

TOWN OF BERLIN  
REGULAR BOARD OF FINANCE MEETING  
OCTOBER 11, 2022  
John “Doc” McIntosh Conference Room or Remote Option  
7:00 P.M.

<https://berlinct-gov.zoom.us/j/82912952452?pwd=TSStGVGVPR2NzTE9UUKU3L1JpSFdHUT09>

Call-in Option:	1 929 205 6099 United States Toll
Meeting ID:	829 1295 2452
Passcode:	929453

A. CALL TO ORDER

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

D. PUBLIC COMMENTS

E. APPROVAL OF PRIOR MINUTES                      September 13, 2022, Regular Meeting  
September 21, 2022, Special Meeting

F. NEW BUSINESS

1. Move to approve the addition of two (2) full time police officer positions utilizing uncommitted funding in the FY23 Police Department budget, bringing the total head count to 44 sworn officers.
2. Move to authorize the Town Manager to re-establish the Golf Director’s position for Timberlin Golf Course and fill the position no sooner than November 1, 2022.

Move to approve the transfer of \$10,000 from the Pro Share of Cart Revenue account and \$49,040 from the Golf Pro Contractual Services account to the Department Head and related fringe benefit accounts, all in the Golf Course Department, in the General Fund.

3. Move to approve an FY23 non-budgeted appropriation of \$550,000 from the General Fund Unassigned Fund Balance to the Fire Truck account in the Fire Truck Fund for the purchase of a new fire vehicle.

Move to approve an FY23 non-budgeted appropriation of \$250,000 from the General Fund Unassigned Fund Balance to the Percival Soccer Field Improvements account in the Capital Non-Recurring Fund for field renovations.

Move to approve an FY23 non-budgeted appropriation of \$300,000 from the General Fund Unassigned Fund Balance to the Buildings & Renovations account in the Police Station Construction Fund for the development of detailed architectural plans of the police station renovations.

4. Move to approve the appropriation of up to \$394,278 from a DECD supplemental municipal brownfields grant to the Municipal Brownfields Grant account in the 889 Farmington Ave Remediation Fund upon execution of the grant agreement by all parties.
5. Discuss BOE response to Chairman's data request
6. Finance Director update

G. ADJOURNMENT

TOWN OF BERLIN  
REGULAR BOARD OF FINANCE MEETING MINUTES  
SEPTEMBER 13, 2022  
John “Doc” McIntosh Conference Room or Remote Option  
7:00 P.M.

<https://berlinct-gov.zoom.us/j/83409046656?pwd=Z1dtRGFudXJXcDhLZTU5TXdIU3ZXZz09>

Call-in Option: 1 929 205 6099 United States Toll  
Meeting ID: 834 0904 6656  
Passcode: 062740

A. CALL TO ORDER

Chairman Bordonaro called the meeting to order at 7:00 p.m.

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

ATTENDANCE:

Members Present: Sal Bordonaro, Raul Fernandes, Tim Grady, Mark Holmes (joined at 7:01 p.m.), George Millerd, Gerald Paradis

Members Absent: None.

Staff Present:

Kevin Delaney – Finance Director

D. PUBLIC COMMENTS

None.

E. APPROVAL OF PRIOR MINUTES

August 2, 2022, Regular Meeting

Mr. Paradis moved to approve the August 2, 2022 Regular Meeting minutes.

Seconded by Mr. Grady.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Mr. Holmes, Mr. Paradis.

Vote being: 5-0 (MOTION CARRIED)

Mr. Millerd abstained as he was not at the August 2, 2022 Regular Meeting.

F. NEW BUSINESS

1. Discuss FY 2024 budget planning meeting – Chairman

Chairman Bordonaro said he had a meeting with Town Manager Jayawickrema, BOE Superintendent Benigni and Mayor Kaczynski to request starting the budget a little earlier and setting a budget target of 2% increase with zero based funding where appropriate due to substantial surplus over the last few years. The goal is not to carry the surplus in the budget baseline.

Chairman Bordonaro said the police station upgrade is one of the top items. Mr. Fernandes asked if it is possible not to do everything all at once? Chairman Bordonaro said we did not get that far. New bonding is another item to discuss and look into further. The Board of Finance will hold a joint meeting with the BOE and Town Manager Jayawickrema in November. Town Manager Jayawickrema sent out a budget memorandum to his staff.

Finance Director Delaney said there are few different pieces to the budget part. There is a fee schedule that was already distributed and due by November 30. Also, the zero-based budgeting document that describes what your department is going to do with this money. Any personnel requests have to be funded with additional revenue, or restructure your department and stay where you are with costs, but have additional people. The request was also to look at every operating line with non-personnel expenditure budgets of \$25k or more and detail out where that money is going. What is the basis for that number. That is due back by end of September.

Finance Director Delaney suggested that the Board of Finance meet with the VNA Director to discuss operations and ask questions.

Mr. Paradis added that it is a good idea to set a target for the town side, but not on the BOE side. Also, the 2% out of pocket should be something the Board of Finance sets as a group vs. the Chairman setting. We should all be involved with the process. When the Town Manager does his budget, it is a recommended budget. Can we go through our process by saying that we are starting out at zero and this department is this? What dictates that we start with the Town Manager and make changes to his budget? Finance Director Delaney said it is much more expedient and the Town Manager and his staff are much closer to the services connected to those costs. By not being involved in the day-to-day operations you run the risk of unintended consequences. Mr. Paradis said that we build the budget rather than starting with \$5M and saying we want to cut this one item. There is nothing in the charter that dictates it has to be one way or another. Finance Director Delaney said there is not anything in the charter, but with union contracts we could potentially make cuts that would result in deeper personnel reductions than you may have intended. There are positions listed in the charter that say "shall hire". You could end up with unintended consequences.

Mr. Millerd said some of the questions workplaces ask when making a budget is why are you doing this? Is there another way to do it? Is there a cheaper way to do it? Is it even worth doing anymore? We need to go down to that level periodically. Do the things that are of value. I don't know to what degree the town has done that. Finance Director Delaney said this exercise has been done in the past. For example, the billing and collection system for Berlin Water Department was evaluated and changed over to a new system with better reporting and it resulted in stronger collection rates. Things like that are more infrequent than frequent, but we have done some of that.

Chairman Bordonaro said there needs to be better justification, we don't want to tax people if we have a surplus.

## 2. Discuss projected General Fund unassigned fund balance & 2023 bonding strategy

Finance Director Delaney said the first part is the appropriation of pension and retiree payouts. The unassigned fund balance and overall balance of the general fund will be lower at \$630.2k vs. \$630.1k because of those two items. Receipts were \$992k better than budget. The driver was favorable tax revenue. The other piece is expenditures at \$1.9M under budget. It was not anyone's goal to achieve that kind of surplus. A lot of it has to do with contractual services, electricity and utilities. For the FY23 budget, we will look at what areas are we spending substantial money and generating a surplus 3 years in a row. That document request went out today and it is a different approach. Mr. Millerd said coming in

at \$100k under budget means that money could be reallocated and used for something useful. Utility bills should be better looked at. Finance Director Delaney said it is to a certain extent done that way and year-to-date comparisons are done to account for seasonality. P.O.'s are developed early in the year to identify the expectation of what will be spent. There is a meeting in September to discuss electricity and what is unencumbered. Mr. Millerd asked what is the town's definition of unencumbered? Finance Director Delaney said unencumbered should be budget minus all of the purchase orders that you have taken out. It is actuals plus anything you would expect to spend through end of the year. The full amount would be dropped down. There is a one-page document that covers over 90% of expenditures and there are a lot of budget line items that don't drive the mill rate or savings.

Finance Director Delaney said he wants to propose using some of this money for projects that have been discussed for a while. The plan is to request non-budget appropriation of general fund balance. The four items are purchasing the 4<sup>th</sup> fire truck, Percival field soccer renovations, architect design of the police station renovation showing detailed specifications to be used for the bid process and the highway wash bay. The last piece is 55 Steele Blvd., formerly 89 Farmington Ave., which is property with contaminated ground that the town took in a tax sale. Newport Group will buy it for \$1.00 and build 76 market grade 1-bedroom and 2-bedroom apartments. It is the 3<sup>rd</sup> building they proposed doing and needs a ground cover and footings before the work can begin. The bids for the remediation work came back higher. The town will seek DECD grants. If the grants are approved we will likely not need to cover that one.

The two unknowns for the police station are Board of Education storage and the food pantry. Mr. Grady said the Board of Education storage should move to the high school where there is more space. Finance Director Delaney said the individuals who reference the files daily would need to then relocate and that might be a possibility but the BOE would need to answer that question.

Mr. Paradis asked if there are other items that will need bonding in the near future? Finance Director Delaney said the library roof and figuring out the cost for HVAC. Willard would be the first school and cost estimates are wide ranged. Mr. Paradis asked what are we looking to borrow for next year? Finance Director Delaney said about \$5M. The library roof estimate was \$1.7M.

Chairman Bordonaro asked if the highway wash bay has been approved by Town Manager Jayawickrema? Finance Director Delaney said bids will be reviewed next Thursday. Mr. Grady said the guys in the garage only want a pressure washer and heater. Mr. Millerd asked what cost benefit analysis was done and what happens if we do nothing? What is the skinny way to get the job done and what is ideal? Mr. Holmes said he agrees with Mr. Grady and received the same verbiage from the guys in the garage. The wash bay design is being over engineered. Finance Director Delaney said the consensus is to pull this item off the list. The Board of Finance members agreed. They will move forward to Town Council with all of the other items.

### 3. Finance Director update

Finance Director Delaney said revenue and taxes came in solid above last year. The tax sale is end of November and the properties are posted in the rotunda of the Town Hall. Pension liability amount will be available at the next Board of Finance meeting. The 2% fund is almost completely exhausted and final payments will be made soon on the lighting upgrade at the high school media center. We have not yet received the county portion of ARPA money which is \$1.95M. We expect to receive that money at some point. The chart for the VNA shows a \$350k risk for this year and the police department has some vacant positions.

Chairman Bordonaro asked if the Board of Finance can agree as a team that we are all in favor of the charter change? Mr. Fernandes said that he spoke at the public hearing about how beneficial it would be

to the town. Mr. Bordonaro said can we agree as a team that this change is necessary? Is there a consensus. Mr. Paradis added that it is non-specific of where the whole thing is going. Mr. Grady said we need to support this. The Board of Finance was in overall consensus that a change is needed.

Mr. Paradis said the insurance funds ended the year with solid reserves and have some cushion. The people who run those funds look at the administration of the funds and are doing a good job.

Also, there is a meeting planned with the Police Department on possibly resurrecting the DB plan. How much additional cost beyond the pension have we paid the Police Department? It is a 12% match against a 6% employee contribution. At what point are we breaking the bank? Is it \$500k or \$100k. Mr. Paradis said it would be helpful for the rest of the Board of Finance members to see what we see, a number that shows some comparison. It is hard to pick a number out of the air. A little more information would be good and the actuaries should see those charts. Mr. Bordonaro said there is a willingness, we want to give a little. Mr. Paradis said if that is what it takes to get people in the door and this is a big stepping stone for taking hindrances out of the way. Mr. Fernandes asked if a 401k plan would be cheaper? Finance Director Delaney said he does not know if would be cheaper, the officers put in 6%. The pension guarantees a paycheck for the rest of their lives. Mr. Paradis asked if the Charter Revision proposal said you have to fund the contributions? Finance Director Delaney said yes. Chairman Bordonaro said he was looking at the details of the Board of Education FY23 items bought with surplus and will request a detailed list. Chairman Bordonaro also noted that the Finance Department recently received a certificate of achievement award for the financial report ending June 30 and congratulated Finance Director Delaney.

#### G. ADJOURNMENT

Mr. Grady moved to adjourn at 8:17 p.m.

Seconded by Mr. Millerd.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Mr. Holmes, Mr. Millerd, Mr. Paradis

Vote being 6-0

Submitted by,  
Alina Brown

Join Zoom Meeting

<https://berlinc-t-gov.zoom.us/j/86928134108?pwd=YVRBUHZsTGZTcFhRQUFMXBVeWxuQT09>

Meeting ID: 869 2813 4108

Passcode: 836088

+1 929 205 6099 US (New York)

**Special Meeting**

**Town Council**

**Board of Finance**

**Board of Education**

**Wednesday, September 21, 2022**

**5:30 PM**

**Board of Education Conference Room**

**1. Call to Order**

Mayor Kaczynski called the meeting to order at 5:30 p.m.

**2. Discussion on Fiscal 2024 Budget Priorities**

Mayor Kaczynski explained that the purpose of this meeting is to begin discussions on the FY 2024 budget.

Board of Finance (BOF) Chair Sal Bordonaro began the discussion by stating that we are here to talk about priorities and to understand what the challenges are in the budget process.

During last year's budget cycle there was a \$4 million surplus so we must look at those surplus areas to see if they really were surplus or something else, but he does not want to always carry that amount of surplus. The Town's surplus portion was about \$3 million, and the Board of Education (BOE) was about \$1 million.

He was unsure if the Town or BOE used zero-based budgeting but stated they should not just say they want a 3% increase from the previous year. Zero-based budgeting refers to building the budget from the ground up which does not apply to all budget items, such as labor. Mr. Bordonaro stated that manager should be challenged to stay at a certain percentage budget increase.

On the capital plan there will be the police station updates at about \$5.5 million and replacing the roof on the Library and eventually the Town Hall at about \$1 million each.

With the surplus remaining from the prior year about \$2.2 million was released to accommodate some capital requests that were not included in the budget such as fire alarm upgrades at the schools and police vehicles, etc.

In the last three years we stated that we were not going to have anymore bonding. We've managed to reduce the outstanding debt to \$73 million at fiscal year end but that debt has inhibited us from being more aggressive with capital items. However, we may need to use new debt for some items in the future. Therefore, the BOF will consider new debt to a certain level.

Another complicating factor is this year's property revaluation, and he would like to know as soon as possible from the Town Manager when that process is complete.

He concluded by stating that these are some of the items he has been thinking about from the Board of Finance perspective.

Board of Education Chair Julia Dennis stated that it's great that they are meeting at this time. If possible, it would be helpful to meet again after the election.

The BOE is not looking to add any new positions or state of the art technology, they want to maintain status quo to help students recover from the time that they lost in the classroom due to Covid. At this point with contractual obligations, keeping things as close to whole as possible, and not knowing what inflation will bring, the BOE plans to come in at 3%.

Ms. Dennis stated that she believes the BOE does present zero-based budgeting. She added that Choice money is their only contingency fund. It is important for the BOE to come up with a budget and the BOF and Town Council can accept it or not, then ultimately the voters can accept it or not. As elected officials that's the best way we can serve the education within the Town.

Melissa Gibbons stated as a first year BOE member there has been a lot to learn. The one thing that did surprise her was the budget number that went in for the BOE that was then cut by the Town, but the BOE was still able to provide for the kids.

Superintendent of Schools Brian Benigni explained that in the submitted budget are figures that the BOE believes is needed to move forward. When that number is reduced, the last thing they want to do is cut physical programs and staff, so they then go back and remove technology and supplies. The idea is to make the best of the budget number so that it has the least impact on the students and their learning. He added that the Choice monies received are not always constant.

The contractual obligations are between 2 and 3% increases, with insurance increases, and inflation means that coming in at a budget increase of 2% means they will have to find funds from other areas to cover those contractual obligations, etc.

The last thing the BOE wants to do is cut staff or programs as that has the greatest impact on students.

Mr. Bordonaro stated that he understands that but if the BOE had \$1 million of carryover with \$500,000 of expenses that weren't used and \$500,000 from Choice programs that is 2%. He is challenging them to say if they have 2% in reserve that's a 2% increase especially if it is consistent.

He added that the BOE needs to challenge their managers from the beginning of the process to bring them a budget request that is not at such a high percentage. Mr. Benigni stated that he wants to hear what their needs are, adding that there are positions that were not filled and supply budgets that have been held a zero increase for several years.



Mr. Benigni added the funds saved at the end of the year goes through their finance committee and they look at improvements that can be done.

Ms. Dennis stated that she believes Mr. Benigni does challenge his managers. She added that she believes salary increases might continue to be a trend especially as inflation increases, therefore for long-term strategic planning it needs to be considered. If Berlin wants to attract people to the profession and keep them then they are going to be needing more pay. There has been a lot of talk that in order to attract more people to be teachers nationwide pay is going to have to increase.

Ms. Dennis stated that the BOE asked for a list of all the classes that had under 15 students and under 10 students and from there they evaluated the needs and assessed where they can save money. Since she came in to the BOE the school system was administratively top heavy at the elementary and middle school levels therefore over time the vice principals were eliminated, showing their long-term strategic planning.

Mayor Kaczynski inquired about starting salaries for teachers in Berlin. Ms. Dennis stated that with a bachelor's degree it is about \$50,000 and with a master's degree about \$56,000. Every teacher within 10 years must obtain a master's degree. Mr. Benigni added that Berlin falls in the middle for Hartford County.

Board of Education member Gina Nappi stated that it is probably safe to say that budget increases are mainly salary increases and inflation. Other than these items what else changes from one school year to the next. BOE Director of Finance Ashley Dorsey stated that there are items such as subscriptions that increase each year, technology needs, contracts for medical services and transportation that increase. There are also projects that the Town can't fund such as paving school parking lots and replacing sidewalks.

Town Councilor Peter Rosso stated that education is expensive, but ignorance is unaffordable.

Town Councilor Donna Veach stated that she agrees that kids are the future and we do need to fund them. We just need to look at the whole picture and scale back where possible because it's going to be tight for everyone next year due to recession. She foresees some funding coming down from the State in terms of education that will help with the budget demands. Town Councilor Sandra Coppola stated that from her professional side her CEO would ask for her needs first then add any wants down the road. She understands that there are contractual salary increases but there have been years where professionally she did not have an increase and that's true for some of the taxpayers, so it is all about balance.

Town Councilor Charles Paonessa stated that education is one of the most important things government provides and unfortunately society is asking our schools to replace the family roles and as the schools take over more and more of those responsibilities there is a cost.

Town Manager Aroscha Jayawickrema stated that in Town managers are asked to manage their budgets tightly but when there is a surplus at the end of the year then capital expenses can be addressed.

He stated that we should explain to the taxpayers why we have a surplus at year end. When the budget is planned there are many unknowns and salary budgets can change as positions are filled with lower paid staff. Sometimes money is saved by doing projects inhouse as opposed to hiring a contractor. Things like this can't always be planned at the beginning of the year.

What he is doing this year with the Town is telling his managers not to ask for new staff. Second, he is asking people to any line item in the budget over \$25,000 evaluate everything they are going to do and look at this year and before. He will do his best to bring the Town Manager's budget in at 2%.

The other thing he wants to ask the BOF is to take the reduction in debt service and let the Town build a capital budget. In the past he has found that managers were not asking for capital items because they knew they wouldn't get funding, he has asked them to make him aware of items that need replacement.

Mr. Bordonaro stated that he is not against surpluses, he is just looking at the level of surplus as it has been consistent over a few years. He wants to have continuing dialogue throughout the budget process and not wait until the end.

He added that our citizens are struggling, and we need to balance what the Town needs with our citizens financial situations.

Mr. Jayawickrema stated that possibly surpluses need to be tracked better therefore in January or February the BOF has that information.

Mayor Kaczynski stated that there has been a lot of economic growth in Berlin which will lead to additional tax revenue down the road.

He appreciates starting the budget conversation earlier this year. He believes all involved have become much better with the process.

Ms. Dorsey stated that, regarding the surpluses that both the BOE and Town had over the last few years, it is important to consider they were unlike any other years and savings came from reduced operating costs due to Covid. She does not believe the surplus will be as high next year.

Mr. Bordonaro appreciates the input from everyone tonight and thinks the discussion needs to be ongoing before the final budget. Additional meetings to discuss further are possible.

### **3. Adjournment**

Mayor Kaczynski adjourned the meeting at 6:50 p.m.

Submitted by,

Kathryn J. Wall  
Clerk of the Meeting

Received on 9/28/2022  
at 9:49:35 AM by Town Clerk  
Kathryn J Wall

**Agenda Item No. F-1**  
**Request for Board of Finance Action**

**TO:** The Board of Finance

**FROM:** Arosha Jayawickrema, Town Manager

**DATE:** September 14, 2022

**SUBJECT:** Request for additional police officer positions

**Summary of Agenda Item:**

Within the 2022/2023 budget, the Police Department had requested the addition of two (2) more police officer positions to be added to the Table of Organization. The request was made pursuant to prior discussions to increase the size of the police department; and to prepare the expansion of the police department's ability to increase the minimum manpower per shift from the longstanding 3 patrol officers to 4 patrol officers. This has been discussed and since my employment with the Town and its' police department, this has been a stated goal of direction to me from the elected police commissioners. This request was made last budget season, and was tabled at the time from consideration due to unavailability to get police academy seat entry. I am seeking approval at this time as this must be completed prior to beginning any testing and hiring processes, and to seek police academy seating for future anticipated academy openings. If approved, these positions will bring the authorized table of organization of sworn police personnel from 42 personnel to 44 personnel.

**Action Needed:**

Move to approve the addition of two (2) full time police officer positions with funding available in the current Police budget bringing the total head count to 44 sworn officers.

**Attachments:**

None

**Prepared By:**

Chief Matthew J. McNally IV

**Agenda Item No. F-2**  
**Request for Board of Finance Action**

**TO:** The Board of Finance

**FROM:** Arosha Jayawickrema, Town Manager

**DATE:** September 26, 2022

**SUBJECT:** Re-establish the Director of Golf Position

**Summary of Agenda Item:**

Since the departure of the Director of Golf at Timberlin in October 2020, the Assistant Director / Superintendent of Golf was asked to take on the responsibilities of the Director on an interim basis. The Blue-Collar Union agreed to accommodate this arrangement until a permanent solution was established.

During this two-year period the Assistant Director / Superintendent who has also been acting as the Director has done a remarkable job managing the day-to-day operations as well as the Course. Unfortunately, the current staffing model is unsustainable, and a full-time golf director is needed to manage the daily operations as well as the strategic initiatives at Timberlin.

During FY 2021 and FY 2022 Timberlin has averaged a surplus of approximately \$142K, which is more than sufficient to cover the cost of the Golf Director's annualized salary and benefits.

**Action Needed:**

Move to authorize to re-establish the Golf Director's position for Timberlin and fill the position no sooner than November 1, 2022.

Move to transfer \$10,000 from the Pro Share of Cart Revenue account and \$49,040 from the Golf Pro Contractual Services account to the Department Head and related fringe benefit accounts, all in the Golf Course Department, in the General Fund.

**Attachments:**

Director of Golf job description

**Prepared By:**

Arosha Jayawickrema, Town Manager



# TOWN OF BERLIN

240 KENSINGTON ROAD, BERLIN, CONNECTICUT 06037-2648

**Job Title:** Director of Golf, Timberlin Golf Course

**Function:**

Under the direction of the Town Manager plans, organizes and manages all aspects of the Timberlin Golf Course. Oversees the performance of all golf operations with strong emphasis on management of staff, technology, vendors, contracted services and customer service. The position will promote an exceptional “golf experience” and provide excellent service and programs for all patrons. *This is a top management position.*

**Typical Duties, Responsibilities, Tasks & Assignments:**

- Performs a variety of administrative and professional duties in the management of all aspects of an eighteen-hole golf course with a high volume of playing rounds and dynamic programming.
- Oversees all fiscal responsibilities and performance operations including; planning, budgeting, forecasting, monitoring and corrective management.
- Plans, develops and implements short- and long-range strategic initiatives for the continued improvements of the golf course. Develops and presents strategic multi-year capital improvement budget plans in an effort provide continuous improvement and maintenance of the golf course.
- Develops strategic marketing plans that include; social media, web based, mobile applications and other forms of traditional media marketing. Implements golf promotional specials to increase customer base translating into enhanced revenues. Performs public relations activities, establishes quality customer service standards and ensures implementation in all areas of the golf course.
- Provides oversight of the pro-shop and concessionaire, ensuring contractual obligations are maintained. Serves as liaison between these contracted professionals and the Town Manager.
- Provides daily direction and guidance to the Assistant Director / Superintendent regarding renovation projects, course maintenance, irrigation scheduling, and disease identification, as well as the potential pesticide applications. Monitors all areas of course property for agronomic health balance, to ensure a quality golf experience for all patrons.
- Meets regularly with contracted vendors and the Assistant Director / Superintendent to review and discuss various areas of concern, aiding in conflict resolution and problem solving. Provides guidance on staff management and ensures compliance with policies and procedures.
- Establishes and maintains strong working relationships with public and private golf groups, special interest groups within municipal government, golf associations, contractors, vendors, Town administration and various other golf course constituents. Represents the golf course at golf events, providing course updates and information on a regular basis.
- Develops, implements and maintains departmental systems, policies and procedures that continually promote and assure quality improvement as well as exhibit a clear commitment to customer service.
- Researches and identifies cost effective solutions for seasonal maintenance of property. Negotiates vendor services including chemical purchases, course supplies and computer support. Makes purchase recommendations for large quantity cost saving initiatives to the Town Council as necessary.

This job description of the job is for identification and administrative purposes only. It is not intended to be a complete statement of all duties, which may be assigned by the supervisor according to varying needs.

*Created: March 2022*

- Prepares and submits annual Department of Environment Protection reports on pesticide usage and ensures accuracy.
- Ensures compliance with all relevant federal and state requirements as they relate to chemical applications. Maintains educational recertification requirements as necessary. Maintains and observes all safety policies and procedures to ensure safe work conditions and reduce hazards at all times. Practices energy conservation.
- Establishes operational procedures for all pro-shop and ranger staff.
- Implements point of sale operational standards and procedures as well as trains key staff in these operations.
- Develops merchandising plan for the pro shop to ensure customer satisfaction and profitability.
- Oversees all event promotions including; club events, golf leagues, outings and other special events at the course.
- Represents the course at all required functions, meetings and other engagements deemed necessary by the Town Manager and the Golf Commission.
- Develops annual end of season report.
- Drafts all Bid/RFP documents necessary for the operation of the course.
- Establishes goals for the golf operations including; player development, sales, rounds and membership.
- Represents the course at P.G.A. events and plays golf with patrons as time and duties permit.
- Oversees golf instruction, clinics, and player development programs by developing schedules, lesson plans and new programs.
- Creates fee and policy recommendations commiserate with the goals and objectives of the course and complies with the Town Charter.
- Monitors, schedules and assigns duties to driving range staff.
- Completes all duties necessary in operating the golf course providing an exceptional “golf experience.
- Performs other related duties as assigned.

### **Special Skills & Requirements:**

Bachelor’s Degree in a golf related field with at least five years of golf course management experience required. Strong leadership and communication skills required. Must possess an extensive knowledge of the rules of golf and the desire to play. Ability to organize and direct the management of various divisions of course operations and supervise the functions and staff. Must be a P.G.A. Class A golf professional in good standing with the P.G.A. of America and maintain a good standing rating with the P.G.A. of America for the duration of employment. Prior experience as a P.G.A. Class A-1 head golf professional at 18 hole or larger golf facility for a period of 3 years is preferred. Proficient skills in MS Office, golf course software, irrigation software, and the ability to troubleshoot technology issues with systems.

**Job Environment:** In addition to the regular office environment, this position may be required to work in adverse weather conditions. May require long periods of walking; recurring standing, stooping, or climbing. Must be able to lift up to 25 pounds, may be required to occasionally lift over 50 pounds.

**TO: The Board of Finance**

**FROM: Arosha Jayawickrema, Town Manager**

**DATE: September 26, 2022**

**SUBJECT: Appropriate \$1,100,000 of FY23 General Fund Unassigned Fund Balance to Fund Capital Items**

**Summary of Agenda Item:**

Over the past several months, the Town Council has been asked to consider three projects – Percival Soccer Field renovations, Police Station renovations and a new Highway Wash Bay – with some level of funding undefined. As each of these projects were bid and staff engaged with consultants, more refined cost estimates are now available. Based on current cost estimates and the projected General Fund Unassigned Fund Balance after the FY22 audit is complete, this motion is to appropriate \$1.9 million of the Unassigned Fund Balance for these projects and the purchase of new fire vehicle. The 6/30/2022 General Fund Unassigned Fund Balance is projected to be \$13.1 million or \$2.4 million above the 11% Town Policy floor. If this motion is approved, the General Fund Unassigned Fund Balance will remain above the 11% floor.

**The specific projects/acquisitions requested are:**

Purchase new fire vehicle (#4 of 4 in FD strategic plan)	\$ 550,000
Percival soccer field renovations (supplemental funding)	\$ 250,000
Police Station detailed drawings	\$ 300,000

**Total funding for each request (including this motion):**

	<u>Fire Vehicle</u>	<u>Percival</u>	<u>Police Station</u>
Current funding	\$0	\$193,774	\$16,167
Requested funding	<u>\$550,000</u>	<u>\$250,000</u>	<u>\$300,000</u>
TOTAL	\$550,000	\$443,774	\$316,167

**Action Needed:**

Move to approve an FY23 non-budgeted appropriation of \$550,000 from the General Fund Unassigned Fund Balance to the Fire Truck account in the Fire Truck Fund for the purchase of a new fire vehicle.

Move to approve an FY23 non-budgeted appropriation of \$250,000 from the General Fund Unassigned Fund Balance to the Percival Soccer Field Improvements account in the Capital Non-Recurring Fund for field renovations.

Move to approve an FY23 non-budgeted appropriation of \$300,000 from the General Fund Unassigned Fund Balance to the Buildings & Renovations account in the Police Station Construction Fund for the development of detailed architectural plans of the police station renovations.

**Attachments:**

None

**Prepared By:**

Kevin Delaney, Finance Director

**Agenda Item No. F-4**  
**Request for Board of Finance Action**

**TO:           The Board of Finance**

**FROM:       Arosha Jayawickrema, Town Manager**

**DATE:       September 27, 2022**

**SUBJECT:   Appropriation of Brownfields Grant Agreements Related to the 889 Farmington Avenue Property**

**Summary of Agenda Item:**

The Town recently bid the engineered control work at 889 Farmington Avenue that is to be funded by the Municipal Brownfields grant and by a brownfields grant from the Capitol Region Council of Governments. The existing funds are insufficient to allow awarding of the contract for this work. We received 2 bids for the engineered control project. The low bidder is B&W Paving at \$860,000. We have vetted B&W and would like to award them the bid subject to securing the needed funds. In addition, staff received a proposal from Loureiro Engineering for construction administration and other consulting services at a cost of \$101,845 related to the Engineered Control project.

The bids for the project are greater than the Town consultant's bid estimate. The reasons that we believe that the project bid is higher than the estimate include.

- Dewatering and partial fiberboard cover were not included in the estimate because it is likely that these items will not be needed.
- The job is complicated due to the necessary coordination between the Town's contractor and the developer's contractor that will install sub liner improvements including utilities, footings, and foundations.
- It is late in the calendar year and the project has an aggressive time schedule.
- The bidding climate is generally unfavorable, and prices are rising.
- There are a limited number of contractors with the expertise to do the work.

The Town had a reasonable bidding period of over 30 days, and we received few requests for information, so we believe that the bid period was adequate and that the bidding package was complete. Four contractors acquired plans for the bid but only 2 of these contractors submitted bids.

The existing sources of funding for this project are the DECD Municipal Brownfields Grant and a CRCOG/EPA brownfields grant. Based on staff analysis there is \$292,111 unencumbered in the CRCOG grant account for the project and \$427,608 in the DECD brownfields grant account for a total of \$719,719 unencumbered and available to fund the bid award. We project that to award the bid we will need \$1,032,000 (the low bid amount of \$860,000 plus a 20% contingency \$172,000). In addition, Loureiro has submitted a proposal for additional environmental consulting and construction administration costs of \$101,845. Therefore, we expect to need about 1,133,845 for the engineered control project and other grant related work not already under



contract. Since we have \$719,719 in unencumbered funds, the projected funding shortfall is \$414,126.

The Municipal Brownfields grants for the project 889 Farmington Avenue/55 Steele Boulevard project total \$788,557. Pursuant to the Municipal Brownfields grant program policies of the Connecticut Department of Economic and Community Development, the Town has requested supplemental brownfields grant funding for the project of 50% of the original grant amount (\$394,278). If awarded the supplemental Municipal Brownfields grant would be appropriated to the Municipal Brownfields account #540.10.1017.0.53961.00000.

The Department of Economic and Community Development requested a match for the supplemental grant. We are proposing an \$80,000 match with \$40,000 coming from the Town and \$40,000 from Newport Realty Group LLC. The Town match of \$40,000 is proposed to come from the Farmington Ave Development non-grant account # 504.10.1017.0.54000.01624 (\$37,677) and from the Contractual Services account # 001.10.1017.0.53814.00000 (\$2,323). The match from Newport Realty Group LLC would be provided through a shared cost agreement and would be appropriated to the Farmington Ave Development non-grant account # 504.10.1017.0.54000.01624. Together the supplemental grant and added match and cost share equal \$474,278, which is more than the projected shortfall.

The supplemental grant application and added funding is needed and will be sufficient to award the Engineered Control project contracts. The Engineered control is the essential next step to the advancement of the 60-unit apartment building to be constructed by Newport on 55 Steele Boulevard (formerly 889 Farmington Avenue). Newport has already invested in the preparation of full building plans for the 55 Steele Boulevard site, and it has applied for a building permit for the project. This project component is a major part of the Steele Center redevelopment project that is a public/private partnership between the Town of Berlin, State of Connecticut, and Newport Realty Group. As required to advance the 55 Steele project, Newport prepared its site plans detailing all subterranean work including utilities, footings, and foundations. Newport has applied for a foundation and site plan building permit for this 55 Steele Boulevard work and is prepared to go forward with its work in coordination with the Town's engineered control contractor. Newport will be doing this site work before it takes title to the property because the Town agreed to construct the engineered control before transferring title. Newport's work will be done pursuant to a license agreement that has been executed by the parties.

**Actions Needed:**

Move to approve the appropriation of up to \$394,278 from a DECD supplemental municipal brownfields grant to the Municipal Brownfields Grant account in the 889 Farmington Ave Remediation Fund upon execution of the grant agreement by all parties.

**Attachments:**

None

**Prepared By:**

Jim Mahoney, Economic Development Coordinator  
Chris Edge, Economic Development Director

September 21, 2022

**To:** Sal Bordonaro, Chairman Board of Finance (BOF)

**From:** Julia Dennis, President, Board of Education (BOE)

**Cc:** BOE Finance & Operations Committee; Raul Fernandes, BOF Liaison to BOE; Brian Benigni, Superintendent Berlin Public Schools

**Subject:** Board of Education End-of- Year Spending, Fiscal Year 2022

In an email sent to Ashley Dorsey, Director of Finance, Board of Education, you requested a detailed listing of how savings in Benefits, Transportation, and Tuition categories were allocated at the end of the fiscal year. Moving forward, please send all requests to the Board of Education President and then I will contact the appropriate person. When requests from the Board of Finance, Town Council or other town boards/commissions are received and information is shared, the entire board will be notified and the same information will be shared with all the members of the Berlin Board of Education.

The Board of Education is providing the following response:

The June Monthly Report noted completed transfers from the above-listed categories totaling \$505,860.25. Funds were moved to Certified Salaries, Contracted Services, Equipment, and All Other Expenditures.

The Finance and Operations Committee met on May 9th to discuss end-of-year purchasing and to prioritize the use of funds to purchase necessary equipment and software cut from the '23 fiscal year, when the Board of Finance directed the Board of Education to cut \$1,040,000 from the proposed budget.

Attached is a list of how the BOE prioritized end-of-year savings to support the historically underfunded BOE categories.

The \$505,860.25 is 1% of the fiscal year '22 General Fund Budget. Operating expenses were less in Benefits, Transportation, and Tuition as a result of the unemployment credit, pension participation, negotiated lower cost for van aides, reduction of the number of Type-III lift buses in services, greater Excess Cost Reimbursement, and placement changes. The BOE does not expect these savings in the current fiscal year.

**BOE End-Of-Year Purchasing for Fiscal Year '22**

Type	Location	Description	Requestor	Cost
Salaries	District	Certified Salaries	A. Dorsey	\$145,000
Facilities	District	Window Film for Courtyard	D. Solek	\$3,917
Facilities	Central Office	Replace Office Carpets (4)	B.Benigni	\$9,997
Facilities	District	Gym Floor Annual Maintenance	D. Solek	\$11,044
Facilities	Griswold	Ductwork Cleaning in Gym	D. Solek	\$5,082
Facilities	Griswold	Flooring in Teacher Breakroom	W. Wright	\$3,590
Facilities	McGee	Wall in 205 (Aresco)	B.Benigni	\$5,645
Facilities	Central Office	Replace Blinds in Offices	B.Benigni	\$9,850
Furniture	Griswold	Shelving Units Basement	J. Cugno	\$6,100
Furniture	BHS	Furniture for Upbeat Room	B.Benigni	\$6,010
Furniture	McGee	Classroom Furniture: Felix	B.Benigni	\$9,663
Security	District	2-Way Radios	J. Schmaltz	\$3,660
Software	District	VMWare (3-year Contract)	C. Szymanski	\$23,199
Software	District	ClassLink	C. Szymanski	\$13,574
Software	Secondary	Securly Inc	C. Szymanski	\$3,841
Software	District	Aruba Wireless Support	C. Szymanski	\$16,301
Software	District	K12 Streaming License	C. Szymanski	\$5,133
Software	District	MBA Report Writer	C. Szymanski	\$6,800
Software	District	Sophos Cyber Security	C. Szymanski	\$21,675
Custodial	District	Custodial Supplies	J. Cugno	\$20,000
Technology	BHS	iMacs for LMC	C. Szymanski	\$7,494
Technology	BHS	CAD Lab	C. Szymanski	\$48,680
Technology	McGee	iMac for Music Lab	C. Szymanski	\$36,125
Technology	BHS	iMacs for Music Lab	C. Szymanski	\$23,748
Technology	BHS	iMacs for CTE Lab	C. Szymanski	\$32,022
Technology	McGee	Auditorium Projector	C. Szymanski	\$27,943
<b>Total Requests:</b>				<b>\$506,093</b>

**Town of Berlin**  
**Financial Status Report**  
**Board of Finance Meeting of October 11, 2022**

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**GENERAL FUND**

	<u>FY 2023</u>	<u>FY 2022</u>	<u>Notes</u>	
<i>(budgeted amount excludes assigned fund balance)</i>				
<b>Receipts</b>				
Actual Receipts	\$56,880,070	\$53,697,922		
Budgeted Receipts	\$95,771,346	\$93,474,047		
% to Budget	59.4%	57.4%		
Current Year Tax Receipts	\$54,082,323	\$52,020,165		
Current Tax Budget	\$83,068,727	\$79,861,907		
Current Tax Levy <i>(99.3%/99.3% collection rates)</i>	\$83,654,307	\$80,587,192		
% to Current Budget	65.1%	65.1%		
% to Current Levy	64.6%	64.6%		
Adopted budget target %	99.3%	99.3%		
<b>Expenditures</b> <i>(excludes capital expenditures)</i>				
Actual Expenditures	\$24,639,815	\$29,284,613	FY22 included \$5,310,640 non-budgeted pension appropriation/expenditure from unassigned fund balance and \$2,200,000 non-budgeted appropriation for the purchase of two (2) new fire vehicles	
Budgeted Expenditures	\$96,636,346	\$98,899,687		
% to Budget	25.5%	29.6%		
	<u>Actual</u>	<u>Encumbered</u>	<u>Budget</u>	<u>Var to Budget</u>
Storm-related Overtime (51445)	\$0	\$0	\$141,392	\$141,392
Electricity (53102)	\$125,780	\$1,171,138	\$1,475,306	\$178,389
Refuse Disposal (53823)	\$424,315	\$1,369,986	\$1,921,091	\$126,791
Legal (53828)	\$43,720	\$255,487	\$355,000	\$55,794
Tax Refunds (53924)	\$40,660	\$0	\$215,000	\$174,340

	<u>Target Floor Fd Bal.</u>	<u>Actual Fund Bal.</u>	<u>Notes</u>
<b>INSURANCE FUNDS</b>			
Health Insurance Fund	\$2,327,226	\$2,987,802	The Health Insurance Fund balance is 32.1% of full year projected expenses - target floor reserve is 25%.
General Insurance Fund	\$1,000,000	\$1,483,305	The fund is used to pay Liability & Worker's Compensation insurance premiums for both the Town and BOE, on-going heart & hypertension claims from police officers, window/widower heart & hypertension claims, "fronting" reimbursable environmental remediation costs, small equipment claims where Town elects to self-insure and deductibles. Town policy is a \$1 million floor and ceiling at 5% of General Fund budget (or \$4,831,489 for FY23). Displayed fund balance is net of H&H reserve and encumbrances for self-insured claims.
<b>TOTAL INSURANCE FUNDS</b>	<u>\$3,327,226</u>	<u>\$4,471,107</u>	

**PENSION FUND**

**Notes**

Total Liability ( as of 7/1/2021) <i>(actuarial valuation liability was adjusted to remove FY21/FY22 retiree payouts)</i>	\$8,032,875	The Town of Berlin Retirement Income (Defined Benefit) Plan was amended for the last time effective July 1, 2000. As a result of this final amendment no new Town employees (excludes BOE employees covered by the Teacher's Retirement Fund) were eligible to participate in the plan. As part of the amendment, participants in the DB Plan have the option to be paid out with an annuity or a lump sum. In recent years, all retiring participants have elected the lump sum payout.
Cash Balances:		
Prudential	\$3,401,672	
ICMA Plus	<u>\$3,037,735</u>	
	<u>\$6,439,408</u>	Currently, the Town is executing a pay-as-you-go program to manage new retirements. The plan includes 5 active participants, 1 inactive but eligible participant and 15 annuitants.
Funding % - Total	80.2%	
Funding % - DB	42.3%	
Unfunded Liability	<b>(\$1,593,467)</b>	<u>Anticipated retirements:</u> FY22: 5 active participants remain and all are eligible to retire. Annual annuity payments & total monthly fees: \$185,000

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**ACTIVE CAPITAL PROJECTS**

	<u>% Complete*</u>	<u>Project Balance**</u>	<u>Notes</u>
4-Bridge Rehabilitation	90%	\$0	Closeout work continues. Invoicing trails actual construction, so the construction % complete is higher than the amount presented.

\* % complete represents invoices received versus total expected project cost - this metric will lag actual construction completion

\*\* Capital projects fund balance includes encumbrances.

**Unexpended Education (2%) Account Tracking:**

500.35.3561.0.54000.01733

	<u>Budget</u>	<u>Actual</u>	<u>Encumbrance</u>	<u>Uncommitted Balance</u>	
BLAST Classroom	\$201,307.77	\$201,307.77	\$0.00	\$0.00	Complete
Gym Floors	\$117,775.00	\$117,775.00	\$0.00	\$0.00	Complete
McGee Gym Painting	\$26,650.00	\$26,650.00	\$0.00	\$0.00	Complete
Security Guard Equipment	\$12,710.29	\$12,710.29	\$0.00	\$0.00	Complete
<b>TOTAL FY2019</b>	<b>\$358,443.06</b>	<b>\$358,443.06</b>	<b>\$0.00</b>	<b>\$0.00</b>	
Hubbard Fire Alarm Upgrades*	\$164,675.80	\$164,675.80		\$0.00	Complete
McGee HVAC Unit #1	\$225,000.00	\$225,000.00		\$0.00	Complete
<b>TOTAL FY2020 CARRYOVER</b>	<b>\$389,675.80</b>	<b>\$389,675.80</b>	<b>\$0.00</b>	<b>\$0.00</b>	
Lighting upgrades in McGee Library/Media Center	\$154,817.39	\$149,150.00	\$5,667.39	\$0.00	2% Fund completely expended; Remaining balance from CNR Fund (Schools capital projects account)
Paving of Willard playground area & sidewalks**	\$146,137.34	\$146,137.34		\$0.00	Complete
Classroom storage (cubbies) at Hubbard	\$55,495.00	\$55,495.00		\$0.00	Complete
Removal of retaining walls at McGee entrance	\$25,500.00	\$25,500.00		\$0.00	Complete
Balance of rooftop units at McGee	\$25,000.00	\$25,000.00		\$0.00	Complete
<b>TOTAL FY2021 CARRYOVER</b>	<b>\$406,949.73</b>	<b>\$401,282.34</b>	<b>\$5,667.39</b>	<b>\$0.00</b>	
<b>TOTAL 2% FUND BALANCE</b>	<b>\$796,625.53</b>	<b>\$790,958.14</b>	<b>\$5,667.39</b>	<b>\$0.00</b>	

Risks

Opportunities

Description	Projected - Low	Projected - High	Probability	Description	Projected - Low	Projected - High	Probability
<b>RECEIPTS</b>				<b>RECEIPTS</b>			
VNA receipts	\$0	(\$300,000)	Med	Interest Income	\$600,000	\$1,000,000	Med/High
<b>EXPENDITURES</b>				<b>EXPENDITURES</b>			
Fuel	\$0	(\$50,000)	Med	Vacant positions	\$250,000	\$500,000	Med/High
Auto Parts	\$0	(\$50,000)	Med				
<b>TOTAL</b>	<b>\$0</b>	<b>(\$400,000)</b>		<b>TOTAL</b>	<b>\$850,000</b>	<b>\$1,500,000</b>	
Total excluding Pension payouts	\$0	(\$400,000)		Net Projection	\$850,000	\$1,100,000	
				Net Projection (ex Pension Payouts)	\$850,000	\$1,100,000	
American Recoveries Act Grant:							
Town (FY21 - 50% payment)	\$1,039,296.37	Received 6/2021					
County (FY21 - 50% payment)	\$1,984,726.71	Received 6/2021					
Town (Balance - 50% payment)	\$1,039,296.37	Received 7/2022					
County (Balance -- 50% payment)	\$1,984,726.71	Received 10/2022					
	<u>\$6,048,046.16</u>						
FY21 & FY22 amount	\$6,048,046.16						
FY22 Budgeted Revenue	(\$700,000.00)						
FY23 Budgeted Revenue	(\$300,000.00)						
Appropriated to HVAC Project	(\$5,048,046.16)						
NET American Recoveries Act Available Revenue	<u>\$0.00</u>						

	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>TOTAL</u>
FY2019	55,212	74,521	82,025	142,845	81,705	58,331	97,213	71,442	119,187	72,239	90,498	100,562	1,045,780
FY2020	47,155	82,851	58,019	85,737	58,047	51,550	62,354	63,243	62,270	99,186	51,272	76,057	797,741
FY2021	48,132	56,105	61,099	53,775	54,553	64,397	66,910	57,967	78,281	82,029	27,123	107,013	757,385
FY2022	51,814	67,134	56,464	49,192	39,038	32,530	43,379	48,339	70,744	45,424	48,569	61,528	614,156
FY2023	43,842	57,446	67,243										168,531
CY vs. PY	(7,972)	(9,688)	10,779										

