

Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

SIMSBURY BOARD OF SELECTMEN

Main Meeting Room, Town Hall
933 Hopmeadow Street, Simsbury
December 11, 2021 – 9:00 a.m.

Special Meeting Agenda

Call to Order

1. Board of Selectmen Goal Setting Discussion

Adjournment



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

BOARD OF SELECTMEN AGENDA SUBMISSION FORM

1. **Title of Submission:** Board of Selectmen Goal Setting Session
2. **Date of Meeting:** December 11, 2021
3. **Individual or Entity Making the Submission:**
Maria E. Capriola, Town Manager *Maria E. Capriola*
4. **Action Requested of the Board of Selectmen:**
No action is needed this morning. This agenda item is for discussion purposes. The mission of the session today is to brainstorm and discuss goals and objectives the Board of Selectmen would like to establish to help guide priorities for the 2021-2023 two-year term.
5. **Summary of Submission:**
Ultimately, the agreed upon goals will assist in setting policy direction, including guidance that will be used during FY 22/23 budget development for establishing resource priorities. From a capital budgeting perspective, staff will continue to use the Parks and Open Space Master Plan and Facilities Master Plan as guiding documents. Based on discussion at the workshop, staff will summarize the ideas generated in writing and will bring back a draft of your goals for review and discussion at a December or January meeting.

In preparation for this session I have outlined a few "homework" questions to help facilitate discussion and to provide a starting point for today. In order to prepare for this discussion, please think about the following in advance of the meeting:
 - 1) What are some high level areas of focus that you think are important for the community?
 - 2) What are some action items or projects you hope to see accomplished in the long term?
 - 3) What action items or projects do you hope to see accomplished during this two year term?

I understand that Selectmen may have other subjects that they would like to cover in today's session; you will have an opportunity to bring those ideas forward during our discussions.

Attached are the adopted Town Manager's Goals, EDC work plan, Police Commission budget priorities, and an update on your goals from the 2019-2021 term. These attachments are provided as background information to help frame the discussion.

6. Financial Impact:

None

7. Description of Documents Included with Submission:

- a) Adopted Board of Selectmen Goals with Update – 2019-2021
- b) Adopted Town Manager's Goals – FY 21/22
- c) Adopted EDC 2021-2022 Work Plan
- d) Police Commission Budget Priorities

2020-2021 BOARD OF SELECTMEN GOALS by Topic Area Adopted August 10, 2020		
Topic Area	Goals	Status Update as of November 30, 2021
Financial Management	Engage in long range planning of Capital between BOS, BOF and BOE	Finance Director prepared and presented extensive debt and capital modeling as part of our budgeting process, as well as operational budget analysis in preparation of the annual Tri-Board meeting. Staff completed a comprehensive analysis of our capital and CNR needs for the next 6-years. Created our first-ever technology replacement plan and began implementation with allocated CNR funds.
	Explore shared services between Town of Simsbury and Simsbury Board of Education	Completed a comprehensive 5-year agreement with the Board of Education reflecting shared services between the parties. Formalized shared financial management services with the BOE (shift from temporary to permanent). Began evaluating several finance positions with the goal towards restructuring and consolidating the two departments over time. With the assistance of the Technology Task Force, researched shared IT services and documented existing shared IT resources between the Town and BOE. Recently completed shared energy procurement through Public Works. Currently evaluating a new shared service opportunity.
	Update financial benchmarking for the BOS and BOF	Completed during annual budgeting process and incorporated with the Town Manager's proposed budget. As part of the recent debt issuance, additional benchmarking on debt conducted.
	Complete revenue fund analysis; implement recommendations	Completed the revenue fund analysis and submitted the recommendations. Supported the work group with technical assistance such as additional analysis on fees, participation, and community use expenditures. Ultimately the recommendations did not have unanimous consensus from the work group and they were therefore not implemented. No further work required at this time.
	Demonstrate how tax dollars are distributed; show impact on median valued home	This information is provided annually during the budget process: release of the Town Manager's budget proposal; Citizen's Guide to the Budget; annual Budget mailer. A tax impact calculator is also made available on the Town's budget page.
Maintaining Quality of Life	Support the work of the SPIRIT Council	Conducted research regarding review of policies with an equity lens. Began to explore potential opportunities to share DEI resources with other CT towns. Completed contract review work and assisted in processing supplemental appropriation requests for the SPIRIT Council projects. Assisted with developing the Rules and Procedures framework for the SPIRIT Council, and with logistics to formally create the committee. Staff has supported the work of the Council through technical support for meetings and online events. Researched grant opportunities for SPIRIT, such as funding for Septemberfest. Supported logistics for special events such as the Pride Flag raising ceremony and social justice events at town hall.
	Research ability to upgrade signage on state roads	Routine sign replacement by DOT is most likely completed at a District level with the exception of school and other pedestrian crossings signage that is done on a larger scale statewide. Staff has been cooperating with the State on trail crossing upgrades.
Fostering an Engaged, High Quality Workforce	Facilitate employee engagement opportunities	Establishment of Division Head quarterly meetings to engage mid-level supervisor staff. Creation of wellness webinars. Staff has selected new wellness vendor beginning January 2022.
	Create executive coaching & 360 feedback opportunities for employees	Town Manager has completed executive coaching and a 360 review process. Three department heads have or are participating in executive coaching.
	Invest in our workforce through professional development opportunities	Completed customer service training for department heads, division heads and front line staff. Completed anti-harassment training for all staff. Library staff engaged in a 4-part diversity, equity, and inclusion training series. Town Manager is participating in review of CRCOG regional bid for DEI training services for municipalities. Implemented a quarterly program for division heads that includes networking, professional development, peer mentoring, etc.
Parks & Recreation	Explore Pollinator Pathways opportunities	Adopted pollinator pathway resolution in August 2021. Planning pollinator plantings at town hall and Iron Horse Boulevard medians in the spring. Raised planting beds have been installed at the Library, as well as numerous pollinator pathway connections being installed at Simsbury Farms Golf Course and Hopbrook Landing. Parks maintenance staff have altered mowing practices in meadows to promote pollinator habitats.

2020-2021 BOARD OF SELECTMEN GOALS by Topic Area Adopted August 10, 2020		
Topic Area	Goals	Status Update as of November 30, 2021
Parks & Recreation continued	Explore the Open Space Ranger Program	No action. Some early discussion at Open Space prior to pandemic. Open Space Committee shifted gears to focus on policy development and land management practices.
	Disc Golf - create a capital project for disc golf	Town staff and Main Street Partnership provided appropriate development support to the owners of the recently opened privately-owned disc golf course at the former Tower Ridge facility.
	Splash Pad - create a capital project for a splash pad; seek donations and grants	Capital project has been created in FY25. No grants or fundraising to date.
Infrastructure	Prepare visual of what North End of Town will look like after Big Y and Sidewalks are complete	Grant obtained to create a new sidewalk from the intersection of Hopmeadow/County Road to the DOT Highway Garage. Renderings prepared by DPW.
	Advocate for expansion of water and gas line installation; increase coordination between utilities	Explored, unsuccessfully, potential grant funding opportunities to expand natural gas line to Tariffville. with funding provided by Aquarion, DPW has been completing final pavement restoration after new water lines are installed. This process has benefitted both the Town and Aquarion, making it more appealing for Aquarion to improve their infrastructure in Town.
	Improve cell service in town	Staff, Simsbury Main Street Partnership and the Fire District are working collaboratively to improve cellphone infrastructure in Town.
	Parking improvements (not an all inclusive list): DOT commuter lots, contiguous business parking, parking on Route 10/lined parking on-street	Staff has explored opportunities to convert station street to two way traffic and improve on-street and off-street parking in that general area. Staff believes this project would be a good candidate for a future STEAP Grant opportunity.
	Research underground utilities for center of town	DPW researched the possibility and found it to be cost prohibitive. The cost to do so is extremely high and would have to be absorbed by the Town.
Transportation	Advocate for improvements to DOT timing of lights on Hopmeadow in Weatogue	Concerns on delays at this intersection were discussed with DOT Traffic Engineering staff. They completed a field check of the intersection operation and confirmed the signal is functioning as designed.
	Increase bus service; explore opportunities for fixed route service	Internal Traffic Authority group reviewed transit services with Greater Hartford Transit District; regrettably no plans for additional fixed route service or CT Fast Track to serve Simsbury. Prepared and submitted analysis to Board on senior transportation options.
EDC	Complete research on business incentive policy, provide recommendations to update the policy	Project complete; policy updated in February 2021.
	Conduct business outreach visits; collect and track feedback received on the visits	The Town Manager's Office, Director of Planning and EDC have conducted 17 business visits in the last 2 years. On top of businesses, members of the EDC have also met with non-profits, education, and faith based organizations to speak about challenges from the Pandemic and how recovery is going or can be assisted by the Town. Staff tracks and has completed numerous follow-up items for businesses following the visits.
	Identify infrastructure improvements that the town can support to help entrepreneurs be successful	Staff, Simsbury Main Street Partnership and the Fire District are working collaboratively to improve cellphone infrastructure in Town.
	Assist with promoting 350th Anniversary events	Due to pandemic and need to shift focus/events, EDC did not assist in this area.
	Complete marketing materials refresh for tourism, real estate, and business recruitment purposes	Survey and focus groups completed. Marketing materials refresh is underway.
	Improve wayfinding signage	Project was delayed due to lack of funding. Project has now been funded with year-end savings and reassigned to Public Works and Main Street.
	Develop a plan for co-working space(s)	Proposal endorsed by EDC and submitted to Town Manager's Office, awaiting discussion on funding as part of ARPA Work Group



Town of Simsbury

Town Manager Goals, July 1, 2021 – June 30, 2022

Adopted July 12, 2021 by Board of Selectmen

Human Resources/Labor Relations

<i>Priority</i>	<i>Goal</i>
High	Initiate negotiations for successor collective bargaining agreement with Dispatchers. Complete arbitration for successor collective bargaining agreements for all 3 unions represented by CSEA. Implement wage, benefits, and other arbitration award changes.
Medium	Conduct annual leadership retreat, with a focus on creating a diverse workforce and inclusive workplace.
Medium	Conduct other professional development opportunities for executive coaching/small group/departamental work (funds permitting).
Medium	Begin re-writes and updates to the Town's Personnel Rules and Regulations.
Medium	Complete RFQ process for life and disability insurance. Select vendor and update plan documents to accurately reflect coverage.
Low	Select new employee wellness vendor and implement new health risk assessment process.
Low	Issue a RFQ for pension and OPEB actuarial services.

Economic Development

<i>Priority</i>	<i>Goal</i>
High	Support business recovery due to the pandemic. Work collaboratively and drive development with the Economic Development Commission, Town staff, Main Street Partnership, Chamber of Commerce, and other organizations that support the business community.
Medium	Working with the Economic Development Commission, conduct visitations and outreach with the business community.
Medium	Working with the Economic Development Commission, complete marketing project update and refresh.
Medium	Assist special villages with initiatives related to special events, infrastructure improvements, and economic development.



Town of Simsbury

Financial Management

<i>Priority</i>	<i>Goal</i>
High	Prepare and submit FY 22/23 operating and capital budgets in accordance with Charter timeline requirements. Continue to quantify our baseline and capital needs. Refine data from the Facilities Master plan into our capital budgeting.
High	Support the Board of Selectmen's priorities by using Federal Recovery funds in a manner that is permissible and consistent with federal guidelines. Support Board of Selectmen work group.
High	Continue implementation of our new financial management and human resources software system. Implement electronic timekeeping and leave accruals for our workforce.
Low	Continue to update our financial benchmarking data annually.

Special Projects

<i>Priority</i>	<i>Goal</i>
High	Continue to coordinate the Town's response to the pandemic. Focus on the health, safety, and recovery of the community and the organization. Support residents with unmet needs during this unprecedented time.
High	Support the Board's vision for a diverse and inclusive community and workforce through special projects, initiatives, and policies.
High	Evaluate opportunities for sharing services with the Board of Education.
High	Complete implementation of revised public meeting requirements and related technology.
High	Complete the Meadowood open space acquisition. Complete necessary grant compliance documents and land management plans.
Medium	Support the work of the SPIRIT Council, including in the data collection project.
Medium	Complete development of model RFP for lease of agricultural parcels. Issue RFQ for new 117-acre Meadowood agricultural parcel. Develop agricultural practices model.
Medium	Complete work related to the Proposed Ordinance to Regulate Short-Term Rentals.



Town of Simsbury

Special Projects Continued

<i>Priority</i>	<i>Goal</i>
Medium	Evaluate the municipal impact of state legislative changes regarding the use of marijuana. Begin to update policies, procedures, regulations as needed.
Low	Continue policy and land management review practices for our open space parcels. Update our open space acquisition policy. Develop a PA-490 policy.
Low	Support work related to the pollinator pathways initiative.

2021-2022 EDC Work Plan – ADOPTED

Work Stream	Task	Person/People
Marketing	Complete marketing materials refresh for tourism, real estate, and business recruitment purposes.	Brooke Freeman, Charmaine Seavy Staff: Sarah Nielsen
Business Outreach	Continue to conduct business outreach with large businesses. Implement visitation program for EDC members with smaller and medium sized businesses. NEW Collect and track feedback.	Bob Crowther, Charmaine Seavy, Tom Earl Staff: Maria Capriola, Melissa Appleby, Mike Glidden, Tom Fitzgerald
Business Outreach NEW	Create welcome letter and/or packet for new businesses, collaborating with key stakeholders. Reach out to new businesses monthly.	To be Determined Staff: Town Manager's Office, Sarah Nielsen, Morgan Hilyard
Business Outreach	Continue EDC member shadow program for development projects.	Tom Earl, Peter Van Loon Staff: Mike Glidden
Support Entrepreneurs NEW	Create updates to the economic development portions of the Town's official website. Once complete, conduct quarterly audit of information for relevance and accuracy.	To be Determined Staff: Melissa Appleby, Business and Career Center Coordinator
Support Entrepreneurs	Support infrastructure for entrepreneurs. Promote access to business resources, information, and infrastructure.	Peter Van Loon, Ron Jodice Staff: Business and Career Center Coordinator



Simsbury Police Commission

933 Hopmeadow Street

Simsbury, CT 06070



COMMISSIONER JENNIFER M. CAULFIELD (CHAIR)
COMMISSIONER TERENCE FOGARTY
COMMISSIONER TENESHA GRANT
COMMISSIONER MICHAEL T. LONG
COMMISSIONER TRAVIS SCHWEIZER

It is the mission of the Simsbury Police Department (SPD) to provide quality community policing service in a professional and sensitive manner to all in our community. In order to continue to provide quality service to our community, the Simsbury Police Department has identified the following priorities for the fiscal year 2023 budget.

OPERATING BUDGET PRIORITIES

STAFFING: The SPD currently employs 39 sworn officers, 7 dispatchers, 3.5 support staff, and 1 animal control officer. Despite the SPD having filled all of its budgeted positions, officers are often asked to work past their scheduled shifts to ensure appropriate coverage. Furthermore, Simsbury falls below the comparable towns, state, regional, and national rates of 1.8-2.1 officers per 1,000 residents. Simsbury, with approximately 25,000 residents currently, has 1.57 officers per 1,000 residents. In order to reach the minimum 1.8 ratio in FY2023, SPD needs 6 more officers, bringing the force to 45 sworn officers. In order to reach the 2.1 ratio, SPD would need 14 more officers, bringing the force to 53 sworn officers. The SPD staffing priorities are:

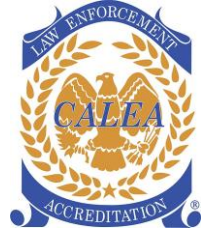
- **Two Traffic Officers:** While Traffic Officers handle general traffic enforcement, the officers also respond to complaints about traffic conditions, and identify and assess problems (e.g., line of sight, roadway design and markings, signage, etc.) and solutions to promote compliance, prevent injury, and damage.
 - Simsbury has been without any Traffic Officer since 2017, instead using our patrol officers and Community Services Officer to cover these duties, in addition to their regular ones.
 - SPD receives over 600 calls per year regarding specific traffic concerns making it one of the most demanded services of the SPD.
- **Three Patrol Officers:** Patrol Officers serve a multitude of duties, from assisting at school functions like "Walk/Bike to School" to being first responders for citizen complaints. These officers are the foundation of Simsbury's Community Policing.
 - SPD officers are often required to work past their scheduled shifts, or work on a scheduled day off, in order to have appropriate coverage.
 - SPD averages 1-3 vacancies a year. The duties arising from these vacancies are difficult to cover with the currently low number of patrol officers, leading to a lack of police presence at community functions and events.
 - In order to adhere to Simsbury's Community Policing philosophy, SPD must have more officers.
- **One Detective:** The detective unit was staffed with 3 detectives until 2018; since 2018 it has operated with only 2 detectives due to staffing.



Simsbury Police Commission

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- **One Civilian Accreditation Specialist:** Currently a patrol officer is assigned to the accreditation process.
 - Adding a civilian member to the SPD allows us to maintain the professionalism that is gained through the accreditation process at a lower salary point, creating budgetary savings.
 - Removing the patrol officer from this position allows the department to utilize the officer's knowledge, skills, and abilities in other assignments in the department. The SPD would be gaining use of another patrol officer.
 - This is a cost-effective step to help the SPD return to fully staffed detective and traffic divisions.

OVERTIME: The SPD overtime budget should be increased to \$275,000.00 as previously requested and supported by the Town Manager.

- SPD overtime usage is NOT solely a function of staffing.
- Overtime is used in holdover situations where an officer is involved in a case and must work past their assigned hours to complete necessary duties.
- Overtime is used to backfill critical positions due to vacation, medical leave, etc.
- Overtime is used to suppress and investigate spikes in criminal activity, support community events, and manage large-scale, complex, or lengthy investigations.

CAPITAL NON-RECURRING

VEHICLES:

- Three Police Cruisers
- One Administrative Car

MOBILE DATA TERMINAL (MDT) AND IN-CAR DASH CAMERA:

- Two MDTs and two In-Car cameras for the School Resource Officers (SRO).
 - Under the Police Accountability Act, the SRO vehicles cannot serve in a patrol function without In-Car cameras.
- One MDT and one In-Car camera for a current marked vehicle in our fleet to be retained in the fleet.
 - Allows us to keep the vehicle longer in a lower mileage patrol capacity.
 - Expands the patrol car fleet at a lower cost.

SIDEARM REPLACEMENT: The SPD sidearms are approximately 10 years old. During this time there have been advancements in technology, safety, and accuracy.

- Sidearms should be replaced so that SPD can avail itself of these advancements.
- Current sidearms can be turned in for credit toward new purchases, resulting in cost savings.