

# TOWN OF FARMINGTON STRATEGIC PLAN

**Adopted July 2005**  
**Amended January 2006**  
**Adopted January 2008**  
**Amended November 2008**  
**Adopted March 2010**  
**Amended November 2012**  
**Adopted February 2014**  
**Adopted December 2014**  
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**Adopted May 2018**



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May 2018

Dear Citizens,

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

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

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

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

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

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

The Strategic Plan is not meant to be a static document. Instead, it is reviewed, updated, and adopted every two years by the Town Council. The updated plan can be viewed in its entirety on the Town's website at [www.farmington-ct.org](http://www.farmington-ct.org) in the Town Government sub-section.

In closing, the Town Council is excited about the many positive changes that continue to take place in our Town. The Council looks forward to utilizing the newly updated Strategic Plan to guide its thinking on matters of policy, finance, and operations to ensure that the needs of Farmington citizens are being heard and met.

Regards,  
[Nancy W. Nickerson](#)  
Town Council Chair

## **Town of Farmington Vision Statement**

Farmington will be recognized as a historic and progressive Town with an engaged citizenry committed to the betterment of the entire community. To that end, high quality services will be provided to a diverse population living and working in a balanced blend of open space, residential housing and commercial properties supported by stable and equitable revenues.

## **Town Council Mission Statement**

The Town Council shall develop policies designed to maintain and improve the quality of life for the residents of the Town of Farmington in a fiscally responsible manner, and shall identify guidelines for implementation of these policies by the Town Manager and appropriate Boards and Commissions.

**Goal 1 Education**

Continue the tradition of having extraordinary public schools, which are vital to Farmington’s long-term future; a reputation of having excellent public schools gives the community a sense of pride and attracts new residents to Farmington.

Goal	Desired Outcome	Key Indicators	Results-Continuous Improvement 2014-2015	Results-Continuous Improvement 2015-2016	Results-Continuous Improvement 2016-2017
1. All students will meet established performance in core academic subjects:  English/Language Arts Mathematics Science Social Studies World Language Health/PE/Wellness Music and Fine and Performing Arts	Continuous improvement of student performance in <u>English/ Language Arts, and World Languages</u>	Students meeting the State Goal in reading on Smarter Balanced Assessment ELA Test in grades 4, 6, 8	2015 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement  Gr 4 78.3% Gr 6 80.9% Gr 8 82.8%	2016 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement  Gr 4 82.1% Gr 6 75.5% Gr 8 77.2%	2017 administration of SBA ELA Levels 3 & 4 Meets/Exceeds Achievement  Gr 4 85.0% Gr 6 83.4% Gr 8 76.8%
		Students taking Advanced Placement English courses	2014-15 AP English #163	2015-2016 English #100	2016-2017 English #130
		Students scoring 3 or above on AP English test	AP English score of 3 or greater (*Some students take multiple exams)  #125 86%	AP English score of 3 or greater (*Some students take multiple exams) #75 87%	AP English score of 3 or greater (*Some students take multiple exams) #120 92%
		FHS juniors taking SAT-I	2014-2015 #278 84%	2015-2016 #274 83%	2016-2017 #306 95%
		SAT-I Verbal mean score	SAT-I Verbal mean 553	SAT-I Verbal mean 553	SAT-I Verbal Mean N/A*
		SAT-I ERW mean score (Evidence-Based Reading & Writing)			SAT-I ERW mean score #588  *ERW (Evidence-Based Reading & Writing has now replaced the Critical

					Reading and Writing sections
		FHS juniors scoring 600 and above on SAT	% on SAT scoring 600 or above 35%	% on SAT scoring 600 or above 35%	% on SAT scoring 600 or above N/A – Data is no longer broken down in this format
		Students taking 5 years of World Language by graduation	World Languages 5 years or more by Gr 12 #193 58%	World Languages 5 years or more by Gr 12 #168 51%	World Languages 5 year or more by Gr 12 #217 69%
	Continuous improvement of student performance in <b>Mathematics</b>	Students meeting State Goal in mathematics on the Smarter Balanced Assessment Test in grades 4, 6, 8	2015 administration of SBA Math Levels 3 & 4 Meets/Exceeds Achievement Gr 4 71.5% Gr 6 61.1% Gr 8 74.3%	Meets/Exceed Achievement Gr 4 78.1% Gr 6 63.6% Gr 8 71.7%	Meets/Exceed Achievement Gr 4 82.3% Gr 6 72.9% Gr 8 75.5%
		Students completing one or more high school mathematics courses by the end of Grade 8	2015 high school mathematics courses by Grade 8 #201 72%	2016 high school mathematics courses by Grade 8 #226 78%	2017 high school mathematics courses by Grade 8 #266 83%
		Students completing 4 or more years of mathematics in high school by graduation	2015 students taking 4 or more years of mathematics in high school #259 78%	2016 students taking 4 or more years of mathematics in high school #296 89%	2017 students taking 4 or more years of mathematics in high school #285 91%
		Students taking Advanced Placement mathematics courses	2014-2015: students taking AP mathematics courses #198	2015-2016: students taking AP mathematics courses #190	2016-2017: students taking AP mathematics courses #220
		Students scoring 3 or greater on AP mathematics	2014-2015: students scoring 3 or better on AP mathematics (*Some students take multiple exams)	2015-2016: students scoring 3 or better on AP mathematics	2016-2017: students scoring 3 or better on AP mathematics

		tests	#152 81%	(*Some students take multiple exams) #142 79%	(*Some students take multiple exams) # 172 78%
		Juniors taking SAT-I Math	2014-2015: SAT-I Math #278 84%	2015-2016: SAT-I Math #274 83%	2016-2017: SAT-I Math #306 95%
		SAT-I Math mean score	2014-2015 SAT math mean #577	2015-2016 SAT math mean #564	2016-2017 SAT math mean #583
		Students scoring 600 or above on SAT-Math	2014-2015 Math score of 600 or above 47%	2015-2016 Math score of 600 or above 41%	2016-2017 Math score of 600 or above N/A – Data is no longer broken down in this format
	Continuous improvement of student performance in <b>Science</b>	Students meeting State Goal in Science on the Connecticut Academic Performance Test	2015 administration of CAPT Science Gr 10 #222 68.5%	2016 administration of CAPT Science Gr 10 #221 77.0%	2017 administration of CAPT Science Gr 10 #190 68.0%
		FHS students completing 4 or more years of science courses by graduation	2014-2015 FHS Science courses 70%	2015-2016 FHS Science Courses 73 %	2016-2017 FHS Science Courses #208 68%
		Students taking Advanced Placement science courses	2014-2015 students taking AP science courses (*Some students take multiple exams) #204	2015-2016 students taking AP science courses (*Some students take multiple exams) #185	2016-2017 students taking AP science courses (*Some students take multiple exams) #185
		Students scoring 3 or better on science Advanced Placement tests	2014-2015 Science AP Scoring 3 or better #156 69.7%	2015-2016 Science AP Scoring 3 or better #144 71%	2016-2017 Science AP Scoring 3 or better #156 84%

	Continuous improvement of student performance in <b><u>Social Studies</u></b>	Students taking Advanced Placement courses in social studies, world language, music and/or art	2014-2015 AP Participation in social studies, world language, music and art courses #352	2015-2016 AP Participation in social studies, world language, Music and art courses #343	2016-2017 AP Participation in social studies, world language, Music and art courses #387
		Students scoring 3 or better on social studies, world language, music and/or art Advanced Placement Tests	2014-2015 AP in social studies, world language, music and art courses scoring 3 or better #257            80%	2015-2016 AP in social Studies, world language, music and art courses scoring 3 or better #315            73%	2016-2017 AP in social Studies, world language, music and art courses scoring 3 or better #290            75%
		Students participating in fine and performing arts	2014-2015 participation in Fine Arts            Perf Arts Gr 7 100%            #221/ 76% Gr 8 100%            #178/64% Gr 9 #113/28%        #162/55% Gr 10#121/37%        #159/48% Gr 11 #87/26%        #137/41% Gr 12 #128/39%        #109/33%	2015-2016 participation in Fine Arts            Perf Arts Gr 7 100% 201/63% Gr 8 100% 159/54% Gr 9 #144/54% 122/45% Gr 10 #109/48% 148/45% Gr 11 #100/30% 124/37% Gr 12 #106/32% 101/30%	2016-2017 participation in Fine Arts            Perf Arts Gr 7 100% #231/67% Gr 8 100% #172/52% Gr 9 #118/40% #129/44% Gr 10 #79/28% #115/40% Gr 1 1 #75/26% #100/34% Gr 12 #91/29%    # 88 /28%
	Continuous improvement in the development of students as productive and responsible citizens	Students meeting State Goal in Physical Fitness on state assessment	2014-2015 State Goal in Physical Fitness Gr 4 #234            50% Gr 6 #157            49% Gr 8 #200            76% Gr 10 #167            58%	2015-2016 State Goal in Physical Fitness Gr 4 #211            64% Gr 6 #164            48% Gr 8 #224            77% Gr 10 #153            62%	2016-2017 State Goal in Physical Fitness Gr 4 #178            54% Gr 6 #151            51% Gr 8 #231            74% Gr 10 #162            60%

		Eligible FHS seniors registered to vote	2014-2015 seniors registered to vote #63                    46%	2015-2016 seniors registered to vote #60                    62.5%	2016-2017 seniors registered to vote #63                    56%
		FHS students participating in career-oriented internships	2014-2015 internships #60	2015-2016 internships #65	2016-2017 internships #70
		FHS students participating in the interscholastic athletic program	2014-2015 participating in interscholastic athletics in FHS #804                    63%	2015-2016 participating in interscholastic athletics in FHS #793                    64.4%	2016-2017 participating in interscholastic athletics in FHS #786                    66.3%
	Maintain and continue to improve on indicators associated with superior performance	National Merit Scholarship Commended Students	2015 #15	2016 #9	2017 #17
		National Merit Scholarship Semifinalists	2015 #2	2016 #2	2017 #4
		National Merit Scholarship Finalists	2015 #2	2016 #2	2017 #3
		Advanced Placement Scholars	2015 #68                    10% of Jrs/Srs	2016 #75                    11% of Jrs/Srs	2017 #77                    13% of Jrs/Srs
		Advanced Placement Scholars with Honors	2015 #30	2016 #34	2017 #29
		Advanced Placement Scholars with Distinction	2015 #59	2016 #54	2017 #64
		FHS All State Music Festival	2015 #21	2016 #25	2017 #21

		FHS Northern Regional Music Festival	2015 #76	2016 #78	2017 #72
		FHS Seniors Accepted at Most Competitive & Highly Competitive Colleges (Barons)	2015 # 152 46%	2016 #165 49%	2017 #159 51%
		FHS Seniors Accepted at Ivy League Colleges	2015 #11 3%	2016 #5 1%	2017 #7 2%
		Elementary Students Participating in Orchestra Program	2015 #829 53% total Gr 2, 3, 4, 5, 6	2016 #847 53 % total Gr 2, 3, 4, 5, 6	2017 #804 52% total Gr 2, 3, 4, 5, 6

## Town Manager's Goals – 2018-2020

### Goal 2 Transportation and Land

**Improve the transportation infrastructure systems to allow for better traffic movement through town and facilitate implementation of traffic improvement systems including alternate means of transportation (biking and walking); endorse policies that expand, preserve and protect the character of neighborhoods including the town's significant historic roots and charm with a balance between open space and land development.**

Desired Outcomes	Deliverables	2018-2020 Goals
<p>2.1 Partner with the Town Plan and Zoning Commission (TPZ) to facilitate public awareness of the TPZ and Town Council roles, responsibilities and vision in land use matters.</p>	<p>The Development Wing participates and provides professional planning and technical support for all land use committees, including Planning and Zoning Commission, Zoning Board of Appeals, Architectural Review Committee the Inlands Wetlands Commission, Conservation Commission, Historic District commissions and the Economic Development Commission, and maintains a communication link between the public, the Land Use committees, Economic Development Commission and the Town Council.</p>	
<p>2.2 Collaborate with Town Plan and Zoning Commission to implement the vision in land use matters.</p>	<p>Assist the Town Plan and Zoning Commission with their leadership and policy-making roles and assist in the implementation of the Town of Farmington Strategic Plan. Ensure the administration and compliance with Town Plan of Conservation and Development. Review and make recommendations to the Town Plan and Zoning Commission regarding town planning issues.</p>	<p>1) To appoint a Farmington Center Committee as soon as possible. (Parson's acquisition/other)</p>

## Town Manager's Goals – 2018-2020

### Goal 2 Transportation and Land

Improve the transportation infrastructure systems to allow for better traffic movement through town and facilitate implementation of traffic improvement systems including alternate means of transportation (biking and walking); endorse policies that expand, preserve and protect the character of neighborhoods including the town's significant historic roots and charm with a balance between open space and land development.

Desired Outcomes	Deliverables	2018-2020 Goals
<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>2) Manage actions taken to improve traffic problems including meeting with the State of Connecticut Department of Transportation on quarterly basis. Report on the following projects to the Town Council on a quarterly basis. <u>State Project(s)</u> #51-269 New Britain Ave. Project #174-423c-Route 10 Paving Project #51-260-Route 4 Project- Review the options of a post construction traffic study.</p> <p>3) To continue to evaluate the potential and location of an additional river crossing with the State of Connecticut Department of Transportation to alleviate traffic in the Town Centers.</p>

## Town Manager's Goals – 2018-2020

### Goal 2 Transportation and Land

**Improve the transportation infrastructure systems to allow for better traffic movement through town and facilitate implementation of traffic improvement systems including alternate means of transportation (biking and walking); endorse policies that expand, preserve and protect the character of neighborhoods including the town's significant historic roots and charm with a balance between open space and land development.**

Desired Outcomes	Deliverables	2018-2020 Goals
<p>2.4 Seek innovative solutions to mitigate traffic problems including public transportation opportunities.</p>	<p>Staff to participate in the Traffic Review Board, coordinate and work closely with the police department special projects unit. Manage the statistical data and information from traffic accident data to address neighborhood traffic concerns and update the traffic enforcement plan.</p> <p>Staff to work with the Town Plan and Zoning Commission with regards to alleviating particular traffic issues in conjunction with developments that have been submitted to the Town Plan and Zoning Commission.</p> <p>Staff to continue to utilize non-structural improvements within new developments submitted to the Town Plan and Zoning Commission (school bus access, curb cuts, mass transit, and emergency access).</p>	<p>4) Provide needed support to ensure that the Bicycle Advisory Committee moves forward and receives the appropriate staffing support to complete objectives, and to commit to signage on a minimum of three roads including physical signs or sharrows. Provide Quarterly Reports to the Town Council.</p>
<p>2.5 Ensure that roads and sidewalks are maintained at a high level of quality and are accessible to all residents.</p>	<p>Public Works Department to manage the safe, efficient and effective construction and maintenance of public roadways, including directing road construction, snow, leaf removal, and tree removal and overall general maintenance and upkeep of all public roads</p>	

## Town Manager's Goals – 2018-2020

### Goal 2 Transportation and Land

Improve the transportation infrastructure systems to allow for better traffic movement through town and facilitate implementation of traffic improvement systems including alternate means of transportation (biking and walking); endorse policies that expand, preserve and protect the character of neighborhoods including the town's significant historic roots and charm with a balance between open space and land development.

Desired Outcomes	Deliverables	2018-2020 Goals
<p>2.6 Determine Farmington's citizen and business priorities for future land use in regards to initiatives put forth by federal and state agencies.</p>	<p>Maintain a communication link between the public, the business community and the Town through the implementation of the Plan of Conservation and Development and encourage those priorities at the federal and state level.</p>	
<p>2.7 Promote the maintenance, improvement and expansion of Town wide infrastructure.</p>	<p>Manage and continue to implement the maintenance and improvement plans for all Town infrastructures through the seven -year Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.</p>	<p>5) Continue to monitor the comprehensive upgrade of the Water Pollution Control Plant. Provide quarterly reports to the Town Council.</p> <p>6) To create an ad hoc committee to determine what a future infrastructure committee will focus on including but not limited to sidewalks and facilities.</p> <p>7) Provide needed support to ensure that the two Farmington High School Ad Hoc Committees move forward and receive the appropriate staffing support to complete objectives. Provide quarterly reports to the Town Council.</p>

## Town Manager's Goals – 2018-2020

### Goal 2 Transportation and Land

Improve the transportation infrastructure systems to allow for better traffic movement through town and facilitate implementation of traffic improvement systems including alternate means of transportation (biking and walking); endorse policies that expand, preserve and protect the character of neighborhoods including the town's significant historic roots and charm with a balance between open space and land development.

Desired Outcomes	Deliverables	2018-2020 Goals
<p>2.8 Collaborate with all relevant boards and commissions to preserve and protect the environment.</p>	<p>Assist and provide technical support to the Inlands/Wetlands and Conservation Commission with their leadership and policy-making roles in the implementation of the Strategic Plan. Work with the Land Acquisition Commission to continue the acquisition of open space and apply for state grants for reimbursement.</p>	<p>8) To work with the Farmington Cemetery Committee to identify land that would be suitable for the expansion of the Riverside Cemetery and present a report including options to the Town Council.</p> <p>9) To provide the Town Council a yearly report on Sub-Edge Farm at Fisher Farm.</p> <p>10) To provide the needed support to ensure that the Land Acquisition Committee moves forward and receives the appropriate staffing to complete its objectives.</p>

## Town Manager's Goals – 2018-2020

### Goal 3 Economic Development

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

Desired Outcomes	Deliverables	2018-2020 Goals
<p>3.1 Assure that Farmington's policies and procedures are competitive and conducive to economic development in the community.</p>	<p>Manage and support the Economic Development Commission in all aspects of the Economic Development policy and program.</p> <p>Establish and maintain working relationship with commercial real estate companies, developers, State of Connecticut Department of Economic Development, and local utility providers. Work in conjunction with the Planning and Development office on policy development.</p> <p>Work with the Planning Department and the Town Plan and Zoning Commission to attract housing development which will enhance quality of life and will appeal to young professionals.</p>	<p>11) Provide needed support to ensure that the Town Council UCONN sub-committee moves forward and receives the appropriate staffing support to complete objectives. Provide Quarterly Reports to Town Council.</p>
<p>3.2 Continue to monitor and update a plan that promotes the retention and expansion of existing businesses and attraction of new businesses.</p>	<p>Economic Development Director to participate in business visitation meetings and maintain a communication link between the business community and the Town Government. Maintain inventory of available Town properties, vacancy rates, and information on the local utility infrastructure. Provide guidance to businesses concerning various economic development programs. Track trend changes critical to businesses and develop reporting mechanisms to applicable parties.</p>	

## Town Manager's Goals – 2018-2020

### Goal 3 Economic Development

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

Desired Outcomes	Deliverables	2018-2020 Goals
<p>3.3 Ensure Farmington business satisfaction with business-related policies, and participation in Town sponsored/endorsed offerings and/or events.</p>	<p>Economic Development Director to serve as the Town's representative to a number of organizations such as the Chamber of Commerce. Maximize economic development through regional and civic cooperative efforts and organizations.</p> <p>Develop coordinated marketing aligning tourism with an economic development message to highlight Farmington's historic and cultural institutions, quality of life, and vibrant business community.</p>	<p>12) That the Town of Farmington actively participates in regional and state economic development activities; and provides quarterly reports to the Town Council concerning regional and state activities.</p>
<p>3.4 Facilitate and partner with stakeholder groups to implement redevelopment plans.</p>	<p>Support businesses that are affected by redevelopment. Incorporate the needs of existing businesses in the planning process for redevelopment. Provide relocation assistance to affected businesses.</p>	
<p>3.5 Ensure that Farmington's economic development materials provide factual, timely and user-friendly information to existing and potential businesses.</p>	<p>Review and update communication materials. Promote Farmington businesses and economic development activities. Develop strategies that encourage people passing through to stop at local businesses and activities.</p>	

## Town Manager's Goals – 2018-2020

### Goal 4 Budget

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

Desired Outcomes	2018-2020 Goals
<p>4.1 Prioritize service expenditures (beginning with the 05-06 budget based on citizen polling/surveys) to ensure that services are competitive within the region and are based on “best practices”.</p>	<p>13) Prepare and present the 2019-2020 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>14) Conduct contract negotiations with all of the Town’s Bargaining Units, including exploring High Deductible Health Plan options. 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>15) Continue outreach to citizen, volunteer and business groups to promote monetary and property private contributions to the Town of Farmington. Allocate appropriate resources to enable the Town to assist groups through appropriate procedures and processes. Report to the Town Council on an annual basis.</p>
<p>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>16) Continue to meet with Farmington’s delegation on a yearly basis to explore ways to decrease reliance on local property taxes, such as, but not limited to, cost sharing with other municipalities.</p>

## Town Manager's Goals – 2018-2020

### Goal 5 Best Practices

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

Desired Outcome	2018-2020 Goals
<p>5.1            Deliver and maintain excellent Town-wide services for families, retirees, senior citizens, people in need and veterans in accordance within industry standards, achieving maximum efficiencies and with above average levels of citizen/customer satisfaction to maximize the highest quality of life for all residents.</p>	<p>17) Manage and monitor all Town departments to ensure they are effectively and efficiently making progress in achieving their individual, specific goals and objectives and that their efforts are in line with the mandates of the Strategic Plan and its goals. Regularly review programs, staffing regionalization efforts, and service levels to ensure that they are utilizing “best practices” in order to meet budgetary constraints and policy objectives. On a quarterly basis, report to the Town Council on the progress each department has made meeting its goals and objectives.</p> <p>18) Provide Town Council a yearly report on Town Manager’s goals and objectives.</p> <p>19) To continue to recruit and sustain a primarily volunteer workforce ensuring adequate staffing to provide fire and rescue services to the Town of Farmington with exceptional services through a combination volunteer/career department model. Report to the Town Council on a quarterly basis.</p> <p>20) Appoint an Ad-Hoc Committee to review Auditor Selection.</p> <p>21) To work in collaboration with the Superintendent of Schools to provide comprehensive and focused policing services to the Farmington School System to address safety and security in and around the Farmington school system. Report to the Town Council on a quarterly basis.</p> <p>22) To appoint a working group to determine what a future ad hoc committee to improve communication and transparency would focus on.</p>

## Town Manager's Goals – 2018-2020

### Goal 5 Best Practices

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

Desired Outcome	2018-2020 Goals
<p>5.2 Endorse and track goals for elected and appointed Boards and Commissions and Department Work Plans on an annual basis.</p>	<p>23) Provide the Town Council with technical information, policy recommendation and legislative advice for each Town Council meeting.</p>
<p>5.3 Establish a leadership role among Connecticut communities through the collaboration of the elected leadership – Town Council, Board of Education and Planning and Zoning.</p>	
<p>5.4 Conduct market research/survey periodically to better understand service levels and customer needs.</p>	
<p>5.5 Increase communication with and encourage participation of citizens, the business community and Town employees regarding the Town's governmental structure, processes and services.</p>	
<p>5.6 Enhance high level of productivity and job satisfaction among Town-wide employees and volunteers.</p>	
<p>5.7 RE-affirm that 100% compliance with the Ethics Policy 100% of the time is the foundation of good government.</p>	

## Town Manager's Goals – 2018-2020

### Goal 5 Best Practices

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

Desired Outcome	2018-2020 Goals
<p>5.8 Increase public awareness and municipal participation in “green” efforts including natural resources conservation, energy reduction/alternative energy, and waste reduction and recycling. Establish a leadership role in the community in promoting environmentally friendly practices in Town. Explore ways to fund green initiatives.</p>	<p>24) To ensure that Green Efforts Committee moves forward and receives the appropriate staff support to complete its objectives. Provide oversight and needed support to ensure that the Green Efforts Committee, moves forward and completes its objectives. Provide Quarterly reports to the Town Council.</p>
<p>5.9 Affirm that the ADA accessibility standard is the minimum standard and the Town will strive to exceed that standard</p>	

## Town Manager's Goals – 2018-2020

### Goal 6 Recreation

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

Desired Outcomes	2018-2020 Goals
<p>6.1 Promote and provide recreation and community programs for the entire community. Continue to review programs, staffing and budgetary consideration to ensure that all recreation programs continue to meet the needs of the entire community.</p>	<p>25) Increase efforts to provide or enhance community events to target all populations to further our community's sense of place and strengthen our community connections. Report quarterly to the Town Council.</p>
<p>6.2 Work with the Board of Education and Library to ensure that all recreation programs and resources are complementary; not in conflict with each other.</p>	
<p>6.3 Ensure that the ratio of Town funded recreation programs versus self-funded or user fee recreation programs are in line with "best practices" or are similar to comparable Connecticut municipalities.</p>	
<p>6.4 Provide adequate funding for the maintenance of recreational facilities and other capital improvements.</p>	
<p>6.5 Offer a well maintained and managed municipal golf course in which the operations are in line with other municipal golf courses and best practices.</p>	

## Town Manager's Goals – 2018-2020

### Goal 6 Recreation

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

Desired Outcomes	2018-2020 Goals
6.6 Town Council to address the ease of access to the Town's recreational facilities.	
6.7 Promote and provide access for the active and passive use of Town land for recreational purposes.	
6.8 Manage the maintenance and use of Town open spaces. Expand recreational opportunities such and trails and recreational facilities through state grants.	

## 2018-2019 Assistant Town Manager Annual Goals

### Assistant Town Manager 2018-2019

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.

Desired Outcomes	Deliverables
<p>Retain a qualified work force for the Town of Farmington.</p> <p>Recruit for prospective employees with thorough testing and interview procedures. Maintain a training program for staff. Investigate benefit options and alternatives.</p>	<p>Recruit for open positions. Current open positions :</p> <ol style="list-style-type: none"> <li>1) Plant Operator I</li> <li>2) Plant Operator II</li> <li>3) Tax Collector –on hold</li> <li>4) Fire Fighter</li> <li>5) Maintainer I</li> <li>6) IT support specialist</li> </ol>
<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: (Goal Manager Town Manager Goal #14) AFSCME – KE/ KAT assist as needed SEIU IAFF IBPO BOE PENSION</p> <p>Manage personnel/labor issues and projects as they arise.</p> <p>Engage in a study to fully evaluate and determine if it makes sense to move forward to implement a voluntary High Deductible Health Plan with a Health Savings Account to begin on July 1, 2019.</p>

## 2018-2019 Assistant Town Manager Annual Goals

### Assistant Town Manager 2018-2019

**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.**

Desired Outcomes	Deliverables
<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>Implement the CIP for the Town Hall including working with Public Works on the coordination of the outside pavement and sidewalk project.</p> <p>Oversee Town wide technology improvement in the CIP.</p> <p>Plan, organize and implement a security/ renovation plan for Town Hall</p>
<p>Maintain high levels of customer service for residents, businesses, and visitors.</p> <p>Maintain and manage a website, quarterly newsletter, and annual report. Coordinate written and verbal correspondence on citizen service requests.</p>	<p>Manage and implement the Cyber Security Plan.</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>Provide needed support to the working group to determine what a future ad hoc committee to improve communication and transparency would focus on. (Goal Manager Town Manager Goal #22)</p> <p>Provide needed support to ensure that the Ad Hoc Farmington High School Facility Survey Committee moves forward and completes its objectives. Assist with the Ad Hoc Farmington High School Facility &amp; Financial Committee as needed (Goal Manager Town Manager Goal #7)</p>

## 2018-2019 Community and Recreational Services Annual Goals

### Community and Recreational Services 2018-2019

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.

Desired Outcomes	Deliverables
<p>Execute all laws and ordinances within the scope of the Community &amp; Recreational Services Dept.</p>	<p>Maintain appropriate client records in secure location. Report any suspected abuse (elder or child) to the state for further investigation. Attend all necessary information seminars on legislative issues and state programs. Advocate for legislation.</p> <p>Investigate and analyze potential issues for the disabled population with regard to large community capital projects. Ensure Human Relations Commission involvement in the development of applicable capital projects.</p> <p>Provide quarterly report to Town Manager on progress.</p>
<p>Maintain and keep in good repair all Community &amp; Recreational Services buildings.</p>	<p>Maintain code compliance in all buildings; Inspect all rental properties yearly. Maintain general maintenance, follow and develop long rang plans. Provide quarterly report to Town Manager.</p> <p><i>Develop a formal document for facilities plans and streamline all data.</i></p>
<p>Provide Social Services to individuals and families in need.</p>	<p>Provide 2750 units of social services to individuals in need and provide quarterly report to Town Manager on progress.</p> <p>(Unit = approx. one hour face-to-face contact w/ individual providing counseling, support, assessment, asst. w/ services, financial help and intake)</p>
<p>Seek innovative efforts to increase public awareness related to the Town's social service offerings.</p>	

## 2018-2019 Community and Recreational Services Annual Goals

### Community and Recreational Services 2018-2019

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.

Desired Outcomes	Deliverables
Regional and volunteer collaboration that maximizes the Community & Recreational Services Dept.	<p>Create a core group of volunteers to utilize for larger events.</p> <p>Formalize working relationship with the CERT team and the use of the team as a volunteer group for holiday programs as well as At-risk evaluations.</p>
Provide programs and services for the elderly and youth populations.	<p>Work with stakeholders to review and to consider all aspect of the Town's relationship with senior citizens. Provide quarterly report to the Town Manager.</p> <p>Offer 1,200 activities for senior citizens for the fiscal year and provide quarterly report to the Town Manager.</p> <p>Continue to provide counseling for youths and families. Provide staff leadership to groups and committees that foster programming and education regarding youth. Continue to provide opportunities for safe, substance-free activities for youth as staffing allows and provide quarterly report to Town Manager.</p> <p>Solicit and explore grant options for teen activities, counseling and networking.</p> <p>Develop innovative efforts to disseminate information using technology, a virtual information bulletin board, programming and announcements to educate or inform the public on pertinent topics, such as: opioid information, caregiver information and other timely subjects.</p>
Retain a qualified work force for the Community Services Department.	<p>Attend regularly scheduled meetings, periodic seminars and other appropriate training mechanisms.</p> <p>Director of Community and Recreational Services will attend either an annual conference or periodic training seminars on a yearly basis.</p>

## 2018-2019 Community and Recreational Services Annual Goals

### Community and Recreational Services 2018-2019

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.

Desired Outcomes	Deliverables
Maintain transportation services for the elderly and disabled.	Analyze the Dial-a-ride service and explore the implications of providing the service in house.
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.	Defer to Housing Authority to set goals.
Maintain and manage Westwoods Golf Course.	Oversee course operations and public relations.
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.
Enhance and develop community events.	Increase efforts to provide or enhance community events to target all populations to further our community's sense of place and strengthen our community connections.

# Economic Development Annual Goals 2018-2019

## Economic Development 2018-2019

**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.**

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

# Economic Development Annual Goals 2018-2019

## Economic Development 2018-2019

**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.**

Desired Outcomes	Deliverables
<p>Continue to monitor and update a plan that promotes the retention and expansion of existing businesses and attraction of new businesses to Farmington.</p> <p>Economic Development Director to participate in business visitation meetings and maintain a communication link between the business community and the Town Government. Maintain inventory of available town properties, vacancy rates, and information on the local utility infrastructure. Provide guidance to businesses concerning various economic development programs. Track trend changes critical to businesses and develop reporting mechanisms to applicable parties.</p> <p>Explore all available energy saving programs and communicate them effectively to the community in order to reduce Farmington's carbon footprint and lower energy costs and usage, town wide.</p>	<p>Per the Plan of Conservation and Development, seek to re-zone the available 8 acres located at Batterson Park for office and or research and development use (including uses eligible for the bioscience zone such as Jackson Labs).</p> <p>Update the EDC portion of the website and assure all economic development best practices are included in the website.</p> <p>Develop a Farmington EDC promotional program, to include regular press releases, and positive news about Farmington.</p> <p>Promote the explorefarmington.com website so it reaches a larger audience and becomes an effective tool to communicate with residents, businesses and community groups.</p>
<p>Ensure Farmington business satisfaction with business-related policies, and participation in Town sponsored/endorsed offerings and/or events.</p>	<p>Host and manage the Business Breakfast Program. Seek sponsorship opportunities to fund the breakfasts.</p> <p>Participate and coordinate meetings, which are related to the University of Connecticut Health Center expansion and bioscience efforts. Provide Quarterly Reports to Town Manager on progress.</p>

# Economic Development Annual Goals 2018-2019

## Economic Development 2018-2019

**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.**

Desired Outcomes	Deliverables
<p>Economic Development Director to serve as the Town’s representative to a number of organizations such as the Chamber of Commerce. Maximizes economic development through regional and civic cooperative efforts and organizations.</p>	<p>Host at least 2 Business Forums to bring industry cluster leaders together to explore resources and opportunities.</p> <p>Provide a quarterly report on all business visitations and meetings by June 30 of each year.</p> <p>Actively participate in regional and state economic development activities; and provide quarterly reports to the Town Council concerning regional and state activities.</p> <p>Ensure Farmington business satisfaction with the business-related policies, and participation in Town sponsored/endorsed offerings and/or events.</p>
<p>Facilitate and partner with stakeholder groups such as the Unionville Village Improvement Association to implement redevelopment plans.</p> <p>Support businesses that are affected by redevelopment. Incorporate the needs of existing business in the planning process for redevelopment. Provide relocation assistance to affected businesses.</p>	<p>Provide continued assistance to Unionville redevelopment to assure new projects are successfully completed and assure that continued progress is made with Charles House Factory site.</p>
<p>Ensure that Farmington’s economic development materials provide factual, timely and user-friendly information to existing and potential businesses.</p> <p>Review and update communication materials. Promote Farmington businesses and economic development activities.</p>	<p>Update communication materials including tax rates and assessment information. Provide Quarterly Reports to Town Manager on progress.</p> <p>Cull all Town of Farmington communication materials by June 30 of each year to ensure that all materials are not more than two years old.</p>

# Economic Development Annual Goals 2018-2019

## Economic Development 2018-2019

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.

Desired Outcomes	Deliverables
Collaborate with Town Plan and Zoning Commission to implement the vision in land use matters.	To work with the newly appointed Farmington Village Center Committee and prepare for the acquisition of the Parson's property in 2018-2019

## 2018-2019 Finance Department Annual Goals

### Finance Department 2018-2019

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.

Desired Outcomes	Deliverables
<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>Achieve a 99.6% Tax Collection Rate for FY2018/2019.</p>
<p>Maintain the Town's good financial position by employing industry "best practices."</p>	<p>Settle staffing issues in Tax Office</p> <p>Coordinate the issuance and award of all Town bids and purchasing.</p> <p>Assist the Town Council's Ad Hoc Audit selection committee with the process of selecting an auditor for the FYE2019 audit.</p> <p>Assist the Town's independent auditors with the FY2017/2018 financial audit.</p> <p>Coordinate the financing and accounting for the waste water treatment facility upgrade project.</p> <p>Monitor the state budget process and its impact on state grants to municipalities Assist the Farmington High School Ad Hoc Facility and Finance Committee with their work</p> <p>Work with Assistant Town Manager to implement a high deductible health plan for town employees.</p>
<p>Assessor Goal: Fairly and equitably assess all real, personal, and motor vehicle property located within the Town's boundaries</p>	<p>Develop the October 1, 2018 grand list of all real, personal, and motor vehicle property by January 31, 2019.</p>

## 2018-2019 Finance Department Annual Goals

### Finance Department 2018-2019

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.

Desired Outcomes	Deliverables
<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 FY 2019-2020 annual operating budget and Capital Improvement Budget/Plan.</p> <p>Monitor the FY2018-2019 budget to insure that it is in balance at June 30, 2019</p> <p>Prepare a bond issue for the spring of 2019</p> <p>Prepare for a Permanent Financing Obligation in the winter of 2019</p>

## 2018-2019 Fire Department Annual Goals

### Fire Department 2018-2019

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.

Desired Outcomes	Deliverables
<p>To Continue to Recruit and Sustain a Primarily Volunteer Workforce ensuring adequate staffing to Provide Fire &amp; Rescue Services to the Town of Farmington with Exceptional Services Through a Combination/Volunteer Fire Department Model</p>	<p>Establish a Town wide Recruitment &amp; Retention Committee and a tracking process in order to evaluate results</p> <p>Recruit and have successfully appointed 10%, or at least 13, new volunteer fire fighters.</p> <p>Continue to monitor retention of current volunteers by maintaining at least 50% of the new recruits for 2 years.</p> <p>Work with Town Manager’s office and Fire Chiefs to assist in providing mentoring, succession planning and other efforts as needed to assure smooth operations and transitions.</p> <p>Conduct Town wide Recruitment Events at Various Public Events and Venues Utilizing all Three TFFD Departments</p> <p>Continue to evaluate TFFD operations utilizing NFPA 1720 as a guide in order to ensure services to the Town of Farmington are following industrial standards and best practices</p>

## 2018-2019 Fire Department Annual Goals

### Fire Department 2018-2019

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.

Desired Outcomes	Deliverables
<p>Assure that <u>quality fire, medical and rescue services are provided</u> by the Town of Farmington Fire Department through Quality Assurance Reviews of the Fire Department’s response times and providing ongoing training for all of the members of the Town of Farmington Fire Department.</p>	<p>Formulate and submit an alternative local emergency medical services plan prepared pursuant to Section 19a-181b to the Department of Public Health for reassignment of the Primary Service Area Designations for Paramedic Service within the Town of Farmington as allowed by Section 19a-181f</p> <p>Formulate and submit a Petition and /or Application to the Commissioner of Public Health for the reassignment of the Primary Service Area designations for Paramedic Service for the geographic area that is the Town of Farmington to the Town of Farmington in accordance with section 19a-181f</p> <p>Sign a new contract with American Medical Response for 2 24-hour Paramedic Level Ambulances with no subsidy to the Town with added levels of service.</p> <p>Track, monitor and evaluate calls for service provided by the Town of Farmington Fire Department to the Town of Farmington to encompass fire, medical and rescue responses.</p> <p>.</p>

## 2018-2019 Fire Department Annual Goals

### Fire Department 2018-2019

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.

Desired Outcomes	Deliverables
<p>To establish a plan for the replacement, renovation and possible relocation of fire stations through-out Farmington to ensure building code and best practice standards are maintained. Report to the Town Manager on a quarterly basis</p>	<p>Review the current Statement of Needs Assessment on current fire station facilities</p> <p>Complete a Location and Deployment Study to research locations for new firehouse taking into consideration hazards, community needs, future development, volunteer response, available land, etc.</p> <p>Review fire station architectural study completed in 2015 by DRA to decide to go through with recommendations or conduct another study</p> <p>Finalize a recommendation to the Town Manager of next steps for future improvements to the fire station facilities within to the Town of Farmington</p>



## 2018-2019 Police Department Annual Goals

### Police Department 2018-2019

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.

Desired Outcomes	Deliverables
<p>Provide Emergency Communications for the Police, Fire and EMS responses in Farmington and Burlington.</p>	<p>Train Dispatchers on usage of new Next Generation 9-1-1 system.</p> <p>Replace dispatch consoles within dispatch center.</p> <p>Increase interoperability by purchasing multi-band portables which give officers the ability to communicate directly with surrounding police departments.</p>
<p>Retain a qualified work force for the Police Department</p>	<p>Attract qualified candidates through innovative recruitment methods and complete a certified police officer written test and recruitment program.</p> <p>Maintain In-service, recertification, and advanced training programs to ensure professional development of employees.</p> <p>Continue to train all patrol officers in the area of Basic Crime Scene Management, Interview and Interrogation and DUI.</p> <p>Provide leadership and advanced supervisory training through POSTC and outside programs.</p>
<p>Maintain and manage department Information Systems.</p>	<p>Coordinate installation and cutover of VOIP telephone system including integration with 9-1-1 system</p> <p>Replace the CAD(Computer Aided Dispatch) and RMS (Records Management System) database server.</p> <p>Purchase and Install new AFIS unit for WestFarms Mall.</p>

## 2018-2019 Police Department Annual Goals

### Police Department 2018-2019

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.

Desired Outcomes	Deliverables
Continue to meet State and National standards for the police profession.	<p>Maintain proofs of compliance for State and National accreditation programs.</p> <p>Complete transfer of accreditation manager duties to Administrative Lieutenant in line with reorganization.</p> <p>Transfer process from 3 year to new 4 year cycle with yearly policy audits.</p>
Maintain and keep in good repair all Police Dept. buildings and equipment	<p>Replace worn carpet in building.</p> <p>Repair crumbled concrete at rear exit.</p> <p>Place a pitched roof on car port and add drainage.</p> <p>Maintain quarterly inspection of police facility and maintenance contracts.</p>
Ensure town emergency management efforts meet the needs of the Community.	<p>Reorganize the Town's Emergency Operation Plan in order to align with State EOP.</p> <p>Train Investigative/Support Services Lieutenant in Emergency Management in order to deal with the increase demand from the community for consultation on safety and security plans and drills.</p> <p>Improve the ability of town employees to respond to a town wide emergency through training programs and an annual review of the Emergency Operations Plan.</p> <p>Train and utilize CERT team for shelter management, light search and rescue, traffic control and food truck response.</p> <p>Maintain up to date emergency preparedness information on the police department Web site.</p>

## 2018-2019 Police Department Annual Goals

### Police Department 2018-2019

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.

Desired Outcomes	Deliverables
<p>Plan for the growth &amp; future of the Police Department through the implementation of the Police Department Strategic Plan and ensure that the goals are in line with the Town's Strategic Plan.</p>	<p>Review and update the Police Department Strategic Plan.</p> <p>Implement Departments 2018 Reorganization, to include changing job descriptions and transferring duties within organization.</p>
<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>Evaluate staffing plans in order to limit overtime liability, decrease officer fatigue and increase efficiency within Department.</p> <p>Utilize existing internal departmental reporting procedures and inspections to ensure efficient delivery of services.</p> <p>Develop customer survey to mail to citizens in compliance with CALEA standard 45.2.4.</p>

## 2018-2019 Department of Public Works Annual Goals

### Public Works 2018-2019

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.

Desired Outcomes	Deliverables
<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>Oversee actions taken to improve traffic issues to include meeting with the State of Connecticut staff representatives on a regular basis.</p> <p>Work with the State of Connecticut to implement future State DOT projects and apply to CRCOG or to the State for the new projects. Continue to monitor projects funded through the DECD and small Cities Grants</p>	<p>Manage actions taken to improve traffic problems, including meeting with the State of Connecticut DOT on a quarterly basis. Report on the following projects on a quarterly basis to the Town Council:</p> <p>State Project #51-269 New Britain Ave Project            State Project #174-423c Route 10 Paving Project            State Project #51-260 Route 4 Project – Review options of a post construction traffic study</p> <p>Continue to evaluate the potential and location of an additional river crossing with the State of Connecticut DOT to alleviate traffic in the Town Centers.</p>

## 2018-2019 Department of Public Works Annual Goals

### Public Works 2018-2019

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.

Desired Outcomes	Deliverables
<p>Staff to participate in the Traffic Review Board, coordinate and work closely with the police department special projects unit. Manage the statistical data and information from traffic accident data to address neighborhood traffic concerns and update the traffic enforcement plan.</p> <p>Staff to work with the Town Plan and Zoning Commission with regards to alleviating particular traffic issues in conjunction with developments that have been submitted to the Town Plan and Zoning Commission.</p> <p>Staff to continue to utilize non-structural improvements within new developments submitted to the Town Plan and Zoning Commission (school bus access, curb cuts, mass transit, and emergency access).</p>	<p>Provide needed support to ensure that the Bicycle Advisory Committee moves forward and receives the appropriate staffing support to complete objectives, and to commit to signage on three roads, including signage or sharrows. Provide Quarterly Reports to the Town Council.</p> <p>Monitor Farmington Center Committee to ensure that the committee receives appropriate staff to support and meet their objectives.</p>
<p>Manage and continue to implement the maintenance and improvement plans for all Town infrastructures through the five-year Capital Improvement Plan. Assist in updating the Town's sanitary sewer master plan of the Water Pollution Control Authority.</p>	<p>Continue to monitor the comprehensive upgrade of the Water Pollution Control Plant. Provide quarterly reports to the Town Council.</p> <p>To create an ad hoc committee to determine what a future infrastructure committee will focus on including but not limited to sidewalks and facilities.</p> <p>Continue to monitor the construction of the comprehensive upgrade of the Water Pollution Control Plant. Provide quarterly reports to the Town Council.</p>

## 2018-2019 Department of Public Works Annual Goals

### Public Works 2018-2019

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.

Desired Outcomes	Deliverables
Increase public awareness and municipal participation in "green" efforts including natural resources conservation, energy reduction/alternative energy, and waste reduction and recycling. Establish a leadership role in the community in promoting environmentally friendly practices in Town. Explore ways to fund green initiatives.	To ensure that Green Efforts Committee moves forward and receives the appropriate staff support to complete its objectives. Provide oversight and needed support to ensure that the Green Efforts Committee, moves forward and completes its objectives. Provide Quarterly reports to the Town Council.