

Agenda Item No. 6  
Request for Town Council Action

**TO:** The Honorable Mayor and Town Council

**FROM:** Arosha Jayawickrema, Town Manager

**DATE:** June 7, 2024

**SUBJECT:** Opening Purchase Orders for Berlin-Peck Memorial Library, F/Y 2025

**Summary of Agenda Item:**

The Berlin Peck Memorial Library belongs to the **Connecticut Library Consortium (CLC)**, based in Middletown. With over 800 members, CLC leverages its market power to negotiate deep discounts on essential library products such as books, media, databases and movie licensing.

The \$860 we pay in annual dues is more than made up for by the discounts received.

The library is also one of 30 members in the **Library Connection, Inc. (LCI)**, a consortium that supplies and maintains our computerized library system. By participating in LCI, we do not have to employ an IT Systems professional whose salary would easily be twice our assessed fee.

Annual cost for LCI, which includes databases, books, supplies, data services and audio/visual, is anticipated to be \$60,565.

**Funding**

Account	Account Name	Vendor	Amount
001.25.2544.0.53201.00000	Supplies	Baker & Taylor	\$3,400
001.25.2544.0.53201.00000	Supplies	Library Connection	\$500
Total			\$3,900
001.25.2544.0.53300.00000	Books	Baker & Taylor	\$71,000
001.25.2544.0.53300.00000	Books	Library Connection	\$2,400
Total			\$73,400
001.25.2544.0.53302.00000	Databases	Library Connection	\$665
Total			\$665
001.25.2544.0.53304.00000	Data Services	Library Connection	\$35,000
Total			\$35,000
001.25.2544.0.53301.00000	Audio/Visual	Library Connection	\$22,000
Total			\$22,000

**Action Needed:**

Move to waive the Town's bidding procedures and approve issuing purchase orders for the fiscal year 2025 for the following vendors due to the library's participation in Connecticut Library Consortium and in the Library Connection, Inc. as the best discounts have already been provided. Both vendors have been approved for bidding waivers for at least the past six fiscal years. This is in the best interest of the town.

- Supplies = \$3,400 Books = \$71,000 **Baker and Taylor Co.** For adult, child and teen books  
– Total \$74,400
- Databases = \$665 Books = \$2,400 Supplies = \$500 Data Services = \$35,000  
Audio/Visual = \$22,000 - **Library Connection, Inc.** – Total \$60,565

**Attachments:**

Sufficiency of Funds forms

**Prepared By:**

Carrie Tyszka, Library Director



# TOWN OF BERLIN

## CERTIFICATION OF SUFFICIENCY OF FUNDS

# TOWN OF BERLIN

## CERTIFICATION OF SUFFICIENCY OF FUNDS





# TOWN OF BERLIN

## CERTIFICATION OF SUFFICIENCY OF FUNDS

(Sec. 6-10-2 of the Town Charter)

DATE 10-Jun-24

Purchase Item or Contract: Audio / Visual		Requested by: Carrie Tyszka	
QUANTITY	DESCRIPTION	PRICE PER UNIT	\$ AMOUNT
1.00	Library Connection	\$22,000.00	\$22,000.00
			\$0.00
	<b>FY24-25 Budget</b>		-
			-
			-
			-
			-
<b>TOTAL</b>			\$22,000.00

Account No. 001.25.2544.53301.00000 Audio / Visual


Budgeted Amount.....	\$27,000.00	Available balance.....	\$27,000.00
Encumbrances to Date.....	\$0.00	Amount Needed for This Package.....	\$22,000.00
Expenditures to Date.....	\$0.00	Available Balance After Purchase.....	\$5,000.00

Is a budget change needed? ☐ Yes ☒ No

If so, has a budget change been prepared? ☐ Yes ☐ No

☒ I certify that there ARE sufficient funds available to support the purchase of the items described above.

or:

  
Finance Director or Assist. Finance Director

☐ I certify that a budget change in the amount of \$ \_\_\_\_\_ must be processed concurrently with this certification to support this commitment.

\_\_\_\_\_  
Finance Director or Assist. Finance Director



# TOWN OF BERLIN

## CERTIFICATION OF SUFFICIENCY OF FUNDS

(Sec. 6-10-2 of the Town Charter)

DATE 10-Jun-24

Purchase Item or Contract: Data Services		Requested by: Carrie Tyszka	
QUANTITY	DESCRIPTION	PRICE PER UNIT	\$ AMOUNT
1.00	Library Connection	\$35,000.00	\$35,000.00
			\$0.00
	<b>FY24-25 Budget</b>		-
			-
			-
			-
			-
<b>TOTAL</b>			\$35,000.00

Account No. 001.25.2544.0.53301.0000 Data Services

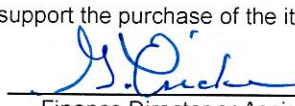
Budgeted Amount.....	\$60,000.00	Available balance.....	\$60,000.00
Encumbrances to Date.....	\$0.00	Amount Needed for This Package.....	\$35,000.00
Expenditures to Date.....	\$0.00	Available Balance After Purchase.....	\$25,000.00

Is a budget change needed? ☐ Yes ☒ No

If so, has a budget change been prepared? ☐ Yes ☐ No

☒ I certify that there ARE sufficient funds available to support the purchase of the items described above.

or:

  
Finance Director or Assist.Finance Director

☐ I certify that a budget change in the amount of \$ \_\_\_\_\_ must be processed concurrently with this certification to support this commitment.

\_\_\_\_\_  
Finance Director or Assist.Finance Director



# TOWN OF BERLIN

## CERTIFICATION OF SUFFICIENCY OF FUNDS

(Sec. 6-10-2 of the Town Charter)

DATE 10-Jun-24

Purchase Item or Contract: Databases		Requested by: Carrie Tyszka	
QUANTITY	DESCRIPTION	PRICE PER UNIT	\$ AMOUNT
1.00	Library Connection	\$665.00	\$665.00
			\$0.00
	<b>FY24-25 Budget</b>		-
			-
			-
			-
<b>TOTAL</b>			<b>\$665.00</b>

Account No. 001.25.2544.0.53302.00000 Databases

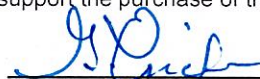
Budgeted Amount.....	\$30,500.00	Available balance.....	\$30,500.00
Encumbrances to Date.....	\$0.00	Amount Needed for This Package.....	\$665.00
Expenditures to Date.....	\$0.00	Available Balance After Purchase.....	\$29,835.00

Is a budget change needed? ☐ Yes ☒ No

If so, has a budget change been prepared? ☐ Yes ☐ No

☒ I certify that there ARE sufficient funds available to support the purchase of the items described above.

or:

  
Finance Director or Assist.Finance Director

☐ I certify that a budget change in the amount of \$ \_\_\_\_\_ must be processed concurrently with this certification to support this commitment.

\_\_\_\_\_  
Finance Director or Assist.Finance Director

Agenda Item No. 2  
Request for Town Council Action

**TO:** The Honorable Mayor and Town Council

**FROM:** Arosha Jayawickrema, Town Manager

**DATE:** June 10, 2024

**SUBJECT:** Purchase Order Increases for Department no. 38 and no. 61 Vendors

**Summary of Agenda Item:**

During Fiscal Year 2024 the Facilities Department contracted repairs and purchased materials for many additional maintenance, repair, replacement and new install work items at all town and school buildings. Current expenditures have exceeded the cumulative purchasing threshold of \$25,000 with the vendors listed below. The Vendors are on State and National purchasing contracts and or current provider.

F.W. Webb= Plumbing, Heating and Air Conditioning Materials.

Trane U.S.= HVAC Equipment and Materials.

Associated Security= Burglar and Fire Alarm System maintenance, repair, and monitoring.

**Funding:**

Not to Exceed Account Balances

**Action Needed:**

Move to approve F.W. Webb and Trane U.S. purchase order increase up to \$50,000 as needed for the remainder of Fiscal Year 2024 for department no. 38 and no. 61 utilizing State and National Purchasing Contracts without exceeding account balances. Move to approve Associated Security purchase order increases as needed up to \$35,000 for the remainder of fiscal year 2024 for department no. 38 and no. 61 as the current service provider without exceeding account balances as this is in the best interest of the Town.

**Attachments:**

None

**Prepared By:**

Douglas Solek, Director of Facilities



Agenda Item No. 8  
**Request for Town Council Action**

**TO:** The Honorable Mayor and Town Council

**FROM:** Arossha Jayawickrema, Town Manager

**DATE:** June 6, 2024

**SUBJECT:** Discussion Regarding an Evaluation of the Three Water/Sewer Systems in Berlin and Payment of the Evaluation

**SUMMARY:**

The Berlin Water Control Commission (BWCC) unanimously requests an evaluation of the three water districts in Berlin to assess their Technical, Managerial and Financial Conditions to serve the needs of water and sewer for the Town of Berlin.

The Commission believes it is necessary that the Town has an independent consultant evaluate each district to determine strengths and weaknesses. There is concern that if there is ever a default similar to East Berlin Fire District in 1966, the Town must recognize the obligation that it would inherit.

Freedom of Information requests were submitted to both Kensington and Worthington Fire Districts by Corporation Counsel, Attorney Donofrio. Finally, after many follow-ups by Counsel, the Consultants evaluated the data and believes sufficient information exists for a valid study. Past studies only evaluated the water systems, and the Mattabassett District concerns with I/I and bypass flows is causing great concerns for infrastructure repairs in town.

In looking for a fair and equitable solution to all three Districts participating in this study, it seems fitting that the Town should fund the project. Past experiences have shown a great reluctance from Kensington and Worthington Fire Districts to provide necessary information to a Consultant. An independent consultant report should give a better understanding of the infrastructure needs and concerns of the three utilities.

Haley Ward has submitted a revised cost of 5% increase (which includes additional hydraulic testing and a 5% contingency) bringing the new cost to \$140,000.00.

**DISCUSSION:**

Discussion determining if there is a mechanism to compel the Districts to participate in an evaluation of their Technical, Managerial and Financial Conditions to better serve the water and sewer needs of the Town of Berlin. Ultimately, discussion about the payment of the evaluation, if it is determined to move forward with the study.

**ATTACHMENT:** Revised Haley Ward Proposal - May 28, 2024

**PREPARED BY:** Ray Jarema, P.E., Water Control Manager





HALEY WARD.

ENGINEERING | ENVIRONMENTAL | SURVEYING

May 28, 2024

Mr. Ray Jarema, PE  
Manager  
Town of Berlin Water Control Commission  
Berlin Town Hall  
240 Kensington Road  
Berlin, CT 06037

**Re: UPDATED FEE PROPOSAL, RFP No. 2023-06 – Townwide Water & Sewer Service Utilities Study - Berlin, CT**

Dear Mr. Jarema:

As requested, Haley Ward, Inc. is pleased to submit our updated fee proposal for this project. As billing rates at both Haley Ward and Raftelis have increased since our original submission in February 2023, the cost of completing the attached scope of work has increased as follows:

Original Submitted Fee:	\$ 122,000
Fee Increase (5 %)	\$ 6,100
New Proposed Fee	\$ 128,100

I have attached our original Scope of Work and Project Assumptions for ease of review.

If you or others in the Town of Berlin have any questions or comments, I am at your service.

Respectfully submitted,

**Haley Ward, Inc.**

  
James E. Ericson, PE  
Regional Manager

Town of Berlin | 05/28/2024 | JN | Page 1

2210 Main Street, P.O. Box 1088, Glastonbury, CT 06033  
T: 860.659.3100 | [HALEYWARD.COM](http://HALEYWARD.COM)







## Anticipated Project Approach

### Townwide Water and Sewer System Evaluation

The goal of this project is to evaluate existing water supply and wastewater services provided by the three utilities within Berlin, analyze current and future customer needs and provide a Townwide Master Plan for water supply and wastewater collection and disposal.

Haley Ward has the unique perspective of having worked for the Town of Berlin Water Control Commission (Berlin), the Kensington Fire District (Kensington) and the Worthington Fire District (Worthington) on numerous projects over the past several decades. This perspective and experience will be extremely beneficial in developing a Townwide comprehensive water and wastewater master plan.

We will retain the nationwide expert Raffetis Financial Consultants, who will use the data provided by the Utilities and developed as part of this study, to complete an Independent Cost of Service Study, as detailed in Section 4 of our Anticipated Project Approach.

We have taken key elements from your request for proposal and re-organized them to a sequence that flows into the final, comprehensive report you desire. We broke these tasks into five steps:

- 1) General Meetings and Information Gathering
- 2) Water Supply Infrastructure Master Plan Update
- 3) Wastewater Collection System Master Plan Update
- 4) Organizations Evaluations, Rates and Cost of Service Study
- 5) Benefits and Drawbacks of Combining All Three Systems

#### 1) GENERAL MEETINGS AND INFORMATION GATHERING

Gathering background information from the three utilities and evaluating existing conditions is the foundation of completing a thorough, Town-wide analysis of water and wastewater needs.

- A. Kickoff Meeting and Data Gathering- Haley Ward and Raffetis will meet with officials from Berlin, Kensington and Worthington to discuss project scope and



timing, overall goals, available information from each entity, etc.

Haley Ward will prepare an information requests relating to water and sewer mapping, studies, budgets, rates, flows and other information needed to produce this report.

- B. Field Inspections – Haley Ward will arrange field inspections of the major water and wastewater facilities for all three utilities, to re-familiarize ourselves with these systems, and meet with administrators and operators to obtain their input. We will inquire regarding existing conditions, need for upgrades or modernization, and obtain operator input as part of our work.

For Water System Infrastructure, facilities to be inspected include but are not limited to wells, pumping stations, treatment systems, water storage tanks, pressure reducing stations, interconnection meter pits, etc.

For Wastewater, facilities to be inspected include but are not limited to pumping stations, metering stations, and major interconnection locations between systems.

- C. Evaluate Past Reports and Studies – As stated above, Haley Ward is fortunate to have done work for the three systems over the years, and is familiar with the extent of available mapping, studies, design plans, flow records and other system data. This is especially true for the Water Supply System Evaluations.

Some of the past reports completed for the Town of Berlin have primarily focused on the wastewater system, and per our meeting have included:

- 1996 CDM System Study
- 1999 Fuss & O'Neill Study
- 2015-16 DPC Rate Study
- April and August 2020 DPC Studies on Sewer Flows, Inflow / Infiltration and Sewer Infrastructure
- 10-year Capital Improvement Plan

Haley Ward will also ask both Kensington and Worthington for copies of past system studies, as well as permission to utilize mapping and data from past studies completed by Haley Ward (previously Lenard Engineering, Inc.) as part of this study.

## 2) WATER SUPPLY INFRASTRUCTURE MASTER PLAN UPDATE

- A) Existing Water Infrastructure Descriptions - Haley Ward has significant





information on each utility's infrastructure, including past water supply master plans, distribution system maps, models, water production and consumption records, and other information. We will prepare sections for each utility on:

- Sources of Supply
- DPH and DEEP Withdrawal Permit Values
- Raw Water Quality
- Treatment Systems
- Treated Water Quality
- Pumping Stations
- Water Distribution System
- Water Storage
- Water Production, Consumption and Non-revenue water
- Fire Flow Test Results and Requirements
- Water Quality Violations
- Other Water Quality Issues- Chlorine residuals, lead /copper rule, DBP, etc.
- Current and Projected Water Rates

- B) Updated Water System Mapping - Haley Ward will obtain copies of current water distribution system maps for each system and indicate areas of recent updates or improvements.

Assuming AutoCAD compatible mapping is available, we will generate several colorized versions of existing condition distribution maps, including:

- Map by pipe diameter
- Map by pipe age
- Map by pipe materials
- Map by C factor

These colorized maps will show each system at-a-glance where some of the smaller, older and lower flow value pipes are located.

- C) Updated Water Distribution System Models- Independent and Combined Systems Haley Ward will input revised flow test and C factor calculations into each system hydraulic model, and balance the system until it is reasonably calibrated. We will then run the model under average day, peak day and peak hour demand conditions, to determine areas of excessively high or low pressures which may require attention. We will also compare model predicted fireflows with ISO recommended values for typical areas in the system, to determine if fire flow improvements are



needed.

Once each system is modeled individually, we will combine the models and remove all isolation valves between systems, to see how the combined system is likely to operate. As all three of the systems operate at similar hydraulic gradients, combining the models should not be difficult.

We will identify high and low pressure areas, areas of sub-standard fireflows during the three demand conditions.

- D) Fire Flow and C Factor System Testing (optional)– If during modeling it is determined that additional flow testing is needed in one or more system to calibrate the model, , Haley Ward will provide personnel to oversee hydrant operation, and collect flow and residual pressure measurements.

As an optional item, Haley Ward has included three days of flow testing across the Berlin, Kensington and Worthington systems. We ask that each utility provide operators to open and close hydrants.

- E) Existing and Future Water Demand Projections – Haley Ward will refer to each each systems most recent Water Supply Master Plan (which we prepared), to generate initial water demand values by system, and Town-wide. We will reach out to each system to provide updated water demand values through 2022,

We will also ask each system about future connections and potential system expansion areas. Based on feedback, Haley Ward will develop short and long-term water demand projects, both by system and as a combined Town-wide value.

- E) Sources of Supply and Future Margins of Safety – The currently sources of supply for the three utilities are as follows:

Berlin- Elton Road wellfield, and interconnections with New Britain, Cromwell and the MDC.

Kensington- Interconnections with New Britain.

Worthington- Interconnections with Berlin.

Although these combined sources of supply currently provide adequate margins of safety, it is important to identify potential additional sources of supply to provide redundancy and increase overall system reliability.





Based on our decades of experience in Berlin, we will evaluate new groundwater sources of supply (Woodlawn Road inactive well, Bicentennial property, others), new interconnections with Meriden, Cromwell or Middletown and increased purchases from existing sources (New Britain, Cromwell, or MDC).

We will recommend a sequential source development plan for the Town to pursue to maintain a robust margin of safety and increase redundancy and reliability of the system.

E) Water System Evaluation Report and Updated Capital Improvement Plans-

Haley Ward will produce a comprehensive summary report including Items A – E above for each individual system, the impacts of a combined system, and recommendations for further study where required.

We will obtain copies of each utilities Capital Improvement Plan, and update it based on the findings of our study.

The costs of future system improvements will be utilized as part of the Cost of Service Study discussed in Section 4.

### 3) WASTEWATER INFRASTRUCTURE MASTER PLAN UPDATE

A) Existing Wastewater Infrastructure Descriptions- Haley Ward has recent experience in evaluating the Kensington and Worthington wastewater collection systems and has a basic understanding of the Berlin's wastewater collection system. Both Kensington and Worthington wastewater systems discharge into Berlin and the combined flow ultimately discharge into the Mattabessett District wastewater treatment plant.

We will include sections for each utility describing:

- o Sewer Collection Systems
- o Wastewater Pumping Stations and Force Mains
- o System Interconnection Locations and Metering Stations
- o Major sewershed divides
- o Pump station specific sewersheds
- o Historic Inflow and Infiltration Studies
- o Historic Lining, Sealing and Replacement projects.
- o CMOM and DEEP Reporting
- o History of Violations
- o Wastewater Quality and Odor Control Issues



- Agreements between systems and Mattabessett District
- Current and Proposed Sewer Rates

B) Updated Sewer System Mapping - Haley Ward will obtain copies of current sewer collection system maps for each system and indicate areas of recent updates or improvements.

If AutoCAD versions of these maps are available, we will generate several versions of existing condition distribution maps, including:

- Map by pipe diameter
- Map by pipe age
- Map by pipe materials

These colorized maps will show each system at-a-glance where some of the smaller, older and older transite or cast iron mains, which are more likely to have I/I issues are located.

C) Inflow and Infiltration History – One common goal of all wastewater collection systems is to minimize inflow and infiltration, which in turn reduces the need for costly system upgrades and additional capacity purchases. Haley Ward will review past inflow / infiltration studies conducted on each of the three systems, as well as improvements conducted for inflow / infiltration reduction.

Based on past studies, and discussions with field personnel, we will develop a prioritized list of areas within each system where future I/I reduction projects are recommended, estimated costs and potential flow reductions.

D) Updated Wastewater Flow Projections – Similar to water demands, Haley Ward will factor in sewer service area expansion, inflow/ infiltration control measures, and other factors and calculate current and projected wastewater flows for 5, 10 and 20 year period. Projections will be done for each utility, as well as for a combined system.

E) Wastewater Pump Station Evaluations –Haley Ward will evaluate the existing wastewater pumping stations in both the Berlin and Kensington systems, to determine their current condition, capacity, useful lifetime, ability to keep up with projected flows and potential upgrades or replacements. We will update existing station evaluations where necessary, and outline the need, costs and timing of future upgrades.





- F) Wastewater Infrastructure Evaluation Report and Updated Capital Improvement Plan - Haley Ward will produce a comprehensive summary report including Items A – E above for each individual system. Unlike the water distribution systems, the existing wastewater collection systems are interconnected, and essentially function as a single system hydraulically.

We will obtain copies of each utilities Capital Improvement Plan, and update it based on the findings of our study. The costs of future system improvements will be utilized as part of the Cost of Service Study discussed in Section 4.

#### 4) ORGANIZATION EVALUATIONS, RATES AND COST OF SERVICE STUDY

A) Existing Financial Evaluations-

As noted throughout our proposal, Raffetis Financial Consultants (Raffetis) will work closely with Haley Ward's engineers, and jointly utilize information gathered during the study to conduct an independent Cost of Service Study.

Raffetis will evaluate the existing financial conditions of the Town, Kensington, and Worthington. We will specifically review existing cost structures, and the makeup of annual costs, as well as existing customer bases, and current annual revenue streams. We will outline the existing financial conditions of each individual utility in both a Microsoft Excel spreadsheet, as well as a written report.

We will include sections for each utility on:

- o Existing operating expenses, including contractual obligations
- o Current debt service obligations
- o CIP and other renewal and replacement costs
- o Reserve fund balances
- o Customer and billing characteristics
- o Existing rate structures
- o Miscellaneous fees and other revenue sources
- o Revenues under existing rates and charges

In developing this scope of work, and corresponding price, we have assumed that each district will be able to provide Raffetis with the required data in order to perform these analyses. An example data request has been included as an appendix to our proposal.

- B) Future Financial Needs- Raffetis will work with each utility to forecast costs and revenues over a 10-year planning horizon. This process will indicate the need



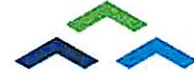
for annual rate increases to ensure financial sufficiency and viability. We will work with each utility to develop assumptions for the financial forecast and provide individual financial planning models at the conclusion of this task.

- C) Evaluate Cost of Service with Alternative Organizational Structures- Raftelis will develop alternative organizational structure options, such as potential consolidation or merging of utilities, and provide alternative financial forecasts and necessary rates to support each option. This task will identify the customer impacts associated with each alternative organizational structure as compared to the "status quo" rates and customer impacts developed in Task 4.B for each individual utility.
- D) Example Data Request for Cost of Service Study

#### PRELIMINARY DATA REQUEST EXAMPLE

1. Utility operating budgets, and actuals for completed years, for FY 2019, FY 2020, FY 2021, FY 2022, FY 2023, and FY 2024 (If available). Please provide both detailed and roll-up budgets. The detailed budgets need to show the major categories of cost for each budget center. Also, please identify any one-time expenses included in the current budget and forecast of any future extra-ordinary expenses, either one-time or ongoing.
2. A most recent multi-year capital improvement plan (CIP), including all potential projects, and any known sources of funding.
3. Debt service payment schedules (principal & interest) for outstanding debt.
4. Comprehensive Annual Financial Reports (CAFR), or other audited (or unaudited if audited are not available) financials, for FY 2019, FY 2020, FY 2021, and FY 2022.
5. Cash balances for all reserve funds for FY 2022 and FY 2023 projected end-of-year.
6. Raw customer consumption and billing data for FY 2019, FY 2020, FY 2021, FY 2022, and year-to-date FY 2023 (detailed specifications included below). Raftelis can coordinate with the utility staff to facilitate the data export, as well as provide file transfer options as data may exceed email limits. We would like to request a history of every bill produced by each utility for the fiscal years identified above, with each entry including the following fields, along with a data dictionary:





- a. Customer ID #
  - b. Bill Date / Read Date
  - c. Parcel ID & Service Address
  - d. Customer Class / Type
  - e. Meter Size
  - f. Units Consumed (Ccf or Kgal)
  - g. Bill Amount in Dollars
7. Existing and historical (five years) rates and all other fees.
8. Any manuals, procedures, or other relevant documentation being used to guide the utility's financial planning or policy decisions. This may include financial policies related to liquidity management (e.g. fund balance targets) and debt service coverage targets, policies and procedures, etc.
- 5.) BENEFITS AND DRAWBACKS OF MAINTAINING EXISTING THREE UTILITY SYSTEMS OR MERGING ALL THREE UTILITIES

Existing Financial Evaluations- Haley Ward and Raffelis will combine the information and analyses gathered in Tasks 2 through 4 to present the benefits and drawbacks associated with maintaining the existing three utility systems, as well as the options with regard to merging.

We will take the following into account:

- o Technical feasibility of operations under the existing separate utility framework, as well as consolidation options
- o Governance structures
- o The financial benefits, and costs, associated with each option
- o Customer bill impacts

Raffelis will provide the benefits and drawbacks utilizing both short- and long-term forecasts in order to evaluate the potential benefits over time, rather than relying on a current time period as the only basis of comparison.

Haley Ward and Ratelis will ultimately prepare a written report documenting Tasks 2 through 5 to provide a full picture of the assumptions, analyses, and benefits and drawbacks of alternatives, such that an informed policy decision can be made.



## Exceptions and Alternatives

As requested in your RFQ, we are providing the following items of project assumptions, exceptions and alternatives:

- a. Project Assumptions – The project requires detailed evaluations of the three utilities in Berlin; the Berlin Water Control Commission, the Kensington Fire District, and the Worthington Fire District. We have assumed that all parties will provide Haley Ward with any requested information on background system studies, mapping, data, rates, budgets and all related information.

Haley Ward also assumes that the Kensington and Worthington Fire Districts will allow Haley Ward to utilize past data, reports, models, mapping, etc. to complete the work requested in your RFQ, and detailed in our project approach.

- b. Exceptions – None taken.

- c. Alternates – As given in our project approach, we have assumed the existing hydraulic modeling is adequate to evaluate each utility, as well as to determine general compliance with Fireflow requirements.

If additional hydrant flow testing is required to further calibrate the model, evaluate water main "C" flow factors, etc., it will be conducted at the Bid Alternate price given in our price proposal.





## Proposed Fees (Updated 4-28-24)

Haley Ward, Inc. (Haley Ward) is pleased to submit the following lump sum bid for the Town of Berlin's "Townwide Water & Sewer Service Utilities Study", in accordance with your request for Proposals dated 2/20/2023, and inclusive of Addenda # 1 and # 2.

Our Scope of Work is further defined in our Proposed Project Approach, including any assumptions made in pricing this project. Note that costs for our Financial specialist - Raftelis Financial Consultants, are included in our lump sum fee.

**BASE BID** - Haley Ward's lump sum fee to complete this project as defined above is: **\$ 128,100.**

**BID ALTERNATE # 1:** As described in our Proposed Project Approach, if additional hydrant flow testing is required during modeling to further calibrate the models, determine pipeline C factors, etc. please add **\$6,000** for up to **three days** of additional flow testing.

$$\begin{array}{r} \$128,100 \\ + 6,000 \\ \hline 134,100 \\ \text{SMY } \$140,000 \leftarrow \text{as } 5\% \text{ Contingency} \end{array}$$

My suggestion

Agenda Item No. 9  
Request for Town Council Action

**TO:** The Honorable Mayor and Town Council  
**FROM:** Arosha Jayawickrema, Town Manager  
**DATE:** June 10, 2024  
**SUBJECT:** Set Public Hearing to Discuss the Proposed Noise Ordinance

**Summary of Agenda Item:**

The Ordinance Committee at its June 4, 2024, meeting voted to recommend to the Council a Noise Ordinance. The proposed Ordinance has been reviewed and edited to reflect the comments from the Deputy Chief of the Berlin Police Department and the Town Planner.

**Action Needed:**

Move to schedule a public hearing on July 9, 2024, to discuss the proposed Noise Ordinance.

**Attachments:**

Proposed Noise Ordinance.

**Prepared By:**

Arosha Jayawickrema, Town Manager

## **NOISE**

- § \_\_\_\_ **Declaration of purpose.**
- § \_\_\_\_ **Definitions.**
- § \_\_\_\_ **Noise zones.**
- § \_\_\_\_ **Sound levels.**
- § \_\_\_\_ **Motor vehicle noise.**
- § \_\_\_\_ **Exhaust discharge.**
- § \_\_\_\_ **Certain sounds excluded.**
- § \_\_\_\_ **Exemptions.**
- § \_\_\_\_ **Instruments and measurements.**
- § \_\_\_\_ **Administration and enforcement.**
- § \_\_\_\_ **Violations and penalties.**
- § \_\_\_\_ **Variances.**
- § \_\_\_\_ **Coordination with other laws.**
- § \_\_\_\_ **Compliance with Chapter no defense to nuisance claim.**
- § \_\_\_\_ **Severability.**

### **§ \_\_\_\_ Declaration of purpose.**

Excessive noise poses a danger to the health, safety, and welfare of persons within the Town of Berlin and a detriment to their quality of life. Therefore, this Chapter is enacted to promote an environment free from noise that jeopardizes the health, safety, welfare, and quality of life of persons within the Town of Berlin through the control, reduction, and prevention of excessive sound and vibration.

### **§ \_\_\_\_ Definitions.**

When used in this Chapter, the terms below shall have the following meanings:

**BACKGROUND NOISE** – Noise which exists at a point as a result of the combination of many distant sources, individually indistinguishable. In statistical terms, it is the level which is exceeded 90% of the time (L90) in which the measurement is taken.

**CONSTRUCTION** – Any site preparation, assembly, erection, substantial repair, alteration or similar action, but excluding demolition for or of public or private rights-of-way, structures, utilities or similar property.

**DAY** – From 7:00 a.m. to 9:00 p.m., local time.

**DECIBEL** – A logarithmic unit of measure used in measuring magnitudes of sound. The symbol is dB.

**DEMOLITION** – Any dismantling, intentional destruction or removal of structures, utilities, public or private right-of-way surfaces or similar property.

**EMERGENCY** – Any occurrence involving actual or imminent danger to persons or damage to property which demands immediate action.

**EMITTER** – The person who creates, causes to be created, or allows the noise.

**EXCESSIVE NOISE** – Any sound, the intensity of which exceeds the standards set forth in § \_\_\_\_ of this Chapter.

**IMPULSE NOISE** – A sound of short duration, usually less than one (1) second, and a high intensity, with an abrupt onset and rapid decay. Examples include an explosion, a discharge of a firearm, or a screech.

**INFRASONIC SOUND** – Sound-pressure variations having frequencies below the audible range for humans.

**MOTOR VEHICLE** – Defined as per § 14-1(59) of the Connecticut General Statutes.

**NIGHT** – From 9:00 p.m. until 12:00 midnight, and from 12:00 midnight until 7:00 a.m.

**NOISE SOURCE** – Any individual, equipment, machine or other item or thing that creates a sound.

**PEAK SOUND-PRESSURE LEVEL** – The absolute maximum value of the instantaneous sound-pressure level occurring in a specified period of time.

**PERSON** – Any individual, firm, partnership, association, syndicate, company, trust, corporation, municipality, agency or political or administrative subdivision of the state or other legal entity of any kind.



RECEPTOR – The person who receives the noise impact.

SOUND – A transmission of energy through solid, liquid or gaseous media in the form of vibrations which constitute alterations in pressure or position of the particles in the medium and which, in air, evoke physiological sensations, including, but not limited to, an auditory response when impinging on the ear.

SOUND LEVEL – The A-weighted sound pressure level, expressed in decibels (dBA), measured on a sound level meter properly calibrated and operating on the A-weighting network.

SOUND LEVEL METER – An instrument which includes a microphone, amplifier, RMS detector, integrator or averager, output meter and weighting networks used to take sound level measurements, which should conform, at a minimum, to the requirements set forth in the American National Standards Institute's American National Standard for Sound Level Meters [ANSI S.1.5 – 1971 (Type S2A) Sound Level Meter].

ULTRASONIC SOUND – Sound-pressure variations having frequencies above the audible sound spectrum for humans.

VARIANCE – A difference between the standards which are required by this ordinance and that which is permitted to exist.

VIBRATION – An oscillatory motion of solid bodies of deterministic or random nature described by displacement, velocity or acceleration with respect to a given reference point.

§ \_\_\_\_ **Noise zones.**

Noise zone means an individual unit of land or a group of contiguous parcels under the same ownership as indicated by public land records and, as related to noise emitters, includes contiguous publicly dedicated street and highway rights-of-way, railroad rights-of-way, and waters of the State.

Noise zones within the Town of Berlin shall be classified as to zoning applicable for the parcel or tract of land and the surrounding parcels or tracts. Noise zones specified herein shall correspond to the following zoning descriptions in the Zoning Regulations and Zoning Map of the Town of Berlin.

Zone	Actual or Intended Use	Current Zoning*
A	Residential	R-86,R-43,R-21,R-15,R-11, R-7, PR-1, PR-2, PR-3, POR, OP, MR-1, MR-2, and WHD
B	Commercial	PS-A,PS-B,SP-DD,GC, BT-1, BT-2, CCD-1, CCD-2, SP-DD 2, SP-DD Overlay, and BTB
C	Industrial	OT,OT-2,GI,GI-2, PI, PI-2, POD

\*Based on the Zoning Regulations and Zoning Map of the Town of Berlin.

§ \_\_\_\_\_. **Sound levels.**

- A. It shall be unlawful for any person to emit or cause to be emitted any sound beyond the boundaries of his/her/its premises so as to violate any provisions of this Chapter.
- B. Sound level standards. No person shall emit or cause to be emitted sound beyond the boundaries of his/her/its premises exceeding the levels stated in the table below and applicable to adjacent residential (Zone A), commercial (Zone B), or industrial (Zone C) zones when measured on a receptor's premises:

Emitter's Noise Zone	Receptor's Noise Zone			
	Zone C Receptor	Zone B Receptor	Zone A/Day Receptor	Zone A/Night Receptor
Zone A Emitter	62 dBA	55 dBA	55 dBA	45 dBA
Zone B Emitter	62 dBA	62 dBA	55 dBA	45 dBA
Zone C Emitter	70 dBA	66 dBA	61 dBA	51 dBA

- C. High background noise levels. In those individual cases where the background noise levels caused by sources not subject to this Chapter exceed the standards contained herein, a source shall be considered to cause excessive noise if the noise emitted by such source exceeds the background noise levels by five (5) dBA, provided that no source

subject to the provisions of this Chapter shall emit noise in excess of eighty (80) dBA at any time, and provided that this section does not decrease the permissible noise level standards of Subsection B of this section.

D. Impulse noise.

1. No person shall cause or allow the emission of impulse noise in excess of eighty (80) decibels peak sound-pressure level during the nighttime to any residential noise zone.
2. No person shall cause or allow the emission of impulse noise in excess of one hundred (100) decibels peak sound-pressure level at any time in any noise zone.

E. Infrasonic and ultrasonic sound.

No person shall emit beyond his/her/its property infrasonic or ultrasonic sound in excess of one hundred (100) decibels at any time.

§ \_\_\_\_\_ **Motor vehicle noise.**

- A. All motor vehicles operating within the limits of the Town of Berlin shall be subject to the noise standards and decibel levels set forth in the regulations authorized in Section 14-80a of the Connecticut General Statutes. This section shall apply to all recreational motorized vehicles, whether or not duly licensed and registered, including but not limited to commercial or noncommercial racing vehicles, motorcycles, go-carts, snowmobiles, campers, and dune buggies.
- B. No sound-amplifying devices on or within motor vehicles shall emit noise in excess of the noise standards and decibel levels set forth in the regulations authorized in Section 14-80a of the Connecticut General Statutes.
- C. No person shall operate, or cause to be operated, any recreational motorized vehicle off a public right-of-way in such a manner that the sound level emitted therefrom exceeds the noise standards and decibel levels set forth in the regulations authorized in Section 14-80a of the Connecticut General Statutes.

§ \_\_\_\_\_ **Exhaust discharge.**



No person shall discharge into the ambient air the blow-down of any steam vent of the exhaust of any stationary internal combustion engine or air compressor equipment, unless such discharge is through a muffler or through an apparatus providing equal noise reduction.

**§ \_\_\_\_\_ Certain sounds excluded.**

This Chapter shall not apply to:

- A. Sound generated by natural phenomena, including but not limited to wind, storms, insects, birds, amphibious creatures and water flowing in its natural course.
- B. The unamplified sound of human voices.
- C. The unamplified sound made by any wild or domestic animal.
- D. Sound created by bells, carillons or chimes associated with specific religious observances.
- E. Sound created by a public emergency sound signal attached to any authorized emergency vehicle in the immediate act of responding to an emergency or located within or attached to a building, pole or other structure for the purpose of sounding an alarm relating to fire or civil preparedness.
- F. Sound created by safety and protective devices, provided that such device is sounded as a warning of imminent danger or from the release of pressure buildup.
- G. Sound created by intrusion alarms, provided that the emission of noise from such devices, from the time of activation of audible signal, does not exceed ten (10) minutes when attached to any vehicle or thirty (30) minutes when attached to any building or structure. The repetition of activation of the audible signal of an intrusion alarm due to malfunction, lack of proper maintenance, or lack of reasonable care shall be considered excessive noise.
- H. Backup alarms required by Occupational Safety and Health Administration (OSHA) or other municipal, state, or federal safety regulations.
- I. Farming equipment or farming activity.

**§\_\_\_\_\_ Exemptions.**

The following noise shall be exempted from the provisions of this Chapter.

- A. Noise created by signal testing, principally siren-tested by city fire departments and civil preparedness units.
- B. Noises created by snow removal equipment at any time, provided that noise discharged from exhausts is adequately muffled to prevent loud noises therefrom.
- C. Noise created by blasting, provided that the blasting is conducted between 8:00 a.m. and 5:00 p.m. or at such other specified hours provided for in the permits necessary to conduct such activity. Per Connecticut law, blasting is prohibited on Sundays.
- D. Noise generated by the operation of any tools or equipment used in construction, drilling, or demolition work between the hours of 7:00 a.m. and 8:00 p.m. on weekdays and between the hours of 8:00 a.m. and 5:00 p.m. on Saturdays and Sundays provided that the noise generated therefrom does not exceed the limits set forth in § \_\_\_\_\_. This section does not apply to the use of domestic power tools subject to § \_\_\_\_\_ below. NOTE: NEED TO DISCUSS WHETHER COUNCIL WANTS (1) Different hours on weekends; or (2) different hours on Sundays; and (3) holiday hours.
- E. Noise generated by the operation of any mechanically powered or gasoline powered saw, drill, sander, grinder, lawn, landscaping, or garden tool, leaf blower, or other domestic power tool or equipment between the hours of 7:00 a.m. and 9:00 p.m. provided that the noise generated therefrom does not exceed the limits set forth in § \_\_\_\_\_. This section does not apply to the use of snow-removal equipment [see § \_\_\_\_\_ herein].
- F. Noise created by on-site recreational or sporting activity that is sanctioned by town government, provided that the noise created by the activity is adequately muffled to prevent loud noises therefrom.
- G. Patriotic or public celebrations not extending longer than one calendar day, such as parades, carnivals, and firework displays, are exempted, provided that any necessary permits have been obtained.

- H. Noise created by aircraft or components designed for or utilized in the development of aircraft.
- I. Noise from the activities conducted at the Mattabassett Gun Club in accordance with the Club's Rules and Regulations.
- J. Noise from lawfully operated backup power generators.
- K. Noise from lawfully authorized construction performed by the State of Connecticut or Town of Berlin (including their respective contractors and/or subcontractors) during the otherwise off hours of 8:00p.m.-7:00a.m.

**§ \_\_\_\_ Instruments and measurements.**

- A. Instruments used to determine sound level measurements shall conform to sound level meters as defined by this Chapter.
- B. All personnel conducting sound measurements shall be trained and experienced in the current techniques and principles of sound measuring equipment and instrumentation.
- C. The general steps listed below shall be followed when preparing to take sound level measurements:
  - 1. The instrument manufacturer's specific instructions for the preparation and use of the instrument shall be followed.
  - 2. Measurements shall be taken at a point that is located about one (1) foot beyond the property line of the emitter's premises within the receptor's premises. The emitter's premises include his/her/its individual unit of land or group of contiguous parcels under the same ownership as indicated by public land records.
  - 3. While measurements are being recorded, a continual visual and aural surveillance of extraneous sound sources shall be made to ensure that the measurements are due to the sound being investigated. The sound levels of extraneous sound sources shall be recorded.



**§\_\_\_ Administration and enforcement.**

- A. The Town Manager shall appoint a Town employee to enforce the provisions of this Ordinance and carrying out the purpose of this Chapter as specified in § \_\_\_\_\_. The Chief of Police, or his designated representative, shall have the authority to investigate complaints of noise pollution in coordination with the Town employee appointed by the Town Manager and the Chief, his designee or the Town employee appointed by the Town Manager shall have authority to issue citations for violations of this Chapter.
- B. Inspections.
  - 1. For the purposes of determining compliance with the provisions of this Chapter, the Chief of Police or his designated representative and/or the Town employee appointed by the Town Manager is hereby authorized to make inspections of all noise sources and to take measurements and make tests, whenever necessary, to determine the quantity and character of noise. In the event that any person refuses or restricts entry and free access to any part of a premise, or refuses inspection, testing, or noise measurement of any activity, device, facility, or process where inspection is sought, the Town may seek from the appropriate court a warrant, without interference, restriction, or obstruction, at a reasonable time, for the purpose of inspecting, testing, or measuring noise.
  - 2. It shall be unlawful for any person to refuse to allow or permit the Chief of Police or his designated representative, or the Town employee appointed by the Town Manager, free access to any premise, when the Chief of Police or his designated representative or the appointed Town employee is acting in compliance with a warrant for inspection and order issued by the appropriate court.
  - 3. No person shall hinder, obstruct, delay, resist, prevent in any way, interfere or attempt to interfere with any authorized person while in the performance of his/her duties under this Chapter.

**§ \_\_\_\_.**      **Violations and penalties.**

- A.      No person shall violate or cause the violation of the provisions of this Chapter.
- B.      Any person in violation of the provisions of this Chapter shall be fined one hundred dollars (\$100.00) for the initial violation.
- C.      Each day on which a violation occurs or continues shall be considered a separate violation of this chapter. For the second violation and each additional violation thereafter, the fine imposed shall be two hundred dollars (\$200.00).

**§ \_\_\_\_**      **Variances.**

- A.      Any person living or doing business in the Town of Berlin may apply to the Town Council for a variance or partial variance from one or more of the provisions of this Chapter, which are more stringent than the Connecticut Department of Energy and Environmental Protection's regulations for the control of noise, provided that the applicant supplies the following information to the Town Council at least thirty (30) days prior to the start of such activity:
  - 1.      The location and nature of the activity;
  - 2.      The time period and hours of operation of the activity;
  - 3.      The nature and intensity of the noise that will be generated;
  - 4.      The reason for which the variance is required; and
  - 5.      Any other information required by the Board of Selectmen.
- B.      No variance from this Chapter shall issue unless it has been demonstrated that:
  - 1.      The proposed activity will not violate any provisions of the Connecticut Department of Energy and Environmental Protection's regulations;

2. The noise levels generated by the proposed activity will not constitute a danger to the public health; and
  3. Compliance with this Chapter constitutes an arbitrary or unreasonable hardship upon the applicant without equal or greater benefits to the public.
- C. The application for variance shall be reviewed and either approved or rejected at least five (5) days prior to the proposed start of the activity. The approval or rejection shall be in writing and shall state the condition(s) of approval, if any, or the reason(s) for rejection.
  - D. Failure of the Town Council to rule on an application in the designated time shall constitute approval of the variance.
  - E. Any person holding a variance and needing an extension of time may apply for a new variance under the provisions of this section. Any such application shall include a certification of compliance with any condition(s) imposed under the previous variance.

**§ \_\_\_\_\_ Coordination with other laws.**

- A. Nothing in this Chapter shall authorize the construction or operation of a stationary noise source in violation of the requirements of any other applicable state law or regulation.
- B. Nothing in this Chapter shall authorize the sale, use, or operation of a noise source in violation of the laws and regulations of the Connecticut Department of Energy and Environmental Protection, Connecticut Department of Motor Vehicles, the Federal Aviation Administration, the U.S. Environmental Protection Agency, or any amendments thereto.

**§ \_\_\_\_\_ Compliance with Chapter no defense to nuisance claim.**

Nothing in any portion of this Chapter shall in any manner be construed as authorizing or legalizing the creation or maintenance of a nuisance, and compliance of a source with this Chapter is not a bar to a claim of nuisance by any person. A violation of any portion of this Chapter shall not be deemed to create a nuisance per se.

**§ \_\_\_\_\_ Severability.**



If any provision of this Chapter or the application thereof to any person or circumstances is held to be invalid, such invalidity shall not affect other provisions or applications of any other part of this Chapter which can be given effect without the invalid provisions or application; and to this end, the provisions of this Chapter and the various applications thereof are declared to be severable.

Agenda Item No. 10  
Request for Town Council Action

**TO:** The Honorable Mayor and Town Council

**FROM:** Arosha Jayawickrema, Town Manager

**DATE:** June 6, 2024

**SUBJECT:** Set Public Hearing to Discuss Amendments to the Golf Course Commission Ordinance

**Summary of Agenda Item:**

The Ordinance Committee at its June 4, 2024, meeting voted to recommend to the Council two amendments to the Golf Course Commission Ordinance. The first amendment is to change election of a Chairperson and a Vice Chairperson in February instead of January, and to change the hiring of a Secretary from the first meeting of its full year to the second meeting of its full year.

The second amendment adds back the requirement to set the projected revenues to meet the current expenses in the budget adopted by the Town Council and for the Golf Commission to present a plan to the Town Council within forty-five days after the end of the fiscal year if the actual revenues fall short of the expenses at the end of the said fiscal year.

**Action Needed:**

Move to schedule a public hearing on July 9, 2024, to discuss the amendments to the Golf Course Commission Ordinance.

**Attachments:**

Proposed Amendments to the Golf Course Commission Ordinance.

**Prepared By:**

Arosha Jayawickrema, Town Manager

## **Part J. – Public Golf Course Commission**

### **Sec. 2-190. Establishment.**

There shall be and is hereby created, in the Town of Berlin, a Public Golf Course Commission hereinafter referred to as the Commission.

(Ord. No. 06-17, 9-19-2017; Ord. No. 01-18, 2-20-2018; Section No. changed 03-17-2020)

### **Sec. 2-191. Definitions.**

The following definitions shall apply to Sec. 2-193 through Sec. 2-194 herein:

- (a) “Fiscal year” means the fiscal year of the Town of Berlin beginning on July 1 and ending on June 30 of every year.
- (b) “Golf course” refers to Timberlin Golf Course, owned by the Town of Berlin including, without limitation, any and all of the following as they relate to any such Public Golf course: land, rights and interests in land; rights of way, approaches and contract rights; office(s) and other buildings and facilities; paved areas; access roads; garages, parking lots and other parking structures; furnishings, equipment and apparatus; all other structures, facilities and improvements necessary and convenient to the development and maintenance of any such golf course and for the promotion and accommodation of any such golf course; and all other property (real, personal, mixed or otherwise), now or hereafter constructed or acquired, of or belonging to or pertaining to any such golf course.

(Ord. No. 06-17, 9-19-2017; Ord. No. 01-18, 2-20-2018; Section No. changed 03-17-2020))

### **Sec. 2-192. Composition; appointment, removal, and term of members; annual meeting and election of officers.**

The Public Golf Course Commission shall be composed of eight (8) resident electors of the Town. Membership shall consist of at least one member from the men’s club, the seniors’ club, the ladies’ club, the lady niners club, and a non-golfer. All members of the Commission shall be appointed by the Town Council and may be removed by the Town Council. Each of the eight (8) members shall serve for a term of three (3) years, ending each January, with appointments staggered so that replacement/reappointments take place for no more than two (2) or three (3) members each year. Vacancies shall be filled for any unexpired term by the Town Council.

Upon establishment, the Commission shall elect a Chairman, a Vice Chairman, and a Secretary from its members to serve until its first annual meeting. Thereafter, each February, the Commission shall elect a Chairman and a Vice Chairman. At the second meeting of its first full year, a Secretary will be hired to record the minutes of the meetings of the Commission. The Commission shall schedule regular monthly meetings, which schedule shall be filed with the Town Clerk, designating the time and place thereof. The agenda and minutes of all Commission meetings will be filed with the Town Clerk on a timely basis, pursuant to Connecticut General Statutes.

(Ord. No. 06-17, 9-19-2017; Ord. No. 01-18, 2-20-2018; Section No. changed 03-17-2020; Ord. No. 2-2023 added membership)

### **Sec. 2-193. Powers and duties; staff.**

The Commission shall have the power to:

- (a) Make and ensure enforcement of policies, rules, and regulations for the orderly play of golf and the operation of Timberlin Golf Course and attendant facilities, which rules and regulations shall be reviewed and approved by the Town Council;
- (b) Provide input and recommendations to be used in the negotiations of all proposed contracts with any entity involved in the operation of the golf course and attendant facilities, to the Director of Golf and Town Manager; and
- (c) Work with the Director of Golf to develop and prioritize alteration plans, renovations, and capital improvements based on available funds.

The Commission shall submit reports to the Town Manager and/or the Town Council as may be requested from time to time.

Staffing for the operation and maintenance of the golf course shall be provided for in the final Town Council approved budget, prepared and submitted by the Director of Golf to the Town Manager as his direct report. The Commission will have reviewed the budget prior to submission to the Town Manager.

(Ord. No. 06-17, 9-19-2017; Ord. No. 01-18, 2-20-2018; Section No. changed 03-17-2020))

**Sec. 2-194. Budget; schedule of charges.**

The Director of Golf shall prepare a fiscal year golf course expense budget, to the Town Manager containing his estimate of projected expenses. The Commission will have reviewed the budget prior to submission to the Town Manager.

The Director of Golf will present a schedule of fees, rates, rentals, and charges for the ensuing calendar year, developed in concert with the Commission, to the Town Council for their review and adoption at the first Town Council meeting in January.

The Golf Commission shall make annual revenue projections based upon its recommended rates and present such recommendations to the Town Manager. The recommended rates shall be based upon the Commission's analysis of market (including rates of nearby competitors) and play considerations and shall be set to maximize revenues for the golf course. The revenues projected shall be in an amount which is sufficient to meet current expenses as set forth in the budget finally adopted by the Town Council. The Town Manager shall consider the recommendations of the Commission and present proposed rates to the Town Council for its review and action at a Town Council meeting in January.

If the actual revenues at the end of any fiscal year are less than the expenses, appropriate action shall be taken to ensure the revenues during a three-year period, including the year in deficit, exceed the expenses for the same period. Within forty-five (45) days of the end of any fiscal year in which expenses exceed revenue, the Commission shall present to the Town Council the Commission's plan to ensure that revenues will exceed expenses for the given three-year period. The Commission's plan may include past or future fiscal years when considering a three-year period, but the three-years shall be consecutive to each other.



The course financial performance will continue to be measured based on course revenues, expenses, and charges from other Town departments, e.g. Building Maintenance and Town Garage for in kind services needed at the golf course.  
(Ord. No. 06-17, 9-19-2017; Ord. No. 01-18, 2-20-2018; Ord. No. 04-20, 3-17-2020; Section No. changed 03-17-2020))

**TO:** The Honorable Mayor and Town Council

**FROM:** Arosha Jayawickrema, Town Manager

**DATE:** June 10, 2024

**SUBJECT:** Town Manager Search

**Summary of Agenda Item:**

The Town Council can have a discussion of possible action concerning the appointment of a new Town Manager. Also, at this meeting the Town Council can hire a search firm. Town Council members have previously received proposals received from the RFP.

**Funding:**

Professional Services – Townwide 001.05.0507.0.53920.00000.

**Action Needed:**

Discussion and possible action concerning the search for a new Town Manager.

Move to authorize the Town Manager to engage Randi Frank Consulting LLC for a cost not to exceed \$24,500.00 to conduct an executive search for the Town Manager.

**Attachments:**

Proposal – Randi Frank Consulting LLC

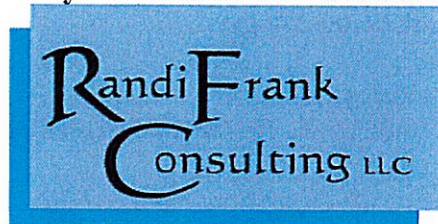
**Prepared By:** Kate Wall, Town Clerk



**Attention: Arosha Jayawickrema  
Town Manager  
Town of Berlin  
240 Kensington Road  
Berlin, CT 06037**

**Town Manager  
Executive Search Firm  
Services Proposal**

**Prepared by: Randi Frank Consulting, LLC**



**7700 Hoover Way, Louisville, KY 40219  
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**May 16, 2024**

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May 16, 2024

Arosha Jayawickrema  
Town Manager  
Town of Berlin  
240 Kensington Road  
Berlin, CT 06037

RE: Executive Search Firm Services -Town Manager

Dear Arosha Jayawickrema & Town Council;

Randi Frank Consulting LLC is pleased to submit this proposal to conduct an executive search for the Town of Berlin's Town Manager. The purpose of this work is to assist the Mayor and Council, Town Staff and Citizens to develop a comprehensive recruitment profile for the position and then to identify, recruit and present outstanding candidates who meet Berlin's criteria. Once the profile has been developed and approved, the team assembled by Randi Frank Consulting, LLC will have no difficulty identifying quality prospective candidates and becoming immediately productive.

We have created this partnership to provide the Town of Berlin with the best services combining Robert Slavin's extensive national experience and Randi Frank's extensive east coast experience and municipal knowledge. As a high quality, hands-on independent management and human resources consulting firm, Randi Frank Consulting, LLC is most capable and interested in providing these services to the Town of Berlin.

The proposal commits the highest level of our firm's resources. Ms. Frank will manage this critical project. Mr. Robert Slavin (Slavin Management Consultants -Partner) and I will serve as primary consultants for a full executive search with other key Consultants identified. Also available for this project will be professional consultants and staff assistants from Slavin Management Consultants including Thomas Gates (past County/City Managers) and Richard Brown (Town/City Manager in CT, MA, RI & VA). Professional consultants from Randi Frank Consulting include Ms. Georgian Lussier who has had over 35 years of HR experience and Diane M. Fitzpatrick, who has over 35 years of municipal and state government HR experience. Lee Palmer, with over 40 years of municipal human resources and finance experience plus serving as interim Town Manager in Weston, CT is also available. John Elsesser, past Town Manager of Coventry

for over 30 years is part of our team. Resumes for each consultant are provided in this proposal.

Ms. Frank is the owner and managing member of Randi Frank Consulting, LLC with over 35 years of municipal experience, 23 years of consulting services and over 90 executive searches and recruitment projects for most municipal department heads and CEO's (including City/Town Manager positions). Mr. Slavin is one of the most experienced recruiters of governmental managers in the nation; with over 850 local government executive searches including over 375 Municipal CEO positions.

Contact Information:

Ms. Randi Frank-Project Dir.  
Randi Frank Consulting, LLC  
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[www.randifrank.com](http://www.randifrank.com)

Mr. Robert E. Slavin -Alternative Rep.  
Slavin Management Consultants  
3040 Holcomb Bridge Rd., Suite A1  
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Tel: 770-449-4656 Fax: 770-416-0848  
Email: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)  
[www.slavinmanagementconsultants.com](http://www.slavinmanagementconsultants.com)

Conflict of Interest & Good Standing:

Randi Frank Consulting, LLC and Slavin Management Consultants have never been debarred or prevented from participating in Federal State or Municipal procurement processes. This proposal is made in good faith without fraud, collusion or connection of any kind with any other proposer and is competing solely on our own without any connection with or obligation to any undisclosed person or firm.

Women Business Certification & Insurance:

Randi Frank Consulting, LLC was certified for 15 years as woman owned small business in Connecticut and is now certified in Louisville and Kentucky. Sample insurance certificate is available upon request. Please note Randi Frank Consulting, LLC has General Liability and Professional Liability insurance and is not required by law to have Workers Comp. Insurance. Ms. Frank personally has auto insurance (auto not owned by firm) and umbrella insurance (but not for the Firm)

Our firm has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work both from clients and candidates. We provide a hands-on personal touch for each executive search. We do not have a list of candidates ready, since we haven't started recruiting for Berlin until we know what your community is looking for in their next Manager. We can also offer interactive recorded interviews of candidates rather than candidates reading questions on the computer and answering them.

On a personal note, Ms. Frank grew up in Connecticut and still has family in CT. We can also use our CT consultants to avoid travel costs of Ms. Frank or Mr. Slavin as requested. We can also conduct meetings via zoom or phone to gather information from stakeholders as necessary.

Thank you for the opportunity to submit this proposal. We look forward to working with you on this very important work. If you have questions concerning this proposal, please contact me at 203-213-3722. We look forward to discussing this proposal with you further.

Sincerely,

*Randi Frank*

Ms. Randi Frank  
Managing Member/CEO

## **Experience and Qualifications**

Randi Frank Consulting, LLC is a Louisville, KY and Federally Certified Small Women Owned Business with offices in Louisville, KY (and past CT Certified). Ms. Randi Frank is the principal and owner and only employee of the firm which was organized originally in Connecticut in 2000. Ms. Frank has over 35 years of recruiting experience at the municipal level including Para-professional, professionals, and department heads and over 23 years of executive search experience including CEO/Department Head type positions (highlighted below) and over 90 Executive searches. With over 17 Town/City Manager searches.

As you will see from the enclosed resume and client list, Ms Frank has handled numerous recruitment projects. Listed below is a sample of Randi Frank Consulting, LLC experience with Executive Searches (CT Town/City Managers are highlighted):

- CT Office of State Treasurer- Assistant Treasurer for Debt Management Position
- University of Connecticut – Architectural and Engineering Services Department for the Director of Design, Engineering & Technical Support and the Director of Planning & Project Development, Director of Environmental Health & Safety
- City of Hartford, CT -Human Resource Director & Director of Development 2012
- Finance Director – Town of Brookfield, CT and Town of Bloomfield, CT 2012
- Police Chief – Town of Bloomfield 2011, Town of Milford and City of Bridgeport, CT 2010, Town of Trumbull, 2014
- Naugatuck Valley Council of Governments – Executive Director – 2014
- Southeastern Regional Planning & Eco. Dev. District, MA–Executive Dir. -2015

### Town/City Manager Searches – CT & New England

- City of Norwich, CT – City Manager Position (Bob Slavin assisted) 2007
- Town of East Hampton, CT – Town Manager Position 2008
- Town of Windham, CT – First Town Manager (Bob Slavin assisted) 2009
- Town of Mansfield, MA – Town Manager (assisted Bob Slavin) 2009
- Town of Bloomfield, CT – Town Manager (Bob Slavin assisted) 2013 & 2018
- City Manager – City of Worcester, MA 2014(Bob Slavin & Lee Erdmann assisted)
- Town of Groton, CT – Town Manager Position (Bob Slavin assisted) 2017
- Town of Granby, CT – Town Manager Position –(Lee Erdman and Bob Slavin assisted) 2017
- City of Cambridge, MA – City Manager Position 2022
- Town of Plainville - Town Manager Position 2022
- Town of Coventry, Newington and Weston -Town Manager Positions 2023
- Town of Clinton, CT – Town Manager - Currently

### East Coast Executive Searches – Assisted Bob Slavin

- City Manager – City of Newark, DE (Univ. of Delaware) 2009 & 2012
- Prince William County – County Executive & Human Resources Dir. 2010-11
- Police Chief 2016 & Fire Chief 2017– Fort Myers, FL (assisted Bob Slavin)
- City of Danville, KY – City Manager - 2020



Slavin Management Consultants is an independent management-consulting firm formed in 1986 and incorporated in the State of Georgia. They operate nationwide from the home office near Atlanta, Georgia. Mr. Robert E. Slavin is the principal and only stockholder of the firm and will serve as the co-consultant for this project in addition to Ms. Randi Frank. Mr. Slavin has conducted or assisted in the conduct of more than 850 successful public sector executive searches throughout his career, which started in 1967. Slavin Management Consultants provides exceptionally high-quality consulting services to state and local government, health care providers, transit authorities, utilities, special districts and private sector clients. Mr. Slavin specializes in the recruitment of Chief Executive Officers and high-level department heads. He has conducted more than 375 Town/City/County Manager recruitments over his career. (Listed in the reference and background section are contacts for Town/City/County Manager executive searches completed and a sample list of Town/City/County Manager searches conducted.)

The list below is a sample of recent department heads and City/Town/County Manager executive searches conducted by Slavin Management Consultants in recent years:

Executive Director – Metro Washington Council of Governments (Ms. Frank assisted)

Parks & Recreation Dir – Cape Coral, FL

Chief HR Officer – Jefferson County, AL

Executive Director – Palm Beach Transportation Planning Agency, FL

Fire Chief – Glendale, AZ

Director of Community Partnership – Broward County, FL

Chief Appraiser - Palm Beach County, FL

Director of Planning & Inspections - Orange County, NC

Chief of Police – College Park, GA

Economic Development Director – Corinth, TX

County Administrator – Citrus County, FL

City Manager – City of Mount Rainer, MD

City Manager – City of Maplewood, MO

County Administrator – St Croix County, WI

City Manager – City of Joliet, IL

City Manager – City of Myrtle Beach, SC

City Manager – City of Danville, KY (Ms. Frank assisted)

City Manager – City of Durango, CO

City Manager – City of Laredo, TX

County Administrator – Georgetown County, SC

City Manager – City of Portage, MI

Managers in Town of Mansfield, City of Worcester and Cambridge, Massachusetts

Assisted with Manager searches in Newington, Coventry and Weston, Connecticut

#### Committed Staff for this Project

Ms. Randi Frank and Mr. Robert Slavin will serve as the key consultants and contacts for this project. If Mr. Slavin is not available to fly in when requested, then he will most likely be available through conference call/zoom. Ms. Frank can fly to CT as needed or

be available via Zoom. (please note we did the Plainville Town Manager Search only via zoom). We recommend onsite visits at the beginning of the project to help us to understand the Town and what they are looking for in their next Town Manager. Slavin Management Consultants also has additional professional staff that can assist with executive searches if needed. Slavin Management Consultants including Thomas Gates (past County/City Managers) and Richard Brown (Town/City Manager in CT, MA, RI & VA). Professional consultants from Randi Frank Consulting include Ms. Georgian Lussier who has had over 35 years of HR experience and Diane M. Fitzpatrick, who has over 35 years of municipal and state government HR experience. Mr. Lee Palmer is also available with over 40 years of municipal/school human resources and finance experience. He also recently served as an interim Town Administrator in Weston CT. John Elsesser, past Town Manager of Coventry for over 30 years, is also part of our team. Ms. Lussier, Ms. Fitzpatrick, Mr. Elsesser and Mr. Palmer live in CT. These consultants will assist with outreach, recruitment, reference checks as needed. Slavin Management Consultants has staff in their office to handle administrative duties. Resumes are attached for key consultants.

We believe Ms. Frank's experience in and knowledge of Connecticut and Northeast government and recruiting combined with Mr. Slavin's extensive nationwide experience with Town/City Manager recruitments will provide the Town of Berlin with high quality hands on personal service to meet your specific needs (*we provide as many hours of service as needed*).

### **Randi Frank, Managing Member/CEO of Randi Frank Consulting, LLC -BIO**

Ms. Randi Frank is an independent local government human resources and management consultant based in Louisville, KY. Her varied background includes more than thirty-five years of experience working with and for government agencies. She has eighteen (18) years of executive search consulting experience combined with thirteen (13) years of Assistant Town Manager experience in Connecticut Municipalities (Rocky Hill and Cheshire). As an Assistant Town manager, Ms. Frank oversaw human resources, risk management, purchasing, grants, recycling and project management.

Earlier in her career she served as a budget/management analyst and research associate in two counties in Virginia and two agencies in California with some experience with Federal agencies. As a consultant she has worked on executive search projects in most East Coast States (CT, MA, RI, MD, DE, VA, NC, GA, FL, KY) and in the Mid Atlantic Region of the United States.

Ms. Frank holds a Master's degree in Public Administrations from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and School Business Manager by the State of CT. She is a certified woman owned small business in Louisville and Kentucky and was certified in CT for 15 years.

Past Executive searches are listed on the next pages with a summary of additional human resources type projects.

Ms. Frank's areas of expertise include:

- Executive & Staff Recruitment
- Compensation & Classification
- Sexual Harassment Prevention Training
- ADA & AA/EEO
- Risk Management
- Budgeting
- Grantsmanship
- Human Resources Policies
- Collective Bargaining
- Drug Free Workplace Programs
- Workers Compensation
- Safety and Training
- Purchasing
- Recycling & Solid Waste

Organizations:

- International City Management Association – Member & Conference Fellow
- Connecticut Town & City Managers Assoc. – Member & Past Board Member
- Kentucky City & County Managers Association – KCCMA Member
- International Public Management Assoc.-HR – KY Chapter, Past CT Chapter
- NPFLRA- National Public Employer Labor Relations Assoc. – CT Chapter
- SHRM – Society of Human Resources Managers – Louisville Chapter
- Truman Scholar & Member of Truman Scholarship Association
- Past CT PRIMA (Public Risk & Insurance Mgmt. Assoc.) President & Officer

**RANDI FRANK CONSULTING, LLC**  
**CLIENT/PROJECT LIST**

**National Recruitment**

Town of Glastonbury & Stratford– Human Resource Directors–2002 & 2005  
Town of Hamden, CT – Risk Manager - 2002  
Town of Stonington – Planning Director –2003, Engineer & PW Director 2014  
Town of Tolland – 12 Various Position – 2002 Town of Plainville – Various Positions – 2004  
City of New London – HR Director –2004, City of New Britain – HR Director –2005  
Bristol Resource Recovery Facility – Admin. Sec 2003 & Executive Assistant 2011  
University of CT – 2 Architectural & Engineering Positions -- 2007, Director, Environmental Health & Safety – 2011  
State of CT Treasurers Office – Assistant Treasurer for Debt Mgmt. – 2007  
City of Norwich – City Manager –2007, Town of East Hampton – Town Manager – 2008  
City of Waterbury – Human Resources Director –2007 & 2016 & 2019 & Planner 2019  
Town of Brookfield, CT – Controller/Finance Director, Town of Wallingford, CT -CFO  
City of Newark, DE – City Manager – 2008 & 2012  
New Castle County, DE – General Manager-Land Use Department -2008 Police Chief 2007  
Town of Stratford, CT – Deputy Police Chief, Fire Chief, Deputy Fire Chief – 2009  
Town of Enfield, CT- EMS Director, HR Director 2009, Town of Westport, CT – HR Director  
Town of Windham –Town Mgr. – 2009; Town of Mansfield, MA- Town Mgr.– 2009  
Town of Granby, CT – Police Captain – 2009  
Prince William County, VA – County Executive – 2010, HR Director 2011  
Town of Bloomfield, CT – HR Director, Finance Director, Police Chief – 2010 & 2011  
City of Bridgeport, CT – Police Chief – 2010; Asst. Police Chief -2012  
Town of New Milford, CT – Police Chief -2010 & Wastewater Superintendent  
City of Hartford – Dir. of Development Services & HR Director – 2012; 911 Director-2017  
Metropolitan District Commission – Human Resources Manager -2012  
Town of Bloomfield – Town Manager 2013 & 2019  
City of Bridgeport – Airport Manager 2013 Trumbull- Police Chief – 2014  
Naugatuck Valley Council of Governments – Executive Director – 2014  
City of Worcester, MA – City Manager – 2014; City of Newport, RI – City Manager 2015  
Metropolitan Washington Council of Govt – Dir. of Transportation 2014 & Div. Head 2018 & Executive Director & Finance Director-2021-2022  
Quinebaug Valley Community College – Chief Academic Officer - 2015  
Charleston County, SC – Assisted Slavin Mgmt. – Dir of Env Mgmt. & EMS - 2015  
Southeastern Regional Planning & Economic Dev. District-SRPEDD-Executive Dir.-2016  
Ft Myers, FL – Police Chief & Fire Chief -- 2016-2017 – Northport, FL – Fire Chief -2018  
Town of Granby & Town of Groton – Town Managers – 2017  
City of Fort Smith, AK – Director of Public Works -2018  
City of Stamford, CT – HR Director 2019 & Transportation Dir  
Brazos River Authority – Engineering Services Manager 2019  
City of Danville, KY – City Manager & Human Resources Director & Fire Chief- 2020  
Nashville Electric Services – VP & CIO -2019  
City of South Fulton, GA – Finance Director - 2020  
East Hartford, CT – Human Resources Director & Health & Social Services Director-2020  
City of New Haven –Deputy Dir. of Transportation-2012, CAO, Dir of Transportation -2021  
Richland County, SC – County Attorney 2021;  
Town of Plainville, CT – Town Manager - 2022  
City of Cambridge, MA – City Manager, 2022,



Newington & Coventry, Weston CT – TM -2023

**RANDI FRANK CONSULTING, LLC  
CLIENT/PROJECT LIST**

**Sexual Harassment Prevention Training**

Six Town in CT and five businesses and one non-profit

**Classification & Compensation Studies**

Twenty-five towns in Connecticut and Massachusetts

**Risk Management**

Develop Risk Management Program & Procedures; Handle Safety Issues and Workers Comp;  
Serve as Risk Manager Safety Chair during vacancy; Prepare Preferred Provider Network and OSHA  
Report; Prepare a Safety Manual; Develop Return to Work Program

**Human Resources**

Town of Granby – Analyze police contracts for negotiations –2001  
Town of Tolland – Serve as Human Resource Manager – July 2001 – Jan 2002  
Town of Cheshire – Handle Personnel Management – July 2000 – Dec 2000  
Town of Granby – Revise Personnel Policies –2003  
Town of Granby – Contract comparison of Town Hall employees –2002  
Bristol Resource Recovery Facility – Review Personnel Policies –2003  
Hartford Board of Education – Prepare Human Resources Manual –2003  
Town of Glastonbury – Market Analysis of 130 position –2004  
City of New London – Serve as Human Resource Manager – Aug. 2004- Oct 2004  
Town of Stonington – Administer Clerical Testing with IPMA Packet –2005  
Town of Plainville – Serve as Human Resources Manager during vacancy – Sept.2003-June 2004  
Bristol Resource Recovery Facility – Health Benefit Study -2007  
Town of Glastonbury-Employee Benefits Survey – 2007-2008  
Town of Vernon – Salary Survey & Affirmative Action Plan Development –2007  
Town of Mansfield – Reclassification of various positions – 2007-2010  
Town of Glastonbury – Comparison of Public Works Job Descriptions & Salaries – 2009  
Town of South Windsor Police Union – Salary Survey – 2010 & 2017  
Town of Enfield Serve as Interim Human Resources Director (7 months) -2009-2010  
Town of Weston – Public Works Job Descriptions & Library Director -2009-2010  
Town of South Windsor – Staffing comparison for various departments -2011  
Town of Weston – Revision of Personnel Policies -2011  
Town of Colchester – Serve as HR & RM Consultant for one day a week – 2011-2012  
Town of Westport – Serve as HR Consultant for 5-15 hours a week – 2012-2013  
Westport Library – Revision of Personnel Policies & Job Descriptions – 2013 & 2015  
Town of Wethersfield – Assist with recruitment process for three positions – 2015  
Town of Stonington – Review and rank and telephone interview for 7 positions 2011-15  
Town of Southbury – Serve as HR Consultant for 6 months with a year extension-2015  
Town of Nahant, MA – Revision of Employee Handbook – 2015  
Town of Portsmouth, RI – All Job Description, Employee Handbook, HR Process 2016  
Town of Madison, CT – Manpower Study for four departments - 2018

**Robert E. Slavin, President of Slavin Management Consultants - BIO**

Mr. Slavin is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups, and he has written several articles for professional journals concerning government management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates Incorporated. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofits and private sector business all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympics' Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classifications and compensations studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California. While at Beverley Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverley Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classifications and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, fire Marshall, Assessor's Office, Library System and Count Recorder's Office

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant of Management by the National Bureau of Certified Consultants.

Member of the following Organizations:

- International City Management Association
- American Society of Public Administration
- International Personnel Management Association
- Public Labor Relations Council

## SUMMARY

Expertise in municipal management, including elected and regional officials.

- Operations and Management
- Budget and Financial Operations
- Labor Relations
- Organizational Analysis and Change
- Media Relations
- Homeland Security
- Public Safety
- Customer Service

## EMPLOYMENT

<u>Management Consultant</u>	2021-Present
Providing governmental organizations management solutions. Focus on executive search, capacity building, financial management, labor relations, and emergency management.	
<u>Town Administrator</u> , Somerset, MA	2015-2021
<u>Management Consultant</u>	2014-2015
<u>Town Administrator</u> , Freetown, MA	2012-2014
<u>FEMA</u> Disaster Assistance Reservist	2011-2012
<u>City Manager</u> : <u>East Providence, RI; New London, CT &amp; Petersburg, VA</u>	1984-2010

## EDUCATION

- University of Tennessee, MPA
- University Of Virginia, BA
- Naval Postgraduate School Executive Leader's Program, Certificate
- University of Virginia, Senior Executive Institute, Certificate

## PROFESSIONAL AFFILIATIONS

- International City/County Management Association
- Rhode Island City and Town Manager's Association: Past President
- Connecticut City and Town Manager's Association: Past President
- Massachusetts Municipal Manager's Association

## RECOGNITIONS AND ACHIEVEMENTS

- ICMA Credentialed Manager – Former Chair & Legacy Leader
- ICMA Governmental Affairs and Policy Committee:
- United States Coast Guard Meritorious Public Service Award
- National Incident Management System: ICS-100, 200, 300, 400, 700. IS-800

## Georgian F. Lussier – M.S. Organizational Behavior

[georgianlussier@gmail.com](mailto:georgianlussier@gmail.com) ~ GeorgianLussier.com ~ 203-589-0392

### G. F. Lussier & Associates 1994 - Present

**COMPENSATION PROJECTS:** Job descriptions, tailored salary surveys, job pricing, salary ranges, competency studies, leadership grids, and career paths.

**Human Resources Projects:** Organizational capacity studies, development and mentoring programs, performance management and personnel policies and practices, recruitment.

**Training Programs:** Supervisory skills, sexual harassment, workplace violence, diversity, compliance with labor laws, critical & creative thinking, meeting facilitation, and performance management.

**Selected Clients:** **MUNICIPALITIES:** Partnered on compensation projects for the Towns of Branford, Goshen, East Haddam, New Canaan, Old Lyme, Sharon, Southbury, Westbrook, Weston, Westport and Portsmouth, RI. **Non-Profits:** Adopt-A-Dog, Bridgeport Neighborhood Trust, Families In Crisis, Inc. and Center for Occupational Development & Education. **Manufacturing:** numerous Allied Signal sites, ACG, Magna-Tek, Russell-Stanley, Eagle Picher and Reflexite. **Technology:** Allied Consulting, Curis, Inc. and New England Communications, Inc. **Banking & Insurance:** People's Bank, Fleet Financial, Washington Mutual, United Healthcare, **Trades:** Two family businesses and a plumbing supply house. **Other industries** include Staffing Services, Veterinarian, Food & Beverage and Cemetery Services.

9/09 – 10/10 **New Opportunities, Inc.** Waterbury, CT – **Mgmt. Developmt. Design Coord.**  
<https://www.onlinebanking.pnc.com/alservlet/StatementSummaryServlet#>

1/08 – 11/08 **Masonicare, Inc.** Wallingford, CT - **Sr. Director, Retention & Engagement.**

1990 - 1994 **TRAVELERS INSURANCE, HARTFORD, CT.**

**DIRECTOR, JOB PRICING & PERFORMANCE MANAGEMENT** (Corporate & IT) Responsible for job evaluation and performance appraisal process for 35,000

1976 - 1990 **AETNA LIFE & CASUALTY, Hartford, Ct. - Director, HR Development**  
**Training Manager - Experimental Office Leader -Management Development**  
**Program Coordinator - COMPENSATION ANALYST / MANAGER**

### Education:

**M.S., Organizational Behavior**, 1978 - University of Hartford, West Hartford, CT

**B.S, English**, Teaching Certificate, 1974 - Central Connecticut State University

### Speaking Engagements:

Host and Producer, award-winning *MidLIFE Matters* program - WPAA-TV; 2013-present

**SPEAKER ON PAY EQUITY - HOSTED BY LABOR ATTORNEYS; 2016**

American Compensation Association (now World at Work): Two national conference presentations.

**Publications:** **Co-developed a copyrighted Classification & Compensation System.**

**Municipal Version, 2018.** Three publications for women – Amazon.com (2011-2015) Two e-books on growing and retaining talent: Get to the Point Books. com (2011)



## **Diane M. Fitzpatrick**

Wethersfield, CT, 860-559-4046 [dimicfitz40@gmail.com](mailto:dimicfitz40@gmail.com)

Ms. Fitzpatrick recently retired after 22 years from the State of Connecticut where she served in the departments of the Public Defenders Service, Office of Policy & Management, and the Department of Administrative Services. Her major functions included serving as the Chief Negotiator, Labor Relations Specialist, Human Resources Consultant to six State Agencies (DMHAS, DDS, DSS, DOL, OSC & DEP). She handled Human Resources services and labor relations services for groups of 400 to 7000 employees. Other experience in the State Government included addressing organizational issues, interpretation of collective bargaining agreement, establishing new offices, strategic planning for Human Resources, recruitment, automation of arbitration database, and participated in several classification studies for different groups such as IT, Nursing, Science & Engineering.

Ms. Fitzpatrick has over 30 years of human resources experience and over 35 years of government experience. Ms. Fitzpatrick worked as an Assistant Town Manager for Mansfield, CT and Wethersfield, CT, where she managed human resources as well as other municipal management services. Some of the management services included risk management, employee benefits, budgeting, compensation plans, union negotiations, personnel policies, regionalization project for EMS, development of automation plans, self-insurance plans for workers compensation, etc.

Ms. Fitzpatrick has served in many additional executive roles including Legal Administrator for a Legal firm supervising 5 staff for financial and human resources; Interim Executive Director of Housing Authority for the Town of Wethersfield while managing her Assistant Town Manager duties; and Director of Social Services for the Town of Glastonbury

Ms. Fitzpatrick holds a Masters degree in Public Administration from the University of Hartford and a Masters Degree in Social Work Administration from the University of Connecticut as well as a Bachelor's degree in Social Work from Southern Connecticut State University.

Ms. Fitzpatrick's areas of expertise:

- Human Resources Management
- Compensation & Classification
- Organizational Analysis & Design
- ADA & AA/EEO
- Risk Management
- Data & Cost Analysis
- Labor Relations & Negotiations
- Budget Development & Administration
- HR Management Systems
- Talent Recruitment & Retention
- Employee Benefits
- Investigations of Employee Issues

### Professional Awards:

State of Connecticut Outstanding Managerial Performance Awards: 2001, 2006, 2007, 2009 & 2014. DAS Award for Innovation and Customer Service



## Thomas C. Gates

Alexandria, VA 703-727-9701 [tgatesterp@gmail.com](mailto:tgatesterp@gmail.com)

Mr. Gates recently retired after over 35 years of Municipal Government experience. Before he retired recently, he served as the Deputy Executive Director of the Metropolitan Washington Council of Governments (MWCOG). His duties included directing programs and operations while supporting 23 regional local governments in DC, Northern VA, and Southern MD. His primary duties included strategic planning, operational efficiency and effectiveness, and support of the region's Chief Administrative Officers (City/Town & County Managers). He oversaw the internal services including finance, budgeting, human resources, information technology and procurement. Some of the programs he oversaw included Homeland Security, Public Safety and water related environmental issues.

Before he worked with MWCOG he served as Chief Administrative Officer (CAO) or Deputy CAO for the following municipal governments:

- County Administrator – Roanoke County, VA
- Deputy City Manager and Chief of Staff – City of Alexandria, VA
- Assistant City Manager – City of Alexandria, VA
- Assistant County Administrator – Spartanburg County, SC
- City Administrator – Garden City, GA
- City Administrator – Loris, SC

He also served as a Director of Management and Budget for Greenville, SC, Director of Budget for Spartanburg County, SC and for Montgomery County, MD he served as Senior Management and Budget Analyst and Assistant Manager for the Office of Economic Development. Throughout his career he has handled such projects as: development of human resources policies including flexible work environment; addressed organizational compensation plans; worked with municipal budget of over \$190 million; community engagement with strategic plan and community survey; organizational development initiatives in the new Office of Performance and Accountability; Economic Development strategies; technology strategic plan.

Mr. Gates holds a Master's degree in Public Administration from Clemson University and University of South Carolina. He has Bachelor's degree from University of Maryland in Government and Politics with a minor in Journalism

Mr. Gates areas of expertise:

- Human Resources Management
- Talent Recruitment & Retention
- Finance, Budgeting & Procurement
- Performance Improvement
- Strategic Planning
- Municipal Executive Management

Professional Services: Board Member – Educational Opportunities for Alexandrians; Board Member – Substance Abuse & Prevention Council of Alexandria; Committee Member – City of Alexandria Budget & Fiscal Affairs Advisory Committee.

## **W. Lee Palmer, Managing Consultant -BIO**

Mr. Palmer is an accomplished leader and administrator with proven expertise in

- Government Administration,
- Human Resources and Business Administration, Labor and Employee Relations, Contract Negotiations and Administration,
- Consulting and Partnering,
- Performance Management, Training and Development, Talent Acquisition, Employee Benefits, Classification and Compensation,
- Policy Development, Strategic and Workforce Planning, Organizational Development,
- Information Technology,
- Financial Management, Payroll, Facilities and Asset Management, Purchasing, Transportation and Food Services.

He has served as a Director of Finance and Director of Human Resources for Municipal Governments and Public-School Districts. Recently he served as Interim Town Administrator of Weston, CT and HR Director for the Town of Mansfield, CT In the past five years he has served as the Director of Finance and Administration for the Town of New Milford, CT; Director of Human Resources for the Town of Darien, CT and Chief of Human Resources for the Norwalk Public Schools. Before that he served as the Executive Director Human Resources and Information Technology in the Round Lake, IL Public School District and Director of Human Resources for the Plymouth, MN Intermediate School District for nine years.

His early career included twenty-seven years of various positions with the State of Connecticut working as Director of Administration, Human Resources, and Labor Relations for such departments as the Department of Labor and Department of Corrections. He also served as the Deputy Commissioner/Director of Programs and Treatment for the Department of Corrections

Mr. Palmer has a Master's degree in Public Affairs from the University of Connecticut and a Bachelor's degree from Syracuse University Maxwell School of Citizenship. He is licensed in CT and IL as a School Business Manager.

Mr. Palmer works with Randi Frank Consulting and with his own consulting firm called Management Development Consultants, LLC which has been operating since 2009.

### **Organizations:**

- Connecticut Quality Council at Rensselaer
- Connecticut Public Employer Labor Relations Association - (ConnPELRA)
- Society of Human Resources Management – SHRM
- National Public Employer Labor Relations Association – NPELRA

**John A. Elsesser**  
**533 Silver Street, Coventry, CT 06238**  
**(860)742-7025 (h) (860)982-6034 (c)**  
**JohnElsesser@gmail.com**

**TOWN MANAGER, Town of Coventry, CT.** (May 88-July 1, 23)

Served as Chief Executive Officer of a community with 12,500 with Operating budget of \$43 million dollars and 67 employees. Responsible for all personnel including collective bargaining for four unions; responsible for daily operations including finance and bonding; serves as staff to elected seven-member Town Council; Director of Civil Preparedness.

**ASSISTANT TOWN MANAGER, Town of Avon, CT.** (12/1985-5/1988). Served as Acting Town Manager. Responsible For: Personnel Administration; Risk management; Purchasing; Data Processing; Assisted in budget and financial operation. Served as Liaison to Water Pollution Control Authority.

**ASSISTANT TO TOWN MANAGER, Town of Avon, CT.** (12/1983-12/1985)

**ADMINISTRATIVE ASSISTANT TO TOWN MANAGER, Town of Wethersfield, CT** (August 1981-December 1983)

**MANAGEMENT INTERN, Town of Manchester, CT.** (January 1981-July 1981)

**LECTURER, University of Hartford, West Hartford, CT.** 1986

Taught Graduate level courses "Risk Management in Public Agencies", "Loss Control in Public Agencies", "Management Control in Non-Profit Organization".

**EDUCATION:** **M.P.A.** University of Hartford, Barney School of Business & Public Administration, West Hartford, CT. 06117.  
**B.A. Political Science** Bates College, Lewiston, ME. 04240.

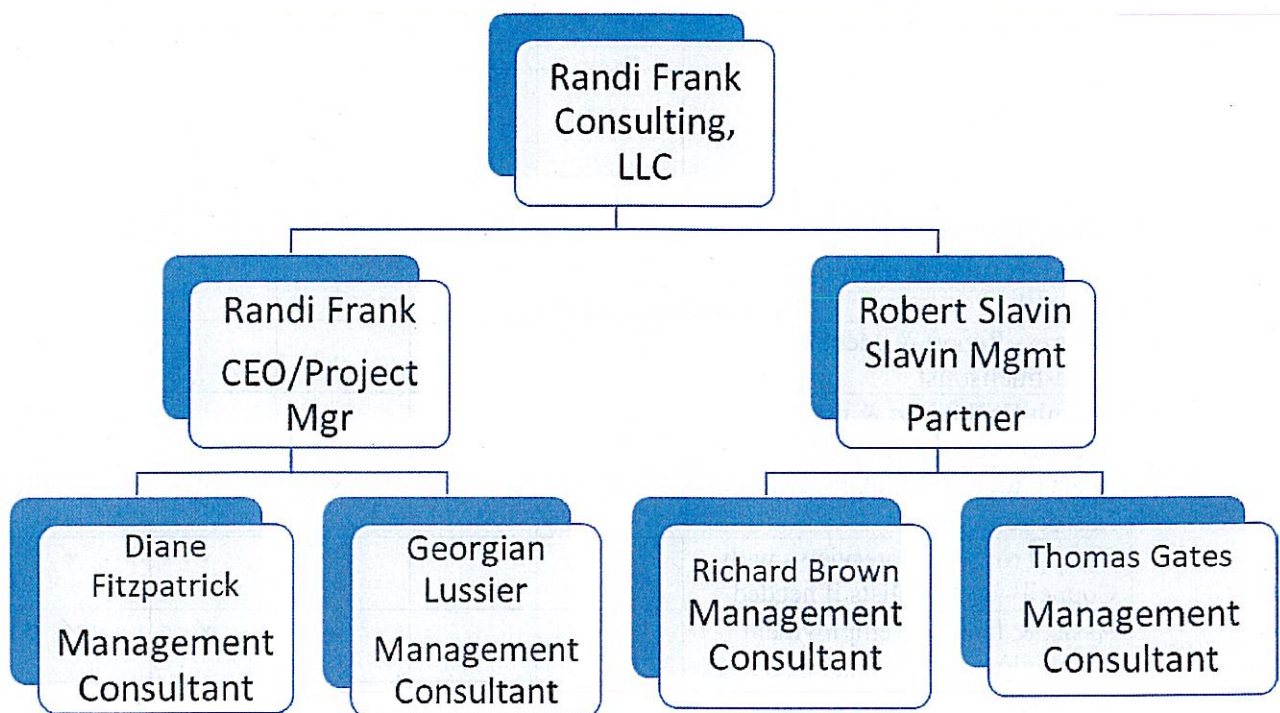
**AWARDS:**

- CT Sustainability Bronze award (2018) Silver (2021)
- CCM achievement award 2017 for Coventry Village revitalization
- SolSmart Gold (2017)
- ICMA: 40 years of service (Sept. 2021)
- CRCOG Inter-Town Cooperation award (2015)
- COST Town Crier Award 2014
- Secretary of State's 2003 Public Service Award
- Leadership Greater Hartford, (1987).

**PROFESSIONAL AFFILIATIONS (sample list):**

- International City Management Association 1991- : Credentialed Manager 2003 -2021,
- CT. Town and City Management Association (Bd. of Dir. 5 yrs., President 1995), Annual presenter on Tech trends at spring conferences,
- CT. Public Risk Insurance Management Association (President 1984, Executive Board 1985)
- CT. Inter-local Risk Management Agency; Bd. of Dir. (2004-2023) Loss Control Advisory Committee (Chairman 1987), Claims Committee (1999-2015) (Finance/Audit Committee (2015-2023)
- CT. Conference of Municipalities, - Bd. of Dir. (2004 -2023) VP 2018, Municipal Liability & Insurance Committee, Legislative Com., Property tax reform Task Force, Property tax study group.

**Randi Frank Consulting, LLC**  
**Organizational Chart**



**Lee Palmer & John Elsesser, Management Consultants are also  
available for this project**

## **TIMETABLE**

### **TOWN MANAGER EXECUTIVE SEARCH-TOWN OF BERLIN**

The search process normally takes between 60/90-120 days to complete and typically proceeds in the following pattern. The timeline is flexible, we can set up dates for each task once we have been hired to meet your deadline.

Steps	Days				
	1-30	30-45	45-60	60-120	120-360
Develop search process, recruitment profile & advertisement for Town approval	✓				
Community Meetings & Meetings with Staff & Officials, Council etc. – Prepare Final Profile	✓				
Identify qualified candidates, Outreach, network, receive and review resumes	✓	✓	✓		
Screen & evaluate prospective candidates		✓	✓		
Status reports via meeting, phone or email	✓	✓	✓	✓	
Progress Report & Meeting about Semi-finalist list		✓	✓		
Submit final report & assist in interviews & selection			✓	✓	
Interviews of Candidates with Mayor & Council			✓	✓	
Second round of Interviews with Council – top finalists if needed				✓	✓
Assist & facilitate employment negotiations				✓	✓
Establish evaluation criteria and follow-up if desired (optional – included in fee – only extra cost is travel expenses)					✓

We would suggest starting with stakeholder meetings on site for a few days if possible. If the Town wants a lot more meetings with stakeholders, then the timeline will be longer. If the Town Council and Mayor don't have time to meet with us, then the timeline will be longer. If we get resumes right away, then the timeline can be shorter.



### **Scope of Services -Work Plan and Methodology:**

It is our understanding that the Town of Berlin is interested in identifying outstanding candidates to fill the position of Town Manager. We will assist the Town in achieving this objective by:

- Assisting the Mayor & Town Council, appropriate staff and various stakeholders (boards, commissions, department heads, business community, community groups, citizens, etc.) to produce a comprehensive position profile and reach agreement about the expectations and competencies concerning the ideal candidate.
- Seeking out and encouraging top-level qualified people to apply who would otherwise be reluctant to respond to advertising.
- Saving the staff and officials considerable time in establishing a position profile. The position profile is presented in a brochure form that can assist in recruiting high quality candidates while promoting the Town of Berlin, Connecticut, and the Region. See attached example of Profiles.
- Reviewing resumes/applications to ensure candidates meet minimum qualifications
- Complying with appropriate personnel regulations and guidelines.
- Independently and objectively assessing the qualifications and suitability of candidates for the position. This is done through various methods including telephone interviews, questionnaires, zoom recorded interviews and one-on-one interviews as desired by the Town of Berlin
- Preserving the confidentiality of inquiries to the degree possible under regulations
- Assisting Mayor & Council with the various interview processes (we provide a variety of options for interviews). We will also assist with candidates meeting various stakeholders if desired (we offer different options for these types of meetings also)
- Assisting the Town in reaching a final decision and in negotiating a compensation package with the successful candidate.
- Assisting the Mayor & Council in establishing criteria for evaluating the new Town Manager's performance.
- Keeping the Mayor & Council, staff contacts and stakeholders as desired closely involved in key decisions and informed of our progress with the search.

We recommend a five-step search process as follows:

1. Define job qualifications and requirements for the positions through a "Recruitment Profile"
2. Identify and recruit qualified candidates
3. Evaluate prospective candidates
4. Make recommendations, help with selection & interview process and facilitate employment.
5. Establish evaluation criteria and follow-up.

Each step of this process is described:

## **1. Develop Position Profile**

We will meet with the Mayor & Town Council, staff contacts and stakeholders (such as citizens, businesses, boards, commissions, department heads/Commissioners' various agencies, etc.) as directed to learn the Town 's needs, focus and requirements such as experience, education and training as well as preferred administrative style and personal traits. We gather this information from the appropriate parties listed above through one-on-one interviews, group interviews or focus groups. We can also make available an email for those who can't make the meetings to provide input on the search process. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process at the Town facilities to gather additional information about the Town operations and community and to learn the unique challenges of the job and the general environment within which the position functions. We request various copies of information about the Town to assist with the development of the profile and to provide them to potential candidates. We will provide a list once we have started the project. (We can do some of the interviews via zoom or by phone and use the whole team to gather information quickly).

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Mayor & Council and/or staff contacts to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Town of Berlin, the Town Manager position, region, major issues to be faced by the Town Manager, ideal characteristics of candidates and the selection criteria established. The profile along with the advertisement will provide the name of the consultant as the contact and place for resumes and letters of interest. Additional profiles can be found on our websites.

## **2. Identify Qualified Candidates**

We will rely most heavily on our recruitment efforts through professional organizations and reaching out to similar Cities and the City/Town Management Associations in various states. We also reach out to various affiliate groups within the Municipal Management Community such as: Woman Leading Government (WLG), National Association of County Administrators (NACA), Engaging Local Government Leaders (ELGL), American Society of Public Administrators (ASPA), National Forum of Black Public Administrators (NFBPA), and International Hispanic Network (IHN) as appropriate and as directed by the Town. Our contacts and experience in the field will lead us to promising candidates. In other words, through "networking" we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. We will also contact the City/Town Managers chapters of the International City/County Management Association-ICMA and other professional associations to find qualified candidates. Ms. Frank is still a member of the KY & CT Town & City Managers Association (CTCMA). Mr. Brown is a member of the MA Managers Association and has contacts in RI.

Based on discussion with the Town, we will place advertisements in appropriate newspapers (if necessary), web sites, and specialty publications to encourage applicants to apply. We recommend a minimum advertisement with ICMA and some of the groups listed above with the Town's approval. Randi Frank Consulting and Slavin Management Consultants have a record of at least 25% placements from protected groups. Part of our recruiting efforts include contacting all State ICMA Chapters and other outreach to appropriate groups or candidates. We acknowledge all resumes received and thoroughly screen all potential candidates.

### **3. Evaluate Prospective Candidates**

#### *Preliminary Screening and Progress Report*

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile." It may include such items as education, technical knowledge, experience, accomplishments, administrative style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the "Recruitment Profile."

We request that all candidates who meet the minimum qualifications provide us, in writing, with substantial information about their accomplishments and their administrative style. This information is gathered by having top candidates respond to a supplemental questionnaire specific to the Town of Berlin. In addition, we will speak by phone/zoom with these qualified candidates to gather additional information that may be relevant to the Town of Berlin. We interpret these instruments for the Town and develop a semifinalist candidate list.

We will then meet with the Mayor & Council to provide a progress report on the semifinalist candidate list. These individuals will be top prospects who clearly meet the specifications for the position. With the guidance from the Town of Berlin, we will narrow the semifinalist candidate group based on refined criteria. During this meeting we will learn the Town's expectations concerning the interview process and interview questions that we will write as well as the candidate rating and scoring process which will be included in the final report

We can shorten this process by sharing the semi-finalist list via email and get the Mayor & Council's view on their choice for finalist and move right into to backgrounds, references and additional review of candidates for interviews

### **4. Selection and Employment**

#### *In-depth Screening and Final Report*

At this point we will conduct a second telephone interview of those semifinalist candidates whom the Town has the greatest interest in to determine proper "fit" which is as important as technical ability. We assess both. If requested by and with Town's approval (see cost description), to better assess candidates' administrative style and interpersonal characteristics, we will personally interview each in his or her present work

location. We will closely examine each candidate's experience, qualifications, achievements, administrative style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to display their overall suitability for the position. Included are detailed and extensive reference checks, which cover a minimum period of seven years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate for many references. We then network these references to other people who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We can do some of the reference work and google checks for the semi-finalist list also as time permits.

As part of our evaluation/background check process we conduct credit, civil and criminal history and driving record checks in accordance with applicable laws (past 7 years) and we verify undergraduate or other college degrees. The Third-Party Firm used for backgrounds is up to date with all fair credit reporting regulations for each State (SSC located in CT).

We will then meet with the Mayor & Council and appropriate staff as required presenting a group of well-qualified finalist candidates for interviews. These final candidates will not be ranked because, at this point, they will all be qualified, and it will then be a matter of chemistry between the candidates and the Town Officials that should produce the final selection decision. We will provide materials for final interviews (including questions) for the Mayor & Council.

Our final report will be presented in a meeting with the Town Council. This written report is a comprehensive document. It contains our final list of candidate recommendations; details about the search; summary of all candidates listed (in excel format for quick reference), interview tips and interview questions; sample rating sheets, ranking forms and tabulations sheets; and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule and our recommendation concerning timing, sequencing, location, setting, format for conducting interviews. There are various formats for the interview process that can be offered for the Town's approval (such as: group meetings, community meetings, staff meetings, meet & greet, one-on-one with elected officials and full Mayor & Council interviews). The report contains comprehensive information about each recommended candidate, an evaluation of the candidate's experience compared with the criteria established by the Town (i.e. responses to questionnaire), a summary of references comments and background information received to date and a statement from the consultant based on the one-on-one interviews prepared about each finalist candidate if requested. Requested compensation is also provided for each recommended candidate since current compensation questions are no longer allowed.

We will arrange schedules for top candidate interviews with the Town and will coordinate the entire process with appropriate staff.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, appropriate roles for spouses, receptions, etc. Once a final candidate is selected, we will assist with the employment negotiations if requested.

We will properly handle all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working with the Town and that any public statement would come from the Town directly. Under no conditions will we release information to the media unless specifically directed by the Town to do so.

Finally, we will notify all unsuccessful candidates who were not recommended for an interview with the Town of the final decision reached. We will also notify unsuccessful candidates who did interviews with the Town.

Randi Frank Consulting, LLC and Slavin Management Consulting are an equal opportunity employer and recruiter and will not discriminate against any employee or applicant for employment because of race, age, religion, creed, color, sex, disability, sexual preference or national origin, in accordance with all appropriate laws.

#### **5. Evaluation Criteria, Follow up and Reporting**

Once the new Town Manager has been on board for 30-90 days or so, we will conduct a session with the Berlin Mayor & Council and with the new Town Manager to establish mutual performance criteria and goals for the position, if desired

We will follow-up with the Town and the new Town Manager during the first year and assist in making any adjustments that may be necessary, if desired

We will keep the Mayor & Council and any staff appointed to assist with this project informed and involved in decisions and the search process at all times.

#### **Guarantees & Deliverables:**

##### **Guarantees**

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue the work until the Town is satisfied with the candidates and a satisfactory candidate is selected and accepts employment
- We guarantee our work and will redo the search if the position is vacated, for any reason, within one year of the employment date of a candidate selected by the Town through our efforts for expenses only, no professional fee payment.
- We will never actively recruit any candidate who we have placed in your organization.



**Deliverables:**

Deliverables include the recruitment profile (draft and final); the advertisement (draft and final), the progress report (semi-finalist list), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate questionnaires, any other candidate evaluation materials, candidate background reports, rating sheet, ranking forms, tabulation forms and appropriate/inappropriate questions list; negotiated employment agreement between the Town and selected candidate; and performance evaluation form based on goal setting session if requested; plus regular status reports.

To move quickly we can present some of this material via email rather than a printed document which takes time to print and produce and mail.

## **PROPOSED COST**

### **Professional Fee –\$15,000 –Town of Berlin plus expenses**

Our fee is based on a set rate schedule and not tied to the annual salary of the position filled. We estimate the hours it will take but will not exceed the set professional fee even if we exceed the estimated hours. Most of the work will be done by Ms. Frank and Mr. Slavin and we will use other consultants as needed based on their expertise as needed. The full fee provides our services to the Town of Berlin until we find an acceptable candidate. If a candidate leaves within a year of appointment by our process, we will not charge another fee only expenses like travel, advertising and backgrounds. We can also do a number of zoom meetings and interviews to save travel costs during the process.

### **Expenses**

Actual expenses that are incurred during the search will be charged in addition to professional fee. Major expenses that will be incurred include consultant travel, advertising, and background checks. These expenses will not exceed 50% of the professional fee (\$7,500.00)

*This does not include the cost of travel by the candidates to be interviewed by the Town. These costs are paid by the client on a reimbursement basis. These costs are controlled by the client through the client's preapproval of the finalist candidates. Candidate travel costs can vary greatly depending on home location, number of candidates and advance notice to candidates to be in the Town.*

**Consultant Travel Costs:** The client pays direct costs for all necessary consultant travel using coach or, when available, lower air rates, moderately priced hotels (Holiday Inn or equivalent), rental cars. Clients control these costs in the following ways: (1) when appropriate consultants will accomplish multiple purposes when traveling and will allocate cost to multiple clients (2) the client pre-approves all work plans including all consultant travel (3) advance notice of 2 weeks for meetings can reduce air travel costs (4) Ms. Frank does not need a hotel since she has family in CT.

**Average Advertising Cost:** The client again controls this cost by approving all advertising in advance. The average advertising cost in professional associations is between \$1000 and \$2000.

**Background cost:** range from \$400-\$750 for each candidate

*Should the Town 's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project. This will only be done with approval and in writing by the client. This may include travel to the candidates' current location if requested.*

**Invoicing:** We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the search for the professional fee, 30% at the end of thirty days and 30% at the end of sixty days, and the remaining 10% shortly after the new Town Manager starts employment with the Town of Berlin. Expenses will be invoiced separately as needed.

**Total Costs**

**Max Total cost** = \$15,000 Fee + \$2,000 Advertising + \$7,500 Expenses= **\$24,500**

**Typical Total cost** - \$15,000 + \$1,700 + \$5,800 (2-3 trips & backgrounds) =**\$22,500**

**Cost without Travel by Ms. Frank or Mr. Slavin (zoom meetings) = \$15,000 + 1700**  
**+ \$2500 ( 4 backgrounds and local travel of CT Consultants) = \$19,200**

We are available to discuss reduce costs if desired

**REFERENCES FOR:**  
**RANDI FRANK CONSULTING, LLC**  
All Full Executive Searches unless noted

Town of Weston, CT  
Executive Search for Town Manager 2023  
First Selectwoman, Samantha Nester 203-222-2656 office [snestor@westonct.gov](mailto:snestor@westonct.gov)

Town of Coventry, CT  
Executive Search for Town Manager 2023  
Lisa Thomas, Council Chair, Coventry, CT, 860-930-7303 [lthomas@coventryct.org](mailto:lthomas@coventryct.org)

City of Cambridge, MA (pop 117,000)  
Executive Search for City Manager 2022  
Sheila Keady Rawson, HR Director, 857-350-0536 cell [skeady@cambridgema.gov](mailto:skeady@cambridgema.gov)

Town of Plainville, CT (pop 17,000)  
Executive Search for Town Manager 2022  
Stacy Buden, HR Director, 860-558-6362 cell [sbuden@plainville-ct.gov](mailto:sbuden@plainville-ct.gov)

City of Danville (was sub-consultant to Bob Slavin) (Pop 16,700)  
Executive Search of City Manager, Human Resources Director & Fire Chief 2020  
Steven Dexter, Danville City Attorney – 859-324-5860 [dexter@danvillekylaw.com](mailto:dexter@danvillekylaw.com)

Brazos River Authority, TX  
Executive Search of Engineering Services Manager 2019  
Dir. of Human Resources – Monica Wheelis -254-761-3104 [MonicaW@brazos.org](mailto:MonicaW@brazos.org)

City of Stamford (pop-123,000)  
Executive Search of Human Resources Director 2019  
Past Dir. of Legal Affairs – Kathryn Emmett -203-249-0755-

Town of Granby (pop-12000)  
Executive Search of Town Manager 2017  
Past First Selectman – Scott Kuhnly – 860-508-4981 [scott.kuhnly@gmail.com](mailto:scott.kuhnly@gmail.com)

Town of Groton (pop-40,000)  
Executive Search of Town Manager 2017  
Town Manager – John Burt 860-441-6630 [jburt@groton-ct.gov](mailto:jburt@groton-ct.gov)

Southeastern Regional Planning & Economic Development District  
Executive Search of Executive Director 2016  
Executive Director – Jeffrey Walker – 508-824-1367 x 220 [jwalker@srpedd.org](mailto:jwalker@srpedd.org)

### Slavin Management Consultants Reference List

**Mayor Dan Pope**

City of Lubbock- (Pop253,800)  
1625 13<sup>th</sup> Street  
Lubbock, Texas 79401  
(806) 775-2010  
City Manager Search 2016  
Email: [dpope@mylubbock.us](mailto:dpope@mylubbock.us)

**Jackie Wehmeyer**

Human Resources Director  
City of Parkland (Pop -31,450)  
6600 University Drive  
Parkland, FL 33067  
(954) 757-4134  
City Manager Search (2019)  
[jwehmeyer@cityofparkland.org](mailto:jwehmeyer@cityofparkland.org)

**Brownie Newman Chairman**

Buncombe County, NC  
Population: 262,000  
200 College Street, Suite 300  
Asheville, NC 28801  
(828) 243-0107  
County Manager Search (2019)  
[brownie.newman@buncombecounty.org](mailto:brownie.newman@buncombecounty.org)

**Mayor Dean Brookie**

City of Durango – (Pop-18,580)  
City Hall  
949 E. 2<sup>nd</sup> Avenue  
Durango, CO 81301  
(970) 749-3189  
City Manager Search (2020)  
[deanbrookie@durangogov.org](mailto:deanbrookie@durangogov.org)

**Mr. Todd E. Rent**

Human Resources Director  
City of Urbana (Pop -42,700)  
400 South Vine Street  
Urbana, IL 61801  
(217) 384-2451  
City Administrator Search (2018)  
[terent@urbanaillinois.us](mailto:terent@urbanaillinois.us)

**Ms. Julie Roeder**

Human Resources and Risk Manager  
City of Evans (Pop – 20,530)  
1100 37<sup>th</sup> Street  
Firestone, CO 80620  
(970) 475-1161  
City Manager Search (2016)  
[jroeder@evanscolorado.gov](mailto:jroeder@evanscolorado.gov)



Slavin Management Consultants  
City/Town/County Manager Searches  
Sample of Searches from 2000-2006  
References

CLIENT	POP (K'S)	FORM OF GOVERNMENT	YEAR	SEARCH FOR	PLACEMENT STILL THERE?	CONTACT	PHONE
Albany, GA	65.0	Council/Mgr	2005	City Manager	Y	Alford Lott	229-431-2853
Atlantic Beach, FL	14.0	Council/Mgr	2000	City Manager	Y	James Hanson	904-247-5806
Asheville, NC	74.0	Council/Mgr	2004	City Manager	Y	Charles Worley	828-259-5600
Bryan, TX	65.0	Council/Mgr	2001	City Manager	Y	Hugh Walker	(409)-361-3851
Davie, FL	82	Council/Mgr	2006	Town Manager	Y	Tom Truex	954-797-1030
Decatur, IL	83.8	Council/Mgr	2000	City Manager	Y	Steve Garman	217-424-2801
Dinwiddie County, VA	24.5	Board/Mgr	2004	County Admin	N	Dona Haraway	804-265-8894
Dunedin, FL	21	Council/Mgr	2006	City Manager	Y	Bob Hackworth	727-298-3001
Elgin, IL	120.0	Council/Mgr	2003	City Manager	Y	Mayor Ed Schock	847-931-5595
Fort Collins, CO	130.3	Council/Mgr	2004	City Manager	Y	Diane Jones	970-221-6505
Greensboro, NC	190.0	Council/Mgr	2005	City Manager	Y	Larry Kerr	336-273-2120
Hollywood, FL	120.0	Council/Mgr	2002	City Manager	Y	Gail Rainfield	954-92118
Huntersville, NC	4.0	Council/Mgr	2001	Town Manager	Y	Jerry Cox	704-875-6541
Lake County, IL	680	Commission/Admr	2005	Asst. County Admr	Y	Barry Burton	847-377-2228
LaPlata County, CO	32.3	Com/Adr	2000	County Administrator	Y	Fred W. Klatt, II	303-259-4000
Livingston County, IL	40.2	Comm/Coor	2000	County Coordinator	Y	John Jacobson	815-358-2478
Neptune Beach, FL	7.3	Council/Mgr	2003	City Manager	Y	Lisa Volpe	904-270-2400
Northglenn, CO	37	Council/Mgr	2006	City Manager	Y	Kathleen Novak	303-450-8756
North Port, FL	40.0	Council/Mgr	2005	City Manager	Y	Helen Rainbeau	941-423-3120
Olathe, KS	100.0	Council/Mgr	2000	Asst. City Manager	Y	Mike Wilkes	913-782-2600
Ormond Beach, FL	40.0	Council/Mgr	2001	City Manager	Y	Mayor Carl Persis	904-677-0311
Novi, MI		Council/Mgr	2006	City Manager	Y	Clay Pearson	248-347-0421
Panama City, FL	37.0	Council/Mgr	2003	Asst. City Manager	Y	Ken Hammond	850-872-3010
Peoria County, IL	185.0	Board/Adr	2001	County Manager	Y	David Williams	309-672-5056
Pittsburg, KS	18.0	Council/Mgr	2002	City Manager	Y	David Zacharias	316-231-4100
Portage, MI	45.0	Council/Mgr	2003	Asst. City Manager	Y	Mike Stampifer	616-329-4412
Rockville, MD	46.0	Council/Mgr	2004	City Manager	Y	Katherine TuckParrish	301-309-3301
Seminole County, FL	338	Comm/Adr	2000	County Administrator	Y	Robert McMillion	407-321-1130
Volusia County, FL	380.0	Comm/Mgr	2000	County Manager	Y	Frank Brono	904-736-5951
West Des Moines, IA	50.0	Council/Mgr	2000	City Manager	Y	Mayor Eugene Meyer	515-222-3610
West Palm Bch, FL	80.0	Mayor/Cncl	2000	City Administrator	Y	Mr. Ed Mitchell, City Admin.	407-659-8028
Winston-Salem, NC	196	Council/Mgr	2006	City Manager	Y	Allen Joines	336-727-2058

## **EXHIBIT A**

### **Slavin Management Consultants Sample Client List & Affirmative Action/Woman & Minority Placements**

#### **Slavin Management Consultants Selected Client List**

The following list of clients, present organizations for which our principal Consultants performed significant project work. This client list spans some twenty years of experience of SMC consultants. Therefore, many of these clients' project contacts have moved to other agencies or, in the case of elected officials, may not hold office today.

Please contact SMC if you desire to speak with the individuals who were our project contacts. We will gladly give you the project contact's current telephone number and/or address.

Adams County School District #14, Commerce City, Colorado	City of Boynton Beach, Florida
Alameda County, California	City of Brownsville, Texas
Alameda-Contra Costa Transit District, Oakland, California	City of Bryan, Texas
American Public Works Association	City of Burbank, California
Arapahoe County, Colorado	City of Camarillo, California
Arrowhead Regional Development, Duluth, Minnesota	City of Carson, California
Association of County Commissioners Georgia	City of Casper, Wyoming
Bay Area Rapid Transit District, Oakland, California	City of Charlotte, North Carolina
Beaufort County, South Carolina	City of Chesapeake, Virginia
Birmingham Public Library, Alabama	City of Clearwater, Florida
Borough of Bergenfield, New Jersey	City of Columbia, Missouri
Brown County, Wisconsin	City of Columbus, Georgia
Broward County, Florida	City of Concord, New Hampshire
Buffalo County, Nebraska	City of Corpus Christi, Texas
California Housing Finance Agency	City of Corta Madera, California
California State Government	City of Culver City, California
Central Arkansas Library System	City of Dallas, Texas
CDC Federal Credit Union, Atlanta, Georgia	City of Davenport, Iowa
Chaffee County, Colorado	City of Decatur, Georgia
Chesterfield County, Virginia	City of Decatur, Illinois
Children's Board of Hillsborough County, Florida	City of Del Ray Beach, Florida
City of Aiken, South Carolina	City of Del Rio, Texas
City of Albany, Georgia	City of Denton, Texas
City of Alpharetta, Georgia	City of Destin, Florida
City of Anaheim, California	City of Dothan, Alabama
City of Ann Arbor, Michigan	City of Dubuque, Iowa
City of Arlington, Texas	City of Duluth, Georgia
City of Atlanta, Georgia	City of Durham, North Carolina
City of Atlantic Beach, Florida	City of Eagle Pass, Texas
City of Auburn, Maine	City of Edmond, Oklahoma
City of Aurora, Colorado	City of Elgin, Illinois
City of Austin, Texas	City of Enfield, Connecticut
City of Bartelsville, Oklahoma	City of Escondido, California
City of Bentonville, Arkansas	City of Evanston, Illinois
City of Berkeley, California	City of Fort Lauderdale, Florida
City of Beverly Hills, California	City of Franklin, Virginia
City of Birmingham, Alabama	City of Gainesville, Florida
City of Bisbee, Arizona	City of Gainesville, Georgia
City of Bloomington, Illinois	City of Galesburg, Illinois
City of Brea, California	City of Garden City, New York
	City of Glendale, Arizona
	City of Grand Rapids, Michigan
	City of Greensboro, North Carolina
	City of Gulfport, Florida
	City of Hemet, California

## Slavin Management Consultants Selected Client List (cont)

City of Hercules, California	City of Sacramento, California
City of Highland Park, Illinois	City of St. Louis Park, Minnesota
City of Hollywood, Florida	City of Salem, Oregon
City of Homestead, Florida	City of San Diego, California
City of Huntington Beach, California	City of San Fernando, California
City of Independence, Missouri	City and County of San Francisco, California
City of Jacksonville Beach, Florida	City of San Jose, California
City of Kalamazoo, Michigan	City of San Juan Capistrano, California
City of Kansas City, Missouri	City of Sandersville, Georgia
City of Lakewood, Colorado	City of Santa Ana, California
City of Lapeer, Michigan	City of Santa Monica, California
City of Laramie, Wyoming	City of Sarasota, Florida
City of Laredo, Texas	City of Shaker Heights, Ohio
City of Lenexa, Kansas	City of Simi Valley, California
City of Liberty, Missouri	City of Sioux City, Iowa
City of Little Rock, Arkansas	City of Springfield, Missouri
City of Long Beach, California	City of Sunnyvale, California
City of Los Angeles, California	City of Sunrise, Florida
City of Manassas, Virginia	City of Takoma Park, Maryland
City of Miami Beach, Florida	City of Titusville, Florida
City of Milwaukie, Oregon	City of Thornton, Colorado
City of Minneapolis, Minnesota	City of Traverse City, Michigan
City of Miramar, Florida	City of Topeka, Kansas
City of Modesto, California	City of Turlock, California
City of Muscatine, Iowa	City of Upper Arlington, Ohio
City of New Smyrna Beach, Florida	City of Valdez, Alaska
City of Norfolk, Virginia	City of Virginia Beach, Virginia
City of Norman, Oklahoma	City of Waco, Texas
City of North Las Vegas, Nevada	City of Washington, Illinois
City of North Miami Beach, Florida	City of West Des Moines, Iowa
City of Northglenn, Colorado	City of West Hartford, Connecticut
City of Oberlin, Ohio	City of West Hollywood, California
City of Ocean City, Maryland	City of West Palm Beach, Florida
City of Oceanside, California	City of Wichita, Kansas
City of Olathe, Kansas	City of Winston-Salem, North Carolina
City of Oklahoma City, Oklahoma	City of Winter Park, Florida
City of Oxnard, California	City of Worthington, Minnesota
City of Palm Bay, Florida	City of Ypsilanti, Michigan
City of Palm Beach Gardens, Florida	Chesterfield County, Virginia
City of Palo Alto, California	Clark County, Nevada
City of Panama City, Florida	Cobb County, Georgia
City of Park Ridge, Illinois	Columbia Development Corporation,
City of Pasadena, California	South Carolina
City of Peoria, Illinois	Columbus Water Works, Georgia
City of Phoenix, Arizona	Dade County, Florida
City of Pittsburg, Kansas	Dallas Area Rapid Transit District, Dallas, Texas
City of Pompano Beach, Florida	Dallas Independent School District, Texas
City of Portage, Michigan	District of Columbia
City of Pueblo, Colorado	Eagle County, Colorado
City of Richmond, California	East Brunswick Township, New Jersey
City of Richmond, Virginia	Escambia County, Florida
City of Riverside, California	Fairfax County, Virginia
City of Riverview, Michigan	Forsyth County, Georgia
City of Roanoke, Virginia	Fremont County, Colorado
City of Rockville, Maryland	Fresno County, California

**Slavin Management Consultants**  
**Affirmative Action/Equal Employment Opportunity Policy**

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough, and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

**Slavin Management Consultants**  
**Minority and Women Placements**

Client	Position	African-American	Woman	Latino
ALACHUA COUNTY, FL	COUNTY ADMINISTRATOR			X
ASPEN, CO	CITY MANAGER		X	
AUSTIN, TX	CITY MANAGER POLICE CHIEF		X	X
BERKELEY, CA	CITY MANAGER	X		
	PUBLIC WORKS DIRECTOR			X
BEVERLY HILLS, CA	SANITATION DIRECTOR	X		
	LIBRARY DIRECTOR		X	
BOCA RATON, FL	CITY MANAGER		X	
	ASST. CITY MANAGER		X	
BRYAN, TX	MUNICIPAL COURT JUDGE		X	
	CITY MANAGER		X	
CAMARILLO, CA	CITY CLERK		X	
CARSON, CA	PLANNING DIRECTOR		X	
CHAPEL HILL, NC	TRANSPORTATION DIRECTOR HUMAN RESOURCE DIRECTOR		X X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	DIRECTOR OF SECURITY	X		
CHARLOTTE, NC	NEIGHBORHOOD SERVICES DIRECTOR	X		
COLUMBIA, MO	POLICE CHIEF	X		
CULVER CITY, CA	FINANCE DIRECTOR			X
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	CHIEF FINANCIAL OFFICER	X		
DALLAS, TX	CITY ATTORNEY		X	
DURHAM, NC	CITY MANAGER POLICE CHIEF PUBLIC WORKS DIRECTOR CITY MANAGER (#2)	X  X	X X X	
ESCONDIDO, CA	CIVIC CENTER CONSTRUCTION MGR		X	
FRESNO, CA (PIC)	EXECUTIVE DIRECTOR	X		
GREENBELT HOMES, INC. (MARYLAND)	EXECUTIVE DIRECTOR		X	
HAMILTON COUNTY, OH	JOBS AND FAMILY SERVICES DIRECTOR		X	



**Slavin Management Consultants**  
**Minority and Women Placements**

Client	Position	African-American	Woman	Latino
HILLBOROUGH COUNTY (FL) CHILDREN'S BOARD	EXECUTIVE DIRECTOR		X	
JUPITER, FL	ASST. TO THE CITY MANAGER		X	
	PUBLIC WORKS DIRECTOR			X
KALAMAZOO, MI	CITY MANAGER		X	
	ASSISTANT CITY MANAGER		X	
LAKE COUNTY, FL	COUNTY ATTORNEY		X	
LAKE COUNTY, IL	PURCHASING DIRECTOR		X	
LEE COUNTY, IL	COUNTY ADMINISTRATOR		X	
	HUMAN RESOURCES DIR.	X		
LINCOLN ROAD DEVELOPMENT CORP.	EXECUTIVE DIRECTOR		X	
LONG BEACH, CA	POLICE CHIEF	X		
LONG BEACH, CA	EXECUTIVE DIRECTOR, CIVIL SERVICE COMMISSION		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	SR. PROJECT MANAGER	X	X	
	PROJECT MANAGER	X		
	PROJECT MANAGER			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	EXECUTIVE DIRECTOR	X	X	
	DEPUTY EXEC. DIRECTOR			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	PUBLIC HEALTH DIRECTOR	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	HUMAN RESOURCES DIRECTOR	X	X	
	DIRECTOR OF REVENUES		X	
METROZOO (MIAMI, FL)	DIRECTOR OF MARKETING		X	
MEMPHIS (TN) HOUSING	EXECUTIVE DIRECTOR	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	FINANCE DIRECTOR			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	EXECUTIVE DIRECTOR	X	X	
MIRAMAR, FL	CITY MANAGER		X	
MONTEREY COUNTY, CA	HOSPITAL ADMINISTRATOR	X		
NOAH DEVELOPMENT CORPORATION	EXECUTIVE DIRECTOR	X		

**Slavin Management Consultants**  
**Minority and Women Placements**

Client	Position	African-American	Woman	Latino
NORFOLK, VA	HUMAN RESOURCES DIRECTOR	X		
	SR. ENGINEER		X	
NORFOLK, VA	SOCIAL SERVICES DIRECTOR	X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	EXECUTIVE DIRECTOR	X		
OBERLIN, OH	CITY MANAGER		X	
ORMOND BEACH, FL	CITY MANAGER	X		
OKLAHOMA CITY, OK	CITY MANAGER	X		
PALM BAY, FL	HUMAN RESOURCES DIRECTOR		X	
PALM BEACH COUNTY, FL	ASSISTANT COUNTY ADMINISTRATOR		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	EXECUTIVE DIRECTOR		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	EXECUTIVE DIRECTOR		X	
PALM BEACH GARDENS, FL	CITY MANAGER		X	
	CITY MANAGER			X
PALO ALTO, CA	CITY ATTORNEY		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	EXECUTIVE DIRECTOR	X		
PRINCE WILLIAM COUNTY, VA	FIRE CHIEF		X	
RICHMOND, VA	CITY MANAGER	X		
	DIRECTOR OF PUBLIC HEALTH	X		
ROANOKE, VA	POLICE CHIEF	X		
	ECONOMIC DEVELOPMENT DIR		X	
	ASST. CITY MANAGER DIR. OF HUMAN SERVICES	X	X X	
ROCKVILLE, MD	ASST. CITY MANAGER		X	
SACRAMENTO, CA	HUMAN RESOURCES DIR.	X	X	
SAGINAW, MI	POLICE CHIEF			X
SAN DIEGO, CA	CITY MANAGER	X		
SAN FRANCISCO, CA	ASST. CITY ADMINISTRATOR		X	
SAN JOSE, CA	POLICE CHIEF	X		

**Slavin Management Consultants**  
**Minority and Women Placements**

Client	Position	African-American	Woman	Latino
SANTA MONICA, CA	DEPUTY CITY MANAGER		X	
SARASOTA, FL	HUMAN RESOURCES DIRECTOR	X		
SARASOTA COUNTY, FL	DEPUTY COUNTY ADMINISTRATOR	X		
SHAKER HEIGHTS, OH	CITY ADMINISTRATOR		X	
SUNNYVALE, CA	PUBLIC INFORMATION OFFICER		X	
	CITY CLERK		X	
TAKOMA PARK, MD	CITY MANAGER		X	
	RECREATION DIRECTOR	X	X	
	HOUSING AND COMMUNITY DEVELOPMENT DIRECTOR		X	
	PUBLIC WORKS DIRECTOR	X		
THORNTON, CO	PUBLIC INFORMATION OFFICER		X	
VIRGINIA BEACH, VA	HUMAN RESOURCES DIRECTOR	X		
VOLUSIA COUNTY, FL	COUNTY MANAGER		X	
WACO, TX	DEPUTY CITY MANAGER		X	
	EX. DIR. - SUPPORT SERV.			X
	ASST. CITY MANAGER	X		
	DIRECTOR OF FACILITIES	X		
THE WEINGART CENTER (LOS ANGELES)	EXECUTIVE DIRECTOR		X	
WEST COVINA, CA	PLANNING DIRECTOR	X	X	
WEST MIFFLIN, PA	TOWN ADMINISTRATOR		X	
WICHITA, KS	HUMAN RESOURCES DIR	X	X	
	COMMUNITY SERVICES DIR	X	X	
	COMMUNICATIONS DIR		X	
	DIRECTOR OF LIBRARIES		X	
	HOUSING & DEV. DIRECTOR	X	X	
	CITY MANAGER	X		
YPSILANTI, MI	CITY MANAGER	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	EXECUTIVE DIRECTOR			X

**Slavin Management Consultants**  
**Minority and Women Placements**  
(Recent Placements)

Client	Position	African-American	Woman	Latino
ALBANY, GA	CITY MANAGER POLICE CHIEF ASSISTANT CITY MANAGER HUMAN RESOUCIE DIRECT	X X X X		
BRANSON, MO	FINANCE DIRECTOR		X	
BROWARD COUNTY, FL	ASSISTANT DIRECTOR OF EQUAL EMPLOYMENT	X	X	
DECATUR, GA	CHIEF OF POLICE	X		
DISTRICT OF COLUMBIA	EXECUTIVE DIRECTOR ALCOHOLIC BEVERAGE REGULATIONS COMMISSION		X	
ESCAMBIA COUNTY, FL	ASSISTANT COUNTY ADMINISTRATOR	X		
EVANSTON, IL	CITY MANAGER		X	
FORT LAUDERDALE, FL	FIRE CHIEF	X		
FORT MYERS, FL	CITY MANAGER	X		
GAINSVILLE, FL	EQUAL EMPLOYMENT DIRECTOR	X		
GLASTONBURY, CT	HUMAN RESOUCIE DIRECTOR	X	X	
GREENSBORO, NC	ASSISTANT CITY MANAGER	X		
HOLLYWOOD, FL	CITY MANAGER	X		
LA PLATA COUNTY, CO	HUMAN SERVICES DIRECTOR		X	
RICHMOND, CA	CITY MANAGER	X		
SELMA, AL	POLICE CHIEF	X		
STRATFORD, CT	HUMAN RESOUCES DIRECTOR		X	
TOPEKA, KS	CITY MANAGER	X		
VALDOSTA, GA	ASSISTANT PUBLIC WORKS DIRECTOR		X	
VENICE, FL	POLICE CHIEF		X	
VIRGINIA BEACH PARK TRUST (FL)	EXECUTIVE DIRECTOR	X		
WAKE COUNTY, NC	HUMAN SERVICE DIRECTOR			X
WEST PALM BEACH, FL	ASSISTANT CITY ADMINISTRATOR	X	X	

## **EXHIBIT B**

### **SAMPLE PROFILES**

**Coventry, CT Town Manager  
Clinton, CT Town Manager**

**&**

**Insurance Certificate Available Upon Request**

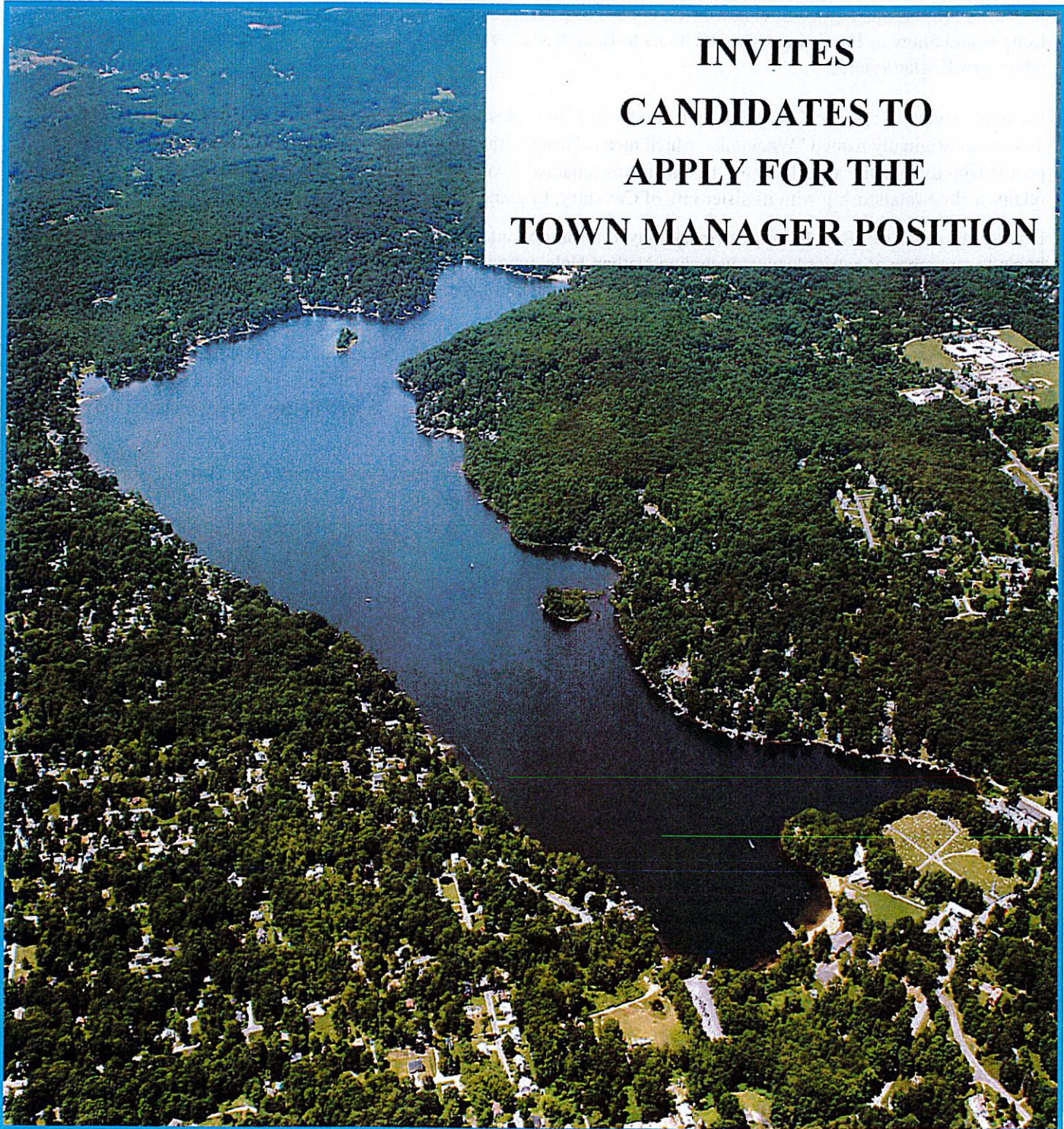
**Additional Profiles are available on Website**





TOWN OF  
**COVENTRY** *Connecticut*  
THE BIRTHPLACE OF *Nathan Hale*

**INVITES  
CANDIDATES TO  
APPLY FOR THE  
TOWN MANAGER POSITION**





# COMMUNITY PROFILE

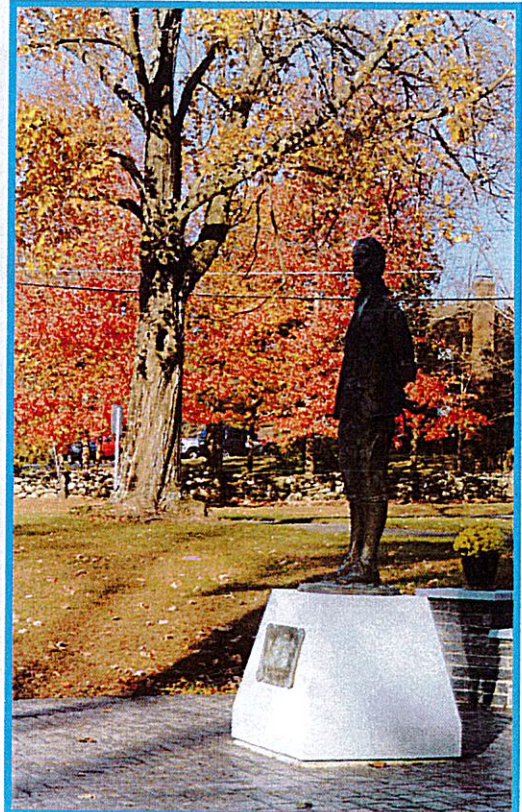
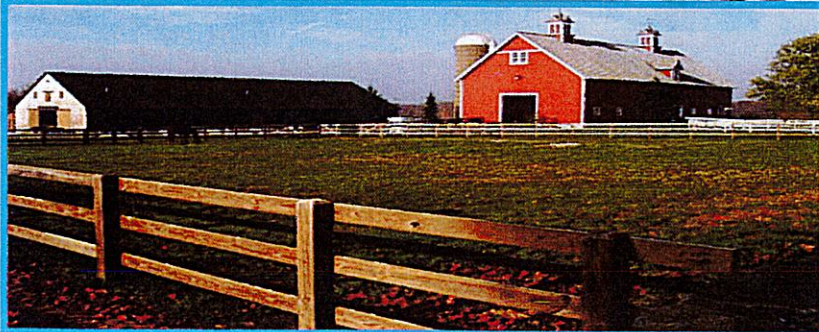
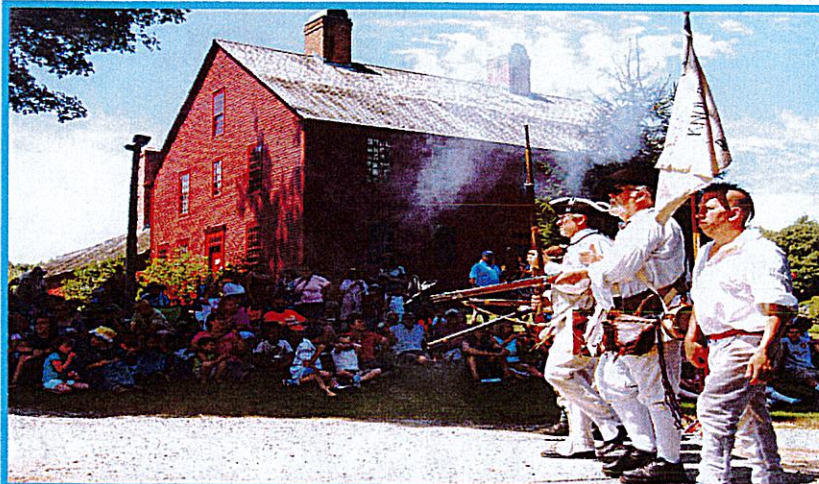
Coventry is located in Tolland County, Connecticut. With a population of approximately 12,500 people, Coventry is known for its natural beauty and historic charm. Coventry boasts a 400-acre lake, multiple parks including sports fields, and nature reserves offering hiking trails and scenic views, including the Nathan Hale State Forest. Coventry's historic district contains buildings dating back to the 18th century and is home to a number of cultural attractions. The Coventry Public Schools are nationally and locally recognized for quality. Coventry is located near the University of Connecticut and Eastern Connecticut State University. Overall, Coventry offers a quiet, peaceful lifestyle with easy access to both natural and cultural amenities, commuting distance of 20 minutes to Hartford and it is within 1 hour to Long Island Shore or Providence, about 2 hours to Boston and New York City, and easy access to the mountains and to other New England states.

Coventry, Connecticut was first settled by colonists in 1706 and was officially incorporated as a town in 1712. The Town was originally named "Wangunk," which means "bend in the river" in the language of the indigenous Wangunk people who lived in the area. In 1711, the Town was renamed "Coventry" after the English city of Coventry. Coventry retains a close relationship with its sister-city of Coventry, England to this day.

During the American Revolution, Coventry played an important role as a center of military activity. The Town was home to a number of patriot leaders including Nathan Hale, who is famous for his role as a spy for the Continental Army. Hale was captured by the British and executed in 1776 and his childhood home in Coventry is now a non-profit Connecticut Landmark park, forest, and museum, open to visitors.

In the 19th and early 20th centuries, Coventry was primarily an agricultural and manufacturing community with mills on the rivers. The Town was known for its production of textiles and many of its residents worked in the industry. In the mid-20th century, Coventry began to develop as a suburban community with new housing developments and an increase in population.

Today, Coventry is a small, rural town with a rich history and a strong sense of community. The Town celebrates its heritage with a number of historic landmarks, museums, and cultural events.



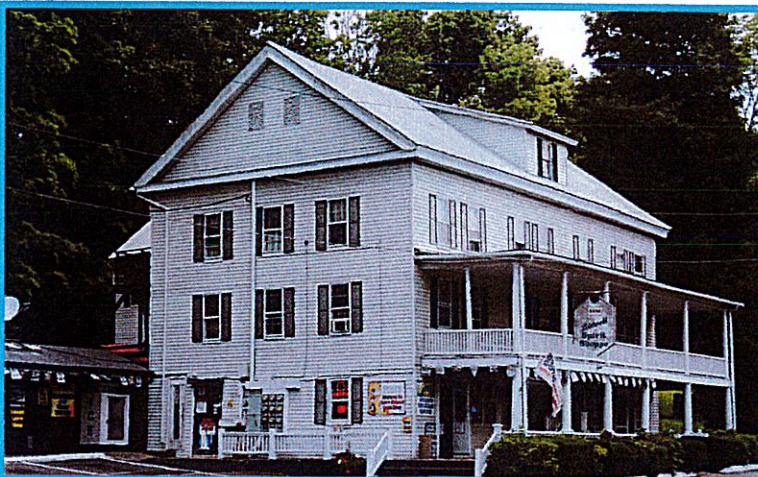


# GOVERNMENT DESCRIPTION

Coventry operates under the "Council-Manager" form of government. The Town Manager is appointed by and reports to a seven-member Town Council—the legislative body; with a Town Council Chair. The current Town Manager is retiring after serving the community for approximately 35 years. The current town manager has developed a significant state and regional network that has benefited Coventry. The Council desires a candidate who can maintain and expand upon these resources.

The Town Manager is responsible to the Town Council for the proper administration of all Town affairs as outlined in the Town Charter. The Town Manager is the Chief Executive Officer who oversees and manages all municipal service functions and day-to-day operations of the Town. The Town Manager performs personnel management, collective bargaining, labor relations; and appoints all department heads and employees. The Manager works closely with Town Council, department heads, and the Board of Education to develop strategic priorities and annual budgets. The Manager administers all laws and ordinances through the various departments. They implement policies and manages operations and maintenance of Town assets and facilities plus the current budget. The Town Manager researches issues of concern for the Council and makes recommendations for their review. The Town Manager works collaboratively with internal and external stakeholders to promote economic growth while maintaining Coventry's essential character. They represent the Town in regional and state meetings to ensure awareness of programs and opportunities that may affect the community and serves as voice and advocate for Coventry's interests. The Manager works with elected state representatives on state funding, reimbursement or grant opportunities.

The Town has an AA bond rating and a fund balance of approximately 11%. While finances and the tax rate are a concern in many communities, Coventry is a well-run government that has traditionally made expansive use of state and federal grants to fund current and future initiatives. Coventry embraces technology and regional collaboration to reduce costs and deliver effective services.



**Population—12,414**

**Land Area—37 sq miles and 120 miles of roads**

**Population Density—331**

**Number of Households—4645**

**Median Age—44.4**

**Median Household Income—\$94,058**

**School Population—1606**

**Pre-K Enrollment—80**

**Housing Units—4999**

**Owner occupied—88%**

**Median Home Value —\$252,700**

**Median Rent—\$1,140**

**Employed-7,270**

**Total Active Businesses—901**

**Residents with Bachelor's Degree—26%**

**Residents with Master's Degree —17%**



# TOWN GOALS AND ACHIEVEMENTS

## Coventry Town Council Goals '21-23

The Coventry Town Council has adopted the following goals that provide a framework for their decision-making. They have also developed strategies that align to the goals.

1. Work collaboratively with the Town of Coventry Boards and Commissions in order to ensure efficient use of resources, financial and otherwise, to benefit the members of our community.
2. Demonstrate strategic and responsible fiscal management in order to be prepared for known expenses as well as an uncertain future.
3. Plan and support ongoing infrastructure and public works maintenance, recognizing that smart investments prepare Coventry for the future.
4. Maintain high quality public safety services making the safety of Coventry citizens a priority.
5. Continue to preserve, protect and enhance our natural resources and recreation opportunities.
6. Develop a transition plan that ensures a transparent hiring process for the next Town Manager, keeping the needs of the community foremost and making it a non-partisan process.

## Coventry Town Achievements

### **Sustainability:**

- ◆ Energize CT Silver award for innovation in energy conservation initiatives.
- ◆ Sustainable CT Silver award (2022, 2019) Bronze (2018)
- ◆ SolSmart Gold award and SolSmart special recognition award for solar education.
- ◆ CT Greenbank Green Circle award
- ◆ CIRMA 2022 Excellence in Risk Management Award: Police

### **Coventry Farmers Market:**

- ◆ *Daily Meal* rating #31 Farmers market in nation: Coventry Farmers' Market (Coventry, Conn.)

### **Finance:**

- ◆ Government Finance Officers Association (GFOA) Budget award
- ◆ GFOA: Annual Comprehensive Financial Report Award (14 years)

### **Recreation:**

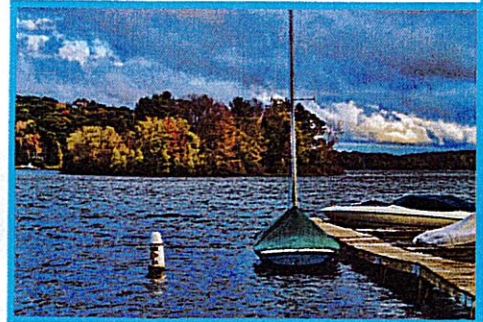
- ◆ National League of Cities Let's Move Awards
- ◆ CT Interlocal Risk Management Association (CIRMA) 2019 - Excellence in Risk Management: Recreation
- ◆ Playful City awards
- ◆ Windham Chamber of Commerce Community Arts Partnership Award 2023 for funding support of the arts

### **Others:**

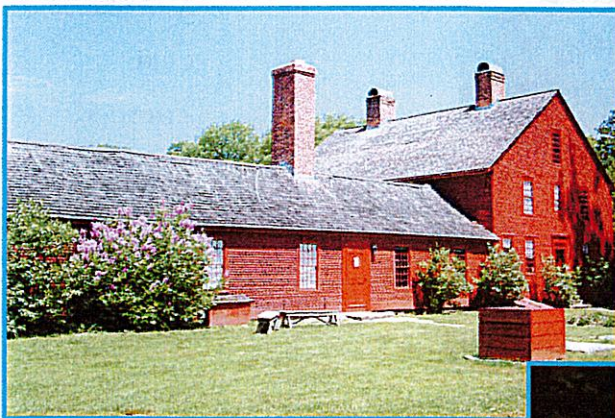
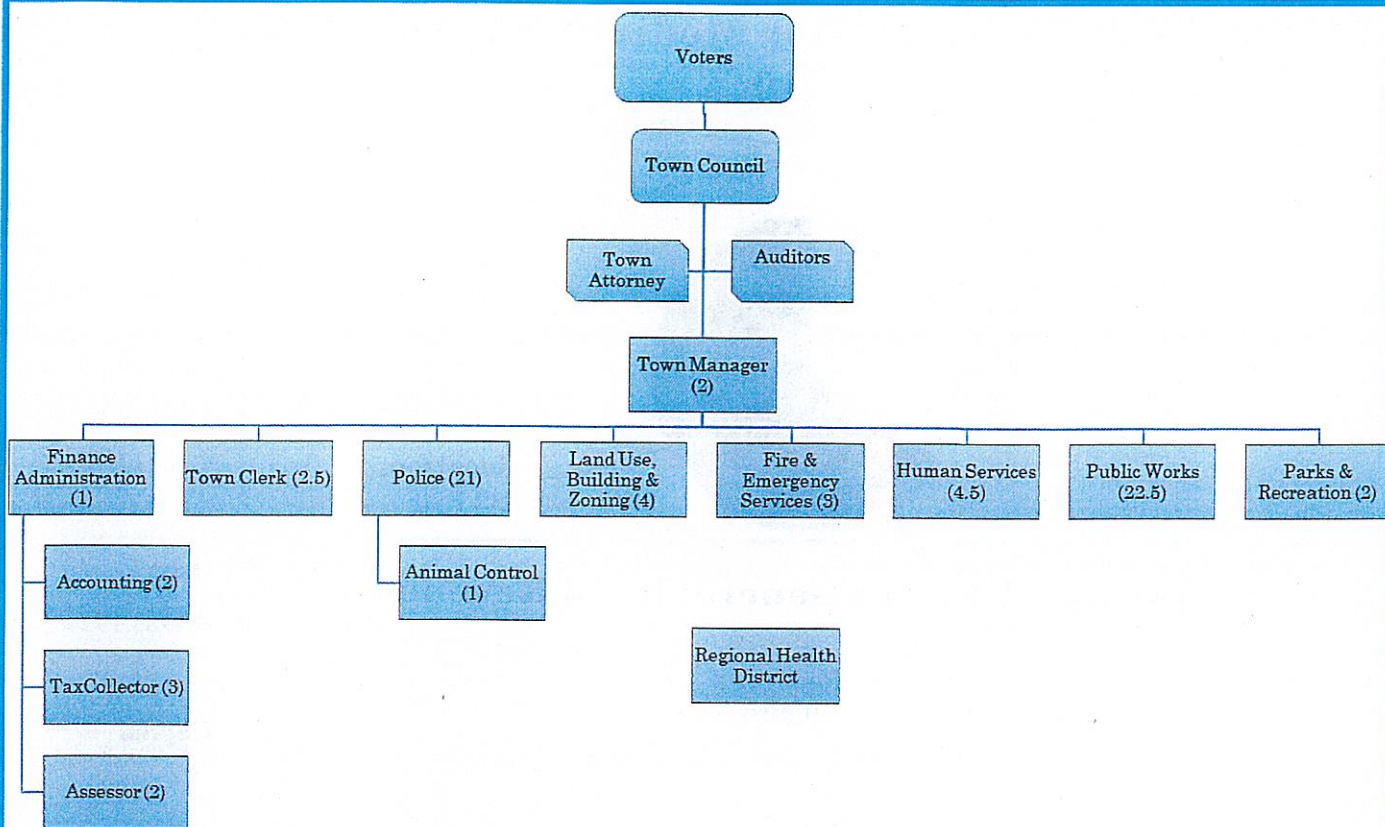
- ◆ Connecticut Conference of Municipalities (CCM) Municipal Excellence award for "Village Renaissance Project"
- ◆ Civic Plus "Extreme Website Makeover" Winner
- ◆ Capital Region Council of Governments (CROG) Inter-town Cooperation Award
- ◆ CALEA GOLD accreditation for Coventry Police

### **Schools:**

- ◆ *US News & World Report* (2021) Coventry High school ranked in top 8% of all CT high schools and top 9% of all high schools in US.
- ◆ George Hersey Robertson Intermediate School was recognized as a National Blue Ribbon School by the U.S. Department of Education in 2020.
- ◆ Captain Nathan Hale Middle School recognized as a Spotlight School by the New England League of Middle Schools. ◆ Ranked the 2023 Best School District in Tolland County by *Niche*

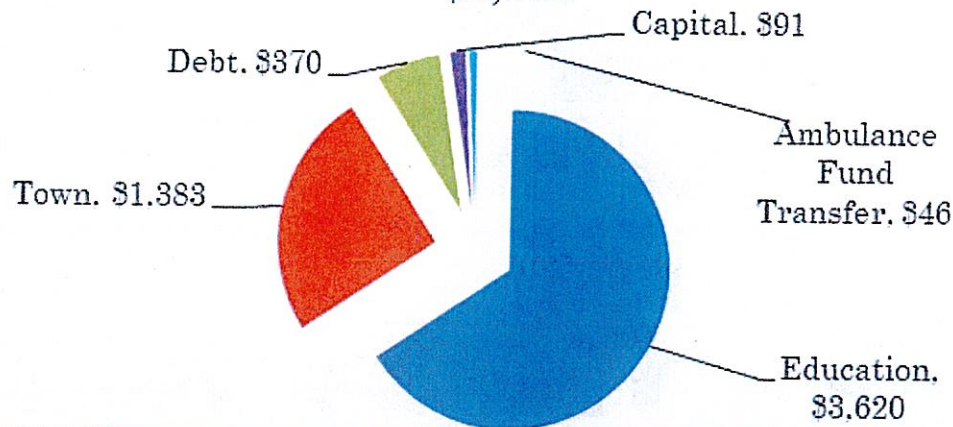




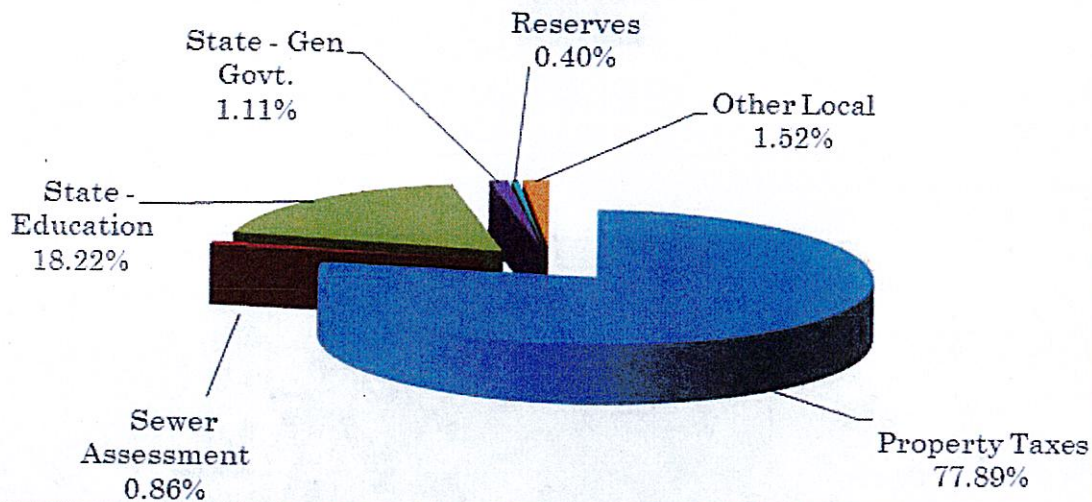




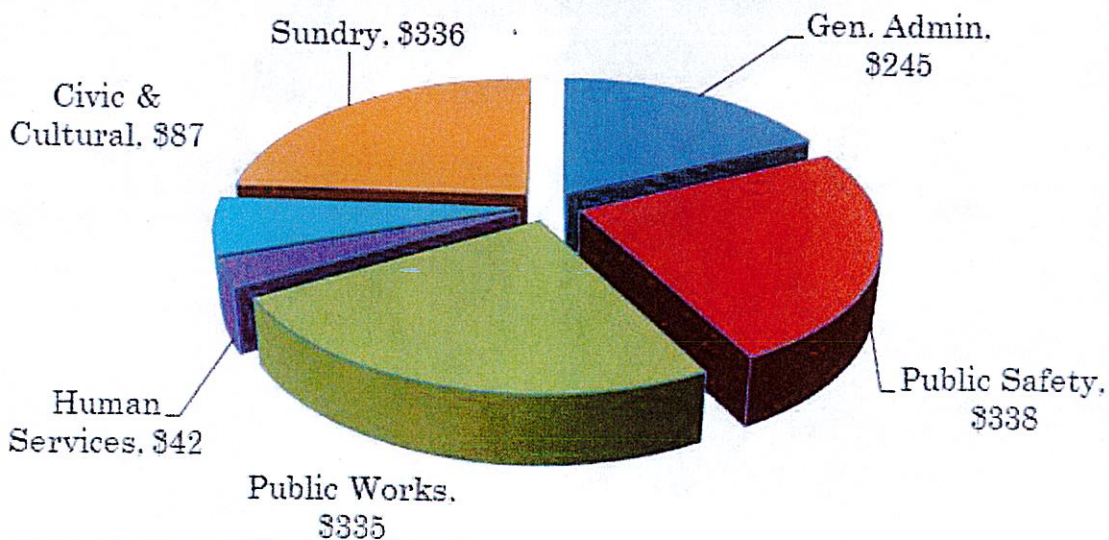
## Tax Breakdown For Median House \$5,510



## Proposed FY 22/23 General Fund Revenue



## Median House Town Tax Dollar Town Operating Budget



FY 22-23

Approved

Budget

General  
Government  
\$10,973,292

Education  
\$28,712,461

Debt  
\$2,932,192

Capital  
\$723,500

Ambulance  
Fund  
Transfer  
\$362,500

Total  
\$43,703,945



# CHARACTERISTICS OF THE IDEAL CANDIDATE

Coventry town stakeholders, including Town Council Members, Coventry staff and department heads, and Coventry residents provided the following feedback for their ideal candidate:

The ideal candidate for this position should possess a variety of knowledge, skills, and abilities that will enable them to excel in the role. They should have the ability to find, secure, and implement grants as well as motivate personnel appropriately and deploy the valuable skills of town employees. They should be willing to embrace new ideas and suggestions from employees and the Town Council. Strong technology skills are paramount.

Collaboration skills are essential and the candidate should work to create a team among departments, avoiding silos. They should also have an understanding of infrastructure issues such as senior housing, roads, and buildings. Strong communication skills and public relations are important, with the Executive Assistant to the TM assisting with communication initiatives.

The candidate should also be able to make presentations, have HR and labor relations knowledge. Strong interpersonal skills are essential and they should always strive to achieve more and do the best for the Town.

Maintaining the Town Manager's Facebook Page and other social media is also an important priority for the candidate. Overall, the ideal candidate should have a broad range of knowledge, skills, and abilities that will enable them to effectively lead and manage the town.

The ideal candidate for this position must be politically astute and able to develop a network of bipartisan allies. They should build trust with staff and empower them while remaining open-minded, respectful, and providing constructive feedback. A professional image is essential, as is creativity when it comes to managing Town finances.

The candidate should be accessible and approachable, while avoiding micromanagement. They need to be passionate about the Town and engaged with the community, as well as regional municipal organizations such as CT Conference of Municipalities-CCM, CT Organization of Small Towns-COST, and Capitol Region Council of Governments-CRCOG. Communication is key, and they should listen to all sides and give guidance while respecting different viewpoints and being adaptable to emerging situations.

Motivating employees with encouragement is important, and they should make a point to be visible by meeting all the groups in Town frequently. Being innovative and collaborative with other towns and the Board of Education (BOE) is also essential. They should delegate effectively, build relationships and work to maintain them.

Understanding infrastructure projects, including funding and bonding, is important as is strategic planning, and thoughtfulness about services. A calm and patient demeanor is important as is honesty, and transparency.

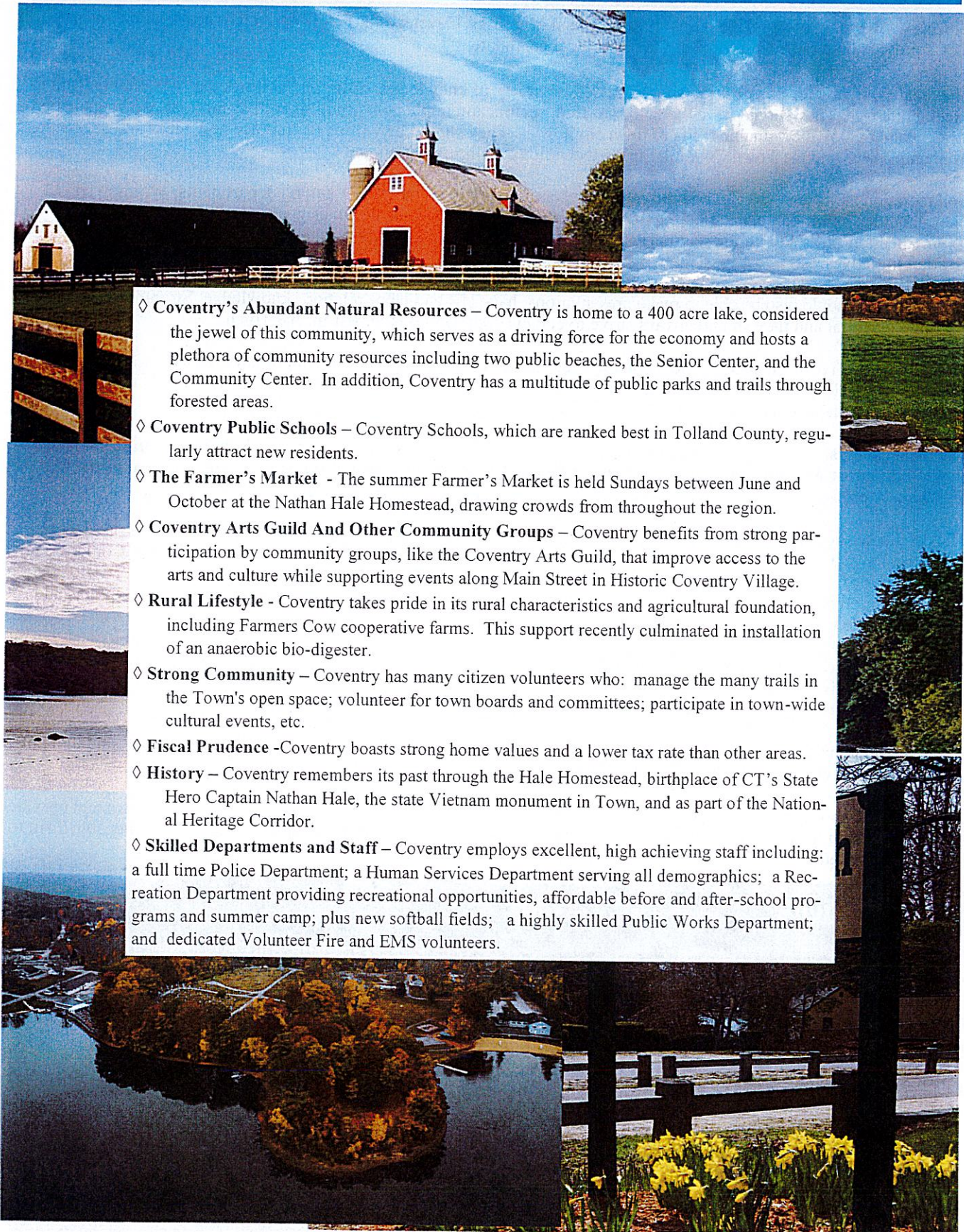
The candidate should be able to follow direction from the Town Council but also have a vision for the Town and provide steady leadership. Overall, the ideal candidate should possess a wide range of skills and qualities that will enable them to be an effective leader.

## Qualifications:

- Bachelor's Degree required with 5+ years experience in municipal government or related experiences. A Master's degree and International City/County Management Association (ICMA) Credentialed Manager preferred; or an equivalent of experience, knowledge and education.
- Knowledge, skills and abilities should include: good communications skills, supervisory skills, labor relations knowledge, human resources experience, ability to find, secure, and implement grants, excellent project management skills, budgeting experience and the creativity in maintaining the current budget and mill rate when possible.
- Live within approximately 20 mile radius to Coventry within a year of appointment.



# COVENTRY HAS A LOT TO OFFER

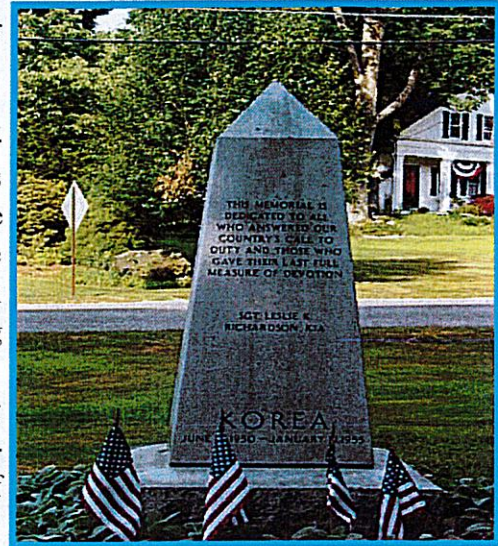
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- ◇ **Coventry's Abundant Natural Resources** – Coventry is home to a 400 acre lake, considered the jewel of this community, which serves as a driving force for the economy and hosts a plethora of community resources including two public beaches, the Senior Center, and the Community Center. In addition, Coventry has a multitude of public parks and trails through forested areas.
  - ◇ **Coventry Public Schools** – Coventry Schools, which are ranked best in Tolland County, regularly attract new residents.
  - ◇ **The Farmer's Market** - The summer Farmer's Market is held Sundays between June and October at the Nathan Hale Homestead, drawing crowds from throughout the region.
  - ◇ **Coventry Arts Guild And Other Community Groups** – Coventry benefits from strong participation by community groups, like the Coventry Arts Guild, that improve access to the arts and culture while supporting events along Main Street in Historic Coventry Village.
  - ◇ **Rural Lifestyle** - Coventry takes pride in its rural characteristics and agricultural foundation, including Farmers Cow cooperative farms. This support recently culminated in installation of an anaerobic bio-digester.
  - ◇ **Strong Community** – Coventry has many citizen volunteers who: manage the many trails in the Town's open space; volunteer for town boards and committees; participate in town-wide cultural events, etc.
  - ◇ **Fiscal Prudence** -Coventry boasts strong home values and a lower tax rate than other areas.
  - ◇ **History** – Coventry remembers its past through the Hale Homestead, birthplace of CT's State Hero Captain Nathan Hale, the state Vietnam monument in Town, and as part of the National Heritage Corridor.
  - ◇ **Skilled Departments and Staff** – Coventry employs excellent, high achieving staff including: a full time Police Department; a Human Services Department serving all demographics; a Recreation Department providing recreational opportunities, affordable before and after-school programs and summer camp; plus new softball fields; a highly skilled Public Works Department; and dedicated Volunteer Fire and EMS volunteers.



# OPPORTUNITIES AND CHALLENGES

Coventry's challenges create opportunity for a new Town Manager to think creatively in implementing their own vision for the future:

- ⇒ **Funding Emergency Medical Services** – Like many rural municipalities, since COVID-19 Coventry has faced challenges recruiting volunteers for fire, and Emergency Medical Service (EMS). Additionally, state-wide shortages in paramedics have driven costs for staffing ambulances sky-high. The new Town Manager will work alongside experienced leadership in crafting solutions to this problem.
- ⇒ **Inflationary Pressures** - Rising costs of materials, especially for road maintenance and building projects means there is a constant push to do more with less or realize alternative means of funding.
- ⇒ **Ongoing Projects** – The next Town Manager will inherit multiple exciting grant-based projects/opportunities including: a natural gas-fueled "Micro Grid" to support the Government Complex; a large HVAC project at the High School; ongoing road and bridgework; fulfillment of the softball field grants; potential installation of a water tower in Coventry Village; and others.
- ⇒ **Senior and Affordable Housing** - Coventry is working towards identifying solutions in providing access to senior and affordable housing.
- ⇒ **Maintaining Local Resources** – Coventry continues to battle invasive aquatic plants in the lake, which cost about \$130,000 a year to maintain.
- ⇒ **Expanding Economic Development** - A need for increased economic development, balanced with desire to maintain rural character. Coventry has collaborated with Mansfield, Tolland, and Bolton to create regional economic development and tourism program called "Connecticut's Countryside." Also Coventry has worked with the Town of Bolton to expand a sewer line along Route 44 which will allow for additional economic development in the area.
- ⇒ **Developing Long-Term Infrastructure** – Coventry has a number of aging roads, buildings, and other facilities that need to be maintained and, potentially, upgraded. Traditionally, this has been achieved largely through aggressive pursuit of state and federal grants.







## Compensation and Application Process

The Town of Coventry offers a competitive salary commensurate with qualifications and experience. The Town provides a generous benefits package which includes health, dental, life insurance and paid vacation and sick leave. Additionally, the Town provides a Hybrid Pension plan plus a defined contributions retirement plan (ICMA-RC/MissionSquare), and car allowance. Relocation assistance is negotiable.

### Coventry is an AA/EOE Employer

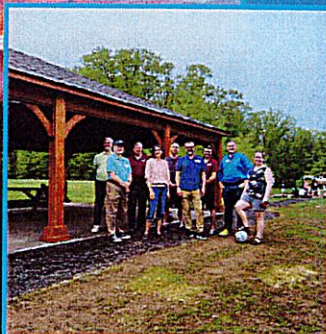
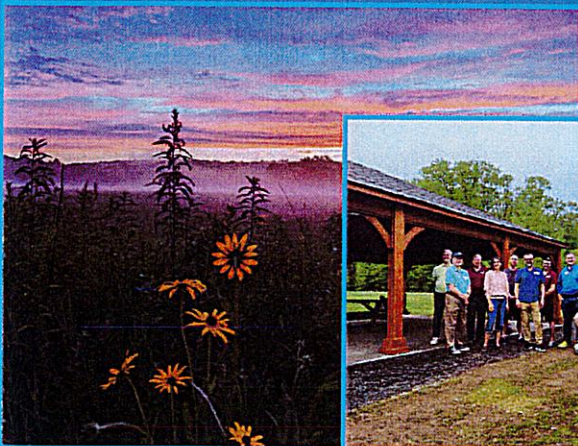
If you are interested in this exciting opportunity, or need additional details or salary please contact Ms. Frank at the address below. To apply now please submit your cover letter and resume to Ms. Frank. Position will remain open until filled; first screening date is May 12, 2023. Top candidates will be asked to complete a questionnaire so early resumes will be reviewed first.

More information is available on website and Manager's Facebook Page

<https://www.coventryct.org/>

<https://www.coventryct.org/599/2022-23-Budget>

<https://www.facebook.com/CoventryCTTownManager/>



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# Town of Clinton, Connecticut

## Town Manager Search

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**We Invite Candidates to Apply  
for the Town Manager Position**

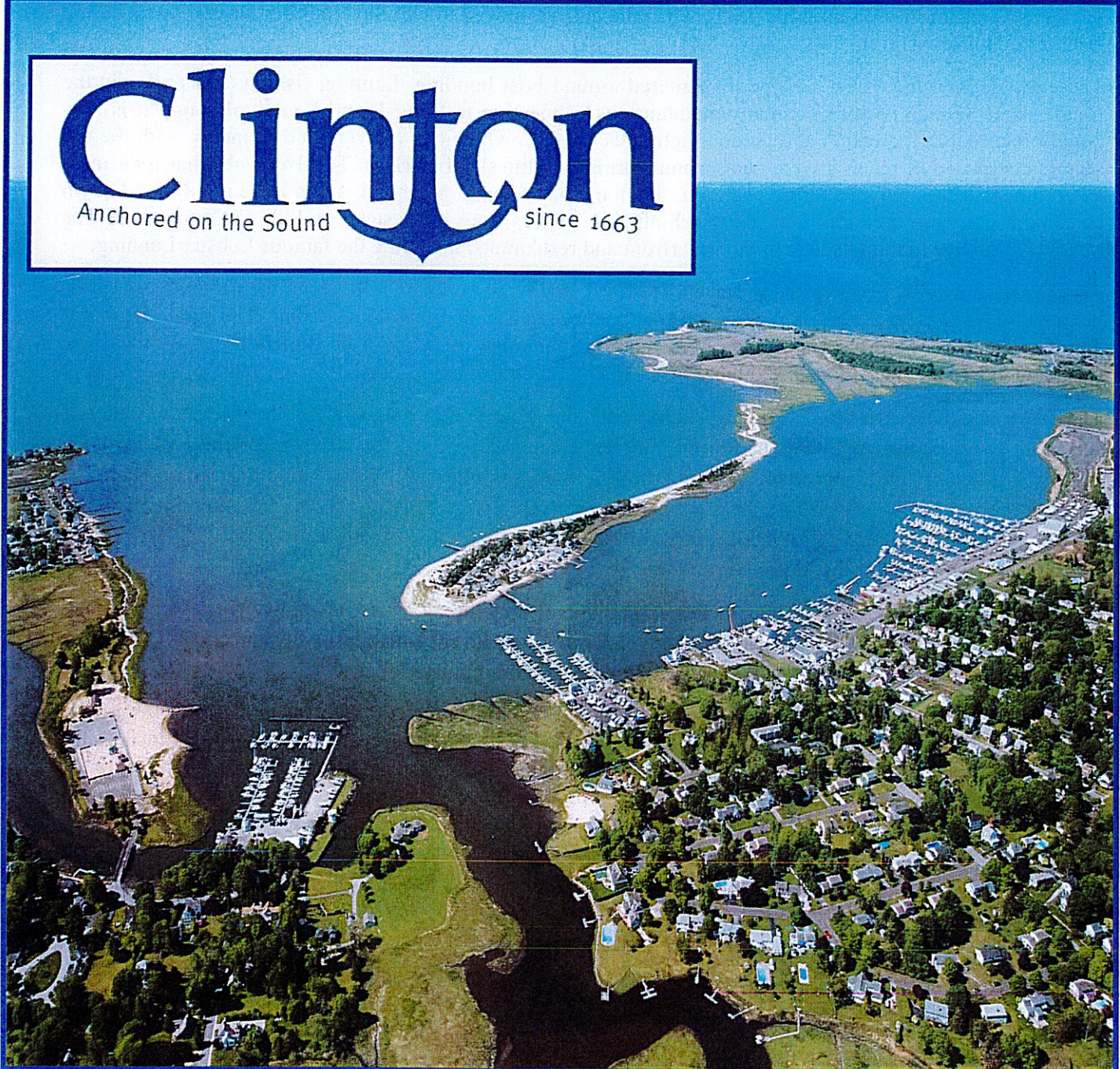


Photo courtesy of Tom Walsh, Shoreline Aerial Photography



# COMMUNITY PROFILE

Clinton, Connecticut is a town of about 13,300 population, along the coast halfway between New York City and Boston. Clinton has a quaint, small-town feel, with many historical districts listed with the National Register of Historical Places, and its shoreline has beaches, marinas and a harbor that is part of Long Island Sound. Clinton was settled in 1663 as Homanascuit Plantation and together, with what is now the town of Killingworth, became known as Kenilworth in 1667 and later, Killingworth in 1838. Clinton separated from Killingworth in 1838 and was named Clinton in honor of Governor Dewitt Clinton of New York, who was instrumental in the creation of the Erie Canal which provided trade opportunities for eastern merchants, industrialists, and farmers. When Yale College was chartered in 1701 the first classes were taught in Clinton by the Rev. Abraham Pierson until his death, when the college moved to Old Saybrook for several years before it relocated to New Haven.

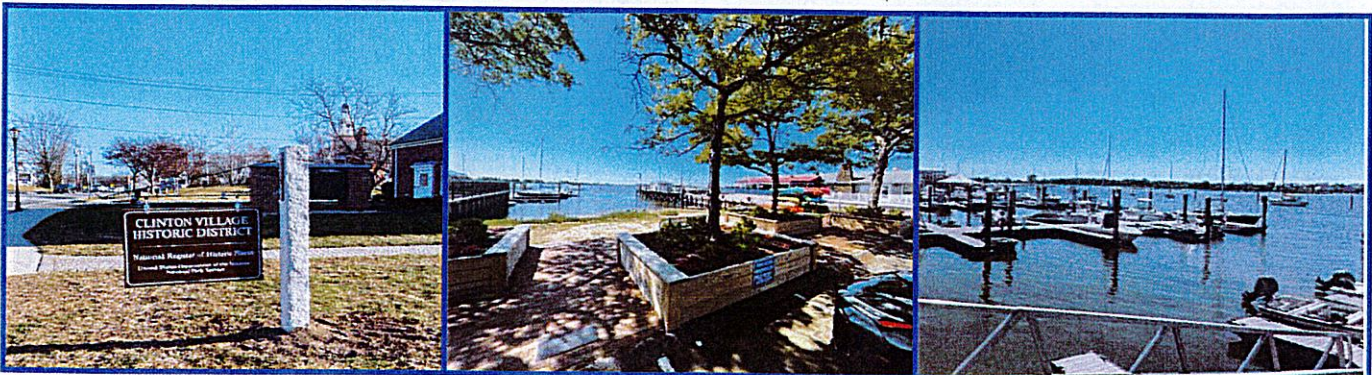
The early days of the Town's economy centered around boat building, farming, fishing, and trade via the Long Island Sound. Today's economy maintains its connection to Long Island Sound, although it is now largely focused on recreation and outdoor activities. The Town enjoys a diversified economy with the top sectors comprised of retail, government, manufacturing, utilities and marinas. The Town also has a business environment with a manufacturing coalition, the home of Chamard Vineyard, and a large retail mall known as Clinton Crossing Premium Outlets, which attracts visitors from other states and all of Connecticut. The Town is attractive to tourists, due to the waterfront and restaurants, including the famous Lobster Landing.

The Town offers easy access to New Haven, Hartford, and New London/Groton, and their tourist attractions including Mystic Seaport, Essex Valley Railroad, Mohegan Sun & Foxwoods Casino, The Kate (Hepburn) Theater, Chamard Vineyard (farm, winery & Bistro), Submarine Museum, Yale Repertory Theatre, Gillette Castle, Goodspeed Opera House, and the Chester-Hadlyme Ferry.

The Town of Clinton can be accessed by Interstate 95 and State Road Route 1 and State Route 81. Clinton is served by two area airports including the Tweed New Haven Airport and the Hartford Bradley International Airport. Clinton has easily accessible commuter rail service from their new train station near Town Hall. The train station services the CT Shoreline East Commuter Rail Service to New Haven, New London, and Old Saybrook, with connections to Amtrak routes to New York City, Boston, and Providence. In New Haven commuters have access to the Metro North line.

The region is well served by nearby colleges and universities including Yale University, Wesleyan University, United State Coast Guard Academy, the University of New Haven, University of Connecticut, Quinnipiac University, Gateway Community College, , and Middlesex Community College.

Recreation and leisure amenities are plentiful throughout Clinton, supported by a strong Parks & Recreation Department and property maintenance performed by the Public Works Department. Amenities include the Town Beach, Town Harbor and Marina, the Indian River and Ethel Peters sports complexes, and the Clinton Greenway and Blue Way for hiking and paddling. Community events such as Clinton Community Day, Summerfest, and the Memorial Day parade are attended by thousands of people from the town.





# GOVERNMENT DESCRIPTION

The Town of Clinton has a Council-Manager form of government which was established in November 2019 when the Town transitioned from a Board of Selectman form of governance. The seven-member Town Council is elected for staggered 4-year terms at-large. No more than 4 members of the Town Council may be from the same political party, to ensure minority representation. The Chairman of the Council is chosen by the Council Members.

The Town Council provides the oversight and leadership required to guide the direction of the Town and to ensure the optimal delivery of services to residents in the most cost-effective manner. The Town Manager is charged with the implementation of the Town Council policies. The Council sets broad policies for departments, boards, and commissions by enacting ordinances and approving the Town's annual municipal budget. Budget recommendations are proposed by the Town Manager for Town Council consideration. The Town Council sets priorities for service delivery as part of their annual adoption of the budget. The Town budget is finalized through a positive budget referendum voted on by the Town citizens.

The Town Budget includes a municipal and a Board of Education budget per State regulations. The elected Board of Education determines the school policies and operating priorities with the School's Superintendent. The Town Council may only approve the total amount of funding provided for the Schools, not the specific line items.

The Town Council will hire a Town Manager to serve as the Chief Executive Officer. The Town Council ratifies all recommendations from the Town Manager for staff appointments, with the exception of the Police Chief, Library Director, and Parks & Recreation Director, who are recommended by their Board or Commission.

## Facts and Figures for the Town of Clinton

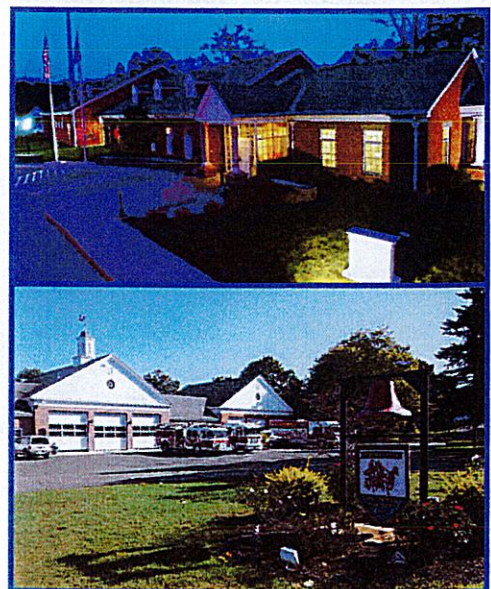
- Population—13, 283
- Land Area—16 square miles
- Number of Households—5,406
- Median Age—48
- Median Household Income—\$98,836
- Median House Price—\$290,000
- Median Rental Rate—\$1,300
- Citizens with Bachelors Degrees —22%
- Citizens with Masters or Higher—18%
- Clinton School District Enrollment—1,497 housed in Elementary PreK-4, Middle School 5-8 and High School. 9-12
- Clinton School 4 year Graduate Rate—92%
- Enrollment in Public Schools—91%
- Grade 8 Math above Goal—60%
- Grade 8 English above Goal —57.8%
- Self-Employed Rate—11.9%
- Total Employers—472 (includes schools)
- Electric—Eversource Energy
- Gas—Southern Ct Gas Company
- Water—CT Water Company or Wells
- Cable Provider—Comcast Clinton
- Bond Rating upgraded to Aa2 in 2022
- FY 23-24 Budget - \$62,148,955 = \$38,772,877 for Education including debt & capital + \$23,376,078 for Town operations





# TOWN DEPARTMENTS

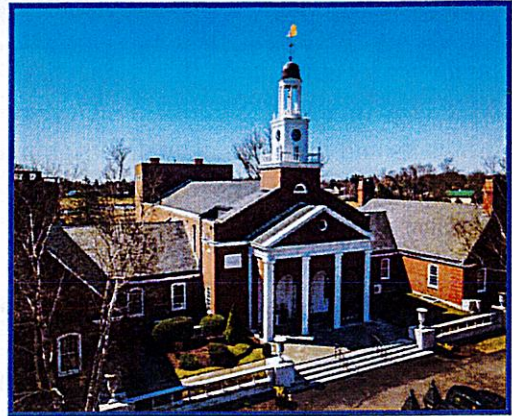
- ⇒ The Police Department has 27 sworn officers divided into Operations, Administration, and Investigations. They have a community policing philosophy with community outreach and engagement programs. The emergency communications reside in the police department providing 911 calls for police, fire, and EMS. The Police Chief is appointed by a 5 member elected Police Commission.
- ⇒ The Fire Department is a volunteer service, and the Fire Chief is elected by members of the department. Currently there are approximately 70 active volunteer members providing fire suppression and rescue, water rescues and emergency medical services. Paramedic services are provided by Middlesex Hospital.
- ⇒ The Emergency Communication Center (EMC) is currently being updated. The Emergency Management Director is a separate position from Police and Fire and is currently overseeing the EMC updates.
- ⇒ Fire Marshal services are provided by a part-time employee. The Fire Marshall performs all required inspections and investigation of fires, fire prevention education and reviews all building/development plans.
- ⇒ The Parks & Recreation Director is appointed by the Town Manager on the Parks & Recreation Commission's recommendation. The Department manages the town beach, two sports complexes with various fields, a walking trail, running track, dog park, and skate park.
- ⇒ The Public Works Department maintains all Town facilities and grounds, school grounds, parks, the marina and town beach. Responsibilities also include the maintenance and repair of 80 miles of road, 12 miles of sidewalks, 12 Town buildings, and two sports complexes.
- ⇒ The Finance Department maintains responsibility for sound fiscal management of the Town's assets. Service responsibilities include accounting, auditing, payroll, employee benefits, workers compensation, cash management, and accounts receivable and payable.
- ⇒ The Tax Collector Office is staffed by a Tax Collector, an Assistant Tax Collector (certified) and one part-time staff. Tax abatement requests are administered by the Office.
- ⇒ The Assessor's Office is staffed by an Assessor, Assistant Assessor (certified) and a Clerk. In addition to assessments of taxable property, the Office is responsible for administering exemptions for elderly, disabled and veterans. Grand List 2024 total - \$1,739,727,330. The next 5-year valuation update is 2025.
- ⇒ The Town Clerk is supported by a certified Assistant Town Clerk. Town Clerk responsibilities include maintaining all records and providing minutes for special meeting of the Town. The Town Clerk also oversees elections, land records, birth and death certificates, and issuance of various Town licenses.
- ⇒ The Building Official inspects all building projects at various stages, reviews all building plans, and provides a certificate of occupancy when the permitted work is completed. The Building Official is supported by an Administrative Assistant who uses an online permitting system to maintain records and manage fees collected.
- ⇒ The Town Planner is responsible for land use issues and is supported by two Clerical Assistants and a Zoning Enforcement Officer/Wetlands Enforcement Agent. The department supports the Planning & Zoning Commission, Wetlands Commission, Conservation Commission, and Zoning Board of Appeals with professional support. The Town Plan of Conservation and Development is scheduled for a 10-year update in 2025.
- ⇒ The Town belongs to the Connecticut River Health District that functions as the Town's regional health department.
- ⇒ The Town Marina provides approximately 58 rental boat slips available seasonally. A Dock Master is responsible for oversight of all marina operations.
- ⇒ The Technology Manager is responsible for the purchase and repair of Town computers, copiers, and related supplies. The Town technology network is managed by the Schools through a Memo of Understanding.





# TOWN DEPARTMENTS (Continued)

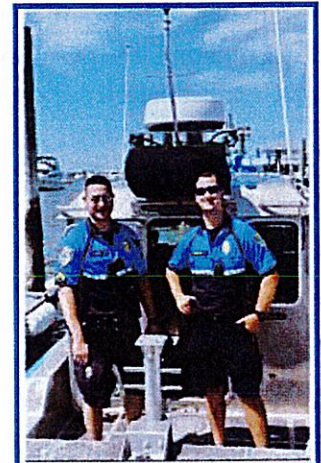
- ⇒ Library – Director appointed by Library Board – Non-profit Library funded by the Town (approximately 75%), trust funds and fundraising. Staffing is comprised of 5 MLS Librarians and part-time staff.
- ⇒ The Senior Coordinator manages programs for the Town's senior populations offering programs throughout the Town, organizing various trips and outdoor activities.
- ⇒ The Human Services Department provides clinical, prevention and social services to the community, focusing on those with special and supportive needs.
- ⇒ The Town Manager's office Executive Assistant serves as the Town Council Clerk taking minutes as well as supporting the Town Manager.



## Town Manager Responsibilities Summary

The Town Manager shall serve full-time and shall be the Chief Executive and Administrative Officer of the Town. The Town Manager shall have the powers, duties and responsibilities conferred upon that Office by the General Statutes, as amended and by the Charter. (Contact Consultant for copy of Charter)

- ◇ Shall be directly responsible to the Town Council for the administration of all departments, agencies and offices and in charge of persons or boards appointed by the Town Manager and shall supervise the same.
- ◇ Shall see that all policies set by the Town Council along with the laws and ordinances governing the Town are faithfully executed.
- ◇ Shall fully advise the Town Council of the financial condition of the Town, and prepare appropriate reports.
- ◇ Shall prepare and submit to the Town Council an annual budget for approval.
- ◇ May contract for services and use of facilities with other governments, and may join with other Towns to provide or obtain services or the use of facilities by means of inter-local agreements.
- ◇ May enter into grant agreements, accept funds disbursed under said grant agreements.
- ◇ Shall contract for all services and purchases of supplies, equipment/ commodities required by the Town.
- ◇ Shall serve as personnel director for the town by setting personnel policies and manage the recruitment and dismissal of Town employees.
- ◇ Shall be responsible for the continued review of current and future needs of the Town. Makes recommendations to the Town Council concerning the affairs of the Town. Makes recommendations for improving the organization and staffing of Town Departments.
- ◇ Assist the Town Council to develop long term goals including economic development for the Town and strategies to implement such goals.





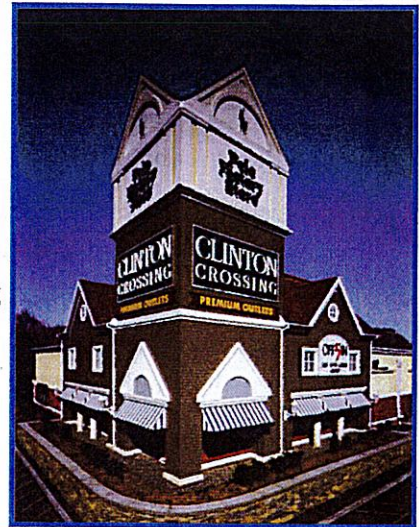
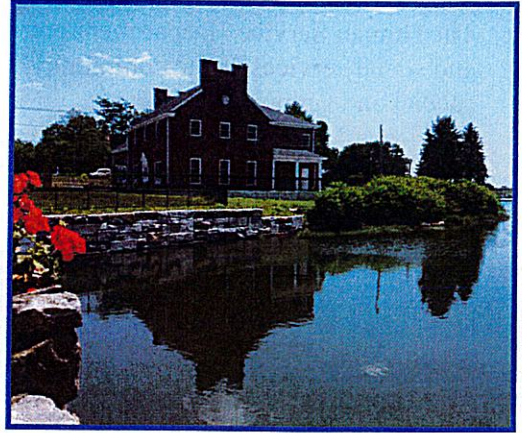
# ECONOMIC DEVELOPMENT

The town's location along the Connecticut shoreline, coupled with its proactive approach to fostering economic growth, a strong Economic Development Commission, and hiring a town planner continues to attract businesses and investors. The diverse range of industries, from retail to manufacturing, has further diversified the town's economic landscape, promoting resilience and stability. As Clinton continues to thrive, here is a summary of some active projects in town:

- ♦ **Redevelopment of the Former Pierson School:** The Town recently selected a preferred developer to redevelop the former Pierson School into 49 apartments with a focus on providing affordable housing for seniors. The project involves the provision of community space for senior programming and retention of existing public park amenities along Route 1. Negotiations and final Town approvals for the sale and development plans will require the Town Manager's attention.
- ♦ **Indian River Shops:** This property is under ongoing redevelopment and includes additional sites for commercial and hotel development. Tax abatement and transfer of interest in park amenity issues are pending.
- ♦ **Redevelopment of the Former Unilever Property:** The project involves a mixed-use redevelopment of a former industrial site. The current construction phase includes construction of 47 apartments adjacent to the Clinton Train Station. Additional project phasing may include potential housing and development of the arts deco building. Continued development The redevelopment will entail discussion with regional agencies and the Connecticut Department of Transportation.
- ♦ **151 East Main Street:** Site work has begun for 32 new residential units.
- ♦ **24-26 West Main Street:** Demolition permitting underway to redevelop existing property into six residential units (two affordable units), office space, and a café. Adjacent work on Town-owned property including removal of septic encroachments and landscaping will require Town coordination.
- ♦ **Lobster Landing Elevation:** This iconic Clinton destination has received the necessary land use and Connecticut Department of Energy and Environmental Protection (CT DEEP) approvals to elevate the existing structure over water. Work which was originally scheduled for this winter will be deferred until a later date. A license agreement between the Town and property owners for use of Town property during construction is pending.
- ♦ **88 West Main Street -** Former Bank of America building to be developed in a mixed-use property with a ground level restaurant and two apartments above.

## Initiative discussions:

- ♦ **Downtown:** The Town Council has established a subcommittee to implement a common vision for the Downtown which includes addressing appropriate planning and zoning regulations.
- ♦ **Regional Coastal Resiliency Plan:** Regional partnership to evaluate coastal resiliency issues and develop prioritized recommendations for mitigation and adaptation strategies.



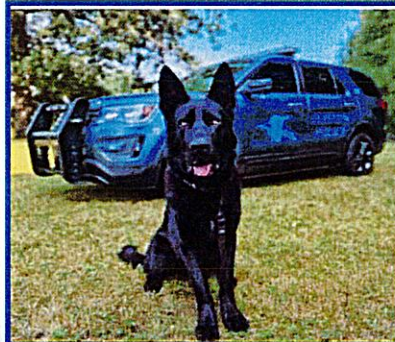


# CHARACTERISTICS OF THE IDEAL CANDIDATE

The Town of Clinton is interested in responses from individuals with considerable knowledge of municipal operations who demonstrate a commitment to the delivery of high-quality public service to our citizens. Working in partnership with the Town Council, Town staff, State and local officials, the Town Manager will ensure effective, efficient service delivery for the community. The Town Manager must have demonstrated skill in public budgeting with the ability to develop fiscally sound operating and capital budget proposals which maintain the fiscal strength of the Town. Similarly, experience in the recruitment, development and retention of staff is essential. The Town of Clinton recognizes five labor unions. The Town Manager is expected to actively participate in labor negotiations to yield a satisfactory and sustainable outcome for employees and the Town. Prior experience in the successful negotiation of labor agreements is valued.

Continued economic growth is important to the long-term fiscal health of the Town. The Town Manager must be capable of playing an active role in the identification, negotiation, and implementation of economic development projects. The Town Manager will be expected to improve Town infrastructure through grants and other financial methods to promote economic development and redevelopment. The Town Manager should be capable of developing public/private partnerships that expand the Town's economic base and bring new opportunities to the Town. Strategic and innovative approaches to expanding economic opportunities is desired.

The Town Manager should have excellent interpersonal skills, communicate easily with the Town Council, staff, residents, and work to promote a positive image of the Town. The Town Manager should have a collaborative working style while drawing on the talents of Town staff to ensure successful project outcomes. The Town Manager must be a leader who collaborates with regional entities and state agencies to champion Town efforts. The Town Manager must be considerate of diverse opinions, an "out of the box" thinker, as well as an individual who is organized, ethical and committed to public service and mentoring Town staff.



## Qualifications:

- Must hold a Master's degree in Public Administration, Business Administration or related field.
- 5 –10 years management experience in municipal government or an equivalent of experience, knowledge, and education.
- International City/County Management Association (ICMA) Credentialed Manager preferred;

### Knowledge, skills and abilities should include:

- Good communications skills, economic development skills, labor relations knowledge, human resources experience, finance and budgeting experience,
- Ability to find, secure, and implement grants, excellent project management skills, knowledge of purchasing and contracting services,
- Public relations and public speaking skills, and technology knowledge to improve services.



# OPPORTUNITIES AND CHALLENGES

As the Town continues to grow, the Town Manager will be presented with several interesting professional opportunities to contribute to the future success of the community. In addition to proactively managing the operations of the Town, the Town Manager will play a key role in supporting efforts in economic development, land use and infrastructure planning, critical service delivery, and public policies.

## **Town Governance**

The Town Manager is expected to continue to develop operational and administrative policies that reflect the Town's adoption of the Council-Manager form of government. This will entail ensuring departmental policies are aligned with and supportive of Council policies and implementing administrative policies to address department's needs.

## **Planning and Infrastructure**

The existence of quality infrastructure to support the Town's long-term growth is vital and the Town Manager will be expected to work successfully to manage issues of wastewater treatment capacity, fire service delivery, and land use policies that support expansion of commercial development. The Town's wastewater treatment options are currently constrained. Working within the State's regulatory framework, the Town Manager will explore alternatives for expansion that are both economically and environmentally viable. Future provision of effective Fire service in the Town will likely require moving Fire Headquarters. The Town Manager will be expected to assess the service needs of the Department and propose a viable strategy for maintaining this critical service.

## **Economic Development**

Multiple economic development opportunities exist for the Town. Some of these development projects are underway while others will require the work of the Town Manager to carry out these projects. The Town benefits from the existing commuter rail service and easy access to the surrounding metropolitan areas. Transit oriented development that brings both commercial and housing opportunities is of high priority. Similarly, efforts to support and revitalize the downtown area with shops, restaurants, and other attractive amenities is a desire of the Town. The Town has access to the nearby harbor and Long Island Sound which in recent years has prompted an influx of new residents to the Town. Developing a strategic approach to optimize the economic benefit of this beautiful and significant asset while ensuring it remains environmentally resilient will be a work objective for the new Town Manager. Implementing the recommendations of the Coastal Resiliency Plan will be a work objective for the Town Manager.

## **Quality of Life**

The Town Manager working closely with the Town Council will review and recommend public policies that impact on the quality of life for residents. These policies will relate to the services delivered to its residents. Providing the Town Council with policy choices that align actions with the goals and objectives as defined by the Town's Strategic Plan will be the work of the Town Manager.





Photo courtesy of Tom Walsh,  
Shoreline Aerial Photography



## Compensation and Application Process

The Town of Clinton offers a competitive salary commensurate with qualifications and experience. The Town provides a generous benefits package which includes health, dental, life insurance, paid vacation, and sick leave. Additionally, the Town provides a defined contributions retirement plan. Negotiable items include car allowance, relocation expenses, and amount of employer contribution to retirement plan.

Residency is not required.

*Clinton is an AA/EOE Employer*

If you are interested in this opportunity, or need additional information, please contact Ms. Frank at the address below. To apply now please submit your cover letter and resume to Ms. Frank. The position will remain open until filled; first screening date is March 15, 2024.

Top candidates will be asked to complete a questionnaire, so early resumes will be reviewed first.



More information is available on the following web-sites:

<https://clintonct.org/>

<https://www.crahd.info/Health District>

<https://www.clintonpublic.net/Schools>

<https://www.clintonct.com/Chamber>

<https://www.facebook.com/p/Town-of-Clinton-Connecticut-100066599665200/>

Ms. Randi Frank

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[www.randifrank.com](http://www.randifrank.com)



Berlin Town Council Chambers is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://berlinc-t-gov.zoom.us/j/84197293085?pwd=uaLasygDJMqCspmLNloqyCEDnST8pg.1>

Meeting ID: 841 9729 3085

Passcode: 266234

+1-305-224-1968

**TOWN OF BERLIN  
TOWN COUNCIL MEETING  
Tuesday, June 4, 2024  
Town Council Chambers (in person)  
Remote Meeting  
7:00 P.M.**

**A. CALL TO ORDER:**

Mayor Kaczynski called the Town Council meeting to order at 7:17 p.m. due to technical issues.

**B. PLEDGE OF ALLEGIANCE**

**C. ROLL CALL:**

Those in attendance were:

Councilor Kate Atkinson  
Councilor Sandra Coppola  
Mayor Mark Kaczynski  
Councilor Charles Paonessa  
Councilor Mark Pruzin  
Councilor Peter Rosso – *via Zoom*  
Councilor Donna Veach

Also in attendance:

Town Manager Arosha Jayawickrema  
Corporation Counsel Jeffrey Donofrio

**D. AUDIENCE OF CITIZENS:**

***Gale Lemieux, 102 Wildermere Road*** – Ms. Lemieux, a member of the Timberlin Golf Course Commission, stated that the Commission was planning a 50<sup>th</sup> anniversary celebration of the course in 2020 but due to Covid it was cancelled. There were a number of sponsors of that event and their contributions were used to purchase and erect a clock behind the first tee. A dedication ceremony will be held on Friday June 14<sup>th</sup> at 8:15 and all are welcome to attend.

***Donna Bovee, 85 Steepleview Drive*** – Ms. Bovee, Chair of the Parks and Recreation Commission, stated that both she and Barbara Gombotz, Chair of the Commission for the Aging, worked diligently with Brian Humes of Jacunski Humes Architecture to create the Space Needs Assessment for the Community/Senior Center with the overall goal of reducing the size of the proposed center

per the Town Council's directive. Ms. Bovee thanked Jennifer Ochoa, Debbie Dennis, and Tina Doyle for their assistance working on this project. Mr. Humes will present their findings this evening.

Ms. Bovee added that a YMCA cannot replace the need for a Senior Center or Community Center and added that a pool and gym are essential for the space. Ms. Bovee stated that the project needs to move forward.

**Brian Benigni, Superintendent of Berlin Public Schools** – Mr. Benigni stated that the Board of Education met last night and discussed what the potential cuts would be and added that with the funds that were added back in with the increase from 2.75% to 3.0% the Effective Schools Solution program will be put back in and they would like to put the middle school sports program back in at a cost of \$125,000 and he appeals to the Town Council to look at the budget again to see if those funds can be added back in. Mr. Benigni added that over 60% of students at the middle school compete in school sports.

**Jen Jurgen, 561 Percival Avenue** – Ms. Jurgen stated that although she is a Board of Education (BOE) member she is speaking tonight as a parent. She supports fully funding the BOE and at the 3% increase there is still a \$600,000 shortfall in meeting contractual obligations so if the budget can't be funded to that point the town will struggle over time to maintain the high-quality education and programming which not only attracts residents to Berlin but teachers to the school system.

The State is at a critical juncture with the teacher shortage right now, so Berlin needs to remain desirable to hire and retain strong educators. Ms. Jurgen asks that the Town Council reject the current budget and have a joint meeting with the Board of Finance.

**Cornel Boudria, 115 Skinner Road** – Mr. Boudria stated that he agrees with everything Ms. Jurgen said and added that the budget in front of the Council tonight is the same budget that was before them a month ago and approved. We would not be in this position tonight if it had been increased by the Board of Finance. The schools need more money including \$125,000 for middle school sports and \$150,000 for mental health services. Adding back the full \$610,000 will allow the schools to meet contractual obligations, retain staff and all necessary core programs. Mr. Boudria asked the Town Council to reject the budget and go to a joint meeting.

**Sarah Kowalczyk, 962 Chamberlain Highway** – Ms. Kowalczyk stated high school students on the school's swim team and divers must be bussed out of town for practice and swim meets wasting valuable study time and costing the Town money for that bussing. A local pool may also draw in more swimmers and the opportunity to host meets. Ms. Kowalczyk added that so many area towns do have pools so why doesn't Berlin.

Regarding the Board of Education budget, she believes it requires adequate funding.

**Imelda Mongillo, 86 Devonshire Way** – Ms. Mongillo stated that she understands that the Charter provides for budget referendums, but she would like to know why the Board of Finance is not paying attention to what the voters are saying. It is disheartening that every year we are in the same situation, and she questions where the value is in the education system and why the education budget

isn't getting the funds it deserves. Ms. Mongillo asked the Town Council to reject the budget and go to a joint meeting.

**Vanessa Danna, 250 West Lane** – Ms. Danna stated that as a community member she does not feel her vote is being heard and she asked the Town Council to reject the budget and go to a joint meeting.

**Peter Zarabozo, 158 Ellwood Road** – Mr. Zarabozo stated that although he is a Board of Education member he is speaking on his own behalf. The decision to make cuts within the BOE budget is not something that is easy to do. Getting to the 3% increase has allowed the BOE to add back the Effective Schools Solution program and he asks the Town Council to reject the budget and go to a joint meeting to at least get to the 3.2% so middle school sports can be added back in.

**E. MAYOR'S UPDATE:**

Councilor Coppola stated that today is the 80<sup>th</sup> anniversary of D-Day and she wished to recognize the lives lost to ensure freedoms throughout the world.

Councilor Coppola also stated that she wanted to recognize the life of State Trooper Aaron Pelletier of Southington who was killed in the line of duty. A moment of silence was held for Trooper Pelletier.

Mayor Kaczynski stated that June is Pride month and read the following proclamation.

**PROCLAMATION**

WHEREAS, the Town of Berlin recognizes that June is celebrated nationwide as LGBTQ Pride Month and that our great nation was founded on the principal of equal rights for all; and

WHEREAS, as a community, Berlin is inclusive and strives for diversity; and

WHEREAS, we welcome all people and believe everyone should be able to live without fear of prejudice, discrimination, violence, or hatred based on gender identity or sexual orientation.

WHEREAS, the Town of Berlin does hereby proclaim June 2024 as Pride Month to honor and celebrate our LGBTQ citizens. Let us as a community continue to build a culture of inclusiveness and acceptance for all.

NOW, THEREFORE, BE IT RESOLVED, that I, Mark H. Kaczynski, Mayor of the Town of Berlin, Connecticut do officially recognize June 2024 as LGBTQ Pride Month.

Dated this 3rd day of June 2024 at Berlin, Connecticut.

Mark H. Kaczynski, Mayor

**F. MEETING AGENDA – Immediately Following the Mayor's Update**



**G. CONSENT AGENDA:**

1. Topic re: Accept donations to the Berlin Animal Control Donation Account for \$ 125.00 and supplies valued at \$ 263.52. - Animal Control
2. Topic re: Authorize the Town Manager to approve the request of the Berlin Lions Club to waive the \$60. Building Permit Fee for the temporary tent at the Wine Tasting Event on May 18, 2024. – Building Department
3. Topic re: Transfer \$397,390.16, as detailed on the accompanying spreadsheet to be attached to the minutes, to cover year-end transfers in identified accounts. - Finance
4. Topic re: Approve waiving the Police fees in the estimated amount of \$2,416.47 for St. Paul Parish summer concert that will take place on ~~Friday~~ Thursday July 18, 2024. – Police Department
5. Topic re: Accept the donations of \$3,597 and appropriate the funds to the Police Cadet Program Expenditure Account. – Police Department
6. Topic re: Accept the donations of \$1,300 and appropriate the funds to the Police K9 Program Expenditure Account. – Police Department

Councilor Paonessa moved to approve the Consent Agenda as presented.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

**H. PUBLIC HEARING:**

**NOTICE IS HEREBY GIVEN** that the Town of Berlin will conduct a public hearing on Tuesday, June 4, 2024 at 7:00 p.m. to discuss the 2024 Connecticut Neighborhood Assistance Act (NAA) Tax Credit Program and to solicit citizen input. The meeting can also be accessed via Zoom. Please refer to the Town of Berlin Website at [www.berlincnct.gov](http://www.berlincnct.gov) for more information regarding the meeting link.

The Connecticut Neighborhood Assistance Act Tax Credit Program provides a tax credit to business firms that make cash investments in qualifying community programs conducted by tax exempt or municipal agencies. The community programs must be approved by both the municipality in which the programs are conducted and by the Department of Revenue Services (DRS). A tax credit equal to 100% of the cash invested is available to business firms that invest in energy conservation projects. Tax exempt entities desiring to obtain benefits under the NAA must complete an application and submit it to the municipal agency overseeing the implementation of the proposal. The overseeing municipal agency then completes their portion of the application and

**submits it to DRS on or before July 1 of each year. Prior to submitting the application to DRS, each municipality must hold a public hearing on all program applications. The governing body of the municipality must vote to approve the programs.**

**This year, there were two proposals submitted from the Prudence Crandall Center, one from CCARC, Inc., and one from the Community Outreach & Optimum Performance (Co-Op). The Prudence Crandall Center provides a comprehensive array of services to victims of domestic violence to Berlin residents, schools, and community groups. CCARC, Inc. provides services for people with intellectual and developmental disabilities through a continuum of services and the Community Outreach & Optimum Performance (Co-Op) provides students, sport and non-sport, chances to advance socially, emotionally, and physically through various sports programs as well as literacy, self-advocacy, and mental skills training. All three groups service the Berlin community and surrounding towns and wish to submit proposals for the 2024 Connecticut Neighborhood Assistance Act (NAA) Tax Credit Program.**

**The public hearing will also give citizens an opportunity to make their comments known on the proposed project. If you are unable to participate in the public hearing, you may direct written comments to Arosha Jayawickrema, Town Manager, 240 Kensington Road, Berlin, CT 06037, or you may telephone 860-828-7003. Additional information may be obtained at the above address between the hours of 8:30 a.m. to 4:30 p.m. Monday through Wednesday, 8:30 a.m. to 7:00 p.m. Thursday and 8:30 a.m. to 1:00 p.m. Friday.**

**All are encouraged to participate. The hearing is accessible to the handicapped. Any disabled persons requiring special assistance or non-English speaking persons should contact Jen Ochoa, ADA Coordinator, at 860-828-7010 at least five days prior to the hearing.**

**The Town of Berlin promotes fair housing and makes all programs available to low- and moderate-income families regardless of age, race, color, religion, sex, national origin, sexual preference, marital status, or handicap.**

### **Equal Opportunity/Affirmative Action**

Mayor Kaczynski convened the Public Hearing on the 2024 Connecticut Neighborhood Assistance Act (NAA) Tax Credit Program at 7:58 p.m. and stated the purpose of this public hearing by reading a portion of the legal notice into the record and stating that the entire legal notice would be a part of the minutes.

No public comments were made.

No Councilor comments were made.

Mayor Kaczynski closed the Public Hearing at 8:01 p.m.

**I. NEW BUSINESS:**

Councilor Paonessa moved to move agenda item #4 to item #1a on the agenda.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

**1a. Topic re: Discussion and possible action concerning the budgets. – Town Clerk**

Mayor Kaczynski began the budget discussion by stating that the Town of Berlin takes funding schools very seriously and has the highest per pupil spending in the area and last year the Board of Education's (BOE) 3.6% increase is the highest increase in about 15 years. Test scores are up, there are tremendous programs offered, and the school system was praised by U.S. Secretary of Education Miguel Cardona.

Councilor Pruzin stated that he believes the Town Council should go to a joint meeting with the Board of Finance (BOF) adding that we need to look at what needs to be done to move forward and support the programs that are set to be cut.

Councilor Atkinson stated that she would vote to reject the budget as she has in the past. When voters are not listened to, they feel disenfranchised and when cuts have to be made to programs, staff, and teachers eventually there will be diminishing returns. Councilor Atkinson added that she will ask for the \$125,000 to be put back into the budget for middle school sports and more.

Councilor Rosso stated that he agrees with Councilors Pruzin and Atkinson adding that he will vote to reject the budget and go to a joint meeting with the BOF.

Councilor Paonessa stated that he will vote to reject the budget and go to a joint meeting with the BOF adding that the State and Federal government is requiring schools to provide things to students that used to be provided by their families and the cost of that falls on the taxpayers.

Councilor Veach stated that she will also reject the budget as presented adding that the number of voters that show up to vote is discouraging. Councilor Veach stated that having sports and extracurricular activities make a whole person and are important for students and she will support putting the money for sports back into the budget.

Councilor Coppola stated that she is in favor of going to the joint meeting with the BOF and agrees that sports are integral to education and makes a well-rounded adult. It is unfortunate that the State mandates programs and then pulls the funding on them and it would be important for residents to go to the State and request proper funding for programs.

Mayor Kaczynski also agreed that sports are important to our children. The Town budget also needs to be addressed as its' budget is the one that takes a hit every year, yet the Town still needs to provide services to residents. It is a difficult balancing act.



Corporation Counsel Donofrio stated that the budget is in fact one budget even though there is the Town portion and the BOE portion. Therefore, if the Town Council wants to reject the budget it is one motion to reject the budget.

Corporation Council Paonessa moved to reject the budget and send it to a joint meeting with the Board of Finance.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

The Town Council discussed holding the Joint Town Council/Board of Finance meeting on Monday June 10<sup>th</sup> at 6:00 p.m.

**1. Topic re: Presentation by Brian Humes of Jacunski Humes Architects, LLC regarding the Space Needs Assessment for the Community Senior Center. – Parks and Recreation**

Town Manager Jayawickrema introduce Brian Humes of Jacunski Humes Architects LLC to present the Space Needs Assessment for the Community Senior Center.

Mr. Humes stated that the Space Needs Assessment is an identifying document that determines what the needs would be if Berlin were to go ahead with building a new Community Senior Center (the Center), and in that are the wants and needs of the project. A Space Needs Assessment is the overriding decision maker going forward.

The process involved asking the subcommittee what spaces they needed within the Center and Mr. Humes' job was to determine the square footage needed for those spaces. A square footage of 52,805 on a minimum buildable area of 4.5 acres was his determination. Within the current spaces of the Community Center and the Senior Center Berlin is supporting the needs in about 28,000 square feet.

Space needs include public information, staff and storage needs, food preparation, congregate meals, various activities, meeting areas, and simple medical facilities. The subcommittee is looking to provide these areas in a more efficient and functional way. New things they would like to make available are physical activities such as basketball, pickleball, swimming lessons, water therapy, recreational and competitive swimming.

Options were also examined to determine what the current spaces could be used for if a new facility were to be built. In speaking with the Housing Authority Chair regarding the current Senior Center building he stated that the Housing Authority would be interested in taking over that space.

Berlin-Peck Library staff stated that they would be interested in the space that is currently occupied by the Community Center. Having the adult and children's sections in one open area presents noise challenges and there is currently limited meeting space available. Library staff also stated that they would welcome sharing the space with Social Services.

Regarding the construction of new facility, to develop any better cost information it is always desired to have a plan or elevation but the average Community Senior Center cost throughout the

region is average \$800 per square foot for site development and the building. There are additional project related expenses and contingencies which then brings the average cost to \$1000 per square foot.

Mr. Humes presented an adjacency diagram which the subcommittee used to determine if the items requested as part of the Space Needs Assessment would fit and concluded that it does represent the need going forward.

Councilor Veach thanked Mr. Humes and the subcommittee for their hard work. Councilor Veach inquired about the annual cost to maintain a facility of the proposed size. Mr. Humes stated that he could reach out to some recently built facilities of similar size for that information.

Mayor Kaczynski asked Mr. Humes if he examined the usage of the current facilities. Mr. Humes stated that the Senior Center is on its' last leg. Parks and Recreation Chair Donna Bovee stated that both facilities keep logs of number of visitors and room usage. Ms. Bovee added that having a combined Center provides for space that can be used by seniors during the day and others in the evening.

NO ACTION NEEDED

**2. Topic re: Approve the request by Kerin Heemsoth to move forward with her video proposal for the Berlin Community Center and Senior Center. – Parks and Recreation**

Director of Community, Recreation and Park Services Jen Ochoa stated that Kerin Heemsoth presented a video proposal highlighting the Berlin Community Center and the Berlin Senior Center to both the Parks and Recreation Commission and the Commission for the Aging. Ms. Heemsoth will speak about the proposal this evening. Ms. Ochoa added that both Commissions support the project.

Ms. Heemsoth stated that along with three other residents and in collaboration with the Parks and Recreation Department, Senior Services, and Berlin High School they would like to create one walkthrough video of the Community Center and one walkthrough video of the Senior Center to show residents visually what is available to them at both locations. The intention of the videos is to be informative and factual. Students at the high school would be involved in the audio-visual portion of the project.

Mayor Kaczynski and Councilor Veach stated that the video should first be reviewed by Town Council before placing on the Town website, and waivers should be received from anyone being recorded. Ms. Ochoa stated all that would be done, and she would forward the proposed waiver to Corporation Counsel Donofrio for approval.

Councilor Paonessa moved to approve the request by Kerin Heemsoth to move forward with her video proposal for the Berlin Community Center and Senior Center upon review and approval of Town Council.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

- 3. Topic re: Approve waiving the Town's bidding requirements for New England Uniforms to pay current and future invoices up to \$45,000 for uniforms and equipment using funds as are available in the Police Uniform account for the remainder of this fiscal year since this is in the best interest of the Town. – Police Department**

Town Manager Jayawickrema stated that the purchase of uniforms and equipment for the Police Department will exceed the \$25,000 purchasing threshold and this request is for a bid waiver to purchase from New England Uniforms.

Councilor Paonessa moved to approve waiving the Town's bidding requirements for New England Uniforms to pay current and future invoices up to \$45,000 for uniforms and equipment using funds as are available in the Police Uniform account for the remainder of this fiscal year since this is in the best interest of the Town.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

- 4. Topic re: Discussion and possible action concerning the budgets. – Town Clerk**

See agenda item #1a.

- 5. Topic re: Authorize the Town Manager to retain the services of Pulman & Comley to prepare bond authorization documents for athletic facility improvements, and authorize the Town Manager to schedule and advertise for a Public Hearing to be held Tuesday, June 18, 2024, at 7:00 p.m. on an ordinance entitled "An Ordinance Appropriating \$2,000,000 for Athletic Facility Improvements (2024) and Authorizing the Issue of \$2,000,000 Bonds of the Town to Meet Said Appropriation, and Pending the Issuance thereof, the Making of Temporary Borrowings for such Purpose". – Finance**

Town Manager Jayawickrema stated that agenda items 5, 6, and 7 have to do with requesting Bond Ordinances.

This item pertains to bonding for the replacement of the Biscaglio Field track at Berlin High School, replacing bridges at Timberlin Golf Course, and renovating bunkers at Timberlin due to recent storm damage.

Finance Director Kevin Delaney stated that in the interest of time he would give an overview of bonding as it relates to the capital plan and the budget which will encompass agenda items 5, 6, and 7.

As a reminder this is a request to call the Public Hearing to discuss whether the Town is interested in bonding for these items. As we go through the budgeting process the Town looks at a variety of capital items and methods to fund them. Bonding items are typically larger in size, have longer term value, and it makes more sense to issue a bond and pay that bond over an extended period of time to coincide with the length of benefit of the item. The last time the Town issued bonds was in 2020 as there was a concerted effort to not issue bonds in order to pay down the Town's debt level and the



Town has succeeded considerably with that goal. At the end of this fiscal year the Town will have about \$53 million of outstanding debt compared to \$107 million at the end of fiscal year 2017.

Mr. Delaney continued by stating that it is also in the Town's interest to group like items under a single ordinance as the legal cost of drafting the ordinance with the Town's Bond Counsel has a threshold of \$2.5 million therefore the cost is the same whether it is for \$500,000 or \$2.5 million. It is also cost effective to bond for items that span multiple years so as to not pay to draft ordinances multiple times.

Agenda item #5 refers to athletic facility groupings. There is an athletic facility ordinance still outstanding which was used primarily for work on the restroom facilities at Sage Park and the nearly completed Percival Field renovations. There is a little money remaining on that but not enough to complete other items.

The Grounds Superintendent was approached by the Board of Education regarding the track at the high school which was originally installed in the mid-1990s at a cost of about \$550,000. We are at a point where the track has been resurfaced many times and replacement is due. At the same time there are bridges in need of repair at Timberlin Golf Course for public safety and for the second time in the last decade significant damage was done to the sand traps on the golf course. The Golf Commission, Director of Golf, and others have been evaluating if all the sand traps should remain. The bridges were originally identified to leverage most of grant funding from the State, but in doing so that puts the State under the responsibility of DEEP, the Army Corps of Engineers, and additional hurdles so there is the potential to move the project along faster by bonding.

Agenda item #6 relates to police radio system upgrades. Last year there was a joint Town Council and Board of Finance meeting during which time the Police Chief stated that there were areas in Town where the radio reception did not work leaving officers unable to communicate directly with dispatch. The Police Department has been working actively to evaluate various alternatives including infrastructure improvements for the Town system as well as joining into the State Police system. The Police Department has received pricing for joining the State Police system and the initial estimate was \$1.3 million.

Agenda item #7 relates to the replacement of the Town Hall and Library roofs. The roofs have been patched but are at a point where we are going to see more damage.

Mr. Delaney stated that there continues to be a concerted effort to bring debt down and the proposed debt service would represent a continued reduction in that debt but not at the same pace as the last four years where no bonding has been issued. Bonding for the HVAC systems at Griswold and Hubbard Elementary Schools would be approximately \$4 to \$5 million.

Mr. Delaney added that this bonding is intended to put the Town in a position to utilize debt service if needed. It does not require the use of the debt service or use of the full amount. The figures provided for the roof replacements were obtained from the architect and were confirmed within the past two weeks. Mayor Kaczynski stated that he would like the Public Building Commission to examine the roofs and provide an opinion as he relies on their expertise.

In regard to the Police Radio System Mayor Kaczynski stated that in approximately 2016 \$1 million was spent with the intention that the whole town would be covered, then he found out last year that it

was not. Deputy Police Chief Drew Gallupe stated that that system never addressed blind spots in the town. The project that was done was done well but there was no inclusion in the project to address dead spots. The upgrade was necessary and needed.

Deputy Chief Gallupe stated that the State was contacted to inquire about using State communication towers to eliminate the gaps. The State reviewed the Town's needs and extensive testing was done which showed good signals available in known dead zones. A proposal of \$1.3 million was given to move the Police Radios to the State system. Another benefit of the State system is that the State maintains the infrastructure such as towers, antennas, and equipment. Deputy Chief Gallupe added that the department's current radios will work with the system although a few additional radios will be purchased for new officers and for backup.

Councilor Paonessa moved to authorize the Town Manager to retain the services of Pulman & Comley to prepare bond authorization documents for athletic facility improvements, and authorize the Town Manager to schedule and advertise for a Public Hearing to be held Tuesday, June 18, 2024, at 7:00 p.m. on an ordinance entitled "An Ordinance Appropriating \$2,000,000 for Athletic Facility Improvements (2024) and Authorizing the Issue of \$2,000,000 Bonds of the Town to Meet Said Appropriation, and Pending the Issuance thereof, the Making of Temporary Borrowings for such Purpose".

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

6. **Topic re: Authorize the Town Manager to retain the services of Pullman & Comley to prepare bond authorization documents in the amount of \$1,300,000 for Police Radio System Upgrades, and to authorize the Town Manager to schedule and advertise for a Public Hearing to be held Tuesday, June 18, 2024, at 7:00 p.m. on an ordinance entitled, "AN ORDINANCE APPROPRIATING \$1,300,000 FOR POLICE RADIO SYSTEM UPGRADES (2024) AND AUTHORIZING THE ISSUE OF \$1,300,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION, AND PENDING THE ISSUANCE THEREOF, THE MAKING OF TEMPORARY BORROWING FOR SUCH PURPOSE". – Finance**

See discussion under agenda item #5.

Councilor Paonessa moved to authorize the Town Manager to retain the services of Pullman & Comley to prepare bond authorization documents in the amount of \$1,300,000 for Police Radio System Upgrades, and to authorize the Town Manager to schedule and advertise for a Public Hearing to be held Tuesday, June 18, 2024, at 7:00 p.m. on an ordinance entitled, "AN ORDINANCE APPROPRIATING \$1,300,000 FOR POLICE RADIO SYSTEM UPGRADES (2024) AND AUTHORIZING THE ISSUE OF \$1,300,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION, AND PENDING THE ISSUANCE THEREOF, THE MAKING OF TEMPORARY BORROWING FOR SUCH PURPOSE".

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

7. **Topic re: Authorize the Town Manager to retain the services of Pullman & Comley to prepare bond authorization documents in the amount of \$1,100,000 for Town roof replacements, and to authorize the Town Manager to schedule and advertise for a Public Hearing to be held Tuesday, June 18, 2024, at 7:00 p.m. on an ordinance entitled, "AN ORDINANCE APPROPRIATING \$1,100,000 FOR TOWN ROOF REPLACEMENTS (2024) AND AUTHORIZING THE ISSUE OF \$1,100,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION, AND PENDING THE ISSUANCE THEREOF, THE MAKING OF TEMPORARY BORROWING FOR SUCH PURPOSE". – Finance**

See discussion under item #5.

Councilor Paonessa moved to authorize the Town Manager to retain the services of Pullman & Comley to prepare bond authorization documents in the amount of \$1,100,000 for Town roof replacements, and to authorize the Town Manager to schedule and advertise for a Public Hearing to be held Tuesday, June 18, 2024, at 7:00 p.m. on an ordinance entitled, "AN ORDINANCE APPROPRIATING \$1,100,000 FOR TOWN ROOF REPLACEMENTS (2024) AND AUTHORIZING THE ISSUE OF \$1,100,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION, AND PENDING THE ISSUANCE THEREOF, THE MAKING OF TEMPORARY BORROWING FOR SUCH PURPOSE".

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

8. **Topic re: Approve a transfer from Non-Taxable Election Workers for \$4,400.00 and Supplies for \$3,000.00 to the Elected Personnel for \$6,800.00; Workers Compensation for \$75.00 and Social Security for \$525.00 for a total amount of \$7,400.00 to cover additional hours worked by the Registrars of Voters pending approval by the Board of Finance. - Registrars of Voters**

Registrars of Voters Joan Veley stated that she and Registrar of Voters Christy Miano tracked their work hours per the request of the Town Council. Hours calculated through the end of May showed an overage beyond their normal 20-hour work week of 161 hours per Registrar.

When calculated at the hourly rate of \$36.55 per hour and subtracting from that the \$2500 stipend paid showed a balance due of \$3384.55 per Registrar. The Registrars examined their remaining department budget to determine where funding might be available to cover this additional expense.

Mayor Kaczynski stated that the stipend approved by the Board of Finance was intended to cover their additional hours worked. Councilor Veach reviewed her understanding of the Council's previous discussion with the Registrars on this matter stating that the \$2500 stipend given to each Registrar was for this fiscal year ending June 30<sup>th</sup>. The Registrars were also asked to track their hours worked. Councilor Veach continued stating that a \$10,000 stipend for each Registrar would be for the period beginning July 1<sup>st</sup> and would cover the additional hours to be worked during the Presidential election into the Spring of 2025.

Mayor Kaczynski stated that the additional hours during this fiscal year were going to be covered with the \$2500 stipend and tracking of the hours as no one knew what the year would bring, and it



would help to determine what would happen going forward. Mayor Kaczynski added that other towns of similar sizes are making nowhere near what Berlin's Registrars are.

Town Manager Jayawickrema stated that when this issue first came up the Board of Finance (BOF) requested comparative data from other towns which found most Registrars earned in the low to mid \$20,000s. When reaching out to determine what other towns planned to do regarding the increased hours for early voting most towns did not have a plan. The BOF did not feel they had enough data to decide and suggested waiting until after the November election to get a picture of the whole year. Mayor Kaczynski and Councilor Veach attended that BOF meeting and increased the stipend to \$2,500 this fiscal year.

Board of Finance member Tim Grady stated that the BOF looked at the hours that the State set for early voting and decided to give the Registrars \$10,000 next fiscal year due to the Presidential Election and give them \$2,500 this fiscal year even though the Registrars' salaries were already above those of surrounding towns of a similar size. Mr. Grady stated that if the Town Council wants to send this item back to the BOF they will discuss it again.

Councilor Paonessa moved to approve a transfer from Non-Taxable Election Workers for \$4,400.00 and Supplies for \$3,000.00 to the Elected Personnel for \$6,800.00; Workers Compensation for \$75.00 and Social Security for \$525.00 for a total amount of \$7,400.00 to cover additional hours worked by the Registrars of Voters pending approval by the Board of Finance.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

9. **Topic re: Authorize the Town Manager to accept the Grant Commitment Notification for Mary E. Griswold Elementary School, project # 007-001 HVACN (HVAC Indoor Air Quality Grant Program for Public Schools) in the amount of \$1,243,928.71. Also receive the Griswold HVAC grant into the State & Federal Grants account and appropriated to the State HVAC Grant account in the Griswold HVAC Fund. – Board of Education**

Berlin Public Schools Director of Finance Ashley Dorsey stated that in late 2023 the Board of Education applied for two HVAC grants through the Department of Administrative Services for Griswold and Hubbard Elementary Schools. Grants were awarded for both schools in the amounts of \$1,243,928.71 for Griswold which is a 41.43% return on the total project, and \$1,895,589.46 for Hubbard which is also a 41.43% return on the total project.

This agenda item, along with agenda item #10, is to authorize the Town Manager to accept the Grant an appropriate the funds.

Councilor Paonessa moved to authorize the Town Manager to accept the Grant Commitment Notification for Mary E. Griswold Elementary School, project # 007-001 HVACN (HVAC Indoor Air Quality Grant Program for Public Schools) in the amount of \$1,243,928.71.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

Councilor Paonessa moved to receive the Griswold HVAC grant into the State & Federal Grants account and appropriated to the State HVAC Grant account in the Griswold HVAC Fund.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

- 10. Topic re: Approve the Town Manager to accept the Grant Commitment Notification for Richard D. Hubbard Elementary School, project # 007-002 HVACN (HVAC Indoor Air Quality Grant Program for Public Schools) in the amount of \$1,895,589.46. Also receive the Hubbard HVAC grant into the State & Federal Grants account and appropriated to the State HVAC Grant account in the Hubbard HVAC Fund. – Board of Education**

See discussion under agenda item #9.

Councilor Paonessa moved to approve the Town Manager to accept the Grant Commitment Notification for Richard D. Hubbard Elementary School, project # 007-002 HVACN (HVAC Indoor Air Quality Grant Program for Public Schools) in the amount of \$1,895,589.46.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

Councilor Paonessa moved to receive the Hubbard HVAC grant into the State & Federal Grants account and appropriated to the State HVAC Grant account in the Hubbard HVAC Fund.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

- 11. Topic re: Affirm prior support for proposals from the Prudence Crandall Center, CCARC, Inc., and The Community Outreach & Optimum Performance (Co-Op) for the 2024 Connecticut Neighborhood Assistance Act (NAA) Tax Credit Program. – Town Manager**

Town Manager Jayawickrema stated that this item was the subject of tonight's Public Hearing. This request is to affirm support of the proposals received.

Councilor Paonessa moved to affirm prior support for proposals from the Prudence Crandall Center, CCARC, Inc., and The Community Outreach & Optimum Performance (Co-Op) for the 2024 Connecticut Neighborhood Assistance Act (NAA) Tax Credit Program.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

- 12. Topic re: Discussion and possible action concerning the search for a new Town Manager. – Town Clerk**

Town Manager Jayawickrema stated that three proposals from search firms were received. The first meeting with a firm is scheduled for tomorrow at 4:30 p.m. As Councilor Rosso is unavailable Councilor Pruzin offered to sit in for him.

The date of June 20<sup>th</sup> at 4:30 p.m. is temporarily being held to meet with a second firm. The Town Manager stated that he was not impressed with the third firm as they do not have any Town Manager search experience.

Town Manager Jayawickrema stated that a firm should be in place by the end of June or early July to being the search process, and the Town Council should be prepared to appoint an Interim Town Manager by early July for the purpose of continuity. The search firms are looking at a 120-day timeframe to complete the hiring process.

NO ACTION TAKEN

**J. APPOINTMENTS:**

1. **Cemetery Committee – Vacancy – Alternate** – Replacement term would be until January 31, 2027. Can be filled with a D, R or U.
2. **Conservation Commission – Vacancy – Alternate** – Term would be until January 31, 2026. Can be filled with a D or U.

Councilor Paonessa placed in nomination the name of Brandon Thomas Peate (U) of 336 Alling Street for appointment to the Conservation Commission – Alternate.

Mayor Kaczynski asked if there were any further nominations. There being no further nominations, he declared the nominations closed.

Vote being 7-0 in favor of Brandon Thomas Peate (U) to serve on the Conservation Commission - Alternate. Term ending January 31, 2026.

3. **Constables – 4 Vacancies** – Terms would be until December 2025. Can be filled with R, D or U with no more than a bare majority to be from one political party (Section 8-6).
4. **Housing Authority – Vacancy** (Resident/Commissioner) Term would be until March 31, 2029. Can be filled with a D or U.
5. **Inland Wetlands & Water Courses Commission – Vacancy – Alternate** - Replacement would be until January 31, 2026. Can be filled with a D, R or U.
6. **Inland Wetlands & Water Courses Commission – Vacancy – Alternate** - Replacement would be until January 31, 2026. Can be filled with a D, R or U. (Depending on the above appointment).
7. **Mattabassett District – Vacancy** – Replacement term would be until September 1, 2026. Can be filled with a D, R or U.



8. **Plainville Area Cable Television Advisory Council (PACTAC) – 2 Vacancies** – New terms would be until June 30, 2025. Can be filled with a D, R or U. There are only two members from Berlin for this board.
9. **Public Building Commission – Vacancy** – Replacement term would be until January 31, 2029. Can be filled with a D, R or U.
10. **Veterans' Commission – Vacancy** – Replacement term would be until January 31, 2027. Can be filled with a D, R or U.
11. **VNA – Vacancy** - Replacement term would be until January 31, 2027. Can be filled with a D, R or U.
12. **VNA –Vacancy** - Replacement term would be until January 31, 2027. Can be filled with a D, R or U.
13. **VNA –Vacancy** - Replacement term would be until January 31, 2027. Can be filled with a D, R or U.

**K. TOWN MANAGER'S REPORT:**

None

**L. SPECIAL COMMITTEE REPORTS:**

The Ordinance Committee met this evening at 6:00 p.m. to discuss the noise ordinance and an ordinance on the Timberlin Golf Course budget. Both items will be presented to the Council for review at the next Town Council meeting.

**M. COUNCILORS' COMMUNICATION:**

Councilor Pruzin stated that he had been approached by a resident regarding the lights at Sage Park. Superintendent of Parks and Grounds Steve Wood stated that the contractor was in this week and has replaced 99% of the lights that were out.

**N. ACCEPTANCE OF MINUTES:**

**May 21, 2024**

Councilor Paonessa moved to accept the Town Council Meeting Minutes of May 21, 2024 as presented.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

**O. ADJOURNMENT:**

Councilor Paonessa moved to adjourn at 10:22 p.m.

Seconded by Councilor Veach.

Vote being 7-0 (MOTION CARRIED)

Submitted by,

Kathryn J. Wall  
Clerk of the Meeting