



# Council Agenda

Council Chambers  
Windsor Town Hall  
April 3, 2023



## Zoom Instructions

### Dialing in by Phone Only:

Please call: **312 626 6799** or **646 558 8656**

1. When prompted for participant or meeting ID enter: **878 4238 3430** and then press #
2. You will then enter the meeting muted. During 'Public Comment' if you wish to speak press \*9 to raise your hand. Please give your name and address prior to voicing your comments.

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1. Only if your computer has a microphone for two way communication, then during Public Comment if you wish to speak press **Raise Hand** in the webinar control. If you do not have a microphone you will need to call in on a phone in order to speak.
2. During 'Public Comment' if you do not wish to speak you may type your comments into the Q&A feature.

## **7:00 PM Public Hearing**

To hear public comment on the FY 2023 - FY 2024 budget as proposed by the Town Manager

## **7:30 PM Regular Council Meeting**

1. ROLL CALL
2. PRAYER OR REFLECTION – Councilor Black-Burke
3. PLEDGE OF ALLEGIANCE – Councilor Black-Burke
4. PROCLAMATIONS/AWARDS
  - a) Proclamation recognizing April 2023 as Fair Housing Awareness Month
5. PUBLIC COMMUNICATIONS AND PETITIONS  
(Three minute limit per speaker)
6. COMMUNICATIONS FROM COUNCIL MEMBERS
7. REPORT OF APPOINTED BOARDS AND COMMISSIONS
  - a) Board of Education
  - b) Conservation Commission
8. TOWN MANAGER'S REPORT



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9. REPORTS OF STANDING COMMITTEES

10. ORDINANCES

11. UNFINISHED BUSINESS

12. NEW BUSINESS

- a) \*Approve amendments to Fire Marshal and Fire Inspector job descriptions (Town Manager)
- b) \*Approve Deputy Fire Marshal job description (Town Manager)
- c) \*Approve an appropriation of \$380,000 from the General Fund Unassigned Fund Balance to support delivery of emergency medical services (Town Manager)
- d) \*Approve Fair Housing Resolution and Policy statement (Town Manager)
- e) \*Set a Public Hearing for May 1, 2023 at 7:20 p.m. to solicit public comment on the 2023 Small Cities Community Development Block grant (CDGB) application (Town Manager)
- f) \*Approve authorization of \$45,000 in American Rescue Funds to the Windsor Housing Authority for design services related to Shad Run (Town Manager)
- g) \*Approve authorization of \$25,000 in American Rescue Funds to the Windsor Housing Authority for design services related to the Fitch Court roof replacement project (Town Manager)
- h) \*Approve appointment of auditor for fiscal years 2023 through 2025 (Finance Committee)

13. \*RESIGNATIONS AND APPOINTMENTS

14. MINUTES OF PRECEDING MEETINGS

- a) \*Minutes of the March 20, 2023 Public Hearing
- b) \*Minutes of the March 20, 2023 Regular Town Council Meeting

15. PUBLIC COMMUNICATIONS AND PETITIONS

(Three minute limit per speaker)

16. EXECUTIVE SESSION

17. ADJOURNMENT

★Back-up included

# PROCLAMATION

## *Declaring April 2023 as Fair Housing Awareness Month*

Whereas, the Civil Rights Act of 1968, which included what is commonly referred to as the Fair Housing Act (Title VIII of the Civil Rights Act), was signed into law on April 11, 1968, effectively prohibiting the sale, rental, and financing of housing based on race, color, national origin, religion, sex, familial status or handicapped status; and,

Whereas, shelter is a basic human need and, when shelter is denied, the quality of life is greatly diminished, making it essential that the Town of Windsor affirm its policy that housing in the Town of Windsor shall be made available to all persons on the basis of equality and fairness; and,

Whereas, the 55 years since the passage of the Fair Housing Act, judicial and administrative enforcement, as well as public and private efforts to comply voluntarily with the law, have reduced barriers to obtaining the housing of one's choice; and,

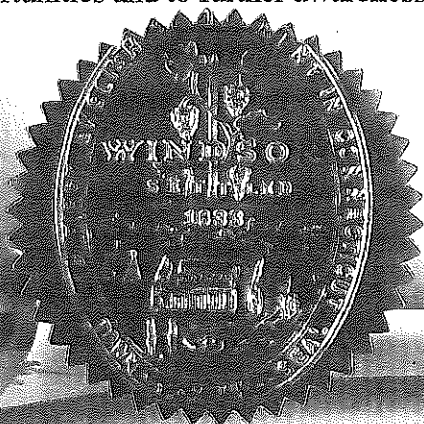
Whereas, the Town of Windsor recognizes, acknowledges and values the efforts of those who seek justice through the public and private enforcement of state and federal fair housing laws; and,

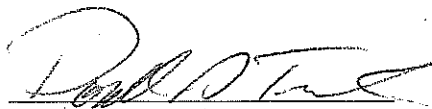
Whereas, despite this progress, more work remains in our struggle to achieve equality and racial justice and discriminatory practices still exist in this country; and,

Whereas, all Americans should be aware of their rights as set forth in the Fair Housing Act of 1968.

### ***NOW, THEREFORE, BE IT PROCLAIMED BY THE MAYOR AND THE WINDSOR TOWN COUNCIL:***

That April 2023 is declared Fair Housing Awareness Month in Windsor and, by doing so, we recognize the efforts of those that have worked to promote equal housing opportunities and to further awareness of the Fair Housing Act of 1968.




  
Donald S. Trinks  
Mayor of Windsor  
April 3, 2023

## Agenda Item Summary

Date: April 3, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Amelia Bliss, Human Resources Director

Reviewed By: Peter Souza, Town Manager 

Subject: Approve the Fire Marshal and Fire Inspector Job Descriptions

### Background

The Fire Marshal's Office currently includes the unaffiliated, full time positions of Fire Marshal and Fire Inspector, as well as a part time Fire Inspector. The Fire Marshal is retiring at the end of the month and it is customary for town staff to review job descriptions when positions are vacated to ensure the duties, education and experience requirements reflected in the job description align with the town's needs. The job descriptions for these positions were reviewed by the Fire Inspector, who is being promoted to Fire Marshal when it becomes vacant, the Town Manager and the Human Resources Director. Some changes are needed for the job descriptions to reflect the current duties and requirements of the positions.

Sections related to "General Purpose", "Essential Duties and Responsibilities" and "Minimum Qualifications" have been updated to better align with the requirements of the positions and "Competencies" have been added to conform to the town's current format. The "Physical Demands and Work Environment" sections have also been updated. Some terminology and duties have been updated to align with changes that have occurred over the years.

### Discussion/Analysis

The main duties of the Fire Marshal position are to perform supervisory, administrative, professional and technical work related to fire prevention, investigation and community risk reduction.

The most significant changes proposed to the Fire Marshal job description are:

- Referring to the *Connecticut General Statutes* which outline the role and responsibilities of the local fire marshal
- Adding responsibility for Community Risk Reduction program management and intradepartmental support
- Adding responsibility for data management
- Adding responsibility for departmental fiscal decisions including budget development
- Adding responsibility for public information and communications via social and traditional media
- Clarifying the position's on-call availability for fire investigations and other life safety emergencies after hours
- Updating necessary knowledge and physical demands and adds physical requirement to be medically cleared to wear a respirator

These changes reflect changes to the expected roles and responsibilities of the position of Fire Marshal based on state and national best practices. This includes the shift from traditional fire prevention to Community Risk Reduction as a decision-making paradigm. It also adds that the role of “Emergency Management Director” may be assigned to the Fire Marshal should that decision need to be made in the future.

The main duties of the Fire Inspector job description are to perform administrative and technical work related to fire prevention and investigation.

The most significant changes proposed to the Fire Inspector job description are:

- Clarifying the position’s role in fire investigations
- Clarifying the position’s responsibility for equipment maintenance
- Clarifying the position’s on-call availability for fire investigations and other life safety emergencies after hours
- Updating necessary knowledge and physical demands and adds physical requirement to be medically cleared to wear a respirator.

Financial Impact

None

Other Board Action

None

Recommendations

If the Town Council is in agreement, the following motion is recommended for approval:

**“MOVE that the job descriptions for the positions of Fire Marshal and Fire Inspector be approved as presented.”**

Attachments

Red-lined version of existing job descriptions

Fire Marshal  
Job Description  
(red-lined)

# TOWN OF WINDSOR POSITION DESCRIPTION

**Job Title:** Fire Marshal  
**Department:** Development Services  
**Reports To:** Town Manager  
**FLSA Status:** Exempt  
**Approved By:** Town Council  
**Approved Date:** ~~August 4, 2008~~

## GENERAL PURPOSE

Performs a variety of supervisory, administrative, professional and technical work related to fire ~~inspection and~~ prevention, investigation, and community risk reduction. Performs work in a manner consistent with the town's service excellence expectations.

## ESSENTIAL DUTIES AND RESPONSIBILITIES

- ~~• Schedules and conducts inspections of existing structures, construction and remodel sites for compliance with fire codes; resolves compliance problems with owners within scope of knowledge and authority; issues burning permits.~~
- ~~• Schedules and conducts the inspection of hydrants, sprinkling systems and elements of a fire prevention or protection system; calculates water fire flows for building requirements.~~
- Reviews and approves construction plans for code compliance; coordinates with building officials for fire ~~related~~ code review and approval of occupancy permits and business licenses. Actively participates on development review team.
- Supervises deputy fire marshal, fire inspectors, ~~volunteer deputy fire marshals~~ and contractors. Prepares work procedures and directs staff/volunteer assignments, schedules and plans workloads per CGS §29-305 & 306; trains, motivates and evaluates assigned staff and/volunteers; reviews progress and directs changes as needed.
- Assures that assigned areas of responsibility are performed within budget; monitors revenues and expenditures in assigned area to assure sound fiscal control; prepares annual budget requests; assures effective and efficient use of budgeted funds, materials, facilities and time.
- Schedules and conducts inspections of existing structures, construction and remodel sites for compliance with fire codes; resolves compliance problems with owners within scope of knowledge and authority.
- Schedules and conducts the inspection of installations of hydrants, water supplies, sprinkler systems and elements of a fire prevention or protection system.
- Responds to and ~~investigates all major fires~~ conducts origin and cause investigations of fires and ~~all suspicious or undetermined causes of fire and~~ oversees arson fire investigation team; prepares written investigation reports; provides testimony in court and other hearings concerning results of investigations per CGS §29-302.
- Coordinates Community Risk Reduction initiatives to include but not limited to drafting and updating Community Risk Analysis report, developing risk reduction plans and program evaluation strategies to address target risks, developing a team of interdepartmental and community stakeholders to address community risks, and provide data and strategic planning support to other town departments.

- Responds to complaints regarding fire code violations and fire hazards; issues warnings and citations for fire code violations.
- Issues permits for the sale, use, storage and transportation of explosives and flammable materials.
- Provides public education and training in fire prevention, use of fire extinguishers and related topics including giving talks, demonstrations and presentations ~~before~~ to town employees, community groups, schools, and other organizations or institutions.
- Serves as the Public Information Officer for Fire Marshal's Office, coordinating messaging and communications with traditional, digital, and social media
- Reviews and submits fire reports to the National Fire Incident Reporting System
- Responds to after-hours calls and responds to emergencies as needed; is on-call as assigned
- Recommends and develops proposed fire prevention policies, procedures and codes.
- Provides professional advice to town manager; makes presentations to staff and town officials, civic groups and the general public; communicates official plans, policies and procedures to staff and the general public in assigned area of responsibility.
- Performs a variety of office-related functions, including maintaining records regarding fire inspection or prevention activities, preparing reports regarding fire inspection or prevention, answering phones and responding to inquiries from other public safety agencies, contractors, developers, property owners, staff and the general public.

## ADDITIONAL DUTIES

- ~~Assists in training new employees as assigned.~~
- Assists in developing plans for special assignments such as emergency preparedness, hazardous communications, training programs, firefighting, hazardous materials, or emergency aid activities.
- May serve as Emergency Management Director including developing and administering risk reduction strategies including preparedness public education, coordinating risk mitigation plans with local businesses, and building organizational capacity to respond to local and state-wide emergencies. Coordinates incident command training and certifications, maintains emergency response plans, and facilitates emergency drills. Serves in the Emergency Operations Center when activated.
- Serves as a member of various employee committees; participates in meetings, seminars and training sessions.
- ~~Performs related work as required.~~

## SUPERVISORY RESPONSIBILITIES

- Supervises and directs the work of the department including full-time, part-time employees and volunteers. Provides leadership and carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Is responsible for hiring and training, directing and monitoring work; appraising performance; motivating, rewarding, and disciplining employees; addressing complaints and resolving problems.



## COMPETENCIES

*To perform the job successfully, an individual should demonstrate the following competencies:*

- Innovative – Enjoys discovering new ways to expand or improve an operation or services to the town.
- Leadership/Supervisory – Has natural abilities to motivate people to want to follow his/her lead; Capacity to articulate concepts of public finance and budgeting and convey an understanding of their value and importance to employees and the public; Effectively manages staff and volunteers, providing personalized coaching, project guidance and timely performance evaluations, feedback, disciplinary actions, and praise.
- Technical – Ability to collect, measure, synthesize and analyze data; Use computer technology to manage, coordinate and present the results in an appropriate way to different types of audiences.
- Problem Solving - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Exhibits sound and accurate judgment.
- Interpersonal Skills – Tactful but firm; Respectful with the ability to establish effective working relationships with staff, community organizations, local businesses, governmental agencies and the public; Ability to express ideas effectively in oral and written forms and has the ability to be innovative and receptive to new ideas; Listens to others without interrupting; Shows respect and sensitivity for differences.
- Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values and is an effective team player.
- Attendance/Punctuality - Is consistently at work and on time; Ensures work responsibilities are covered when absent; Arrives at meetings and appointments on time.
- Quality Management - Demonstrates accuracy and thoroughness; Motivated to deliver on promised results.

## DESIRED MINIMUM QUALIFICATIONS

### *Education and Experience*

- Bachelor's degree in fire science, public administration or a closely related field; five years of full time experience in fire prevention in a similar size community; supervisory experience preferred~~three years of experience in fire prevention work~~; or
- Any equivalent combination of education and experience.

### *Necessary Knowledge, Skills and Abilities*

- ~~Extensive knowledge of modern fire prevention principles, procedures, techniques and equipment; extensive knowledge of building, electrical, mechanical and fire codes; extensive knowledge of inspection techniques; working knowledge of community risk reduction principles and techniques; working knowledge of modern fire investigation principles, procedures, techniques, and equipment; working knowledge of fire suppression techniques and equipment; working knowledge of first aid; working knowledge of firefighting tactics, oil fire control and hydraulics;~~
- Skill in the operation of the listed tools and equipment.

- Good ability to establish effective working relationships with employees, other agencies, and the general public; ability to read and interpret building plans and specifications; ability to effectively apply standard fire prevention techniques; ability to act effectively in emergency situations; ability to follow verbal and written instructions; ability to communicate effectively orally and in writing; ability to meet special requirements.
- Knowledge and skill in the use of MS Office applications (Excel, Word, Outlook), Internet, social media, and records management software with ability to learn various database software.

#### *Special Requirements*

- Valid ~~Connecticut~~ driver's license or ability to obtain one.
- Valid Connecticut Fire Marshal's Certification, ~~or ability to be certified.~~
- ICS/NIMS certifications including NIMS 100, 200, 700, 800, and Basic Public Information Officer (PIO) or ability to be certified
- ~~First Aid Certification or ability to be certified.~~

#### **TOOLS AND EQUIPMENT USED**

Fire prevention training equipment and supplies; fire suppression equipment; fire investigation tools and equipment; vehicle; radio; ~~pager~~; personal computer; ~~calculator~~; phone; ~~first-aid equipment~~.

#### **PHYSICAL DEMANDS AND WORK ENVIRONMENT**

*The physical demands and work environment characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

- Must be able to travel various locations to perform inspections. Must have physical ability to perform all necessary inspections including navigating various terrain and the ability to climb, stoop, kneel, crouch, crawl and smell. While performing the duties of this job, the employee is required to use hands to handle documents and materials, feel or operate objects, tools or controls; and reach with hands and arms. Must be able to enter information into the computer and operate various office equipment. Must have ability to communicate with others in person and over the phone.
- ~~While performing the duties of this job, the employee is frequently required to stand; sit; walk; talk or hear; use hands to finger, handle or operate objects, tools or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl; and taste or smell.~~
- The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to ~~50~~100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus in order to read blueprints and perform inspections and investigations.
- While performing the duties of this job, the employee regularly works in outside weather conditions and in an office environment. The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or

humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

- [The employee must be medically cleared to wear a respirator in toxic or IDLH atmospheres](#)
- The noise level in the work environment is usually [quiet in the office and](#) moderate [to loud in the field](#).

*The above description is illustrative of tasks and responsibilities. It is not meant to be all-inclusive of every task or responsibility. The job description does not constitute an employment agreement between the Town of Windsor and the employee and is subject to change by the Town as the needs of the Town and requirements of the job change.*

**Fire Inspector  
Job Description  
(red-lined)**

# TOWN OF WINDSOR

## POSITION DESCRIPTION

**Job Title:** Fire Inspector  
**Department:** Development Services  
**Reports To:** Fire Marshal  
**FLSA Status:** Non-Exempt  
**Approved By:** Town Council  
**Approved Date:** *September 5, 2000*

### GENERAL PURPOSE

Performs a variety of administrative and technical work related to fire ~~inspection and prevention~~ prevention and investigation. Performs work in a manner consistent with the town's service excellence expectations.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

- Inspects existing structures, construction and remodel sites for compliance with fire codes; prepares written reports identifying code violations; resolves compliance problems with owners per CGS §29-305 & 306.
- Inspects hydrants, sprinklering systems, and elements of a fire prevention or protection systems; ~~conducts voluntary home inspections~~.
- Reviews and approves construction plans for code compliance, and conducts follow-up inspections to insure compliance with applicable fire codes.
- ~~Assists in the investigation of fire incidents~~. Responds to and conducts origin and cause investigations of fires as part of the fire investigation team; prepares written investigation reports; provides testimony in court and other hearings concerning results of fire investigations per CGS §29-302.
- Provides public education in fire prevention, use of fire extinguishers and related topics including giving talks, demonstrations and presentations ~~before~~ to town employees, community groups, schools and other organizations or institutions.
- Responds to complaints regarding fire code violations and fire hazards; issues warnings and citations for fire code violations per CGS §29-305 & 306.
- ~~Issues burning permits.~~
- Performs a variety of office-related functions, including maintaining records regarding fire inspection or prevention activities, preparing reports regarding fire inspection or prevention, answering phones and responding to inquiries from other public safety agencies, contractors, developers, property owners, staff and the general public.
- Responds to after-hours calls and responds to emergencies as needed; is on-call as assigned.

### ADDITIONAL DUTIES

- Performs general maintenance work in the upkeep of fire ~~facilities and equipment; washes, hangs and dries hose; washes, cleans, polishes, maintains and tests apparatus and equipment~~. investigation tools and equipment

- Serves as a member of various employee committees; participates in meetings, seminars and training sessions.
- May assume some responsibilities in the absence of the Fire Marshal as required.
- Performs related work as required.

## COMPETENCIES

To perform the job successfully, an individual should demonstrate the following competencies:

- Problem Solving - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Exhibits sound and accurate judgment.
- Interpersonal Skills - Is respectful with the ability to establish effective working relationships with staff, community organizations, governmental agencies and the public; Ability to express ideas effectively in oral and written forms and has the ability to be innovative and receptive to new ideas; Listens to others without interrupting; Maintains confidentiality; Shows respect and sensitivity for cultural differences.
- Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values.
- Customer Service – Responds promptly to customer needs; Responds to requested for service and assistance; Meets deadlines.
- Attendance/Punctuality - Is consistently at work and on time; Ensures work responsibilities are covered when absent; Arrives at meetings and appointments on time.
- Quality Management - Demonstrates accuracy and thoroughness.
- Quantity - Meets productivity standards; Completes work in timely manner and uses time efficiently.

## **DESIRED MINIMUM QUALIFICATIONS**

### *Education and Experience*

- High school diploma or GED equivalent; related technical training or education preferred. Three years of experience in fire suppression and/or fire prevention and inspection; or
- Any equivalent combination of training and experience.

### *Necessary Knowledge, Skills and Abilities*

- Knowledge of modern fire prevention principles, procedures, techniques and equipment; knowledge of building, electrical, mechanical and Connecticut State Fire Safety Code; knowledge of fire inspection techniques; knowledge of modern fire investigation principles, procedures, techniques, and equipment; working knowledge of fire suppression techniques

and equipment.; ~~working knowledge of first aid.~~

- Skill in the operation of the listed tools and equipment.
- Good ability to apply standard fire prevention techniques; ~~good~~ ability to interpret and enforce fire code to all classes of occupancies; ~~good~~ ability to act effectively in emergency situations; ~~good~~ ability to establish effective working relationships with employees, other agencies and the general public; ability to follow verbal and written instructions; ability to communicate effectively orally and in writing.
- Knowledge and skill in the use of MS Office applications (Excel, Word, Outlook), Internet, and records management software with ability to learn various database software.

#### *Special Requirements*

- Valid ~~Connecticut~~ driver's license or ability to obtain one.
- Valid Connecticut Fire Marshal's Certification or ability to be certified within six months of employment.
- ~~First Aid Certification or ability to be certified.~~

#### **TOOLS AND EQUIPMENT USED**

Fire prevention training equipment and supplies; fire suppression equipment; vehicle; radio; ~~pager~~; personal computer; ~~calculator~~; phone.; ~~first aid equipment.~~

#### **PHYSICAL DEMANDS AND WORK ENVIRONMENT**

*The physical demands and work environment characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

- Must be able to travel various locations to perform inspections. Must have physical ability to perform all necessary inspections including navigating various terrain and the ability to climb, stoop, kneel, crouch, crawl and smell. While performing the duties of this job, the employee is required to use hands to handle documents and materials, feel or operate objects, tools or controls; and reach with hands and arms. Must be able to enter information into the computer and operate various office equipment. Must have ability to communicate with others in person and over the phone.
- ~~While performing the duties of this job, the employee is frequently required to stand; sit; walk; talk or hear; use hands to finger, handle or operate objects, tools or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl; and taste or smell.~~
- The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to ~~100~~ 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus in order to read blueprints and perform inspections and investigations.
- While performing the duties of this job, the employee regularly works in outside weather conditions and in an office environment. The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or

humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock and vibration.

- [The employee must be medically cleared to wear a respirator in toxic or IDLH atmospheres](#)
- The work environment is usually quiet in the office and moderate to loud in the field.

*The above description is illustrative of tasks and responsibilities. It is not meant to be all-inclusive of every task or responsibility. The job description does not constitute an employment agreement between the Town of Windsor and the employee and is subject to change by the Town as the needs of the Town and requirements of the job change.*




## Agenda Item Summary

Date: April 3, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Amelia Bliss, Human Resources Director

Reviewed By: Peter Souza, Town Manager 

Subject: Approve the Deputy Fire Marshal Job Description

### Background

The Fire Marshal's Office currently includes the unaffiliated, full time positions of Fire Marshal and Fire Inspector, as well as a part time Fire Inspector. The Fire Marshal is retiring at the end of the month and the current Fire Inspector is being promoted to Fire Marshal. A recruitment and selection process will be conducted to fill the vacant Fire Inspector position. With an eye towards succession planning and the need to retain talented individuals, the position of Deputy Fire Marshal is being proposed. If this position is approved it will be available for future career progression in the division.

The proposed job description was prepared by the Fire Inspector and Human Resources Director.

### Discussion/Analysis

The Deputy Fire Marshal position will be similar to the Fire Inspector job duties but with the additional responsibility of assisting the Fire Marshal in training and assigning work to the Fire Inspector and part time staff and checking work for accuracy. The Deputy Fire Marshal will act as the Fire Marshal in their absence.

By creating this position it furthers the town's goal of enhancing recruitment and retention in the organization by providing employees with opportunities for professional development and growth.

The job analysis questionnaire and point factor evaluation were completed and the results indicate the Deputy Fire Marshal position be placed in pay grade 6, (\$62,851 - \$87,988).

### Financial Impact

None

### Other Board Action

None

### Recommendations

If the Town Council is in agreement, the following motion is recommended for approval:

**“MOVE that the job description for the position of Deputy Fire Marshal be approved as presented and the position be placed in the Administrative Pay Plan in pay grade 6.”**

### Attachments

Proposed job description

## **TOWN OF WINDSOR POSITION DESCRIPTION**

**Job Title:** Deputy Fire Marshal  
**Department:** Development Services  
**Reports To:** Fire Marshal  
**FLSA Status:** Exempt  
**Approved By:** Town Council  
**Approved Date:**

### **GENERAL PURPOSE**

Performs a variety of administrative and technical work related to fire prevention and investigation. Assumes responsibilities of the Fire Marshal in her/his absence. Performs work in a manner consistent with the town's service excellence expectations.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Inspects existing structures, construction and remodel sites for compliance with fire codes; prepares written reports identifying code violations; resolves compliance problems with owners per CGS §29-305 & 306.
- Assists in training and assigning work to staff, checks work for completeness and accuracy.
- Inspects hydrants, sprinkler systems, and elements of a fire prevention or protection systems.
- Reviews and approves construction plans for code compliance, and conducts follow-up inspections to insure compliance with applicable fire codes.
- Responds to and conducts origin and cause investigations of fires as part of the fire investigation team; prepares written investigation reports; provides testimony in court and other hearings concerning results of fire investigations per CGS §29-302.
- Provides public education and training in fire prevention, use of fire extinguishers and related topics including giving talks, demonstrations and presentations to town employees, community groups, schools and other organizations or institutions.
- Responds to complaints regarding fire code violations and fire hazards; issues warnings and citations for fire code violations per CGS §29-305 & 306;
- Assists in developing plans for special assignments such as emergency preparedness, hazardous communications, training programs, firefighting, hazardous materials and emergency aid activities.
- Performs a variety of office-related functions, including maintaining records regarding fire inspection or prevention activities, preparing reports regarding fire inspection or prevention, answering phones and responding to inquiries from other public safety agencies, contractors, developers, property owners, staff and the general public.
- Maintains inspection and hazardous materials records
- Responds to after-hours calls and responds to emergencies as needed; is on-call as assigned

### **ADDITIONAL DUTIES**

- Serves as a member of various employee committees; participates in meetings, seminars and training sessions.
- Instructs classes in assigned subject areas.

- Performs general maintenance work in the upkeep of fire investigation tools and equipment
- Performs related work as required.

## **COMPETENCIES**

To perform the job successfully, an individual should demonstrate the following competencies:

- Problem Solving - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Exhibits sound and accurate judgment.
- Interpersonal Skills - Is respectful with the ability to establish effective working relationships with staff, community organizations, governmental agencies and the public; Ability to express ideas effectively in oral and written forms and has the ability to be innovative and receptive to new ideas; Listens to others without interrupting; Maintains confidentiality; Shows respect and sensitivity for cultural differences.
- Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values.
- Customer Service – Responds promptly to customer needs; Responds to requested for service and assistance; Meets deadlines.
- Attendance/Punctuality - Is consistently at work and on time; Ensures work responsibilities are covered when absent; Arrives at meetings and appointments on time.
- Quality Management - Demonstrates accuracy and thoroughness.
- Quantity - Meets productivity standards; Completes work in timely manner and uses time efficiently.

## **DESIRED MINIMUM QUALIFICATIONS**

### *Education and Experience*

- High School diploma or GED equivalent; related technical training including some related education. Four years of increasingly responsible experience in fire suppression and/or fire prevention and inspection; or
- Any equivalent combination of training and experience.

### *Necessary Knowledge, Skills and Abilities*

- Knowledge of modern fire prevention principles, procedures, techniques and equipment; good knowledge of building, electrical, mechanical and Connecticut State Fire Safety Code; good knowledge of fire inspection techniques; knowledge of modern fire investigation

principles, procedures, techniques, and equipment; working knowledge of fire suppression techniques and equipment.

- Skill in the operation of the listed tools and equipment.
- Ability to apply standard fire prevention techniques; ability to interpret and enforce fire code to all classes of occupancies; ability to act effectively in emergency situations; good ability to establish effective working relationships with employees, other agencies and the general public; ability to follow verbal and written instructions; ability to communicate effectively orally and in writing.
- Knowledge and skill in the use of MS Office applications (Excel, Word, Outlook), Internet, social media, and records management software with ability to learn various database software.

#### *Special Requirements*

- Valid driver's license or ability to obtain one.
- Valid Connecticut Fire Marshal's Certification or ability to be certified within six months of employment.
- ICS/NIMS certifications including NIMS 100, 200, 700, 800, or ability to be certified

#### **TOOLS AND EQUIPMENT USED**

Fire prevention training equipment and supplies; fire suppression equipment; vehicle; radio; personal computer; phone.

#### **PHYSICAL DEMANDS AND WORK ENVIRONMENT**

*The physical demands and work environment characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

- Must be able to travel various locations to perform inspections. Must have physical ability to perform all necessary inspections including navigating various terrain and the ability to climb, stoop, kneel, crouch, crawl and smell. While performing the duties of this job, the employee is required to use hands to handle documents and materials, feel or operate objects, tools or controls; and reach with hands and arms. Must be able to enter information into the computer and operate various office equipment. Must have ability to communicate with others in person and over the phone.
- The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus in order to read blueprints and perform inspections and investigations.
- While performing the duties of this job, the employee regularly works in outside weather conditions and in an office environment. The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock and vibration.
- The employee must be medically cleared to wear a respirator in toxic or IDLH atmospheres


- The work environment is usually quiet in the office and moderate to loud in the field.

*The above description is illustrative of tasks and responsibilities. It is not meant to be all-inclusive of every task or responsibility. The job description does not constitute an employment agreement between the Town of Windsor and the employee and is subject to change by the Town as the needs of the Town and requirements of the job change.*

## Agenda Item Summary

Date: April 3, 2023

To: Honorable Mayor and Members of the Town Council

From: Peter Souza, Town Manager 

Subject: Windsor Emergency Medical Services

### Background

The Windsor Volunteer Ambulance Association is a private not-for-profit entity that provides emergency medical response and transportation to the Windsor community. There are over 4,000 calls for emergency medical service (EMS) per year in the town. The ambulance association, along with the Police Department, responds to these calls. If the association does not have personnel available, an outside EMS agency is requested to respond.

The Council's Health and Safety Committee met on March 1, 2023 to discuss the overall delivery system of emergency medical services. The committee asked staff to provide information on the system and possible paths forward to the full Town Council on March 20th.

The Holdsworth Group, an EMS consulting firm has been contracted to help gather and analyze additional data relative to topics such as staffing levels, peak call times, response times, hours of utilization, as well as identifying staff coverage options and projected expenditure and revenue estimates to meet desired service levels.

The purpose of this agenda item is to request the Town Council to appropriate financial assistance to the ambulance association for additional staffing coverage, past due vendor invoices, wage adjustments to meet marketplace changes as well as to meet operating expenses for the remainder of the fiscal year.

### Discussion/Analysis

As previously presented the current emergency medical services across the state, region and country are currently stressed and in some case reaching crisis status. Several issues are contributing to this including lack of available qualified workforce, wage and material inflation, supply chain delays and insufficient insurance reimbursement rates relative to overall cost of service delivery

Windsor EMS' revenue sources are primarily Medicare, Medicaid, insurance providers and private payers. In recent years over 65% to 70% of all Windsor EMS calls involved Medicare and Medicaid patients. Unfortunately, Medicare and Medicaid reimbursement rates are highly discounted. Furthermore, the timing for reimbursement can range from 6 to 8 weeks from time of billing.

Significant increases in salary and wage rates for EMT's and paramedics have been occurring in the marketplace. In order to attract and retain certified staff there is a need to increase pay rates to be competitive.

Windsor EMS currently schedules to run one ALS ambulance twenty-four hours a day, seven days a week. A second ALS ambulance runs from 7:00a.m. until 7:00p.m., seven days a week. Each ambulance is staffed by two personnel qualified for that level ambulance. There are occasions in which due to staffing vacancies or unavailability an ALS ambulance has needed to be staffed as a BLS ambulance, and there are occasions when the second ambulance is unable to be staffed as planned.

Also, there are times of higher call volumes and simultaneous calls. These are generally unpredictable as well as is the location of the calls. When Windsor EMS is unavailable to respond to a call an outside EMS agency is contacted by emergency dispatch for assistance. In this case, the revenue is lost to the outside EMS agency.

It is requested that funding be provided for additional staff coverage to reduce the frequency of calling for mutual aid as well as providing for a second or third ambulance certain times of day and week.

Due in part to the structural imbalance between reimbursement rates and expenses and timing of insurance payments the association has over \$130,000 in vendor invoices that are at least 30 days past due. Funding is being requested to meet these obligations.

#### Financial Impact

It is respectively recommended that \$380,000 be appropriated from the General Fund Unassigned Fund Balance in order to help stabilize service levels, increase hours of ambulance coverage, attract and retain certified staff, as well as to meet past due service obligations. The association does not have adequate cash resources available to meet operating obligations beyond mid-April.

Below is a summary of projected expenses and revenue for the fourth quarter of the year and resulting in the estimated \$380,000 deficit for the quarter.

Current Payroll & Benefits (April, May, June)	\$276,000
Non-payroll expenses (April, May, June)	<u>108,000</u>
Subtotal	384,000
Added Staff Coverage (40 Hrs/week in April)	14,200
Added Staff Coverage (80 hrs/week May & June)	37,000
Salary & Wage Adjustments (May & June)	49,800
Medical Supply Inventory	15,000
Past Due Invoices (30+ days)	<u>135,000</u>
Subtotal	251,000
Projected Expenses through 6/30/23	635,000
MINUS Projected Revenue through 6/30/23	<u>-255,000</u>
Projected 4 <sup>th</sup> Qtr Deficit	380,000

Town staff with the assistance of The Holdsworth Group will continue to work closely with the association to monitor and analyze revenue and expenditures on a weekly basis. Funds will be placed in a segregated account under the control of the Finance Department and all disbursement requests will be reviewed and approved by the Finance Director.

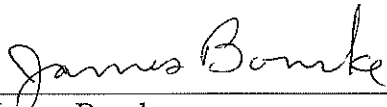
Recommendation

If the Town Council is in agreement, the following motion is recommended for approval:

**“MOVE to approve an appropriation of \$380,000 from the Unassigned General Fund Balance to provide financial assistance to the Windsor Volunteer Ambulance Association to meet fiscal year 2023 operating expenses and increased staffing coverage.”**

Certification

I hereby certify that there is \$380,000 in the Unassigned General Fund Balance to fund the above appropriation.

A handwritten signature in cursive script that reads "James Bourke". The signature is written in black ink and is positioned above a horizontal line.

James Bourke  
Finance Director




## Agenda Item Summary

Date: April 3, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Flavia Rey de Castro, Community Development Specialist

Reviewed By: Peter Souza, Town Manager 

Subject: Community Development Block Grant – Small Cities Program  
Fair Housing Resolution & Fair Housing Policy Statement

### Background

In accordance with Federal regulations, the Connecticut Department of Housing (DOH) requires that applicants for Community Development Block Grant – Small Cities program funds adopt a fair housing resolution. A fair housing resolution is to be adopted by the governing body to formally embrace the goals of fair housing.

The Town Council adopted a Fair Housing Resolution on April 4, 2022. CT DOH has advised that a re-approved resolution must accompany each year's application.

### Discussion/Analysis

The attached Fair Housing Resolution and Fair Housing Policy Statement state that the town will follow fair housing regulations and not discriminate against any protected classes in carrying out federal programs. The resolution and policy also designates the Town Manager or his/her representative to respond to fair housing complaints, provides contact information for same, and sets forth a complaint procedure.

The attached resolution and policy are the same as the Town Council approved last year.

### Financial Impact

None

### Other Board Action

None

### Recommendation

If the Town Council is in agreement, the following motion is recommended for approval:

**“MOVE to approve the Fair Housing Resolution and Fair Housing Policy Statement as presented.”**

### Attachments

Fair Housing Resolution  
Fair Housing Policy Statement

# Fair Housing Resolution

Certified a true copy of a Resolution adopted by the Town Council of the Town of Windsor, Connecticut in meeting duly assembled on April 3, 2023 and which Resolution has not been rescinded or modified in any way whatsoever.

(Seal)

\_\_\_\_\_  
Anna Posniak, Town Clerk

\_\_\_\_\_  
Date

**APRIL 2023**

**TOWN OF WINDSOR  
FAIR HOUSING RESOLUTION**

**WHEREAS,** All persons are afforded a right to full and equal housing opportunities in the neighborhood of their choice; and

**WHEREAS,** Federal fair housing laws require that all individuals, regardless of race, color, religion, sex, handicap, familial status, national origin, or gender identity be given equal access to all housing-related opportunities, including rental and homeownership opportunities, and be allowed to make free choices regarding housing location; and

**WHEREAS,** Connecticut fair housing laws require that all individuals, regardless of race, creed, color, national origin, ancestry, sex, marital status, age, lawful source of income, familial status, learning disability, physical or mental disability, sexual orientation, or gender identity or expression be given equal access to all housing-related opportunities, including rental and home ownership opportunities, and be allowed to make free choices regarding housing location; and

**WHEREAS,** The Town of Windsor is committed to upholding these laws, and realizes that these laws must be supplemented by an Affirmative Statement publicly endorsing the right of all people to full and equal housing opportunities in the neighborhood of their choice.

**NOW THEREFORE, BE IT RESOLVED,** That the Town of Windsor hereby endorses a Fair Housing Policy Statement to ensure equal opportunity for all persons to rent, purchase, obtain financing and enjoy all other housing-related services of their choice on a non-discriminatory basis as provided by state and federal law; and

**BE IT FURTHER RESOLVED,** That the Town Manager of the Town of Windsor or his/her designated representative is responsible for responding to and assisting any person who alleges to be the victim of an illegal discriminatory housing practice in the Town of Windsor and for advising such person of the right to file a complaint with the State of Connecticut Commission on Human Rights and Opportunities (CHRO) or the U.S. Department of Housing and Urban Development (HUD) or to seek assistance from the Connecticut Fair Housing Center, legal services, or other fair housing organizations to protect his or her right to equal housing opportunities.

# Fair Housing Policy Statement

APRIL, 2023

**TOWN OF WINDSOR  
FAIR HOUSING POLICY STATEMENT**

It is the policy of the Town of Windsor to promote fair housing opportunities and to encourage racial and economic integration in all its programs and housing development activities.

Programs funded and administered by the Town of Windsor must comply with the provisions of Section 46a-64c of the C.G.S., and with related state and federal laws and regulations that prohibit discriminatory housing practices.

The Town of Windsor or any sub-recipient of the Town will carry out an affirmative marketing program to attract prospective buyers or tenants of all majority or minority groups, without consideration of race, color, religion, sex, national origin, ancestry, creed, sexual orientation, gender identity or expression, marital status, lawful source of income, disability, age or because the individual has children in all programs and housing development activities funded or administered by the Town.

The Town Manager is responsible for the enforcement and implementation of this policy. Patrick McMahon, Economic Development Director is the staff person responsible for fair housing and may be reached at (860) 285-1877 or electronically at [mcmahon@townofwindsorct.com](mailto:mcmahon@townofwindsorct.com).

Complaints pertaining to discrimination in any program funded or administered by the Town of Windsor may be filed with the Town's Office of Community Development. The Town may attempt to resolve complaints at the local level or forward to one of the following agencies:

Complaints may also be filed with the Commission on Human Rights and Opportunities, Special Enforcement Unit, 21 Grand Street, Hartford, CT 06106, Telephone (860) 541-3403 within 180 days of the alleged violation by submitting a notarized complaint and/or the Boston Regional Office of FHEO, U.S. Department of Housing and Urban Development, Thomas P. O'Neill, Jr. Federal Building, 10 Causeway Street, Room 321, Boston, MA 02222-1092, Telephone (617) 994-8300 or 1-800-827-5005, TTY (617) 565-5453. A complaint may be filed with HUD within one year after an alleged violation. Additionally, an individual may file suit, at his/her expense, in Federal District Court or State Court within two years of an alleged violation. If the individual cannot afford an attorney, the Court may appoint one. A suit can be brought even after filing a complaint, if the complaining party has not signed a conciliation agreement and an Administrative Law Judge has not started a hearing. A court may award actual and punitive damages and attorney's fees and costs. Finally complaints may also be filed with the Connecticut Fair Housing Center, 221 Main Street, Hartford, CT 06106, Telephone (860) 247-4400 or emailed to [info@CTfairhousing.org](mailto:info@CTfairhousing.org).

A copy of this policy statement will be given annually to all Town of Windsor employees who may potentially deal with fair housing complaints and they are expected to fully comply with it. In addition, a copy will be posted in appropriate locations throughout the Town of Windsor.

---

Peter Souza, Town Manager

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Date


IF REQUESTED, THIS STATEMENT WILL BE MADE AVAILABLE IN LARGE PRINT OR ON AUDIO TAPE by contacting Patrick McMahon, Town of Windsor, 275 Broad Street, Windsor, CT (860) 285-1877.

## **Agenda Item Summary**

Date: April 3, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Flavia Rey de Castro, Community Development Specialist

Reviewed By: Peter Souza, Town Manager 

Subject: 2023 Small Cities CDBG Program Application

### Background

Funds are currently available, on a competitive basis, through the federal Community Development Block Grant (CDBG) – Small Cities Program administered by the Connecticut Department of Housing (DOH). The deadline for applications to DOH is May 31, 2023.

The CDBG program was established by the Housing & Community Development Act of 1974 to meet the diverse needs of communities. The program is designed to benefit low and moderate income households (at or below 80% area median income). The State of Connecticut DOH is currently prioritizing public housing modernization for Small Cities grant awards and applicants can apply for up to \$2 million for such purposed toward construction.

Town staff is recommending an application to assist the Windsor Housing Authority in pursuing needed upgrades at the Shad Run Terrace complex. In order to move forward with the application process we are requesting that the Town Council: 1) set a public hearing for May 1<sup>st</sup> to consider such application; and 2) approve the use of American Rescue Funds in the amount of \$45,000 to cover the costs of design and environmental studies. Following the requested public hearing the Town Council will be asked to approve a resolution approving the town's submittal of a grant application.

### Discussion/Analysis

The Windsor Housing Authority owns and manages Shad Run Terrace, a 52-unit property for elderly and disabled residents. The proposed improvements and upgrades at Shad Run Terrace would include the following: installation of new energy efficient windows and doors; replacement of mini-split heating/air conditioning systems with more efficient units; and where needed installation of new vinyl siding, soffits, shingle roof, gutters, downspouts, and associated insulation would be. Site improvements for accessibility will be determined as the project scope is further developed. The new energy efficient windows, doors and mini-split systems will help the residents save on their energy bills.

DOH expects that any design and environmental review costs be contributed by the local applicant. Competitive applications must include architectural specifications and the completion of Phase I environmental studies and pre-rehabilitation surveys for hazardous materials.

Program rules also require that in order to apply for CDBG funds, municipalities must follow a Citizen Participation Plan designed to maximize the opportunity for public input. According to our plan, in the preparation of a CDBG grant application, the Town will conduct both a public information meeting and a public hearing to obtain citizen views and to respond to proposals and suggestions from the public prior to grant submission. The Town Council is requested to set a Public Hearing for May 1st.

#### Financial Impact

In order to prepare a competitive application, design work and environmental studies need to be conducted. The Windsor Housing Authority is not currently in a financial condition to fund these necessary steps. Therefore, it is recommended that \$45,000 in American Rescue Funds be allocated to pursue these items for the health and welfare of the low income senior and disabled population residing at Shad Run.

The Town Council's overall American Rescue Plan allocation framework set aside \$250,000 for drainage improvements at the housing authority's Fitch Court property. \$25,000 of those funds are proposed for Fitch Court design services. It is proposed that \$45,000 of the remaining allocation be redirected to fund design work for Shad Run improvements to help meet grant application requirements.

The proposed application for public housing modernization funds will have no impact on the town's General Fund budget.

#### Recommendation

If the Town Council is in agreement, the following motions are recommended for approval:

#### Item 12 e) Set a public hearing

**“MOVE to set a public hearing for Monday, May 1, 2023, at 7:20 pm, at Windsor Town Hall to obtain citizen input on the Town's 2023 Small Cities Program application.”**

#### Item 12 f) Approve an appropriation of American Rescue Funds

**“Move to approve authorization of \$45,000 in American Rescue Funds to the Windsor Housing Authority for design services and environmental studies related to the Shad Run Terrace Improvement project.”**

#### Attachments

None

#### Certification

I hereby certify that \$45,000 is available in American Rescue Plan Act funds to fund the above appropriation.




Linda Collins,  
Assistant Finance Director

## **Agenda Item Summary**

Date: April 3, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Patrick McMahon, Economic Development Director

Reviewed By: Peter Souza, Town Manager 

Subject: Windsor Housing Authority Fitch Court Roof Project

### Background

The Windsor Housing Authority manages Fitch Court Apartments, a 40 unit property for low income 55+ residents of the Windsor community. The building has been experiencing roof leaks for several years and there have been numerous patches and small repairs made. The Housing Authority has identified an opportunity to apply to the Connecticut Housing Finance Authority for the State Housing Tax Credit Contribution (HTCC) program to fund the replacement of the roof. This program is generally available once a year and tax credits are awarded through a competitive process. The 2023 HTCC application deadline is June 1, 2023. In order for the Windsor Housing Authority to pursue the HTCC program, the design of the roof replacement needs to be completed. At this time staff is respectfully recommending an appropriation of American Rescue Funds to the Windsor Housing Authority for the completion of the required design work.

### Discussion/Analysis

The former school property was constructed over 100 years ago and multiple changes and alterations have been made over the decades. It was rehabbed into apartments in 1988. The roof, roof drains and gutter system have failed on multiple occasions causing damage to the building interior. The cause of the water intrusion is multifaceted and has not yet been corrected with a long-term solution. Roof repairs would not address the issues of the roof life, its drains, or gutters in a cost effective manner.

The HTCC program helps nonprofit developers build and improve affordable housing in Connecticut and gives local businesses an opportunity to invest in the projects. CHFA allocates up to \$10 million annually in state tax credits under the HTCC program to nonprofits developing or improving very low, low and moderate income housing in Connecticut. Private business can buy the tax credits and apply them to their corporate tax. Nonprofit developers use the money for their affordable housing project and can receive up to \$500,000 through the program.

### Financial Impact

In order to prepare a competitive application to CHFA, design work needs to be completed. The Windsor Housing Authority is not currently in a financial condition to fund these necessary steps. Therefore, it is recommended that \$25,000 in American Rescue Funds be allocated to



pursue the roof replacement design which would benefit the health and welfare of the senior population residing at Fitch Court.

The Windsor Housing Authority's pursuit of funding through the HTCC program will have no impact on the town's General Fund budget.

Recommendation

If the Town Council is in agreement, the following motion is recommended for approval:

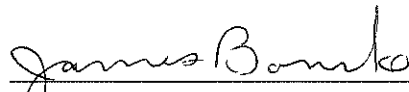
**“MOVE to approve the authorization of \$25,000 in American Rescue Funds to the Windsor Housing Authority for design services related to the Fitch Court roof replacement project.”**

Attachments

Arial Photo of Fitch Court Apartments

Certification

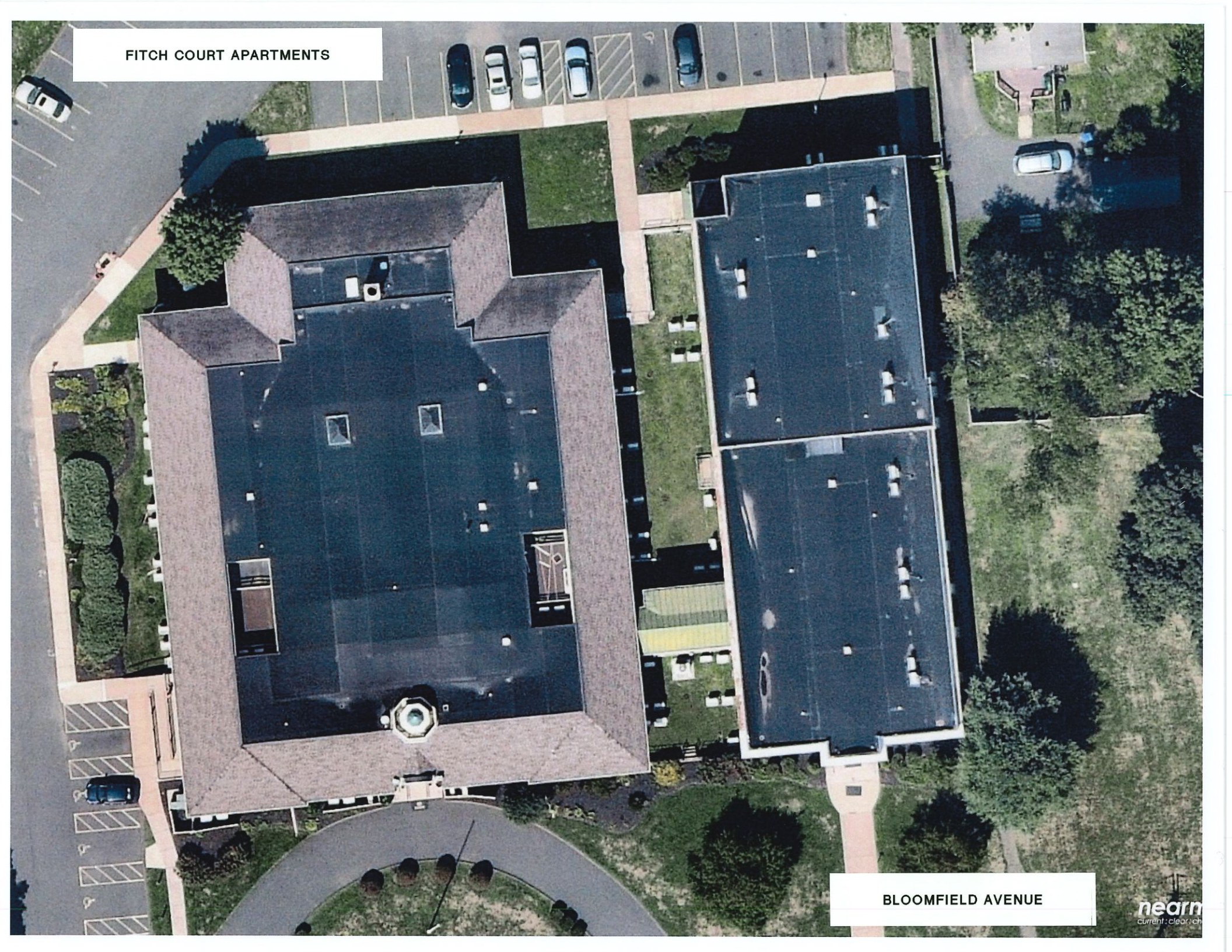
I hereby certify that \$25,000 is available in American Rescue Plan Act funds to fund the above appropriation.




James Bourke  
Finance Director

FITCH COURT APARTMENTS

BLOOMFIELD AVENUE



## Agenda Item Summary

Date: April 3, 2023  
To: Honorable Mayor and Members of the Town Council  
Prepared by: Jim Bourke, Finance Director  
Reviewed by: Peter Souza, Town Manager   
Subject: Auditor Selection

### Background

The Town Council selects which firm will perform the annual audit of the Town of Windsor's financial records. The primary objective of an annual audit is to express an opinion on the general purpose financial statements as to whether they accurately reflect the organizations' activities in conformity with generally accepted accounting principles (GAAP). The secondary purpose of an audit is to obtain reasonable assurance whether the financial statements are free from material misstatement.

### Discussion/Analysis

An RFP (Request for Proposal) for auditing services was issued in January 2023. The Town received proposals from RSM US, LLP and CliftonLarsonAllen LLP (CLA). The proposals were reviewed by the Town Manager and Finance Director with regard to requirements of the RFP, such as experience in working with municipalities with similar populations and who have received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting award. Other criteria examined were overall audit approach, adequate continuing training of personnel, and cost.

### Other Board Action

Representatives from both firms were interviewed by the Finance Committee on Wednesday March 29<sup>th</sup>. The Finance Committee recommends the Town Council appoint CliftonLarsonAllen (CLA) as Town Auditor for fiscal years 2023, 2024, and 2025.

### Financial Impact

Below is a comparative table of both firm's fee proposals:

<u>Fee Schedule</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
CLA	85,000	88,000	92,000
RSM	101,000	108,000	115,000

### Recommendations

If the Town Council is in agreement, the following motion is recommended for approval:

**“MOVE that the Town Council appoint CliftonLarsonAllen (CLA) as Town Auditor to carry out the annual financial audit of the Town of Windsor for fiscal years 2023, 2024, and 2025 as per the firm's proposal of January 24, 2023.”**

### Attachments

None



**Town Council**  
**Resignations/Appointments/Reappointments**  
**April 3, 2023**

**Resignations**

- A. Accept the resignation of Adam Schibley from the Inland Wetlands and Watercourses Commission

**Appointments/Reappointments** (to be acted upon at tonight's meeting)

None

**Names submitted for consideration of appointment**

None



**TOWN OF WINDSOR  
TOWN COUNCIL  
HYBRID MEETING  
MARCH 20, 2023  
PUBLIC HEARING**

**UNAPPROVED MINUTES**

**1) CALL TO ORDER**

The Public Hearing was called to order at 7:20 p.m. by Mayor Trinks.

Present: Mayor Donald Trinks, Deputy Mayor Lisa Rampulla Bress, Councilor Black-Burke, Councilor James Dobler, Councilor Ronald Eleveld, Councilor Kristin Gluck Hoffman, Councilor Ojala Naeem, Councilor Kenneth Smith, and Councilor Walker

Mayor Trinks read aloud the notice of the public hearing to hear public comment on:

“AN ORDINANCE AMENDING CHAPTER 5, ARTICLE XVII, PROPERTY TAX RELIEF FOR ELDERLY AND/OR DISABLED HOMEOWNERS.”

**2) PUBLIC COMMENT - None**

**3) ADJOURNMENT**

Mayor Trinks declared the Public Hearing closed at 7:25 p.m.

Respectfully Submitted,

Helene Albert  
Recording Secretary



**TOWN COUNCIL**  
**HYBRID MEETING – VIRTUAL AND IN-PERSON**  
**March 20, 2023**  
**Regular Town Council Meeting**  
**Council Chambers**

**UNAPPROVED MINUTES**

**1) CALL TO ORDER**

Mayor Trinks called the meeting to order at 7:30 p.m.

Present: Mayor Donald Trinks, Deputy Mayor Lisa Rampulla Bress, Councilor Nuchette Black-Burke, Councilor James Dobler, Councilor Ronald Eleveld, Councilor Kristin Gluck Hoffman, Councilor Kenneth Smith, Councilor Ojala Naeem and Councilor Lenworth Walker

Guests: Kevin Gremse and John Gerber, NDC

**2) PRAYER OR REFLECTION**

Councilor Walker led the group in prayer/reflection.

**3) PLEDGE OF ALLEGIANCE**

The Girl Scouts led the group in the Pledge of Allegiance.

**4) PROCLAMATIONS AND AWARDS**

- a) Proclamation Declaring March 12, 2023 as Girl Scouts Day

Deputy Mayor Bress read the Proclamation out loud.

**5) PUBLIC COMMUNICATIONS AND PETITIONS**

Karen Zak, 25 Seymour Street, stated she was at a Council meeting a few weeks back regarding an incident that happened with Windsor's EMS service. She is very pleased with the Health & Safety Committee's response to that and she is very pleased to see that on tonight's agenda the matter regarding the EMS issue is on there. She is also happy that the town will be looking into using some consultant services. She is glad to see that the Town Council is taking it very seriously. She encouraged the Council to continue.

**6) COMMUNICATIONS FROM COUNCIL MEMBERS**

Councilor Naaem stated that she had some updates on the Finance Committee. They reviewed the annual audit. The town has been working with the same auditing firm for five years now. The committee will be conducting interviews with two other firms for future audits. That will be taking place at the end of this month or in April. The third item that was discussed was the Tax Increment Financing Credit Enhancement Agreement. The committee voted to recommend to the Council the approval of the Tax Increment Financing Credit Enhancement Agreement for the development of 144-152 Broad Street.

Councilor Dobler stated he had the pleasure of attending the eighth daddy/daughter dance that they had at the Marriott. It was a great night. He congratulated the group for making it a great evening.

Councilor Walker reminded residents to support their local businesses. There are also ongoing exhibits at the Windsor Historical Society.

Councilor Black-Burke gave a thank you to the citizens that come out to the Town Council meetings to voice their concerns and also to give their feedback.

Councilor Gluck Hoffman thanked Town Manager Souza, his team and the Department of Public Works in taking down the tree on the green. Unfortunately it had to be done. She thanked the Department of Public for all their hard work.

Councilor Eleveld was at the gala. The girls did a great job. Many came up to speak to councilors and members of the public, which can be daunting for younger girls. The Shad Derby will be kicking off its event this Friday with the Exchange Club at Back East Brewery. Sunday is the Shad Derby bowling event. There will be many more events as well to come.

Deputy Mayor Bress went with some of her fellow councilors to the Shad Derby event. It was a wonderful event to support the young women that are doing their best to demonstrate their abilities and skills. They did a great job. She also went to the State Capitol with Representative Garibay. It was for a press release about a bill that is coming forward about the exoneration of those that have been falsely accused of witchcraft in the past. It was an interesting experience. She pointed out that the Council has already exonerated those in Windsor who have been accused of witchcraft. She also went the Phenomenal Women's event that was run by the Human Relations Commission. It was uplifting to see so many wonderful women in our community. Lastly, she sends her congratulations to the 2023 basketball champs at St. Gabriel's School that just happened and also to Team Paragon coming in at second place in the Robotics competition.

Councilor Smith sent his regrets that he could not attend the Phenomenal Women's event as he was attending the Town of Windsor's Recreation and Youth Services Bureau program "protecting youth against the dangers of today's marijuana". He

encouraged all parents of children 10 years and older to view the presentation at [johnnysambassadors.org](http://johnnysambassadors.org).

Mayor Trinks thanked the girl scouts for coming to the meeting. There were four troops represented tonight.

## 7) REPORT OF APPOINTED BOARDS AND COMMISSIONS

### a) Public Building Commission

Rick Hazelton, Public Building Commission, gave the following report:

#### **Sage Park Middle School Energy HVAC Efficiencies Upgrades Project Phase 2 & 3– 9519**

The remaining phase two project work involves replacement of ventilation units which cannot be installed with students in the building. The phase three work will start in mid to late May when the heating season is over. Current project schedules are for phase two to be completed by the end of August 2023 and Phase three will be completed by the end of November 2023.

#### **Aquatic Facilities Improvements Gosslee Pool Houses Renovations –9564**

The construction work began six weeks ago. Demolition work has been 90% completed. No issues have been reported concerning delays in deliveries of any project materials. The construction is scheduled to be completed in mid-late June 2023.

#### **Milo Peck School HVAC Construction – 9538**

The PBC is waiting further directions from Town Council regarding this project's progression.

#### **Clover Street School Roof Replacement Design Project – 9549**

The project design architect, Hibbard & Rosa, has completed the construction and specification drawings. The PBC reviewed the completed drawings. Construction is scheduled for FY 2026.

#### **LP Wilson Community Center HVAC Renovations Project- 9551**

Phase One of this project was awarded to Action Air systems of Manchester, CT. Project equipment submittals have begun between the architect, staff and contractor. Equipment has been ordered and shipping dates for the DOAS units have not been confirmed. At its last meeting, the PBC awarded contracts for the HazMat abatement and air sampling monitoring and replacement flooring. Work is expected to begin in May and to be completed in October 2023.

#### **330 Windsor Ave. Community Center Gym HVAC Renovations -9550**

The contractor and town staff have received information that roof top units are scheduled to be shipped in late March 2023. Once RTU'S are on site, it will take the contractor one week to install them.



**Design for Clover Street School Restroom ADA Code Compliances – 9552**

The PBC reviewed completed drawings at their September 13, 2022 meeting. Construction is scheduled for FY 2024.

**Design for LP Wilson BOE Restroom Renovations- 9553**

The PBC reviewed completed drawings at their September 13, 2022 meeting. Construction is scheduled for FY 2025.

**LP Wilson Social Services Relocation Project - 9545**

This project is complete. The PBC expects to close this project in April 2023.

**O'Brien Field House Renovation Design Project - 9546**

The PBC received the final draft of the Feasibility Study at their meeting last week. The PBC has turned this study over to the Town Manager's Office for further direction.

**Sage Park Middle School Roof Design Project – 9541**

The PBC has been informed by the Town Manager's Office that this project has been delayed until the summer of 2024.

**Poquonock Elementary School Roof Design Project – 9558**

The awarded architect has started the process of designing construction drawings for this project. The PBC expects to receive completed drawings at one of its April 2023 meetings.

**JFK Elementary School HVAC System Upgrades Phase III Project**

Town staff has received and approved equipment submittals for this project. The contractor has placed orders for the new equipment. Construction is scheduled to start in June 2023 and to be completed in October 2023.

**Sage Park Middle School Slab Moisture Mitigation Project**

Town staff and the architect are in the process of reviewing contractual documents. Once completed and signed, it is expected that the investigative work will begin in June 2023. This project is for the investigation, diagnosing, and resolving the moisture floor slab issues in areas in this building's 1994 additions.

b) Commission on Aging & Persons with Disabilities

Kathryn Roby, Commission on Aging & Persons with Disabilities, gave the following report:

**Membership**

The Commission had certain challenges with maintaining a stable and active membership during 2022. We unfortunately lost two of our members (Sharon Gauthier and Charles Copeland) who were unable to continue due to changing work schedules and increased demands on their time. We were able to add Commissioner Marva Douglas to our group. The Commission also feels however that we do need additional and more diverse members in order to effectively improve our awareness of community needs and to effectively contribute to Windsor's outreach to the senior and disabled residents.

### **Activities Calendar Year 2022**

In the first quarter of 2022, the Commission completed the final edits on their Community Resource Booklet. With the guidance of Commissioner Brown (who has extensive familiarity with ADA requirements for this type of booklet), the final edition was fully compliant with font and print requirements. It was placed online and funds were made available for a number of printed copies to be made available and distributed. The feedback was excellent and it is our plan to review and update it as needed in future years.

The Lion's Club offered its Vision Screening program again and Commission members were happy to be able to assist with this event. As a follow up to it, Commissioner Brown led the Commission to present a very interesting program "Living With Low Vision" which focused on the resources and adaptations to improve the safety and accessibility for those with visual impairments. This was well received.

In the late spring, in response to concerns raised by the Commissioners, Liaison Joyce worked with the town's Risk Manager to have an AED ordered for the Senior Fitness Center at LP Wilson. The Risk Manager will provide an update as to when the unit will be installed. Senior Services staff is trained in how to use this equipment.

The Commission met with Representative Garibay to learn what plans the Committee had for 2022 and how we could best work with her to identify and meet the needs of our target populations. This is being further addressed in 2023.

In the fall of 2022, Commission members participated in the Windsor Senior Services Annual Health Fair and also had a booth on the Green for the Lion's Club Craft Fair.

In 2021, Carmon Funeral Homes began hosting a Bereavement Support Group at the Senior Center. This has become so successful and clearly is filling a significant need that a second session was added and held in the evening at the Senior Center.

As an adjunct to this, Commissioner Massa is working with Liaison Joyce to survey the community to determine if there is a need of a similar group to support those who have lost pets. She is also working with the local shelters to provide a Pet Food Drive as many members or our target groups are finding that inflation makes it hard for them to provide for their pets.

### **Activities Planned for Calendar 2023**

At the close of Calendar Year 2022, the Commission began to look toward 2023 and plan activities for that year. Following is a brief summary of what we hope to do this coming year:

- a) To increase our membership. We will update our marketing materials and resume outreach via articles and announcements encouraging interested persons to consider joining the commission. We have already received one request to return

to the Commission from a former member. Our goal is to try to add at least two more new members to the Commission.

- b) The Commission met with Rep. Jane Garibay in February and we have made a plan to hold two outreach sessions with her at the Center. Ms. Garibay will present the various draft proposals her Committee is considering and will gather input from seniors and their families as to what their needs are to remain safely in the community. One session is planned for the lunch or early afternoon time and the second in the early evening.
- c) The recent issue of the football player suffering a cardiac event and surviving due to the presence of a CPR trained person has led the Commission to work with Jen Waldo at the Health Department and the Fire/EMS Department to present a program in late spring/early summer on how to respond to an emergency in your home followed by basic CPR/Emergency First Aid. Dates are not set yet but there is significant interest in this topic.
- d) The Commission is also hoping to further support the Veteran community by insuring that all Windsor Veterans are fully aware of the many programs that are available to them; perhaps with a VA speaker for the whole senior community as many are spouses or disabled children of a Veteran with benefits available.
- e) The Commissioners will plan to be a presence at the many community events Windsor offers and they are very open to any suggestions or recommendations the Council may have for future programs.

c) Metropolitan District Commission

John Avedisian, Metropolitan District Commission, gave the following report:

- Hiring at MDC for 2023 – there were 7 new hires and 4 terminations. For 2022 total positions funded was 438 that are currently filled, 405 are active and recruiting 7.
- The District has a tentative agreement with local 3713.
- Job consolidation restructuring has been approved by the committee and is scheduled to go to the Board on Monday, March 27<sup>th</sup>. Negotiations went well.
- MDC met with CT DEEP staff in early December. They have installed very important required telemetry equipment for continuous monitoring of the discharge from the dump. They are still in negotiations with that for the \$20 million. They will be going to court regarding the issue.
- Only two of the four water pumps are operational at the dump right now.
- Customers receiving shut off notices is 937 out of the 300,000 to 400,000 individuals receiving service. There is a balance of about \$2.7 million in shut off fees that have not been paid. In the Town of Windsor, the number of accounts on the shut off list (not shut off yet) is 80 and the number of accounts that have been shut off are around six, totaling around \$266,000 of unpaid bills. The MDC is working on that.
- Operation Fuel received 345 donations totaling \$63,900 for the month of February.

- Niagra Bottling Company for February is at approximately 644,000 gallons per day that they are using. Last month was 698,000 per day. The MDC will be speaking to them about adding more production.
- Average daily monthly production for 2022 was 43.10 gallons per day and the average per day was 33 gallons.
- Both reservoirs are full.
- Gary Johnson has been appointed as a Town of Windsor representative to the MDC, making that two votes on the Town of Windsor's side.
- PFAS regulations are coming and we should begin to be ready for it.

Councilor Naeem commented it seems that there is less water usage. She hopes that is good as individuals are being more mindful of the use of water. She is hoping that the MDC is being innovative in how they make up for the loss of revenues affiliated with that. She encouraged all to use better habits of water use. Mr. Avedisian said that yes it is a good thing because they are looking at water and making sure that it isn't being wasted. The only problem with that is that the MDC sells water. That is the reason why they we are looking at new technology to subsidize that lack of sales in water.

Councilor Dobler asked what are their biggest concerns over the next five years for towns? Mr. Avedisian stated that for Windsor, they are in pretty good shape in the way of piping compared to other towns. New technology is the basis of this year and the next five years. The DEEP and EPA have already approved the new plan to stretch out the amount of work MDC is doing on the clean water project so they don't spend so much money. It helps to keep the costs down. If we are going to do more with less, we will need new equipment.

Deputy Mayor Bress stated that the vacancy on the MDC has been there for a quite a while. She'd like to thank the governor and anyone else who helped in getting the vacancy filled.

Councilor Smith asked if the Town of Windsor is charged the same rate as other towns. Mr. Avedisian stated that yes all towns pay the same rate. The only exception is the Bloomfield Water Company as MDC was hoping they would use more water. Unfortunately, it didn't help.

Councilor Smith asked if the PFAS measurement is in the trillions. Mr. Avedisian said that it might be 35 million at this time.

Councilor Smith asked where the MDC stands in terms of hydrant maintenance. Mr. Avedisian said that they probably have more people doing hydrant maintenance than before. Every year there is a good amount that they open up and clean.

## 8) TOWN MANAGER'S REPORT

### **New Technology to assist Law Enforcement**

Similar to other area towns, the Police Department fixed Automated License Plate Readers (ALPR) to enhance crime prevention and reduction. In addition to Hartford, Glastonbury, East Hartford, Wethersfield, West Hartford, Avon and other towns in the region we have deployed ALPR systems.

Over the past several years, a large portion of crimes committed in Windsor involve vehicles who either enter or flee prior to police arriving on the scene. Many times, stolen vehicles are used. Victims of crime can usually only provide partial registration or general vehicle descriptions, which limits the ability to solve these cases.

In 2019, the department deployed two mobile ALPR units on patrol vehicles. Building on this, the department has deployed six fixed cameras at various locations in town, focusing on the I-91 corridor from exits 34 through 39 as well as in town center. The ALPR units are motion activated and only take a still image of passing vehicles.

The images capture objective data and do not capture occupant descriptions. The ALPR system will alert police in real time when a vehicle is identified as stolen, or a known or wanted suspect vehicle from a state or national crime database enters the town, or if a vehicle involved in an Amber Alert or Silver Alert is detected. The cameras are not "red light" cameras and are not intended for traffic enforcement or parking violations. Rather, they will be used for investigating significant property or crime incidents.

Every search of the ALPR data requires justification. As with our current ALPR use, each search is logged and requires justification. Its use is strictly limited to a legitimate crime related event. The ALPR data is not sold or shared with third parties and is deleted after 30 days.

The ALPR system will assist officers in detecting crimes as well as identifying, apprehending, and convicting individuals associated with criminal activity. They will play an integral role in solving and reducing crime in Windsor.

### **Property Revaluation**

Vision Government Solutions, Inc. has been hired to help conduct the 2023 town-wide Property Revaluation. Vision will be working with the town's Assessing Department on the nearly year-long process. There are five major phases to a municipal revaluation: Data Collection, Market Analysis, Valuation, Field Review, and Informal Hearings. Vision will be primarily working on the residential properties and Larry Labarbera, Town Assessor will be handling the majority of the commercial / industrial properties.

In the next week or so, we will be notifying the public and properties owners of the revaluation process. Residential owners will be getting a direct mailer to their address of record which will include a data form to be completed and returned to Vision. Over



the coming months we will also be providing several public information pieces to help explain the overall revaluation process.

### **COVID-19 Vaccine Clinics**

The Windsor Health Department will host COVID Vaccine Clinics in partnership with the DPH/Griffin Hospital VAX Van in March on:

- Wednesday, March 22, 2023, LP Wilson Community Center, 4 PM – 7 PM, 6mo+
- Wednesday, April 12, 2023, Windsor Library, 10 AM – 1 PM 12yo+
- Tuesday, April 18, 2023, LP Wilson Community Center, 4 PM – 7 PM, 6mo+

No appointment is needed. This clinic is a walk-in clinic and recipients should bring their vaccine, insurance cards and ID with them.

### **March 30 Budget Workshop for Windsor Residents**

Residents are invited to a budget workshop on Thursday, March 30th from 6:30 PM to 7:30 PM here at town hall. The meeting is an informal and interactive gathering that will provide residents with an opportunity to hear an overview on the proposed fiscal year 2024 budget.

A public hearing on the FY 2024 budget will be held on April 3rd.

On May 2nd and May 3rd, community budget forums will be held throughout the town sponsored by the League of Women Voters and CT Votes.

A detailed schedule of budget hearings, workshops and community forums can be found on the town's website. For more information call 860-285-1835.

### **Yearly Voter Canvass**

Every year between January and May, the Windsor Registrar of Voters are required by state law to conduct a canvass of the voters. Any Windsor voter that filed a change of address with the U.S. Post Office within the past year will receive the notice in the mail. Registrars may also canvass a voter when they receive notification of the voters move by other means.

The letter will be in an envelope that reads in red lettering **“Don't Risk your Right to Vote – Read Carefully”**

### **Received a letter? Here's your next steps:**

#### **Letter addressed to a voter that still resides at address:**

- Voter must respond within 30 days to remain on the active voter list
- Complete the form and mail back to the Registrars

**Letter addressed to a voter no longer residing at your address:**

- Do not open the envelope. Mark the envelope with the following: Does Not Live Here. Mail back to the registrars, no extra postage is required.
- If the voter is a family member who moved, please forward the mail to the voter.

**Questions about your voter registration?**

[State Voter Registration Lookup](#)

**Need to change your voter registration?**

[State Voter Online Voter Registration](#)

**Friends of NWP Pancake Breakfast**

On Saturday, March 25<sup>th</sup> from 8:00 AM – 11:00 AM for the Friends of NWP will host their 36<sup>th</sup> annual Pancake Breakfast. Pancakes and sausages, with 100% pure maple syrup produced right here at NWP, will be served. Refreshment choices include orange juice, coffee, tea and hot chocolate. \$6.00 for adults, \$4.00 for children under 12 years of age. Children under the age of 3 are free. Proceeds will go toward programs and projects at the park. For more information, call 860-285-1886.

**Community Garden at Northwest Park**

Starting April 1<sup>st</sup> you can rent a plot in the Community Garden at Northwest Park. Raise your own produce in a 36 square foot plot that's been harrowed and staked out at the start of the growing season. There's a nearby water source but gardeners need to bring their own hose and tools. \$60 (Windsor resident), \$75 (non residents). There is a \$50 refundable security deposit. Starting on April 1<sup>st</sup> register for the season, call 860-285-1886.

**Town Green Tree Plantings**

Public Works crews are in the process of removing two diseased trees in front of town hall and the Chamber of Commerce office on the town green that are in severe decline. Unfortunately, these trees are suffering from environmental damage so they do not pose a hazard to those utilizing the town green. The soils in the areas adjacent to the trees will be reconditioned so that they can be replanted with new trees. Plans are currently underway to replant the green this spring and ensure that its beauty, stature, and vibrancy remains the same. Please follow this link for more information: <https://townofwindsorct.com/app/uploads/2023/03/Town-Green-Tree-Removal.pdf>

Councilor Black-Burke said as we approach budget season, do communications go out to citizens regarding that? Town Manger Souza responded that the town uses Email Direct (an email subscription service that is now up to approximately 1,100 subscribers) and social media outlets to get that information to the public.

**9) REPORTS OF STANDING COMMITTEES**

Town Improvements Committee – Councilor Dobler had nothing to report.



Finance Committee – Deputy Ojala Naeem has nothing more to report. She said that the budget meeting schedule is online and is available to the public via that avenue as well.

Health and Safety Committee – Councilor Black-Burke stated there will be discussion a little later in the agenda regarding the committee meeting.

Personnel Committee – Deputy Mayor Bress stated that there are some individuals slated to be voted onto boards and commissions tonight.

## 10) ORDINANCES

- a) Approve an ordinance entitled “AN ORDINANCE AMENDING CHAPTER 5, ARTICLE XVII, PROPERTY TAX RELIEF FOR ELDERLY AND/OR DISABLED HOMEOWNERS.”

MOVED by Deputy Mayor Bress, seconded by Councilor Naeem that the reading into the minutes of the text of the ordinance entitled, “AN ORDINANCE AMENDING CHAPTER 5, ARTICLE XVII, PROPERTY TAX RELIEF FOR ELDERLY AND/OR DISABLED HOMEOWNERS” is hereby waived, the full text of the ordinance having been distributed to each member of the Council and copies being made available to those persons attending this meeting; and the full text of the ordinance be recorded with the minutes of this meeting.”

Motion Passed 9-0-0

MOVED by Deputy Mayor Bress, seconded by Councilor Naeem to approve an ordinance entitled, “AN ORDINANCE AMENDING CHAPTER 5, ARTICLE XVII, PROPERTY TAX RELIEF FOR ELDERLY AND/OR DISABLED HOMEOWNERS.”

Councilor Eleveld stated that he doesn’t want the issue that he brought up at the last meeting regarding Veterans to fall through the cracks. Town Manager Souza replied that he has a report in draft form that he will be providing to the Council prior to the April 3<sup>rd</sup> meeting.

Motion Passed 9-0-0

## 11) UNFINISHED BUSINESS

- a) Approve a Tax Increment Financing Credit Enhancement Agreement for proposed mixed use development at 144-152 Broad Street.

MOVED by Deputy Mayor Bress, seconded by Councilor Dobler to approve the proposed credit enhancement agreement between the Town of Windsor and 144-152 Broad Street LLC as presented and the Town Manager is authorized to execute the agreement.

Town Manager Souza stated that this agreement has been reviewed by the Finance Committee. It has also gone through the Economic Development Commission review as is outlined in the Tax Increment Financing policy.

Councilor Eleveld stated when Mr. Gremse was presenting at the Finance Committee he heard that he was involved with \$4 billion worth of projects. He asked Mr. Gremse of all the projects that he has taken on, which were successful and how many were not? Mr. Gremse stated that \$4 billion has been approved but not all that development has been completed. Those developments which have been placed into service, about one-half or two-thirds, have had a transformative impact in those various jurisdictions. The more challenging part of these mixtures in developments is the commercial piece, which has a higher level of risk involved because it has a higher level of vacancy. However, in Windsor's case there is existing retail that is going to allow the opportunity for owners to stay within the community. With most of the projects the company has been involved with, it has had a transformative impact and it's been a catalytic impact for attracting additional investment in those various jurisdictions.

Councilor Eleveld stated the center of town in Windsor does not have a large amount of retail. It's not West Hartford center. He asked Mr. Gremse, based on his experience, does he believe this development would transform that in the center of Windsor? Mr. Gremse replied that the opportunity is to strengthen and enhance the retail opportunities that already exist in retail base. Based on 106 units, it is estimated that there will be about \$3 million of additional disposable income. If it doesn't attract new retail base, it will strengthen the existing retail base based upon the new disposable purchasing power that will come in due to the new residential units that will be brought into downtown.

Councilor Eleveld stated that one other item mentioned in NDC's report is that if not for the CEA, then this project could not go forward. Is that correct? Mr. Gremse stated that yes, that is correct. They looked at the capital and operating budgets very carefully based upon the development budget and operating budget and the resulting income stream. But for the savings or the reimbursement, part of the Credit Enhancement Agreement, it was evident to them that the developer and its investment partner would not be able to generate a level of return that is consistent with the market place for a comparable development in order for them to proceed for this developer. But for the availability of the reimbursement, or the rebate through the Credit Enhancement Agreement, the development doesn't result in the metrics required by not only the investors but for the lenders that are expected to be a part of this transaction.

Councilor Eleveld said the metrics placed Windsor in the middle of the range. Is that correct? Mr. Gremse stated yes. They looked at it from a lender perspective, specifically debt coverage ratio and then from an investment stand point they looked at three different return metrics. Without the rebate through the Tax Increment Financing Credit Enhancement Agreement, that coverage ratio and the investment ratios for the returns on investment would not be met. Therefore if the lender and investor are not meeting their expected thresholds, the requisite funding through the debt inequity would not be able to be attracted and the development would not be able to proceed. Even though

there is a benefit through the rebate coming in from the Credit Enhancement Agreement (CEA), should that not be available, it is very unlikely the development would proceed because the lender and the investor would not be meeting their expected returns.

Councilor Eleveld asked if this project unfairly enriches the developer at the expense of the taxpayers. Mr. Gremse stated that what they look to establish for every tax incentive agreement they look at for a jurisdiction is to resolve two things: Number one is but for the availability of that tax incentive the developer would not be able to proceed. That is unequivocally in our estimation and based on our analysis true. The second issue is based upon the availability of that incentive, those savings through the tax rebate has not resulted in undue enrichment. The developer asked for a tax rebate that was more attractive to it than what was proposed to the town. They went back and forth in terms of what was necessary to establish financial feasibility and demonstrating there was a net public benefit. If we look at the returns to the investors and to their metrics realized by the lender, it is establishing moderate returns to the investor but in no way are those returns in any way undue enrichment. It is moderate but creates feasibility for a developer.

Councilor Eleveld asked for clarification on the developer asking for a more aggressive CEA than what has been proposed or is he misunderstanding that? Mr. Gremse said that is accurate. They were seeking a rebate of close to 100% for the 10 year period. Ultimately what was agreed to was a 100% rebate for the first four years and then a burn off of that reimbursement for years 5-10.

Councilor Eleveld asked when the rebate will begin. Mr. McMahon stated that there are two phases, based on two different things in the Credit Enhancement Agreement. It will be either when it gets a Certificate of Occupancy and/or if it gets to a value of \$10.7 million, which we expect to happen in year 2025.

Councilor Eleveld asked how we can get more businesses in town that people will want to visit. Mr. McMahon replied there is additional opportunities to attract destination retail. We are unlikely to have national retailers looking at downtown Windsor, but those mom and pop retailers have locations in downtown such as Hairdresser on Fire, when Dr. Sachdev builds across from Jim's pizza that will be another establishment, and there may be some additional units available when Greg pursues his development. We are working very closely with First Town Downtown (FTDT) to identify those locations and find a way to market the available spaces in the town center. We think this will be a catalyst and as Kevin mentioned, his analysis was about \$3 million. We fine-tuned it and looked at a 5 mile driving time to Windsor Center and we came up with about a \$2.5 million spending per year from those 106 units, so that will make a big impact to our local businesses. Town Manager Souza added that part of that is the repositioning of present spaces. That may be part of this opportunity and working with FTDT to get landlords. By adding another 150 residents with disposable income, it will recreate some momentum in town center and some interest. It could be homegrown businesses or other service-oriented ones. We are a service-oriented town center in large part. That also includes hospitality, entertainment and restaurants. We continue to be challenged because we

have half a downtown. We have a beautiful Connecticut and Farmington River but those are constraints. So as a community, we need to do our best to try to combat some of those constraints. This project, along with other projects that the Town Council incentivized such as the condominiums on Mechanic Street, continue that effort.

Councilor Eleveld asked what would happen with the current tenants at the property, such as Giovoni's, Blue Dragon Fly, etc. Mr. McMahon stated that Blue Dragon Fly is going to move their shop forward and still have sorting and operations in the rear building. Mofongo's and Peking Kitchens are going to continue in their current locations. Dance Craze will be moving forward. The developers have had conversations with the owners at Giovoni's.

Councilor Eleveld asked what the anticipated rent would be for a single unit along with renting a workforce unit. Mr. McMahon stated for the workforce housing, a one bedroom would be \$1,600 per month. That's \$160 less than the market rate would be. Councilor Eleveld said that is not exactly low income housing.

Councilor Black-Burke stated that anytime you start using the terms low income and workforce, the two terms are not interchangeable. Low income housing as to what has been described since the beginning was workforce housing. Just thinking about other properties in Windsor \$1,600 is a reasonable price for workforce housing. She wanted to make sure that everyone knows that the low income and workforce housing are very different.

Councilor Naeem commended town staff and the consultants who have done a great job with this proposal. She feels what was proposed to the developer was very reasonable, keeping in mind what we are bringing forward and to make sure we don't provide undue enrichment.

Councilor Naeem stated since this project was proposed, interest rates have gone up significantly which increases the costs to the developer. They are still making it work within the parameters we have set forward. If we did not provide this and provided a cash runway for this developer to operate, this developer would not be able to enact on this development. The decision we make today sets a precedence. Our ability to attract development and compete with the towns, cities and state around us, is not easy.

Councilor Naeem commented that there has been much discussion on the impact to the town center. When you look at West Hartford center or you look at some of the development that is happening in Glastonbury where there has been significant investment put into infrastructure such as road developments, etc. it has been a result in an increase of population in those areas. If we do not see an increase in populations, specifically the population that has the income and are willing to dispose of it by going out to eat, night life, etc. we need more of that. We need to attract businesses and younger individuals here in Windsor as well as those establishing families and roots.

Councilor Smith said the economic multiplier with the spending metric of \$44,000 per unit, if you take 35% of that, you get \$2,500,000 that benefits the community. Is that correct? Mr. McMahon stated that is correct.

Councilor Smith asked if the Transit-Oriented Development (TOD) was envisioned for 2014? Mr. McMahon replied that it was.

Councilor Smith stated since COVID, has that compromised both the center and Great Pond? Don't we need dynamic development to bring people into Windsor and not trap them in Windsor with nothing to do where there are about 10 places that they can spend their money? Mr. McMahon stated that he believed there are about 50-60 businesses in Windsor center. They are not all destination retail shops, but we have the restaurants and the services and all together they create the echo system which makes your downtown successful or makes it die. Windsor has a pretty vibrant downtown. With more feet on the street and more spending power, he believes the residents will see some improvements that they want to see which were envisioned in the 2014 TOD plan.

Councilor Smith commented that after 6:00 PM, you don't see much happening in the center of town. Mr. McMahon said with the participation of some of the property owners, we can get those spaces that are currently not utilized activated and get those online and then you'll see some major changes.

Deputy Mayor Bress stated that she wanted to make sure that individuals are aware that the financials for this project long term are very favorable to Windsor. The financial evaluation clearly demonstrated that there is going to be a financial benefit to Windsor. Some of the other benefits that we'll be receiving is the present establishments such as the library, cultural arts, etc. will get more traffic. She sees this as a benefit not only as financial, but it will help our established businesses. It also gives us the opportunity of getting more people on boards and commissions, more people volunteering at our local organizations and more people attending, joining and bringing funds into those organizations. She sees it as a way to not only vitalize our town center but to possibly vitalize all of the non-profits in our community. Using Northwest Park as an example, individuals will be driving over there to hike, explore etc. Let's not forget that this dynamic arrangement we are making that it will not only benefit our small businesses financially, but it will benefit our non-profits and town boards and commissions.

Councilor Gluck Hoffman spoke of foot traffic in town. A lot of the foot traffic in the center of town is really bringing in the civic organizations' events such as Shad Derby, Chili Fest, etc. Things roll up at 6:00 PM, but some of the restaurants do stay open longer.

Councilor Gluck Hoffman wanted to ask about First Town Downtown (FTDT) and how it plays a role in this. What about the Chamber of Commerce and their role? Mr. McMahon replied that the Chamber has a town-wide focus and FTDT has more of a focus in the center of town, but they are partners as well. He thinks of it as the town, FTDT and the Chamber working together.

Councilor Eleveld said this is a very difficult decision for him tonight. He has voted for and agreed on abatements in the past. This is tied with \$3.2 million from the state. It's the grant that is giving him an issue, but he is going to vote yes on the CEA.

Councilor Naeem stated she has been working in Economic Development initiatives for the last 10 years and has seen most major development projects get funding coming in from different state programs. Those are there to incentivize people to do further development. She is very glad that we have a Windsor project that is receiving those funds. That's taxpayer money we're putting into it and she'd love to see it come back to Windsor. If it needs to be spent, let's spend it in Windsor.

Motion Passed 7-2-0 (Councilors Smith and Walker opposed)

## 12) NEW BUSINESS

- a) Approve a resolution to accept and expend a grant from the State of Connecticut in the amount of \$3,200,000 for proposed mixed use development at 144-152 Broad Street

RESOLVED by Deputy Mayor Bress, seconded by Councilor Gluck Hoffman that the Windsor Town Council approve the acceptance and expenditure of a Connecticut Communities Challenge grant through the State of Connecticut Department of Economic and Community Development in the amount of \$3,200,000 for the proposed mixed use development at 144-152 Broad Street.

Patrick McMahon, Economic Development Director stated that in 2022, the Department of Economic and Community Development (DECD) solicited applications from municipalities for the CT Communities Challenge, a competitive grant program to spur investment across the state through high-quality, transit-oriented development projects in Main Street districts. The Town Council authorized the submission of a grant application to assist 144-152 Broad Street LLC led by local developer Greg Vaca, in the redevelopment Windsor Center Plaza. The project's proximity to the Windsor train station on the Hartford Line made the project attractive for state financial assistance. Windsor was one of twelve projects to be awarded a grant in the first round.

On November 21, 2022 the Town Council authorized the Town Manager to finalize and execute a grant agreement with the State of Connecticut in the amount not to exceed \$3.2M with the understanding that funding appropriation is subject to Town Council and Special Town Meeting consideration.

We are asking the Council this evening to approve the acceptance and expenditure of the Connecticut Communities Challenge grant in the amount of \$3.2M and set the Special Town Meeting. A Special Town Meeting is required to consider the project authorization per Sec. 9-3 of Town Charter as the value of the project exceeds 2% of the current tax levy.

For non-distressed communities there is a requirement of the program that there be a local match of 50% of the grant amount requested. So for a \$3.2 million grant, a match of \$1.6 million is required. In the case of Windsor's grant award, developer equity would constitute the match. No town funds are required for the grant match. The Town is solely serving as a pass through of state funds to the developer to assist in project construction costs. Requests by the developer for grant drawdowns would be reviewed by the town and submitted to DECD for processing.

The State assistance is conditioned upon the developer providing a leasehold mortgage in favor of DECD as security for the completion of the project and the developer cannot sell or transfer its interests in the project for five years without DECD's written consent.

Councilor Smith asked for clarification under 'discussion and analysis' in the second to the last line it states 'approximately 36 additional units and 3 three story buildings'. Is that correct? Mr. McMahon responded that was correct.

Motion Passed 7-2-0 (Councilors Smith and Walker opposed)

- b) Set a Special Town Meeting for April 3, 2023 at 6:30 p.m. to act on a resolution to accept and expend a grant from the State of Connecticut in the amount of \$3,200,000 for proposed mixed use development at 144-152 Broad Street.

RESOLVED by Deputy Mayor Bress, seconded by Councilor Gluck Hoffman that a Special Town Meeting be held in the Council Chambers of Windsor Town Hall on April 3, 2023 at 6:30 p.m. to act on a resolution to accept and expend a grant from the State of Connecticut Department of Economic and Community Development in the amount of \$3,200,000 for the proposed mixed use development at 144-152 Broad Street as approved by the Town Council.

Motion Passed 9-0-0

- c) Receive Memorandum from Board of Education relative to Public Act 13-60

Peter Souza, Town Manager, stated the town's general government departments and school department have a long history of collaborating both formally and informally. For example, the town's public works department for many years has been responsible for grounds maintenance and snow removal at school facilities. We have a combined risk management function staffed by one person. Through this formal arrangement, we combine administrative functions related to property and causality liability insurance, worker's compensation and safety training.

Working in partnership with the Public Building Commission, our respective facilities management staff (2 town and 1 BOE) coordinate the planning, designing, and implementation of major building projects at the various school facilities. The town's defined benefit pension plan includes non-certified BOE staff and is managed by a committee comprised of representatives from both entities. We have also worked closely

with the school administration in transitioning both entities to self-insured health and prescription drug programs.

There is a memorandum from Danielle Batchelder, Director of Business Services and Human Resources, which outlines the costs in total of approximately \$6.3 million. These are essentially the non-educational services. In year's past, the Town Council has reviewed this and they have not made any comments or recommendations to the Board of Education in large part because of the town's history of service sharing both formally and informally with the Board of Education.

This is presented to the Town Council to decide if they want to provide a response to the Board of Education. If they do, they could do so by adding that action on the April 3<sup>rd</sup> agenda.

- d) Introduce and approve an ordinance entitled, "AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH THE BAKER HOLLOW ROAD RECONSTRUCTION PROJECT; AUTHORIZING THE USE OF \$800,000 AMERICAN RESCUE PLAN ACT FUNDS TO FINANCE A PORTION OF THE APPROPRIATION; AND AUTHORIZING THE ISSUE OF \$2,100,000 BONDS AND NOTES TO FINANCE THE REMAINING PORTION OF THE APPROPRIATION."

RESOLVED by Deputy Mayor Bress, seconded by Councilor Naeem that the reading into the minutes of the text of the ordinance entitled, "AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH THE BAKER HOLLOW ROAD RECONSTRUCTION PROJECT; AUTHORIZING THE USE OF \$800,000 AMERICAN RESCUE PLAN ACT FUNDS TO FINANCE A PORTION OF THE APPROPRIATION; AND AUTHORIZING THE ISSUE OF \$2,100,000 BONDS AND NOTES TO FINANCE THE REMAINING PORTION OF THE APPROPRIATION" is hereby waived, the full text of the ordinance having been distributed to each member of the Council and copies being made available to those persons attending this meeting; and that the full text of the ordinance be recorded with the minutes of this meeting."

Motion Passed 9-0-0

MOVED by Deputy Mayor Bress, seconded by Councilor Naeem to introduce and approve an ordinance entitled, "AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH THE BAKER HOLLOW ROAD RECONSTRUCTION PROJECT; AUTHORIZING THE USE OF \$800,000 AMERICAN RESCUE PLAN ACT FUNDS TO FINANCE A PORTION OF THE APPROPRIATION; AND AUTHORIZING THE ISSUE OF \$2,100,000 BONDS AND NOTES TO FINANCE THE REMAINING PORTION OF THE APPROPRIATION."

Bob Jarvis, Director of Public Works, stated there is ongoing development, and increased interest in additional development, along the unimproved portion of Baker Hollow Road between Marshall Phelps Road and Old Poquonock Road. Staff is



proposing the reconstruction of the unimproved portion of Baker Hollow Road to conform to town roadway construction standards. These improvements will enhance development within the Day Hill Road Corporate Area and provide a suitable roadway surface for those entities currently existing, or proposed, along Baker Hollow Road.

The Town Council previously approved funding for survey and design services. The design was completed and the project was recently bid. This proposed project consists of the construction of a consistent 30-foot wide paved road with an adequate drainage system and curbing throughout. Substandard horizontal and vertical geometry will be addressed and a new stream crossing structure will be installed. The installation of water and sewer systems are included and the addition of street lights is also anticipated. A drainage easement from one adjacent property owner will be needed.

At this time, staff is seeking funding for the construction of this project. If funding is approved, the construction is expected to commence in the spring of 2023 and be substantially complete in early winter of 2023 depending on weather.

Town Manager Souza stated that the proposal is to borrow \$2.1 million and then to use \$800,000 in American Rescue Funds. By utilizing the \$800,000 in grant funds, the town avoids a projected \$1.1 million in principal interest costs over a 15 year period. This item is in the Capital Improvements plan. Town Manager Souza gave an overview of the American Rescue Funds and where the town now stands with them.

What we are asking for tonight is \$800,000 in American Rescue Funds, which would leave approximately \$3.2 million available. At this point, those are tentatively allocated for the potential park in Wilson on Route 159.

Councilor Dobler commented that he was totally in for this in the beginning, but then he saw the cost of \$2.9 million, he was mulling it over to himself \$2.9 million for a road that nobody really uses? He drove down it this past weekend and it started hitting him more and more that there is a big manufacturing center there. He asked Town Manager Souza if that has been filled yet? Town Manager Souza stated that a newly constructed building has been built there. Councilor Dobler added that as you drive down the part that is going to be renovated, there is a ton of space for new construction. So, if nobody goes down that road, it would be the perfect place to put businesses. That's when he changed his outlook on it to vote in favor of it.

Councilor Eleveld stated that there are several buildings already built, but it looks like two additional parcels that can be built upon. Is that correct? Town Manager Souza confirmed that was correct. It opens up approximately 45 acres of undeveloped land. There's two parcels on the north side and one larger parcel to the south. There is also property on the approved side of Baker Hollow Road as you come from the south from Day Hill Road that is also available for development. Constructing this section of the right-of-way would improve the overall traffic network between Day Hill Road and Marshall Phelps Road.

Councilor Eleveld asked if that would allow for the development of the property that sits at the end of Baker Hollow where Baker Hollow and Old Poquonock connect? Town Manager Souza replied it has that potential at that intersection. There is one larger lot that used to be Thrall's Tobacco which is now under a different ownership. There's another 8-10 acre lot just to the south which some will refer to as the place where the Christmas trees are sold.

Councilor Eleveld stated by doing this development there is the possibility of bringing in additional tax revenue at some point plus fees, etc. Correct? Town Manager Souza responded that is correct.

Motion Passed 9-0-0

- e) Set a Special Town Meeting for April 3, 2023 at 6:30 p.m. to act on an ordinance entitled, "AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH THE BAKER HOLLOW ROAD RECONSTRUCTION PROJECT; AUTHORIZING THE USE OF \$800,000 AMERICAN RESCUE PLAN ACT FUNDS TO FINANCE A PORTION OF THE APPROPRIATION; AND AUTHORIZING THE ISSUE OF \$2,100,000 BONDS AND NOTES TO FINANCE THE REMAINING PORTION OF THE APPROPRIATION."

MOVED by Deputy Mayor Bress, seconded by Councilor Smith that a Special Town Meeting be held in the Council Chambers at the Windsor Town Hall on April 3, 2023 at 6:30 p.m. on the following ordinance entitled, "AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH THE BAKER HOLLOW ROAD RECONSTRUCTION PROJECT; AUTHORIZING THE USE OF \$800,000 AMERICAN RESCUE PLAN ACT FUNDS TO FINANCE A PORTION OF THE APPROPRIATION; AND AUTHORIZING THE ISSUE OF \$2,100,000 BONDS AND NOTES TO FINANCE THE REMAINING PORTION OF THE APPROPRIATION" and BE IT FURTHER RESOLVED, that the Town Clerk is authorized and directed to post and publish notice of said Town Meeting.

Motion Passed 9-0-0

- f) Discussion of Emergency Medical Services

Councilor Black-Burke stated that during the last Health & Safety Committee meeting on March 1st, the members asked that the Town Manager bring information back to the full Council for this meeting.

Town Manager Souza stated the Emergency Medical Services delivery system is made up of multiple components and players. A standard emergency medical call comprises a range of resources from dispatchers to police officers to EMS resources. Once the call is received by the dispatcher they initiate gathering pertinent information through a process

called Emergency Medical Dispatch. Once key information is collected from the caller a police officer is dispatched along with an EMS unit(s).

Windsor police officers are certified as Emergency Medical Responder (EMR). EMRs can provide immediate lifesaving care to patients. EMRs have the knowledge and skills necessary to provide immediate lifesaving interventions while awaiting additional EMS resources to arrive. EMRs also can provide assistance to higher-level personnel at the scene of emergencies and during transport. Emergency Medical Responders are a vital part of the comprehensive EMS response. Under medical oversight, Emergency Medical Responders perform basic interventions with minimal equipment.

Under Connecticut law medical transports are required to be completed by a certified EMS organization and that any ambulance used shall meet the requirements for a basic level ambulance including requirements of medically necessary supplies and services.

Depending on the severity of the medical call Windsor EMS has two types of ambulances to respond.

#### ***ALS: Advanced Care for Critical Patients***

The advanced life support ambulance has a paramedic on board, along with an Emergency Medical Technician. The ambulance is equipped with advanced airway support equipment, cardiac life support, cardiac monitors as well as various medications for a wide range of medical emergencies. Patients in an ALS ambulance require a higher level of medical monitoring and include those who need IV medications, advanced airway management, and those who require cardiac monitoring and/or electrical therapies

The paramedics who staff the advanced life support ambulances have a higher level of training than their EMT partners. Due to their advanced training, paramedics are allowed to start IVs, administer medications, and give injections to help stabilize the patient on the way to a nearby trauma center.

In FY 22 there were 1,750 ALS calls that required transports. For the first half of FY 23 there have been 735 ALS calls that required transports. The average response time for an ALS ambulance in FY 22 was 5 minutes 16 seconds compared to 5 minutes 52 seconds in FY 23.

#### ***BLS: Transport for Basic Patient Care***

Staffed by EMTs, basic life support transport is for patients who have minor trauma injuries, psychiatric patients, and other non-emergency medical transportation.

The personnel of BLS ambulances are not allowed to do advanced procedures, which includes giving injections, administering medications, starting an IV, or any necessary medical process, including cardiac monitoring. Some exceptions do exist based on local protocols. Examples for Windsor EMS include administration of epinephrine for anaphylactic reactions and oral glucose (sugar) for diabetic patients with low blood sugar. No advanced procedures are permitted.

For the first half of FY 23 there have been 614 BLS calls that required transports. The average response time for a BLS ambulance in FY 22 was 6 minutes 44 seconds compared to 4 minutes 59 seconds in FY 23.

### **Staffing and Coverage**

There are times when there are higher call volumes and simultaneous calls. These are generally unpredictable as well as is the location of the calls. While reviewing the attached 'heat map' it can be seen that medical calls occur in every part of town, with more densely populated areas experiencing a greater share. When Windsor EMS is unavailable to respond to a call an outside EMS agency is contacted by emergency dispatch for assistance. The outside agencies are Suffield Volunteer Ambulance Association, Inc. (SVAA) and East Windsor Ambulance Association, Inc. (EWAA), as well as with Bloomfield Volunteer Ambulance (BVA), Windsor Locks Lions Ambulance, Granby Ambulance Association (GAA), Ambulance Service of Manchester (ASM), Aetna Ambulance Service, and American Medical Response, Inc. (AMR).

Windsor EMS currently runs one ALS ambulance twenty-four hours a day, seven days a week. A second ALS ambulance runs from 7:00 a.m. until 7:00 p.m., seven days a week. Each ambulance is staffed by two personnel qualified for that level ambulance. There have been occasions in which due to staffing vacancies an ALS ambulance has needed to be staffed as a BLS ambulance, and there are occasions when the second ambulance is unable to be staffed as planned.

Town Manager Souza added that in CT they have lost over 7,000 EMS providers through retirement, attrition, or people leaving the field for other employment over the past 10 years. The pandemic has accelerated that due to the stress of providing the services. For those that entered the field in 2018-2021, 70% did not renew their certifications and left the field.

Like many industries in the course of the last 18 months, there has been an increase in upward wage pressures. That is an area where Windsor Volunteer Ambulance (WVA) has fallen behind the curve in the ability to keep up on an hourly wage basis. WVA has a number of positives that are in their advantage, but from a wage perspective they have fallen behind.

Medical Reimbursement is another issue. That comes into play where we also have the 'payer profile' or 'payer mix'. Windsor has a fair amount of residents that are on Medicare or Medicaid and those reimbursement levels are substantially lower than those that are on private insurance plans. In Windsor, approximately 65% of all calls fall into either a Medicare or Medicaid category. That has been a challenge that has been raised in the past and continues to be a challenge.

If you combine those two, there are times when WVA has not been able to staff two ambulances at a time, which is their goal, between the 7 AM – 11 PM time frame. They do not meet that 100% of the time. When that is the case and they have multiple simultaneous calls, a transport medical call can take anywhere from 70 minutes to a full

90 minutes from dispatch and full turn-around time for that unit to become available. When those units are tied up and we are not able to staff enough ambulances, we do rely on neighboring communities for service.

WVA is also facing the challenge of the timing of reimbursements. It takes 6-8 weeks for reimbursements to be processed, depending on the party. At times, this can create a challenge of cash flow. A couple of years ago, the Council provided \$130,000 mid-year allocation to the WVA to help with their financial situation.

This past year, the Town Council used American Rescue Fund money for the WVA's budget. Town staff had proposed an increase in the annual contribution to WVA. The Town Council reduced that annual contribution but substituted that contribution with additional American Rescue Fund money. At this time, we are looking at two different components. One is the immediate financial situation for Windsor EMS. We are working with EMS and their cash flow situation. We are anticipating to bring this to the Town Council at their first meeting in April with a report for their cash flow and potentially a request for an appropriation to ensure they are able to meet their expenses while they are awaiting reimbursements and also the potential to provide additional money for either overtime or contracting for additional coverage at key times during a work week. Town Manager Souza stated for a longer range goal, he is working right now to engage an EMS consulting firm which will help gather and analyze additional data relative to topics of staffing levels, peak call times, hours of utilization, as well as identifying a variety of staff coverage options and projected cost estimates to meet the desired service levels. The consulting services will be able to be paid through the overall Public Safety unit, as there are salary savings within that unit.

Town Manager Souza stated that he is anticipating that there will be an additional funding request for FY 24 built into the proposed FY 24 budget that all councilors will be receiving at the end of the month.

WVA response times are still within reason for the first half of this fiscal year. The response time has been approximately 5 minutes and 52 seconds for those advanced life support calls (have paramedics on board). For those units that have EMTs on board, that response time for the first half of this fiscal year has been 5 minutes from dispatch to arrival.

Councilor Gluck Hoffman asked what is the turnaround time for bills going out to those using the service? Town Manager Souza stated it will vary if there is an outside agency that comes in as they will have their own billing time frame. He will have to ask Windsor EMS on how that translates. Windsor EMS uses a third party on billing services. Part of that is the time in which it takes for Windsor EMS to do their quality control of the billing which is critical to make sure that quality control and the submittals are appropriate so that doesn't delay on the backside and the reimbursement. This is something we will look at with the consultant.

Councilor Dobler commented that it seems that every year, we look at this. He asked the Town Manager at what quarter are we expecting to get a report back from the consultant? Town Manager Souza stated that at this time, he is reviewing the proposal. They would look to get started by the 1<sup>st</sup> of April. Then it will take between 60-90 days for the study. He is striving to have a report by the 60 day mark and a final report within the 90 day time frame. In the shorter term, he is hoping to bring to the Town Council in terms of cash what WVA will need and if there's the possibility of being able to find additional money that can pay for overtime and/or contract services while that longer study is being completed in the 90 day time frame.

Deputy Mayor Bress stated she remembered the request for money from the Council and one of the questions she raised when the Council gave the WVA some money a while back was looking at having full-time employees instead of per diem employees and another question was whether or not they will be using a collection service to get the funds back that they needed as they were having trouble with their finances at that time. Was that done by WVA? She hopes the consulting firm will be addressing those issues. Can the EMS consulting firm help us in addressing some of those questions? Town Manager Souza stated that yes, they can. The consulting firm will be taking a holistic view, in addition to what was mentioned, and looking at operating procedures and reviewing their SOPs. From that, we should get a clearer picture. Right now, the WVA and EMS has five full-time paramedics and five full-time EMTs with two additional individuals that are in training, which should be able to be certified for riding 'solo' within a number of weeks. There are a number of per diem paramedics and EMTs that supplement that. They will also be reviewing the wage bench marks in terms of market place and where the current salary ranges are versus what the private sector and other non-profit entities are currently paying.

Councilor Walker thanked the Town Manager for hiring a consultant for the WVA and the holistic approach they will be taking with it. Delays in getting some serious medical emergencies is increasing. This is a concern. He is going to wait for the consultant's conclusions and recommendations. He did want to go over the issue of the staffing and shortages. He thinks salaries might be a big part of the problem along with benefits. The WVA cannot use an RN, can't use an ARPN, or can't use an MD to ride in the ambulance unless they go through a particular course. Maybe this needs to be at the State level where they can make this course something that nurses can do something online and that will give us a larger pool of resources. It seems backwards in his mind that individuals need to go to a course that they are overqualified to go to. Town Manager Souza thanked Councilor Walker for bringing that up as it was an 'eye opener' for him.

Mayor Trinks stated there is a bill that was initiated by Dr. Saud Anwar from South Windsor to increase the reimbursement rate to ambulances such as Windsor. It's currently at a low amount. He has it graduated to increase incrementally to 2028.

Councilor Black-Burke added to the conversation. She wanted to mention the most alarming pieces for her are the billing and how those receipts are collected and the cost of the supplies that are needed. How can we assist in finding a better way to ensure that

the supplies that are needed are being used? This is another large piece to the concern that we have as we continue to talk about Emergency Medical Services here in town.

g) Amend Town Council Rules of Order

MOVED by Councilor Smith, seconded by Councilor Dobler to approve amendments to Sections 23 and 24 of the Town Council *Rules of Order* as presented in attachment A.

Councilor Smith stated that he wanted to revert back to the original role as far as substitutions went. It would be more productive for the Council to have the minority leader talk to the Mayor before committee appointments are made. The Mayor still has his discretion to do whatever he might want to do. One thing that was missing is the 'attending' versus the 'participation'. That is currently under review by the Town Attorney.

Deputy Mayor Bress will be voting 'no' tonight. She doesn't have any particular concerns about the changes, but this rule has provided some unintended positive consequences for the Personnel Committee. The Personnel Committee has met seven times with three very busy committee members and we've managed to make sure all of us are there. That has been a real positive because in the past that has not happened for her as Chair of the Personnel Committee. It sometimes takes 4-5 emails to get a date in which they can all attend the meeting, but they are there once a date is set. This has also forged a bond for us in the Personnel Committee and allowed us to, even when someone was missing, work collaboratively together even across the aisle.

Motion Passed 8-1-0 (Deputy Mayor Bress against)

### 13) RESIGNATIONS AND APPOINTMENTS

Moved by Deputy Mayor Bress, seconded by Councilor Gluck Hoffman to:

- Accept the resignation of Thomas Hayes from the Human Relations Commission
- Accept the resignation of Ojala Naeem from the Economic Development Commission
- Accept the resignation of Alex Correia from the Town Planning & Zoning Commission
- Appoint Patrice Holiday as a Democratic member to the Human Relations Commission for a three year unexpired term to expire May 31, 2024 or until a successor is appointed.
- Appoint Alfred Tanguay as a Democratic member to the Insurance Commission for a four year unexpired term to expire October 31, 2024 or until a successor is appointed.
- Appoint Amy Avedisian as a Democratic Alternate member to the Commission on Aging & Persons with Disabilities for a two year to expire November 30, 2024 or until a successor is appointed.
- Appoint Julie Bergeron as a Democratic member to the Conservation Commission for a five year term to expire November 30, 2028 or until a successor is appointed.

- Appoint Charles Copeland as a Democratic member to the Human Relations Commission for a three year unexpired term to expire May 31, 2023 or until a successor is appointed.
- Reappoint John Avedisian as a Democratic member to the Metropolitan District Commission for a six year term to expire January 2, 2029 or until a successor is appointed.
- Reappoint Deborah Baker as an Unaffiliated member to the Wilson/Deerfield Advisory Commission for a three year term to expire April 30, 2026 or until a successor is appointed.
- Reappoint Dominic DeCarlo as an Unaffiliated member to the Board of Assessment Appeals for a four year term to expire November 30, 2026 or until a successor is appointed.
- Reappoint Linda Massa as an Unaffiliated member to the Commission on Aging & Persons with Disabilities for a three year term to expire January 31, 2026 or until a successor is appointed.
- Reappoint Noel Oswiecki as a Democratic member to the Insurance Commission for a four year term to expire October 31, 2026 or until a successor is appointed.
- Reappoint Kathryn Roby as a Democratic member to the Commission on Aging & Persons with Disabilities for a three year term to expire January 31, 2026 or until a successor is appointed.
- Reappoint Marva Douglas-Wilks as a Republican member to the Commission on Aging & Persons with Disabilities for a three year term to expire January 31, 2025 or until a successor is appointed.

Motion Passed 8-0-1 (Councilor Naeem abstained)

#### 14) MINUTES OF PRECEDING MEETINGS

- a) Minutes of the March 6, 2023 Public Hearing

MOVED by Deputy Mayor Bress, seconded by Councilor Smith to accept the minutes of the March 6, 2023 Public Hearing meeting as presented.

Motion Passed 9-0-0

- b) Minutes of March 6, 2023 Regular Town Council Meeting

MOVED by Deputy Mayor Bress, seconded by Councilor Smith to accept the minutes of the March 6, 2023 Regular Council meeting as corrected.

Councilor Walker pointed out the name spelled 'Selena' in the minutes should be 'Sulema'.

Motion Passed 9-0-0



**15) PUBLIC COMMUNICATIONS AND PETITIONS**

Adam Gutcheon, 19 Mechanic Street, stated this was a great meeting tonight. The Council took up matters referred to them from the administration, you took up matters that were brought through applications from third parties pursuant to your policies, you took up a matter that was brought up in the committee process that has originally come forward from someone who came during the Public Communications piece and you took up procedural matters related to how the Council operates by talking about the Rules of Order. He has one objection. He asked that the Council please pronounce the name of people correctly. He noticed and certain members of the public noticed as well.

**16) EXECUTIVE SESSION**

**17) ADJOURNMENT**

MOVED by Councilor Naeem, seconded by Councilor Gluck Hoffman to adjourn the meeting at 10:18 p.m.

Motion Passed 9-0-0

Respectfully Submitted,

Helene Albert  
Recording Secretary