

**TOWN OF CROMWELL - TOWN COUNCIL
TOWN HALL COUNCIL CHAMBERS
41 WEST STREET, CROMWELL, CT 06416
AMENDED REGULAR MEETING MINUTES**

Wednesday, September 13, 2023 - 7:00 p.m.

Present: Mayor S. Fortenbach, Deputy Mayor J. Henehan, Councilman J. Demetriades, Councilwoman J. Donohue, Councilwoman P. Luna, Councilman J. Polke, Councilman A. Waters

Also Present: Finance Director Sharon DeVoe, Social Services Director Amy Saada, Chief Sifodaskalakis, Public Works Director Lou Spina

A. CALL TO ORDER

Mayor Fortenbach called the meeting to order at 7:00 p.m.

B. PLEDGE OF ALLEGIANCE

The Town Council stood to recite the Pledge of Allegiance.

C. APPROVAL OF AGENDA

MOTION made by J. Donohue and **SECONDED** by J. Henehan to move Agenda Item K.
2. Approve and Adopt Resolution for Establishment of a Cultural District up to after Item C.

All in favor.

MOTION made by J. Demetriades and **SECONDED** by J. Henehan to approve agenda as amended.

All in favor.

K. NEW BUSINESS

2. Approve and Adopt Resolution for Establishment of a Cultural District.

Eric Dillner of Shoreline Arts Alliance, Ann Grasso of the Cromwell Creative District, and Katie Daigle of the Cromwell Creative District were in attendance to present this item and answer questions of the Town Council. Please see Attachment A for all letters of support received by the CCD.

Mr. Dillner explained that having this designation will: promote tourism, create visitation, drive and expand economic growth and highlight what the town is about (history/culture). Therefore, the State of Connecticut is willing to invest money into towns that have a Cultural District. He explained that it is good for businesses of the Town to have arts and culture. He congratulated the Cromwell Creative District team on their efforts to help this come to life here in Cromwell. There was discussion and some concern about the Historical District being encompassed in some of this district. There was a question asking if there would be a detriment to the Green on Main Street and the Green on the

Holy Apostles. Mr. Dillner and the Cromwell Creative District assured that there would not be any detriment to these places. There were discussions about inserting a sentence or two into the resolution that clarifies that the Cultural District and the Historical District are two separate, distinct, and autonomous groups. There was also discussion regarding changing the word "Cultural" to "Creative" throughout the resolution. Mr. Dillner assured the Town Council that this is acceptable and the Town would still receive the Designation they are looking for. The Mayor read the Resolution below, changing the word "cultural" to "creative":

**RESOLUTION
CREATIVE DISTRICT DESIGNATION**

The Town of Cromwell hereby establishes a Creative District and a Creative Commission in accordance with Public Act 19-143.

WHEREAS, The Creative District Commission shall be comprised of seven (7) members, at least six (6) of whom must represent the Town's arts and culture community, and at least four (4) of the seven (7) members must live or work within the Creative District. The terms shall be for two (2) years.

WHEREAS, the boundaries of the Creative District include the eastern border: Connecticut River, the southern border: Route 9, the western border: Ranney Road and Timber Hill Road, and the norther border: Valor Green at Main Street and Prospect Hill Road.

WHEREAS, the authority of the Creative District Commission is to carry out the provisions of Public Act 19-143 in promoting the educational, cultural, economic and general welfare of the public through the marketing of arts and culture attractions, the encouragement of artists and artistic and creative enterprises and the promotion of tourism. Additionally, the Commission shall consult and collaborate with the Town Manager and with the Commissioner of the Connecticut Department of Economic and Community Development, and regional services organization for any assistance. Under the approval of the Town Manager, the Creative District Commission shall also apply for or solicit and accept any grants, contributions, gifts, bequests, devise, or any other donation from any source provided that all requirements of the Town Charter are followed for purposes of accepting and appropriating said funding. The Commission shall provide a report of activities and metrics to the Town Council no less than quarterly.

WHEREAS, in addition to the powers set forth in the paragraph above, the duties and procedures of the Creative District Commission shall include developing goals and objectives for the district, a management plan, a creative assets map and inventory, a marketing plan in conjunction with the Connecticut Department of Economic and Community Development and a list of goals and success measure for the district. The commission shall provide a report of activities and metrics to the Town Council no less than quarterly.

NOW THEREFORE, be it resolved that the Town Council does hereby establish a Creative District in the Town of Cromwell, CT within the parameters mentioned herein.

ADOPTED this 13th Day of September 2023.

MOTION made by J. Henehan and **SECONDED** by A. Waters to adopt and approve the resolution for Establishment of a Cultural District.

After the Mayor read the resolution, there were questions about the existing Cromwell Creative District and the Designation as a Cromwell Creative District (Cultural District). There were also questions surrounding the existing Cromwell Creative District already having a Creative Commission and when the Town receives the Designation, another Creative Commission will have to be established. The Council felt that this had to be cleared up. What will the duties and roles be of each Commission? Will they be two commissions with the same charge? Will the original Creative Commission (under the existing Cromwell Creative District) be dissolved and appointed to this newly established Creative District Commission? How will this work? The CCD said they did not want to dissolve their existing commission and they were not sure how this would affect their 501c3 status. It was decided by the Town Council that the Town Attorney needed to review this before the Town takes any action on it.

Councilman Henehan withdrew his motion. Councilman Waters rescinded his motion.

MOTION made by J. Henehan and **SECONDED** by A. Waters to table this item.
In favor: S. Fortenbach, J. Henehan, J. Donohue, P. Luna, J. Polke, A. Waters.
Abstained: J. Demetriades
Motion carried.

D. COMMISSION CHAIRMAN REPORTS/LIAISON REPORT/STAFF REPORTS
1. CMS Building Committee

MOTION made by J. Donohue and **SECONDED** by J. Polke to move agenda item J. Citizen Comments to before Agenda Item E. Mayor's Update.
All in favor.

J. CITIZEN COMMENTS *(limited to 2 minutes per speaker, please be respectful)*
Ned Pendleton, 43 Spruce Lane read the attached letter to the Town Council. See Attachment B.

Alice Kelly, read the attached letter to the Town Council. See Attachment C.

Richard Anderson, 25 Chestnut Court addressed the Council and said that he would have liked to know more about the Cultural District Designation. He referenced the Veterans sacred piece of property and wanted to be sure that it would not be affected by this. He had that the State would have control of that area after the resolution is passed

and it is designated as the Cultural or Creative District. He felt as though it should have been publicized more so that more residents were aware of it and could be involved.

James Rude, 25 High Ridge Road, read the attached letter to the Town Council. See Attachment D.

Jason Solomonides, President of Sovereign Ridge HoA, read the attached letter and referenced the attached photographs. See Attachment E.

Danny, 37 Sovereign Ridge echoed the comments and concerns presented by Mr. Solomonides, President of Sovereign Ridge HoA.

Donna Bernstein, read the attached letter to the Town Council. See Attachment F.

Katie Daigle of CCD thanked the Town Council for their time and consideration of the Cultural District Designation.

E. MAYOR'S UPDATE

The Mayor submitted a written report to the Council and informed the Council and residents that tomorrow night is Cromwell's home game at 6:00 p.m. at Pierson Park

F. TOWN MANAGER'S UPDATE

- The Town Manager provided a written report to the Town Council and briefly stated that at this time he is concerned about the parking at Pierson Park for the home game tomorrow due to the rain we have been getting. The Public Works Director will make an assessment on the condition of the parking lot tomorrow and notify the public.
- He supports the endeavor of the CCD but we need to make sure we do this the right way.

G. FINANCIAL/FINANCE DIRECTOR'S UPDATE

1. Budget Report

Sharon DeVoe was in attendance to present her budget report and to answer any questions of the Town Council. She informed the Council that we are working on financing with a new bond advisor and she passed out a timeline. See Attachment G.

2. Discussion and action to approve an appropriation in the amount of \$128,513 within the General Fund Fund Balance for Senior Center Bus.

Social Services Director Amy Saada was in attendance and she explained that the reason for the decrease in the cost is because the bus company went over all the

paperwork and noticed they made an error on the type of seatbelts. She reminded the Town Council that this grant is 100% reimbursable.

MOTION made by P. Luna and **SECONDED** by J. Henehan to approve an appropriation in the amount of \$128,513 within the General Fund Fund Balance for a Senior Center Bus. **All in favor.**

3. Discussion and action to approve an appropriation in the amount of \$45,065 within the CNR Fund for Senior Center Facility Improvements.

MOTION made by A. Waters and **SECONDED** by J. Henehan to approve an appropriation in the amount of \$45,065 within the CNR Fund for Senior Center Facility Improvements. **All in favor.**

4. Tax Refunds

MOTION made by A. Waters and **SECONDED** by J. Henehan to approve Tax Refunds 1-26. **All in favor.**

MOTION made by J. Henehan and **SECONDED** by J. Demetriades to move Agenda Item K.3. To after Agenda Item G.4. **All in favor.**

K. NEW BUSINESS

3. Tax Deferral Appeal Recommendation from Senior Services Director for Resident Ann Flaherty

MOTION made J. Polke and **SECONDED** by P. Luna to approve the Senior Services Director's recommendation for a Tax Deferral Appeal for Resident Ann Flaherty. **All in favor.**

H. CHIEF OF POLICE'S UPDATE

Chief Sifodaskalakis provided the following in addition to his written report:

- On October 3rd he will be at the Senior Center for "Meet the Chief" at 9 a.m.
- He invited the Council to Starbucks on October 4th as he will be there from 11 a.m. to 1 p.m.
- He will be attending the services for the fallen Hartford Police Officer on Saturday, September 16th.
- They are still hiring for officers. They currently have 6 openings; his goal is to get to full staff.
- They currently are working on a Recruitment Video to encourage people to apply.

Councilman Polke asked several questions of Chief Sifodaskalakis regarding tinted windows, unmarked police cars and a way to encourage residents to have security cameras on their property.

I. PUBLIC WORKS DIRECTOR'S UPDATE

Public Works Director Lou Spina provided the following in addition to his written report:

- He assessed a couple spots at Sovereign Ridge where he will have Public Works do some patching. He assured the Council that there are plenty of roads that are more deteriorated than this one.
- He recognized Joe Palmieri from the Water Department and his staff for relocating the water main on West Street and Allen Road which saved the Town a significant amount of money.
- He gave extra recognition to Highway and Sewer Staff for keeping things going while the mechanic positions were vacant. They were helpful on inclement weather days, they all helped to clean the garage, and completed some minor repairs to get the crew back on the road.
- He recognized Mike Fuller who he assigns to help in the garage when the Town has vacancies in the mechanic positions. Mr. Fuller helped to keep the fleet on the road.
- He also recognized Wayne Pierson who welded the floors in two trucks that needed fabrication metal work. He added that Mr. Pierson is an excellent welder and has done a fantastic job. Both Mike and Wayne have worked together very well to keep things moving.
- He is working on getting a new radio system from Motorola. He anticipates having a quote by no later than Friday of this week.

K. NEW BUSINESS

1. This item is not being discussed as the Public Hearing was not held.

MOTION made by J. Donohue and **SECONDED** by J. Henahan to table this item.

All in favor.

4. Discussion and possible action regarding former Water District Building on Nooks Hill Road.

The Town Manager explained that he has been approached about updating the building and leasing it out. He explained that either we update and lease it out or allocate funds to knock it down. He informed the Council that one of the interested parties plans to renovate the space and lease it from the Town. Once this begins, we will determine how much to charge them monthly to lease the space.

MOTION made by J. Henahan and **SECONDED** by P. Luna to authorize the Town Manager to enter into discussions regarding leasing the former Water District Building on Nooks Hill Road.

All in favor.

L. BERRYDUNN ORGANIZATIONAL CULTURE ASSESSMENT DISCUSSION AND POSSIBLE ACTION

The Town Manager provided the Council with an email from BerryDunn stating that the Town will be charged for the development of a mission statement and that it is not included in their work plan. See Attachment H. The Council recalled Ms. Sondra Hathaway of BerryDunn informing them several times in the meeting when the Final Report was presented, that the development of a mission statement was included in this part of the project that the Town already paid for. The Town Manager said we hope to have an estimated cost from BerryDunn by Monday after they have a chance to meet internally.

The Town Manager explained that many of the recommendations the Town Council prioritized into the "Do It Now" category have already been implemented. The items the town was not currently doing, we are now working on. A brief discussion was held regarding mission statements. It was noted that the Budget Book contains mission statements for individual departments, and if BerryDunn's estimate is too much money, then we can work with our staff to create one. The Council asked the Town Manager to set up a Subcommittee Meeting for next week with BerryDunn to discuss the creation of a mission statement and Phase 2 discussion and costs.

Councilwoman Donohue created a PowerPoint that summarizes and includes checklists for the recommendations the Town Council made during the Workshops held for the Organizational Culture Assessment. See Attachment I.

M. APPROVAL OF MINUTES

1. August 9, 2023 Special Meeting Minutes

MOTION made by J. Polke and **SECONDED** by J. Henahan to approve the August 9, 2023 Special Meeting Minutes.

All in favor.

2. August 9, 2023 Regular Meeting Minutes

MOTION made by P. Luna and **SECONDED** by J. Henahan to approve the August 9, 2023 Regular Meeting Minutes.

All in favor.

3. August 15, 2023 Special Meeting Minutes

MOTION made by A. Waters and **SECONDED** by J. Henahan to approve the August 15, 2023 Special Meeting Minutes.

All in favor.

N. APPOINTMENTS

1. Appointments

- a. Library Commission, Christina Schatz (U), regular member for a term expiring 2/2026
- b. Recreation Commission, John W. Schukoske (U), regular member for a term expiring 9/1/2027

MOTION made by A. Waters and **SECONDED** by J. Henahan to approve Appointments N. 1. A. and B. **All in favor.**

2. Reappointments

- a. Library Commission, Kathleen Newton (R), regular member for a term expiring 2/1/2026
- b. Recreation Commission, Dan Brisson (R), regular member for a term expiring 12/1/2025
- c. Recreation Commission, John Schmaltz (R), regular member for a term expiring 12/1/2025

MOTION made by A. Waters and **SECONDED** by J. Henahan to approve Reappointments N.2. A., B. and C. **All in favor.**

3. Resignations

- a. Whitney Simmons, Youth Advisory Board

MOTION made by A. Waters and **SECONDED** by J. Demetriades to approve the resignation of Whitney Simmons from the Youth Advisory Board with regret. **All in favor.**

O. INFORMATIONAL ITEMS

The Planning and Zoning Commission will be having an Open House for the Plan of Conservation and Development (POCD) on September 21st from 6 p.m. until 8 p.m. in the Library's Belden Room. The Council is invited to attend.

P. ADJOURN

MOTION made by J. Donohue and **SECONDED** by J. Henahan to adjourn.
All in favor.

The meeting adjourned at 9:08 p.m.

Respectfully submitted,



Amanda Calve
Secretary



Cromwell Childrens Coalition

September 4, 2023

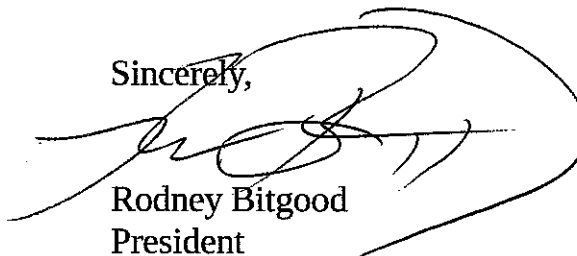
TO: Cromwell Town Council
FROM: Cromwell Childrens Coalition
RE: Cultural District

The Cromwell Childrens Coalition is in support of the Cromwell Creative District's application for Cultural District designation. Not only will this assist the CCD in their efforts to increase the cultural footprint in the community, but the ability to apply for grants to achieve their mission is greatly enhanced. The Creative District has worked extremely hard since its inception to increase creative opportunities for the residents of Cromwell and this designation would only add to those possibilities.

As a non-profit, we understand how hard it is to raise the funds needed to provide all the opportunities that are dreamed about. Creating a Cultural District is a positive for the town of Cromwell. We ask that you please support this application.

Step

Sincerely,



Rodney Bitgood
President



SCOTT KIERAS
RECREATION Director

SHELBY JONES
Program Coordinator

ROSANNE KRAJEWSKI
Administrative Assistant

August 22, 2023

To whom it may concern,

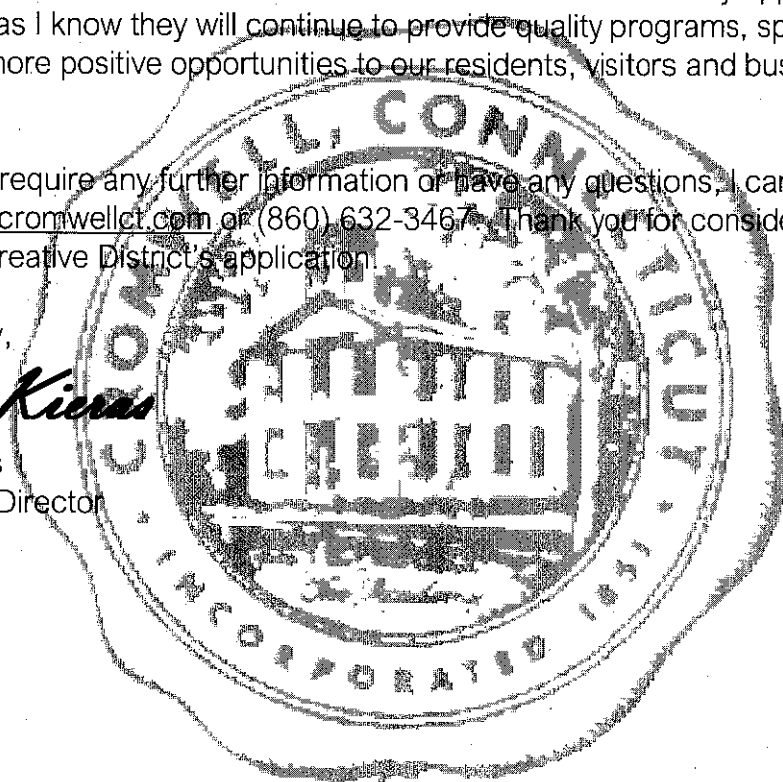
The Town of Cromwell Recreation Department supports the application for Cromwell to have a Cultural District. The Cromwell Creative District has been in existence for the last five years and has enhanced the residents, visitors and business associates in our beautiful town. Without hesitation I fully approve their application as I know they will continue to provide quality programs, special events and many more positive opportunities to our residents, visitors and business associates.

Should you require any further information or have any questions, I can be reached at skieras@cromwellct.com or (860) 632-3467. Thank you for considering Cromwell Creative District's application.

Respectfully,

Scott Kieras

Scott Kieras
Recreation Director



Message



FW: State cultural district application



● Ann Grasso

To: ● Ann Grasso

Today at 7:58 AM

From: Bizimana Eric <ericbizima@gmail.com>
Date: Thursday, August 24, 2023 at 3:57 PM
To: Ann Grasso <Ann@aegrasso.com>
Subject: State cultural district application

Hi Ann,

I am writing to you to let you know that I am in favor of the town applying for the State Cultural District designation.

Thank You !
Eric Bizimana
7 Diane Drive
Cromwell CT 06416

Re: Important Info! Seeking Cultural District Designation



o Karla McClain <karlachipelo@sbcglobal.net>

To: o Cromwell Creative District

Today at 8:11 AM

This message is flagged for follow up

Statement of support for Cromwell Creative District:

As a professional musician, music teacher, and resident of Cromwell, I support the designation of the Cromwell Cultural District. While we are just at the infancy of this, the funds that we will be able to access through this state designation will help us grow the arts in Cromwell. That will in turn help our residents have more opportunities to participate and experience the arts right here in town without having to travel to other towns. That will also help our local businesses by attracting visitors from other towns.

Karla McClain

On Friday, August 25, 2023 at 10:20:48 AM EDT, Cromwell Creative District <cromwellcreative@district@gmail.com> wrote:

[View this email in your browser](#)



Town of Cromwell
TOWN
THAT!
Wednesday
Sept. 13



TOWN OF CROMWELL
HUMAN SERVICES
TOWN HALL, 41 WEST STREET
CROMWELL, CT 06416
(860) 632-3449 FAX (860) 632-3446

August 30, 2023

To Whom It May Concern,

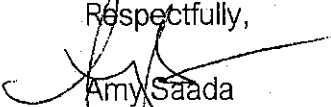
The Town of Cromwell Human Services is in full support of Cromwell Creative District's application for Cromwell to have a Cultural District established.

There are endless benefits and value to having a cultural district in our own community. Some of the benefits include: it would promote and encourage artists; it offers a positive benefit to the residents improving the quality of life for some; it could highlight culture and history of our community and much more!

The Cromwell Creative District has been working hard over the past few years to develop a strong cultural footprint and this will enhance their efforts and I am in full support of their application as I know they will continue to provide high quality programs and cultural events for all of the community to enjoy.

If you have any questions, I can be reached at asaada@cromwellct.com or (860) 632-3447. Thank you for considering Cromwell Creative District's application.

Respectfully,


Amy Saada
Director of Human Services
Town of Cromwell

Name: Diane Doxey

Phone number: 516-582-4802

Address: 52 Missionary Road, unit 3217,

Cromwell, CT 06416

Email: doxeydiane@gmail.com

Subject: Cromwell Cultural District

Message: I am writing in support of the movement to apply to the state for a cultural district designation and to meet all the requirements toward that end. This would enhance Cromwell's identification , help us to further define downtown Cromwell, and give us access to grants which will help us to grow our town.



August 31, 2023

To whom it may concern,

The Cromwell Belden Public Library supports the application for Cromwell to have a Cultural District. The Cromwell Creative District has been in existence for the last five years and I have witnessed the impact they have made in town. Whether it be beautification, interactive passive recreation or their many special events the District has been the foundation of many wonderful memories. Without hesitation I fully endorse their application and look forward to their bright future.

Should you require any further information or have any questions, I can be reached at kcanney@cromwellct.com or (860) 632-3463. Thank you for considering Cromwell Creative District's application.

Respectfully,

Kara Canney

Kara Canney
Library Director

From: Jessica Dudley <jessicascolorroom@gmail.com>

Date: Sunday, September 3, 2023 at 11:33 PM

Subject: Re: CCD letters of support for CCD requesting State Cultural Status approval from Town Council

To whom it may concern,

I am writing to request your support in granting state culture status to Cromwell. This recognition will allow us to enhance our offerings and contribute positively to our town's cultural landscape.

Granting state culture status will also attract visitors from neighboring towns, benefiting both our business and other local establishments.

Thank you for considering my request. Please feel free to contact me at 860 344-8677 or jessicascolorroom@gmail.com if you require additional information or have any questions regarding my proposal.

Warm regards,

Jessica Dudley

September 4, 2023

Support for CCD

Ann Geschke

52 Missionary rd. Apt 3109 Cromwell, Ct. 06416

I am writing to support the movement to apply to the State of Connecticut for a cultural district designation and to meet all requirements to accomplish this.

Sent from my iPad



CROMWELL CREATIVE DISTRICT

Town of Cromwell - Mayor's Office, Attn. Cromwell Creative District
41 West Street, Cromwell, CT 06416
www.cromwellcreativedistrict.org/ cromwellcreativedistrict@gmail.com

September 4, 2023

To Cromwell Town Council:

My acquaintance with Cromwell began in 2000 and I purchased property in 2005. As a volunteer on Senior Services Commission, Town Liaison for Covenant Living of Cromwell (CLC) for five years, CLC liaison to Cromwell public schools for five years; adjunct art teacher in public schools for three years; active member of Cromwell Arts Alliance (CAA) since its inception, initiator of Cromwell Creative District (CCD) and current vice chair, Charter revision member, elected P&Z commissioner, previous member and continuing auditor of Diversity Equity and Inclusion, my active commitment to volunteering and Cromwell's creative and cultural enhancements is a matter of record.

Working with the many volunteers in both nonprofit and for-profit sectors has enriched my life, and in turn, made possible the activities and enhancements for Cromwell residents and visitors. Having the support of the Town Council and Town Manager has been imperative to the success of all volunteering efforts.

CCD was approved and endorsed as a nonprofit by the Town Council prior to the State offering the concept of a Cultural District. Elizabeth Shapiro, Director of Arts, Preservation and Museums for CT Office of the Arts, assures that Creative and Cultural are the same thing and approves Cromwell keeping the name Creative.

My letter of support to apply for State Cultural Designation is offered both as an individual and as a member of CCD and CAA. The draft POCD report, currently being reviewed by P&Z, states that 81% of Cromwell residents who took the Town-wide survey feel there should be more cultural and entertainment activities available in Cromwell.

Thank you for considering this opportunity,

Ann E. Grasso

Rethink How You See Cromwell

Cromwell Creative District is a registered 501(c)3 nonprofit organization

September 4, 2023

To the Cromwell Town Council:

I enthusiastically support the Town Council's application for Cromwell to have the State designation of a Cultural District. The State has already recognized that Cromwell Creative District (CCD) exists and has approved using Creative in place of Cultural.

Cromwell Creative District is a genuine benefit to its residents, improving the quality of life in the promotion of the arts and culture as well as a wide variety of special creative and cultural events that the Town and others have provided.

I'm a resident of Covenant Living and can voice the sentiment of many other of its residents who want to be in a town with a vibrant cultural life. A State recognized Creative/Cultural District will greatly enhance not only the cultural, recreational, and social life of the town's residents, but also will "put Cromwell on the map" as an energetic, lively, and flourishing place. Please take this splendid opportunity to boost the town's culture as well as its image by supporting this application.

If you have any questions, please contact me at (860) 632-1156.
My email is bz4feathers@sbcglobal.net

Elizabeth Zuraw
52 Missionary Rd., Apt. 3220
Cromwell, CT 06416



Joan Foose

8609838805 jinfoose310@gmail.com 3 Vincy Drive Cromwell, CT 06416

September 4, 2023

To Whom It May Concern,

As a thirty eight year resident of Cromwell I am in full support of Cromwell Creative District's application for Cromwell to finally establish a Cultural District.

I have had the privilege of working with Cromwell Arts Alliance and Cromwell Creative District and have first hand knowledge of the benefits of having a cultural district and the impact it will have on both creatives in town, but also on out town's nonprofits. I have worked with business owners on murals, scarecrows, holiday decorations, and on the Sensory Path in Pierson Park in addition to supporting the mission of CCD which is to help our business owners and bring attention to the business district of Cromwell.

I have also had the privilege of working on many of these projects with residents and nonprofit groups. And to be frank, they are all questioning why we don't have a facility in town that supports all of the endeavors that are done to benefit our residents. Residents are enthusiastic about the projects brought forth by all of the nonprofit groups and are willing to support them.

The benefits outshine the negatives. A creative district will support artists, showcase the arts, provide classes and workshops, and attract cultural events for all in town. A clear, designated place for nonprofits and civic groups to gather and exchange positive ideas that would bring a better quality of life to the residents of our town. And it will foster economic growth for the businesses in the district. It certainly sounds like a positive that needs to be supported.

Sincerely yours,

Joan Foose

September 4, 2023

To whom it may concern ,

It is long overdue for the Town of Cromwell to have a designated cultural district . Cromwell is a vibrant River community rich in history , culture, patriotism as well as educational and recreational activities . Cromwell culture extends throughout the town as shown in historical buildings , shops, restaurants, parks, gardens and many layers of older and new residential areas .

The designated cultural district will increase tourism and economic development for the town .

Sincerely,
Marilyn Teitelbaum
23 Valley Run Drive
Cromwell, Ct 06416

September 4, 2023

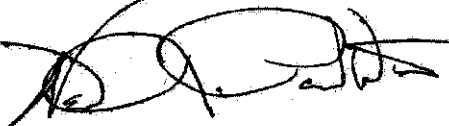
To Whom It May Concern:

As a five-year resident of Covenant Living in Cromwell and president of its Resident Council, I am writing to support the application of Cromwell Creative District to become a state-designated Cultural District.

My wife and I chose Covenant in part because of its location—walking distance to the library, a park, downtown, and the river; and we look forward to the new sidewalks and an even more pleasant pedestrian experience. On our walks, we can see what CCD has accomplished—dugouts, murals, and sensory path at Pierson Park, a mural on the vacant DPW garage, murals on businesses in town.

A Cultural District designation could help bring in grants to highlight the arts, history, and commerce of the Creative District, but grants also would be available to support other nonprofits and for-profit businesses in the town as a whole. We would love to see a more active downtown area—a variety of restaurants and shops, the DPW garage reinvented as a meeting place and performance venue for all the nonprofits, and more ways to enjoy the riverfront's natural beauty.

As I see it, the State Cultural District designation will not cost us anything, but it will bring many benefits. I hope you will give this your full support.

A handwritten signature in black ink, appearing to read "Ned R. Pendleton", with a stylized flourish at the end.

Ned R. Pendleton
43 Spruce Lane
nedrpendleton@icloud.com



September 5, 2023

To whom it may concern,

We, the Cromwell Arts Alliance, fully support Cromwell Creative District's application to establish a State Cultural District designation here in Cromwell. CAA's goal has always been to encourage culture through supporting, promoting and providing programs which give Cromwell residents opportunities to, paint, write, perform, photograph or just appreciate the artistic endeavors of others. We see CCD's plan to bring this cultural designation to Cromwell as a gift for all Cromwell residents. We, CAA, have worked jointly with CCD on many projects in town and we, respectfully, support all of their efforts.

We believe this designation will help us prosper as an arts organization and provide even more activities and programs to Cromwell residents.

Respectfully,
Rosemary Matus, President
Cromwell Arts Alliance

9.5.23 Cromwell Children's Coalition, CCC letter of support was hand delivered to Town Manager's Office.

From: Katie Daigle <katie0123@hotmail.com>

Date: Tuesday, September 5, 2023 at 4:29 PM

To: Susan Schein <susan.schein@mygait.com>

Cc: Ann Grasso <Ann@agrasso.com>, Rodney Bitgood <fatal2@snet.net>, "Tom Danyliw, Jr." <tdanyliw@hotmail.com>, Rodney Bitgood <Rodney@cromwellautomotive.com>

Subject: Re: CCC letters of support for CCD requesting State Cultural Status approval from Town Council

Thank you CCC!

Sent from my iPhone

On Sep 5, 2023, at 3:41 PM, Susan Schein <susan.schein@mygait.com> wrote:

Rodney had me drop off a letter of support to Town Managers office today

Happy holiday weekend -

It will be very helpful to have your CCC or personal written letters of support prior to end of day, this Tuesday, Sept. 5 so they can be added to the packet sent to Town Council for their review - or earlier. The packets go out on the 6th. Of course, they can be brought in person the night of Sept. 13 and handed to the secretary. I have attached several for your awareness although they can be shorter!

Thanks, and I hope you have marked your calendars to attend in person, if you can.

All best,

Ann

Ann Grasso

70 Strand Circle

Cromwell CT 06416

Land: 860-632-7735

Cell: 401-273-9563

Ann@AEGrasso.com

<https://anngrasso.com/>

<https://agrasso.com/>



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9 Captain James Mann Memorial Drive

Cromwell, CT 06416-1398
FAX: 860-632-4865

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Superintendent of Schools
860-632-4838
Michele DiMauro
Director of Human Resources
860-632-6043
Dr. Keri MacLean
Director of Curriculum & Instruction
860-632-6047

Sari O'Leary
Director of Student Services
860-632-4831
Ann Burke
Director of Financial Services
860-632-4837
Claudio Bazzano
Director of District Operations
860-632-6048

September 5, 2023

To Whom It May Concern,

Cromwell Public Schools fully supports the application for Cromwell to be identified as a Cultural District. The Cromwell Creative District has been in existence for the last five years and has had a positive impact on the residents/students of the town. The Creative District has supported beautification, recreation and has supported local artists.

The Cromwell Creative District has provided many enriching experiences for the community and our students. They have been committed to highlighting the importance of the arts and supporting high-quality programming.

Please do not hesitate to contact me either by phone or email at 860-632-6047 or at kmaclean@cromwell.k12.ct.us. Thank you for your consideration of the Cromwell Creative District's application.

Respectfully,

Keri A. MacLean

Keri MacLean, Ed.D
Director of Curriculum and Instruction
Cromwell Public Schools

Re: Letter of Support of Cultural District Designation

Date: 9/5/2023

To whom it may concern,

I write in strong support of the Cromwell Creative District and Town of Cromwell's application for designation of downtown and historic Cromwell as a cultural district. As I am sure the application aptly illustrates downtown Cromwell is a unique and vibrant corner nestled along the Connecticut River. Highlights include a large stretch of riverfront, several parks, and an assortment of historic houses which demonstrate most architectural movements common in pre-20th century America.

Small towns hold an important place in the development of Connecticut. In these small downtown areas artists, bakers, and restaurateurs all operate with charm and character. Often overlooked by the hustle and bustle of the outside world, downtowns like Cromwell's are thriving economically and are at the cultural heart of a community. The designation as a cultural district will allow the Town of Cromwell in cooperation with nonprofit organizations like the Cromwell Creative District to continue to highlight the attractiveness of Cromwell's downtown and to uplift the businesses and residents who live there with public art projects, festivals, and other community events.

Best Regards,

James Demetriades

Member of the Cromwell Town Council and Former Cromwell Creative District Chair.

272 Skyview Drive

Cromwell CT 06416



August 27, 2023

To all parties concerned,

On behalf of the Lions Club of Cromwell, Connecticut, I would like to submit this letter of support to the advancement of developing a Cultural District in our town.

Over the last few years, the Cromwell Creative District has infused the community with a much needed artistic network. By connecting with CCD events such as the Rock Hunt and painting of Wings at Pierson Park, Cromwell Lions are officially a part of the community. These CCD activities foster a positive community-pride spirit between individuals and entities to make Cromwell even more special.

Having a designated Cultural District will generate many more activities for Cromwell residents, while offering a destination for travelers who appreciate the vibes that come from having a healthy and creative space for expression.

It is time to celebrate the value of art. The Cromwell Lions Club plans to be an active participant in future endeavors relating to this movement. Please count on our support to help this happen.

Sincerely,

Lisa Klein

Lisa Klein
President



Lions Club of Cromwell CT, Inc.

P.O. Box 224, Cromwell, CT 06416

cromwellclionsclub@gmail.com



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Claudio Razzano
Director of District Operations
860-632-6048

September 5, 2023

To Whom It May Concern,

As Cromwell's Art Facilitator I fully support the application for Cromwell to be identified as a Cultural District. Having the Cromwell Creative District in existence for the last five years has been beneficial for the both residents/students of the town. The Creative District has supported beautification, recreation and has supported local artists.

The Cromwell Creative District has provided many enriching experiences for the community and our students. They are committed to showcasing the importance of the arts and supporting high-quality programming throughout.

Please do not hesitate to contact me by email at ploehr@cromwell.k12.ct.us. Thank you for your consideration of the Cromwell Creative District's application.

Sincerely,

Peggy Loehr
Edna C. Stevens Art Teacher
K-12 Art Facilitator

T R I S T R A M C. G A I L L A R D

September 4, 2023

To whom it may concern,

It is extremely important for our Cromwell to be recognized for its hard work and vision to now have a well-established Cultural District. The positive influence it has had on our growing town to display our beauty and history, local art classes, town tours, musical performances, school events, and more - *has brought a whole new spirit and awareness to our town.*

Please vote yes for our Cromwell Creative District's application.

Sincerely,

Tris
Tristram Gaillard
Artist



CROMWELL HIGH SCHOOL

1 Donald Harris Drive, Cromwell, CT 06416



Principal
Andrew Kuckel

Assistant Principal
Ramsey Binnington

Athletic Director
Kelly Maher

School Counselor
Deacon Chapin

School Counselor
Alicia Melillo

School Counselor
Rebecca Stillman

September 5, 2023

To Whom It May Concern,

I am writing this letter to support that the Cromwell Public Schools be considered as a Cultural District. The Cromwell Creative District has been in existence for the last five years and has had a positive impact on the residents/students of the town. I have heard my students discuss all the ways that the Creative District has supported the appearance of the town but also supported local artists.

As a teacher, this would provide our students an opportunity to contribute to their own community in the realm of the arts and their own cultural identities. Now more than ever is important to have "real life" experience for our students and to promote a connection to their community.

Please do not hesitate to contact me either by phone or email at 860-538-7806 or cwilliams@cromwell.k12.ct.us

I hope you will seriously consider including our schools in this project as our students would make beautiful contributions to promote and enhance Cromwell's cultural identity.

Sincerely,

Christina Hernández Williams
World Language Teacher/Facilitator/World Language Club Advisor/Spanish National Honor Society Advisor
Cromwell Public Schools

Home of the Champions

Phone: 860.632.4841

www.cromwell.k12.ct.us

Fax: 860.613.3363



Diversity, Equity and Inclusion Committee

September 5, 2023

The Cromwell Diversity, Equity and Inclusion Committee is writing in support of Cromwell Creative District's application to establish a Cultural District in town. We have been able to work with and witness the positive impact CCD has had on our town. The creation of this district will further enrich our town through art, history, quality of life and access to grants.

If you have further questions, we can be reached through our email,
DEI.cromwell@gmail.com.

Thank you,
Cromwell Diversity, Equity and Inclusion Committee

9.6.23 email from Diana Perry

To whom this may concern,

I am writing as a resident of Cromwell, a mother of two, and a Regional Trauma Coordinator for the North Central region of CT to express my unwavering support for Cromwell Creative District to be given the State Cultural Designation. The CCD, since it has come into existence, has attempted to infuse a sense of wonder and artistry into the town that was relatively lacking prior to its inception.

The CCD has begun to thrive despite the impacts of Covid-19 on our town. They have identified a specific location that is beautifully maintained (as opposed to the run-down nearly blight-like presence that the building had prior to the CCD taking it over). This specific location is right next to our police department and one section of our fire department, so our first responders can feel connected to that energy whilst preparing to keep us safe. Cromwells CCD is in the heart of Main Street, walkable by many residents and most specifically accessible to our large elderly population, whom deserve walkable access to as many creative activities and opportunities. The building is now one that brings pride to us when visitors come, and the artistic installations that the CCD members have made throughout the town bring smiles and awe. I feel prouder of my town because of all of the beautiful installations CCD has already added— Our fields now have beautiful murals on dugouts, delightful painted rocks hidden about the town, and currently a bunch of different ornately designed and decorated sets of wings for kids and adults to take pictures of. It is already impressive how much the CCD has done, and I cannot imagine it wouldn't grow even more with a designation as a cultural district. It would enable them to continue their current initiatives and build in more diversity, equity, and inclusion-based activities and installations. These are desperately needed in order to ensure that all of our residents feel seen, valued, and honored. And so that our children grow up in a community that values inclusion over divisiveness, and artistic passion over video games or drugs. Please help CCD support Cromwell with continuing promote and encourage artists, entrepreneurs, creative businesses, and out youth. Please allow this designation so that they can continue to improve the quality of life for our residents and highlight the unique cultures and histories represented by our community.

Thank you for your consideration,
Diana Perry, PsyD, LPC
Dianaperry82@gmail.com

**Enzo Faienza
98 Cooper Lane
Stafford, CT 06076**

September 6, 2023

Dear Mayor Fortenbach and Town Council Members,

I hope all is well with you and your families and you had a very nice summer. I write to you today as I strongly support the Cromwell Creative Districts proposal to apply for the Cultural District designation.

As you remember during my time as Mayor, I was very supportive of the work of the Cromwell Creative District. They have done an amazing job in helping promote the Downtown District with various aspects of the Arts while also promoting businesses in the area. To me it's a no brainer to support the request and change to a Cultural District. This will open more avenues of support for the great work they are doing as they certainly have proven themselves.

I kindly ask you to support the request and resolution that is before you this evening. Thank you for your time and opportunity to present my letter. I wish you all the best and thank you for all you do for the Cromwell Community.

Sincerely,

Enzo Faienza

9.6.23 email from

Name: Shannon Hughes-Brown

Address: 7 Court Place

Email: Shannon.m.hughes@gmail.com

I'm writing in support of the Cromwell Creative District's application to the state for cultural district designation. This will help foster an even more vibrant downtown and create a better, more welcoming Cromwell for all.

Thank you for your consideration.

Shannon

--

Shannon Hughes-Brown

she | her

shannon.m.hughes@gmail.com

9.6. 23 copy of email from Sharon O'Neil

Please accept this email as my support for the Cromwell Creative District's application to the State of Connecticut for a State Cultural District designation. The work of the Cromwell Creative District has been much appreciated, and will provide lasting benefits to Cromwell residents of all ages.

Thank you,
Sharon O'Neil



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Director of Curriculum & Instruction
860-632-6047

Sari O'Lea
Director of Student Services
860-632-4838
Ann Burl
Director of Financial Services
860-632-4838
Claudio Bazzani
Director of District Operations
860-632-6047

September 8, 2023

To Whom It May Concern,

Cromwell Public Schools fully supports the application for Cromwell to be identified as a Cultural District. The Cromwell Creative District has been in existence for the last five years and has had a positive impact on the residents/students of the town. The Creative District has supported beautification, recreation and has supported local artists.

The Cromwell Creative District has provided many enriching experiences for the community and our students. They have been committed to highlighting the importance of the arts and supporting high-quality programming.

Please do not hesitate to contact me either by phone or email at 860-632-4841 or at redens@cromwell.k12.ct.us. Thank you for your consideration of the Cromwell Creative Districts' application.

Respectfully,

Rashida Edens
Pre K-12 Family Engagement and School Climate Specialist
Open Choice Liaison
Cromwell Public Schools

September 4, 2023

TO: Cromwell Town Council
FROM: Cromwell Childrens Coalition
RE: Cultural District

The Cromwell Childrens Coalition is in support of the Cromwell Creative District's application for Cultural District designation. Not only will this assist the CCD in their efforts to increase the cultural footprint in the community, but the ability to apply for grants to achieve their mission is greatly enhanced. The Creative District has worked extremely hard since its inception to increase creative opportunities for the residents of Cromwell and this designation would only add to those possibilities.

As a non-profit, we understand how hard it is to raise the funds needed to provide all the opportunities that are dreamed about. Creating a Cultural District is a positive for the town of Cromwell. We ask that you please support this application.

Sincerely,

Rodney Bitgood
President



State Cultural District



o Robert McNaughton <dunderavect@sbcglobal.net>

To: o cromwellcreativedistrict@gmail.com

Yesterday at 11:40 PM

← You replied to this message on 9/8/23, 7:06 AM.

Show Reply

Dear Friends,

I have lived in the Cromwell area since 1973, and have also lived at Covenant Living since 2014. Early in my time at Covenant Living, I developed a bus tour of Cromwell for the benefit of those not familiar with the town. The journey around our town focuses especially on our history, so the locations of the post office, gas stations, banks, grocery stores and other amenities are beside the point, for any new resident can rather easily find them.

Rather, I tell stories of some of the heroes that are a part of our story, and clearly show them homes that are historic, as well as places that have a story, such as the site of the brownstone quarry that is now a beautiful park in the center of town. Nearly everyone on every tour has had a toy cap gun and are surprised that a popular brand was made here, along with the famous iron banks. They also learn about the tremendous contributions made to the town by such persons as Nils Pierson and Justus Stocking.

There are many 16th, 17th and 18th century homes, both in the center of town, as well as scattered throughout. The ferryman's home is identified, along with the Academy, the Bell School, and other sites located in the Riverport area.

In other words, our town has a rich and deep cultural history, with many places and persons that highlight that story, and we should be more aware and knowledgeable about it, as well as proud, so that we can tell the story more broadly and clearly.

I'm looking forward to our town continuing to tell our story through a State Cultural District designation.

Thank you for your efforts in this endeavor.

Robert McNaughton
Covenant Living
52 Missionary Road
#5206
Cromwell
860 759 3180

Name: Marilyn Bell

Address: 52 Missionary Rd., Apt. 3113,
Cromwell, CT 06416

Phone: 860-788-7858

Email: partybell01@comcast.net

September 10, 2023

To whom it may concern,

I wholeheartedly support the movement to apply to the state for a Cultural District designation to allow access to grants in order to promote the town of Cromwell. The Cromwell Creative District has been very successful in this area and a formal Cultural District via the state will further enhance efforts to promote downtown Cromwell.

Thank you for your consideration of this issue.

Sincerely,

Marilyn Bell

FROM THE DESK OF

Chris Cambareri

September 12, 2023

Dear Cromwell Town Council,

I am writing this letter in support of the Cromwell Cultural District Designation.

Showcasing the Arts will create opportunities and ideas for our children and inspiration for our community.

Please vote yes on this proposal.

Best Regards,

Chris Cambareri

Mayor Fortenbach, Town Manager Salvatore, and Town Council Members,

My name is Ned Pendleton, and I live at 43 Spruce Lane in Cromwell, at Covenant Living, where I am president of the Resident Council, though tonight I am speaking for myself. When my wife and I chose to move here, proximity to downtown and the library were a major factor; we have been impressed by the work of Cromwell Creative District volunteers to help revitalize the area (and we have ourselves been volunteers). Adding the Cultural District designation would provide recognition for the area and allow the District to apply for grants to enhance programs and perhaps facilities. There is widespread support in the town for this—as can be seen in the letters of support from town staff, other nonprofits, members of the school district, business owners inside and outside the district, and citizens of various age groups. I would like to read just a few passages from these letters:

From former Mayor Enzo Faienza: As you remember, during my time as Mayor, I was very supportive of the Work of the Cromwell Creative District.

From Recreation Director Scott Kieras: Without hesitation, I fully approve their application, as I know they will continue to provide quality programs, special events and many more positive opportunities to our residents, visitors and business associates.

From Christine Hernandez Williams, World Language Teacher, Cromwell Public Schools: I have heard my students discuss all the ways that the Creative District has supported the appearance of the town but also supported local artists.

From Rosemary Matus, president of Cromwell Arts Alliance, where CCD started: We, the Cromwell Arts Alliance, fully support Cromwell Creative District's application to establish a State Cultural District Designation here in Cromwell. CAA's goal has always been to encourage culture through supporting, promoting, and providing programs which give Cromwell residents opportunities to paint, write, perform, photograph, or just appreciate the artistic endeavors of others. We see CCD's plan to bring this cultural designation to Cromwell as a gift for all Cromwell residents.

Diana Perry, Cromwell resident: It is already impressive how much CCD has done, and I cannot imagine it wouldn't grow even more with a designation as a cultural district. It would enable them to continue their current initiatives and build more diversity, equity, and inclusion-based activities and installations.

I would like to ask those of you in the audience to raise your hand if you are here in support of CCD's request to become a state-designated cultural district.

I hope the Town Council will also support this endeavor. Thank you.

September 13, 2023

Attachment C

To: Cromwell Town Council

From: Alice Kelly

Re: Establishment of Cromwell Cultural District Designation and a Cromwell Cultural Commission

I fully support this new district and the new commission for Cromwell.

However, I do have some concerns regarding **“the commission should be able to exercise any power and performs any duties necessary or desirable for the purpose of managing the district,** including but not limited to consulting/collaborating with the Office of the Arts, tourism (state and local) and the Designated Regional Service Organization (DRSO) for assistance with marketing, connecting with and/or convening local arts and culture community representatives, asset mapping, advocacy, directing resources and applying for or soliciting and accepting any grant, contribution, or other funding from any source. What does this mean regarding managing the district?

This new endeavor will have a vital role and participation in ensuring the new goals of our updated Cromwell Plan of Conservation and Development are met.

These goals are Live Well, Grow Well and Play Well. This new Cultural District Designation goals of promoting the educational, cultural, economic and general welfare of our community through the marketing of arts and cultural attractions, the encouragement of artists and artistic and cultural enterprises as well as the promotion of tourism is vital to the success of our Plan of Conservation and Development goals over the next ten years. Most important is the approval of the Cromwell Cultural Commission which will guide and manage this new district.

I reviewed the Resolution for the Cultural District Designation and I would recommend a revision – 4th paragraph – 5th line:

“Additionally, the Commission shall consult and collaborate with the Town Manager” should be changed to the Town Planner.

4th paragraph – 8th line: Approval of the Town Manager the cultural District Commission shall also apply for or solicit.... Doesn't the Council have to approve these. Question: why wouldn't the Commission ask the Council directly.

Reason: I researched what town managers and planners do –

Planner - forward-looking. Involved with building permits for new construction or renovations, zoning or re-zoning, development plans more importantly incentive

schemes to entice more businesses to their town, infrastructure planning to support growth and other topic that move the town from it is now to where they see a better town in the future.

Whereas, town manager looks after the day-to-day routines of managing a town.

According, the town should be using the most qualified personnel that are on staff to handle their areas of expertise and for this resolution is our Town Planner.

Thank you

Cromwell Town Council needs to decide whether, based upon the "Organizational Cultural Assessment" report, the culture at Town Hall needs to advance. As I noted last month, two report findings are particularly disquieting- (1) closed circuit surveillance live feeds from Town property being continuously displayed in the Town Manager's office; and (2) the Town Manager's style and behavior negatively impacting perceptions of his openness.

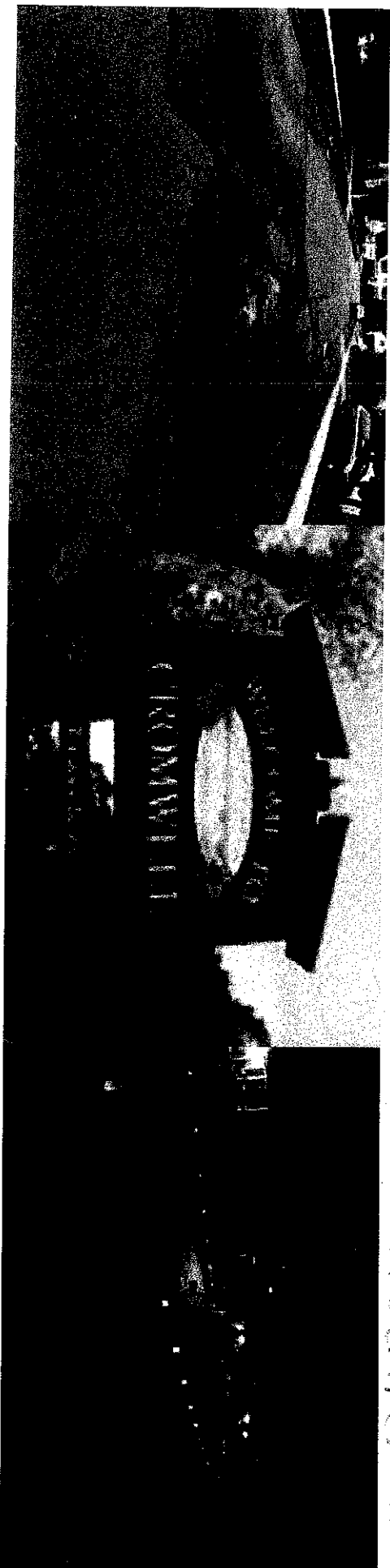
Discussion at the August 9, 2023 Council meeting was limited, with the Town Manager presenting a memorandum that infers all is well at Town Hall. Subsequent "workshops" by the Council have started to delve into the details of the findings. But there has been no real discussion as to the appropriateness of the current culture at Town Hall, and whether change is needed.

I encourage the Council to move quickly to adequately fund, in a timely manner, the implementation of all the recommendations contained in the report. A detailed work plan with realistic completion deadlines is required, including assignment of responsibility and accountability for each item- as well as required routine status reporting to the residents of Cromwell. Public reporting of this matter is critical, as all is NOT well at Town Hall.

I ask all Town Council members to ask themselves whether they would work in the current Town Hall environment? I would not.

The Town Council, the Town Manager and all Town employees need to proactively transition the organization's culture in order to improve organizational trust. And Cromwell voters need to hold the Town Council accountable.

James Rude
25 Highridge Road



Sovereign Ridge Homeowners Association (SRHOA)

Public Comment to Town of Cromwell Town Council regarding:
Terrible Condition of Sovereign Ridge & Sydney Lane Road Surfaces

Jason Solomonides, President SRHOA
September 13, 2023

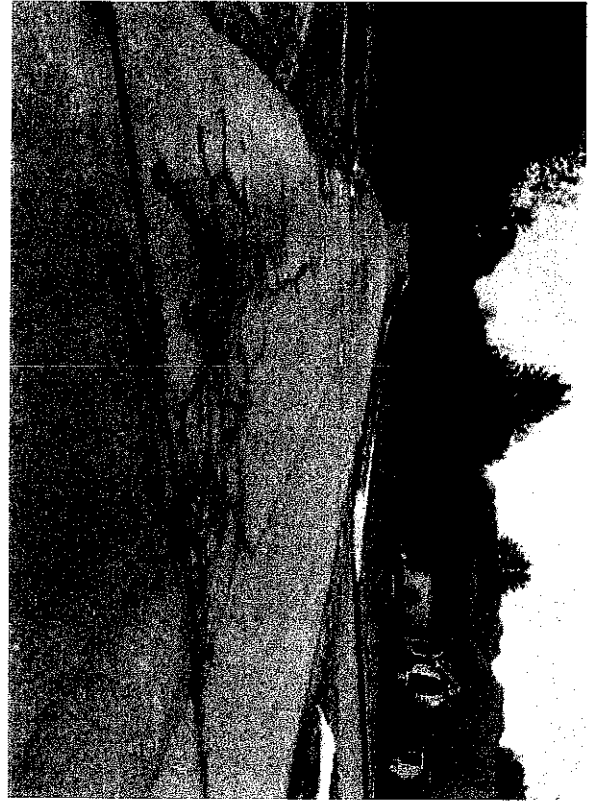
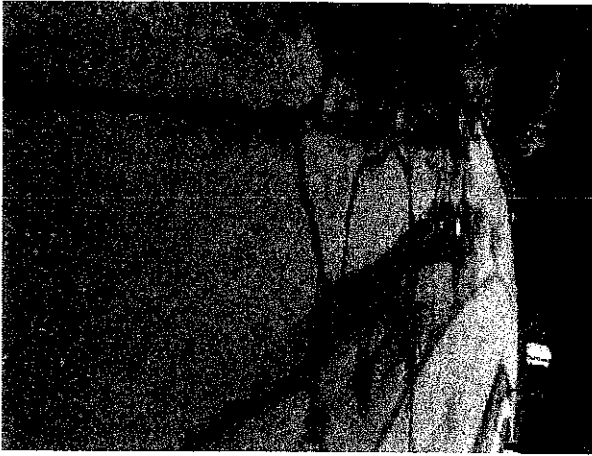
August 21, 2023

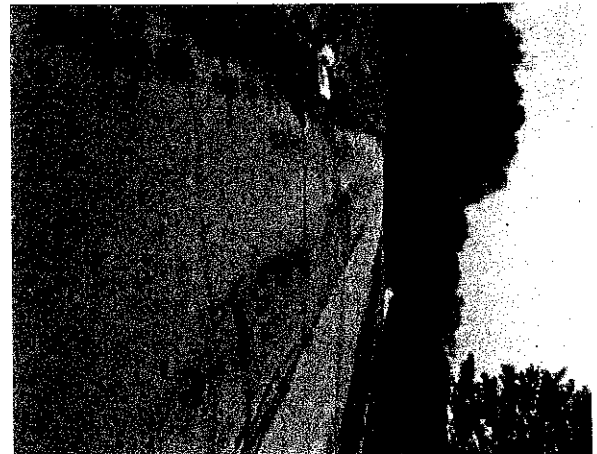
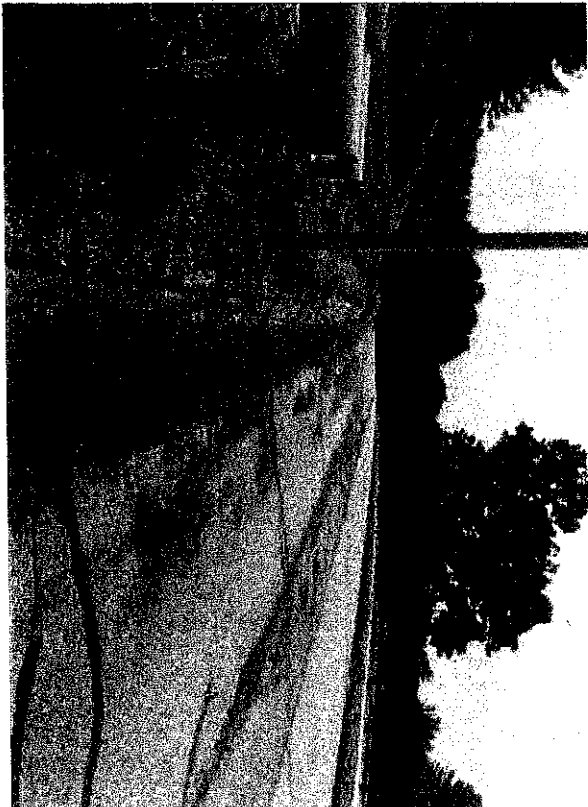
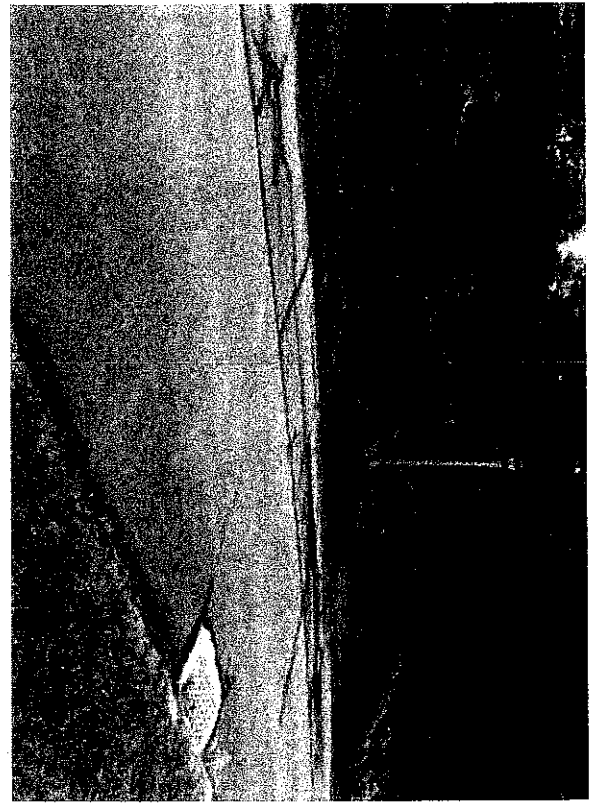
Dear Members of the Town Council and Fellow Citizens:

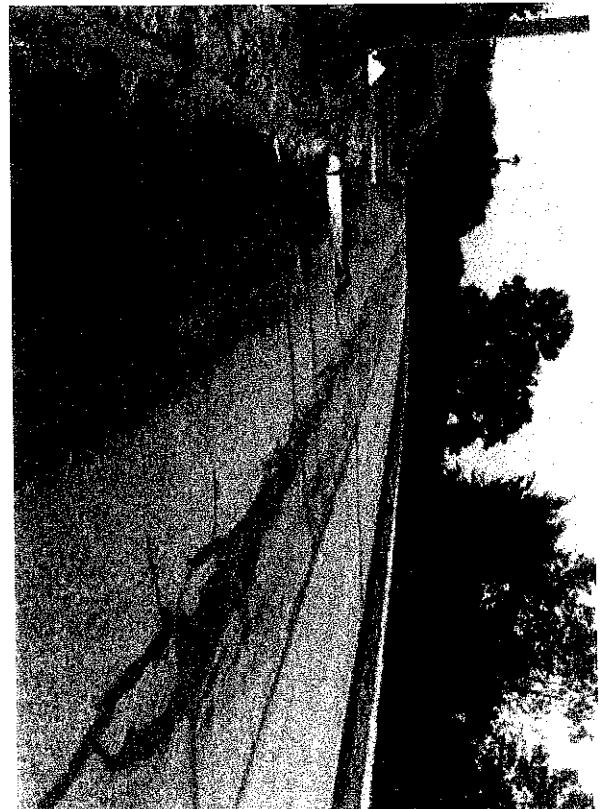
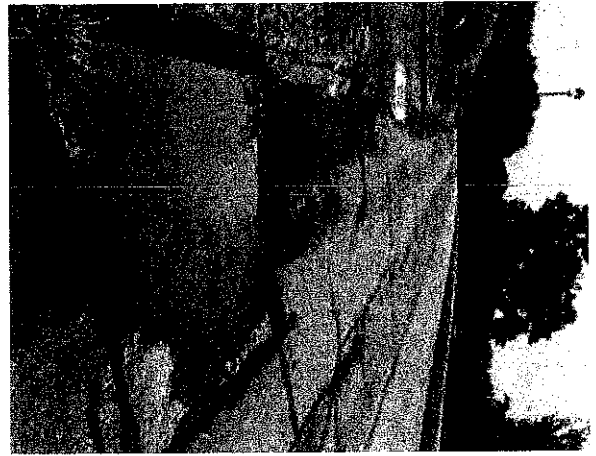
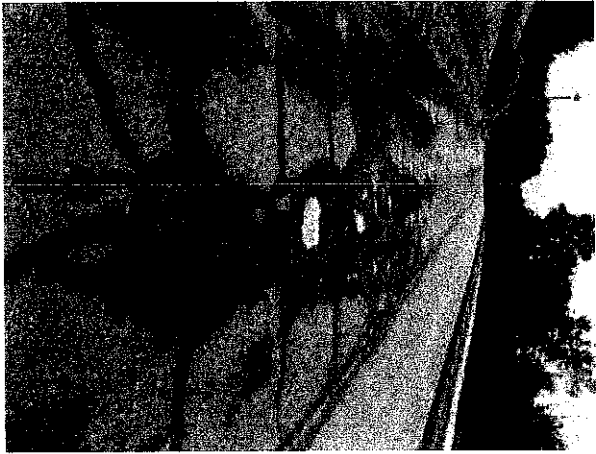
Since this past Spring, I've been receiving a number of complaints from the residents of the Sovereign Ridge neighborhood about the condition of our street. The Sovereign Ridge & Sydney Lane roadways are very hilly, and filled with numerous cracks and potholes... with a number of past attempts by Cromwell Public Works to fill them with a sort of rubber sealer... So much so that on some very hot days, big rubber balls detach from these cracks and embed in people's tires! The problem is especially bad towards the bottom of the hill -- approaching the cul-de-sac -- just in front of 31 Sovereign Ridge, where there appears to be an underground spring flowing beneath the roadway. After heavy rains, this area continues to leak a significant amount of water and in the winter it creates a significant ice patch / mini-skating rink that is quite dangerous to drive on or walk across. It got so bad last winter, that significant chunks of the roadway were being pushed around by the snow plows and littered the roadway with broken roadway. The Town attempted to do a very small patch repair of this small section of roadway this past spring, but the area continues to leak water after the repair, and this may be contributing to the general deterioration of the roadway in the cul-de-sac area. Overall the entire roadway is in pretty sad shape, from top to bottom.

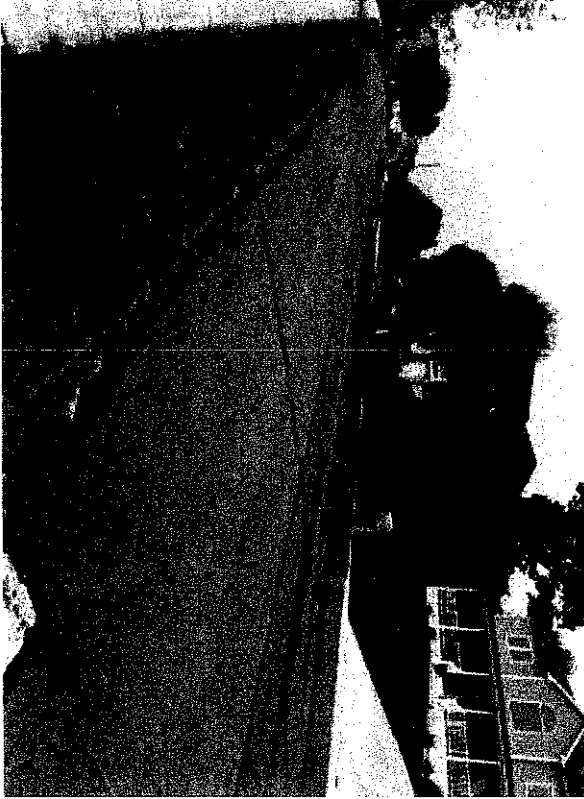
I know a number of residents of our neighborhood have contacted Cromwell Public Works over this past year, including me, and received the response that "Sovereign Ridge is on the list for consideration for 2024". Our Sovereign Ridge Homeowners Association (SRHoA) Facebook page has recently blown up with comments on the condition of the roadway, and with the encouragement of Steve Fortenbach, I was asked to speak during public comment at today's Town Council Meeting (September 13) to review the issue.

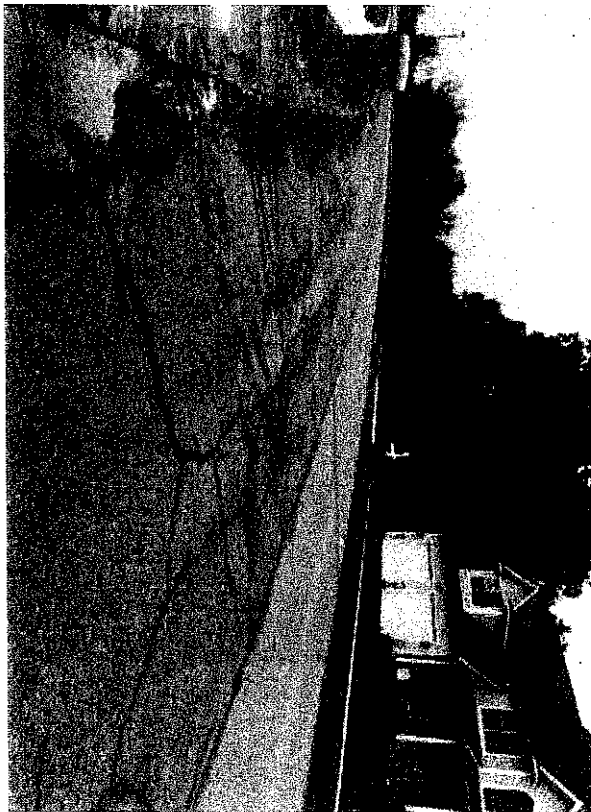
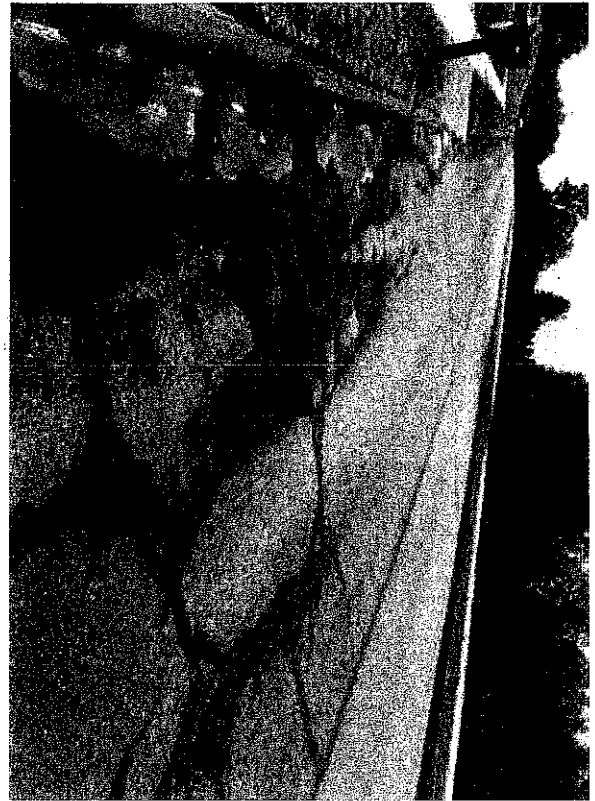
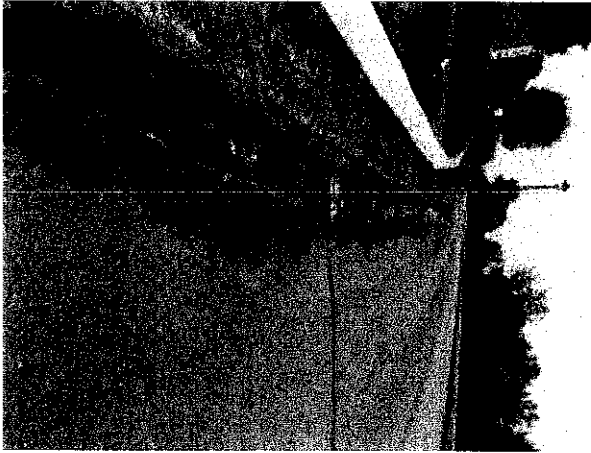
— Jason Solomonides, President SRHoA

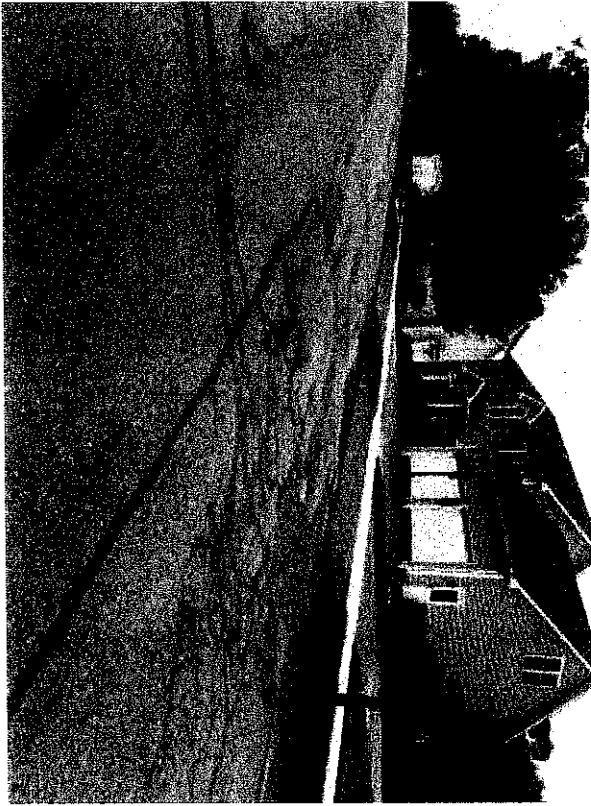


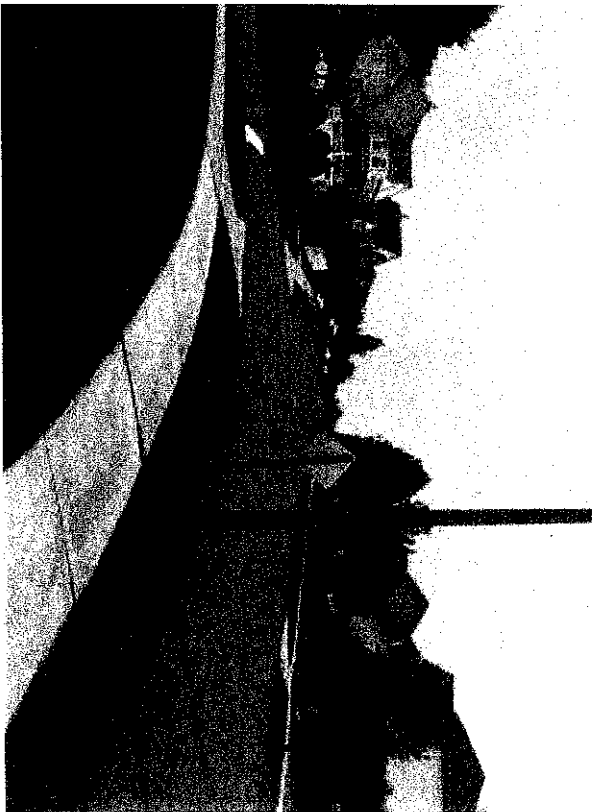
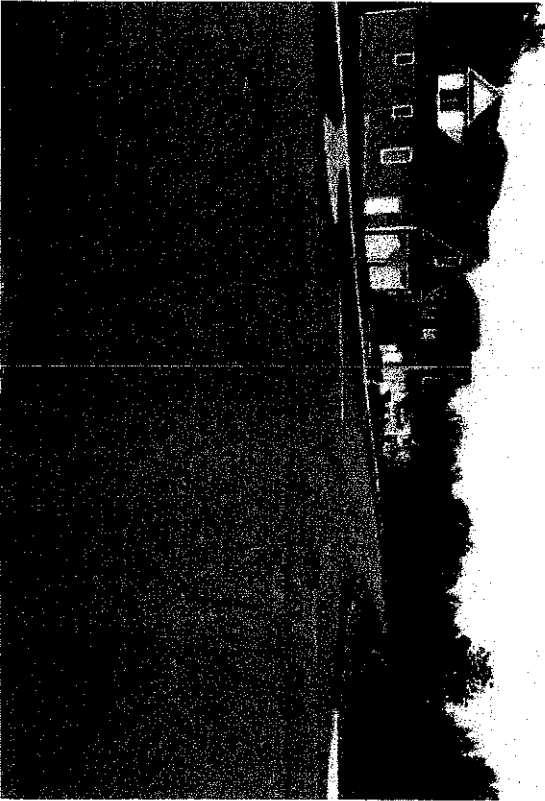


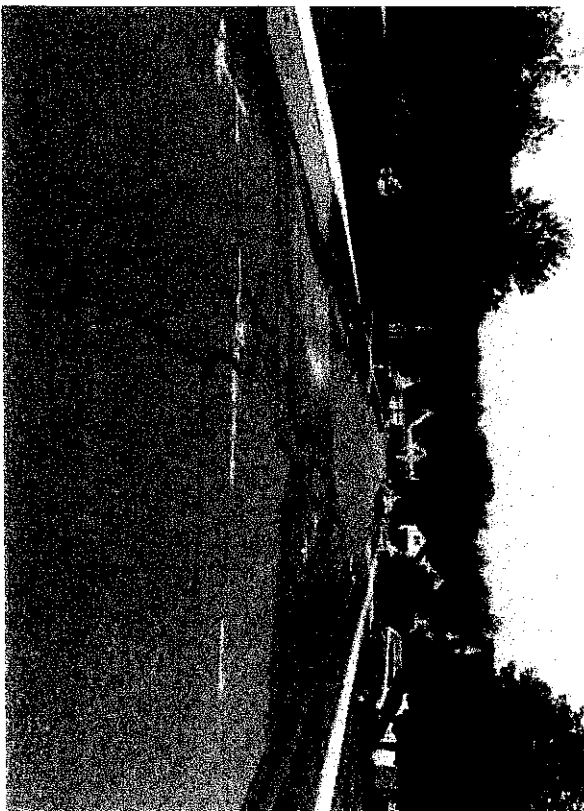
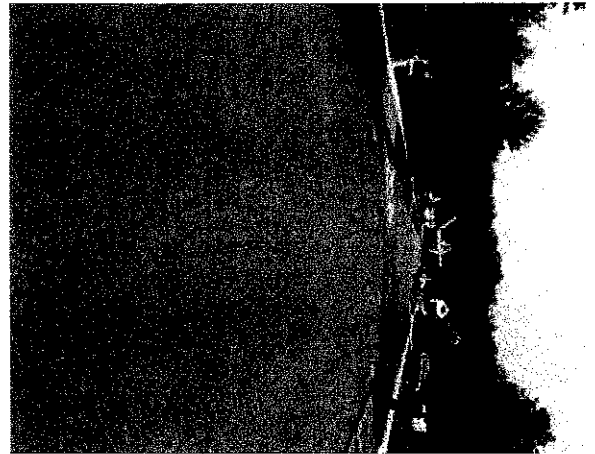
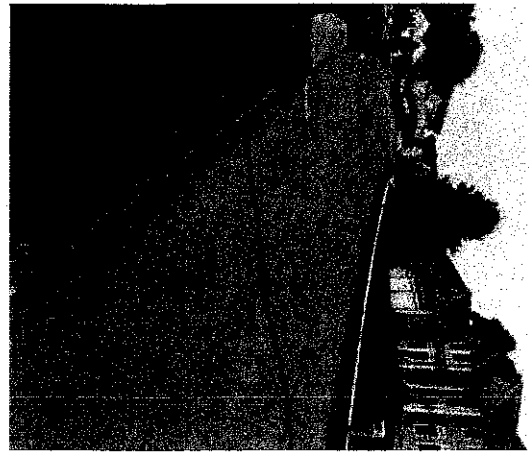
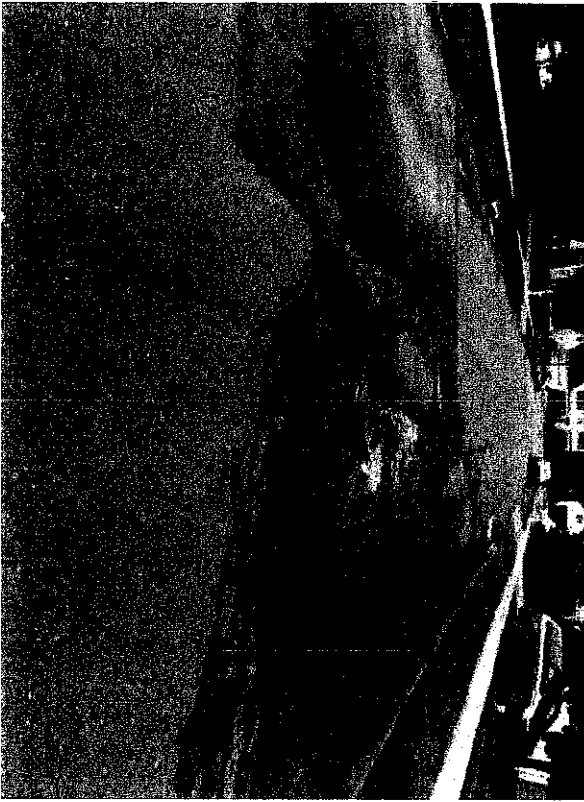


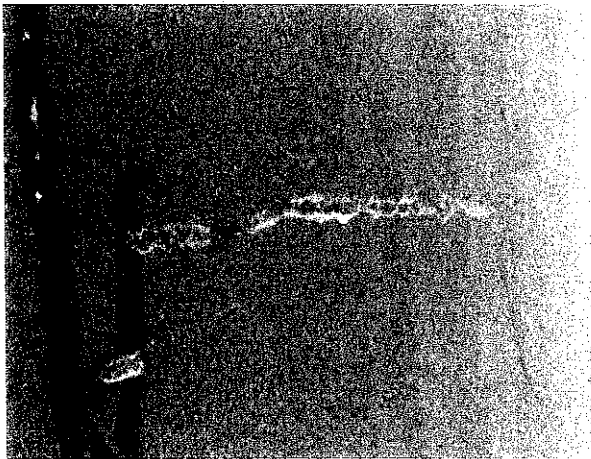
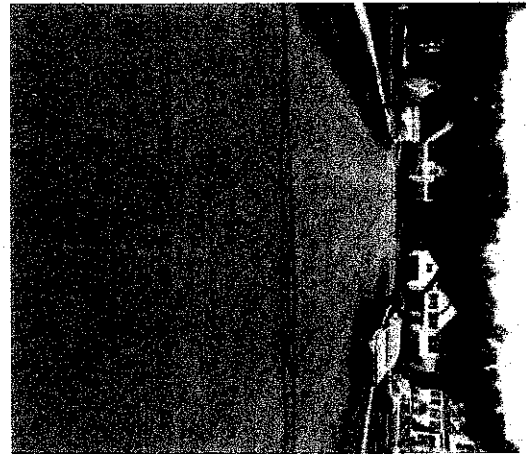
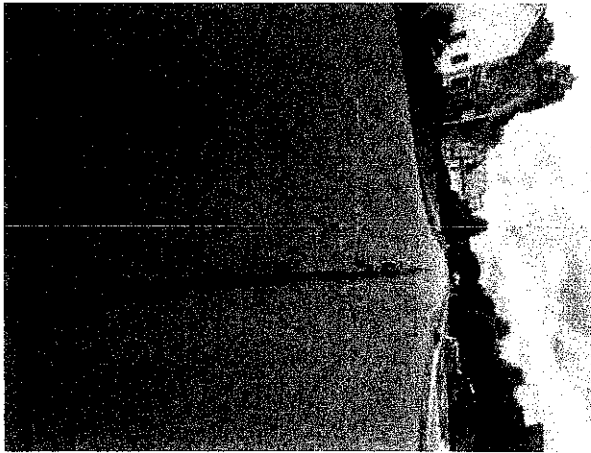












Attachment F

To whom it may concern,

I am writing this letter in favor of Cromwell Creative District's application to be designated a Cultural District

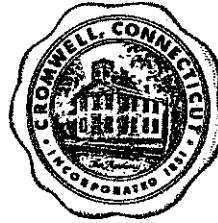
I am a working member of CCD and joined nearly 4 years ago when I first moved to Cromwell. Since then we have enhanced our downtown district with murals on businesses. We have worked with high school students in painting the dugouts in and around Pierson Park. We created a sensory path near the playground for child development, and have hosted several Summer Fests bringing our residents together in celebration of our town. We have also sponsored musical and poetry events to showcase our local talent and most recently we have brought together our town's nonprofits creating Winged murals along Pierson Park fencing to give residents a fun photo opportunity.

Cromwell Creative District is creating a community of culture and diversity for all to enjoy involving our district businesses, local organizations, residents and students. Help us to continue to provide high quality programs and events by supporting us in our efforts to become a Cultural District and destination.

Respectfully,

A handwritten signature in cursive script that reads "Donna Bernstein". The signature is written in black ink and is positioned above the printed name.

Donna Bernstein



Attachment G

Town of Cromwell, Connecticut
\$40,000,000* Bond Anticipation Notes
Draft Timeline – as of 8/11/2023

August 2023						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2023						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2023						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Key

	Federal Open Market Committee Scheduled Meetings
	Federal / Religious Holiday
	Transaction Events

Holidays

9/4	Labor Day
10/9	Columbus Day

Date	Task	Responsibility
Week of September 11th		
Thursday, September 14, 2023	Circulate first draft of RFP & term sheet	Town / BC / PA
Week of September 18th		
Wednesday, September 20, 2023	Comments due on first draft of RFP & term sheet	Town / BC / PA
Thursday, September 21, 2023	Circulate second turn of RFP & term sheet	Town / BC / PA
Week of September 25th		
Thursday, September 26, 2023	Final comments due on draft RFP & term sheet	Town / BC / PA
Thursday, September 28, 2023	Post RFP & term sheet to potential bank purchasers	PA
Week of October 2nd		
Thursday, October 5, 2023	Review public market indicative rates RFP responses due – select bank purchaser	Town / BC / PA All
Weeks of October 9th - October 16th		
October 9 – October 20	Document exchange and review	All
Week of October 23rd		
Monday, October 23, 2023	Pre-Closing	All
Wednesday, October 24, 2023	Closing	All

Legend

Town	Issuer (Town of Cromwell, Connecticut)
PA	Placement Agent and/or Underwriter (Mesirow)
BC	Bond Counsel (Pullman & Comley)
–	Bank Purchaser (TBD)

Mesirow

353 North Clark Street,
 Chicago Illinois 60654
 312.595.6000 • mesirowfinancial.com

Attachment H

Calve, Amanda

From: Seth Hedstrom <shedstrom@berrydunn.com>
Sent: Tuesday, September 12, 2023 3:55 PM
To: Calve, Amanda; Sondra Hathaway; Sachin Goradia
Subject: RE: Mission Statement

Hi Amanda,

The development of a mission statement is not included in our work plan. It is contemplated in the potential change for future work if we were to repurpose our efforts to be focused on strategic planning. As a result, we have not completed any work towards this as we're on our hold. We're still happy to move forward with that effort if you'd like.

Seth

Seth Hedstrom | Principal
Local Government Consulting Group
207.541.2212
www.berrydunn.com



From: Calve, Amanda <acalve@cromwellct.com>
Sent: Tuesday, September 12, 2023 2:35 PM
To: Sondra Hathaway <shathaway@berrydunn.com>; Seth Hedstrom <shedstrom@berrydunn.com>; Sachin Goradia <sgoradia@berrydunn.com>
Subject: Mission Statement
Importance: High

Good afternoon,

When the final report was presented to the Town Council, they were informed that the mission statement was included in Phase I. At the last budget workshop, the Town Council asked about this. Has the mission statement been drafted?/what is involved/what does BerryDunn need from the Town to create a mission statement?

Thank you!

Amanda Calve

Senior Executive Assistant
Town Manager's Office
Town of Cromwell
41 West Street
Cromwell, CT 06416
P: 860-632-3412

2023 Town Council Recommendations

Mayor Steven Fortenbach, Deputy Mayor Jack Henehan, Councilperson James Demetriades, Councilperson
Jennifer Donohue, Councilperson Paula Luna, Councilperson Jay Polke, Councilperson A

Table of Contents

- ▶ Introduction
- ▶ Workshop Overview
- ▶ Executive Summary
- ▶ Fiscal Transparency and Collaboration
- ▶ Human Resources
- ▶ Leadership Development
- ▶ Organizational Excellence
- ▶ Regulatory Risk
- ▶ Town Council Tracking and Timeline

Introduction

- ▶ Town Council initiated a Culture Study in May of 2022.
- ▶ An RFP was initiated and a selection committee commenced in August of 2022 comprised of Marianne Sylvester, Finance Director, Bonnie Price, HR Coordinator, Sherry McGuire, Executive Assistant (HR), Town Councilperson Jack Henehan, Town Councilperson James Demetriades to secure a firm to conduct study.
- ▶ In November of 2022, BerryDunn began the project with the Town's Project Team including Town Manager Anthony Salvatore, Mayor Steve Fortenbach, Executive Assistant Sherry McGuire, and Finance Director Marianne Sylvester.
- ▶ In July of 2023, BerryDunn presented their final report and prioritized list of key recommendations.
- ▶ The Town Council initiated a series of workshops in August 2023 to review the final report and present recommendations to Town management to ensure the Town's culture, environment, policies, practices, values, norms, and performance are aligned with the mission to be an employer of choice and an organization achieving community excellence.

Workshop Overview

- ▶ The Council utilized a 4D brainstorming method to review the findings. The categories were reviewed as submitted in the BerryDunn report: Fiscal Transparency and Collaboration, Human Resources, Leadership Development, Organizational Development, and Regulatory Risk. The Council reviewed their recommendation applying the following categories: Do it now, Plan it, Delegate it and Forget it.
- ▶ Each Councilperson had an opportunity to propose suggestions and solutions for improvement while considering the impact and effort of the recommendation.

Executive Summary

The Town Council's recommendations presented are proposed to be explored and considered for implementation. Although all Council member's may not have agreed with a specific recommendation(s), the Council concurred that this activity was important to promote strategic planning in response the results of the BerryDunn Culture Assessment.

The Council is committed to improving the Town's culture, environment, policies, practices, values, norms, and performance. This exercise was aligned with the mission to be an employer of choice and an organization achieving community excellence.

The expectation is that the recommendations will be thoroughly evaluated, possibly enhanced and implemented by Town management or the Council. Many items require a monetary investment by the Town. These items should be vetted for and reviewed by Town management and Council if budgetary allocations are appropriate.

The Council advocates that at a minimum annually a similar workshop should be hosted to collaboratively brainstorm and provide feedback on new ideas or suggestions in an effort to further contribute to improvement of the Town and its culture.

Fiscal Transparency and Collaboration

Workshop August 15, 2023

Fiscal Transparency and Collaboration

Current Status

- ▶ The budget process is outlined in the Town Charter, Article VII Annual Budget and Financial Procedures, Sections 8.02 and 8.03.
- ▶ Presently, the current budget process begins with a timeline sent to all department heads.
- ▶ The department heads present their budget requests to the Town Manager.
- ▶ The Town Manager provides his recommendations to the Town Council prior to Town Council deliberation by means of a Budget recommendation book.
- ▶ This packet includes a summary of each Town Department, Organizational Structure, a list of their achievements from the prior year, upcoming goals, along with the department lead operational and capital recommendations.
- ▶ Although all department leads may attend the budget hearings, typically in attendance are the Town Manager, Chief of Police, and the Public Works Director.
- ▶ After Town Council votes on their recommended budget, it proceeds to the Board of Finance for the final recommendation and determination of budget referendum date.
- ▶ Budget Referendum information to all citizens is provided on the Town website, Public Notices and articles in local papers, and on the Town's Welcome to Cromwell sign located at the intersection of W. St. and Shunpike Rd. As well as on the day of the referendum date of vote, "Vote Today" signs are posted in high traffic areas around Cromwell.

Workshop August 15, 2023

Fiscal Transparency and Collaboration Cont'd

Current Status

- ▶ The Town does not have a standard performance evaluation process for all employees.
- ▶ The Town has a nepotism policy which has been included in the Employee Handbook. In addition, in 2016, a legal opinion was obtained regarding this policy.
- ▶ Town employees are required to participate in the Culture of Civility creating a Harassment Free Workplace (CT) which includes a section on Ethics.
- ▶ The Town Council and other Boards and Commission may take the State of Connecticut Ethics course, but it is not mandated.

Fiscal Transparency and Collaboration –August 15, 2023

Drag and Drop Ideas into Priority Matrix

<div> <div></div> <div>Utilize the emergency text system to advise residents of budget referendum</div> <div>Town Hall wide email reminding all staff of budget hearing date/time.</div> </div>	<div> <div></div> <div>Invite via invitation all department heads to attend budget hearing (not require)</div> <div>Establish policy and timeline to include input from all employees ideas and concerns prior to department budget submission to Town Manager</div> <div>Set policy to ensure all employees and department heads understand they are invited to all Town meetings</div> <div>Create new infographic for public and staff the explains budget process & opportunities for public feedback</div> </div>	<div> <div></div> <div>Create a method for employees to submit projects/spending items to managers.</div> <div>Quarterly stakeholder meeting to discuss ideas off each other and review benefits & costs</div> <div>Create email address that public can use for consideration can be cataloged as part of budget process</div> </div>

EFFORT

IMPACT

Fiscal Transparency and Collaboration Discussion/Suggestions

Do It Now :

- ▶ **Utilize the emergency text system to advise residents of budget referendum**
 - ✓ *Use the Everbridge System for key Town Communication*
 - ✓ *Encourage residents sign to up online with their cell phone numbers*
 - ✓ *Host training sessions or make a designated person available at Town Hall to show residents how to sign up*

- ▶ **Heighten communication via Town Hall wide email reminding all staff of budget hearing date/time**
 - ✓ *Apprise town employees that their timely input to their leaders is important and welcome.*
 - ✓ *Reminder that if a suggestion is not implemented that it may be due to budget constraints or other strategic strategies*

Fiscal Transparency and Collaboration Discussion/Suggestions Cont'd

Plan It:

- ▶ Encourage Department Heads to explore ways to obtain input from their staff for the budget prior to budget submission and invite (not require) via invitation all department heads to attend the budget hearings.
 - ✓ Encourage leaders to request input from their staff of potential needs or projects for the next fiscal.
 - ✓ Remind leaders that they may attend and provide input on department needs at the Town Council or Board of Finance meetings.
- ▶ Consider Quarterly stakeholder meetings to bounce new ideas off each other and review potential benefits and costs.
 - ✓ Suggest that the Town Manager hold a town-wide, all employee meeting quarterly via Zoom. (Record for those who may not be able to attend due to responsibilities)
 - ✓ Raise awareness for Leaders to meet with staff before all Department Head Staff Meetings so staff feedback and questions can be addressed.

Fiscal Transparency and Collaboration

Discussion/Suggestions Cont'd

- ▶ **Create a general email address for Cromwell Residents to provide feedback on budget, community projects, or general concerns.**
 - ✓ *Explore who would monitor this email address and triage the emails to the proper departments?*
 - ✓ *Review the impact of creating another email address. Residents use the Mayor and Town Manager's generic email addresses when they have questions or concerns. This may not or may not be an efficient collaboration tool.*

Human Resources

Workshop August 15, 2023

Human Resources

Current Status

- ▶ Presently, the Human Resource staff is comprised of a part-time Human Resources Generalist and full-time Executive Assistant (HR). There is also another certified HR Professional in another role (Senior Executive Assistant) that assists in the case of absence of dedicated HR staff.
- ▶ The HR Team has an office location near the Town Manager's office. The door is closed for privacy while meeting with an employee or the Mayor's office is utilized for enhanced confidentiality.
- ▶ Job descriptions have been recently updated and provided to the Unions, Leaders, and Staff. They are on file in the Town Manager's and Human Resource Office.
- ▶ Personnel policies are approved by the Town Council per Town Charter Section 4.02.
- ▶ A new Employee Resource Shared Drive has been created to ensure a depository of all policies are easily available to all Town Employees.
- ▶ Procedures and guidelines are prepared by lead stakeholders and sent via email to Staff.
- ▶ The Employee Handbook has been updated and distribute to Town Employees. The handbook was approved by Town Council. The handbook will be distributed to all new employees and is also located on the Employee Resources Shared Drive.
- ▶ All guidelines or procedure written by the Town Manager are distributed via email and placed in the Employee Shared Drive.

Workshop August 15, 2023

Human Resources – Cont'd

Current Status

- ▶ The Town does not have internal IT staff. IT services are provided by a consultant. The consultant provides a staff member on-site on Mondays, Wednesdays, and Fridays
- ▶ IT issues are channeled through the Town Manager's Senior Executive Assistant. Items are triaged and escalated for resolution. Urgent items are sent to the consultant immediately for solutioning.
- ▶ Union Contracts allow for specified amount of tuition reimbursement for each employee.
- ▶ The Town Council established an Ethics policy that all elected officials are requested to read and sign at the beginning of their term.
- ▶ The Town Council and all elected officials are required under State Statutes to complete sexual harassment training. Human Resources sends the training via email to all elected officials.

Human Resources-August 15, 2023

Drag and Drop Ideas into Priority Matrix

IMPACT	EFFORT
<div>IT Survey to understand employee needs</div> <div>Assign new council/elected officials ethics and sexual harassment training.</div> <div>Create a more isolated spot for HR Team.</div> <div>Have open office hours (and allow staff to attend-accommodate) to ask general questions and/or express concerns.</div>	<div>Bring in a full-time staff IT position.</div> <div>Expand hours for IT/Explore full time person.</div> <div>IT position should be addressed at budget time.</div> <div>Advise staff via email of training opportunities.</div> <div>Publish list of educational training/opportunities for employees by department quarterly so everyone in department sees it.</div>
<div>Continue to work to standardize process of setting policy. If implemented are all policies available to all employees</div> <div>Ensure SharePoint has all policies uploaded and has searchable function to find policies by keyword</div>	<div>Workshop from HR on training and "how to" for continuing education.(host multiple times)</div> <div>Create employee directory biannually for staff/new staff</div>

Human Resources Discussion/Suggestions

Do It Now :

- ▶ **IT Survey to understand Employee Needs. Look in to hiring a full-time Staff IT position or expand IT hours (explore during budget time).**
 - ✓ *Need to understand what the pain points are for employees with IT.*
 - ✓ *Inquire with BerryDunn if there was a particular trend in the responses related to IT (responsiveness, capability, etc.)*
 - ✓ *Evaluate and review current IT demands and issues that have been encountered from staff.*
 - ✓ *Implement a survey if needed to understand main concerns.*
 - ✓ *Prioritize identified needs and fund accordingly. (i.e. Staffing, equipment, training, or programs)*
- ▶ **Assign new Council/elected officials ethics and sexual harassment training**
 - ✓ *Continue to encourage elected officials to read and attest to the established Code of Ethics.*
 - ✓ *Provide access and Town Council support to all elected officials to complete the State of Connecticut Ethics online course.*
 - ✓ *Improve compliance with require sexual harassment training. Track and ensure all elected officials attest to completion yearly.*

Human Resources Discussion/Suggestions

Cont'd

- ▶ Have open HR office hours (and allow staff to attend – accommodate) to ask general questions and/or express concerns
 - ✓ Recommend that HR set up drop-in session at various locations to meet the employees outside of the formal office designation. (i.e. Public Works Facility, Police Department, or designated room.)
- ▶ Create a more isolated spot for HR Team
 - ✓ Recognize that HR needs a location removed from the general governance of the Town. Obviously space is limited within the current Town Hall. Prioritize this as capacity becomes available.

Human Resources Discussion/Suggestions

Cont'd

Plan It:

- ▶ Advise staff of training/education opportunities via email and have a published list of training/education opportunities for employees by department.
 - ✓ Collaborate amongst Department Leaders and Employees and make a list of trainings and education available to employees.
 - ✓ Maintain a list in the HR Department and on the Employee Resource Shared drive for employees.
 - ✓ Encourage employees to utilize this resource to investigate potential training or education that is available for their own growth and development.
 - ✓ Remind employees that their Union contracts allow for a specified amount of education reimbursement.
 - ✓ Continue to encourage all employees to obtain all necessary certifications and training.
 - ✓ Prompt leaders to utilize budgets to develop their employees.

Human Resources Discussion/Suggestions

Cont'd

- ▶ **Create a standard performance review process for all employees.**
 - ✓ *Continue negotiations with Unions to include a performance review process for all employees.*
 - ✓ *Move forward with the plan and development of a employee review system.*
 - ✓ *Explore including employee self evaluation within the review process.*

Human Resources Discussion/Suggestions

Cont'd

Delegate It:

- ▶ **Create a full-time HR position**
 - ✓ Ask the Town Attorney to explore potential appropriate position(s) as the HR Director role was removed from the Charter when the Town reorganized governance.
- ▶ **Let employees create and/or add to their own job descriptions with management and union support.**
 - ✓ Job descriptions and changes need to be negotiated with the unions.
 - ✓ Suggest that Unions and Town create a checklist for input on developing and/or updating job descriptions.
- ▶ **Develop and establish a recorded cadence to update Town documents.**
 - ✓ Examples of what would be included: Organizational Charts, Policies, Procedures, Handbooks, or Job Descriptions.
 - ✓ Explore additional enhancements to the Employee Resource Shared Drive, such as ease of use and key words.

Leadership Development

Workshop September 5, 2023

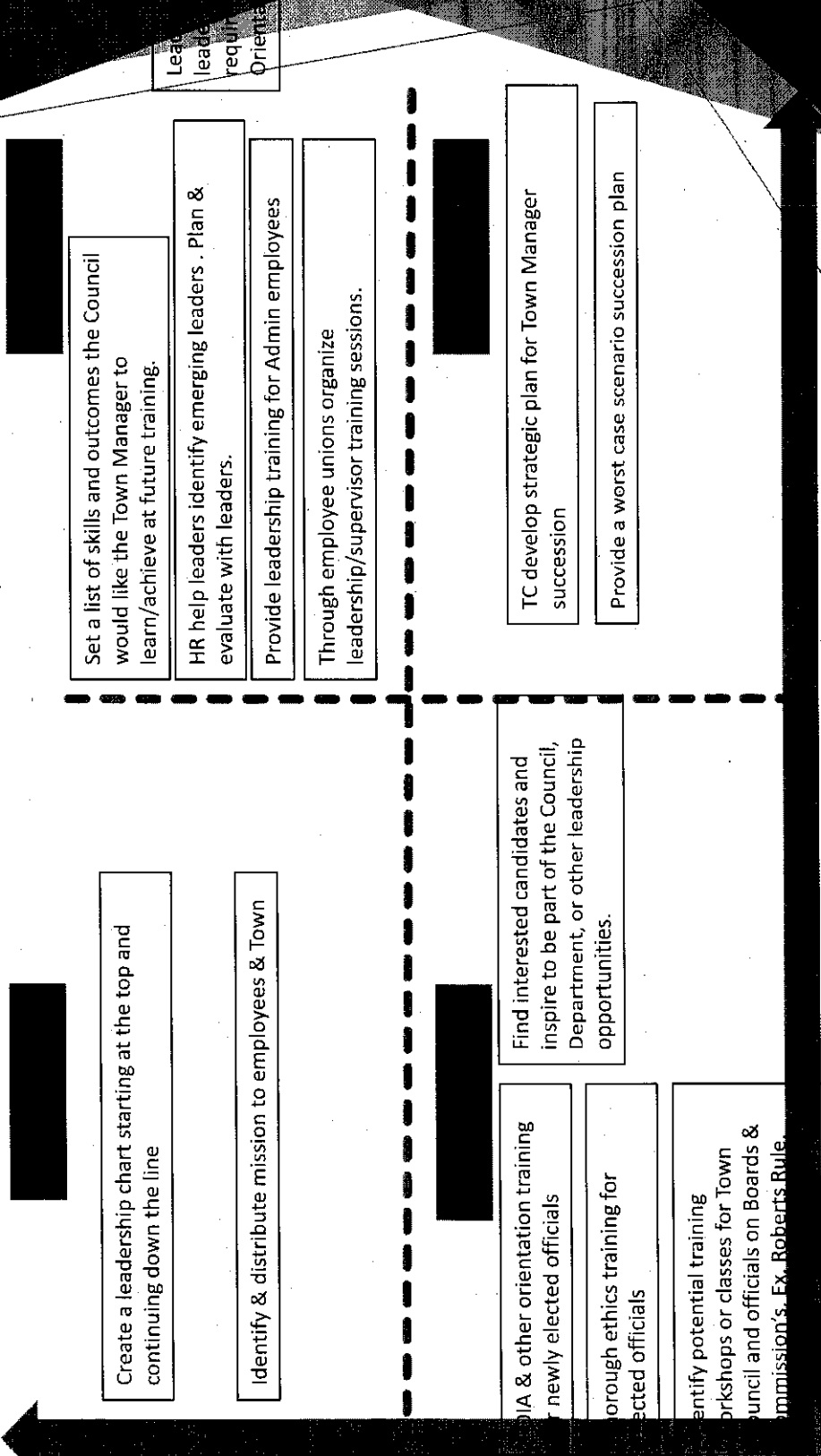
Leadership Development

Current Status

- ▶ The Town organizational chart of all employee positions is currently located in the budget book.
- ▶ The Town Charter states the process in which the Town Council selects a Town Manager.
- ▶ Town Leadership identifies employees with leader potential. Leaders encourage training. There is no formal process.
- ▶ The Town Manager has utilized internal employees to fill absences of employees. Often times external resources have been utilized to cover potential gaps.
- ▶ The Town Manager is a member or leads multiple regional and state commissions and committees. Such as, Lower River Valley Council of Governments, Middlesex Chamber of Commerce, Council of Small Towns, Middlesex County Substance Abuse Action Council, Connecticut Emergency Response Commission.
- ▶ The Town Manager maintains Certification as a Connecticut Municipal Official through the Connecticut Council of Municipalities.

Leadership Development-September 5, 2023

Drag and Drop Ideas into Priority Matrix



Leadership Development Discussion/Suggestion

Do It Now :

► Create a leadership chart

- ✓ Create an organizational chart that defines Town departments, positions and titles
- ✓ Coordinate a cadence for regular update, if needed.
- ✓ Place in a central location for easy employee access, such as the Shared Drive and/or Employee Handbooks

► Identify & distribute mission to employees & Town

- ✓ Follow-up with BerryDunn on mission statement.
- ✓ Review and revise if needed.
- ✓ Distribute to all employees, Boards & Commissions.
- ✓ Alert Town via website and other identified means.

Leadership Development Discussion/Suggestion

Cont'd

Plan It:

- ▶ **Set a list of skills and outcomes the Council would like the Town Manager to learn/achieve at future training.**
 - ✓ *The Town Council will continue to review potential trainings for Town Manager development.*
 - ✓ *Although best to propose the type of trainings during the performance evaluation setting, the Council could identify additional training opportunities.*
- ▶ **Organize Leadership Training**
 - ✓ *Incorporate growth matrix into performance review process to help identify emerging leaders.*
 - ✓ *HR and Directors to coordinate to assist employees in leadership or growth skills.*
 - ✓ *Encourage Union Leaders to assist and identify employees with additional training opportunities.*

Leadership Development Discussion/Suggestion

Cont'd

Plan It:

- ▶ Make security camera live feed accessible to the public by putting link on the Town website.
 - ✓ *Explore expanding access to town cameras on the website.*

Leadership Development Discussion/Suggestion

Cont'd

Delegate It:

- ▶ **Identify training opportunities for Elected or Appointed Town Officials.**
 - ✓ *Town Manager to continue identifying training and workshops and alert the Council, Boards, or Commissions.*
 - ✓ *Suggested for Town Council to coordinate a document that provides an overview of basic guidelines for Elected or Appointed officials. Perhaps the Town Attorney could assist in the drafting of appropriate items to be included in the summary.*

- ▶ **Find interested volunteers to participate in Council, Boards, and Commissions**
 - ✓ *Encourage other volunteers to identify emerging interested volunteers.*
 - ✓ *Participate in their growth and development to prepare them for Town governmental positions.*

Organizational Excellence

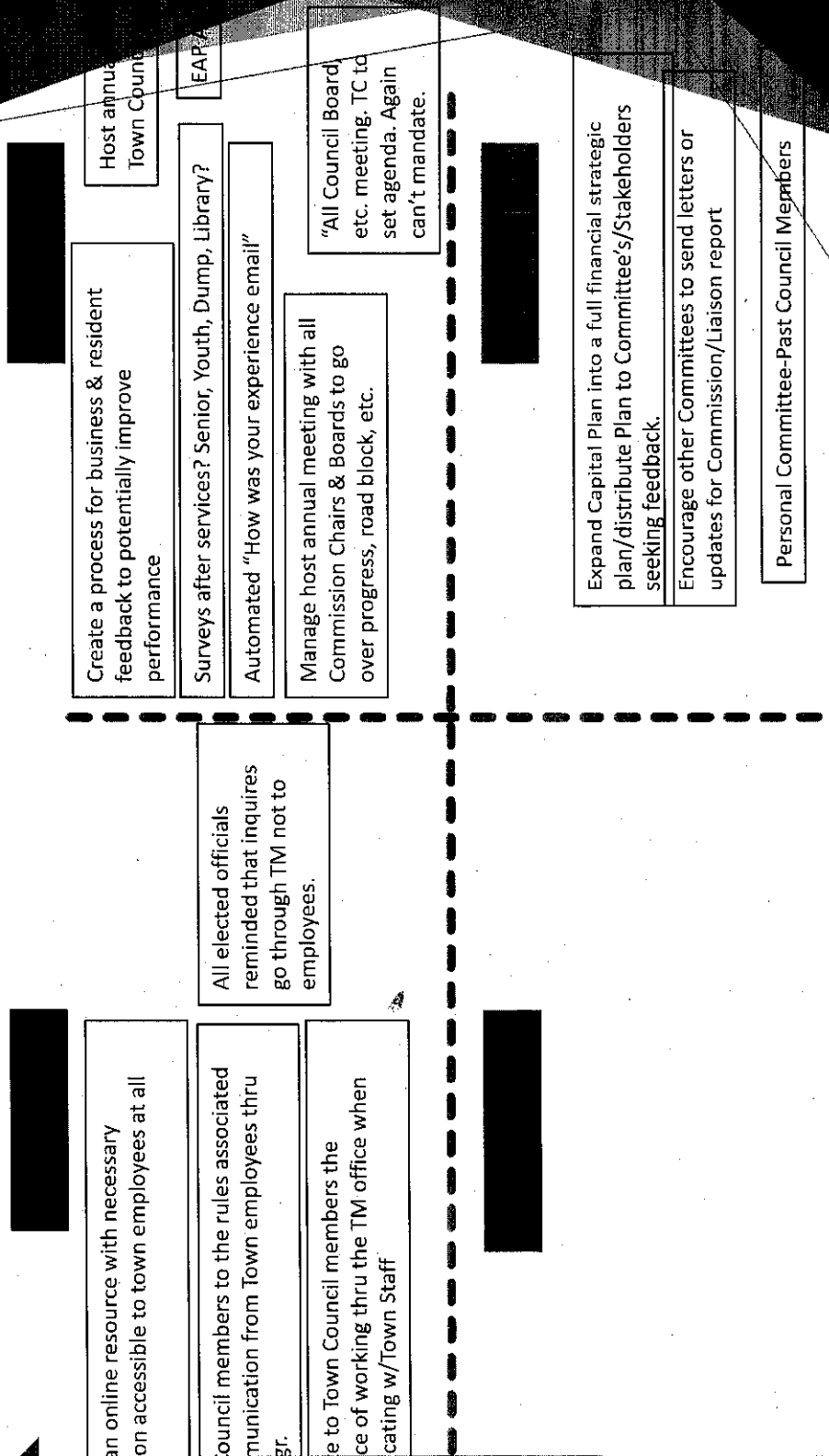
Workshop September 5, 2023

Operational Excellence

Current Status

- ▶ The Town Manager and Staff Liaisons to Boards and Commissions reminds participants that individual inquiries need to be presented through the Town Manager's office. This is also stated within the Town Charter under Article II, Section 2.05 b.
- ▶ An Employee Shared Resource drive with pertinent materials has been created.
- ▶ Some departments do utilize surveys for feedback on their events, but there is not a formal process.
- ▶ Residents have the ability for public comment at Town Council regular meetings, but it is just an opportunity for comments, not dialogue.
- ▶ Town Council, Boards, and Commission agendas, meeting packets, and minutes are posted on the Town website.
- ▶ The Town's Budget book provides information on staffing, department achievements, goals and objectives along with the 5-year Capital Plan.
- ▶ The Town Council sets a series of goals and objectives for the Town Manager each year.

IMPACT



EFFORT

Organizational Excellence Discussion/Suggestion

Do It Now :

- ▶ **Remind all elected or appointed officials that inquires (town business) be routed through the Town Manager's office.**
 - ✓ *Create an organizational chart that defines Town departments, positions and titles*
 - ✓ *Town Manager and Mayor to remind the Council and all volunteers to not communicate directly to Town Staff regarding issues of the Town.*

- ▶ **Develop an online resource with necessary information accessible to Town Employees.**
 - ✓ *Remind employees that there is an Employee Resource shared drive that provides access to employee documents, policies, and procedures.*

Organizational Excellence Discussion/Suggestion

Plan It:

- ▶ **Generate experience survey to capture feedback on events, programs, and town services**
 - ✓ Suggestion of posting signs with QR codes or website to encourage feedback via survey.
 - ✓ Explore creating a general survey or rate scale with check boxes for "Type" of feedback.
 - ✓ Utilize a uniform format will provide statistical comparison data to help with improving performance, maintaining or expanding on services, and understanding our communities needs.

- ▶ **Mayor to host annual meeting with all Board & Commissions**
 - ✓ Explore how this would be coordinated and what topics to discuss.
 - ✓ Review the format: Presentation, Discussion, or Training
 - ✓ Distribute to all employees, Boards & Commissions.
 - ✓ Alert Town via website and other identified means.

Organizational Excellence Discussion/Suggestion

Plan It:

- ▶ **Annual Forum for Residents apart from Town Council Meeting**
 - ✓ *Provide a setting for the public to have opportunity to share their comments or concerns. This would allow for dialogue amongst the Council and residents.*
- ▶ **Encourage other Committees to send updates for Commission Liaison Reports to Town Council**
 - ✓ *Encourage other Boards and Commissions to provide updates to the Town Council.*
 - ✓ *Remind staff liaisons to Boards and Commissions to provide information on upcoming budget planning or other pertinent information to promote cross-functional collaboration.*
- ▶ **EAP Awareness**
 - ✓ *HR to expand awareness of the Employee Assistance Program (EAP).*
 - ✓ *Remind employees that this is there to support them with concerns or issues that they may not feel comfortable going to HR.*

Regulatory Risk

Workshop September 5, 2023

Regulatory Risk

Current Status

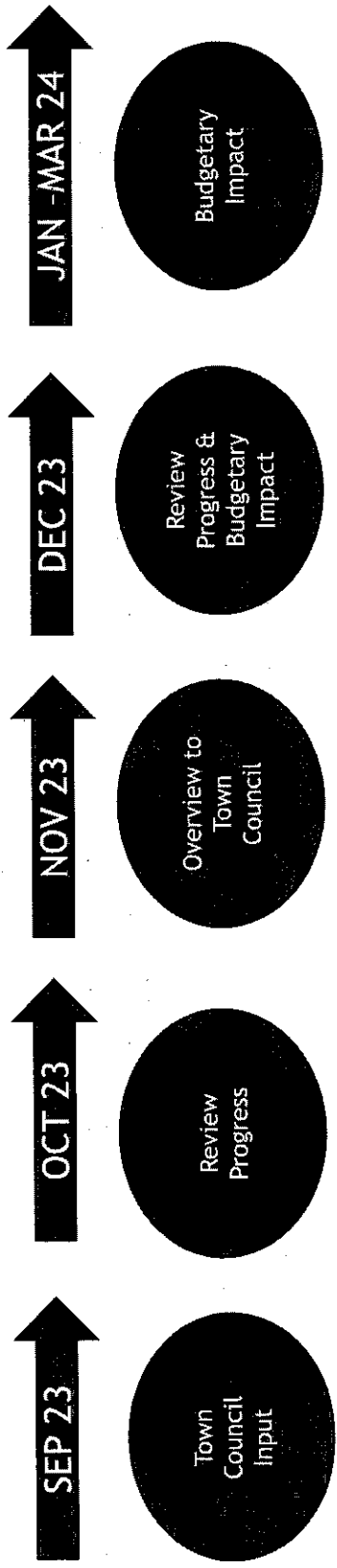
- ▶ The Town has a Safety Committee with participants of both Town Leaders and Employees.
- ▶ The Safety Committee is in accordance of C.G.S. 31-40v.
- ▶ The Safety Committee meets at a minimum five times a year. The Committee reports on new injuries and discusses hazards on any town property. They also discuss safety drills.
- ▶ The State of Connecticut Workers' Compensation Commission conducted their last on November 7, 2022. The result of the review determined that our facility was in compliance with the safety and health committee regulations.
- ▶ A recent OSHA visit was conducted. The Town has fully complied with the findings.
- ▶ The Public Works Director is in the process of developing procedures to ensure violations or concerns are recognized and immediately brought to the attention of their supervisor or the Director of Public Works. This will enable identified concerns to be immediately rectified.

Regulatory Risk Discussion/Suggestions

Do It Now :

- ▶ **OSHA violation or hazard situations training**
 - ✓ *Train employees on how to identify OSHA violations or hazardous situations.*
 - ✓ *Educate employees on the process to immediately report violations or situations of concern.*

Town Council Oversight Timeline



2023-24 Recommendations - Do It Now

Fiscal Transparency and Collaboration

- ☐ Utilize the emergency text system to advise residents of budget referendum
- ☐ Heighten communication via Town Hall wide email reminding all staff of budget hearing date/time

Human Resources

- ☐ IT Survey to understand Employee Needs. Look in to hiring a full-time Staff IT position or expand IT hours (explore during budget time).
- ☐ Assign new Council/elected officials ethics and sexual harassment training
- ☐ Have open HR office hours (and allow staff to attend – accommodate) to ask general questions and/or express concerns
- ☐ Create a more isolated spot for HR Team

Leadership Development

- ☐ Create a leadership chart
- ☐ Identify & distribute mission to employees & Town

Organizational Excellence

- ☐ Remind all elected or appointed officials that inquires (town business) be routed through the Town Manager's office.
- ☐ Develop an online resource with necessary information accessible to Town Employees.

Regulatory Risk

- ☐ OSHA violation or hazard situations training

2023-24 Recommendations - Plan It

Fiscal Transparency and Collaboration

- ☐ Encourage Department Heads to explore ways to obtain input from their staff for the budget prior to budget submission and invite (not require) via invitation all department heads to attend the budget hearings
- ☐ Consider Quarterly stakeholder meetings to bounce new ideas off each other and review potential benefits and costs.
- ☐ Create a general email address for Cromwell Residents to provide feedback on budget, community projects, or general concerns.

Human Resources

- ☐ Advise staff of training/education opportunities via email and have a published list of training/education opportunities for employees by department.
- ☐ Create a standard performance review process for all employees.

Leadership Development

- ☐ Set a list of skills and outcomes the Council would like the Town Manager to learn/achieve at future training.
- ☐ Organize Leadership Training
- ☐ Make security camera live feed accessible to the public by putting link on the Town website.

Operational Excellence

- ☐ Generate experience survey to capture feedback on events, programs, and town services
- ☐ Mayor to host annual meeting with all Board & Commissions
- ☐ Annual Forum for Residents apart from Town Council Meeting
- ☐ Encourage other Committees to send updates for Commission Liaison Reports to Town Council
- ☐ EAP Awareness

2023-24 Recommendations - Delegate It

Human Resources

- ☐ Create a full-time HR position
- ☐ Let employees create and/or add to their own job descriptions with management and union support.
- ☐ Develop and establish a recorded cadence to update Town documents.

Leadership Development

- ☐ Identify training opportunities for Elected or Appointed Town Officials.
- ☐ Find interested volunteers to participate in Council, Boards, and Commissions

Making Cromwell even Better!