

# **TOWN OF FARMINGTON STRATEGIC PLAN**

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February 2024

Dear Farmington Residents,

As members of the Town Council, it is our duty and responsibility to set the agenda for the next two years. The following document, The Strategic Plan, has six core goals, with desired outcomes and deliverables for each of those goals. The six core goals are :

- Goal 1 Education
- Goal 2 Transportation and Land
- Goal 3 Economic Development
- Goal 4 Budget
- Goal 5 Best Practices
- Goal 6 Recreation

This is a living document, intended to be modified amended, and updated to reflect the needs of our community. Typically, every two years the Town Council updates the Plan and establishes specific Town Council/Town Manager goals for the next two years. The Strategic Plan is our guide for the decisions actions we will make throughout our term.

Highlights of the 2024-2026 Strategic Plan include the following:

1. Farmington High School- Complete the construction of the new Farmington High School on time and on budget.
2. 1928 Building- Renovate the 1928 portion of the Farmington High School into the new Town Hall.
3. Continue to support Economic Development to help grow our tax base.
4. Access to recreation- Promote and provide recreation and community programs for the entire community.
5. Fiscal responsibility- a cost effective budget that addresses the community's needs.
6. High Level of service – Provide excellent customer service to maximize quality of life for all residents.
7. Continue to evaluate the organization for best practices and cost efficiencies.

I hope you will find this document useful, and it will give you some insight into the progress we plan to make in the upcoming 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 chooses to call home.

Regards,



Joe Capodiferro  
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 2020-2021	Results-Continuous Improvement 2021-2022	Results-Continuous Improvement 2022-2023
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	2021 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 4 78% Gr 6 79% Gr 8 80%	2022 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 4 76% Gr 6 81% Gr 8 70%	2023 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 4 72% Gr 6 76% Gr 8 77%
		Students taking Advanced Placement English courses	2020-2021 English #121	2021-2022 English #142	2022-2023 English #132
		Students scoring 3 or above on AP English test	AP English score of 3 or greater (*Some students take multiple exams) #100 87%	AP English score of 3 or greater (*Some students take multiple exams) #108 78%	AP English score of 3 or greater (*Some students take multiple exams) #101 78%
		FHS Juniors taking SAT-1	2020-2021 #322 100%	2021-2022 #335 100 %	2022-2023 #296 100 %

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		ERW			
		SAT-1 ERW mean score (Evidenced-Based Reading & Writing)	SAT-1 ERW mean score 599 *ERW	SAT-1 ERW mean score 571 *ERW	SAT-1 ERW mean score 582 *ERW
		Students completing 5 years of World Language by graduation	2020-2021 Grade 12 #186 58%	2021-2022 Grade 12 #188 56%	2022-2023 Grade 12 #158 53%
	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	2021 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 72% Gr 6 64% Gr 8 67%	2022 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 77 % Gr 6 69% Gr 8 60%	2023 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 78 % Gr 6 75% Gr 8 69%
		Students completing one or more high school mathematics courses by the end of Grade 8	2021 high school mathematics courses by Grade 8 #284 81%	2022 high school mathematics courses by Grade 8 #251 75%	2023 high school mathematics courses by Grade 8 #287 88%
		Students completing 4 or more years of mathematics in high school by graduation	2021 students taking 4 or more years of mathematics in high school #305 94%	2022 students taking 4 or more years of mathematics in high school #291 87%	2023 students taking 4 or more years of mathematics in high school #288 97%
		Students taking Advanced Placement mathematics courses	2021 students taking AP mathematics courses #165	2022 students taking AP mathematics courses #158	2023 students taking AP mathematics courses #167

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		Students scoring 3 or greater on AP mathematics tests	2021 students scoring 3 or better on AP mathematics (*Some student take multiple exams) #74 70%	2022 students scoring 3 or better on AP mathematics (*Some student take multiple exams) #82 55%	2023 students scoring 3 or better on AP mathematics (*Some student take multiple exams) #99 62%
		Juniors taking SAT-I Math	2021 students taking SAT-I Math #322 100%	2022 students taking SAT-I Math #335 100%	2023 students taking SAT-I Math #296 100%
		SAT-I Math mean score	2021 SAT-I math mean #597	2022 SAT-I math mean #563	2023 SAT-I math mean #566
	Continuous improvement of student performance in <b>Science</b>	Students meeting State Goal in NGSS (Next Generation Science Standards)	2021 administration of NGSS Science Gr 5 81% Gr 8 73% Gr 11 76%	2022 administration of NGSS Science Gr 5 81% Gr 8 72% Gr 11 75%	2023 administration of NGSS Science Gr 5 79% Gr 8 89% Gr 11 82%
		FHS students completing 4 or more years of science courses by graduation	2021 FHS Science courses #241 75%	2022 FHS Science courses #237 71%	2023 FHS Science courses #215 71%
		Students taking Advanced Placement science courses	2021 students taking AP science courses (*Some students take multiple exams) #266	2022 students taking AP science courses (*Some students take multiple exams) #246	2023 students taking AP science courses (*Some students take multiple exams) #305
		Students scoring 3 or better on science Advanced Placement tests	2021 Science AP Scoring 3 or better #186 79%	2022 Science AP Scoring 3 or better #214 81%	2023 Science AP Scoring 3 or better #244 80%



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	Continuous improvement of student performance in <b>Social Studies</b>	Students taking Advanced Placement courses in social studies, world language, music and/or art	2021 AP Participation in social studies, world language, music and art courses #518	2022 AP Participation in social studies, world language, music and art courses #521	2023 AP Participation in social studies, world language, music and art courses #673
		Students scoring 3 or better on social studies, world language, music and/or art Advanced Placement Tests	2021 AP Participation in social studies, world language, Music and art courses #472 70%	2022 AP Participation in social studies, world language, Music and art courses #338 65%	2023 AP Participation in social studies, world language, Music and art courses #419 68%
		Students participating in fine and performing arts Gr 7 Gr 8 Gr 9 Gr 10 Gr 11 Gr 12	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%	2022 participation in Fine Arts Perf Arts  100% #205/63% 100% #151/45% #178/54% #122/37% #87/29% #115/38% #79/27% #84/28% #118/37% #91/28%	2023 participation in Fine Arts Perf Arts  100% #188/63% 100% #168/51% #168/51% #125/38% #107/32% #112/33% #76/26% #101/34% #126/42% #90/30%
	Continuous improvement in the development of students as productive	Students meeting State Goal in Physical Fitness on state assessment	2021 State Goal in Physical Fitness Gr 4 #144 / 58%	2022 State Goal in Physical Fitness Gr 4 56% Gr 6 37% Gr 8 56% Gr 10 61%	2023 State Goal in Physical Fitness Gr 4 70% Gr 6 57% Gr 8 57% Gr 10 63%

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	and responsible citizens		Gr 6 #235 / 43% Gr 8 #128 / 51% Gr 10 #77 / 46%		
		Eligible FHS seniors registered to vote	2021 seniors registered to vote #54 45%	2022 seniors registered to vote #52 48%	2023 seniors registered to vote #60 50%
		FHS students participating in career-oriented internships	2021 internships #40	2022 internships #35	2023 internships #41
		FHS students participating in the interscholastic athletic program	2021 participating in interscholastic athletics in FHS #720 57%	2022 participating in interscholastic athletics in FHS #762 60%	2023 participating in interscholastic athletics in FHS #752 59%
	Maintain and continue to improve on indicators associated with superior performance	National Merit Scholarship Commended Students	2021 #8	2022 #14	2023 #18
		National Merit Scholarship Semifinalists	2021 #4	2022 #7	2023 #5
		National Merit Scholarship Finalists	2021 #4	2022 #7	2023 #5
		Advanced Placement Scholars	2021 #62 9% of Jrs/Srs	2022 #78 12% of Jrs/Srs	2023 #81 14% of Jrs/Srs
		Advanced Placement	2021 #43	2022 #18	2023 #36

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		Scholars with Honors			
		Advanced Placement Scholars with Distinction	2021 #78	2022 #83	2023 #85
		FHS All State Music Festival	2021 #28	2022 #27	2023 #24
		FHS Northern Regional Music Festival	2021 #85	2022 #81	2023 #72
		FHS Seniors Accepted at Most Competitive & Highly Competitive Colleges (Barons)	2021 #170 53%	2022 #177 53%	2023 #159 51%
		FHS Seniors Accepted at Ivy League Colleges	2021 #5 1%	2022 #6 1%	2023 #2 1%
		Elementary Students Participating in Orchestra Program	2021 = 891 52% total Grades 3, 4, 5, 6	2022 = 794 54% total Grades 3, 4, 5, 6	2023 = 647 53% total Grades 3, 4, 5, 6

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**Equity Focused Achievement Indicators**

		All	Asian	Black	Hispanic	White	2 or More
Met Standard in Reading	Grade 3 & 4	83%	94%	66%	66%	82%	77%
Met Standard on SBAC Literacy	Grades 3 & 4	73%	85%	56%	51%	70%	66%
Math SBA	Grades 7 & 8	69%	90%	50%	47%	63%	60%
College Course Enrollment	Graduated with at least one AP and ECE Course (class of '22)	78%	93%	67%	64%	75%	64%

\*This cohort of students is less than 20, thus the data must be suppressed per CSDE.

**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	2024-2026 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 an ad-hoc committee of Town Council members and staff to discuss the future of Parson’s property and make recommendations on that goal to the Town Council for consideration.</p> <p><b>(Priority 2 - 2025)</b></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 as needed.</p> <p><u>State Project(s)</u></p> <p>-New Bridge at Monteith Drive/Route 4: Continue to move forward with public outreach and work with CRCOG and DOT to identify potential funding sources for Preliminary Design of the project. □</p> <p>-Burlington Road Reconstruction: Receive CT DOT and CRCOG approval to advertise, bid and award project this winter and construct in the summer/fall 2024.</p>

**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	2024-2026 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 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 updates to the Ordinance to the Town Council for approval. Provide quarterly updates to the Town Council.</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.</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>8.) To complete the new Westwoods Recreational facility with construction beginning the summer/fall of 2024 contingent of receiving timely state approvals. Winter 2024 -Project out to bid. Spring/Fall 2024 - Construction Summer/Fall 2025 -Construction complete.</p> <p>9.) To complete the construction of the new Meadow Road Sidewalks with construction beginning Spring of 2026 contingent of receiving timely state approvals. (Priority 2- 2025) Winter 24/Fall 25 -Design project, obtain state and local approvals, &amp; town sidewalk ordinance requirements. Fall 2025 - Project out to bid. Spring 2026 – Construction Fall 2026 - Construction complete.</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 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	2024-2026 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>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>	
<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><b>11.)</b> 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>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.</p> <p>Promote Farmington businesses and economic development activities. Develop strategies that encourage people passing through to stop at local businesses and activities.</p>	

**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>2024-2026 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>12.)</b> Prepare and present the 2024-2025 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.
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>13.)</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.**

Desired Outcomes	2024-2026 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><b>14.)</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>15.)</b> Provide Town Council a yearly report on Town Manager's goals and objectives.</p> <p><b>16.)</b> To establish a Town Council Ad Hoc Legal Services Sub-Committee for the purpose of seeking proposals from qualified law firms and/or qualified individual attorneys to provide legal services to the Town of Farmington in the capacity of General Town Attorney, Bond Counsel, Labor Attorney, and Land Use/Environmental Attorney.</p> <p><b>17.)</b> The Town Manager will analyze the current operational structure of the Community and Recreation Department to best support the continued growth of both divisions. (Community &amp; Social Services and Recreation)</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>18.)</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>19.)</b> Provide needed support to ensure that the Human Relations Commission and the Racial Equity Task Force moves forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</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>2024-2026 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>20.)</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.	

**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.**

<b>Desired Outcomes</b>	<b>2024-2026 Goals</b>
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.	
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.	

## 2024-2025 Assistant Town Manager Annual Goals

Assistant Town Manager 2024

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>	<ul style="list-style-type: none"> <li>• Manage the Town of Farmington recruitment process.</li> <li>• Implement and maintain HR Policies, Employee Manuals and Handbooks                             <ul style="list-style-type: none"> <li>○ Oversee the completion of the Town of Farmington Employee Manual (last update 2017)</li> <li>○ Oversee the completion of the Non-Unionized Benefits Handbook (last update 2017)</li> <li>○ Oversee the completion of the Job Description Update (Phase 1- AFSCME, Phase 2- SEIU)</li> </ul> </li> <li>• Enhance communications for the open enrollment sessions for the voluntary High Deductible Heath Plan with a Health Savings Account                             <ul style="list-style-type: none"> <li>○ Amanda- add to her goals</li> </ul> </li> <li>• Implement best practices in employee training and retention.</li> </ul>

## 2024-2025 Assistant Town Manager Annual Goals

Assistant Town Manager 2024-2025

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>Continue satisfactory relations with both unionized and non-unionized labor.</p> <p>Conduct contract negotiations when applicable. Monitor all employee issues. Manage labor relations, including grievances and arbitrations. Primary contact with Labor Attorney for Human Resources and Labor Relations.</p>	<ul style="list-style-type: none"> <li>• Conduct negotiations with the following bargaining units:                             <ul style="list-style-type: none"> <li>○ SEIU (expires June 30, 2024)</li> <li>○ AFSCME (expires June 30, 2024)</li> </ul> </li> <li>• Manage personnel/labor issues and projects as they arise.</li> <li>• Recreation Restructuring</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor Town Hall building maintenance, repairs, and renovations.</li> <li>• Maintain code compliance through annual review. Manage the cleaning contract and other maintenance contracts. Follow Town Hall Maintenance 5-Year Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the CIP for the Town Hall</li> <li>• Town Hall Annex Planning</li> </ul>

## 2024-2025 Assistant Town Manager Annual Goals

Assistant Town Manager 2024-2025

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>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>	<ul style="list-style-type: none"> <li>• Employee Newsletter</li> </ul>
<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>	<ul style="list-style-type: none"> <li>• Assist in the development and production of the Annual Town of Farmington Budget</li> <li>• Provide needed support to ensure that the Farmington High School Building Committee moves forward and receives the appropriate staffing support to complete objectives.</li> <li>• Provide needed support to ensure that the 1928 Building Committee moves forward and receives the appropriate staffing support to complete objectives.</li> <li>• Assist in the creation and completion of Town Manager Goals to ensure objectives are met.               <ul style="list-style-type: none"> <li>○ Strategic Plan Update with new Town Council- January 2024</li> </ul> </li> </ul>

## 2024-2025 Assistant to the Town Manager Annual Goals

### Assistant to the Town Manager 2024

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. Maintain a training program for staff. Investigate benefit options and alternatives.</p>	<ul style="list-style-type: none"> <li>• Assist in the recruitment for open positions.               <ul style="list-style-type: none"> <li>○ Assist in the completion of the Town of Farmington Employee Manual (last update 2017)</li> <li>○ Assist the completion of the Non-Unionized Benefits Handbook (last update 2017)</li> <li>○ Assist in the Job Description Update (Phase 1- AFSCME, Phase 2-SEIU)</li> </ul> </li> </ul>
<p>Continue satisfactory relations with both unionized and non-unionized labor.</p> <p>Conduct contract negotiations when applicable. Monitor all employee issues. 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:</p> <ul style="list-style-type: none"> <li>○ SEIU (expires June 30, 2024)</li> <li>○ AFSCME (expires June 30, 2024)</li> </ul> <ul style="list-style-type: none"> <li>• Assist in the Management of personnel/labor issues and projects as they arise.</li> </ul>
<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>Assist Departments in communication initiatives to encourage public engagement and improve communication and transparency.</p> <p>Oversee social media, website, newsletter, and annual report requirements.</p>

## 2024-2025 Assistant to the Town Manager Annual Goals

### Assistant to the Town Manager 2024

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>To manage Town Council or Town Manager committees and/or projects as assigned.</p>	<p>To ensure the timely completion of the 2022 STEAP grant for Splash Pads &amp; Pickleball Courts.</p> <p>To ensure the timely completion of the 2023 STEAP grant for Meadow Road Sidewalks.</p> <p>Work with consultant to ensure OSHA compliance and policy development.</p> <p>Committees:                      Legal Services Ad-Hoc Committee                      Traffic Review Board                      Farmington Valley Health District</p>
<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>Assist in the development and production of the annual Town of Farmington Budget</p> <ul style="list-style-type: none"> <li>• Communication and Presentation of the Town of Farmington Budget</li> </ul>



## 2024-2025 Community and Supportive Services Annual Goals

Community and Supportive Services 2024-2025

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>
<p>Execute all laws and ordinances within the scope of the Community &amp; Supportive Services Dept.</p>	<p>Maintain appropriate client records in secure location. Report any suspected abuse (elder or child) to the state for further investigation.</p> <p>Attend all necessary information seminars on legislative issues and state programs. Advocate for legislation. Educate Community as needed.</p> <p>Investigate and analyze potential issues for the disabled population with regard to large community capital projects.</p> <p>Complete ADA training and develop the needs assessment as required for ADA coordinators, including completing the full town self ADA assessment. Meet w/ stakeholders and disabled residents to get feedback.</p> <p>Complete Shelter Management training and coordinate efforts for emergency operations plan to be prepared to respond as needed.</p> <p>Facilitate Veterans meetings as outlined in State Statutes.</p>
<p>Provide education and information for all groups/populations within our community.</p>	<p>Provide a monthly seminar (either zoom or in person) to increase education and information on a variety of subjects, including: ADA issues, mental health, racial tensions, caregiving and other relevant topics. Use creative means to engage community in awareness initiatives.</p> <p>Continue to coordinate efforts with area agencies within the Farmington Valley, including: opioid funds programming, mental health initiatives and cooperative programming funds through Amplify and other organizations.</p>

## 2024-2025 Community and Supportive Services Annual Goals

Community and Supportive Services 2024-2025

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>
Support the Human Relation Commission as they investigate the most needed ways to carry out their Town Code duties.	<p>Support the HRC in their goals.</p> <p>Work with both HRC and the Taskforce on coordinating efforts and providing education and programming on inclusion and DEI topics.</p>
Regional and volunteer collaboration that maximizes the Community & Supportive Services Dept.	<p>Continue to develop our core group of volunteers for larger events.</p> <p>Increase efforts to provide or enhance community events to target all populations and utilize the entire department to develop and organize. Continue to use a variety of volunteer groups to encourage inclusion in all areas.</p> <p>Continue working relationship with the CERT team as a volunteer group for holiday programs as well as emergency management for shelter operations.</p>
Retain a qualified work force for the Community Services Department.	<p>Attend regularly scheduled meetings, periodic seminars and other appropriate training mechanisms.</p> <p>Director of Community and Supportive Services will attend either an annual conference or periodic training seminars on a yearly basis.</p> <p>Supportive Services Supervisor will attend regular clinical conferences and training seminars.</p>
Provide Social Services to individuals and families in need.	<p>Provide 2750 units of social services to individuals in need.</p> <p>(Unit = approx. one hour face-to-face contact w/ individual providing counseling, support, assessment, asst. w/ services, financial help and intake)</p>

## 2024-2025 Community and Supportive Services Annual Goals

Community and Supportive Services 2024-2025

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 programs and services for the elderly and youth populations.	<p>Offer 1,200 activities for senior citizens for the fiscal year. Continue to coordinate efforts to provide a wide variety of programming to address social and recreational activities, wellness services, supportive needs, networking opportunities as well as considering current aging trends and needs.</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.</p> <p>Solicit and explore grant options for elderly programs, teen activities, counseling and networking.</p>
Maintain transportation services for the elderly and disabled.	<p>Analyze and transition dial a ride software to accommodate growth in service as well as adjusting to the demanding needs.</p> <p>Continue to work with area transportation services, senior services and state agencies to provide quality transportation and coordinate efforts as appropriate.</p>
Maintain and manage housing opportunities.	<p>Coordinate and manage the fair rent commission to follow the state statute and educate the community on rental/landlord rights and obligations.</p> <p>Support and implement the affordable housing plan.</p> <p>Analyze the current ordinance on the Cooperative Home Ownership Program and develop strategies and recommendations for potential funding for housing rehabilitation for current participants.</p> <p>Analyze and develop strategies to make recommendations for use of excess funds from CBDG rehabilitation grants.</p>

## 2024-2025 Community and Supportive Services Annual Goals

Community and Supportive Services 2024-2025

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>
Move the Recreation & Golf Course divisions to a stand-alone department.	Assist in the transition of the new department as needed.  Continue in the oversight and management in the interim.  Assist in the transition of the new golf course software for the opening of the new golfing season.
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.

## 2024-2025 Economic Development Department Annual Goals

### Economic Development 2024-2025

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 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 regard to land being taken off the commercial tax roll) by June 30 of each year.</p> <p>The Economic Development Director will promote quality of life /sense of place activities to attract and help retain young professionals to Farmington. The EDC Director will collaborate with local regional and state organizations and businesses to support this initiative such as HYPE ( Hartford Young Professionals), CampusCT, and the Central Connecticut Chamber of Commerce.</p> <p>The Economic Development Director will facilitate the process to Establish a Unionville and Farmington Cultural District.</p>

## 2024-2025 Economic Development Department Annual Goals

### Economic Development 2024-2025

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>Continue to monitor the progress of the development of the 8-10 acres located at Fienemann Road and owned by Hartford’s Municipal Employees Retirement Fund (MERF). Per the Plan of Conservation and Development (POCD) the property can be rezoned for office and or research and development use (including uses eligible for the bioscience zone such as Jackson Labs). Assist as needed.</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>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> <p>Update the Explore Farmington website and develop sponsorship levels to fund the future growth of this site.</p>
<p>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</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 expansion and bioscience efforts. Provide Quarterly Reports to Town Manager on progress.</p> <p>Host at least 2 Business Forums to bring industry cluster leaders together to explore resources and opportunities. Partner with the MetroHartford Alliance and the Central CT Chamber to host these</p>

## 2024-2025 Economic Development Department Annual Goals

### Economic Development 2024-2025

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>organizations such as the Chamber of Commerce. Maximizes economic development through regional and civic cooperative efforts and organizations.</p>	<p>events.</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>
<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</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</p>

# 2024-2025 Economic Development Department Annual Goals

**Economic Development 2024-2025**

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>
use matters.	businesses. Report quarterly to the Town Council on any recommendations including long-term and short-term costs.



## 2024-2025 Finance Department Annual Goals

### Finance Department 2023-2024

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 99.7%.
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 FY2022/2023 financial audit.</p> <p>Monitor the state budget process and its impact on state grants to municipalities.</p> <p>Coordinate the upgrade to the latest version of MUNIS.</p>
Assessor Goal: Fairly and equitably assess all real, personal, and motor vehicle property located within the Town's boundaries	Oversee the development of the October 1, 2023, grand list of all real, personal, and motor vehicle property by January 31, 2024.

## 2024-2025 Finance Department Annual Goals

### Finance Department 2023-2024

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.

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.

Assist the Town Manager and Town Council in the preparation of the FY 2024/2025 annual operating budget and Capital Improvement Budget/Plan.

Monitor the FY2023-2024 budget to ensure that it is in balance at June 30, 2024

Coordinate a bond issuance to obtain financing for the new Farmington High School and other authorized projects.

Complete the debt financing for the new Farmington High School project.

Prepare the reimbursement materials to submit to the State for the new Farmington High School project.

Prepare the files for the close out of the new Farmington High School project.

## 2024-2025 Information Technology Annual Goals

**Information Technology 2024-2025**

To provide a quarterly report to the Town Manager that incorporates information about IT security, disaster preparedness, status of overall network health, based on desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
Manage and continue to implement the Town IT infrastructure through the seven-year Capital Improvement Plan	<p>Coordinate research, purchasing, and installation of virtual infrastructure upgrades with Board of Education IT Department.</p> <p>Coordinate purchase and installation of upgrades to phone systems at various town facilities.</p>
Maintain the Town’s IT Infrastructure, including Physical Servers, Virtual Servers, Network equipment	<p>Perform timely upgrades to software and firmware on all town computer and network equipment.</p> <p>Provide quarterly report containing list of equipment with OS/Firmware running versions and available versions.</p>
Maintain Backups according to the IT Backup and Recovery Policy and Procedure and implement quarterly tests of file restorations and yearly tests of full server recovery	<p>Verify backups are occurring according to the IT policy and procedures. Provide quarterly report of backup statistics with numbers of completed backups and failures.</p>
Continue security awareness training and testing for Town of Farmington employees.	<p>Implement monthly testing of employees with phishing campaigns. Implement bi-yearly training to all employees and additional training for failures with phishing testing. Provide quarterly report on training and phishing campaigns.</p>

# 2024-2025 Information Technology Annual Goals

## Information Technology 2024-2025

To provide a quarterly report to the Town Manager that incorporates information about IT security, disaster preparedness, status of overall network health, based on desired outcomes, and deliverables.

<p>Manage and maintain IT security to protect the town's network and data.</p>	<p>Verify IT security products are working correctly. Provide quarterly report of virus/malware infections, spam filtering statistics and web site filtering statistics.</p>
<p>Plan for new software and departmental project</p>	<p>Meet with Department Heads yearly to discuss technology needs and find ways to improve workflows through the use of technology. Implement New Golf Course Management Software</p>

## 2024-2025 Police Department Annual Goals

### Police Department 2024-2025

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.

<b><u>Desired Outcomes</u></b>	<b><u>Deliverables</u></b>
<p>Execute all laws and ordinances within the scope of the Police Department.</p>	<p>Continue aggressive and professional enforcement of traffic laws, detection, and investigation of criminal matters.</p> <p>Apply for DOT grant funding to conduct enforcement campaigns targeting problem locations for traffic violations and proactive driver education.</p> <p>Maintain Police presence on all Farmington School campuses, including Miss Porters and Tunxis Community College.</p> <p>Conduct bi-annual community inspections of registered sex offenders.</p> <p>Conduct annual community inspections of alcohol and tobacco sales to minors.</p> <p>To work in collaboration with the Superintendent of Schools to provide comprehensive and focused policing services to the Farmington Public School System to address safety and security in and around the Farmington schools.</p> <p>Provide support on new Farmington High School project for safety and security plan.</p> <p>Maintain current service dog program within the community policing unit / schools.</p> <p>Maintain present level of Community Policing programs such as the Child Safety Seat inspections and school-related programs.</p> <p>Reinstate Community Service Officer program to address the use of town Rails-to-Trails, Parks, and river access.</p> <p>Continue to address citizen complaints regarding traffic violations and traffic flow by deploying the dedicated Traffic Officer. Allow the ability of the traffic unit to dedicate officer to specific problem areas identified through citizen complaints, motor vehicle accident statistics, and observed violations. Continue working with department heads through participation in the Traffic Review Board and provide research data to TRB by utilizing data collection devices.</p>
<p>Provide Community Policing services to the town to include investigations, crime prevention activities, traffic enforcement &amp; youth/ school programs.</p>	

## 2024-2025 Police Department Annual Goals

### Police Department 2024-2025

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.

<b><u>Desired Outcomes</u></b>	<b><u>Deliverables</u></b>
Provide Emergency Communications for the Police, Fire and EMS responses in Farmington and Burlington.	<p>Replace dispatch consoles within dispatch center (approved in capital budget).</p> <p>Complete second phase of radio communications multi-siting project for Police/Fire radio channels, replacing radio connectivity to Westfarms Mall (police portion complete, Fire portion approved in capital budget).</p> <p>Complete safety upgrades to dispatch center including bullet resistant door, window tinting, and exterior door emergency locking system.</p>
Retain a qualified work force for the Police Department	<p>Attract qualified candidates through innovative recruitment methods.</p> <p>Maintain In-service, recertification, and advanced training programs to ensure professional development of employees.</p> <p>Continue with random drug testing and mental health evaluations as required by law.</p> <p>Continue to train all patrol officers in Basic Crime Scene Management, Interview and Interrogation, DUI, Mental Health Awareness and Crisis Intervention Training.</p> <p>Provide newly promoted Sergeants &amp; Lieutenants with leadership and executive development training programs.</p>
Maintain and manage department Information Systems.	<p>Maintain and enhance Axon Body Worn &amp; in-car Camera Program.</p> <p>Implement License Plate Reader (LPR) Cameras at strategic locations in town to enhance criminal investigations and better coordinate patrol response capabilities.</p>

## 2024-2025 Police Department Annual Goals

### Police Department 2024-2025

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.

<b><u>Desired Outcomes</u></b>	<b><u>Deliverables</u></b>
Continue to meet State and National standards for the police profession.	<p>Maintain proofs of compliance for State and National accreditation programs.</p> <p>Upgrade PowerDMS to include State Accreditation (program delayed).</p> <p>Continue CALEA yearly compliance review &amp; start second year of four-year cycle.</p> <p>Conduct bi-annual citizen survey as required by CALEA standard 45.2.2</p>
Maintain and keep in good repair all Police Dept. buildings and equipment.	<p>Review police building for general maintenance to include flooring, wall painting etc.</p> <p>Work with Town to replace HVAC system.</p> <p>Maintain quarterly inspection of police facility and maintenance contracts.</p>
Ensure town emergency management efforts meet the needs of the Community.	<p>Continue to provide support to Emergency Management Director with Investigative/Support Services Lieutenant (assistant EMD).</p> <p>Maintain 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>
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>Continuously maintain and update Police Department Strategic Plan.</p> <p>Continuously evaluate department demands and need for potential additions to sworn police force.</p>

## 2024-2025 Police Department Annual Goals

Police Department 2024-2025

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.

<b><u>Desired Outcomes</u></b>	<b><u>Deliverables</u></b>
<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>	<p>Continuously evaluate staffing needs to control overtime costs, decrease officer fatigue and increase efficiency within the Department.</p> <p>Utilize existing internal departmental reporting procedures and inspections to ensure efficient delivery of services.</p> <p>Maintain CALEA portal for citizen feedback for compliance with CALEA standard 45.2.4.</p>



## 2024-2025 Director of Fire & Rescue Goals

### Fire Department 2024-2025

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 &amp; Rescue Services to the Town of Farmington with Exceptional Services Through a Combination/Volunteer Fire Department Model</p>	<p>Update the Volunteer Fire Fighter Contract – modify social membership pay, modify sign-in rules.</p> <p>Career Firefighters – Evaluate roles and responsibilities, conduct contract analysis, identify ways to retain qualified employees.</p> <p>Research the possibility of a part-time EMS Manager</p>
<p>Assure that <u>quality fire, medical and rescue services are provided</u> by the Town of Farmington Fire Department through Quality Assurance Reviews of the Fire Department’s response times and providing ongoing training for all of the members of the Town of Farmington Fire Department.</p>	<p>Track, monitor and evaluate calls for service provided by the Town of Farmington Fire Department to the Town of Farmington to encompass fire, medical and rescue responses.</p> <p>Look to replace Emergency Reporting and integrate it into one piece of software with capability to do all FD tasks, including volunteer sign in.</p>

## 2024-2025 Director of Fire & Rescue Goals

### Fire Department 2024-2025

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.

<b><u>Desired Outcomes</u></b>	<b><u>Deliverables</u></b>
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. Report to the Town Manager on a quarterly basis	Form the Building Committee and begin updating firehouses with new HVAC, configuration, etc.  Serve as the Staff Liaison for the Fire Building Committee.
To replace Fire Equipment that has reached the end of its useful life and recommend additional equipment and services that will ensure	Order new apparatus for aging fleet  Replace various equipment and Turnout Gear that is reaching or has reached its life span. Equipment includes SCBA bottles, hose, and AED batteries.

## 2024-2025 Department of Public Works Annual Goals

### Public Works 2024-2025

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.</p>	<p>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> <p>LOTICIP Project #L051-0006 Reconstruction of Burlington Road, final design plans submitted to CRCOG. Advertise bid, winter with a spring award and Construction through the fall 2024.</p> <p>Continue to research potential funding sources for the additional river crossing. Working with CRCOG to determine funding sources. Farmington Area Connectivity Study completed and presented it to the Town Council May 2022 and held public informational meeting November 2023.</p>
<p>Oversees the Public Works Department staff to ensure 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>	

## 2024-2025 Department of Public Works Annual Goals

### Public Works 2024-2025

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>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>Oversee the staff who work with the Town Plan and Zoning Commission on all land and development issues.</p>	<p>Provide needed support to ensure that the Bicycle Advisory Committee moves forward and receives the appropriate staffing support to complete objectives, and to commit to signage on three roads, including signage or sharrows. Provide Quarterly Reports to the Town Council.</p>
<p>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>To ensure that Green Efforts Committee moves forward and receives the appropriate staff support to complete its objectives. Provide oversight and needed support to ensure that the Green Efforts Committee, moves forward and completes its objectives.</p>

## 2024-2025 Department of Public Works Annual Goals

### Public Works 2024-2025

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 five-year Capital Improvement Plan.</p> <p>Oversee the staff who manage the operations of the Water Pollution Control Plant and Authority.</p>	<p>Continue to assist the Farmington High School Building Committee to ensure it is completed on time and on budget.</p> <p>Continue to assist the 1928 Building Committee to ensure it is completed on time and on budget.</p>