

TOWN OF FARMINGTON

STRATEGIC PLAN

Adopted July 2005
Amended January 2006
Adopted January 2008
Amended November 2008
Amended March 2010
Amended November 2012
Adopted February 2014



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Letter to Citizens

February 2014

Dear Citizens,

Over nine years ago the Town Council enacted and then implemented the Town's first ever Strategic Plan. This plan was created after the Town conducted a comprehensive survey of town residents and stakeholders concerning their priorities for the Town. The plan has served as the underpinning for all of the goals and objectives for town government. The plan also serves as the basis for the Council's policy decisions. The Council has made it a goal to bring the plan up to date with a re-survey of the Town's residents and stakeholders relative to their priorities for the Town now. The intent is to update this Strategic Plan so that it continues to perform its function and so that town government appropriately responds to what our citizens value.

The six current goals of the Strategic Plan are:

- (1) Education
- (2) Traffic and Land Use
- (3) Economic Development
- (4) Balanced Budgets
- (5) Best Practices in Government
- (6) Recreation

When the Strategic Plan was created, committees consisting of citizens, elected officials and the Town's professional staff worked in separate goal committees to identify desired outcomes and deliverables for each of these goals. The Council has effectively used this framework to prioritize its goals.

The Strategic Plan is not meant to be a static document. It is reviewed, updated and adopted each year by the Town Council. The updated plan can be viewed in its entirety on the Town's website at www.farmington-ct.org in the Town Government sub-section.

In closing, the Council is excited about plans to fully update the Strategic Plan with a re-survey of town residents and stakeholders. In the meantime, the Strategic Plan will continue to guide the Council's thinking on matters of policy, finance and operations.

Regards,

Nancy W. Nickerson
Town Council Chairman

Vision and Mission Statement

Vision

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.

Mission Statement for the Town Council

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 2011-2012	Results - Continuous Improvement 2012-2013	Results - Continuous Improvement 2013-2014
<p>1. All students will demonstrate performance standards in critical thinking and reasoning and meet rigorous <i>core academic content</i>* standards by accessing, interpreting, analyzing, and evaluating ideas and information, drawing evidence-based conclusions, synthesizing new learning with prior knowledge and reflecting critically on learning.</p> <p>2. All students will demonstrate performance standards in collaboration and communication and meet rigorous <i>core academic content</i>* standards by participating effectively in a variety of teams, actively listening and responding to the ideas of others, sharing responsibility for outcomes, articulating ideas clearly in</p>	<p>Continuous improvement of student performance on spotlight indicators.</p>	<p><i>Critical Thinking and Reasoning</i></p> <p><u>Grades K – 4</u> SS Gr. 3 – Research Project</p>	94%	95%	
		<p><u>Grades 5 – 8</u> ELA Gr. 6 – Critical Literacy Tasks – report card</p>	89%	90%	
		<p>SS Gr. 8 –Critical Stance Tasks – report card</p>	85%	83%	
		<p><u>Grades 9 – 12</u> SCI Gr. 9 – Physics – Research and Advocacy Project</p>	66%	N/A	
		<p>ELA Gr. 10 – Critical Analytical Essay</p>	72%	67%	
		<p>Health Gr. 10 – Research Project</p> <p><i>Communication and Collaboration</i></p>	72%	69%	
		<p><u>Grades K – 4</u> Math Gr. 4 – Communicating Understanding Tasks – report card</p>	74%	82%	
		<p>ELA Gr. 4 – Narrative Writing</p>	79%	78%	
		<p><u>Grades 5 – 8</u> Sci Gr. 5 – Collaborative Inquiry Task</p>	84%	85%	

<p>multiple formats and using technology tools to enhance communication.</p>		<p>SS Gr. 6 – Advocacy Project</p> <p>ELA Gr. 7 – Discussion and Oral Presentation Tasks – report card</p> <p>Tech Gr. 8 – Technology Proficiency</p> <p>WL Gr. 8 – Oral and Written Communication Project</p> <p><u>Grades 9 – 12</u> WL Gr. 9 FLST Proficiency Benchmark Assessment</p>		<p>96%</p> <p>90%</p> <p>88%</p> <p>80%</p> <p>95%</p>	<p>95%</p> <p>89%</p> <p>91%</p> <p>89%</p> <p>97%</p>	
<p>3. All students will demonstrate performance standards in problem solving and innovation and meet rigorous <i>core academic content*</i> standards by recognizing problems, analyzing data, asking questions, utilizing a variety of resources, thinking flexibly, making connections and seeking practical, innovative, and entrepreneurial solutions.</p>		<p><i>Problem Solving and Innovation</i></p> <p><u>Grades K – 4</u> Sci. Gr. 3 – Inquiry Lab</p> <p>Music Gr. 3 Creative Composition</p> <p><u>Grades 5 – 8</u> Math Gr. 7 – Strategic Problem Solving Tasks – report card ELA Gr. 8 Social Activism Multimedia Presentation</p> <p><u>Grades 9 – 12</u> Math Gr. 10 – Complex Problem Solving Tasks</p>		<p>92%</p> <p>83%</p> <p>83%</p> <p>86%</p> <p>69%</p>	<p>89%</p> <p>81%</p> <p>91%</p> <p>88%</p> <p>68%</p>	
<p>4. All students will demonstrate performance standards in self-direction</p>		<p><i>Self-direction and Resourcefulness</i></p> <p><u>Grades K – 4</u> ELA Gr. 3 – Independent Reading</p>				

and resourcefulness and meet rigorous <i>core academic content*</i> standards by exploring interests, taking initiative, setting learning goals, demonstrating persistent effort, adapting to change with resiliency and exhibiting ethical leadership and responsible citizenship.		<u>Grades 5 – 8</u> ELA Gr. 5 – Inquiry Project	92%	90%	
		WL Gr. 6 – Reflection and Evaluation Portfolio	83%	83%	
		Sci Gr. 7 – Design an Experiment	93%	90%	
		Health Gr. 8 – Decision Making and Wellness Tasks – report card	90%	92%	
		SS – Gr. 11 US History Research Project	57%	83%	
		Health Gr. 11 Personal Improvement Project	63%	92%	
			66%	72%	

Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2010-2011	Results - Continuous Improvement 2011-2012	Results – Continuous Improvement 2012-2013
<p>1. All students will meet established performance in core academic subjects:</p> <p>English/Language Arts Mathematics Science Social Studies World Language Health/PE/Wellness Music and Fine and Performing Arts</p>	<p>Continuous improvement of student performance in <u>English/Language Arts, and World Languages</u></p>	<p>1. Students meeting the State Goal in reading on the Connecticut Mastery Test in grades 4, 6, 8</p> <p>2. Students meeting State Goal in writing on the Connecticut Mastery Test in grades 4, 6, 8</p> <p>3. Students meeting the State Goal on Connecticut Academic Performance Test - Reading Across the Disciplines</p> <p>4. Students taking Advanced Placement English courses</p> <p>5. Students scoring 3 or above on AP English tests</p> <p>6. FHS juniors taking SAT-I</p> <p>7. SAT-I Verbal mean score</p> <p>8. FHS juniors scoring 600 and above on SAT</p>	<p>1. 2011 administration of CMT Reading Gr 4 #268 82.8% Gr 6 #304 89.8% Gr 8 #338 91.1%</p> <p>2. 2011 administration of CMT Writing Gr 4 #272 87.5% Gr 6 #310 82.3% Gr 8 #342 88.3%</p> <p>3. 2011 administration of CAPT- Reading Across the Disciplines subtest Gr 10 #321 77.2%</p> <p>4. 2010-11 AP English #218</p> <p>5. AP English score of 3 or greater (*Some students take multiple exams) #170 81%</p> <p>6. 2010-11 SAT-I #310 96%</p> <p>7. SAT-I Verbal mean 548</p> <p>8. % on SAT scoring 600 or above 32%</p>	<p>1. 2012 administration of CMT Reading Gr 4 #296 85.1% Gr 6 #295 93.6% Gr 8 #307 94.2%</p> <p>2. 2012 administration of CMT Writing Gr 4 #242 81.8% Gr 6 #239 83.0% Gr 8 #246 78.3%</p> <p>3. 2012 administration of CAPT – Reading Across the Disciplines subtest Gr 10 #334 69.1%</p> <p>4. 2011-12 AP English #219</p> <p>5. AP English score of 3 or greater (*Some students take multiple exams) #152 83%</p> <p>6. 2011-12 SAT-I #273 93%</p> <p>7. SAT-I Verbal mean 539</p> <p>8. % on SAT scoring 600 or above 25%</p>	<p>1. 2013 administration of CMT Reading Gr 4 #267 84.76% Gr 6 #251 92.62% Gr 8 #282 93.69%</p> <p>2. 2013 administration of CMT Writing Gr 4 #252 78.26% Gr 6 #222 82.84% Gr 8 #225 77.05%</p> <p>3. 2012 administration of CAPT – Reading Across the Disciplines subtest Gr. 10 #243 74.5%</p> <p>4. 2012-13 AP English #230</p> <p>5. AP English score of 3 or greater (*Some students take multiple exams) #160 79%</p> <p>6. 2012-13 SAT-I #282 88%</p> <p>7. SAT-I Verbal mean 552</p> <p>8. % on SAT scoring 600 or above 33%</p>

Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2010-2011	Results - Continuous Improvement 2011-2012	Results - Continuous Improvement 2012-2013
		9. Students taking 5 years of World Language by graduation	9. World Language 5 years or more by Gr 12 #100 31%	9. World Language 5 years or more by Gr 12 #167 56%	9. World Languages 5 years or more by Gr 12 #183 58%
	Continuous improvement of student performance in Mathematics	<p>1. Students meeting State Goal in mathematics on the Connecticut Mastery Test in grades 4, 6, 8</p> <p>2. Students meeting the State Goal on the Connecticut Academic Performance Test – Mathematics</p> <p>3. Students completing one or more high school mathematics courses by the end of Grade 8</p> <p>4. Students completing 4 or more years of mathematics in high school by graduation</p> <p>5. Students taking Advanced Placement mathematics courses</p> <p>6. Students scoring 3 or greater on AP mathematics tests</p> <p>7. Juniors taking SAT-I Math</p>	<p>1. 2011 administration of CMT Mathematics Gr 4 #267 85.4% Gr 6 #303 88.8% Gr 8 #339 92.6%</p> <p>2. 2011 administration of CAPT Mathematics Gr 10 #321 81%</p> <p>3. 2011 high school mathematics courses by Grade 8 #244 71%</p> <p>4. 2011: students taking 4 or more years of mathematics in high school #263 82%</p> <p>5. 2010-11: students taking AP mathematics courses #185</p> <p>6. 2010-11: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #140 77%</p> <p>7. 2010-11: SAT-I Math #310 96%</p>	<p>1. 2012 administration of CMT Mathematics Gr 4 #296 85.8% Gr 6 #293 92.8% Gr 8 #330 90.9%</p> <p>2. 2012 administration of CAPT Mathematics Gr 10 #334 78.5%</p> <p>3. 2012 high school mathematics courses by Grade 8 #246 74%</p> <p>4. 2012: students taking 4 or more years of mathematics in high school #255 86%</p> <p>5. 2011-12: students taking AP mathematics courses #183</p> <p>6. 2011-12: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #143 78%</p> <p>7. 2011-12: SAT-I Math #273 93%</p>	<p>1. 2013 administration of CMT Mathematics Gr 4 #273 86.94% Gr 6 #227 84.39% Gr 8 #260 86.96%</p> <p>2. 2013 administration of CAPT Mathematics Gr. 10 #250 77.2%</p> <p>3. 2013 high school mathematics courses by Grade 8 #229 73%</p> <p>4. 2013: students taking 4 or more years of mathematics in high school #272 86%</p> <p>5. 2012-13: students taking AP mathematics courses #223</p> <p>6. 2012-13: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #155 76%</p> <p>7. 2012-13: SAT-I Math #282 88%</p>

Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2010-2011	Results - Continuous Improvement 2011-2012	Results – Continuous Improvement 2012-2013
		8. SAT-I Math mean score 9. Students scoring 600 or above on SAT-Math	8. 2010-11 SAT Math mean #551 9. 2010-11 Math score of 600 or above 36%	8. 2011-12 SAT Math mean #559 9. 2011-12 Math score of 600 or above 36%	8. 2012-13 SAT math mean #571 9. 2012-13 Math score of 600 or above 44%
	Continuous improvement of student performance in Science	1. Students meeting State Goal in Science on the Connecticut Academic Performance Test 2. FHS students completing 4 or more years of science courses by graduation 3. Students taking Advanced Placement science courses 4. Students scoring 3 or better on science Advanced Placement tests	1. 2011 administration of CAPT Science Gr 10 #321 76.9% 2. 2010-11 FHS Science courses 72% 3. 2010-11 students taking AP science courses (*Some students take multiple exams) #183 4. 2010-11 Science AP scoring 3 or better #136 79.7%	1. 2012 administration of CAPT Science Gr 10 #334 73.4% 2. 2011-12 FHS Science courses 76% 3. 2011-12 students taking AP science courses (*Some students take multiple exams) #203 4. 2011-12 Science AP Scoring 3 or better #153 75.4%	1. 2012 administration of CAPT Science Gr 10 #239 72.6% 2. 2012-13 FHS Science courses 71% 3. 2012-13 students taking AP science courses (*Some students take multiple exams) #221 4. 2012-13 Science AP Scoring 3 or better #154 69.1%
	Continuous improvement of student performance in Social Studies	1. Students meeting State Goal on the Connecticut Academic Performance Test – Writing Across the Disciplines 2. Students taking Advanced Placement courses in social studies, world language, music and/or	1. 2011 Administration of CAPT - Writing Across the Disciplines Gr 10 #321 89.5% 2. 2010-11 AP participation in social studies, world language, music and art courses #286	1. 2012 Administration of CAPT – Writing Across the Disciplines Gr 10 #334 84.6% 2. 2011-12 AP participation in social studies, world language, music and art courses #287	1. 2013 Administration of CAPT – Writing Across the Disciplines Gr 10 # 279 85.6% 2. 2012-13 AP participation in social studies, world language, music and art courses #278

Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2010-2011	Results - Continuous Improvement 2011-2012	Results – Continuous Improvement 2012-2013
		art 3. Students scoring 3 or better on social studies, world language, music and/or art Advanced Placement Tests 4. Students participating in fine and performing arts	3. 2010-11 AP in social studies, world language, music and art courses scoring 3 or better #216 80.3% 4. 2010-11 participation Fine Arts Perf. Arts Gr 7 100% #259 75% Gr 8 100% #244 71% Gr 9 #95 27% #193 56% Gr10 #113 34% #120 36% Gr11 #78 27% #104 36% Gr12 #83 25% #123 36%	3. 2011-12 AP in social studies, world language, music and art courses scoring 3 or better #220 76.7% 4. 2011-12 participation Fine Arts Perf Arts Gr 7 100% #238 76% Gr 8 100% #212 63% Gr 9 #84 25% #174 52% Gr 10 #92 27% #123 35% Gr 11 #74 23% #75 24% Gr 12 #84 29% #71 24%	3. 2012-13 AP in social studies, world language, music and art courses scoring 3 or better #279 75.9% 4. 2012-13 participation Fine Arts Perf Arts Gr 7 100% #200 67% Gr 8 100% #207 68% Gr 9 #30 99% #190 58% Gr 10 #112 35% #132 41% Gr 11 #69 21% #98 29% Gr 12 #103 32% #76 24%
	Continuous improvement in the development of students as productive and responsible citizens	1. Students meeting State Goal in Physical Fitness on state assessment 2. Eligible FHS seniors registered to vote 3. FHS students participating in career-oriented internships 4. FHS students participating in the interscholastic athletic program	1. 2010-11 State Goal in Physical Fitness Gr 4 #175 63% Gr 6 #153 49% Gr 8 #231 69% Gr10 #170 54% 2. 2010-11 seniors registered to vote #77 48% 3. 2010-11 internships #42 4. 2010-11 participating in interscholastic athletics at FHS #845 65%	1. 2011-12 State Goal in Physical Fitness Gr 4 #247 64% Gr 6 #95 33% Gr 8 #230 72% Gr 10 #194 59% 2. 2011-12 seniors registered to vote #55 51% 3. 2011-12 internships #44 4. 2011-12 participating in interscholastic athletics at FHS #821 64%	1. 2012-13 State Goal in Physical Fitness Gr 4 #210 66% Gr 6 #104 38% Gr 8 #222 74% Gr 10 #185 61% 2. 2012-13 seniors registered to vote #77 58% 3. 2012-13 internships #50 4. 2012-13 participating in interscholastic athletics at FHS #807 61%
	Maintain and continue to improve on indicators associated with	1. National Merit Scholarship Commended Students	1. 2011 #9	1. 2012 #7	1. 2013 #16

Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2010-2011	Results - Continuous Improvement 2011-2012	Results – Continuous Improvement 2012-2013
	superior performance	2. National Merit Scholarship Semifinalists 3. National Merit Scholarship Finalists 4. Advanced Placement Scholars 5. Advanced Placement Scholars with Honors 6. Advanced Placement Scholars with Distinction 7. FHS All State Music Festival 8. FHS Northern Regional Music Festival 9. FHS Seniors Accepted at Most Competitive & Highly Competitive Colleges (Barons) 10. FHS Seniors Accepted at Ivy League Colleges 11. Elementary Students Participating in Orchestra Program 12. Students Performing in the “Advanced” Level on CMT and CAPT	2. 2011 #3 3. 2011 #3 4. 2011 #161 26% of Jrs/Srs 5. 2011 #30 6. 2011 #47 7. 2011 #22 8. 2011 #72 9. 2011 #144 45% 10. 2011 #7 2% 11. 2011 #831 67% total Gr 2, 3, 4, 5, 6 12. 2011 % total Gr 4, 6, 8, 10 = 51% in math, reading and writing	2. 2012 #3 3. 2012 #3 4. 2012 #162 27% of Jrs/Srs 5. 2012 #27 6. 2012 #60 7. 2012 #32 8. 2012 #74 9. 2012 #133 45% 10. 2012 #4 1% 11. 2012 #789 52% total Gr 2, 3, 4, 5, 6 12. 2012 % total Gr 4, 6, 8, 10 = 51% In math, reading and writing	2. 2013 #3 3. 2013 #3 4. 2013 #162 25 % of Jrs/Srs 5. 2013 #27 6. 2013 #60 7. 2013 #15 8. 2013 #72 9. 2013 #151 48% 10. 2013 #6 2 % 11. 2013 #879 57 % total Gr 2, 3, 4, 5 6 12. 2013 % total Gr 4, 6, 8, 10 = 49% In math, reading and writing

Town Manager Goals 2014-2016

Goal 2 Transportation and Land

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

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<p>2.1 Partner with the Town Plan and Zoning Commission/Inland Wetlands Watercourse Agency (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 technical support for all land use committees, including the Inlands Wetlands Commission, Conservation Commission, and the Economic Development Commission, and maintains a communication link between the public, the Land Use committees, Economic Development Commission and the Town Council.</p>	<p>1) Recruit and appoint the new position of Town Planner by March 2014.</p> <p>Priority 1</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 of the Town Plan of Conservation and Development. Review and make recommendations to the Town Plan and Zoning Commission regarding re-zoning and density requirements.</p>	<p>2) Establish a subcommittee consisting of one Town Plan and Zoning member, one Economic Development Commission member, two Town Council members and appropriate staff members to define a Town Council goal on future public/private land development initiatives in the Town.</p> <p>Priority 1</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>3) Manage actions taken to improve traffic problems, including meeting with the State of Connecticut DOT on semi-annual basis. State Project #51-260 Backage Road, #51-258 Bridge on Route 4 near Sanford and Hawley, and the New Britain Avenue/177 Project. (January 28, 2013)</p> <p>Priority 1</p>

Town Manager Goals 2014-2016

Goal 2 Transportation and Land

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

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<p>2.4 Seek innovative solutions to mitigate traffic problems.</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>4) Provide needed support to ensure that the Bicycle Advisory Committee moves forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to the Town Council.</p> <p>Priority 1</p>
<p>2.5 Ensure that roads and sidewalks are maintained at a high level of quality.</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>	

Town Manager Goals 2014-2016

Goal 2 Transportation and Land

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

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<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>	

Town Manager Goals 2014-2016

Goal 2 Transportation and Land

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

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<p>2.7 Promote the active and passive use of town land for recreational purposes.</p>	<p>Manage the maintenance and use of Town open spaces. Expand recreational opportunities such and trails and recreational facilities through state grants.</p>	<p>5) Bi-annually add and conduct a moderated public forum to review all current plans for the Farmington Trails including Rails-to-Trails, bike and walking paths and to encourage open and active public comment and suggestions. Invite all stakeholders.</p> <p>Priority 2</p> <p>6) To extend the Farmington Canal Heritage Greenway Trail to the Plainville town line. Encourage public participation through stake holder meetings with residents and businesses. Provide quarterly reports to the Town Council.</p> <p>Priority 1</p> <p>7) To extend the Town Farm Road canal trail to connect with the Avon River Trail.</p> <p>Priority 1</p>

Town Manager Goals 2014-2016

Goal 2 Transportation and Land

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

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<p>2.8 Promote the maintenance, improvement and expansion of infrastructure.</p>	<p>Manage and continue to implement the maintenance and improvement plans for all Town infrastructure through the five-year Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.</p>	<p>8) To complete all necessary design work for a comprehensive upgrade of the Water Pollution Control Plant to enable a Town Council bonding resolution on the November 2014 Referendum. Implement a communication and marketing plan to provide information about the project to Town residents. Provide quarterly reports to the Town Council.</p> <p>Priority 1</p>
<p>2.9 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>	

Town Manager Goals 2014-2016

Goal 3 Economic Development

Promote growth of the tax base through programs and processes designed to encourage business retention, expansion and attraction while maintaining the character of the community.

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<p>3.1 Assure that Farmington's policies and procedures are competitive and conducive to economic development in the community.</p>	<p>Manage and support the Economic Development Commission in all aspects of the Economic Development policy and program.</p> <p>Establish and maintain working relationship with commercial real estate companies, developers, State of Connecticut Department of Economic Development, and local utility providers. Work in conjunction with the Planning and Development office on policy development.</p>	<p>9) Provide needed support to ensure that the Town Council UCONN sub-committee moves forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to Town Council.</p> <p>Priority 1</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 meeting 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 and trend changes critical to business and develop reporting mechanisms to applicable parties.</p>	
<p>3.3 Ensure Farmington business satisfaction with the 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>10) 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>Priority 1</p>

Town Manager Goals 2014-2016

Goal 3 Economic Development

Promote growth of the tax base through programs and processes designed to encourage business retention, expansion and attraction while maintaining the character of the community.

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<p>3.4 Facilitate and partner with stakeholder groups to implement redevelopment plans.</p>	<p>Support businesses that are affected by redevelopment. Incorporate the needs of existing businesses in the planning process for redevelopment. Provide relocation assistance to affected businesses.</p>	
<p>3.5 Ensure that Farmington's economic development materials provide factual, timely and user-friendly information to existing and potential businesses.</p>	<p>Review and update communication materials. Promote Farmington businesses and economic development activities.</p>	<p>11) Per the Plan of Conservation and Development, seek to re-zone the 86-acre property at Batterson Park for office and or research and development use including uses eligible for the bioscience zone such as Jackson Labs.</p> <p>Priority 1</p> <p>12) Begin the process of determining the feasibility of development on the Quarry Road Site and make a recommendation to the Town Council on the outcome.</p> <p>Priority 2</p>

Town Manager Goals 2014-2016

Goal 4 Budget

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

<u>Desired Outcomes</u>	<u>2014-2016 Goals</u>
<p>4.1 Prioritize service expenditures (beginning with the 05-06 budget based on citizen polling/surveys) to ensure that services are competitive within the region and are based on “best practices”.</p>	<p>13) Prepare and present the 2014-15 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>Priority 1</p> <p>14) Conduct contract negotiations with all the Town’s Bargaining Units. Provide Quarterly Reports to the Town Council on Progress.</p> <p>Priority 1</p>

Town Manager Goals 2014-2016

Goal 4 Budget

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

<u>Desired Outcomes</u>	<u>2014-2016 Goals</u>
<p>4.2 Promote private contributions of funds and property to the Town.</p>	<p>15) Continue outreach to citizen, volunteer and business groups to promote monetary and property private contributions to the Town of Farmington. Allocate appropriate resources to enable the Town to assist groups through appropriate procedures and processes. Report to the Town Council on an annual basis.</p> <p>Priority 1</p>
<p>4.3 Explore ways to increase and create more awareness of property tax relief for those in need.</p>	<p>16) To Amend Chapter 176 "Taxation" Article VI, Property Tax Exemption for Qualifying Veterans and their Surviving Spouses and to review all other Articles in Chapter 176 including the Elderly Tax Credit and to recommend changes to the Town Council for consideration.</p> <p>Priority 1</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>17) Continue to meet with Farmington's delegation on a yearly basis to explore ways to decrease reliance on local property taxes.</p> <p>Priority 1</p>

Town Manager Goals 2014-2016

Goal 5 Best Practices

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

<u>Desired Outcome</u>	<u>2014-2016 Goals</u>
<p>5.1 Deliver town-wide services in accordance within industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction.</p>	<p>18) Manage and monitor all town departments to ensure they are effectively and efficiently making Progress in achieving their individual, specific goals and objectives and that their efforts are in line with the mandates of the Strategic Plan and its goals. Regularly review programs, staffing regionalization efforts, and service levels to ensure that they are utilizing “best practices” in order to meet budgetary constraints and policy objectives. On a quarterly basis, report to the Town Council on the Progress each department has made meeting its goal and objectives.</p> <p>Priority 1</p> <p>19) To conduct a thorough review of Town of Farmington Ordinances with a priority given to Chapter 88 Blighted Buildings and recommend changes to the Town Council for consideration.</p> <p>Priority 1</p> <p>20) Provide Town Council a yearly report on Town Manager’s goals and objectives.</p> <p>Priority 1</p> <p>21) Research and study the option of an amendment to Connecticut General Statute 19a-180 to provide municipalities the option to revise the delivery of local ambulance transportation services. Work with Farmington’s legislative delegation and update the Town Council on any Progress and recommendations.</p> <p>Priority 1</p> <p>22) 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>Priority 1</p>

Town Manager Goals 2014-2016

Goal 5 Best Practices

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

<u>Desired Outcome</u>	<u>2014-2016 Goals</u>
<p>5.1--continued Deliver town-wide services in accordance within industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction.</p>	<p>23) Conduct a comprehensive review and identify technology opportunities including web page improvements to enhance public services, departmental efficiency and effectiveness, and potential joint collaboration with the Board of Education. Develop capital and operating budgets to fund identified initiatives.</p> <p>Priority 1</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>Priority 1</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>25) Coordinate and manage an update to the 2005 Town wide survey and work with the Town Council to begin the process of updating the strategic plan to ensure that the plan reflects the vision of the citizens and businesses in Farmington.</p> <p>Priority 1</p>

Town Manager Goals 2014-2016

Goal 5 Best Practices

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

<u>Desired Outcome</u>	<u>2014-2016 Goals</u>
<p>5.5 Increase communication with and encourage participation of citizens, the business community and town employees regarding the Town's governmental structure, processes and services.</p>	
<p>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 energy conservation, renewable resources, recycling, and other environmentally friendly practices. Establish a leadership role in the community in promoting environmentally friendly practices in town. Explore ways to fund green initiatives.</p>	<p>26) 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, including the AMERESCO Performance Contract, moves forward and completes its objectives. Provide Quarterly reports to the Town Council.</p> <p>Priority 1</p>

Town Manager Goals 2014-2016

Goal 6 Recreation

To evaluate recreational programs, recreational needs and the history of provision of recreational services in Farmington including a review of town provided programs that are in competition with other organizational programs.

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<p>6.1 Town Council must identify the overall recreation needs and priorities of the Community.</p>	<p>Town Council to begin to implement changes which will be based on the survey results. This will be accomplished by funding priority recreational programs, including open space, and trails, based on survey results.</p>	<p>27) Recruit and appoint the new position of Recreation/Golf Course Manager by March 2014. Priority 1</p> <p>28) Town Council to conduct a survey to determine the recreation needs of the community and the priority of the resources. Priority 1</p>
<p>6.2 Town Council must address various issues resulting from the competition of programs between Town entities and the sharing of resources between the Town entities. (For the purpose of this report Town entities are Town recreation programs, Board of Education programs, including Continuing Education programs, Excel programs and Library programs.)</p>	<p>Town Council and Staff to implement changes in programming based on survey results and the outcome of the collaborative meetings with the Town, Board of Education, Library, including all respective staff.</p>	

Town Manager Goals 2014-2016

Goal 6 Recreation

To evaluate recreational programs, recreational needs and the history of provision of recreational services in Farmington including a review of town provided programs that are in competition with other organizational programs.

<u>Desired Outcomes</u>	<u>Deliverables</u>	<u>2014-2016 Goals</u>
<p>6.3 Town Council to consider and address the current ratio of Town funded recreation programs vs. self-funded, or user fee recreation programs that are not in line with “best practices” or other municipalities.</p>	<p>Town Staff to develop a Town policy for Town Council approval which will include the ratio of Town supported funding for recreation vs. user fees.</p>	<p>29) Town Council and Staff to analyze the results of the survey to determine recreational needs of the community and the priorities of the community.</p> <p>Priority 2</p>
<p>6.4 Town Council to address the various issues related to overall funding for maintenance of facilities and capital improvements.</p>	<p>Town staff to develop a Recreation Capital Plan including the funding source to implement the plan for Town Council approval. Town Council to fund priority recreation capital plan based on survey results.</p>	<p>30) Town Council and Staff to analyze the results of the survey to determine recreational needs of the community and the priorities of the community.</p> <p>Priority 2</p>
<p>6.5 Town Council to address the issues of the Golf Course currently not self-sustaining.</p>	<p>Town Staff develop and recommend to the Town Council a long term strategic plan for the Golf Course based on survey results.</p>	<p>31) Town Council and Town Staff to analyze the results of the survey to determine recreational needs of the community and the priorities of the community.</p> <p>Priority 2</p>

2014-2016 Assistant Town Manager Annual Goals

Assistant Town Manager 2014-2016

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>Assist the Police Chief in a review of the department’s organizational structure with particular attention to emergency management, rails to trails and river access enforcement, and school security.</p> <p>Recruit for open positions. Current open positions :</p> <p><i>Town Planner - Complete Robert Phillips</i></p> <p>Assistant Building Official</p> <p><i>Highway Foreman – Complete Chris Rossignol</i></p> <p>Crew Leader</p> <p>Maintainer III</p> <p>Maintainer I (3)</p> <p>Accounts Payable Clerk – <i>Complete as of 9-13-13 Heidi Williams</i></p> <p>PT Finance Administrative Assistant</p> <p>PT Clerical – Social Services</p> <p>PT Confidential Clerk</p> <p>PT Records Clerk</p> <p>Plant Operator III</p> <p>2 Trainee positions – WPCA (possibly)</p> <p>Police Captain</p> <p>Police Lieutenant (assumed)</p> <p>Police Detective</p> <p>Police Sergeant</p> <p>Police Officer (3)</p> <p>Economic Development Director</p> <p>Recreation</p>

2014-2016 Assistant Town Manager Annual Goals

Assistant Town Manager 2014-2016

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>	<p>Conduct negotiations with the following bargaining units: AFSCME (expires 6-30-13) SEIU (expires 6-30-13)</p> <p>Manage outstanding MPP’s and posting grievances as well as Shaker (termination grievance, CHRO and unemployment).</p>
<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>Manage the Performance Contract as it relates to Town owned buildings. Act as liaison between the AMERESCO and the Town of Farmington. Begin Measurement & Verification stage.</p> <p>Investigate and recommend a building maintenance software system for use Town wide.</p> <p>Implement the CIP for the Town Hall.</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 the Town of Farmington webpage for necessary updates and ease of use.</p>

2014-2016 Assistant Town Manager Annual Goals

Assistant Town Manager 2014-2016

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>Manage and oversee the Green Efforts Committee, assisting in setting a new agenda for the committee as a whole.</p> <p>Close out the 2010 Small Cities Grant – Housing Rehabilitation.</p>

2014-2016 Community and Recreational Services Annual Goals

Community and Recreational Services 2014-2016

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>
Maintain and keep in good repair all Community & Recreational Services buildings.	<p>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.</p> <p>Manage and oversee the project evaluation for interior of Staples House. Provide quarterly report to Town Manager on progress.</p>
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.	

2014-2016 Community and Recreational Services Annual Goals

Community and Recreational Services 2014-2016

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>Work with stakeholders to review and to consider all aspect of the Town's relationship with senior citizens. Provide quarterly report to the Town Manager.</p> <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>
Retain a qualified work force for the Community Services Department.	<p>Orient and train new Recreation Manager.</p> <p>Attend regularly scheduled meetings, periodic seminars and other appropriate training mechanisms.</p> <p>Director of Community and Recreational Services will attend either an annual conference or periodic training seminars on a yearly basis.</p>
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. Analyze the results of the survey to determine recreational needs of the community and set priorities to present to the Town Manager and Town Council.
Maintain and manage housing opportunities for elderly, disabled and low to moderate income.	Defer to Housing Authority to set goals. Then set department goals based on theirs.

2014-2016 Community and Recreational Services Annual Goals

Community and Recreational Services 2014-2016

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>
Maintain and manage Westwoods Golf Course.	Oversee course operations and public relations. Analyze the results of the survey to determine recreational needs of the community and set priorities to present to the Town Manager and Town Council.
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.

2014-2016 Economic Development Department Annual Goals

Economic Development 2014-2016

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>Provide needed support to insure that the Town Council UCONN sub-committee is moving forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to Town Manager on progress.</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 the UHC target area 1 total by June 30 of each year</p> <p>Track the Unionville target area 2 total 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>

2014-2016 Economic Development Department Annual Goals

Economic Development 2014-2016

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>
	Track the State entities that are part of the PILOT program by June 30 of each year
<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 meeting and maintains 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 and trend changes critical to business 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 86-acre property at Batterson Park for office and or research and development use (including uses eligible for the bioscience zone such as Jackson Labs).</p> <p>Conduct a thorough analysis of the redevelopment benefits of Quarry Road. Meet with various town depts. For feedback concerning how this development would impact town services. Include a tax calculator cost analysis .Make a recommendation to the Town Manager on the outcome.</p> <p>Collaborate with the Green Committee and the Economic Development Commission to provide available resources and information to make smart energy improvements and connect them to the funding resources to make it possible.</p>

2014-2016 Economic Development Department Annual Goals

Economic Development 2014-2016

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 Farmington business satisfaction with the 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. Maximizes economic development through regional and civic cooperative efforts and organizations.</p>	<p>Host and coordinate various business meetings, which are related to Unionville redevelopment. Provide Quarterly Reports to Town Manager on progress.</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>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>

2014-2016 Economic Development Department Annual Goals

Economic Development 2014-2016

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>

2014-2016 Finance Department Annual Goals

Finance Department 2014-2016

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 99.6% Tax Collection Rate for Fiscal Year 2013-2014.
Maintain the Town's good financial position by employing industry "best practices."	<p>Hire and train new accounting staff.</p> <p>Coordinate the issuance and award of all Town bids. Explore revisions/updates to the Town's purchasing ordinance.</p> <p>Assist the Town's independent auditors with the Fiscal Year 2012-2013 financial audit.</p> <p>Assist with preparing the Fisher Farm for its new tenants.</p> <p>Complete renovations to the Finance Office area.</p> <p>Assist the WPCA with the waste water treatment facility upgrade project.</p> <p>Continue implementation of the Affordable Health Care Act.</p> <p>Review and revise payroll procedures.</p>
Assessor Goal: Fairly and equitably assess all real, personal, and motor vehicle property located within the Town's boundaries	Develop a grand list of all real, personal, and motor vehicle property by January 31, 2014.

2014-2016 Finance Department Annual Goals

Finance Department 2014-2016

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>
<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>Close out Fiscal Year 2012-2013 and reduce or eliminate the size of the over expenditure in the Fiscal Year 2012-2013 operating budget.</p> <p>Assist the Town Manager in the preparation of the Fiscal Year 2014-2015 annual operating budget and Capital Improvement Budget.</p> <p>Monitor the Fiscal Year 2013-2014 budget to insure that it is in balance at June 30, 2014.</p> <p>Prepare for a bond issue during the spring of 2014.</p>

2014-2016 Fire Department Annual Goals

Fire Department 2014-2016

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 the Town of Farmington Fire Department is adequately staffed by a combination of volunteer and career fire fighters to meet the demands placed on the department and maintain a viable, predominately volunteer, fire fighting force while fostering a controlled, cooperative work environment between volunteer and career fire fighters.	<p>Manage and monitor both the Volunteer Fire Fighter and IAFF Contracts.</p> <p>Recruit and have successfully appointed 10%, or at least 17, new volunteer fire fighters.</p> <p>Work with the Town Manager and Town Council to assure that the Town of Farmington Fire Department is posed to respond accordingly to any changes that may affect the Fire Department as a result of the UCONN Health Center's review of their operations and possible changes that may result to their Fire and Paramedic Programs.</p>
Assure that quality fire, medical and rescue services are provided 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>Review, update, and provide electronic access to Town of Farmington Fire Department Directives to all Town of Farmington Fire Fighters.</p> <p>To serve on the Connecticut Emergency Medical Services Primary Service Area Task Force with the goal providing municipalities the option to revise the delivery of local ambulance transportation services.</p> <p>Review the effects of the new "Omega" Medical calls for their first year in use to determine if this is a positive change for the Town of Farmington Fire Department.</p> <p>Report quarterly to the Town Manager on the following Town of Farmington Operations. Number of calls, new volunteers, volunteers, part-time volunteers, resignations, average hot response medical call, average cold response medical call, average hot fire response call, average cold fire response call.</p>

2014-2016 Fire Department Annual Goals

Fire Department 2014-2016

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>Maintain equipment, apparatus, facilities and policies that allow the fire department to operate safely, progressively, efficiently, and in compliance with fire services laws and "best practices".</p>	<p>Complete Capital Project replacement of Self Contained Breathing Apparatus.</p> <p>Complete Capital Project replacement of Turnout Gear.</p> <p>Complete Capital Project replacement of Hose.</p> <p>Complete Capital Project replacement of 2 Engines for Farmington Fire Station.</p> <p>Complete a Building Maintenance Plan of all Five Fire Stations in advance of the upcoming Capital Improvement Requests to repair the stations.</p> <p>Continue to integrate the use of iPads in fire apparatus into the daily operations of the Fire Department, including the rollout of the new NexGen iPad Application.</p> <p>Shepherd a proposed Fire Hydrant Clearing Ordinance through the ordinance review process.</p>
<p>Operate the Fire Department with balanced budgets supported by adequate funding appropriations from the Town Council; maximize the return on the budget with grant funding and private contributions wherever possible. Assure that the Fire Department operates using "best practices" financial methods in order to meet budgetary constraints and policy objectives.</p>	<p>Provide Liaison Support to the Fundraising Committee to solicit funding for a Fire Fighter Live Fire Training Facility on Round Hill Road.</p>

2014-2016 Fire Department Annual Goals

Fire Department 2014-2016

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>
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>Utilize existing internal departmental reporting procedures and inspections to ensure efficient delivery of services. Submit a yearly report to the Town Manager review and “best practices”.</p> <p>Continue customer satisfaction surveys and submit a yearly report to the Town Manager on results by June 30 of each year.</p>

2014-2016 Police Department Annual Goals

Police Department 2014-2016

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>
<p>Execute all laws and ordinances within the scope of the Police Department.</p> <p>Provide Community Policing services to the town to include investigations, crime prevention activities, traffic enforcement & youth/ school programs.</p>	<p>Continue aggressive and professional enforcement of traffic laws; detection and investigation of criminal matters.</p> <p>Conduct two internal enforcement campaigns targeting problem locations for traffic violations and proactive driver education.</p> <p>Increase Bike Patrols during nice weather months</p> <p>Increase Police presence on all Farmington School campuses, including Miss Porters and Tunxis Community College</p> <p>Work in collaboration with school system to start a School Mentoring program in 7th and 8th grade</p> <p>Conduct bi-annual community inspections: registered sex offenders, alcohol and tobacco sales to minors.</p> <p>Conduct a crime prevention seminar focusing on burglary prevention, home safety, and identity theft.</p> <p>Maintain present level of Community Policing programs such as the Women's Personal Safety Program, Bicycle Safety Rodeo, Child Safety Seat inspections, and school-related programs.</p> <p>Research and study the option of an amendment to Connecticut General Statute 19a-180 to provide municipalities the option to revise the delivery of local ambulance transportation services. Work with Farmington's legislative delegation and update the Town Council on any progress and recommendations.</p>
<p>Provide Emergency Communications for the Police, Fire and EMS responses in Farmington and Burlington.</p>	<p>Develop plans and purchase equipment for a temporary dispatch setup in case of evacuation of primary facility.</p> <p>Train Dispatchers on usage of new 9-1-1 system.</p> <p>Replace Uninterruptable Power Supply unit in communications center.</p>

2014-2016 Police Department Annual Goals

Police Department 2014-2016

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>
<p>Retain a qualified work force for the Police Department</p>	<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>Cross-train new part-time records clerk in all records clerk duties.</p> <p>Continue to train all patrol officers in the area of Basic Crime Scene Management.</p> <p>Provide leadership and advanced supervisory training through POSTC and outside programs.</p> <p>Fit test, distribute, and train personnel in new gas masks.</p>
<p>Maintain and manage department Information Systems.</p>	<p>Coordinate installation and cutover of VOIP telephone system including integration with 9-1-1 system.</p> <p>Replace the CAD (Computer Aided Dispatch) and RMS (Records Management System) database server.</p> <p>Purchase and Install new AFIS unit for West Farms Mall.</p> <p>Execute grant to install new Interview room recording system in order to comply with State Statute. Develop policy and train personnel in its use.</p>
<p>Continue to meet State and National standards for the police profession.</p>	<p>Maintain proofs of compliance for State and National accreditation programs.</p> <p>Complete transfer of accreditation proofs into PowerDMS.</p>

2014-2016 Police Department Annual Goals

Police Department 2014-2016

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<u>Desired Outcomes</u>	<u>Deliverables</u>
Maintain and keep in good repair all Police Dept. buildings and equipment	<p>Research and submit capital improvement plan for firearms range bullet traps.</p> <p>Maintain quarterly inspection of police facility and maintenance contracts.</p>
Ensure town emergency management efforts meet the needs of the Community.	<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>Train and utilize CERT team for shelter management, light search and rescue and traffic control.</p> <p>Update the Disaster Recovery & Evacuation Plan for dispatch</p> <p>Maintain up to date emergency preparedness information on the police department Web site.</p> <p>Secure a second Emergency shelter in town. Preferably a school with emergency power capabilities.</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>Review and update the Police Department Strategic Plan in 2013.</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>Research and evaluate plans to reorganize the Police Department in order to enhance services to the community and address future needs, specifically in the areas of School Safety and Emergency Management.</p> <p>Evaluate staffing plans in order to limit overtime liability, decrease officer fatigue and increase efficiency within Department.</p>

2014-2016 Police Department Annual Goals

Police Department 2014-2016

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<u>Desired Outcomes</u>	<u>Deliverables</u>
	<p>Research options and present recommendation for an additional Youth Officer/ School Resource Officer position.</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>

2014-2016 Department of Public Works Annual Goals

Public Works 2014-2016

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>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>	<p>Update and expand the Town's Master Road Maintenance Plan. Submit a CIP funding schedule for the Town Manager to review.</p>
<p>That the Director manage all of the Public Works and Development Services departments to ensure that they are effectively and efficiently making progress in achieving their individual, specific goals and objectives. Regularly review programs and staffing regionalization efforts, and service levels to ensure that the Division is utilizing "best practices" in order to meet budgetary constraints and policy objectives.</p>	<p>Research and recommend to the Town Manager any re-organizational changes in the Public Works and Development Services Department focusing on staffing and inspection services. Hire new employees for Town Planner, Assistant Building Official, Highway Foreman and Maintainers for fiscal year 2013-2014.</p>

2014-2016 Department of Public Works Annual Goals

Public Works 2014-2016

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 CRGOG 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.</p> <p>State Project #51-260 Safety Improvements to Route 4, Design & ROW Phase. Work with DOT to coordinate project and the design of the sanitary sewer replacement required for the project.</p> <p>State Project #51-258 Replacement of Route 4 Bridge Sanford & Hawley: Construction begins summer 2013 and scheduled for completion November 2015. Coordinate construction of sanitary sewer replacement and maintain traffic lanes throughout construction.</p> <p>Tunxis Mead Grant: Coordinate design and implementation of river bank protection, landscaping and crew dock connection improvement. Bid project winter 2013 – 2014 for summer 2014 construction.</p> <p>Manage the Unionville STEAP remaining funding for the replacement of a portion of sidewalk at Mill and School Streets. Provide the Town Manager with quarterly progress reports.</p>

2014-2016 Department of Public Works Annual Goals

Public Works 2014-2016

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>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 new Unionville Bike Sub-Committee moves forward and receives appropriate staffing support to complete its objectives. Provide Quarterly Reports to the Town Council.</p>
<p>Annual review and summary report of the Plan of Conservation and Development.</p>	<p>Track the implementation plan of the Plan of Conservation and Development. Provide semi-annual reports to the Town Manager.</p> <p>Continue working with Economic Development Coordinator, Town Planner and Town Manager to determine feasibility of development of Town Owned Quarry Road Site.</p>

2014-2016 Department of Public Works Annual Goals

Public Works 2014-2016

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>
Conduct at least one meeting with the state legislature on land use and zoning legislation with the Town Plan and Zoning Commission by December 31 of each year. Provide a yearly report on success of legislative sessions.	Schedule meeting with the State legislature to discuss issues with land use and zoning within the Town of Farmington
Provide a yearly summary report on improvements and maintenance of existing open space including trails construction and recreation facilities by June 30 of each year.	Provide needed maintenance on Town Owned Open Space.
Continue to work with Consultant to complete studies for Infiltration/Inflow and Facilities to make recommendations for short and long-term projects for the Plant Design Upgrade Project in 5-7 years. Meet or exceed pollutant removal standards as per DEP permit. Continue to meet requirements of DEP/EPA Storm water Permit: Municipal Separate Storm Sewer Systems (MS4) Creation of Ordinance	Facility and Infiltration/Inflow Study complete. Begin design work for Plant Upgrade for bonding authorization for August 2014 and referendum in November 2014.

2014-2016 Department of Public Works Annual Goals

Public Works 2014-2016

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>
Promote private contributions of funds and property to the Town.	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.