



John L. Salomone
Town Manager

TOWN OF NEWINGTON

131 CEDAR STREET
NEWINGTON, CONNECTICUT 06111

MAYOR STEPHEN WOODS

NEWINGTON TOWN COUNCIL

Hidden Vine Restaurant • 1052 Main Street (Rear), Newington, CT 06111

January 31, 2015
9:00 a.m.

MINUTES

SPECIAL MEETING: GOAL SETTING SESSION

Mayor Woods called the meeting to order at 9:05 a.m. on January 31, 2015

I. PLEDGE OF ALLEGIANCE

II. ROLL CALL

Councilors Present

Councilor Borjeson
Councilor Castelle
Councilor Cohen - absent
Councilor Dinunzio - absent
Councilor Klett
Councilor Marocchini
Councilor McDonald
Councilor Nagel
Mayor Woods

Staff Present

John Salomone – Town Manager
Ann Harter – Director of Finance
Paul Boutot – Chief Information Officer
Andy Brecher – Economic Development Director
Jaime Trevethan – Asst. to the Town Manager - Administration

III. PUBLIC PARTICIPATION (ON AGENDA)

John Slusarski, 40 Grandview Drive: Mr. Slusarski noted that people are unhappy about taxes but no one has any suggestions on what to cut. He expressed frustration with the Board of Education's proposed 5% budget increase and noted that other area towns are requesting increases of 3.5% or less. He warned of State budget cuts and loss of State education funding and stated that the cuts could be 20% or more. Mr. Slusarski stated that Newington has a higher cost per student than surrounding towns and stated that the teacher population has not decreased in accordance to the decrease in student population. He noted that Newington schools' administrative costs are around 7.1% while surrounding towns costs average under 6%. Mr. Slusarski expressed concerns about the Newington's underfunded pension program and stated that the defined contribution plan needs to be applied to the police pensions.

Adam Chiara, 276 Robbins Avenue: Mr. Chiara stated that he is new to Newington and is in attendance to get a sense of what is going on in town.

IV. CONSIDERATION OF OLD BUSINESS
A. 2015 Revaluation Contract

Councilor Castelle moved the following:

WHEREAS, section 12-62 of the General Statutes of Connecticut, as may be amended from time to time, requires that each town shall implement a revaluation not later than the first day of October that follows, by five years the last revaluation; and

WHEREAS, the Office of Policy and Management of the State of Connecticut has mandated that The Town of Newington implement a revaluation effective for the October 1, 2015 grand list; and

WHEREAS, The Town of Newington received four bids in response to request for proposal for revaluation services for the October 1, 2015 grand list;

NOW, THEREFORE, BE IT RESOLVED:

That the Newington Town Council hereby authorizes the Town Manager to sign a contract in the amount \$180,900 for implementation of the October 1, 2015 revaluation of all real estate parcels with eQuality Services, LLC. of Waterbury, Connecticut; and

BE IT FURTHER RESOLVED:

That this revaluation shall be effective commencing with the Grand List of October 1, 2015 and a mill rate for the 2016/2017 fiscal year will be set utilizing the completed revaluation for that year.

Motion seconded by Councilor Marocchini. Motion passed 7-0 (Councilors Cohen and Dinunzio Absent)

V. CONSIDERATION OF NEW BUSINESS
A. Mid-Year Transfers

Town Manager Salomone indicated that this item was on the Council agenda for the cancelled January 27 meeting and would be on the February 10, 2015 agenda for Council action. Director of Finance Ann Harter provided an overview of the mid-year transfers. (Attached)

Councilor Klett requested that Mrs. Harter attend the February 10 meeting to make the same presentation to the public, since the current meeting is not televised or recorded.

B. Town Council Special Meeting Schedule – Budget Session

The Town Council reviewed the attached special budget meeting schedule and agreed by consensus to cancel the April 14 regular meeting, since it falls during school vacation. The Council will schedule a special meeting on April 21 in the place of the April 14 meeting. An item will be included on the February 10, 2015 Council agenda to cancel the April 14 meeting and schedule the two budget public hearings.

VI. INTRODUCTION OF FACILITATOR/OVERVIEW (Town Manager & Decision Point, LLC)

Town Manager Salomone introduced Phyllis Rizy and Paul Decelles of Decision Point, LLC, the facilitators for the goal setting session. Ms. Rizy and Mr. Decelles gave an overview of the goal setting and strategic planning processes.

VII. DEPARTMENTAL OVERVIEW

A. Economic Development (Andy Brecher, Economic Development Director)

Economic Development Director Andy Brecher discussed the state economic development with the Council. The focus of the presentation was on Town demographics and the success of high-income, high density condominiums and apartments in similar towns.

B. Information Technology (Paul Boutot, Chief Information Officer)

Chief Information Officer Paul Boutot gave a brief presentation on the evolution of technology in government (attached) and discussed current technology trends and needs moving forward. The Council discussed ways to reach the public and discussed the need for an updated town website.

C. Short/Long Range Capital Improvement Projects (CIP) (Ann Harter, Director of Finance)

D. Finance/Town Budget (Ann Harter, Director of Finance)

Director of Finance Ann Harter provided an overview of current CIP requests as well as the status of the Town's current and upcoming budgets. The Council discussed these items and concerns for the upcoming budget (see attached).

VIII. FORMULATION OF SHORT-TERM AND LONG-TERM GOALS & OBJECTIVES

The Councilors discussed and formulated short and long term goals. See the attached summary of the discussion as well as the formulated goals.

Due to time constraints, the Council discussed holding an additional goal setting session in the near future (schedule to be determined).

IX. SUMMARY AND NEXT STEPS - Not held due to time constraints

X. PUBLIC PARTICIPATION (ON AGENDA) – None

XI. REMARKS BY COUNCILORS- None

XII. ADJOURNMENT

Councilor Borjeson moved to adjourn the meeting at 3:15 p.m. Motion seconded by Councilor Castelle. Motion passed 7-0 (Councilors Cohen and Dinunzio absent)

Respectfully Submitted,

Jaime Trevethan
Asst. to the Town Manager for Administration

Attachments:

- 1) IT Presentation
- 2) CIP and Finance Presentations
- 3) Goal Setting Strategic Planning Process
- 4) Goal Setting Discussion Summary

The Evolution of Technology & Its Impact on Local Government

Information Technology

Paul G. Boutot, CGCIO

Chief Information Officer

January 31, 2015

The Evolution of Technology & Its Impact on Local Government



1960's – We were babies.

- Technology had little impact and was just a curiosity



1970's – We were still children.

- Technology was for academics, science and had little impact



The Evolution of Technology & Its Impact on Local Government



1980's – We were still children, but we could pout and get what we wanted.

- Technology invades the home, business, government and starts to change behaviors



The Evolution of Technology & Its Impact on Local Government



1990's – Like teenagers, we now have some control but don't know what to do with it yet.

- Technology is now everywhere. A great leap forward. It begins to connect us around the world.
 - E-Commerce
 - Websites



The Evolution of Technology & Its Impact on Local Government



2000's – We are growing up, Y2K.

- Technology enables more seamless communications across the globe. Growth is explosive, but like “explosions” is uncontrolled – all over the place.
- Social Media allows customer to articulate their satisfaction with companies and make decisions based on the company's behavior, not just on price alone. Companies begin to react and change.
 - Branding, Imaging, Message



The Evolution of Technology & Its Impact on Local Government



2010's – Welcome to adulthood.

- Technology becomes fully integrated into our daily lives. We live more fully in a digital world.
- IoT _ Internet of Things
- Open Government/Transparency
- Yesterdays computer now fits in the palm of your hand (Smartphone). Facebook recently reported that 48.9 % of its visitors accessed their services via Smartphone.



The Evolution of Technology & Its Impact on Local Government



2015 and beyond – Where do we go from here?

- Website Refresh – Re-Design for today's iCitizen, digital interaction, Social Media integration, Forms, Registrations, Notifications
- Review communications options (SMS, Video, etc)
- Wi-Fi (Town Facilities – Expand Guest Access)
- Municipal Wi-Fi Build-Out (Recent RFI)
- Storage Growth Explosions (Big Data – Video, Retention Requirements)
- Legal Mandates (HIPPA, Sarbanes-Oakley, FOI, PCI, etc.)
- SaaS, Cloud, Subscription Services, SLA's



Q & A

Thank You for having me!!

Goal Setting Session

DEPARTMENTAL OVERVIEW

SHORT/LONG RANGE CIP

Capital Improvement Plan Funding

| | |
|-----------------------------------|------------------|
| Total Debt Service | 1,227,831 |
| Total PAYG | 5,612,169 |
| Total CIP | 6,840,000 |
| Offset by: | |
| School Construction Grants | 500,000 |
| Cell Tower Rent | 40,000 |
| Net Cost | 6,300,000 |

SHORT/LONG RANGE CIP

Pay-As-You-Go Projects Presented to CIP Committee

| Project Title | \$ |
|-------------------------------------------|----------------|
| Marcap Property Acquisition | 536,200 |
| Appr. To Public School CIP Reserve | 125,000 |
| Revaluation 2015 | 116,000 |
| Fire Apparatus Lease Payment | 138,421 |
| Equipment Replacement Reserve | 415,000 |
| Information Technology Reserve | 231,200 |
| General Property Improvements | 150,000 |
| Town Buildings Mechanical Reserve | 50,000 |
| Radio Replacement Reserve | 40,000 |
| Road Reconstruction/Resurfacing | 170,000 |

SHORT/LONG RANGE CIP

Pay-As-You-Go Projects Presented to CIP Committee

| Project Title | \$ |
|--------------------------------------------------|----------------|
| Sidewalk & Stonewall Repair | 50,000 |
| Drainage Improvements | 100,000 |
| Public Building Resurfacing Program | 25,000 |
| Traffic Signal Repair & Replacement | 25,000 |
| Park, Pool & Playfield Improvement | 100,000 |
| Synthetic Turf Replacement Reserve | 25,000 |
| Parks Garage HVAC Replacement | 140,000 |
| Library Boiler Replacement | 60,000 |
| Highway Garage Oil to Gas Conversion | 310,000 |
| Public Safety Radio Replacement (Phase I) | 217,250 |
| Fire Dept SCBA | 237,500 |

SHORT/LONG RANGE CIP

Pay-As-You-Go Projects Presented to CIP Committee

| Project Title | \$ |
|-------------------------------------------------------------|------------------|
| Fire Dept Breathing Air System | 130,000 |
| Fire Dept Emergency Generators | 45,000 |
| Fire Dept Heating System | 47,000 |
| Fire Dept Replacement Windows | 30,000 |
| Landfill Conversion to Transfer Station | 50,000 |
| Mill Pond Playscape Replacement | 150,000 |
| Municipal Parking Lot Center Green Irrigation System | 25,000 |
| NHS Career/Technical STEM Renovation | 2,100,000 |
| TOTAL | 6,046,091 |
| Amount over the funding level | 433,922 |

SHORT/LONG RANGE CIP

Possible Bonding Projects

| | | |
|---------------------------|----|------------|
| Town Hall | \$ | 16,000,000 |
| Community Center | \$ | 8,000,000 |
| NHS Career/Technical STEM | \$ | 2,000,000 |
| Library | \$ | 10,000,000 |
| Pools/Parks | \$ | 3,000,000 |
| A.Reynolds Renovate | \$ | 7,000,000 |
| J. Patterson Renovate | \$ | 7,000,000 |
| Bus Garage Relocation | \$ | 850,000 |
| Other Town Buildings | \$ | 1,150,000 |
| Total | \$ | 55,000,000 |

SHORT/LONG RANGE CIP

LONG RANGE PLAN - SCENARIO A

| | Bonded | | | Bonded | | Balance for | |
|----------------|---------------|--------------|-----------------|-------------------|----------------|----------------------|-------|
| | Debt | July | New Bond | Maturities | Debt | New Debt | |
| | 1 | Issue | | June 30 | Service | Pay-As-You-Go | |
| 2014-15 | 8,740 | | | 1,445 | 7,295 | 1,677 | 4,623 |
| 2015-16 | 7,295 | 10,000 | | 1,040 | 16,255 | 1,228 | 5,072 |
| 2016-17 | 16,255 | 10,000 | | 1,535 | 24,720 | 2,042 | 4,258 |
| 2017-18 | 24,720 | 10,000 | | 2,025 | 32,695 | 2,834 | 3,466 |
| 2018-19 | 32,695 | 10,000 | | 2,195 | 40,500 | 3,284 | 3,016 |
| 2019-20 | 40,500 | 10,000 | | 2,690 | 47,810 | 4,055 | 2,245 |
| 2020-21 | 47,810 | 5,000 | | 3,175 | 49,635 | 4,806 | 1,494 |
| 2021-22 | 49,635 | | | 3,415 | 46,220 | 5,121 | 1,179 |
| 2022-23 | 46,220 | | | 3,400 | 42,820 | 4,996 | 1,304 |
| 2023-24 | 42,820 | | | 3,385 | 39,435 | 4,872 | 1,428 |
| 2024-25 | 39,435 | | | 2,935 | 36,500 | 4,313 | 1,987 |
| 2025-26 | 36,500 | | | 2,750 | 33,750 | 4,028 | 2,272 |
| 2026-27 | 33,750 | | | 2,750 | 31,000 | 3,932 | 2,368 |
| 2027-28 | 31,750 | | | 2,750 | 29,000 | 3,836 | 2,464 |
| 2028-29 | 29,750 | | | 2,750 | 27,000 | 3,740 | 2,560 |
| 2029-30 | 27,250 | | | 2,750 | 24,500 | 3,644 | 2,656 |
| | | 55,000 | | 39,545 | | | |

SHORT/LONG RANGE CIP

LONG RANGE PLAN - SCENARIO B

| | Bonded Debt | July 1 | New Bond Issue | Maturities | Bonded Debt June 30 | New Debt Service | Balance for Pay-As-You- Go |
|----------------|------------------------|-------------------|---------------------------|-------------------|------------------------------------|-----------------------------|-------------------------------------------|
| 2014-15 | | 8,740 | | 1,445 | 7,295 | 1,677 | 4,623 |
| 2015-16 | | 7,295 | 10,000 | 1,040 | 16,255 | 1,228 | 5,072 |
| 2016-17 | | 16,255 | 10,000 | 1,535 | 24,720 | 2,042 | 4,258 |
| 2017-18 | | 24,720 | 10,000 | 2,025 | 32,695 | 2,834 | 3,466 |
| 2018-19 | | 32,695 | | 2,195 | 30,500 | 3,284 | 3,016 |
| 2019-20 | | 30,500 | | 2,190 | 28,310 | 3,153 | 3,147 |
| 2020-21 | | 28,310 | | 2,175 | 26,135 | 3,071 | 3,229 |
| 2021-22 | | 26,135 | | 2,165 | 23,970 | 2,996 | 3,304 |
| 2022-23 | | 23,970 | 10,000 | 2,150 | 31,820 | 2,915 | 3,385 |
| 2023-24 | | 31,820 | | 2,635 | 29,185 | 3,685 | 2,615 |
| 2024-25 | | 29,185 | | 2,185 | 27,000 | 3,152 | 3,148 |
| 2025-26 | | 27,000 | | 2,000 | 25,000 | 2,893 | 3,407 |
| 2026-27 | | 25,000 | | 2,000 | 23,000 | 2,823 | 3,477 |
| 2027-28 | | 23,000 | 10,000 | 2,000 | 31,000 | 2,753 | 3,547 |
| 2028-29 | | 31,000 | | 2,500 | 28,500 | 3,533 | 2,767 |
| 2029-30 | | 28,500 | 5,000 | 2,500 | 31,000 | 3,445 | 2,855 |
| | | | 55,000 | 31,295 | | | |

SHORT/LONG RANGE CIP

- Issue bonds over the \$6.3 million funding policy
- For every \$10 million issued the tax implications equals a .34 mills or 1% increase

SHORT/LONG RANGE CIP

Debt Capacity Comparison

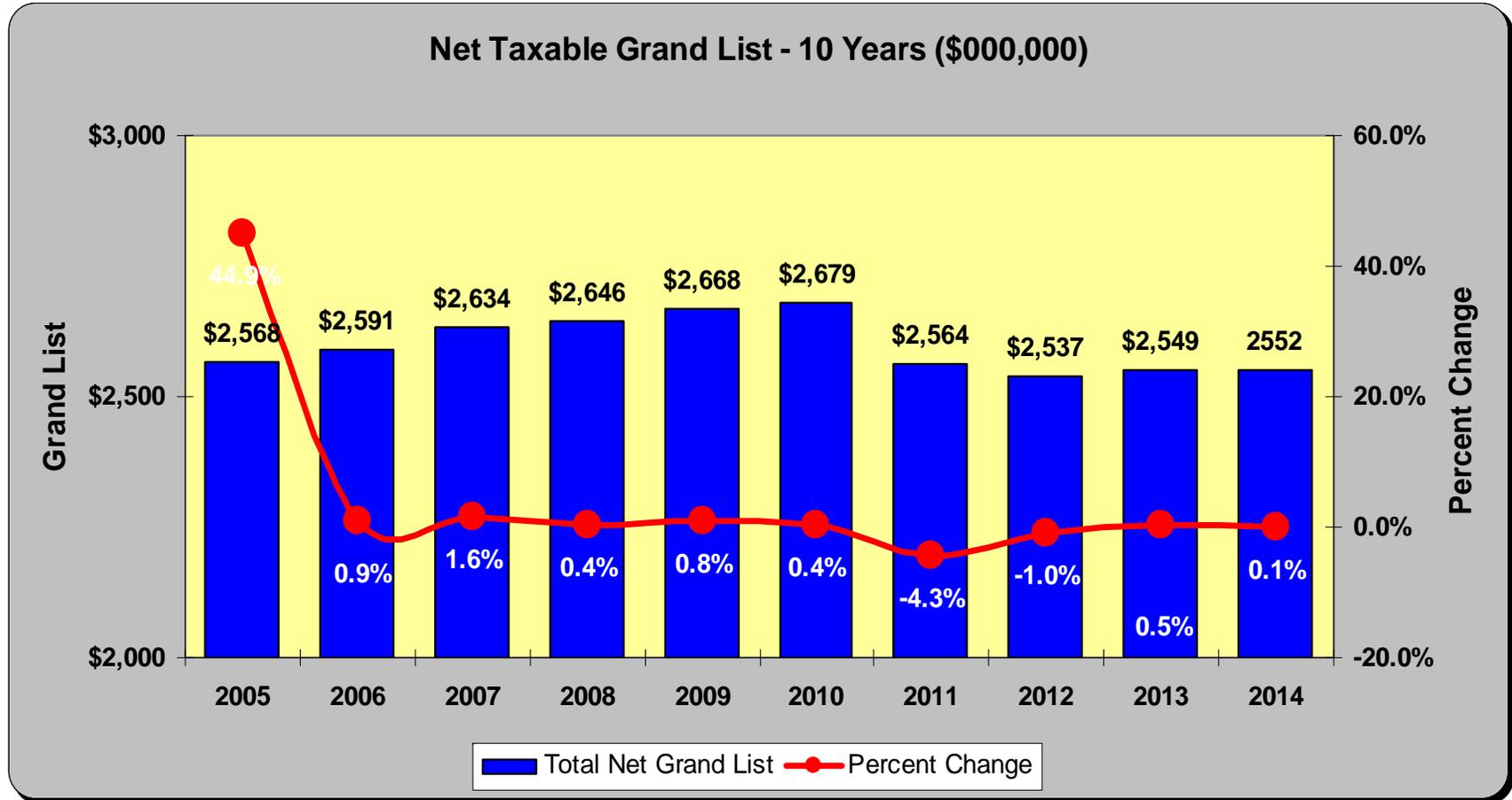
Per 6/30/13 Audit

| Rank | Town | Pop. | Credit Rating | Per Cap. Income | % Debt Svc to Budget | Outstanding Debt 6/30/13 | Per Capita Debt | % Debt of G.L. |
|------|------------------|---------------|---------------|-----------------|----------------------|--------------------------|-----------------|----------------|
| 1 | Farmington | 25,450 | Aa1 | \$50,325 | 10.5% | \$49,611,000 | \$1,950 | 0.9% |
| 2 | Glastonbury | 34,698 | Aa1 | \$46,755 | 7.7% | \$69,615,000 | \$2,006 | 1.3% |
| 3 | Wethersfield | 26,710 | Aa2 | \$38,912 | 5.1% | \$25,395,586 | \$951 | 1.1% |
| 4 | Rocky Hill | 19,729 | Aa2 | \$38,180 | 3.9% | \$13,940,000 | \$707 | 0.6% |
| 5 | South Windsor | 25,846 | Aa2 | \$37,308 | 5.3% | \$59,328,865 | \$2,295 | 2.1% |
| 6 | Newington | 30,562 | Aa2 | \$35,055 | 2.4% | \$12,187,000 | \$384 | 0.5% |
| 7 | Berlin | 19,921 | Aa2 | \$32,465 | 2.5% | \$35,687,000 | \$1,791 | 1.1% |
| 8 | Bloomfield | 20,486 | Aa2 | \$28,843 | 31.2% | \$66,471,815 | \$3,245 | 3.4% |
| | Average | 25,425 | | \$38,480 | 8.6% | \$41,529,533 | \$1,666 | 1.4% |

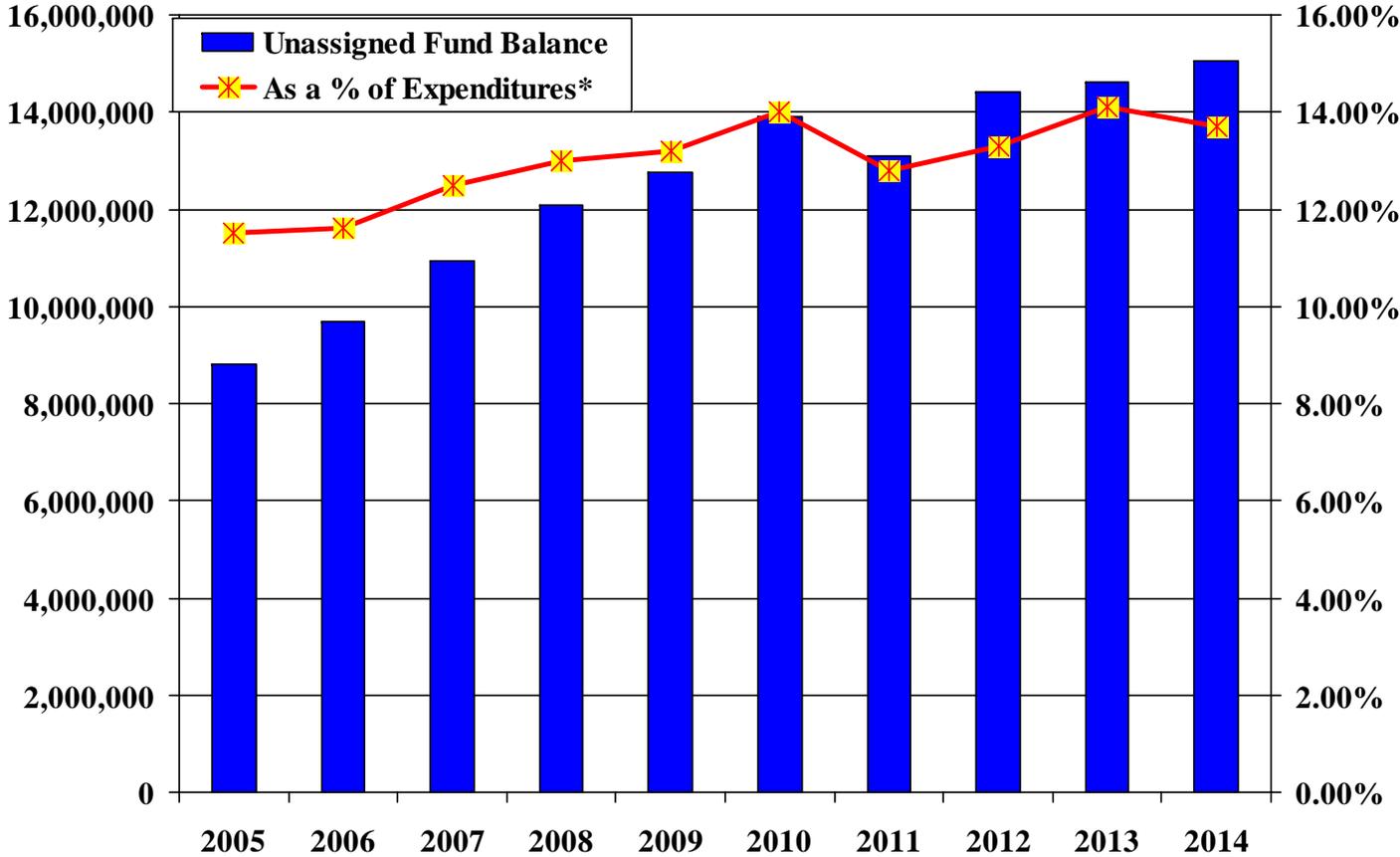
FINANCE/TOWN BUDGET

- KEY ISSUES
 - Grand List
 - Fund Balance
 - Pension

Grand List



Unassigned Fund Balance



Pensions “Headwinds”



- Significant asset losses
- Gradual lowering of the interest rate assumption
- Long amortization period

PENSIONS

JULY 1, 2014 PRELIMINARY VALUATION

- **Total Plan Asset as of July 1, 2014**

Market Value of Assets \$63 million

Rate of Return – 15.6%

Actuarial Value of Assets \$58 million

Rate of Return – 11.5%

Unrecognized Gains \$5 million

PENSIONS

Liabilities

- It is normal for the liability to grow year after year as active employees earn more benefits
- Administrative and Municipal plan closed to all new hires
- Changes to the Police plan take several years before the cost savings is realized

PENSIONS

- Three Defined Benefit Pension Plans
 - Administration – closed to new hires 1997
 - Municipal - closed to new hires 2007
 - Police

PENSIONS

Changes to Police Pension Plan

- Employees hired after January 1, 2007
 - ❑ Must work 25 years to be eligible for cost of living (COLA) and retiree health insurance
 - ❑ Benefit is capped at 70% of base salary. Base salary does not include overtime, private duty pay or any other supplemental earnings
 - ❑ Annual pension multiplier of 2.5% capped at 62.5% (25 Years)

PENSIONS

Changes to Police Pension Plan

- Employees hired after October 1, 2013
 - No longer eligible for COLA
 - Normal retirement date changed to later age 50 and 25 years in order to receive retiree health benefit.
- All IBPO employees contribution rate to increase from 7% to 9.0% by .5% over the four year contract.

PENSIONS

Preliminary Results (in millions)

| | 2013 @7.5% | 2014 @7.5% | 2014 @7.25 |
|--------------|---------------|---------------|---------------|
| Liability | \$104.6 | \$108.3 | \$111.2 |
| Funded Ratio | 51.2% | 53.9% | 52.5% |
| ARC | \$5.2 | \$5.4 | \$5.7 |
| Increase \$ | .8 | .3 | .5 |
| Increase % | 17% | 3.5% | 9.2% |

PENSIONS

Annual Required Contributions (ARC)

- The End Result of the valuation calculation is the Annual Required Contribution – ARC
- It should be noted that the Town has consistently made 100% of the ARC as set by the actuaries.
- The following is a ten-year history of the Annual Required Contributions made

PENSIONS

Schedule of Employer Contributions (in 000s)

| FY | Annual Required Contribution | % Increase |
|---------|------------------------------------|------------|
| 2004-05 | 1,409 | 15% |
| 2005-06 | 1,894 | 34% |
| 2007-08 | 2,180 | 15% |
| 2008-09 | 2,293 | 5% |
| 2009-10 | 2,362 | 3% |
| 2010-11 | 2,691 | 14% |
| 2011-12 | 3,620 | 35% |
| 2012-13 | 4,123 | 14% |
| 2013-14 | 4,497 | 9% |
| 2014-15 | 5,226 | 16% |

PENSIONS

Long Range Forecast

Valuation

| Date | Total ARC | % Inc |
|-------------|------------------|--------------|
| 7/1/2013 | 5,253,454 | 17% |
| 7/1/2014 | 5,452,000 | 4% |
| 7/1/2015 | 5,550,000 | 2% |
| 7/1/2016 | 5,777,000 | 4% |
| 7/1/2017 | 5,943,000 | 3% |
| 7/1/2018 | 6,173,000 | 4% |
| 7/1/2019 | 6,409,000 | 4% |
| 7/1/2020 | 6,668,000 | 4% |
| 7/1/2021 | 6,965,000 | 4% |
| 7/1/2022 | 7,310,000 | 5% |
| 7/1/2023 | 7,771,000 | 6% |

PENSIONS FUNDING POLICY

- New Pronouncement issued by Government Accounting Standards Board (GASB) 67/68 - Accounting and Financial Reporting for Pensions
- Requires a formal Funding Policy.
- Term ARC is replaced with ADEC

PENSIONS FUNDING POLICY

- Funding Policy Best Practices: “LEAF”
 - Long term in outlook
 - Equitable across generations of taxpayers
 - Avoid surprises by using a consistent process design to minimum volatility (smoothing)
 - Flexible in response to unusual situations

PENSIONS FUNDING POLICY

Additional objectives

- Ensure that the Pension Funds have sufficient assets on hand to pay all benefits due
- Ensure that all statutory funding requirements are satisfied

Pensions

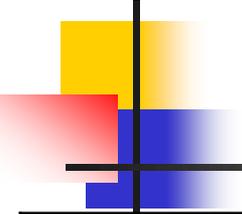
In summary

- As long as we keep on this course we will eventually get to the goal



Town Budget

| TOWN OF NEWINGTON GENERAL FUND BUDGET SUMMARY | 2015-2016 | \$ | PERCENT |
|----------------------------------------------------|-----------------------|--------------------------------------|--------------------------------------|
| | DEPARTMENT REQUEST | CHANGE FROM PREVIOUS BUDGET | CHANGE FROM PREVIOUS BUDGET |
| BUDGET APPROPRIATIONS: | | | |
| Town Government Operations (100-800) | 23,607,106 | 766,461 | 3.4% |
| Insurance-Miscellaneous | 10,650,626 | 1,165,409 | 12.3% |
| Board of Education Operations | 71,874,488 | 3,835,017 | 5.6% |
| Metropolitan District Comm. Payment | 3,404,400 | 187,600 | 5.8% |
| Debt Service | 1,227,831 | -449,100 | -26.8% |
| Capital Improvements | 5,197,169 | 860,841 | 19.9% |
| Equipment Reserve | 415,000 | 20,000 | 5.1% |
| Empl. Leave Liability Res. Fund | 92,900 | 0 | 0.0% |
| TOTAL APPROPRIATIONS - TOWN AND BOARD | 116,492,720 | 6,409,428 | 5.8% |
| LESS: | | | |
| Estimated Revenues from Non-Tax Sources | 20,676,340 | 0 | 0.0% |
| LESS: | | | |
| General Fund Balance Applied | 2,000,000 | -400,000 | -16.7% |
| AMOUNT TO BE RAISED BY CURRENT TAXES | 93,816,380 | 6,809,428 | 7.8% |
| NET GRAND LIST | 2,551,501,424 | 3,458,827 | 0.1% |
| LESS: Est. Value of Legal Corrections & Exemptions | 10,000,000 | | |
| NET ADJUSTED GRAND LIST | 2,541,501,424 | 3,458,827 | |
| NET ADJUSTED COLLECTIBLE GRAND LIST | 2,505,920,404 | 3,410,403 | 0.1% |
| (\$ VALUE OF ONE MILL = \$2,505,920) | | | |
| MILL RATE | 37.44 | 2.67 | 7.7% |



Strategic Planning Process

**Strategic
Inquiry**

Strengths

What are our greatest assets

Opportunities

What are the best possible market opportunities

**Appreciative
Intent**

Aspirations

What is our preferred future

Results

What are the measurable results

Goal Planning Sheet

| | | | |
|--------------|-------------|---------------|--|
| NAME: | | Number: | |
| Today's Date | Target Date | Date Achieved | |
| | | | |

| |
|-------------------------------------------------------------------------------------------|
| GOAL (Specific, Measurable, Action-Oriented, Realistic, Time/Resource Constrained) |
| |

| |
|-----------------------------------------------------------------------------------|
| Benefits to be gained from achieving this goal and/or losses to be avoided |
| |

| |
|---------------------------|
| Possible Obstacles |
| |

| |
|---------------------------|
| Possible Solutions |
| |

Town Council Discussion on Strategic Goal Setting – January 31, 2015

- Strengths – Busway
 - Opportunity - Busway will bring new entrepreneurial opportunities for the Town in the immediate area.
 - Opportunity - Busway will also increase development interest in the immediate area.
- Strengths – Gas line in Town
 - Opportunity - Gas line is very attractive to buyers/developers.
- Strengths – Town Center is very attractive asset
 - Opportunity – could add equally attractive high income high density housing
- Strengths – College community
 - Opportunity – need for safe/attractive Junior/Senior year college student off campus housing
- Strengths – 1-12 grade school population decreased by 500 students – diminishing need
- Strengths – Sophisticated fire/police to support increases in development and population
- Goal/Aspiration – Find a way to influence conversation and collaboration with Boards/Committees/Commissions on course of action. As an example, specifically to
 - Discover reality behind perception of Newington as an “overbuilt Town”
 - Consider high income High Density Housing options
 - Possible Obstacle – Town Council may seem like trying to push agendas if they promote initiatives to other Commissions.
 - Possible Solutions – Town Council chooses members for all Boards/Committees/Commissions – should make these appointments less political
 - Possible Obstacle – Perception might be that Town is serving Seniors/Millennials without serving all Town constituents.
 - Possible Solutions – Ensure our language/communication does not send improper messages that can be misunderstood.
 - Possible Solutions – Improve communication/education with Town residents by investing in IT solutions and other communication methods to better share valuable information:
 - Establish better and more methods to share relevant information with population
 - Establish regular “interactive dialogue” sections during our Town Council meetings and other meetings
 - Do outreach blasts to public
 - Explain the budget meetings process to public
 - Possible Solutions – Consider hiring a Planning & Development Consultant Company to investigate and present to the P&Z Committee the potential for an “Overlay Zone”. This Consultant Company could also implement plan if approved.
- Goal/Aspiration – Develop a clear vision for Town growth and ensure it is not changed after initiated.
- Goal/Aspiration – Maintain high end/aesthetically pleasing additions to Town housing – maintain curb appeal.
- Goal/Aspiration – Have additional goal setting sessions