

received 02/27/2020 4:15 pm
C. J. O'Neil TC

AGENDA

TOWN COUNCIL
COUNCIL CHAMBERS
SOUTH WINDSOR TOWN HALL

REGULAR MEETING
MONDAY, MARCH 2, 2020
TIME: 7:00 P.M.

NOTE: After roll call is complete, the South Windsor St. Patrick's Day Parade Committee will introduce the Town Marshal and Town Honoree, and the South Windsor 175th Anniversary Committee will introduce the logo contest winner, Mihika Joshi.

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Roll Call**
4. **Mayor's Remarks**
5. **Adoption of Agenda**
(Councilor Delnicki)
6. **Communications and Reports from Town Manager**
7. **Public Input**
[Town Council members will not respond to any public comments/questions]
8. **Adoption of Minutes of Previous Meetings**
(Councilor Snyder)

BE IT RESOLVED that the South Windsor Town Council hereby approves the Minutes of the following Town Council Meetings: Public Hearing Minutes of February 18, 2020, and Regular Meeting Minutes of February 18, 2020.

9. **Communications from Liaisons, Officers, and Boards Directly Responsible to Council**
10. **Reports from Committees**
11. **Consent Agenda**
[All items listed under this section are considered to be routine by the Town Council and will be enacted by one Motion. There will be no separate discussion of these items unless a Council member so requests, in which event the item will be removed from the Consent Agenda and be considered in its normal sequence on the Agenda.]

Public Meetings are the time and place at which the Town Council conducts official business of the Town. The Council reserves time and invites the public to be heard during **Public Input** as follows:

Item #7 and 15:

Public Input

When recognized by the Mayor, the speakers (s) shall approach the lectern, give their name and address, and avoid personalities or impugning of improper motive to any person.

The speaker(s) shall limit their speaking time to five (5) MINUTES. This limit may not be exceeded, except when invoked by any Member of the Council with the consent of a majority of the Council present.

Town Council members will not respond to any public comments/questions.

AGENDA
Regular Meeting – Town Council
Monday, March 2, 2020

11. Consent Agenda (Continued)

(Councilor Hockenberry)

Motion to approve Agenda Items 11.a.A. for a first reading on the Consent Agenda

a. First Reading

A. Resolution Appointing Jon Stengel (D) an Alternate to the Zoning Board of Appeals and Postponing Consideration of this Motion until the Town Council's Next Regularly Scheduled Meeting

BE IT RESOLVED that the South Windsor Town Council hereby appoints Jon Stengel (D) an Alternate to the Zoning Board of Appeals for a term ending November 30, 2023, to fill an expired vacancy and postpones consideration of this motion until the Town Council's next regularly scheduled meeting.

(Councilor Lopez)

Motion to approve Agenda Items 11.b.A. through 11.b.C. for a second reading on the Consent Agenda

b. Second Reading

A. Resolution Appointing Timothy Appleton (D) to the Zoning Board of Appeals

BE IT RESOLVED that the South Windsor Town Council hereby appoints Timothy Appleton (D) to the Zoning Board of Appeals for a term ending November 30, 2023, to fill an expired vacancy.

B. Resolution Appointing Steven King, Jr. (D) to the Water Pollution Control Authority

BE IT RESOLVED that the South Windsor Town Council hereby appoints Steven King, Jr. (D) to the Water Pollution Control Authority for a term ending November 30, 2023, to fill the expired term of Richard Aries.

C. Resolution Appointing Elizabeth Burgess (D) to the Demolition Delay Committee

BE IT RESOLVED that the South Windsor Town Council hereby appoints Elizabeth Burgess (D) to the Demolition Delay Committee for a term ending December 31, 2021, to fill the expired term of Walter Fitzpatrick.

AGENDA
Regular Meeting – Town Council
Monday, March 2, 2020

11. Consent Agenda (Continued)

c. Miscellaneous

None

12. Unfinished Business

13. New Business

A. Resolution Setting a Time and Place for a Public Hearing to Receive Citizen Input on the Proposed Board of Education Budget for Fiscal Year 2020/2021
(Councilor Evans)

BE IT RESOLVED that the South Windsor Town Council hereby sets **Wednesday, March 18, 2020, at 8:00 p.m.**, at Timothy Edwards Middle School, Room Alt. #6, 100 Arnold Way, South Windsor, Connecticut as the time and place for a Public Hearing to receive citizen input on the proposed Board of Education Budget for Fiscal Year 2020/2021.

B. Resolution Reappointing Blum, Shapiro & Company, P.C. as the Town Auditor
(Councilor Snyder)

BE IT RESOLVED that the South Windsor Town Council hereby reappoints the firm of Blum, Shapiro & Company, P.C., of West Hartford, Connecticut, to audit the books and accounts of the Town of South Windsor, as provided in the General Statutes of the State of Connecticut; and

BE IT FURTHER RESOLVED that the fee for said auditing services by Blum, Shapiro & Company, P.C. will be \$56,000 for Fiscal Year ending June 30, 2020, \$57,000 for Fiscal Year ending June 30, 2021, and \$58,000 for Fiscal Year ending June 30, 2022, as recommended by the Audit Committee at their February 18, 2020 meeting.

C. Resolution Supporting the Open Space Task Force Recommendation Regarding the Subdivision Open Space Located at 534 Barber Hill Road and Niederwerfer Road
(Councilor Lydecker)

(Resolution Continued on Next Page)

AGENDA
Regular Meeting – Town Council
Monday, March 2, 2020

13. D. (Continued)

WHEREAS, Horseshoe Lane Associates LLC submitted to the Planning & Zoning Commission an open space subdivision containing 19 single-family house lots including approximately 32 acres of open space; and

WHEREAS, the Open Space Task Force at their February 3, 2020 meeting unanimously agreed that the property is desirable as Town-owned subdivision open space

NOW, THEREFORE, BE IT RESOLVED that the South Windsor Town Council hereby supports the Open Space Task Force recommendation that the property be Town-owned subdivision open space and forwards this recommendation to the Planning & Zoning Commission for consideration.

E. Resolution Appropriating Excess FEMA Grant Proceeds
(Deputy Mayor Pendleton)

WHEREAS, the Town of South Windsor, Connecticut (the "Town") adopted a resolution entitled "Resolution Appropriating Not Exceeding \$8,000,000 For Debris Management And Removal Services And Authorizing The Issuance Of Not Exceeding \$8,000,000 Bonds Of The Town To Meet Said Appropriation And Pending The Issuance Thereof The Making Of Temporary Borrowings For Such Purpose" on January 17, 2012, in connection with Storm Alfred; and

WHEREAS, it was anticipated that the Town would incur expenses not exceeding \$8,000,000 in connection with the clean-up from Storm Alfred and be reimbursed approximately \$6,000,000 from the Federal Emergency Management Agency ("FEMA"); and

WHEREAS, the Town issued \$2,000,000 General Obligation Bonds, Issue of 2012, and \$6,000,000 of General Obligation Bond Anticipation Notes, Issue of 2012, on February 21, 2012, to finance the Storm Alfred clean-up costs; and

WHEREAS, the Town expended a total of \$8,142,691 in connection with the clean-up from Storm Alfred and was reimbursed a total of \$6,761,432 from FEMA; and

WHEREAS, the Town has an excess of \$618,741 of FEMA grant proceeds (the "Excess Grant Proceeds") and desires to transfer such Excess Grant Proceeds to other active projects and purposes of the Town

(Resolution Continued on Next Page)

AGENDA
Regular Meeting – Town Council
Monday, March 2, 2020

13. E. (Continued)

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF SOUTH WINDSOR:

Section 1. The total \$618,741 of the Excess Grant Proceeds is hereby transferred to partially fund the projects authorized by the resolution entitled "Resolution Appropriating \$69,900,000 For Planning, Design, Acquisition, Construction, Equipping And Furnishing Of New Philip R. Smith And Eli Terry Elementary Schools And Related Costs And Authorizing The Issuance Of \$69,900,000 Bonds Of The Town To Meet Said Appropriation And Pending The Issuance Thereof The Making Of Temporary Borrowings For Such Purpose" adopted by the Town Council on February 6, 2017.

Section 2. The expenditure of \$142,691 of additional Storm Alfred expenditures are hereby ratified and approved.

Section 3. This Resolution shall take effect immediately upon adoption.

F. Resolution Creating a Strategic Planning Committee
(Councilor Lopez)

WHEREAS, the Town of South Windsor undertook a strategic planning process in 2001 and 2016; and

WHEREAS, the Town Council has the desire to make decisions and implement strategies in a plan-full manner with the intent of doing the best for all South Windsor's residents; and

WHEREAS, the Town Council recognizes that the Town can achieve more effective and efficient service delivery to residents through planning processes; and

WHEREAS, the Town Council has the desire to develop a vision, goals, and objectives through working with a broad spectrum of residents who represent diversity in age, race, and gender

NOW, THEREFORE, BE IT RESOLVED that the South Windsor Town Council hereby creates a Strategic Planning Committee with the express intent to accomplish the following:

(Resolution Continued on Next Page)

AGENDA
Regular Meeting – Town Council
Monday, March 2, 2020

13. F. (Continued)

1. Through broad outreach to the community develop a vision statement for what the community would like to become:
 - a. The Committee will advertise and hold two (2) public hearings to gather input from the community.
 - b. Through support of the Town staff, the Committee can consider conducting a survey using multiple medium for dissemination.
 - c. Develop and deliver a report to the Town Council by _____ that will explain the Committees recommended vision and why it is the recommended vision.
2. Work collaboratively with the Town Council to develop goals that will accomplish the vision.
3. Work with the Town Council and Town staff to create specific, measurable objectives that will accomplish the identified goals; and

BE IT FURTHER RESOLVED that the Committee shall be appointed by the Town Council and shall be made up of no more than nine members. Two members must attend South Windsor Public Schools; two members must consider themselves to be a senior citizen; there must be representatives from both genders, and there must be representation of both political parties. Every effort shall be made to seek both cultural and ethnic diversity. The Town Manager, Mayor, and Minority Leader (or their designee) will be considered ex officio members with full rights to speak at meetings but will have no right to vote.

G. Resolution Approving a Transfer of \$649.22 from the Environmental Health Operating Material Account to the IT Office Equipment Account
(Councilor Delnicki)

BE IT RESOLVED that the South Windsor Town Council hereby approves a transfer of \$649.22 from the Environmental Health Operating Material Account to the IT Office Equipment Account to fund electronic inspection equipment for View Point Cloud implementation.

H. Resolution Approving a Transfer of \$770.70 from the Adult & Senior Utility Account to the IT Office Equipment Account
(Councilor Maneeley)

BE IT RESOLVED that the South Windsor Town Council hereby approves a transfer of \$770.70 from the Adult & Senior Utility Account to the IT Office Equipment Account to fund Wi-Fi units at the Community Center.

AGENDA
Regular Meeting – Town Council
Monday, March 2, 2020

13. New Business (Continued)

- I. Resolution Approving a Transfer of \$7,500 from the Engineering Professional Account to the IT Maintenance Contract Account**
(Councilor Hockenberry)

BE IT RESOLVED that the South Windsor Town Council hereby approves a transfer of \$7,500 from the Engineering Professional Account to the IT Maintenance Contract Account to fund Laser Tech Document Management System.

- J. Resolution Approving a Refund of Taxes to Twenty-Two (22) South Windsor Taxpayers**
(Councilor Evans)

BE IT RESOLVED that the South Windsor Town Council hereby approves a refund of property taxes to twenty-two (22) South Windsor Taxpayers, the total of said refunds being \$48,788.72 and as more fully described on attached **Exhibit A**.

14. Passage of Ordinance

15. Public Input

[Town Council members will not respond to any public comments/questions]

16. Communications from Council

17. Executive Session

- A. To discuss a personnel issue (Six Month Performance Evaluation of Michael Maniscalco, Town Manager)**
- B. To discuss pending litigation (460 Miller Road) pursuant to Connecticut General Statutes §1-210(b)(4) and §1-200(6)(E).**
- C. To discuss the possible purchase of real estate (124 Brookfield Street) for the Town pursuant to Connecticut General Statutes §1-210(b)(7).**

18. Adjournment

Exhibit A

Bill No.	Name	Property/Vehicle Info	Reason	Over Paid
2018-01-0008760	CORELOGIC REFUND DEPARTMENT	42 WINDSHIRE DRIVE	Sec. 12-129 Refund of Excess Payments.	\$ (5,076.23)
2018-01-0009937	CORELOGIC REFUND DEPARTMENT	122 GARDEN ROAD	Sec. 12-129 Refund of Excess Payments.	\$ (33,362.40)
2018-04-0080798	DAIMLER TRUST	2019/AR62220/WDDUG6BEXKA40210	Sec. 12-128 Refund of Taxes Erroneously Collected from Veterans and Relatives.	\$ (2,566.80)
2018-03-5008180	DANNINGUE GARDENS & TREE CARE LLC	2016/62538A/ALUB0017GDHG595	Sec. 12-129 Refund of Excess Payments.	\$ (3,971.71)
2018-03-5009284	GREENMAN STEPHANIE S	2017/AF88389/SNPD84F8HHU55408	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (280.09)
2018-03-5010442	HONDA LEASING TRUST	2016/AD65205/SHYDHP26G057012	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (633.06)
2018-03-5010990	INTERNATIONAL BROTHERHOOD	2010/8633RXG/1G1285E86A1239682	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (38.58)
2018-01-0004672	JE SHEPARD COMPANY	660 MAIN STREET	Sec. 12-129 Refund of Excess Payments.	\$ (10.00)
2018-03-5007709	JP MORGAN CHASE BANK NA	2016/AF87581/EGNPF868811459	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (16.85)
2018-03-5011726	JP MORGAN CHASE BANK NA	2017/848MV6/JFZGPAB8GHH258524	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (297.22)
2018-03-5014052	LACOMBE BENDANA	2000/G001516/HTZAL5VAPB77726	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (105.03)
2018-01-6455	MCKISSICK DAVID S ESTATE OF	4 ST MARC CIRCLE H	Sec. 12-129 Refund of Excess Payments.	\$ (64.97)
2018-03-5016399	MURDOCK MEGGERS ROBIN FIDUCIAR	2004/7AVD14/2HKVF18504H590653	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (20.57)
2018-03-5017932	PENNINGTON ERROL W	2008/992HW/JN8AS5BV48W102703	Sec. 12-129 Refund of Excess Payments.	\$ (70.00)
2018-03-5021399	SHEPARD BRIAN	2015/AR63227/SNPF84C9DHS46367	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (161.59)
2018-03-5023180	SUMMITBRIDGE NATIONAL INVESTMENTS IV LLC	2015/AC93904/Z19RRREVFW290878	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (283.71)
2018-03-5024124	TOYOTA LEASE TRUST	2015/AD81033/WA11GFCF59GR024272	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (484.55)
2018-03-5024157	VW CREDIT LEASING LTD	2015/AD81033/WA11GFCF59GR024272	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (258.38)
2018-03-5024158	VW CREDIT LEASING LTD	2015/AM91262/3VM477AUS-M033002	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (459.59)
2018-03-5024333	WARD DANIEL EM	2015/AP41023/1N8A355WV3DVP114390	Sec. 12-71c Pro rata credit for property tax on motor vehicle when sold, totally damaged, stolen etc	\$ (163.86)

REFUND TOTAL \$ (48,788.72)

Approved By: *Deanna J. Dore*
 Deputy Collector of Revenue
 Approved By: *James J. Dore*
 Collector of Revenue
 Date: *27 Feb 2020*

AUDIT COMMITTEE
TOWN OF SOUTH WINDSOR

Backup Information
Related to Item 13B
on the Agenda

Minutes

Page 1

February 18, 2020

Madden Room – South Windsor Town Hall

Roll Call

Members Present: Mary Justine Hockenberry, Town Council
Karen Lydecker, Town Council
Janice Snyder, Town Council

Members Absent: None

Also Present: Michael Maniscalco, Town Manager
Patricia Perry, Director of Finance

1. Call Meeting to Order

The meeting was called to order at 6:35 pm.

- 2. Approval of Minutes (February 7, 2019 and February 3, 2020)**
Councilor Janice Snyder made a motion to approve the minutes of February 7, 2019. Councilor Mary Justine Hockenberry seconded the motion, and it was approved unanimously.

Since there was no quorum for the February 3, 2020 meeting, and therefore no official meeting minutes, Councilor Snyder made a motion to provide the meeting notes for the record. Councilor Hockenberry seconded the motion, and it was approved unanimously.

3. Discussion Items

A. Auditor RFP Responses

The Committee reviewed the three responses that were received for the Auditor RFP (**Attachment A**). Councilor Lydecker asked why the prices between Blum Shapiro and the other two firms were so drastically different. Ms. Perry said that Blum Shapiro only raised their prices by \$500 from last year, since they are familiar with the Town. They are recommending fewer work hours than the other firms, again because of their familiarity with the Town. Councilor Snyder acknowledged that Blum Shapiro is a very reputable firm, and that the Town has not had any problems with them, but the question remains if it would be a good idea to switch auditors just to get a new perspective on the Town books. Ms. Perry said that the

MINUTES
Audit Committee Meeting
February 18, 2020
Page 2

last time the Town did an auditor RFP, they switched partners within Blum Shapiro. The Town has not had the same partner for a long period of time.

Councilor Lydecker asked if the choice of firm would affect the Town's bond rating. Mr. Maniscalco said that the results of the audit would affect the rating, but the particular firm would not. Councilor Lydecker said that maybe a fresh set of eyes on the Town files would be a good idea since the Town is trying to improve its bond rating, but she does not like the significant price difference. Councilor Snyder said that since there is a new partner at Blum Shapiro, there would be a set of fresh eyes. Councilor Lydecker questioned if the Town is essentially making it difficult for other firms to access this audit opportunity because Blum Shapiro is giving a significantly lower price due to their familiarity. Councilor Snyder said that if the Town switches to a new firm, that new firm would also give a lower price for the next RFP as they build familiarity. Ms. Perry added that in that situation, Blum Shapiro would have higher prices for the next RFP since they would lose familiarity.

Councilor Hockenberry pointed out the difference in the number of hours proposed by Blum Shapiro compared to the other firms. Mr. Maniscalco said that there are fewer hours because Blum Shapiro is familiar with the Town already. It is a huge undertaking to change auditors. A new firm would have to spend time getting to know the Town staff and bookkeeping methods, while Blum Shapiro would be able to start with the audit process right away.

Councilor Snyder asked for confirmation that the contract would be for three years with potential for two one-year extensions. Ms. Perry confirmed. Councilor Snyder said that if the Town decides to go with Blum Shapiro, not only for the lower cost but also for their familiarity, the Town can go back out for RFP after three years if deemed necessary.

Councilor Lydecker asked if the Town has the ability to go back to the other firms who responded to the RFP and ask them for a better price. Councilor Snyder said that the Town can attempt to negotiate a price with the selected firm, but cannot go back and ask for new bids. Ms. Perry said that the Town attempted price negotiation with Blum Shapiro last year, but was unsuccessful.

Councilor Lydecker expressed concern that the Town has been working with Blum Shapiro for 11 years now, as most towns only keep auditors for 7-10 years at the most (referenced on Attachment A). Councilor Snyder reiterated that since there is a new partner, there would be a new set of eyes. Councilor Lydecker pointed out that the new partner has been trained by the same company and would most likely use the same methods as the previous partner. Councilor Snyder said that personally she would pick Blum Shapiro at least for another three years, because they have a new partner, the prices are good, and there have been no issues with

MINUTES
Audit Committee Meeting
February 18, 2020
Page 3

the firm. The prices proposed by the other firms are too much. Councilor Lydecker agreed. She is disappointed in the prices of the other two firms, and would go with Blum Shapiro. Councilor Hockenberry also opted for Blum Shapiro.

B. Audit Firm Fiscal Year 2019-2020

Councilor Hockenberry made a motion that the Committee choose Blum Shapiro as the continued audit firm for the Town of South Windsor, to be contracted for a three-year term with the potential for two one-year extensions. Councilor Lydecker seconded, and the motion was approved unanimously.

4. Other Business
None

5. Executive Session
None

6. Motion to Adjourn
Councilor Snyder made a motion to adjourn the meeting. Councilor Lydecker seconded the motion, and it was approved unanimously. The meeting was adjourned at 6:54 pm.

Respectfully submitted,

Samara Haddock
Recording Secretary

Attachments:

A: Town of South Windsor Proposals for Auditing Services

TOWN OF SOUTH WINDSOR
PROPOSALS FOR AUDITING SERVICES

Firm Name	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	# CT Municipal Audit Clients with pop 20,000+	# All CT Municipal clients	Assigned Staff	Estimated Annual Hours
RSM (formerly McGladrey-New Haven)	65,000	69,000	72,000	76,000	79,000	19	30	5	Partner 60 Manager 150 Staff 300 510
Blum Shapiro (West Hartford)*	56,000	57,000	58,000	59,000	60,000	27	52	4	Partner 40 Manager 130 Staff 195 365
O'Connor Davies (Wethersfield)	67,500	69,200	70,900	72,600	74,500	8	22	5	Partner 60 Manager 120 Staff 420 600

* Current auditor since 2008
FY 2019 cost \$55,500; FY 2018 cost \$54,800; FY 2017 cost \$54,000

A posting on the GFOA CT website was done to ask how long Town's keep their auditors 15 Towns responded with the average term being 7 to 10 years. Contracts were for three to five years with two one-year extensions. All towns except Glastonbury allowed the incumbent auditor to submit an RFP. Berlin was the only town that did not exercise it's extensions.



Town of South Windsor

1540 SULLIVAN AVENUE • SOUTH WINDSOR, CT 06074
TELEPHONE (860) 644-2511

Backup Information
Related to Item
13C on the
Agenda

RECEIVED

FEB 18 2020

SOUTH WINDSOR TOWN COUNCIL

TO: Michael Maniscalco, Town Manager

CC: Town Council

FROM: Pat Botteron, Chair, Open Space Task Force

DATE: February 10, 2020

RE: Subdivision Open Space, Chestnut Ridge, 534 Barber Hill Road and Neiderwerfer Rd.

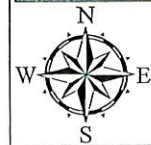
At the February 3, 2020 meeting the Open Space Task Force reviewed the area being offered as subdivision open space.

The current proposal is to preserve approximately thirty two (32) acres as open space. The open space is comprised of the eastern portion of this site from the existing tree line at the base of the slope to Neiderwerfer Road, including the Neiderwerfer Road frontage. The frontage on Barber Hill (east side) is 1125 feet and the frontage on Neiderwerfer Road (west side) is 1155 feet which would provide public accessibility.

The forested portion is contiguous with the DEEP/Town property to the south and the Wildlife Sanctuary south of that property. This would result in a 4100 foot greenway and would include the Eversource right-of-way (ROW) which is proposed to accommodate the South Windsor Crosstown Trails sponsored by the South Windsor Walk and Wheel Ways Committee.

With the diverse vegetation associated with the mature hardwood forest, linear wetland areas and continuity with adjacent parcels, the habitat value is considered high. Public access opportunities are also high when factoring in the Eversource ROW.

Because of the above attributes, the unanimous decision by the Task Force is to recommend the above property as Town owned subdivision open space.



Chestnut Ridge Subdivision

1 inch = 200 feet

Strategic Planning Outline

Purpose: The goal is to create a comprehensive Strategic Plan for the Town Council and the Town Manager to follow. Moreover, the plan should outline a common clear vision, goals and objectives with the overall intent of creating a working document rather than a plan that would not render any changes. The plan should aim for no more than 5 years and should have a 10-year strategic forward view.

In order to effectively create a strategic plan for the Town of South Windsor, I would recommend the Town Council that we follow the Vision, Goals and Objectives format. This format will create an overarching idea of what we are looking for to become and accomplish the following goals and objectives. The following definitions of Vision, Goals and Objectives:

Vision: A vision statement is the anchor point of any strategic plan. It outlines what an organization would like to ultimately achieve and gives purpose to the existence of the organization. A good vision statement should be short, simple, specific to the organization that leaves nothing open to interpretation.

Vision Statement Examples for Government

Queensland Libraries

"Enriching the lives of the people of Queensland, through reading experiences."

Martin County, Florida

"To be the benchmark example of the best in local government."

Manitowoc, Wisconsin

"A friendly, culturally diverse, and economically vibrant community that embraces the arts and humanities and that preserves the best of small town life on the lakeshore, including health, long life, beauty, comfort, and safety."

Goals: A goal is a specific target, an end result or something to be desired. It is a major step in achieving the vision of the organization. In the strategic planning context, a goal is a place where the organization wants to be, or, in other words, it is a destination.

Objectives: A measure of change in order to bring about the achievement of the goal. The attainment of each goal may require a number of objectives to be reached. There is often much confusion between goals and objectives. Whereas, the goal is a description of a destination, an objective is a measure of the progress that is needed to get to the destination.

Process: In order for our Strategic Plan to have a “buy in” and “of value” to everyone, we need to gain support from a broad spectrum of residents. As a result, I am suggesting the Council to develop a Strategic Planning and Visioning Committee. The Committee makes up the needs to represent the residents of all ages and their socio-economic classes. Additionally, the committee needs not to be made up of one or singular political party.

The Committee’s objective will be to hold multiple public forums to gain public input from the residents, public Boards and Commissions, private businesses and industry. They consolidate that input into a clear and concise vision statement for the Town of South Windsor. Once a vision is developed the Committee will work with the Council to identify goals that would move the community toward accomplishing that vision.

After creating Goals with the Visioning Committee, the Council and Town staff will develop objectives to accomplish each goal. It will then be the job of Town Staff to work toward the accomplishment of each objective with the Council monitoring progress and ensuring the appropriate resources are available.