

TOWN OF FARMINGTON

STRATEGIC PLAN

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



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Town of Farmington Strategic Plan

*“Good plans shape good decisions. That is why good planning helps to make dreams come true.”
- Lester Bittel, The Nine Keys of Management*

A significant task addressed by the Town Council has been to develop and implement a Strategic Plan for the Town of Farmington. This overall plan serves as a roadmap for our Town’s future. The process of developing the Plan began in 2005 and was based upon a survey of Town residents and meetings with citizen and business groups. The Strategic Plan identifies five goals that serve as a foundation for Farmington’s success in offering outstanding services and quality of life to its citizens. The five goals are:

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

Committees consisting of citizens, elected officials, and the Town’s professional staff have worked diligently to identify “desired outcomes” and “deliverables” for each of these goals. In short, these terms reflect the vision our citizens have for the Town, and most importantly, define how Town government will achieve these goals.

The Strategic Plan is not meant to be a static document, but one that is reviewed, updated, and adopted each year by the Town Council. You can view the entire Strategic Plan on the Town’s website at www.farmington-ct.org in the Town Government sub-section.

In closing, be assured that the Town Council will continue to plan carefully in order to make key decisions for Farmington.

Best regards,

Mike Clark
Town Council Chairman

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 2006-2007	Results - Continuous Improvement 2007-2008	Results - Continuous Improvement 2008-2009
<p>1. All Farmington students will meet established literacy performance standards by demonstrating high levels of communication skills in reading, writing, speaking, and listening; and all students will learn to be proficient in the use of technology to improve learning.</p>	<p>Continuous improvement of student performance in Reading, Writing and World Language</p>	<ol style="list-style-type: none"> 1. Students meeting the State Goal in reading on the Connecticut Mastery Test in grades 4, 6, 8 2. Students meeting State Goal in writing on the Connecticut Mastery Test in grades 4, 6, 8 3. Students meeting the State Goal on Connecticut Academic Performance Test - Reading Across the Disciplines 4. Students taking Advanced Placement English courses 5. Students scoring 3 or above on AP English tests 6. FHS juniors taking SAT-I 7. SAT-I Verbal mean score 	<ol style="list-style-type: none"> 1. 2007 administration of CMT Reading Gr 4 # 336 84.2% Gr 6 # 333 86.8% Gr 8 # 343 89.4% 2. 2007 administration of CMT Writing Gr 4 # 335 87.8% Gr 6 # 333 84.7% Gr 8 # 345 89.6% 3. 2007 administration of CAPT- Reading Across the Disciplines subtest Gr 10 # 259 73.9% 4. 2006-07 AP English # 226 5. AP English score of 3 or greater # 178 83.5% 6. 2006-07 SAT-I # 284 92% 7. SAT-I Verbal mean 552 	<ol style="list-style-type: none"> 1. 2008 administration of CMT Reading Gr 4 # 331 80.1% Gr 6 # 350 84.9% Gr 8 # 321 83.5% 2. 2008 administration of CMT Writing Gr 4 # 330 84.8% Gr 6 # 350 77.7% Gr 8 # 320 86.9% 3. 2008 administration of CAPT- Reading Across the Disciplines subtest Gr 10 # 256 71.7% 4. 2007-08 AP English #230 5. AP English score of 3 or greater (*Some students take multiple exams) # 235 78.5% 6. 2007-08 SAT-I # 306 95% 7. SAT-I Verbal mean 545 	<ol style="list-style-type: none"> 1. 2009 administration of CMT Reading Gr 4 #314 89.4% Gr 6 #335 90.6% Gr 8 #329 89.2% 2. 2009 administration of CMT Writing Gr 4 #314 82.9% Gr 6 #335 87.7% Gr 8 #329 90.2% 3. 2009 administration of CAPT- Reading Across the Disciplines subtest Gr 10 #325 77.2% 4. 2008-09 AP English #238 5. AP English score of 3 or greater (*Some students take multiple exams) #177 74% 6. 2008-09 SAT-I #316 92% 7. SAT-I Verbal mean 550

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2006-2007	Results - Continuous Improvement 2007-2008	Results - Continuous Improvement 2008-2009
		8. FHS juniors scoring 600 and above on SAT 9. Students taking 5 years of World Language by graduation	8. % on SAT scoring 600 or above 31% 9. World Language 5 years or more by Gr 12 # 119 39%	8. % on SAT scoring 600 or above 34% 9. World Language 5 years or more by Gr 12 #141/42%	8. % on SAT scoring 600 or above 31% 9. World Language 5 years or more by Gr 12 #190 54%
2. All Farmington students will meet established mathematics performance standards by strengthening their understandings of basic mathematical concepts, relationships and operations, and demonstrating the ability to apply them to practical problem solving.	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 5. Students taking Advanced Placement mathematics courses	1. 2007 administration of CMT Mathematics Gr 4 # 336 86.6% Gr 6 # 333 83.8% Gr 8 # 342 82.2% 2. 2007 administration of CAPT Mathematics Gr 10 # 268 76.4% 3. 2007 High School mathematics courses by Grade 8 # 233 67% 4. 2007: students taking 4 or more years of mathematics in high school # 235 74% 5. 2006-07: students taking AP mathematics courses # 134	1. 2008 administration of CMT Mathematics Gr 4 # 331 78.9% Gr 6 # 351 85.0% Gr 8 # 320 83.4% 2. 2008 administration of CAPT Mathematics Gr 10 # 263 74.1% 3. 2008 High School mathematics courses by Grade 8 # 212 68% 4. 2008: students taking 4 or more years of mathematics in high school # 270 80% 5. 2007-08: students taking AP mathematics courses # 143	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 % 5. 2008-09: students taking AP mathematics courses #144

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2006-2007	Results - Continuous Improvement 2007-2008	Results - Continuous Improvement 2008-2009
		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	6. 2006-07: students scoring 3 or better on AP mathematics #91 71% 7. 2006-07: SAT-I Math # 284 92% 8. 2006-07 SAT Math mean 554 9. 2006-07 Math score of 600 or above 37%	6. 2007-08: students scoring 3 or better on AP mathematics (*Some students take multiple exams) # 136 81% 7. 2007-08: SAT-I Math # 306 95% 8. 2007-08 SAT Math mean 548 9. 2007-08 Math score of 600 or above 35%	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%
3. All Farmington students will meet established science performance standards by demonstrating knowledge and understanding of natural laws and theories of the physical/life sciences by applying the scientific method to the investigation of natural phenomena.	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. 2007 administration of CAPT Science Gr 10 # 262 74.9% 2. 2006-07 FHS science courses 70% 3. 2006-07 students taking AP science courses # 207 4. 2006-07 Science AP scoring 3 or better # 162 76%	1. 2008 administration of CAPT Science Gr 10 # 250 70.2% 2. 2007-08 FHS science courses 75% 3. 2007-08 students taking AP science courses (*Some students take multiple exams) # 191 4. 2007-08 Science AP scoring 3 or better # 202 85%	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%

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2006-2007	Results - Continuous Improvement 2007-2008	Results - Continuous Improvement 2008-2009																																																															
<p>4. All Farmington students will meet established social studies performance standards by demonstrating their understanding of human affairs by acquiring knowledge of U.S. history and government, world history, geography and the principles of economics. In addition, students will demonstrate their appreciation for cultural achievement via exemplary literature and by developing their performance skills and related understandings in the disciplines of music and visual arts.</p>	<p>Continuous improvement of student performance in <u>Social Studies</u></p>	<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"> 2007 Administration of CAPT - Writing Across the Disciplines Gr 10 # 277 79% 2006-07 AP participation in social studies, world language, music and art courses # 397 2006-07 AP in social studies, world language, music and art courses scoring 3 or better # 356 74% 2006-07 participation <table border="0"> <tr> <td></td> <td>Fine Arts</td> <td>Perf. Arts</td> </tr> <tr> <td>Gr 7</td> <td>100%</td> <td>#231 71%</td> </tr> <tr> <td>Gr 8</td> <td>100%</td> <td>#211 60%</td> </tr> <tr> <td>Gr 9</td> <td>#98 26%</td> <td>#172 46%</td> </tr> <tr> <td>Gr10</td> <td>#125 34%</td> <td>#150 41%</td> </tr> <tr> <td>Gr11</td> <td>#68 20%</td> <td>#113 33%</td> </tr> <tr> <td>Gr12</td> <td>#91 29%</td> <td>#98 31%</td> </tr> </table> 		Fine Arts	Perf. Arts	Gr 7	100%	#231 71%	Gr 8	100%	#211 60%	Gr 9	#98 26%	#172 46%	Gr10	#125 34%	#150 41%	Gr11	#68 20%	#113 33%	Gr12	#91 29%	#98 31%	<ol style="list-style-type: none"> 2008 Administration of CAPT - Writing Across the Disciplines Gr 10 # 304 85.4% 2007-08 AP participation in social studies, world language, music and art courses # 317 2007-08 AP in social studies, world language, music and art courses scoring 3 or better # 234 74.9% 2007-08 participation <table border="0"> <tr> <td></td> <td>Fine Arts</td> <td>Perf. Arts</td> </tr> <tr> <td>Gr 7</td> <td>100%</td> <td>#231 70%</td> </tr> <tr> <td>Gr 8</td> <td>100%</td> <td>#181 56%</td> </tr> <tr> <td>Gr 9</td> <td>#90 26%</td> <td>#170 49%</td> </tr> <tr> <td>Gr10</td> <td>#97 27%</td> <td>#114 32%</td> </tr> <tr> <td>Gr11</td> <td>#60 17%</td> <td>#100 29%</td> </tr> <tr> <td>Gr12</td> <td>#78 23%</td> <td>#86 26%</td> </tr> </table> 		Fine Arts	Perf. Arts	Gr 7	100%	#231 70%	Gr 8	100%	#181 56%	Gr 9	#90 26%	#170 49%	Gr10	#97 27%	#114 32%	Gr11	#60 17%	#100 29%	Gr12	#78 23%	#86 26%	<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>Perf. Arts</td> </tr> <tr> <td>Gr 7</td> <td>100%</td> <td>#251 73%</td> </tr> <tr> <td>Gr 8</td> <td>100%</td> <td>#186 57%</td> </tr> <tr> <td>Gr 9</td> <td>#95 29%</td> <td>#129 40%</td> </tr> <tr> <td>Gr10</td> <td>#110 32%</td> <td>#136 40%</td> </tr> <tr> <td>Gr11</td> <td>#76 22%</td> <td>#83 24%</td> </tr> <tr> <td>Gr12</td> <td>#88 25%</td> <td>#81 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%
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Goal 1 Education

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2006-2007	Results - Continuous Improvement 2007-2008	Results - Continuous Improvement 2008-2009
5. All Farmington students will meet established standards by cultivating the habits of good citizenship, health and personal responsibility and by demonstrating the cooperative life skills necessary to be productive and responsible citizens in our diverse and complex world.	Continuous improvement in the development of students as productive and responsible citizens	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. 2006-07 State Goal in Physical Fitness Gr 4 #162 49% Gr 6 #140 42% Gr 8 #209 61% Gr10 #182 54% 2. 2006-07 seniors registered to vote #65 40% 3. 2006-07 internships #64 4. 2006-07 participating in interscholastic athletics at FHS #867 62% 	<ol style="list-style-type: none"> 1. 2007-08 State Goal in Physical Fitness Gr 4 #131 42% Gr 6 #134 35% Gr 8 #178 57% Gr10 #149 49% 2. 2007-08 seniors registered to vote #93 47% 3. 2007-08 internships # 58 4. 2007-08 participating in interscholastic athletics at FHS # 941 68.2% 	<ol style="list-style-type: none"> 1. 2008-09 State Goal in Physical Fitness Gr 4 #119 40% Gr 6 #204 61% Gr 8 #173 53% Gr10 #187 60% 2. 2008-09 seniors registered to vote #56 47% 3. 2008-09 internships # 68 4. 2008-09 participating in interscholastic athletics at FHS #863 64%

*Refer to the Board of Education’s annual goal summary for a list of specific school-based community service activities for Goal #5

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 2006-2007	Results - Continuous Improvement 2007-2008	Results - Continuous Improvement 2008-2009
6. The Farmington Public Schools will demonstrate superior performance on important educational excellence indicators.	Maintain and continue to improve on indicators associated with superior performance	<ol style="list-style-type: none"> 1. National Merit Scholarship Commended Students 2. National Merit Scholarship Semifinalists 3. National Merit Scholarship Finalists 4. Advanced Placement Scholars 5. Advanced Placement Scholars with Honors 6. Advanced Placement Scholars with Distinction 7. FHS All State Music Festival 8. FHS Northern Regional Music Festival 9. FHS Seniors Accepted at Most Competitive & Highly Competitive Colleges (Barons) 10. FHS Seniors Accepted at Ivy League Colleges 	<ol style="list-style-type: none"> 1. 2007 #16 2. 2007 #6 3. 2007 #6 4. 2007 #130 20% of Jrs/Srs 5. 2007 #9 6. 2007 #37 7. 2007 #6 8. 2007 #78 9. 2007 #146 46% Seniors 10. 2007 #6 2% Seniors 	<ol style="list-style-type: none"> 1. 2008 #16 2. 2008 #6 3. 2008 #6 4. 2008 #161 24 % of Jrs/Srs 5. 2008 #33 6. 2008 #54 7. 2008 #37 8. 2008 #82 9. 2008 #150 44% Seniors 10. 2008 #13 4% Seniors 	<ol style="list-style-type: none"> 1. 2009 #13 2. 2009 #2 3. 2009 #2 4. 2009 #161 23% of Jrs/Srs 5. 2009 #30 6. 2009 #51 7. 2009 #32 8. 2009 #77 9. 2009 #161 46% Seniors 10. 2009 #7 2% Seniors

Goal 1 Education

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Goal	Desired Outcome	Key Indicators	Results - Continuous Improvement 2006-2007	Results - Continuous Improvement 2007-2008	Results - Continuous Improvement 2008-2009
		11. Elementary Students Participating in Orchestra Program	11. 2007 # 751 46% total Gr 2, 3, 4, 5, 6	11. 2008 # 778 50% total Gr 2, 3, 4, 5, 6	11. 2009 #787 51% total Gr 2, 3, 4, 5, 6
		12. Students Performing in the "Advanced" Level on CMT and CAPT	12. 2007 % total Gr 4, 6, 8, 10 = 20% in math, reading and writing	12. 2008 % total Gr 4, 6, 8, 10 = 21.3% in math, reading and writing	12. 2009% total Gr 4, 6, 8, 10 = 33% in math, reading and writing

Town Manager's Goals – 2010-2011

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>2010-2011 Goals</u>
<p>2.1 Partner with the Town Plan and Zoning Commission/Inland Wetlands Watercourse Agency (TPZ) to facilitate public awareness of the TPZ and Town Council roles, responsibilities and vision in land use matters.</p>	<p>The Development Wing participates and provides technical support for all land use committees, including the Inlands Wetlands Commission, Conservation Commission, and the Economic Development Commission, and maintains a communication link between the public, the Land Use committees, Economic Development Commission and the Town Council.</p>	<p>1) Host Annual Meeting for Town Plan and Zoning Commission, Conservation Commission, Economic Development, and 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>	<p>2) Report semi -annually on the progress of the implementation goals of the Plan of Conservation of Development with the Town Council.</p>
<p>2.3 Collaborate with Federal and State officials to expedite traffic improvement plans.</p>	<p>Oversee actions taken to improve traffic issues to include meeting with the State of Connecticut staff representatives on a regular basis.</p> <p>Work with the State of Connecticut to implement future State DOT projects and apply to CRGOG or to the State for the new projects.</p>	<p>3) Manage actions taken to improve traffic problems, including meeting with the State of Connecticut DOT on semi-annual basis.</p> <p>4) Monitor and provide needed support on State Project(s) 51-257 Replacement of Bridge over Farmington River and 51-262 Intersection Improvements of Route 4 at Town Farm Road. Provide quarterly reports to the Town Council.</p>

Town Manager's Goals – 2010-2011

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>2010-2011 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>5) To establish a sub-committee to address short-term traffic issues in Unionville Center. Provide needed support to ensure that the sub-committee moves forward and receives the appropriate staffing support to complete objective. Provide quarterly reports to the Town Council.</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's Goals – 2010-2011

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>2010-2011 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>6) Organize and conduct a moderated public forum to review all current plans for Rails-to Trails and to encourage open and active public comment and suggestions. Invite all stakeholders</p> <p>7) Provide needed support to ensure that the Town Council Farm sub-committee moves forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to Town Council.</p>
<p>2.8 Promote the maintenance, improvement and expansion of infrastructure.</p>	<p>Manage and continue to implement the maintenance and improvement plans for all Town infrastructure through the five-year Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.</p>	<p>8) Research and make recommendations to the Town Council to update the Sewer Ordinance including a full review of the history of sewer assessments based on municipal best practices.</p>

Town Manager's Goals – 2010-2011

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>2010-2011 Goals</u>
<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>	<p>9) Work with the Department of Environmental Protection to conduct an audit on other towns' policies, procedures, resources, boards and commissions regarding "best practices" of the issue of separating the Town Plan and Zoning Commission/Inland Wetlands & Watercourses Agency and make recommendations to the Town Council.</p>

Town Manager's Goals – 2010-2011

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>2010-2011 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>10) 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 meeting and maintain a communication link between the business community and the Town Government. Maintain inventory of available town properties, vacancy rates, and information on the local utility infrastructure. Provide guidance to businesses concerning various economic development programs. Track and trend changes critical to business and develop reporting mechanisms to applicable parties. .</p>	
<p>3.3 Ensure Farmington business satisfaction with the business-related policies, and participation in town sponsored/endorsed offerings and/or events.</p>	<p>Economic Development Director to serve as the Town's representative to a number of organizations such as the Chamber of Commerce. Maximize economic development through regional and civic cooperative efforts and organizations.</p>	<p>11) That the Town of Farmington actively participate in regional and state economic development activities; and provide quarterly reports to the Town Council concerning regional and state activities.</p>

Town Manager's Goals – 2010-2011

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>2010-2011 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>12) Provide oversight and financial management of the STEAP grant(s) and provide the Town Council Quarterly Reports on progress.</p> <p>13) Provide oversight and financial management of the Small Cities Grant and provide the Town Council Quarterly Reports on Progress.</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>14) 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.</p>

Town Manager's Goals – 2010-2011

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>2010-2011 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>15) Prepare and present the 2010-11 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>16) Conduct contract negotiations with all 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>17) 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>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>

Town Manager's Goals – 2010-2011

Goal 5 Best Practices

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

<u>Desired Outcomes</u>	<u>2010-2011 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>20) Provide Town Council a yearly report on Town Manager’s goals and objectives.</p> <p>21) Establish a Town Council Board of Education sub-committee to consider all aspects of the Town’s Self Insurance Fund and provide the Town Council quarterly reports on the progress.</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>22) 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>23) Coordinate an annual joint meeting with Town Council, TPZ and BOE.</p>

Town Manager's Goals – 2010-2011

Goal 5 Best Practices

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

<u>Desired Outcomes</u>	<u>2010-2011 Goals</u>
5.4 Conduct market research/survey periodically to better understand service levels and customer needs.	
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.	
5.6 Enhance high level of productivity and job satisfaction among town-wide employees and volunteers.	
5.7 RE-affirm that 100% compliance with the Ethics Policy 100% of the time is the foundation of good government.	
5.8 Increase public awareness and municipal participation in "green" efforts including 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.	24) To ensure that Green Sub-Committee moves forward and receives the appropriate staff support to complete its objectives. Provide Quarterly Reports to Town Council.

2010-2011 Assistant Town Manager Annual Goals

Assistant Town Manager 2010-2011

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 the following open positions: Police Officer Crew Leader Firefighter</p> <p>Review Job Descriptions and update as necessary.</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 6-30-10) IBPO (expires 6-30-10) IAFF (expires 6-30-10) SEIU (expires 6-30-10)</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>Town Hall Renovations: Town Council Chambers</p> <p>Assist the Town Manager with the Green Efforts Municipal Sub-Committee Performance Contract, especially as it relates to the Town Hall Building.</p>
<p>Maintain high levels of customer service for residents, businesses, and visitors.</p> <p>Maintain and manage a website, quarterly newsletter, and annual report. Coordinate written and verbal correspondence on citizen service requests.</p>	<p>Publish a Budget Newsletter for FY 11 proposed budget.</p>

2010-2011 Assistant Town Manager Annual Goals

Assistant Town Manager 2010-2011

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

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Provide Management Analysis to Town Manager and other Town Departments.</p> <p>Assist in the Capital and Operating Budget process. Research and organize information for policy decisions. Attend regional and professional organization meetings to keep current on issues of importance.</p>	<p>Compile a “Departmental Satisfaction Survey” yearly report.</p> <p>Manage the Green Efforts Communications & Achievables Subcommittee.</p> <p>Explore the various historical preservation grants for applicability to Staple House renovations.</p> <p>Apply for the 2010 Small Cities Grant – Housing Rehabilitation</p> <p>Ensure that the 2009 Small Cities – Maple Village Improvements – construction project is managed appropriately and completed by November 2010.</p>

2010-2011 Community and Recreational Services Annual Goals

Community and Recreational Services 2010-2011

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. Manage, research and oversee projects for Staples House; including extra attention given to the historical designation. 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 increase opportunities for safe, substance-free activities for youth as staffing allows and provide quarterly report to Town Manager.
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.

2010-2011 Community and Recreational Services Annual Goals

Community and Recreational Services 2010-2011

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 transportation services for the elderly and disabled.	Develop and oversee fundraising campaign for new dial-a-ride vehicle and provide quarterly report to the Town Manager on progress.
Maintain numerous opportunities for recreational opportunities for all age groups, socioeconomic groups, genders, interests and activity level.	Continue to provide quality programs and services through the recreation division and provide quarterly report to the Town Manager.
Maintain and manage housing opportunities for elderly, disabled and low to moderate income.	<p>Manage and facilitate the Small Cities Block grant for the improvements to Maple Village Housing Complex and oversee the process through the Housing Authority and provide quarterly report to the Town Manager on the progress.</p> <p>Coordinate, with the Assistant Town Manager, the application for Small Cities Grant for a potential grant for the Cooperative Home Ownership Program participants.</p>
Maintain and manage Westwoods Golf Course.	Oversee course operations and public relations. Manage the financial books and records of Westwoods Golf Course and prepare a report on a quarterly basis to the Town Manager.
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.

2010-2011 Economic Development Director Annual Goals

Economic Development Director 2010-2011

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 Increase Commercial by 60 acres by January 1, 2013 Increase Open Space by 1.2% or 70 acres by January 1, 2013 Decrease Residential by 130 acres by January 1, 2013</p> <p>Track grand list total by April 31 of each year 1) That the 2014 grand list increase 10% above the most recent 3-year average growth rate.</p> <p>Track grand list ratio commercial vs. residential by April 31 of each year 1) Maintain the 72% Residential/28% Commercial grand list ratio</p> <p>Track the target area 1 total by April 31 of each year 1) That the Target Area grand list increase by 100% by the 2014 Grand List</p> <p>Track the target area 2 total by April 31 of each year 1) That the Target Area grand list increase by TBD% by 2014 Grand list</p> <p>Track office+ industrial/commercial vacant space by January 31 and July 31 of each year and 1) That the industrial vacancy rate decrease 10% below the most recent three-year average of the industrial vacancy rate for Hartford County. 2) That the office vacancy rate decrease 10% below the most recent three-year average office vacancy rate for Hartford County.</p> <p>Track the employment data as updated by the Connecticut Department of Labor and 1) That the employment data be increased at least to the 2002 employment data.</p>

2010-2011 Economic Development Director Annual Goals

Economic Development Director 2010-2011

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>Establish a written Town of Farmington Business Plan by December 31, 2010 to be updated annually. The Business Plan should incorporate an overall communication strategy for business development and address the overall economic development practices and procedures to ensure they are business friendly and conform to "best practices". The Business Plan should tie a budget to the recommendation of the Plan for implementation. Provide Quarterly Reports to Town Manager on progress.</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.</p>
<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>

2010-2011 Economic Development Director Annual Goals

Economic Development Director 2010-2011

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>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> <p>Provide oversight and financial management of the STEAP grant(s) and provide the Town Council Quarterly Reports on progress.</p>
<p>Ensure that Farmington's economic development materials provide factual, timely and user-friendly information to existing and potential businesses.</p> <p>Review and update communication materials. Promote Farmington businesses and economic development activities.</p>	<p>Update communication materials including tax rates and assessment information. Provide Quarterly Reports to Town Manager on progress.</p> <p>Develop a communication plan December 31, 2010 that will be incorporated into the overall business plan. 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>

2010-2011 Finance Annual Goals

Finance and Administration 2010-2011

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>Maintain accurate and timely financial accounting records in accordance with generally accepted accounting principles.</p> <p>Account for all receipts and disbursements. Calculate the payment of salaries and fringe benefits to employees. Collect fees and process deposits.</p>	<p>Provide quarterly financial reports to the Town Manager by the third week after the quarter ends.</p>
<p>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.</p>	<p>Maintain 99.5% current tax collection rate.</p>
<p>Maintain the Town's good financial position by employing industry "best practices".</p>	<p>Track the actual Grand List growth with the projected Financial Forecast growth over a five-year period and analyze and report on any variances by April of each year.</p> <ul style="list-style-type: none"> • To measure the accuracy of the five-year financial forecast projection of the grand list change. <p>Develop a draft policy for dealing with OPEB Liability by June 30, 2010.</p> <p>Annual review Town of Farmington Ordinance Chapter 98 "Fees"</p>
<p>Maximize town funds by seeking the best possible price for goods and services by overseeing the Town's purchasing, and insurance programs.</p>	<p>Issue an RFP for health insurance consulting services.</p> <p>Establish a Town Council/Board of Education Sub-committee to consider all aspects of the Town's Self-Insurance Fund and provide the Town Council quarterly reports on the progress.</p>
<p>Assessor Goal: Fairly and equitably assess all real, personal, and motor vehicle property located within the Town's boundaries.</p>	<p>Develop a grand list of all real, personal and motor vehicle property by the January 31, 2010.</p>

2010-2011 Finance Annual Goals

Finance and Administration 2010-2011

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 2010-2011 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>Explore ways to create more awareness of property tax relief for those in need.</p> <p>To be completed by May of each year.</p> <ul style="list-style-type: none"> • Ensure that priorities of the citizens are being incorporated into the Municipal budget. <p>Track actual Town 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 Town appropriation change is accurate. <p>Track actual Education 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 Education appropriation change is accurate. <p>Track actual Other 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 Education appropriation change is accurate. <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 Education 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. • To ensure that the five-year financial forecast of Tax Revenue Funding is accurate.

2010-2011 Finance Annual Goals

Finance and Administration 2010-2011

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>Track the actual Other 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> <ul style="list-style-type: none">• To ensure that the five-year financial forecast of Other Revenue Funding is accurate. <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.

2010-2011 Fire Department Annual Goals

Fire Department 2010-2011

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

<u>Desired Outcomes</u>	<u>Deliverables</u>
Assure that the Town of Farmington Fire Department is adequately staffed by a combination of volunteer and career fire fighters to meet the demands placed on the department and maintain a viable, predominately volunteer, fire fighting force while fostering a controlled, cooperative work environment between volunteer and career fire fighters.	<p>Manage, monitor, and successfully renegotiate both the Volunteer Fire Fighter and IAFF Contracts.</p> <p>Strive to maintain positive relations with the volunteer, part time, and career work forces.</p> <p>Initiate at least one new program that fosters positive public relations for the Fire Department, thereby assisting with efforts to recruit new volunteer fire fighters.</p>
Assure that quality fire, medical and rescue services are provided by the Town of Farmington Fire Department through Quality Assurance Reviews of the Fire Department's response times and providing ongoing training for all of the members of the Town of Farmington Fire Department.	<p>Facilitate plans, necessary approvals and request funding for a Fire Fighter Live Fire Training Facility on the property next to the Southwest Fire Station, 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>
Maintain equipment, apparatus, facilities and policies that allow the fire department to operate safely, progressively, efficiently, and in compliance with fire services laws and "best practices".	<p>Complete Capital Project replacement of Medic 16.</p> <p>Complete Capital Project replacement of Self Contained Breathing Apparatus.</p> <p>Complete the transition of all Fire Department Communications Equipment to Narrow Band by October 5, 2010.</p> <p>Complete Capital Project replacement of Turnout Gear.</p> <p>Integrate the use of laptop computers in fire apparatus into the daily operations of the Fire Department, including use of the regional Red Link Program sponsored by CRCOG.</p>

2010-2011 Fire Department Annual Goals

Fire Department 2010-2011

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>
Operate the Fire Department with balanced budgets supported by adequate funding appropriations from the Town Council; maximize the return on the budget with grant funding and private contributions wherever possible. Assure that the Fire Department operates using "best practices" financial methods in order to meet budgetary constraints and policy objectives.	<p>The Director of Fire & Rescue Services will attend either an annual conference or periodic training seminars on a yearly basis.</p> <p>Review and make recommendations to the Town Manager on the Emergency Medical Services Study Committee Report; including the following:</p> <ol style="list-style-type: none"> 1) Further investigation of options for more consistent paramedic service to the Town of Farmington. 2) Update the Town of Farmington Fire Department Strategic Plan to include a 5-year plan for the Fire Department's involvement in EMS Delivery in Farmington, specifically its current role as Primary First Responder and whether or not there is any benefit to the Fire Department becoming involved in EMS Transport and or Paramedic Service within the next 5 years.
Regularly review programs, staffing and service levels to ensure that they are utilizing "best practice" financial methods in order to meet budgetary constraints and policy objectives.	<p>Utilize existing internal departmental reporting procedures and inspections to ensure efficient delivery of services. Submit a yearly report to the Town Manager review and "best practices".</p> <p>Continue customer satisfaction surveys and submit a yearly report to the Town Manager on results by June 30 of each year.</p>

2010-2011 Police Department Annual Goals

Police Department 2010-2011

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>
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>Implement new Computer Aided Dispatch/Records Management System with future integrated regional records sharing capabilities.</p> <p>Administer billing and fine collections</p> <p>Continue to pursue town funding to update technology.</p>
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.

2010-2011 Police Department Annual Goals

Police Department 2010-2011

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>
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>Participate in a regional disaster response exercise to practice implementation of emergency operations.</p> <p>Maintain up to date emergency preparedness information on the police department Web site.</p> <p>Complete dispatcher training on the Everbridge Emergency Notification system (state standards currently under development).</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 2010.
Regularly review programs, staffing and service levels to ensure that they are utilizing "best practice" financial methods in order to meet budgetary constraints and policy objectives.	<p>Utilize existing internal departmental reporting procedures and inspections to ensure efficient delivery of services.</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>

2010-2011 Department of Public Works Annual Goals

Public Works 2010-2011

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>
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.	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.
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.	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.

2010-2011 Department of Public Works Annual Goals

Public Works 2010-2011

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

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Oversee actions taken to improve traffic issues to include meeting with the State of Connecticut staff representatives on a regular basis.</p> <p>Work with the State of Connecticut to implement future State DOT projects and apply to CRGOG or to the State for the new projects.</p>	<p>Manage actions taken to improve traffic problems, including meeting with the State of Connecticut DOT on a semi-annual basis.</p> <p>Monitor and provide needed support on State Project(s) 51-257 Replacement of Bridge over Farmington River and 51-262 Intersection Improvements of Route 4 at Town Farm Road, State Project #51-260 Safety Improvements to Route 4, ROW Phase. Provide quarterly reports to the Town Council.</p> <p>Manage and monitor the Middle Road reconstruction road project and provide quarterly reports to the Town Manager.</p> <p>Assist with the management of the 2009 Small Cities – Maple Village Improvements Construction Project Grant.</p> <p>Manage the Unionville STEAP Construction Project Grant and provide the Town Manager with quarterly progress reports.</p>

2010-2011 Department of Public Works Annual Goals

Public Works 2010-2011

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

<u>Desired Outcomes</u>	<u>Deliverables</u>
<p>Staff to participate in the Traffic Review Board, coordinate and work closely with the police department special projects unit. Manage the statistical data and information from traffic accident data to address neighborhood traffic concerns and update the traffic enforcement plan.</p> <p>Staff to work with the Town Plan and Zoning Commission with regards to alleviating particular traffic issues in conjunction with developments that have been submitted to the Town Plan and Zoning Commission.</p> <p>Staff to continue to utilize non-structural improvements within new developments submitted to the Town Plan and Zoning Commission (school bus access, curb cuts, mass transit, and emergency access).</p>	<p>Provide needed support to ensure that the new Unionville 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>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>
<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 and to encourage open and active public comment and suggestions. Invite all stakeholders.</p>

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<u>Desired Outcomes</u>	<u>Deliverables</u>
<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 revisions to the Sewer Ordinance including revised assessments as determined by the Sewer Committee.</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>Implement revised sewer ordinance once approved by the Town Council Begin design phase and project cost estimates for Fairview Drive/Orchard Road Sanitary Sewer Project: For referendum vote in November 2010.</p> <p>Create storm water ordinance for Town Council approval.</p>
<p>Inspect majority of public service facilities, commercial buildings, and multi-family buildings for conformance with current fire codes (excluding 1 and 2 family houses) on a priority basis.</p> <p>Review all construction and development plans for conformance with fire codes (excluding 1 and 2 family houses).</p> <p>Investigate causes and origins of all fires in town.</p> <p>Promote Fire Prevention</p>	<p>Conduct inspection of structures with the use of available personnel.</p> <p>Coordinate Fire Prevention with Board of Education.</p>

