

# TOWN OF WINCHESTER BOARD OF SELECTMEN MEETING

Regular Meeting Agenda June 06, 2022, 7:00PM

P. Francis Hicks Room

Streamed live on YouTube and Channel 194

FILED CLERK'S OFFICE

- 1. CALL TO ORDER (Turn your cell phones off)
- 2. PLEDGE OF ALLEGIANCE
- 3. AGENDA REVIEW
- 4. APPROVAL OF MINUTES
  - A) Minutes of Regular Meeting on May 16, 2022

TOWN CLERK OF WINCHESTER WINSTED, CT

JUN - 3 2022

#### 5. CITIZENS' COMMENTS

The Board of Selectmen welcomes public comments, speakers will be limited to three (3) minutes or less and may speak only once. Please give your name and address.

- 6. TOWN MANAGER'S REPORT
- 7. CORRESPONDENCE
- 8. BOARDS AND COMMISSIONS
- 9. UNFINISHED BUSINESS
  - **A)** 22-25b Consider and possibly act on adoption of a Smoking & Cannabis Use Ordinance (Town Manager Kelly)
  - **B)** 22-31a Consider and possibly act on the American Rescue Plan Act allocations (Town Manger Kelly)

#### 10. NEW BUSINESS

- A) Presentation of a 5-year Water Level Plan Schedule-(Water Level Commission)
- B) Review and consider updates to the Town Strategic Plan (Mayor Arcelaschi)
- C) 22-34 Municipal Suspense Tax List (Town Manger Kelly)
- D) 22-35 Proposed Line-Item Transfer (Town Manger Kelly)
- E) 22-36 Refunds as Recommended by Collector of Revenues (Town Manager Kelly)
- F) 22-37 Set Mill Rate (Town Manager Kelly)
- G) Discussion on Moose Naming Contest (Mayor Arcelaschi)
- H) Consider and possibly act on items to be discussed in Executive Session



### TOWN OF WINCHESTER BOARD OF SELECTMEN MEETING

Regular Meeting Agenda May 02, 2022, 7:00PM

P. Francis Hicks Room

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#### 11. CITIZENS' COMMENTS

The Board of Selectmen welcomes public comments, speakers will be limited to three (3) minutes or less and may speak only once. Please give your name and address.

#### 12. EXECUTIVE SESSION

- A) Discussions on prospective property transactions
- B) Town Manager annual performance evaluation and contract negotiations

#### 13. SELECTMEN'S COMMENTS AND REPORTS

#### 14. ADJOURNMENT

## **Town of Winchester**

Board of Selectmen Regular Meeting Monday May 16, 2022

Linda Groppo (Selectman)

Jack Bourque (Selectman)

#### Item 1 Call to Order

Meeting called to order by Mayor Todd Arcelaschi at 7:05pm

Attending Members

Todd Arcelaschi (Mayor)

Candy Perez (Selectman)

Candace Bouchard (Selectman) Steve Sedlack (Selectman)

Absent Excused

Jonathan Morhardt (Selectman)

Staff Members

Josh Kelly (Town Manager)

Ann Marie Rheault (Finance Director)
Glenn Albanesius (Town Clerk)

Item 2 Pledge of Allegiance

The Pledge was recited by all

Item 3 Agenda Review - Under New Business Item 12 F(22-31) moved to Position B

#### Item 4 Special Town Meeting - Called to order at 7:08pm

- \* Mayor Arcelaschi accepted role of Moderator
- \* Town Manager Josh Kelly read the Call of the Meeting Discussion/Possible action regarding easements around Crystal Lake and Rugg Brook Reservoir to State of Connecticut Department of Energy & Environmental Protection
- \* Tim Abbott from Housatonic Valley Association and Jen Perga from the Winchester Land Trust gave a detailed overview of the Easement Sale to the State.
- \* Residents engaged in a Question and Answer session
- \* Motion Statement "I move that we authorize the sale of conservation easements over approximately 1,296.65 acres of Town-owned land, as outlined in Schedule A of the offer letter provided by the Connecticut Department of Energy & Environmental Protection, to the State of Connecticut in return for a minimum of \$750,000, in accordance with the conditions that are outlined in the same offer letter. A copy of the offer letter is attached to this motion and made a part hereof."

Motion - Sel. Sedlack / Second - Sel. Perez

Vote to approve was by ROV verified Voter List and Unanimous Hand Count

#### Item 5 Approval of Minutes

\* Minutes of Regular Meeting on May 2nd, 2022

Correction made by Sel. Groppo - Item 6 Town Manager's Report - Section 4

First sentence to read - Members of the Economic Development Commission and Ted Shafer,

Economic Development Director, held a "Celebrate Winchester Business" event at the American Mural Project.

Correction made by Sel. Sedlack - Adding the official record of Vote for Boards and Commissions adding Appointment of Thomas Sullivan to Zoning Bd of Appeals

Motion - Sel. Bourque / Second - Sel. Sedlack

Vote - Unanimous

Motion - Sel. Perez / Second - Sel. Bouchard

Vote to accept minutes - Unanimous (6-0)

#### Item 6 Citizens Comments -

\*Resident Bryan Sundie spoke regarding the placement of a new traffic stop sign at the bottom of Spencer Street where it intersects with Hinsdale Avenue

#### Item 7 Town Manager's Report - Josh Kelly reported to the Board on the following topics. . .

- \* A sincere thank you to all involved with the preparation and ultimate approval of Conservation Easement sale
- \* The Town has received 2 new proposals for 508 Main Street
- \* Performance reviews for all Staff members reporting to the TM are underway
- \* Second round of ARPA project proposals will be detailed later in this meeting.
- \* Planning work has started on some of the smaller components of the Community Challenge Grant projects. State documents will be available to be signed in the near future.
- \* Town staff working on moving several housing projects forward. Live at Home opened it's doors for business at 58 Main Street with more to follow.
- \* Round 1 funding for approved Façade and Business Start Up Grant projects has been distributed. A Round 2 proposal will be given to the BOS for review. If approved, funding will begin in June and July of this year.
- \* The Town is preparing a US DOT "Reconnecting Communities" Grant Application. This is an effort to cover costs associated with completion of an Encroachment Permit and Associated Studies/Reviews by CT DOT of a Main Street redesign and enhancement initiative
- \* Reminder that a Special Town meeting for explanation and review of the Infrastructure Bond Resolution is scheduled for 7:00pm on May 24th

#### Item 8 Finance Directors Report

- \* Finance Director Ann Marie Rheault reviewed current General Fund, Cash Flow and CIP data
- \* A new Grant Status Spreadsheet is being developed
- \* Tax Collections are at 102%
- \* July's Tax Bills will be formatted differently as a result of our new software program

#### Item 9 Correspondence -

\* Sel. Sedlack made note that the Superintendent of Schools has notified the Town that Batcheller School will be soon turned back over to the Town. He asked TM Kelly for an update regarding repurposing options.

#### Item 10 Boards and Commissions - Sel. Sedlack introduced the following actions

- 1) The following applicants were nominated to serve.
  - Tyler Tucker (U) as an Alternate Member of the Economic Development Commission Joseph Santoro (U) as an Alternate Member of the Economic Development Commission Voting to confirm Appointment will occur at the June 6th meeting
- 2) Sel. Sedlack entered Eleanor (Ellie) Gunn for consideration to join the Zoning Board of Appeals The BOS agreed to vote at the June 6th meeting once Party affiliation and Term expiration date were determined

#### Item 11 Unfinished Business -

A) 22-25a Consider and Possibly act on adoption of a Smoking & Cannabis Use Restriction Ordinance.

Selectmen reviewed a "Red Line" copy of Atty Nelligan's proposed language changes.

TM Kelly explained the reduction of penalty to \$50.00

Sel. Bourque requested the Board approve the word "permit" in place of authorize in Section XX-3 Motion Statement - I make a motion that the BOS move the "Smoking and Cannabis Use Restriction Ordinance to Adoption vote at the next scheduled BOS meeting.

Motion - Sel. Bouchard / Second - Sel. Bourgue

Vote to approve - Unanimous (6-0)

#### Item 12 New Business -

A) 22-27 Driveway permit variance for 674 E. Wakefield Blvd

Motion Statement - I move that the Board of Selectmen grant a Driveway Variance to Ms. Neal for 674 East Wakefield Blvd.

Motion - Sel. Perez / Second Sel. Bourque

Vote to approve - Unanimous (6-0)

F) 22-31 Consider and Possibly Act on Proposed ARPA Allocation (Round II)

TM Kelly outlined his proposed projects and expenditures for the second round of ARPA He asked that the BOS prioritize just one expenditure related to the extension of the Greenway Trail explaining that \$320,000 and a reallocation of \$200,000 initially targeting the purchase of 2-way radios was urgently needed to award a bid which keeps the GT project moving forward. Motion Statement - I move that the Board of Selectmen allocate a total of \$320,000 from the American Rescue Plan Act to be delivered to the Town of Winchester from the Federal Government on July 1, for construction work on the Sue Grossman Greenway.

Motion - Sel. Arcelaschi / Second Sel. Bouchard

Vote to approve - Unanimous (6-0)

#### B) 22-28 Engagement of Town Auditor

Motion Statement - I move that the Board of Selectmen authorize the Town Manager to sign the Letter of Engagement with King & King Associates, for the terms described in correspondence received May 12, 2022 to complete the 2021-2022 audit with added stipulation that rotating Staff Associates are used to compile audit.

Motion - Sel. Perez / Second Sel. Sedlack

Vote to approve - Unanimous (6-0)

#### C) 22-29 Refunds as Recommended by Collector of Revenues

Motion Statement - I move that the Board of Selectmen authorize the refunds recommended by the Collector of Revenues in the amount of \$1558.17

Motion - Sel. Bouchard / Second Sel. Groppo

Vote to approve - Unanimous (6-0)

#### D) ECODE and Ordinances

TM Kelly will be meeting with BOS members for ECODE access training

#### E) 22-30 Appointment of Moderator for May 24th Special Town Meeting

Motion Statement - I move that the Board of Selectmen appoint Mayor Arcelaschi to serve as the Moderator for the May 24, 2022 Special Town Meeting

Motion - Sel. Perez / Second Sel. Bouchard

Vote to approve - Unanimous (6-0)

#### D) 22-32 Proposed Line Item Transfer

Motion Statement - I move that the Board of Selectmen approve the Line Item Transfer of \$2300.00 from Fringe Benefits Medical (111-900-0002), to Office Supplies (111-806-0000) for \$300.00, Membership, Dues & Subscriptions (111-814-0000) for \$1000.00 and

Purchase Office Equipment (111-806-0001) for \$1000.00.

Motion - Sel. Bouchard / Second Sel. Groppo

Vote to approve - Unanimous (6-0)

#### D) 22-33 Proposed Line Item Transfer

Motion Statement - I move that the Board of Selectmen approve the Line Item Transfer of \$12,700 from Town Manager - Fringe Benefits Medical (111-900-0002), to Buildings - Town Hall Maintenance of Structures (127-827-0000)

Motion - Sel. Bouchard / Second Sel. Sedlack

Vote to approve - Unanimous (6-0)

#### Item 13 <u>Citizens Comments</u> - None

#### Item 14 Selectmen's Comments and Reports

- \* Selectman Perez reminded everyone about upcoming Housing Plan Meeting on May 31 and the 250th Town of Winchester Anniversary events planned this coming weekend
- \* Selectman Groppo explained that Laurel Festival tickets would be available at the Town Clerks office
- \* Mayor Arcelaschi spoke of Torrington Mayor Dee Donne's recent passing and asked for the community's help identifying the person terrorizing Winsted on a orange colored dirt bike

#### Item 13 <u>Meeting Adjournment</u>

\* Motion - Sel. Sedlack / Second - Sel. Bouchard To adjourn the meeting at 9:36pm Vote to approve - Unanimous (6-0)

ATTEST:

Glenn Albanesius, Town Clerk



#### TOWN OF WINCHESTER - CITY OF WINSTED

Town Hall – 338 Main Street
WINSTED, CONNECTICUT 06098

TO:

Board of Selectmen

FROM:

Josh Kelly, Town Manager

SUBJECT:

Manager's Report

MEETING DATE:

June 6, 2022

Below you will find a list of updates that highlight activities occurring around town since the Board last met and some reminders of activities that occurred in the prior month or that are coming soon. If you have any questions about these items or items that do not appear on this list, please email me at townmanager@townofwinchester.org.

- **508 Main Street:** Proposals for the 508 Main Street property have been opened. Two proposals were received. I have a proposal for the Board to consider authorizing.
- Annual Reviews: I am in the process of completing annual reviews for all staff
  members that report directly to me. I plan to make this an annual process where
  staff members complete self-reflections each April, I complete reviews of
  subordinates in May, and they have an opportunity to review, respond, and provide
  me with a level of feedback in June. So far, this has been a positive process.
- ARPA: I have included a list of projects that I proposed be funded with "Phase 2" ARPA dollars. I am asking that the Board of Selectmen consider making these adjusted allocations tonight.
- Batcheller School: The Board of Education is planning to return full control of the Batcheller School building to the Town effective June 30, 2022. Before that, on June 28, they plan to hold a building-wide tag sale, open to the public, so that items can be reused to the greatest extent possible and money that would otherwise go to renting dumpsters can be saved. Money made from this program will be given directly to the Town. The Town is busy working to develop an RFP to market this space, and some discussions on that matter will occur later tonight.
- Communities Challenge Grant: Planning work has begun on some of the smaller community-building components of the projects, and we will receive documents from the state to sign in the near future.
- Community Engagement: Since the last Board of Selectmen meeting, I attended the Association for Realtors breakfast to talk to area realtors about the wonderful things that are happening in Winchester. On Thursday, May 19th, I joined many of you at the Gilbert School to talk to students in civics classes about local government.

- E-Code: I have sent along written instructions to each of you about how to access the E-Code online system and review documents that have been made available to us through that system. If you would like to be shown how to navigate any part of the system in-person, please make an appointment to speak to either me or Terry in my office, or reach out to Candy, Candace, or Linda to ask for assistance.
- Economic Development: A handful of prospective businesses have approached the
  Town about opening a new business here or relocating their business to Winsted.
  The Director of Economic Development, the EDC, and I all remain hard at work to
  make this process easy, helpful, and impactful to our community. Marketing efforts
  continue, and more marketing focus group meetings will be held in the weeks to
  come.
- Façade & Business Start-Up Programs: The Town still has \$50,000 dedicated to its Business Start-Up Program that are unawarded. We are working diligently to use this money to attract new and expanding businesses to Town. Five new businesses have already accepted awards as part of this program.
- Fair Rent Committee: A list of participants for this committee is being finalized.
- Grants: A staff meeting has been set to discuss possible application submissions for the following programs: Community Investment Fund 2030, Reconnecting Communities (US DOT), Paul Bruhn Historic Revitalization Grant, Safe Streets and Roads for All (US DOT), Community Facilities Direct Grant Program (USDA), T-Mobile Hometown Grant, and STEAP. Please send information about additional grant opportunities to me if you come across any.
- Housing Plan: The Housing Plan Steering Committee held a virtual feedback forum with the public this past week, and a new date will be set for an in-person forum in the near future (this had to be rescheduled due to my inability to attend due to a death in my family). I will share this new date for the in-person forum as soon as it is known. The Town has received an extension from the State on developing this housing plan, meaning that we have more time to develop, review, and ultimately adopt a housing plan. Once public feedback is collected, a draft plan will be developed by our consultant (Jocelyn Ayer), that draft will come before the Board of Selectmen for review and possible edits, and it will ultimately be the Selectmen's vote that will adopt any final plan.
- Infrastructure: The infrastructure proposal has been adopted by referendum, and the Department of Public Works is already busy preparing for the work that will be done in the years to come. The Finance Department and I will begin working on a proposal, in conjunction with you and our consultants, in the near future to determine when money should be borrowed and when projects should go out to bid. This will be a complex process, as the market is unpredictable at this time, but we will progress one step at a time and make the best decisions we can with the information we have at our disposal.

- Personnel: I am awaiting the results of our posting for a Building Official from the Civil Service Commission, and we have also now posted for the Town Planner position (effective July 1, as per the approved FY 2023 budget). The Town Planner applications are due June 20, 2022. Other personnel work including the updating of job descriptions, improving Civil Service operations, and updating service contracts continues on a routine basis. As always, Selectmen are encouraged to reach out to me with any questions, and I am always available to sit down in-person or speak with you remotely.
- Town Hall Improvements: I am happy to say that we have found an extremely costeffective way to have some improvements made to Town Hall's lighting. With the
  help of a private partner, we are in the process of replacing all of Town Hall's
  fluorescent lights with LED lights, which are projected to last at least 10 years and
  will use less than half the energy they were using before. Rather than paying
  anything up front for the new fixtures, we have an arrangement with the private
  partner where we will pay the difference between the cost of running the fluorescent
  bulbs and the new, lowered cost of running the LED bulbs over the next four years.
  The cost steps down each year, meaning each year we will see more savings until
  the next year thereafter when the cost of the fixtures is totally paid off. These are the
  kinds of smart opportunities and investments that we continue to seek to lower costs
  while making key improvements to our facilities.

#### Here are a few upcoming events to mark on your calendars:

- Monday, June 20, 2022 (7pm): Next Board of Selectmen regular meeting.
- Tuesday, June 28, 2022 (Noon 6pm): Tag sale at Batcheller School.
- Tuesday, July 5, 2022 (7pm): First regular Board of Selectmen meeting in new fiscal year.

Respectfully submitted,

Joshua Steele Kelly

Town Manager & CEO

CC: Terry Hall, Administrative Assistant



#### TOWN OF WINCHESTER - CITY OF WINSTED

Town Hall – 338 Main Street
WINSTED, CONNECTICUT 06098

TO: Board of Selectmen

FROM: Josh Kelly, Town Manager

SUBJECT: Façade & Business Start-Up Program Update

MEETING DATE: May 27, 2022

Below you will find a list of the Façade & Business Start-Up Program awards that have been distributed at this time. In addition to the money dispersed as listed below, we still have \$10,000 that can be given as part of the Façade Improvement Program and \$50,000 that can still be given as part of the Business Start-Up Program, and this could be paired with an additional \$100,000 in American Rescue Plan Act dollars to help support the Façade program. For reference, the Town received over \$400,000 in requests for Façade Improvement Program dollars. If you have any questions about these items, please email me at <a href="mailto:townmanager@townofwinchester.org">townmanager@townofwinchester.org</a>.

Please note that all items listed below are forgivable loans, and as such they are loans and will be paid back to the Town unless very specific requirements are met.

#### Façade Improvement Program

| Business               | Address          | Towr | n Award | Busine | ess Investment | nvestment (Town<br>+ Business Investment) |
|------------------------|------------------|------|---------|--------|----------------|---|
| Miller's Crossing LCC  | 35 Willow St     | \$   | 20,000  | \$     | 900,000        | \$<br>920,000                             |
| The Tributary          | 17 Rowley St     | \$   | 20,000  | \$     | 20,000         | \$<br>40,000                              |
| Laurel Lanes           | 266 Main St      | \$   | 10,000  | \$     | 81,998         | \$<br>91,998                              |
| Birchwater Management  | 58 Main St       | \$   | 10,000  | \$     | 10,000         | \$<br>20,000                              |
| Whiting Mills          | 100 Whiting St   | \$   | 10,000  | \$     | 8,255          | \$<br>18,255                              |
| Beacon Prescriptions   | 294 Main St      | \$   | 8,000   | \$     | 41             | \$<br>8,041                               |
| Mario's Tuscany Grill  | 556 Main St      | \$   | 10,000  | \$     | 39,500         | \$<br>49,500                              |
| King, King, & Assoc.   | 95 North Main St | \$   | 7,500   | \$     | 4,500          | \$<br>12,000                              |
| McGrane's on the Green | 27 Park Place    | \$   | 10,000  | \$     | 30,000         | \$<br>40,000                              |
| R&B Sports World       | 19 Rowley St     | \$   | 10,000  | \$     | 25,000         | \$<br>35,000                              |
| Williams Chiropractic  | 88 Elm St        | \$   | 7,000   | \$     | 14,000         | \$<br>21,000                              |
| The Gilson             | 354 Main St      | \$   | 10,000  | \$     | 121,855        | \$<br>131,855                             |
| Railway Café           | 580 Main St      | \$   | 7,500   | \$     | 2,500          | \$<br>10,000                              |
| TOTAL                  |                  | \$   | 140,000 | \$     | 1,257,649      | \$<br>1,397,649                           |

All these businesses have committed to completing the scope of work as indicated in their application within six months of having received the funding awarded, with the exception of

Miller's Crossing LLC, which will require more time as a result of the sheer size and scope of the work being done to that building. Businesses that fail to complete the work and meet other parameters that have been set forward by the Town will not have their loans forgiven, and those loans will be due back to the Town no later than 395 days (a year and a month) after they received the money.

#### **Business Start-Up Program**

| Business              | Address         | Type of Business            | Award |        |
|-----------------------|-----------------|-----------------------------|-------|--------|
| Cura di se            | 60 Main St      | Protein Shakes (food/drink) | \$    | 10,000 |
| Laurel City Playhouse | 15 Case Ave     | Playhouse & Dance Hall      | \$    | 10,000 |
| Live. At Home.        | 58 Main St      | Home Goods                  | \$    | 10,000 |
| Tipi                  | 898 Main St     | Bar & Grill                 | \$    | 10,000 |
| Greenhouse B&B        | 21 Fairview Ave | Lodging                     | \$    | 10,000 |
| TOTAL                 |                 |                             | \$    | 50,000 |

All these businesses have committed to opening within six months of having received the funding awarded, with the exception of Laurel City Playhouse, which will require more time as a result of the sheer size and scope of the work being done to that building. Businesses that fail to open and meet other parameters that have been set forward by the Town will not have their loans forgiven, and those loans will be due back to the Town no later than 395 days (a year and a month) after they received the money.

Respectfully submitted,

Joshua Steele Kelly

Town Manager & CEO

CC: Terry Hall, Administrative Assistant

# Social Services Director- Board of Selectman Monthly Update (5 months, monthly thereafter) January 2022 – May 31, 2022

The Board of Selectman are always welcome to call or stop by if there is a question or need with which I can help.

#### Service Users:

- New: forty-six new service users, ten ongoing service users from 2021. This does not include calls for information which are too numerous to keep track of.
- Persisting Needs: Calls for assistance with housing, displacement, raised rents, unexpected evictions; Increase in the age of those seeking assistance; Increase in requests for emergency funding; Calls for help with benefits are constant.
- The Winsted Emergency Shelter at the YMCA has sixteen emergency shelter beds. Additionally, there fifteen single room occupancy rooms (SRO's), eleven of which are HUD/section 8 funded, and four of which are full pay rooms (574.00). Shelter guests who are not from Winsted are encouraged to return to their town of origin so they can access their support systems. The Shelter Manager estimates that less than 10% (annually) of shelter guests stay in Winsted. During my time in this role, I have helped two people find housing in Winsted post shelter stay. Both are lifelong residents of Winsted.
- When a Winsted citizen contacts me for assistance for an out-of-town family member, I provide them with guidance and information they can utilize to help their family member. This is consistent with best practices of municipal social work.
- The Winsted Social Service team has expanded this year and now includes Dan Matthews, Commander of VFW Post 296 and Cathy Ohm, Executive Director of the Winsted Youth Services Bureau, A Community Health Care Worker from Community Health and Wellness, Leo Gio, NW COG (when available).
- The Winsted Police Department has referred a total of ten cases. WPD referrals are becoming more frequent which is our goal.
- As of this writing, we have eight homeless people living unsheltered in town that I know of. I have regular contact with four of them to encourage them to seek assistance through 211. Three of the eight are living in cars which, by HUD's definition, is considered unsheltered. A call to 211 is the only way people can get assistance when they are homeless. If seeking shelter, a person can request one of the three shelters within the Northwest Coordinated Access Network (Winsted YMCA, FISH in Torrington, Saint Vincent's in Waterbury). However, each shelter operates differently therefore, the waiting list moves at a fluctuating pace. For example, FISH in Torrington is not a time limited shelter, therefore they have less frequent bed openings. The Winsted Emergency Shelter is a 30-day shelter with an extension program that requires a process of requests and approvals based on the person's efforts to improve their situation. This has not always been the case with

the Winsted Shelter. The management changed 4 years ago, and the shelter is now managed in accordance with the United States Interagency Council of Homelessness (USICH) Housing First standards set forth in their strategic plan.

#### Committees/Meetings:

- Member of the Northwest Hills Prevention Coalition: Winchester Youth Service Bureau
- Member of the Local Inter Agency Service Team (LIST): Winchester Youth Services Bureau
- Member of the Housing Affordability Steering Committee
- Town Leadership Team
- Northwest Cares Meeting/Geer Village
- Northwest Coordinated Access (CAN) Network Leadership
- Litchfield County Cold Weather Shelter Planning
- Litchfield County Opioid Task Force
- New Beginnings/CoC/CAN
- NW CAN Housing Solutions
- Northwest Caring Connection Collaborative
- Northwest CT Food Hub (Pam Carrigan is our representative at this group)
- Regional Mobility Management (Jen Kelley is our representative at this group)

#### Initiatives:

- Children and Adolescent Behavioral Health in Northwest CT: A comprehensive study on the outcomes of the pandemic on children in NW CT. Final report is available in my office.
- Charlotte Hungerford Hospital/Hartford Hospital Community Health Improvement Assessment and Plan (CHIP) 2021. The 2021-2022 CHIP is available in my office
- Charlotte Hungerford Hospital/Hartford Hospital Community Health Improvement Assessment 2022-2023 (in process)
- RCORP Grant Feasibility Study with Greenwoods Counseling, Community Health and Wellness and the YMCA. (RCORP=Rural Communities Opioid Response Program).
   This group continues to work together to look for opportunities to serve the community.
- Low Income Housing Water Assistance Program (LIHWAP): I was able to get the Winsted Water Works company set up in the system as vendor so residents can utilize this program.
- Drug Take Back Day and NARCAN distribution. April 30, 2022. Twenty-two people turned in expired/unused drugs. Fifteen people requested NARCAN and received training. how to use it. All fifteen reported to friends/family of people with substance use disorder.
- MyHomeCT: Current initiative in progress. Brand new CHFA program can recover non-escrowed property taxes among other things, for those impacted by COVID.

- 101 letters were sent on 5/22/22 to delinquent or late taxpayers to inform them of this program.
- Invited Melissa Garthwait, Resource Coordinator for Hartford Healthcare Center for Health Aging to present to our local Social Service team (Jen, Pam, myself, and Leo Ghio).
- Chief Fitzgerald and I are engaged in pilot program along with six other CT Towns, with Operation 2 Save Lives which is a pre-arrest diversion/deflection program.
   Winchester was invited to join this pilot program by the Litchfield County Opioid Task Force
- Applied for/approved a grant through the Northwest Community Bank Foundation for the Resident Assistance Fund:
- Weekly outreach on Tuesdays and Fridays and as needed.
- Development of policy and procedure manual for the Social Services Department: ongoing
- Support existing employment/workforce initiatives.
- Assist with advertising and encouraging NCCC Snap free programs.

#### Training:

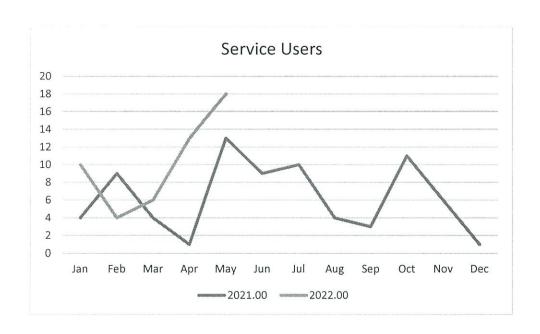
- 2/15/22: CCM Voicing Empowering Vulnerable Residents to Shape Affordable Housing in CT
- 2/16/21-2/18/21: National Alliance to End Homelessness Annual Conference
- 3/29/22: CCM Customer Service
- 3/22: Ongoing: SOAR Works Model. Social Security Outreach, Access, and Recovery (SOAR) is a SAMHS (Substance Abuse Mental Health Services Administration program to help individuals successfully apply for Social Security disability income.
- 5/11/22: CCM Records Retention
- 5/26/22: CCM Civility Professional Development Workshop

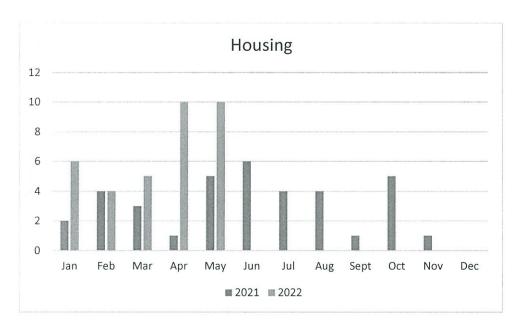
#### Resident Assistance Fund requests:

- 1/14/22: Request for assistance with security deposit due to unexpected eviction from the trailer park. Request granted.
- 2/16/22: Request for assistance with car repair. Request granted
- 5/25/22: Request for car repairs. Request granted

#### Barclay requests:

- 2/17/22: Request for assistance with taxes. Request granted
- 2/17/22: Request for assistance with stair/chair lift. Request granted.
- 4/8/22: Request for assistance with taxes/ Request granted
- 4/19/22: Request to pay for moving expenses for trailer park resident. Request granted



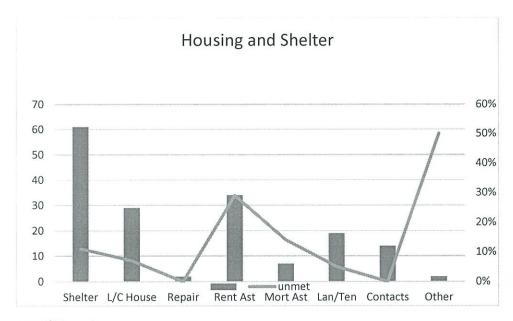


<u>United Way 211 Data Counts for last 180 days or December 1, 2021 – May 23, 2022</u>
(211 data cannot be queried from 1/1/22-5/31/22)

## Total all calls: 492 from zip code 06098

Highest number of calls were for Housing & Shelter. 168 calls broken down as follows:

<u>Unmet indicates the percentage of requests for which no help was available through 211.</u>



53 %Female

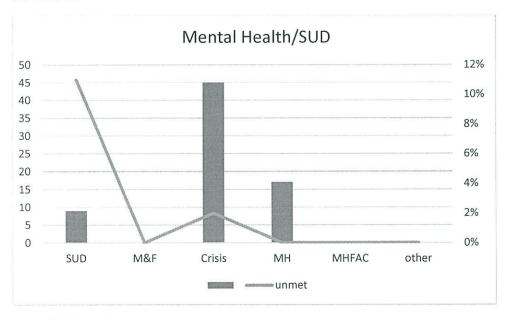
45.8% Male

1.2% unavailable

60+ years old 27.4%

50-59 years old 20.8%

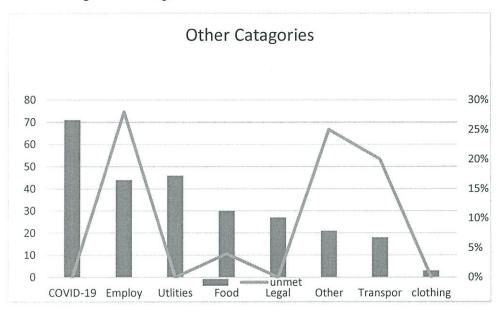
Second highest number of calls were for MH/Substance Use was seventy-one broken down as follows



50.7% Female

36.6 % Male 13.8% unavailable <18 years old 49.3.7% 60+ years old 14.1%

### Other Categories at a glance:





200 CORPORATE PLACE Suite 202 • Rocky Hill • CONNECTICUT • 06067 • TELEPHONE (860) 757-7700

First Class Mail and PDF via email

May 26, 2022

#### Dear Waste Hauling Customer:

As you are probably aware, MIRA will be instituting significant operational changes at its Hartford Waste-to-Energy facility. On or about July 15, 2022 the trash to energy component of the facility will be secured. Additionally the facility will NOT be used for transfer of MSW to alternate disposal sites. The Waste-to-Energy facility is securing operations for reasons well documented over the past years. This unfortunate development will hopefully prompt development of new waste disposal capacity in the state.

The decision to not utilize MIRA's facility in Hartford as a waste transfer facility results from many of MIRA's customer towns deciding to terminate their Municipal Solid Waste Delivery Service Agreements ("MSAs") with MIRA effective this July 1. Twenty nine (29) towns have elected to terminate those agreements. The remaining 23 municipalities represent only about 60,000 tons per year of MSW. This amount of MSW is insufficient to operate an additional transfer operation in Hartford but small enough to effectively manage at MIRA's Essex and Torrington Transfer stations.

For Fiscal Year 2023, beginning July 1, 2022, we confirm the following:

#### Hartford Waste-to-Energy Facility

MIRA will stop accepting MSW from the majority of its customers at the Waste-to-Energy facility in Hartford on June 30, 2022. However, MSW will continue to be accepted from the towns of Durham and Middlefield through July 15 only. MIRA may solicit for deliveries of Non-Participating MSW to the Waste-to-Energy Facility in July to ensure adequate MSW supply through shut down of the Facility. Any Non-Participating deliveries will be managed through short term ICW Contracts or Spot arrangements.

#### Watertown Transfer Station

Effective July 1, 2022 MIRA will no longer receive any MSW or recyclables at its Watertown Transfer Station.

Letter to MIRA Waste Hauling Customers May 26, 2022 Page 2 of 4

#### **Essex and Torrington Transfer Stations**

MIRA's Essex and Torrington Transfer Stations will continue to accept MSW and recyclables, but only from towns with which MIRA has a MSA (i.e., a "Tier 1" town). The attached table lists the towns from which MSW must be delivered to these two facilities.

#### Hartford Recycling Facility

MIRA may accept recyclables at its recycling facility in Hartford from the towns of Durham and Middlefield through July 15, but does not anticipate continuing to receive any recyclables at this facility after July 2022.

#### Tip Fees and Designated Facilities

Attached to this letter is a table which lists the municipalities which have elected to continue to contract with MIRA, and from which MIRA will continue to accept MSW and recyclables. Included on the table is the **Tip Fee** effective July 1 2022, that will be charged for MSW delivered from each municipality. MIRA has established two tip fees: \$111.00 per ton or \$116.00 per ton, depending on whether the town has executed a certain MSA amendment.

Also included in the table is the Designated Facility (Transfer Station) to which MSW from that town must be delivered. Please note the following:

- MSW and recyclables from the town of **Middlebury** must be delivered to the Torrington Transfer Station beginning July 1, 2022.
- MSW and recyclables from **Durham** and **Middlefield** will continue to be delivered to the Hartford RRF until July 15, and then must be delivered to the Essex Transfer Station.

Haulers will not be charged for recyclables. MIRA will only accept recyclables from the towns listed on the attached table.

#### Hauler Agreement for FY 2023

In the next few days MIRA will send to you the standard <u>One-Year Solid Waste and Recyclables Hauler Delivery Agreement</u>. Please execute the agreement and return it to MIRA promptly so that it is in place for July 1, 2022. MIRA will only accept MSW and recyclables from the MIRA contracting towns which are listed on the attached table and only from Haulers that have executed the Hauler Delivery Agreement.

Letter to MIRA Waste Hauling Customers May 26, 2022 Page 3 of 4

#### Non-Participating Town Waste

MIRA will not accept any MSW from non-participating towns (a town that does not have an MSA with MIRA) under the Hauler Delivery Agreement. If any Non-Participating MSW is accepted, it will either be 1) under a separate agreement between MIRA and Hauler for direct delivery to the Preston RRF under MIRA's account, or 2) under an agreement directly with MIRA's contractor, Enviro-Express for delivery to the Torrington Transfer Station.

Please don't hesitate to contact me or other MIRA staff if you have any questions or require additional information.

Thank you,

Thomas D. Kirk

Thouss D Kick

President

#### **LIST OF TIER 1 MUNICIPALITIES**

The following municipalities have committed both Acceptable Solid Waste and Acceptable Recyclables to MIRA pursuant to a Tier 1 Short-Term or Tier 1 Long-Term Municipal Solid Waste Management Services Agreement with MIRA.

| Municipality           | Long Term or<br>Short Term MSA | Tip Fee<br>(Per Ton) | Designated<br>Waste Facility   | Designated<br>Recycling Facility |
|------------------------|--------------------------------|----------------------|--------------------------------|----------------------------------|
| Barkhamsted (RRDD#1)   | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfer<br>Station   |
| Canaan                 | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfer<br>Station   |
| Chester                | Short term                     | \$111.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Clinton                | Short term                     | \$111.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Colebrook              | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfer              |
| Cornwall               | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfer              |
| Deep River             | Long term                      | \$116.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Durham                 | Short term                     | \$111.00             | Essex Transfer<br>Station (1)  | Essex Transfer<br>Station (1)    |
| Essex                  | Long term                      | \$116.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Goshen                 | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfe<br>Station    |
| Haddam                 | Short term                     | \$111.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Killingworth           | Short term                     | \$111.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Lyme                   | Short term                     | \$111.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Middlebury             | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfe<br>Station    |
| Middlefield            | Short term                     | \$111.00             | Essex Transfer<br>Station (1)  | Essex Transfer<br>Station (1)    |
| New Hartford (RRDD#1)  | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfe<br>Station    |
| Norfolk                | Long term                      | \$116.00             | Torrington Transfer<br>Station | Torrington Transfe<br>Station    |
| North Canaan           | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfe<br>Station    |
| Old Saybrook           | Long term                      | \$116.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Salisbury              | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfe<br>Station    |
| Sharon                 | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfe<br>Station    |
| Westbrook              | Short term                     | \$111.00             | Essex Transfer<br>Station      | Essex Transfer<br>Station        |
| Winchester<br>(RRDD#1) | Short term                     | \$111.00             | Torrington Transfer<br>Station | Torrington Transfe               |

<sup>(1)</sup> MSW will be delivered to MIRA's Hartford RRF until July 15, and Recyclables will be delivered to MIRA's Hartford recycling facility until July 15.



## Challenges for Connecticut



### CT is in a Waste Disposal Crisis

- Continued operation of the TtoE facility is not viable
  - The State declined to provide capital to refurbish the facility
  - Private sector will not invest due to inadequate ROI
- Policy preferred disposal facilities are closing (Wallingford RRF, Sterling RRF, South Meadows RRF, others soon?)
- Landfill Disposal Capacity in the Region is shrinking rapidly.
- Recycling and waste reduction (PAYT, EPR, organics diversion, etc.) though useful, CANNOT eliminate the need for Large scale disposal infrastructure in CT.
- -1,000,000 tons of CT MSW /year is headed to western and southern landfills for the foreseeable future.
- A policy review and legislative action is warranted: (HB 5298, SB 277)
  - Public investment policy for large scale disposal infrastructure
  - Renewable energy credits use and value
  - Environmental and public health impact of waste transportation policies
  - Value of Disposal self sufficiency



## MIRA Municipal Fee Schedule



## Fiscal Year 2023 MSW Tipping fees:

Applicable for all municipal controlled and private controlled waste in MSA member municipalities delivered to any MIRA facility.

- MSW Disposal
  - MSA Towns with Signed amendment

\$111/fon (\$5 lower than amendment previously distributed)

MSA Towns declining Amendment

\$116/ton

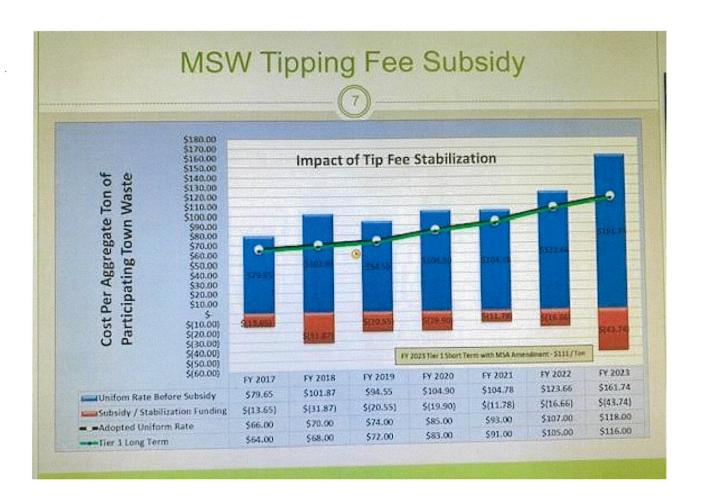
\$0/ton

Recycling:

- All MSA Towns: Single and Duel Stream

Market rate

- MSW Spot (no firm capacity or commitment)
  - Prices are FOB at MIRA facilities in Hartford, Torrington, Watertown and Essex.
  - Prices are 'Net cost of Service'-non profit





## FY 2023 Operations Plan



Recycling: No Change

MSW: Dependent upon Town Opt-outs and MSA amendment participation. MIRA aggregate tonnage will impact operations plan.

- Torrington and Watertown Patrons: Transfer of waste via truck to PA Landfill
- Essex Patrons: Transfer via truck to Preston Trash to Energy Facility
- Hartford Patrons: TBD, Potential options include:
  - Transfer from South Meadows to landfill disposal
  - Trash to energy (limited plant operation)
  - Diversion to MIRA transfer stations
  - Diversion to Private transfer sites



## TOWN CONSIDERATIONS



 Municipalities have a statutory obligation to insure Waste disposal capacity and should determine what is in the best interest of the town.

Options include:

- 1. Do Nothing
  - Status quo. Town retains exclusive opt out, Pay \$116/ton for FY2023. Assured disposal through 2027 at net cost.
- 2. Agree to MIRA MSA amendment
  - o Town retains exclusive opt out at new market trigger point, Pays \$111/ton for FY 2023, enjoys discounted fee through 2027 and subsidy.
- 3. Opt Out by March 28th
  - Find alternative disposal by July 1 for all town waste
  - Find alternative Recycling processing by July 1
  - MIRA disposal and processing may be available at higher prices.

IMPORTANT: Towns MUST decide to OPT OUT (or not) by March 28th latest!



# MIRA Obligations



CT Statutes 22a-268

MIRA must "... retain overall supervision and control of the business, design, operating, management, transportation, marketing, planning and Research and development carried out or performed...

- In Best Interest of Municipalities\*
- Public ownership and governance of public facility\*
- Charge Reasonable fees\*
- Use of Surplus Revenue
  - To reduce the cost of service to the Municipalities.
  - Equitable Redistribute Surplus Project Revenues.
- Options to Exit and Term Length
- Minimal Disposal Fee for Single Stream Recycling
- Uniform Disposal Fee for all participating towns
- Statutes do NOT provide for Public infrastructure investment or preferred treatment for municipalities, Renewable Credits, Pricing, Terms etc. Statutory Requirement



### Thank You

11

#### In Conclusion:

- All MIRA Towns enjoy ASSURED Net costs of service disposal and recycling services through June 2027
- Towns continue to enjoy ANNUAL MSA exit option at their discretion (Opt-Out)
   (opt-out trigger price depends upon participation in MSA amendment)
- MIRA will keep Towns appraised of future disposal plans and developments.
- In the event the Legislature revisits this issue, we will reach out to you for help in insuring the general assembly is informed and focused on the best path forward.

Thank you for your patronage. As always, let us know of concerns and problems or suggestions on how we can better serve you.

Questions?

Thank You Tom Kirk , President for MIRA Board of Directors



## FY 2023 Operations Plan



Recycling: No Change

MSW: Dependent upon Town Opt-outs and MSA amendment participation. MIRA aggregate tonnage will impact operations plan.

- Torrington and Watertown Patrons: Transfer of waste via truck to PA Landfill
- Essex Patrons: Transfer via truck to Preston Trash to Energy Facility
- Hartford Patrons: TBD, Potential options include:
  - Transfer from South Meadows to landfill disposal
  - Trash to energy (limited plant operation)
  - Diversion to MIRA transfer stations
  - Diversion to Private transfer sites

| 2020  | Year Total: | 117   | 53    | \$3,824.31   | \$32.69 | \$1,682.51   | \$14.38 | 31% |
|-------|-------------|-------|-------|--------------|---------|--------------|---------|-----|
| 2021  | Jan-21      | 7     | 3     | \$164.89     | \$23.56 | \$39.06      | \$5.58  | 19% |
| 2021  | Feb-21      | 13    | 5     | \$354.11     | \$27.24 | \$53.98      | \$4.15  | 13% |
| 2021  | Mar-21      | 16    | 5     | \$483.36     | \$30.21 | \$182.21     | \$11.39 | 27% |
| 2021  | Apr-21      | 11    | 5     | \$251.36     | \$22.85 | \$90.30      | \$8.21  | 26% |
| 2021  | May-21      | 11    | 5     | \$344.55     | \$31.32 | \$97.85      | \$8.90  | 22% |
| 2021  | Jun-21      | 16    | 6     | \$582.27     | \$36.39 | \$242.28     | \$15.14 | 29% |
| 2021  | Jul-21      | 10    | 4     | \$322.17     | \$32.22 | \$118.20     | \$11.82 | 27% |
| 2021  | Aug-21      | 14    | 5     | \$432.73     | \$30.91 | \$144.84     | \$10.35 | 25% |
| 2021  | Sep-21      | 10    | 5     | \$318.03     | \$31.80 | \$133.78     | \$13.38 | 30% |
| 2021  | Oct-21      | 13    | 6     | \$412.07     | \$31.70 | \$155.08     | \$11.93 | 27% |
| 2021  | Nov-21      | 10    | 6     | \$304.16     | \$30.42 | \$164.06     | \$16.41 | 35% |
| 2021  | Dec-21      | 9     | 5     | \$237.47     | \$26.39 | \$114.40     | \$12.71 | 33% |
| 2021  | Year Total: | 140   | 60    | \$4,207.17   | \$30.05 | \$1,536.04   | \$10.97 | 27% |
| 2022  | Jan-22      | 10    | 4     | \$371.12     | \$37.11 | \$199.20     | \$19.92 | 35% |
| 2022  | Feb-22      | 9     | 5     | \$119.85     | \$13.32 | \$11.17      | \$1.24  | 9%  |
| 2022  | Mar-22      | 8     | 4     | \$154.86     | \$19.36 | \$85.52      | \$10.69 | 36% |
| 2022  | Apr-22      | 6     | 3     | \$134.93     | \$22.49 | \$84.42      | \$14.07 | 38% |
| 2022  | Year Total: | 33    | 16    | \$780.76     | \$23.66 | \$380.31     | \$11.52 | 33% |
| Total |             | 2,974 | 1,678 | \$129,756.04 | \$43.63 | \$117,161.53 | \$39.40 | 47% |

## Boards & Commissions

### CONSIDERATION

| Date | Name | Board/Commissi | Party       | Permanent/Al | Term  | Appointing |
|------|------|----------------|-------------|--------------|-------|------------|
|      |      | on             | Affiliation | ternate      | Dates | Authority  |

### **NOMINATIONS**

| Date | Name | Board/Commissi<br>on | Party<br>Affiliation | Permanent/Al<br>ternate | Term<br>Dates | Appointing Authority |
|------|------|----------------------|----------------------|-------------------------|---------------|----------------------|
|      |      | ,                    |                      |                         |               |                      |

#### **APPOINTMENTS**

| Date       | Name           | Board/Commissi<br>on                  | Party<br>Affiliation | Permanent/Al<br>ternate | Term<br>Dates | Appointing Authority |
|------------|----------------|---------------------------------------|----------------------|-------------------------|---------------|----------------------|
| 06/06/2022 | Tyler Tucker   | Economic<br>Development<br>Commission | U                    | Alternate<br>Member     | 4/2027        | BOS                  |
| 06/06/2022 | Joseph Santoro | Economic<br>Development<br>Commission | U                    | Alternate<br>Member     | 4/2026        | BOS                  |
| 06/06/2022 | Ellie Gunn     | Zoning Board of<br>Appeals            | D                    | Alternate<br>Member     | 12/2027       | BOS                  |

#### **RE-APPOINTMENT**

| Date       | Name                         | Board/Commissi<br>on               | Party<br>Affiliation | Permanent/<br>Alternate | Next<br>Term Exp | Appointing<br>Authority |
|------------|------------------------------|------------------------------------|----------------------|-------------------------|------------------|-------------------------|
| 06/06/2022 | Virginia Shultz-<br>Charette | Soldiers<br>Monument<br>Commission | D                    | Member                  | 6/2026           | BOS                     |
| 06/06/2022 | Jennifer Perga               | Conservation<br>Commission         | D                    | Member                  | 5/2026           | BOS                     |

#### RESIGNATION

| Date | Name | Board/Commissi | Party       | Permanent/ | Next     | Appointing |
|------|------|----------------|-------------|------------|----------|------------|
| 2    |      | on             | Affiliation | Alternate  | Term Exp | Authority  |

## APPLICATION FOR APPOINTMENT TO A BOARD/COMMISSION

WINCHESTER, CONNECTICUT

| 338 Main St. Winsted CT 06098 860 379-2713<br>www.townofwinchester.org  |                       |
|---|-----------------------|
| If you are interested in the well-being and betterment of our community and are willing to put in the time to review appropriate material and attend meetings, this is an opportunity for you to apply to become a member of one of our Boards or Commissions. This application will be reviewed by the Board of Selectmen. The Board of Selectmen is responsible for making appointments for Board/Commission vacancies. |                       |
| LIST THE BOARD/COMMISSION YOU ARE INTERESTED IN SERVING:  |                       |
| Winchester Economic Development Commission  |                       |
| NAME: Tyler Tucker  |                       |
| ADDRESS: 215 South Road, Winsted, CT 06098  |                       |
| HOME PHONE #: CELL PHONE #: 8602013281 E-MAIL: tylertuckerj@gmail.com   |                       |
| ARE YOU A REGISTERED VOTER IN THE TOWN OF WINCHESTER? Yes   |                       |
| PRIOR CIVIC INVOLVEMENT: Volunteered at Youth Soccer Events   |                       |
| SHORT SYNOPSIS OF EXPERTISE AND/OR INTEREST:  |                       |
| I have lived and worked in Winchester my whole life, I own and operate a small digital marketing but in Winsted, and I studied Marketing and Sales at Bryant University and Northwestern Connecticut (  | ısiness<br>Community. |
| Have you contacted any current members or attended any meetings on the Board/Commission that interests you? Yes, I have attended a meeting. Name: Dennis Dressel  |                       |
|   |                       |
| Signature: Tyler Tucker Date: 4-19-22   |                       |
| Please note that all Board/Commission members are subject to the Town of Winchester's Conflict of   |                       |

Please note that all Board/Commission members are subject to the Town of Winchester's Conflict of Interest Policy

Please Return To: Town Manager 338 Main St. Winsted CT 06098 townmanager@townofwinchester.org

### APPLICATION FOR APPOINTMENT TO A BOARD/COMMISSION

WINCHESTER, CONNECTICUT

338 Main St. Winsted CT 06098 860 379-2713 www.townofwinchester.org

If you are interested in the well-being and betterment of our community and are willing to put in the time to review appropriate material and attend meetings, this is an opportunity for you to apply to become a member of one of our Boards or Commissions. This application will be reviewed by the Board of Selectmen. The Board of Selectmen is responsible for making appointments for Board/Commission vacancies.

LIST THE BOARD/COMMISSION YOU ARE INTERESTED IN SERVING:

| Econonic Development Commission  | And a second of the second of  |
|--|--|
| NAME: JOSEPH Santoro   | The same of the sa |
| ADDRESS: 218 for iny ford Street Win Sted C+ O   | 16098  |
| HOME PHONE #: \$60 806217 SCELL PHONE #: \$60 506 217 E-MAIL: JUSEPA STATOTO   | bu QU+lock, con  |
| ARE YOU A REGISTERED VOTER IN THE TOWN OF WINCHESTER? VES  | germateratifiere feit ha annae jaarnoe versoor aug :   |
| PRIOR CIVIC INVOLVEMENT: NORE  | description de la contraction  |
| tending Northwestern connection common ity carege for Saig and the unit verses in marketing, we do ite development on soc  | and am<br>marketing  |
| Have you contacted any current members or attended any meetings on the Board/Commis interests you? メミン Name: しさんから していることに | sion that  |
| Signature: Jack Santie Date: 04/20/1   | L. V.Z. Z  |
| Please note that all Roard/Commission members are subject to the Town of Winchester's I                                    | Conflict of  |

Please note that all Board/Commission members are subject to the Town of Winchester's Conflict of Interest Policy

Please Return To:
Town Manager
338 Main St.
Winsted CT 06098
townmanager@townofwinchester.org

----Original Message-----

From: Ellie Gunn < <a href="mailto:elliepgone@gmail.com">elliepgone@gmail.com</a>>
Sent: Friday, May 13, 2022 10:58 AM

To: Terry Lynn Hall < <a href="mailto:thall6162@yahoo.com">thall < <a href="mailto:thall@townofwinchester.org">thall < <a href="mailto:thall@townofwinchester.org">thall@townofwinchester.org</a></a></a>

Subject: Zoning Board of Appeals

May 13, 2022

Dear Terry,

I am writing to express my interest in serving on the Town of Winchester Zoning Board of Appeals. I understand this would be an alternate seat.

Please advise if you need any information from me.

Thank you for your consideration.

Eleanor (Ellie) Gunn 225 Perch Rock Trail Winsted, CT. 06098

Sent from my iPhone

#### **Terry Hall**

From:

jjb <jjb06098@yahoo.com>

Sent:

Sunday, May 15, 2022 5:51 PM

To:

Terry Hall

Subject:

Soldiers' Monument Commission

Attachments:

2022 Spring Membership List.doc

Caution! This message was sent from outside your organization.

Allow sender Block sender

Hi Terry,

I trust you enjoyed the wonderful weather this past weekend --- and now it's back to work!

The Soldiers' Monument Commission membership and terms of expiration is attached. Please check the town's website to ensure that the names and term dates for the members is correct.

You will note that the term for Virginia is up for renewal; she has told me that she would like to remain on the commission. That will mean that the BOS will have to reappoint her at its meeting on June 6th. Please provide that information as necessary to Steve so that it is on the agenda.

Thanks so much for your help.

Jack

#### **Terry Hall**

From:

jennifer perga < jen\_perga@yahoo.com>

Sent:

Tuesday, May 17, 2022 7:36 PM

To:

Terry Hall commission

Subject:

**Attachments:** 

Benefit FlyerProof2 (2).pdf

Caution! This message was sent from outside your organization.

Allow sender | Block sender

Hi Terry,

Yes, I would like to renew my membership of either the Conservation Commission or Water Level Commission.

(I'm not sure which one is expiring).

Also, could you please put our upcoming WLT event on the Town Website? (See flyer attached)

Thanks for attending the meeting last night.

Best, Jen

#### BOARD OF SELECTMEN AGENDA ITEM SUMMARY

No.: 22-25b Date: June 6,2022

Topic: Unfinished Business ()- Ordinance to Restrict Smoking & Cannabis Use

From: Josh Kelly, Town Manager

*Background & Information:* On July 1, 2021, it became legal for adults age 21+ (regardless of medical status) to possess 1.5 ounces of cannabis in Connecticut. Between July 1 and December 31, 2022, retail sales of regulated cannabis will begin in the state. On July 1, 2023, adults age 21+ will be able to begin growing as many as six unregulated cannabis plants in their home. Given the influx of cannabis in the state and in our community, earlier this year the Board of Selectmen asked me to prepare a draft ordinance prohibiting the use of cannabis on Town property. The Town Attorney has completed a review of the draft ordinance language that was sent to him, and those recommended edits are attached.

The originally-proposed language was reviewed by the Board of Selectmen in early May, edits were made at the meeting on May 16<sup>th</sup>, and the June 6<sup>th</sup> meeting is the third meeting where this ordinance will have been considered, and thus the Board may vote to enact this ordinance tonight.

**Requested Action:** I ask that the Board of Selectmen vote to adopt the attached ordinance.

*Fiscal Implications:* There will be personnel costs in the Police Department associated with enforcing this ordinance, but fines levied will help cover those costs. Overall, I do not expect this ordinance to be an unreasonable burden on the Police Department or its budget.

*Manager's Recommendation:* I ask that the Board of Selectmen review the attached draft ordinance and, if it is found to be acceptable, that a vote be taken to enact the ordinance.

**Recommended Motion:** "I move that the Board of Selectmen adopt the attached ordinance, entitled "Smoking and Cannabis Use," and that said ordinance be enacted fifteen days from today, in accordance with the Town Charter."

Attachments: Draft Ordinance entitled "Smoking & Cannabis Use"

#### Chapter XX

#### **SMOKING & CANNABIS USE**

#### § XX-1. Smoking and vaping restricted.

No person shall use, light, or smoke a lighted cigarette, cigar, cigarillo, vape product, pipe, or other smoking or vaping paraphernalia, as defined in the Connecticut General Statutes, in any form in or upon any building, park, playground, recreation area, athletic facility, beach, or area of assembly owned, leased, or controlled by the Town of Winchester as may be specifically designated by the Winchester Board of Selectmen.

#### § XX-2. Use of cannabis on Town land restricted.

No person shall use, light, smoke, or otherwise consume cannabis products including, but not limited to vape pens, edibles, cigarettes, and other related products as defined in the Connecticut General Statutes, in any form in or upon any building, park, playground, recreation area, athletic facility, beach, or area of assembly owned, leased, or controlled by the Town of Winchester as may be specifically designated by the Winchester Board of Selectmen.

#### § XX-3. Use of cannabis in outdoor sections of restaurants restricted.

No restaurant shall permit the use or consumption of cannabis products including, but not limited to vape pens, edibles, cigarettes, and other related products as defined in the Connecticut General Statutes, in any form at outdoor sections of its facility that it in any way owns, leases, or controls, and the restaurant shall be held responsible for infractions to this Section..

#### § XX-4. Penalties for offenses.

Violation of § XX-1 of this chapter shall constitute an infraction as defined in Connecticut General Statutes § 51-164m and/or may be punishable by a municipal fine of \$50.

Violation of § XX-2 of this chapter shall constitute an infraction as defined in Connecticut General Statutes § 51-164m and may be punishable by a fine of \$50.

Violation of § XX-3 of this chapter shall constitute an infraction as defined in Connecticut General Statutes § 51-164m and may be punishable by a fine of not more than \$1,000 for the restaurant at which the infraction occurred.

#### § XX-5. Enforcement.

Members of the Winchester Police Department shall be charged with the enforcement of this chapter and may issue an infraction summons or a citation for infractions as defined herein. Additionally, agents and employees of the Town of Winchester including coaches or officials participating in any athletic event in or upon any Town-owned athletic or recreation facility are authorized to enforce this chapter through the exclusion of the violator from the athletic event or recreational facility.

#### § XX-6. When effective.

This chapter shall be effective fifteen (15) calendar days following the Board of Selectmen's adoption of the ordinance.

#### Chapter XX

#### **SMOKING & CANNABIS USE**

#### § XX-1. Smoking and vaping restricted.

No person shall use, light, or smoke a lighted cigarette, cigar, cigarillo, vape product, pipe, or other smoking or vaping paraphernalia, as defined in the Connecticut General Statutes Section 21a-240, in any form in or upon any building, park, playground, recreation area, athletic facility, beach, or area of assembly owned, leased, or controlled by the Town of Winchester as may be specifically designated by the Winchester Board of Selectmen.

#### § XX-2. Use of cannabis on Town land restricted.

No person shall use, light, smoke, or otherwise consume cannabis products including, but not limited to vape pens, edibles, cigarettes, and other related products as defined by SB 1201. See 84 in the Connecticut General Statutes, in any form in or upon any building, park, playground, recreation area, athletic facility, beach, or area of assembly owned, leased, or controlled by the Town of Winchester as may be specifically designated by the Winchester Board of Selectmen.

#### § XX-3. Use of cannabis in outdoor sections of restaurants restricted.

No restaurant shall <u>authorize permit</u> the use or consumption of cannabis products including, but not limited to vape pens, edibles, cigarettes, and other related products as defined by SB 1201. See 84in the Connecticut General Statutes, in any form at outdoor sections of its facility that it in any way owns, leases, or controls, and the restaurant shall be held responsible for infractions to this Section be responsible for enforcing this restriction.

#### § XX-4. Penalties for offenses.

Violation of § XX-1 of this chapter shall constitute an infraction as defined in Connecticut General Statutes § 51-164n and/or may be punishable by a municipal fine of not more than \$100\$50.

Violation of § XX-2 of this chapter shall constitute an infraction as defined in SB 1201 Connecticut General Statutes § 51-164m and may be punishable by a fine of not more than \$50.

Violation of § XX-3 of this chapter shall constitute an infraction as defined in <u>Connecticut</u> <u>General Statutes § 51-164m SB 1201</u> and may be punishable by a fine of not more than \$1,000 for the restaurant at which the infraction occurred.

#### § XX-5. Enforcement.

Members of the Winchester Police Department shall be charged with the enforcement of this chapter and may issue an infraction summons or a citation for infractions as defined herein. Additionally, agents and employees of the Town of Winchester includingand coaches or officials participating in any athletic event in or upon any Town-owned athletic or recreation facility are authorized to enforce this chapter through the exclusion of the violator from the athletic event or recreational facility.

§ XX-6. When effective.
This chapter shall be effective fifteen (15) calendar days following the Board of Selectmen's adoption of the ordinance.

#### BOARD OF SELECTMEN ACTION REQUEST

No.: 22-31a Date: June 6, 2022

**Topic:** Unfinished Business (B) - American Rescue Plan Act (ARPA) Allocations, Round 2

From: Joshua Kelly, Town Manager

Background: In early 2021, Congress passed legislation, known as the "American Rescue Plan Act," which aims to help stimulate the economy and provide needed services to citizens. In total, the Town expects to receive approximately \$3.1 million from this act, and the US Department of Treasury released its guidelines for the way in which this money may be spent on May 10, 2021. That guidance has since been adjusted, and the Town of Winchester has the opportunity to be more flexible with the way in which the money is allocated. The first half of this money was released to the Town on July 1, 2021, and the second half will be released on July 1, 2022. This proposal is coming to you prior to July 1 so that the Town will have a plan in place to put that money to work as soon as it is delivered.

In December 2021, the Board of Selectmen considered and acted on approving "Round 1" allocations. This proposed work was based on an in-depth review of proposed projects by a committee of employees, officials, and residents. Round 1's approved projects included the following:

| \$39,200  |
|-----------|
| \$3,000   |
| \$40,000  |
| \$50,000  |
| \$100,000 |
| \$10,000  |
| \$200,000 |
| \$67,366  |
| \$35,000  |
| \$40,000  |
| \$48,960  |
| \$11,000  |
| \$8,500   |
| \$350,000 |
| \$350,000 |
| \$20,210  |
| \$60,000  |
|           |

Subtotal: \$1,422,236

#### BOARD OF SELECTMEN ACTION REQUEST

No.: 22-31a Date: June 6, 2022

**Topic:** Unfinished Business (B) - American Rescue Plan Act (ARPA) Allocations, Round 2

From: Joshua Kelly, Town Manager

On May 16, 2022, the Town approved a reallocation of \$200,000 from the "800-band Radios" project and put that money, plus another \$120,000, towards the Sue Grossman Greenway project (totaling \$320,000). In the meantime, grant funding is being sought for 800-band radios.

The second half of the total funding will be delivered to the Town on July 1, 2022. In preparation for that, I have reviewed remaining projects that were recommended for funding by the committee that was assembled in 2021 and made a few minor adjustments. The result is a proposal that the Board of Selectmen fund these projects:

| Project Name   | Estimated<br>Cost | Phase |
|--|-------------------|-------|
| Sewer Plant Step Screen  | \$450,000         | 2     |
| Sewer Plant Septage Receiving Station & Other Water/Sewer Capital Projects | \$250,000         | 2     |
| Winsted FD Pumper  | \$207,000         | 2     |
| Facade Grant Supplemental Funding  | \$100,000         | 2     |
| Winchester FD Pumper/Tanker  | \$100,000         | 2     |
| Social Services Coordinator - Part 2                                       | \$64,238          | 2     |
| 44 Elm Street Senior Enrichment Improvements                               | \$50,000          | 2     |
| Director of Economic Development - Part 2                                  | \$24,548          | 2     |
| Soldiers Monument Educational/Tourism Panels (CCG Match)                   | \$25,000          | 2     |
| Online Web Development for Local Businesses                                | \$20,000          | 2     |
| Public Art (CCG Match)   | \$6,250           | 2     |
| TOTAL  | \$1,297,036       |       |

The approval of the above-listed projects would result in a remaining ARPA balance of \$287,988.

Requested Action: I ask that the Board of Selectmen vote to approve the above-listed project allocations.

Fiscal Implications: Being from the federal government, these allocations will not have any direct taxpayer impacts.

**Recommended Motion:** "I move that the Board of Selectmen allocate American Rescue Plan Act dollars in accordance with the Town Manager's proposal as presented."

#### BOARD OF SELECTMEN ACTION REQUEST

No.: 22-31a Date: June 6, 2022

Topic: Unfinished Business (B) - American Rescue Plan Act (ARPA) Allocations,

Round 2

From: Joshua Kelly, Town Manager

Attachments: Presentation on proposed Phase 2 projects.

#### Proposed Phase 2 ARPA Allocations

Town of Winchester, CT June 2022



### **ARPA Funding 101**

- would receive \$3,138,260 in funding from the American Rescue Plan Act In 2021, the federal government announced that the Town of Winchester (ARPA).
- Funds are only to be used for specific purposes, which have been researched in detail by the Town.
- group of staff members, residents, and Selectmen to consider possible uses of these funds and to make a recommendation to the Board of Selectmen for their In 2021, the Board of Selectmen empowered the Town Manager to convene a recommendation.
- Phase 1 proposals were approved unanimously in December 2021.
- The proposals in front of you now constitute the Phase 2 proposals.



## Rationale for General Project Inclusion

### Projects were more likely to be included if...

- 1. They met the objectives of ARPA.
- They were not independently too expensive.
- They provided clear benefit to residents
   of the Town and the Town's continued
   development and success.
- They help defray taxpayer or ratepayer
- They are sustainable and do not require increased taxpayer funding in the future.

### Projects were less likely to be included if...

- They did not meet the objects of ARPA.
- They were independently too expensive.
  - They did not provide a clear benefit to residents of the Town.
    - They did not help defray costs for taxpayers and/or ratepayers.
- 5. They are not sustainable and require increased taxpayer funding in the future.
  - 6. They were proposed without an estimated cost.
- Other grant/non-taxpayer funding is likely available to cover costs presented.

## Summary - Phase 1 Projects Funded

| Project Name   | Category                    | <b>Estimated Cost</b> |
|--|-----------------------------|-----------------------|
| Online Permitting Software                               | Economic Development        | \$39,200              |
| Remote Laptops   | Economic Development        | \$3,000               |
| Town Marketing & Economic Development Activities         | Economic Development        | \$40,000              |
| Director of Economic Development - Part 1                | Economic Development        | \$50,000              |
| Business Start-Up Fund                                   | Economic Development        | \$100,000             |
| Water Quality Improvement Program                        | Economic Development        | \$10,000              |
| 800-band Radios  | Health & Emergency Services | \$200,000             |
| Ambulance Components                                     | Health & Emergency Services | 998'29\$              |
| Firehouse Air Conditioning with Filtration Station       | Health & Emergency Services | 000'58\$              |
| Firehouse Washing Machine & Dryer                        | Health & Emergency Services | \$40,000              |
| GIS Map Updating   | Health & Emergency Services | \$48,960              |
| Mailed Communications                                    | Health & Emergency Services | \$11,000              |
| Recreation Safety Improvements                           | Health & Emergency Services | \$8,500               |
| Sewer Plant Raw Water Pumps                              | Public Utilities            | \$350,000             |
| Sewer Pump Station Rehabilitations                       | Public Utilities            | 000'058\$             |
| Senior Center "No Senior Left Behind" Technology Program | Social Services             | \$20,210              |
| Social Services Coordinator - Part 1                     | Social Services             | \$60,000              |
| TOTAL  |                             | \$1,433,236           |

#### Project Breakdown:

- 17 Projects funded in Phase 1.
- Public Utility: 48.84% Funds divided by category:
  - Health & Emergency Services: 28.66%
- Social Services: 5.60%
- Economic Dev: 16.90%
- utility rates down with sizable allocation to that sector alone. Allocations will help keep
- Phase 1 money was directed to time-sensitive projects and quickest and most direct items that will have the positive impact on the community.

## Summary - Proposed Phase 2 Projects

| Project Name  | Amount      | Phase |
|---|-------------|-------|
| Sewer Plant Step Screen                               | \$450,000   | 2     |
| Sewer Plant Septage Receiving Station & Other         | לטבט טטט    | C     |
| Water/ Sewer Capital Frojects Wineted ED Dumper       | \$230,000   |       |
| Willisted Formilper Facade Grant Supplemental Funding | \$100,000   |       |
| Winchester FD Pumper/Tanker                           | \$100,000   |       |
| Social Services Coordinator - Part 2                  | \$64,238    | 2     |
| 44 Elm Street Senior Enrichment Improvements          | \$50,000    | 2     |
| Soldiers Monument Educational/Tourism Panels (CCG     |             |       |
| Match)  | \$25,000    | 2     |
| Director of Economic Development - Part 2             | \$24,548    | 2     |
| Online Web Development for Local Businesses           | \$20,000    | . 2   |
| Public Art (CCG Match)                                | \$6,250     | 2     |
| TOTAL   | \$1,297,036 |       |

#### Project Breakdown:

- 11 Projects funded in Phase 2.
- Allocations will help keep utility rates down with sizable allocation to that sector alone.
  - Phase 2 items includes matches for the Communities Challenge Grant (CCG), funding for fire trucks, and more.

## Winchester Public Schools

Please note that, through the American Rescue Plan Act, the Winchester Public Schools system received \$1,608,615. These funds are separate from the \$3,138,260 that the Town of Winchester received from this Act. The Act explicitly states that funds allocated to the school system are meant to be spent on are meant to be spent on Town-related projects. Thus, there are no school-related items/projects in this presentation. For more information about how the school system will use the funding they received, please contact Superintendent of Schools Melony school-related items/projects and the funds allocated to the Town Shanley-Brady.



possible for each project and seeking out other grant opportunities that can supplement the money we have received from the American Rescue Plan We are simultaneously preparing to find the greatest cost efficiencies Act. It is our goal to have every project listed come in at or under budget funds on the projects listed, which will leave more funds open at the end to every time, and it is also our goal to minimize our need to spend ARPA fund additional projects. We propose that, once a project is completed, the amount of money left unexpended in that project be tallied and that a "Phase 3" allocations be proposed at a future date, using those leftover funds.

## Project Detail Pages

## Sewer Plant Step Screen

Category: Public Utilities

Description: This project would replace the 50+ year-old manual bar "flushable wipes" as well as other materials. The current operation is screen. The current screen is raked clean by hand, roughly hourly disruptive and expensive to maintain, and a new system would throughout the work day, exposing workers to contaminated automate these processes.

Cost: \$450,000

### Sewer Plant Septage Receiving Station/ Other Water & Sewer Capital Projects

Category: Public Utilities

much is dumped each time a vendor offloads. The new station will also do a Description: The current septage dumping station is simply a hose from a septic tank pumping truck. There is no way to accurately account for how better job separating rocks and grit from septage, which will lessen maintenance costs.

In the event the cost overruns on other approved water and sewer projects are too great, this money may be repurposed to support those items.

Cost: \$250,000

## Winsted Fire Dept. Engine 1

Category: Emergency Services

Description: Due to its age and the ever-increasing cost to maintain the vehicle, the Winsted Fire Department has decided to replace Engine 1. The contract for this work was approved by the Board of Selectmen in December 2021. This allocation will help the department achieve the full amount of funding that is needed to purchase this vehicle.

Cost: \$207,000

## Facade Program Supplemental Funding

Category: Economic Development

around the downtown Winsted area. When the program requested requested funds. An allocation of an additional \$100,000 will help the Description: The Building Healthier Communities Grant from Charlotte with \$150,000 to be used to support the improvement of facades applications in January 2022, the Town received over \$400,000 in Hungerford/Hartford Healthcare provided the Town of Winchester Town make an even greater difference in the look of the downtown corridor.

Cost: \$100,000



Category: Emergency Services

Department plans to fund the remaining balance with donations we have saved over many years, a grant from USDA, fund raising, and a Description: We are planning to replace a 1970 Pumper and a 1989 Tanker with a new vehicle that is estimated to cost \$396,000. The loan. \$100,000 is requested from the Town to support this project.

Cost: \$100,000



## Social Services Coordinator

Part

Category: Social Services | Proposed by: Town Manager Josh Kelly

Description: This allocation will allow our Social Services Coordinator to remain full-time at no burden to the taxpayers through the coming fiscal year, FY 2023.

Cost: \$64,238



Category: Social Services

buildings in its possession that could be used for such purposes. This Description: The Town is in need of additional space for programs small bit of funding will give the Town the opportunity to explore making improvements to 44 Elm Street to further develop such related to the Senior Enrichment Program. The Town also has programs.

Cost: \$50,000



## Director of Economic Development

Part 2

Category: Economic Development

this position to be funded through the end of FY 2023 without impact hire a part-time Director of Economic Development, who has already been hired and has been hard at work improving the town's development prospects. Approval of this additional funding will allow Description: The Town used funding in the Phase 1 ARPA projects to to the taxpayers.

Cost: \$24,548

### Soldiers' Monument Educational Wayside **Panels**

Category: Economic Development

Description: This allocation will allow the Soldiers' Monument to install wayside panels that provide educational information to individuals who visit the monument. This is a match with the Communities Challenge Grant.

Cost: \$25,000



Category: Economic Development

organizations further into 21st century business practices, we propose organizations that do not have an easily-findable web presence. In an effort to better market the town and its businesses, and to bring local Description: The Town of Winchester has many local businesses and setting aside \$20,000 to allow 40 firms to work with a professional web developer and receive \$500 worth of help, labor, and design.

Cost: \$20,000

#### **Public Art**

Category: Economic Development

Description: The Town of Winchester has received a \$1.8 million grant order to receive that grant, the Town must put forward \$6,250 as a from the State of Connecticut for enhancements on Main Street. In match for public art, specifically. This money will be used to help beautify Main Street with public art, such as murals.

Cost: \$6,250\*

# **Questions?**





Strategic Plan – December - January 2017

#### Introduction

guides the entire organization along the path toward achieving business objectives, managing risk and achieving goals. The Board of Selectman created halfheartedly and ultimately end up untouched. When effectively designed, the strategic plan serves as a road map which efficiently Developing a well thought out strategic plan is one of most important tasks an organization undertakes. Unfortunately, these plans are often in June of 2016 implemented the base strategic plan for the 2015-17 term. In December 2017 the Board of Selectman worked together and updated the strategic plan for the 2017-19 term. This plan will employ the traditional strategic planning philosophies – Situational or SWOT Analysis, Mission, Vision, Goals and Objectives, Strategies, and Monitoring.

The Strategic Planning exercise was a systematic process by which the Board of Selectmen were able to identify:

- why our local government exists,
- whom it serves,
- what benefits will be derived from the services it provides, and
- the vision our administration has regarding how citizens needs can best be served

This Strategic Plan is the deliverable as the result of that process, and serves as a blueprint for how the Board of Selectmen will achieve their vision. This plan will focus on the remainder of the Board's two year period.

During the initial planning the following sessions were conducted:

- SWOT Analysis: A Situational Analysis covering strengths, weaknesses, opportunities and threats, both internal and external.
- Peer Analysis: A review of municipal data among similar towns to identify differences, both positive and negative.
- Mission: Review of the current Mission Statement, discuss potential revisions. A good mission statement will declare a purpose, why the organization exists and whom it serves.
- Vision: Formulate a Vision that represents a future to aspire to; a picture crafted today of what local government's future will look like over the next two years.
- Goals: Results-oriented, broad statements of policy or intention and represent particular aspects of the vision. Goals are created in tandem with the vision statement. They are the desired results or deliverables that fulfill the Board's mission and also contribute to attaining the vision.
- Objectives: Expand the goals one step further by setting specific and measurable plans so that the goals may be accomplished.
- objectives. Strategies will eventually require evaluation of costs and benefits, consequences of each approach, and the appropriate Strategies: Tactical, key steps (milestones) in achieving an objective. Strategies are the detailed milestones used to implement the course of action.

Strategic Plan – December - January 2017

Out of scope of our planning sessions were the following, which will need to be conducted by the Board using this plan as a guide.

- Action Plans: Break down strategies into the formulation of action plans, assign ownership and begin to consider requests for resource allocation (budget, grants, volunteers, town officials, etc).
- Monitoring: Agree on methodology and ownership for ongoing monitoring and progress tracking.

#### **SWOT Analysis**

The SWOT Analysis conducted by the group was developed in January of 2016 and updated in December 2017 and is summarized in the following tables:

|                   | Recreation          | Tourism          | Infrastructure         | Education  | Economy             | Location                            |
|-------------------|---------------------|------------------|------------------------|------------|---------------------|-------------------------------------|
|                   | Highland Lake       | Monument History | Fire PD EMT            | NCCC       | Aerospace           | NW Corner                           |
|                   | Lake Winchester     | Architecture     | Library                | Gilbert HS | Law Firms           | Rts 8 44<br>Not far from NYC/Boston |
|                   | Park Pond           | Churches         | Water Supply           | 8 Schools  | <b>NW Comm Bank</b> | International Airport 25 Miles      |
| <del>.</del><br>i | YMCA                | Cemetery         | Community People       |            | Gilson              |                                     |
| Strengths         | Camp Wahnee         | Fountain Green   | Health Ctr             |            | Morsel Munk         |                                     |
|                   | Greenwoods          | Tort Museum      | VA                     |            | <b>NWGymnastics</b> |                                     |
|                   | NWSporting          | AMP              | DMV                    |            | Industrial Park     |                                     |
|                   | Ice Fishing         | Whiting Mills    |                        |            |                     |                                     |
|                   |                     | Mad River        |                        |            |                     |                                     |
|                   |                     | Walkability      |                        |            |                     |                                     |
| in .              | Not well publicized |                  | Mayor v Town Mgr       |            | Mill Buildings      |                                     |
|                   |                     |                  | Communications         |            | Brownfilelds        |                                     |
|                   |                     |                  | Tax Neighborhoods      |            |                     |                                     |
|                   |                     |                  | Road Conditions        |            |                     |                                     |
|                   |                     |                  |                        |            |                     |                                     |
| Weaknesses        |                     |                  | Limited Resources      |            |                     |                                     |
|                   |                     |                  | Fire Houses (3)        |            |                     | d                                   |
|                   |                     |                  | No IT Expertise        |            |                     |                                     |
|                   |                     |                  | 5 Unions               |            |                     |                                     |
|                   |                     |                  | Lack of Policies       |            |                     |                                     |
|                   |                     |                  | Civil Service          |            |                     |                                     |
|                   |                     |                  | <b>Budget Approval</b> |            |                     |                                     |

#### Town of Winchester Strategic Plan – December - January 2017

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| Recreation         | ion | Tourism               | Infrastructure                 | Education               | Economy  | Location               |
|--------------------|-----|-----------------------|--------------------------------|-------------------------|--|------------------------|
| Use<br>lakelfees   |     | River Walk            | Engage<br>Community            | Consolidatio            | Hotell Dorms   | Traffic to<br>Infiniti |
| YMCA Rec           | C   | History Tours         | High Speed<br>Internet         | Engage                  | Develon Mills  | Traffic to<br>Skiing   |
| Winsted            |     | [wer] "did"           | Economic<br>Development        | Tort                    | Aerospace Growth   |                        |
| Walker &<br>Rowley | ø , | Trolley               |                                | Add more trades         | Farmers Market   |                        |
|                    |     |                       |                                | Internships<br>Credible |  |                        |
|                    |     | Branding              | Regionalization                | BOE                     | Main St Market   |                        |
|                    |     | Promotion             |                                |                         | Arts   |                        |
|                    |     | Expand<br>Walkability | Town Manager<br>Tax Advantages |                         | Leverage mill building growth to initiate<br>town wide marketing |                        |
|                    |     |                       |                                | State                   |  |                        |
|                    |     |                       | Lack of Funding                | Mandates                | Not enough volume  |                        |
|                    |     |                       | roiks lose<br>interest         |                         | Property values  |                        |
|                    |     |                       | Slow government                |                         | Kegional economy<br>Unstable State Budget & Resources            |                        |
|                    |     |                       | Communication                  |                         |  |                        |
|                    |     |                       | Diverted resources<br>Lack of  |                         |  |                        |
|                    |     |                       |                                |                         |  |                        |
|                    |     |                       | Agreement                      |                         |  |                        |
|                    |     |                       |                                |                         | 2  |                        |

Strategic Plan – December - January 2017

#### Key observations:

- There are a number of tourist and recreational opportunities in town
  - Strengths are primarily external, weaknesses are primarily internal
- Many of the opportunities require funding, some require volunteers
- Developers and Investors are working with NWHCOG and other agencies to showcase Winsted properties

Strategic Plan – December - January 2017

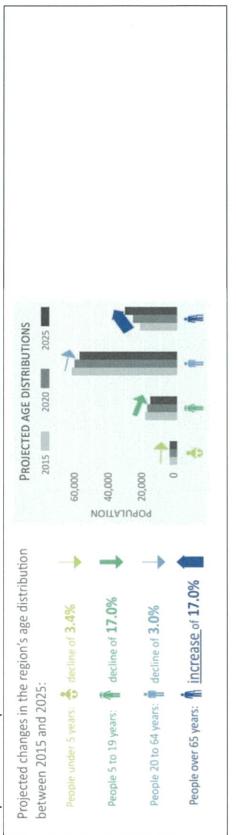
#### Peer Analysis

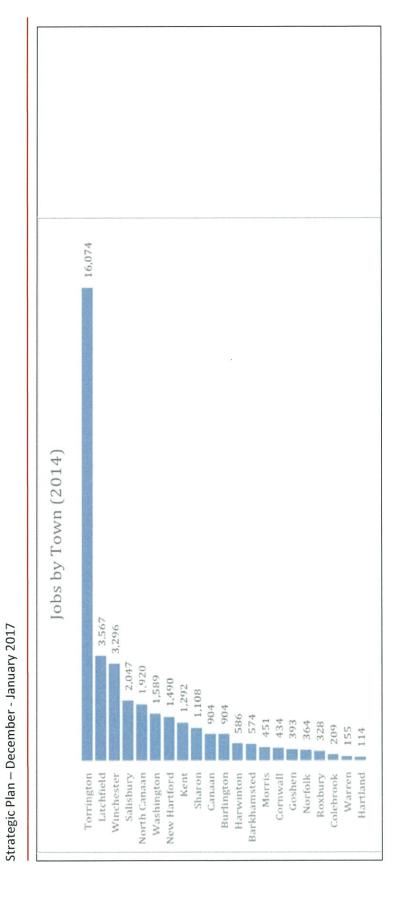
The State of Connecticut and Other Agencies produce an array of statistical data.

These are links you can "copy and paste" to access them:

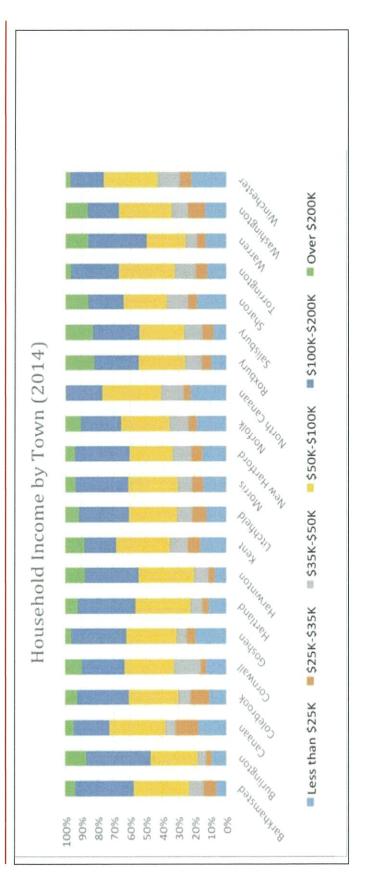
Northwest Hills Council of Governments: http://northwesthillscog.org/wp-content/uploads/2016/11/NHCOG-Regional-Profile-11-8-16online.pdf

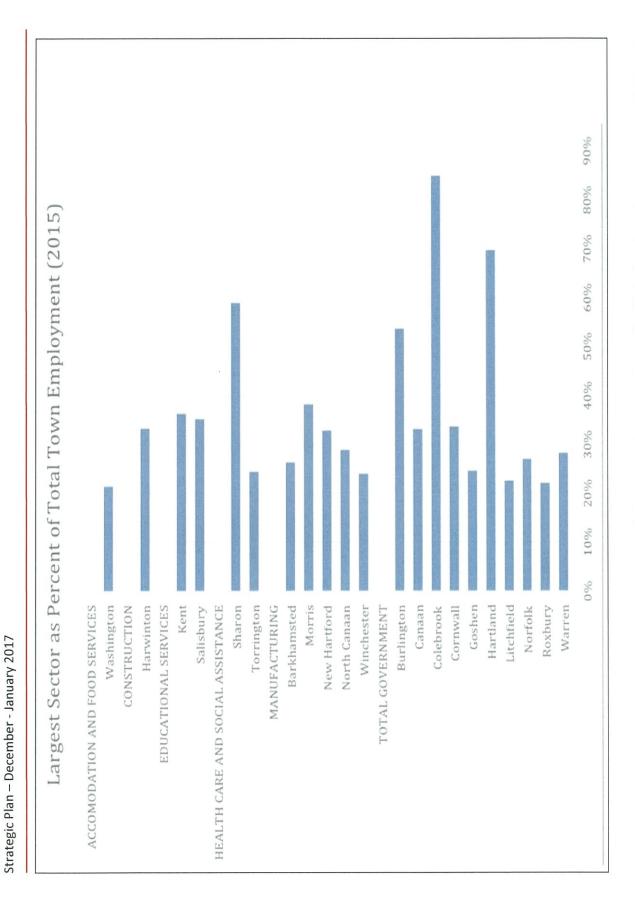
#### Examples from the report:



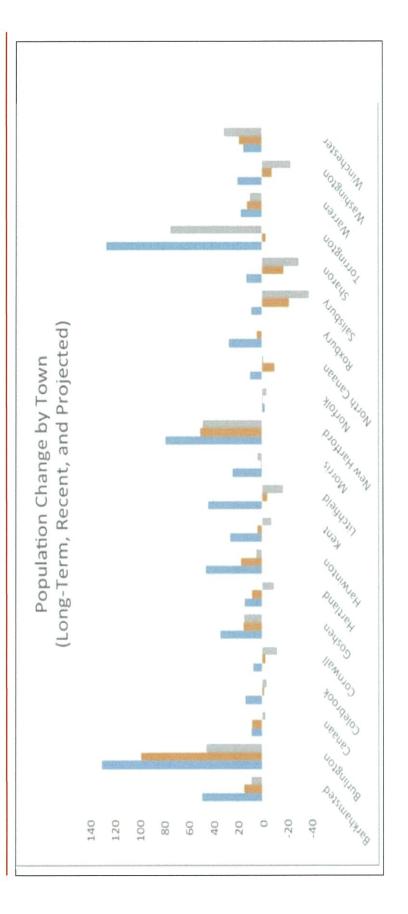


Strategic Plan – December - January 2017





#### Town of Winchester Strategic Plan – December - January 2017



Strategic Plan – December - January 2017

State of Connecticut Office of Policy & Management: http://www.ct.gov/opm/cwp/view.asp?a=3006&Q=383258&opmNav\_GID=1386 Connecticut Economic Resource Center: https://www.cerc.com/resources/town-profiles/ Connecticut State Department of Education: http://edsight.ct.gov/SASPortal/main.do

The following data is a sample was reviewed to look at how Winchester lines up with similar and/or nearby towns:

Municipal Labor Relations Data Reporter December 2017 CCM

|   | 2016-17 aenglc ranking        | AENGLC (Adjusted Equalized<br>Net Grand List) Ranking | A comparative measurement of wealth utilized by the State of Connecticut to determine state support percentages for reimbursement under adult education, school construction, pupil transportation and health services. A rank of 1 indicates the wealthiest municipality; a rank of 169 indicates the least wealthy municipality.  | 141              | 153                | 41                 | 47                 | 150              |           |
|---|-------------------------------|---|---|------------------|--------------------|--------------------|--------------------|------------------|-----------|
|   | equalized grand per<br>capita |   | AENGLC is defined as a combination of property tax base per person and income per person. Property tax base is used because it is the form of wealth taxed by Connecticut's towns. Per Capita Income (PCI) is used because the income from which taxes are paid has an important effect on town taxing capacity. ENGL is the Equalized Net Grand List which represents the value of taxable real and personal property (net grand list) at 100 percent fair market value. | \$26,731.45      | \$22,514.75        | \$79,276.43        | \$73,760.64        | \$23,219.27      |           |
| December 2017 CCM                       | tsil bnerg bəsilsupə<br>SLOS  |   | Equalized value of taxable property, real and personal. Real estate property is equalized utilizing the 2000 Sales Assessment Ratio developed by the State of Connecticut. A municipality's personal property is equalized by dividing the assessed value of personal property by the assessment ratio (typically 70%) currently used by the town.  | \$931,620,999.78 | \$2,760,539,378.58 | \$1,467,022,228.47 | \$1,548,752,497.24 | \$963,919,193.50 |           |
| 90                                      | 2014 per capita               |   |   | \$31,475.00      | \$28,368.00        | \$45,939.00        | \$45,856.00        | \$29,307.00      |           |
| Municipal Labor Kelations Data Keporter | dod ZTOZ                      |   |   | \$10,929.00      | \$35,190.00        | \$8,264.00         | \$9,719.00         | \$11,916.00      |           |
| apor 1                                  | labor market area             |   |   | t                | t                  | ţ                  | +                  | n-n              |           |
| Municipal L                             | yfileqizinum                  |   |   | winchester       | torrington         | litchfield         | woodbury           | griswold         | 2016 Data |

#### Town of Winchester Strategic Plan – December - January 2017

| Category                        | Winchester    | Plymouth      | Thomaston     | Torrington      | New Hartford  | Canton          | Burlington    |
|---------------------------------|---------------|---------------|---------------|-----------------|---------------|-----------------|---------------|
|                                 |               |               |               |                 |               |                 |               |
| Population                      | 11,013        | 12,047        | 7,761         | 35,611          | 9886          | 10,357          | 9,494         |
| New housing<br>Starts (2013)    | 27            | 2             | 9             | 2               | 9             | 11              | 43            |
| Per Pupil<br>Spending           | \$16,561      | \$12,825      | \$12,993      | \$14,542        | \$14,063      | \$13,666        | \$12,645      |
| Unemployment (Nov 2014)         | 6.1%          | 7.0%          | 5.4%          | 6.7%            | 2.6%          | 3.9%            | 4.6%          |
| Per Capita<br>Income            | 29,382        | 30,527        | 33,870        | 28,899          | 37,461        | 44,830          | 43,049        |
| % of State                      | 77.5%         | 80.6%         | 89.4%         | 76.3%           | %6'86         | 118.3%          | 113.6%        |
| TANF                            | %96:0         | 0.62%         | 0.22%         | 0.84%           | 0.20%         | 0.14%           | 0.12%         |
| Recipients as %                 |               |               |               |                 |               |                 |               |
| of population<br>(FY 2013-2014) |               |               |               |                 |               |                 |               |
| Bond Rating                     | A1            | Aa3           | Aa3           | Aa3             | Aa3           | Aa2             | Aa2           |
| Debt per Capita                 | \$442         | \$1,980       | \$3,283       | \$842           | \$1,400       | \$826           | \$1,859       |
| Ratio of Debt                   | %9.0          | 3.2%          | 4.8%          | 1.3%            | 1.3%          | %8'0            | 1.9%          |
| Net Grand List                  | \$688,379,460 | \$757,086,852 | \$527,643,734 | \$2,360,288,625 | \$715,256,311 | \$1,135,939,550 | \$941,466,651 |
| Grand List                      |               |               |               |                 |               |                 |               |
| Components                      |               |               |               |                 |               |                 |               |
| Residential                     | 69.4%         | 72.7%         | 62.9%         | 65.1%           | 78.3%         | 76.2%           | 83.8%         |
| Commercial                      | 11.9%         | 7.3%          | 12.6%         | 17.4%           | 2.0%          | 12.9%           | 1.8%          |
| Motor Vehicle                   | 9.3%          | 10.7%         | 10.0%         | 8.6%            | 7.6%          | 7.0%            | 8.4%          |
| Category                        | Winchester    | Plymouth      | Thomaston     | Torrington      | New Hartford  | Canton          | Burlington    |
|                                 |               |               |               |                 |               |                 |               |
| Personal                        | %6.9          | 3.6%          | 10.7%         | 7.2%            | 4.4%          | 3.6%            | 1.3%          |
| Other                           | 2.5%          | 2.6%          | 3.8%          | 1.7%            | 4.7%          | 0.2%            | 4.8%          |

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|                        | 31.91        | 34.85        | 33.63        | 36.32         | 27.68        | 28.56        | 29.85        |
|------------------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|
| Tax Collection 96.7%   | %            | 90.1%        | %8:96        | 100.0%        | 97.2%        | 97.1%        | 97.8%        |
| Rate                   |              |              |              |               |              |              |              |
| (% of Total            |              |              |              |               |              |              |              |
| Outstanding)           |              |              |              |               |              |              |              |
| Total Revenues \$31,3  | \$31,235,493 | \$40,810,009 | \$26,319,519 | \$120,661,061 | \$23,170,098 | \$37,164,314 | \$31,330,297 |
| Ratio of 4.5%          |              | 5.4%         | 2.0%         | 5.1%          | 3.2%         | 3.3%         | 3.3%         |
| Revenue to             |              |              |              |               |              |              |              |
| NGL                    |              |              |              | 2             |              |              |              |
| Total Operating \$9,63 | \$9,638,428  | \$13,560,457 | \$6,769,092  | \$47,530,357  | \$5,464,727  | \$10,040,170 | \$7,289,610  |
| Expenditure            |              |              |              |               |              |              |              |
| Op Exp as % of 30.9%   | %            | 33.2%        | 25.7%        | 39.4%         | 23.6%        | 27.0%        | 23.3%        |
| Revenue                |              |              | **           |               |              |              |              |
| Property Tax as 66.9%  | %            | 64.8%        | 68.1%        | %0'59         | %2.92        | 81.1%        | 80.5%        |
| % of Revenue           |              |              |              |               |              |              |              |
| Tax Levy per \$1,890   | 06           | \$2,188      | \$2,274      | \$2,217       | \$2,584      | \$2,891      | \$2,648      |
| Capita 2013            |              |              |              |               |              |              |              |

### Key Observations:

- Debt per capita is quite a bit lower than similar towns in the area. Perhaps conservative lending options could be leveraged to achieve some of the initial goals that require funding (marketing, promotion, website, initiatives to attract businesses, etc.)
  - Operating expense as a percent of revenue could be lower. May be room for some efficiencies.

Strategic Plan – December - January 2017

### Mission | Vision

The Board reviewed the town's current mission statement and revised its structure to include instead, guiding principles as follows:

Guiding Principles of the Board of Selectmen:

- Provide a safe community and high quality of life for all.
- Continually improve all areas of the community.
- Create an open and creative atmosphere for growth.
- Inspire a community that respects and cohesively involves its citizens.

### Vision Statement adopted:

The Town of Winchester seeks sustainable growth that protects our natural and historic resources, while preserving our values, qualities, and culture.

### Mission Statement Adopted:

The Town of Winchester strives to promote and improve quality of life, enhancing a sense government supports initiatives that create a welcoming and affordable environment for collaboration from our citizens and businesses. Winchester welcomes all to join in our responsible and accessible Town government. We encourage public participation and of community, and preserving the integrity of our small-town identity and heritage. residents, businesses and visitors alike. We strive to provide excellence through a are committed to fostering a sense of community, respect, and hospitality. Town

### Strategic Plan – December - January 2017

### Goals

From the process leading up to this point, the Board determined that the following Goals were important for them in order to achieve success:

- Establish comprehensive and interactive collaboration among all of the town's educational organizations.
- Encourage the development of commercial and industrial growth in all sectors of the town.
- Streamline the internal processes of local government to achieve cost-saving efficiencies.
- Cultivate a service-oriented leadership style among all town employees, boards, commissions, and volunteers.
- Communicate information to all residents in a timely manner through a variety of mediums.
- Cooperate with regional governments in operations and promotions.

### Objectives

The following Objectives were created from the Goals and the Guiding Principles.

- Create Working Partnership with BOE
- . Participate in Regional Economy
- 3. Attract Business | Families to Stay
- 4. Prudent Financial Growth
- 5. Use Professional Help to Fill Empty Real Estate
- 5. Unified Town-wide Communications
- Streamline Internal Procedures
- 8. Take Advantage of Regional Initiatives and Operations
- . Create MBOs for Town Manager that reflect these Objectives

The prioritization of these Objectives is meant to reflect the cyclical nature of any good development plan. The Schools must be a priority, jobs must be available and there must be community activities for families to stay. If there are families here, then businesses will stay based on the potential for customers and the ability to access human resources for staffing.

Strategic Plan – December - January 2017

### **BOS OBJECTIVES 2017-19**

| Goal         | Support Education so that our school system may grow into a stronger entity for families, |
|--------------|---|
|              | students, and our community so that we may attract and retain families in our educational |
|              | system  |
| Objective    | The Town Manager continues building relationships and securing resource efficiencies with |
|              | our Superintendent.   |
|              | Continue to have the Superintendent attend BOS meetings with updates to discuss           |
|              | continued progress targeting a comprehensive learning trajectory and financial monitoring |
|              | of the programs   |
|              | To move to having one financial software program serving both the school system and       |
|              | municipal operations  |
| Person(s)    | Doug & Melissa  |
| Responsible: |   |
| Timeline     | Ongoing   |
| Assessment   | Monitor Meeting Dates, Financial Software in place, Efficiencies Identified               |

|            |   | 1 |
|------------|---|---|
| Goal       | Workforce Development:  |   |
|            | To Ensure efficiencies to meet the current and future needs of the Community. | - |
| Objectives | 1) Develop flexible organizational structure to meet needs.                   |   |
|            | a) Survey functions and processes of departments.                             |   |
|            | b) Analyze Survey results   |   |
|            | c) Optimize organizational structure  | - |
|            | d) Review Job Descriptions to ensure they meet future needs                   |   |
|            |   |   |
|            | 2) Develop Human Resources Management functions.                              |   |

# Town of Winchester Strategic Plan - December - January 2017

|             | a) Analyze existing hiring practices to ensure the hiring of the most qualified |
|-------------|---|
|             | candidates. (Human Resources model vs. Civil Service model).                    |
|             | b) Establish a Methodology for talent management.                               |
|             | c) Develop Best Practices for Human Resources Administration                    |
|             | i.e. reviews, training, employee engagement, recognition, succession plans      |
| Person(s)   | Town Manager & Staff (Candace & Todd)   |
| Responsible |   |
| Timeline    | Step 1 completion date: May 1, 2018   |
|             | Step 2 completion date: September 1, 2018                                       |
| Assessments | Immediate: Completion of surveys.   |
|             | Development of a flexible organizational structure.                             |
|             | Long Term: Development of Human Resources Management Functions                  |

| Goal      | Coordinate to enhance economic incentives for commercial development by the owners                             |
|-----------|--|
|           | of properties and businesses within the downtown area  |
| Objective | 1. Develop map of all properties and ownership along Rt. 44 / Main Street from Ledgebrook Plaza to Coe Street. |
|           | 2. Itemize on the map potential locations for physical enhancements, marketing, and sale.                      |
|           | 3. Contact all of these property owners with a letter of interest in their participation in a                  |
|           | window/building front improvement  |
|           | 4. Establish by the Board of Selectmen a sub-committee to interact and network with                            |
|           | building and business owners to explore issues and needs that will lead to their further                       |
|           | development and / or expansion – (Appoint to the sub-committee – selectmen, government                         |

|              | staff personnel, members of the Economic Development Commission, and two active business developers.  |
|--------------|---|
|              | 5. Network into the state's Economic Development Department, public and private grant providers, and other available funding sources including municipal and state tax incentives to determine availability and methods to acquire. |
| Person(s)    | Jack and Linda  |
| nesponsible. |   |
| Timeline     | 1. By January 10  |
|              | 2. By January 20  |
|              | 3. By January 30  |
|              | 4. By February 5  |
|              | 5. On going after February 5  |
| Assessment   | Immediate:  |
|              | 🛭 Completions of objectives 1-2 by due dates  |
|              | © Contact list and return mail or contact call for objective 3 by due date  |
|              | Completion of members of sub-committee for objective 4 by due date  |
|              | Goals 1-3 have met the time line for accomplishment.  |
|              | Goal 4 has been taken-up in part by a committee of the EDC, but still remains as an active goal that  |
|              | should be pursued.  |
|              | Goal 5 is on-going, some action being accomplished by TM and Planner, some through efforts of EDC.  |
|              | Midterm:  |
|              | Accounting of financial incentive opportunities itemized, discussed, and provided   |
|              | for objective 5   |
|              | Long term:  |
|              | Grand List increases for real estate and personal property in October 2018 and 2019   |

# Town of Winchester Strategic Plan - December - January 2017

| Goal         | To have a structured 5 year plan in place for rebuilding infrastructure — including roads, |
|--------------|--|
|              | bridges, drainage, sidewalks, and town facilities  |
| Objective(s) | 1. Hire a project manager to review the pavement management plan, sidewalk analysis,       |
|              | and other relevant documents and meet with the Long Range Planning Committee to build      |
|              | an implementation plan.  |
|              | 2. Create the financial structure to support the plan.                                     |
| Person(s)    | Town Manager & Candy & Steve   |
| Responsible: |  |
| Timeline     | On or before: April 1  |
| Assessment   | Scheduled meetings of the Long Range Planning Committee                                    |
|              | Completion of Plan   |
|              |  |

Strategic Plan – December - January 2017

# Strategies Established in 2016...green indicates progress.

The steps necessary for completing these objectives are covered here in detail:

# Create Working Partnership with BOE

to share the town's resources. In order to build a working partnership with the BOE, it was agreed that the Town Manager needs to have regular The Board of Selectman's role is to support and promote the school system in town, provide the structure in terms of buildings and finances and meetings with the Superintendent to establish rapport and build trust. To be effective the following steps were outlined:

- Define the purpose of the meetings, agendas and content to be agreed upon
- Agree on the schedule and frequency
- Request financial reporting updates at meeting. This allows the details to be reviewed and question regarding accuracy, gaps, concerns,
- Discuss how things are going in general
- Invite Superintendent to Town Manager meetings to provide broader updates (new Superintendent has been coming to more meetings)

spend time with all educational entities in town to determine how the Town can support their needs, foster trust and collaborate on ways to While the focus of this discussion was on the BOE of the Gilbert School and the existing issues, it was agreed that the Town Manager should help the local economy.

### 2. Participate in Regional Economy

was felt that Winsted/Winchester could compliment a number of these initiatives and that our location at the intersection of Routes 8 and 44 The Board spent time discussing a number of regional initiatives in the area including agro-tourism, the arts, event planning and weddings. It made the town almost a "gateway" to the Northwest Corner. In order to participate in the regional economy the following should be considered:

- Showcase and promote what Winsted has to offer through events, website promotion, video tours, tours of available real estate by the EDC and appropriate signage.
- Appoint representation from the BOS to attend regional Council of Government and Transportation meetings. This allows Winsted/Winchester to be seen as an interested party.
- Hold a "summit" with all appropriate town agencies/boards to convey the goal to be involved regionally and brainstorm on how.
- Develop a communication plan for the Town, perhaps using a professional PR firm to support branding and marketing of a positive

Strategic Plan – December - January 2017

- Invite the head of the Council of Governments to quarterly BOS meetings to exchange updates.
- 3. Attract Business | Families to Stay

as a place to live. Hand in hand with this is the work to attract businesses through promotion of our low cost, available real estate and providing to families moving into the area, but the families need to be here for the businesses to survive and subsequently provide jobs. This is the typical This particular topic created some challenges for the group as jobs, recreation, schools, etc. must be in good shape for the town to be attractive noted in Strategy #1 above, and promote the town as a destination as mentioned in Strategy #2 there would be a renewed interest in the town incentives for them to invest in our town, through tax abatements and planning and permitting processes that are not overly restrictive. The economic development cyclical issue. If the town can continue to make strides in terms of tackling blight, resolving the education issues as following strategies should be considered:

- Research and find grants for housing rehab, which would fund the town granting tax rebates for those who improve their properties
- Partner with Northwest Community Bank for special loan rehab program for town residents and businesses
- Seek grants for improvements to the town's infrastructure such as sidewalks, town buildings and projects that improve the walkability of
- Create a program to reduce or rebate building permits to encourage new construction and renovation Create a program for tax incentives, for both new and existing businesses, for expansion, hiring, renovation, etc.

### 4. Prudent Financial Growth

In order for any of the town initiatives to succeed, it must have adequate revenue to fund them. Prudent financial growth was defined as an appropriate mix of both business and residential tax base revenue, service and fee income opportunities and reducing expenses through efficiency and judicious management. Some strategies to increase revenue are as follows:

- Create revenue map by establishment on Main Street, Industrial Park, etc. to understand impact of the towns efforts and where it can get the most "bang for the buck".
- Review a report of revenue, by location
- Partnership with the BOE to understand their financial needs, force legitimacy and provide checks and balance
- Review all Town fees to make sure they are covering expenses, then create plan for regular review and necessary cost increases to cover any rising expenses
- Create plan for enforcement and collection of outstanding fees
- Investigate borrowing options to fund short term initiatives
- Create investment goals for revenue, review and look for improvements in return or reduction in fees

# 5. Use Professional Help to Fill Empty Real Estate

Strategic Plan – December - January 2017

positions Winsted/Winchester for controlled growth. The Town would also like to "get out of the real estate business" as it is not the best use of The Town has recently engaged an EDC consultant and hired a full time Planner. These resources should work closely with the BOS to determine what types of business the Town would like to attract such as a brewery, hotel and so on that compliments the Regional tourism goals and their time. This means that any town owned properties should be made available for sale and/or development. To start this process:

- Inventory what real estate is empty within town, both town owned and general public, identify key properties and create a pipeline report of available real estate
- Create plan for Town Planner and EDC so that they are working in unison with the BOS goals for the town. Plan shall include a mechanism for monitoring of their efforts and progress.
- Develop a plan for the 120 acre parcel of land and seek the right partner to carry it out
- Work with Town Planner to identify ways to attract the type of industry, type of citizen, type of services that fit with the BOS Strategic
- Meet with EDC and Planning Board to develop model, review pipeline report, discuss options for properties and so on

### 6. Unified Town-wide Communications

In order for the Town to march in one direction, as one community with one mission, their must be unified Town-wide communications, both internal and external. This means across boards and commissions, and then out to the citizens.

- Appoint FTE under Town Manager's leadership to own communications
- Board and commission agendas and minutes must be reviewed for thorough content, and posted in a timely manner
- Create a communication plan that outlines expected content, available tools (web site, email, facebook, etc.), policies to cover disasters, town events, public notification and so on, and an accountability list of who owns what such as Police, Fire, Mayor, Town Manager etc.
- Create schedule for Board/Commission discussions at BOS meetings to update Board and citizens to include Planning and Zoning, Wetland, Town Planner, EDC, and Recreation Committee. Help define content initially to keep at high level, not detailed.
- Schedule time to review Strategic Plan and outcomes with Boards and Commissions

### 7. Streamline Internal Procedures

- Review forms, processes, filings, reports, etc. to determine if necessary and useful
- Review technology tools and consolidate across departments where possible to create ability to share
- Eliminate redundant steps wherever possible
- Follow thorough requirements definition and vendor selection steps to ensure that proper services and/or software is purchased to eliminate wasteful or duplicative purchasing across town departments

Strategic Plan – December - January 2017

- 8. Take Advantage of Regional Initiatives and Operations
- Review Council of Governments communications to look for opportunities to participate in shared resources and take advantage of regional volume purchasing discounts
- Spearhead effort to create shared IT position across several towns to share cost of employment
- Create MBOs for Town Manager that reflect these Objectives

Many of these initiatives fall to the Town Manager to carry out. As the Town Manager reports to the BOS, they should provide clear direction to the Town Manager on their expectations for his | her participation in the Strategic Plan. The following Management Business Objectives are suggested for the Town Manager, along with a formal review process to occur yearly to discuss and compare progress.

- Reduce blight in town through discussions with property owners, town departments and others who contribute. Utilize town resources to repair, clean, maintain as necessary all town properties.
- Create working partnership with BOE through regular meetings and discussions on how the town and BOE can work together to regain the town's confidence.
- Develop and distribute goals for the Town Planner which align with the BOS's strategic direction
- Create enforcement plan for town fees to ensure fees are billed and collected as appropriate
- Research and apply for grants in support of Town initiatives at a minimum of once quarterly
- Create efficiencies within Town Operations through streamlined operations and use of appropriate technology
- Generate and provide ongoing updates to a town Revenue Map GIS map with Planner
- Create a formal recognition program for town staff that encourages and acknowledges efficiency, revenue generation, blight reduction professionalism and so on

The Town Manager's yearly compensation revenue should be "pay for performance" and an increase to salary should be relative to the quantity and quality of goals completed.

### In Summary

made as necessary. Each successive Board will want to review the existing plan and make adjustments for their own objectives, keeping in mind It is recommended that this strategic document, the goals, objectives and strategies be reviewed quarterly by the Board and course corrections the overall Guiding Principles

No.: 22-34 Date: June 06, 2021

Topic: New Business (C)- Municipal Suspense Tax List (with attachment)

From: Josh Kelly, Town Manager

Background: In accordance with the Connecticut State Statute §12-165:

Each municipality shall have a suspense tax book [list]. At least once in each year each collector of taxes in each municipality shall deliver to the board of finance or other similar board by whatever name called or, if no such board exists, to the board of selectmen if a town not consolidated with a city or borough, to the common council or board of aldermen if a city, to the warden and burgesses if a borough and to the governing board if any other municipality, a statement giving by rate bill: (1) The name and address of the person against whom each uncollectible tax was levied, and (2) the reason why such collector believes each such tax is uncollectible. At the end of such statement, the tax collector shall certify that, to the best of his knowledge and belief, each tax contained in such statement has not been paid and is uncollectible.

Ms. Halaree Monnerat, Town Tax Collector, has deemed the attached taxes from, Grand List 2009, Grand List 2010, Grand List 2011, Grand List 2012, Grand List 2013, Grand List 2014, Grand List 2015, Grand List 2016, Grand List 2017, Grand List 2018, Grand List 2019, Grand List 2020 and Grand List 2021, Grand List \*Proposed 2021 as uncollectible.

Requested Action: The Board of Selectmen should consider the Town of Winchester Suspense List.

Fiscal Implications: The amount of the suspended taxes is \$97,207.28.

Manager's Recommendation: I recommend that the Board of Selectmen approve the Town's Suspense List.

Recommended Motion: I move that the Board of Selectmen approve the Town of Winchester Suspense List.

Attachment:

Correspondence, H. Monnerat to J. Kelly



### TOWN OF WINCHESTER – CITY OF WINSTED Office of the Collector of Revenue Town Hall – 338 Main Street WINSTED, CONNECTICUT 06098

www.townofwinchester.org

Phone: (860) 379-4474 Fax: (860) 738-6597

МЕМО ТО:

Joshua Steele Kelly, Town Manager

CC:

Ann Marie Rheault, Finance Director

MEMO FROM:

Halaree Monnerat

Collector of Revenues

DATED:

May 25, 2022

SUBJECT:

Suspense Tax List

Pursuant to Connecticut General Statute 12-165, I submit herewith the following lists of uncollected taxes. These taxes are deemed 'uncollectible' for one or more of the following reasons: Taxpayer cannot be located, and tax bills have been returned by the U.S. Postal Service as undeliverable; taxpayer is out of business; taxpayer is deceased; the Town of Winchester has taken ownership of the property.

I hereby certify, to the best of my knowledge and belief, that these taxes are uncollectible, and respectfully request that the Board transfer these items to the Suspense Tax Book, in accordance with CGS 12-165. The total dollar amount (principal) included in this request for transfer to suspense is \$97,207.28. This amount includes: \$51,392.49 real estate taxes, \$38,601.40 in motor vehicle taxes and \$7,213.39 in supplemental motor vehicle taxes.

### Our suspense history are as follows:

| 2021: \$97,207.28 * Proposed | 2015: \$83,300.08  |
|------------------------------|--------------------|
| 2021: \$64,462.03            | 2014: \$92,608.60  |
| 2020: \$108,771.81           | 2013: \$144,723.19 |
| 2019: \$85,933.04            | 2012: \$48,380.43  |
| 2018: \$7,610.43             | 2011: \$41,850.09  |
| 2017: \$87,003.07            | 2010: \$83,339.73  |
| 2016: \$106,758.35           | 2009: \$103,069.23 |

This year, we are requesting a transfer of 415 items. Accounts that are transferred to suspense are still collectible in certain cases and remain on our tax software system for fifteen years from the due date. The transfer to suspense is an efficiency measure and serves to relieve the Town from having to continue to attempt to bill accounts for which we have no valid address. We do collect in cases where our State Marshal is able to locate the taxpayer through skip-tracing and other methods, or in cases when the taxpayer ultimately moves back to Connecticut and attempts to register a vehicle at the Department of Motor Vehicles. Accordingly, the transfer to suspense does not mean the Town 'gives up' on collecting; it merely means we are able to use our resources more efficiently. If at any time these accounts become active, the taxes will be collected with interest at the rate of 18% per year in accordance with Connecticut State Statutes.

A detailed listing of accounts follows.

Thank you very much for your consideration of this request.

Respectfully submitted:

Halaree Monnerat, CCMC, CCMO Collector of Revenues Joshua Steele Kelly, Town Manager

TO: Collector of Revenues

No.: 22-35 Date: June 06, 2022

Topic: New Business (D)- Proposed Line-Item Transfers (with attachments)

From: Joshua Kelly, Town Manager

Background: The Town of Winchester Charter (as amended) provides for the intradepartmental transfer of funds:

### Section 915.

INTRA-DEPARTMENTAL TRANSFER OF APPROPRIATIONS Upon the request of the Manager, but only within the last three (3) months of the fiscal year, the Board of Selectmen may, by resolution, transfer any unencumbered appropriation, balance, or portion thereof, from one department, commission, board, or office to another. No transfer shall be made from any appropriation for debt service and other statutory charges. Notwithstanding the above, no transfer shall be made from any appropriation for an uncompleted capital improvement or from a department sinking fund without approval of the Town acting by referendum.

Requested Action: The Board of Selectmen should consider the proposed line-item transfers.

In accordance with Section 915, Finance Director Ann Marie Rheault has requested a transfer of funds to cover FY22 year-end deficits.

### Fiscal Implications:

| FROM: Senior Cer  | iter (813)          |             |       |               |
|-------------------|---------------------|-------------|-------|---------------|
| <u>Line</u>       |                     | Description |       | <u>Amount</u> |
| 813-197-0000      | Overtime            |             |       | \$2,950.00    |
| 813-806-0002      | Copier              |             |       | \$600.00      |
| .813-819-0000     | Vehicle Allowance   |             |       | \$100.00      |
| 813-820-0000      | Gas, Oil, Grease    |             |       | \$200.00      |
| 813-832-0000      | Contracted Labor    |             |       | \$3,900.00    |
| 813-841-0000      | Celebrations        |             |       | \$1,300.00    |
| 813-846-0000      | Tires               |             |       | \$500.00      |
|                   |                     |             | Total | \$9,550.00    |
| TO: Senior Center | (813)               |             |       |               |
| <u>Line</u>       |                     | Description |       | <u>Amount</u> |
| 813-827-0000      | Maintenance of Stru | ctures      |       | \$9500.00     |

Recommended Motion: I move that the Board of Selectmen approve the line-item transfer of \$2,950.00 from Overtime (813-197-0000), \$600.00 Copier (813-806-0002), \$100.00 Vehicle Allowance (813-819-0000), \$200.00 Gas, Oil, Grease (813-820-0000), \$3,900.00 Contracted Labor (813-832-0000), \$1,300.00 Celebrations (813-841-0000) and \$500.00 Tires (813-846-0000) to Senior Center - \$9,500.00 Maintenance of Structures (813-827-0000)



In accordance with Section 915, Finance Director Ann Marie Rheault has requested a transfer of funds to cover charges for Maintenance of Structures.

Fiscal Implications: none

### **FUND TRANSFERS - TOWN OF WINCHESTER**

| 1. DEPARTMEN             | NT REQUESTING TRANSFER                           | ₹                             | Senior Center        | Dept 813 |                 |            |
|--------------------------|--|-------------------------------|----------------------|----------|-----------------|------------|
| 2. TOTAL AMO             | UNT & FISCAL YEAR OF TR                          | ANSFER                        | \$9,550 F            | Y22      |                 |            |
| ACCOUNT(S) T             | RANSFERRED FROM:                                 | Fund:                         | DEPT#                | OBJECT#  | OBJECT#         | AMOUNTS    |
| Overtime                 |  |                               | 813                  | 197      | 0000            | \$2,950    |
| Copier                   |  |                               | 813                  | 806      | 0002            | \$600      |
| Vehicle Allowa           | ince   |                               | 813                  | 819      | 0000            | \$100      |
| Gas, Oil, Greas          | е  |                               | 813                  | 820      | 0000            | \$200      |
| Contracted Lab           | oor  |                               | 813                  | 832      | 0000            | \$3,900    |
| Celebrations             |  |                               | 813                  | 841      | 0000            | \$1,300    |
| Tires                    |  |                               | 813                  | 846      | 0000            | \$500      |
|                          |  |                               |                      |          |                 | \$9,550.00 |
| ACCOUNT(S) T             | RANSFERRED TO                                    |                               | DEPT#                | OBJECT#  | SUB-<br>OBJECT# | AMOUNTS    |
| Maintenance o            | of Structures                                    |                               | 813                  | 827      | 0000            | \$9,550    |
|                          |  |                               |                      |          |                 |            |
|                          |  |                               |                      |          |                 |            |
|                          |  |                               |                      |          |                 |            |
|                          |  |                               |                      |          |                 |            |
| 4. REQUESTIN (PER SECTIO | G DEPARTMENT HEAD SIG<br>IN 914 OF TOWN CHARTER  | NATURE: Jen<br>R) FURTHER CON | MCN K<br>IMENTS:     | ally     |                 |            |
|                          | OF FINANCE VERIFICATION HIS REQUEST:             | of funding so                 | URCE'S ABILITY 5/31/ | 2022     |                 |            |
|                          | NAGER'S APPROVAL AND F<br>ONS 914 AND 915 OF TOW | N CHARTER) FUR                | 500 (10 d d)         |          |                 |            |
| 7. DATE SUBM             | NITTED TO BOARD OF SELE                          | CTMEN                         |                      |          |                 |            |
| 8 DATE ADDD              | OVED BY BOARD OF SELEC                           | TMEN                          |                      |          |                 |            |
| O. DATE AFFA             | OTED BY BOARD OF SELEC                           | TIVILIA.                      |                      |          |                 |            |

CC: Town Manager, Director of Finance, Purchasing Director, Department Requesting Fund Transfer

| 7.        |           | Deliv         | er To: Winsted Senior Center            |              |                | Date of Requisition<br>5/17/2022 |             |
|-----------|-----------|---------------|---|--------------|----------------|----------------------------------|-------------|
|           |           |               |   | Requested I  | By: Jennifer I | Kelley                           |             |
|           |           |               | Number To Charge:<br>3-827-0000-0000    |              |                | Date Ordered                     | t           |
|           |           | The Foll      | owing Wanted For:                       |              | Pu             | rchase Order                     | No.         |
| Northern  | Improveme | nt Co, 148 Ea | ast Albert St., Torrington 06790, 860-3 | 307-0965     |                |                                  |             |
| Quantity  | Item #    |               | Description                             |              |                | Unit Cost                        | Total       |
| 1         |           | Repair uppe   | r Chestnut St. door and garage passth   | rough door   |                | \$2,602.40                       | \$2,602.40  |
| 1         |           | Paint exterio | or building including generator and ac  | cover and re | epair          | \$11,911.00                      | \$11,911.00 |
|           |           | siding where  | e needed                                |              |                |                                  | \$0.00      |
|           |           |               |   |              |                |                                  | \$0.00      |
|           |           |               |   |              |                |                                  | \$0.00      |
|           |           |               |   |              |                |                                  | \$0.00      |
|           |           |               |   |              |                |                                  | \$0.00      |
|           |           |               |   |              |                |                                  | \$0.00      |
|           |           |               |   |              |                |                                  | \$0.00      |
|           |           |               |   |              |                | Total                            | \$14,513.40 |
| Filled By | Priced By | Entered By    | Received By                             | 1            |                | Date R                           | eceived     |

| Appproved   |  |
|-------------|--|
| Approval Da |  |

· ;

No.: 22-36 Date: June 06, 2022

**Topic:** New Business (E)- Refunds as Recommended by the Collector of Revenue (with attachments)

From: Josh Kelly, Town Manager

**Background:** The Town Collector of Revenue has recommended that the refunds described in the attached correspondence be authorized in accordance with Connecticut General Statutes Section 12-129.

Requested Action: The Board of Selectmen should authorize the Town Manager to approve the described refunds.

Fiscal Implications: The described refunds total \$10.00

Manager's Recommendation: I recommend that the Board of Selectmen authorize the refunds recommended by the Collector of Revenue.

**Recommended Motion:** I move that the Board of Selectmen authorize the refunds recommended by the Collector of Revenue in the amount of \$10.00.

Attachment:

Grand List 2020 Refunds

### CHESTER CO.

### Page 1 of 1

The attached list represents taxes that have been corrected by authority of the provision of Section 12-129 of the General Statutes, and by the Assessor or Public Works Director of the Town of Winchester. The taxes/water and/or sewer amounts shown below have been paid and requests received for refunds of the same.

| LIST #/GL | YR TAX TYP | E TAXPAYER        | AMOUNT OF REFUN | D/REASON |
|-----------|------------|-------------------|-----------------|----------|
| 4284      | 2020 RE    | SAMUEL J TRSUSTEE |                 | \$10.00  |
|           | DEMONSTR   | 276 GILBERT AVE   | OVER PAYMENT    |          |
|           | ANTI       | WINSTED, CT 06098 |                 |          |
|           | RE         | TOTAL REFUNDS BY  | TYPE            | \$10.00  |
| NUMBE     | R OF REFU  | NDS 1             | TOTAL REFUNDS   | \$10.00  |

| It is recommended that refunds in the amount as stat           | ted above be made to the taxpayers listed, in accordance with the |
|--|---|
| provisions of said General Statutes, Section 12-129. 5/25/2022 | allament  |
| Date of Report   | Halaree Monnerat, Collector of Revenue                            |
| APPROVED FOR PAYMENT:  |   |
| DATED:   | Town Manager  |
| have received from Town Accountant the above checks to cover t | he refunds as stated above.                                       |
| Date: Coll   | lector of Revenue   |

No.: 22-37 Date: June 6, 2022

Topic: Proposed New Business (F)- Fix Rate of Taxation (with attachment)

From: Josh Kelly, Town Manager

Background: The Town of Winchester Charter (as amended) states:

### Section 1109.

AMOUNT TO BE RAISED BY TAXATION, TAX LEVY Upon adoption of the budget by town meeting, the Board of Selectmen shall fix the amount of revenues to be raised by taxation for town and school purposes combined, so as to preserve a balanced relation between receipts and expenditures including any estimated cash surplus or cash deficit from the current fiscal year. After the budget is adopted, the Board of Selectmen shall, as soon as practical, fix the rate of taxation on the last property grand list at a point sufficient in its judgment to produce such amount.

On May 28, 2022, the budget was adopted by town referendum, 521 (ayes) to 409 (nays).

Requested Action: The Board of Selectmen should consider the proposed Rate Bill.

Fiscal Implications: To produce the amount of property tax revenue budgeted (\$25,505,771) requires a tax rate of 33.54 mills (based upon the October 1, 2021 Grand List and projected collection rate).

Manager's Recommendation: I recommend that the Board of Selectmen set the tax rate for the fiscal year commencing on July 1, 2022.

Recommended Motion: I move that the Board of Selectmen set the tax rate for the fiscal year commencing July 1, 2022, at 33.54 based upon the Grand List of October 1, 2021 barring any state regulations or laws to the contrary.

Attachment:

Proposed Rate Bill



### **COLLECTOR OF REVENUES**

### RATE BILL

At a meeting of the Board of Selectman of said Town of Winchester held on June  $6^{th}$ , 2022 It was:

**VOTED:** 

"That the tax rate for Real Estate and Personal Property will be set at 33.54 mills and the Motor Vehicle bills will be set at a mill rate of 32.46 mills based on the

Grand List of October 1, 2021.

### PAYMENTS ON ACCOUNTS TO BE MADE AS FOLLOWS:

| Real Estate<br>Personal Property Taxes<br>Motor Vehicle<br>Supplemental M.V. | Due July 1, 2022 and January 1, 2023<br>Due July 1, 2022 and January 1, 2023<br>Due July 1, 2022<br>Due January 1, 2023 |
|--|---|
| This Rate Bill is made in accord   | ance with said votes and meetings.  |
| Dated at Winsted, Connecticut of   | on this 6th day of June 2022.   |
|  |   |
|  |   |
|  |   |
|  |   |
|  |   |
| Board of Selectmen   |   |