

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

Tuesday, September 5, 2023 - 5:00 p.m.

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

Also present: Town Manager Salvatore

A. CALL TO ORDER

Mayor Fortenbach called the meeting to order at 5:00 p.m.

B. NEW BUSINESS

1. ORGANIZATIONAL CULTURE ASSESSMENT WORKSHOP TO DISCUSS BERRYDUNN'S RECOMMENDATIONS

Mayor Fortenbach explained to the Town Council that Councilwoman Donohue created a PowerPoint presentation that includes and summarizes the workshops and what categories their suggestions were placed in.

Leadership Development

The following items were added to the **Do It Now** Category:

Create a leadership chart starting at the top continuing down the line.

Discussion:

- *The Town Manager explained that we have an Organizational Chart of all employee positions in the budget books.*
- *He also explained that we are looking into adding the Organizational Chart to the Employee Handbooks and adding it the Shared Drive.*

Identify and distribute mission statement to Town employees

Discussion:

- *The Council asked the Town Manager to follow up with BerryDunn regarding their progress drafting the mission statement and what is needed to begin this process.*

The following items were added to the **Plan It** Category:

Set a list of skills and outcomes the Council would like the Town Manager to learn/achieve at future training.

Discussion:

- *“Plan It” category is best because as trainings arise, the Town Manager can decide if it is something he is interested in or would like to know more about.*
- *It was suggested to propose the type of training the Town Council would like the Town Manager to receive each year during the Town Manager performance evaluation.*

Organize Leadership Training, HR to help leaders identify emerging leaders, provide leadership training to administrative employees

Discussion:

- *It was suggested to make this a part of the performance review process, HR and department heads to identify potential leaders/employees that have an interest in leadership.*
- *HR or Directors to assist and encourage employees to build their leadership skills*
- *Succession planning was also suggested*
- *The Town Manager was asked if this has historically been an issue. He said that this has not been an issue and gave examples of the Police Chief being promoted from Captain, the Finance Director promoted from Assistant Finance Director.*
- *Outside agencies have been used in the past to assist departments who were short staffed.*

Make security camera live feed accessible to the public by putting a link on the Town website

Discussion:

- *Councilwoman Donohue explained that she viewed the cameras in the Town Manager’s Office. The cameras consisted of hallways, public corridors, parking lots, garages. There is no feed in personal spaces or offices.*
- *Cameras are everywhere today, in almost all places of employment, even in public, walking or driving down the street.*
- *Cameras are there for a sense of security and for safety reasons.*
- *If all employees are doing what they are supposed to do, then there should not be a problem with security cameras.*

The following items were added to the **Delegate It** Category:

Identify trainings, FOI, Roberts Rules, Ethics Training for Elected Officials

Discussion:

- Councilwoman Donohue mentioned receiving emails in the past from the Town Managers Office for these types of trainings
- This would be hard to mandate but the Town Manager's Office can continue to notify the Council of dates these trainings are available and what will be learned.
- It was suggested to have the Town Attorney write a memo for newly elected Town Council members on what the Town Council can and cannot do.

Find interested candidates to be on the Town Council

Discussion:

- It was suggested to delegate this to the community to find Town Council candidates.

The following items were added to the **Forget It** Category:

Prepare a worst-case scenario succession plan and a strategic plan for Town Manager succession.

Discussion:

- The Town Manager already ensures that departments are covered.
- The Council can convene and name an Acting Manager per the Town Charter.
- The Town Manager historically has appointed an Acting Town Manager in his place for when he could not be available for extended periods of time.
- The day-to-day operations of the departments would be handled and managed through the Senior Executive Assistant and the department heads

Remove Security Camera Monitors from Town Manager's Office and relocate to security location to rebuild trust.

Discussion:

- Councilwoman Donohue explained that she viewed the cameras in the Town Manager's Office. The cameras consisted of hallways, public corridors, parking lots, garages. There is no feed in personal spaces or offices.
- Cameras are everywhere today, in almost all places of employment, even in public, walking or driving down the street.
- Cameras are there for a sense of security and for safety reasons.
- If all employees are doing what they are supposed to do, then there should not be a problem with security cameras.

Organizational Excellence

The following items were added to the **Do It Now** Category:

Remind all elected officials that inquires go through Town Managers Office, emphasize the importance of working through the Town Managers office instead of communicating directly with Town Staff.

Discussion:

- *The Town Manager will continue to remind the Town Council periodically that they are to go through the Town Manager's Office.*

Develop an online resource with necessary information accessible to Town employees at all times.

Discussion:

- *This is already being done via an Employee Resources Shared Folder.*
- *The documents within the shared folder are searchable.*

The following items were added to the **Plan It** Category:

How was your experience emails/surveys after services and events, and create a procedure for business and resident feedback.

Discussion:

- *It was suggested to post signs at events with QR codes or websites encouraging attendees' feedback about their experience.*
- *The Town could explore creating a generic survey or a rate scale with check boxes for the type of event they attended (Recreation, Senior Center, Vaccine Clinic) and then have a place for comments about their experience or suggestions.*
- *The same was also suggested for departments (example: Post a sign at the Transfer Station directing to a website where residents can submit feedback about their experience or service).*

Mayor to host annual meeting with all Board and Commission to go over progress, roadblocks, etc.

Discussion:

- *This would have to be coordinated and researching would have to be done regarding how to set the agenda for an all boards and commissions meeting.*
- *Determine if this would be a presentation, a discussion, a training, etc.*

Host Annual Forum for Residents apart from Town Council meeting

Discussion:

- *The purpose of these meetings would be to hear concerns and feedback from residents.*
- *This would allow more time than the 2 minutes allotted for Citizen Comments during Regular Town Council Meetings.*
- *During these meetings the Town Council could answer questions from residents, as compared to Regular Town Council Meetings during Citizen Comments the Town Council is not allowed to reply to comments or concerns, only hear them.*

Encourage other committees to send updates for the Commission Liaison Reports Agenda Item

Discussion:

- *This was suggested because there is a spot for this on the Regular Town Council agendas.*
- *Some Council members felt that the minutes are sufficient if anyone wanted to know what was happening.*
- *There are staff liaisons for several of our boards and commissions and they make sure to pass along information if needed or if it requires staff input and involvement.*

EAP Awareness

Discussion:

- *It was suggested to advertise EAP support for all employees.*
- *This was suggested because a concern was raised regarding some employees not feeling comfortable going to Human Resources.*

The following items were added to the **Forget It** Category:

Expand Capital Plan into a Financial Strategic Plan/Distribute Plan to Committees/Stakeholders seeking feedback

Discussion:

- *Each Department includes their plan every year in the budget/capital plan. There is a section that refers to what they have accomplished, what they plan to accomplish, etc.*
- *There are staff liaisons that already assist with this*
- *This information is all on the website and at Town Hall for the public to view.*

Personnel Committee/Past Council Members

Discussion:

- *It was mentioned that some employees do not feel comfortable going to HR, and that maybe they would feel more comfortable bringing their concerns to past council members who know the history behind some of the concerns.*

- *There is a process in every work place for this, the process must be followed, it could potentially harm the town legally if this were created.*
- *There is EAP available to employees if employees do not feel comfortable going to Human Resources.*

Regulatory Risk

Discussion:

- *The Town Manager informed the Council that shortly after the BerryDunn began their work, the Town had a surprise visit from OSHA.*
- *After OSHA visits and meetings, we are now in full compliance.*
- *Town Manager stated that Public Works Director Spina 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 so that they can be immediately rectified.*
- *The Council expressed that all staff should know how to identify OSHA violations or potentially hazardous situations.*
- *There was a question about whether the Town had a Safety Committee. Town Manager Salvatore reminded the Council that we do have one and we are in good standing with the State Requirements.*
- *The Town Manager ensured that all complaints will be taken seriously and looked into, even if they are anonymous.*

C. ADJOURN

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

The meeting adjourned at 6:40 p.m.

Respectfully submitted,



Amanda Calve
Secretary