



Council Agenda

Council Chambers
Windsor Town Hall
September 5, 2023



Zoom Instructions

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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.

7:30 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 honoring National Adult Day Services Week
 - b) Proclamation declaring September as Hunger Action Month
 - c) Proclamation declaring September as Senior Center 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) Insurance Commission
8. TOWN MANAGER'S REPORT



9. REPORTS OF STANDING COMMITTEES

10. ORDINANCES

11. UNFINISHED BUSINESS

12. NEW BUSINESS

- a) *Accept an Assistance to Firefighters Grant for fire department equipment (Town Manager)
- b) *Approve an appropriation of \$150,000 from the General Fund Unassigned Fund Balance for design of improvements to the Oliver Ellsworth HVAC system and authorizing the waiving of bids for design services per section 5-2(d) of the Charter (Town Manager)
- c) *Set a Special Town Meeting for September 18, 2023 at 7:00 PM for a bond ordinance entitled, "AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH THE SAGE PARK MIDDLE SCHOOL PARTIAL ROOF REPLACEMENT PROJECT; AND AUTHORIZING THE ISSUE OF \$2,900,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION." (Town Manager)
- d) *Set a Public Hearing for September 18, 2023 at 7:20 PM related to a proposed segment of multi-use path on between 2100 Day Hill Road and Prospect Hill Road (Town Manager)
- e) *Overview of Emergency Medical Services Study (Town Manager)

13. *RESIGNATIONS AND APPOINTMENTS

14. MINUTES OF PRECEDING MEETINGS

- a) *Minutes of the August 7, 2023 Public Hearing
- b) *Minutes of the August 7, 2023 Regular Town Council Meeting

15. PUBLIC COMMUNICATIONS AND PETITIONS

(Three minute limit per speaker)

16. EXECUTIVE SESSION

17. ADJOURNMENT

★Back-up included

Proclamation

*Honoring National Adult Day Services Week
September 17-23, 2023*

WHEREAS, Windsor's Caring Connection Adult Day Health Center provides professional and compassionate services; and,

WHEREAS, through their services, the Caring Connection enables functionally and cognitively impaired adults to receive a safe, enjoyable setting in which they can enjoy engaging activities, friendships, good nutrition, creative arts and pet therapy; and,

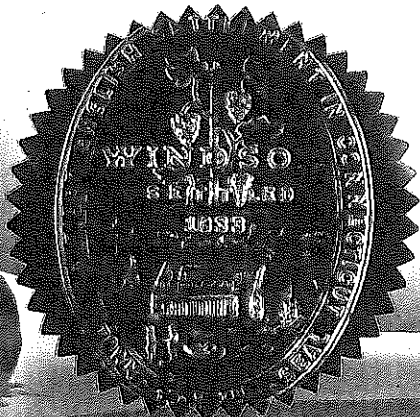
WHEREAS, adult day health centers provide a coordinated program to serve the elders of the community including rehabilitation, skilled and preventive nursing care and individual and group therapeutic recreation; and,

WHEREAS, adult day health centers offer participants an opportunity for enriching educational, therapeutic, and social experiences outside the home; and,

WHEREAS, centers like the Caring Connection provide much needed respite, assistance and counseling for caregivers and involved others.

THEREFORE, BE IT PROCLAIMED BY THE MAYOR AND THE WINDSOR TOWN COUNCIL THAT:

The Town of Windsor Caring Connection Adult Day Health Center and the National Adult Day Services Association have designated September 17 through September 23, 2023, *National Adult Day Services Week*, celebrating Adult Day Services, Integration and Community in Windsor, Connecticut and we urge the citizens of Windsor to honor and celebrate this special event.



A handwritten signature in black ink, which appears to read 'Donald S. Trinks', is written over a horizontal line. The signature is located in the bottom right area of the document.

Donald S. Trinks
Mayor of Windsor
September 5, 2023

PROCLAMATION

Designating September as Hunger Action Month

WHEREAS, according to the USDA in 2021, more than 33.38 million people in the United States are food insecure and 5.0 million children lived in food-insecure households. In Connecticut, 380,310 people are facing hunger and of them 83,530 are children, and,

WHEREAS, families with children, especially single-parent families, are more likely to face hunger and make tough choices between buying food or paying medical bills, utilities or rent; and,

WHEREAS, in partnership with the Windsor Food and Fuel Bank, Windsor Social Services staff facilitate the operation of the Windsor Food Bank, Mobile Foodshare, a Weekend Wheels back-pack program, and Groceries to Go senior distribution program as supplemental food options for Windsor residents; and,

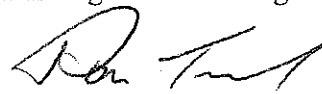
WHEREAS, Windsor's Hunger Action Team (HAT) is comprised of representatives of town staff, Windsor churches, civic groups, schools, and residents that work toward building a future where no child need go hungry, and where all residents have access to healthy, affordable, fresh, locally made and sustainably produced food; and,

WHEREAS, September is Hunger Action Month - the Feeding America network's annual nationwide campaign designed to inspire people to take action and raise awareness of hunger in the United States; and,

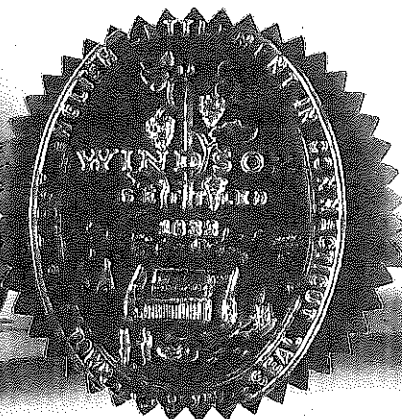
WHEREAS, residents are encouraged to wear orange on September 23 and share their picture on social media using #HungerActionMonth and tag @WindsorHAT and/ or register for the Longest Table event on Friday, September 22, where we will celebrate the community through a shared table meal and engage in food-related activities and conversation raising awareness about food insecurity.

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

The month of September be designated as Hunger Action Month and that all are encouraged to wear orange to raise awareness of the fight to end hunger insecurity.



Donald Trink
Mayor of Windsor
September 5, 2023



PROCLAMATION

Designating September as Senior Center Month in Windsor

WHEREAS, older Americans are significant members of our society, investing their wisdom and experience to help enrich and strengthen our community; and,

WHEREAS, the 2023 theme of National Senior Center Month is "Discover Yours", encouraging individuals to take an active role in exploring new activities, hobbies, and experiences, as well as setting the stage for an inclusive environment where people from diverse backgrounds feel encouraged to explore personal interests; and,

WHEREAS, the Windsor Senior Center has acted as a catalyst for mobilizing the creativity, energy, vitality, and commitment of the older residents of Windsor, Connecticut; and,

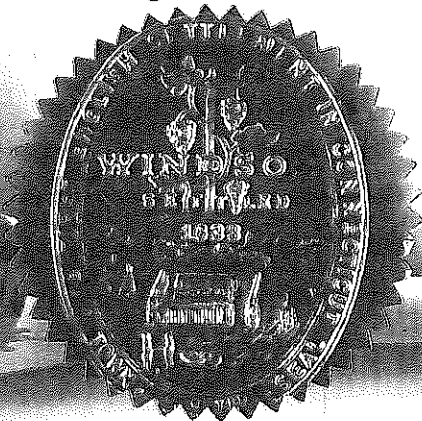
WHEREAS, through the wide array of services, programs, and activities, the Windsor Senior Center empowers older citizens to contribute to their own health and well-being and the health and well-being of their fellow citizens of all ages; and,

WHEREAS, Windsor recognizes the value of its older adults and strives to provide a wide range of offerings including a newly renovated fitness center for those 55+, exercise classes, day and extended day trips, special holiday and themed events, a daily lunch program, transportation services, educational seminars, health & wellness programs, and support services; and

WHEREAS, the Windsor Senior Center affirms the dignity, self-worth, and independence of older persons by facilitating their decisions and actions; tapping their experiences, skills, and knowledge; and enabling their continued contributions to the community.

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

The month of September 2023 be designated as Senior Center Month in Windsor. We call upon all citizens to recognize the special contributions of the Windsor Senior Center participants and the special efforts of the staff and volunteers who work everyday to enhance the well-being of older citizens in our community.




Donald S. Trinks
Mayor of Windsor
September 5, 2023

Agenda Item Summary

Date: September 5, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Paul Goldberg, Fire Department Administrator

Reviewed By: Peter Souza, Town Manager 

Subject: Aid to Firefighters Grant Acceptance

Background

The Fire Department has been awarded an Aid to Firefighters Grant (AFG) in the amount of \$14,250 to purchase self-contained breathing apparatus (SCBA) mask fit testing equipment. The present fit test equipment is 7 years old and is no longer being supported by the manufacturer.

This federal grant process is highly competitive with 7,337 applications submitted with funding of \$324,000,000 and approximately 1,800 grants projected to be awarded in total.

The Town Council is requested to approve the acceptance and expenditure of the grant and to approve a local match of \$2,240.

Discussion/Analysis

The SCBA fit tester is a piece of equipment that tests each firefighter with their assigned SCBA mask. It is a NFPA standard that this test occurs on an annual basis and ensures that after a year's usage the mask is in good condition.

If this grant is accepted by Council, it would enable the fire department to replace an important piece of equipment at a minimal cost to the Town.

Equipment	\$16,490
AFG Grant	<u>-\$14,250</u>
Town contribution	\$2,240

Financial Impact

It is requested that \$2,240 be approved from the Fire Equipment fund. This capital fund receives proceeds of the occasional sale of surplus fire equipment as well as State of CT payments for fire department calls for service on I-91 and Route 20. The current balance of this fund is \$53,000.

Other Board Action

None

Recommendations

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

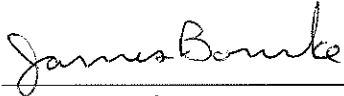
“MOVE to accept, and authorize the expenditure of, an Aid to Firefighters Grant in the amount of \$14,250 as well as approve an appropriation of \$2,240 from the Fire Equipment Fund to replace the SCBA fit testing equipment.”

Attachments

None

Certification

I hereby certify that \$2,240 is available in the Fire Equipment Fund to fund the above appropriation.




James Bourke
Finance Director

Agenda Item Summary

Date: September 5, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Marco Aglieco, Building & Facilities Manager

Reviewed By: Peter Souza, Town Manager 

Subject: Oliver Ellsworth Elementary School HVAC Upgrades.

Background

In late spring of this year, an engineering consulting firm provided the Windsor Public Schools with a preliminary set of recommendations for capital improvements to the HVAC system at Oliver Ellsworth School (OE) to address the ongoing issue of high humidity levels and resulting mold conditions. The Town Council included a design and construction project in Fiscal Year 2024 of the Capital Improvement Plan adopted on August 7, 2023. To move the project forward, the Town Council is respectively requested to authorize design funds as well as to waive associated bidding processes to allow staff to negotiate with qualified engineering firms.

The proposed capital project would essentially install a system of dedicated outside air units to serve the classrooms and common areas. The units would bring in outside air that would be conditioned to a certain temperature range and approximately 50% relative humidity. As outlined in the recently adopted Capital Improvement Plan (CIP), this project would require full design at an estimated cost of \$150,000. The preliminary project cost estimate is \$2.6M.

Discussion/Analysis

The proposed construction services are to address humidity issues across the entire building. As conceptualized, the project scope would include the installation of Dedicated Outdoor Air Systems (DOAS), related ductwork, electrical, and DDC Controls for the classrooms, corridors, gym, cafeteria/auditorium, kitchen, and locker rooms. These units are electrically powered and will condition the outside air to the proper temperature and humidity before entering the building. They would be sized and designed to supply all the fresh requirements of the building and also maintain a positive or neutral building pressure. All new HVAC equipment would be connected to the existing Building Energy Management systems to control and conserve energy usage.

The proposed project will need to be designed in an expeditious manner in order to bid the project in the January / February time period. Furthermore, due to the extended lead time for delivery of the DOAS equipment currently at approximately 30 weeks, equipment orders will need to be placed in early November. Construction would primarily occur in the June to September timeframe.

To meet such a timeline, it is recommended that the formal bidding process for design services be waived by the Town Council to allow staff to negotiate an agreement with consulting engineers. This action would reduce procurement time by approximately one month.

Financial Impact

An appropriation in the amount of \$150,000 is respectively requested from the General Fund Unassigned Fund Balance to fund design service.

Other Board Action

The Public Building Commission met on August 29, 2023. The Commission received public comment concerning the conditions at the school and answered questions regarding possible system improvements. The Commission recommends that design of the HVAC improvements to address humidity at Oliver Ellsworth be initiated and that the Town Council waive the bidding process for design services.

Recommendations

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

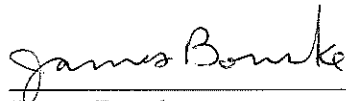
“MOVE to approve an appropriation of \$150,000 from the General Fund Unassigned Fund Balance for design of improvements to the Oliver Ellsworth HVAC system and authorize the waiving of bids for design services per Section 5-2 (d) of the *Town Charter*; furthermore that the project be referred to the Public Building Commission for project oversight.”

Attachments

None

Certification

I hereby certify that \$150,000 is available in the General Fund Unassigned Fund Balance to fund the above appropriation.




James Bourke
Finance Director

Agenda Item Summary

Date: September 5, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Peter Souza, Town Manager 

Subject: Set Special Town Meeting on Partial Roof Replacement at Sage Park Middle School Bond Ordinance

Background

The wording in the motion setting the Special Town Meeting regarding the Sage Park roof replacement bond ordinance approved at the August 7th Town Council meeting was incorrect. Therefore, a new date for a Special Town Meeting needs to be set. The motions for waiving of the reading and the introduction and approval of Sage Park roof replacement bond ordinance were correctly stated.

Discussion/Analysis

The motion to set a Special Town Meeting for September 5th was correct on the meeting agenda but incorrect in the Agenda Item Summary as it referred to a past bond ordinance related to Sage Park HVAC upgrades. This error led to the approved motion referring to the Sage Park HVAC upgrade project and not the Sage Park roof replacement project. Therefore, a new date for a Special Town Meeting needs to be set. The Town Council is respectively asked to set the date and time for a Special Town meeting for September 18th at 7:00 PM.

Financial Impact

None

Other Board Action

The Town Council has previously assigned this project to the Public Building Commission. The Town Council introduced and approved the bond ordinance at its August 7th meeting.

Recommendations

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

“RESOLVED that a Special Town Meeting be held in the Council Chambers at the Windsor Town Hall on September 18, 2023, 2023 at 7:00 p.m. (prevailing time) on the following ordinance entitled, “AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH SAGE PARK SCHOOL PARTIAL ROOF REPLACEMENT PROJECT; AND AUTHORIZING THE ISSUE OF \$2,900,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION.”

And

“Be it further RESOLVED, that the Town Clerk is authorized and directed to post and publish notice of said Special Town meeting.”

Attachments


None

Agenda Item Summary

Date: September 5, 2023

To: Honorable Mayor and Members of the Town Council

Prepared By: Suzanne Choate, P.E., Town Engineer

Reviewed By: Peter Souza, Town Manager 

Subject: Day Hill Road Pedestrian Circulation Enhancements –
Construction of Multi-Use Path from Prospect Hill Road to 2100 Day Hill

Background

Over ten years ago, the town developed a multi-year program to complete pedestrian circulation enhancements throughout the Day Hill Corporate Area. The vision for the Day Hill Road Corridor is to provide a continuous 10-foot wide bituminous concrete path along the frontage of Day Hill Road with 5-foot wide concrete sidewalk segments along connecting roadways. The purpose of this summary is to request that the Town Council set a public hearing regarding the proposed multi-use path segment in accordance with Section 15-33 of the *Town of Windsor Code of Ordinances*.

Discussion/Analysis

Recently a section of multi-use path was completed at Great Pond Village along Day Hill Road. There is now a gap in the multi-use path on town-owned property between the recently developed section and Prospect Hill Road. In order to close the gap, approximately a 300 linear foot section of path is proposed to be constructed. By constructing this segment there will be a multi-use path from Helmsford Way all the way to the intersection of Blue Hills Avenue and Griffin Road North. The proposed segment is completely on town property therefore no easements are needed.

The sidewalk will be considered a public walk that shall be maintained and kept in repair by the town as governed by *Connecticut General Statutes* §13a-149. Snow and ice removal will be the responsibility of the town as it is the property owner.

At this time, the Council is being requested to hold a public hearing in accordance with Section 15-33 of the *Town of Windsor Code of Ordinances*. Following the public hearing, the Town Council will be requested to approve the designated path location for construction.

Design and construction is anticipated to be completed by town staff in the Engineering Department and the Department of Public Works.

Financial Impact

The project cost is planned to be funded through an existing capital account for Day Hill Road pedestrian improvements and are anticipated to be approximately \$15,000.

The sidewalk will be considered a public walk that shall be maintained and kept in repair by the town as governed by *Connecticut General Statutes* §13a-149. Snow and ice removal will be completed by existing Public Works staff.

Other Board Action

The Town Planning and Zoning Commission will review the proposed path segment at their September 12, 2023 meeting to recommend approval to the Town Council pursuant to *Town of Windsor Code of Ordinances* Section 15-32.

Recommendations

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

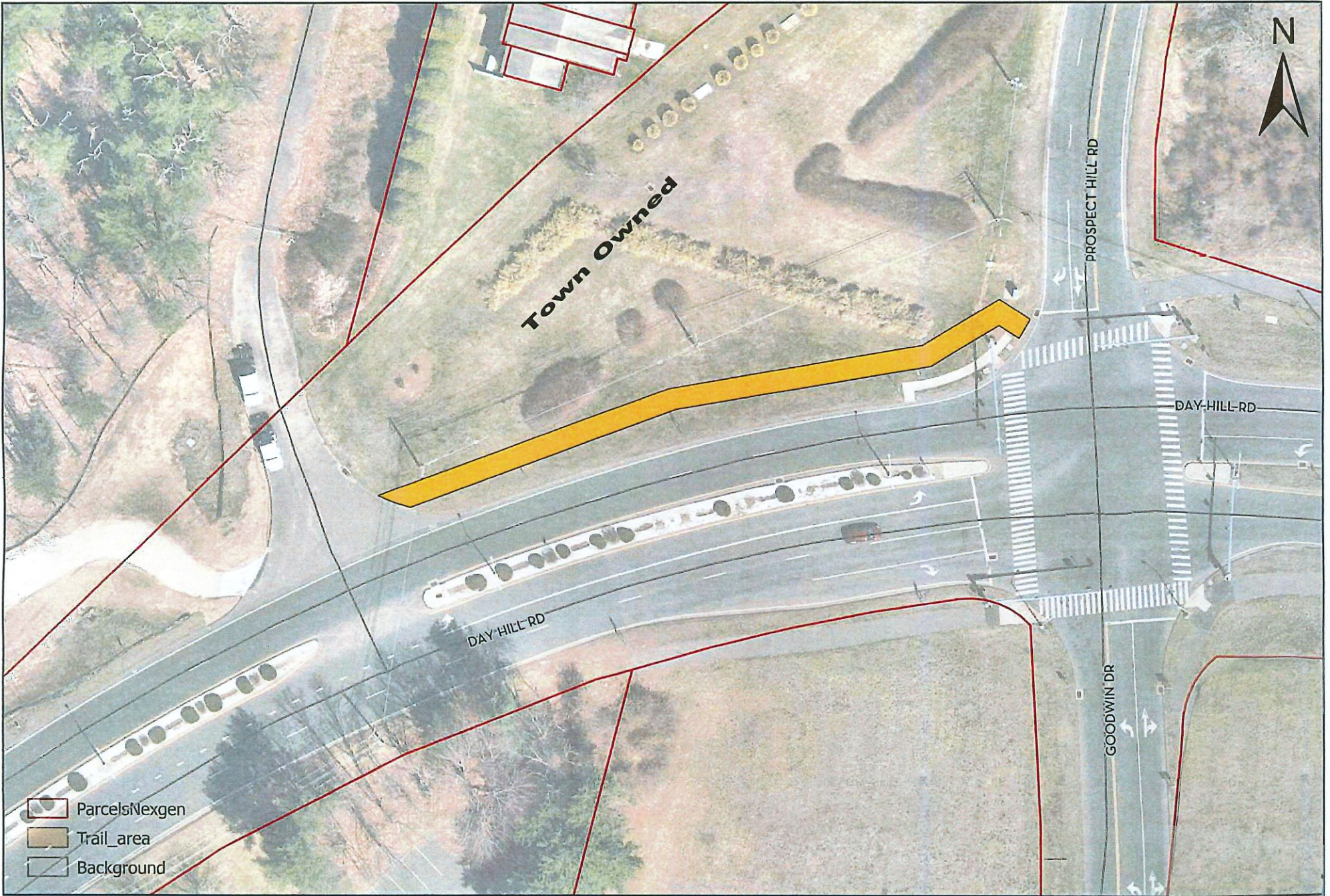
“RESOLVED, that a Public Hearing be held at the Windsor Town Hall on Monday, September 18, 2023 at 7:20 p.m. to approve the proposed path segment location in the Day Hill Road Corridor pursuant to Section 15-33 of the *Town of Windsor Code of Ordinances*.”

And

“FURTHER RESOLVED, that the Town Clerk is authorized and directed to post and publish notice of said Public Hearing.”

Attachments


Map – Proposed Multi-Use Path Segment – Prospect Hill Road to 2100 Day Hill



Agenda Item Summary

Date: September 5, 2023

To: Honorable Mayor and Members of the Town Council

Reviewed By: Peter Souza, Town Manager 

Subject: EMS System Review Study

Background

The Windsor Volunteer Ambulance Association (Windsor EMS) 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.

This spring the town engaged The Holdsworth Group, an emergency medical services consulting firm, to complete a review of the emergency medical services delivery system. The system review was prompted by questions raised by the public and Town Councilmembers related to Windsor EMS' staffing levels, response times, financial stability and greater reliance on mutual aid from surrounding EMS agencies.

The Council's Health & Safety Committee reviewed in detail the EMS System Study on August 14th. The Committee requested that the report be placed on the Town Council's September 5th meeting agenda for a high level overview. The Committee is suggesting the Town Council hold a separate workshop in September to review the report and recommendations.

Attached is the study report which includes information regarding topics such as current system overview, community demographics, EMS economics, system utilization, response times, capital investment needs, recruitment and retention, service delivery options, and budget forecasts.

Discussion/Analysis

The consultant's report (page 24) includes a number of key findings such as:

- Windsor EMS is doing a good job despite labor and financial challenges
- Response times to calls are good, improvement is possible
- Mutual aid is being requested 2-3 times per day resulting in longer response times and lost revenue
- There is a need during peak hours (9 am – 9 pm) for another ambulance
- Dispatch data needs slight modifications to allow for better segmentation and tracking of high and low priority call response times
- There is a need for replacement of capital equipment investment
- There is a significant paramedic and EMT shortage in the state and Windsor has had a hard time recruiting and retaining due to shifts in the regional labor market and agency consolidations
- The Town Council's commitment in the FY 23 budget helped Windsor EMS to stabilize the EMS system and the subsidy in the FY 24 budget has allowed for the implementation of a competitive wage scale package

- The continued subsidization of EMS by the Town is a reality regardless of the provider serving the Town
- Windsor EMS needs to expand its leadership team and work towards having 24/7 operations supervisors rather than administrators on call.

Primary recommendations on page 25 of the report include:

- Begin aggressively recruiting EMT and paramedic staff through word of mouth, social media, direct mail and developing in-house training programs to 'grow your own'
- Make capital reinvestments in medical equipment by taking advantage of capital leasing programs before 9/30/23 to lock in existing pricing and rates. Payments are deferred until the FY 25 budget.
- Create specifications and order five new identical ambulances on a staggered schedule as soon as possible. It is recommended to place the order within 60 days. The acquisition will reduce down time and maintenance costs. Delivery time will be at least 18 months.
- Add a dispatch priority field to each call for both EMS and police units so that response times to high and low priority calls can be better tracked
- Analyze call volumes, mutual aid use and completed transports monthly. Adjust staffing times of the peak unit to capture the most calls possible quarterly as needed
- Work together to create an Operating Agreement between Windsor EMS and the Town memorializing both the transparency of EMS operations and finances as well as the commitment from the Town in the form of planned subsidies to stabilize the system going forward. This has a by-product of assisting in recruiting since staff can see there is career stability in joining the Windsor EMS
- Utilizing the FY 24 approved budget resources, add ambulance coverage during the 9 AM – 9 PM peak period as soon as personnel can be hired.

Financial Impact

On page 31 and 32 of the report are EMS budget forecasts for FY 25 and FY 26. The FY 25 forecast is based on continuing the town's FY 24 General Fund contribution level of \$594,830 (rounded to \$600,000) for FY 25. Both forecasts assume capital reinvestment through multi-year lease arrangements.

In FY 26 the forecast assumes estimated billing revenues are flat with FY 25 levels and includes an assumption that the town's contribution would increase a minimum of \$100,000 to help meet part of the capital payments. Using these notable assumptions, the FY 26 budget forecast reflects an operating shortfall of approximately \$105,000.

Other Board Action

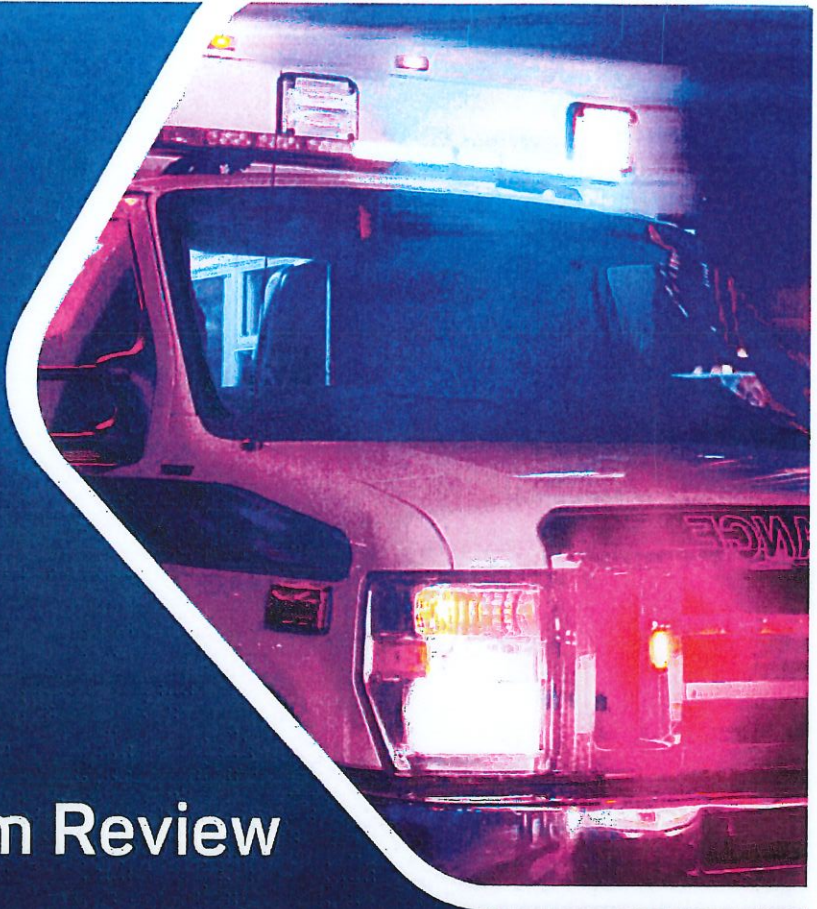
The Health & Safety Committee reviewed the EMS System Study on August 14th. The Committee requested the report be presented to the full Town Council in September. The Committee suggested the Town Council hold a separate workshop in September to review the report findings and recommendations.

Recommendations

The Health & Safety Committee requested the report be presented to the full Town Council in September. The Committee suggested the Town Council hold a separate workshop in September to review the report findings and recommendations.

Attachments

EMS System Review Report



EMS System Review

prepared for the

Town of Windsor

Prepared by



www.Holdsworth.com

August 2023

Town of Windsor - EMS System Review

Project Overview	page 3
Community Demographics / System Impact	page 3-5
Current System Overview	page 5-6
EMS Economics	page 6-9
System Utilization	page 9-10
Activation and Response Times	page 11-12
System Model Options	page 12-16
Capital Investment Needs	page 17-19
Mission, Board, By-laws & SOPs	page 20-21
Recruitment and Retention	page 22
Training Division	page 23
Recap of Findings	page 24
Recommendations	page 25
Conclusion	page 26
Appendix A	page 27-29
<ul style="list-style-type: none">• Revenue projection 2800 transports• Revenue projection 365 transports – Peak truck	
Appendix B	page 30-32
<ul style="list-style-type: none">• Pro-forma budget FY 24-25• Pro-forma budget FY 25-26	
Appendix C	Page 33-47
<ul style="list-style-type: none">• Dispatch data analysis information	

Project Overview

The Holdsworth Group was retained to conduct a review of the Windsor Volunteer Ambulance (WEMS) and a high-level look at the EMS system in the Town of Windsor. We reviewed the current system components, looking back approximately 30 months for trends as well as looking ahead to help plan for immediate and long-term future needs.

This study was prompted by the realization that WEMS's current staffing and response capabilities are not keeping up with the growing demand and that mutual aid is being used routinely. It is also clear that enhancements to the current system will require additional investment and staffing.

For this review, we evaluated call and revenue data for the period January 2021 through May 2023.

The deliverable is this report which outlines options for the WEMS and considerations for modification and enhancements to the service.

The findings and recommendations are outlined on pages 24-25. These should set the stage for both short and mid-range actions to be developed with the overall goal of maintaining a strong, reliable, and resilient EMS response capability in Town.

Community Demographics / System Impact

Windsor is a community encompassing thirty square miles with a population of approximately 28,859.

An industry predictive formula identifies that for every 10,000 residents there should be approximately 1-3 EMS system requests per day. Where there are special circumstances such as a high senior population, significant poverty levels, an influx in daytime population or high tourist populations these numbers rise to 3-6 activations or more per day.

Using this formula, we would expect to see an average of approximately nine activations per day.

The 30-month average is currently at **11.15** activations per day.

This formula is derived from the conclusions of multiple studies of different EMS systems around the country in the early 1990's.

The following chart shows the percentage of the population that is already of Medicare age or is close to it. This demographic group is typically the highest user of EMS services and all transports for this age group are provided at contracted pricing, typically deeply discounted. This is vital information from a budgeting standpoint.

Town	50-59	60-69	70-79	80 +	Total	Over 65
Windsor	16%	14%	7%	4%	41%	~ 18%
State of CT	15%	12%	7%	5%	39%	16%

The age 65 and older component is approximately 18% right now and is growing each year. As this trend continues, the impact on the EMS system will be an increase of about one (1) call per day over the next several years.

The reasons for this impact are obviously the higher use by aging individuals but also the larger number of seniors and others released home for recuperation and follow-up care by VNA and others. EMS is accessed more by this population group when their care providers are not readily available.

This is important for system planning and formulating budgets and subsidy requests to the Town. As the population ages, the volume will remain high, and grow, but the revenue will not match the operational needs of the organization.

Each time a citizen transitions from private/commercial insurance to Medicare, the organization loses over \$450 per transport because the payment rates are so different.

Another important thing to remember when evaluating the resources needed and structuring budgets is to remember the industry term: *Cost of Readiness*.

This concept requires that you build the EMS system to ensure that the number of staffed ambulances is sufficient to answer the number of historical and **anticipated** 9-1-1 **REQUESTS** for service.

The anticipated requests for service should be evaluated by day of week and hour of day and staffing adjusted accordingly. The two currently staffed ambulances are not enough for the call volume, and over the 30-month period mutual aid was called more than 1,900 times. Our analysis reveals that additional 'peak demand' staffing is needed to improve the level of service in Windsor.

While all REQUESTS for service demand a timely response, the revenue to support the system is currently derived only from actual patient transports.

By utilizing mutual aid so heavily, not only is potential revenue lost to outside agencies but, more importantly, your citizens are waiting longer periods of time for ambulances and paramedics during the busiest hours.

In Windsor, the three-year average shows that 15% of all EMS requests do not result in a transport but these calls must be accounted for in amended staffing plans.

Current System Overview

When citizens dial 9-1-1, the call rings at the Public Safety Answering Point (PSAP) at the Windsor Police Department.

If the call is for a medical event, pre-arrival medical instructions are provided to the caller. The closest police officer is dispatched as a first responder.

The WEMS ambulances are staffed both at the Basic Life Support (BLS) level which has two (EMTs) as the crew and also at the Advanced Life Support (ALS) level which has one EMT and one licensed paramedic as the crew.

An EMS industry best practice, as well as the American Heart Association's Chain of Survival, sets forth the guidelines for responding to a Heart Attack/Cardiac Arrest as follows:

- Citizen or other CPR-trained responder with an AED within four minutes
- Basic Life Support (BLS) ambulance on scene within eight minutes
- Advanced Life Support (ALS/paramedic) on scene within twelve minutes

As we look forward to whichever system design is eventually adopted, it is important that monitoring systems and reporting standards be put in place to evaluate the performance of the system, keeping these standards in mind as benchmarks for all critical responses.

Windsor was awarded the HEARTSafe Community designation and as we understand it, the recertification process is currently underway. Automated External Defibrillators (AEDs) are present in all municipal buildings, school buildings, on-duty police units as well as all ambulances. This is a program that should be maintained and enhanced with *Stop the Bleed* programming as well. WEMS can and should be the lead agency for this training.

EMS Economics

The current EMS system in Connecticut, as in almost all parts of the country, is funded through a combination of tax revenue and billing Medicare, Medicaid, Commercial insurance plans and patients for completed transports.

The retail billing rates are set annually by the State of Connecticut Department of Public Health as well as third party insurers. The actual reimbursement rates vary widely from payer to payer. Additionally, all reimbursement is based upon the level of medically necessary care provided to the patient. It is NOT based on the level of personnel that respond to the call.

There are significant changes proposed for the EMS systems of the future which are expected to include an expansion of payment for non-transports, as well as something called Community Paramedicine which utilizes specially trained EMS staff to evaluate patients in their homes. Right now, few insurers pay for either of these programs, but funding is proposed. WEMS does bill for treat, no transport calls under the few insurance plans that do cover that service, such as CT Medicaid.

The eventual goal of these proposed changes is to provide better healthcare, with fewer transports, all at a lower cost. There is value added to these initiatives when local responders are intimately familiar with the patients, their homes, and the services in the community.

As the EMS system is being re-designed, being prepared to participate in Community Paramedicine/EMS initiatives should be included in the operations planning as these programs become available.

Because WEMS does provide paramedic service, there may well be options for participating in these programs as they evolve. Seniors, who are the highest users of EMS services and who can also benefit most from in-home, coordinated health care and wellness checks will be the primary targets of these programs.

As you review the information contained in the charts that follow, please understand that we are explaining the state of EMS reimbursement as it currently exists. As you look at the payer mix, it is critically important to understand a couple of things about the charges and the insurance revenue stream:

- Regardless of the actual number of requests for service (911 calls), only **completed** calls result in a billable event. Cancellations, refusals, and stand-bys do not result in any revenue, yet the organization must expend resources / expenses to have an ambulance staffed and able to respond.
- The amount listed as the Medicare Allowable Rate is the amount that, by participating in the Medicare program, you agree is the maximum compensation you're allowed.
- Medicare then pays 80% of the Allowable Rate and the patient or their supplemental insurance is responsible for the remaining 20% co-pay.
- The amount listed as the Medicaid Allowable Rate is the amount that, by participating in the Medicaid program, you agree is the maximum compensation you're allowed.
- Medicaid then pays 100% of the Allowable Rate. The difference between the Retail Rate and the Medicaid Allowable Rate is money that can neither be billed nor collected, it is a contractual allowance.

The bulk of the transports and the reimbursement come from government funded, heavily discounted payers.

WEMS shows a consistent trend that about 70% of reimbursable services are provided to Medicare or Medicaid eligible patients and those are the most heavily discounted payers in the EMS industry.

Refer to the chart below to see how heavily discounted each trip is.

This chart shows the State and Federal authorized rates for EMS in 2024.

Charge Item	2024 State Authorized Rate BLS	2024 State Authorized Rate ALS-1	2024 State Authorized Rate ALS-2	Medicare Rate BLS	Medicare Rate ALS-1	Medicare Rate ALS-2	Medicaid Rate ALL
BLS Base	\$960.00	\$1,517.00	\$1,606.00	\$455.20	\$540.55	\$782.37	\$293.92
Actual payment	Varies by plan	Varies by plan	Varies by plan	\$364.16 80% Care, 20% patient co-pay	\$432.44 80% Care, 20% patient co-pay	\$625.89 80% Care, 20% patient co-pay	\$293.92
Mileage	\$23.32	Same	Same	\$7.92	Same	Same	\$5.88
Percentage of volume	24.0% Insurance 6.0% Private pay			49%	NA	NA	21%

Rates are reset every January and the proposed increase for 2024 is 4.3%

There was a one-time special rate increase of 10% that took effect on July 1, 2023. The only payers that it applies to are the insurance and self-pay patients.

The other factor that drives reimbursement is the payer mix, which is the breakdown of insurance providers that pay for the transport.

WEMS's payer mix has been relatively stable with some fluctuations as populations shift. The two green shaded boxes in the next chart reflect the two years that WEMS did their own billing in-house. The percentages seem off due to the way the Medicare HMOs were reported.

They were reported as private insurance rather than Medicare related which is why there appears to be a disparity when there actually isn't.

The chart below shows the payer mix for the previous seven fiscal years.

Windsor EMS

Collections History

	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Billable calls	2,246	2,455	2,557	2,962	2,535	2,858	2,800* *estimate
ALS usage	63.0%	64.0%	59.0%	65.0%	66.0%	55.0%	57.0%

Payer Mix

	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	7 yr avg.
Medicare	57.0%	58.9%	58.0%	50.0%	27.0%	23.0%	46%	46%
Medicaid	17.4%	15.6%	23.0%	23.0%	23.0%	27.0%	25%	22%
Insurances	13.7%	15.7%	11.0%	23.0%	45.0%	46.0%	24%	25%
Self-pay	11.9%	9.8%	8.0%	4.0%	5.0%	4.0%	5%	7%

System Utilization

After reviewing the dispatch data, and the corresponding data from the billing service, it is very clear that the busiest hours are 09:00-21:00 (9am-9pm).

The industry uses a metric called Unit Hour Utilization (UHU) to determine if the staffing patterns are sufficient to meet the demands, or potential demands, based upon a historical retrospective review.

The industry typically aims for a UHU between .4 -.5 meaning that the units staffed are on an assignment 40-50% of the time. The closer to 1.0, the higher the chance that an ambulance will not be available.

In looking at the data, WEMS is getting busier and while they typically staff two ambulances, mutual aid is still being utilized 2-3 times per day. The concern that we have is that your mutual aid departments also seem to be struggling so relying on this system design model is not wise in the long run for patient care and there is a significant revenue loss to the Windsor system some of which can be reclaimed.

WEMS	Overall	Peak	Problem Hours
2021	.25	1.88	09:00-21:00
2022	.27	2.16	09:00-21:00
2023	.34	2.28	09:00-21:00

The data clearly shows that the two staffed ambulances, during the peak/problem hours, are not sufficient to meet demand. Therefore, regardless of the system design chosen, mutual aid agreements in place should be continued with agencies who are also staffed during the peak hours and/or WEMS should plan to staff a third unit for all or part of the hours.

The data shows that the 'peak unit,' if staffed for the entire 12-hour period, would help to capture up to 70% of the missed calls that currently are passed to your mutual aid partners. See the detailed data analysis in Appendix C Leadership should be watching the UHU monthly to determine busiest hours and adjust the staffing accordingly, typically on a quarterly basis.

Mutual Aid Dispatched by Windsor EMS

	2021	2022	2023 (to 5/15)	Total
12:00:00 AM	19	25	18	57
1:00:00 AM	19	29	9	57
2:00:00 AM	15	17	6	38
3:00:00 AM	7	6	10	23
4:00:00 AM	10	14	2	26
5:00:00 AM	19	13	4	36
6:00:00 AM	24	25	3	52
7:00:00 AM	10	17	4	31
8:00:00 AM	9	30	7	46
9:00:00 AM	18	24	15	57
10:00:00 AM	25	36	22	83
11:00:00 AM	32	59	29	120
12:00:00 PM	36	56	24	116
1:00:00 PM	32	44	23	99
2:00:00 PM	21	43	12	76
3:00:00 PM	16	43	12	71
4:00:00 PM	35	42	15	92
5:00:00 PM	29	42	8	79
6:00:00 PM	31	49	11	91
7:00:00 PM	63	72	30	165
8:00:00 PM	72	69	18	159
9:00:00 PM	49	77	20	146
10:00:00 PM	33	50	21	104
11:00:00 PM	32	41	15	88
Total	656	923	332	1,912
1pm-9pm	384 / 60%	481 / 50%	149 / 45%	
9am-9pm	459 / 70%	656 / 70%	239 / 72%	

Activation & Response Times.

The following times are important to know, and regularly review, as a way to evaluate the system's effectiveness in getting care to a patient once 911 is called.

Activation (chute) Time is defined as: 'the elapsed time from EMS agency notification to having a staffed unit on the air and responding.'

- 2021 average chute time 1 min 20 seconds
- 2022 average chute time 1 min 24 seconds
- 2023 average chute time 1 min 07 seconds

These are the average of all time periods and all priorities.

Response Time is defined as: 'the elapsed time from EMS agency notification to a unit arrived on scene.' (sometimes this is further defined to read as 'personnel at the patient's side').

- 2021 response time 11 min 25 seconds - 90th percentile all *
7 min 11 seconds - average
- 2022 response time 11 min 53 seconds - 90th percentile all*
7 min 31 seconds - average
- 2023 response time 12 min 17 seconds - 90th percentile all *
7 min 47 seconds - average

Police First Responder Times

- 30-month average 8 min 35 seconds*

*** These are average of all response times, including Priority 3 (non-light & siren responses).**

Given the size of your community and the overall volume of calls, these times are reasonable. All agencies should be looking to continuously improve, and we believe that the response times to Priority One calls are significantly better, especially the response times of the police first responder units, however we did not have the hours in this project to dissect the PD data further as the PD was not the primary focus of this project.

As the data is collected going forward, Priority One and Priority Three calls should be separated, this will provide better reporting and show a truer picture of response times. ESO (WEMS's electronic charting software) should be able to build a custom report for you that breaks out these times by response criteria.

Additionally, the police dispatch software could add a field that would identify the priority of the dispatched EMS and police units. Doing that would allow easy creation of data reports from the NexGen system.

Additionally, there is no good metric available to know how much time has elapsed from answering the phone, gathering information from the caller to the activation of WEMS which starts the Activation Time clock.

NOTE: If an individual call is challenged in a legal proceeding, all of the times can be gathered for that incident. However, there is currently no effective way to determine if the system as a whole is managing calls in a time-efficient manner. This should be corrected.

In high performance EMS systems, Activation Time targets are typically expected to be under 90 seconds and Response Time goals target the <8min mark at 90% or better of all Priority One calls.

In EMS, every second counts and it is important to be able to dissect the data in a more meaningful systemwide format on a weekly, monthly, and annual basis.

System Model Options

As a community you are at a crossroads. What you are currently doing is working, but can benefit from improvement. Ambulances are getting on the road, activation times (chute times) are good and response times are acceptable but can always be better.

We have identified four options for consideration:

- Option #1 Maintain the current system.
- Option #2 Invest in the WEMS operated system long term (see pages 16-17)
- Option #3 Create a municipal EMS organization.
- Option #4 Outsource EMS to another provider.

We'll outline each of the options in greater detail for clarity.

Option #1

Maintain the current system.

While we do not recommend this option, we are obligated to present it. Improving the system will require long-term investment, especially in the upgrading of capital equipment.

This study is the result of dissatisfaction with the significant use of mutual aid and a recognition that WEMS had some financial issues. The Council's investment in the 2023 budget year helped resolve the immediate financial issues and allowed for a wage increase to make WEMS competitive in the Greater Hartford region. This will need to be maintained as an ongoing subsidy.

This option however realizes that adding additional crews and upgrading capital equipment might not be something the Council wishes to commit to in the long term and therefore choosing to limit additional financial resources is an option.

We do not believe that it is the best option for the Town and therefore we are not providing much detail on it. If the Council wishes to explore the ramifications further, we can certainly do that.

Option #2

Invest in the WEMS operated system long term.

WEMS is facing the same problems that many EMS agencies in this country are facing, namely a decreasing number of people coming into or staying in EMS as a career, increasing call volumes and insufficient funding.

In Connecticut there is an EMT and paramedic shortage, more than 7,000 EMTs have left the ranks over the past 10-15 years with no effective plan to replace them. In addition, acquisition of several EMS agencies by various hospitals has created a 'wage war' for staff.

This led to the financial issues that WEMS experienced and has additionally resulted in a deferral of capital investment.

The WEMS vehicles are safe and have been getting basic maintenance, but none have been scheduled for replacement. Much of the patient care and patient movement equipment has reached or surpassed the manufacturers recommended service life and also needs to be replaced.

WEMS has provided service to the Town for the last 43 years. A lot has changed since the organization's inception in 1980. The organization was founded as a direct result of the Town wanting better service for its residents. Prior to WEMS's creation, ambulances responded from neighboring communities, most notably Hartford.

Population growth, call volume increases, moving to WEMS-based paramedics all have improved service but now there is a need for ongoing municipal support since billing revenue alone cannot sustain a service of the size required to ensure high quality and timely service.

We believe that of all the options presented, this is the one that accomplishes the goal of delivering high quality EMS services, fosters effective communication between the parties and overall is the most cost effective for the Town.

That said, the next few years will be expensive as the Town and WEMS partner to bring all the capital equipment back to state-of-the-art technology and bring the EMS personnel up to regional standards for wages and benefits allowing WEMS to attract and retain top talent. (see pages 17-19)

We have included pro-forma budgets in Appendix B which include the following:

- lease payments on five ambulances by FY25-26
- lease payments for upgrading clinical and patient movement equipment,
- wage increases already approved,
- our recommended changes to the operational deployment patterns,
- the addition of an administrative support part-time person,
- addition of shift supervisors to build the leadership team,
- the addition of a peak time ambulance which will reduce mutual aid.

Option#3

Create a municipal EMS organization.

As the Town evaluates the subsidy amount required to make the necessary improvements to the system the discussion of transparency and input always surfaces. While we advocate for a strong and transparent relationship with an EMS vendor outlined in an operating Agreement between the parties, another option would be for the Town to absorb the organization and create a Town EMS Department. That would of course require the approval of the WEMS Board of Directors.

There would be some savings on the operations side with health benefits, insurances, legal expenses, HR functions and other costs being absorbed into existing Town services and policies which would result in potentially lower costs or at least the elimination of redundant costs. The downside would be the potential for higher labor and retirement costs.

We are not recommending this option at this time because the labor and retirement costs could surpass the operational savings. A more detailed review of this option may be needed in the future if there are any substantive changes to the reimbursement process or costs unpredictably skyrocket in the future.

Option #4

Outsource to another provider.

If at any time the Town were to become dissatisfied with the WEMS responses, or if a future Board or Administration became uncooperative, the Town does have the recourse to petition the State for a change in Primary Service Area Responder (PSAR).

This would require issuing an RFP, accepting a response from a qualified provider that can offer equal or better service at the same or cheaper cost.

We are including this option in the report to be thorough, but we see no reason to pursue this course of action. There is a good relationship between WEMS and the Town, this report has revealed the current situation and the data will allow all parties to work together to make the system better in a fiscally responsible way.

Under the current budget the Town has allocated approximately \$600,000 to improve the system. Based on RFPs received recently in other communities that number would more than double to pay a subsidy for another provider and the ability to had direct input, other than contract language, would be lost.

Additionally, the downside of eliminating WEMS and outsourcing is that if the new provider did not live up to the contract terms, the Town would have limited options as the numbers of capable providers is shrinking through acquisition and the cost to reconstitute a Town provider would be cost prohibitive.

We strongly recommend continuing the current path.

Capital Investment

There is a definite need to upgrade several capital items. These have been under consideration for a couple of years; however, funding has not allowed WEMS to move forward with the expenditures.

In partnership with the Town these items now must be planned for, and the expenditures made.

Vehicles

Regardless of the system design that is chosen, other than outsourcing, all the ambulances should be scheduled for replacement over the next 4-5 years.

Medic 1 - 2013 Chevy/GM, Type 3	Mileage 210,445	(10 yrs. old-new engine)
Medic 2 - 2009 Ford, Type 2	Mileage 162,661	(14 yrs. old)
Medic 3 - 2013 Chevy/GM, Type 3	Mileage 221,702	(10 yrs. old-new engine)
Medic 4 - 2017 Chevy/GM, Type 3	Mileage 132,259	(6 yrs. old)
Medic 5 - 2011 Ford, Type 1	Mileage 89,127	(12 yrs. old-new engine)
Car 5 - 2016 Chevy Tahoe	Mileage 92,919	
Car 6 - 2004 Crown Vic	Mileage 95,675	
Car 7 - 2009 Crown Vic	Mileage 46,541	
Car 8 - 2022 Chevy Tahoe	Mileage 8,981	
Car 9 - 2022 Chevy Tahoe	Mileage 16,065	

Ordering all vehicles to the same specifications, same chassis and same manufacturer will allow for standardization of maintenance, stocking of parts and make it easier for the crews to move between vehicles with a standard equipment and cabinet layout.

Life expectation of an ambulance in a busy service is about 5-7 years and about 175,000 miles. If they are well maintained, the age expectation stays about the same but higher mileages may be tolerated since a lot of the mileage is highway rather than inner city stop & go. WEMS has high mileage on several of their units and they are over the life expectancy. The vehicles are safe, but WEMS does need an aggressive capital replacement plan from this point forward.

We recommend ordering five ambulances now. Three to be delivered as soon as possible, two to be delivered a year after the first two.

The vehicles should then be replaced on a 5-to-6-year cycle which is easily accomplished through a fleet leasing program. Currently, the average lease cost on these types of units is approximately \$3,500-\$4,300/month per truck based on a 60 or 72-month leasing plan. The proforma budget assumes a 60-month lease plan.

Currently new ambulance orders are taking an average of 18 months to arrive. If funds allow, a more aggressive delivery schedule would be advised since the existing fleet has maintenance issues, but that may not be achievable.

The expected retail cost of each ambulance today should be assumed to be about \$250,000 per unit (\$1,250,000 fleet total). Most manufacturers are taking the orders with minimal to no down payments because they know that the trucks can be sold to another EMS provider if you were to cancel your order. There is little to no risk to your ordering all the units now.

Another option would be to bond all five units for a one-time capital replacement acquisition and then lease replacements beginning five years out.

As the vehicles are added into the fleet, aggressive rotation of the units will allow for staffing of multiple calls, preventative maintenance, and overall longevity of the fleet by keeping mileage about even across the fleet.

WEMS currently has two ambulances in service, and the other three have a variety of maintenance issues which limit their consistent availability. By increasing the number of staffed ambulances, as outlined in Option 2, they will have three in service during peak times which means the preventative maintenance will be even more critical.

Ideally WEMS should maintain the five-ambulance fleet to ensure adequate reserve units during times when the 'peak truck' is in service.

As ambulances and other response vehicles are added or replaced in the future, we also HIGHLY recommend leasing them rather than buying.

The benefits of leasing include:

- Relatively low cost of acquisition
- Keeping the fleet younger due to lease expirations every 5-6 years
- Decreased maintenance costs over the life of the fleet

Clinical and patient movement equipment

Stretchers, power load systems, stair chairs, cardiac monitors, AEDs, video laryngoscopes.

The primary manufacturer and the current supplier, Stryker, offers a multi-year payment plan and did provide three options to choose from.

After review, the best option is outlined below and features no payment until next year's budget, a fresh start on all equipment and a \$1 buyout at the end.

- 60-month payment plan which will allow WEMS to keep using the equipment for another 3-5 years following the last payment.
- There is no penalty for advance payment.
- If the order paperwork is signed by September before the pending October 1 price increase, the equipment can be ordered now and shipped in December. They have offered a six-month payment deferral so that the first of five annual payments would start in July 2024.
- Stryker has agreed to lock in interest rates 2.9% to allow time for a decision to be made. But the order must be executed before Sept 30th before the already announced price increases.
- Items included have trade-in credits applied:
 - Lifepack 15 cardiac monitors (4), \$35,000 each
 - PowerLOAD stretcher systems (4), \$30,000 each
 - PowerProXT ambulance stretchers (4), \$28,000 each
 - Stair Pro (4), \$ 4,300 each
 - LP 1,000 AEDs (6), \$ 2,600 each
 - McGrath video laryngoscopes (4) \$ 3,000 each
- Preventative onsite maintenance with annual inspections, unlimited repairs, and battery replacement is also included. (There is no additional warranty coverage for the AEDs or McGraths, but the LP 1,000s have a 5-year warranty and the McGraths have 3-year warranty)

If the Town chooses to make a 20% down payment at signing, the interest will be reduced to 1.9% and the annual payments will still begin July 2024. We don't think the savings of 1% per year is worth the \$96,000 down payment and recommend the no down payment option at 2.9%.

Mission, Board of Directors, By-laws, and SOPs”

“The purposes of the Corporation are to take all actions necessary and desirable to provide emergency medical transportation and treatment to the citizens of, residents of, and visitors to the Town of Windsor, Connecticut; to promote public awareness and education concerning first aid procedures; and to raise, plan for, manage and expend funds necessary for the carrying out of said purpose.”

This is a strong mission statement encompassing the ideals of a community-centric, non-profit agency dedicated to patient care and training. There are key words in this statement that need to be highlighted and then used as the basis for policy modifications going forward.

- *“promote public awareness”*
- *“to plan for, manage ... for the carrying out of said purpose”*

The SOPs are very thorough although they are a bit outdated and need several areas of review for consistency and clarification. Once a decision about the staffing and leadership positions has been made, we can assist with the revisions.

If everything is driven to fulfill the mission statement, then there are changes that should be made in the best interests of the residents including improved public awareness and the potential for a training and education division that can become both a revenue stream as well as a potential source of new team members. More on this later.

Board of Directors

Within the organization there is a clear line of demarcation between the Board and the Operations Team that we feel strongly needs to be eradicated for the good of the organization.

It will be important for the future of WEMS to attract and retain Board members who will be proactive. Board members, new and current, should be given a thorough orientation about the organization, the industry and how it works. No corporate Board member in the business world serves without a reasonable understanding of the company’s products, services, and operational methods.

A formal information packet should be provided to any newly elected Board member, and all should spend some time with an on-duty crew to see how the operations team works. Ride-alongs should be encouraged, but understandably some may not wish to go that far. As a standard expectation, and a show of solidarity to the mission, every member of the Board should be minimally certified in CPR.

The Chief of Service should be the primary spokesperson for all things operational to both the public and Town Council. The Board members should understand the information to be presented and the current standardized reporting should be further expanded.

There are less than 50 people on the roster of WEMS, email, texts, phone calls and face to face meetings are easy to accomplish. Members should be encouraged to attend Board meetings and Board members should attend Operations Team meetings.

The only purpose of the WEMS is to provide timely ambulance service and effective training. Whatever the Board can do to make that goal easier and keep true to the stated mission statement are the only responsibilities of each member.

By-laws

The by-laws were last revised in 2015 and several updates are needed and advised.

We have provided a draft set of changes to the WEMS Board for their discussion and review.

Recruiting & Retention

There has been no formal recruiting done on a consistent basis other than word of mouth and advertising when positions open. Until recently recruiting staff has been difficult because the WEMS wage scale was significantly below the regional average. Incremental raises have been made since April and a new pay scale adopted fully on July 1st. This should allow WEMS to compete for qualified individuals although with the hospitals and commercial services all actively hiring, the 'wage wars' are far from over.

We can expect that wages will continue to increase over the next few years until the 'new normal' regional base starting wages are established. Normal COLA raises will then simply be part of doing business. Building a training division, as several others have done, will help you train and retain your own feeder system of EMTs and EMRs. The cost of training your own paramedics is prohibitive and there are several local and competing programs.

There is still the potential that a small group of volunteers could be attracted to WEMS because of the quality of the headquarters, equipment, and call volume. Given the workforce climate this is not a solution to the staffing crisis, simply a possible outcome that could help ease payroll periodically.

By using the State's list and mailing recruiting information to all in Windsor, South Windsor, Bloomfield, East Windsor, and others, you will touch some who've chosen not to work with their local departments, fire and police officers from other communities who may welcome riding elsewhere in a higher volume service. Never count anyone out when recruiting.

And the obvious benefit is that should volunteers be recruited, staffing shifts for little or no cost is a budget friendly option. This is simply an adjunct to the paid positions, there will not be a flood of volunteers knocking on WEMS's door, but enough may to make the process worth doing.

Training Division

We recommend that WEMS continue to develop an in-house EMT and community education training division. This is the best way to 'grow your own' and create a feeder system for new staff members and should yield a few new members each year.

Additionally, CPR, Stop the Bleed, Safe Sitter, Narcan/Opioid training, and others could become a source of revenue for WEMS. A training division would take a full year to develop, market and begin to see a reasonable profit.

The Training Officer position would also be able to conduct in-house refresher training including the development of a group of FTO's and preceptors.

The number of police, fire, EMS, municipal, Board of Ed, corporate and community members that need training can easily support the annual salary of a Training Officer position and a cadre of part time instructors.

We did not specifically inventory all of the training equipment but have been assured that there is sufficient capacity to begin this project and develop it over the upcoming year.

Recap of Findings

- Windsor EMS is doing a good job despite labor and financial challenges.
- Response times to calls are good, improvement is possible.
- Paramedics are getting to the patients who require them.
- Mutual aid is being requested 2-3 times per day resulting in longer response times and lost revenue.
- There is a need during peak hours (9am-9pm) for another ambulance.
- Dispatch data needs slight modifications to allow for better segmentation and tracking of high and low priority call response times.
- There is a need for capital equipment investment which has been deferred for several years. Total investment needed is approximately \$1.8 million to be spread over five years.
- There is a significant paramedic and EMT shortage in the state and Windsor has had a hard time recruiting and retaining due to shifts in the regional labor market and agency consolidations.
- The Town Council's commitment in the 2023 budget helped WEMS to stabilize the EMS system and the subsidy in the 2024 budget has allowed for the implementation of a competitive wage scale package. It is still too new to know the impact on recruitment & retention.
- The continued subsidization of EMS in Windsor is a reality regardless of the provider serving the Town.
- WEMS needs to expand its leadership team and work towards having 24/7 operations supervisors rather than administrators on call.

Recommendations:

- Begin aggressively recruiting EMT and paramedic staff through word of mouth, social media, direct mail and developing in-house training programs to 'grow your own'.
- Take advantage of the clinical and patient movement capital leasing program before 9/30/23 to lock in existing pricing and rates. Payments are deferred until the 2024-25 budget.
- Create specifications and order five new identical ambulances on a staggered schedule as soon as possible. We recommend having the order in to the manufacturer within 60 days. The acquisition will reduce down time and maintenance costs. Delivery time will be at least 18 months.
- Add a dispatch priority field to each call for both EMS and police units so that response times to high and low priority calls can be better tracked.
- Analyze call volumes, mutual aid use and completed transports monthly. Adjust staffing times of the peak unit to capture the most calls possible quarterly if needed.
- Work together to create an Operating Agreement memorializing both the transparency of WEMS' operations and finances but also the commitment from the Town in the form of planned subsidies to stabilize the system going forward. This has a by-product of assisting in recruiting since staff can see there is career stability in joining WEMS.
- Utilizing the FY 23-24 approved budget resources, add ambulance coverage during the 9am-9pm peak period as soon as personnel can be hired.

Conclusion

We hope that you have found this report informative and useful in making some informed decisions about providing EMS service in your community.

WEMS is a good service, doing a good job. Increased staffing, competitive wages and benefits, long-term fiscal stability and aggressive capital improvement will make a good system a great system.

We want to offer our opinion about the options presented. We believe that given the state of the EMS labor market, the reimbursement situation, the payer mixes, and the timeliness of developing a lasting solution, Option#2 is the best choice.

A collaborative approach will serve both WEMS and the Town well in the years ahead and will also keep the costs relatively stable. Every community is beginning to come to grips with the reality that EMS is an essential service that cannot sustain the ever-increasing costs solely through the current antiquated model of fee-for-service.

Subsidization, strategic partnerships, consolidation, and regionalization are all a very real part of the landscape for the EMS system not just in Windsor or Connecticut, but nationally.

We stand ready to discuss each of the options with you, answer any questions and then once you have made the high-level decision about direction, we can take steps to move forward and discuss the implementation issues specific to that option.

It has been a pleasure to craft this analysis and we look forward to the next steps.

Respectfully submitted,



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Appendix A

Revenue projection 2800 transports

Revenue projection 365 transports – Peak truck

**Projected Billing
Revenue**

Windsor EMS

**For Illustration Only
2024**

<u>Number of Transports:</u>	2800					
		Item:	Rate	# of Calls	Total	
<u>Percentages:</u>						
Medicare 49% of volume:	0.49	Pvt. BLS Base	\$960.00	420	\$403,200.00	
Medicaid 21% of volume	0.21	Pvt. Mileage	\$23.32	7728	\$180,216.96	
Private 30% of volume:	0.3					
		Medicare BLS Base	\$0.00		\$0.00	
		Medicare BLS Emergency Rate	\$455.20	686	\$312,267.20	
<u>Billable Miles Per Trip:</u>	9.2	Medicare Mileage	\$8.54	12622	\$107,795.30	
		Medicaid Base	\$293.92	294	\$86,412.48	
		Medicaid Mileage	\$5.88	5409.6	\$31,808.45	
<u>Number of Trips:</u>						
Medicare:	1372	ALS Charges Medicare - 1	\$540.55	679	\$367,109.13	\$361,309.27
		ALS Charges Medicare - 2	\$782.37	7	\$5,367.06	\$5,308.47
Medicaid:	588	ALS Charges Medicaid	\$349.03	294	\$102,614.82	\$102,614.82
Private:	840	ALS Charges ALS-1 Pvt	\$1,517.00	416	\$630,768.60	\$231,600.60
		ALS Charges ALS-2 Pvt	\$1,606.00	4	\$6,745.20	\$2,713.20
					\$1,112,604.81	\$703,546.37 ALS Only
		Total Gross Revenue:			\$2,227,559.99	
<u>Bad Debt %:</u>	0.1	Bad Debt Allowance:			\$222,756.00	
		Potential Net Revenue:			\$2,004,803.99	
		Monthly Deposit Average - ALL			\$167,067.00	
		Assumes 50% ALS usage		2800		

Projected Billing Revenue

Windsor EMS

**For Illustration Only
2024**

		Item:	Rate	# of Calls	Total	
Number of Transports:	365					
Percentages:						
Medicare 49% of volume:	0.49	Pvt. BLS Base	\$960.00	55	\$52,560.00	
Medicaid 21% of volume:	0.21	Pvt. Mileage	\$23.32	1007	\$23,492.57	
Private 30% of volume:	0.3					
		Medicare BLS Base	\$0.00		\$0.00	
		Medicare BLS Emergency Rate	\$455.20	89	\$40,706.26	
Billable Miles Per Trip:	9.2	Medicare Mileage	\$8.54	1645	\$14,051.89	
		Medicaid Base	\$293.92	38	\$11,264.48	
		Medicaid Mileage	\$5.88	705.18	\$4,146.46	
Number of Trips:						
Medicare:	178.85	ALS Charges Medicare - 1	\$540.55	89	\$47,855.30	\$47,099.24
		ALS Charges Medicare - 2	\$782.37	1	\$699.63	\$692.00
Medicaid:	76.65	ALS Charges Medicaid	\$349.03	38	\$13,376.57	\$13,376.57
Private:	109.5	ALS Charges ALS-1 Pvt	\$1,517.00	54	\$82,225.19	\$30,190.79
		ALS Charges ALS-2 Pvt	\$1,606.00	1	\$879.29	\$353.69
					\$145,035.98	\$91,712.29 ALS Only
Bad Debt %:	0.1	Total Gross Revenue:			\$290,378.36	
		Bad Debt Allowance:			\$29,037.84	
		Potential Net Revenue:			\$261,340.52	
		Monthly Deposit Average - ALL			\$21,778.38	
		Assumes 50% ALS usage		365		

Appendix B

Option #2

Pro-forma budget FY 24-25

Pro-forma budget FY 25-26

Stryker annual payments are already included in both budgets beginning with the first due in July 2024.

FY 2024-25 Budget with Peak Hour staffing

	Hours	# staff	# days	Rate	Weekly	Annual	
Direct Labor							
Ambulance 1 - Medic	24	1	7	\$35.00	\$ 5,880.00	\$ 305,760.00	
Ambulance 1 - EMT	24	1	7	\$25.00	\$ 4,200.00	\$ 218,400.00	
Ambulance 2 - EMT	24	1	7	\$25.00	\$ 4,200.00	\$ 218,400.00	
Ambulance 2 - EMT	24	1	7	\$23.00	\$ 3,864.00	\$ 200,928.00	
Peak crew - EMT	12	1	7	\$23.00	\$ 1,932.00	\$ 100,464.00	
Peak crew - EMT	12	1	7	\$23.00	\$ 1,932.00	\$ 100,464.00	
Fly car - Medic Lt.	24	1	7	\$37.00	\$ 6,216.00	\$ 323,232.00	4 staff
Management team						\$ 196,000.00	
Administrative Assistant	8	1	4	\$21.00	\$ 672.00	\$ 34,944.00	
Overtime/call backs @ 5%	0	0	0	\$ -	\$ -	\$ 73,382.40	
Total direct labor					\$ 28,896.00	\$ 1,771,974.40	
Non-labor costs							
Marketing and recruitment						\$ 6,000.00	
CMED Fees						\$ 36,000.00	
COVID loan						\$ 7,700.00	
Dues & Subscriptions						\$ 2,500.00	
Vehicle Maintenance						\$ 62,200.00	
Insurance Employee Medical						\$ 144,000.00	
Medical supplies & equipment						\$ 145,000.00	
Information technology - software						\$ 36,000.00	
Office and facility						\$ 10,200.00	
Payroll taxes						\$ 177,197.44	
Postage						\$ 2,000.00	
Printing						\$ 2,000.00	
Professional Fees (AC/Leg/Billing)						\$ 91,290.00	
Service contracts - payroll						\$ 4,800.00	
Radio & communications						\$ 30,000.00	
Training and personnel						\$ 42,000.00	
Stryker equipment lease - annual						\$ 103,000.00	starting in 2024 - 5 years
Vehicle Lease Cost						\$ 77,450.00	starting mid-year 3@ \$4300/mo
Total Non-Labor						\$ 979,337.44	
Total operations expense						\$ 2,751,311.84	
Town Contribution		\$ 600,000					
Estimated billing revenue		\$ 2,200,000			Profit/loss	\$ 48,688	Including subsidy
Cost per billable call				3165		\$ 869.29	Cost per call
Cost per response				5800		\$ 474.36	Cost per response
Population - Primary	28,859						
Population - Secondary	0						
Price per capita	\$ 95.34						

FY 2025-26 Budget with Peak Hour staffing

	Hours	# staff	# days	Rate	Weekly	Annual	
Direct Labor							
Ambulance 1 - Medic	24	1	7	\$36.00	\$ 6,048.00	\$ 314,496.00	
Ambulance 1 - EMT	24	1	7	\$26.00	\$ 4,368.00	\$ 227,136.00	
Ambulance 2 - EMT	24	1	7	\$26.00	\$ 4,368.00	\$ 227,136.00	
Ambulance 2 - EMT	24	1	7	\$24.00	\$ 4,032.00	\$ 209,664.00	
Peak crew - EMT	12	1	7	\$24.00	\$ 2,016.00	\$ 104,832.00	
Peak crew - EMT	12	1	7	\$24.00	\$ 2,016.00	\$ 104,832.00	
Fly car - Medic Lt.	24	1	7	\$38.00	\$ 6,384.00	\$ 331,968.00	4 staff
Management team						\$ 201,880.00	
Administrative Assistant	8	1	4	\$22.00	\$ 704.00	\$ 36,608.00	
Overtime/call backs @ 5%	0	0	0	\$ -	\$ -	\$ 76,003.20	
Total direct labor					\$ 29,936.00	\$ 1,834,555.20	
Non-labor costs							
Marketing and recruitment						\$ 4,000.00	
CMED Fees						\$ 38,000.00	
COVID loan						\$ 7,700.00	
Dues & Subscriptions						\$ 2,500.00	
Vehicle Maintenance						\$ 50,000.00	
Insurance Employee Medical						\$ 155,520.00	8% increase
Medical supplies & equipment						\$ 150,000.00	
Information technology - software						\$ 36,000.00	
Office and facility						\$ 10,200.00	
Payroll taxes						\$ 183,455.52	
Postage						\$ 2,000.00	
Printing						\$ 2,000.00	
Professional Fees (AC/Leg/Billing)						\$ 91,290.00	
Service contracts - payroll						\$ 4,800.00	
Radio & communications						\$ 30,000.00	
Training and personnel						\$ 42,000.00	
Stryker equipment lease - annual						\$ 103,000.00	starting in 2024 - 5 years
Vehicle Lease Cost						\$ 258,000.00	5 @ \$4300/mo
Total Non-Labor						\$ 1,170,465.52	
Total operations expense						\$ 3,005,020.72	
Town Contribution		\$ 700,000					
Estimated billing revenue		\$ 2,200,000			Profit/loss	\$ (105,021)	Including subsidy
Cost per billable call				3165		\$ 949.45	Cost per call
Cost per response				5800		\$ 518.11	Cost per response
Population - Primary	28,859						
Population - Secondary	0						
Price per capita	\$ 104.13						

Appendix C

Dispatch data analysis information

Overview of EMS Activations, 2021 - 2023

Data Process Notes

From the data provided, a process was developed to filter out redundant or erroneous dispatch records that didn't contain actual data.

Post-filtering, redundancies remained where multiple units were attached to the same incident. Without going row by row and attempting to classify each through context (which would be extremely time consuming), the most useful approach results in two different sums.

The first number is essentially "responses", so records containing response data for an EMS unit. It's the number of times an EMS unit responded somewhere for something. From that total, a second number of unique incidents requiring EMS was derived. Those numbers are highlighted in the data table on the next page. The two numbers are in the same ballpark, but depending on the specific question one is asking about EMS operations in Windsor, one number or the other will be more useful. I've listed several recommendations this issue can be eliminated going forward.

A few factors identified that obscured the accuracy of the Windsor dispatch data:

Self-dispatching of the Windsor units to assist primary units.

CAD system's auto-assignment of Windsor units to call.

Lack of notation for calls where a BLS unit called for an ALS unit, or where an ALS unit downgraded to a BLS unit, etc.

The retention of records with fragmented response data or no data at all without notation.

Recommendations

Even with an ideal level of access and cooperation from the dispatch personnel (which was greatly appreciated), there are some basic questions about EMS operations in town that can't be answered because the information isn't being recorded as it happens. By making a few small changes to the process and recording a few pieces of information that are already being collected, Windsor could have accurate, real-time data about EMS operations in town.

Most importantly, the addition of a final disposition field from a few options (cancelled en route, refusal obtained, transported BLS / ALS) could make a lot of the data processing required here obsolete. It may have been assumed that CMED would be the best source of the number of actual ambulance transports, but that is not the case.

The data table on the next page shows the wide range of numbers found in external EMS data on Windsor EMS. This is probably the best reason there is for Windsor to tighten its EMS data collection processes. At the moment, it would be difficult for Windsor to contest any external data published.

Beyond final disposition, each EMS activation should be classified at a few steps in the process. EMD-style classification of the reason for the call would create a new way of understanding the EMS needs of the town. When calls are passed to mutual aid, recording the reason (from a few basic options) would be extremely useful in evaluating the functioning of the EMS pieces of Windsor's public safety system.

Validating CMED Transport Data

We initially planned to use the NC CMED data to zoom in on the number of EMS activations resulting in a transport, but the numbers seemed far too low to account for all of the actual transports.

CMED Mutual Aid Transport Data Quality

	2021	2022	2023
Transport to Destination Time Recorded	123	108	53
Arrived at Destination Time Recorded	116	99	47
Destination Hospital Recorded	142	129	54

In order to evaluate the CMED data for use, we ran a day-by-day comparison of units dispatched by Windsor to those that appear in the CMED dispatch records. The comparison was run for 4 random weeks during the study period.

The results (next two pages) showed a significant difference between the units dispatched by Windsor and the ones that signed on with CMED; and this was particularly true of the mutual aid units.

There are many possible reasons for this discrepancy, both on the operational side (like units forgetting to sign on with CMED) and the data side (filtering of CMED CAD records sent to us), but it was clear the CMED data was not in a state that could be used as intended.

Source: NC CMED Data

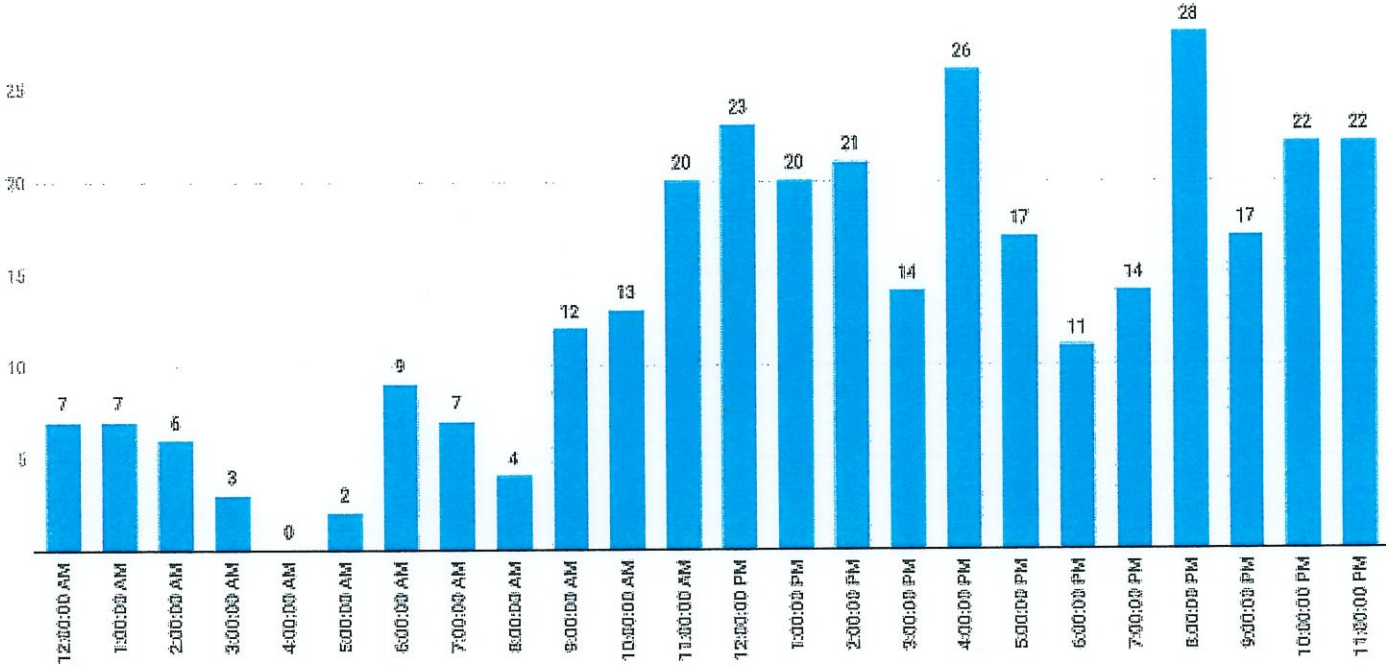
Mutual Aid Transports

Hour of Day	2021	2022	2023	Total
12:00:00 AM	3	3	1	7
1:00:00 AM	2	4	1	7
2:00:00 AM	4	2	0	6
3:00:00 AM	2	1	0	3
4:00:00 AM	0	0	0	0
5:00:00 AM	1	0	1	2
6:00:00 AM	5	3	1	9
7:00:00 AM	2	3	2	7
8:00:00 AM	1	3	0	4
9:00:00 AM	4	7	1	12
10:00:00 AM	8	2	3	13
11:00:00 AM	7	11	2	20
12:00:00 PM	10	5	8	23
1:00:00 PM	11	6	3	20
2:00:00 PM	6	11	4	21
3:00:00 PM	6	5	3	14
4:00:00 PM	11	10	5	26
5:00:00 PM	5	8	4	17
6:00:00 PM	6	3	2	11
7:00:00 PM	9	2	3	14
8:00:00 PM	17	9	2	28
9:00:00 PM	6	7	4	17
10:00:00 PM	9	11	2	22
11:00:00 PM	7	13	2	22
Total	142	129	54	325

Mutual Aid Data

Source: NC CMED Data

Transports by Mutual Aid Services - 2021 - 2023 to Date



Created with Datawrapper

Source: Windsor Dispatch Data

EMS Activations Requiring Mutual Aid Response into Windsor - 2021 by Hour of Day

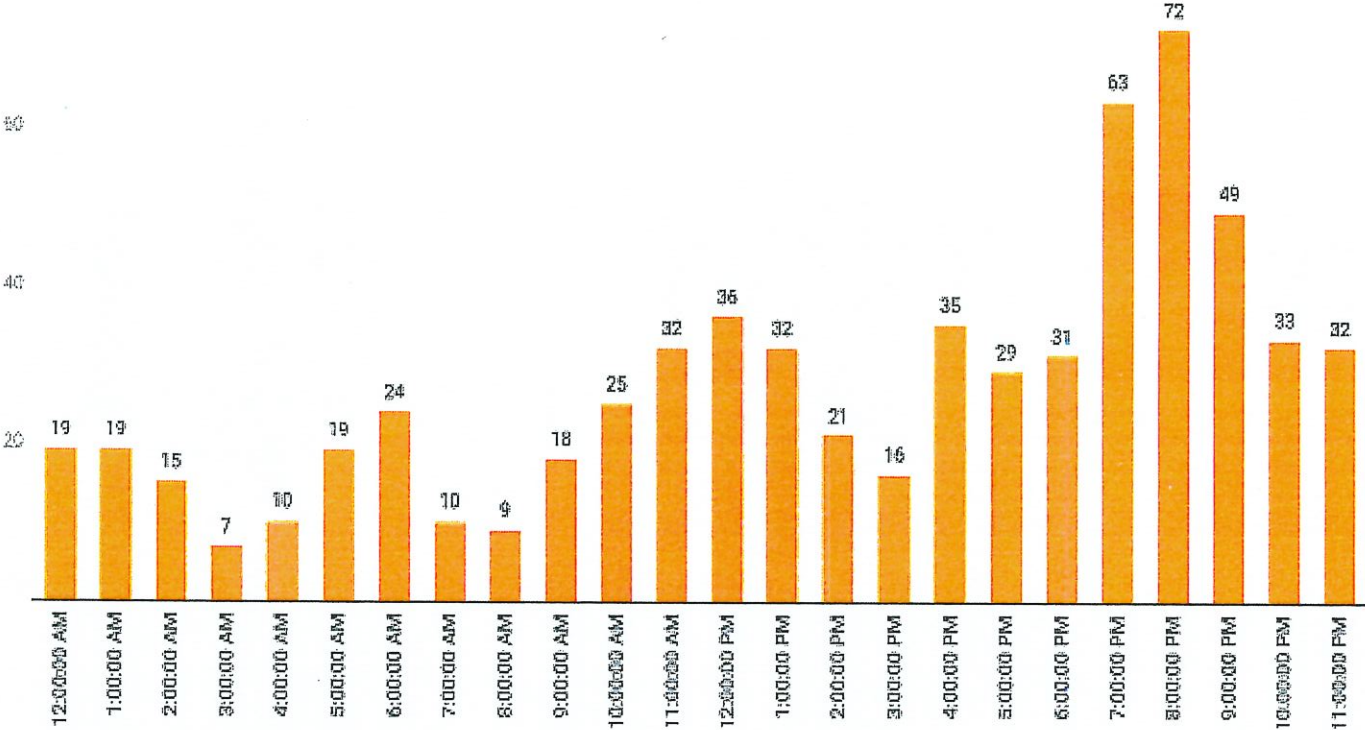


Chart: Ben Zura - Source: Windsor Dispatch - Created with Datawrapper

Source: Windsor Dispatch Data

EMS Activations Requiring Mutual Aid Response into Windsor - 2022 by Hour of Day

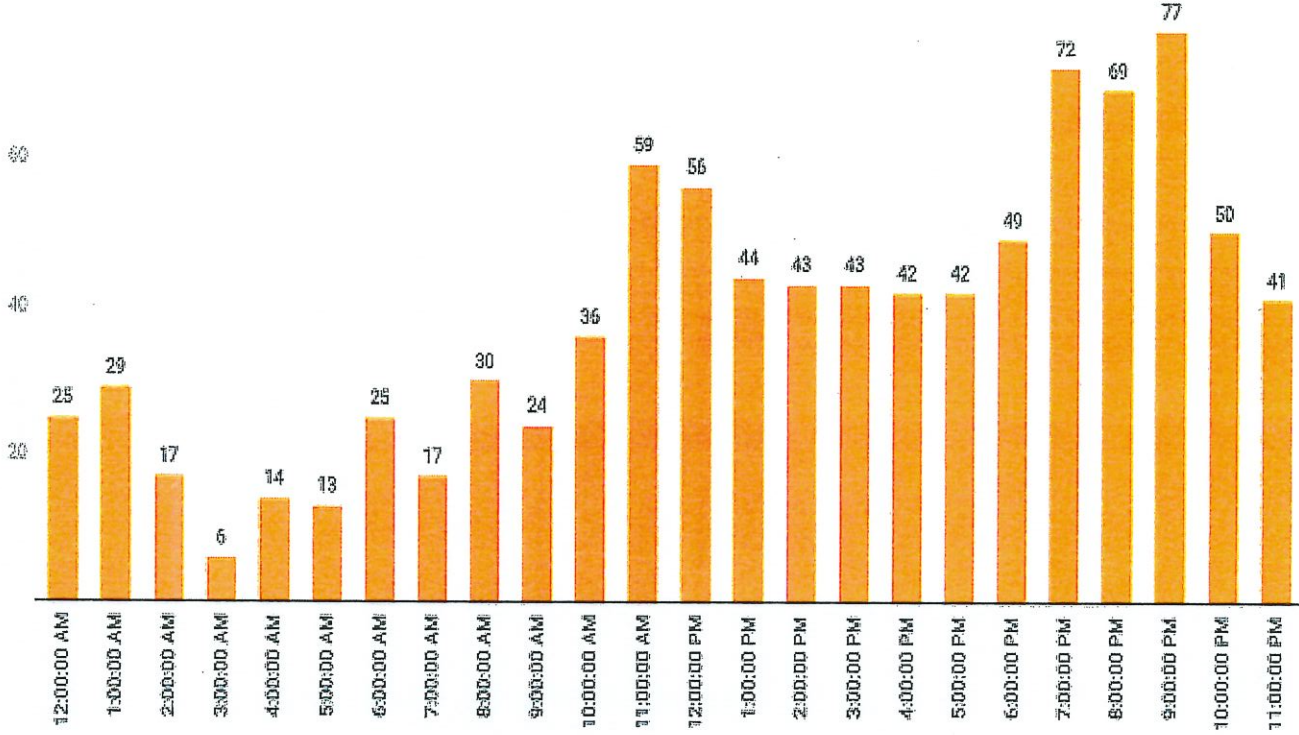


Chart: Ben Zura • Source: Windsor Dispatch • Created with Datawrapper

Source: Windsor Dispatch Data

EMS Activations Requiring Mutual Aid Response into Windsor - 2023 (to 5/15) by Hour of Day

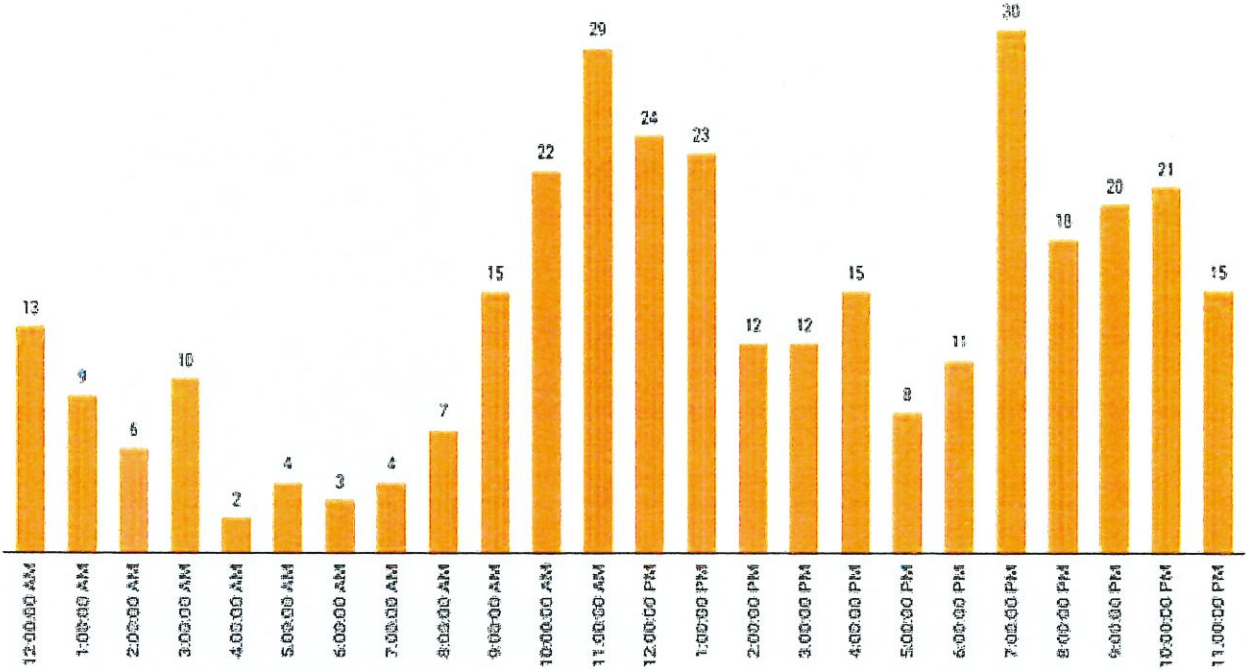
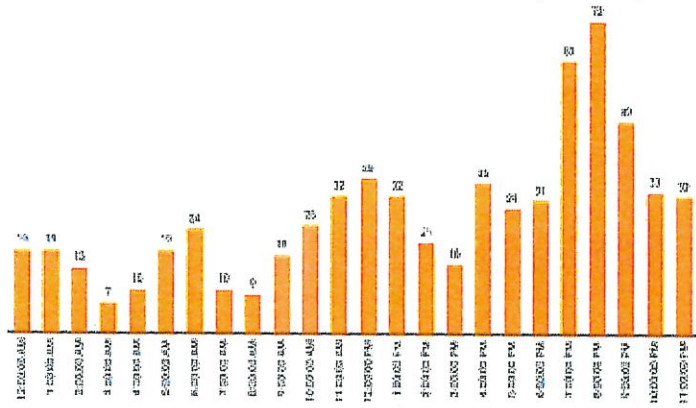


Chart: Ben Zutz - Source: Windsor Dispatch - Created with Datawrapper

Recovering Lost EMS Calls

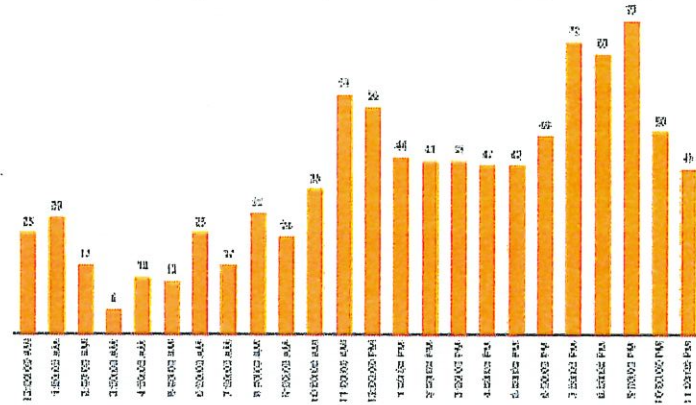
EMS Activations Requiring Mutual Aid Response into Windsor - 2021 by Hour of Day



9am – 9pm = 70% of 2021 Mutual Aid Calls

1pm – 9pm = 60% of 2021 Mutual Aid Calls

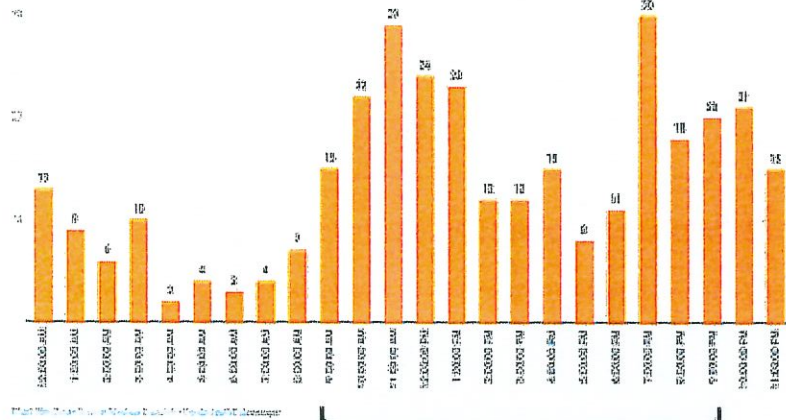
EMS Activations Requiring Mutual Aid Response into Windsor - 2022 by Hour of Day



9am – 9pm = 70% of 2022 Mutual Aid Calls

1pm – 9pm = 50% of 2022 Mutual Aid Calls

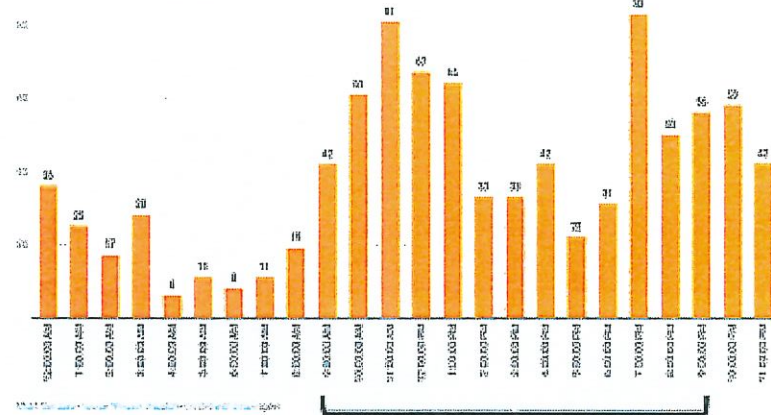
EMS Activations Requiring Mutual Aid Response Into Windsor - 2023 (to 5/15) by Hour of Day



9am – 9pm = 72% of 2023 Mutual Aid Calls

1pm – 9pm = 45% of 2023 Mutual Aid Calls

EMS Activations Requiring Mutual Aid Response Into Windsor - 2023 Full Year Extrapolation 1



9am – 9pm = 72% of 2023 Mutual Aid Calls

1pm – 9pm = 45% of 2023 Mutual Aid Calls

Total EMS Activations – 2021–2023 to Date

Source: Windsor Dispatch Data

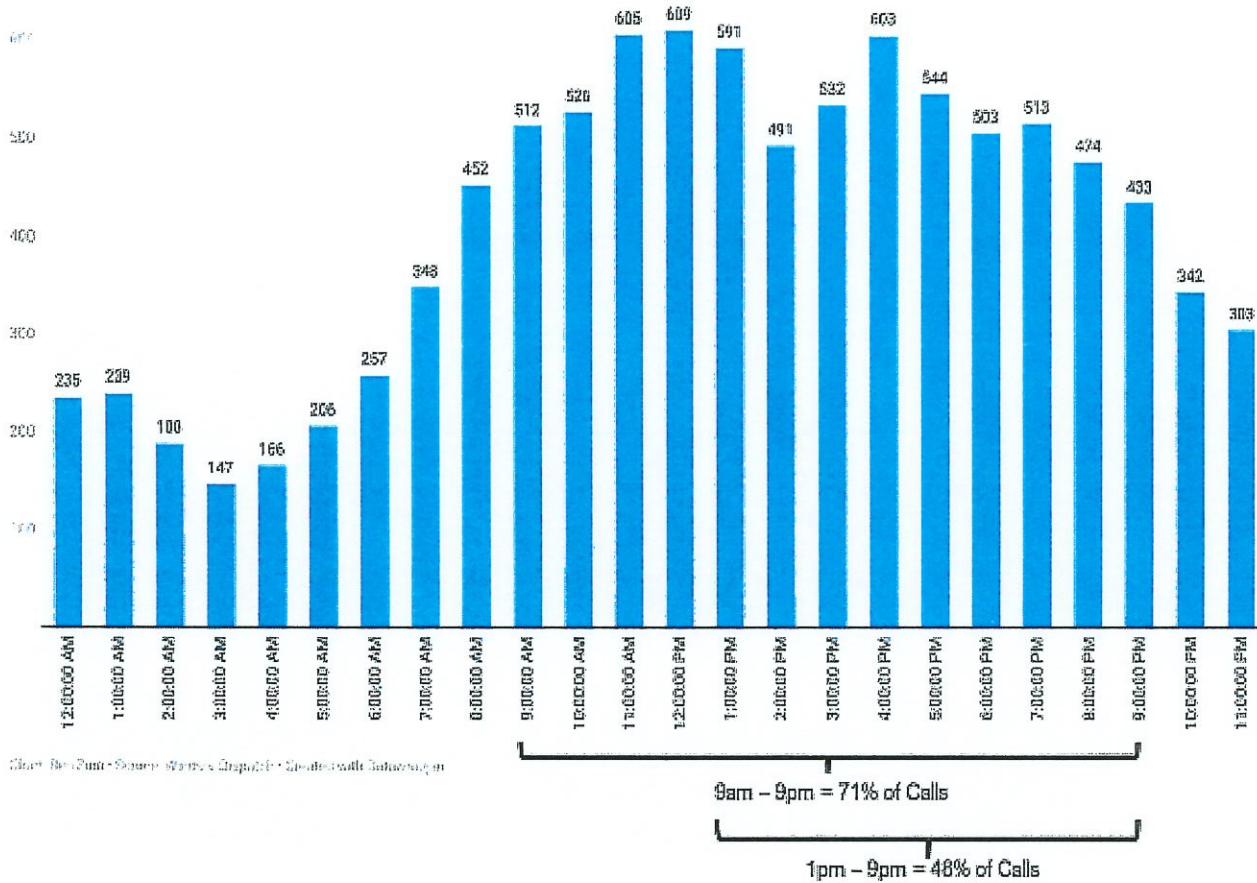
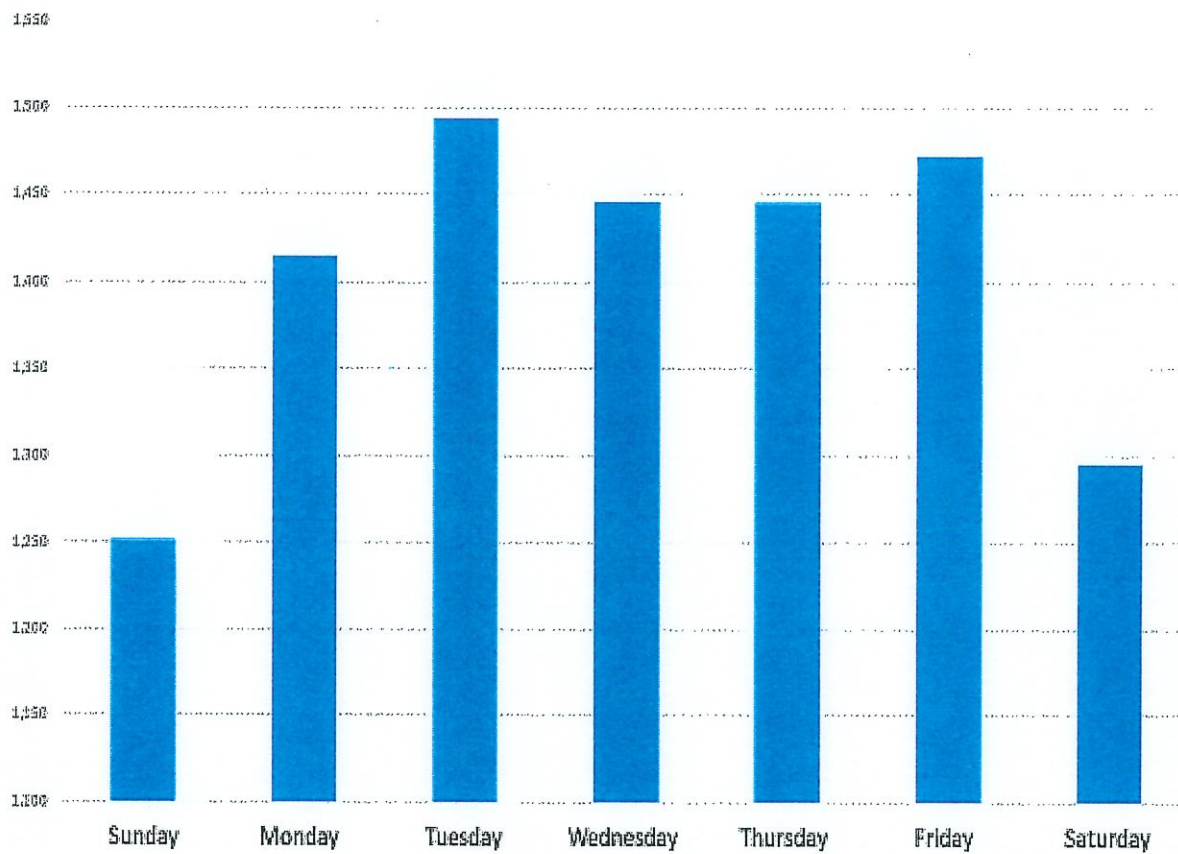


Chart: Bar Chart - Source: Windsor Dispatch Data - Created with Tableau

Total EMS Activations for Study Period by Day of Week

Source: Windsor Dispatch Data





Town Council
Resignations/Appointments/Reappointments
September 5, 2023

Resignations

None

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

- A. One Democratic Member
Library Advisory Board
Three Year Term to expire April 30, 2026 or until a successor is appointed
(LeighAnn Tyson)

“MOVE to REAPPOINT LeighAnn Tyson as a Democratic member to the Library Advisory Board for a three year term to expire April 30, 2026 or until a successor is appointed.”

- B. One Democratic Member
Library Advisory Board
Three Year Term to expire April 30, 2026 or until a successor is appointed
(Cheryl Curtis)

“MOVE to REAPPOINT Cheryl Curtis as a Democratic member to the Library Advisory Board for a three year term to expire April 30, 2026 or until a successor is appointed.”

- C. One Unaffiliated Member
Library Advisory Board
Three Year Term to expire April 30, 2026 or until a successor is appointed
(Caren Barry)

“MOVE to REAPPOINT Caren Barry as an Unaffiliated member to the Library Advisory Board for a three year term to expire April 30, 2026 or until a successor is appointed.”

- D. One *Democratic* Member
Library Advisory Board
Three Year Term to expire April 30, 2026 or until a successor is appointed
(Fran Ward-Nelson)

“MOVE to REAPPOINT Fran Ward-Nelson as a Democratic member to the Library Advisory Board for a three year term to expire April 30, 2026 or until a successor is appointed.”

- E. One *Independent* Member
Wilson/Deerfield Advisory Committee
Three Year Term to expire April 30, 2026 or until a successor is appointed
(Kathleen Woodward)

“MOVE to REAPPOINT Kathleen Woodward as a Democratic member to the Wilson/Deerfield Advisory Committee for a three year term to expire April 30, 2026 or until a successor is appointed.”

- F. One *Democratic* Member
Wilson/Deerfield Advisory Committee
Three Year Term to expire April 30, 2026 or until a successor is appointed
(Karen Zak)

“MOVE to REAPPOINT Karen Zak as a Democratic member to the Wilson/Deerfield Advisory Committee for a three year term to expire April 30, 2026 or until a successor is appointed.”

- G. One *Republican* Member
Wilson/Deerfield Advisory Committee
Three Year Term to expire April 30, 2026 or until a successor is appointed
(William Pelkey)

“MOVE to REAPPOINT William Pelkey as a Republican member to the Wilson/Deerfield Advisory Committee for a three year term to expire April 30, 2026 or until a successor is appointed.”

- H. One *Democratic* Member
Wilson/Deerfield Advisory Committee
Three Year Term to expire April 30, 2026 or until a successor is appointed
(Lakisha Hyatt)

“MOVE to REAPPOINT Lakisha Hyatt as a Democratic member to the Wilson/Deerfield Advisory Committee for a three year term to expire April 30, 2026 or until a successor is appointed.”

Names submitted for consideration of appointment

- A. One *Unaffiliated* Member
Arts Commission
Three Year Term to expire August 29, 2026 or until a successor is appointed
(Christian Ryan)

“MOVE to APPOINT Christian Ryan as an Unaffiliated member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”

- B. One *Unaffiliated* Member
Arts Commission
Three Year Term to expire August 29, 2026 or until a successor is appointed
(Sarah Laiuppa)

“MOVE to APPOINT Sarah Laiuppa as an Unaffiliated member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”

- C. One *Democratic Alternate* Member
Arts Commission
Three Year Term to expire August 29, 2026 or until a successor is appointed
(Michael Daly)

“MOVE to APPOINT Michael Daly as a Democratic Alternate member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”

- D. One *Democratic* Member
Arts Commission
Three Year Term to expire August 29, 2026 or until a successor is appointed
(Christina Swaidan)

“MOVE to APPOINT Christina Swaidan as a Democratic member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”

- E. One *Democratic* Member
Arts Commission
Three Year Term to expire August 29, 2026 or until a successor is appointed
(Kathryn Grimshaw Parker)

“MOVE to APPOINT Kathryn Grimshaw Parker as a Democratic member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”

- F. One *Democratic* Member
Arts Commission
Three Year Term to expire August 29, 2026 or until a successor is appointed
(Edward Richters)

“MOVE to APPOINT Edward Richters as a Democratic member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”

- G. One *Democratic* Member
Arts Commission
Three Year Term to expire August 29, 2026 or until a successor is appointed
(Neill Sachdev)

“MOVE to APPOINT Neill Sachdev as a Democratic member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”

H. One *Republican* Member

Arts Commission

Three Year Term to expire August 29, 2026 or until a successor is appointed

(Spencer Moore)

“MOVE to APPOINT Spencer Moore as a Republican member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”

I. One *Democratic* Member

Arts Commission

Three Year Term to expire August 29, 2026 or until a successor is appointed

(Catherine Lewis)

“MOVE to APPOINT Catherine Lewis as a Democratic member to the Arts Commission for a three year term to expire August 29, 2026 or until a successor is appointed.”



**TOWN OF WINDSOR
TOWN COUNCIL
HYBRID MEETING
August 7, 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 Ronald Eleveld, Councilor Kristin Gluck Hoffman, Councilor Ojala Naeem, Councilor Kenneth Smith, and Councilor Walker

Absent: Councilor James Dobler

Mayor Trinks read aloud the notice of the public hearing to solicit public comment on the proposed new sidewalk segment on Baker Hollow Road.

2) PUBLIC COMMENT

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
August 7, 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 Ronald Eleveld, Councilor Kristin Gluck Hoffman, Councilor Ojala Naeem, Councilor Kenneth Smith and Councilor Lenworth Walker

Absent: Councilor James Dobler

2) PRAYER OR REFLECTION

Councilor Walker led the group in prayer/reflection.

3) PLEDGE OF ALLEGIANCE

Councilor Walker led the group in the Pledge of Allegiance.

4) PROCLAMATIONS AND AWARDS - None

5) PUBLIC COMMUNICATIONS AND PETITIONS

George Slate, 74 Ethan Drive stated the IRS is developing a procedure where entities, including towns and municipalities, will benefit from the tax credits for energy expenditures. If anything, he believes the town should focus on transportation credits. He is hoping the Council will amend the Capital Improvements Program (CIP) tonight for expenditures for the first two fiscal years of \$100,000 each. He wondered if the Council had heard what the Town Manager said at the June 7th Capital Improvements Committee. Although he is not quite sure of the number, there might be a \$2.4 million budget increase 4-5 fiscal years from now that will be the result of the Council approving the CIP program. The amendments that he suggested in June don't call for expenditures or appropriations. He finds it hard to believe that low rent housing for low income, elderly and disabled is not one of the priorities of the town. He would like the Council to make those amendments that he suggested during the June meeting.

Christina Chapple, 98 White Rock, stated she is a teacher at Oliver Ellsworth School. The school has a substantial mold problem. This problem has escalated to a full blown health crisis at this point. In the past three years, teachers have reported instances of

mold growing on fixtures, furniture, bulletin boards, ceilings, tiles, and other fixtures that children touch every day. Items that have mold growth on them have been collected by custodial staff and taken care of however, the mold continues to grow year after year. These concerns have been brought to Oliver Ellsworth administrators including the school board. The solution has been to clean these items or replace them at the cost of the district or at the cost of classroom teachers. She has hundreds of dollars of personal teaching items sitting in the landfill and more will be sent there this week. This problem continued to escalate so OSHA and the labor board have repeatedly been contacted and sent out to Oliver Ellsworth by concerned teachers, family and those concerned about their student's health. Environmentalists came twice to review the concerns. They discovered there is mold in the environment but it is technically legal. As she was not satisfied with that answer, she swabbed some of the furniture and sent it to an independent lab using her own money. The results showed that there is substantial mold issues in her classroom and in the other classrooms. Multiple types of mold were found which can cause health issues. She has had walking pneumonia three times in 9 years. The mold problem is directly related to the chiller and ventilation system. The town used cost saving measures to supply the chiller, despite the fact that the chiller was not the appropriate size for the school. Instead of fixing the problem, the school has been replacing thousands of dollars of classroom furniture every year and repeatedly buying dehumidifiers to cover up the extra moisture in the classroom and hallways. Staff and families have endured health costs. Dedicated teachers are being forced to choose their health over the moldy classroom that is technically legal. In two years, nothing has changed. We need swift and immediate action to change the chiller situation.

Danielle Hynes, 49 Farmstead Lane stated that she has a student that just finished out of Oliver Ellsworth school. Her son had a number of health issues before going to Oliver Ellsworth. He had four surgeries to his lungs due to respiratory issues. Its concerning to see him in a school that has mold. Upon going back to school he was out a number of days. They received a letter from the school and it was only later that she found out the school had mold. She is here to petition the Town Council to remediate the situation. Her son is not the only one but other children are also having health issues.

Charles Jackson, 26 Wilson Avenue, stated the future Wilson Gateway Park has some bushes that are growing up against a barber shop which the owner is constantly having to pay someone to trim them back. The complaint has been filed and has been placed on a wait list. He showed a map of the future Wilson Gateway Park and pointed out the barber shop area. He asked that this situation be taken care of.

6) COMMUNICATIONS FROM COUNCIL MEMBERS

Councilor Naeem echoed Councilor Walker's comments about the folks that came out to speak tonight. She is greatly concerned about the mold issue at Oliver Ellsworth. She mentioned the Deerfield Block party and hopes to see individuals there. She wanted to thank Representative Kahn who has received funds for us for Goslee Pool. It is open and free for the summer. It's been awesome seeing the concert on the green being so well attended. She recognized that this is a big month, both July and August for our small

community. We have two great resources here in town. Windsor Worx opened up in July and has co-working spaces available. For those of you that are working from home or remotely and looking to get out of your home office, this is a good option. It can also help to build relationships with others. The Collective Space is having their Grand Opening on Friday. These are lots of great resources to use.

Councilor Dobler - absent

Councilor Walker acknowledged the teacher and parent that came out to talk about the mold problem at the school. This is something that shouldn't be taken lightly. He does not know the facts surrounding it, but we have an active Board of Education and a good superintendent, but these issues need to be addressed. On July 28th he attended the Lancaster Block Party sponsored by the Police Department and Youth Services Bureau. Kids and families were out. Very positive events are being held by the Police Department where they interact with the public. He went to National Night Out, another event held by the Police Department, and they did a good job. August 2, 1962, was the independence of Jamaica. On August 2nd of every year in Hartford there are different events celebrating their independence. There was a flag raising ceremony which was well attended. The Mayor of Hartford was there as well. He has been a tremendous help to the western community. There is an active effort to get the Caribbean Heritage museum done. It will be housed at the Western End Social Club. The entire Council here along with UCONN and the Windsor Historical Society supported them. He thanked the Town Manager for helping to contact the folks at One Market Circle, the management company. UPS has a center at One Market Circle which creates some noise. The problem is complicated as they can be described as being nocturnal since they work at night. Hopefully, we can get this worked out.

Councilor Black-Burke thanked all the speakers that were here this evening. Speaking for herself, as a parent, one of the speakers happened to teach her son in kindergarten and understanding what those respiratory issues can look like and feel like, it is a concern. This is something that the Council needs to address. Windsor Social Services and Recreation Services have been very busy with the block parties and being out on the green for various events. On July 22nd, they supported Seedtime and Harvest, a church in Windsor. They had a community day with mammograms and health screenings. She thanked the first responders for all the things that have been going on in our community – the police officers and fire fighters are always out ensuring that citizens are safe. Happy independence to all that are from the sun isle of Jamaica. She extended an invite to them to join her in the West Indian Day Parade at the Bushnell in Hartford this Saturday.

Councilor Gluck Hoffman – nothing at this time.

Councilor Eleveld was at the National Night Out event on the Town Green as well with the Police Department. It was well received by the public and a great family event for those that did show up. For the teacher and parent who made comments about Oliver Ellsworth school, that will be an item coming up at tonight's meeting.

Deputy Mayor Bress thanked those that came out to speak tonight. She is disappointed because when a teacher has to show up at a Town Council meeting, she knows that they have gone a long way and tried hard to get attention regarding this issue. She appreciates them and is sorry that it's taken so long to get to this point. A proclamation was given a couple weeks ago for Farmer Pete during the Farmer's Market. He is a staple in our community. He received a proclamation from Representative Garibay and the Mayor for his dedication to a new program in town where he is helping individuals learn entrepreneur skills with a select group of people who have special needs. He has worked with the young people to teach them farming skills. It was uplifting to be there.

Councilor Smith attended the bill signing ceremony at the Caring Connection. Governor Lamont signed two bills with the assistance of Representative Garibay and he thanked her for her assistance.

Mayor Trinks – nothing to report.

7) REPORT OF APPOINTED BOARDS AND COMMISSIONS

a) Board of Education

Ayanna Taylor, Board of Education gave the following report:

- The first day of school for all Windsor Public Schools' students for the 2023-2024 school year will be Monday, August 28, 2023.
- The WPS Back 2 School 90's Block Party will be held on Thursday, August 24 from 4:30 - 7:30 PM at 25 Sage Park Road. This is the second year in a row that the Office of Family and Community Partnership is sponsoring the block party. Please watch the district website for more information. Families may register to receive a free backpack (limited quantities) on the district website.
- Windsor Public Schools' Summer Enrichment Program recently completed after three weeks of students having fun, learning, and building meaningful relationships with peers and teachers. Poquonock School was home to enrichment for students entering grades 1-5, while our students entering grades 6-12 had an opportunity to take advantage of our rich assortment of technologies and art studios at Windsor High School for their enrichment courses. WPS offered classes in the arts, including African drumming, ceramics, and dance. Also available were opportunities for students to develop their foundational academic skills, learn Spanish, or develop an understanding of forensic science. Notable this year was the addition of a cohort of Windsor High School volunteers who acted in assistant teaching roles at Poquonock School and earned their community service hours towards graduation. With the organizational and leadership skills of Jessica Addie (STEM Coach, Oliver Ellsworth), Amy Stavola (Administrative Professional, WHS), and Robin Daly and Lexi Schacht (Administrative Professionals, LPW), this year's enrichment program was a huge success.

- Congratulations to TSA Advisors Megan Rickis (SPMS) and Rebecca Wales-Syzluk (WHS). The pair won Connecticut's Middle School and High School TSA Advisors of the Year at the 45th annual National TSA Conference in Louisville, KY. SPMS and WHS students excelled in VEX-IQ Robotics, coding, engineering design, and more at the conference. Special shout out to Cody Miller and Nathan Lodge for their top 10 finish in high school coding!
- The district received notification that President David Furie has earned Connecticut Association of Boards of Education's (CABE) Certificated Board of Education Member designation. He has earned the required 20 credits in the areas of board relations, policy, curriculum, school finance, school law, labor relations and board operations. Congratulations David!
- Ms. Gianna Gill, the district's communications coordinator, attended the National School Public Relations Association (NSPRA) Convention in early July. She accepted two communications awards on behalf of the district - one for Dr. Hill's Coffee Talks and one for our social media communications.
- Families are reminded to update their returning children(s) information in the PowerSchool Parent Portal - Returning Student Update 23-24. There is a banner on the district website and families may access their forms there. It is important to update phone numbers, emergency contacts, etc. in the Parent Portal prior to the start of the new school year.
- The Summer Food Service Program concludes on August 18.
- The first regular Board of Education meeting for the 2023-2024 school year will be on Tuesday, September 19, 2023 at 7:00 PM in the Board Room at the L.P. Wilson Community Center.

Finally, please remember to visit our website, www.windsorct.org, for the most current information, athletic schedules, and academic calendar. Families should make sure their child's school has their most up-to-date contact information.

b) Public Building Commission

Jim Bennett, Public Building Commission, gave the following report:

Sage Park Middle School Energy HVAC Efficiencies Upgrades Project Phase 2 & 3 - 9542

Work continues to progress with contractors working nights and weekends as needed to stay on schedule. The abatement of HazMat are complete. Replacement of air handlers in music wing is 75% complete. The installation of the complete new heating plant in boiler room is 40% complete. The replacement of all classroom wall unit ventilators is on schedule. Current project schedules are for phase two to be completed by end of August 2023 and Phase three to be completed end of December 2023.

Aquatic Facilities Improvements Goslee Pool Houses Renovations - 9564

Construction work is complete and pool opened on July 31st. Items remaining are minor punch list items, which should be completed by the end of August 2023.

Milo Peck School HVAC Construction - 9538

The PBC is waiting further directions from Town Council regarding this projects 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 FY2026.

LP Wilson Community Center HVAC Renovations Project - 9551

Phase One of this project continues with contractors working nights and weekends as needed to stay on schedule. The HazMat abatement has been completed. New electrical power conduit installation has started and electrical shutdown to add new connection is scheduled for Aug 8th. New flooring installation to be completed in the next two weeks and painting of rooms to begin this week. The GC continues to work on the installation of three new Dedicated Outside Air Systems and associated duct work. All phase one work is expected to be completed by the end of October 2023. The PBC expects to bid phase two in late fall 2023.

330 Windsor Ave. Community Center Gym HVAC Renovations - 9550

The three new roof top units are installed and are operating. The Direct Digital Controls are 90% complete. Roof top required new interface card to communicate with the Direct Digital Control system. This has been ordered and received. The PBC expects the controls to be completed by end of August 2023.

Design for Clover Street School Restroom ADA Code Compliances - 9552

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

Design for LP Wilson BOE Restroom Renovations - 9553

The PBC reviewed completed drawings at our September 13, 2022 meeting. Construction is scheduled for FY2025.

Sage Park Middle School Roof Design Project - 9541

The design is substantially complete. This project would replace the remaining 93,000 sq. ft. of roof section that was installed in 1995 and is currently out of warranty. Funding authorization for the construction portion of this project will be introduced later on this evening.

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 fall 2024 meetings. Construction funding is scheduled for FY2025.

JFK Elementary School HVAC System Upgrades Phase III Project - 1932

The GC is continuing work on this project and is working nights and weekends as needed to stay on schedule. This project includes installing new HVAC units for the gymnasium and hallways. Construction is expected to be completed in October 2023.

Sage Park Middle School Slab Moisture Mitigation Project -

12 locations have been tested to determine the source of moisture. The PBC will be receiving a comprehensive report assessing the existing moisture conditions in the buildings concrete slab. The report will also provide the architects professional opinion regarding the underlying causes of slab moisture, along with recommendations for the advisable corrective actions with probable present-day cost values. Preliminary findings discovered slab moisture as high as 98% where 75% and less would be the norm. Architect is compiling data and should complete report within 3 weeks.

Welch Park Pool House Renovations Project -

The PBC is expecting to receive the completed construction drawings for this project at its meeting in August 2023. After staff review and PBC approval, we expect to put this project out to bid in September 2023.

c) Inland Wetlands and Watercourses Commission

Marlene Towers, stated during the fiscal year of 2023, 58 applications were reviewed for activities in the wetlands, watercourses or the 150' regulated Upland Review Area. The applications reviewed included:

- 19 commercial industrial approvals
- 39 residential approvals

The most notable projects were the Baker Hollow Road Construction and the Riverwalk Trail and Bridge Construction as part of the Riverfront Recapture Project.

The Commission had nine regularly scheduled meetings, five special meetings and three meetings were cancelled due to lack of a quorum. Due to COVID-19, meetings were held hybrid, allowing commissioners and residents to attend both virtually via Zoom or in-person. Applications have continued to be processed in a timely manner with the same continued level of detailed review despite the challenges the virus has presented.

The goals remain erosion protection, minimizing pollution runoff in stormwater, minimizing encroachment, protecting watercourses and wetland habitat quality, wetland linkages, conservation easements, and promoting the use of Best Management Practices.

Deputy Mayor Bress mentioned there is a vacancy on the Inland Wetlands and Watercourses Commission (IWWC). She suggested that if anyone is interested in becoming a member on the IWWC, that they go online and fill out an application form.

d) Metropolitan District Commission – no report given.

8) TOWN MANAGER'S REPORT

Town Manager Souza gave the following report:

Electric Vehicles

Eversource will be conducting webinars for those who seek to know more about electric vehicles and are looking for some guidance. Webinars will include 'Electric Vehicles 101' where you can learn the electric vehicle basics for those beginning their EV journey and/or 'Electric Vehicle 102' where you can learn what is needed to charge an electric vehicle, including the ease and convenience of having a good home charging setup.

The three webinars will be offered on:

- EV 101: August 22, 2023 at 11:00 AM
- EV 102: September 14, 2023 at 12:00 PM
- EV 101: September 21, 2023 at 11:00 AM

To register for a webinar, go to <https://qrcodes.pro/JDHDmt>.

Public Electric Vehicle Charger in Town Center

Unfortunately the town owned EV charger at the Maple Avenue public parking lot is still out of service. We have been waiting for the delivery of replacement parts to repair the damage caused by a motor vehicle accident. There is no set delivery timeframe from the vendor. Town staff is exploring other options to source the parts.

Several Opportunities to support the Windsor Food and Fuel Bank

- Edward Jones financial advisor, Dan Gilligan is supporting the Windsor Food and Fuel Bank by hosting a drop-off location for canned food at their office at 697 Poquonock Avenue during regular weekday business hours of 9:00 AM – 5:00 PM through August 15.
- A Drive-thru food collection will be held this Saturday, August 12th, from 9:00 AM – 1:00 PM at the L.P. Wilson Community Center at 599 Matianuck Avenue. This event is sponsored by the Windsor Lions Club. The public is invited to bring a bag of non-perishable food (no glass containers please) and drive their donations up to the Windsor Lion's tent outside of L.P. Wilson.
- A community food drive for people and pets will be held on August 10th during the Windsor Concert series on the Green from 6:30 PM - 8:30 PM. Items needed are nonperishable food items and dry and wet cat/dog food.



Fall, 2023 There's a lot to do In Windsor magazine

The fall edition of There's a lot to do in Windsor will be delivered to Windsor residents and businesses together with the Hartford Courant's *Courant Community* newspaper the week of August 28th. This edition covers programs and events for September through December as well as special feature stories.

The magazine will also be available on the town's website later this month.

Back 2 School Block Party

Windsor Public Schools will be hosting its 2nd Annual District Wide Back 2 School Block party on Thursday, August 24, 2023 from 4:30 PM – 7:30 PM at Sage Park Middle School, 25 Sage Park Road. This year's theme will be the 90's! For more information, please go to the Board of Education's website at windsorct.org or call 860-687-2000 x1284.

Multifamily Rehabilitation Grant Program

The Multifamily Housing Rehabilitation grant program approved by the Town Council using \$375,000 in American Rescue funds has been well received. The Community Development Office has received 19 applications that are currently at different stages in the program process.

I'm pleased to inform you that one rehabilitation project has been completed involving two units. Another project involving three units is under construction. Six are in the contract and funding phase, with six additional projects having initial inspections completed and are now getting price quotes. Five other applications are in the review stage.

Town Manager Souza spoke about the issue at Oliver Ellsworth School. Board of Education staff and system consultants have attempted to make numerous adjustments to address the moisture and humidity issues. The day to day operations of the facility are the responsibility of the Board of Education. They've been working through numerous efforts. They recently had completed a consultant report relative to making enhancements to the overall HVAC system. Essentially, what they're looking to do is to introduce direct outside air into the building through a wide duct system. Right now, that is not how the system is constructed. What we have in the Capital Improvements Program (CIP), which the Town Improvements Committee reviewed a few weeks ago, was inclusion of design funds for FY 24 and then potential construction funding (which will be allowed if all the equipment is available) that could potentially be initiated in the summer of 2024. So it's not just the replacement of the chiller, that was the original hope to make some adjustments in the chiller, but it does not appear to be the final solution. It is proposed in the CIP for design work. We'd go out to bid ASAP this month for design proposals and then come back to the Council with estimated funding of \$160,000.

Councilor Walker stated he is well aware that the issues with the air handling units and the moisture comes under the purview of the Board of Education. His concern, along with others here, is this problem has started to affect the health of our kids. He understands the move to get consultants in, but it should be ramped up in priority up to and including closing down the school and finding alternative spaces to put these kids in. When a parent

or teacher has to come to the Council he feels they are probably not being heard. If you have a sick building, don't put the kids in it.

Councilor Naeem asked if there is a potential of recognizing the concern of Councilor Walker? Is there a way of expediting the process? We are talking a full calendar year. She recognizes, especially as it comes to equipment, etc., sometimes things are out of our hands, but is there any way to expedite the whole process to go faster? Town Manager Souza replied that the first step has to be design. That has to occur and it takes a full design. Town Council has the opportunity to waive the bidding requirements if they so choose. If the Council puts together a project schedule we can look at an overall project. The most challenging part is lead time for equipment. His understanding is that there is a moisture challenge. The Board of Education is there consistently trying to work on that by removing material and leaving dehumidifiers there. There have been continual adjustments. Up to two weeks ago, he knows that they have made continued adjustments and are bringing a new face to get a new set of eyes and ears for that adjustment.

Deputy Mayor Bress requested that there be an update for the Council and a scope of the issue. She would like to know what the scope of the problem is in terms of the physical plant. She is thinking in addition to what has been done, is there anything that we can do that is not a temporary remedy but rather will help to remediate the problem in a bigger way until we can do a total fix. There are temporary measures we can take but is there anything midway that we could do that would be a bigger fix? She added that the CIP is a flexible document. Things can be changed and/or moved up. We need to get another set of eyes in there, even if it's under the purview of the Board of Education. If there are funds or assistance that is needed, that would be great to know. She's very grateful to hear that people are availing themselves of the program to revamp and rehabilitate some rental housing for our citizens in Windsor. Are these buildings already currently rented? Are there people in the buildings or are any of these possibilities where there are buildings that are being upgraded and made safe for future rentals? Are they mostly ones that are already in existence and we are building them better and making them more safe and healthy. Town Manager Souza said in terms of the status of the occupancy levels, he will have to get back to the councilor.

Councilor Black-Burke stated in regards to the Oliver Ellsworth School she wanted to know how did we get here? Was something done incorrectly? Oliver Ellsworth has been in operation for many years now. She's trying to figure out what happened first. Did a system have to be replaced or was something missed. Her request is to find out what the process was and how did we get here. What is our path forward so we don't have to be here again.

Councilor Eleveld asked if it is possible to get a listing of projects that are associated with each town building that are found in the CIP for the next 5-8 years. Using Oliver Ellsworth as an example, what other projects are related to it in the CIP, such as HVAC, roofing, construction, etc. This would help outline what is relative to that building on one page and give a time factor as well. Is that something that we might be able to do? Town Manager Souza said that yes, that can be done.

9) REPORTS OF STANDING COMMITTEES

Town Improvements Committee – Councilor Dobler - absent

Finance Committee – Councilor Naeem – nothing to report

Health and Safety Committee – Councilor Black-Burke stated that all are invited to the Health & Safety committee meeting that will take place on August 14th here at town hall. We will hear an update from the consultant as it relates to the EMS report that the Council did ask about a while back. That’s happening at 6:00 PM on the 14th.

Personnel Committee – Deputy Mayor Bress stated there will be a Personnel Committee meeting on August 28th and August 29th to review the 20 applicants for the Arts Commission. This evening the Personnel Committee is putting forward some reappointments for review. We are doing that because some of those reappointments have been waiting since April some since June. We’ve had no applicants for these reappointments so the Personnel Committee’s purview is to place them forward to the Council for their consideration.

10) ORDINANCES**11) UNFINISHED BUSINESS**

a) Approve FY 2024 to FY 2029 Capital Improvements Program

MOVED by Deputy Mayor Bress, seconded by Councilor Eleveld that the proposed FY 2024-2029 Capital Improvements Plan be approved as presented.

Councilor Eleveld stated that one of the big items discussed during the Town Improvements Committee meeting was:

- Wilson Park Enhancement Park project that was left off the CIP 2024 list by accident and we are going to look to move that forward with funds from the state grant as well as using some of the American Rescue Funds.

Councilor Eleveld stated other projects discussed during the Town Improvements Committee meeting were:

- Milo Peck Discovery project to figure out what to do with the HVAC system.
- Sage Park roof replacement design.
- Clover Street restrooms are going to get reviewed.
- Windsor High School field house has been moved to year 5 or 6 in the CIP.
- LP Wilson HVAC on the north side which is the BOE side of the building.

Councilor Black-Burke stated that below were more of the items that the Town Improvements Committee talked about during the committee meeting. You will hear some more on the Oliver Ellsworth HVAC as well.

- The Welch Pool design and build authorization for this fall.
- The Clover Street field improvements looking at authorization for the winter.
- International Drive westbound will be done in the next construction season.

Deputy Mayor Bress asked about the Milo Peck HVAC system. Can we find out what the delay is? Are we headed towards making a decision soon as she has concerns about the children in that building and we've been waiting quite a while for that to be updated? Can someone shed some light on when we might be looking at that or what the hold up is? Councilor Eleveld explained that they have already received some estimates that the number will be another \$500,000 of additional costs due to the delay. The basic design of the building hasn't changed. It's not conducive to some of the green technology. This is due to the building's structure and the available space. In respect to one of the items for geothermal, you need a fair amount of land which is not available at this location. The buildings were built in pieces so everything is not connected.

Councilor Eleveld asked if it is the Town Council that has to decide to go forward with the plan? Town Manager stated yes, that is where we are at this point. If we go with an all-electric solution, which was suggested by some folks in the community, it would involve a significant modification of what has been designed so that would require design work. If the Council chose to go forward as designed, then this project could be bid. Part of the conversation is the long-term use of the building and if the Council's ready to invest upwards to \$4 million in that property. That might be a threshold question. The project could move forward if we go forward with the natural gas and partial electric solution or with an all-electric solution which would have to involve a redesign in order to accommodate that.

Town Manager Souza clarified that the proposal for the Capital Improvements Program (CIP) that is before them incorporates the Wilson Park using state and federal funds. It also incorporates the Oliver Ellsworth HVAC project with \$160,000 for design and \$2.5-\$2.6 million as a preliminary estimate for the ventilation and A/C improvements. The CIP can be viewed as a large investment. We are talking over \$82 million if approved over a 6 year period. Over \$82 million of potential borrowing. The Town Council has consistently used cash funding for a good number of projects within the CIP which reduces our long-term indebtedness. Using our trend line for annual operating increases, our debt ratio is the annual debt service as a ratio against our operating budget. We do stay within the Council's policy bill of 8%. So operating debt service does not exceed the 8% of the Council's policy goal. The CIP identifies over \$23 million in cash funded projects. Those are from the General Fund and Capital projects fund. We have slated to use the General Fund Unassigned Fund Balance as well. When we have over \$100 million in assets, we need to continue to make the reinvestments in those assets be it roads, parks, pools, or our school and town buildings. We will soon be doing roofs that were done in the 1999 time frame. Regarding the investment the community made in the Windsor High School project back in the 1999-2000 time frame, much of that building now in terms of mechanical and roofs in the six year period of the CIP will see their life cycles coming due. That is where you see a fair amount of reinvestment in Windsor High School infrastructure as well.

Deputy Mayor Bress asked about the American Rescue Funds and funds available from the state for HVAC, etc. Does the Board of Education have any of those left? She's not sure whether those funds have been expended or if there are continued opportunities for initiatives like that where the State is giving out funds in terms of HVAC problems. Town Manager Souza said the State of Connecticut has set aside in their annual operating budget a certain amount of money to support HVAC projects at the local level. We are getting a better understanding of how well Windsor will compete with the parameters that the State has put forward. We'll certainly continue to look at that. The amount of money that the State put in will not come close to meeting the needs. To the Council's and voter's credit, we've approved roughly \$12 million worth of heating and ventilation projects in our schools in the course of the last 10-12 years. We are in decent shape. In terms of the American Rescue Funds (ARF), the Board of Education did put about \$500,000 of funding toward the John F Kennedy project which is underway now. The Town Council still has the ability to reallocate authorizations that have been laid out in the framework. If the Council wants to shift money from a planned capital project, there's approximately \$4 million that has not been formally authorized by the Town Council. Approximately \$3.5 million of that \$4 million were allocated for capital projects. Maybe the park in Wilson would be a good project if the Council wanted to move forward with that.

Councilor Eleveld stated that we heard from Mr. Slate a little earlier about a federal energy credit that might be available. It sounds to him like it's a refundable credit, which means that since we don't pay any federal taxes as an entity that if there's a credit there would actually be a check for that. We just need to fit the parameters of the requirements. He asked Town Manager Souza if he would have an opportunity over the next month to see if we could utilize that. Town Manager Souza stated the he will look into it.

Councilor Eleveld asked if at the next meeting or the second meeting in September if they could have a conversation about the Milo Peck project. He thinks it's something we should be discussing not only regarding the energy efficiency but regarding the use of the building as well and maintenance or improvements needed. Town Manager Souza said we could start to prepare that information for whichever venue the Town Council and Mayor would want to have that either at the committee level or the Council level. Given the workload, this will probably have to be in the later part of September.

Councilor Eleveld asked if the design work was completed. Town Manager Souza said yes, it is. Councilor Eleveld then added that it was rejected at the Town Meeting because they wanted a more green approach.

Councilor Eleveld asked if it were to be changed to electric, do we have enough capacity in the current electrical system to carry that? Town Manager Souza replied that he can't remember but he thinks that was the initial question that was raised before. He's not sure how far they were able to explore that in the conceptual work that was completed to look at the all electric.

Motion Passed 7-1-0 (Councilor Dobler absent, Councilor Smith opposed)

b) Approve transfer of property at 2T Kendrick Lane

MOVED by Deputy Mayor Bress, seconded by Councilor Eleveld to approve the transfer of a portion of town-controlled real property, vacant land, located at 2T Kendrick Lane as described in the attached deed.

Town Manager Souza stated the town owns a parcel of land at the northwest corner of Poquonock Avenue and Marshall Phelps Road. It is roughly 1.3 acres in size and contains a small pond and a stream. It is not considered a buildable lot. There are two privately owned parcels adjacent to the town property. In 2021 the Town Council authorized town staff to work with the interested party in developing an agreed upon transfer of land for future consideration by the Town Council.

The abutting property owner is interested in acquiring part of town parcel to extend their yard area.

The Town Council, per Section 7-163e of the *Connecticut General Statutes*, held a public hearing in 2021 relative to the possible transfer of real property owned by the town. No parties attended the hearing to express concerns about the transfer.

In the past, the town has conveyed small remnants of land to abutters for either the cost of the lot survey and/or on a per square foot basis as valued by the town assessor. Staff is proposing that the property be conveyed for \$1 given the area is considered non-buildable, is constrained by a brook, wetlands, and has drainage and access easements in favor of the Town and State. By transferring the property, the town would be relieved of maintenance responsibilities. The owner would need to abide by town property maintenance regulations as well as maintain line of sight for safety at the intersection of Poquonock and Marshall Phelps.

Councilor Eleveld asked why the requesters want this parcel of land. Town Manager Souza replied that their property is limited in terms of usable space because of the brook and the topography there. That property has been in their family for decades so it's more of a 'let's have that property controlled' and they can maintain it at the level that they desire.

Motion Passed 7-0-1 (Councilor Dobler absent, Councilor Smith abstained)

12) NEW BUSINESS

- a) Introduce and approve a bond ordinance entitled, 'AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH SAGE PARK SCHOOL PARTIAL ROOF REPLACEMENT PROJECT; AND AUTHORIZING THE ISSUE OF \$2,900,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION'.

RESOLVED by Deputy Mayor Bress, seconded by Councilor Naeem that the reading into the minutes of the text of the bond ordinance entitled, 'AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH SAGE PARK SCHOOL PARTIAL ROOF REPLACEMENT PROJECT; AND AUTHORIZING THE ISSUE OF \$2,900,000 BONDS AND NOTES TO FINANCE 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 8-0-0 (Councilor Dobler absent)

MOVED by Deputy Mayor Bress, seconded by Councilor Gluck Hoffman to introduce and approve a bond ordinance entitled, 'AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH SAGE PARK SCHOOL PARTIAL ROOF REPLACEMENT PROJECT; AND AUTHORIZING THE ISSUE OF \$2,900,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION.'

Marco Aglieco, Building and Facilities Manager, stated that the design of the project is substantially complete. The Board of Education plans to apply for a reimbursement grant to partially fund the construction of the roof replacement. The State of Connecticut grant application process defines the requirements related to applying for and receiving grant funding. One of the requirements is the municipality needs to authorize project funding prior to being able to submit a grant application to the state. Staff is respectfully requesting the Town Council introduce and approve a bond ordinance along with setting a Special Town Meeting for September 5, 2023.

The preliminary estimate of the roof replacement cost is approximately \$2,900,000 including a construction contingency. If approved, the estimated state grant reimbursement would be 51%, or \$1,479,000. The remainder of the project costs would be funded through the sale of general obligation bonds. Current plans call for the project to be bid this coming winter with construction in summer of 2024.

The project is potentially eligible for reimbursement of approximately 51% from the State of Connecticut. The entire amount of the project costs is requested to be approved by the Town Council, per State requirements, with State reimbursements requested during and following the work.

Assuming the State grant is approved at a 51% reimbursement level, the amount of approximately \$1,420,000 would be bonded. The average annual debt service based on a 20 year term and a 5% interest rate is \$109,000.

Councilor Eleveld said the roof has lasted over 30 years. We've gotten our value out of it. Mr. Aglieco stated yes we have. Councilor Eleveld then asked if the plan is to put additional insulation on the roof. Is the roof currently insulated or would there be a possibility to put additional insulation on the roof? Mr. Aglieco stated that they are going to replace the underlayment and the roofing itself (rubber membrane). He is not aware

of any insulation. Town Manager Souza said the State Department of Education has clear specifications, so areas where the roof does not have insulation, that would be replaced. It also has to have certain specifications in terms of slope. That has already been evaluated. Any sections that need to get an increase in insulation in order to get a slope or to meet the new international energy codes, that's incorporated.

Councilor Smith is looking at the schematic drawing and it looks like the roof slated for replacement has a lot of RTUs and HVACs. Are those newer or older? Town Manager Souza said he believes it's a combination. Councilor Smith stated his thought process is that we will be putting a new roof on there and then we'll be bringing in heavy equipment and pieces of equipment across a brand new roof. Town Manager Souza said we need to look and see what we did before but he believes most of them are a newer vintage and will not need to be replaced in the next several years.

Councilor Smith asked if you were to do a new project would you put the roof on first and then install the HVAC or would you install the HVAC and then put in a new roof? Mr. Aglieco said that typically the roof top units, if they are being replaced, will have a curb that sits atop the current curb and the roof goes to the existing curb. Putting a new unit on should not be an issue. It is done all the time.

Councilor Smith then asked again hypothetically if it was a new project would you do the HVAC first and the last thing you would do is the roof? Mr. Aglieco stated that you couldn't do that because you have to put the roof on first and then add the curb adapters and seal up to them.

Motion Passed 8-0-0 (Councilor Dobler absent)

- b) Set a Special Town Meeting for September 5, 2023 at 7:00 PM for a bond ordinance entitled, "AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH SAGE PARK SCHOOL PARTIAL ROOF REPLACEMENT PROJECT; AND AUTHORIZING THE ISSUE OF \$2,900,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION."

MOVED by Deputy Mayor Bress, seconded by Councilor Black-Burke that a Special Town Meeting be held in the Council Chambers at the Windsor Town Hall on September 5, 2023, at 7:00 p.m. (prevailing time) on the following ordinance entitled, "AN ORDINANCE APPROPRIATING \$2,900,000 FOR COSTS IN CONNECTION WITH THE SAGE PARK MIDDLE SCHOOL ENERGY AND EFFICIENCY HVAC UPGRADES PHASE III PROJECT; AND AUTHORIZING THE ISSUE OF \$2,900,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION" AND BE IT FURTHER RESOLVED that the Town Clerk is authorized and directed to post and publish notice of said Public Hearing.

Motion Passed 8-0-0 (Councilor Dobler absent)

- c) Approve sidewalk along a portion of Baker Hollow Road

MOVED by Deputy Mayor Bress, seconded by Councilor Naeem to approve, per section 15-33 of the Windsor Code of Ordinances, the construction of Baker Hollow Road public sidewalk abutting 770 Marshall Phelps Road and 200 Baker Hollow Road.

Town Manager Souza stated the proposed sidewalk segment is planned to be constructed as part of the current Baker Hollow Roadway Reconstruction project. The owners / developers of 105 and 205 Baker Hollow Road will construct at their cost the sidewalks along their lot frontage. The sidewalk will be considered a public walk that shall be maintained and kept in repair by the town as governed by *Connecticut General Statutes* §13a-149. Snow and ice removal will remain the responsibility of the property owner as governed in the *Windsor Code of Ordinances*, Section 15-3.

Typically, sidewalks are constructed within the town's right-of-way along the roadway. However, there is not enough existing public right of way area along portions of Baker Hollow Road to accommodate the 5-foot wide sidewalk and allow appropriate snow shelf distance from the roadway. Consequently, an easement is required to allow for the construction of the sidewalk by the town.

The sidewalk segment to be installed along 200 Baker Hollow Road and 770 Marshall Phelps Road (corner lot abutting Baker Hollow) is planned to be constructed as part of the current Baker Hollow Roadway Reconstruction project as funds allow. The estimated cost is approximately \$60,000. It will be considered a public sidewalk that shall be maintained and kept in repair by the town as governed by *Connecticut General Statutes* §13a-149. Snow and ice removal will remain the responsibility of the property owner as governed in the *Windsor Code of Ordinances*, Section 15-3.

Councilor Eleveld stated that a citizen had made comments about this project at a Council meeting. Would the sidewalk cost more than what it is now if we have to add it in the future? Town Manager Souza said yes, it will more than likely cost more.

Councilor Eleveld said this is already included in the Baker Hollow Road reconstruction, correct? Town Manager Souza stated that there is money allocated for this as well as water and sewer lines.

Motion Passed 7-0-0 (Councilor Dobler absent, Mayor Trinks out of the room)

- d) Approve sidewalk, drainage, grading and access easements associated with the reconstruction of a portion of Baker Hollow Road

MOVED by Councilor Black Burke, seconded by Councilor Smith to accept the following proposed easements: SIDEWALK CONSTRUCTION GRADING AND SLOPE RIGHTS at 770 Marshall Phelps Road; DRAINAGE EASEMENT at 200 Baker Hollow Road; CONSTRUCTION GRADING AND SLOPE RIGHTS at 200 Baker Hollow Road, as shown on the attached map entitled "EASEMENT PLAN, PREPARED FOR TOWN OF WINDSOR, BAKER HOLLOW ROAD, WINDSOR, CONNECTICUT" prepared by Benesch as Project No. 70707.00 dated May 2023, Sheets SV.1 and SV.2.

Suzanne Choate, Town Engineer, stated the portion of Baker Hollow Road that runs east to west, between Marshall Phelps Road and Old Poquonock Road, is currently under construction. This 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. The horizontal configuration and vertical realignment require minor property impacts and thus the subject easements.

A drainage easement on 200 Baker Hollow Road is required due to the extension/replacement of the existing culvert and the horizontal configuration of the roadway.

To accommodate a sidewalk segment along the north side of the roadway, an easement is needed from the owners of 770 Baker Hollow Road.

In addition, the project requires a portion of the work (grading for the roadway) be completed outside of the existing right-of-way due to horizontal configuration and vertical change. As such, slope easements are required at 200 Baker Hollow Road and 770 Marshall Phelps Road.

Motion Passed 8-0-0 (Councilor Dobler absent)

e) Approve submittal of State LoCIP grant reimbursement request

MOVED by Deputy Mayor Bress, seconded by Councilor Naeem that town staff is authorized to execute and submit an application to the State of Connecticut for a Local Capital Improvement Program (LoCIP) grant to perform pavement management and other eligible work, and that when received, the LoCIP funds will reimburse Capital Project Account No. 9041 "LoCIP Program."

Town Manager Souza stated the Local Capital Improvement Program (LoCIP) is an entitlement grant allocated to each municipality in the State for certain types of Town Capital Improvement projects. The procedure to secure this funding from the State is to complete a qualifying project and then apply for reimbursement from the State.

The LoCIP grant amount for this year is \$182,679. The project cost for the work on the identified streets is estimated to be \$639,630. The difference between the grant amount and the final cost for the identified streets will be funded by a combination of the General Fund Capital Project for pavement management fund or the Town Aid for Roads grant from the State.

Councilor Eleveld stated he will be voting in favor of this project.

Motion Passed 8-0-0 (Councilor Dobler absent)

- f) Approve use of American Rescue Fund resources for small business incubator and support centers

MOVED by Councilor Naeem, seconded by Deputy Mayor Bress that the Windsor Town Council authorizes the allocation of \$100,000 in American Rescue Plan Act funds to provide \$50,000 to Bromleigh Enterprises to assist the Windsor Works business incubator and small business support center in Windsor Center and \$50,000 to The Collective Space for the business incubator and small business support center in Wilson.

Patrick McMahon, Economic Development Director, stated last year, the Town Council allocated \$165,000 in American Rescue Funds to help establish a small business incubator and support center in the community. Plans for Windsor Worx, the subject of the original allocation, have evolved over the last year resulting in a change of location for the operation. In addition, since that funding was approved by the Town Council, a second co-work space known as the Collective Space has opened in Wilson.

Windsor Worx was previously slated to go into 208 Broad Street but an opportunity presented itself earlier this year to rent a larger space at 41 Mechanic Street - located near existing community amenities. Windsor Worx officially opened in July. We have Annisa Teich the founder of Windsor Worx here this evening. Annisa is also the founder of West Harford Coworking. I was so impressed with her operation, her energy and commitment to small businesses that I recruited her to open a space in Windsor.

In February 2023, Kyesha Buckham, owner of 258 Windsor Avenue contacted the economic development office about establishing a co-work space and creative studio to be known as The Collective Space. We helped Ms. Buckham identify a source of capital, the Community Economic Development Fund, which provided a line-of-credit to pursue the renovation of the building. The renovations were completed in July and the space has officially opened. Kyesha Buckham has joined us remotely this evening.

Both facilities offer a range of space rental options including hot desks that can be rented by the day, as well as private office spaces. Each facility has a meeting room that can be rented and the facilities are also available for event rentals.

These facilities are designed to be more than co-work spaces – they are designed to be small business community hubs where entrepreneurs can gather, share ideas, network and support each other. Entrepreneurs and small businesses will be introduced to various funding and technical service providers such as CTSBDC and the Black Business Alliance that will aid in their business growth. We hope that some entrepreneurs will grow out of these facilities and locate in commercial spaces throughout Windsor.

Remote and hybrid work which increased during the pandemic and is likely here to stay. Having co-work spaces close to home, alleviating commute times, will be a draw to these facilities. Also, freelancers and home-based businesses are a potential client base when they want some time out of their homes to work or hold meetings.

During this critical first year, as they market the availability of their spaces and seek to secure memberships, an allocation of American Rescue Funds to each entity would help sustain the enterprises until their facilities are stabilized with full rental income and put them in a position to succeed long-term.

There are some unique aspects of the enterprises.

Windsor Worx is proposing to pursue a flagship program called The Neighborhood Small Business Incubator. The Neighborhood will be offered to two cohorts of five vetted and nominated entrepreneurs. This unique incubator program will pair hands-on training and workshops with expert advice in legal, marketing, sales, and insurance. The cohorts will culminate in a presentation and launch party at Windsor Worx.

A significant focus for the The Collective Space is the creative studio. The studio contains equipment for podcast and photo and video productions. The Collective Space will work with photographers, videographers and digital creatives to grow their businesses. There will be podcast masterclasses, photography business development classes, photo studio equipment classes and creative meet ups.

It is proposed that \$50,000 in ARPA funding would be provided to each facility in two tranches of \$25,000 each for start-up costs, year one operational costs such as rent, mortgage, utilities and part-time staffing and to assist with programming costs. Windsor Worx and The Collective Space would be required to provide an interim report of the use of ARPA funds after six months and a final report after twelve months. Such reports would detail what technical assistance and educational programming was provided and track metrics and attendance for all activities.

Town Manager Souza added that at the Wilson/Deerfield Advisory Committee's last meeting they voted to support this appropriation for both Windsor Worx and the Collective Space.

Councilor Naeem said she is very excited about both of these initiatives coming online. As we know, small businesses and entrepreneurs are making up the backbone of our economy. 85% of business in the country is coming from the small businesses and small entrepreneurs. She thinks this is more of what Windsor needs to see. She has heard some concerns about having two co-working spaces in Windsor along with other co-working spaces to compete with in the region. The two organizations have done a great job of falling into a niche focusing on the small businesses with Windsor Worx and creative entrepreneurs with the Collective Space. She noted that she has not seen a creative entrepreneur support space in the greater Hartford region. She would love to see collaboration as to how they will bring the communities together. Both entities are in separate parts of town and bringing the town together as a whole is very important and collaborating on events as well. They should also focus on the niche they are providing. Co-working is not a money making business. What will make you successful is the strength of the businesses you'll be bringing into town.

Councilor Eleveld stated he appreciates we want to help businesses but we should be very careful about providing working capital funds to an entity because that makes us an owner of part of the business. Government should not be involved in funding businesses. He will be abstaining from this vote.

Deputy Mayor Bress said this is exactly where we should be spending our money. It is coming from American Rescue Funds (ARF) funds. To her, the Council decided wholeheartedly which categories, after getting community input, we wanted this money to be spent. One of those categories was specifically to support small businesses and small business members. Her feeling is when someone says the Council is not in the business of supporting businesses, she will say we should be in the business of supporting people and community members. The way she looks at it is that the Council is not only supporting a business but we're actually supporting community members who are going to be utilizing those businesses. She disagrees with Councilor Eleveld as she feels this is a good investment and it's well thought out in the two directions they are taking. She is very excited about this. She doesn't see that we can eliminate the risk completely, but thinks that in general if we are going to take a risk we should do it with our community members.

Councilor Black-Burke is very excited about starting this entrepreneurial ecosystem in our community. She finds it interesting, especially as we reflect upon the pandemic, how so many people found a way to sustain during that time. She agrees with Councilor Naeem that co-working is taking on a different feel but we want to encourage that entrepreneurial mind set. She's thankful for the ARF funding which is making us able to do this. She hopes we are able to use it as a small incubator and for all the entrepreneurs looking for a space, that might be a start for them.

Deputy Mayor Bress added that she hopes these businesses can work with the Arts Commission once they get going, which should be soon. Judging by the interest in the Commission and the amount of people applying for the positions, we do have a vital arts community and vital entrepreneurial community here in Windsor. She hopes they both take the opportunity to connect with the Arts Commission.

Councilor Gluck Hoffman asked what is the incentive for the folks that are going to use this space when they do build these businesses or these projects that they are doing to stay in our downtown. Because that's where we are suffering. What's our incentive to keep these individuals here and build a business in town. Mr. McMahon replied that the businesses would anticipate working with the existing financial entities that are out there such as HEDCO (Hartford Economic Development Corporation) based in Hartford which serves many communities and the community investment corporations. There's a small business boost program. Our expectation is that we would point them in the right direction to the various funding sources as well as the locations in the community where they could set up shop. Hopefully they will graduate from a smaller space to a bigger one in town.

Councilor Naeem asked when Councilor Eleveld is speaking of the 'businesses' is he talking about Windsor Worx and the Collective Space or the businesses they will be

supporting? Councilor Eleveld replied it would not be to the businesses they are supporting. He is not opposed to certain kind of expenditures, but operating expenses are a slippery slope.

Councilor Naeem clarified that the \$50,000 going forward for both Windsor Worx and the Collective Space are to cover the programmatic costs of direct support services going to the entrepreneurs coming in. She believes it was listed as two cohorts, an incubator program and 10 businesses through Windsor Worx. It's not for overarching operations but specifically targeted to the programmatic costs. For Windsor Worx, that would be \$5,000 for programmatic work per business which is significantly low if you think about getting that type of expertise advice that will be provided to them if they were to go elsewhere outside of town. Mr. McMahon stated their expectation was really two tranches. One tranche is assisting those initial operations with rent, mortgage, and utilities. It's important that they get a firm base in the community. The second tranche would be focusing in on those programming costs.

Councilor Naeem asked if Mr. McMahon has a break down of those costs? Mr. McMahon replied essentially each one is incurring about \$3,000 per month whether that is in mortgage, rent or line of credit.

Councilor Naeem asked about the \$50,000 we are allocating to them today. Mr. McMahon stated that \$25,000 will be spent for start-up costs and operations and then \$25,000 towards programming costs.

Councilor Eleveld read aloud a section of the document where it listed what the \$50,000 would be used for. In his mind you usually list the most important item first in a list and then the least important as the last item on the list. This list shows set up costs as being the most important and programming as being the least important. That would indicate that we are paying for operational expenditures at these enterprises and that is the concern that he has.

Councilor Walker said he believes market forces should be left by themselves. When businesses are going to succeed or fail, they should do so with a plan financing the basic necessities. He knows that government has a role to assist start up businesses where there is a necessity or need. These are ARPA funds. His question is did you say that semi-annually and annually these two businesses will provide a report of progress? Mr. McMahon confirmed that is correct.

Councilor Walker asked who gets to see those reports? Mr. McMahon stated they would be provided to the Economic Development office and he's sure they could then share the results of those reports to the Council. That would be the intention.

Councilor Walker stated that the Council needs to see those reports, because all of them can make good decisions if they get adequate information. For example, what if a business fails within the first three months? That's a possibility. He likes the idea but he knows that when you start providing funding for operating a startup business, you need

to make sure that every other business that comes along in this town that you provide the same service for them. Because if you don't, we'll wind up in court.

Mayor Trinks stated he likes this idea because he has come out of the small business world himself. Interest rates with conventional lenders is at 8.5% and for someone without business experience to go into a lending institution and ask for a loan, he's afraid it would probably be significantly more at perhaps 12%. If he were to be on the Council next year and they came to the Council asking for \$50,000 once again, he would be apprehensive. But to get this off the ground, to get this started, all we need is a couple of really good successes. He's in favor of this and hopes it will pass this evening.

Councilor Smith asked if we are prepared as a town to give any business \$50,000 for startup? Mr. McMahon said a retail business and professional businesses are there for their own profit making aspect. These businesses are creative incubators that are helping multiple businesses in the community to get established or launched by having the appropriate resources available. There are plenty of resources out there, but its really difficult for local business owners with the limited time they have to wrap their arms around what is available. How do they get from this stage to the next stage of their growth cycle.

Councilor Smith inquired whether the ultimate goal for these incubators is to make money? Mr. McMahon said yes. He explained that Windsor Worx is being pursued by Bromley Enterprises which is a 501(c)(3). Then they have a subsidiary which is a social enterprise called Windsor Worx. So, ultimately all the funding that is created by Windsor Worx or West Hartford co-working space is designed to continue this process of small business support. It does have some philanthropic aspect to it. The Collective space is a private entity. However, they are going to partner with many non-profits in supplying these important different services to the community.

Councilor Smith asked if Windsor Worx is a non-profit. Mr. McMahon stated Windsor Worx is a for-profit underneath a non-profit. It's a new set up which the Hartford Foundation for Public Giving is a giant component of. Running a non-profit these days, knocking on doors trying to get donations, etc. trying to find contributions to sustain an operation is hard.

Town Manager Souza stated it's somewhat similar to when the town supported the redevelopment of 33 Mechanic Street into condominiums. The parent group was a group called CIL which was a not-for-profit company, but they had created a for-profit development arm, which the revenues generated by that for profit development arm went back to fund the parent non-profit's goals and missions.

Councilor Smith said there will be an evaluation in 6 months and then at the 12 month mark. Is the 12 month mark when they will be getting their \$25,000? Mr. McMahon stated that the expectation was that we would forward approve the tranches of 6 months and then get a report at the end of 6 months.

Town Manager Souza said that staff can look at the second six months in perhaps more of a draw down.

Deputy Mayor Bress said she would disagree with that. If the money is going to some operating costs and some to the actual support of the community members or anyone who wants to open a business, she can't see withholding those funds until later on because what we are hoping to do is to support community members. She gave an example of a friend of hers that started up a business and the hardships she went through doing it. It takes a lot of research to find the opportunities that are out there. If we could give this opportunity to our citizens down in Wilson and our citizens down here, she sees it as a good investment and good use of those American Rescue funds.

Councilor Naeem stated the co-working business is not a money making business. The entity she supported used the profits from co-working to support the programmatic elements of providing small businesses with support assistance to help them grow and thrive. That organization today has worked with over 300 businesses. When they started they were in the same place as Windsor Worx is today. The biggest co-working space in the State of Connecticut is a district based out of New Haven. They purchased the property for \$1.00 from the City of New Haven and developed it out including several grants from the city and State to get the program elements up. If you were in there four years ago, it was a bus station with no potential for the City of New Haven. Now, it is a thriving business. We talk about wanting to see more businesses in our downtown. We talk about having more businesses in our town in general. We know we are facing challenges with a lot of corporate spaces. We are going to need to get creative to figure out how we are going to replace a building that housed thousands of employees from a corporate setting to something else. Those ideas don't currently exist. This is where those ideas are going to come out of. She encouraged the Council to let the Windsor people know that we are open for business and is open to business.

Councilor Walker stated whenever we can, we need to help small businesses. He said he will support this venture with the caveat that in a 6 month and 12 month period that the Council gets a report to where they are so we can know in the future how this idea is working. If it's a failure, we don't do it again. If it's a success, we do it again. He is for this item.

Councilor Black-Burke said that in August of 2021, there was a lengthy conversation on what we want to do with ARPA money. The big pieces were how are we going to touch our community with the funding that is coming in. For her, that is why she is saying let's do this because we had a lot of small business owners that were gravely impacted. For her, if we move away from this, in essence we aren't standing up to what we as a Council decided to do with those ARPA dollars. We've done a lot with ARPA dollars but how many of those dollars have actually gone back to touch our community and those small businesses that were impacted by it.

Councilor Smith stated that is what he and Councilor Walker want as well is that these dollars touch our residents and stay in our town, but we need the accountability to be sure of that.

Motion Passed 7-0-1 (Councilor Dobler absent, Councilor Eleveld abstained)

- g) Approve use of \$65,700 in FY 24 Community Investment Funds to purchase a vehicle for Dial-A-Ride

MOVED by Deputy Mayor Bress, seconded by Councilor Walker to approve an appropriation of \$65,700 from the FY 2024 Community Investment Fund to purchase a wheelchair-accessible minivan for the Dial-a-Ride program.

Paul Norris, Recreation and Leisure Services Director, stated the Senior Transportation Unit utilizes a fleet of six service buses to transport senior and disabled residents to and from a wide range of everyday appointments and outings.

Approximately 2,000 trips each year are completed with individuals that are wheelchair-bound.

The dial-a-ride buses have wheelchair lifts but are cumbersome and inappropriate for some with walkers. In addition, navigating through narrow streets, driveways, and medical facility parking lots is challenging with the buses. The addition of the wheelchair-equipped minivan will allow drivers to proceed through these locations safely and efficiently, providing our patrons with safer drop-off and boarding.

The minivan will also be available to Recreation and the Youth Services Bureau when needed for transportation of program participants requiring special needs transportation.

Councilor Eleveld asked if we are hiring another driver or are we swapping out an older piece of equipment for a different piece of equipment? George Headley, Senior Services Transportation Coordinator, stated that they currently have two '08 Honda civics. It's hard for the elderly to get in and out of them when we get them to their doctor's appointment. We are looking to replace the use of those vehicles mainly for that fact and due to maneuvering into some of the hospitals where their driveways are so narrow we can't put the lift down because there is no room to put it. The vehicle we are getting is an ADA compliant rear-entry vehicle with a ramp that can roll in or walk right in.

Councilor Eleveld inquired if this is for two vehicles or is it for just one that we are getting? Mr. Headley said it is for one and we are looking to replace the other one next year.

Mayor Trinks asked if there is a wait for the vehicle or is it available now? Mr. Headley said he is waiting to go get it. It's available now.

Councilor Smith asked what the average amount of people are on the bus. Mr. Headley said that it would depend on what the ride was for. As an example, they went to the Jerk Festival last Saturday and they had 8-9 people on the bus. It depends on what it is being used for.

Motion Passed 8-0-0 (Councilor Dobler absent)

- h) Approve use of \$60,000 in FY 24 Community Investment Funds for improvements to Goslee Pool basin

MOVED by Councilor Black-Burke, seconded by Deputy Mayor Bress to approve an appropriation of \$60,000 in FY 24 Community Investment Funds for repairs to the Goslee Pool Basin Repair Project.

Paul Norris, Recreation and Leisure Services Director, stated the proposed work includes the replacement of the water line tiles and coping around the pool basin. The coping and water tiles are original to the pool basin reconstruction completed in 2000. The coping which is the protective cap at the edge of the pool has cracked and, in some areas, lifted from the foundation causing possible trip hazards. The water tiles have also cracked and, in some areas, fallen out. Over the past few years, staff have completed temporary maintenance repairs. However, it is now at the point where replacement is necessary. The pool basin repair will replace approximately 4,300 sq. ft. of new tiles and coping and will not change any other pool features. If approved by the Town Council, the repairs will be completed prior to the 2024 pool opening.

Councilor Eleveld asked what is the expected life span for the pool itself? Mr. Norris stated that it's based on the location, size and usage. Goslee Pool was built in the mid 60's and nothing was done to it until 2000. Welch Pool was also built in the 60's. We didn't do anything major to the pool until 2008 when we did some piping. It could last around 40 years without any major repairs. However, we do need to keep an eye on the filtration system.

Motion Passed 8-0-0 (Councilor Dobler absent)

13) RESIGNATIONS AND APPOINTMENTS

14) MINUTES OF PRECEDING MEETINGS

- a) Minutes of the July 10, 2023 Public Hearing

MOVED by Deputy Mayor Bress, seconded by Councilor Eleveld to approve the minutes of the July 10, 2023 Public Hearing as presented.

Motion Passed 7-0-1 (Councilor Dobler absent, Councilor Naeem abstained)

- b) Minutes of the July 10, 2023 Regular Town Council Meeting

MOVED by Deputy Mayor Bress, seconded by Councilor Eleveld to approve the minutes of the July 10, 2023 Regular Town Council meeting as presented.

Motion Passed 7-0-1 (Councilor Dobler absent, Councilor Naeem abstained)

15) PUBLIC COMMUNICATIONS AND PETITIONS

George Slate, 74 Ethan Drive, stated as an FYI that he showed the teacher and parent the additional agenda item summary placed in the Town Council agenda for 8/7/23 regarding Oliver Ellsworth School and meeting minutes for the Town Improvements Committee of July 18th regarding Oliver Ellsworth as well. Mr. Slate said for Councilor Eleveld as he talked about abatements. There have been 6 abated projects which had \$18 million come in for this fiscal year and \$5 million for personal property for Project Warrior. When reading the Town Improvements Committee minutes regarding Oliver Ellsworth HVAC he saw the term air-cooled electric heat pumps and he is not sure if it does or does not qualify for the energy credit. He recommended that someone go through the CIP to see which projects may be eligible for energy credits. There are three candidates that could possibly do that, the Clean Energy Task Force, Capital Improvements Committee or the Town Improvements Committee.

MOVED by Deputy Mayor Bress, seconded by Councilor Gluck Hoffman to enter into Executive Session at 10:08 p.m. for the purpose of:

- a) Strategy and negotiations with respect to pending claims and litigation (Windsor UPSEU – Dispatchers)
- b) Discussion of the selection of a lease, site, sale or purchase of real estate

Motion Passed 8-0-0 (Councilor Dobler absent)

16) EXECUTIVE SESSION

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

Absent: Councilor James Dobler

Staff: Peter Souza, Town Manager; Assistant Town Manager, Scott Colby; Amelia Bliss, Human Resources Director

Guests: Kevin Deneen, O'Malley, Deneen, Leary, Messina & Oswecki, Town Attorney

Peter Souza, Town Manager; Scott Colby, Assistant Town Manager; Kevin Deneen, Town Attorney; and Amelia Bliss, Human Resources Director left Executive Session at 10:36 p.m.

MOVED by Deputy Mayor Bress, seconded by Councilor Naeem to exit Executive Session at 10:51 p.m. and return to the Regular Town Council meeting.

Motion Passed 8-0-0 (Councilor Dobler absent)



17) ADJOURNMENT

MOVED by Deputy Mayor Bress, seconded by Councilor Gluck Hoffman to adjourn the meeting at 10:51 p.m.

Motion Passed 8-0-0 (Councilor Dobler absent)

Respectfully Submitted,

Helene Albert
Recording Secretary