

Town of Coventry

STRATEGIC PLANNING WORK SESSION

13 November 2021

Agenda

- A. Introduction: Living in a VUCA world
- B. Discussion of an organizational vision, mission and core values
- C. Discussion of Town Council interests and issues of importance
- D. Department presentations of key issues, priorities and proposals
- E. Town Manager discussion of next steps

Welcome to a VUCA world

- Q. What is a VUCA world?
- A. It's VOLATILITY, UNCERTAINTY, COMPLEXITY and AMBIGUITY.

- Q. How do you lead in a VUCA world?
- A. Strategic visioning.

Volatility yields to VISION.

Uncertainty yields to UNDERSTANDING

Complexity yields to CLARITY

Ambiguity yields to ACUITY

LEADERSHIP PRINCIPLES

1. Do the right things, do things right.
2. Do to others, as you wish it done to you.
3. Do right, risk the consequences.

What is strategic about strategic planning?

- Q. What is the difference between strategic and non-strategic plans/goals?
- A. Non strategic plans and goals are good for meeting the day to day mission needs of the organization. Example: Complete the tasks accurately and on-time.

Strategic plans and goals look beyond the immediate activities to visualize, identify and anticipate opportunities to grow resources and capacity to better deliver current and future needs.

What is the Town's Mission?

- A municipality is a subdivision of the State organized to provide for localized governance and services.
- The Town Charter “secures the right of self government on all local matters” and enumerates powers of the Town.

The Mission is a simple statement of an organization's specific purpose.

✓ Provide for laws, enforcement of laws and services.

The Town of Coventry's mission is to provide the highest quality suite of municipal services at the best value for the community.

What is the Town's Vision?

- Fulfilling the Town's mission is part of it.
- What does success look like?
- How would you describe a successful Coventry?
- What is your vision for what the ideal Town of Coventry will be?

VISION STATEMENT

The Town of Coventry will prosper as a desirable residential community that offers the best value for a quality lifestyle.

Core Values

... are the values that are held in the highest esteem and as a standard for measuring employee conduct and performance in the organization.

Employees were asked to offer their opinions and provide input to the following questions:

- What do you think are the most important ideals or values that the Town (your supervisor, Director, Town Manager) should focus on to make this organization a better place to work for you?
- What words would you use to describe what Coventry's culture and values is all about?

Employee in-put: most repeated values

- Appreciation
- Hard work
- Honesty
- Frugality (value)
- Teamwork
- Dedication
- Trust
- Communication
- Integrity
- Respect

Manager's core values

- Integrity*
- Communication*
- Transparency
- Respect*
- Accountability
- Service
- Kindness
- Justice
- Team work*
- Hard work*

Town Council's key interests and issues

Policy and Administration

- Review/develop Town policies and procedures (all recorded and listed in one place)
- Record/track all Town contracts in one place (i.e. roads, sewers, etc.)
- Define criteria for prioritizing projects, including sewers.
- Define Legal priorities; need status reports on outstanding issues, inquiries, litigation
- Comprehensive Plan: anticipate future changes in the economy to update planning/zoning ordinances in a timely manner

Town Council's key interests and issues

Policy and Administration

- Town Council appointed Boards and Commissions – need defined structure, governance, process and staff relations
- Johnson's Pond – policy issue, Town Council position?
- Center of New England – policy issue, Town Council position?
- Tax freeze and abatements – policy issue, (e.g. reduce scope of benefits to non-full-time residents?)

Town Council's key interests and issues

Infrastructure

- Sewers plan. (Do we want them or not want them? Where? When?)
- Capital Improvements Planning – expectations for communicating the needs to the Town Council to be able to make an informed decision.
- Schools – bond
- Roads, sidewalks, parks, facilities, properties.

High priority. What is the scope of need? Cost? Available resources?

Town Council's key interests and issues

Finances

- Revenue growth options: prioritize by impact, value
- Expenditure reductions: prioritize by impact, value
- Reduce pension liability (Police, SRP, CTA)
- Move towards a positive net position. (Budget policy criteria for new proposals?)
- Asset management plan for Town owned properties and historical properties: maintenance and disposition.
- Legal services (RFP in 2022?)

Town Council's key interests and issues

Town culture, brand, marketing

- Town narrative: marketing, communications, awareness, new website, events.
- Town events: planning, funding, executing. (Fireworks, festivals, parades, markets, shows, etc.)
- Economic development. Business-friendly environment.

DEPARTMENT PRESENTATIONS

1. Town Clerk
2. Human Services
3. Library
4. Planning and Development
5. Parks and Recreation
6. Police
7. Public Works
8. Finance

Strategic Planning



Town Clerk's Office
September 2021

Mission statement

The Town Clerk's office is the central hub of local government in Coventry. Its mission is to protect and preserve the integrity of the Town's historical records as well as to provide personal and professional public service for a variety of governmental functions in a timely, efficient and accurate manner while being ever mindful of rendering equal and courteous service to all.



Department Functions

- Town records
- Town Council support
- Bid openings
- Boards & Commission
- Probate Court records
- Public Records Requests
- Recording and storage of land evidence records
- Vital Records
 - ❖ Issuance of Marriage licenses
 - ❖ Copies of Birth certificates
 - ❖ Copies of Death Certificates
 - ❖ Copies of Marriage License
- Advertising
- Cemetery
- Custodian of the Town Seal
- Notary Public Services
- Licensing
 - ❖ Dog License
 - ❖ Yard Sale License
 - ❖ Fishing Licenses
 - ❖ Business Licenses
 - Liquor License
 - Victualling
 - Additional Hours
 - Liveshow Entertainment
 - ❖ Various other Licenses

Summary of changes to make my department more efficient.

WHERE WE ARE

1. Public needs to renew dog licenses in person or by mail.
2. Licenses need to be renewed in person or by mail.
3. Recordings are done in person or by mail.
4. Public needs to request vital records in person or by mail.
5. Public accesses our maps in our vault currently.

WHERE WE WANT TO BE

1. Process dog license on line and paid for by credit card.
2. Licenses can be processed and renewed on line and paid for by credit card.
3. E-Recording can be sent electronically and the pages can be stamped electronically.
4. Vitals can be processed on line and paid for by credit card.
5. Maps can be viewed on line and will cut down on traffic in our vault.



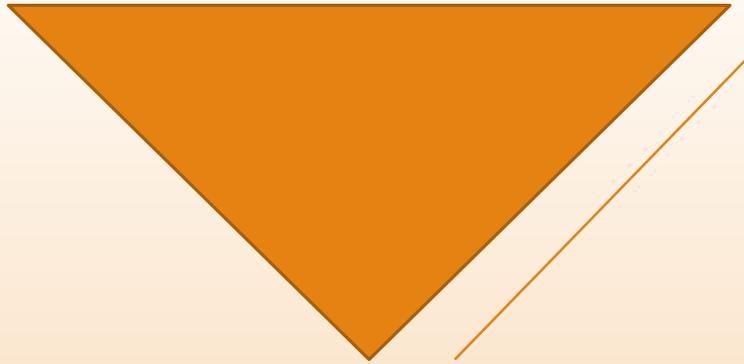
Projects



Equipment & Programs



1. Organizing our vault.
 - a) Digitize documents.
 - b) Preserve old documents.
 - c) Rearrange vault to have a better flow.
2. Organize probate cards into excel spreadsheet.
3. Legal review of the Town of Coventry's General Code.
 1. Large Scanner to scan our maps.
 2. Need a separate safe from the Tax Collectors office.
 3. Computer station for public to access probate information.
 4. New dog program.



Questions?

“Accept the past and fight for the future”



Town of Coventry Department of Human Services



MISSION STATEMENT

"To provide residents with social, economic, physical and psychological wellness services. "

A decorative graphic consisting of several parallel white lines of varying lengths, slanted diagonally from the bottom right towards the top right, located in the lower right quadrant of the slide.

Vision Statement

To position our department to be **the most trusted partner in providing resiliency building wellness services for all members of our Coventry community.**

A decorative graphic consisting of several parallel white lines of varying lengths, slanted diagonally from the bottom right towards the top right, located in the lower right quadrant of the slide.

OUR MULTI-PURPOSE CENTER PROVIDES SERVICES TO OUR ENTIRE COMMUNITY

- ▶ Elder Services
 - ▶ Youth and Families
 - ▶ Special Populations
 - ▶ Food/Nutrition Services
 - ▶ Special Projects
- 

ELDER SERVICES

The Coventry Resource and Senior Center provides daily health and wellness and nutrition programs, educational enrichment opportunities.

Our center serves as a gateway to the elder service network as we are a community resource and connector.

Our focus remains to prolong independence and dignity for our elders which ultimately strengthens our community.



YOUTH AND FAMILY SERVICES

Connecting families to needed resources to address their social determinants of health needs including: case- management, food, safety , substance abuse, access to health and mental health services.

Our department collaborates with the Coventry Police and the school district on assisting our youth through the **Substance Abuse Prevention Task Force, Juvenile Hearing Board, and the Truancy Hearing Boards.**



SPECIALTY POPULATIONS

- **Project FRIENDS Program**- Day Program for Adults with Intellectual and Developmental Disabilities licensed by the State of Rhode Island Department of Behavioral Health Developmental Disabilities and Hospitals. It has been part of our center for over 31 years.

This program provides services to 24 adults with I/DD with individualized services around community integration, employment supports and overall skill development to maximize their independence and success.

An annual plan (ISP-Individual Support Plan) is developed with the participant, their support system; families, parents, state partners and advocates.

Many of the participants in Project FRIENDS work and volunteer within the town; mail-run, janitor assistant, dishwashers and they also work for local businesses in the Kent County area.

We presently have an unmet need for staffing for this program and are actively recruiting at this time.

FOOD AND NUTRITION SERVICES

Elders and Individuals with disabilities utilize our meal site each weekday for their lunch time meal. This also affords an opportunity to socialize and minimize isolation.

The Meals on Wheels Program, which runs out of our center, provides meals and an eyes on visit with our most “at-risk” elders. Sometimes this is the only contact this group receives each day. This program amongst all others focuses on maintaining our elders in the community for as long a period as possible and prevents early nursing home placement.

Our department also provides **emergency box-staple meals** to seniors in the event of a closure or severe weather event.

FOOD AND NUTRITION SERVICES

Coventry Community Food Bank is licensed by the State of Rhode Island Community Food Bank and is located at 191 McArthur Boulevard.

This foodbank utilizes the **client choice program** where individuals in need can shop for themselves. This is a best practices standard for the state and it is viewed as respectful services provision.

Throughout COVID-19 the foodbank was moved to the Resource and Senior Center and we successfully serviced over 2500 cars for drive-thru emergency food.

The Foodbank has moved back to McArthur Blvd. and we are now in partnership with Farm Fresh Rhode Island to give out fresh produce to those in need.



FOOD AND NUTRITION SERVICES

The Coventry Community Garden was established in 2009 with the assistance of the University of Rhode Island Cooperative Extension and was formerly known as the *"Harvest from the Heart"* Program. Since that time it has doubled in size and all of the produce grown at the garden space in front of the Town hall Annex building goes directly to our Food Bank and to the Resource and Senior Center to help feed our neighbors in need.

As of this past year our seniors at the Resource and Senior Center started seeds in our co-located greenhouse. The seniors were pleased to help give back to their community. These vegetables were very beneficial to our community as we emerged from the COVID-19 pandemic.



SPECIALTY PROGRAMS

Tis the Season Program-Assisting our families through difficult times throughout the holiday season with basic human needs(Food, clothing and gifts for children)

(C-TIC) Coventry-Trauma Informed Care Community-Resilient Coventry

3 plus year grant on educating the school district and municipal government on the benefits of trauma informed care and helping at risk children and families.

Intergenerational Programs-

Working with elders and students at the middle school and high school in expressive arts and age cafés

SPECIALTY PROGRAMS

Health and Wellness Programs-

Kent County Coalition; Coventry Substance Abuse Task Force

Social Isolation Workgroup-Age Friendly Rhode Island: Throughout COVID-19 and beyond; statewide coordinated effort to share resources and develop best practices around maximizing connections for the state's elderly population.

Long Term Care Coordinating Council-participate in advocacy and service provision for RI Elders to receive the best care that maintains them in their homes for as long a period as possible.

Rhode Island Senior Center Directors Association-Advocacy and service for our elder population on a state and local level. Advocating for transportation and accessibility to the state's resources.

GOALS FOR HUMAN SERVICES 2022-2024

- ▶ The Department will continue to provide high level professional services to our community with a laser focus on maximizing wellness, health and safety.
- ▶ Roll-Out the **Resilient Coventry(Trauma-Informed Care) Training** for Municipal staff, School Committee and Town Council membership along with parents and youth coaches. Bring Positive Community Building Strategies to Coventry.



HUMAN SERVICES REQUESTS THE COUNCIL'S SUPPORT FOR THE FOLLOWING STRATEGIC NEEDS

1. **Funding and Support** for programming is an ever present issue and grant seeking has been the primary solution. We work collaboratively with the RI Office of Healthy Aging and other funding streams to increase the scope of our services. This will include the future purchase of two minivans for ongoing transportation needs to be met into the future. Possibly utilizing the lease program as an option.
2. **Supporting and Advocating for Future State Funding for Special Populations**
Project FRIENDS Program remains in need of staffing as we remain unable to fully reopen our program. The present workforce crisis can be attributed to wage and compensation issues and lack of adequately trained and experienced individuals. We are working closely with our state partners especially the RI Department of Behavioral Health, Developmental Disabilities and Hospitals on changing rate setting to secure a living wages for our direct care staff.

HUMAN SERVICES REQUESTS THE COUNCIL'S SUPPORT FOR THE FOLLOWING STRATEGIC NEEDS

3. **Funding and hiring a part time van driver would greatly benefit both our Project FRIENDS and Senior Programs.** The present transportation system MTM which is a private contractor for RIPTA has been extremely inefficient and has left some of our most at-risk elders stranded without a ride, ths denying them access to their own community.

This position will increase access to services for our residents. If residents cannot get to services then there is no real access to community.

4. **Supporting the application for HEZ (Health Equity Zone) for Coventry** is consistently a future focus for our department. This will bring in consistent Federal and State Funds to grow programs around access and health and wellness options for our town.

[What are Rhode Island Health Equity Zones? - Bing video](#)

Questions ?



Strategic Plan 2021-2026



COVENTRY
PUBLIC LIBRARY

Our Mission

The Coventry Public Library strengthens the community by providing free and equal access to information, programs and services that bring people together, fostering creativity and encouraging lifelong learning.

Our Vision

To be a place in the community where everyone is welcome to learn, discover, create and connect.

We strive to provide:

1. An enthusiastic, well-trained and creative staff focused on the community's interests and needs
2. A warm and welcoming space
3. A positive relationship with other libraries, town departments and agencies that foster cooperation, making the most effective use of taxpayer resources
4. Ready and equitable access to information and library materials in various formats
5. A variety of early childhood programs that promote literacy and bring families together
6. Technology that expands and enhances service
7. Programs for a wide variety of ages & interests
8. The right to intellectual freedom & confidentiality

History

- The Coventry Public Library was established in 1972 and included Anthony Lyceum, Summit Free Library and Greene Library.
- In the late 70s, there grew a need for a larger, more centralized public library building.
- Virginia Carter, Library Director, secured a federal grant for a proposed 20,000 square foot central library.
- At the last minute, however, the town council and town manager decided the funds could best be used by building a combined town hall/public library. Thus, through the efforts of the library director and board of trustees, the town built a federally-funded town hall/library.
- The Coventry Library Foundation was formed in 2001 by a group of library enthusiasts. Its goal is to give Coventry a newly renovated and expanded facility to meet current and future needs through fundraising.
- The Greene branch serves the western section of Coventry.
- The Coventry Public Library also houses Literacy Volunteers of Kent County.

COMMUNITY NEEDS

Development of this plan is the result of the efforts of the Library Board of Trustees, library staff, library patrons and members of the community - as well as current library trends.



Accomplishments

Secured a grant to pilot a Book Mobile program, Summer 2021

Created a new logo to expand the marketing of library services

Continuously provided library services throughout the pandemic

Added curbside pickup, take & make crafts and storytime to-go kits

Conducted a community survey in January 2021

Increased our virtual programming

Added at-home learning kits to support homeschooling families

Added a full-time young adult/children's position

Added a part-time outreach librarian position

Adopted a staff handbook

Collaborated with other town agencies to strengthen the community through programs and services

Revaluated our space and made adjustments to improve the flow of traffic

Created a dedicated workspace for Young Adult Librarian

Increased volunteer opportunities for teens

SWOT Analysis

Strengths

- Staff
- Customer service
- Collections
- Digital Resources
- Programs
- Outreach
- Collaboration with town departments and local organizations
- Partnership with Literacy Volunteers of Kent County
- Coventry Library Foundation
- Book Nook

Weaknesses

- Lack of programming space
- Lack of meeting room space
- Lack of quiet study rooms
- Council chambers often overbooked, decreasing our ability to hold programs
- Staff turnover
- Clear town policies
- Town organizational chart
- Communication

SWOT Analysis

Opportunities

- Establish bookmobile to increase outreach
- Collaborate with other libraries
- Explore grants and fundraising activities in collaboration with Library Foundation
- Offer support services for home-schoolers
- Reevaluate and expand the existing space
- Engage in community events

Threats

- Population going elsewhere
- Perception that libraries are no longer needed/don't offer more than books
- Reduction in funding
- Being able to meet minimum standards for RI Public Libraries

A close-up photograph of a wooden maze board. A black ball is positioned on a path of the maze. The maze is constructed from light-colored wooden blocks and has several circular holes. The word "Obstacles" is written in white text across the center of the image, partially overlapping the ball and the maze path. The lighting is warm, creating soft shadows and highlights on the wood and the ball.

Obstacles

Minimum Standards & Regulations for RI Public Libraries

In order to be eligible to receive state aid pursuant to R.I. Gen. Law § 29-6-3(3) a library must meet Minimum Standards and Regulations for Rhode Island Public Libraries:

- The library is open a minimum number of hours each week based on community needs and the population of the city/town (or combined cities/towns) according to the most recent census. Unique hours are the total hours all public library facilities in a city/town (cities/towns) are open with concurrent hours being counted only once.
 - For Coventry, this is 60 hours per week minimum. Between Coventry & Greene, we are open 63 hours per week.
- The library provides adequate space to implement a full range of library services, including community meeting space(s), as determined by its long-range plan.

* For a complete list of Minimum Standards and Regulations for Rhode Island Public Libraries, visit <https://olis.ri.gov/grants/gia/regs/index.php>.

Inadequate Space

- **Coventry Public Library:**
35,014 residents=10,000 square-foot building
- West Warwick Library:
29,191 residents=30,000 square-foot building
- North Kingstown Library:
24,487 residents=26,000 square-foot building
- South Kingstown Library:
30,639 residents=23,00 square-foot building
- Narragansett Library:
15,868 residents=10,000 square-foot building
- Average square footage across the state=21,533



Staff Turnover

7 Full-time Employees

21 Part-time Employees

- 7 part-time circulation assistants with a starting salary \$12.25
 - **High turnover due to low salary and a part-time position**
- 5 part-time reference librarians, average salary \$21.30/hour
 - **High turnover due to part-time position**
- 3 part-time children's assistants, average salary \$18.83/hour
- Greene has 1 p/t branch manager & 3 p/t employees
- 1 p/t aide/page to shelve all the books
- 1 p/t library technician/bookkeeper

2 Custodians/Maintenance Staff, shared with town hall

A target with three darts. One dart is in the bullseye, another is in the inner ring, and the third is in the outer ring. The target has concentric circles and numbers 1, 2, 3, 4, 5, 6, 7, 8, 9, 10. The background is a dark gray gradient.

Goals & Objectives

Goal I: Provide a welcoming atmosphere that draws community members together.

Objectives

- Evaluate current layout of the library and its resources to identify potential ways to maximize or expand the space
- Offer events that appeal to a wide range of interests and provide opportunities to connect with other residents and be involved in community life
- Perform a signage audit and create a unified appearance of all in-library signage
- Evaluate children's room and young adult areas to accommodate different ages and activities including play, study and browsing
- Increase use of outdoor space for library programs
- Investigate ways to increase the library footprint including the possibility of acquiring a Book Mobile to broaden access to library resources within the community



Goal II: Support literacy and enrich lives through library programming.

Objectives

- Promote the enjoyment of reading for all ages and abilities to encourage lifelong learning
- Offer a variety of engaging programs and materials that reach a wide audience
- Provide hands-on activities for children and adults to develop their creativity, problem-solving skills and gain experience using technology
- Continue offering ELL and Basic Literacy services to those patrons in need through our collaboration with Literacy Volunteers of Kent County
- Provide high quality programs and materials that support personal growth and aspirations
- Continue to explore virtual programming





Goal III: Increase community awareness and library support.

Objectives

- Develop a marketing plan to better inform people about library services, programs and other opportunities
- Partner with schools and other organizations to create and promote events both at the library and in the community
- Actively reach out to new residents
- Continue to work with Coventry Library Foundation to support the library's mission and future expansion
- Install new signage inside and outside the library for better visibility
- Continue to collaborate with other town departments for town-wide programs
- Continue to offer volunteer opportunities to young adults
- Continue to serve homebound patrons

Goal IV: Strengthen library collections and support access to information.

Objectives

- Maintain a robust physical collection of books, magazines, movies and music
- Increase access to digital formats by taking advantage of state-wide consortium opportunities to provide a wide selection of digital materials
- Evaluate and reallocate materials budgets to collections in high demand, keeping in mind space limitations
- Investigate new collections to enhance our circulating "library of things" collection
- Provide practical information relevant to community members' lives – relationships, health, finances, caregiving, career changes & retirement
- Evaluate our current local digital collections and explore new online services to offer
- Provide technology access and training increase access to information



Goal V: Improve staffing and training

Objectives

- Continue to hire exceptional staff with strong customer service and technology skills
- Continue to evaluate staffing levels and make appropriate changes
- Offer staff trainings to improve staff technology competencies
- Encourage staff to attend professional conferences: RILA, NELA and ALA
- Improve communication between Coventry and Greene
- Schedule in-library staff training/professional development
- Offer competitive wages and benefits to attract the best candidates
- Explore more full-time opportunities in each department to decrease turnover
- Develop a succession plan for easier transition during turnover
- Schedule department meetings twice a year



Goal VI: Examine Technology Needs

Objectives

- Evaluate technology staffing needs and explore the need for a full-time Technology Coordinator position
- Replace public copiers with more dependable models
- Keep abreast of technology standards set by Ocean State Libraries and all necessary updates so that patrons & staff have access to relevant technology
- Continue to offer technology classes for patrons
- Explore the possibility of a mobile lab to increase technology training capabilities
- Library's technology plan will be evaluated and updated annually

Evaluation

The Coventry Library Board of Trustees and the Library Director will review the Long Range Plan - adding, deleting or modifying goals and actions as accomplished or needed.

Other important library documents such as the Disaster Plan and Technology Plan will be checked for revisions annually or more often as needed.



Department of Planning and Development

Town of Coventry, Rhode Island

Strategic Planning Retreat

Prepared by:
Russell S. Crossman
Director

November 13, 2021

**DEPARTMENT OF PLANNING & DEVELOPMENT
STAFF**

Director of Planning & Development: Russell S. Crossman

Associate Planner: John Studley

Special Duties/Planning Clerk: Gail Hardink

Special Duties/Zoning Clerk: Kerrie Karwoski

Mission Statement

The overall mission of the Department of Planning and Development is to provide Coventry residents, potential developers, Town Departments and agencies in the achievement of their personal and community development goals. We will provide these services on a timely basis with a commitment to community values, ecological values for protection of the environment with professional guidance & services relating to land use and economic development within the community.

Our goals for the accomplishment of this mission are as follows:

- Provide superior public service in a responsive and courteous manner;
- Coordinate information and provide technical support to all other departments and Town Officials;
- Strive to arrive at decisions that will best serve the entire community and improve the quality of life within our community;
- Implement the policies of our elected Officials;
- Dedicate all of our professional and technical skills to the enhancement of the quality of life for all residents;
- Adhere to environmental and ecological principles for the protection of the natural environment;

The department is the focal point for short and long range planning. The department provides direct staff support to the Planning Commission, Zoning Board of Review, Land Trust, Conservation Commission, Historic Preservation Commission, Town Council and Town Manager. This support includes staff reports, power point presentations, advice on and processing the applications of residential & commercial land use development projects, advice on environmental impacts from development, drainage & storm water control, acquisition of open space, submission & administration of Community Development Block Grants (CDBG) and the development of the Comprehensive Community Plan.

Vision Statement

To create a vibrant, prosperous and thriving community by promoting commercial/business developments that live in harmony with abutting residential neighborhoods while implementing sound Planning Guidelines for quality growth and development.

Department Functions/Programs/Business Operations

The Department of Planning & Development administers Coventry's regulations for land development to ensure that the Town grows in the way that residents intend. Our work is based on research and understanding of federal and state laws, local ordinances, policies, and plans as they relate to land development in Coventry. In addition to the Zoning Ordinance and Subdivision Regulations, the Planning Department utilizes the Comprehensive Community Plan, the document which outlines residents' vision for housing, land use, economic development, transportation, open space and recreation. Our Department also serves as key support staff to the Planning Commission, the Zoning Board, the Land Trust, the Conservation Commission, and the Historic Preservation Commission to implement a wide variety of town efforts. Additionally, the Planning & Development Department locates and manages funding for initiatives and programs that improve residents' quality of life, such as the Housing Rehabilitation Program, which provides financial assistance for housing repairs for low to moderate income residents.

Our Department also reviews all building permit applications for conformance to zoning setbacks, including but not limited to sheds, pools, new homes and additions. We usually average between 10-15 building permit reviews per week.

Our Office also prepares Zoning Certificates for Attorneys, Mortgage Lenders and Property Owners to confirm that the existing and proposed uses of a parcel conform to the provisions set forth in the Zoning Ordinance.

This Department is also responsible for Zoning Enforcement matters. Last year alone we have sent out approximately 90 violations to residents based upon complaints we have received, usually from neighbors.

Needs Assessment

There appears to be a lack of understanding/communication amongst Departments with respect to tasks performed by each Department. We receive many phone transfers from other Departments regarding matters that are not germane to our Department.

The Zoning Ordinance is deficient in many aspects and needs a major overhaul. Our Office spends a lot of time researching the ordinance only to be confronted with discrepancies and deficiencies.

Our Checklists, Guidelines and supporting application materials are outdated and need to be rewritten according to today's standards.

How to make the Department more efficient and productive

We feel that the Planning Department could use a Special Duties Clerk to handle the screening and processing of all incoming phone calls. It would ensure that members of the public get their questions answered in a timely manner and they speak with the appropriate Staff Member and Department. The Clerk could also assist the public when they enter our Offices with questions and arrange appointments with staff members when necessary.

Capital Improvement requests

This Department does not have any Capitol Improvement requests at this time.

Strategic Planning Framework

**COVENTRY DEPARTMENT OF PARKS AND
RECREATION**

11/2021

Mission Statement



The mission of the Coventry Parks and Recreation Department is to enhance quality of life by providing safe, well-maintained parks and public spaces; creating a sense-of-place; strengthening the bonds of community; and creating opportunities for enrichment and recreation.

Vision Statement



The Coventry Parks and Recreation Department's vision is to provide responsive, high quality and high value parks and recreation services to the community through the development and maintenance of exceptional facilities and innovative programs that will adapt to evolving needs.

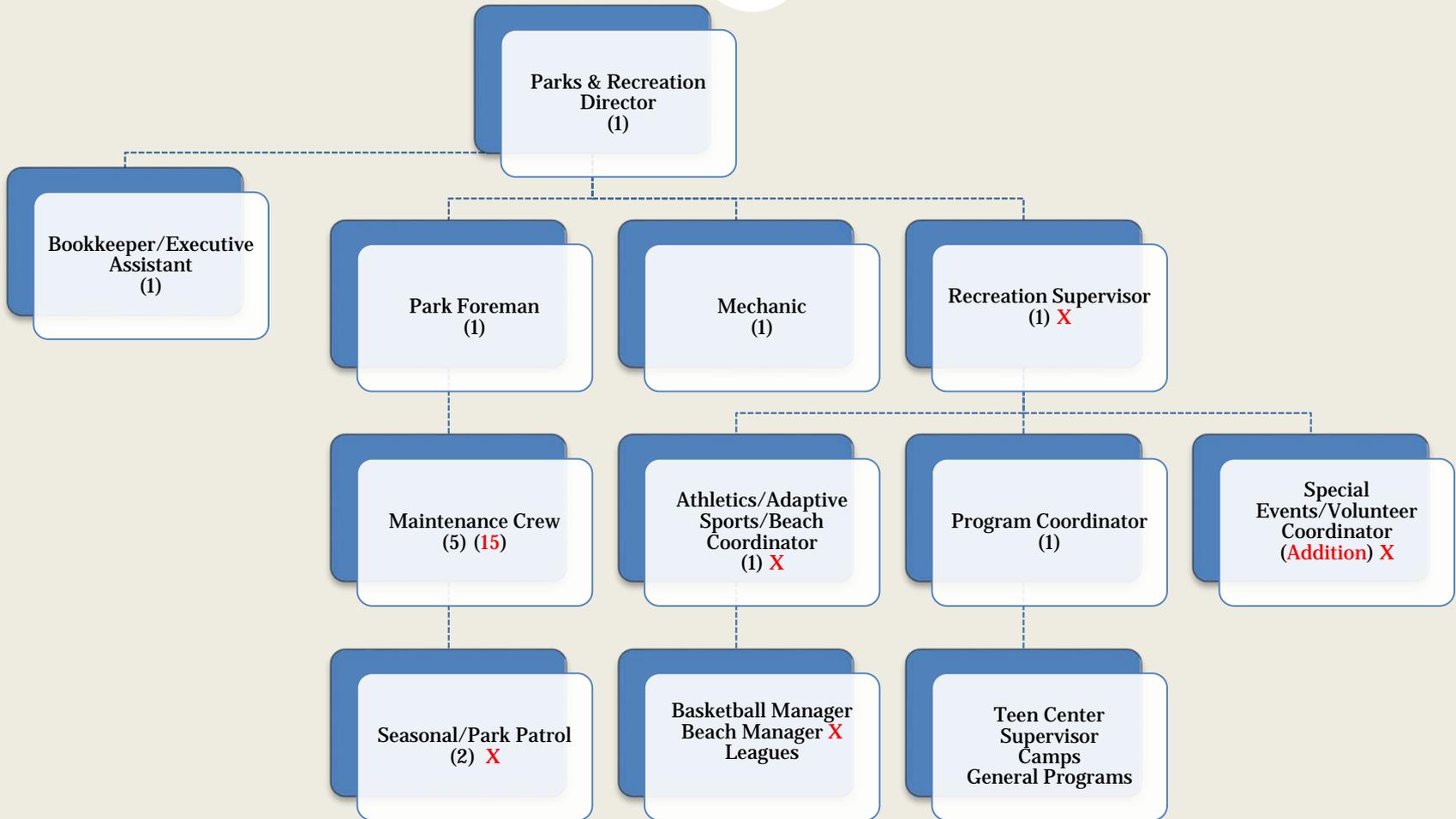
Performance Measures



- FY18/19 Resident: 4,428 Non-resident: 219 *(registration required)*
- FY18/19 Community Events Est. 7200
- FY18/19 14 leagues
- Meetups, bike path, parks, playgrounds, drop-ins...



Organizational Chart



Recreation Programming



- **Youth**
 - Youth programming includes lessons, educational workshops, sports, and camps
 - The Town offers a summer youth basketball league and summer camps for three different age groups
 - Cultural experiences
 - Teen center
 - Fitness classes
 - Swim lessons
 - Pre-school programs

Recreation Programming



- **Adult Health, Wellness and Skill Building**
 - Fitness classes, quilt making, cooking
 - Gym (basketball, volleyball, pickle ball)
 - Vacations
 - Cultural experiences
- **Elders**
 - Gym
 - Gentle Yoga
 - Walking
 - Cultural experiences

Recreation Programming



- **Family Activities and Special Events**
 - Nature-based
 - Halloween
 - Holiday
 - Bunny Hop
 - Bingo
 - Workshops (e.g., bicycle)
 - Summer Entertainment Series
 - ✦ Concerts
 - ✦ Movies

Administrative Tasks



- The operation of the parks and recreation system involves the programming, reservation and publicizing of park spaces and recreation activities as well as the administration of these tasks.
- Insurance
- Vendors
- Reservations
- Promotion
- Testing services
- Staffing
- Billings/payments
- Ordering supplies
- Scheduling
- Permits

Maintenance



- **Maintenance and general upkeep of the existing parks involves a variety of tasks including, but not limited to:**
 - Restroom cleaning and maintenance;
 - Mowing;
 - Trash removal and litter pickup;
 - Sprinkler maintenance;
 - Tree maintenance and pruning;
 - Weed abatement;
 - Playground repair;
 - Turf management; and
 - Building/facility maintenance.

Maintenance Responsibilities



Location	Facility Use	
Anthony Village Green (AMVETS Memorial Park)	Memorial Area	
Arnold Rd. Veteran's Memorial/Causeway	Memorial Area/Fishing	
ASF Middle School	Two 60' Baseball Fields	
Briar Point Beach	Swim Area with Swings and Picnic Tables; pavillion.	
Central Coventry Park	Two Softball Fields, Two Tennis Courts, Two basketball hoops on Tennis courts, several picnic areas	
102 Memorial Area	Memorial Area	
Colonial Acres Park	One Basketball Court, Small soccer field, and T-Ball field	
Coventry Focal Point (Clock Tower)	Town Green	
Fish Hill Park	One softball field and one soccer or lacrosse field	
Foster Memorial Park	Two softball fields, outfields are used as middle school soccer fields, one large open field primarily for lacrosse; pavillion	
Frank Sherman Park	Small conservation area with picnic area. Small water craft access	
Green Acres (Breezy Lake)	Small conservation area for water recreation. Small water craft access	
Greenway Parking Lots	8 in total	
Greenway Sports Field	Open field space for soccer or lacrosse	
Hall Conservation Area	Small conservation area. Small water craft access	
Harris Playground	One Tennis court and two basketball hoops on tennis court. Playground removed	
Highwood	Small playground for toddlers. Picnic tables and open recreation space.	
Hopkins Hill Roadside	Memorial Area	
Hunter's Crossing (John Giblein Memorial Park)	One softball field (youth/men's), one full length basketball court, one tennis court, additional open space	
Paine Fields (Herbert F. Paine Memorial Park)	One 90' Ball field, Two 60' ball fields, Two playgrounds, Two tennis courts, One full size and 1/2 size basketball court, skate park, concession stands	
Quidnick Field	One softball field and one basketball court	
Ravenwood Recreation Area	One large softball field (youth/men's), one basketball court, two tennis courts, lines painted for pickleball courts	
Rice Field	One 90' ball field, football field, playground equipment removed.	
Sandy Acres Recreation Area	Conservation Area with open space and trails	
Teen Center	Former location for after school Teen Center program	
Tiogue Boat Ramp	Boat Launch on Tiogue Lake for all water crafts	
Town Hall Annex (Summer Concert Venue)	Open field, current location for Summer concerts	
Town Hall Annex (Back Fields)	Two softball fields and one large open field used for youth soccer	
Whipple Property	Conservation Area with open space and unmarked trails	
Wood Street Field	One 60' ball field and batting cage, concession stand	
Trestle Park	Fishing area, picnic tables	
Greenway	~ 5 miles	
Mahoney Property	Land Trust	
Town Annex Gym/Teen Center	With DPW	
Coventry Community Center	3 meeting rooms, general space, offices, league storage rooms; Garage	
Town Hall Tot Lot	Ages 5-12	

Assessment



- **Strengths**
 - Parks and Recreation staff are known for their positive interactions with the community
 - Variety of programs
 - Dedicated staff
 - Bike path

Assessment



- **Weaknesses**

- Not sufficient funding to keep up with deferred maintenance/aging infrastructure
- Lack of staffing
- Lack of indoor program space
- Lack of athletic fields with lights; fields
- Accessibility for a wider range of ability levels

Assessment



- **Opportunities**
 - Rentals
 - Concessions
 - Playgrounds
 - Adaptive Sports
 - Cultural offerings
 - Community-wide events

Assessment



- **Threats**

- Without sufficient funding, assets will continue to deteriorate
- Safety issues have already caused a need to close facilities
- Ability to staff
- Staff burnout

Vision



Mission Critical



Community Center/Paine Field

- Floor
- Parking lot
- Field lights
- Garage (amps/water)

Basketball/Tennis Courts

- Harris
- Hunter's
- Ravenwood
- Quidnick
- Paine Field

Infield Pro Groomer w/attachments

Mower with Deck

Backhoe

Flail Mower

Neighborhood Playgrounds

- Harris
- Briar Point
- Hunter's
- Quidnick

Final Thoughts



Our parks, beach, fields, recreational programming and other services are central to Coventry's identity and key to a good quality of life for residents. However, the department's capacity to meet our mission...enhance quality of life by providing safe, well-maintained parks and public spaces; creating a sense-of-place; strengthening the bonds of community; and creating opportunities for enrichment and recreation...is dependent on the resources available to create a diversity of programs and experiences in safe places.



COVENTRY POLICE DEPARTMENT

ANNUAL GOALS AND OBJECTIVES

Beginning July 1, 2021 and Ending June 30, 2022



Chief Frederick J. Heise III
Chief of Police

Coventry Police Department

FY 2021/2022 ANNUAL GOALS AND OBJECTIVES (Prioritized)

1. Closeout the New Police Department Construction Project.
 - Continue working with the building committee, Edward Rowse Architects and Tower Construction to closeout any outstanding building issues at the Police Department, 60 Wood Street.

2. Improve Officer and Supervisor Training
 - Supervisor Training
 - Leadership Training
 - IA & Bill of Rights Training
 - Public Information Officer Training
 - Officer Training
 - Interview/Interrogation Training
 - BCI School
 - Field Training Officer School (FTO)
 - K-9 Training
 - Partnership with RIMPA to improve Field Training Officer, Supervisor, and other specialty area trainings.
 - Obtain input from Supervisors and Officers for additional training needs and forecast it out for the year by priority.
 - Formulate training plan for officers, supervisors, and detectives to have professional development and continuing education that meets the needs of the community (this could include pathways for patrol officers).

3. Improve Community Relations and Build a Better Partnership with the Citizens of Coventry
 - Improve Social Media coordination within the department
 - Conduct a Citizen's Police Academy
 - Participate in community events
 - Reinstigate an Explorer Program
 - Maintain the partnership with the Career and Tech Program at Coventry High School in order to enhance their program and foster relationship with youth and officers.
 - Implement a Neighborhood Crime Watch program
 - Continue the partnerships with Human Services and Thrive in order to enhance and provide mental health services and other resources to the community.

4. Improve Department Performance
 - Continue working towards the department obtaining reaccreditation by RIPAC. Mock assessment scheduled for October 2021 and onsite assessment tentatively scheduled for January 2022.
 - Focus on process improvement and function/performance evaluations within divisions.
 - Explore a field scheduling system for the department which could potentially improve operation efficiency and reduce man hours with outdated and time consuming protocols.
 - Have the business office continue to work with the Town's Finance department to either correct the errors with the current KeyNet program or work with the Town to acquire a different program.
 - Continue seeking grant opportunities for personnel and equipment.
5. Finalize and implement the changes to the Honor Guard Uniform.
 - Finalize the design for Honor Guard uniforms
 - Ensure adequate forfeiture funding availability
 - Conduct RFP process for vendors
 - Select vendor, purchase and implement transition
6. Temporary Tours - Community Police Officer / Detective Tours
 - If manpower supports – Appoint Temporary Community Police Officer / Traffic Control Officer
 - If manpower supports – Examine the one (1) year tours of duty in Detectives for patrol officers
 - Use contractual selection process for positions
7. Maintain IT replacement program/ Cyber Security Improvements
 - Continue to improve on cyber security
 - Participate in RISP lead SANS Training on Cyber Threats
8. Body Worn Cameras
 - Establish a committee to develop specifications;
 - Explore potential grants or State funding;
 - Obtain the necessary support and funding for the project;
 - Secure bids (or identify existing RI & MA bids) for the cameras and equipment;
 - Request a resolution from the Town Council;
 - Request authorization from the Town Council to make the purchase;
 - Purchase cameras and equipment.
 - Work in conjunction with partners to investigate, implement, and manage a body worn camera program.

COVENTRY POLICE DEPARTMENT

MULTI-YEAR GOALS AND OBJECTIVES

Beginning July 1, 2020 and Ending June 30, 2025



**Chief Frederick J. Heise III
Chief of Police**

COVENTRY POLICE DEPARTMENT

FY 2020-2025 MULTI-YEAR GOALS AND OBJECTIVES

(Prioritized)

- 1) Ensure the maximum effectiveness of our organization through personnel strength, duty assignments and work priority.
 - Maintain Sworn Strength of fifty (57) Officers by ensuring quality candidates are available in the event of unforeseen departures from the agency through consistent (2x per year) recruitment efforts to ensure top quality candidates are available for selection
 - Continue to fund the additional Middle School SRO position through 50/50 RIDE Match Grant
 - Obtain the funding for a new K-9 team.

- 2) Replace sixteen (16) department vehicles (3 patrol vehicles and 1 administrative / detective vehicle per year) over the course of the next four (4) years.
 - Identify the vehicles most in need of replacement;
 - Secure bids (or identify existing RI & MA bids) for selected vehicles;
 - Request a resolution from the Town Council;
 - Request authorization from the Town Council to make purchases;
 - Purchase and outfit vehicles;
 - Cascade backline SUVs to meet Detective, K9, ACO or detail fleet needs.

- 3) Research and Implement Possible Improvements for Evidence Management
 - Better storage capacity
 - Bar coding for evidence
 - Other equipment needs
 - Outdoor Garage with Lift for Vehicle evidence and examination

- 4) Research and Establish a department firearms range.
 - Establish a committee to develop specifications;
 - Obtain the necessary support and funding for the project;
 - Construct firearms range;
 - Develop policies for firearms range use.

- 5) Research the possibility of purchasing an armored rescue vehicle for the town which will be utilized by EMA, Fire Personnel, and SWAT.
 - Establish a committee to develop specifications;
 - Explore potential grants;
 - Obtain the necessary support and funding for the project;
 - Secure bids (or identify existing RI & MA bids) for the vehicle;
 - Request a resolution from the Town Council;
 - Request authorization from the Town Council to make the purchase;
 - Purchase and outfit the vehicle.



Coventry Police Department Strategic Plan, 2021

Prepared by Chief Frederick J Heise III
Chief of Police
September 2021

I. Mission Statement

Our mission is to protect and connect with the community we serve, enhance public safety, and reduce the incidents and fear of crime. We will enforce the laws of the state and the ordinances of the town with a commitment driven by our core values of strength, honor, and integrity.

II. Vision Statement

We strive to provide the highest level of professional police services to the citizens of Coventry with a focus on community partnerships, interdepartmental collaboration and departmental efficiency.

III. Strategic Planning Process

The strategic planning process allows us to develop short and long term goals for the department as well as plan for operational objectives. Throughout this strategic planning process, we met internally and examined our strengths and weaknesses within the department. These strengths and weaknesses were gathered from input from all levels of the organization. Once gathered, this information was analyzed in order to set a pathway for achieving our vision. This strategic plan is a dynamic document and will be updated periodically when changes are needed.

IV. Inputs for the Planning Process

Several key components were reviewed during the planning process which included:

- Police Department Budget allocations
- Personnel Projections
- Coventry Police SWOT Analysis
- Crime Trends
- Citizen Concerns
- Town Capital Improvement Projects and Needs
- President's Task Force on 21st Century Policing

V. Anticipated Workload and Population Trends

- The Town continues to have additional housing development which increases the demand for police services
- Citizen generated and officer generated calls for service are projected to continue increasing
- The largest resident population will remain in the Eastern part of town
- Criminal sophistication continues to increase with regard to technology
- The Opioid Epidemic, Mental Health, and Domestic Violence will continue to

increase our calls for service and the need for resources to assist those individuals involved.

VI. Police Department Divisions

- The police department is comprised of the following three divisions:
 - Patrol Division
 - The Patrol Division is directly responsible for the day-to-day services provided to citizens within the 64 square miles of Coventry. Patrol officers are the most visible members of law enforcement to the public, as they are the first responders to calls for service 24 hours a day, 365 days a year. The Patrol Division's responsibilities include enforcing all local ordinances and state laws regarding criminal and non-criminal incidents, traffic enforcement, and community relations. The majority of a patrol officer's time is spent patrolling the town, responding to self-initiated and dispatched calls for service, and subsequent report writing for arrests, incidents, and motor vehicle crashes. School Resource officers, Dispatchers, Animal Control officers, Domestic Violence Advocate, and Crossing Guards also fall under the command of this division.
 - Detective Division
 - The Detective Division has investigative authority for all major criminal offenses including homicide, sexual assault, robbery, computer crimes, narcotics, and other felony related crimes. In addition, the Detective Division handles follow-up investigations initiated in the Patrol Division. Detective Division personnel are also responsible for Sex Offender notifications, maintaining the Sex Offender Registry, and monitoring compliance through the use of home visits. They are also responsible for conducting background checks for the police department. Other responsibilities include the prosecution of all cases for the police department. These cases are heard in Rhode Island Traffic Tribunal, Municipal Court, Family Court, District Court, and Superior Court.
 - Administrative Services Division
 - The Administrative Services Division is responsible for all of the administrative functions of the police department. Some functions include payroll, bill payment, grant & fund management, budget preparation, recruitment & hiring, departmental training, accreditation, APRA (Access to Public Records) requests, Department IT needs, facility needs & maintenance, and special reporting requirements.

VII. SWOT Analysis

- **Strengths**
 - Personnel
 - Leadership
 - Equipment
 - RIPAC Accreditation
 - Community Support
 - Communication
 - Reputation
 - Collaboration
 - Social Media
 - School Resource Officers

- **Weaknesses**
 - Recruitment
 - Current Staffing Levels
 - Funding
 - Vacant Positions
 - Personnel Retention

- **Opportunities**
 - Recruitment
 - Partnerships
 - Social Media
 - Grants
 - Succession Planning

- **Threats**
 - Budget Reductions
 - Qualified Candidate Pool
 - Covid-19
 - Unfunded Mandates
 - Technology Changes
 - Grant Reductions
 - Workload Demands
 - Officer Wellness
 - Community Expectations
 - Competitive Compensation
 - Opioid & Mental Health Issues
 - Legislation Changes
 - Public Perception

VIII. Strategic Directions and Objectives

- Connecting with the Community
 - Engage Community
 - Action Item - “Coffee with a Cop” Organize two events in 2022 with one to be held in partnership with Human Services
 - Action Item - Child Seat install events (Minimum of 20) at local businesses using Grant Monies
 - Action Item - Organize a Coventry Animal Control Rabies Clinic in spring 2022
 - Action Item - Implement training program to engage populations impacted by Fraud and Swindle acts
 - Action Item - Conduct four outreach meetings per year to provide information to inform groups of tactics used by criminals
 - Expand Public Relations
 - Action Item - Utilize Facebook and Twitter to distribute information to inform the community
 - Action Item - Charitable donations - No shave November, Fill a Cruiser, Adopt a family
 - Action Item – Explore a CPD patch program to raise money for charities
 - Action Item – Partner with Parks and Recreation to conduct a Trunk or Treat event.
 - Action Item – Continue building upon the existing partnership with Thrive Behavioral Health
 - Conduct an annual Citizen’s Police Academy
 - Increase Accessibility
 - Action Item - Continue development of the Department website
 - Action Item - Conduct a DEA drug take back event
 - Action Item - Create a “traffic concerns” email so citizens can relay their traffic concerns to the police department
 - Expand Partnerships
 - Action Item - Partner with Human Services to get officers Trauma informed training
 - Action Item - Traffic Advisory Board - Meet quarterly
 - Action Item - Meet with the CCFD Rescue Task Force annually to review needs of the program
 - Action Item - Meet with the Coventry Substance Abuse Task Force as needed and participate in programs

- Improving Organizational Effectiveness
 - Manage Resources
 - Action Item - Evaluate current workload processes in the various divisions to ensure workload is completed the most efficient way
 - Action Item - Implement a traffic division with two officers who can focus on both directed/self-initiated enforcements along with accident reduction strategies and increase in projected enforcement actions
 - Create Organizational Efficiency
 - Action Item - Reinstigate night detectives to share workload and enhance access to community
 - Action Item - Continue to assess and maximize civilian employees to make support functions as efficient as possible
 - Leverage Technology
 - Action Item – Create a process to annually evaluate existing and new technology needs
 - Action Item - Research software used for scheduling in order to improve administrative functions of the department
- Strengthening the Workforce
 - Develop Employees
 - Action Item - All officers attend formal investigative training within first four years
 - Action Item – Prioritize the new patrol officers for ARIDE training which improves their skills to detect impaired operators.
 - Action Item - One Command Staff and two other officers attend “Every officer is a leader”
 - Action Item - Detective trained in Arson investigations through National Academy
 - Action Item - Cross-train additional detective in Sexual Assault/Child Molestation cases
 - Action Item - Explore temporary assignments for officers to develop skills and understanding of investigative processes
 - Action Item - Develop one BCI officer per year and continuing education for those already trained
 - Cross-training
 - Action Item - Succession planning for police and civilian employees
 - Mentoring process
 - Develop a process for introducing employees to other functions within the organization

- Improve Recruitment & Hiring
 - Action Item - Provide officers with recruiting information which would be given out to the community directing any interested parties to our website
 - Action Item - Explore a lateral transfer process which offers pay, vacation, or other incentives commensurate with experience.
 - Action Item - Develop a process to document exit interviews to assess why separations are occurring and use information to develop strategies for reducing turn over
 - Action Item – Examine other police departments’ benefit packages compare them to Coventry’s to see where we may be deficient and explore possible solutions to improve retention.
- Promote Employee Wellness
 - Action Item - Department wide training for officer wellness through the Trauma Informed Grant program
 - Action Item - Continue developing and supporting our peer support program

IX. Departmental Changes

- Creation of a traffic division
 - This could improve motorist safety by reducing accidents and speeding. This division could also focus enforcement on problem areas leading to greater citizen satisfaction. This officer would receive a formalized commercial vehicle enforcement training to assist them in investigating accidents involving those vehicles as well as promoting vehicular safety through enforcement. The department does not currently have an officer trained in this area.
- Creation of a community police officer
 - This would improve community outreach from the department and allow for greater information exchange as well as community education for businesses and citizens. An example would be educating the elderly on fraud and scams or informing businesses about cyber criminals and target hardening.

X. Major Projects

- Body worn cameras will most likely be legislatively required in the near future. The police department must explore this technology and come up with a plan on the purchase and administration of them. This may require additional personnel for administration and oversight.
- A Statewide CAD (RMS) system is slated to begin implementation within the next year or so. The goal of the project is to improve data collection and sharing

between the various police, fire, courts, RIDOT and other agencies in Rhode Island using a single statewide CAD / RMS platform. Rhode Island Department of Public Safety is going to be the owner/ host site for the statewide system. Our police department will have to be trained and be ready for this new system. It will require oversight and heavy involvement from multiple police personnel.

XI. Capital Purchases

- The police department is seeking the following for future capital purchases:
 - Update Animal Control Facility
 - \$90,000 to repair and update the Animal Control Facility. It has serious wood rot on the structure and it currently does not have an area for public seating or where citizens can be met.
 - Administrative Vehicles
 - \$35,000 to purchase newer used administrative vehicles. Although some of the current vehicles do not have high mileage but are getting up in age.
 - New Police Boat
 - \$40,000 to purchase a new police boat. Our current boat design has limited functionality for its purpose such as boarding other boats or conducting water rescues or searches. The sides of the boat are too high to perform these operations safely.



STRATEGIC PLAN

2021

ACHIEVE THE VISION

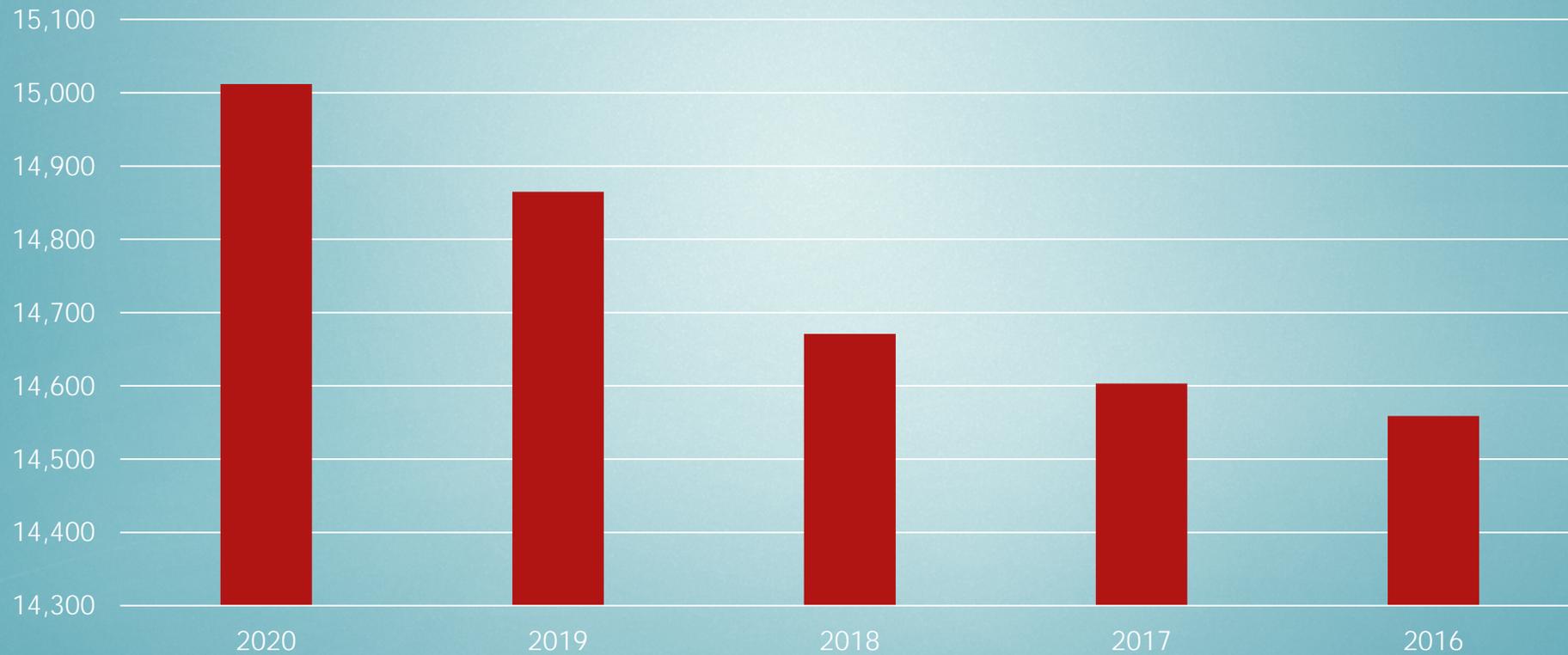
Introduction



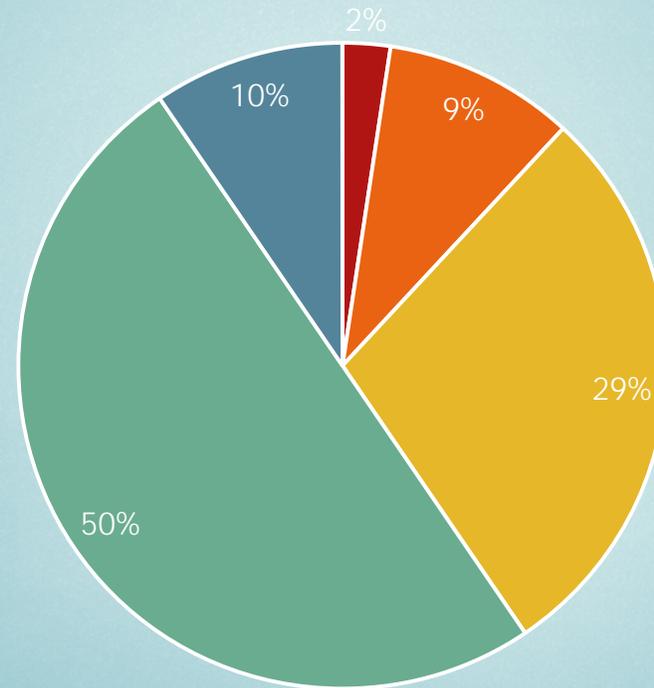
Increase in Housing



5 Year Prospective



Age of DPW Work Force

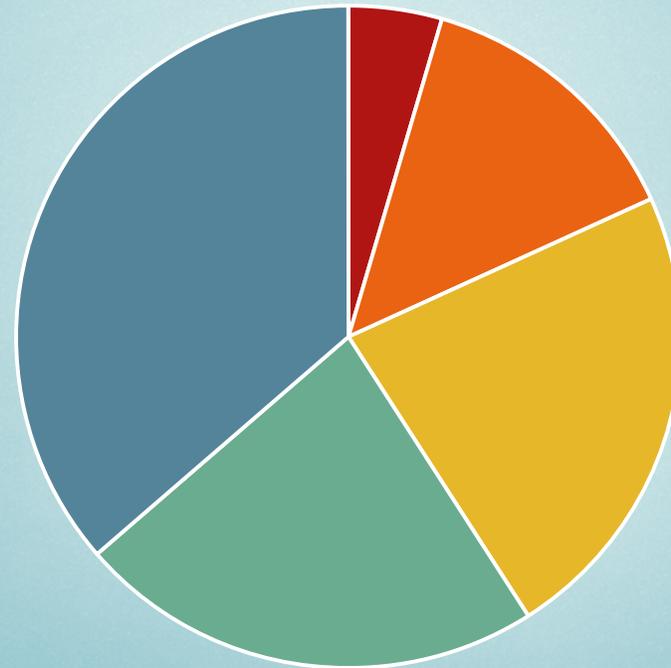


■ 20+ Years Old ■ 30+ Years Old ■ 40+ Years Old ■ 50+ Years Old ■ 60+ Years Old

Aging Equipment



Equipment

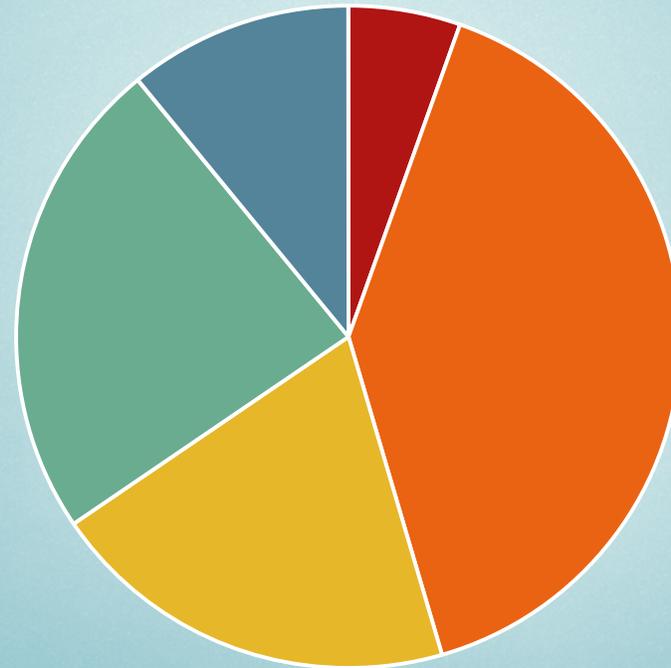


■ 1-5 years Old' ■ 5-10 Years Old ■ 10-15 Years Old ■ 15-20 Years Old ■ 20+ Years Old

Aging Fleet of Vehicles



Vehicles



■ 1-5 Years Old ■ 5-10 Years Old ■ 10-15 Years Old ■ 15-20 Years Old ■ 20+ Years Old

In addition to these we also maintain the Summit library, the former Police Station & the Read School House.



Town Annex



D.P.W.



Town Hall/Library



The unique diversity of settings within the Town.



RURAL SETTING



SUBURBAN SETTING



URBAN SETTING



Striving to have zero preventable accidents.



Safety First



Utilizing Social Media to connect with thousands of our residents.



This post about Storm debris collection reached 3,350 Coventry Residents.

 **Coventry Public Works Department, Coventry Rhode Island**
Published by Melissa Yeti · August 23 · 

Got Branches? We can help! We will have several crews out tomorrow chipping branches and collecting Yard Waste. Please see our guidelines below. If we do not get to your neighborhood tomorrow don't worry we will be out in force for the rest of the week. You do not need to call to schedule this collection.

**ONLY NATURAL WOOD
NO LUMBER**



**NO LOGS ONLY BRANCHES UP TO
6 INCHES IN DIAMETER AND UP
TO 10 FEET IN LENGTH.**



**ALL BRANCHES MUST BE PLACED WITH THE
"BUTT" SIDES OF THE BRANCH FACING THE
ROAD SO WE CAN EASILY COLLECT THEM
TO BE CHIPPED.**



**SMALLER BRANCHES
NEED TO BE BUNDLED**



3,350
People reached

201
Engagements

 **+2.1x Higher**
Distribution Score

[Boost post](#)

This post about the Bicycle Recycle Bank reached 4,365 Coventry Residents.

 **Coventry Public Works Department, Coventry Rhode Island**
Published by Melissa Yeti · October 5 · 

**SO MANY GREAT KIDS BIKES CURRENTLY AT THE
BICYCLE RECYCLE BANK.
HERE ARE A FEW OF OUR FAVORITES.
DO YOU NEED A BIKE FOR YOUR LITTLE ONE?
CALL US TODAY TO SCHEDULE
A TIME TO COME DOWN AND
HAVE A LOOK!
822-9110X1 OR EMAIL
MPAGE@COVENTRYRI.ORG**



4,365
People reached

167
Engagements

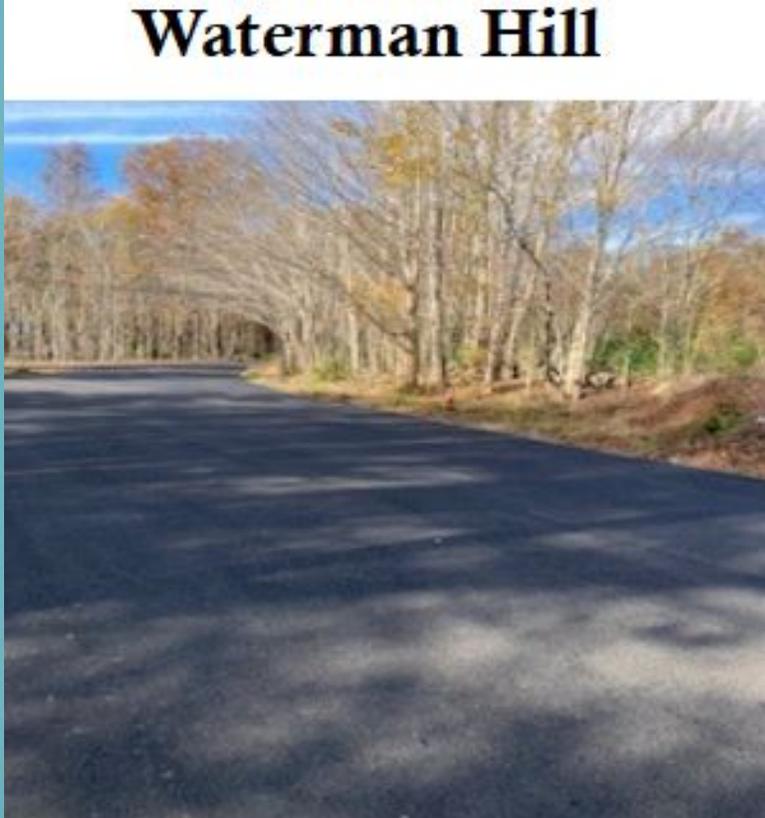
 **+2.6x Higher**
Distribution Score

[Boost post](#)

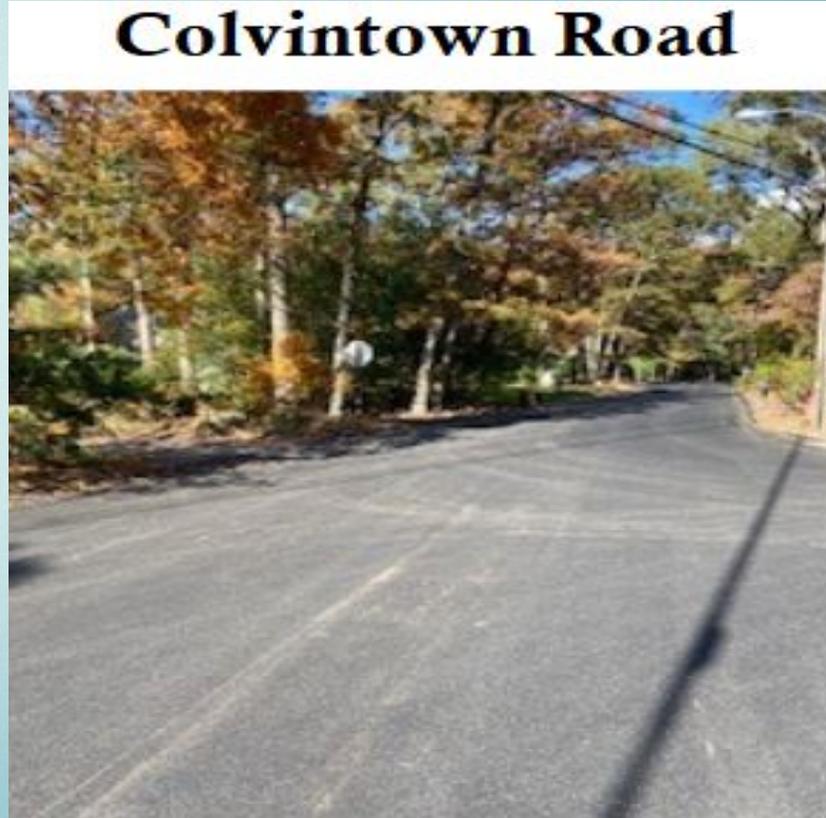
Striving to maintain a high quality for our Streets & Sidewalks even with budget constraints.



Waterman Hill



Colvintown Road



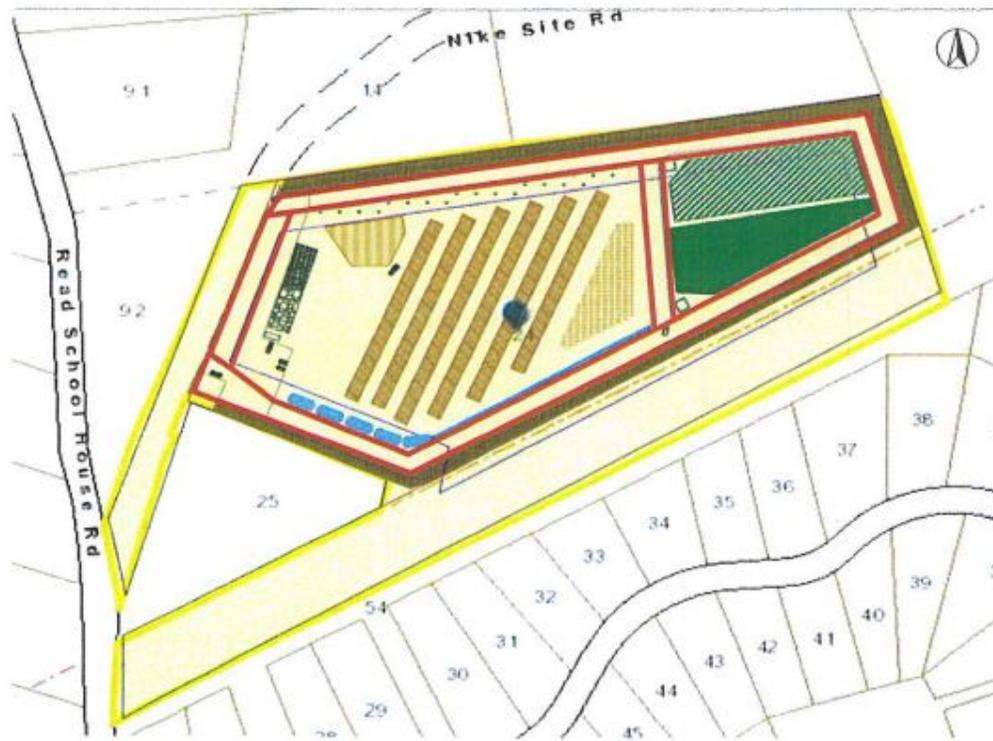
Careful Planning to provide superior snow & ice removal services.



Proposed Town Storage Facility.



Site Management Features: Access Road





Town of Coventry

Finance Department Strategic Planning

- ▶ Finance & Treasurer's Department
- ▶ Tax Assessor's Department
- ▶ Tax Collector's Department
- ▶ School Department Financial Oversight

1

Steps To Success



Mission

- ▶ **Mission:** The mission of the *Finance Department* is to deliver timely and accurate financial reporting and provide property oversight of all expenditures revenue collections in order to successfully support the operations of the Town of Coventry.
- ▶ **Mission:** The mission of the *Tax Assessor's Department* is to determine accurate values of all property (residential, commercial, motor vehicle and tangible) in accordance with local and state laws in order to ensure that the distribution the tax burden is fair and equitable.
- ▶ **Mission:** The mission of the *Tax Collector's Department* is to bill, collect, enforce and provide reports on the taxes levied for the respective properties.
- ▶ **Mission:** The mission of the Towns oversight with the *School's Finance Department* is to provide the most accurate and timely reports to the Town. To work as one collaborative team.

Mission statement- a formal summary of the aims and values of a company or team

Values

- ▶ Integrity – the quality of being honest & having strong moral principals
- ▶ Excellence – the quality of being outstanding
- ▶ Accountability – the fact or condition of being responsible
- ▶ Good Governance -objectivity in decision-making, fairness
- ▶ Collaborative and transparent - work together to develop our people and best serve the town
- ▶ Candor - to speak the truth to make our team improve and to serve the town and management better
- ▶ Respect – the feeling of deep admiration for someone elicited by their ability, qualities or achievements
- ▶ Innovation – the action of innovating, practice of developing and introducing new way of doing something or even a new way of thinking
- ▶ Professionalism – the competence or skill expected of a professional

Values - beliefs that motivate people to act one way or another. A guide for human behavior

Vision

- ▶ **Vision:** The vision of the *Finance Department* is to deliver timely and accurate financial reporting and provide proper oversight for timely decisions to be made by directors and the town manager. To provide more forecasting and long-term objectives. To improve communication to Town Council for more informed financial decisions.
- ▶ **Vision:** The vision of the *Tax Assessor's Department* is to deliver a revision of the tax ordinance and ensure all values, exemptions and tax freezes are updated in a timely manner, accurate and equitable manner while providing extemporaneous customer service while utilizing the technology available
- ▶ **Vision:** The vision of the *Tax Collector's Department* to be recognized as the most efficient, innovative and transparent tax collection department with professional service.
- ▶ **Vision:** The vision of the Town's oversight with the *School's Finance Department* to work seamlessly with the towns finance department. To strengthen internal controls and timely reporting and communications while developing professionalism by incorporating bi-weekly meetings with finance staff.

Vision Statement – an aspirational statement made by a team that articulates what they would like to achieve

Strategy

- Organizational and Employee development
- Sustainable Excellence
- Responsibly and Stewardship
- Leadership
- Continuing Education
- Developing procedures for all items effecting finances
- Implementation of new software to achieve reporting and compliance
- Departmental team meeting



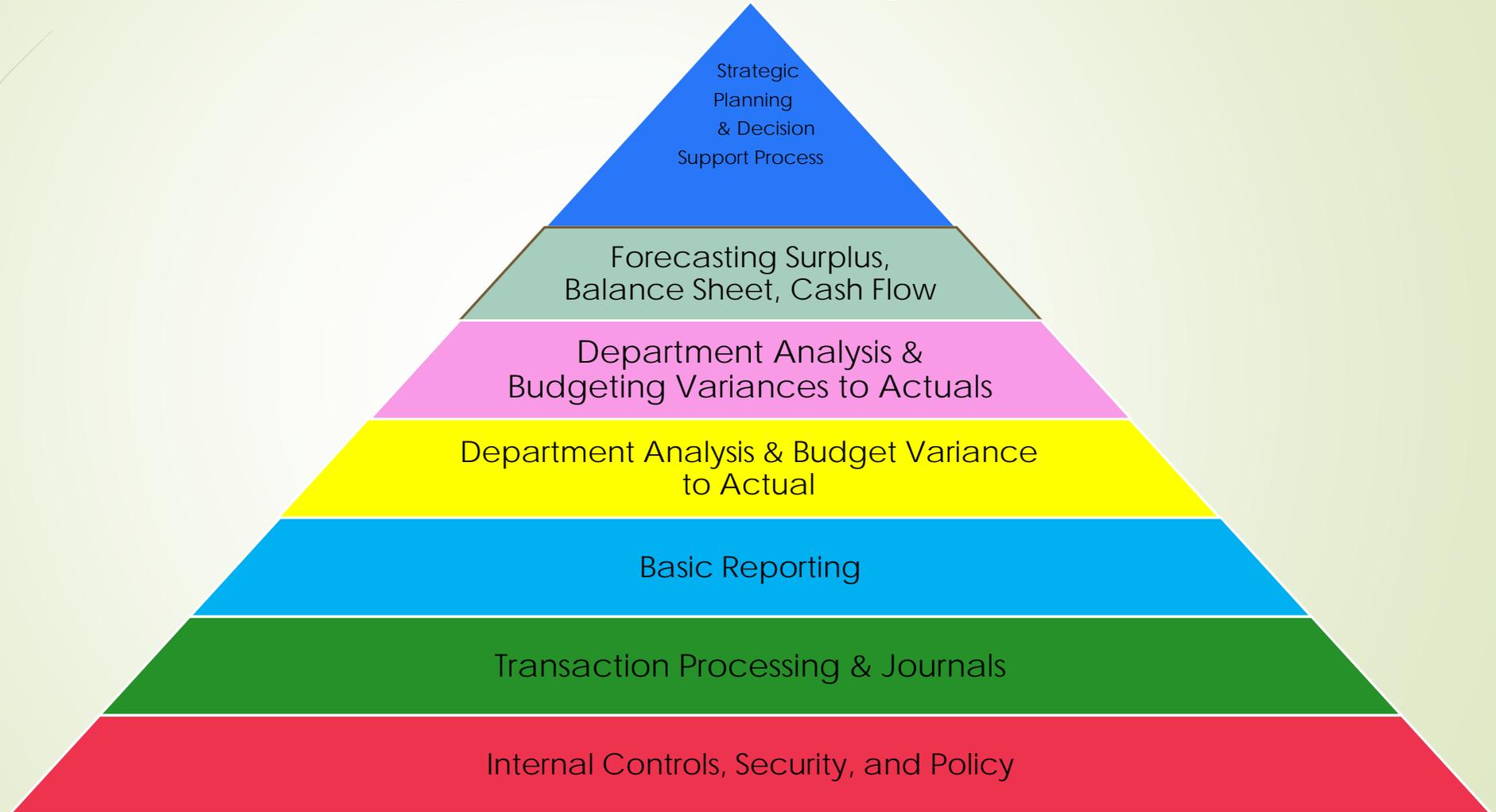
Strategy- a plan of action or policy designed to achieve a major or overall aim

Implementation Plans

- ▶ Enhance and implement financial policies and processes to improve, simplify, and standardize the financial management of municipal financial management systems
- ▶ Achieve a sustainable, unmodified audit opinion by improving the financial processes, controls and information via audit remediation
- ▶ Develop and strengthen a well-trained financial workforce that has the knowledge, skills and abilities to support business reform and accountability
- ▶ Incorporate a financial management systems, software, capabilities that enables traceability and links data between planning, budgeting and execution, and assessments of property
- ▶ A complete inventory and reconciliation of capital assets to accounting system and insurance, including document hours used for equipment

Implementation Plan- designed to document the critical steps necessary to achieve plan objectives

Finance Department Operations



Summary

Project
 Planning
 Quality
 Management
 Development
 Analysis
 Controlling
 Plan
 System
 Resources
 Team
 Budget



Town Manager's Discussion

Tier 1 priorities:

IMMEDIATE FUNCTIONAL IMPERATIVES

- Financial management software
- Town hall rehabilitation/update for security, safety, operational efficiency, customer service
- Parks & Rec Maintenance garage; new electric capacity, water service
- Sewer program development: program administrator and clerk, Wastewater Facilities Plan, ordinance amendments, project planning, funding and construction.
- Explore revision of tax abatements and freezes.

Tier 2 priorities:

BUILD: VALUE ADDED, CAPACITY, EFFICIENCY

- Explore outsourcing Sanitation services (move from a tax supported service to a fee-based program)
- Staffing: Parks & Recreation, Police, Town Manager, Human Services, Information Technology, Planning, Finance
- E-capable – technology investments to become paperless, provide more convenient services to the public, option of kiosk service
- Town Code: Editorial and Legal Analysis review and update – General Code quote \$13,500.
- Town Website update

Tier 3 priorities:

INFRASTRUCTURE: PRESERVE VALUE AND SERVICE

- Facility evaluation of all buildings and schools (new Jacob's report for town)
- Road investment commitment \$1.5M/year (reallocation of tax funds from sanitation)
- Regular schedule of replacement for vehicles and heavy equipment

Tier 4 priorities:

NEW SERVICES AND SPECULATIVE OPPORTUNITIES

- Materials management center – yard waste, organic debris, mulch, compost, stone, sand, etc.
- Library space.
- Property management program.
- Parks & Recreation revenue – recreation rentals, concessions, amenities

Next steps

- Council perspective on immediate priorities
- Incorporate priorities into the 2022-2023 budget process
- Begin implementation