Present
Council Chairman Timothy Slocum; Vice Chairman David Schrumm; Personnel Committee Chairman Thomas Ruocco; Michael Ecke, Anne Giddings, James Sima.
Staff: Michael A. Milone, Town Manager

1. ROLL CALL
The clerk called the roll and a quorum was determined to be present.

2. PLEDGE OF ALLEGIANCE
The group Pledged Allegiance to the Flag.

3. TOWN MANAGER’S FY 10-11 GOALS AND OBJECTIVES
Mr. Ruocco, the Council and Mr. Milone reviewed the draft of the Town Manager’s Goals and Objectives. It was noted by Mr. Ruocco that the draft is based on input from the Town Council members over the last few weeks. The Councilors added some things which it thought would add some specifics to the goals and objectives. They tried to focus on projects which were priorities, and there is much in the draft document on capital projects, time frames put in place, some of which may not be attainable due to the Town Manager receiving the draft later than anticipated.

1 – Ensure continuing fiscal stability of Town operations.
Changes:
1) Resolve waste water inflow issues. This relates to issues at the prison which still is getting a lot of water coming out, and the reason for this has not been determined. It was suggested it specifically state….issues at the prison.

Mr. Ecke asked about a road block at the Dept. of Corrections, and what the Town Manager should do.

In that regard, Mr. Schrumm if the Town Manager does all he can and runs into a road block, then this is a Council judgment call, and this cannot be done.

It was stated by Mr. Ecke that the Council, in measuring criteria, has tried to be less subjective and more objective, and this objective is clearly subjective. If it is out of the control of the Town Manager, it becomes subjective if he has done all he can do to get this done.

Mrs. Giddings suggested that the wording change to read: Address waste water inflow issues at the prison. This would provide specifics as to how it was addressed, realizing it may not be solvable.
2) **Maintain tax collection rate of at least 99%.**

With the economic downturn Mr. Schrumm said we cannot hold the Town Manager responsible for a lower tax collection rate.

Mr. Milone stated the former objective “Insure adequate tax collection effort”. The measurement criteria he established was the tax collection rate to meet the budget estimate, which was 99%. And this is what the rate is. There is the objective…and to measure it you to the measurement criteria which says “Tax collection rate to meet budget estimate”.

Mr. Slocum suggested the budget estimate read “- 99%”.

The collection rate stated is specific to this year, and Mr. Milone said if the Council changes the collection rate for next year, his job is to meet the budget estimate.

This objective now reads: **“Insure adequate tax collection effort.”**

3) **Foster economic development initiatives with attention to Town Center.**

In the Council’s discussion on this objective, Mr. Schrumm said the tendency was to think in terms of the north end as the only place to have economic development, look at West Main Street scape project. The Town Manager can direct Mr. Sitko and Mr. Voelker on things to be done with zoning and change the focus of the Town Center.

Mr. Ecke said there is not a lot of area to do in the center of Town, and there has been no development. To put in a criteria for one year for the Town Manager to focus attention is not realistic.

Mr. Milone asked how the Council would measure if he has been successful. There could be two or three major development initiatives, not in the center of Town, and how is the center of Town defined. He said he will stretch himself as far as he can, but wants something which is realistic and measurable. He does not know how you measure his success…there will not be economic development in the center of Town in 6 months. The Council can write that he “failed” on this objective. Mr. Milone asked about the specifics to be used to evaluate him and whether or not he achieved what the Council wants him to achieve.

The condition of buildings in the center of Town(Huxley, dilapidated buildings, and theater properties) was cited by Mr. Schrumm. He commented on the attempt to do something in the West Main Street section of Town to get the area more economically viable. He noted the objective of “Maintain prudential financial control” and said that has been a long time objective, and asked what it means.

In response, Mr. Milone stated the surplus, fund balance, effectiveness of capital and operating budget planning process, affordable debt obligation, favorable credit ratings. He said these are the criteria which he feels are critical to being able to evaluate some of the financial objectives. Mr. Milone’s concern is that in a year he could be told he
did not achieve what was expected of him because there has been no development in the center of Town. He could show the work to achieve development, but the Council could say this was not their intention because it was not clearly articulated.

With regard to the West Main Street project, Mr. Milone said he recalls starting on this 9 years ago, and things don’t happen quickly. Because there is no simple measure to achieve what the Council wants him to achieve, Mr. Milone expressed a concern that things can be interpreted a year from now in anyway the Council wants.

Mr. Slocum commented on the empty spaces on RT 10 that could be developed, and the goal of the Council is to try and bring vitality to this area, through the Town Manager.

Mrs. Giddings noted it says “foster” not establish certain amounts of economic development. In the original objective she did not see a measurement criteria for this.

Mr. Milone said it should be grand list growth, and it should be stated there, but it is not.

Mr. Ruocco suggested taking out Town Center and add a measurement criteria.

Mr. Schrumm said in a down economy we could say “growth in the grand list”, and the Manager could not be held accountable for this.

Regarding the reports from Mr. Sitko on the tax abatements for corporate businesses in Cheshire, Mr. Milone said he would give a report on what has transpired over the last few years. There has not been an opportunity to come before the Council with a request for a tax abatement, so there has been no updated report.

Mr. Milone suggested that the goal read “Foster economic development initiatives with the emphasis on Town Center.”

According to Mr. Schrumm, Town Center runs from West Main Street to the high school.

After a brief discussion it was decided to leave this objective to read “Foster economic development initiatives”.

4) **Enhance capital budget development including sunset provision for old Projects.**

Mr. Ruocco recommended that the time frame be 5 years from the date of the funding of the project.

Mr. Milone stated his problem with the wording in this objective, “old projects” and not knowing what this means. There are projects which take 3 or 4 years, or others which take multiple years due to the need to get funding over time. The definition of “old” is not clear. If the Council wants a policy established to limit projects without being implemented, Mr. Milone said he understands this. But, this objective is not worded this way. Also, there should be a policy statement by the Council to be incorporated into
the capital budget, which should be looked at by the bond counsel, who indicated we must be careful of the wording. It could have implication on some bond resolutions.

Mr. Ecke asked whether there is a best practice on how to handle construction projects. He said this would be a good base from which to start.

Mr. Schrumm said the objective is to “enhance”, so an old project does not get resurrected from years ago.

It was stated by Mr. Ruocco that it could be simple enough to establish a due date for a capital project.

Mr. Milone will come back to the Council with “best practices” information.

5) Direct BOE establish permanent capital projects list by school as part of the capital budget process.

Mr. Ruocco has spoken to Mr. Milone about this objective, and this list would be a permanent listing of BOE capital projects. Personally, Mr. Ruocco said he uncomfortable with the Town Manager directing the BOE.

According to Mr. Schrumm the Council is asking for all BOE projects, by school, and such a list did exist in the past.

It was stated by Mr. Milone that he takes major objection to this objective because he cannot direct anyone, except himself. He has no authority over the BOE. If the Council wants a document from Dr. Florio, he is not sure making it an objective for the Town Manager is the way to go about it. If he is unsuccessful in getting this document, what happens? It becomes a policy issue between the Council and the BOE.

Town Manager Milone will put together a memo to Dr. Florio and the BOE, with copy to the Town Council, requesting this document.

It was suggested by Mr. Ecke that the Council Budget Chairman contact the BOE Budget Chairman, directing Dr. Florio put together this list of projects. There is an across the street issue here, and in his 9 years on the Council, he has given no direction to the BOE.

Council Chairman Slocum stated that a memo is a good idea, and he believes Dr. Florio will be compliant since this matter has been discussed during the capital budget process.

In that regard, Mr. Milone said he would ask for the Council’s help because they know the report they are looking for. He has no recollection of seeing this list of projects. With help from the Council, he can adequately articulate what the Council wants from Dr. Florio. A copy of the memo will be given to Councilors.
If the Superintendent does not provide this information, Mrs. Giddings said the Town Manager can have a staff member start a list which the Council can keep.

Mr. Ruocco stated his believe that the BOE and Dr. Florio will provide this list of projects to the Council.

Mr. Sima recommended changing the wording to “establishing a permanent capital project list, by building, as part of the capital budget process.” All the buildings are Town buildings, and projects go to Public Works or the PBC to do them, and they can provide a review of each project.

In response, Mr. Milone said he does not want to do the work for the BOE. In doing what Mr. Sima suggested, he said he does not know the intricacies of their projects. Also, only prospective activity would be captured, and Mr. Schrumm is looking for historical data going back 15 years for school buildings. This data cannot be recreated by Mr. Milone.

The BOE created this list once before, and Mr. Schrumm said they should put it together again.

The Council re-worded the objective to read: “Establishing a permanent capital project list, by building, as part of the capital budget process.”

Mr. Sima commented on his understanding that the Council was trying to get data on what was done in the past. If we can only go back a few years we will have a benchmark established for future Councils.

The Council was informed by Mr. Milone that he received the goals and objectives document earlier in the day, and he needs more time to further review and discuss it with the Council. He has a few concerns. In some cases the time lines cannot be met; some of the expectations are vague and hard to measure; and in some cases there are conflicts in what the Town Manager is being asked to do. There is contradiction and it is impossible to achieve both as they are working in cross purposes. Some of the objectives involving the WPCA cannot be done by the Town Manager. The WPCA is a regulatory body; the Town Manager can work with them and encourage them; but the ultimate achievement of some things in the goals and objectives rests with the WPCA.

6) Re-establish formal Town/Board of Education joint services review by 6/30/11.

Mr. Milone said this objective cannot be achieved by this date. This objective never had a date stated. And, Mr. Milone noted he has been working on the upcoming bond sale for 2 months. We will be entering the budget process and it is time consuming. Therefore, Mr. Milone cannot give the final product to the Council by June 30th.

The date of 9/30/11 was suggested by Mr. Schrumm.
Mrs. Giddings suggested the objective read “Initiate” rather than “re-establish” with the time period of June 30, 2011.

Mr. Milone will review this objective with those involved, and advise the Council on a time frame.

II. **Continue to enhance effectiveness of staff to ensure highest level of Customer service**

1) **Review and revise the written evaluation format for staff…**

   Mr. Ruocco questioned whether the current evaluation process allows for this, and stated his belief that something like this is already in place with recognition of staff for cost savings efforts.

   Mr. Milone said that one of the key categories in the performance evaluation of staff is “fiscal management”; the criteria varies from department to department. There is less opportunity for Ms. Piccerillo in Youth and Family Services to save money. The Police Department has many cost centers and there is potential to save money. The fiscal management category gets much emphasis from Mr. Milone, who believes in fiscal management. Mr. Milone cited a cost savings by Ms. Piccerillo by establishment of a relationship with SSCU to allow Cheshire to use their graduate students as counselors in Cheshire when the counseling case load had tripled.

   Following discussion, this objective was deleted.

2) **Settle the three expired labor union contracts with reasonable changes Including sun setting of defined benefit plans.**

   According to Mr. Schrumm this is totally within the control of the Town Manager, and he can push for this objective.

   Mr. Milone explained that this is out of his hands; he has spent many hours testifying about the Town’s ability to pay; and he has informed the bargaining union representatives that the Town cannot continue to maintain the defined benefit plans. He does not know what the arbitrators will do, and next year if they say the defined plans stay, Mr. Milone does not want to be chastised for not achieving this objective. Once the last arbitration presentation is made, this issue is out of Mr. Milone’s hands.

3) **Establish succession planning for department heads and other key Personnel.**

   Mr. Milone advised that he has discussed this issue before, and he would need to revisit and look at things a little more. One important issue is the institutionalizing of process and procedures and information, etc. which is a first step towards a succession planning program.
4) **Hire new police chief by 12/31/10.**
The date was changed by the Council. Mr. Milone will have his recommendation for a new police chief as soon as possible. If a chief is hired from outside the department, and before an offer can be made, the Town would have to do a polygraph test, physical examination, background check and more, and this takes time. At this point in time, Mr. Milone has not made up his mind on selection of a new police chief.

III. **Improve operational efficiency and effectiveness.**

1) **Implement E-Commerce by 6/30/11.**
This was deleted by Mr. Ruocco. Mr. Milone noted the money for this is in 2012.

The E-Commerce implementation is part of the technology infrastructure study. It could be added to this objective.

2) **Complete study of technology infrastructure and more recommendations By 9/30/11.**
After a brief discussion, the date was changed as noted.

The objective was changed to read “technology infrastructure and software”.

Mr. Milone noted there is $135,000 for GIS in FY 10-11; $125,000 for technology in FY 11-12. He will revisit the bond resolutions.

3) **Study and make recommendation to Council for outsourcing transfer Station by 3-31-11.**
Mr. Ruocco said this is part of the budget process; it could be a way to save money; but there is less control of the tipping fees.

Once this is done, Mr. Milone advised that the Town loses its permit for solid waste collection. This conflicts with the “reduce electricity use by 5%” objective.

4) **Implement cross training/job sharing across a minimum of two Departments.**
The Council was informed by Mr. Milone that there is some job sharing with secretarial staff to the Town Manager’s office. He noted there could be union issues with job training and cross sharing, and negotiations could be required with bargaining unions. Much depends on the nature of the job description.

Mr. Ruocco supports the idea of temporary job sharing, and said it would be good to have a formal program in place.

The objective was changed to read: **Implement cross training/job sharing wherever possible.**
5) **Reduce electricity use by town staff by 5% by June 30, 2011.**
   This objective was deleted because it conflicted with other priorities.

6) **Reduce the number of take home cars used by town staff by 2.**
   Mr. Milone advised that the number of staff cars has been reduced, and utilization of town vehicles will be part of the budget discussions.

IV. **Expand communication efforts to enhance citizen awareness of and involvement in town government and maintain high level of communication with all stakeholders.**

1) **Enhance town website to include E-pay if possible**
   The words “to include E-pay if possible” were deleted.

   Mr. Milone said the website needs to be revised and this is being done internally at no cost to the Town. E-pay is part of E-Commerce.

2) **Ongoing dissemination of information through all media...**
   Mr. Milone advised that there is possibility of a video-grapher back-up through Quinnipiac College, and there is the resource of the AV staff at the high school to assist. Mr. Chase would consider mentoring someone for video work of meetings. It was noted that some of the equipment used to video and audio tape the meetings belongs to Mr. Chase.

   *The Council deleted the words “including possibility of recruiting Quinnipiac intern program” from this objective.*

V. **Continue, complete or advance key Town projects.**

1) **Complete West Main Street Scape improvements**
   Mr. Milone said that the rest of the work on this project would not be done unless the State pays for the curbing and does their work.

2) **Secure final approval of WPCA Facilities Plan and develop schedule for final design approval, funding and bidding of project.**
   Mr. Milone again noted that WPCA is a regulatory body and will move at its own speed and the Town Manager cannot influence the outcome of how they proceed. Regarding the Facilities Plan, he said it took two years to get a response, and the Town received a half, watered down response.

   Mr. Schrumm stated that the Town Manager, as CEO of the community, has more clout in calling up the DEP, State legislators, or the Governor than the WPCA chairman. The Facilities Plan is a 20 year plan, contains the actual plant upgrade, and Mr. Schrumm said there needs to be more of a guiding hand over the WPCA.
Getting the DEP to approve the Facilities Plan is one thing, and Mr. Milone said that developing a schedule for final design is not something the Town Manager does. The Town hires an engineer who takes the project to the WPCA, and they decide what the final design will look like. The Town Manager does not make this decision.

Mr. Schrumm said that where the process is at any time should be kept on track by the Town Manager. We lost 6 months last year in the selection process, and we cannot rely on the WPCA.

Mrs. Giddings commented on it being impossible for the Town Manager to be the person who insures that this gets done. She suggested introducing the term “monitor” because what is described is monitoring the process for steps to be followed in a timely fashion. Mrs. Giddings said the Council cannot hold the Town Manager responsible for doing this work, but he can monitor the process through his staff.

Mr. Milone said he is hearing that the Council wants someone to facilitate and expedite the permitting approval process with DEP. But, he is not reading this in the stated objective. The Council is asking the Town Manager to take an active role in making sure DEP acts quickly and responsibly.

There are two pieces to this objective, and Mr. Schrumm said the first piece is to secure final approval of the WPCA facilities plan by DEP. That requires Mr. Milone getting in contact with the governor, legislators, DEP.

Mr. Ruocco said that Mr. Milone cannot secure DEP approval on the facilities plan. He will work with Mr. Milone on this section V of the objectives.

Mr. Schrumm wants the Town to be on top of things at the DEP for the Town’s biggest project ever. At the next capital budget time there will be a guess on the number to be put in the budget, schedules of debt, and there are still questions about funding to be answered.

3) **Revise WPA sump pump regs and penalties and public awareness by 6/30/11.**

Mr. Milone commented on the inordinate number of things going on at WPCA – two pump stations going up and a plant upgrade. The WPCA put off the I&I because of so many things going on at one time. He does not know what this objective would entail, and would want a flow chart and more information before accepting this objective. The biggest problem is enforcement and there are no resources for sump pump police. With the reval in two years, the contract will include examination of every property for sump pumps. Short of this, with current staff and regulations, we cannot go ahead with a successful enforcement.

4) **Expand town government sustainability imitative.** Deleted.
5) **Develop written contingency plan for pool bubble failure.**
Mr. Ecke stated this is a Town Council goal and objective, to come up with a plan for bubble failure.

Mr. Schrumm asked about long term issues; do we consider another bubble; and a contingency plan for when the bubble fails or collapses. He said we need a plan in place for swim teams, employees, contractual obligations with the YMCA, etc.

6) **Pursue privatization of pool including potential RFP for sale of Facility.**
Mr. Slocum said this is a Council discussion and objective.

7) **Complete all infrastructure projects contained in annual CAP budgets in FY 10 and prior.**
Mr. Milone said there are some things ongoing, including money for public building improvements for a series of projects with money to respond as problems occur. Mr. Milone has no control over BOE capital projects and they are 30% of our projects. He said there is money for I&I, sewer improvements, multi year ongoing small projects paid from a single appropriation. Mr. Milone said he is not sure what is expected of him based on the myriad and diversity of what is out there. He could sit down with the Council and review all the projects. But, a universal objective to finish everything prior to FY 2010 cannot be done. If we had money for public improvements…and we have $20,000 left…this allows for some public improvements. Mr. Milone holds onto this money for something to happen which must be addressed.

Mrs. Giddings said it would be interesting to see a list of any outstanding money for capital budget projects included in FY 2010 and before, i.e. infrastructure projects. Such a list could be added to each year as the capital budget is approved.

It was stated by Mr. Ruocco that the Council is telling the Town Manager to establish a sunset clause on these capital projects, and in this objective we are telling him to get them done now.

Mr. Ruocco suggested the objective read **“Compile” a list of all infrastructure projects**…

When he sent the capital budget to the Council, Mr. Milone said he recommended 3 or 4 changes to be considered…adoption of an equipment account, idea of utilizing the capital planning account to a greater extent. As part of the submission there should be a routine review as a preliminary step. Mr. Milone also suggested there be planning meetings with other boards and commissions that have a stake in the outcome of the capital budget, specifically the BOE, WPCA, PBC. The Town spends millions of dollars; the collaboration is very limited; and the planning is almost non-existent. The decision process is compressed to 7 weeks because the Council wants to get referendum items on the ballot. The Charter allows for a four month review process. Mr. Milone has no problem saying there are 17 projects; this when they were
appropriated; this is what is left; and this is the status of these projects. This should be
part of the capital budget process, but never has been.

For this objective, Mr. Milone said it could be incorporated to the “enhancements to the
capital budget process”. He has no problem with it, just the manner in which it is
stated, the fact that it is a stand alone, but should be integrated into the process. There
is no comprehensive process to revisit things and Mr. Milone suggested pre-planning
meetings in the capital budget transmittal letter. In the capital budget process every
stakeholder must be incorporated into the process. PBC, WPCA and BOE each have a
role to play, and Mr. Milone said he can only control so much. They should not be left
out and he wants them to take ownership of projects, especially the BOE, because Mr.
Milone said he does not want to monitor their projects.

8) Finish Mixville Park improvements already funded.
Mr. Milone said these projects are done; the ponds needs to be dredged and dam
needs to be done. These projects are at the DEP.

9) Complete preliminary design for Linear Park from W. Main to Jarvis Street.
Mr. Milone said the planning committee has to make a recommendation, and the
Council must agree before he can complete this objective. The DOT is waiting for
approval to reallocate the money.

Mr. Sima suggested the objective read: “Pursue preliminary design for the Linear
Park from West Main Street north”.

According to Mr. Sima the only want this will be done is to get State money, and the
next piece from Jarvis to Sandbank may fit in or it may not.

10) Complete Library reconfiguration and RFID conversion
The “RFID conversion” was deleted.

11) Publish RFP for energy and develop strategy to implementing findings
Based on proposals submitted by vendors. Complete by 3/31/11.
Mr. Milone stated that the measurement criteria (dates) will be included in this objective.

Mr. Ruocco recommended that the Town Manager’s Goals and Objectives document be
tabled for further review and revision. He will schedule another meeting of the
Personnel Committee to review the changes, and forward them to the full Town Council.

4. TOWN MANAGER’S ANNUAL PERFORMANCE REVIEW
(possible executive session)

MOTION by Mrs. Giddings; seconded by Mr. Ecke.

MOVED that the Town Council enter Executive Session at 9:15 p.m.
VOTE  The motion passed unanimously by those present.

MOTION by Mr. Schrumm; seconded by Mrs. Giddings.

MOVED to exit Executive Session at 10:20 p.m.

VOTE  The motion passed unanimously by those present.

5. ADJOURNMENT

MOTION by Mr. Schrumm; seconded by Mrs. Giddings.

MOVED to adjourn at 10:20 p.m.

VOTE  The motion passed unanimously by those present.

Attest:

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Marilyn W. Milton, Clerk