

TOWN OF FARMINGTON STRATEGIC PLAN

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



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Letter to Citizens

March 2016

Dear Citizens,

In 2005, the Town Council enacted and then implemented the Town's first ever Strategic Plan. The Strategic Plan is the most important planning document for the Town of Farmington as it informs elected and appointed officials of the most immediate needs of Farmington residents and allows the Town to plan future activities to fulfill those needs. The original plan was created after the Town conducted a comprehensive survey of residents and stakeholders concerning their priorities for the Town.

In 2014, the Town Council charged a new Strategic Planning Committee with conducting another Town-wide survey in order to bring the Strategic Plan up to date and to determine which Town services were most important to citizens. Based on the results of this survey, the Strategic Planning Committee was able to make recommendations to the Town Council to aid in prioritizing Town services and setting planning and budgetary goals for upcoming years.

Overall, the results of the survey were extremely positive. Town residents rate the Town of Farmington and its services very highly. In particular, our public schools, public safety, and library services received extremely high ratings from those surveyed. These results reinforce that the Town Council's strategic policy decisions are moving the Town in a direction that residents find satisfactory.

Due to the positive results of the Town-wide survey, the updated Strategic Plan contains the same major goals as previous iterations of the plan. The six overarching goals are as follows:

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

The Strategic Plan will continue to assist the Town's elected officials and professional staff in prioritizing goals and to identify desired outcomes and deliverables so that Town government can appropriately supply the public services that our citizens desire and value.

The Strategic Plan is not meant to be a static document. Instead, it is reviewed, updated, and adopted every two years 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 Town Council is excited about the many positive changes that continue to take place in our Town. The Council looks forward to utilizing the newly updated Strategic Plan to guide its thinking on matters of policy, finance, and operations to ensure that the needs of Farmington citizens are being heard and met.

Regards,
Nancy W. Nickerson
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 2012-2013	Results - Continuous Improvement 2013-2014	Results- Continuous Improvement 2014-2015
<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</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> <p><u>Grades 5 – 8</u> ELA Gr. 6 – Critical Literacy Tasks – report card</p> <p>SS Gr. 8 –Critical Stance Tasks – report card</p> <p><u>Grades 9 – 12</u> SCI Gr. 9 – Physics – Research and Advocacy Project</p> <p>ELA Gr. 10 – Critical Analytical Essay</p> <p>Health Gr. 10 – Research Project</p> <p><i>Communication and Collaboration</i></p> <p><u>Grades K – 4</u> Math Gr. 4 – Communicating Understanding Tasks – report card</p>	<p>95%</p> <p>90%</p> <p>83%</p> <p>N/A</p> <p>67%</p> <p>69%</p> <p>82%</p>	<p>88%</p> <p>86%</p> <p>86%</p> <p>N/A</p> <p>67%</p> <p>74%</p> <p>86%</p>	<p>91%</p> <p>84%</p> <p>82%</p> <p>N/A</p> <p>65%</p> <p>73%</p> <p>88%</p>

<p>responding to the ideas of others, sharing responsibility for outcomes, articulating ideas clearly in multiple formats and using technology tools to enhance communication.</p>		<p>ELA Gr. 4 – Narrative Writing</p>		78%	67%	76%
		<p><u>Grades 5 – 8</u> Sci Gr. 5 – Collaborative Inquiry Task</p>		85%	86%	89%
		<p>SS Gr. 6 – Advocacy Project</p>		95%	95%	95%
		<p>ELA Gr. 7 – Discussion and Oral Presentation Tasks – report card</p>		89%	90%	93%
		<p>Tech Gr. 8 – Technology Proficiency</p>		91%	88%	97%
		<p>WL Gr. 8 – Oral and Written Communication Project</p>		89%	93%	93%
		<p><u>Grades 9 – 12</u> WL Gr. 9 FLST Proficiency Benchmark Assessment</p>		97%	79%	93%
		<p><i>Problem Solving and Innovation</i></p>				
		<p><u>Grades K – 4</u> Sci. Gr. 3 – Inquiry Lab</p>		89%	91%	97%
		<p>Music Gr. 3 Creative Composition</p>		81%	75%	79%
		<p><u>Grades 5 – 8</u> Math Gr. 7 – Strategic Problem Solving Tasks – report card</p>		91%	87%	87%
		<p>ELA Gr. 8 Social Activism Multimedia Presentation</p>		88%	95%	93%
<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><u>Grades 9 – 12</u> Math Gr. 10 – Complex Problem Solving Tasks</p>		68%	67%	55%

<p>4. All students will demonstrate performance standards in self-direction 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.</p>		<p><i>Self-direction and Resourcefulness</i></p>						
		<p><u>Grades K – 4</u> ELA Gr. 3 – Independent Reading</p>				90%	91%	88%
		<p><u>Grades 5 – 8</u> ELA Gr. 5 – Inquiry Project</p>				83%	86%	80%
		<p>WL Gr. 6 – Reflection and Evaluation Portfolio</p>				90%	92%	96%
		<p>Sci Gr. 7 – Design an Experiment</p>				92%	94%	98%
		<p>Health Gr. 8 – Decision Making and Wellness Tasks – report card</p>				83%	92%	93%
		<p>SS – Gr. 11 US History Research Project</p>				92%	82%	78%
<p>Health Gr. 11 Personal Improvement Project</p>	72%	72%	76%					

Goal	Desired Outcome	Key Indicators	Results -Continuous Improvement 2012-2013	Results - Continuous Improvement 2013-2014	Results-Continuous Improvement 2014-2015
<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>	<ol style="list-style-type: none"> Students meeting the State Goal in reading on the Connecticut Mastery Test in grades 4, 6, 8 Students meeting State Goal in writing on the Connecticut Mastery Test in grades 4, 6, 8 Students meeting the State Goal on the Connecticut Academic Performance Test - Reading Across the Disciplines Students taking Advanced Placement English courses Students scoring 3 or above on AP English tests FHS juniors taking SAT-I SAT-I Verbal mean score FHS juniors scoring 600 and above on SAT 	<ol style="list-style-type: none"> 2013 administration of CMT Reading Gr 4 #267 84.76% Gr 6 #251 92.62% Gr 8 #282 93.69% 2013 administration of CMT Writing Gr 4 #252 78.26% Gr 6 #222 82.84% Gr 8 #225 77.05% 2012 administration of CAPT – Reading Across the Disciplines subtest Gr. 10 #243 74.5% 2012-13 AP English #230 AP English score of 3 or greater (*Some students take multiple exams) #160 79% 2012-13 SAT-I #282 88% SAT-I Verbal mean score 552 % on SAT scoring 600 or above 33% 	<ol style="list-style-type: none"> 2014 administration of CMT Reading Gr 4 N/A Gr 6 N/A Gr 8 N/A 2014 administration of CMT Writing Gr 4 N/A Gr 6 N/A Gr 8 N/A 2013 administration of CAPT – Reading Across the Disciplines subtest Gr 10. N/A N/A 2013-14 AP English #176 AP English score of 3 or greater (*Some students take multiple exams) #128 82% 2013-14 SAT-I #298 90% SAT-I Verbal mean score 548 % on SAT scoring 600 or above 29% 	<ol style="list-style-type: none"> 2015 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement Gr 3 77.0% Gr 4 78.3% Gr 5 78.4% Gr 6 80.9% Gr 7 77.1% Gr 8 82.8% Gr 11 72.3% 2014-15 AP English #163 AP English score of 3 or greater (*Some students take multiple exams) #125 86% 2014-2015 #278 84% SAT-I Verbal mean score 553 % on SAT scoring 600 or above 35%

		9. Students taking 5 years of World Language by graduation	9. World Languages 5 years or more by Gr 12 #183 58%	9. World Languages 5 years or more by Gr 12 #189 57%	7. World Languages 5 years or more by Gr 12 #193 58%
	Continuous improvement of student performance in Mathematics	1. Students meeting State Goal in mathematics on the Connecticut Mastery Test in grades 4, 6, 8	1. 2013 administration of CMT Mathematics Gr 4 #273 86.94% Gr 6 #227 84.39% Gr 8 #260 86.96%	1. 2014 administration of CMT Mathematics Gr. 4 N/A Gr. 6 N/A Gr. 8 N/A	1. 2015 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 3 77.2% Gr 4 71.5% Gr 5 48.8% Gr 6 61.1% Gr 7 65.0% Gr 8 74.3% Gr 11 50.6%
		2. Students meeting the State Goal on the Connecticut Academic Performance Test – Mathematics	2. 2013 administration of CAPT Mathematics Gr. 10 #250 77.2%	2. 2014 administration of CAPT Mathematics Gr. 10 N/A	
		3. Students completing one or more high school mathematics courses by the end of Grade 8	3. 2013 high school mathematics courses by Grade 8 #229 73%	3. 2014 high school mathematics courses by Grade 8 #213 72%	2. 2015 high school mathematics courses by Grade 8 #201 72%
		4. Students completing 4 or more years of mathematics in high school by graduation	4. 2013: students taking 4 or more years of mathematics in high school #272 86%	4. 2014: students taking 4 or more years of mathematics in high school #282 85%	3. 2015: students taking 4 or more years of mathematics in high school #259 78%
		5. Students taking Advanced Placement mathematics courses	5. 2012-13: students taking AP mathematics courses #223	5. 2013-14: students taking AP mathematics courses #216	4. 2014-15: students taking AP mathematics courses #198
		6. Students scoring 3 or greater on AP mathematics tests	6. 2012-13: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #155 76%	6. 2013-14: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #155 77%	5. 2014-15: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #152 81%
		7. Juniors taking SAT-I Math	7. 2012-13: SAT-I Math #282 88%	7. 2013-14: SAT-I Math #298 90%	6. 2014-15: SAT-I Math #278 84%

		8. SAT-I Math mean score 9. Students scoring 600 or above on SAT-Math	8. 2012-13 SAT math mean #571 9. 2012-13 Math score of 600 or above 44%	8. 2013-14 SAT math mean #571 9. 2013-14 Math score of 600 or above 43%	7. 2014-15 SAT math mean #577 8. 2014-15 Math score of 600 or above 47%
	Continuous improvement of student performance in <u>Science</u>	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. 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%	1. 2013 administration of CAPT Science Gr 10 #224 69.8% 2. 2013-14 FHS Science courses 69% 3. 2013-14 students taking AP science courses (*Some students take multiple exams) #176 4. 2013-14 Science AP Scoring 3 or better #131 71%	1. 2014 administration of CAPT Science Gr 10 #222 68.5% 2. 2014-15 FHS Science courses 70% 3. 2014-15 students taking AP science courses (*Some students take multiple exams) #204 4. 2014-15 Science AP Scoring 3 or better #156 69.7%
	Continuous improvement of student performance in <u>Social Studies</u>	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 art 3. Students scoring 3 or	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 3. 2012-13 AP in social	1. 2013 Administration of CAPT – Writing Across the Disciplines Gr 10 N/A 2. 2013-14 AP participation in social studies, world language, music and art courses #292 3. 2013-14 AP in social	1. 2014 Administration of CAPT – Writing Across the Disciplines Gr 10 N/A 2. 2014-15 AP Participation in social studies, world language, music and art courses #131 3. 2014-15 AP in social

		better on social studies, world language, music and/or art Advanced Placement Tests	studies, world language, music and art courses scoring 3 or better #279 75.9%	studies, world language, music and art courses scoring 3 or better #235 81%	Studies, world language, music and art courses scoring 3 or better #257 80%
		4. Students participating in fine and performing arts	4. 2012-13 participation Fine Arts Perf Arts Gr 7 100% #200 67% Gr 8 100% #207 68% Gr 9 #99 30% #190 58% Gr 10 #112 35% #132 41% Gr 11 #69 21% #98 29% Gr 12 #103 32% #76 24%	4. 2013-14 participation in Fine Arts Perf Arts Gr 7 100% #194 70% Gr 8 100% #169 57% Gr 9 #76 23% #148 45% Gr 10 #101 30% #140 42% Gr 11 #76 23% #98 30% Gr 12 #74 22% #83 25%	4. 2014-15 participation in Fine Arts Perf Arts Gr 7 100% #221/ 76% Gr 8 100% #178/64% Gr 9 #113/28% #162/55% Gr 10 #121/37% #159/48% Gr 11 #87/26% #137/41% Gr 12 #128/39% #109/33%
	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. 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%	1. 2013-14 State Goal in Physical Fitness Gr 4 #259 62% Gr 6 #115 42% Gr 8 #206 73.3% Gr 10 #194 66% 2. 2013-14 seniors registered to vote #76 55% 3. 2013-14 internships #65 4. 2013-14 participating in interscholastic athletics at FHS #818 63%	1. 2014-15 State Goal in Physical Fitness Gr 4 #234 50% Gr 6 #157 49% Gr 8 #200 76% Gr 10 #167 58% 2. 2014-15 seniors registered to vote #63 46% 3. 2014-15 internships #60 4. 2014-15 participating in interscholastic athletics in FHS #804 63%
	Maintain and continue to improve on indicators associated with superior performance	1. National Merit Scholarship Commended Students 2. National Merit Scholarship Semifinalists 3. National Merit Scholarship Finalists	1. 2013 #16 2. 2013 #3 3. 2013 #3	1. 2014 #8 2. 2014 #6 3. 2014 #6	1. 2015 #15 2. 2015 #2 3. 2015 #2

	4. Advanced Placement Scholars with Honors	4. 2013 #162 25 % of Jrs/Srs	4. 2014 #187 29% of Jrs/Srs	4. 2015 #68 10% of Jrs/Srs
	5. Advanced Placement Scholars with Distinction	5. 2013 #27	5. 2014 #40	5. 2015 #30
	6. FHS All State Music Festival	6. 2013 #60	6. 2014 #58	6. 2015 #59
	7. FHS Northern Regional Music Festival	7. 2013 #15	7. 2014 #21	7. 2015 #21
	8. FHS Seniors Accepted at Most Competitive & Highly Competitive Colleges (Barons)	8. 2013 #72	8. 2014 #86	8. 2015 #76
	9. FHS Seniors Accepted at Ivy League Colleges	9. 2013 #151 48%	9. 2014 #153 46%	9. 2015 # 152 46%
	10. Elementary Students Participating in Orchestra Program	10. 2013 #6 2 %	10. 2014 #7 2%	10. 2015 #11 3%
	11. Students Performing in the "Advanced" Level on CMT and CAPT	11. 2013 #879 57 % total Gr 2, 3, 4, 5, 6	11. 2014 #852 56% total Gr 2,3,4,5,6	11. 2015 #829 53% total Gr 2, 3, 4, 5, 6
		12. 2013 % total Gr 4, 6, 8, 10 = 49% In math, reading and writing	12. N/A	12. N/A

Town Manager Goals- 2016-2018

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>2016-2018 Goals</u>
<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>	<ol style="list-style-type: none"> 1) Provide needed support to ensure that the Gateway Committee moves forward and receives the appropriate staffing and funding to complete objectives. Provide Quarterly Reports to the Town Council. 2) Prepare for the acquisition of the Parsons property in 2017.

Town Manager Goals- 2016-2018

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>2016-2018 Goals</u>
<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 Department of Transportation on quarterly basis. Report on the following projects to the Town Council on a quarterly basis.</p> <p style="padding-left: 40px;"><u>State Project(s)</u> #51-260 Backage Road Project #51-268 Rails to Trails Project #51-269 New Britain Ave. Project Route 4 Corridor Study Project South Road Reconstruction Project</p> <p>4) Work with the Connecticut Department of Transportation to facilitate the construction of improvements to Route 10 at Route 4, including improvements to the northbound right-turn lane and southbound left-turn lane, which were originally proposed as part of State Project 51-260. Report to the Town Council on a quarterly basis.</p> <p>5) To continue to evaluate the potential and location of an additional river crossing with the State of Connecticut Department of Transportation to alleviate traffic in the Town Centers.</p>

Town Manager Goals- 2016-2018

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.

Desired Outcomes	Deliverables	2016-2018 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>6) 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>7) Town staff and Bicycle Committee begin to analyze the existing trail and parking lot system with respect to neighborhood accessibility. Prioritize higher connectivity versus low cost. Provide Quarterly reports to the Town Council. Priority 1</p> <p>8) The Police Department will work towards creating a separate traffic unit in the Farmington Police Department in order to increase enforcement and compliance of traffic laws, and work together with the community to address neighborhood traffic concerns. This Unit will also be responsible for managing data collection, and other relevant information required by the Traffic Review Board and the Town Manager.</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>9) To complete the construction of sidewalks from Depot Place to Keene place and administer the Main Street Grant. Provide quarterly reports to the Town Council.</p>

Town Manager Goals- 2016-2018

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.

Desired Outcomes	Deliverables	2016-2018 Goals
<p>2.6 Determine Farmington's citizen and business priorities for future land use in regards to initiatives put forth by federal and state agencies.</p>	<p>Maintain a communication link between the public, the business community and the Town through the implementation of the Plan of Conservation and Development and encourage those priorities at the federal and state level.</p>	<p>10) Prepare for the 10-year re-write of the Plan of Conservation and Development starting in 2017. Provide Quarterly Reports to the Town Council.</p>
<p>2.7 Promote the maintenance, improvement and expansion of infrastructure.</p>	<p>Manage and continue to implement the maintenance and improvement plans for all Town infrastructures 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>11) To begin the construction of the comprehensive upgrade of the Water Pollution Control Plant. Provide quarterly reports to the Town Council.</p>
<p>2.8 Collaborate with all relevant boards and commissions to preserve and protect the environment.</p>	<p>Assist and provide technical support to the Inlands/Wetlands and Conservation Commission with their leadership and policy-making roles in the implementation of the Strategic Plan. Work with the Land Acquisition Commission to continue the acquisition of open space and apply for state grants for reimbursement.</p>	<p>12) To work with the Farmington Cemetery Committee and Farmington State Legislative Delegation to identify town land that would be suitable for the expansion of the Riverside Cemetery.</p>

Town Manager Goals- 2016-2018

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>2016-2018 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>13) 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>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>14) That the Town of Farmington actively participates in regional and state economic development activities; and provides quarterly reports to the Town Council concerning regional and state activities.</p>

Town Manager Goals- 2016-2018

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>2016-2018 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>15) Per the Plan of Conservation and Development, seek to re-zone the 86-acre property (with 10 acres of usable land) at Batterson Park for office and or research and development use including uses eligible for the bioscience zone such as Jackson Labs.</p>

Town Manager Goals- 2016-2018

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>2016-2018 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>16) Prepare and present the 2016-2017 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>17) Conduct contract negotiations with all of the Town’s Bargaining Units. Provide Quarterly Reports to the Town Council on progress.</p>
<p>4.2 Promote private contributions of funds and property to the Town.</p>	<p>18) 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>4.3 Explore ways to increase and create more awareness of property tax relief for those in need.</p>	<p>19) Complete the revaluation of all real property located within the limits of the Town including a physical inspection of at least 50% of commercial properties for inclusion in the October 1, 2017 Grand List. Report to the Town Council on a quarterly basis.</p>
<p>4.4 Coordinate efforts with elected federal and state officials to explore alternate ways to decrease reliance on the local property taxes.</p>	<p>20) Continue to meet with Farmington’s delegation on a yearly basis to explore ways to decrease reliance on local property taxes.</p>

Town Manager Goals- 2016-2018

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>2016-2018 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>	<ul style="list-style-type: none"> 21) Manage and monitor all Town departments to ensure they are effectively and efficiently making progress in achieving their individual, specific goals and objectives and that their efforts are in line with the mandates of the Strategic Plan and its goals. Regularly review programs, staffing regionalization efforts, and service levels to ensure that they are utilizing “best practices” in order to meet budgetary constraints and policy objectives. On a quarterly basis, report to the Town Council on the progress each department has made meeting its goals and objectives. 22) Provide Town Council a yearly report on Town Manager’s goals and objectives. 23) 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 Town Council. 24) Petition the State of Connecticut Department of Public Health under the Alternative Local EMS Plan Provision provided for by Public Act 14-217 to have the Primary Service Area Designations reassigned to the Town of Farmington for both Basic Ambulance Transport and Paramedic Service. Specifically, as authorized by the Town Council, to <ul style="list-style-type: none"> a) Formulate and submit an alternative local emergency medical services plan prepared pursuant to Section 19a-181b to the Department of Public Health for reassignment of the Primary Service Area Designations for Paramedic and Ambulance Service within the Town of Farmington as allowed by Section 19a-181f, and to

Town Manager Goals- 2016-2018

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>2016-2018 Goals</u>
<p>5.1 (continued) Deliver Town- wide services in accordance with industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction.</p>	<p>b) Formulate and submit a Petition and /or Application to the Commissioner of Public Health for Reassignment of the Primary Service Area Designations for Paramedic and Ambulance Service Levels for the geographic area that is the Town of Farmington to the Town of Farmington in accordance with section 19a-181f, and to</p> <p>c) Sign a contract with American Medical Response for two 24-hour Paramedic Level Ambulances with no subsidy to the Town.</p> <p>25) Provide needed support to ensure the Web Page Committee moves forward and receives the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</p>
<p>5.2 Endorse and track goals for elected and appointed Boards and Commissions and Department Work Plans on an annual basis.</p>	<p>26) 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>	

Town Manager Goals- 2016-2018

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>2016-2018 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>27) Seek innovative efforts to increase public awareness related to the Town's social service offerings. Report on a quarterly basis to the Town Council.</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>28) 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>5.9 Affirm that the ADA accessibility standard is the minimum standard and the Town will strive to exceed that standard</p>	

Town Manager Goals- 2016-2018

Goal 6 Recreation

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

<u>Desired Outcomes</u>	<u>2016-2018 Goals</u>
<p>6.1 Promote and provide recreation programs for the entire community. Continue to review programs, staffing and budgetary consideration to ensure that all recreation programs continue to meet the needs of the entire community.</p>	
<p>6.2 Work with the Board of Education and Library to ensure that all recreation programs and resources are complementary; not in conflict with each other.</p>	
<p>6.3 Ensure that the ratio of Town funded recreation programs versus self-funded or user fee recreation programs are in line with “best practices” or are similar to comparable Connecticut municipalities.</p>	
<p>6.4 Provide adequate funding for the maintenance of recreational facilities and other capital improvements.</p>	<p>29) Town staff to develop a Recreation Capital Plan for Town Council approval.</p>
<p>6.5 Offer a well maintained and managed municipal golf course in which the operations are in line with other municipal golf courses and best practices.</p>	<p>30) Town Staff to develop and recommend to the Town Council a long term strategic plan for the Golf Course.</p>

Town Manager Goals- 2016-2018

Goal 6 Recreation

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

<u>Desired Outcomes</u>	<u>2016-2018 Goals</u>
<p>6.6 Town Council to address the ease of access to the Town's recreational facilities.</p>	
<p>6.7 Promote and provide access for the active and passive use of Town land for recreational purposes.</p>	<p>31) 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>32) To extend the Town Farm Road canal trail on the west side of Town Farm Road to the Avon Town line.</p> <p>33) To reestablish the trail from the west side of the Farmington Center bridge to approximately the former Grist Mill dam.</p>
<p>6.8 Manage the maintenance and use of Town open spaces. Expand recreational opportunities such and trails and recreational facilities through state grants.</p>	<p>34) Extend the Farmington Canal Heritage Greenway Trail to the Plainville town line. Complete the construction. Provide quarterly reports to the Town Council.</p>

2016-2017 Assistant Town Manager Annual Goals

Assistant Town Manager 2016-2017

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>	<p>Recruit for open positions. Current open positions :</p> <p>PT – Admin Assistant (Finance) Police Officer Maintainer III Maintainer II (anticipated) Fire Fighter West Woods Seasonal Maintainer Records Clerk</p>
<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 6-30-15 (Goal Manager Town Manager Goal #17)</p> <p>Conduct and review a clerical and administrative staff salary and benefits survey.</p> <p>Manage personnel/labor issues and CHRO cases.</p> <p>Engage in a study to fully evaluate and determine if it makes sense to move forward to implement a voluntary High Deductible Health Plan with a Health Savings Account.</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 -Measurement & Verification stage.</p> <p>Implement the CIP for the Town Hall –manage joint exterior lighting project. Manage the outside pavement plan. Oversee CIP for technology improvements.</p> <p>Plan and organize a renovation plan for the Town Manager’s Office.</p> <p>Plan for future Town Hall capital needs.</p>

2016-2017 Assistant Town Manager Annual Goals

Assistant Town Manager 2016-2017

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>	<p>Manage and oversee the Web Page Committee, assisting in a review of the web page for improvements to enhance public services. (Goal Manager Town Manager Goal #25)</p> <p>Assist with the Green Efforts Committee, as needed.</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 review and analysis for the Recreation Division restructuring.</p>

2016-2017 Community and Recreational Services Annual Goals

Community and Recreational Services 2016-2017

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>Seek innovative efforts to increase public awareness related to the Town Social service offerings.</p> <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>

2016-2017 Community and Recreational Services Annual Goals

Community and Recreational Services 2016-2017

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>
Regional and volunteer collaboration that maximizes the Community & Recreational Services Dept.	
Provide programs and services for the elderly and youth populations.	<p>Offer 1,200 activities for senior citizens for the fiscal year and provide quarterly report to the Town Manager.</p> <p>Continue to provide counseling for youths and families. Provide staff leadership to groups and committees that foster programming and education regarding youth. Continue to provide opportunities for safe, substance-free activities for youth as staffing allows and provide quarterly report to Town Manager.</p>
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 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. Complete division wide analysis and finalize report with Town Manager to present to 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.

2016-2017 Community and Recreational Services Annual Goals

Community and Recreational Services 2016-2017

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.	<p>Oversee course operations and public relations. Complete division wide analysis and finalize report with Town Manager to present to Town Council.</p> <p>Complete division wide analysis and finalize report with Town Manager to present to Town Council.</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.	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.

2016-2017 Economic Development Goals

Economic Development 2016-2017

Promote growth of the tax base through programs and processes designed to encourage business retention, expansion and attraction while maintaining the character of the community. To provide a quarterly report to the Town Manager that incorporates statistical information, land inventory, vacant space, employment data, business visitations, and budget information based on the Town of Farmington's Strategic Plan and the Economic Development desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Assure that Farmington's policies and procedures are competitive and conducive to economic development in the community.</p> <p>Manage and support the Economic Development Commission in all aspects of the Economic Development policy and program.</p> <p>Establish and maintain working relationship with commercial real estate companies, developers, State of Connecticut Department of Economic Development, and local utility providers. Works in conjunction with the Planning and Development office on policy development.</p>	<p>Annual Review of Policies and Procedures by June 30 of each year.</p> <p>Track Land Use Inventory by June 30 of each year, and</p> <p>Track grand list total by June 30 of each year.</p> <p>Track the personal property total by June 30 of each year.</p> <p>Track grand list ratio commercial vs. residential by June 30 of each year.</p> <p>Track office+ industrial/commercial vacant space each quarter and by June 30 of each year.</p> <p>Track the employment data as updated by the Connecticut Department of Labor each quarter and by June 30 of each year.</p> <p>Track the equalized mill rate by June 30 of each year.</p> <p>Track the TPZ Commission action on business/commercial items by June 30 of each year.</p> <p>Track the tax-exempt entities that are currently in development (in regards to land being taken off the commercial tax roll) by June 30 of each year.</p> <p>Track the State entities that are part of the PILOT program by June 30 of each year.</p>

2016-2017 Economic Development Goals

Economic Development 2016-2017

Promote growth of the tax base through programs and processes designed to encourage business retention, expansion and attraction while maintaining the character of the community. To provide a quarterly report to the Town Manager that incorporates statistical information, land inventory, vacant space, employment data, business visitations, and budget information based on the Town of Farmington’s Strategic Plan and the Economic Development desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Continue to monitor and update a plan that promotes the retention and expansion of existing businesses and attraction of new businesses to Farmington.</p> <p>Economic Development Director to participate in business visitation meetings and maintain a communication link between the business community and the Town Government. Maintain inventory of available town properties, vacancy rates, and information on the local utility infrastructure. Provide guidance to businesses concerning various economic development programs. Track trend changes critical to businesses and develop reporting mechanisms to applicable parties.</p> <p>Explore all available energy saving programs and communicate them effectively to the community in order to reduce Farmington’s carbon footprint and lower energy costs and usage, town wide.</p>	<p>Per the Plan of Conservation and Development, seek to re-zone the 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>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> <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>Ensure Farmington business satisfaction with business-related policies, and participation in Town sponsored/endorsed offerings and/or events.</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>

2016-2017 Economic Development Goals

Economic Development 2016-2017

Promote growth of the tax base through programs and processes designed to encourage business retention, expansion and attraction while maintaining the character of the community. To provide a quarterly report to the Town Manager that incorporates statistical information, land inventory, vacant space, employment data, business visitations, and budget information based on the Town of Farmington's Strategic Plan and the Economic Development desired outcomes, and deliverables.

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Economic Development Director to serve as the Town's representative to a number of organizations such as the Chamber of Commerce. Maximizes economic development through regional and civic cooperative efforts and organizations.</p>	<p>Host at least two (2) Business Forums to bring industry cluster leaders together to explore resources and opportunities.</p> <p>Provide a quarterly report on all business visitations and meetings by June 30th 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 the 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 the 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>

2016-2017 Economic Development Goals

Economic Development 2016-2017

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>
Collaborate with Town Plan and Zoning Commission to implement the vision in land use matters.	Provide needed support to ensure that the Private/Public Land Initiatives Committee moves forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to the Town Council.

2016-2017 Finance Department Annual Goals

Finance Department 2016-2017

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 2016-2017.
Maintain the Town's good financial position by employing industry "best practices."	<p>Complete the implementation of the new assessment administration software and the computer assisted mass appraisal software.</p> <p>Coordinate the issuance and award of all Town bids and purchasing. Implement a purchasing card program.</p> <p>Assist the Town's independent auditors with the Fiscal Year 2015-2016 financial audit.</p> <p>Continue the implementation of the Affordable Health Care Act reporting requirements.</p> <p>Explore options for addressing problems with the retiree health insurance program.</p>
Assessor Goal: Fairly and equitably assess all real, personal, and motor vehicle property located within the Town's boundaries	<p>Develop the October 1, 2016 grand list of all real, personal, and motor vehicle property by January 31, 2017.</p> <p>Being the process of hiring an outside firm to assist the Assessor with the revaluation of all Real Property.</p>

2016-2017 Finance Department Annual Goals

Finance Department 2016-2017

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>Assist the Town Manager in the preparation of the Fiscal Year 2016-2017 annual operating budget and Capital Improvement Budget.</p> <p>Monitor the Fiscal Year 2015-2016 budget to ensure that it is in balance at June 30, 2016.</p> <p>Prepare for a bond issue for the summer of 2016.</p> <p>Prepare for a note sale in the spring of 2017. Develop a comprehensive plan for managing the short-term debt program for the waste water treatment facility upgrade project.</p>

2016-2017 Fire Department Annual Goals

Fire Department 2016-2017

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>Assure that the Town of Farmington Fire Department is <u>adequately staffed</u> 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>	<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>Retain 60% of new recruits for at least 2 years.</p> <p>Work with Town Manager's office and Fire Chiefs to assist in providing mentoring, succession planning and other efforts as needed to assure smooth operations and transitions.</p>

2016-2017 Fire Department Annual Goals

Fire Department 2016-2017

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>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>Review, update, and provide electronic access to Town of Farmington Fire Department Directives to all Town of Farmington Fire Fighters.</p> <p>Petition the State of Connecticut Department of Public Health under the Alternative Local EMS Plan Provision provided for by Public Act 14-217 to have the Primary Service Area Designations reassigned to the Town of Farmington for both Basic Ambulance Transport and Paramedic Service. Specifically, as authorized by the Town Council, to:</p> <ol style="list-style-type: none"> 1. Formulate and submit an alternative local emergency medical services plan prepared pursuant to Section 19a-181b to the Department of Public Health for reassignment of the Primary Service Area Designations for Paramedic and Ambulance Service within the Town of Farmington as allowed by Section 19a-181f , and to 2. Formulate and submit a Petition and /or Application to the Commissioner of Public Health for the Reassignment of the Primary Service Area Designations for Paramedic and Ambulance Service Levels for the geographic area that is the Town of Farmington to the Town of Farmington in accordance with section 19a-181-f, and to 3. Sign a contract with American Medical Response for 2 24-hour Paramedic Level Ambulances with no subsidy to the Town. <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>

2016-2017 Fire Department Annual Goals

Fire Department 2016-2017

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><u>Maintain equipment, apparatus, facilities</u> 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>Continue to update the TFFD Strategic Plan with a specific focus on:</p> <ol style="list-style-type: none"> 1. Recruitment, Retention and Staffing Plans 2. Building Maintenance and Improvements 3. Operational Needs
<p><u>Operate the Fire Department with balanced budgets supported by adequate funding appropriations from the Town Council;</u> 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>Continue to provide Liaison Support to the Fundraising Committee to solicit funding for a Fire Fighter Live Fire Training Facility on Round Hill Road. When funding is in place, work with the Live Fire Training Facility Committee to facilitate construction of the facility.</p>
<p><u>Regularly review programs, staffing and service</u> levels to ensure that they are utilizing "best practice" financial methods in order to meet budgetary constraints and policy objectives</p>	<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>

2016-2017 Police Department Annual Goals

Police Department 2016-2017

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>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>Work towards creating a separate traffic unit in the Farmington Police Department in order to increase enforcement and compliance of traffic laws, and work together with the community to address neighborhood traffic concerns. This Unit will also be responsible for managing data collection, and other relevant information required by the Traffic Review Board and the Town Manager.</p>

2016-2017 Police Department Annual Goals

Police Department 2016-2017

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

<u>Desired Outcomes</u>	<u>Deliverables</u>
Provide Emergency Communications for the Police, Fire and EMS responses in Farmington and Burlington.	<p>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>
Retain a qualified work force for the Police Department	<p>Attract qualified candidates through innovative recruitment methods and complete a certified police officer written test and recruitment program.</p> <p>Maintain In-service, recertification, and advanced training programs to ensure professional development of employees.</p> <p>Hire and cross-train new 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>
Maintain and manage department Information Systems.	<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 WestFarms Mall.</p>

2016-2017 Police Department Annual Goals

Police Department 2016-2017

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

<u>Desired Outcomes</u>	<u>Deliverables</u>
Continue to meet State and National standards for the police profession.	Maintain proofs of compliance for State and National accreditation programs. Complete transfer of accreditation proofs into PowerDMS.
Maintain and keep in good repair all Police Dept. buildings and equipment	Replace worn carpet in building and add carpet to Yates Training room in order to minimize sound impact on communications center. Maintain quarterly inspection of police facility and maintenance contracts.
Ensure town emergency management efforts meet the needs of the Community.	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. Train and utilize CERT team for shelter management, light search and rescue and traffic control. Update the Disaster Recovery & Evacuation Plan for dispatch Maintain up to date emergency preparedness information on the police department Web site. Secure a second Emergency shelter in town. Preferably a school with emergency power capabilities.
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.	Review and update the Police Department Strategic Plan.

2016-2017 Police Department Annual Goals

Police Department 2016-2017

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>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>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> <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>

2016-2017 Department of Public Works Annual Goals

Public Works 2016-2017

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 and Sidewalk Maintenance and Construction 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>	

2016-2017 Department of Public Works Annual Goals

Public Works 2016-2017

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

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Oversee actions taken to improve traffic issues to include meeting with the State of Connecticut staff representatives on a regular basis.</p> <p>Work with the State of Connecticut to implement future State DOT projects and apply to CRCOG or to the State for the new projects. Continue to monitor projects funded through the DECD and small Cities Grants</p>	<p>Manage actions taken to improve traffic problems, including meeting with the State of Connecticut DOT on a quarterly basis. Report on the following projects on a quarterly basis to the Town Council:</p> <p>State Project #51-260 Backage Road Project State Project #51-268 Rails to Trails Project State Project #51-269 Rt. 177/New Britain Ave. Intersection Improvements Route 4 Corridor Study Project South Road Reconstruction Project</p> <p>Work with the State of Connecticut DOT to facilitate the construction of improvements to Route 10 at Route 4, including improvements to the northbound right-turn lane and southbound left-turn lane, which were originally proposed as part of State Project #51-260. Report to the Town Council on a quarterly basis.</p> <p>Continue to evaluate the potential and location of an additional river crossing with the State of Connecticut DOT to alleviate traffic in the Town Centers.</p>

2016-2017 Department of Public Works Annual Goals

Public Works 2016-2017

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 Bicycle Advisory Committee moves forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to the Town Council.</p> <p>Town staff and Bicycle Committee begin to analyze the existing trail and parking lot system with respect to neighborhood accessibility. Prioritize higher connectivity versus low cost. Provide Quarterly reports to the Town Council.</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>To complete the construction of sidewalks from Depot Place to Keene Place and administer the Main Street Grant. Provide quarterly reports to the Town Council.</p>

2016-2017 Department of Public Works Annual Goals

Public Works 2016-2017

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>
Manage and continue to implement the maintenance and improvement plans for all Town infrastructures through the five-year Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.	To begin the construction of the comprehensive upgrade of the Water Pollution Control Plant. Provide quarterly reports to the Town Council.
Town Council to address the ease of access to the Town's recreational facilities.	
Promote and provide access for the active and passive use of Town land for recreational purposes.	<p>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>To extend the Town Farm Road canal trail on the west side of Town Farm Road to the Avon Town line.</p> <p>To reestablish the trail from the west side of the Farmington Center bridge to approximately the former Grist Mill dam.</p>
Manage the maintenance and use of Town open spaces. Expand recreational opportunities such and trails and recreational facilities through state grants	Extend the Farmington Canal Heritage Greenway Trail to the Plainville town line. Complete the-construction. Provide quarterly reports to the Town Council.