

TOWN OF SOUTH WINDSOR STRATEGIC PLAN – Revised May 2019

Category	Objectives	Resources Needed	Owned By*	Timeframe	Status
Taxes and Finance	1. The Town shall maintain a stable financial environment to create a favorable position with rating and financial institutions.			Ongoing	<ul style="list-style-type: none"> Revenue exceeded expenditures by \$4.6m for FYE 6/30/18. After transfers and other uses net change in fund balance was \$2.9m. \$1.5m of this was committed to Tax Stabilization and the remainder to unassigned fund balance.
	2A. Maintain a fund balance from the Town and Board of Education budget surplus	<ul style="list-style-type: none"> Budgets Surplus 	<ul style="list-style-type: none"> Town Manager Town Council Board of Education PZC EDC IWA/CC 	<ul style="list-style-type: none"> Ongoing Communicate to BOE in Sept/Oct 2016 	<ul style="list-style-type: none"> Year 1 of 3 of Personal Property Audits are well underway with findings and collections of \$180k (after fees) as of 5/14/19. Approximately \$720k was collected on properties up for Tax Sale; 25 accounts did not comply with 4/30/19 deadline and were turned over to Tax Sale Attorney selected by RFP. Completed Treasury & Banking RFP. Incumbent vendor was selected based on fee savings of \$25k/year, customer service team change and no transition time.
	2B. Maintain and properly fund a capital projects budget that is appropriately funded	<ul style="list-style-type: none"> Capital plan 	<ul style="list-style-type: none"> Capital Program Committee (Economic Development Staff) 	<ul style="list-style-type: none"> 3 years - 2019 	<ul style="list-style-type: none"> Capital Projects funding per ordinance was adopted by Council on 5/6/19.
	2. Create a monthly summary of each department to give a high level status update (dashboard or narrative) to be shared at the 2nd meeting of the month	<ul style="list-style-type: none"> Staff (need them to send consistent informational reports) Town Managers Report (budgets) 	<ul style="list-style-type: none"> Department Heads Town Manager* 	<ul style="list-style-type: none"> Full doc delivered 2nd meeting of month. Council to highlight 1-2 departments per month 	<ul style="list-style-type: none"> Highlighted in Town Manager's Report
Education	1. The Town Council needs to have access, understand, and know the BOE Strategic Plan	<ul style="list-style-type: none"> BOE provides the Town Council with a presentation and copy of their Strategic Plan The plan will be communicated before budget season The goal is of planning purposes and to align the Town and BOE plans 	<ul style="list-style-type: none"> Town Manager* Superintendent 	Fall 2016	<ul style="list-style-type: none"> Already provided to the Town Council – no additional updates
Economic Development	1. Hire a committed and collaborative Asst. Town Manager/ Economic Development specialist who will work with the existing partners and commissions members	<ul style="list-style-type: none"> Town Manager and Staff Inland/Wetlands Commission 	<ul style="list-style-type: none"> Planning & Zoning Commission Town Council (Approvals) Redevelopment Agency EDC IWA/CC 	<ul style="list-style-type: none"> Ongoing Post November for funding 	<ul style="list-style-type: none"> Accomplished through Town Council Resolution dated 12/18/2017 (Q1 2018)
	2. Provide tax incentives for businesses with parameters to allow for approval on a case by case basis	<ul style="list-style-type: none"> State statute Redevelopment Agency Current Policy 	<ul style="list-style-type: none"> Town Manager* Town Council New Hire (item 1) EDC IWA/CC 	Ongoing	<ul style="list-style-type: none"> Highlighted in Town Manager's Report
Maintenance of Infrastructure	1. All departments will create 5 year plans outlining currents needs, plans, and priorities	<ul style="list-style-type: none"> Staff and Department Heads Scheduling and meetings Increase in correspondence from all departments The council must know and set priorities (Short term: Current Year Budget, Long Term: Beyond Current Year) Projected Mandates New Research 	<ul style="list-style-type: none"> Capital Projects Committee PBC WPCA Public Works Building & Grounds PZC 	<ul style="list-style-type: none"> Draft: January 2017 Town Council Approval: March 2017 	<ul style="list-style-type: none"> Explained within each Department's Budget Commentary Public Works (Exhibit A)
	2. Create, maintain, and fund a 5 year Capital Improvements project plan				

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Public Safety & Traffic	1A. Review/ Create a 3-5 year plan for Police, Fire, Health, and Emergency Management staffing	<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Police Department Human Resources Fire Department Health Emergency Management Public Works 	October 2016	<ul style="list-style-type: none"> Review/create a 3-5 year plan for Police, Fire, Health, and Emergency Management staffing Use Satellite Academy's beyond State (Hartford & New Britain) Continue to aggressively recruit quality candidates, attract qualified/certified officers from other agencies
	1B. Review/ Create a 3-5 year plan for Police, Fire, Health, and Emergency Management for vehicles and equipment	<ul style="list-style-type: none"> Resources Public Works Police/Emergency Management Fire Departments (report plan to council) 	<ul style="list-style-type: none"> Public Works Fire Department (has own plan to share) Police Department Human Resources Health 	November 2016	<ul style="list-style-type: none"> Review/create a 3-5 year plan for Police, Fire, Health, and Emergency Management vehicles and equipment Continue to follow departments' existing equipment replacement program. Continue to maintain or increase departments' operational budgets to follow the plan.
	2. Get the Emergency Operations Center operational and communicate and market it to the public	<ul style="list-style-type: none"> Funding Facility and Resources 	<ul style="list-style-type: none"> Town Manager* 	October 2016	<ul style="list-style-type: none"> Completed – ongoing monitoring in budget (Q4 2016)
Parks and Recreation & Human Services	1. Follow the recreation master plan.	<ul style="list-style-type: none"> The Recreation Master Plan Funding and Grants Bigger Space at Wapping 	<ul style="list-style-type: none"> Recreation PARC Town Council 	Ongoing	<ul style="list-style-type: none"> Wapping Fair – ongoing Master Plan on the website?
	2. Identify opportunities for expansion of recreation facilities and programs	<ul style="list-style-type: none"> Wapping School for REC Community Center for Human Services Center Evergreen Walk Walking Trail Apartment Project 	<ul style="list-style-type: none"> PARC Town Council Planning & Zoning 	June 2018	<ul style="list-style-type: none"> Wapping is almost done Community Center enhancements (Exhibit B) Concert Series Walking Public/Private Partnership ongoing
Environmental Protection & Rural Character	1. Protecting open space and preserving farmland	<ul style="list-style-type: none"> Bonding Open Space Buying available open space Current policy Fertile Farmland Soil Tests 	<ul style="list-style-type: none"> Town Council SWALPAC IWA/CC Planning Department 	Ongoing	<ul style="list-style-type: none"> Ongoing, looking to purchase land Purchased Collins Hill Property - September 2017 Purchased Development Rights on Shepard properties Main Street – April 2018 Approved Open Space Referendum - November 2018 for 2 million dollars OSTF currently updating Open Space Master Plan
	2A. Preserving our historic character	<ul style="list-style-type: none"> Historical District Demolition of light ordinance 	<ul style="list-style-type: none"> Historic District Commission Demolition Delay Committee Town Council 	Ongoing	<ul style="list-style-type: none"> As projects & renovations arrive, they are monitored Received second grant for Priest Property to develop architectural plans and specification for the Farmhouse – January 2018
	2B. Protecting our environment	<ul style="list-style-type: none"> DEEP Storm Water Management Plan Inland/Wetlands Commissions 	<ul style="list-style-type: none"> WPCA Department Heads All Departments Town Council Energy Committee 	Ongoing	<ul style="list-style-type: none"> Barton Property has debris management Survey to be done this spring Stormwater Committee formed (Exhibit D)

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Quality of Municipal Services	1A. Create and implement a benchmarking system to assess the quality of our services (internal departments) and provide resources to improve as needed	<ul style="list-style-type: none">• Consultants• Marketing• RFP Support and Process• Staff• Chamber of Commerce• Other Towns and City reports• Town Council (sets the Town through commitment)	<ul style="list-style-type: none">• Town Manager* Internal: <ul style="list-style-type: none">• Human Resources• Department Heads (use feedback and info)• Town Council External: <ul style="list-style-type: none">• Town Manager*• Department Heads	June 2017	<ul style="list-style-type: none">• Department surveys ongoing
	1B. Create and implement a benchmarking system to assess the level of satisfaction with our services (external, residents, etc.) and pride resources to address issues as needed				
	1C. Create a forum to receive feedback and a marketing and communication medium to share results and to share what we offer				
	2. Create a marketing tool or medium to share what we offer with residents and the public				

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