plans.</p> <p>Support businesses that are affected by redevelopment. Incorporate the needs of existing business in the planning process for redevelopment. Provide relocation assistance to affected businesses.</p>	<p>Provide continued assistance to Unionville redevelopment to assure new projects are successfully completed and assure that continued progress is made with Charles House Factory site.</p>

2020-2021 Economic Development Department Annual Goals

Economic Development 2020-2021

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. To provide a quarterly report to the Town Manager that incorporates statistical information, land inventory, vacant space, employment data, business visitations, and budget information based on the Town of Farmington's Strategic Plan and the Economic Development desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>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.</p>	<p>Update communication materials including tax rates and assessment information. Provide Quarterly Reports to Town Manager on progress.</p> <p>Cull all Town of Farmington communication materials by June 30 of each year to ensure that all materials are not more than two years old.</p>
<p>Collaborate with Town Plan and Zoning Commission to implement the vision in land use matters.</p>	<p>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"> - The future use of Parson's property. - The environmental liability associated with ownership of the Parson's property. - The phasing portion of the BSC Streetscape Improvement Plan. - The selection of a preferred developer for the development of the Parson's property.

2020-2021 Finance Department Annual Goals

Finance Department 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, finance, assessment, tax, and budget based on the Town of Farmington's Strategic Plan and the Finance and Administration departments, desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Maintain a high collection percentage for taxes and other selected revenues due to the Town and collected through the Tax Office. Maintenance of accurate and timely records of revenues collected and amounts outstanding. Collection of special assessments and other fees.	Maintain a Tax Collection Rate of at least 99.6%.
Maintain the Town's good financial position by employing industry "best practices."	<p>Coordinate the issuance and award of all Town bids and purchasing.</p> <p>Assist the Town's independent auditors with the FY2018/2019 financial audit.</p> <p>Coordinate the permanent financing and accounting close-out of the wastewater treatment facility upgrade project.</p> <p>Provide recommendations to Town Council regarding the financing of the Farmington High School Building Project</p> <p>Monitor the state budget process and its impact on state grants to municipalities.</p> <p>Assist the Town Council Ad Hoc Committee reviewing Article IV, Article V, Article VI and Article VII of Chapter 176 of the Town Code.</p> <p>Create a formal investment policy for operating funds idle cash.</p>
Assessor Goal: Fairly and equitably assess all real, personal, and motor vehicle property located within the Town's boundaries	Develop the October 1, 2019 grand list of all real, personal, and motor vehicle property by January 31, 2020.

2020-2021 Finance Department Annual Goals

Finance Department 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, finance, assessment, tax, and budget based on the Town of Farmington's Strategic Plan and the Finance and Administration departments, desired outcomes, and deliverables.

<p>Budget Goal: Develop an operating budget that delivers quality Town services in accordance with Town Council priorities while also balancing service priorities with available revenue in order to minimize property tax increases.</p>	<p>Assist the Town Manager in the preparation of the FY 2020-2021 annual operating budget and Capital Improvement Budget/Plan.</p> <p>Monitor the FY2019-2020 budget to ensure that it is in balance at June 30, 2020</p> <p>Analyze the need for a bond issue for the spring of 2020</p> <p>Coordinate a Clean Water Fund Permanent Financing Obligation in the winter of 2020</p>
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2020-2021 Fire Department Annual Goals

Fire Department 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, fire suppression, emergency medical response, rescue services, budget, and community relations, based on the Town of Farmington’s Strategic Plan and the Fire Departments desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>To Continue to Recruit and Sustain a Primarily Volunteer Workforce ensuring adequate staffing to Provide Fire & Rescue Services to the Town of Farmington with Exceptional Services Through a Combination/Volunteer Fire Department Model</p>	<p>Recruit and have successfully appointed 10%, or at least 13, new volunteer fire fighters.</p> <p>Continue to monitor retention of current volunteers by maintaining at least 50% of the new recruits for 2 years.</p> <p>Continue to work with the Town Manager’s office and Fire Chiefs to assist in providing mentoring, succession planning and other efforts as needed to assure smooth operations and transitions.</p> <p>Conduct Town wide Recruitment Events at Various Public Events and Venues Utilizing all Three TFFD Departments</p> <p>Continue to evaluate TFFD operations utilizing NFPA 1720 as a guide in order to ensure services to the Town of Farmington are following industrial standards and best practices</p>
<p>To establish a plan for the replacement, renovation and possible relocation of fire stations through-out Farmington to ensure building code and best practice standards are maintained</p>	<p>Submit a Statement of Needs and Committee Charge for the appointment of a Building Committee</p> <p>Support the needs of a Building Committee appointed by the Town Council</p> <p>Assist in formulating a plan for the renovation of current fire stations or building of new fire stations in the Town of Farmington considering best practice and industrial standards</p>

2020-2021 Fire Department Annual Goals

Fire Department 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, fire suppression, emergency medical response, rescue services, budget, and community relations, based on the Town of Farmington’s Strategic Plan and the Fire Departments desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Assure that quality fire, medical and rescue services are provided by the Town of Farmington Fire Department through review of call statistics, response times and expanding needs of the community	<p>Investigate current impact of call for service responses on the Town of Farmington Fire Department</p> <p>Evaluate the current benefits of response to non-emergency and non-priority calls</p> <p>Review the potential for the reduction in calls for service for those call types that do not provide a benefit to the community</p> <p>Evaluate the elimination of calls for service that will reduce staffing burn-out while not incurring a negative impact on the community services delivered</p>
Refine the organizational culture to enhance and ensure accountability through all levels of the department in order to preserve our positive presence in our community	<p>Create and foster an organizational environment that promotes healthy accountability and continuity throughout the organization</p> <p>Develop a policy that clearly defines avenues of communication based on chain of command and day to day supervision</p> <p>Revise and update fire related operational procedures, Directives, rules/regulations and town ordinances to meet the needs of the department</p>

2020-2021 Police Department Annual Goals

Police Department 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, traffic enforcement efforts, community relations, emergency management, management information systems, and budget information based on the Town of Farmington's Strategic Plan and the Police Department desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Provide Emergency Communications for the Police, Fire and EMS responses in Farmington and Burlington.	<p>Replace dispatch consoles within dispatch center.</p> <p>Improve radio communications by multi-siting the Police radio channels, replacing radio connectivity to WF Mall, and enhancing Fire reception in the Lake Garda area.</p> <p>Continue to train dispatch personnel for dealing with high risk situations by training and drilling for active shooter incidents.</p>
Retain a qualified work force for the Police Department	<p>Attract qualified candidates through innovative recruitment methods and complete a certified police officer written test and recruitment program.</p> <p>Maintain In-service, recertification, and advanced training programs to ensure professional development of employees.</p> <p>Continue to train all patrol officers in the area of Basic Crime Scene Management, Interview and Interrogation, DUI, Mental Health Awareness and Crisis Intervention Training.</p> <p>Provide new Lieutenants with leadership and executive development training programs.</p> <p>Train with Fire Department on active shooter response and Rescue Task Force model.</p>
Maintain and manage department Information Systems.	<p>Replace new AFIS machines for booking, public fingerprinting, and West Farms Mall.</p> <p>Replace dated legacy user systems in cruisers and within the police department with new equipment.</p>

2020-2021 Police Department Annual Goals

Police Department 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, traffic enforcement efforts, community relations, emergency management, management information systems, and budget information based on the Town of Farmington's Strategic Plan and the Police Department desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Continue to meet State and National standards for the police profession.	<p>Review and update Department's quarterly reports in order to capture and analyse relevant data in an intuitive manner.</p> <p>Maintain proofs of compliance for State and National accreditation programs.</p> <p>Upgrade PowerDMS to include State Accreditation.</p> <p>Conduct policy audits for year 2 of 4 year cycle.</p>
Maintain and keep in good repair all Police Dept. buildings and equipment	<p>Continue with replacement of worn carpet in building.</p> <p>Review covered parking options for rear lot of Police Department.</p> <p>Maintain quarterly inspection of police facility and maintenance contracts.</p>
Ensure town emergency management efforts meet the needs of the Community.	<p>Reorganize the Town's Emergency Operation Plan in order to align with State EOP.</p> <p>Train Investigative/Support Services Lieutenant in Emergency Management in order to deal with the increase demand from the community for consultation on safety and security plans and drills.</p> <p>Improve the ability of town employees to respond to a town wide emergency through training programs and an annual review of the Emergency Operations Plan.</p> <p>Increase the Community Emergency Response Team volunteer roster and promote the capabilities and assets of the Farmington CERT team to the community and within the region to increase awareness.</p>

2020-2021 Police Department Annual Goals

Police Department 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, traffic enforcement efforts, community relations, emergency management, management information systems, and budget information based on the Town of Farmington's Strategic Plan and the Police Department desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Plan for the growth & future of the Police Department through the implementation of the Police Department Strategic Plan and ensure that the goals are in line with the Town's Strategic Plan.	<p>Review and update the Police Department Strategic Plan.</p> <p>Work through budget proposals in order to capture need for additional sworn officers</p>
Regularly review programs, staffing and service levels to ensure that they are utilizing "best practice" financial methods in order to meet budgetary constraints and policy objectives.	<p>Evaluate staffing plans in order to limit overtime liability, decrease officer fatigue and increase efficiency within Department.</p> <p>Utilize existing internal departmental reporting procedures and inspections to ensure efficient delivery of services.</p> <p>Develop customer survey to mail to citizens in compliance with CALEA standard 45.2.4.</p>

2020-2021 Department of Public Works Annual Goals

Public Works 2020-2021

To provide a quarterly report to the Town Manager that incorporates statistical information, planning and zoning, public works, building, engineer, fire, traffic projects, capital improvements, and budget information based on the Town of Farmington’s Strategic Plan and the Public Works desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<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 CRCOG or to the State for the new projects. Continue to monitor projects funded through the DECD and small Cities Grants</p>	<p>Manage actions taken to improve traffic problems, including meeting with the State of Connecticut DOT on a semi-annual basis. Report on the following projects on a quarterly basis to the Town Council:</p> <p>State project #51-260 Route 4 Project – To conduct and review the options of a post construction traffic study.</p> <p>#__ LOTCIP Project South Road/Route 6 Roundabout.</p> <p>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>
<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>Provide needed support to ensure that the Bicycle Advisory Committee develops new goals for Town Council consideration for the 2020-2021 year in conjunction with Town Departments. Provide Quarterly Reports to the Town Council.</p>

2020-2021 Department of Public Works Annual Goals

Public Works 2020-2021






To provide a quarterly report to the Town Manager that incorporates statistical information, planning and zoning, public works, building, engineer, fire, traffic projects, capital improvements, and budget information based on the Town of Farmington’s Strategic Plan and the Public Works desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<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 close out all remaining financial aspects of the comprehensive upgrade of the Wastewater 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> <p>To 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> <p>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), water fountain(s), and/or water bottle filling station(s) 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> <p>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</p>
<p>The Department Public Works manages 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>	

Town Manager's Goals Priority Chart

**Town of Farmington
Strategic Plan Key**

Icons

 Timeframe	 Cost	 Complexity of Policy	 Staff Workload	 TC Workload
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Rankings

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

Goal	Priority Chart										
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