



# *Town of Simsbury*

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

## **SIMSBURY BOARD OF SELECTMEN**

Tariffville Room – Simsbury Public Library

725 Hopmeadow Street, Simsbury

November 16, 2019 – 9:00 a.m.

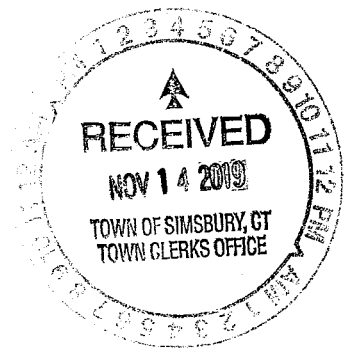
### **Special Meeting Agenda**

Call to Order

Pledge of Allegiance

1. Board of Selectmen Goal Setting Discussion

Adjournment





# Town of Simsbury

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## BOARD OF SELECTMEN AGENDA SUBMISSION FORM

1. **Title of Submission:** Board of Selectmen Goal Setting Session
2. **Date of Meeting:** November 16, 2019
3. **Individual or Entity Making the Submission:**  
Maria E. Capriola, Town Manager *Maria E. Capriola*
4. **Action Requested of the Board of Selectmen:**  
No action is needed this morning. This agenda item is for discussion purposes. The mission of the session today is to brainstorm and discuss goals and objectives the Board of Selectmen would like to establish to help guide priorities for the 2019-2021 two-year term.
5. **Summary of Submission:**  
Ultimately, the agreed upon goals will assist in setting policy direction, including guidance that will be used during FY 20/21 budget development for establishing resource priorities. Based on discussion at the workshop, staff will summarize the ideas generated in writing and will bring back a draft of your goals for review and discussion at a December meeting.

In preparation for this session I have outlined a few "homework" questions to help facilitate discussion and to provide a starting point for today. In order to prepare for this discussion, please think about the following in advance of the meeting:

- 1) What are some high level areas of focus that you think are important for the community?
- 2) What are some action items or projects you hope to see accomplished in the long term?
- 3) What action items or projects do you hope to see accomplished during this two year term?

I understand that Selectmen may have other subjects that they would like to cover in today's session; you will have an opportunity to bring those ideas forward during our discussions.

Attached are the adopted Town Manager's Goals, EDC work plan, and an update on your goals from the 2018-2019 term. These attachments are provided as background information to help frame the discussion.

6. **Financial Impact:**  
None

**7. Description of Documents Included with Submission:**

- a) Adopted Board of Selectmen Goals with Update – 2018/2019
- b) Adopted Town Manager's Goals – FY 19/20
- c) EDC 2018-2019 Work Plan - Adopted
- d) EDC 2018-2019 Work Plan - Ideas

**2018-2019 BOARD OF SELECTMEN GOALS - ADOPTED 11/26/18**

Topic Area	Goals	Prioritization	Short-Term or Long-Term	Strategic or Administrative	Update/Status
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Invest in modern financial management systems to improve processes, accountability, and reporting</li> </ul>	High	Short-Term	Administrative	Contracted with Munis, began implementation with expected completion date of 7/1/20 for financials and 1/1/21 for human resources.
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Improve transparency in financial reporting; implement regular reporting from Director of Finance</li> </ul>	Medium	Short-Term	Administrative	Implemented quarterly financial reporting to the BOF and BOS for all Town funds. BOE also provides their own quarterly update.
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Increase coordination with BOE - explore areas for further collaboration, possible shared services</li> </ul>	Medium	Long-Term	Strategic	Discussed shared Accountant position. Position will be expected to be on boarded in January 2020. BOE will evaluate funding for the shared position in FY21 budget. Financial management software system implementation is a joint project. Jointly procured an employee benefits consultant and flexible benefits plan administrator. Implemented quarterly benefits team meetings. Technology Task Force is conducting benchmarking in regards to shared Town/BOE IT departments.
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Invest in north end (i.e. Wagner parcel)</li> </ul>	Medium	Long-Term	Strategic	Sidewalk network and connections to the multi-use trail in the area is being established as development projects are presented for approval. Staff requested that Big Y development continue streetscape treatment for the full frontage of the development. Multi-use path expected along Ely Lane and Hopmeadow in connection with Cambridge Crossing development.
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Evaluate tax rate, overall spending</li> </ul>	Medium	Short-Term	Strategic	Done through the budgeting process.
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Capital projects management - improve tracking and monitoring; discuss role of Public Building Committee and Town Manager</li> </ul>	Medium	Short-Term	Administrative	Implemented one fund for tracking capital and made improvements through the new financial management system for tracking/reporting etc. BOF adopted a revised capital budgeting policy. Implemented a six year capital plan for the CNR Fund with FY 19/20 budget.
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Establish performance measurements, benchmarking metrics to assist with long range planning</li> </ul>	Medium	Long-Term	Administrative	Some of this has been done through revised financial policies.
<b>Maintaining Quality of Life/Community Character</b>	<ul style="list-style-type: none"> <li>Explore opportunities for people on fixed incomes to stay in town; focus on "age friendly" community</li> </ul>	Medium	Long-Term	Strategic	Commission on Aging and Disability continues to work on this initiative. They are in the process of identifying community partners, and Social Services is one of them. They will then begin looking at the core areas that comprise an "age friendly" community.
<b>Maintaining Quality of Life/Community Character</b>	<ul style="list-style-type: none"> <li>Maintain balance between development and rural community character, sense of place</li> </ul>	Medium	Long-Term	Strategic	Support efforts/initiatives by the Zoning and Planning Commissions outlined in the 2017 Plan of Conservation and Development that help conserve/preserve aspects of Simsbury that are considered community character. DWW settlement agreement preserved multiple barns.
<b>Maintaining Quality of Life/Community Character</b>	<ul style="list-style-type: none"> <li>Preservation of open space, development of assets that highlight community character (e.g. tobacco barns, covered bridges, etc.)</li> </ul>	Medium	Long-Term	Strategic	Opportunities for potential open space acquisitions are carefully considered for appropriateness. Developing detailed standards for acquiring future open space by the Town of Simsbury; Open Space sub-committee is reviewing possible stewardship policies and land management policies.
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Identify a solution for the Curtiss Park - Tariffville bike path connector</li> </ul>	Medium	Short-Term	Strategic	Design and permitting for the project is 90% complete. Grant funding opportunities have also advanced for a significant portion of the anticipated project costs.
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Improve cell service coverage on Route 10; explore potential locations for new towers</li> </ul>	Medium	Short-Term	Strategic	Work with the Siting Council and/or Cell Carriers on identifying service gaps in order to investigate ways to improve service.

## 2018-2019 BOARD OF SELECTMEN GOALS - ADOPTED 11/26/18

Topic Area	Goals	Prioritization	Short-Term or Long-Term	Strategic or Administrative	Update/Status
<b>Transportation</b>	<ul style="list-style-type: none"> <li>Volunteer driver program for seniors, disabled residents</li> </ul>	Medium	Long-Term	Administrative	Staff has been working on this initiative with our transportation service provider and they are willing to help us with this initiative. We are working through insurance considerations now. Possible vehicles have been discussed as well as volunteer management.
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Communicate Town Manager's role in processes and relationship with boards and commissions</li> </ul>	Low	Short-Term	Strategic	Manager's Office did some work in this area with the Police Commission.
<b>Recreation</b>	<ul style="list-style-type: none"> <li>Expand aquatics resources - splash pad, fountain, large wading pool, pool access for adults</li> </ul>	Low	Long-Term	Administrative	Parks and Open Space Master plan should address the community's desire for a splash pad, recommended locations. Team evaluated feasibility of PAC site and assisted in presentation to Rotary. Some initial research conducted.
<b>Recreation</b>	<ul style="list-style-type: none"> <li>Conduct analysis of special revenue fund</li> </ul>	Low	Short-Term	Administrative	Anticipated completion and release of the analysis by early December.
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Explore potential for co-working space, incubator space</li> </ul>	Low	Long-Term	Strategic	Staff explored a possible property for this purpose. EDC members did some research/site visit on co-working space in another town.
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Invest in utilities, underground infrastructure</li> </ul>	Low	Long-Term	Strategic	Currently have a number of bridge rehabilitation projects in various stages of development including Drake Hill Road Bridge, Barndoor Hill Road Bridge, Firetown Road Bridge and the Flower Bridge. An expansion of the town-owned fiber optics network is currently being completed to serve the Simsbury Farms Recreational complex. The Water Pollution Control Authority recently revised their flow allocation policy to allow for a more transparent and flexible system that will support development projects approved by the Town.
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Increase transparency of anticipated use of grant funding and adequately budget local matches</li> </ul>	Low	Short-Term	Administrative	BOS approves all grants and then it is reported out to the BOF at their monthly meetings. Descriptions of what the grant is, use and any matches are provided in detail. Changed reporting in the financial statements so all activity is shown gross and not net.
<b>Maintaining Quality of Life/Community Character</b>	<ul style="list-style-type: none"> <li>Identify role for fostering culture, supporting cultural events</li> </ul>	Low	Long-Term	Strategic	Rec. Dept. has been identifying opportunities in this area. Movie in the Park Event was successful, Simsbury Skate and Share to be held on Dec. 23, Spring Egg Hunt TBA, and movies in the park and concerts next summer. Rec. Dept. is also helping to promote other groups (for example T'ville Association) cultural events. Staff is now meeting quarterly with PAC Executive Director regarding operations and capital matters.
<b>Recreation</b>	<ul style="list-style-type: none"> <li>Explore possibility for disc golf course</li> </ul>	Low	Long-Term	Administrative	This may be addressed in Parks and Open Space Master Plan.
<b>Recreation</b>	<ul style="list-style-type: none"> <li>Expand athletics field resources (coordinate with BOE); multi-use fields</li> </ul>	Low	Long-Term	Administrative	Currently in discussions with BOE staff, relating to their facilities master plan.

**2018-2019 BOARD OF SELECTMEN GOALS - ADOPTED 11/26/18**

Topic Area	Goals	Prioritization	Short-Term or Long-Term	Strategic or Administrative	Update/Status
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Address traffic flow on Route 10/Weatogue</li> </ul>	Low	Long-Term	Administrative	Preliminary coordination on possible operational improvements to the Route 10 / Route 185 corridor has been completed with DOT. Public Works is working with CRCOG and with an Engineering Consulting Firm to revive DOT's interest in implementing these significant improvements on Routes 185 and 10.
<b>Transportation</b>	<ul style="list-style-type: none"> <li>Increased bus service; explore opportunities for fixed route service</li> </ul>	Low	Long-Term	Administrative	No action.
<b>Maintaining Quality of Life/Community Character</b>	<ul style="list-style-type: none"> <li>Facilitate and support work of non-profits and community groups</li> </ul>	Not Ranked	Long-Term	Strategic	N/A
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Pursue streetscape funding for north end</li> </ul>	Not Ranked	Long-Term	Administrative	Staff will pursue funding opportunities for streetscape improvements as opportunities present themselves.



# Town of Simsbury

## **Town Manager Goals, July 1, 2019 – June 30, 2020** *Adopted June 26, 2019 by Board of Selectmen*

### **Human Resources/Labor Relations**

<i>Priority</i>	<i>Goal</i>
High	Complete negotiations for successor collective bargaining agreements with: IBPO pension agreement (police); AFSCME (parks and public works), dispatchers, and all 3 unions represented by CSEA. Implement wage, benefits, and other ratified changes.
High	Issue a RFQ for defined contribution and deferred compensation administrative services. If a new vendor is selected, proceed with implementation.
Medium	Conduct second annual leadership retreat. Research and conduct other professional development opportunities for small group/departmental work (funds permitting). Identify customer service training for staff.
Medium	Review and revise personnel and administrative policies. Finalize FOIA policy for the town, FOIA form, and centralized process for handling requests..
Medium	Issue a RFQ for pension counsel.
Low	Issue a RFQ for pension and OPEB actuarial services.

### **Economic Development**

<i>Priority</i>	<i>Goal</i>
High	Support the work of the Economic Development Commission.
High	Conduct visitations and outreach with the business community. Continue quarterly business roundtable events. Implement annual business visitations with large employers and taxpayers.
Medium	Assist special villages with initiatives related to special events, infrastructure improvements, and economic development.
Medium	Research tax increment financing (TIF) districts. Present findings to Economic Development Commission. Pending feasibility of a TIF(s) for Simsbury, proceed to make recommendations to the Board of Selectmen.
Medium	Research business incentives, policies, and programs. Present findings to Economic Development Commission. Provide recommendations for updates to our existing Business Development Incentive Policy and process.
Low	Conduct planning studies of downtown properties identified by the Charrette as underutilized (funds permitting).



# Town of Simsbury

## **Financial Management**

<i>Priority</i>	<i>Goal</i>
High	Prepare and submit FY 20/21 operating and capital budgets in accordance with Charter timeline requirements. Continue to refine and develop our budgeting process for the CNR Fund (capital projects under \$250,000).
High	Implement a new financial management and human resources software system. Implement electronic timekeeping and leave accruals for our workforce.
Medium	Assist in revising our Debt Management Policy.
Medium	Complete a cost recovery and community use analysis of the Parks and Recreation Department. Support work group to review recommendations from the analysis. Implement recommendations as feasible.
Low	Continue to update the budget document to reflect GFOA recommended best practices for budget document presentation.

## **Special Projects**

<i>Priority</i>	<i>Goal</i>
High	Conduct Phase II for the public safety radio system feasibility study. Begin preparing the project for referendum.
High	Evaluate opportunities for sharing resources with the Board of Education, starting with Information Technology. Formally document existing shared service arrangements with the BOE.
Medium	Negotiate and update the operations agreement between the Town of Simsbury and the Simsbury Meadows Performing Arts Center, Inc.
Medium	Complete the parks and open space master plan.
Medium	Complete the new Park at 1 Old Bridge Road in a manner that is both financially responsible and consistent with the approved concept plans.
Medium	Issue a RFQ for the Town Facilities Master Plan. Begin study.
Medium	Submit a proposal to the Board of Selectmen to create a senior services volunteer driving program to expand resources for our senior transportation network.
Low	Update our open space stewardship and acquisition policies. Begin to develop open space land management policies and updates to our agricultural leases.
Low	Establish a capital project for a potential splash pad project. Support and coordinate fundraising and planning efforts.



Topic Area	BOS Idea	EDC Deliverable	Timeframe
Business Incentives	Reinvest in the infrastructure rebate program fund for partial rebate of infrastructure improvements made in public right of way	<ul style="list-style-type: none"> <li>• Work with staff to identify and review business incentive programs in Connecticut (infrastructure programs, tax abatements, tax increment financing, and others</li> <li>• Recommend to the BOS which program(s) Simsbury should invest in to use in business attraction and/or retention</li> </ul>	<12 months
Strategic Vision	Review previous EDC studies and plans that have already been completed. Determine priority items that should be advanced.	<ul style="list-style-type: none"> <li>• A prioritized list of items the EDC recommends should be pursued</li> <li>• Work with Maria to determine who should lead the implementation of each item</li> <li>• Develop a roadmap for implementation</li> </ul>	<12 months
Business Recruitment, retention, and outreach	Develop a response protocol when a business expresses a concern about doing business with the town; Develop a process for elected officials to conduct business visitations; Develop and track feedback received from businesses;	<ul style="list-style-type: none"> <li>• Develop a formalized business visitation program including who attends, frequency, what's discussed, and how findings are documented</li> <li>• Recommend a tool for the tracking of and response to business feedback (concerns, issues, etc...</li> <li>• Develop a survey that will serve as an exit interview for businesses who leave Simsbury and determine how survey responses will be aggregated and tracked</li> <li>• Develop a process that ensures our town government reaches out to and stays close to our 10-15 highest tax paying businesses</li> </ul>	12 – 24 months
Support Entrepreneurs	Attract entrepreneurs that want to live and work in the same town	<ul style="list-style-type: none"> <li>• Refine existing branding materials created with the Preserve America Grant (including EDC folder, Heritage Charm and Adventure brochures, and public school packet).</li> </ul>	12 – 24 months

**2018-2019 ECONOMIC WORKPLAN IDEAS - Sorted by Topic, then Priority**

Topic Area	IDEAS	# IMPORTANT TO	PRIORITIZATION High (5-6), Medium (3-4), Low (1-2), Not Important (0)
<b>Infrastructure</b>	• Reinvest in the infrastructure rebate program fund (provides for partial rebate of infrastructure improvements made in a public right of way).	5	High
	• Improve on-street parking and proximity of parking to downtown businesses.	3	Medium
	• Improve cell service reliability.	3	Medium
	• Improve wayfinding signage.	2	Low
	• Research opportunities to invest in fiber to improve broadband speeds and reliability.	2	Low
<b>Business Recruitment, Retention, and Outreach</b>	• Develop a response protocol and follow-up when a business has expressed a concern about doing business with the town.	4	Medium
	• Develop and formalize a process for elected officials to visit and welcome all new businesses.	4	Medium
	• Develop and track feedback received from businesses regarding issues, concerns, etc.	4	Medium
	• Have demographic data and information on available properties readily accessible and current.	3	Medium
	• Market our assets and leverage our proximity to the airport.	3	Medium
	• Conduct exit interviews with business that leave town.	2	Low
<b>Land Use and Permitting Process</b>	• Set maximum time limits for processing land use applications and issuing permits. Identify process improvements to reduce time needed for review and permitting processes.	3	Medium
	• Consolidate meetings of multiple land use bodies when reviewing an application.	3	Medium
	• Develop a permitting guide.	2	Low
<b>Support Entrepreneurs</b>	• Attract entrepreneurs that want to live and work in the same town; develop a marketing package to attract this group of entrepreneurs.	3	Medium
	• Create co-working spaces.	2	Low
	• Identify infrastructure improvements that the town can support to help entrepreneurs be successful.	1	Low
<b>Strategic Vision</b>	• Review previous economic development studies and plans; implement ideas and action items when feasible or appropriate.	6	High
	• Promote culture and tourism. Collaboratively work with the Culture, Parks and Recreation Commission, Tourism Committee and non-profit entities in town that support and enhance economic development.	4	Medium
	• Engage in regional economic development initiatives.	3	Medium
	• Maintain our community character.	1	Low
	• Encourage and support high school students that want to start a business in town.	1	Low