



# Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

## Economic Development Work Group

Tuesday, August 7, 2018

5:00 pm

Main Meeting Room, Town Hall, 933 Hopmeadow Street

### MEETING AGENDA

Call to Order

- 1) Public Audience
- 2) Minutes of June 25, 2018
- 3) CERC (CT Economic Resource Center) Services
  - a. Workshop on Fundamentals of Economic Development
  - b. Other Potential Professional Services
- 4) Draft EDC Membership Policy Resolution
- 5) Next Steps/Adoption of Economic Development Commission Ordinance
- 6) Draft Social Media Policy
- 7) Draft Policy on Board, Commission, and Committee Members  
Communicating Policy Positions in their Official Town Capacity

Adjournment



## **Economic Development Work Group**

Monday, June 25, 2018

7:30 a.m.

Main Meeting Room, Town Hall, 933 Hopmeadow Street

### **SPECIAL MEETING AGENDA**

**Members Present:** Cheryl Cook, Eric Wellman

**Staff Present:** Maria Capriola, Melissa Appleby

**Guests Present:** Sarah Nielsen

The meeting was called to order at 7:40am.

#### **1) Public Audience**

None

#### **2) Discussion on Economic Development Commission Ordinance**

Ms. Capriola gave a brief overview of the draft ordinance, which is based on feedback from the Work Group, input from various stakeholders, and sample ordinances from other towns. Under “Purpose of Commission,” the group discussed the commission as advisory to the Board of Selectmen. It was decided that the Town Manager should be removed from that sentence in order to clarify that the Board of Selectmen has sole policy-setting authority for economic development.

Under “Appointment of Members,” there was discussion around term length and term limits. There was consensus for three-year staggered terms, and terms not to exceed a total of two full terms. Section (a)(2) permits electors, which includes non-resident property owners, to be appointed to the commission; the group identified a need to clearly define this term.

The group reviewed the proposed list of member slots and ex-officio members, and determined that Main Street Partnership and the Chamber of Commerce should not be included in the membership list. The group also discussed the need to incorporate tourism into economic development, and how the Tourism Committee may be linked to the new economic development commission. There was consensus that the Tourism Committee’s charge and membership should be reviewed and possibly updated by the Board of Selectmen after the economic development ordinance is finalized.

The remainder of the draft ordinance was discussed with no revisions proposed. Staff will prepare an updated draft to be considered by the Board of Selectmen at their regular meeting on July 9, 2018, with the option to advance the ordinance to a public hearing.

#### **3) Minutes of May 30, 2018**

The minutes of May 30, 2018 were approved as presented by consensus.

**Adjourn**

The meeting adjourned at 9:00am.

Respectfully Submitted,

Melissa Appleby  
Deputy Town Manager



# FUNDAMENTALS OF ECONOMIC DEVELOPMENT

A

## *Transformational Approach*

September 13, 2018

6:00 PM – 7:30 PM

Simsbury Public Library Program Room 1,  
725 Hopmeadow Street Simsbury, CT  
06070

RSVP BY August 28<sup>th</sup> at 4:00 PM

TO [tmintern@simsbury-ct.gov](mailto:tmintern@simsbury-ct.gov)

Prior to attending, please complete this  
brief online survey:

[www.surveymonkey.com/r/MunicipalTrainingSurvey](http://www.surveymonkey.com/r/MunicipalTrainingSurvey)

You are cordially invited by the Town of Simsbury to attend this informative workshop, facilitated by the Connecticut Economic Resource Center, Inc. (CERC) and the Connecticut Economic Development Association (CEDAS).

Economic development is a critical component of any community's strategic plan. It is important that public officials across the municipal structure understand the intricacies of the local, state and global economy, and develop a strong and successful economic development foundation for their community's future.

The free 90-minute workshop is geared towards those who impact economic development and is designed to get everyone working collaboratively. The curriculum will answer the following questions:

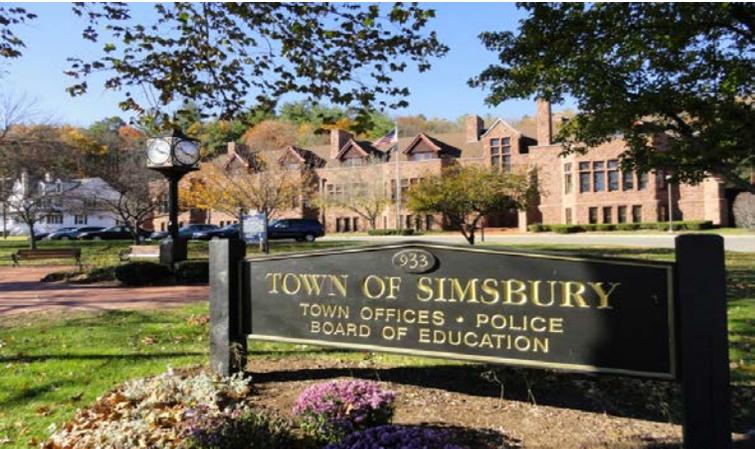
- What is economic and community development?
- Who is responsible for economic development?
- What role does/should your "economic development team" and community play?
- How do you convince your residents and businesses of the importance of economic development?
- How is your municipal economy impacted by the state, region and global economy?

Additionally, attendees will receive information about research, marketing and general economic development practices, as well as resources and tools available to achieve economic development results.



Connecticut  
Economic  
Resource Center



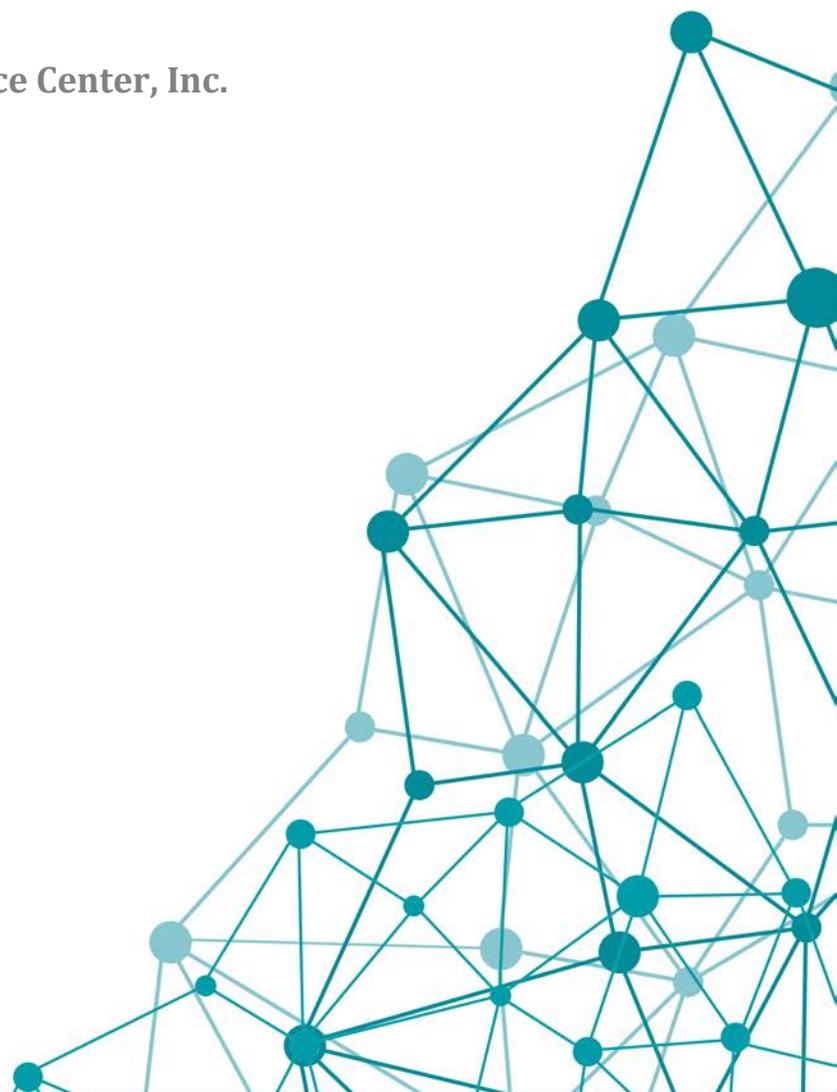


# Economic Development Consulting Services

Prepared for Town of Simsbury

Prepared by Connecticut Economic Resource Center, Inc.

July 2018



Connecticut  
Economic  
Resource Center

Collaboration at work

Call 1-800-392-2122

| E-mail [info@cerc.com](mailto:info@cerc.com)

| Connect @CERCInc



Connecticut  
Economic  
Resource Center

*Collaboration at Work*

805 Brook Street, Building 4, Rocky Hill, CT 06067-3403  
p: 860.571.7136 f: 860.571.7150 [www.cerc.com](http://www.cerc.com)

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The Connecticut Economic Resource Center, Inc. (CERC) is a nonprofit corporation and public-private partnership that drives economic development in Connecticut by providing research-based data, planning and implementation strategies to foster business formation, recruitment and growth. CERC has proven and relevant expertise providing clients with the knowledge and insight they need to gain a competitive advantage. CERC is a pioneer in the development of programs, technologies and capabilities to support effective economic development and offers a complete range of services from economic impact analysis, strategic planning, data gathering and communications, to outreach, site selection and business assistance. CERC has earned a reputation for excellence in Connecticut's economic development community through our accomplished, professional staff, commitment to customer service, and connection to a network of strategic partners.

## BACKGROUND

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The Town of Simsbury seeks a consultant to assist in developing priorities and measurable goals for municipal economic development. Currently, several organizations in town are undertaking economic development activities, but there is little coordination between them. In addition, the Town is in the process of re-establishing an Economic Development Commission, which will add another group to the mix. In response to this opportunity, the Town looks to hire a consultant to define the role of each group, set priorities, and increase efficiency.

The Connecticut Economic Resource Center, Inc. (CERC) is the firm that is uniquely positioned to fill that role and make a significant and lasting impact on the state of economic development in Simsbury. CERC's mission is to drive economic development in Connecticut by providing research-based data, planning, and implementation strategies to foster business formation, recruitment, and growth. With more than 20 years of success, we have extensive expertise in managing economic development for a wide variety of public agencies, municipalities, and economic development organizations. We have a strong understanding of Connecticut that is unique relative to any other economic development agency, and we provide clients with the knowledge and insight they need to gain a competitive advantage. Our greatest value lies in our accomplished, professional staff who embrace a strategic methodology, offering comprehensive approaches to planning and implementing marketing, research and economic development solutions for our clients.

CERC has worked with many municipalities across Connecticut to strengthen their local economies. This work takes on many forms, such as: business retention and recruitment, commercial real estate services, marketing and branding, grant writing, placemaking, brownfields project management, economic research, and much more. At CERC, this broad range of expertise is all under one roof and corresponds with its goal of engaging in comprehensive and transformational economic development work with the municipalities across Connecticut.

CERC is pleased to provide Simsbury with this proposal for economic development services that will support the town's economic development organizations and business community and, subsequently, help grow the commercial grand list.

## SCOPE OF SERVICES

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CERC is the economic development firm that can guide Simsbury's economic development organizations through the next stage of their growth. Working collaboratively with the Town, our team of consultants will provide support in the following ways:

**Providing an overview of economic development best practices for municipal officials and staff, land use board and commission members, and community leaders:** Economic development is a critical component of any community's strategic plan. It is important that public officials across the municipal structure understand the intricacies of the local, state, and global economy and develop a strong and successful economic development foundation for their community's future.

To help Connecticut's public officials facilitate such efforts, a collaboration of partners – including CERC and the Connecticut Economic Development Association (CEDAS)- has developed a unique municipal economic development course.

The **free** 90-minute workshop is geared to all within a municipality who impact economic development, and is designed to get everyone working collaboratively. The curriculum will answer the following questions:

- What is economic and community development?
- Who is responsible for economic development?
- What role does/should your “economic development team” and community play?
- How do you convince your residents and businesses of the importance of economic development?
- How is your municipal economy impacted by the state, region and global economy?

Additionally, attendees will receive information about research, marketing and general economic development practices, as well as resources and tools available to achieve economic development results.

### **What our participants are saying...**

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*“Any municipality interested in educating its citizenry and volunteers on economic development cannot pass-up this informative and dynamic training opportunity.”*

*- Ray Carpentino, Economic Development Director, Town of Rocky Hill*

*“The program helped bring some focus to the role of Economic Development both locally and regionally.”*

*- Susan Beckman, Economic Development Director, Town of Old Saybrook*

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**Creating a shared vision for economic development in Simsbury with input from all local economic development organizations:** CERC's visioning work will consist of two phases: (1) our

economic development self-assessment survey, and (2) a formal written plan for roles and responsibilities of the various economic development organizations in town. Below is an overview of each of these actions.

*Phase 1. Economic development self-assessment survey:* CERC has developed a 70-question survey to help towns undertake an assessment of their economic development capacity. The survey helps stakeholders better understand the readiness of their town to attract new development opportunities consistent with their community's vision. This survey will be distributed to every individual involved in economic development within Simsbury at the start of the visioning process (including but not limited to: elected officials, land use commissioners, tourism committee members, Main Street members, key staff and key business representatives.)

Initially, this tool will help Simsbury establish consensus about what its top priorities are and what can be accomplished with the resources currently available. This survey will not only allow members of Simsbury's various economic development organizations to begin thinking about what they see as the role of their respective organizations, but it will provide valuable insight to guide the second phase of the project. Members of each economic development organization may complete the survey together so that CERC can analyze the results by organization.

After Phase 1 has been completed, CERC staff will compile the information gained through both the economic development workshop and the results of the self-assessment survey. This information will be used in a facilitated meeting led by Bob Santy, a trained facilitator on CERC's staff. The meeting will be Simsbury's opportunity to better understand the economic development priorities of each group (as summarized in the self-assessment survey) and flesh out the appropriate roles for each group to undertake within Simsbury's overall economic development landscape.

CERC's project team has conducted municipal training in over 80 towns around the state with elected and appointed officials about the Fundamentals of Economic Development and why it should matter to your community. CERC staff is well-versed in public meeting design and implementation. Additionally, CERC customizes workshops for municipalities and professional associations on a regular basis and has often worked with volunteer groups to help gauge how the town is doing on a certain challenge and focus on what the public finds most important.

*Phase 2. Written report on meeting conclusions and development of matrix:* In the second phase of this project, CERC staff will prepare a written strategic plan and a matrix based on the results of Phase 1. The plan will provide an in-depth delineation of the roles of each economic development organization in Simsbury. The matrix will act as a visual tool for members of each organization to refer to, ensuring that their work is on track with the overall strategic plan.

**Assisting with the formation of the Economic Development Commission:** CERC's work in supporting the newly-formed Economic Development Commission will consist of three phases: (1) a

focus group with the EDC members, (2) an outline for a five-year plan with EDC feedback, and (3) a formal written plan for EDC priorities, actions, and deliverables over the next five years. Below is an overview of each of these actions.

*Phase 1. Focus group:* Based on the EDC's mission, as determined through the previously mentioned visioning process, CERC's project team will facilitate a focus group with all EDC members to solicit top priorities and compare them against best-practice actions which may make the most impact in town. In the last year, we have led invitation-only focus groups in Madison, Fairfield and Washington as part of strategic work we have conducted with those towns. CERC's CEO is a trained facilitator and has many years of experience working in this setting to draw out concerns and ideas and keep the conversation solution-oriented while ensuring that everyone feels heard. This is especially important at the beginning of the process so that EDC members do not feel that decisions have already been made without their input. We understand that Simsbury does not have a large commercial base and we would draw out ideas and solutions that guide the Economic Development staff and volunteers to make the best use of their limited time and resources. This focus group may include some local business owners.

*Phase 2. Five-year plan outline:* Based on the focus group discussion, CERC will partner with the Town to create a list of priorities with the EDC that will inform the development of the five-year plan. CERC will draft an outline of the plan and will engage with the group to ensure that the members' vision is being met.

*Phase 3. Finalized five-year plan:* CERC will finalize a five-year action plan for the EDC after receiving feedback from the group. In addition to providing specific goals, this plan will serve as a detailed prioritized implementation plan with action steps, breaking out costs, partners, timelines, task leads roles for staff and EDC members, chronological milestones, and deliverables.

The plan will also help the Economic Development Commission and the Board of Selectmen answer the question: "So what?". By including information on the predicted outcomes of each of the strategic actions, this will allow the EDC to better understand how its own vision will impact the future of economic development in Simsbury.

**EDC Formation Support:** In addition to this three-phased plan, CERC will assist the Board of Selectmen with best practices in establishing an Economic Development Commission. CERC will provide guidance and samples/templates for bylaws, metrics for success, recruitment (the ideal number and make-up of commissioners), agendas and minutes that allow for meaningful contribution.

**Providing ongoing support to the Economic Development Commission beyond the assistance with establishment:** With no staff liaison to the Economic Development Commission past its formation, the group could risk losing productivity and momentum in meaningfully helping the town

achieve its economic development priorities. With our experienced municipal economic development staff who have served in this staff liaison role for over 15 years in various Connecticut towns, CERC will ensure that the EDC's efforts, which will be based upon the five-year plan, do not lose steam. These supporting activities will include (but not be limited to):

- Preparing monthly agenda and minutes
- Attending the EDC meetings and guiding the commission
- Brainstorming new functions for the EDC and working with the EDC leaders to enact those roles
- Following up after monthly EDC meetings with relevant staff and stakeholders to continue the momentum

CERC proposes one dedicated consultant to work with Simsbury's EDC, allowing that individual the ability to become familiar with the town so that they are best able to support the EDC members in their economic development efforts. Having a consistent individual in this function is critical to this success as that person can get to know the commissioners and the business community, make meaningful connections, follow projects through from start to finish, and become a trusted advisor in the community.

## PROJECT GOALS

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The goals of CERC's general economic development assistance include the following:

- Strategic direction for economic development efforts in Simsbury – elected and appointed officials, community boards and commissions and staff all working toward the same economic development goals;
- Understanding of each respective economic development organization's role;
- Identification and elimination of overlap in organizational missions;
- Seamless integration of the EDC into Simsbury's overall economic development landscape;
- Increased efficiency of economic development processes; and
- Engagement and support of existing and prospective businesses.

# BUDGET

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- **Municipal Training - no charge**

- **Shared Visioning - \$5,500**

<i>Phase</i>	<i>Description of work</i>	<i>Fee</i>	<i>Anticipated time to completion</i>
Phase 1	Self-assessment tool and facilitated meeting	\$2,500	To be scheduled at Simsbury's earliest opportunity following the municipal training
Phase 2	Final report and matrix	\$3,000	3-4 weeks following the facilitated meeting

- **EDC formation support - \$19,000**

<i>Phase</i>	<i>Description of work</i>	<i>Fee</i>	<i>Anticipated time to completion</i>
Phase 1	EDC Focus group	\$2,500	To be scheduled at Simsbury's earliest opportunity
Phase 2	Five-year plan outline	No charge	3-4 weeks following the focus group
Phase 3	Formal written five-year plan	\$6,500	2-3 weeks following comments on the outline
EDC Formation Support	Guidance on establishing the commission	\$10,000 (based on 80 hours at \$125/hour)	Ongoing through 80 hours

- **Ongoing EDC support: 10 hours a month at \$80/hour (\$800/month)**

*Note:* number of hours for EDC support may vary month to month according to the town's preference. CERC is pleased to maintain a regular schedule to support the EDC. While it is difficult at the onset to determine the number of hours, CERC will maintain flexibility and welcome further discussion to determine a mutually agreed-upon schedule.

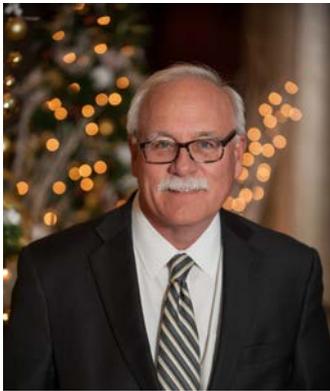


### **Pre-Approved DAS Vendor**

Since 2002, CERC has been a Department of Administrative Services-approved vendor, qualified to deliver comprehensive and integrated solutions, including market research, communications and economic development services, to Connecticut's state and municipal entities. This means that state and municipal entities can enter into a contract with CERC directly, without having to go through the RFP process. In addition, unlike typical marketing communication firms, CERC can leverage connections to the business and economic development communities because it is familiar with Connecticut's economic and political landscapes.

## **PROJECT TEAM**

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### **Robert W. Santy – President & CEO**

Robert W. Santy has enjoyed a 40-year career in a variety of positions at the intersection of business, the economy and public policy. He currently is President and CEO of the Connecticut Economic Resource Center, Inc. (CERC), a statewide nonprofit corporation and public-private partnership that provides economic development services, working with state, local and utility partners to leverage Connecticut's unique advantages as a premier business location. Mr. Santy also is playing a leadership role in the Open Data movement, advocating greater public accessibility to data, as chair of InformCT and the Connecticut Data Collaborative.

Prior to joining CERC in 2007, Mr. Santy served as president of the Regional Growth Partnership in New Haven, a not-for-profit collaborative economic development corporation serving the 15 communities of south central Connecticut. At the RGP, he worked with the chief elected officials and business leadership to establish and implement economic development strategies to improve the competitiveness of the region and support solutions to economic issues – including tax reform, economic development, affordable housing and competitiveness. Mr. Santy has authored numerous public policy proposals designed to improve Connecticut's competitiveness which have seen action in the Connecticut Legislature.

Previously, Mr. Santy was vice president of the Connecticut Capitol Region Growth Council and project director for the MetroHartford Millennium Project, the first comprehensive economic development strategy for the 29 towns of the capital region. From 1992 through 1995, he served as deputy commissioner of the Connecticut Department of Economic Development in the Administration of Governor Lowell P. Weicker, Jr. At DED, he helped develop new programs to provide incentives to retain and attract companies to the state. He also managed implementation of a multi-million-dollar award-winning economic development marketing program, developed a

strategic plan for UCONN's Center for Marine Science and Technology, led creation of the Connecticut Award for Excellence, and worked with the utility partners to create CERC.

Prior to beginning his economic development career in Connecticut, Mr. Santy served in the nation's capital for more than 15 years holding a variety of positions ranging from coordinator of special programs for Senator Lowell Weicker to the assistant administrator and chief of staff for the U.S Small Business Administration for President Ronald Reagan. In addition, he was a senior manager, Director of Government Relations and Small Business Affairs, for Deloitte and Touche, where he was responsible for firm relations with the federal government and for development and implementation on firm positions on public policy issues.



### **Courtney Hendricson – Vice President of Municipal Services**

Ms. Hendricson has over 15 years of experience as a local economic developer with expertise in commercial real estate and business retention and attraction. Passionate about local government and its direct impact on residents and business, she oversees CERC's services to municipalities, including economic and land-use support such as regulatory process improvement, commercial real estate analysis, and targeted business retention and recruitment strategies.

Prior to joining CERC, Ms. Hendricson served as Assistant Town Manager in Enfield, CT, revitalizing the town's Thompsonville section and developing a business incubator, and as Economic Development Director in Farmington, CT, targeting bioscience industry growth through strategic partnerships. She also was the director of community development for Connecticut Main Street Center. She began her career in Austin, Texas, working on large scale economic development projects for the city manager's office. She received a bachelor's in government and sociology from Connecticut College and a master's in public affairs from The University of Texas at Austin.

Ms. Hendricson currently serves as board president of the Connecticut Economic Development Association (CEDAS) and immediate past president of the Commercial Real Estate Women (CREW CT). She was chosen as CEDAS' Member of the Year in 2012 and received CERC SiteFinder's Local Economic Developer Award. Courtney is past chair of MetroHartford Alliance's Regional Economic Development Forum, past co-chair of the International Council of Shopping Centers (ICSC) P3 Retail Program in Connecticut, and a graduate of Leadership Greater Hartford's QUEST leadership development program. She regularly conducts municipal trainings across the state and presents at conferences, such as the CT Conference of Municipalities and the Northeastern Economic Development Association, and is committed to the advancement of women in economic development, local government and commercial real estate.

Mr. Santy sits on the Regional Plan Association’s Committee on the Fourth Regional Plan, which is a comprehensive, long-range strategic plan for the NY-NJ-CT metropolitan area. Additionally, he holds leadership positions with the Connecticut Institute for the 21st Century, the Eastern States Exposition, Connecticut Main Street Center, and the New Haven Symphony Orchestra. A resident of New Haven, he has a BA in American Civilization and an MBA in Business, Economics and Public Policy from The George Washington University.



### **Sadie Colcord – Municipal Services Associate**

Ms. Colcord brings experience from several economic and business development-related organizations. The skills and knowledge she has gained while working at public, private, and nonprofit organizations assist her in her work at the intersection of business, government, and the nonprofit sector. Working under Courtney Hendricson in the Municipal Services Department, Sadie provides support with the development of strategies for local economic growth, outreach to municipalities, and grant writing, to name a few.

Ms. Colcord has worked for the Town of Windsor Department of Economic Development, the Connecticut Business and Industry Association, the Connecticut Main Street Center, and the New Haven Town Green Special Services District. She holds a Master’s in Public Administration and B.A. in Economics – both from the University of Connecticut. She also sits on the Board of the Connecticut Economic Development Association.

## **SIMILAR PROJECTS PERFORMED**

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Following are samples of similar municipal work and outcomes performed by CERC staff.

**Town of Madison:** The Town of Madison has retained CERC to provide a five-year strategy for their Economic Development Commission. CERC’s work in Madison consists of three components: (1) leading a focus group with the EDC members, (2) developing a mission and outline for a five-year plan with EDC feedback, and (3) producing a formal written plan for EDC actions over the next five years.

**Town of Fairfield:** The Town of Fairfield asked CERC to develop a strategic work plan that would mobilize municipal support and guide the efforts of the Town’s Economic Development Commission (EDC) and other municipal actors as they built a strategic economic vision. Fairfield, which has a strong, stable community with a well-regarded quality of life, has several economic development issues that, with a thoughtful approach, could also be viewed as opportunities for growth. To help

them do so, CERC was engaged to identify strategic action steps that would guide the Town in its economic development policy making.

To better understand the key issues and to develop this plan, CERC gathered input from the Town's business community and residents in a number of ways. CEO Bob Santy met with leading members of Fairfield's business community as well as the board of the Fairfield Chamber of Commerce to hear about their visions for the Town and critical investments that they thought should be made for the Town's future. CERC also surveyed Fairfield residents and members of the business community to gauge why they chose to live or locate a business there and about their use of various local services. Based on this data-gathering, CERC then led a consensus-building workshop for key Fairfield stakeholders that helped refine their suggestions and concerns. CERC also reviewed a series of best practices that would be applicable to Fairfield's strengths and developed an industry analysis to support the Town's business attraction and retention policies.

The final deliverable for this project was a report centered around the concept of maintaining the appealing quality of life in town. The report included a series of recommendations grouped under four themes: Making Fairfield More Business Friendly; Maintaining Fairfield's Quality of Life; Nurturing Hospitality and Tourism; and Marketing and Branding Fairfield. Each of the recommendations within these themes was focused on achievable goals that build on the Town's strengths and did not require undue costs. Moreover, many of the recommendations focused on ways for the Town government to interact with the business community or area nonprofits (such as its notable universities) to build on past successes and stimulate new growth.

The final report was provided to the Town's Director of Economic Development, who then shared it with the local government, members of the business community, and residents, in order to garner feedback for next steps and implementation.

*"CERC was instrumental in working with the Fairfield Economic Development Commission in thinking strategically about our community's long-range economic development goals and developing actionable steps by which we could achieve those goals. The end result was a plan document that enables the Commission to rally support, marshal resources and track progress."*

*-Mark Barnhart, Director of Community & Economic Development*

**Town of Woodbridge:** The Town of Woodbridge recently hired CERC Municipal Services staff to serve as the liaison between the Economic Development Commission and the First Selectman's Office. With no staff liaison to the Economic Development Commission, the commission is not as productive as they could be to meaningfully help the town achieve its economic development priorities. With our experienced municipal economic development staff who has served in this staff liaison role for over 15 years in various Connecticut towns, CERC provides the staff liaison function for Woodbridge's Economic Development Commission. This function includes (but is not limited to):

- Preparing monthly agenda with the First Selectman’s office;
- Attending the EDC meetings and guiding the commission;
- Brainstorming new functions for the EDC and working with the EDC leaders to enact those roles; and
- Following up after monthly EDC meetings with relevant staff and stakeholders to continue the momentum.

CERC uses one dedicated consultant to work with Woodbridge’s EDC, allowing that individual the ability to become familiar with Woodbridge so that they are best able to support the town in its economic development efforts. Having a consistent individual in this function is critical to its success as that person can get to know the commissioners and the business community, make meaningful connections, follow projects through from start to finish, and become a trusted advisor in the community.

## REFERENCES

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**David Anderson**

Director of Planning & Economic Development  
Town of Madison  
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andersond@madisonct.org

**Mark Barnhart**

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Town of Fairfield  
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mbarnhart@town.fairfield.ct.us

**Beth Heller**

First Selectman  
Town of Woodbridge  
(203) 389-3401  
bheller@woodbridgect.org





# Town of Simsbury

933 HOPMEADOW STREET ~ SIMSBURY, CONNECTICUT 06070

*Maria E. Capriola – Town Manager*

## MEMORANDUM

**To:** Economic Development Work Group  
**From:** Maria Capriola, Town Manager  
**Cc:** Melissa Appleby, Deputy Town Manager  
Mike Glidden, Interim Planning and Community Development Director  
**Date:** August 1, 2018  
**Subject:** Draft EDC Membership Policy Resolution

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### Background

Attached is a sample policy resolution that could be forwarded to and considered by the full of Board of Selectmen regarding the membership composition of the Economic Development Commission. I believe it is reflective of the discussion that the work group has had on the matter, and incorporates feedback received at the last Board of Selectmen meeting.

It was decided to establish the desired skill sets and qualifications for the seven (7) Economic Development Commission membership slots by policy resolution, as opposed to ordinance, in order to modify the composition in a more expeditious manner as trends change and emerging needs arise.

### Suggested Motion:

If the Economic Development Work Group supports the draft policy resolution as presented, the following motion is suggested:

*Move, effective August 7, 2018 to recommend to the full Board of Selectmen the adoption of the presented policy resolution regarding Economic Development Commission membership slots.*

### Attachment:

- Draft Policy Resolution – EDC Membership Slots

***Draft EDC Membership Policy Resolution***  
***Would Require a Separate Resolution of the Board – Not to be Included in the Ordinance***

Move effective, August 13, 2018 to establish the desired skill sets and qualifications for the seven (7) Economic Development Commission membership slots as follows:

- (1) Member representing the Simsbury development community, commercial or residential
- (3) Members representing the Simsbury business community
- (1) Member with land use or architectural expertise
- (1) Member with marketing, public relations, or communications expertise
- (1) Member with tourism expertise

The intent of the Board is to fill the seven (7) membership slots with individuals possessing the identified skill sets and qualifications. If however, the Board is unsuccessful in identifying a qualified individual(s) to fulfill one or more of the membership slots, the Board of Selectmen may consider and appoint an individual(s) that possesses any of the desired skill sets identified above.

Further move to establish three (3) Economic Development Commission ex-officio membership slots, in addition to the Town Manager as established by ordinance:

- (1) Member of the Board of Selectmen
- (1) Member of the Planning Commission
- (1) Member of the Zoning Commission

The Board of Selectmen reserves the right to amend this resolution as necessary to modify membership qualifications for both regular and ex-officio members.

**Draft Ordinance**  
**Chapter \_\_\_\_**

**Economic Development Commission**  
**July 9, 2018**

**Section \_\_\_\_ . Establishment**

Pursuant to the provisions of section 7-136 of the Connecticut General Statutes and Chapter VI, Section 609 of the Town Charter, the Board of Selectmen hereby creates, by ordinance, an Economic Development Commission. Pursuant to Section 609 of the Town Charter, the membership, terms, duties and responsibilities, not inconsistent with the Town Charter or state law are hereby established. Hereinafter, the Simsbury Economic Development Commission will be referred to as the “Commission.”

**Section \_\_\_\_ . Purpose of Commission**

The Commission shall serve as an advisory board to the Board of Selectmen. The purpose of the Commission shall be to promote and develop the economic resources of the Town and to advance the Town’s economic development goals as defined by the Board of Selectmen. The Commission shall be empowered to conduct research into economic conditions and trends, and to collaborate with community organizations which promote economic development.

**Section \_\_\_\_ . Appointment of Members**

a) **Voting Members.**

1. The Economic Development Commission shall consist of seven (7) voting members who shall be Electors of the Town as defined in the Charter and appointed by the Board of Selectmen. Each member shall be appointed to three year terms.

At the time of establishment of the Commission three (3) members shall be appointed to two (2) year terms and four (4) members shall be appointed to three (3) year terms. Thereafter, all terms shall be for three (3) years.

No member shall serve more than two full three-year terms, regardless of whether those terms are consecutive.

2. Any vacancy on said Commission shall be filled by appointment of an elector of the Town by the Board of Selectmen for the unexpired portion of the term. No member shall be appointed to fill a partial term caused by a vacancy on more than one occasion. A member may fill one partial term in addition to the two full three-year terms referenced above.
3. Member appointments are intended to be non-partisan and based on qualifications and experience as it relates to economic development. Member qualifications and

experience may be further defined by a separate resolution of the Board of Selectmen. Voting members shall not be elected officials of the Town, nor active full-time or part-time employees of the Town who work the minimum number of hours to be considered benefits-eligible.

- b) **Non-Voting Members.** The Town Manager shall be an ex-officio member of the Commission with full participation rights, but will not have the ability to vote on Commission matters. Other ex-officio members may be added by a separate resolution of the Board of Selectmen.

### **Section \_\_\_\_. Organization**

- a) **Chair and Vice Chair.** On or before the thirty-first day of October each year, the members of the Commission shall meet and elect from among the appointed members a Chair and Vice Chair.
- b) **Administrative Support.** The Town Manager's Office will provide administrative and technical support to the Commission. The Town Manager in his or her discretion may assign other staff persons as needed to provide administrative and technical support as needed.
- c) **Meeting Schedule.** Regular meeting schedules shall be established annually and filed in accordance with Connecticut General Statutes.
- d) **Quorum.** The presence of four (4) members of the Commission shall constitute a quorum to take action. No action shall become valid unless authorized by a vote of the majority of the total membership present and voting.

### **Section \_\_\_\_. Reports**

- a) On or before the thirty-first day of October each year, the Commission shall prepare and submit to the Board of Selectmen an annual report of its activities and, if applicable, recommendations for improving the economic condition and development of the Town. The Commission may be asked from time to time to present more frequent reports of its activities and to appear before the Board of Selectmen to report on those activities.
- b) The Board of Selectmen will provide direction and goals to the Commission on an annual basis on or before the thirtieth day of November each year.

### **Section \_\_\_\_. Expenses**

- a) **No Compensation, Reimbursement of Expenses.** Members of the Commission shall receive no compensation for their services. However, members shall be reimbursed for necessary expenses incurred in the performance of their official duties, when such funds are available in the Town's approved budget and authorized in advance by the Town Manager.

- b) **Commitment of Town Funds.** In the performance of its duties, the Commission shall not incur any expense, or obligate the Town to pay any expense, unless funds have been appropriated by the Town specifically for the use of the Commission and authorized in advance by the Town Manager.

**Section \_\_\_\_.** **Removal of Members**

- a) **Removal for Cause.** Any member of the Commission may be removed by the Board of Selectmen, upon the recommendation of the Town Manager, for cause. Such member will be afforded an opportunity for a public meeting with the Board of Selectmen prior to a final decision being made regarding their status for removal. The purpose of the public meeting is to give the member an opportunity to be heard in person before the Board of Selectmen prior to a final decision being made.
- b) **Removal for Absences.** Any Commission member who is absent from more than fifty (50) percent of Commission meetings during any twelve (12) month period may be removed from the Commission, and the vacancy shall be filled by the Board of Selectmen. An exception may be granted by and at the discretion of the Town Manager due to a member's illness or other exigent circumstances.

**Section \_\_\_\_.** **Invalidity**

If any part, subsection, sentence, clause, phrase or other portion of this Chapter is, for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed to be a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portions hereof.

**Effective Date:** \_\_\_\_\_

**Public Hearing:** \_\_\_\_\_

**Adopted:** \_\_\_\_\_

**Published:** \_\_\_\_\_

**Town Clerk Attest:** \_\_\_\_\_



# Town of Simsbury

933 HOPMEADOW STREET ~ SIMSBURY, CONNECTICUT 06070

*Maria E. Capriola - Town Manager*

## MEMORANDUM

**To:** Economic Development Work Group  
**From:** Maria Capriola, Town Manager  
**Cc:** Melissa Appleby, Deputy Town Manager  
Mike Glidden, Interim Planning and Community Development Director  
Rick Bazzano, IT Manager  
**Date:** August 2, 2018  
**Subject:** Draft Social Media and Website Use Policy

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### Background

At the last Economic Development Work Group Meeting, the concept of a social media use policy was discussed. Attached is a very rough draft of such a policy for discussion purposes.

If the Work Group would like to vet the draft policy further, staff needs to complete the following work:

- Pending the outcome of the discussion of the Work Group on August 7<sup>th</sup>, make edits to the draft policy as needed
- Consult with the Town Attorney to ensure the policy doesn't infringe upon first amendment rights (free speech)
- Consult with the Town Attorney regarding whether or not the Board of Selectmen has the authority to authorize the creation or deletion of social media accounts and websites for other Town elected bodies, or to govern their content
- Consult with Labor Counsel regarding any potential collective bargaining implications (i.e. mandatory v. permissive subject of bargaining)
- Consult with HR & IT staff to ensure that the policy is consistent with our other technology use policies
- Consult with department heads regarding the draft policy

Once a draft is in good condition, the Work Group may want to report back to the full Board of Selectmen as well as recommend referrals to Technology Task Force and advisory and/or elected bodies that have an existing social media or web presence.

### Attachment:

Telephone (860) 658-3230  
Facsimile (860) 658-9467

[townmanager@simsbury-ct.gov](mailto:townmanager@simsbury-ct.gov)  
[www.simsbury-ct.gov](http://www.simsbury-ct.gov)

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8:30 - 4:30 Tuesday through Thursday  
8:30 - 1:00 Friday



# Town of Simsbury

933 HOPMEADOW STREET ~ SIMSBURY, CONNECTICUT 06070

*Maria E. Capriola - Town Manager*

- Draft Social Media and Website Use Policy



# Town of Simsbury

933 HOPMEADOW STREET ~ SIMSBURY, CONNECTICUT 06070

**TOWN OF SIMSBURY  
SOCIAL MEDIA AND WEBSITE USE POLICY**  
*Adopted by the Simsbury Board of Selectmen on **INSERT DATE**, 2018*

## I. Purpose

The purpose of this policy is to provide standards and procedures for the establishment and appropriate use of Town of Simsbury social media and website accounts.

The intended purpose of Town social media and website accounts is to serve as a mechanism for authorized Town officials to disseminate information and communicate with members of the public regarding official town business. The Town recognizes that social media is an evolving communications tool with new resources constantly emerging and being available.

## II. Applicability

This policy applies to all Town employees, elected officials, and appointed officials, whether paid or unpaid.

## III. Effective Date

This policy shall remain in effect until revised or rescinded. The Town reserves the right to amend this policy as necessary.

## III. Policy

The Town of Simsbury social media outlets and websites will serve primarily to disseminate information from the town and communicate with members of the public regarding official Town business. Examples include but are not limited to: town meetings, public hearings, and information sessions; activities, events or programs sponsored or co-sponsored by the Town; town programs, services, and projects; forms; fees; policies; and topical or seasonal town issues. Town social media accounts are not intended to serve as public fora. The Town's official website ([www.simsbury-ct.gov](http://www.simsbury-ct.gov)), and any other domains owned by the Town, will remain the Town's primary method of internet communication.

## IV. Account Management

**A. Town Departments.** The establishment of Town of Simsbury social media accounts and websites by town departments is subject to approval by the Town Manager or his/her designee. Department directors will be responsible for managing the content and upkeep

of any social media accounts and websites they create. The Town Manager or his/her designee has the discretion and authority to eliminate, disable, or suspend the use of social media accounts and websites by town departments.

- B. Elected and Appointed Bodies.** The establishment of Town of Simsbury social media accounts and websites by elected and appointed bodies is subject to approval by the Board of Selectmen. Department directors will be responsible for managing the content and upkeep of any elected and appointed bodies' social media accounts and websites they are assigned to by the Town Manager or his/her designee. The Board of Selectmen, or the Town Manager or his/her designee in the event of an emergency or exigent circumstances, has the discretion and authority to eliminate, disable, or suspend the use of social media accounts and websites by elected and appointed bodies.
- C. Contact Information.** All Town of Simsbury social media sites shall use authorized Town contact information for account setup, monitoring, and access. Town of Simsbury social media accounts do not belong to a specific person and will be transferred by management to staff members responsible for managing content as appropriate.

## V. Content Management

- A. Communicating an Official Town Position on Social Media.** Unless authorized in writing by the Town Manager or his/her designee, employees do not have permission to speak on behalf of the Town through social media. Advisory bodies are not authorized to take a policy position and speak on behalf of the Town through social media unless authorized by the Board of Selectmen; this is not intended to prohibit or restrict an appointed official from speaking on behalf of oneself on a personal social media account or website regarding a matter of Town business so long as it is disclosed that the individual is not speaking on behalf of the advisory body or Town.
- B. Conduct on Social Media.** All authorized persons managing content for Town social media sites shall conduct themselves at all times as professional representatives of the Town and in a manner consistent with all Town policies.
- C. Content.** Social media content should include information from the Town regarding official Town business. Examples include but are not limited to: town meetings, public hearings, and information sessions; activities, events or programs sponsored or co-sponsored by the Town; town programs, services, and projects; forms; fees; policies; and topical or seasonal town issues.

Social media content should complement and be consistent with other established Town communication tools.

Content should never include foul, obscene, or other inappropriate language, photos, videos, or graphics.

Content for an official Town social media account or website should be nonpartisan in nature.

- D. **Responses from the Town.** All authorized persons managing content should be aware that content posted by the public to social media sites may require a response from the Town. Users shall not provide lengthy responses or engage in debate through the social media forum. If comments provided by the public require a comprehensive response, those responses should be provided via private message, email, mail, or telephone.
  
- E. **Public Records.** Content posted through Town social media accounts are subject to public records and record retention laws, rules, regulations and policies. Postings must not disclose information that may be confidential or exempt from disclosure under the Freedom of Information Act (FOIA). All content maintained in a social media format, including a list of subscribers and posted communication, may be a public record subject to public disclosure. Records should be retained in accordance with the relevant record retention laws.

## **VI. Personal Use of Social Media Accounts by Town Employees While on Duty for the Town**

Use of Town time and Town technology resources by Town employees for personal use of social media accounts should be nominal and highly infrequent. Town technology resources may be used by Town employees while on their lunch breaks or other breaks so as long as the use is appropriate and not inconsistent with the Town's technology use policies.

### **VI. Violations of Policy**

Employees that are found to have violated this policy may be subject to discipline up to and including termination without lower levels of discipline having been issued depending on the nature and severity of the offense or offenses. Any discipline issued shall be in accordance with procedures outlined in the employees' relevant collective bargaining agreements or the Town Personnel Rules as applicable.

When it is determined that content has been posted that is not consistent with this policy, the Town Manager or his/her designee may authorize its immediate removal.