

TOWN OF FARMINGTON

STRATEGIC PLAN

**Adopted July 2005
Amended January 2006
Adopted January 2008
Amended November 2008
Amended March 2010
Amended March 2012**



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Letter to Citizens

April 1, 2012

Dear Citizens,

Over six 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 five 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

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,

Jeffrey Hogan
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 2008-2009	Results - Continuous Improvement 2009-2010	Results - Continuous Improvement 2010-2011
<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 English/ Language Arts, and World Languages</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 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 	<ol style="list-style-type: none"> 2009 administration of CMT Reading Gr 4 #314 89.4% Gr 6 #335 90.6% Gr 8 #329 89.2% 2009 administration of CMT Writing Gr 4 #314 82.9% Gr 6 #335 87.7% Gr 8 #329 90.2% 2009 administration of CAPT- Reading Across the Disciplines subtest Gr 10 #325 77.2% 2008-09 AP English #238 AP English score of 3 or greater (*Some students take multiple exams) #177 74% 2008-09 SAT-I #316 92% 	<ol style="list-style-type: none"> 2010 administration of CMT Reading Gr 4 #276 87.3 % Gr 6 #338 93.2% Gr 8 #346 92.4% 2010 administration of CMT Writing Gr 4 #276 82.8% Gr 6 #338 84.6% Gr 8 #356 85.2% 2010 administration of CAPT- Reading Across the Disciplines subtest Gr 10 #306 68.5% 2009-10 AP English #229 AP English score of 3 or greater (*Some students take multiple exams) #179 82% 2009-10 SAT-I #323 95 % 	<ol style="list-style-type: none"> 2011 administration of CMT Reading Gr 4 #268 82.8% Gr 6 #304 89.8% Gr 8 #338 91.1% 2011 administration of CMT Writing Gr 4 #272 87.5% Gr 6 #310 82.3% Gr 8 #342 88.3% 2011 administration of CAPT- Reading Across the Disciplines subtest Gr 10 #321 77.2% 2010-11 AP English #218 AP English score of 3 or greater (*Some students take multiple exams) #170 81% 2010-11 SAT-I #310 96%

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2008-2009	Results - Continuous Improvement 2009-2010	Results - Continuous Improvement 2010-2011
		7. SAT-I Verbal mean score 8. FHS juniors scoring 600 and above on SAT 9. Students taking 5 years of World Language by graduation	7. SAT-I Verbal mean 550 8. % on SAT scoring 600 or above 31% 9. World Language 5 years or more by Gr 12 #190 54%	7. SAT-I Verbal mean 539 8. % on SAT scoring 600 or above 30% 9. World Language 5 years or more by Gr 12 #117 34%	7. SAT-I Verbal mean 548 8. % on SAT scoring 600 or above 32% 9. World Language 5 years or more by Gr 12 #100 31%
	Continuous improvement of student performance in Mathematics	1. Students meeting State Goal in mathematics on the Connecticut Mastery Test in grades 4, 6, 8 2. Students meeting the State Goal on the Connecticut Academic Performance Test – Mathematics 3. Students completing one or more high school mathematics courses by the end of Grade 8 4. Students completing 4 or more years of mathematics in high school by graduation	1. 2009 administration of CMT Mathematics Gr 4 #314 85.9 % Gr 6 #335 90.0% Gr 8 #329 86.5% 2. 2009 administration of CAPT Mathematics Gr 10 #323 77.7 % 3. 2009 high school mathematics courses by Grade 8 #226 72% 4. 2009: students taking 4 or more years of mathematics in high school #290 84 %	1. 2010 administration of CMT Mathematics Gr 4 #275 90.9% Gr 6 #239 90.2% Gr 8 #346 88.9% 2. 2010 administration of CAPT Mathematics Gr 10 #306 77.6% 3. 2010 high school mathematics courses by Grade 8 #255 72% 4. 2010: students taking 4 or more years of mathematics in high school #299 86%	1. 2011 administration of CMT Mathematics Gr 4 #267 85.4% Gr 6 #303 88.8% Gr 8 #339 92.6% 2. 2011 administration of CAPT Mathematics Gr 10 #321 81% 3. 2011 high school mathematics courses by Grade 8 #244 71% 4. 2011: students taking 4 or more years of mathematics in high school #263 82%

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2008-2009	Results - Continuous Improvement 2009-2010	Results - Continuous Improvement 2010-2011
		5. Students taking Advanced Placement mathematics courses 6. Students scoring 3 or greater on AP mathematics tests 7. Juniors taking SAT-I Math 8. SAT-I Math mean score 9. Students scoring 600 or above on SAT-Math	5. 2008-09: students taking AP mathematics courses #144 6. 2008-09: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #97 67% 7. 2008-09: SAT-I Math #316 92% 8. 2008-09 SAT Math mean 566 9. 2008-09 Math score of 600 or above 43%	5. 2009-10: students taking AP mathematics courses #179 6. 2009-10: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #132 74% 7. 2009-10: SAT-I Math #289 95% 8. 2009-10 SAT Math mean 558 9. 2009-10 Math score of 600 or above 37%	5. 2010-11: students taking AP mathematics courses #185 6. 2010-11: students scoring 3 or better on AP mathematics (*Some students take multiple exams) #140 77% 7. 2010-11: SAT-I Math #310 96% 8. 2010-11 SAT Math mean 551 9. 2010-11 Math score of 600 or above 36%

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2008-2009	Results - Continuous Improvement 2009-2010	Results - Continuous Improvement 2010-2011
	Continuous improvement of student performance in <u>Science</u>	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. 2009 administration of CAPT Science Gr 10 #335 67.2% 2. 2008-09 FHS science courses 80% 3. 2008-09 students taking AP science courses (*Some students take multiple exams) #195 4. 2008-09 Science AP scoring 3 or better #131 77% 	<ol style="list-style-type: none"> 1. 2010 administration of CAPT Science Gr 10 #306 69.9% 2. 2009-10 FHS science courses 79% 3. 2009-10 students taking AP science courses (*Some students take multiple exams) #200 4. 2009-10 Science AP scoring 3 or better #159 72% 	<ol style="list-style-type: none"> 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%

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2008-2009	Results - Continuous Improvement 2009-2010	Results - Continuous Improvement 2010-2011																																																																																				
	Continuous improvement of student performance in <u>Social Studies</u>	<ol style="list-style-type: none"> Students meeting State Goal on the Connecticut Academic Performance Test – Writing Across the Disciplines Students taking Advanced Placement courses in social studies, world language, music and/or art Students scoring 3 or better on social studies, world language, music and/or art Advanced Placement Tests Students participating in fine and performing arts 	<ol style="list-style-type: none"> 2009 Administration of CAPT - Writing Across the Disciplines Gr 10 #335 84.2% 2008-09 AP participation in social studies, world language, music and art courses #281 2008-09 AP in social studies, world language, music and art courses scoring 3 or better #187 67% 2008-09 participation <table border="0"> <tr> <td></td> <td>Fine Arts</td> <td></td> <td>Perf. Arts</td> </tr> <tr> <td>Gr 7</td> <td>100%</td> <td>#251</td> <td>73%</td> </tr> <tr> <td>Gr 8</td> <td>100%</td> <td>#186</td> <td>57%</td> </tr> <tr> <td>Gr 9</td> <td>#95 29%</td> <td>#129</td> <td>40%</td> </tr> <tr> <td>Gr10</td> <td>#110 32%</td> <td>#136</td> <td>40%</td> </tr> <tr> <td>Gr11</td> <td>#76 22%</td> <td>#83</td> <td>24%</td> </tr> <tr> <td>Gr12</td> <td>#88 25%</td> <td>#81</td> <td>23%</td> </tr> </table> 		Fine Arts		Perf. Arts	Gr 7	100%	#251	73%	Gr 8	100%	#186	57%	Gr 9	#95 29%	#129	40%	Gr10	#110 32%	#136	40%	Gr11	#76 22%	#83	24%	Gr12	#88 25%	#81	23%	<ol style="list-style-type: none"> 2010 Administration of CAPT - Writing Across the Disciplines Gr 10 #306 83.2% 2009-10 AP participation in social studies, world language, music and art courses #271 2009-10 AP in social studies, world language, music and art courses scoring 3 or better #207 78% 2009-10 participation <table border="0"> <tr> <td></td> <td>Fine Arts</td> <td></td> <td>Perf. Arts</td> </tr> <tr> <td>Gr 7</td> <td>100%</td> <td>#275</td> <td>79%</td> </tr> <tr> <td>Gr 8</td> <td>100%</td> <td>#208</td> <td>59%</td> </tr> <tr> <td>Gr 9</td> <td>#94 27%</td> <td>#162</td> <td>47%</td> </tr> <tr> <td>Gr10</td> <td>#100 32%</td> <td>#142</td> <td>46%</td> </tr> <tr> <td>Gr11</td> <td>#59 18%</td> <td>#127</td> <td>38%</td> </tr> <tr> <td>Gr12</td> <td>#88 25%</td> <td>#105</td> <td>29%</td> </tr> </table> 		Fine Arts		Perf. Arts	Gr 7	100%	#275	79%	Gr 8	100%	#208	59%	Gr 9	#94 27%	#162	47%	Gr10	#100 32%	#142	46%	Gr11	#59 18%	#127	38%	Gr12	#88 25%	#105	29%	<ol style="list-style-type: none"> 2011 Administration of CAPT - Writing Across the Disciplines Gr 10 #321 89.5% 2010-11 AP participation in social studies, world language, music and art courses #286 2010-11 AP in social studies, world language, music and art courses scoring 3 or better #216 80.3% 2010-11 participation <table border="0"> <tr> <td></td> <td>Fine Arts</td> <td></td> <td>Perf. Arts</td> </tr> <tr> <td>Gr 7</td> <td>100%</td> <td>#259</td> <td>75%</td> </tr> <tr> <td>Gr 8</td> <td>100%</td> <td>#244</td> <td>71%</td> </tr> <tr> <td>Gr 9</td> <td>#95 27%</td> <td>#193</td> <td>56%</td> </tr> <tr> <td>Gr10</td> <td>#113 34%</td> <td>#120</td> <td>36%</td> </tr> <tr> <td>Gr11</td> <td>#78 27%</td> <td>#104</td> <td>36%</td> </tr> <tr> <td>Gr12</td> <td>#83 25%</td> <td>#123</td> <td>36%</td> </tr> </table> 		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%
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Goal 1 Education

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2008-2009	Results - Continuous Improvement 2009-2010	Results - Continuous Improvement 2010-2011
	Continuous improvement in the development of students as productive and responsible citizens	<ol style="list-style-type: none"> Students meeting State Goal in Physical Fitness on state assessment Eligible FHS seniors registered to vote FHS students participating in career-oriented internships FHS students participating in the interscholastic athletic program 	<ol style="list-style-type: none"> 2008-09 State Goal in Physical Fitness Gr 4 #119 40% Gr 6 #204 61% Gr 8 #173 53% Gr10 #187 60% 2008-09 seniors registered to vote #56 47% 2008-09 internships # 68 2008-09 participating in interscholastic athletics at FHS #863 64% 	<ol style="list-style-type: none"> 2009-10 State Goal in Physical Fitness Gr 4 #180 64 % Gr 6 #134 40% Gr 8 #216 64% Gr10 #158 54% 2009-10 seniors registered to vote #46 36% 2009-10 internships #63 2009-10 participating in interscholastic athletics at FHS #844 64 % 	<ol style="list-style-type: none"> 2010-11 State Goal in Physical Fitness Gr 4 #175 63% Gr 6 #153 49% Gr 8 #231 69% Gr10 #170 54% 2010-11 seniors registered to vote #77 48% 2010-11 internships #42 2010-11 participating in interscholastic athletics at FHS #845 65%
	Maintain and continue to improve on indicators associated with superior performance	<ol style="list-style-type: none"> National Merit Scholarship Commended Students National Merit Scholarship Semifinalists National Merit Scholarship Finalists Advanced Placement Scholars 	<ol style="list-style-type: none"> 2009 #13 2009 #2 2009 #2 2009 #161 23% of Jrs/Srs 	<ol style="list-style-type: none"> 2010 #10 2010 #2 2010 #2 2010 #149 22 % of Jrs/Srs 	<ol style="list-style-type: none"> 2011 #9 2011 #3 2011 #3 2011 #161 26% of Jrs/Srs

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 2008-2009	Results - Continuous Improvement 2009-2010	Results - Continuous Improvement 2010-2011
		5. Advanced Placement Scholars with Honors	5. 2009 #30	5. 2010 #31	5. 2011 #30
		6. Advanced Placement Scholars with Distinction	6. 2009 #51	6. 2010 #56	6. 2011 #47
		7. FHS All State Music Festival	7. 2009 #32	7. 2010 #27	7. 2011 #22
		8. FHS Northern Regional Music Festival	8. 2009 #77	8. 2010 #125	8. 2011 #72
		9. FHS Seniors Accepted at Most Competitive & Highly Competitive Colleges (Barons)	9. 2009 #161 46%	9. 2010 #142 41%	9. 2011 #144 45%
		10. FHS Seniors Accepted at Ivy League Colleges	10. 2009 #7 2%	10. 2010 #8 2%	10. 2011 #7 2%
		11. Elementary Students Participating in Orchestra Program	11. 2009 #787 51% total Gr 2, 3, 4, 5, 6	11. 2010 #757 50% total Gr 2, 3, 4, 5, 6	11. 2011 #831 67% total Gr 2, 3, 4, 5, 6
		12. Students Performing in the “Advanced” Level on CMT and CAPT	12. 2009% total Gr 4, 6, 8, 10 = 33% in math, reading and writing	12. 2010% total Gr 4, 6, 8, 10 = 49% in math, reading and writing	12. 2011 % total Gr 4, 6, 8, 10 = 51% in math, reading and writing

Town Manager Goals 2012-2013

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>2012-2013 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>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>	

Town Manager Goals 2012-2013

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>2012-2013 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>1) 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</p> <p>Number 1 – Priority</p>

Town Manager Goals 2012-2013

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>2012-2013 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>2) To have the Unionville Traffic Committee report the results of their last public meeting to the Town Council at the first Town Council meeting in April 2012. Use the Unionville Traffic Committee report with the Department of Transportation bridge report from February 21, 2012 Town Council meeting to recommend a course of action for the Town Council. Use the Unionville Traffic Committee report as well as the Department of Transportation report findings to establish survey questions for a town-wide survey to citizens to further establish future direction for the Town Council.</p> <p>Priority 2</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 2012-2013

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>2012-2013 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>	
<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>3) Organize 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>4) Report to the Town Council on a quarterly basis any issues or concerns regarding the Town's farm and on the status of the existing payment plan and the overall operations of the town farmer.</p> <p>Priority 1</p>

Town Manager Goals 2012-2013

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>2012-2013 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>5) Based on Town Council direction determine if the \$2.5 million dollar Woodpond Road, Woodruff Road area proposed sewer project should be placed on a referendum during the fall of 2012.</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 2012-2013

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>2012-2013 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>6) 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>7) That the Town of Farmington seek to receive some form of compensation for the additional burden placed on Town services and infrastructure caused by the UCONN Health Center expansion project and the building of Jackson Laboratory.</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>	

Town Manager Goals 2012-2013

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>2012-2013 Goals</u>
<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>8) 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>
<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>9) Provide oversight and financial management of the Small Cities Grant and provide the Town Council Quarterly Reports on Progress.</p> <p>Priority 1</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>10) 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>11) 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 1</p>

Town Manager Goals 2012-2013

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>2012-2013 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>12) Prepare and present the 2012-13 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>13) To prepare a five-year Capital Improvement Plan for the Town Council that will begin movement toward meeting the goals set forth in the Town’s Capital Improvement Policy. Prepare a summary of the long-term impact on the repeated under-funding of the Capital Improvement Plan in regards to but not limited to budgeting, infrastructure and bond rating.</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> <p>15) Explore options/opportunities for the possible deferment of the 2012 revaluation of all real property and monitor any legislation that is proposed by the 2012 General Assembly on this issue. Research any opportunities for internal or regional revaluations for future Town revaluations.</p> <p>Priority 1</p>

Town Manager Goals 2012-2013

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>2012-2013 Goals</u>
<p>4.2 Promote private contributions of funds and property to the Town.</p>	<p>16) 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>17) Establish an Elderly Property Tax Relief Sub-Committee to review the Elderly Tax Relief Ordinance.</p> <p>Priority 2</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>18) 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 2012-2013

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>2012-2013 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>19) 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>20) Provide Town Council a yearly report on Town Manager’s goals and objectives.</p> <p>Priority 1</p> <p>21) Solicit requests for proposals for legal services including land use, bond, municipal and labor. Work with a Town Council sub-committee to recommend legal counsel to the Town Council for approval.</p> <p>Priority 1</p> <p>22) 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 2</p> <p>23) Establish a Town Council and Staff Sub-Committee that will review and consider all aspects of the Town’s existing recreational programs, infrastructure and services including the Westwoods Golf Course.</p> <p>Priority 1</p>

Town Manager Goals 2012-2013

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>2012-2013 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>24) To strive for greater awareness of accessibility and inclusion for all residents of Farmington by consistently seeking to identify accessibility and/or inclusion concerns through the town's work in each department, training for relevant town staff, and working to prioritize identified needs by the Citizens Coalition For Equal Access.</p> <p style="text-align: center;">Priority 2</p> <p>25) Conduct a comprehensive review of the town's use of automation and review the results with the Town Council highlighting opportunities for continued or future collaboration between departments, delivery of web-based services and regional approaches; this review should include Board of Education support and participation.</p> <p style="text-align: center;">Priority 2</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 style="text-align: center;">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>	

Town Manager Goals 2012-2013

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>2012-2013 Goals</u>
<p>5.4 Conduct market research/survey periodically to better understand service levels and customer needs.</p>	<p>27) 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 2</p>
<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>28) Conduct a comprehensive review of the Town's website; and implement changes to improve usability, content, and usefulness. Create a standard process to update content in a rapid manner and assign responsibility to ensure that updates are regular and appropriate.</p> <p>Priority 2</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>29) To ensure that Green Sub-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>

Assistant Town Manager Goals 2012-2013

Assistant Town Manager 2012-2013

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>Complete a staffing review and recommend a staffing plan for the Police and Public Works Department.</p> <p>Conduct a Classification Study for clerical and administrative support positions in the Town of Farmington.</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: IAFF (expires 6-30-11)</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>Create, with the Public Works Director, a renovation plan for the Development Wing.</p> <p>Manage the Performance Contract (if executed) as it relates to Town owned buildings. Act as liaison between the AMERESCO and the Town of Farmington.</p>

Assistant Town Manager Goals 2012-2013

Assistant Town Manager 2012-2013

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>Develop a policy to expand the use of the Everbridge Communication System.</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>Manage the Green Efforts Community Outreach Subcommittee.</p> <p>Implement and market the 50 State Challenge and Recycle Bank program.</p> <p>Manage the 2010 Small Cities Grant – Housing Rehabilitation.</p>

Community and Recreational Goals 2012-2013

Community and Recreational Services 2012-2013

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.	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.
Maintain and keep in good repair all Community & Recreational Services buildings.	Maintain code compliance in all buildings; Inspect all rental properties yearly. Maintain general maintenance, follow and develop long rang plans. Provide quarterly report to Town Manager. Continue to manage and oversee projects for interior of Staples House. Provide quarterly report to Town Manager on progress.
Provide Social Services to individuals and families in need.	Provide 2750 units of social services to individuals in need and provide quarterly report to Town Manager on progress. (Unit = approx. one hour face-to-face contact w/ individual providing counseling, support, assessment, asst. w/ services, financial help and intake)
Regional and volunteer collaboration that maximizes the Community & Recreational Services Dept.	
Provide programs and services for the elderly and youth populations.	Offer 1,200 activities for senior citizens for the fiscal year and provide quarterly report to the Town Manager. 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.

Community and Recreational Goals 2012-2013

Community and Recreational Services 2012-2013

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

<u>Desired Outcomes</u>	<u>Deliverables</u>
Retain a qualified work force for the Community Services Department.	Attend regularly scheduled meetings, periodic seminars and other appropriate training mechanisms. Director of Community and Recreational Services will attend either an annual conference or periodic training seminars on a yearly basis.
Maintain transportation services for the elderly and disabled.	
Maintain numerous opportunities for recreational opportunities for all age groups, socioeconomic groups, genders, interests and activity level.	Continue to provide quality programs and services through the recreation division and provide quarterly report to the Town Manager. Initiate planning committee for a full evaluation of recreational needs; including the golf course.
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.
Maintain and manage Westwoods Golf Course.	Oversee course operations and public relations. Initiate new marketing program. Initiate planning committee for a full evaluation of the recreational needs; including the golf course.
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.

Economic Development Goals 2012-2013

Economic Development Director 2012-2013

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 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 target area 1 total by June 30 of each year</p> <p>Track the 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>

Economic Development Goals 2012-2013

Economic Development Director 2012-2013

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 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>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>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>That the Town of Farmington seek to receive some form of compensation for the additional burden placed on Town services and infrastructure caused by the UCONN Health Center expansion project and the building of Jackson Laboratory.</p>

Economic Development Goals 2012-2013

Economic Development Director 2012-2013

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>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 the Economic Development Commission with technical information, policy recommendations on progress of the redevelopment of Unionville. Provide Quarterly Reports to Town Manager on progress.</p>

Economic Development Goals 2012-2013

Economic Development Director 2012-2013

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>

Finance and Administration Goals 2012-2013

Finance and Administration 2012-2013

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 Outcome</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 99.5% current tax collection rate.
Maintain the Town's good financial position by employing industry "best practices".	Review two financial practices each year to determine whether they meet industry standards as "best practices" as determined by the Government Finance Officers' Association.
Maximize town funds by seeking the best possible price for goods and services by overseeing the Town's purchasing, and insurance programs.	Review the property and casualty markets to determine whether it is an opportune time to market the Town's liability and property insurance.
Assessor Goal: Fairly and equitably assess all real, personal, and motor vehicle property located within the Town's boundaries.	<p>Develop a grand list of all real, personal and motor vehicle property by the January 31, 2012.</p> <p>Begin the measuring and listing of all real property in Town for the 2012 revaluation.</p> <p>Explore options/opportunities for the possible deferment of the 2012 revaluation of all real property and monitor any legislation that is proposed by the 2012 General Assembly on this issue.</p>

Finance and Administration Goals 2012-2013

Finance and Administration 2012-2013

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 Outcome</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 FY2012-2013 Annual Budget to Town residents and ensure that a budget is prepared accurately on a timely basis according to Town Manager and Town Council direction and Town Charter guidelines.</p> <p>To be completed by May of each year.</p> <p>Track the actual Overall appropriation change with the projected Financial Forecasted change over a five year period and analyze and report on any variances by June of each year.</p> <ul style="list-style-type: none"> • To ensure that the five-year financial forecast of appropriation change is accurate. <p>Track actual State Revenue Funding change with the projected Financial Forecasted change over a five year period and analyze and report on any variances by June of each year.</p> <ul style="list-style-type: none"> • To ensure that the five-year financial forecast of State Revenue Funding is accurate • Track actual Tax Revenue change with the projected Financial Forecasted change over a five-year period and analyze and report on any variances by June of each year. <p>Maximize receipt of federal and state funding from all applicable sources based on town and regional trends and ratios.</p> <ul style="list-style-type: none"> • Track federal and state funding and compile a yearly report to the Town Council indicating whether Farmington's funding is similar to funding in the Capitol Region. • Explore opportunities with the Town's State Legislative delegation and the State Office of Policy and Management for increasing the Town's grant amount under the Payment in Lieu of Taxes for State-Owned Property program in light of the Jackson Laboratories development on the UConn Health Center campus.

Fire Department Goals 2012-2013

Fire Department 2012-2013

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 <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>Manage, monitor, and successfully renegotiate both the Volunteer Fire Fighter and IAFF Contracts.</p> <p>Participate as a study department in the Connecticut Fire Chiefs / International Association of Fire Chiefs Volunteer Workforce Solutions (VWS) Study to implement the recruitment and retention program as designed by VWS for the duration of the 12-18 month program.</p> <p>Update the Career Fire Fighter Evaluation form with input from the Volunteer Fire Chiefs, IAFF, and Town Manager's Office to create an evaluation form that better evaluates the specific components of a fire fighter's work performance.</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>Facilitate plans, necessary approvals and solicit funding for a Fire Fighter Live Fire Training Facility on Round Hill Road, potentially to be a regional effort with Avon, Burlington, and Plainville.</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> <p>Investigate the feasibility of an ordinance or other means to assure that snow is promptly cleared and that access is maintained to fire hydrants in the Town of Farmington.</p> <p>Evaluate TFFD Directive #33, Fire Fighter Protection from Traffic, which was last updated in 2008 and update accordingly to assure the safety of TFFD's fire fighters while they operate in and around traffic.</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>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>Continue to integrate the use of laptop computers and iPads in fire apparatus into the daily operations of the Fire Department, including use of the regional Red Link Program sponsored by CRCOG.</p>

Fire Department Goals 2012-2013

Fire Department 2012-2013

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>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>Investigate the feasibility of "insourcing" at least some of the Fire Department Apparatus and Equipment Maintenance to allow for more consistent, quality service and as well as control of expenses and possible cost savings.</p> <p>Evaluate the impact of various occupancies, including but not limited to Assisted Care Facilities, on the emergency medical response provided by the TFFD. Subsequently consider whether to recommend to the Town Manager any form of charging for the service to recoup some of the Town's expenses for this service.</p> <p>To initiate and shepherd through the legislative process an amendment to Connecticut General Statute 19a-180 to provide municipalities the option to revise the delivery of local ambulance transportation services.</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> <p>Continue customer satisfaction surveys and submit a yearly report to the Town Manager on results by June 30 of each year.</p>

Police Department Goals 2012-2013

Police Department 2012-2013

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>Maintain Emergency Medical Dispatch and continue to review EMD call taking for quality assurance.</p> <p>Implement UConn radiation monitoring alarm procedures in dispatch</p> <p>Train dispatch staff for enhanced Everbridge use including routine notifications</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>Assist the Town Manager with IPBO contract negotiations obtaining a mutually beneficial agreement, addressing the needs of the town and employees.</p> <p>Maintain In-service, recertification, and advanced training programs to ensure professional development of employees.</p> <p>Provide leadership and advanced supervisory training through POSTC and outside programs.</p>
Maintain and manage department Information Systems.	<p>Continue to utilize systems to accurately account for records, property and evidence.</p> <p>Administer billing and fine collections</p> <p>Continue to pursue town funding to update technology.</p> <p>Enhance the Police Intranet site including an on-line Alzheimer's registry and wanted person bulletins with photos.</p>

Police Department Goals 2012-2013

Police Department 2012-2013

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.
Maintain and keep in good repair all Police Dept. buildings and equipment	Maintain quarterly inspection of police facility and maintenance contracts.
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>Update the Disaster Recovery & Evacuation Plan for dispatch</p> <p>Maintain up to date emergency preparedness information on the police department Web site.</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.	Review and update the Police Department Strategic Plan in 2012.

Police Department Goals 2012-2013

Police Department 2012-2013

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>Implement the Telestaff Scheduling software</p> <p>Utilize existing internal departmental reporting procedures and inspections to ensure efficient delivery of services.</p> <p>Identify alternative funding sources through Grants and private partnerships.</p> <p>Continue Internet-based Customer Surveys and submit a yearly report to the Town Manager by June 30 of each year.</p>

Public Works Goals 2012-2013

Public Works 2012-2013

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>	<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.</p>

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<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>Tunxis Mead Grant: Coordinate design and implementation of river bank protection, landscaping and crew dock connection improvement.</p> <p>Manage the Unionville STEAP Construction Project Grant and provide the Town Manager with quarterly progress reports.</p>

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<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 Traffic 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>Determine feasibility of development of Town Owned Quarry Road Site.</p>
<p>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.</p>	<p>Schedule meeting with the State legislature to discuss issues with land use and zoning within the Town of Farmington</p>

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<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>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.</p>	<p>Provide needed maintenance on Town Owned Open Space.</p> <p>Organize and conduct a moderated public forum to review all current plans for Farmington Rails to Trails including Rails-to Trails, bike paths and walking paths and to encourage open and active public comment and suggestions. Invite all stakeholders.</p>
<p>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.</p> <p>Continue to meet requirements of DEP/EPA Storm water Permit: Municipal Separate Storm Sewer Systems (MS4) Creation of Ordinance</p>	<p>Continue to complete studies for Infiltration/Inflow Study and the Facilities.</p> <p>Determine if \$2.5 million sewer project for Woodruff, Helm, Shady, Blue Ridge, Ridgeview and Woodpond should be on referendum vote in the fall of 2012.</p>

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<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.