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<b>14.</b>	<b>ADJOURNMENT</b>	

**DRAFT MINUTES**

**1. CALL TO ORDER**

Mayor Moran called the regular meeting of the Mansfield Town Council to order at 7:00 p.m. in the Council Chamber of the Audrey P. Beck Municipal Building.

**2. ROLL CALL**

Present: Ausburger, Berthelot, Fratoni, Freudmann, Kochenburger, Moran, Schurin, Shaiken

Excused: Bruder

**3. APPROVAL OF MINUTES**

*(Mr. Kochenburger left the room.)*

Mr. Schurin **moved** and Mr. Fratoni seconded to approve the minutes of the December 9, 2019 regular meeting as presented. Motion **passed** with all in favor.

*(Mr. Kochenburger returned)*

**4. OPPORTUNITY FOR PUBLIC TO ADDRESS COUNCIL**

Julia Sherman, Pinewoods Lane, spoke in support of keeping the school resource officers (SROs). (Statement attached.)

Geoff Kern, Cemetery Road, speaking on behalf of the E.O. Smith Teachers Union, voiced support for keeping the SROs. (Statement attached.)

Steven Bayne, Samuel Lane, speaking as a parent and the Director of Special Services for Region 19, expressed support for keeping the SROs. (Statement attached.)

Tanya Maines, Spring Hill Road, parent and E.O. Smith High School employee, spoke in support of keeping the SROs. (Statement attached.)

Chuck Leavens, Highland Road, retired from E.O. Smith High School, spoke in favor of keeping the SROs.

James Kelly, Coventry Road, special education instructor and football coach at E.O. Smith High School, voiced support for keeping the SROs.

Zachary Donald, Quail Run, Senior Class President at E.O. Smith High School, expressed support for keeping the SROs. (Statement attached.)

Matthew Lisy, Mansfield Hollow Road, teacher at E.O. Smith High School, spoke in support of keeping the SROs.

Glenn Mitoma, Storrs Road, parent of an E.O. Smith student and an E.O. Smith graduate, spoke regarding the risk SROs bring to minority students and spoke of the school-to-prison pipeline.

Russ Wehner, Mount Hope Road, speaking as a citizen, spoke in support of keeping the SROs.

Andy Bourquin, Jonathan Lane, parent and teacher at E.O. Smith High School, expressed support for keeping the SROs. (Statement attached.)

Micaela Orpheus, Bassetts Bridge Road, spoke in support of keeping the SROs.

Betty Wassmundt, Old Turnpike Road, urged the Council to listen to SGT Timme and the Region 19 Superintendent and keep the SROs. Ms. Wassmundt also stated she didn't see the need for a Human Rights Commission to be created in Mansfield.

Jillene Woodmansee, Jonathan Lane, asked the Council not to make any decisions concerning school security while being broadcast on public television.

Alan Trotochaud, Agronomy Road, asked the Council to allow the SRO program to finish the school year and then evaluate the effectiveness.

## **5. REPORT OF THE TOWN MANAGER**

Interim Town Manager John Carrington presented his written report.

## **6. REPORTS AND COMMENTS OF COUNCIL MEMBERS**

Mayor Moran reported the following: she and former Mayor Paul Shapiro recently met with the UCONN President and plan to continue conversations and collaboration; she attended the first CCM Legislative Committee meeting; the CCM Homelessness Prevention Task Force is looking for volunteers to find and count homeless people; the Friends of Agriculture breakfast will be held on January 25<sup>th</sup>; and all Councilors recently attended the memorial for former Councilor Bill Ryan.

Mr. Schruin reported that he recently attended a Councilor orientation with staff as well as the CCM New Councilor Workshop.

Mr. Freudmann reported that UCONN plans to demolish University Apartments and replace it with privately owned high rise dorms. He also asked that residents be more tolerant of student renters and voiced his support for schools hiring their own security.

## **7. OLD BUSINESS**

### **A. School Resource Officer Program (Item #2, 9-23-19 Agenda)**

Mr. Carrington gave a brief background of the School Resource Officer (SRO) Program Memorandum of Agreement. Superintendent of Schools Jill Krieger and E.O. Smith High School Principal Lou DeLoreto spoke to the Council in support of the SRO program. (Statements attached.)

Councilors conveyed concerns including the inability of Region 19 to terminate an SRO under the current agreement, the absence of SRO-specific training to date, and the welfare of minority students and students with disabilities.

Mr. Kochenburger **moved** and Mr. Schurin seconded to table the School Resource Officer Program business item until the Council's January 27, 2020 regular meeting. Motion **passed** unanimously.

**B. Complete Count Committee (Item #13, 9-9-19 Agenda)**

Mr. Schurin, by recommendation of the Committee on Committees, **moved** to appoint the following individuals to the 2020 Census Complete Count Committee:

- John Carrington, Interim Town Manager
- Patricia Schneider, Director of Human Services
- Kelly Lyman, Superintendent of Schools
- John Armstrong, Director of Off-Campus and Commuter Student Services, UCONN
- Rebecca Fields, Executive Director, Mansfield Housing Authority
- Pastor Ron Baker, First Baptist Church/Interfaith Council

Motion **passed** unanimously.

**8. NEW BUSINESS**

**A. UConn Position on Sewer Connections**

Town Attorney Kevin Deneen described the legal rights of the Town and stated that UCONN has no right to veto the connection of pipes to our system other than capacity. Mayor Moran stated she would draft a letter regarding the Town's position for review by the Council.

**B. Assessor's 2019 Revaluation Presentation**

Assessor Irene Luciano and Finance Director Cherie Trahan gave a presentation to the Council regarding the 2019 Revaluation.

**C. Human Rights Commission**

Mr. Kochenburger **moved** and Ms. Berthelot seconded, effective January 13, 2020, to establish a Human Rights Commission with members recommended by the Committee on Committees. Motion **passed** with all in favor except Mr. Freudmann who voted against and Mr. Ausburger who abstained.

Mayor Moran asked that the Committee on Committees create a draft charge for the Human Rights Commission.

**D. FY 2020/2021 Budget Review Calendar**

Mr. Kochenburger **moved** and Mr. Shaiken seconded to adopt the Proposed Budget Review Calendar for FY 2020/2021 as presented by staff.

Mr. Freudmann **moved** and Mr. Ausburger seconded to amend the motion by changing meetings noted as budget review and budget discussion meetings to special meetings.

Mr. Kochenburger **moved** and Ms. Berthelot seconded to call the question. Motion **passed** unanimously.

Motion to amend **failed** with all against except Mr. Freudmann who voted in favor and Mr. Ausburger who abstained.

Original motion **passed** with all in favor.

**E. Comprehensive Annual Financial Report - FY 2018/19**

Mr. Kochenburger, by recommendation of the Finance Committee, **moved**, effective January 13, 2020, to accept the Comprehensive Annual Financial Report and the State and Federal Single Audit Reports for the year ended June 30, 2019, as endorsed by the Finance Committee. Motion **passed** unanimously.

**F. Proposed FY 2019/20 Salary Transfers**

Mr. Kochenburger, by recommendation of the Finance Committee, **moved**, effective January 13, 2020, to approve the Salary Transfers for FY 2019/20, as presented by the Director of Finance in her correspondence dated January 9, 2020. Motion **passed** unanimously.

**9. REPORTS OF COUNCIL COMMITTEES**

Ms. Berthelot, by recommendation of the Committee on Committees, **moved** to appoint Shelby Fuerst and Theodore Busky to the *Solid Waste Advisory Committee* for terms ending 9/1/2021; to appoint Agriculture Committee alternate Diane Dorfer to the position of full member; to appoint Nancy Rawn and Melissa Tindall as an *Agriculture Committee Alternate* for a term ending 10/13/2021; and to appoint Sarah Kaufold to the *Arts Advisory Committee* for a term ending 3/1/2021. Motion **passed** unanimously.

Mr. Freudmann reported that at their last meeting the Personnel Committee discussed the SROs, the next steps in regards to the town manager search consultant, and reviewed the Council's rules of procedure.

**10. DEPARTMENTAL AND ADVISORY COMMITTEE REPORTS**

None.

**11. PETITIONS, REQUESTS AND COMMUNICATIONS**

**A. D. Douglas, UConn USG External Affairs Committee - letter to Council to work with USG (11/14/19)**

**B. Storrs Center - LAZ Parking Management Financials Ending November 30, 2019**

- C. Sgt. K. Timme, Town of Mansfield November 2019 Monthly Report
- D. G. Mitoma, (12/9/19)
- E. Flyer - Mansfield Public Schools January 2020 Community Dinner
- F. Flyer - Freedom of Information Act February 2020 Workshop

**12. FUTURE AGENDAS**

- Old Town Hall and Office Building

**13. ADJOURNMENT**

Mr. Ausburger **moved** and Mr. Shaiken seconded to adjourn the meeting at 10:28 p.m. The motion **passed** unanimously.

Antonia Moran, Mayor

Sara-Ann Chaine, Town Clerk

January 13, 2020

To: Mansfield Town Council

From: Julia Sherman, 43 Pine Woods Lane, Mansfield Center, CT

Dear Town Council Members,

My name is Julia Sherman, resident at 43 Pine Woods Lane, Mansfield Center CT. I have been a teacher for 43 years. I have worked for Region 19 for 32 years, as science teacher, science department chairperson and currently as a substitute teacher.

I am here to support our school, teachers, students and administration, in the employment of the School Resource Officers (SROs). I am in the E.O. Smith High School almost daily, and as a substitute teacher, I go to every corner of the school, to all rooms, all hallways and office areas regularly. I have met and talked with all of the security personnel in our school. Our new SROs are competent, kind, thoughtful and vigilant. I think that we need these men to help us keep the school secure at present. If there is a concern that any groups of students would be targeted by our staff, it is unfounded. Our administrators chose people who support and respect all of our students. I interact with all staff members and students from every walk of life. As an experienced school employee with a great deal of perspective, I believe I can offer you an accurate assessment of the atmosphere and mission of our school.

I would like to state that our administrators do their utmost to respect and assist all students. I cannot detect any discrimination toward students for any reason. Our administrators continue to make efforts to assure all students are accepted. Our guidance staff work tirelessly to identify and help students who are struggling with all aspects of life. When I walk in the building each day, I see students from global backgrounds, walking and talking together. I see students with disabilities and special needs socializing and working with everyone else. I see students of every ethnic background getting along fine with all the others. I do not see students of any ethnic or racial group being targeted for misconduct. As a grandparent of children of minority descent, I am sensitive to this issue and I would be the first to let you know if all students were not treated equally. I think we have an amazing school and I hope that you don't look at a 'statistic' to determine what happens in our situation. Our staff is constantly trying to find better ways to make our students and staff feel safe and secure. Please support their efforts by continuing to fund our SROs; they are good people with good intentions. Thank you.

Julia R. Sherman

My name is Geoff Kern. I live at 58 Cemetery Road Mansfield, CT. I am a parent of two EO Smith graduates. I have worked at EO Smith High School for 34 and a half years.

I am the current president of the EO Smith Teachers union, known as EOSHSTA. In my role as the union president, I thought it would be appropriate to speak on behalf of the teachers as a whole, on the proposition before the town council, if a consensus could be shown to reliably exist. To that end, I asked my constituents to contact me with arguments both FOR and AGAINST the resolution. I can report that not a single email that I received contained thoughts, feelings, or data that would negate the idea of retaining the SROs. The responses that I heard ranged from FOR the SROs, ARDENTLY FOR the SROs, and Vociferously FOR the SRO's.

And, although a number of the comments pertained to the immediate safety of the EO Smith community, and I wouldn't want those concerns downplayed; a lot of teacher comments referred to the externalities associated with the presence of the SROs. By this I mean the positive externalities associated with having the SROs. Mention was made of their being in classes as speakers, their calming influence in the hallways and at lunchtime, the peace of mind that parents felt that something positive, PROACTIVE was the word that was specifically used, pro-actively protecting the students.

One more positive externality, students seeing police

*that came to my mind during the affair*  
*as positive role*  
*models, civil servants like their teachers*  
*and principals.*

*I encourage you to vote*  
*in favor of retaining*  
*the SROs at*  
*EO Smith.*

01/13/2020

Members of the Town Council:

As a parent of two high school students attending EO Smith and as the director of special services for Regional School District 19, I write this letter of support for our School Resource Officers, Mark and Hans. Our SROs have become an important part of our school community. I have witnessed their unique ability to address and diffuse a very complex situation. Ending their assignment at EO Smith would reduce the safety and security of staff and students.

Sincerely,

A handwritten signature in blue ink that reads "Steven Bayne". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Steven Bayne, Ed. D.

Parent

Director of Special Services

Regional School District 19

January 13, 2020

Dear Members of the Board and Fellow Parents & Residents,

My name is Tanya Maines and I have the privilege of writing this letter not only as a parent of a student here at E.O. Smith but also as an employee of E.O. Smith. I have a much different perspective because of this and wanted to share my thoughts on having Resource Officers in our building.

I have four children, one who graduated from E.O. Smith, a current freshman and two who are in Vinton elementary. As a parent, like many, I feel we live in a safe community and our administrators have done a great job implementing safety protocols. I don't feel like my children are in danger when they go to school. I feel we as parents and members of the community are comfortable with the thought that "Not in our town will an intruder enter a school, not in our town is tragedy going to happen." But the sad truth is we are not immune from mental health issues that I feel are the root cause of such tragedy's, and this thought process isn't reality. Tragedy can hit anywhere at any moment. I applaud Regional District 19 Board Members for taking this extra step in ensuring my son is safe when he is at school. I applaud them for not just hiring an armed security guard but for making sure we have Resource Officers who are trained and retired from law enforcement. I take comfort in knowing that the individuals walking the hallways along side my son have his safety in mind and have the experience and knowledge to handle any situation that may occur.

As an employee of E.O. Smith I have had the opportunity to see both Mark and Hans walking our hallways, and building relationships with our students. What I have observed is our students don't look intimidated by them, but will say Good Morning and Hi to them. Both gentlemen are approachable and relate well to our students, I have personally had multiple conversations with both of them and have heard their assistance being called upon multiple times since the beginning of this school year. As you all know we hold lock down drills so we are prepared in the event there is an intruder and I have to tell you even though I know they are drills, it is still an uneasy, unsettling feeling to have to take shelter and hide and not know what is happening in the building. I see the necessity of this, I don't argue with our drills and how we are to protect ourselves and our students. But as a parent to have to take shelter in one place and know my son is doing the same somewhere else in the same building is the most devastating feeling ever. To know my son is in the building and I cannot go to him and protect him scares me to my absolute core. I can't explain how horrible of a feeling it is as parent to know that I am in the same building as my son should an intruder come into this building, I should trust the protocols set in place, of which I wouldn't change or dispute in any way. As a mother this does not feel good at all. To be a helpless parent is the most nerve wracking, frustrating feeling ever.

As parents I ask you all, have you ever been in a position to not be able to help or protect your child? It does not feel good at all. It's angering, upsetting and downright heartbreaking and honestly one of my greatest fears. I take comfort not for my safety but my sons in knowing that Mark and Hans are in this building protecting him and every other student here. In the event of an intruder gaining access to E.O. Smith, how long would it take for police officers to respond appropriately? One minute, five minutes, possibly more? Now compare that to the seconds it would take Mark and Hans to respond and diffuse the situation and regain control and safety of this school for each and every student in it. That is your son or daughter being protected by Mark and Hans. The knowledge of having Mark and Hans here takes some of that fear and anxiety as a parent out of not being able to personally protect my son away. I ask you is your child's safety worth not fully protecting? Are you prepared for the possibility of an intruder entering this school and not having Mark and Hans here to protect them? My son's life is far more valuable and he deserves the right to be protected at all cost, does your child's life have that same value?

I thank you all for your time.

Sincerely,



Tanya Maines

Hello, I'm Zach Donald and I'm the Senior Class President at E.O. Smith Highschool. I am here today to talk about a student's perspective about the SRO's. Abruptly terminating this position would not be safe for our school.

Not only will this give threats incentive because of the lowered security, but also make the response time to a situation increasingly long. Police officers on average will respond in 8 minutes. By that time the damage would be done. Our SRO's can respond under a

minute, at the most. Taking away the SRO's would also be taking away part of our school community. I don't know if the council has spoken to either Hanz or Mark but if you did, you would know great these guys are. Hanz and Mark don't patrol

the school looking for kids to arrest and beat up. They are genuinely nice people who have made effort to make connections to many different students like me. I do have to say that I see and talk with Hanz more than Mark. Hanz is a great guy

who always motivates me to work hard even though whenever he asks me how I am I say tired. He is also a father who has a kid at Bryant University and one at Coventry Highschool.

He cares a lot about us as students and is here to do good and nothing else and the same goes for Mark.

Now that the choice is in your hands, know that if you take the SROs away and if something bad happens, just know who is responsible. Keep the SRO's.

A. Bourquin

As a father of one former EO student, one current student, and two more students coming in 2 years. As Mansfield resident for 18 years and a teacher at E.O. Smith for 26, I ask that we support the E.O. Smith Administration and school community to do everything we can to keep the school community safe and keep our SRO officers. To decrease the security in the building doesn't make sense. We live in a different society than when I went to school in the 70's and 80's. To think about getting rid of our SRO officers would be in my opinion a potentially dangerous and careless decision. I believe that the Mansfield Town Council should want to do anything possible to work with E.O. Smith administration and BOE and to consider their opinions and do what is best for the safety of the students and staff of all the towns involved. It is also a very cool to see the officers having lots of positive interactions with students and staff.

I was always told before I moved to Mansfield that it was a good town to live in as it has an enlightened electorate so I'm hoping you can all see that this may be a new and different way to approach school security but it has so many positives

### Job Position

General Summary: This position is responsible for supporting and facilitating the educational process within the Region 19 School District by providing a safe and secure environment through building and establishing meaningful relationships with students and staff and proactively interacting with the school community to ensure the enforcement of town and state laws, preservation of the public order, protection of life and the prevention, detection, and investigation of crime. The incumbent will work effectively with students, parents, school personnel and community agencies to support teaching and learning in the schools.

Sounds like a pretty important position to me!

January 13, 2020

Good evening. My name is Jill Krieger and I am the Superintendent of Schools for Region 19, E.O. Smith High School. Thank you for the opportunity to address the Town Council tonight.

The Region 19 Board of Education, with representation from Mansfield, Ashford and Willington, unanimously supported hiring two part time School Resource officers, who are retired police officers, for the 2019-20 school year. This decision was not made lightly. While the initial conversations occurred before the Parkland School shooting- the response from parents, as result of that shooting confirmed that this additional layer of protection was needed. We received emails and calls and had parents at our BOE meeting – ask what we were doing to keep their children safe, even while acknowledging all we had done to increase school safety, stating it was not enough. As the Superintendent of Schools, I felt that having SROs was one important piece of a security plan that was missing. I have worked in three other districts that all had SROs. In addition to being available for a crisis response, I found them to be valuable to the school and a resource for students and families.

The decision to hire SROs came following a lot of research. This included speaking with and meeting with town and public safety representatives from Enfield, Tolland and Ellington, the latter two- who use a model similar to ours- as they have resident state troopers. The Board felt it was imperative to hire highly trained police officers. Sworn police officers are required to have 60 hours of training every three years and the training must include the following: Firearms, rape crisis, domestic violence, human relations, handling juveniles, police and the law, patrol procedures, gang violence, bigotry and bias crimes.

While I am aware that there is research concerning the potential for increased arrests and the overrepresentation of students of color impacted, there is also research that shows that this is dependent on the school. E.O. Smith is not a school that frequently arrests students or has an abundance of student discipline, nor do we want to be. We do not even have an in school suspension program or an after school detention program. Our arrests and expulsions are tied to mandated situations- things like the sale/distribution of drugs or extremely serious offences. We monitor our data on suspensions and arrests, as does the STATE of CT to ensure that all students are treated fairly and that discipline policies and actions do not impact students of color unfairly. While we are only 4 ½ months into the school year, at this point our arrests, expulsions, and hospital transports are down significantly.

We recently participated in a security audit through our insurer- CIRMA. This security audit is part of a mandated Security Plan that is submitted annually to the State of CT. They cited the value of SRO's in increasing our security. I shared with the lead auditor that these positions were now being questioned, he was quite surprised to hear this. Currently there are SRO's in most high schools including, Tolland, Stafford, Ellington, Somers, RHAM, Glastonbury, West Hartford, Windham and over 60 other school systems.

As a school system, we recognize the importance of getting the right people in these positions. Our interview process included members of our school administration, teachers and support staff including- social work and school counseling staff. The final candidates were then forwarded to interviews with the school superintendent, town manager and Sgt. Timme of the CT State Police. In our first attempt at hiring, only one candidate was hired. As a result, the position was reposted and the second part time position was filled in

August. I hope this points out to you how seriously we are about hiring the right candidates for these positions. We have hired and will only hire SROs with a strong interest in working collaboratively with our administration, school counselors, social workers, school psychologist, who possess compassion and de-escalation skills, who understand adolescence and who are aware of bias and its implication on students of color. We have and will only hire highly trained police officers who have these skills.

I hope that the Town Council will not make a reactionary decision tonight. I understand that you were not informed of the position by the former town manager, but that is not the fault of the Region. The Regional 19 Board of Education, including four elected Mansfield officials, made this unanimous decision. We believe that having SROs on our staff is in the best interest of the students and staff at E.O. Smith High School.

Thank you for your time.

Attachment:

Bolger, Andrew, School Resource Officers, Office of Legislative Research, March 26, 2018

(Please note that this is almost two years old. I am aware the Region 8, RHAM also has SROs now.)

**School year 2018 – 2019** between the first day of school and January 1<sup>st</sup> :

Police:

- Troopers responded to and took 12 incidents at the school that required a case number and report. The Troopers also responded to the school 10 times for calls that did not require a report.

**School year 2019-2020** between the first day of school and January 1<sup>st</sup> :

Police:

- Troopers responded to and took 3 incidents at the school that required a case number and report. The Troopers also responded to the school 5 times for calls that did not require a report.

**School year 2018 – 2019** between the first day of school and January 1<sup>st</sup> :

School:

- There were 13 vaping incidents addressed administratively/medically.
- There were 5 drug use incidents.
- There were 5 inappropriate contact incidents.

**School year 2019-2020** between the first day of school and January 1<sup>st</sup> :

School:

- There has been zero (0) vaping incidents addressed administratively/medically.\*
- There has been 1 drug use incident.
- There has been 2 inappropriate contact incidents.

\*This is early in our data collection and several things may impact these changes (i.e., school response to vaping last year, medical knowledge on risks, etc.).

We also believe that the pro-active efforts of the SRO's to engage students in conversation, build relationships with the students and be visible throughout the school have impacted these statistics.

## School Resource Officers

By: Andrew Bolger, Legislative Fellow  
March 26, 2018 | 2018-R-0094

### Issue

This report identifies towns in Connecticut utilizing school resource officers in their public schools and the associated costs for those officers.

### Summary

School resource officers (SROs) are sworn police officers who typically perform a number of community policing roles to make schools safer for students and staff, including community liaison, mentor, role model, and law enforcement officer. They also may assist in the development of school policies that concern criminal activity and school safety, as well as teach classes in substance abuse awareness, gang resistance, and crime prevention.

The Office of Legislative Research, with the assistance of the Connecticut Association of Public School Superintendents, surveyed and researched 113 public school districts in Connecticut to learn whether SROs are utilized in their elementary, middle, or high schools. Of the 113 districts, 70 were found to be utilizing SROs in some manner. SROs in Connecticut are primarily assigned to middle and high schools but often visit elementary schools in their district. Financial cost per SRO varies between municipalities and is sometimes unknown to the district. Generally SROs are funded by the board of education or provided by local police departments through memoranda of understanding (MOU) with the school district. OLR Report [2014-R-0103](#) details the use of MOUs between police departments and school districts in Connecticut.

### SRO Survey Results

Table 1 details which districts utilize SROs, the number of SROs in each district and their school assignments, the financial cost to the district (if any) per SRO, and the method of funding.

**Table 1: School Resource Officers in Connecticut\***

District Name	Number of SROs In The District	SRO Assignments	Yearly Financial Cost to the District (per SRO)	Funding Method
<b>ACES</b>	2	Educational Center for the Arts	\$25,000	School District (Regional Education Service Center Budget)
<b>Ansonia</b>	1	Ansonia High School	N/A	Local Police Department
<b>Berlin</b>	2	Berlin High School, McGee Middle School	N/A	Local Police Department
<b>Bethel</b>	5	Bethel Middle School, Bethel High School, R.M.T. Johnson School, Anna H. Rockwell School, Frank A. Berry School	N/A	Local Police Department
<b>Bloomfield</b>	2	Carmen Arace Middle School, Bloomfield High School	N/A	Local Police Department
<b>Bristol</b>	3	Bristol Eastern High School, Bristol Central High school, Chippens Hill Middle School	N/A	Local Police Department
<b>Brookfield</b>	2	Whisconier Middle School, Brookfield High School	N/A	Local Police Department
<b>Cheshire</b>	1	Cheshire High School	N/A	Local Police Department
<b>Clinton</b>	1	The Morgan School	N/A	Local Police Department
<b>Colchester</b>	1	Bacon Academy	\$83,803	School District
<b>Cromwell</b>	2	Cromwell High School, Cromwell Middle School	N/A	Local Police Department
<b>Danbury</b>	3	Broad View Middle School, Rogers Park Middle School, West Side Middle School Academy, and Danbury High School	\$100,000	School District (Town Budget)
<b>Darien</b>	1	Darien High School	N/A	Local Police Department
<b>East Hartford</b>	4	East Hartford Middle School and East Hartford High School	N/A	Local Police Department
<b>East Windsor</b>	1	East Windsor Public Schools	N/A	Local Police Department
<b>Easton</b>	1	Redding Elementary School	N/A	Local Police Department
<b>Ellington</b>	2	Ellington Public Schools	\$75,000	School District (Town Budget)

Table 1 (continued)

District Name	Number of SROs In The District	SRO Assignments	Yearly Financial Cost to the District (per SRO)	Funding Method
Enfield	3	Enfield High School	N/A	Local Police Department
Farmington	3	East Farms Elementary, Noah Wallace Elementary, Union School, West District Elementary, West Woods Upper Elementary School, Irving A. Robbins Middle School, and Farmington High School	\$86,286	School District (Fund Transfer from Town of Farmington)
Glastonbury	2	Smith Middle School and Glastonbury High School	N/A	Local Police Department
Griswold	2	Griswold Public Schools	\$36,000	School District (Town Budget)
Groton	1	Robert E. Fitch High School	\$71,000 of which \$59,000 is district	Shared between School District and Local Police Department
Guilford	1	Guilford High School	\$80,000 of which \$40,000 is district	Shared between School District and Local Police Department
Madison	2	Madison Public Schools	\$73,000	Shared between School District and Local Police Department
Manchester	5	Manchester High School, Bentley and Manchester Regional Academy, Illing Middle School, and two alternative schools	\$60,000	Shared between School District and Local Police Department
Meriden	5	Meriden Public Schools	N/A	Local Police Department
Middletown	2	Middletown High School	\$100,000	Local Police Department
Milford	4	Milford Senior High School, Milford Central Academy, Milford Elementary School	\$40,000	School District (Town Budget)
Monroe	4	Stepney Elementary School, Monroe Elementary School, Fawn Hollow Elementary, Jockey Hollow Middle School, and Masuk High School	N/A	Local Police Department
Naugatuck	1	Naugatuck High School	N/A	Local Police Department

Table 1 (continued)

District Name	Number of SROs In The District	SRO Assignments	Yearly Financial Cost to the District (per SRO)	Funding Method
New Britain	2	New Britain High School	\$114,000	School District (Town Budget)
New Canaan	2	New Canaan High School, Saxe Middle School	N/A	Local Police Department
New Fairfield	1	New Fairfield Public Schools	N/A	Local Police Department
New London	1	New London High School	N/A	Local Police Department
New Haven	12	New Haven Middle and High Schools	N/A	Local Police Department
New Milford	2	New Milford Public Schools	\$100,000	School District (Town Budget)
Newington	1	Newington High School	\$109,000	Shared between School District and Local Police Department
Newtown	2	Newton Middle School and Newton High School	N/A	Local Police Department
Norwalk	3	Nathan Hale Middle School, Ponus Ridge Middle School, Roton Middle School, West Rocks Middle School, Brien McMahon High School, Center for Global Studies, Norwalk Pathways Academy, and Norwalk High School	N/A	Local Police Department
Old Saybrook	3	Kathleen E. Goodwin School, Old Say Brook Middle School, and Old Saybrook High School	N/A	Local Police Department
Oxford	1	Oxford High School	Unknown	School District (Town Budget)
Redding	1	Redding Elementary School and John Read Middle School	N/A	Local Police Department
REGIONAL SCHOOL DISTRICT 05	1	Amity Regional High School	\$90,000	Regional School Board
REGIONAL SCHOOL DISTRICT 07	1	Northwestern Regional High School	\$54,000	Regional School Board
REGIONAL SCHOOL DISTRICT 09**	1	Joel Barlow High School	N/A	Local Police Department
REGIONAL SCHOOL DISTRICT 10	1	Lewis S. Mills High School	N/A	Local Police Department

Table 1 (continued)

District Name	Number of SROs In The District	SRO Assignments	Yearly Financial Cost to the District (per SRO)	Funding Method
<b>REGIONAL SCHOOL DISTRICT 12</b>	1	Booth Free School, Burnham School, Washington Primary School, Shepaug Valley School	\$52,008	Regional School Board
<b>REGIONAL SCHOOL DISTRICT 15</b>	1	Pomperaug High School	N/A	Local Police Department
<b>Rocky Hill</b>	3	Rocky Hill High School	N/A	Local Police Department
<b>Seymour</b>	1	Seymour High School	N/A	Local Police Department
<b>Shelton</b>	2	Shelton High School and Intermediate School	N/A	Local Police Department
<b>Simsbury</b>	2	Simsbury High School	N/A	Local Police Department
<b>Somers</b>	1	Somers High School	Unknown	School District (Town Budget)
<b>South Windsor</b>	2	Timothy Edwards Middle School	Unknown	School District (Town Budget)
<b>Southington</b>	1	Southington High School	Unknown	School District (Town Budget)
<b>Sprague</b>	1	Sayles Elementary School (On Call)	N/A	Resident State Trooper
<b>Stamford</b>	2	Stamford High School and West Hill High School	\$200,000	School District (Town Budget)
<b>Stratford</b>	1	Frank Scott Bunnell High School	N/A	Local Police Department
<b>Suffield</b>	1	Suffield High School, Suffield Middle School, McAlister Intermediate School, and A. Ward Spaulding School	\$64,000	School District (Town Budget)
<b>Tolland</b>	2	Tolland High School	\$40,000	School District (Town Budget)
<b>Torrington</b>	1	Torrington High School	\$30,000	School District (Town Budget)
<b>Vernon</b>	1	Vernon-Rockville High School	N/A	Local Police Department
<b>Waterford</b>	2	Waterford High School and Clark Lane Middle School	\$17,500	School District (Town Budget)
<b>Watertown</b>	1	Watertown High School and Swift Middle School	N/A	Local Police Department

Table 1 (continued)

District Name	Number of SROs In The District	SRO Assignments	Yearly Financial Cost to the District (per SRO)	Funding Method
<b>West Hartford</b>	6	West Hartford Public Schools	N/A	Local Police Department
<b>West Haven</b>	5	West Haven Public Schools	\$70,000	School District (Town Budget)
<b>Wilton</b>	2	Wilton Public Schools	\$90,000	School District (Town Budget)
<b>Windham</b>	1	Windham High School	N/A	Local Police Department
<b>Windsor</b>	2	Windsor Public Schools	Unknown	School District (Town Budget)
<b>Wolcott</b>	1	Wolcott High School	N/A	Local Police Department

\*Table 1 information is current through the date of publication. Annual school district and municipal budgets often cause SRO employment to fluctuate.

\*\* SRO will be present in regional high school beginning April 1, 2018.

AB:bs

Good evening,

I'm Lou DeLoreto the principal of E.O. Smith. I am here to ask the Mansfield Town Council to suspend any action on the SRO program at E.O. Smith. We have a memorandum of understanding agreement that was signed on August 1, 2019 by Mr. Carrington, the Department of Emergency Services and Protection, Mrs. Krieger and the Attorney General's office and expires on July 1, 2020 and I feel it should be honored.

The MOU was the result of months of work that began last year and included preparing a budget, meetings with Mansfield town officials, discussions with E.O. Smith staff and at Region #19 Board of Education meetings. I feel we followed the appropriate steps to implement our SRO program. With that said, we are willing to engage in dialogue from this point forward to ensure all of our stakeholders are aware of our goals for the program, how we will collect and share data and monitor program effectiveness.

I am hearing comments as a result of people reading research on SRO programs. I'm sure we can agree consulting research is an appropriate step to take in learning more about any issue. We have done this as well and have paid particular attention to suggestions for program implementation. Our SRO program is set up to guard against unintended outcomes such as increased arrests and in particular, students in protected classes that may be more at risk. In fact, the MOU outlines safeguards to protect against these increases.

For example and as stated in the MOU.

-The authority of the SROs is limited to the physical boundaries of the school and does not extend into the community.

-SROs at E.O. are subject to the same guidelines that govern the state police.

-SROs are required to keep data on any measures of prevention they implement, meetings they attend to increase understanding of the program and their law enforcement functions, and confer with the administration before conducting any legal action.

-SROs are bound to confidentiality of personal information.

-The SROs are subject to the direction of the school administration, town of Mansfield, and the CT State Police.

The SRO program operates under four objectives and a graduated response model outlined in the MOU. The objectives refer to educational programs and activities to integrate law enforcement education and perspective in discussions with students, parents and staff. They refer to the development of prevention strategies to resolve problems and establish positive connections with students so they can view the SROs as contributors to their feeling safe in school.

Our goals for the program also specify establishing a close partnership with the school administration for the purpose of maintaining safety and the use of a graduated response model. The MOU even describes how the SRO will conduct themselves on campus specifying again that SROs have to work with administrators before taking action and minimize interference in the educational process.

I intentionally did not reference the people we have currently in this position because this about the position itself and creating procedural regulations to ensure safety and protection in every situation and for each one of us.

SRO programs are common in schools today but we understand this program is new to our school community. We want all of our stakeholders to feel comfortable that this program represents our school mission, vision and values. Taking any action tonight to terminate this program will create a division in this community and is unnecessary. Please invite us back in June, tell us what information you want to hear and see and allow us to make adjustments we all agree will make the program more effective for all of us to feel more comfortable with it.

In the meantime, I request you take the next few months to learn more about how the program is functioning on a daily basis and reach out to other elected officials in the Region to see how they feel about the program. As we all know, we have families from other towns who will be affected by your actions.

Thank you.

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**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** John C. Carrington, Interim Town Manager  
**CC:** Robert McCue, Acting Assistant Town Manager  
**Date:** January 27, 2020  
**Re:** School Resource Officer Program

A handwritten signature in blue ink, appearing to be "JCC", is written over the "From:" and "CC:" lines of the header.

**Subject Matter/Background**

During the planning stages for the current budget there was an agreement made between the Town of Mansfield and the Superintendent's Office of Regional School District #19 to seek funding for two part-time School Resource Officers to be placed at E.O. Smith Regional High School. This partnership is required as only a municipality or state agency can confer police or constable powers to an individual. As such, any local or regional school system that wishes to have a sworn School Resource Officer must rely on a town or the state to provide the officer.

Under the agreement, the BOE would fund the positions and the town would provide administrative and human resource support. The positions were approved by the Board of Education for Regional School District #19 during their budget deliberations.

In March 2019, Management tasked the Human Resources to recruit for the position. In April, a job description for the position was finalized (attached) and the recruitment drive for the position was started in the beginning of May. As a result, two School Resource Officers were hired in August. They are retired Connecticut State Police Trooper Mark Gendron and Department of Energy and Environmental Protection Officer Hans Danielson.

A Memorandum of Agreement was developed in May between the Town of Mansfield, the Board of Education for Regional School District #19 and the Connecticut State Police. The Connecticut State Police were required to be part of the agreement as they supervise constables with arrest powers. The agreement was signed in August. (Attached)

The agreement contains the following:

- Law enforcement jurisdiction of the School Resource Officers is limited solely to the E.O. Smith Campus.

- The School Resource Officers are part time employees of the Town of Mansfield and have been appointed as special constables. They are subject to the administrative control of the Town Manager.
- Per the agreement between the Town of Mansfield and the Connecticut State Police, the School Resource Officers are under the operational control of the Resident State Trooper's Office.
- The School Resource Officers will establish and maintain a close partnership with the school administrators. Their activities on campus will be guided by using the "Graduated Response Model."
- The school will provide the officers with an office, a computer, printer, internet and security camera access.
- The officers will work during the school day and attend various after school activities.
- The agreement expires July 1, 2020.

Additional Program Points:

- They will be armed police officers and will normally be in a Mansfield constable uniform while at the school.
- Their salary, training and equipment costs will be covered by the Board of Education for Regional School District #19's budget for E. O. Smith Regional High School.
- Because the officers may be making arrests and referrals to juvenile court, they must be certified through the Police Officers Standards and Training Council. We have obtained certification for both.
- Both officers have taken a polygraph, drug test, psychological exam, been fingerprinted and a background check was completed as required by law.
- The Connecticut State Police provided polygraphs to both officers at no cost, saving the Town of Mansfield and Board of Education approximately \$1,000.
- The Town's EAP provider, United Services Inc., conducted the psychological examination at no charge as the Town already employed both officers. This saved approximately \$600.
- We are currently in the process of obtaining one police radio. We have obtained two firearms.
- The School Resource Officers are considered special constables working under the direction of the Connecticut State Police. As such, they are covered under the Town's insurance policy with CIRMA. The Town already had a Law Enforcement Liability Endorsement on our policy that covered constables. There should be no increase in premiums based on this program, as there is no change in coverage.

This is the first year of the program and it is a work in progress. Suggested objectives for the upcoming year:

- Complete uniform and equipment purchases.
- Obtain an additional radio for the School Resource Officers.

- Locate a vehicle for their use.
- Evaluate the program.
- Review and update the Memorandum of Agreement, if needed.
- Update Job Description.
- Renew agreement for next school year.

Management briefed the Town Council on the SRO program at their September 23, 2019 regular meeting. At the request of the Town Council at this meeting, Town Attorney Kevin Deneen reviewed the question of whether the former Town Manager had the authority to enter into this agreement without Town Council approval.

The Personnel Committee discussed the SRO program at their October, November and December meetings. At the December 16, 2019 Personnel Committee meeting, the committee received input from the Region 19 Superintendent, Jill Krieger, the Region 19 Board of Education Chair, Jim Mark and Resident State Trooper, Keith Timme, about their reasons for wanting and needing the SRO program.

After discussion and debate, the committee voted, two in favor and one opposed, to recommend to the council the following:

The Town Council reject the current Memorandum of agreement and immediately terminate the SRO program and terminate the employment of the current SROs.

This motion supported Option 4 of the four options recommended below by the Town Attorney.

At the January 13, 2020 Town Council meeting, the Council heard from the Region 19 Superintendent and the E.O. Smith Principal about their reasons for wanting a School Resource Officer. The Council voted to table the item until the January 27, 2020 meeting.

### **Legal Review**

In June 2019, Town Attorney Kevin Deneen reviewed the Memorandum of Agreement.

In a letter dated November 13, 2019, Town Attorney Kevin Deneen gave an opinion that the former Town Manager did not have that authority to enter into an agreement of this type. Attorney Deneen stated that by Town Charter only the Town has "the power to enter into contracts with any federal agency or the State of Connecticut or any political subdivision thereof for services or the use of facilities." As a result, any agreement between the Town of Mansfield and another agency must have approval of the Town Council.

Additionally Attorney Deneen stated that the new job description for the School Resource Officers was also a matter that was required to come before the Town Council.

Town Attorney Deneen gave the following options now available to the Town Council are the following:

1. Take no action to either affirm or reject the Memorandum and allow it to terminate by its own terms on June 30, 2020.
2. Terminate the Memorandum pursuant to Section VII by giving thirty (30) days' notice to the other parties to the Memorandum.
3. Ratify the Memorandum and approve the job description for the School Resource Officer.
4. Reject the Memorandum and immediately terminate the SRO program and terminate the employment of the current SROs.

**Financial Impact**

None projected for the Town of Mansfield at this time.

**Recommendation**

The Personnel Committee selected option 4 of the Town Attorney's four options. If the Town Council agrees with the Personnel Committee's recommendation, the following motion is in order:

*Move, effective January 27, 2020, to reject the current SRO Memorandum of Agreement, immediately terminate the SRO program and terminate the employment of the current SROs.*

**Attachments**

- 1) School Resource Job Description
- 2) School Resource Agreement
- 3) Letter from Town Attorney Kevin Deneen dated November 13, 2019



Your place to grow

**Job Description**

Job Title:	School Resource Officer								
FLSA:	Exempt:		Non-Exempt:	X	Union Status:	Union:		Non-Union:	X
Supervision Received:	Assigned Executive			Supervision Exercise:	None				
Last Revision:	4/2019								

**General Summary:**

This position is responsible for supporting and facilitating the educational process within the Region 19 School District by providing a safe and secure environment through building and establishing meaningful relationships with students and staff and proactively interacting with the school community to ensure the enforcement of town and state laws, preservation of the public order, protection of life and the prevention, detection, and investigation of crime. The incumbent will work effectively with students, parents, school personnel and community agencies to support teaching and learning in the schools.

**Essential Functions:**

1. Patrol region property for suspicious activity, unauthorized persons on campus, or unauthorized entry after hours.
2. Provide in-service training to help administrators to be better prepared to deal with security related matters.
3. Work closely with district staff to foster a better understanding of law enforcement function to maintain a secure learning environment.
4. Proactively work with the district's leadership team and collaborate with the district's administrative team on safety protocols and procedures.
5. Serve as a visible and active law enforcement office on campus dealing with law-related areas such as drugs, traffic, trespassing, fighting and thefts and enforce campus rules and regulations.
6. Conduct routine patrols of assigned facilities to include buildings, parking lots and district owned, leased or rented property.
7. Take law enforcement action to protect against unwanted intruders.
8. Identify and prevent (through counseling and referral) delinquent behavior, including substance abuse and make arrests only when necessary to protect students, staff and school property.
9. Work collaboratively with other public safety agencies to serve as a liaison between the district and the community to deter criminal and delinquent behavior.
10. Conduct courses and workshops for students, staff and parents to promote social awareness, relationship skills, self-management, self-awareness and responsible decision making.



11. Coordinate security for crowd and vehicle control at extra-curricular activities and special events and monitor and instruct students, visitors, and district personnel on proper and lawful campus or facility behavior.
12. Assist other law enforcement agencies with incidents involving local criminal activity that may impact the safety of the environment for students and staff and serve as the initial first responder and school safety coordinator for district emergencies.
13. Respond to calls on crimes against person or property in progress on district property, report crimes that have already occurred, and perform preliminary investigation at the scene.
14. Subdue offenders and criminals by using the minimum amount of force needed to protect the officer and other persons.
15. Provide classroom presentation on crime prevention and fundamental concepts and structure of the law.
16. Teach law related education, de-escalation techniques, and conflict resolution to students and staff.
17. Operate a two-way radio and qualify with issued firearm.

### **Other Functions:**

1. Attends conferences, seminars, and committee meetings as required.
2. Operate district equipment to include alarm systems, surveillance equipment, and patrol units when necessary.
3. Provide instruction and directions to others as it pertains to law enforcement matters and emergency situations.
4. Prepare written reports, maintain daily logs, and obtain and serve arrest and search warrants as necessary and testify in court as required.
5. Remains competent and current through self-directed professional reading, developing professional contacts with colleagues, attending professional development courses, and attending training and/or courses as directed.
6. Travels to various Town and affiliated partners sites to work with staff as necessary.
7. Other related duties as assigned.

### **Education & Experience:**

#### Education:

A High School Diploma or G.E.D.

#### Experience:

Five years of work experience in law enforcement in a traditional law enforcement agency or school environment is required.

Any equivalent combination of education, experience, or training that has prepared the incumbent to perform the essential duties of the position.



### **Knowledge, Skills & Abilities:**

This position requires the following knowledge:

- Advanced knowledge of federal, state, and local laws, regulations and ordinances as they pertain to law enforcement activity.

This position requires the following skills:

- Sound administrative and management skills in the areas of policy interpretation, procedures and people.
- Well-developed analytical skills.

This position requires the ability to:

- Work with youth and adults in the school setting.
- Work flexible hours which includes evenings and staggered shifts, holidays and weekends and/or in emergency situations and to direct traffic/pedestrians crossing busy streets around schools or on school grounds.
- Investigate suspicious circumstances, persons, vehicles.
- Work in inclement weather.
- Prepare and analyze comprehensive reports and carry out assigned projects to their completion.
- Maintain effective working relationships with all contacts.
- Maintain detailed records and processes.
- Understand and communicate written and verbal instruction.
- Effectively interact and communicate with the general public and fellow employees and a variety of other stakeholders.
- Understanding of town ordinances, state laws and regulations governing law enforcement issues.
- Manager various computer applications including Excel and Word.

### **Licenses & Certifications:**

Must be a qualified and certified Police Officer in the State of Connecticut in good standing.

Possess a valid driver's license.

### **Special Requirements:**

This position requires the following:

- A thorough background check.



**Working Conditions & Environment:**

<i>Physical Activities</i>	<i>Amount of Time</i>			
	None	< 1/3	1/3 to 2/3	>2/3
Stand			X	
Walk			X	
Sit		X		
Speak or hear				X
Use hands to finger, feel, type or text				X
Climb or balance		X		
Stoop, kneel, crouch or crawl		X		
Reach with hands and arms		X		
Taste or smell	X			
Push or pull		X		
Repetitive motions				X
Driving (including driver's license)		X		
<i>Lifting Requirements</i>	<i>Amount of Time</i>			
	None	< 1/3	1/3 to 2/3	>2/3
Up to 10 pounds			X	
Up to 25 pounds		X		
Up to 50 pounds	X			
Up to 100 pounds	X			
More than 100 pounds	X			



<i>Environmental Conditions</i>	<i>Amount of Time</i>			
	None	< 1/3	1/3 to 2/3	>2/3
Work near moving mechanical parts	X			
Work in high places	X			
Risk of electrical shock	X			
Risk of radiation	X			
Work in extreme weather conditions		X		
Exposure to blood or other body fluids		X		
Exposure to hazardous chemicals	X			

<i>Special Vision Requirements</i>			
X	Close vision	X	Distance vision
X	Color vision	X	Peripheral vision
X	Depth perception	X	Ability to adjust focus

<i>Noise Level in the Environment</i>			
	Very quiet		Quiet
X	Moderate noise		Loud noise
	Very loud noise		

*The above statements are intended to describe the general nature and level of work being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities and activities required of the position. This description does not constitute an employment agreement between the Town of Mansfield and the employee and is subject to change by the Town as necessary.*



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MEMORANDUM OF AGREEMENT  
BETWEEN  
THE DEPARTMENT OF EMERGENCY SERVICES AND PUBLIC PROTECTION  
DIVISION OF STATE POLICE,  
THE TOWN OF MANSFIELD  
AND  
THE BOARD OF EDUCATION, REGIONAL SCHOOL DISTRICT #19

I. Purpose

This Memorandum of Agreement (MOA) is between the Department of Emergency Services and Public Protection (DESPP), Division of Connecticut State Police (CSP), the Town of Mansfield (Mansfield) and the Board of Education for Regional School District #19 (RSD #19), collectively referred to as the "Parties." The MOA outlines the agreement between the Parties concerning assignment of one or more School Resource Officers (SRO) at E.O. Smith High School and to create a cooperative relationship between the Parties as DESPP administers its Resident State Trooper program in Mansfield. The MOA seeks to encourage a consistent response to school incidents and to reduce the number of referrals of students to court by establishing guidelines for the handling of non-emergency disruptive behavior at school and school-related events.

The purpose of this MOA is also to better identify and address the needs and concerns of E.O. Smith High School administrators with the goal of providing a safe and secure learning environment. The MOA defines Operational Guidelines, set forth in the attached Exhibit A, and hereby expressly incorporated into and made a part of this MOA, with a goal to employ best practices to promote collaborative problem solving and to educate, counsel, and enhance the safety of the E.O. Smith High School community.

II. Employment and Assignment of the School Resource Officer

- A. Any SRO operating under the terms of this MOA shall be an employee of the Town of Mansfield, appointed as a special constable pursuant to Connecticut General Statute § 7-92 for a term not to exceed two (2) years and shall be a qualified "retired police officer" as defined in Connecticut General Statute § 10-244a(c).
- B. Pursuant to § 7-92, any SRO operating under the terms of this MOA shall have his or her law enforcement jurisdiction and authority limited solely to the physical campus (including, but not limited to, any buildings, grounds or roadways located

within the real property boundaries) of E.O. Smith High School. The SRO shall not engage in any law enforcement activities outside the confines of the E.O. Smith campus.

- C. During the term of the MOA, any SRO shall be subject to the operational control, direction and supervision of the CSP Resident State Trooper Program in accordance with the Resident State Trooper Contract between DESPP and Mansfield.
- D. During the term of the MOA, any SRO shall be subject to the administrative direction (i.e. scheduling, time off requests, etc...) of the Mansfield Town Manager or his or her designee.
- E. The SRO guidelines herein no way restrict, supersede, or limit requirements of statute or Connecticut State Police policies and procedures.
- F. Mansfield agrees to work with the Mansfield Resident Troopers' Office to supply the SRO with law enforcement equipment and clothing that meets the approval of the Town Manager and CSP/Mansfield Resident Troopers' Office.
- G. RSD #19 shall ensure that the SRO is provided with the following materials and facilities:
  - 1) An air-conditioned (if air-conditioning is available at the assigned school building) and properly lighted private office with a telephone, desk with drawer space, at least two chairs, worktable, locked filing cabinet and office supplies;
  - 2) A computer with a printer; and
  - 3) Direct access to student databases (to the extent permitted by state and/or federal law), internet service and security cameras in all school facilities.
- H. During the school year, an SRO will be assigned to work hours that are compatible with the school's hours and afterschool sports and activities. It is understood and mutually agreed that adjustments to an SRO's work schedule may be made in accordance with his or her involvement in the school and for various school activities.

- I. In the event an SRO is absent from work, the SRO shall notify his or her supervisor at the Connecticut State Police Troop, the Town Manager's Office, and the Superintendent and his or her designee at the school. If more than one (1) SRO is employed by Mansfield during any time covered by this MOA, reasonable efforts shall be made to have an SRO at the school during normal school hours.
- J. All law enforcement investigative reports and records are the property of and shall be maintained solely by DESPP. Neither RSD #19 nor the SRO are authorized to disclose such reports or records without the express written approval of DESPP. RSD #19 and/or Mansfield agrees to promptly notify the Resident Trooper in writing of the public disclosure of any other reports or records created by the SRO, and provide DESPP with copies of such other reports and records upon request.
- K. All records regarding the subject of this MOA maintained by either party shall comply with retention requirements of regulations adopted by the State Librarian under authority of Connecticut General Statutes, § 11-8.

III. Data Collection and Monitoring

To the extent provided by law, the Parties agree that they will endeavor to provide baseline data for comparison purposes and regularly collect, share, monitor, report, and review data resulting from the SRO placement.

- A. The SRO will collect the following information on an ongoing basis:
  - 1) The number and types of disciplinary actions regarding the students involved in any matter referred to the SRO;
  - 2) The numbers and types of educational classes and prevention programs conducted by the SRO and the classes or programs in which the SRO has participated; and
  - 3) As provided by Connecticut General Statutes, § 10-233h and any other provision of law, the number and type of incidents occurring on school grounds, for which investigative reports were written.
- B. The SRO will submit the information referenced in §III(A) to the Superintendent, or his or her designee, and to DESPP via the Resident Trooper when requested by the Superintendent or by Command Staff at DESPP, within ten (10) business days following any such request, unless exigent circumstances prohibit compliance within such period.

- C. The Parties agree to review the information referenced in §III(A) on a schedule mutually agreeable to both parties.

IV. Duties

The SRO's duties shall include, but not be limited to, the following:

- A. Develop expertise in relevant law enforcement and crime prevention education topics as appropriate;
- B. Encourage individual and small group discussions about law-enforcement related matters with students, faculty, and parents while promoting a positive student and staff attitude towards law enforcement;
- C. Attend meetings of parent and faculty groups to solicit their support and understanding of the school resource officer program and to promote awareness of law enforcement functions;
- D. Confer with the Superintendent and his or her designee to develop school safety/crisis plans and strategies to prevent or minimize dangerous situations on or near the campus or involving students at school-related activities;
- E. Take law enforcement action as necessary and notify the Superintendent and his or her designee as soon as possible. Where practicable, notify the Superintendent and his or her designee before requesting additional enforcement assistance on school;
- F. Monitor access of and maintain the physical security of the school campus; and
- G. Follow law and, where practicable, school policy when formally interviewing students or staff on school property or at school functions.

V. Confidentiality of Information

- A. DESPP agrees that it shall ensure the protection of the confidentiality of any personally identifiable data, information and records collected or maintained by RSD #19 as it pertains to this MOA, except as otherwise provided by law. DESPP shall adhere to all of the confidentiality requirements of the Family Educational Rights and Privacy Act (FERPA) in 20 U.S.C. 1232g, 34 C.F.R. Section 99.31 et seq., particularly as these requirements relate to the confidentiality and transfer of

student data. DESPP and RSD #19 shall provide guidance to personnel to ensure adherence to the confidentiality requirements of FERPA and will ensure that these requirements are met through the general supervision and monitoring systems of each party.

B. Each party agrees that it shall be responsible for losses arising out of:

- 1) Its own acts or omissions that result in a breach of personally identifiable information or failure to comply with applicable law regarding protection of confidential information; or
- 2) Its own negligence or misconduct, and each party shall defend itself against any action or claim brought against its own officers, agents, or employees as provided by law.

#### VI. Disputes

Disputes concerning an SRO and DESPP operational control and supervision shall be addressed in accordance with the chain of command identified in the Resident State Trooper Contract, including communication with the State Police Troop Commander, the Resident Trooper Supervisor, and the Resident State Police Trooper(s). Disputes or questions of a purely administrative nature involving an SRO shall be addressed between the SRO and Mansfield and, if applicable, RSD #19.

#### VII. Statutory Authority

The statutory authority for RSD #19 to enter into this Agreement is Connecticut General Statutes § 10-233m. The statutory authority for the DESPP to enter into this Agreement is Connecticut General Statutes §§ 10-233m and 29-4. The statutory authority for Mansfield to enter into this Agreement is Connecticut General Statutes § 7-148.

#### VII. Duration of Agreement and Termination

This MOA shall continue in full force and effect from the date it is fully executed until July 1, 2020, unless extended in writing by the Parties. This MOA may be terminated by any party upon thirty (30) days' prior written notice to the other party.

IX. Modification

Revisions to the MOA must be approved in writing by the Parties. A formal amendment, in writing, shall not be effective until executed by the Parties, and shall be required for extensions to the final date of the MOA period and any other revision determined material by the parties.

X. Notice

Wherever under this MOA one party is required to give notice to another, such notice shall be deemed given upon delivery. Notices shall be addressed as follows via postal mail or email:

A. To the Department of Emergency Services and Public Protection:

Commissioner James C. Rovella  
Colonel Stavros Mellekas  
Department of Emergency Services and Public Protection  
Division of State Police  
1111 Country Club Road  
Middletown, CT 06457-2389  
Tel. 860-685-8000  
Email: [James.Rovella@ct.gov](mailto:James.Rovella@ct.gov) and [Stavros.Mellekas@ct.gov](mailto:Stavros.Mellekas@ct.gov)

B. To the Town of Mansfield:

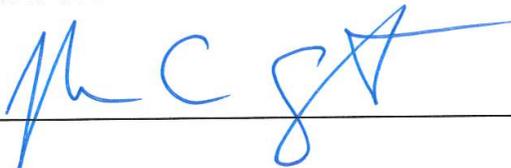
John Carrington, Mansfield Interim Town Manager  
4 South Eagleville Road  
Storrs Mansfield, CT 06268  
Tel. 860-429-3336  
Email: [TownMngr@mansfieldct.org](mailto:TownMngr@mansfieldct.org)

C. To RSD #19 Board of Education:

Jill Krieger, Superintendent  
Regional School District #19  
1235 Storrs Road  
Storrs Mansfield, CT 06268  
Tel. 860-487-1862  
Email: [jkrieger@eosmith.org](mailto:jkrieger@eosmith.org)

SIGNATURES AND APPROVAL

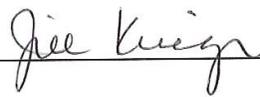
TOWN OF MANSFIELD

By:  8/1/2019  
Date  
John Carrington  
Interim Town Manager

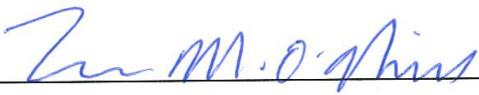
THE DEPARTMENT OF EMERGENCY SERVICES AND PUBLIC PROTECTION

By:  8.1.19  
Date  
James C. Rovella  
Commissioner

BOARD OF EDUCATION, REGIONAL SCHOOL DISTRICT #19

By:  8-1-19  
Date  
Jill Krieger  
Superintendent

OFFICE OF THE ATTORNEY GENERAL

By:  8/1/19  
Date  
Assistant Attorney General

**EXHIBIT A**  
**TO THE MEMORANDUM OF AGREEMENT**  
**REGARDING THE SCHOOL RESOURCE OFFICER PROGRAM**  
**BETWEEN**  
**THE STATE OF CONNECTICUT DESPP/ DIVISION OF CSP**  
**THE TOWN OF MANSFIELD**  
**AND**  
**THE BOARD OF EDUCATION, REGIONAL SCHOOL DISTRICT #19**

OPERATIONAL GUIDELINES

The following Operational Guidelines (Guidelines) are set forth between the parties and incorporated by reference in the MOA between the parties. These Guidelines strive to ensure a consistent response to both emergencies and non-emergency matters at E.O. Smith High School in Mansfield and to clarify the responsibilities of school and law enforcement personnel with regard to such issues, promoting the best interests of the students, school system, law enforcement and the community at large.

Objectives

1. To foster educational programs and activities that will increase students' knowledge of and respect for the law and the function of law enforcement agencies (for example, integrating law-enforcement education into relevant school curriculum; providing a law enforcement perspective in discussions with individual students, parents and staff);
2. To assist in developing prevention strategies to resolve problems affecting youth facilitated by establishing a positive connection between law enforcement and youth in what youth view as a safe environment;
3. To establish and maintain a close partnership with school administrators in order to provide a safe and sound school environment (for example, instructing school personnel in handling potentially volatile situations in which a uniformed presence might inadvertently escalate the situation, posing a risk to those involved; and assisting administrators in emergency crisis planning and building security matters);
4. To assist in and coordinate appropriate school-law enforcement responses in handling non-emergency disruptive behavior at school and school-related events by School Resource Officers (SRO) and by school personnel, using a 'Graduated Response Model' (see below);

5. To act swiftly and cooperatively when responding to major disruptions and flagrant criminal offenses on the school campus; including as examples, disorderly conduct by trespassers, possession or use of weapons by a member of the school community or others, sale or distribution of illegal and controlled substances, or a large scale disturbance; and to help coordinate municipal resources as necessary;
6. To report and investigate crimes which occur on the school campus and to cooperate with other law enforcement officials in their investigations of criminal offenses which occur on and off school grounds while adhering to CSP policies and procedures.

#### The 'Graduated Response Model'

The parties agree to adhere as closely as possible to the below model with respect to incidents occurring on the school campus:

- Level 1 (Classroom Intervention) The classroom teacher plays a prominent role in guiding, developing and reinforcing appropriate student conduct and is acknowledged as the first line of implementing the school discipline code. As such, this model begins with a range of classroom management techniques that must be implemented prior to any other sanctions or interventions. Classroom intervention is managed by the teacher for behaviors that are passive and non-threatening such as violations of classroom rules. The SRO is not involved at this level.
- Level 2 (School Administration Intervention) Classroom interventions must be supported by school administrators who address more serious or repetitive behaviors and behaviors in school but outside of the classroom. Examples of behaviors at this level include repetitive patterns of misconduct, defacing school property, truancy, threatening and disruptive behaviors in hallways, bathrooms, courtyards and school buses. Administration intervention options might include time in the office, after school detention, loss of privilege, reparation, and/or parent conference. School administration may request the SRO's involvement in addressing the behavior.
- Level 3 (Assessment and Service Provision) Certain behaviors and needs of the student will call for an assessment process and intervention with the use of the school and community services, and school administration may request the SRO's involvement to perform behavior threat/risk assessments, and to help coordinate municipal resources as necessary. This intervention is managed by the school administrator or a Student Assistance Team (SAT). Repetitive truancy or defiance of school rules and behaviors that interfere with others

such as vandalism or harassment, belong at this level as well as misbehaving students who would benefit from service provisions. Assessment and service intervention options should include any Classroom or School Administration interventions and may include referral to other specified diversionary programs.

- Level 4 (Law Enforcement Intervention) When classroom, school and community options have been found ineffective (or in an emergency) the school should involve law enforcement, including the SRO. Involvement of law enforcement, including the SRO, need not necessarily result in arrest and referral to court; however under no circumstances does any part of this addendum to the MOA restrict, supersede or limit the SRO's requirements under Connecticut State Statutes and CSP's Policies and Procedures. Behaviors at this level should be violations of criminal law, and should follow Classroom, School Administration and Assessment and Service interventions, except in the case of an emergency or criminal violation. Law enforcement options are discretionary, remain with the attending officer at all times, and may include verbal warning, conference with student, parents, teachers and/or others, referral to other specified diversionary programs and referral to court.

#### Law Enforcement Activity on School Campus

The parties agree that the SRO shall follow certain protocols when on school grounds in non-emergency circumstances. These protocols do not restrict, supersede or limit the supervising Resident State Trooper's responsibilities under Connecticut State Statutes and/or CSP Policies and Procedures, but instead are intended to account for the unique setting of the SRO. They are as follows:

- The SRO will act through school administrators whenever the SRO plans any activity on school grounds;
- The SRO will be aware that even a routine uniformed presence may have the potential for disrupting the educational process, and the SRO will work to minimize that potential through a coordinated effort with the school;
- Prior to entering a school to conduct an investigation, arrest or search, the SRO will consider the necessity of such action based on:
  - The potential danger to persons;
  - The likelihood of destruction of evidence or other property; and
  - The ability to conduct the investigation, arrest or search elsewhere.

- When taking a student into custody, the SRO should:
  - Make reasonable efforts to avoid making arrests or taking students into custody on the school premises; and
  - Whenever possible, take a student into custody out of sight and sound of other students.

As noted in the 'Graduated Response Model' described immediately above, the SRO will not be responsible for student discipline or enforcement of school rules, although the SRO may provide assistance to school personnel. The SRO will work collaboratively with the school administrator to determine the goals and priorities for the SRO program and the parameters for SRO involvement in school disciplinary matters.

#### Appointment and Retention of the SRO

The hiring of any SRO will be made by the Mansfield Town Manager and his or her designee(s), if any, with professional and technical input from the CSP Commanding Officer of the Mansfield Resident Trooper's Office or his or her designee, and with input from Regional School District 19 Superintendent of his/her designee, from among qualified applicants<sup>1</sup>.

#### SRO Training

When available and when resources allow, DESPP will provide SRO access to training, exercises, continuing education and other opportunities (hereinafter collectively "training") available through its divisions, including CSP, the Police Officers Standards and Training Council (POSTC) and the Division of Emergency Management and Homeland Security (DEMHS), to augment the SRO's knowledge of relevant topics including, but not limited to, school safety and security standards, planning, preparedness, and assessment.

In addition, a SRO may apply for/request to attend training opportunities in areas specifically relevant to the SRO position or such training opportunities as may be offered by Mansfield and/or RSD #19. Any such training would be paid for by Mansfield and/or RSD #19 and must not conflict with CSP practices, training and A&O Manual requirements. The parties agree to use good faith efforts to accommodate reasonable, position-relevant requests to attend such training.

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<sup>1</sup> At minimum applicants shall satisfy the requirements set forth in C.G.S. § 10-244a.

### SRO Removal Procedures

In the event that one of the parties or the Principal of E.O. Smith High School concludes that an SRO is not effectively performing his or her duties and responsibilities, the party or Principal shall recommend to the Superintendent of RSD #19, in writing with supporting reasoning, that the SRO be removed from the program. The following procedures shall then apply:

- A. Within a reasonable time after receiving the written recommendation from the principal or representative of one of the parties, the Superintendent or designee shall advise the Town Manager's Office and the Resident Trooper's Office Commanding Officer, or designee of the principal's request;
- B. The Superintendent and the Commanding Officer, or their designees, shall meet with the SRO to mediate or resolve any problems which may exist. Resolution may include additional training, if appropriate.
- C. If, following an agreed-upon amount of time after commencement of such mediation, the problem cannot be mediated or resolved, the Superintendent or designee and the Resident Trooper's Office Commanding Officer shall make a formal recommendation to the Mansfield Town Manager that the SRO be removed from the program.

O'MALLEY, DENEEN, LEARY, MESSINA & OSWECKI

ATTORNEYS AT LAW

20 MAPLE AVENUE  
P. O. BOX 504  
WINDSOR, CONNECTICUT 06095

TELEPHONE (860) 688-8505  
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MICHAEL P. DENEEN  
KEVIN M. DENEEN  
LYNETTE MENDOZA-VILLA  
TIMOTHY J. FITZGERALD  
RICHARD A. VASSALLO  
JAMES P. WELSH

THOMAS J. O'MALLEY  
(1926-2017)  
DONALD J. DENEEN (RET.)  
ANDREW G. MESSINA, JR.  
(1940-2000)

WILLIAM C. LEARY, OF COUNSEL

November 13, 2019

John Carrington, Interim Town Manager  
Town of Mansfield  
4 South Eagleville Road  
Mansfield, Connecticut 06268-2599

Re: Memorandum of Agreement re: School Resource Officers

Dear John:

As you are aware, the prior Town Manager entered into a Memorandum of Agreement ("Memorandum") among the Town of Mansfield ("Town"), the Board of Education for Regional School District #19 ("Region #19), and the Connecticut Department of Emergency Services and Public Protection ("CSP") for the provision of School Resource Officer(s) ("SRO") to serve in E.O. Smith High School. The Memorandum contemplates the Town hiring one or more individuals, appointing them as Special Constables pursuant to Connecticut General Statutes Section 7-92, and having them assigned to E.O. Smith High School under the terms of the Memorandum.<sup>1</sup> This Memorandum was not presented to the Town Council for approval.

The Memorandum provides that any SRO operating under the Memorandum shall be an employee of the Town and be appointed a special constable by the Town Manager pursuant to Connecticut General Statutes Section 7-92, with limited jurisdiction consisting of E.O. Smith High School.

Although it is reported that the salaries of the SROs are to be paid by the Region #19, there is nothing in the Memorandum which addresses that issue. The only reference to employment status is the provision that the SROs are employees of the Town. As such, the Town is ultimately responsible for paying the SROs wages. There may be a separate memorandum or agreement regarding reimbursement, but I am not aware of any such memorandum or agreement.

A job description for the position of School Resource Officer was created within the Human Resources Department of the Town but the description and position were not approved by the Town Council.

You have asked what options are available to the Town Council regarding this

Memorandum.

There is the initial question whether the Town Manager had the authority to enter into this Memorandum without the approval of the Town Council. As noted above, Connecticut General Statutes 10-233 provides that “each ... regional board of education that assigns a school resource officer to any school under the jurisdiction of such board shall enter into a memorandum of understanding with a local law enforcement agency regarding the role and responsibility of such school resource officer.” This requires that the memorandum be entered into with the local law enforcement agency, not with the Town as a body politic. Pursuant to Mansfield Town Code Section 2-14 et seq, the Town Manager is the head of the Department of Public Safety and is the Director of Public Safety. Under Section 2-14(D), the Divisions of Police, Emergency Management and Animal Control are responsible for the enumerated police duties and includes “other duties as assigned by the Town Manager.” Significantly, the statute delineates the parties to such a memorandum; it does not address what steps are necessary to authorize the parties to enter into such a memorandum.

Under Section C103 of the Charter, the Town has “the power to enter into contracts with any federal agency or the State of Connecticut or any political subdivision thereof for services or the use of facilities.” As this Memorandum involved a contract with both a state agency and another political subdivision (Region#19), this Memorandum should have been presented to the Council for action.

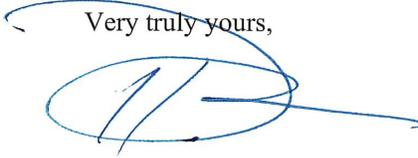
In addition, the job description was developed for the SRO. In this case however the position of SRO was neither approved by the Town Council nor authorized under the budget recommended by the Town Council and approved at the Town Meeting. While at this point of the fiscal year, the budget item for police services may not have been exceeded the issue of funding of these positions needs to be addressed.

The options available to the Town Council are the following:

1. Take no action to either affirm or reject the Memorandum and allow it to terminate by its own terms on June 30, 2020.
2. Terminate the Memorandum pursuant to Section VII by giving thirty (30) days' notice to the other parties to the Memorandum.
3. Ratify the Memorandum and approve the job description for the School Resource Officer.
4. Reject the Memorandum and immediately terminate the SRO program and terminate the employment of the current SROs.

Each of the above options presents significant policy questions for the Council. The issue of armed security personnel in school buildings has been and continues to be debated in various communities. An issue of this significance should have been brought before the Council.

Very truly yours,



Kevin M. Deneen

KMD/llc

---

<sup>i</sup> Section 10-233m of the Connecticut General Statutes requires that "each local or regional board of education that assigns a school resource officer to any school under the jurisdiction of such board shall enter into a memorandum of understanding with a local law enforcement agency regarding the role and responsibility of such school resource officer."

PAGE  
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**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** John C. Carrington, Interim Town Manager  
**Cc:** Robert T. McCue, Acting Assistant Town Manager  
**Date:** January 27, 2020  
**Re:** Appointment of Executive Search Firm for Town Manager Recruitment

---

**Subject Matter/Background**

Following a competitive selection process, the Council's Personnel Committee is pleased to recommend the appointment of Rutherford Advisors, Inc., DBA The Executive Suite to assist the Town Council with the recruitment of the next town manager.

In December, the Personnel Committee issued a Request for Qualifications (RFQ) to select a firm. We were fortunate to receive six responses. The committee selected Rutherford Advisors, Inc., DBA The Executive Suite based on the firm's recruiting experience, recent experience working with the Town, and proposed fees. Warren Rutherford will be the lead consultant. I have attached the proposed agreement between the Town and Rutherford Advisors, Inc., DBA The Executive Suite for the Council's consideration.

**Financial Impact**

Rutherford Advisors, Inc., DBA The Executive Suite fees are as follows:

- \$21,600 for services in connection with this agreement.
- Estimated additional costs incurred in the process billed direct to the Town or reimbursed:
  - \$1,000 for advertising
  - Background Checks; \$200 per finalist
  - Travel, room and board for finalist interviews

**Legal Review**

The proposed contract with Rutherford Advisors, Inc., DBA The Executive Suite is in the form of our standard agreement for professional services.

**Recommendation**

If the Council concurs with the recommendation of the Personnel Committee, the following motion is in order:

*Move, to appoint Rutherford Advisors, Inc., DBA The Executive Suite as the executive search firm to assist the Town Council with the Town Manager recruitment, and to authorize Interim Town Manager John C. Carrington to execute the attached professional services agreement with the firm.*

**Attachments**

- 1) Proposed Agreement with Rutherford Advisors, Inc., DBA The Executive Suite for Professional Services
- 2) Rutherford Advisors, Inc., DBA The Executive Suite response to RFQ for Executive Search Firm



## AGREEMENT FOR PROFESSIONAL SERVICES

This agreement made on \_\_\_\_\_ between the Town of Mansfield and a municipal corporation chartered under the laws of the State of Connecticut (hereinafter referred to as "the Town"), and Rutherford Advisors, Inc., DBA The Executive Suite, an Independent Contractor (hereinafter referred to as "the Independent Contractor").

The Independent Contractor is identified as follows:

Name: Rutherford Advisors, Inc., DBA The Executive Suite

Type of Entity:        \_\_\_\_\_ Individual  
                                  \_\_\_\_\_ Sole Proprietorship  
                                  \_\_\_\_\_ Partnership  
                                    x   Corporation

Name: Rutherford Advisors, Inc. DBA The Executive Suite

Address: 100 Independence Drive, Suite 7-116

City/State/Zip: Hyannis, MA 02601

Business Telephone: 508-778-7700 Fax:

Social Security Number or Employer Identification Number: 13-4284162

In consideration of the promises and mutual covenants and agreements contained herein, the parties agree as follows:

### Services To Be Performed;

The Independent Contractor agrees to perform the full range of services related to the recruitment process including but are not limited to:

- a. Development of recruitment strategy and content – Work with the Town Council and Town Staff to develop the qualifications, skills, and experiences of the ideal Town Manager candidate. Develop job announcement, position profile, and related material for approval by Town Council. This should include a review of the recommendations and report done by the Town Consultant's report on the previous recruitment process.
- b. Stakeholder engagement – Coordinate process to solicit input and to engage key stakeholders in the selection process. This will include:

- Residents
  - Town Council
  - Board of Education
  - Regional School District 19, E.O. Smith High School
  - Administrative, supervisors and non-supervisory employees for the Town of Mansfield.
  - Mansfield Downtown Partnership
- c. Develop a suggested “preferred candidate” profile based on community needs and culture that should be part of the job announcement.
  - d. Candidate search – publicize job announcement in various employment websites and distribute to targeted candidates; oversee nationwide search for qualified candidates.
  - e. Identify and submit candidates for consideration – Summarize the qualifications of top candidates for the Personnel Committee’s review. Provide an explanation as to why they were ranked in that order.
  - f. Interview process – Coordinate, in conjunction with the Town Council, multiple rounds of interviews with candidates. Prepare evaluation criteria and coordinate interview panels. Collect writing samples and other candidate materials as deemed appropriate.
  - g. Coordinate a thorough background employment search, beyond references, and credit check for preferred candidate. This should include, but should not be limited to:
    - Reference Check
    - Credit Check
    - Criminal History Check
    - Interview, if applicable, at least three employers or council members from previous communities.
    - Complete check of social media for any pertinent information.
  - h. Assist with contract negotiation and make recommendations regarding the terms of employment.
  - i. Complete other activities as described in the RFQ. (attached0

**Term of Agreement.** The services called for under this agreement will commence on \_\_\_\_\_ and terminate on \_\_\_\_\_.

**Technical Direction.** The Mansfield Town Council’s appointed Town Manager Search Committee will provide technical direction as needed or required. The **Interim Town Manager John Carrington** or his designee, may also assist with technical questions as they arise.

**Terms of Payment.** The Town will pay the Independent Contractor according to the following terms and conditions:

- \$21,600 for services in connection with this agreement.
- Estimated additional Costs Incurred in the process billed direct to the Town or reimbursed
  - \$1,000 for advertising
  - Background Checks; \$200 per finalist
  - Travel, room and board for finalist interviews

**Guarantee:** The Independent Contractor will guarantee satisfaction with anyone hired through us for twelve (12) months after hire. Should the employee hired depart within twelve (12) months, or if the

Town is simply unhappy with his or her performance and wish to replace the person, the Independent Contractor will re-execute the search for no fee, only actual expenses, provided the fee is paid on or before the start date of the person hired. No cash refunds will be issued by the Independent Contractor.

**Invoices.** The Independent Contractor will submit to the Town invoices for all services performed.

**Reimbursement of Expenses.** The Town will not be liable to the Independent Contractor for any expenses paid or incurred by the Independent Contractor unless otherwise agreed to in writing.

**Assistants.** The Independent Contractor, at the Independent Contractor's expense, may employ such assistants, as the Independent Contractor deems appropriate to carry out this Agreement. The Independent Contractor will be responsible for paying such assistants, as well as any expense attributable to such assistants, including income taxes, Social Security taxes, Unemployment Insurance and Workers' Compensation insurance.

**Federal, State and Local Payroll Taxes.** Federal, state, and local income and payroll taxes of any kind will not be withheld or paid by the Town on behalf of the Independent Contractor or the employees of the Independent Contractor. The Independent Contractor will not be treated as an employee with respect to the services performed here for federal, state or local tax purposes.

**Notice to Independent Contractor About Its Tax Duties and Liabilities.** The Independent Contractor understands that he/she is responsible to pay, according to the law, the Independent Contractor's income taxes. If the Independent Contractor is not a corporation, the Independent contractor further understands that the Independent Contractor may be liable for self-employment (Social Security) tax, to be paid by the Independent Contractor according to the law.

**Insurance Coverage.** The Independent Contractor shall supply the Town with a Certificate of Insurance naming the Town as an additional insured on all applicable insurance policies; excluding workers compensation and professional liability. The following minimum types and coverages of insurance are required:

General Liability:	1 million / 2 million aggregate
Professional Liability:	1 million
Auto:	1 million
Workers Compensation:	Statutory

Coverage shall be primary and noncontributory.

**Independent Contractor Status.** The Town does not provide General Liability, Auto, Workers Compensation or any insurance coverage for the Independent Contractor or Independent Contractor employees. There is no employment relationship between the parties.

**Hold Harmless Agreement.** To the fullest extent permitted by law, Independent Contractor will defend, indemnify and hold the Town and all of the Town's officers, agents and employees harmless from and against all liability, claims, loss, damage to person and property, judgments and expenses, including attorney fees, that arise from or are alleged to arise from the negligence or willful misconduct of Independent Contractor and any of its employees and agents, unless such claim is the result of the sole negligence or willful misconduct of the Town or any of the Town's officers, agents, or employees.

This provision shall survive termination of this Agreement.

**Assignability.** This Agreement will not be transferred or assigned, in whole or in part, by the Independent Contractor without the prior written consent of the Town.

**Choice of Law.** Any dispute under this Agreement, or related to this Agreement, will be decided in accordance with the laws of the State of Connecticut.

**Independent Contractor Status.** The Independent Contractor expressly represents and warrants to the Town that: 1) the Independent Contractor is not and will not be construed to be an employee of the Town and that his/her status will be that of an independent contractor in which the Independent Contractor is solely responsible for his/her actions and omissions; and 2) the Independent Contractor will act solely as an independent contractor and not as an employee or agent of the Town; and 3) the Independent Contractor is not authorized to enter into contracts or agreements on behalf of the Town or to otherwise create obligations of the Town to third parties.

**Other Clients.** The Independent Contractor retains the right to perform services for other clients.

**Termination of Agreement.** This Agreement may be terminated at any time by the Town or the Independent Contractor, upon the giving of **15 days'** notice to the other party. Notice will be deemed to have been sufficiently given either when served personally or when sent by first-class mail addressed to the parties at the addresses set forth in this Agreement. The Town will not be liable for, nor will the Independent Contractor be liable to perform, any services or expenses incurred after the receipt of notice of termination.

**Agreement.** This Agreement supersedes all prior oral or written agreements, if any, between the parties and constitutes the entire agreement between the parties. The Agreement cannot be changed or modified orally. This Agreement may be supplemented, amended or revised only in writing by agreement of the parties.

## ACKNOWLEDGED AND ACCEPTED

**INDEPENDENT CONTRACTOR:**

**TOWN OF MANSFIELD:**

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

Warren J. Rutherford President  
*Printed name and title*

\_\_\_\_\_  
*Printed name and title*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*



(508) 778-7700  
100 Independence Drive, Suite 7-116  
Hyannis, MA 02601  
theexecutivesuite.com

7 January 2020

Mr. John C. Carrington  
Interim Town Manager  
Town of Mansfield  
4 South Eagleville Road  
Mansfield, Connecticut 06268-2599

**RE: Request for Qualifications (RFQ) Executive Search Firm**

Dear Mr. Carrington -

Please find enclosed a Request for Qualifications (RFQ) Executive Search Firm proposal for the Town of Mansfield, Connecticut. As the Owner and President of Rutherford Advisors, Inc. DBA The Executive Suite I am duly authorized to present this response and commit my organization to a contract for performance of the proposal requirements.

Kindest regards,

Warren J. Rutherford  
Owner and President  
The Executive Suite

Rutherford Advisors, Inc. DBA The Executive Suite

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## 1. Letter of Interest

Rutherford Advisors, Inc., DBA The Executive Suite, is a professional recruitment, placement, human resource, and management consulting and coaching firm located in Hyannis, MA. The firm has performed executive and professional, search services in New England and New York since 1983. Located in Hyannis, MA, the current Owner and President of The Executive Suite, Warren J. Rutherford, purchased the company in April 2009. Warren, a former Town Manager, has focused the company's efforts on executive and professional search. Warren will be the lead consultant for this contract for the duration of the search process.

Examples of municipal executive searches concluded include, for municipal organizations, the following:

- City Manager – Rye, NY
- Town Administrator (4) (assisting Boards of Selectmen while serving as Interim Manager) - in Great Barrington, Longmeadow, Oak Bluffs, and Dennis, MA.
- Water Superintendent – in C.O.M.M. Water District, Centerville, MA
- Wastewater Superintendent – in Nantucket, MA
- Director of Finance– in Nantucket, MA
- Director of Public Works– in Nantucket, MA
- Deputy Director of Public Works (2) – in Nantucket, MA

Examples of private and non-profit executive searches concluded include the following:

- Director of Finance or Chief Accountant – NY, RI, and MA, 5 executive placements
- Executive Director – Hyannis Chamber of Commerce, Pilgrim Monument and Provincetown Monument, JFK Hyannis Museum, Oyster Harbors Marine

Often, prospective clients will want to know how many, and what type of executive searches have been performed. In this instance, naturally, the expectation for this search seeks specific experience for Town Executive search experience. Warren has a 20 + year career in recruiting Town Executives while an Interim Town Manager and consultant, as well as owning, managing, and operating an executive recruitment firm where he has recruited a variety of executives for government, non-profit, and private organizations.

We do not maintain an exclusive search practice in municipal management executive search, by design. The principles and practices employed during a private or a nonprofit executive search employ many of the same, if not more, practices that can be (and are) used during a municipal executive search. These include:

- Facilitated meetings with employees, citizens, Board members, professional advisors (to include bankers, accountants, attorneys, and vendors) that are focused on the development of a company (or community) and a position profile.
- Development of a community and position profile.
- Interviews with key executive staff and governing Board members.
- Assistance to Screening Committee and governing Board members in applicant screening, qualifications, preparation of interview questions, development of a rating process, and scheduling of interviews.
- Assessment of candidates utilizing psychometric instruments.
- Networking to solicit candidates to apply for open positions.

- Conducting criminal, credit, and reference background checks.
- Notification to unsuccessful candidates of their non-selection.
- At times, acting on behalf of the employer, to negotiate terms and conditions of employment within the parameters provided by the client.

Warren has extensive expertise in executive search and has developed a unique search process, **person-future fit**, which has, as its focus, an understanding of each client's growth strategy, how each executive or professional position will help our client to achieve that strategy, what type of executive or professional will best fit our client's culture and ability to work with other executives and professionals, and, how the selected candidate can fulfill their long-term goals for growth and success.

- Our clients want the best person in an executive level position, someone who they are confident will provide management, leadership, and support to them, their team, and their customers.
- That best person wants to make sure our client is the right fit as well.
- It's called **person-future fit**, and it's a process Warren excels at.
- Our proprietary process matches superior candidates to companies and their cultures where they can best contribute to long term growth and success.
- The result? We help our clients achieve that **person-future fit**.

## 2. Current Résumés

### Warren J. Rutherford

Warren is the Owner and President of Rutherford Advisors, Inc. DBA The Executive Suite, a professional recruitment, placement, human resource, and management consulting and coaching firm located in Hyannis, MA. He formed Rutherford Advisors, Inc. in 2004. Warren is expert at understanding, developing, and improving business communications with a strong emphasis on developing alignment between ownership, management, employees, and customers. He is expert at smart planning, hiring, managing, and motivating processes, and is expert at creating “high performance” workforces that are productive and profitable. He is accredited in a variety of assessment and coaching methods, is accredited as an executive coach by the International Coaching Federation, is certified as a 5<sup>th</sup> Level Coach, and uses the 5<sup>th</sup> level methodology in his career counseling, professional placement, and outplacement services. He has performed executive and municipal search services continuously since 1997.

Warren has written and published Energy Supply Choices “A Local Officials’ Guide to Electric Deregulation in Massachusetts,” developed energy option analyses, developed a Request for Proposal for energy and energy services, conducted seminars on electric deregulation, produced a consumer video on electric deregulation.

He is an experienced leadership coach and has developed a dynamic leader as coach training program using his workbook Leadership in the New Economy – Become More Self-Aware, Authentic, and Smart in Leading and Managing Others.

Warren, along with Dr. Michael Flynn, wrote and published Strategic SME Succession Planning: Enhancing Value & Wealth vis-à-vis Organizational Diagnosis, in the Review of Business & Finance Studies.

As a former local official and consultant, Warren has worked in municipal government continuously in Massachusetts, from 1978 to 1997, when he started his private practice, having served as Town Manager in Barnstable, Executive Secretary in Canton, Administrative Assistant in Uxbridge, and Planner/Fiscal Officer/AAO for the MacKinnon Training Center in Southbridge. Warren has taught graduate courses in public administration at Suffolk University and Northeastern University in Financial Administration and Organizational Behavior. He has maintained a municipal and private consulting practice for the past 22 years.

Warren holds a Bachelor of Arts degree in Political Science from the University of Massachusetts - Amherst, and a Master of Public Administration degree, with a concentration in Public Organization and Management, from Northeastern University.

He has served as an Interim Town Manager in four communities: Great Barrington, Longmeadow, Oak Bluffs, and Dennis, MA.

A partial listing of his management consulting, coaching, and advisory practice includes the following:

- Provider of executive and professional search, and transition and succession planning services to small and medium sized businesses, municipal organizations, and non-profit organizations.
- Provider of executive leadership coaching and training programs and consulting services, including business process improvement training to small and medium sized businesses, business owners, executives, and managers, and municipal organizations.

- Provider of municipal and business consulting services to several hundred organizations, including:
  - Recent municipal searches: Director of Municipal Finance, Wastewater Treatment Plan Director, Director of Public Works, Deputy Director of Public Works (2);
  - Executive coaching: Town and Department Managers in Acton and Nantucket, MA;
  - Interim Town Manager in Great Barrington, Longmeadow, Oak Bluffs, and Dennis, MA;
  - Capital Planning & Financial Forecast Projects, Strategic Management Planning Projects;
  - Job Factoring and Classification Projects, Compensation Surveys, Performance-Based Compensation Study and Trainings, Human Resource Collaboration Projects;
  - Fire Department Policies, Procedures, and Training, Police Department Ethics Investigation;
  - Organizational Development, Strategic Planning, Leadership Training, Organizational Planning, Reorganization and Management Projects, Public Works Reorganization Project, Process Audits, Policies and Procedures;
  - Regional Health Services Project, Regional Sharing of Local Services Project, Benchmark Regional Library Services, developed Model for a Regionalism Analysis for the Delivery of Public Services;
- School/Municipal Human Resource, Financial, Information Technology Consolidation Projects;
- Consultant with MA Power Options and MA HEFA to develop deregulated power contract for all health, education, and non-profit institutions in Massachusetts; and
- Consultant with Buxton Company's and MapInfo's customer and predictive analytics programs focused on assisting municipalities to increase sales tax revenues through targeted marketing in a variety of city planning challenges, including retention, recruitment, redevelopment, and revitalization.

#### *Certifications*

- Certified in the use of the DISC Index, the Values Index, and the Attributes Index;
- Certified as an Innermetrix, Inc. 5<sup>th</sup> Level Coach, and uses the 5<sup>th</sup> Level methodology in his executive, leadership, and management coaching, career counseling, and professional placement services;
- Director of Coaching Programs for Innermetrix, Inc.; certifies individuals as 5<sup>th</sup> Level Coaches and Senior Level Coaches;
- Accredited as a CMT Master Coach;
- Member International Coaching Federation;
- Certified One Page Business Plan® Consultant;
- Certified as a process improvement trainer in GOAL/QPC and VATS process systems.

### **3. Description of the Recruitment Process**

#### **Identify and Target Needs in the Search for the New Town Manager and Approach to Ensuring Community Involvement and Input**

The Executive Suite proposes to work with the Mayor, Town Council, and its Personnel Committee to profile the Town's needs into a detailed recruiting strategy to support a national search for your next Town Manager. Steps involved in this valued search process include:

1. Develop a community and position profile to be used to attract qualified applicants and a Town Manager position profile to include desired qualities, strengths, management style, and characteristics required for a successful Town Manager.
  - a. We propose to work with the Mayor, Town Council, and Personnel Committee and Town Staff to develop a community profile for the Town of Mansfield and a position profile for the next Town Manager that will involve interviews with the Town Council and department managers, an open meeting forum with town staff, an open meeting forum with town committees; the convening of an open community forum comprised of interested residents, businesses, and other stakeholders within the Town, and the administration of an online community and Town Manager profile survey.
  - b. The purpose of the interviews, forums, and online community and Town Manager profile survey will result in a profile that describes the strengths, opportunities, aspirations, and challenges that the Town has for the present and future; as well as developing a concise listing of the key attributes for the next Town Manager's management style, decision-making talents, key motivators and values, personality preferences, and management style, as well as a description of minimum and preferred professional experience and educational background for next Town Manager. Further, the profile shall describe the assets of the Town including a description of its Town services, its business climate, historical significance, culture, and its educational institutions.
  - c. We will prepare, with the Personnel Committee, a written report to the Town Council of findings and recommendations from the stakeholder interviews, community forums, and online surveys.
2. Develop a statement of significant challenges the Town Manager will face upon taking office.
  - a. As part of the community and Town Manager profile development process it will be important to understand the challenges which the next Town Manager shall encounter upon entering office, including, but not limited to, developing sound and productive relationships with members of the Town Council, department managers, town staff, town committees, and community leaders and groups, in order to continue to develop, implement, and transform the Town's culture, business processes and citizen experience.
3. We will review the Town Manager's job description, and, after consultation with the Personnel Committee and the Town Council, recommend any revisions, if necessary, to the Town Council.
4. We will prepare a recruitment brochure to be used to attract qualified applicants, said brochure to be approved by Personnel Committee and the Town Council prior to distribution.
  - a. Based upon the development of the community profile, statement of significant challenges, and development of a position profile, a recruitment brochure will be developed, reviewed, and modified, subject to feedback from Personnel Committee

and the Town Council. Upon approval, the brochure will be made available for distribution to interested applicants and utilized as part of the recruitment process.

### **Proposed Candidate Recruitment Strategies**

1. As part of the recruitment process a Town Manager position listing will be developed and submitted for approval to Personnel Committee and the Town Council, we will work with Senior Staff in placing advertisements on the Town's website, and will then place advertisements in local and regional newspapers, the Connecticut Conference of Municipalities website, the International City/County Manager Association website, The Executive Suite website, and other recruitment venues identified and/or suggested by Town officials.
2. Throughout this process we will coordinate all recruitment activities with the Interim Town Manager or other designated support staff, as necessary to support the Mayor, Town Council, and Personnel Committee.
3. We will next perform direct outreach to existing Managers, Administrators, or Assistant Managers and Assistant Administrators as well as using online search services such as Facebook and/or LinkedIn and encourage their application. It is our experience that qualified and interested applicants will apply for the position within the first few weeks, but we often will conduct a successful recruiting effort over a thirty to sixty-day timeframe.
4. We will perform networking outreach to existing Managers, Administrators, or Assistant Managers and Assistant Administrators through a targeted campaign through the personal relationships of the consultant, for those managers matching the preferred Town Manager selection criteria and encourage their application.
5. Integral to our **person-future fit** process we will reach out to candidates who are strong matches to the profiles developed. Our practice deliberately does not maintain a "stable" of candidates as we find it counter-intuitive to our search priority to find strong person-future fits.

### **Proposed Implementation Plan**

Upon receipt of applications, we propose to further implement the recruitment plan as follows:

1. Develop and implement selection criteria and methods for assessing candidates.
  - a. Per the posting advertisements and other-directed outreach recruitment activities, applicants will be requested to provide their résumé and cover letter to the attention of Mr. Rutherford either by email and/or by a dedicated webpage on The Executive Suite website developed specifically for this search.
  - b. A complete list of all applicants will be maintained indicating date of application and summary of qualifications for review by the Mayor, the Town Council, and the Personnel Committee.
    - i. Based on a review of each cover letter and résumé received, a preliminary screening will be conducted to ensure each applicant meets the minimum and preferred professional experience and educational degrees.
    - ii. We will then administer to each applicant who meets the minimum and preferred profile a more in-depth screening by requesting completion of a **written person-future fit assessment** that will request:

1. each applicant's description of her/his strengths, opportunities, and aspirations as a Town Manager,
  2. her/his response to a series of challenge statements or scenarios that can address how s/he will address several of the Town's significant challenges, and
  3. her/his response to a series of questions that will address her/his decision-making attributes, motivators and values, and behavioral competencies.
  4. These questions will be tailored and fine-tuned based on the person-fit profile that is developed for the Town Manager and based on the Town's value and competency base emphases.
- iii. As part of the more in-depth assessment these candidates will be requested to complete a Self-Rating Questionnaire that asks them to rate themselves on a scale of one (1) to ten (10) points related to the Town Manager's position responsibilities and qualifications.
1. After the candidate rates themselves against each job requirement they will be requested to provide a concise explanation for each of their ratings.
  2. Next, they will be requested to include at least one name, title, and contact information per questionnaire number, of which that reference(s) can provide support to her/his rating.
  3. When they supply a reference phone/email contact information they will be advised that they should contact the person first, as references will be contacted.
- iv. We will administer to each applicant who meets the minimum and preferred candidate profile requirements, an ADVanced Insights Assessment which measures how the candidate thinks and makes decisions, their motivational style and drivers, and their preferred behavioral style. This psychometric assessment will be developed and be based on the Town Manager's position responsibilities to ensure an accurate match to the major responsibility categories for the position.
- v. The results of the in-depth person-future fit assessment, the self-rating questionnaire, and the ADVanced Insights Assessment will be utilized to compile a rank-ordered short-list of top candidates to be presented to the Personnel Committee for review.
- vi. We will work with the Personnel Committee to select candidates for their interviews, and then will assist Personnel Committee in narrowing the pool of applicants for the Town Manager position to three (3) to five (5) prospective candidates for presentation and interview to the Town Council.
- vii. Value and competency-based questions can be prepared and administered to each applicant meeting the minimum and preferred profile by the Personnel Committee and the Town Council. We use over fifty (50) competency-based questions in our in-depth interview process. These include the major categories for managers in the following major categories:
1. Intellectual Competencies, Personal Competencies, Interpersonal Competencies, Management Competencies, Leadership Competencies, and Motivational Competencies.

2. We will be able to fine-tune and select a manageable number of written interview questions for candidates to respond to, in detail, to further evaluate their values and competencies for the position.
  3. Based on the position profile for the Town Manager that includes a listing of key responsibilities and functions, key attributes, decision-making talents, key motivators and values, and personality preferences, as well as discussions with the Personnel Committee and the Town Council, we will prepare and present to Personnel Committee and the Town Council a suggested list of questions to ask each candidate selected for interview.
2. Warren will coordinate, in conjunction with the Town Council, multiple rounds of interviews with candidates, and, as noted below, prepare evaluation criteria and further coordinate interview panels and attend face-to-face finalist interviews with the Town Council and others as necessary and appropriate.
  3. Additionally, and based on several of the challenges facing the Town and the Town Manager for which the newly appointed Town Manager will be responsible for developing an action plan, we will recommend two (2) to three (3) challenge questions that each finalist should be asked to respond to at the interview. As appropriate, these questions can also be utilized to illustrate a candidate's written communication abilities. This will have the benefit of enabling the Personnel Committee and the Town Council to evaluate each of the candidate's critical thinking and problem-solving skills.
  4. An evaluation ranking worksheet will be prepared for use by the Personnel Committee and the Town Council to assist them in their ranking and evaluation of each candidate and shall be based on the Town Manager key responsibilities and functions, key attributes, decision-making talents, key motivators and values, personality preferences, and responses to the challenge questions as displayed through the interview process.
  5. We will prepare a written report to the Town Council that includes a summary description of the recruitment process and assist the Town Council with additional information as requested.
  6. We will provide the necessary technical assistance to the Town Council relative to the process to assess finalists chosen by the Personnel Committee, and as noted previously, assist the Town Council in developing interview questions, and in providing guidance in the selection of a new Town Manager.
  7. We will maintain regular communication with candidates throughout the search process, including the provision of documents approved by the Personnel Committee and the Town Council, to all who have applied but were not selected for initial interviews and, for those interviewed but not offered the position and will thank them for their interests in serving as the Town Manager in the Town of Mansfield, Connecticut.
  8. Throughout the search process we will assist the Personnel Committee and the Town Council in areas of human resources best practices and legal requirements as these relate to the recruitment and hiring process.

9. Comprehensive Background Information: Warren uses a comprehensive reference interview process to conduct professional references involving personal calls between The Executive Suite consultant and each of the supplied professional references. These reference interviews will include, as applicable, at least three supervisors or council members; at least three colleagues; and at least three subordinates from previous communities.
  - a. In-depth, personal reference checks will be conducted by Warren using questions designed to enable references to comment on:
    - i. A candidate's strengths, assets, things that they like and respect about the candidate,
    - ii. A candidate's shortcomings, weaker points, and areas for improvement,
    - iii. A candidate's overall performance rating in the position,
    - iv. Whether or not the reference would consider rehiring the candidate,
    - v. Confirmation of a candidate's start and end date of employment,
    - vi. A candidate's reason for leaving,
    - vii. A candidate's good fit and bad fit indicators for the Library Director position,
    - viii. The reference's rating for the candidate's:
      1. Thinking skills,
      2. Communication skills,
      3. Experience,
      4. Resourcefulness and initiative,
      5. Stress management,
      6. Work habits,
      7. People skills,
      8. Motivations,
      9. Managerial and leadership abilities, and
    - ix. Their best advice for how we could best manage and work with the candidate.
  - b. We use a subscription service to conduct criminal, motor vehicle, credit, education verification, and previous employment verification. The subscription service conducts timely verification research. Social media accounts for each recommended candidate are researched as part of this process, including LinkedIn, Facebook, and Twitter accounts.
  - c. A detailed report will be prepared for each finalist based on the results of each background investigation and reference checks.
10. Warren will assist the Town Council in development of terms and conditions of employment, compensation, preparation of a conditional offer of employment, and creating a draft employment agreement; liaising as necessary between the selected candidate and the Town, and ensuring the Town can develop an agreeable employment agreement. We anticipate that the Town already utilizes a standard contract and benefits form.

#### 4. Proposed Cost

1. **Fee for Service:**

Category	Proposed Cost
Recruitment Strategy, Stakeholder Engagement, Develop Candidate Profile	\$ 5,600
Candidate Search, Review, Evaluation, and Recommendations	\$ 9,600
Candidate Interviews, Background Investigations, Contract Negotiations	\$ 6,400
Total	\$ 21,600

2. **Additional Costs:** Estimated additional costs billed direct to the Town or reimbursed to The Executive Suite include the following:
- a. Advertising: approximately \$ 1,000
  - b. Background Checks: approximately \$ 200 per finalist
  - c. Travel, room, and board for finalist interviews borne direct by the Town
3. **Guarantee:** We will guarantee to your satisfaction with anyone hired through us for twelve (12) months after hire: should the employee hired through our services depart within twelve (12) months, or if you are simply unhappy with his or her performance and wish to replace the person, we will re-execute the search for no fee, only actual expenses, provided the fee is paid on or before the start date of the person hired. While we will re-do a search if/when necessary, no cash refunds will be issued.

## Estimated Timeline

Town of Mansfield Town Manager Search Timelines	Week 1	Week 2	Week 3	Week 5	Week 9	Week 11	Week 12	Week 13	Week 15	Week ...
Contract Award	1/30									
Conduct Community Visits for Development of Town and Position Profile Brochure		2/3								
Draft Brochure & Return for Comments		2/10								
Revise Brochure			2/17							
Place Advertisements			2/17							
Receive and review applications			2/17		3/27					
Administer Assessments					3/27	4/6				
Provide Personnel Committee list of candidates						4/6				
Personnel Committee candidate reviews						4/6				
Recommend Town Council candidates							4/13			
Town Council Interviews								4/20		
Conduct background and reference checks on finalists							4/13			
Selection of candidate								4/20		
Contract negotiation assistance									4/27	
New Town Manager Start Date										6/1/20

## 5. Statement of Qualifications

### Firm Name, Address, Phone Number

Rutherford Advisors, Inc. DBA The Executive Suite  
100 Independence Drive, Suite 7-116  
Hyannis, MA 02601-1898  
508-778-7700 o  
508-367-4825 m

### Contact Person

Mr. Warren J. Rutherford, President and Owner.

### Type of Organization

Rutherford Advisors, Inc. is a corporation organized in the Commonwealth of Massachusetts. Tax ID is 13-4284162.

### Projects Providing Similar Experience during the Last Five (5) Years.

Below are listed relevant executive searches conducted that are relevant to this project.

1. Town of Nantucket, MA C. Elizabeth Gibson, Town Manager (508) 228-7255, [L.Gibson@nantucket-ma.gov](mailto:L.Gibson@nantucket-ma.gov) or Amanda Perry, Human Resources Director (508) 228-7200 ext.7308, [aperry@nantucket-ma.gov](mailto:aperry@nantucket-ma.gov).
  - a. Director of Finance recruitment 2014
    - i. Met with Town Manager
    - ii. Developed Town and Position Profile
    - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, recommended finalists to Town Manager, developed interview questions with multiple-person interview committee, administered a psychometric assessment that measured a candidate's decision-making, motivators, and behavioral preferences, attended and participated in finalist interview, assisted Town Manager in negotiating employment agreement with Brian Turbitt, Director of Finance. Mr. Turbitt still employed by Town.
  - b. Director of Wastewater Projects and Operations 2016
    - i. Met with Town Manager
    - ii. Developed Town and Position Profile
    - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, administered a psychometric assessment that measured a candidate's decision-making, motivators, and behavioral preferences, recommended finalists to Town Manager, developed interview questions with multiple-person interview committee, attended and participated in finalist interview, assisted Town Manager in negotiating employment agreement with David Gray, Director of Wastewater Projects and Operations. Mr. Gray still employed by the Town.
  - c. Director of Public Works 2016 – 2017
    - i. Met with Town Manager
    - ii. Developed Town and Position Profile
    - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, administered a psychometric assessment that measured a candidate's decision-making, motivators, and behavioral preferences, recommended finalists to Town Manager, developed interview questions with multiple-person interview committee, attended and participated in finalist interview, assisted Town Manager in negotiating employment

- agreement with Rob McNeil, Director of Public Works. Mr. McNeil still employed by the Town
- d. Deputy Director of Public Works 2018 (2)
    - i. Met with Director of Public Works and Director of Human Resources
    - ii. Developed Town and Position Profile
    - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, administered a psychometric assessment that measured a candidate's decision-making, motivators, and behavioral preferences, recommended finalists to Director of Public Works and Director of Human Resources, developed interview questions with Director of Public Works and Director of Human Resources, attended and participated in finalist interviews, assisted Director of Human Resources in negotiating employment agreement with Stephen Arceneaux, as Deputy Director of Public Works - Operations and Charles Rogers as Deputy Director of Public Works - Facilities. Mr. Arceneaux started 6/1/18, still employed by the Town. Mr. Rogers starts work 12/1/18.
2. Oyster Harbors Marine Ron Silvia, Chair (508) 420-0226 [rsilvia@silviaandsilvia.com](mailto:rsilvia@silviaandsilvia.com).
    - a. Business Manager 2013
      - i. Met with Mr. Silvia, Chair of Board and other Board of Director Members
      - ii. Developed Company and Position Profile
      - iii. Conducted recruitment, conducted preliminary in-person interviews, recommended finalists to the Board of Directors, developed interview questions for Board of Directors, attended and participated in finalist interview, assisted chair of the Board in negotiating employment agreement with John Donnelly, Business Manager. Mr. Donnelly still employed by the Marina.
  3. Greater Hyannis Chamber of Commerce Sharon Hawkins, Former Chair 508-364-1201 [hawkins.sharonk@gmail.com](mailto:hawkins.sharonk@gmail.com).
    - a. President and Chief Executive Officer 2011
      - i. Met with Ms. Hawkins, Chair of Board and other Board of Director Members
      - ii. Developed Chamber and Position Profile
      - iii. Conducted recruitment, conducted preliminary in-person interviews, recommended finalists to the Board of Directors Screening Committee, developed interview questions for Screening Committee, attended and participated in finalist interviews, assisted chair of the Board in negotiating employment agreement with Jessica Sylver. Ms. Sylver left Chamber employment voluntarily in 11/17.
  4. Coastal Engineering Company, Inc. John Bologna, PE 508-255-6511 ext. 215 [jbologna@coastalengineeringcompany.com](mailto:jbologna@coastalengineeringcompany.com).
    - a. Structural and Marine Engineer 2017
      - i. Met with Mr. Bologna, PE. and Ms. Suzanne Sullivan, President and Finance/HR Director respectively
      - ii. Developed recruitment process for this senior staffing position
      - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, recommended finalists to the President and Finance/HR Director, assisted in negotiating employment agreement with Peter Carroll, Structural/Marine Engineer. Mr. Carroll is still employed by Coastal.

## **6. Promotional/Marketing Materials Used in Similar Searches**

Please find attached promotional and marketing materials utilized in the search for the Town of Nantucket, MA Director of Public Works. This includes an advertisement and Town/Position Profile Statement.

### **Director of Public Works**

The Town of Nantucket, Massachusetts has an immediate opening for the position of Director of Public Works. Salary is commensurate with experience, residency required. The Town of Nantucket is an island of pristine beauty 14 miles long and 3.5 miles wide, 30 miles out to sea, off the south coast of Cape Cod. The position is responsible for the administrative and technical management of a major department of the Town including the functions of engineering, highway, forestry, mosquito control, and cemeteries; administers the solid waste enterprise fund, and the planning, design, construction, and maintenance of the Town's public infrastructure in accordance with local Bylaws and MA General Laws. As a senior level department manager, the Director reports directly to the Town Manager and plans, organizes, supervises, and directs the activities of the functions within the department.

The successful candidate must have a Bachelor's Degree with specialization in civil engineering, business, public administration or a related field; more than ten (10) years of responsible experience with a minimum of three to five (3-5) years in a supervisory capacity preferably in a full-service, municipal public works department; or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job, and a valid Class D Motor Vehicle Operator's License.

Visit [www.theexecutivesuite.com/director-of-public-works-nantucket](http://www.theexecutivesuite.com/director-of-public-works-nantucket) to apply. Contact Warren J. Rutherford, The Executive Suite, 508-778-7700 or [wjr@theexecutivesuite.com](mailto:wjr@theexecutivesuite.com) with questions. EOE.



## **The Town of Nantucket, Massachusetts Director of Public Works Profile**

### **About the Town**

An island of pristine beauty 14 miles long and 3.5 miles wide, Nantucket is a haven, 30 miles out to sea, off the south coast of Cape Cod with over 40% conservation land with plentiful beaches accessible to the public for all to respect and enjoy.

The name Nantucket is derived from an Indian word meaning “faraway land” or “land far out to sea.” Nantucket is an island, a county and a town – the only place in America with the same name for all three. It has no traffic lights; neon signs or fast food restaurant chains. Because of the grey-shingled buildings and frequent fog, Nantucket is affectionately referred to as the “Little Grey Lady of the Sea.”

The entire island is a historic district designated as a National Historic Landmark, with more than 800 houses still standing that were built before the Civil War. Nantucket also has more properties listed in the National Register of Historic Places - qualifying as totally preserved buildings - than anywhere in Massachusetts including Boston, Plymouth and Salem.

Nantucket was populated by approximately 1,500 Native Americans of the Wampanoag Tribe when it was discovered by Captain Bartholomew Gosnold in 1602. The English settlement of Nantucket began in 1659. Nantucket was considered the Whaling Capital of the World from 1800 – 1840. Herman Melville based Moby Dick on the ramming of the Nantucket ship Essex by an angry whale in 1820.

With the decline of the whaling industry in the 1880s, Nantucket became a Mecca for the tourism industry and is still drawing people to its natural and everlasting beauty along with its first-rate attractions, accommodations and restaurants. The Fourth of July holiday with its celebration of town sponsored family events feted up and down the beautifully cobblestoned Main Street, culminates with a spectacular Fireworks Show on Jetties Beach in the evening. In the off-season, the Island although quieter, is still well-known for its excellent restaurants, charming lodging establishments and historical locations available to the public.

Nantucket is usually 10% cooler than the mainland in the summer and 10% warmer in the winter because of its proximity to the Gulf Stream. The island also gets much less snow than the mainland, usually 8 – 18 inches per year. Nantucket Memorial Airport is the second-busiest commercial airport in Massachusetts. Logan International Airport in Boston is first.

Nantucket is easily reachable year-round by ferry boat or plane service. During the busy summer season, the Town encourages visitors to limit bringing their cars over by providing a seasonal shuttle system giving the community an essential transportation option around the Island. There are miles of town-maintained bike paths, town owned beaches and beautiful harbors for moorings all

enhancing the experience on the Island. From the beautiful sunsets of Madaket to the charming small village of Siasconset, the public can view the beautiful landscapes, historic homes or widespread beaches until reaching their special and personal Nantucket destination.

A highly desirable island community, Nantucket's year-round population is 12,000 and has an estimated seasonal population greater than 50,000. Its large tax base of \$ 18 billion is largely residential (89%) and its per capita EQV is \$ 1,773,596.

**Profile of the Director of Public Works**

The Town of Nantucket, Massachusetts has an immediate opening for the position of Director of Public Works. The position is responsible for the administrative and technical management of a major department of the Town including the functions of engineering, highway, forestry, mosquito control, and cemeteries; administers the solid waste enterprise fund, and the planning, design, construction, and maintenance of the Town's public infrastructure in accordance with local Bylaws and MA General Laws.

Salary is commensurate with experience. Due to the unique geographic location of the Island, residency is required.

**Responsibilities include:**

- Develop and implement plans for the construction, reconstruction, maintenance, cleaning, and repair of the Town's infrastructure relating to roadway, sidewalk and traffic systems. This includes pavement management programs, snow and ice control programs, management of public shade and ornamental trees and the Department's response to natural or man-made emergencies.
- Develop, present and administer the Department's annual operating and capital budgets; and develop and monitor the procedures and administrative systems required to ensure the effective budgetary and operational management of department sponsored programs.
- Plan and allocate financial resources and the recruitment of personnel required to execute the various seasonal work plans by program.
- Plan the procurement and disbursement of materials and supplies necessary to the operation of the Department and review the maintenance of records pursuant to their use and application.
- Coordinate maintenance and construction activities with other Town departments, contractors, consultants, state and federal agencies and the public.
- Optimize the use of resources to maintain the Town's Public Rights of Way (ROW) in a state of good repair and open to the public for the safe passage of vehicular and pedestrian traffic.
- Develop plans for the rehabilitation of sidewalks and roadways for the future application of Federal, State and Town funds.
- Develop and periodically revise the Department's planned operational response to emergency storm events such as snow and ice storms, hurricanes, and flooding and to plan for the effective application of staff and equipment resources during both emergency and routine operations.
- Develop and maintain a comprehensive Incident Command Structure, maintains an adequate stockpile of materials and contract services, coordinate activities with other Town agencies, and provides adequate outlets for the dissemination of critical Public information. Supervises the Department's response to other weather-related emergencies such as floods, hurricanes, tornadoes, and general windstorms.
- Monitor the operation of the Department including the planning, coordinating, directing, inspecting, reviewing, and reporting on the work of subordinates and contractors engaged in the performance of Department functions.

- Complete performance evaluations of employees in a critical comprehensive format that encourages their personal initiative, develops their critical job skills, and progressively identifies shortcomings in performance.
- Ensure the department has programs developed for customer service protocols and procedures, and for the training of equipment operators in the safe and effective operation of all motor equipment, and associated attachments. Develop programs of safety training through the Town's insurer for safe vehicle operation and compliance with OSHA.
- Prepare reports as required by the Town Manager, the Board of Town Council and the Finance Director to explain operational initiatives and to account for program expenditures. Prepares documents and maintains statutory records pursuant to the execution of State Aid project funding (MGL Chapter 90 & others), confers with Massachusetts Highway officials, and files reports as required to ensure for the reimbursement of State Aid funds.
- Oversee the Department's Fleet Management Program as well as the acquisition of capital outlay equipment.
- Oversee the collection and disposal of residential Solid Waste and recycling at the Town's transfer station in accordance with established Town of Nantucket and Massachusetts DEP regulations.

**Desired attributes for candidates to this position include:**

- Comprehensive technical and practical knowledge of the materials, methods and techniques relative to a municipal Public Works Department.
- Thorough knowledge of public works financing and administration; of the materials methods and techniques relative to street/road, building construction and maintenance; of Massachusetts and Federal General Laws and regulations regarding environmental issues, solid waste, land use and procurement requirements.
- Knowledge of snow and ice removal, fleet maintenance, management and control techniques and practices; an understanding of specialized computer or technological applications such as office software, web site, GIS, SCADA and the Internet in support of department operations.
- Superior ability to manage rejection and stress in a positive way. Computer proficiency necessary. Good organizational, writing and verbal communication and interpersonal skills.
- Ability to plan, assign and supervise the work of groups of employees engaged in a variety of public works construction and maintenance operations.
- Ability to prepare and administer budgets and to prepare financial reports; ability to delegate responsibility and work well with subordinates; the ability to understand the relationship between human, financial, and equipment resources to achieve the correct balance so that the day-to-day work may proceed in an efficient and effective manner.
- Effective management and leadership skills; skill in developing department operational and administrative policies and procedures to accomplish goals and objectives of the Town and the Department; imagination, innovation and judgment relating to the development and implementation of short and long-term planning and achievement of Town and department goals and objectives

The successful candidate must have a Bachelor's Degree with specialization in civil engineering, business, public administration or a related field; more than ten (10) years of responsible experience with a minimum of three to five (3-5) years in a supervisory capacity preferably in a full-service, municipal public works department; or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job, and a valid Class D Motor Vehicle Operator's License.

**Challenges for the Department and Director**

The Director of Public Works will have oversight responsibilities relative to all department operating and capital projects.

The Department operating budget for FY 2017 is \$4,542,119, and includes allocations for public works, public buildings, snow & ice, gas, vehicle maintenance, and mosquito control. The direct public works budget for FY 2017 is \$2,912,356. The Solid Waste Enterprise Fund budget for FY 2017 is \$9,839,533. The Capital Improvement Budget for the Department over 10 years (2015 – 2024) is \$ 15,427,000, of which \$ 10,460,000 is estimated for a new Public Works Garage. Regarding the Garage, a feasibility study has recently been performed.

The Town has established and funded major wastewater treatment extensions and improvements. As part of this effort, the new Director will be responsible in working extensively with the WWTP Director to mitigate stormwater infiltration and inflow issues throughout the Town. The Solid Waste Enterprise operation will require regular oversight of contracted operations.



# The Executive Suite



**This is not the time to realize a candidate is totally wrong for your business.**

Executive and Professional Search  
Management and Human Resources Consulting  
Management Coaching and Mentoring  
Business Planning and Transition Planning

*Connecting People for Productivity and Profit*

Can your business afford the difference between "Welcome aboard" and "Sorry, it just didn't work out"?



## EXECUTIVE AND PROFESSIONAL SEARCH

- Servicing:
  - ⇒ Government
  - ⇒ Business
  - ⇒ Not for Profit
- Your C-Level Person-Future Fit Recruiter
- Committed To Finding The Best Executive And Professional Talent For Your Organization



It's one thing to look **FOR** the perfect candidate for your business.

It's another thing to look **INTO** the perfect candidate for your business.



Connecting People for Productivity and Profit

As your business partner we want to understand:

- ◆ Your growth strategy,
- ◆ How each executive or professional position will help you to achieve that strategy,
- ◆ What type of executive or professional will best fit your organization's culture & work with other executives and professionals, and,
- ◆ How they can fulfill their long-term goals for growth and success.

That's a lot. But we work hard to deliver on those promises. Here are several of the tools we use in the search process:

- ◆ ADVanced Insights Assessment—Measures how each candidate thinks and make decisions, their motivational style and drivers, and their preferred behavioral style.
- ◆ Understanding your MV<sup>2</sup>P—Your mission, vision, values, and purpose
- ◆ Established Network of Candidates—Matching superior candidates to your organization and culture.

The principles and practices employed during an executive search employ many of the same, if not more, practices that can be (and are) used during a municipal executive search. These include:

- ◆ Facilitated meetings with employees, citizens, Board members, professional advisors (to include bankers, accountants, attorneys, and vendors) that are focused on the development of an organization (or community) and a position profile.
- ◆ Development of a community and position profile.
- ◆ Interviews with key executive staff and governing Board members.
- ◆ Assistance to Screening Committee and governing Board members in applicant screening, qualifications, preparation of interview questions, development of a rating process, and scheduling of interviews.
- ◆ Networking to solicit candidates to apply for open positions.
- ◆ Conducting criminal, credit, and reference background checks.
- ◆ Notification to unsuccessful candidates of their non-selection.
- ◆ At times, acting on behalf of the employer, to negotiate terms and conditions of employment within the parameters provided by the client.

Connecting People for Productivity and Profit



The perfect candidate for one job may not thrive in the wrong environment.



- Our clients want the best person in an executive level position, someone who they are confident will provide management, leadership, and support to them, their team, and their customers.
- That best person wants to make sure our client is the right fit as well.
- It's called **person-future fit**, and it's a process The Executive Suite excels at.
- Our proprietary process matches superior candidates to organizations and their cultures where they can best contribute to long term growth and success.
- The result? We help our clients achieve that **person-future fit**.

### Sample of Clients Serviced and Positions Filled

City of Rye, New York	City Manager
Centerville Osterville Water District	Water Superintendent
Town of Nantucket	Director of Municipal Finance Director of Public Works Wastewater Treatment Plant Director Town Treasurer Deputy Director of Public Works – Operations Deputy Director of Public Works – Facilities
JFK Hyannis Museum	Executive Director
Oyster Harbors Marine	General Manager
Pilgrim Monument and Provincetown Museum	Executive Director
Hyannis Chamber of Commerce	Executive Director
Duffy Health Center	Human Resources Director
Brown, Lindquist, Fenuccio, and Raber	Finance Manager
Eastward Companies	Comptroller
State Legislative Leaders Foundation	Accountant and Business Manager



# The Executive Suite

*Connecting People for Productivity and Profit*

# Management and Human Resources Consulting



Client services provided include:

- ◆ Organizational Studies
- ◆ Strategic Plans
- ◆ Classification and Compensation Studies
- ◆ Pay-for-Performance System Design
- ◆ Employee Handbooks
- ◆ Continuous Quality Improvement
- ◆ Capital Improvement Budgets
- ◆ Performance-based Budgets



## Sample of Government Clients and Services Provided

Classification & Compensation Plans	Lake Elsinore, CA Northborough, MA Bourne, MA Dartmouth, MA Longmeadow, MA Coventry, RI Watertown, SD Old Town, ME Portsmouth, NH
Organizational Studies	Lake Elsinore, CA Tewksbury, MA Franklin Council of Governments Lebanon, NH MA Board of Library Commission Waltham, MA Nantucket, MA Kingston, MA
Employee Handbooks	Cotuit Water District Hamilton, MA Canton, MA Watertown, SD
Capital Improvement Budgets	Provincetown, MA Oak Bluffs, MA

State Legislative Leaders Foundation

Accountant and Business Manager

*Connecting People for Productivity and Profit*

## Management Coaching And Mentoring

This management coaching programs combine a common sense approach to management and leadership with smart leadership tools and proven leader as coach principles.

As a Master Coach let Warren help you to learn:

- ◆ What drives you, how you think & behave and how to leverage that to become an effective leader.
- ◆ Proven coaching principles and smart leadership tools focused on successful leadership & management coaching techniques to lead, coach, and manage your employees.
- ◆ About effective work teams, managing, planning, hiring, communicating, coaching, counseling, motivation, managing change, productive work environments, performance appraisal, continuous quality improvement, and project management.



Our management coaching program helps executives and managers to achieve significant success through an increase in their personal and professional performance.

As your coach we help clients learn how to use higher levels of self-awareness and authenticity to be more productive. We help clients to identify their capability and ability to achieve that higher level of performance – helping them to focus on what they're great at.

Our coaching programs challenge clients to break with conventional thinking on the role they take in their management journey and inspires them to carve out their own path to higher success – one guided by their true genius.

How do we know the program works? It's based on over 40+ years with practical and successful leadership and management experience, proven coaching principles and practices, and supplemented with knowledge-based research that identifies the key drivers to increased performance. Common sense does apply – and it does work.

**Let us help you to find your true genius.**



# The Executive Suite

*Connecting People for Productivity and Profit*

## Business Planning And Transition Planning

Business plans are developed to focus a business' strategies for success.

- ◆ How is your organization preparing itself for this year?
- ◆ How successful has your organization been in cascading goals, strategies, and vision – from the top to the bottom of your organization?
- ◆ How many of your employees understand your organization – and why is this important?
- ◆ Depending on the answers to these questions, we may be able to help, so take a moment to reflect on the One Page Business Plan.
  1. What are you building?
  2. What purpose does your organization serve?
  3. What will make your organization successful over time?
  4. What is the work that needs to be done?
  5. How will you measure success?



**Fail to plan  
plan to fail**

### Deciding What To Do With Your Organization Then Creating And Implementing Your Successful Transition Strategy

Government leaders know that a government transition involves change in leadership, career transition amongst their workforce, and adapting to program and service changes. How government executives determine the best option for their organization requires sound transition planning.

You can't guarantee that you'll create the best plan – but if you create a clear vision of what you want in a transition, it's more likely you will develop a process that will be successful and that involves all stakeholders—elected officials, department heads, employees, and community members.

Our transition planning process will show you how to guide your organization through a successful transition. The goals of the program will help you –

- ◆ Understand why a successful Transition Process takes time, and why it requires several different types of planning;
- ◆ Understand why and how you need input and support from various types of professional Advisors to plan for and achieve a successful Transition, and help you understand the best way to work with your Advisors—as a collaborative Transition Advisory Team; and
- ◆ Appreciate and understand the complexity of a successful Transition Process.



# The Executive Suite

*Connecting People for Productivity and Profit*

Rutherford Advisors, Inc., DBA The Executive Suite, is a professional recruitment, placement, human resource, and management consulting and coaching firm located in Hyannis, MA. The firm has performed temporary placements, executive and professional, search services in New England and New York since 1983. Located in Hyannis, MA, the current Owner and President of The Executive Suite, Warren Rutherford, purchased the company in April 2009. Warren, as a former Town Manager, has focused the company's efforts on executive and professional search. Warren is the lead consultant for every consulting and search engagement.

Warren has extensive expertise in executive search and has developed a unique search process, person-future fit, which has, as its focus, an understanding of each client's growth strategy, how each executive or professional position will help our client to achieve that strategy, what type of executive or professional will best fit our client's culture and ability to work with other executives and professionals, and, how the selected candidate can fulfill their long-term goals for growth and success.

Warren's 40+ years experience in local government and government consulting uniquely qualifies The Executive Suite for your specific needs.



As a former local official and consultant, Warren worked in municipal government from 1978 to 1997, when he started his private practice, having served as Town Manager in Barnstable, MA, Town Executive in Canton, MA, Administrator in Uxbridge, MA, and Planner/Fiscal Officer/AAO for the MacKinnon Training Center in Southbridge, MA. Warren has taught graduate courses in public administration at Suffolk University and Northeastern University in Financial Administration and Organizational Behavior. He has maintained a municipal and private consulting practice since 1997.

Warren holds a B.A. degree in Political Science from UMASS - Amherst, and an M.P.A. degree, with a concentration in Public Organization and Management, from Northeastern University.



## THE EXECUTIVE SUITE

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Hyannis, MA 02601  
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[wjr@theexecutivesuite.com](mailto:wjr@theexecutivesuite.com)

*Connecting People for Productivity and Profit*

PAGE  
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**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** John C. Carrington, Interim Town Manager  
**Date:** January 27, 2020  
**Re:** Presidents' Day Ceremonial Presentation Planning Subcommittee

---

A handwritten signature in blue ink, appearing to be "JC Carrington", is written over the "From:" line of the header.

**Subject Matter/Background**

Staff has placed this item on the agenda so the Council may appoint members to the planning subcommittee for the Presidents' Day ceremonial presentation.

PAGE  
BREAK

November 24, 2019

Town Council Mansfield Town Hall Mansfield, CT 06268

Dear Council Members,

The Commission on Aging writes this letter to call your attention to an ongoing transportation issue facing many senior citizens in the town of Mansfield: the lack of adequate transportation to and from medical appointments.

The Commission has received reports that Dial-A-Ride is not adequately meeting the medical appointment transportation service needs of our community. Senior citizens in Mansfield have reported that Dial-A-Ride frequently refuses to provide rides for medical appointments because they could not accommodate requested timeframes. If a ride is provided, the wait time after the appointment is not manageable for elderly patients who need timely rides home.

Senior Center staff are doing their best to alleviate this situation. There is one paid driver at the Senior Center who works 19 hours per week. This position was not meant to supplant Dial-A-Ride by taking seniors to medical appointments. Also, when that one driver is engaged elsewhere, there is no other driver. There seems to be a lack of volunteers to drive seniors to their medical appointments. That being said, many volunteers are not willing to drive out of town.

We are advocating for the basic human right to a healthy life. To live healthy lives, seniors who are unable to drive must be able to schedule and attend medical appointments to support their health. We hope you will join us in making the solution to this transportation issue a top priority.

We respectfully request that the Town Council appropriate funds for a forty (40) hour per week driver position at the Senior Center. The primary focus of this position is to provide transportation for medical appointments for Mansfield senior citizens. Of course, this position could cover other needs during downtimes, but medical transportation would be a priority. We wish to include this forty hour paid position in the Senior Center budget process for 2021. On behalf of the senior citizens of the town of Mansfield, we thank you for addressing this matter.

Sincerely,

Laurie McMorrow (2020), 

Bev Korba (2021), 

Don Nolan (2020), 

Joanne Sousa (2021), 

Martina Wharton (2020), 

Will Bigl (2021), 

Dorothea Mercier (2021), 

John Riesen (2020), 

Nancy Trawick-Smith (2020), 



## TOWN OF MANSFIELD MONTHLY REPORT

Sergeant Keith Timme #0196

Month: December 2019

**TOTAL CALLS FOR SERVICE: 680**

Mansfield	December 2019	YTD
Accidents	32	357
Criminal Investigations	40	386
Burglaries	4	13
Larcenies	6	57
Non Reportable Matters	452	5752
<b>Total Arrests</b>	10	177

### Troop C- Tolland County CALLS FOR SERVICE

City	December 2019	Year To Date
Coventry	38	8568
Ashford	178	2255
Willington	413	5581
Vernon	379	5424
Union	455	6638
Somers	681	7936
<b>MANSFIELD</b>	<b>680</b>	<b>8597</b>
Tolland	827	12234
Ellington	1042	13077
<b>TOTAL:</b>	<b>4693</b>	<b>70310</b>

### Town of Mansfield- Motor Vehicle Enforcement

Mansfield	December 2019	Year To Date
Total Traffic Stops	160	2011
DUI's	2	44
Misdemeanor Summons	6	93
Infractions	116	1372
Written Warnings	8	146
Verbal Warnings	32	415

Respectfully Submitted,



Sgt Keith Timme #196





**Storrs Center  
Parking Operation**

**Financial Report  
December 2019**

**15 Lewis Street  
Hartford, Connecticut 06103**



15 Lewis Street  
5th Floor  
Hartford, CT 06103  
Ph 860.522.7641  
Fax 860.524.8249  
www.lazparking.com

Partners In Parking™

January 13, 2020

LAZ Partners – Storrs Center  
15 Lewis Street  
Hartford, CT 06103

**Re: Storrs Center –December 2019 Financial Report**

Dear Mike Kuziak:

Enclosed is the December 2019 financial package for Storrs Center Garage.

Net income for the month was \$23,731.40.

Should you have any questions, please feel free to contact me directly by phone at (860) 522-7641 ext. 7790 or by e-mail at [aadamitskiy@lazparking.com](mailto:aadamitskiy@lazparking.com)

Respectfully,

*Angela Adamitskiy*

Angela Adamitskiy  
Regional Accountant - CT  
Client Reporting Services

REGIONAL OFFICES

Atlanta

Boston

Chicago

Dallas

Hartford

Houston

Los Angeles

Miami

New York

Philadelphia

San Diego

San Francisco

Washington, DC

LAZ Parking Management  
M - 540148 - Storrs Center  
For the Twelve Months Ending December 31, 2019

<b>Assets</b>	
1199 InterOrganizational Clearing Account	16,174.76
<b>Total Assets</b>	<b>16,174.76</b>
<b>Liabilities</b>	
2015 Intercompany	16,174.76
<b>Total Liabilities</b>	<b>16,174.76</b>
<b>Stockholders' Equity</b>	
3200 Paid to Owner	(507,104.59)
3504 Revenue Collected by Owner	(255,314.95)
3700 Retained Earnings	762,419.54
<b>Total Stockholders' Equity</b>	<b>0.00</b>
<b>Total Liabilities &amp; Stockholders' Equity</b>	<b>16,174.76</b>

LAZ Parking Management  
M - 5401AB - Stors Center  
For the Six Months Ending December 31, 2019

	ACTUAL	BUDGET	VARIANCE	% VARIANCE	ACTUAL	YTD BUDGET	YTD VARIANCE	% VARIANCE	ANNUAL BUDGET
<b>REVENUES</b>									
Tolls	18,142.00	26,000.00	(7,858.00)	(30.23%)	91,829.00	134,000.00	(42,171.00)	(31.47%)	277,000.00
Violations	11,760.50	6,000.00	5,760.50	96.01%	10,153.25	36,000.00	(25,846.75)	(71.80%)	72,000.00
Monthly Parking	30,421.92	31,500.00	(1,078.08)	(3.42%)	122,387.67	188,649.95	(66,262.28)	(35.12%)	377,649.95
<b>Gross Revenue</b>	<b>60,324.42</b>	<b>63,500.00</b>	<b>(3,175.58)</b>	<b>(5.00%)</b>	<b>224,369.92</b>	<b>358,649.95</b>	<b>(134,280.03)</b>	<b>(37.44%)</b>	<b>726,649.95</b>
Sales Tax	(3,600.97)	(2,960.51)	(640.46)	(21.63%)	(13,346.62)	(17,763.06)	(4,416.44)	(24.86%)	(35,526.12)
<b>Net Revenue</b>	<b>56,723.45</b>	<b>60,539.49</b>	<b>(3,816.04)</b>	<b>(6.30%)</b>	<b>211,023.30</b>	<b>340,886.89</b>	<b>(129,863.59)</b>	<b>(38.10%)</b>	<b>691,123.83</b>
<b>OPERATING EXPENSES</b>									
Payroll	10,666.48	10,932.38	(265.90)	(2.43%)	38,297.59	71,060.47	(32,762.88)	(46.11%)	142,120.94
Workers Compensation Insurance	1,355.76	1,426.68	(70.92)	(4.97%)	5,022.56	9,273.41	(4,250.85)	(45.84%)	18,546.82
Health Insurance	(15.82)	499.61	(515.43)	(103.17%)	1,440.78	3,247.46	(1,806.68)	(55.63%)	6,494.52
Dental Insurance	1,272.33	1,888.99	(616.66)	(32.69%)	5,189.32	10,211.32	(5,022.00)	(49.17%)	20,422.64
401K Match	67.22	381.29	(314.07)	(46.24%)	1,183.32	2,211.32	(1,028.00)	(46.49%)	4,422.64
Data Processing Fees	0.00	163.99	(163.99)	(100.00%)	104.84	1,065.93	(961.09)	(90.16%)	2,131.86
Vehicle	48.29	0.00	48.29	0.00%	208.51	0.00	208.51	0.00%	0.00
Utilities	60.98	4,783.00	(4,722.02)	(98.73%)	20,027.76	26,698.00	(6,660.24)	(29.99%)	57,396.00
Maintenance	1,567.77	2,682.08	(1,114.31)	(41.55%)	9,797.19	30,000.00	(20,202.81)	(67.34%)	54,000.00
Office Supplies	63.93	1,000.00	(936.07)	(93.61%)	3,383.01	6,600.00	(3,216.99)	(48.74%)	13,200.00
Elevator Maintenance	0.00	1,100.00	(1,100.00)	(100.00%)	0.00	800.00	800.00	(100.00%)	1,200.00
Uniforms	0.00	0.00	0.00	0.00%	480.00	750.00	(270.00)	(36.00%)	1,500.00
Licenses and Permits	0.00	125.00	(125.00)	(100.00%)	0.00	0.00	0.00	0.00%	0.00
Printing	25.00	25.00	0.00	0.00%	1,261.41	1,261.41	0.00	0.00%	2,522.82
Shops Supplies	172.46	167.00	5.46	3.27%	679.14	1,002.00	(322.86)	(32.24%)	2,004.00
Office Equipment	1,855.76	1,224.35	631.41	51.57%	5,466.24	7,346.10	(1,879.86)	(25.59%)	14,692.20
Credit Card Fees	0.00	177.00	(177.00)	(100.00%)	0.00	1,062.00	(1,062.00)	(100.00%)	2,124.00
Payroll Fees	484.02	775.00	(290.98)	(37.60%)	1,984.79	4,650.00	(2,665.21)	(57.10%)	9,300.00
Telephone	30.00	0.00	30.00	0.00%	382.87	0.00	382.87	0.00%	0.00
Security	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%	0.00
Incentive Fee	0.00	431.33	(431.33)	(100.00%)	0.00	2,587.98	(2,587.98)	(100.00%)	5,175.96
Management Fee	1,284.00	652.74	(631.26)	(96.73%)	5,176.00	3,517.77	(1,658.23)	(32.03%)	6,350.01
Insurance - GL	916.71	1,058.15	(141.44)	(13.37%)	7,764.00	15,528.00	(7,764.00)	(50.00%)	31,056.00
Insurance - SCL	0.00	0.00	0.00	0.00%	985.98	0.00	985.98	0.00%	0.00
Insurance - Other	11,436.00	3,500.00	7,936.00	228.74%	0.00	3,500.00	(3,500.00)	(100.00%)	26,000.00
Tickets/Cards	0.00	0.00	0.00	0.00%	0.00	600.00	(600.00)	(100.00%)	1,200.00
Professional Services	24.15	0.00	24.15	0.00%	(517.94)	0.00	517.94	0.00%	0.00
Advertising	165.00	165.00	0.00	0.00%	1,686.50	1,686.50	0.00	0.00%	3,373.00
Marketing - Equipment	139.00	261.00	(122.00)	(87.70%)	792.59	1,520.98	(728.39)	(47.89%)	3,041.96
Call Center Operations	800.00	800.00	0.00	0.00%	3,331.44	4,820.00	(1,488.56)	(30.67%)	9,600.00
State Taxes	0.00	82.17	(82.17)	(100.00%)	278.34	493.02	(214.68)	(43.37%)	986.04
Personal Property Taxes	278.34	0.00	278.34	0.00%	0.00	0.00	278.34	0.00%	0.00
<b>Total Operating Expenses</b>	<b>32,992.05</b>	<b>35,082.78</b>	<b>(2,090.73)</b>	<b>(5.96%)</b>	<b>110,435.83</b>	<b>203,694.81</b>	<b>(93,258.98)</b>	<b>(45.79%)</b>	<b>443,475.09</b>
<b>Net Income</b>	<b>23,731.40</b>	<b>25,456.71</b>	<b>(1,725.31)</b>	<b>(6.78%)</b>	<b>100,587.47</b>	<b>137,192.08</b>	<b>(36,604.61)</b>	<b>(26.66%)</b>	<b>247,648.74</b>

LOZ Parking Management  
M - 540148 - Storrs Center  
For the Six Months Ending December 31, 2019

	YEAR						
	July	August	September	October	November	December	TO - DATE
<b>REVENUES</b>							
Transient Parking	11,721.00	20,587.00	29,134.00	30,387.00	22,785.00	18,142.00	132,756.00
Violations	0.00	0.00	10,153.25	0.00	0.00	11,760.50	21,913.75
Monthly Parking	30,512.68	30,565.18	30,706.92	30,602.89	30,700.00	30,421.92	183,516.51
<b>Gross Revenue</b>	<b>42,233.68</b>	<b>51,152.18</b>	<b>69,994.17</b>	<b>60,989.89</b>	<b>53,491.92</b>	<b>60,324.42</b>	<b>338,186.26</b>
Sales Tax	(2,521.71)	(3,054.22)	(4,129.08)	(3,641.61)	(3,193.01)	(3,600.97)	(20,140.60)
<b>Net Revenue</b>	<b>39,711.97</b>	<b>48,097.96</b>	<b>65,865.09</b>	<b>57,348.28</b>	<b>50,298.91</b>	<b>56,723.45</b>	<b>318,045.66</b>
<b>OPERATING EXPENSES</b>							
Payroll	8,994.51	10,749.10	8,444.23	10,109.75	10,927.00	10,666.48	59,891.07
Payroll Taxes	776.19	1,222.12	1,394.53	1,629.72	1,769.75	1,355.76	8,148.07
Workers Compensation Insurance	84.55	412.39	435.22	508.62	94.24	(15.82)	1,519.20
Health Insurance	1,275.33	1,275.33	1,275.33	1,275.33	1,275.33	1,275.33	7,651.98
401K Company Match	101.93	231.09	63.96	92.30	99.39	92.22	680.89
Data Processing Fees	52.42	52.42	0.00	0.00	0.00	0.00	104.84
Vehicle	63.94	42.10	51.26	51.21	0.00	48.29	256.80
Utilities	155.26	57.34	0.00	19,880.16	2.44	60.98	20,156.18
Maintenance	0.00	304.62	6,359.57	3,310.00	865.00	1,904.77	12,743.96
Operating Supplies	0.00	51.64	0.00	738.28	670.01	63.91	1,523.84
Elevator Maintenance	0.00	1,100.70	80.91	2,201.40	1,100.70	0.00	4,483.71
Licenses and Permits	480.00	0.00	0.00	0.00	0.00	0.00	480.00
Office Supplies	1,007.50	0.00	0.00	278.11	54.64	54.64	1,394.89
Bank Fees	159.04	168.07	174.26	177.77	176.63	172.46	1,028.23
Credit Card Fees	927.68	966.28	1,544.31	2,027.97	2,265.22	1,855.76	9,587.22
Telephone	585.08	625.03	714.28	70.40	35.03	494.02	2,523.84
Cell Phone	232.37	0.00	0.00	516.64	494.02	35.02	1,278.05
Signage	0.00	0.00	0.00	382.87	0.00	0.00	382.87
Management Fee	1,294.00	1,294.00	1,294.00	1,294.00	1,294.00	1,294.00	7,764.00
Sweeper	0.00	0.00	0.00	0.00	8,000.00	0.00	8,000.00
Insurance - GKL	1,095.00	1,095.00	1,095.00	1,095.00	462.22	916.71	5,758.93
Computer	0.00	0.00	995.98	0.00	0.00	0.00	995.98
Snow Removal	0.00	0.00	0.00	0.00	0.00	11,436.00	11,436.00
Professional Services	54.74	54.74	(627.42)	0.00	85.86	24.15	(407.93)
Depreciation - Equipment	191.89	191.90	191.90	191.90	179.02	179.03	1,125.64
Call Center Operations	800.00	820.64	800.00	910.80	669.76	800.00	4,801.20
State Taxes	82.00	0.00	0.00	0.00	0.00	0.00	82.00
Personal Property Taxes	278.34	0.00	0.00	0.00	0.00	278.34	556.68
<b>Total Operating Expenses</b>	<b>18,691.77</b>	<b>20,714.51</b>	<b>24,287.32</b>	<b>46,742.23</b>	<b>30,520.26</b>	<b>32,992.05</b>	<b>173,948.14</b>
<b>Net Income</b>	<b>21,020.20</b>	<b>27,383.45</b>	<b>41,577.77</b>	<b>10,606.05</b>	<b>19,778.65</b>	<b>23,731.40</b>	<b>144,097.52</b>

LAZ Parking Management  
M - 540148 - Sterns Center  
For the Six Months Ending December 31, 2019

	Current December	Prior December	Variance	Current YTD	Prior YTD	Variance
<b>REVENUES</b>						
Transient Parking	18,142.00	19,529.00	(1,387.00)	80,108.00	133,319.06	(53,211.06)
Violations	11,760.50	24,560.60	(12,800.10)	10,153.25	41,761.10	(31,607.85)
Monthly Parking	30,421.92	35,339.01	(4,917.09)	91,874.99	186,953.81	(95,078.82)
<b>Gross Revenue</b>	<b>60,324.42</b>	<b>79,428.61</b>	<b>(19,104.19)</b>	<b>182,136.24</b>	<b>362,033.97</b>	<b>(179,897.73)</b>
Sales Tax	(3,600.97)	(4,743.00)	1,142.03	(10,824.91)	(21,616.00)	10,791.09
<b>Net Revenue</b>	<b>56,723.45</b>	<b>74,685.61</b>	<b>(17,962.16)</b>	<b>171,311.33</b>	<b>340,417.97</b>	<b>(169,106.64)</b>
<b>OPERATING EXPENSES</b>						
Payroll	10,666.48	9,642.34	1,024.14	29,303.08	55,751.13	(26,448.05)
Payroll Taxes	1,355.76	818.46	537.30	4,246.37	5,221.33	(974.96)
Workers Compensation Insurance	(15.82)	433.90	(449.72)	1,356.23	2,508.79	(1,152.56)
Health Insurance	1,275.33	1,759.74	(484.41)	3,825.99	10,174.58	(6,348.59)
401K Company Match	92.22	302.77	(210.55)	387.35	1,750.58	(1,363.23)
Data Processing Fees	0.00	128.00	(128.00)	52.42	768.00	(715.58)
Vehicle	48.29	0.00	48.29	144.57	259.55	(114.98)
Utilities	60.98	11,636.20	(11,575.22)	19,937.50	23,434.24	(3,496.74)
Maintenance	1,904.77	670.01	1,234.76	9,574.19	16,755.58	(6,781.39)
Operating Supplies	63.91	44.55	19.36	789.92	907.29	(117.37)
Elevator Maintenance	0.00	2,131.40	(2,131.40)	3,383.01	13,409.04	(10,026.03)
Dues	0.00	313.53	(313.53)	0.00	313.53	(313.53)
Office Supplies	54.64	75.05	(20.41)	278.11	168.34	109.77
Bank Fees	172.46	175.22	(2.76)	520.10	1,113.97	(593.87)
Credit Card Fees	1,855.76	1,941.51	(85.75)	4,538.56	9,075.12	(4,536.56)
Telephone	494.02	715.73	(221.71)	1,409.71	3,543.56	(2,133.85)
Cell Phone	35.02	0.00	35.02	516.64	0.00	516.64
Signage	0.00	0.00	0.00	382.87	0.00	382.87
Incentive Fee	0.00	961.00	(961.00)	0.00	4,322.25	(4,322.25)
Management Fee	1,294.00	1,293.75	0.25	3,882.00	7,762.50	(3,880.50)
Power Washing	0.00	0.00	0.00	0.00	5,955.60	(5,955.60)
Insurance - GKL	916.71	720.00	196.71	3,285.00	4,320.00	(1,035.00)
Computer	0.00	0.00	0.00	995.98	0.00	995.98
Snow Removal	11,436.00	2,244.52	9,191.48	0.00	(4,635.26)	4,635.26
Tickets/Cards	0.00	0.00	0.00	0.00	883.12	(883.12)
Professional Services	24.15	0.00	24.15	(572.68)	715.32	(1,288.00)
Administrative Expense	0.00	214.59	(214.59)	0.00	1,443.12	(1,443.12)
Depreciation - Equipment	179.03	0.00	179.03	575.70	0.00	575.70
Call Center Operations	800.00	800.00	0.00	2,531.44	4,800.00	(2,268.56)
Fire/Sprinkler	0.00	105.00	(105.00)	0.00	105.00	(105.00)
State Taxes	0.00	140.40	(140.40)	0.00	750.74	(750.74)
Personal Property Taxes	278.34	0.00	278.34	0.00	547.82	(547.82)
<b>Total Operating Expenses</b>	<b>32,592.05</b>	<b>37,267.67</b>	<b>(4,275.62)</b>	<b>91,744.06</b>	<b>172,124.84</b>	<b>(80,380.78)</b>
<b>Net Income</b>	<b>23,731.40</b>	<b>37,417.94</b>	<b>(13,686.54)</b>	<b>79,567.27</b>	<b>168,293.13</b>	<b>(88,725.86)</b>

**Sara-Ann Chaine**

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**From:** Earl <earlhenrichon@yahoo.com>  
**Sent:** Monday, January 13, 2020 3:00 PM  
**To:** Town Clerk  
**Subject:** A teacher's thoughts on the SRO discussion

I know there will be much discussion on this topic, which is understandable. While I understand there was an issue with communication to the council and others in a decision making position, and how this would definitely create frustration...I am worried that the response will be way too immediate, and with consequences for many people (and towns) that were not involved in any of that. I understand revisiting the issue, but I do not understand why waiting until the school year is finished, so that data can be examined is not the best option. Our school community feels like there has been such a positive impact of the SRO officers here. From the students having people around to help them and feel safer, to the admin getting to focus on important school issues other than just constant discipline issues, the impact has been felt by all. I would ask for a compromise that allows for a longer more appropriate discussion to take place, rather than a rash decision that has such an immediate and jarring impact, with likely many unintended consequences as well.

Thank you  
Earl Henrichon



13 January 2020

Dear Mansfield Town Council Members,

Thank you for your service and for allowing me to address you today on one of your agenda topics.

I have been a member of the Regional School District 19 since 2011 as a representative for the town of Mansfield. Previously, I taught French and Spanish for over 32 years at E. O. Smith and was chair of the World Language Department for six. My four children all graduated from E. O. Smith. Thus, I have a long association with the school, but it is as a board member that I address you this evening. The personnel committee is recommending termination of the School Resource Officer (SRO) position who is considered an employee of the town, as per state statutes, as regional schools cannot hire police officers. The Regional District is responsible for vetting, hiring and paying the SRO, even as that person is technically an employee of the town where the district's school is located. (So, they cannot be an employee in Ashford or Willington). Supervision and training is also a provenance of the resident state trooper program which adds a higher level of responsibility.

When Superintendent Krieger recommended hiring an SRO who had previously been a police officer, a number of our board members (including myself) were not wholly in agreement that such a hire was necessary. However, after hearing her recommendation for such a position, and the qualifications necessary, I for one, changed my mind. As a board, we are responsible for the safety of all our students, and it is very unfortunate that today, in 2020, due to societal changes, we need to use all resources available to ensure that our students are safe. Since the two officers (they share a part-time position) have been in the school this year, students, parents and faculty have seen a reduction in the number of incidents that often lead to suspension or expulsion. Simply the lack of vaping incidents is an indication of their influence – perhaps as a deterrent for some students, but also because of the SRO's relationship with the students. Our own liability as a board is lessened because of their training and skill. (Armed security personnel are not police officers and are not able to make arrests. They have only made one arrest this school year as of today.)

I ask that you not terminate the SRO at the high school – such a move will potentially affect students, who have developed an understanding of the role of the SRO at the school, as well as increase the liability of the board in that it reduces a safe and secure learning environment of our school.

Thank you.

Sincerely,

  
Nancy Silander

30 Silver Falls Lane

Storrs, CT 06268





Town of Mansfield  
Office of the Town Manager

John C. Carrington  
Interim Town Manager

January 16, 2020

Mr. William Okeson  
61 Northwood Road  
Mansfield, CT 06268

**Re: Appointment to Economic Development Commission**

Dear Mr. Okeson:

This letter is to confirm your appointment to the Economic Development Commission for a three-year term, effective January 16, 2020 through April 26, 2023.

I trust that you will find the work of the Commission to be rewarding and I greatly appreciate your willingness to serve our community.

Please do not hesitate to contact me with any questions regarding your re-appointment.

Sincerely,

A handwritten signature in blue ink, appearing to read "JC Carrington", with a long horizontal line extending to the right.

John C. Carrington  
Interim Town Manager

Cc: Town Council  
Sara-Ann Chaine, Town Clerk





# Access Community Action Agency

*Partnering to Fight Poverty*

## Who we are

### Mission Statement:

To provide under resourced individuals, families, and communities with access to opportunities that empower them to achieve and sustain economic stability.



### Access to Food & Housing

- Access Senior Housing
- Affordable Housing Program
- Case Management/HSI
- Child and Adult Care Food Program (CACFP)
- Emergency Shelter
- Food Pantry
- Next Steps Supportive Housing
- Rapid Re-Housing (RRH)
- Supportive Housing for Families
- Women, Infants, and Children Nutrition Program (WIC)

### Visit us on the web:

[www.accessagency.org](http://www.accessagency.org)

### Access to Jobs & Self-Reliance

- Access to Employment
- Energy Assistance
- Crossroads

### Case Management Services:

The goal of Case Management is to provide necessary comprehensive, coordinated services to customers in the most efficient, effective way possible. Services include but are not limited to:

- Performing a **family and situation assessment** including identification of customer strengths and challenges.
- Referring customers to **Eligibility Services** and other programs of the Department of Social Services (DSS), the Bureau of Rehabilitative Services (BRS), the Department of Labor, etc.
- **Assisting in resolving utility shut-off issues**, including but not limited to referrals to Operation Fuel, Nu Start Program, energy assistance and advocating with utility companies.
- **Providing crisis intervention services** including meeting basic needs such as food, clothing, medical, housing, etc.
- **Providing supportive housing services** for individuals living in a homeless shelter.
- **Providing intense case management** for individuals and families moving from the homeless shelter.
- **Empowering** individuals and families to become self-reliant.

Willimantic: 1315 Main Street, Suite 2, Willimantic, CT 06226, (860) 450-7400  
 Danielson: 231 Broad Street, Danielson, CT 06239, (860) 412-1600



# Access Community Action Agency

La Asociación para luchar la pobreza

## Quiénes somos

### Nuestra misión:

Proporcionar a las personas, familias y comunidades con recursos escasos acceso a oportunidades que les permitan alcanzar y mantener la estabilidad económica.



## Acceso a Alimentos & Vivienda

- Acceso a una vivienda Senior
- Vivienda asequible programa
- Programa de Atención Individualizada
- Refugio de Emergencia
- Asistencia de Energía
- CACFP (programa de alimentos de cuidado de niños & adulto)
- WIC (mujeres, lactantes & niños)
- Bancos de Alimentos
- Siguiendo Paso Vivienda Apoya
- Apoyo a la Vivienda para las Familias

## Visítenos en la página web:

[www.accessagency.org](http://www.accessagency.org)

## Acceso a Empleos & Autosuficiencia

- Acceso al Empleo
- Encrucijada adolescente Grupo Casa

## Case Management Services (Administración de caso):

La meta de "Case Management" es proporcionar un coordinado, extenso y necesario servicio a nuestros clientes de la manera más eficiente y efectiva posible. Los servicios incluyen pero no se limitan a:

- Realizar un **studio de la situación familiar** incluyendo identificación de las fortalezas y debilidades.
- **Hacer los referidos a servicios** y programas del Departamento de Servicios Sociales (DSS), de la Oficina de Servicios de Rehabilitación (BRS), del Departamento del Trabajo, etc.
- **Asistir resolviendo problemas con "shut-off"**, incluyendo sin limitaciones referidos a "Operation Fuel", "Nu Start Program", "energy assistance" y representando ante las compañías de servicios públicos.
- **Proveer servicios de intervención de crisis** incluyendo necesidades básicas como alimentos, ropa, servicio médico, vivienda, etc.
- **Proveer servicios de soporte para vivienda** a individuos viviendo en refugios.
- **Proveer manejo intensivo de la situación** a individuos y familias que salen de los refugios.
- **Fortalecer** individuos y familias para que obtengan y permanezcan autosuficientes.

Willimantic: 1315 Main Street, Suite 2, Willimantic, CT 06226, (860) 450-7400

Danielson: 231 Broad Street, Danielson, CT 06239, (860) 412-1600



Gregory Haddad  
Board Chair

Peter S. DeBiasi  
President/CEO

### Access Community Action Agency Service Profile for the Town of Mansfield

Program	Description	Households Served
<b>Crisis Intervention</b>	Emergency Services, Emergency Food Bank, Landlord/Tenant Mediation, Case Management	52
<b>Energy Assistance</b>	Heat Assistance Dollars Spent <b>\$181,702</b>	241
<b>Supplemental Assistance</b>	Woman, Infants, and Children Nutrition Program (WIC) <b>\$15,856</b>	69
	Child and Adult Care Food Program (CACFP) <b>\$5,428</b>	25
<b>Mansfield Allocations</b>	<b>2019 Allocation: \$1,500</b> <b>2018 Allocation: \$0</b> <b>2017 Allocation: \$0</b>	<b>Total Households Served:</b> 387



# DEMENTIA CONVERSATIONS

An education program presented by the Alzheimer's Association®



When someone shows signs of dementia, it's time to talk. Often, conversations with family about changing behaviors can be challenging and uncomfortable. This program offers tips on how to have honest and caring conversations to address some of the most common issues.

**Topics covered in the program include:**

- » Going to the doctor
- » Deciding when to stop driving
- » Making legal and financial plans

**DATE: February 4th, 2020**  
**TIME: 5:30pm - 7:30 pm**  
**Mansfield Senior Center**  
**303 Maple Road, Storrs Mansfield, CT**  
**06268**  
**RSVP: Skye Budney,**  
**Budneys@mansfieldct.org,**  
**860-487-9870**

Visit [alz.org/CRF](https://www.alz.org/CRF) to register online and explore additional education programs in your area.

alzheimer's  association®





THE LEAGUE OF WOMEN VOTERS OF NORTHEASTERN CONNECTICUT

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January 13, 2020

FOR IMMEDIATE RELEASE

*Please announce in advance of the event (Feb. 1<sup>st</sup>).*

CONTACT:

Karen Greer, Publicity LWVNECT

(860) 742-0621

karen\_greer@earthlink.net

or

Sarah Taylor, Mansfield Senior Center

(860) 487-9874

taylors@mansfieldct.org

### **Meet State Senators and Representatives at Legislative Breakfast on February 1<sup>st</sup>**

The League of Women Voters of Northeastern Connecticut and the Mansfield Senior Center will host a Legislative Breakfast at 9:00 AM on Saturday, February 1<sup>st</sup> at the Mansfield Senior Center. The public is invited to hear members of the State House and Senate discuss their legislative priorities for the upcoming session and answer questions from the audience. The cost of the breakfast is \$10. To register, please contact the Mansfield Senior Center by January 23<sup>rd</sup>.

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