

Board of Selectmen  
Regular Meeting

November 7, 2018  
4:30 P.M. Town Hall

RECEIVED FOR RECORD  
KENT TOWN CLERK

2018 NOV 16 A 10:56

BY *J. Bradley*  
TOWN CLERK

Present: Bruce Adams, Chris Garrity and Jeff Parkin.

Also present: Cathy Awward, Catherine Bachrach, David Bain, Jim Blackketter, Darlene Brady, John Casey, Jennifer Dubray, Alan Gawel, Sean Gilson, John Grant, Donna Hayes, Hedy Kinney, Rick Osborne, Mike Petrone, Matt Starr and Lynn Worthington.

Mr. Adams called the meeting to order at 4:30 p.m.

**Approval of Minutes:**

Mr. Adams made a motion to approve the following Board of Selectmen's minutes, as submitted:

October 2, 2108	Special Meeting
October 2, 2018	Regular Meeting

Mr. Garrity seconded the motion and the motion carried.

Mr. Adams made a motion to approve the following Board of Selectmen's minutes, as submitted:

October 18, 2018	Special Meeting
October 22, 2018	Special Meeting

Mr. Parkin seconded the motion and the motion carried.

Mr. Adams made a motion to amend the October 29, 2108 Board of Selectmen's Special meeting minutes, to read as follows:

Mr. Adams reported that the employee was notified of the meeting. The employee did not respond to the notification.

Mr. Garrity seconded the motion and the motion carried.

Mr. Adams made a motion to approve the October 29, 2018 Board of Selectmen's Special meeting minutes, as amended. Mr. Parkin seconded the motion and the motion carried.

**Public Communication:**

**Oral:**

Sean Gilson stated that he has written several letters and had several conversations with the First Selectman and the Highway Foreman regarding his concerns with the Kenico Road project. Mr. Gilson stated that some of his concerns are the water flow on his property after the blasting, the slope and the height of the road. He added that he has had a biologist on his property to test the land. He also expressed his concerns regarding the style of guide rails. Mr. Adams assured him that Mr. Osborne is aware of all of the concerns and is making every effort to ensure the end product will be safe as well as esthetically pleasing.

Mike Petrone of the Kent Ambulance stated that he would like the Board of Selectmen to take \$50,000 from the budget surplus from last year and purchase a power loader for the Kent Ambulance. He stated the quote is based on a demo unit that is currently available. Mr. Petrone stated that the while the Town does provide financial assistance

to KVFD, it is not enough. Mr. Garrity stated that he has a concern with the timing of the request. Mr. Garrity also explained that the Board of Selectmen cannot approve a request of \$50,000. It would have to go to a Town Meeting. Mr. Garrity stated that he would like to propose that Mr. Petrone be added as the eighth member of the newly created KVFD Financial Review Committee. Mr. Garrity suggested that they take the money for the power lift from the Aiken Fund and when they have a shortfall for the next ambulance purchase, they come to the Town with a request for those funds. Mr. Petrone stated that he is not sure that the Aiken Fund can be used for equipment or just for actual ambulances. Mr. Petrone stated that he would take his request to the Board of Finance.

Alan Gawel stated that KVFD is looking for access to the river from Kent Center School. There was such a road but fences and gates have been added. Mr. Gawel added that the ramp will need to be repaired too.

**Written:**

Mr. Adams stated that there were three written reports, attached:

- October 31, 2018 Staff Report from Donna Hayes
- October 31, 2018 Senior activities report from Lesly Ferris
- October 31, 2018 e-mail from Matt Starr regarding the 5<sup>th</sup> Annual Town Report

Mr. Adams stated that he was a speaker at the Informal Club's meeting and spoke about Town issues, the 5<sup>th</sup> Annual Town Report

**Report of First Selectman:**

Mr. Adams reported on some of the things he did in the month of October:

- Met with new CIRMA rep
- Filled in at Transfer Station
- Met with United Way rep
- Senior Lunch – every Friday
- KCS Grandparents Day
- Kent Cricket Valley Energy Group
- Charlie Taylor – KCS tech guy
- KCS guest reader
- Gilmore Girls weekend
- TIF meeting
- Conference call with Lee Palmer & Randi Frank
- Met with CCM rep
- E-waste pick-up
- Drug Take Back Day
- Parking at the Pumpkin Run

Meetings covered by the BOS - Group or individual:

- Safety Committee – Bruce

- Fiber optic in Kent – Bruce & Chris
- Monthly COG – Bruce
- BOF – Bruce
- Management Review – Full BOS
- BOS – Bruce & Chris

**Police Report:**

Trooper Fisher continues to be actively involved even when not on duty. He did an exemplary job setting up parking for the Gilmore Girls weekend and for the Pumpkin Run. Both large events went very smoothly and safe.

**Report of Selectmen:**

Mr. Garrity had nothing to report.  
MR. Parkin had nothing to report.

**Report of Treasurer:**

Mrs. Herbst did not attend the meeting but provided a written report, attached.

**Tax Refunds:**

Mr. Garrity made a motion to approve the following three tax refunds, as submitted.

- |                 |          |
|-----------------|----------|
| • Vault Trust   | \$317.17 |
| • Vault Trust   | \$ 84.67 |
| • Rider, Carl D | \$ 28.13 |

Mr. Parkin seconded the motion and the motion carried.

**Employee(s) report(s) on Seminar/workshops:**

Lesly Ferris attended the Connecticut Recreation and Parks Association Fall Quarterly on October 3, 2018. She provided a written report (attached).

**Northwest Regional Workforce Investment Board;**

Mr. Adams stated that Cathy Awward, the Executive Director, was present to provide additional information regarding the NW Regional Workforce Investment Board Agreement. Ms. Awward provided an additional handout (attached) regarding the program. She stated that 48 Kent residents benefited from the program. Mr. Parkin stated that he would like to speak to the people who benefited from the program. Ms. Awward extended an invitation to the Board to come to her office and see how it works. She also took full responsibility for the Board of Selectmen not having enough information about the program. She stated that she would provide the Selectmen with quarterly newsletter. Mr. Garrity made a motion to accept and endorse the Workforce Investment Board agreement, as submitted, and authorize First Selectman Adams to sign the agreement.

**2019 Regular BOS meeting schedule:**

Mr. Adams stated that there are two dates on the 2019 BOS Regular Meeting Schedule that need to be moved due to one holiday and Election Day.

Mr. Parkin made a motion to hold the January 2019 BOS Regular Meeting on Tuesday, January 8, 2019 at 4:30 p.m. Mr. Adams seconded the motion and the motion carried.

Mr. Parkin made a motion to hold the November 2019 BOS Regular Meeting on Wednesday, November 6, 2019 at 4:30 p.m. Mr. Adams seconded the motion and the motion carried.

Mr. Parkin made a motion to accept the BOS 2019 Regular Meeting Schedule, as revised (attached).

**Five-Year Capital Plan:**

Mr. Adams stated that the Board of Selectmen received a current Five-Year Capital Plan that reflects the current requests. Mr. Adams noted that the Plan does not reflect KVFD requests; it was just submitted prior to the meeting. He added that KCS has not submitted a request to date. The Board of Selectmen agreed to schedule a Special Meeting to discuss the Five-Year Capital Plan on Wednesday, November 28, 2018 at 4:30 p.m. Mr. Adams will advise the departments that have requests of the meeting.

**Appointments:**

Mr. Adams stated that several appointments that have expired and/or are soon to expire. Mr. Parkin asked if the appointments have been posted. Mrs. Hayes stated that longevity is helpful on the boards/commissions she works for. Mr. Garrity stated that it is difficult to get volunteers. Mrs. Brady stated that she will create a "Vacancy tab" on the website. Mr. Parkin made a motion to approve the "Vacancy Tab" on the website. Mr. Adams seconded the motion and the motion carried.

Mr. Adams made a motion to approve the following appointments:

Housatonic River Comm. – alt.	Steve Robey	3 yr. term	10/31/21
Housatonic River Comm.	Jesse Klingebiel	3 yr. term	10/31/21
NW Regional Tourism District	Tim Good	3 yr. term	10/31/21
Animal Control Officer	Lee Sohl	1 yr. term	11/30/19
Animal Control Officer – Asst.	James Sohl	1 yr. term	11/30/19
Tree Warden	Bruce Bennett	1 yr. term	11/30/19
Conservation Comm.	Rick Levy	3 yr. term	12/6/21
Conservation Comm.	Wendy Murphy	3 yr. term	12/6/21

Mr. Parkin seconded the motion and the motion carried.

Mr. Garrity suggested that someone from the ambulance side be appointed to the KVFD Financial Review Committee. Mr. Adams made a motion to appoint Gwen Price to the KVFD Financial Review Committee. Mr. Parkin seconded the motion and the motion carried.

Mr. Garrity made a motion to appoint Anthony DiPentima to the Board of Assessment Appeals to the existing position that will expire in November of 2019. Mr. Adams seconded the motion. Mr. Adams and Mr. Garrity voted yes and Mr. Parkin abstained. The motion carried.



**Streetscape:**

John Casey of the Streetscape Committee provided the BOS with a packet outlining the proposed costs for sidewalk project. Mr. Casey stated that the \$500,000 grant would expire in December of 2019. Mr. Parkin stated that based on the proposal, the project options are based on the materials. Mr. Adams stated that the DOT saved the Town \$80,000 by doing the handicap assessable transitions at the crosswalks. Mr. Parkin stated that the presentation needs to be clear and concise before the Board of Selectmen can endorse it to go to a Town Meeting. Mr. Garrity stated that he would like to see three options in the presentations. The BOS asked that the Streetscape Committee bring a revised proposal to them at the November 28, 2018 BOS Special Meeting.

**Management Review:**

Mr. Parkin stated that he identified several points that need to be address from the Management Review:

- Highway Foreman – comp time  
The BOS determined they need more information regarding comp time
- Tax Collector – hours  
The BOS agreed to discuss the hours with Ms. Devaux
- Administrative Assistant - responsibilities  
The BOS agreed to meet with the employees mentioned in the Management review
- Social Services Director  
The BOS agreed to meet with the employees mentioned in the Management review
- Land Use Administrator  
The BOS agreed to meet with the employees mentioned in the Management review
- Regular Department Head meeting - one Selectman not full board to meet monthly/quarterly

Mr. Adams confirmed that he did receive the corrections to the written Management Review document. The BOS agreed to warn a meeting on Friday, November 9, 2018 to talk to the following four employees:

- Rick Osborne
- Donna Hayes
- Leah Pullaro
- Joyce Kearns

**2018 BOS Goals:**

The all department/board/commission meeting has been scheduled for Tuesday, December 4, 2018 at 7:00 p.m.

**Speed signs:**

Mr. Osborne will install the signs in the near future.

**Tax Collector written procedure:**

The tax collector did not attend the meeting and did not provide a written report.

**Park and Rec Director Job Description:**

Mr. Adams stated that he e-mailed the Park and Rec Commission Chairman to discuss the Park and Rec Director's job description and duties and has not heard back to date.

Mr. Parkin made a motion to adjourn the meeting at 7:51 p.m. Mr. Garrity seconded the motion and the motion carried.



Joyce Kearns  
Administrative Assistant

*These are draft minutes and the Board of Selectmen at the subsequent meeting may make corrections. Please refer to subsequent meeting minutes for possible corrections and approval of these minutes*

## AGENDA

BOARD OF SELECTMEN  
REGULAR MEETING

November 7, 2018  
4:30 P.M. TOWN HALL

### **Regular Meeting**

1. **Call to order**
2. **Approval of Minutes**
  - a. October 2, 2018 Special Meeting
  - b. October 2, 2018 Regular Meeting
  - c. October 18, 2018 Special Meeting
  - d. October 22, 2018 Special Meeting
  - e. October 29, 2018 Special Meeting
3. **Public Communication**
  - a. Oral
  - b. Written
4. **Report of First Selectman**
5. **Report of Selectmen**
6. **Report of Treasurer**
7. **Tax Refunds**
8. **Employee(s) report(s) on Seminar/workshops**
9. **New Business**
  - a. NW Regional Workforce Investment Board agreement. Cathy Awwad-Executive Director
  - b. 2019 Regular BOS meeting schedule
  - c. Five-Year Capital Plan
  - d. Appointments
  - e. Streetscape
10. **Old Business**
  - a. Management Review
  - b. 2018 BOS Goals
  - c. Speed signs
  - d. Tax Collector written procedure
  - e. Park and Rec Director Job Description

"An equal opportunity employer and service provider."



## TOWN OF KENT LAND USE OFFICE

### STAFF REPORT

DATE: October 31, 2018

FROM: Donna Hayes, CZEO

---

#### Building Department:

- Permits Issued: 42 (October)
- Total Construction value: \$1,155,257 (October)
- Fees: \$7,740
- Longtime Building Official, William Jenks, retired from Kent at the end of September/beginning of October. Joseph Manley, was appointed as the Building Official until July 1, 2019.

#### Planning & Zoning:

- Permits Issued: 2 (October)
- Certificates of Compliance Issued: 0 (October)
- Applications before the Commission: (October)
  - Application #81-18C, Mark G. Smith, P.E. for MKN Property Holdings, LLC, 5 South Main Street, addition, new pumps and tanks, Map 19 Block 12 Lot 5.
    - The applicant did not show up at the October meeting so the application was continued to the next meeting. Parking issues and the actual size of the addition will be discussed.
  - Application #'s 91-18C and 92-18SP, The South Kent School, 0 Bulls Bridge Road, installation of scoreboard and concrete slab for covered benches, Map 6 Block 38 Lot 2.
    - Approved.
  - Filling operation on Upper Kent Hollow Road (ongoing)
- High Watch appeared before the Commission for a pre-application discussion with regard to additions to the existing structures located at 54 and 62 Carter Road. No subsequent application was submitted.

#### Inland Wetlands:

- Approved: October
  - Modification to permit #1174-18, Wyrick Associates for Ellen and Tom Ryan, 21 Halls Lane, addition of two car garage with connector to house built on slab; modification to include relocation of driveway turnout, Map 9 Block 22 Lot 34.
  - Application 1186-18, Rick Osborne for Town of Kent, North Kent Rd. #1, install cross culverts where there are existing water bars across road, Map 7/8, Block 16, Lot 10/11/7

Pending: November

- None
- Other:
  - Longtime Commission member, Eric Cieplik, has resigned from the Commission so there is now another opening that will need to be filled. A discussion on how to go about doing that will be discussed at the November meeting.

**Zoning Board of Appeals:**

- Approved: October
  - No applications.

**Architectural Review Board:**

- Approved: October
  - Application #014-18, Jonathan Draper for Kent Center, LLC, 10 North Main Street, reconstruction and renovation of existing building, Map 19, Block 42, Lot 29.
- Tabled: October
  - Application #016-18, MKN Property Holding, LLC, 5 South Main Street, new store front (new windows, new exterior lighting, new hardy board siding) and 14' addition to westerly side of building, Map 19 Lot 12 Lot 5.
- Denied: October
  - Application #015-18, John Casey Trust, 6 Kent Green Blvd., Map 19, Block 42, Lot 8. Sign installation at northern elevation at sign KGB.

**LEGAL ISSUES:**

- High Watch vs P&Z and BHR:
  - At a special meeting, the Planning and Zoning Commission moved to not object to High Watch's withdrawal of the lawsuit. We are still waiting for the withdrawal paperwork to be filed with the Courts.
  - Legal fees to date: \$12,908.85
- Birch Hill Certificate of Need
  - A decision has not been made as of the writing of this Staff Report; one should be made by November 4, 2018.

**VIOLATIONS:**

- Application #008-18, Rick Dolson for Cynthia & Wayne Gustafson, Trustees, 21 Bridge Street, installation of sign on existing sign post and window, Map 19 Block 13 Lot 10

**OTHER:**

- Both Tai and I will be attending the Connecticut Association of Conservation and Inland Wetlands Commissions, Inc. 41<sup>st</sup> Annual Meeting and Environmental Conference on November 17, 2018.

## Kent Park and Recreation

Lesly Ferris, Director

P.O. Box 678

41 Kent Green Boulevard

Kent, CT 06757-0678

Telephone 860-927-1003

Fax 860-927-1313

[parkandrec@townofkentct.org](mailto:parkandrec@townofkentct.org)

[www.kentctparkandrecreation.com](http://www.kentctparkandrecreation.com)

To: Board of Selectmen

From: Lesly Ferris



Date: Oct. 31, 2018

Re: Senior Activities

The following activities took place at the Kent Senior Center during October 2018:

5, 12, 19, 26 – Friday senior lunch program

15 – Adult Coloring Class

25 – Senior Art Group

31 – Halloween Party with Kent Center School Student Council members

Also, the annual seasonal flu vaccination clinic for seniors and any age Town resident took place October 17 at Town Hall.

Thank you.





1 message

Wed, Oct 31, 2018 at 11:38 AM

Weds at 2:00 PM, well at least the Town Hall staff can attend, so much for anyone that works in the private sector. Who is this for?  
Certainly not working taxpayers.

[illegible]

image1.png  
571K

11/02/18

## **Treasurer Report for BoS meeting 11.02.18**

### **Revenue**

1. Rec'd Medic 4 Revenue from January 2018 through June 2018  
**\$7,191**
2. Community House rental for October **\$3,000**
3. Transfer Station income is at 94.4% of the budgeted amount.  
Received: \$88,730  
Budgeted \$94,000

### **Expense**

1. Most departmental expenses to date are tracking in accordance with the % of completed FY to the % of budget for the same period. Four months in to the FY equates to 34%
2. Attached is a summary actual vs budget through 10.31.18
3. Audit is stalled: All final field work is complete and a DRAFT of the financial statements has been issued. However, OPM has a requirement regarding inclusion of certain TRB payments and we have been told the information will not be available until "sometime in November". This information is provided by OPM

**TOWN OF KENT**  
**FY '19 Actual vs. Budget**  
 July through October 2018

	<b>Jul - Oct 18</b>	<b>Budget</b>	<b>Variance</b>	<b>% of Budget</b>
<b>Revenue</b>	<b>\$ 7,327,509</b>	<b>\$ 12,869,312</b>	<b>\$ (5,541,803)</b>	<b>56.94%</b>
<b>Expense</b>				
A • General Government	\$ 549,434	\$ 1,239,476	\$ (690,042)	44.33%
B • Public Safety	\$ 26,712	\$ 250,816	\$ (224,104)	10.65%
C • Public Works	\$ 281,360	\$ 1,650,827	\$ (1,369,467)	17.04%
D • Health and Welfare	\$ 50,222	\$ 101,431	\$ (51,209)	49.51%
E • Recreation	\$ 64,121	\$ 188,333	\$ (124,212)	34.05%
F • Sanitation	\$ 33,587	\$ 115,935	\$ (82,348)	28.97%
G • Board of Education	\$ 2,157,430	\$ 7,294,308	\$ (5,136,878)	29.58%
H • Debt Service	\$ 178,290	\$ 625,486	\$ (447,196)	28.5%
I • Transfer to Capital	\$ 758,700	\$ 758,700	\$ -	100.0%
J • Transfer to Dog Fund	\$ 7,500	\$ 7,500	\$ -	100.0%
K • Current Year Capital Projects	\$ 636,500	\$ 636,500	\$ -	100.0%
<b>Total Expense</b>	<b>\$ 4,743,855</b>	<b>\$ 12,869,312</b>	<b>\$ (8,125,457)</b>	<b>36.86%</b>

## Kent Park and Recreation

Lesly Ferris, Director

P.O. Box 678

41 Kent Green Boulevard

Kent, CT 06757-0678

Telephone 860-927-1003

Fax 860-927-1313

[parkandrec@townofkentct.org](mailto:parkandrec@townofkentct.org)

[www.kentctparkandrecreation.com](http://www.kentctparkandrecreation.com)

To: Board of Selectmen

From: Lesly Ferris



Date: Oct. 5, 2018

Re: Workshop report

I attended the Connecticut Recreation and Parks Association Fall Quarterly Oct. 3, 2018 in Old Lyme. The workshop was titled "Is Your Facility Drowning? Aging Facilities and Declining Usership." The workshop session was free because I was among the first fifty CRPA members to register.

The session focused on:

Conducting a facility audit and documentation of your facility and any problems

Conducting a feasibility study for a new/upgraded facility

Have any towns done a cost recovery analysis (costs versus revenue from park passes)?

How have towns attracted more swimmers/swim lesson participants?

Are Towns seeing declining numbers of swimmers at their respective facilities?

About half of the session was dialogue among the participants focusing on these questions and what Towns are doing with their aquatic facilities/programs. I had an opportunity to ask questions and get some feedback that could be useful in moving forward with replacement/upgrade of Emery Park's swimming area.

Thank you for the opportunity.

# **Northwest Regional Workforce Investment Board**

**GIUSEPPE PISANI – CHAIR**

**JOE VRABELY- VICE CHAIR**

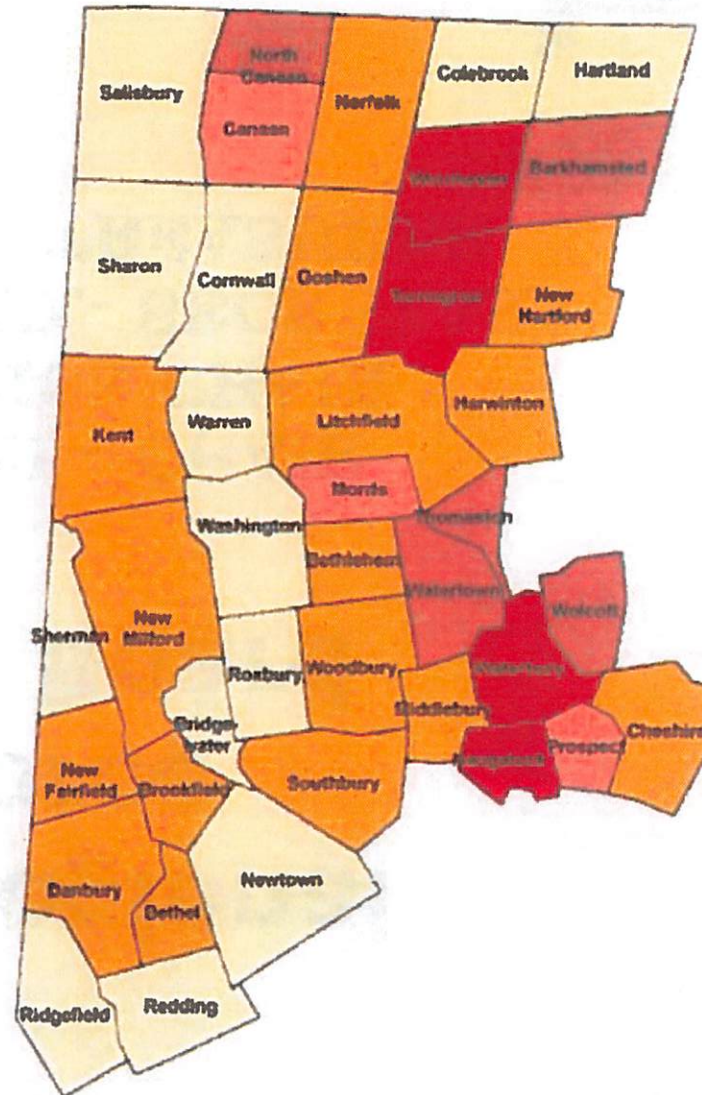
**WILLIAM PIZZUTO, PHD.- SECRETARY**

**GEORGE LACAPRA - TREASURER**



**Northwest  
Region  
Workforce  
Investment  
Area**

**WATERBURY,  
DANBURY,  
TORRINGTON  
LABOR MARKETS**





## **OUR MISSION**

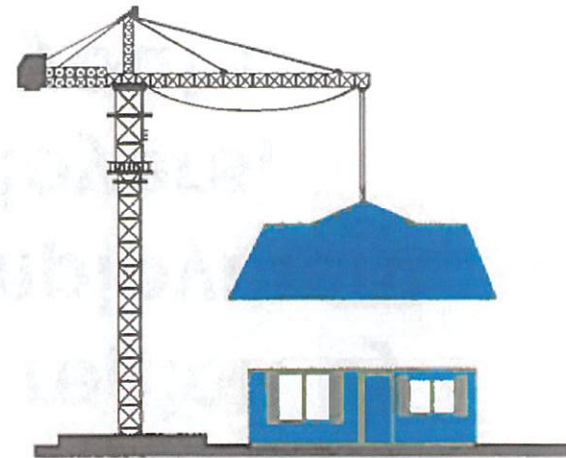
**To promote economic development in the region by providing quality employment services to employers, job-seekers and youth.**



# VISION, GOALS, & STRATEGIES

## Goal 1:

Promote regional economic development and business growth:  
Assure employers have access to a skilled workforce required to be competitive in the marketplace, primarily in the key industry sectors that drive the region's economies



# VISION, GOALS, & STRATEGIES

## Goal 2:

Create a pipeline for talent development: Increase youth and adults' exposure to career opportunities and related education and training so they are prepared to enter the workforce as confident, responsible, productive employees upon completion of post-secondary and/or credentialed training.





# VISION, GOALS, & STRATEGIES

## Goal 3:

Promote continuous improvement of the current workforce: Continue to develop the necessary skills and credentials within the regional workforce with an emphasis on addressing basic skill deficiencies to maintain and advance career paths that promote economic self-sufficiency.



# **Programs and Services Available to your Constituent Jobseekers**

Job search assistance

Resume Writing

Resume Critique

Over 40 and Looking for Work

Job Placement Assistance

Interviewing Skills

Adult Basic skills remediation

Work Readiness skills training

Sector Based training (IT, Health,etc) Support services

Transportation/Child Care Assistance

Individual Training Accounts valued at up to \$8000 per  
participant

Assistive Technology for disabled clients

Priority of Service for Veterans and Spouses

Online Application Assistance

UI Claim Assistance

Job Club

Basic Career Service

Individual Career Service

Labor Market Information

Youth programs

Career Pathway



# Programs and Services Available to your Constituent Employers

- Employee Recruitment
- On-the-Job Training funds
- Subsidized Work Experience
- Priority Service for Veterans
- Apprenticeship Training
- Youth Programs
- Opioid Crisis Job Initiative
- Tech Hire IT Youth/Young Adults
- Work Opportunity Tax Credit
- Incumbent Worker Training
- Step-Up Grants for new hires
- Transitional Jobs
- Social Security: Ticket to Work
- Manufacturing Innovation Fund
- Construction Funnel
- EPA Brownfield Job Training
- Rapid Response for Mass Layoff
- Shared Work Program





→

Town/City	# of Clients Served	Labor Force Population	% of Clients Served
Barkhamsted	90	2,308	3.90%
Bethel	511	10,855	4.71%
Bethlehem	100	1,964	5.09%
Bridgewater	28	858	3.26%
Brookfield	416	9,427	4.41%
Canaan	108	710	15.21%
Cheshire	520	15,572	3.34%
Colebrook	40	822	4.87%
Cornwall	13	763	1.70%
Danbury	2,104	47,408	4.44%
Goshen	61	1,642	3.71%
Hartland	32	1,136	2.82%
Harwinton	147	3,187	4.61%
Kent	48	1,520	3.16%
Uitchfield	102	4,713	2.16%
Middlebury	163	3,848	4.24%
Morris	55	1,419	3.88%
Naugatuck	1,127	17,132	6.58%
New Fairfield	278	7,260	3.83%
New Hartford	162	3,933	4.12%
New Milford	697	15,502	4.50%
Newtown	769	14,365	5.35%
Norfolk	27	885	3.05%
New Canaan	65	8,400	0.77%
Prospect	255	5,543	4.60%
Redding	144	4,471	3.22%
Ridgefield	386	11,831	3.26%
Roxbury	55	1,310	4.20%
Salisbury	19	1,792	1.06%
Sharon	42	1,458	2.88%
Sherman	61	1,933	3.16%
Southbury	399	8,733	4.57%
Thomaston	229	4,687	4.89%
Torrington	1,283	19,160	6.70%
Warren	34	791	4.30%
Washington	33	2,015	1.64%
Waterbury	5,229	50,345	10.39%
Watertown	377	12,920	2.92%
Winchester	323	6,069	5.32%
Wolcott	446	9,803	4.55%
Woodbury	212	5,473	3.87%
	17,190	323,963	

5.3062%

Clients Served divided  
by Total Labor Force  
Population.

0.0278%  
0.1577%  
0.0309%  
0.0086%  
0.1284%  
0.0333%  
0.1605%  
0.0123%  
0.0040%  
0.6495%  
0.0188%  
0.0099%  
0.0454%  
0.0148%  
0.0315%  
0.0503%  
0.0170%  
0.3479%  
0.0858%  
0.0500%  
0.2151%  
0.2374%  
0.0083%  
0.0201%  
0.0787%  
0.0444%  
0.1191%  
0.0170%  
0.0059%  
0.0130%  
0.0188%  
0.1232%  
0.0707%  
0.3960%  
0.0105%  
0.0102%  
1.6141%  
0.1164%  
0.0997%  
0.1377%  
0.0654%

5.3062%

Clients served in each  
town divided by Total  
served population.

0.52%  
2.97%  
0.58%  
0.16%  
2.42%  
0.63%  
3.03%  
0.23%  
0.08%  
12.24%  
0.35%  
0.19%  
0.86%  
0.28%  
0.59%  
0.95%  
0.32%  
6.56%  
1.62%  
0.94%  
4.05%  
4.47%  
0.16%  
0.38%  
1.48%  
0.84%  
2.25%  
0.32%  
0.11%  
0.24%  
0.35%  
2.32%  
1.33%  
7.46%  
0.20%  
0.19%  
30.42%  
2.19%  
1.88%  
2.59%  
1.23%

100.00% 0.00% 100.00%

The percentage towns  
served clients divided by  
total served client  
population will be their  
percentage liability.



Joyce Kearns <adminassist@townofkentct.org>

---

## Fwd: Workforce Investment Board Intergovernmental Agreement (s)

1 message

---

**Bruce Adams** <firstselectman@townofkentct.org>  
To: Joyce Kearns <adminassist@townofkentct.org>

Thu, Oct 4, 2018 at 11:06 AM

**Nov 7 agenda: NW Regional Workforce Investment Board agreement. Cathy Awwad- Executive Director**

----- Forwarded message -----

From: **Cathy** <catherine.awwad@nrwib.org>  
Date: Thu, Oct 4, 2018 at 10:57 AM  
Subject: Re: Workforce Investment Board Intergovernmental Agreement (s)  
To: Bruce Adams <firstselectman@townofkentct.org>

Yes. Thank you. Please place the Agreement on the Agenda and I will attend.  
Regards,  
Cathy

Sent from my Sprint Samsung Galaxy S8 6 edge.

----- Original message -----

From: Bruce Adams <firstselectman@townofkentct.org>  
Date: 10/4/18 10:56 AM (GMT-05:00)  
To: "Catherine.Awwad" <catherine.awwad@nrwib.org>  
Subject: Re: Workforce Investment Board Intergovernmental Agreement (s)

**November 7 at 4:30. Let me know by end of October if you want to be on agenda**

On Wed, Oct 3, 2018 at 12:13 PM Cathy Awwad <catherine.awwad@nrwib.org> wrote:

Ok I will gladly attend. When is that meeting? I am scheduled for a cornea transplant on Nov 13<sup>th</sup> but hopefully we will get this done before then,

Thanks

Your social services director would not have referred anyone( unless they were on TANF) as this is a function of the Department of Labor and people are directed/referred after they file unemployment compensation benefits. Returning Vets are provided info up discharge and your disabled residents seeking employment are co-served by us and Rehab services. Employers use us to recruit for new hires etc... So I would be more than happy to come and explain our services and how we affect your residents and your businesses.

Kent has been a part of this for the last 15 years and I take responsibility for the lack of knowledge you and

your other Selectmen have.

Cathy

**From:** Bruce Adams [mailto:[firstselectman@townofkentct.org](mailto:firstselectman@townofkentct.org)]

**Sent:** Wednesday, October 3, 2018 12:05 PM

**To:** Catherine.Awwad <[catherine.awwad@nrwib.org](mailto:catherine.awwad@nrwib.org)>

**Subject:** Re: Workforce Investment Board Intergovernmental Agreement (s)

Despite my best efforts, my Board has voted not to sign the agreement. I was outvoted 2-1. Their basic reason was never having heard of the organization and wanting to know who, in Kent, it serves. I provided numbers. And our Social Services Director was there and said she has not referred anyone so how do people find out about you. It might be worth a visit to the Nov BOS meeting, though I have no idea if it would help. Needless to say, I am frustrated.

On Tue, Oct 2, 2018 at 7:15 AM Cathy Awwad <[catherine.awwad@nrwib.org](mailto:catherine.awwad@nrwib.org)> wrote:

Good Morning

I sent you a brief reply last evening. I am out of the office today at an event. If you would like to speak to me please call my cell as 203-217-8543

A little more detail for you:

Federal funds from US DOL for WIOA are allocated to CT then those funds are distributed via a formula calculation considering the economic factors in each region.

The State funds are allocated for Jobs First Employment Services ( TANF ) in a similar fashion.

We have sought and received a number of competitive grants over the years and currently are running one that brought us \$5m over 4 years to serve youth and young adults in careers in Information technology.

Hope this is sufficient.

Again please call if you have any questions

Cathy



**From:** Bruce Adams [mailto:[firstselectman@townofkentct.org](mailto:firstselectman@townofkentct.org)]  
**Sent:** Monday, October 1, 2018 4:08 PM  
**To:** Catherine.Awwad <[catherine.awwad@nrwib.org](mailto:catherine.awwad@nrwib.org)>  
**Subject:** Re: Workforce Investment Board Intergovernmental Agreement (s)

I have the answer to # 1

On Mon, Oct 1, 2018 at 4:01 PM Bruce Adams <[firstselectman@townofkentct.org](mailto:firstselectman@townofkentct.org)> wrote:

Because Selectman X will ask: How many Kent residents use this?

How is it funded?

On Mon, Oct 1, 2018 at 3:43 PM Cathy Awwad <[catherine.awwad@nrwib.org](mailto:catherine.awwad@nrwib.org)> wrote:

**From:** Bruce Adams [mailto:[firstselectman@townofkentct.org](mailto:firstselectman@townofkentct.org)]  
**Sent:** Monday, October 1, 2018 3:38 PM  
**To:** Catherine.Awwad <[catherine.awwad@nrwib.org](mailto:catherine.awwad@nrwib.org)>  
**Subject:** Re: Workforce Investment Board Intergovernmental Agreement (s)

Please don't forget this request. Meeting is tomorrow

On Fri, Sep 21, 2018 at 11:40 AM Cathy Awwad <[catherine.awwad@nrwib.org](mailto:catherine.awwad@nrwib.org)> wrote:

Good Morning,

Yes I will send a brief description of the board's role and the requirement for the Agreement. Is Monday ok?

Thank you and please feel free to give the Selectman with questions my cell number .

203-217-8543

Cathy

**From:** Bruce Adams [mailto:[firstselectman@townofkentct.org](mailto:firstselectman@townofkentct.org)]  
**Sent:** Friday, September 21, 2018 10:15 AM  
**To:** Catherine.Awwad <[catherine.awwad@nrwib.org](mailto:catherine.awwad@nrwib.org)>  
**Subject:** Re: Workforce Investment Board Intergovernmental Agreement (s)

Can you send me a brief explanation of what the Board does and the purpose of this document? I have one Selectman who questions everything.

On Wed, Sep 19, 2018 at 11:22 AM Cathy Awwad <[catherine.awwad@nrwib.org](mailto:catherine.awwad@nrwib.org)> wrote:

Thank you that is great news.

If you require our attendance at the meeting please let me know.

Cathy

**From:** Bruce Adams [mailto:[firstselectman@townofkentct.org](mailto:firstselectman@townofkentct.org)]  
**Sent:** Wednesday, September 19, 2018 11:09 AM  
**To:** Catherine.Awwad <[Catherine.awwad@nrwib.org](mailto:Catherine.awwad@nrwib.org)>  
**Subject:** Re: Workforce Investment Board Intergovernmental Agreement (s)

My Town Attorney has given his approval to sign the revised proposal. Must get BOS OK on Oct 2.

On Wed, Sep 19, 2018 at 10:14 AM, Catherine.Awwad <[Catherine.awwad@nrwib.org](mailto:Catherine.awwad@nrwib.org)> wrote:

Good Morning,

Attached is a revised page 2 of the Intergovernmental Agreement that was mailed to you last week. On page 2 the Article III the effective date is June 1, 2019 not 2018.

Please replace this page.

Thank you

Cathy Awwad



**From:** Catherine.Awwad [mailto:Catherine.awwad@nrwib.org]  
**Sent:** Thursday, September 13, 2018 3:46 PM  
**To:** 'Barbara Henry' <bhenry@roxburycr.com>; 'Bob Geiger' <townmanager@townofwinchester.org>; 'Bob Valentine' <1stselectman@goshenct.gov>; 'Brent Colley' <brent\_c@sharon-ct.org>; 'Bruce Adams' <firstselectman@townofkentct.org>; 'Candy Perez' <mayorwinsted@gmail.com>; 'Craig Nelson' <selectman@warrentct.org>; 'Curtis Rand' <crand@salisburyct.us>; 'Dan Jerram' <djerram@town.new-hartford.ct.us>; 'Don Stein' <dstein@barkhamsted.us>; 'Gordon Ridgway' <cwselectmen@optonline.net>; 'Henry Todd' <selectmen@canaanfallsvillage.org>; 'Leo Paul' <paul@townoflitchfield.org>; 'mayor@newmilford.org' <mayor@newmilford.org>; 'Mark Lyon' <Mark.Lyon@washingtonct.org>; 'Matthew Riiska' <townnorfolk@snet.net>; 'Thomas Weik' <1stselectman@townofmorriscr.com>; 'Tom McKeon' <tommckeon@colebrooktownhall.org>; 'Wade Cole' <selectmen@hartland.necoxmail.com>; 'Wade Cole' <wadec@snet.net>; 'nwhess@naugatuck-ct.gov' <nwhess@naugatuck-ct.gov>; 'Jim McGrath' <JMcGrath@naugatuck-ct.gov>; 'town.of.prspect@sbcglobal.net' <town.of.prspect@sbcglobal.net>; 'Ed Mone' <emone@thomastonct.org>; 'rscannell@watertownct.org' <rscannell@watertownct.org>; Neil O'Leary <noleary@waterburyct.org>; 'Elinor Carbone' <Elinor\_Carbone@torringtonct.org>; 'Jeffrey Manville' <Selectman@southbury-ct.gov>; 'dlowe@townofshermanct.org' <dlowe@townofshermanct.org>; 'Charles Perotti' <selectman@northcanaan.org>; 'Matthew Riiska' <townnorfolk@snet.net>; 'pdelmonaco@newfairfield.org' <pdelmonaco@newfairfield.org>; 'cfennessey@newfairfield.org' <cfennessey@newfairfield.org>; 'Lundquist, Paul' <Plundquist.Newtown@gmail.com>; 'first.selectman@newtown-ct.gov' <first.selectman@newtown-ct.gov>; 'firstselectman@middlebury-ct.org' <firstselectman@middlebury-ct.org>; 'Bruce Adams' <firstselectman@townofkentct.org>; 'Michael Criss' <mcriss@harwinton.us>; 'selectman@hartland.necoxmail.com' <selectman@hartland.necoxmail.com>; 'Bob Valentine' <1stselectman@goshenct.gov>; 'm.boughton@danbury-ct.gov' <m.boughton@danbury-ct.gov>; 'Tom McKeon' <tommckeon@colebrooktownhall.org>; 'alindblom@bridgewaterhall.org' <alindblom@bridgewaterhall.org>; 'cread@bridgewaterhall.or' <cread@bridgewaterhall.or>; 'firstselectman@bethel-ct.org' <firstselectman@bethel-ct.org>; 'knickerbockerm@bethel-ct.gov' <knickerbockerm@bethel-ct.gov>; 'ljassard@bethlehemct.org' <ljassard@bethlehemct.org>; Susan Marcinek <susan.marcinek@newtown-ct.gov>; Dean Esposito <d.esposito@danbury-ct.gov>; 'd.esposito@danbury-ct.gov' <dcarlton@woodburyct.org>; 'dcarlton@woodburyct.org' <bos@brookfieldct.gov>; 'bos@brookfieldct.gov' <jpemberton@townofreddingct.org>; 'jpemberton@townofredding.org' <jpemberton@townofredding.org>; 'selectman@ridgefieldct.org' <selectman@ridgefieldct.org>; 'billbutterly@woodburyct.org' <lhutvagner@middlebury-ct.org>; 'lhutvagner@middlebury-ct.org' <skimball@cheshirect.org>; 'skimball@cheshirect.org' <atalbot@cheshirect.org>; 'Christine Hayward' <christinehayward@town.new-hartford.ct.us>; 'asmiith@townofreddingct.org' <asmiith@townofreddingct.org>; 'eegan@sailsburyct.us' <eegan@sailsburyct.us>; 'tina\_p@sharon-ct.org'



<tina\_p@sharon-ct.org>

**Subject:** Workforce Investment Board Intergovernmental Agreement (s)

**Importance:** High

Good Afternoon,

This email communication precedes the United States Postal Service delivery of the documents attached herein. Over the course of the summer the workforce board worked with legal counsel to draft a new Intergovernmental Agreement designed to address the concerns that were raised last spring. The documents attached are included in the package you should be receiving by early next week.

The cover letter included provides an overview of the changes. Attached here are the redline and final draft version. After reviewing the materials in the package please contact me if have further questions.

Cathy

Catherine N. Awwad

NRWIB

249 Thomaston Ave

Waterbury, CT 06702

(203)574-6971 x426

---

Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627

---

Bruce K. Adams  
First Selectman  
Town of Kent,CT

860-927-4627

—  
Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627

—  
Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627

—  
Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627

—  
Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627

—  
Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627

—  
Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627

# Northwest Regional Workforce Investment Board

- Clarifies Grant Recipient, Sub-Recipient and Fiscal Agent and the sources of funding to support costs to support the Consortium and NRWIB
- Cites the WIOA regulations for the creation and appointment of Workforce Development Board and outlines the required process for such
- Deletes a duplicative paragraph

## Article V

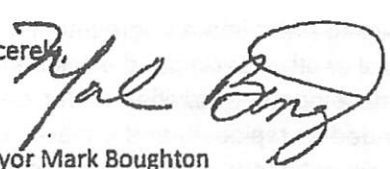
- Removes cumbersome language and clarifies duties of the Executive Committee based on guidance received from U.S. Department of Labor (attachments to this communication for informational purposes)

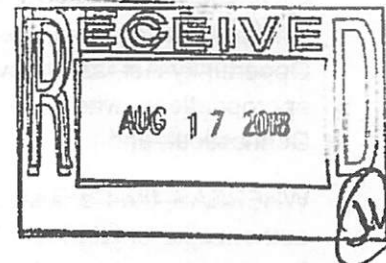
## Article VI

- Removes cumbersome language
- Narrows the liability of member municipalities to reflect expenditures SOLELY related to expenditure of grant funds ( i.e.no liability for business practices- NRWIB is a duly registered business entity in Connecticut)
- Restates that liability is based on relative benefit and proportionate use (calculated annually).
- Lists the insurance coverages required to be in place with each municipality named as insured and the Consortium/Executive Committee as 'additionally insured'. A current Certificate of Insurance, as spelled out in Article IV is attached.
- Utilize any and all alternative methods other than cash repayments including seek a waiver or forgiveness
- Requires NRWIB to provide all audit and monitoring reports to the Consortium within 10 days.

Two copies of the agreement in its "final" form are enclosed for your execution. Should you and/or your legal counsel want to meet with Executive Director, Catherine Awwad, to discuss the proposed Agreement, please contact her at 203-574-6971 ext. 426 at your earliest convenience.

Sincerely,

  
Mayor Mark Boughton  
City of Danbury  
Chair, Consortium of Chief Elected Officials



## **Intergovernmental Agreement**

### **Between**

### **The Municipalities Of**

**Barkhamsted, Bethlehem, Bethel, Bridgewater, Brookfield, Canaan, Cheshire, Colebrook, Cornwall, Danbury, Goshen, Hartland, Harwinton, Kent, Litchfield, Middlebury, Morris, Newtown, New Fairfield, New Milford, New Hartford, Naugatuck, Norfolk, North Canaan, Prospect, Redding, Ridgefield, Roxbury, Salisbury, Sharon, Sherman, Southbury, Thomaston, Torrington, Warren, Washington, Waterbury, Watertown, Winchester / Winsted, Wolcott, Woodbury.**

**THIS Intergovernmental Agreement ("Agreement"), is entered into by and among the above-named municipalities, (collectively referred to as the "Parties" and, each individually, referred to as a Party") that together comprise the local workforce development area under the Workforce Innovation and Opportunity Act of 2014, (WIOA) Pub. L. 113-128, 29 U.S.C. Sec. 3101, et. seq.**

**WHEREAS WIOA, provides for states to award funds by formula to local workforce development areas for the purpose of providing workforce development services to citizens and residents in the local workforce development area; and**

**WHEREAS the above-named municipalities, together constitute a local workforce development area, under WIOA; and**

**WHEREAS WIOA requires that workforce development areas consisting of multiple local governmental units enter into an agreement with each other to describe how they will carry out their roles and responsibilities;**

**~~WHEREAS, the Parties desire to enter into an agreement in order for each Party acting by and through its chief elected official or other designated elected official (each, a "Chief Elected Official") to implement workforce development activities under the Workforce Innovation and Opportunity Act, as it may be amended or replaced, and under such other workforce grants or appropriations, whether formula or discretionary, awarded by the United States or the State of Connecticut; and~~**

**~~WHEREAS, the Parties desire to enter into such workforce agreement in order for each Party to authorize its Chief Elected Official to appoint local workforce board members in accordance with the Workforce Innovation and Opportunity Act or such other legislation as may require the~~**

# Northwest Regional Workforce Investment Board

September 12, 2018

Dear Chief Elected Official,

*Dear Mr. Adams  
Please contact me  
if you have any  
questions  
Cathy*

As promised in June, we have utilized the summer months to draft a new Intergovernmental Agreement which we believe addresses many of the concerns that were raised last spring. The feedback offered by those Chief Elected officials in attendance during the workshop on June 18 was gathered and helped us shape this new draft.

Enclosed are a number of documents for your review; please find a redlined copy that will allow you to track the changes from our Initial document circulated last February. In purple you will find the rationale for the changes in specific areas. We made an effort to significantly reduce the language thereby making the agreement less cumbersome while maintaining its' integrity. An additional document, provided by the U.S. Department of Labor, is also enclosed which provides the citations within the-law regarding roles and responsibilities of Chief Elected Officials and others.

The following is a brief description of the changes:

## Article I

- Clearly cites the federal regulations that govern the agreement and simplifies the purpose
- Removes references to the governor in this section as the agreement is not with the governor

## Article II

- Simplified to be concise

## Article III

- The commencement date is June 1, 2019 and the automatic renewal every 3 years with "unless or until" scenarios
- Corrects the reference to Article VI regarding the liability of a withdrawing party
- Removes language surrounding the authority of the governor

## Article IV

- Provides clearer language regarding Chief Elected Officials and officers of the Executive Committee
- Maintains the majority of the language but more clearly defines protocol for running consortium meetings and the establishment of the Executive Committee

~~shall constitute a Local Workforce Development Area in accordance with applicable State and federal laws. The Northwest Regional Workforce Investment Board, Inc., shall be the Local Workforce Development Board for the Local Workforce Development Area.~~

- b. Each Party represents and warrants that it has the constitutional and/or statutory power pursuant to the Connecticut General Statutes to enter into this Agreement and has complied with the requirements necessary to authorize execution of this Agreement.

~~. Further, that each has complied with any and all municipal charter, ordinance and/or other applicable requirements necessary to authorize the execution and delivery of this Agreement, including any subsequent amendments hereto that increase the liability of such Party under the terms of this Agreement and to designate a Chief Elected Official from the municipality to serve on the Consortium or the Executive Committee as applicable, and to act on the municipality's behalf. Further, each Party represents and warrants that this Agreement constitutes, and such subsequent amendments shall constitute, the legal, valid and binding obligation of such Party enforceable in accordance with its terms, and that the Parties have the constitutional and/or statutory power pursuant to the Connecticut General Statutes to enter into this Agreement.~~

*This is what b means*

### ARTICLE III: TERM

- a. This Agreement shall become effective on June 1, 2018, and shall automatically renew every 3 years on July 1st of the required third year, unless or until:
  - i. The Governor re-designates the Local Workforce Development Area, or
  - ii. This Agreement has been terminated by a Party upon the giving of written notice to the other Parties at least ninety (90) days prior to July 1 of the year in which the Party wishes to withdraw from the Agreement. ~~the end of the program year for receipt of federal workforce funds.~~ In such instance this Agreement shall be terminated only as to such Party and not as to the other Parties to the Agreement.
- b. If any Party withdraws from this Agreement in accordance with the terms and conditions of this Agreement:
  - i. The withdrawing Party shall be liable as described in Article VI a, for actions and/or obligations entered into or incurred prior to the effective date of its respective withdrawal.
  - ii. The remaining Parties shall be allocated the future liabilities of the withdrawing Party on a pro-rata basis relative to its then-existing pro-rata liabilities hereunder;

- C. The Mayor of Danbury shall select the Chief Elected Official of one of the municipalities, party to this Agreement
  - D. The Mayor of Waterbury shall select the Chief Elected Official of one of the municipalities, party to this Agreement
  - E. Together, the Mayors of Waterbury and Danbury shall agree upon the selection of the Chief Elected Official of one of the municipalities, party to this Agreement.
  - F. The terms of the rotating members shall coincide with the calendar year, however the inaugural rotation term shall commence on July 1, 2019 and terminate on December 31, 2021.
- ii. The officers of the Consortium of Elected Officials shall serve as the officers of the Executive Committee. ~~shall include a chairperson, a vice chairperson and a chairperson pro-tempore. The Chief Elected Officials of the City of Danbury and Waterbury shall alternate annually as chair and vice chair, commencing with Waterbury as the chair. There shall be a chairperson pro-tempore~~ shall be elected by the full Executive Committee, from among the Chief Elected Officials of the rotating municipalities. Each shall hold office until their successors are duly elected. Notwithstanding the foregoing, the initial term of officers shall commence in July 1, 2019 and shall terminate on December 31, 2021.
  - iii. The Consortium of Elected Officials representing the Parties to this Agreement delegates and designates The Executive Committee ~~is the body that shall~~ to perform the duties and responsibilities of the Chief Elected Officials as specified in WIOA.
    - A. The Chair shall serve as ~~assume~~ the signatory for those WIOA responsibilities requiring the signature of the Chief Elected Official. ~~as specified in the Workforce Innovation and Opportunity Act. If signatories are required, the signature of the chairperson shall be required on behalf of the Consortium.~~
    - B. In the absence of the Chair or if the Chair is unavailable, the Vice Chair may serve as ~~assume~~ the signatory for those WIOA responsibilities requiring the signature of the Chief Elected Official.
    - C. In the absence of the Chair and Vice Chair the Chair Pro-Tempore may serve as ~~assume~~ the signatory for those WIOA responsibilities requiring the signature of the
- iv. Meetings
    - I. The Executive Committee shall meet at least semi-annually in January and June and more frequently as may be required to carry out the responsibilities assigned to the Chief Elected Officials under WIOA. ~~held meetings to discuss workforce~~



any other organization or person, including the acceptance of gifts, grants, or bequests whether they be in the form of tangible or intangible property.

- iv. Under the direction of its Executive Director, the Northwest Regional Workforce Board, Inc. shall provide staff support, to the Consortium of Elected Officials, the Consortium Executive Committee and the Northwest Regional Workforce Board, Inc.. ~~The Executive Committee shall be provided with staff and related support by the same staff as that hired to provide staff support to the Local Workforce Development Board.~~ The staff shall carry out the policies of the Consortium as approved by the Executive Committee, and the Northwest Regional Workforce Board, Inc., produce required reports for their review and approval and provide such other services as may be necessary for the workforce board and Executive Committee to carry out its business.

d. Creation and Appointment of a Majority Private Sector Workforce Development Board

- i. In accordance with WIOA section 107 and Conn. General Statutes 31.31 the Executive Committee shall appoint the members of the Northwest Regional Workforce Board, Inc.. The Workforce Board shall be comprised of four (4) categories of membership. Appointments to each category of membership shall meet the WIOA requirements described below:

A. Representatives of the Private Sector which shall be the majority of the members appointed

- I. Nominations to the private sector seats on the Northwest Regional Workforce Investment Board shall be made by local business organizations and industry/trade associations and may be submitted to the Northwest Regional Workforce Board, Inc. for recommendation to the Executive Committee. ~~shall follow the nomination process as required under the Workforce Innovation and Opportunity Act.~~

*The regulations allow for local boards to make recommendations for appointments to the board. This is incorporated here but is not required.*

- II. Private sector members shall be owners, chief executive officers, chief operating officers, or other individuals with optimum policy-making or hiring authority from businesses providing employment opportunities in in-demand industry sectors or occupations in the workforce development area.

- III. ~~When possible half of the members appointed shall represent small businesses including minority business.~~ At two members must represent small business as defined by the U.S. Small Business Administration

*This is a state rule. Please know that the US SBA defines small business based on the type of industry. Information can be found on their website*

~~private sector Board which meets the requirements of federal and State law. including without limitation, Sections 107-2, (B-E) and (B) of the Workforce Innovation and Opportunity Act and, as they may be amended from time to~~

- aa. If it is determined that there is more than one local area provider of WIOA Title II adult education and literacy activities nominations shall be made by those entities.
  - bb. As there are multiple institutions of higher education providing workforce investment activities in the workforce area nominations shall be made from those entities.
- III. May include Representative(s) of local educational agencies or community-based organizations with expertise in education or training for individuals with barriers to employment.
- D. Representatives of governmental, economic and community development entities which shall include:
  - I. A representative from an economic and community development entity,
  - II. A representative from the State employment service office,
  - III. A representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) and
- IV. May include representatives of:
  - aa. Local transportation, housing, and public assistance agencies, or
  - bb. Local philanthropic organizations, or
  - cc. Other individuals as may be determined by Executive Board.
- ii. The nomination process for any of the categories of members not specified above shall be determined by the Executive Committee.
  - A. ~~Non-business members shall be selected in accordance with applicable law and the organizations, agencies, groups and institutions representing these sectors required by governing legislation to be appointed to the non-business seats on the Board.~~
  - Addressed above*
  - B. ~~The Executive Committee, together with the Local Workforce Development Board shall be authorized to take such actions as are necessary to develop a workforce system for the Local Workforce Development Area as described herein.~~
- Has nothing to do with nominations*
  - iii. Local Workforce Development Board members shall serve at the pleasure of the Executive Committee.

- iv. To amend this Agreement, except for amendments or modifications to this Agreement related to the liability for funds under WIOA as described in Article VI. ~~for which a Party has consent rights under Article VI, Section (h) of this Agreement,~~

*More clearly states the one instance in which the Executive Committee cannot act for the Consortium.*

- v. To enter into contracts with the State Board or with the Northwest Regional Workforce Development Board Inc., appointed by the Executive Committee.
- vi. Establishment of the manner in which funds shall be disbursed or paid, ~~including the manner in which funds shall be disbursed by or on behalf of, one or more of the Consortium members or any entity it appoints to make such disbursements which~~ shall be by the Northwest Regional Workforce Board, Inc., designated to serve as the Fiscal Agent for the workforce area.

*This is already agreed to so may as well state it*

- ~~vii. Establishment of the manner in which purchases shall be made~~
- ~~viii. Acquisition, ownership, custody, operation, maintenance, lease or sale of real and/or personal property~~
- ~~ix. The disposition, diversion or distribution of any property acquired;~~
- ~~x. The power to create a separate legal administrative entity to carry out the Consortium's policies~~

*The Consortium created the Executive Committee to do this so it makes no sense to include this power*

- xi. To approve the process and selection of an independent auditor who shall perform the audit required under 2 CFR 200 Part F.

~~The manner in which accountability for fund expenditures shall be provided for including an independent audit to be done in accordance with the Connecticut General Statutes, and applicable federal legislation, as well as oversight and monitoring;~~

- xii. To accept grants, donations, gifts, subject to conflict of interest laws, or other any other types of financial assistance as allowed by law
- xiii. The manner in which any program income, fee for services or surplus funds may be expended.
- xiv. The composition, membership appointments, and organizational approval of any advisory or partnership bodies to the Executive Committee or the Consortium.

- b. Together with the Local Workforce Investment Board:

Chief Elected Officials may agree on the allocation of liability among all the units of government.

- iii. In compliance with WIOA the Parties therefore agree that if an event resulting in a liability or loss is assessed against the Northwest Regional Workforce Development Area, related solely to the expenditures of grant funds, the Parties will assign liability amongst themselves equal to the worth of the relative benefit and proportionate use that each individual Municipality/Party received from the grant(s) during the grant award period in which the liability was incurred, subject to the following:
  - A. The Fiscal Agent for the local workforce area, the Northwest Regional Workforce Board, Inc., shall purchase the below listed insurance coverages to indemnify the Parties and to cover any liability event:
    - I. Directors and Officers Insurance with a Professional Liability (Errors and Omissions) Rider and which includes the cost of defense, to cover any monitoring or audit findings requiring the repayment of funds to the state or federal government including misappropriation or misuse of grant funds.
    - II. Employment Practices Liability Insurance
    - III. Commercial General Liability Insurance to cover claims involving bodily injury or property damage including fire including non-owner vehicle coverage.
    - IV. Commercial Crime Coverage to protect against crime, theft or fraud.
    - V. Employment Practices Liability Insurance to cover claims made by employees alleging discrimination (based on sex, race, age or disability, for example), wrongful termination, harassment and other employment-related issues, such as failure to promote.
  - B. Payment of insurance deductibles from grant funds, as allowed under, 2 CFR 200 et. seq. shall be made before the assignment of liability in order to reduce the amount of the liability for each Party.
  - C. Assuring that the Municipalities and Consortium/Executive Committee members are named insureds under the policies or that all insurance coverage required under this Agreement cites each Municipality, and the Consortium/Executive Committee as additional insureds under the policies.

- v. In the event of a finding or claim the Northwest Regional Workforce Board, Inc. shall keep each Municipality apprised of all resolution strategies and written responses to the findings through written communications and meetings as appropriate.

~~b. Without limiting the foregoing, the Executive Committee shall require that the Local Workforce Development Board purchase such commercially reasonable insurance as is necessary to insure and indemnify the Parties, their Chief Elected Officials, the signatories to this Agreement, the Consortium, the Executive Committee and/or any of its members and any separate legal entity, grant recipient or grant sub-recipient from any liability which may attach due to the operation of Workforce Investment, Welfare to Work or other federal or State workforce investment programs.~~

- c. The Parties shall save harmless and indemnify the Executive Committee, each individual Party, the Consortium, the grant recipient, the grant sub-recipient, the Board and their respective members from and against financial loss and expense arising out of any claim, demand, suit or judgment by reason of alleged negligence, intentional act or alleged deprivation of any person's civil rights or other alleged act or omission resulting in alleged damage or injury, if the indemnified person or entity is found to have been acting in the discharge of duties or within the scope of employment and such act or omission is found not to have been wanton, reckless or malicious.

~~Each Party's liability under this subsection shall be in an amount equal to its proportionate share of costs of benefits and services derived by its residents during the previous fiscal year of the local Workforce Development Board from any and all federal or State workforce investment programs, including, without limitation, any and all federal grant funds allocated to the Local Workforce Development Area and utilized to implement program(s) pursuant to the Workforce Innovation and Opportunity Act.~~

#### *Duplicative*

~~The Executive Committee shall coordinate the defense of any such indemnified person or entity in any civil action or proceeding in any state or federal court arising out of any alleged act, omission or deprivation that occurred or was alleged to have occurred while the indemnified person or entity was acting in the discharge of duties or in the scope of employment. Defense costs shall be allocated in the manner provided for in this Section.~~

- ~~d. The Executive Committee shall be responsible for deciding on a course of action or defense in the event of a potential loss or liability covered under this Article VI.~~
- e. This Agreement incorporates and includes all prior negotiations, correspondence, conversations, agreements, or understandings applicable to the matters contained herein and the Parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained in this Agreement.

- n. Any waiver at any time by any Party of its rights with respect to any default or other matter arising in connection with this Agreement shall not be considered a waiver with respect to any subsequent default or other matter.

IN WITNESS WHEREOF, the Parties hereto have made and executed this Agreement on the respective dates under each signature;



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/28/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Chittenden Group 327 Church St P O Box 859 Naugatuck CT 06770	<b>CONTACT NAME:</b> Kris Stella <b>PHONE (A/C, No, Ext):</b> (203)723-7447 <b>FAX (A/C, No):</b> (203)723-4148 <b>E-MAIL ADDRESS:</b> kris@chittendengroup.com														
<b>INSURED</b> Northwest Regional Workforce Investment Board 249 Thomaston Ave Waterbury CT 06702	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A: Sentinel Ins Co LTD</td><td>11000</td></tr><tr><td>INSURER B: Twin City Fire Ins Co</td><td>28459</td></tr><tr><td>INSURER C: Western World Insurance Group</td><td>13188</td></tr><tr><td>INSURER D: Great American Insurance Co</td><td>18891</td></tr><tr><td>INSURER E:</td><td></td></tr><tr><td>INSURER F:</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Sentinel Ins Co LTD	11000	INSURER B: Twin City Fire Ins Co	28459	INSURER C: Western World Insurance Group	13188	INSURER D: Great American Insurance Co	18891	INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Sentinel Ins Co LTD	11000														
INSURER B: Twin City Fire Ins Co	28459														
INSURER C: Western World Insurance Group	13188														
INSURER D: Great American Insurance Co	18891														
INSURER E:															
INSURER F:															

**COVERAGES****CERTIFICATE NUMBER:** 18-19 MASTER**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDITIONAL SUBROGATION WAIVED	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR D&O/EPL - EPP1817049 D&O/EPL-Insurer D 5/1/18-5/1/19 GEN'L AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	Y	31SBAIW5451	04/10/2018	04/10/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/PROP AGG \$ 2,000,000 D&O / EPL \$ 1,000,000
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		31SBAIW5451	04/10/2018	04/10/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	31SBAIW5451	04/10/2018	04/10/2019	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	31WECCM5844	05/25/2018	05/25/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	Professional Liability		BRL0016593	03/09/2018	03/09/2019	Aggregate \$1,000,000 Each Occurrence \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

Town of Kent 41 Kent Green Blvd, PO Box 678  Kent CT 06757	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
---	---

© 1988-2015 ACORD CORPORATION. All rights reserved



# WIOA Governance Matrix

Roles and Responsibilities	Citations	Governor	State WDB	Lead State Official	Chief/Elected Official (CEO)	Local WDB	Local Fiscal Agent	One-Stop Operator
Sign a grant agreement, including a statement assuring compliance with the Wagner-Peyser Act and all applicable rules and regulations	§ 652.4 (b)	X						
Develop, implement, and modify a 4-year state plan	§ 676.105 (b) § 676.130 (c) § 676.135 § 676.143 (b) § 679.130 (a) § 676.145	X	•	•				
See public comment on the 4-year state plan	§ 676.130 (d)			The State				
[May] establish additional indicators of performance	§ 677.165			The State				
Use quarterly wage record information in measuring a State's performance on the primary indicators of performance	§ 677.175 (a) (1)			The State				
[May] designate a State agency (or appropriate State entity) to assist in carrying out the performance reporting requirements	§ 677.175 (c)	X						
Submit a State annual timely [to avoid sanctions]	§ 677.185 (a) and (c)			The State				
[May] apply additional performance indicators to local areas	§ 677.205 (b)	X						
Make performance reports available to the public annually	§ 677.205 (c)			The State				
Reach agreement on local negotiated levels of performance based on a negotiations process before the start of a program year with the use of the objective statistical model	§ 677.210 (c) § 677.220 (a) (1) (i)	X			X	X		
Develop and disseminate the performance negotiations process	§ 677.210 (d)	X						
[May] provide incentive grants, if so determined, to local areas for performance on the primary indicators of performance	§ 677.215 (a)	X						
[May] use non-Federal funds to create incentives for the Local WDBs to implement pay-for-performance contract strategies	§ 677.215 (b)	X						
Provide or make a request for technical assistance to a local area that fails to meet the agreed upon adjusted levels of performance	§ 677.220 (a)	X						
Establish the threshold for failure to meet adjusted levels of performance for a local area	§ 677.220 (a) (1)			The State				

# WIOA Governance Matrix

Roles and Responsibilities	Citations	Governor	State WDB	Lead State Official	Chief/Elected Official (CEO)	Local WDB	Local Fiscal Agent	One-Stop Operator
Take corrective actions if a local area fails to meet the adjusted levels of performance agreed to for the same primary indicators of performance for the same core program authorized under WIOA title I for a third consecutive program year	§ 677.220 (b)	X						
Designate one or more State agencies to assist in overseeing Eligible Training Provider (ETP) performance and facilitating the production and dissemination of ETP performance reports	§ 677.230 (e)	X						
Facilitate data matches between Eligible Training Provider (ETP) records and Unemployment Insurance (UI) wage data in order to produce the report	§ 677.230 (e) (1)	X		Designated Agency				
Create and disseminate the WIOA performance reports	§ 677.230 (e) (2)	X		Designated Agency				
Coordinate the dissemination of the performance reports with the ETP list and the information required to accompany the list	§ 677.230 (e) (3)	X		Designated Agency				
[May] establish other service hours for a comprehensive One-Stop at other times to accommodate the schedules of individuals who work on regular business days	§ 678.305 (c)					X		
Examine lease agreements and property holdings throughout the One-Stop delivery system in order to use property in an efficient and effective way	§ 678.310 (c)			X	•	•		
Notify the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing that TANF will not be a required partner in the One-Stop, if applicable	§ 678.405(b)	X						
Approve other entities that carry out a workforce development program to serve as additional partners in the One-Stop delivery system	§ 678.410 (a)				X	X		
Establish and maintain the One-Stop delivery system, including joint funding	§ 678.420			•	X	•		
Enter into an MOU (and sign) with One-Stop partners	§ 678.420 § 678.500				•	X		
Enter into good-faith negotiations between One-Stop partners	§ 678.510 (a)	• Only if requested	• Only if requested	• Only if requested	X	X		

# WIOA Governance Matrix

Roles and Responsibilities	Citations	Governor	State WDB	Lead State Official	Chief Elected Official (CEO)	Local WDB	Local Fiscal Agent	One-Stop Operator
Establish with One-Stop partners, in the MOU, how infrastructure costs and other shared costs of the One-Stops will be funded	§ 678.510 (b) § 678.715 (c)					X		
Report to the State WDB, Governor, and relevant State agency when MOU negotiations with One-Stop partners have reached an impasse	§ 678.510 (c)					X		
[May] approve the Local WDB to be the One-Stop Operator	§ 678.600 (c) (6)	X			X			
Ensure One-Stop Operators carry out WIOA programs and activities	§ 678.600 (e)			X		X		
Disclose any potential conflicts of interest arising from the relationships of the operators with particular training service providers or other service providers	§ 678.600 (e) (1)		X			X		X
Ensure practices ARE NOT established that create disincentives to providing services to individuals with barriers to employment who may require longer-term career and training services	§ 678.600 (e) (2)		X			X		X
Comply with Federal regulations and procurement policies relating to the calculation and use of profits	§ 678.600 (e) (3)		X			X		X
Select the One-Stop operator through a competitive process at least once every 4 years	§ 678.605 (a)						X	
[May] select a Local WDB as a One-Stop Operator through sole source procurement	§ 678.605 (d)	X			X			
If applicable, establish sufficient conflict of interest policies and procedures if the Local WDB will act as an One-Stop Operator	§ 678.605 (d)					X		
If applicable, approve the conflict of interest policies and procedures prior approving a Local WDB to act as an One-Stop Operator	§ 678.605 (d)	X						
[May] establish additional roles of the One-Stop Operator	§ 678.620 (a)					X		
Coordinate service delivery of required partners and service providers	§ 678.620 (a)							X
[May] perform additional functions with sufficient firewalls and conflict of interest policies and procedures	§ 678.620 (b) (1) and (2)						X	
Develop and issue guidance regarding One-Stop Infrastructure funding	§ 678.705	X	•		•	•		



# WIOA Governance Matrix

Roles and Responsibilities	Citations	Governor	State WDB	Lead State Official	Chief Elected Official (CEO)	Local WDB	Local Fiscal Agent	One-Stop Operator
Agree to amounts and methods of calculating amounts each One-Stop partner will contribute for One-Stop infrastructure funding, include the infrastructure funding terms in the MOU, and sign the MOU	§ 678.715 (a)				X	X		
If applicable, apply the State funding mechanism if a consensus agreement for local One-Stop partner contributions is not reached	§ 678.730 - 738	X	•		•	•		
Establish objective criteria and procedures for Local WDBs to use when certifying One-Stops	§ 678.800 (a)		X		•	•		
Review and update the criteria for certifying One-Stops every 2 years as part of the review and modification of State plans	§ 678.800 (a) (1)		X		•	•		
Certify the effectiveness, physical and programmatic accessibility, and continuous improvement of One-Stops and their systems at least once every 3 years	§ 678.800 (d)					X		
[May] establish additional criteria, or set higher standards for service coordination, than those set by the State	§ 678.800 (d)					X		
Review and update the One-Stop Certification criteria every 2 years as part of the local plan update process	§ 678.800 (d)					X		
*Local WDBs must certify One-Stops in order to be eligible to use infrastructure funds in the State funding mechanism								
Establish the State WDB, appoint members, select a chairperson, and establish by-laws	§ 679.110 (a), (c), and (d)	X						
Sit on the State WDB (two or more statewide collectively representing both cities and counties)	§ 679.110 (b) (3) (iii)				X			
[May] convey voting privileges to non-required members on the State WDB	§ 679.110 (g)	X						
Review statewide policies, programs, and recommendations for the comprehensive and streamlined delivery of services	§ 679.130 (b)	X	•					
Identify barriers and means for removing them to better coordinate, align, and avoid duplication	§ 679.130 (c) (1)	X	•					
Develop strategies to support career pathways	§ 679.130 (c) (2)	X	•					
Develop and expand strategies to meet the needs of employers, workers, and job seekers particularly through industry or sector partnerships	§ 679.130 (c) (4)	X	•					



# WIOA Governance Matrix

Roles and Responsibilities	Citations	Governor	State WDB	Lead State Official	Chief Elected Official (CEO)	Local WDB	Local Fiscal Agent	One-Stop Operator
Identify regions, including planning regions	§ 679.130 (c) (5)	X	•		X	X		
Provide assistance to local areas to develop and continuously improve the One-Stop delivery	§ 679.130 (c) (6)	X	•					
Develop and update a comprehensive State performance and accountability measures	§ 679.130 (d)	X	•					
Identify and disseminate information on best practices	§ 679.130 (e)	X	•					
Develop and review statewide policies affecting the coordination of services	§ 679.130 (f)	X	•					
Develop strategies for technological improvements to facilitate access to, and improve the quality of services and activities	§ 679.130 (g)	X	•					
Develop allocation formulas for the distribution of funds for employment and training activities for adults and youth to local	§ 679.130 (i)	X	•					
Preparations of the Annual Reports	§ 679.130 (j)	X	•					
Develop a statewide workforce and labor market information system	§ 679.130 (k) § 679.370 (c) (2)	X	•		X			
Develop other policies as may promote statewide objectives and enhance performance	§ 679.130 (l)	X	•					
Ensure compliance with Sunshine Act provisions	§ 679.140 § 679.390		X			X		
Develop a policy and process for identifying regions	§ 679.210	X			•	•		
Assign local areas to a region	§ 679.210	X						
Develop a policy for designation of local areas and designate local areas	§ 679.220 § 679.230	X	•		•	•		
Appoint the Local WDB in accordance with State criteria	§ 679.310 (a) § 679.350				X			
Certify the Local WDB every 2 years	§ 679.310 (a) § 679.350	X						
Set policy for the portion of the statewide workforce development system within the local area and consistent with State policies	§ 679.310 (b)				•	X		
[May] enter into an agreement that describes the respective roles and responsibilities of the parties	§ 679.310 (c)				X	X		
Develop, implement, and modify a 4-year local plan	§ 679.310 (d) § 679.370 (a)				•	X		
Execute an agreement to describe CEO responsibilities, if the local area includes more than one unit of government	§ 679.310 (e) § 679.710							
Carry out the roles of the Local WDB (Single-Area State)	§ 679.310 (f)		X					

**KEY:**  
 X = Lead(s)  
 • = In Consultation with or Supports  
 SEA = State Education Agency  
 SYRA = Vocational Rehabilitation Agency  
 SWA = State Workforce Administrator

# WIOA Governance Matrix

Roles and Responsibilities	Citations	Governor	State WDB	Lead State Official	Chief Elected Official (CEO)	Local WDB	Local Fiscal Agent	One-Stop Operator
	<div>KEY: X = Lead(s) • = In Consultation with or Supports SEA = State Education Agency SVRA = Vocational Rehabilitation Agency SWA = State Workforce Administrator</div>							
Establish by-laws, consistent with State policy for Local WDB membership	§ 679.310 (g)				X			
Establish criteria for the chief elected official to select members of the Local WDB	§ 679.320 (a)	X						
Select Local WDB members and establish a formal nomination and appointment process	§ 679.320 (a)				X			
Elect a chairperson from among the business representatives on the WDB	§ 679.330					X		
[May] establish standing committees	§ 679.360 (a)							
If applicable, develop and implement a regional plan	§ 679.370 (b)					X		
Conduct workforce research and regional labor market analysis	§ 679.370 (c)					X		
Convene local workforce development system stakeholders to assist in the development of the local plan	§ 679.370 (d)					X		
Identify non-Federal expertise and resources to leverage support activities	§ 679.370 (d)					X		
Promote business representation on the local WDB	§ 679.370 (e) (1)					X		
Develop effective linkages with employers that increases employer utilization of the system	§ 679.370 (e) (2)					X		
Ensure that workforce investment activities meet employers needs and support economic growth	§ 679.370 (e) (3)					X		
Develop and implement strategies that meet employers and workers employment and skill needs	§ 679.370 (e) (4)					X		
Lead efforts to develop and implement career pathways	§ 679.370 (f)					X		
Lead efforts to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and job seekers	§ 679.370 (g)					X		
Use technology to facilitate connections among intake and case management information systems	§ 679.370 (h) (1)					X		
Use technology to facilitate access to services provided through the One-Stop delivery system	§ 679.370 (h) (2)					X		
Use technology to meet the needs of individuals with barriers to employment	§ 679.370 (h) (3)					X		
Use technology to leverage resources and capacity	§ 679.370 (h) (4)					X		
Conduct oversight of youth, adult, dislocated worker, and entire One-Stop delivery system	§ 679.370 (i) (1)				•	X		
Ensure the appropriate use and management of funds	§ 679.370 (i) (2)				•	X		

# WIOA Governance Matrix

Roles and Responsibilities	Citations	Governor	State WDB	Lead State Official	Chief Elected Official (CEO)	Local WDB	Local Fiscal Agent	One-Stop Operator
	<b>KEY:</b> X = Lead(s) • = In Consultation with or Supports SEA = State Education Agency SVRA = Vocational Rehabilitation Agency SWA = State Workforce Administrator							
Ensure the appropriate use, management, and investment of funds to maximize performance outcomes	§ 679.370 (l) (3)				•	X		
Negotiate and reach agreement on local performance indicators	§ 679.370 (j)	X			•	X		
Negotiate on the methods for funding the infrastructure costs of One-Stops	§ 679.370 (k)							
Select, and where appropriate terminate, providers	§ 679.370 (l)					X		
Ensure there are sufficient numbers and types of providers of career services and training services	§ 679.370 (m)			The State		X		
Coordinate activities with education and training providers	§ 679.370 (1)					X		
Review applications to provide adult education and literacy activities	§ 679.370 (n) (1)					X		
Make recommendations to the eligible adult education and literacy agency to promote alignment with the local plan	§ 679.370 (n) (2)					X		
Replicate and implement cooperative agreements to enhance the provision of education and training services	§ 679.370 (n) (3)					X		
Develop a budget for the activities of the Local WDB	§ 679.370 (o)				•	X		
Assess, on an annual basis, the physical and programmatic accessibility of all One-Stops	§ 679.370 (p)					X		
Certify One-Stops	§ 679.370 (q)					X		
Determine whether or not a Local WDB may be selected as a One-Stop Operator	§ 679.410 (a)	X			X			
Determine whether or not a Local WDB may act as a provider of career services	§ 679.410 (b)	X			X			
Determine whether or not a Local WDB may receive a waiver to provide training services	§ 679.410 (c)	X						
Develop a procedure for approving waivers for a Local WDB to provide training services	§ 679.410 (c) (1)		The State					
[May] designate an entity to serve as a local fiscal agent and ensure this agent has clearly defined roles and responsibilities	§ 679.420 (a)	X Single-Area States Only			X			
Receive Funds	§ 679.420 (b) (1)						X	
[May] conduct financial monitoring of service providers	§ 679.420 (b) (2)		•			•	X	
Ensure sustained fiscal integrity and accountability	§ 679.420 (b) (2)						X	
[May] ensure independent audit of all employment and training programs	§ 679.420 (b) (3)		•			•	X	
Respond to financial audits	§ 679.420 (b) (3)						X	
Maintain proper accounting records and adequate documentation	§ 679.420 (b) (4)						X	



# WIOA Governance Matrix

Roles and Responsibilities	Citations	Governor	State WDB	Lead State Official	Chief Elected Official (CEO)	Local WDB	Local Fiscal Agent	One-Stop Operator
	<b>KEY:</b> X = Lead(s) • = In Consultation with or Supports SEA = State Education Agency SVRA = Vocational Rehabilitation Agency SWIA = State Workforce Administrator							
Prepare financial reports	§ 679.420 (b) (5)						X	
Provide technical assistance to subrecipients regarding fiscal issues	§ 679.420 (b) (6)						X	
[May] procure contracts or obtain written agreements	§ 679.420 (c) (1)		•			•	X	
Establish and disseminate a policy for the submission of local and regional plans	§ 679.500 (c)	X						
Review regional and local plans	§ 679.520 § 679.570	X						
Establish procedures governing the modification of regional plans.	§ 679.530 § 679.580	X						
Identify the entity responsible for the disbursement of grant funds	§ 679.560 (b) (14)				X			
Approve a Local WDB to be the One-Stop provider	§ 679.600				X			
Request a waiver of statutory or regulatory requirements under WIOA or W-P	§ 679.620	X			•			
Serve as the local grant recipient and responsible for funds provided under WIOA Title I and II	§ 680.100 § 680.700				X			
[May] Establish performance criteria work-based training providers must meet to receive funds	§ 680.530 (b)	X						
Collect performance information and determine whether work-based training providers meet any established criteria	§ 680.530 (c)							X



## **Intergovernmental Agreement**

### **Between**

### **The Municipalities Of**

**Barkhamsted, Bethlehem, Bethel, Bridgewater, Brookfield, Canaan, Cheshire, Colebrook, Cornwall, Danbury, Goshen, Hartland, Harwinton, Kent, Litchfield, Middlebury, Morris, Newtown, New Fairfield, New Milford, New Hartford, Naugatuck, Norfolk, North Canaan, Prospect, Redding, Ridgefield, Roxbury, Salisbury, Sharon, Sherman, Southbury, Thomaston, Torrington, Warren, Washington, Waterbury, Watertown, Winchester / Winsted, Wolcott, Woodbury.**

**THIS Intergovernmental Agreement ("Agreement"), is entered into by and among the above-named municipalities, (collectively referred to as the "Parties" and, each individually, referred to as a Party") that together comprise the local workforce development area under the Workforce Innovation and Opportunity Act of 2014, (WIOA) Pub. L. 113-128, 29 U.S.C. Sec. 3101, et. seq.**

**WHEREAS WIOA, provides for states to award funds by formula to local workforce development areas for the purpose of providing workforce development services to citizens and residents in the local workforce development area; and**

**WHEREAS the above-named municipalities, together constitute a local workforce development area, under WIOA; and**

**WHEREAS WIOA requires that workforce development areas consisting of multiple local governmental units enter into an agreement with each other to describe how they will carry out their roles and responsibilities;**

**NOW, THEREFORE, in consideration of the premises and mutual covenants and obligations herein contained and subject to the terms and conditions hereinafter stated, the Parties agree and understand as follows:**

#### **ARTICLE I: AGREEMENT PURPOSE**

**It is the purpose of this Agreement to specify the roles of the individual chief elected officials representing their municipality within the workforce development area in carrying out their responsibilities under WIOA in accordance with WIOA §107(c)(1)(B) and 29 CFR 679.310, 29 CFR 679.420 and 29 CFR 683.710**

## **ARTICLE II: PARTIES TO THE AGREEMENT**

- a. The Parties to this Agreement shall be each of the forty-one (41) individual municipalities named above as represented by their Chief Elected Officials.**
- b. Each Party represents and warrants that it has the constitutional and/or statutory power pursuant to the Connecticut General Statutes to enter into this Agreement and has complied with the requirements necessary to authorize execution of this Agreement.**

## **ARTICLE III: TERM**

- a. This Agreement shall become effective on June 1, 2018, and shall automatically renew every 3 years on July 1st of the third year, unless or until:**
  - i. The Governor re-designates the Local Workforce Development Area, or**
  - ii. This Agreement has been terminated by a Party upon the giving of written notice to the other Parties at least ninety (90) days prior to July 1 of the year in which the Party wishes to withdraw from the Agreement. In such instance this Agreement shall be terminated only as to such Party and not as to the other Parties to the Agreement.**
- b. If any Party withdraws from this Agreement in accordance with the terms and conditions of this Agreement:**
  - i. The withdrawing Party shall be liable a described in Article VI a, for actions and/or obligations entered into or incurred prior to the effective date of its respective withdrawal.**
  - ii. The remaining Parties shall be allocated the future liabilities of the withdrawing Party on a pro-rata basis relative to its then-existing pro-rata liabilities hereunder;**
  - iii. At the option of the other Parties:**
    - A. This Agreement shall continue as to all of the other Parties and to the extent that an amendment is necessary or appropriate, the Parties may enter into such amendment, or**
    - B. A new agreement may be negotiated.**

## **ARTICLE IV: ORGANIZATION**

- a. To carry out the purposes of this Agreement a Consortium shall be created consisting of each Party's Chief Elected Official.**

- i. The officers of the Consortium of Elected Officials shall include a chairperson, a vice-chairperson and a chairperson pro-tempore.
  - ii. The Chief Elected Officials of the Cities of Danbury and Waterbury shall alternate annually as chair and vice-chair, commencing with the Mayor of Waterbury serving as the chair.
  - iii. The chairperson pro-tempore shall be elected by the Executive Committee, of the Consortium as described in paragraph b below.
- b. There shall be an Executive Committee of the Consortium.
  - i. The Executive Committee shall consist of (5) members. Two shall be permanent members and three members shall serve on a two (2) year rotating basis.
    - A. The Mayors of Waterbury and Danbury shall be the permanent members.
    - B. The rotating members shall be determined as follows:
      - C. The Mayor of Danbury shall select the Chief Elected Official of one of the municipalities, party to this Agreement
      - D. The Mayor of Waterbury shall select the Chief Elected Official of one of the municipalities, party to this Agreement
      - E. Together, the Mayors of Waterbury and Danbury shall agree upon the selection of the Chief Elected Official of one of the municipalities, party to this Agreement.
      - F. The terms of the rotating members shall coincide with the calendar year, however the inaugural rotation term shall commence on July 1, 2019 and terminate on December 31, 2021.
  - ii. The officers of the Consortium of Elected Officials shall serve as the officers of the Executive Committee. The chairperson pro-tempore shall be elected by the full Executive Committee, from among the Chief Elected Officials of the rotating municipalities. Each shall hold office until their successors are duly elected. Notwithstanding the foregoing, the initial term of officers shall commence in July 1, 2019 and shall terminate on December 31, 2021.
  - iii. The Consortium of Elected Officials representing the Parties to this Agreement delegates and designates the Executive Committee to perform the duties and responsibilities of the Chief Elected Officials as specified in WIOA.

- A. The Chair shall serve as the signatory for those WIOA responsibilities requiring the signature of the Chief Elected Official.
- B. In the absence of the Chair or if the Chair is unavailable, the Vice Chair may serve as the signatory for those WIOA responsibilities requiring the signature of the Chief Elected Official.
- C. In the absence of the Chair and Vice Chair the Chair Pro-Tempore may serve as the signatory for those WIOA responsibilities requiring the signature of the

**iv. Meetings**

- I. The Executive Committee shall meet at least semi-annually in January and June and more frequently as may be required to carry out the responsibilities assigned to the Chief Elected Officials under WIOA.
- II. The Executive Committee may decide to meet jointly with the Northwest Regional Workforce Board, Inc. for the purpose of conducting its business.
- III. Executive Committee Meetings in addition to the semiannual meetings may be called by any of the Officers to the Consortium of Elected Officials or upon the request of the Northwest Regional Workforce Board Executive Director to an Officer of the Consortium of Elected Officials.
- IV. The chairperson shall preside at all Executive Committee meetings and shall perform all duties incident to that office. The vice-chairperson shall preside in the absence of the chairperson and shall have the power to exercise and perform all duties of the chairperson.
- V. Meetings of the Executive Committee shall be publicly noticed and open to the public, in accordance with Connecticut State Statutes and federal law.
- VI. A quorum at any Executive Committee meeting shall consist of the majority of the members of the Executive Committee. Actions by the Executive Committee must receive the affirmative votes of a majority of those members present and voting.
- VII. Each member of the Executive Committee shall have one vote.

**c. Designation of the Grant Recipient, Sub-Recipient and Fiscal Agent**

- i. The City of Waterbury shall be the grant recipient for the purposes of receipt of federal and State workforce development and related funds.
- ii. The Northwest Regional Workforce Investment Board, Inc., a duly recognized 501© 3 nonprofit corporation, shall be the grant sub-recipient and fiscal agent for purposes of receipt of federal and State workforce development and related funds.

- iii. All programs and activities as well the cost of supporting the Consortium of Elected Officials, the Consortium Executive Committee and the Northwest Regional Workforce Board, Inc. shall be paid for and supported by:
    - A. Grant funds appropriated to the sub-grant recipient/fiscal agent, the Northwest Regional Workforce Board, Inc., by federal and State grants or appropriations; and
    - B. Any other grants in aid or assistance or appropriations from any of the Consortium of Elected Officials members, Northwest Regional Workforce Board, Inc. members, or any other organization or person, including the acceptance of gifts, grants, or bequests whether they be in the form of tangible or intangible property.
  - iv. Under the direction of its Executive Director, the Northwest Regional Workforce Board, Inc. shall provide staff support, to the Consortium of Elected Officials, the Consortium Executive Committee and the Northwest Regional Workforce Board, Inc. The staff shall carry out the policies of the Consortium as approved by the Executive Committee, and the Northwest Regional Workforce Board, Inc., produce required reports for their review and approval and provide such other services as may be necessary for the workforce board and Executive Committee to carry out its business.
- d. Creation and Appointment of a Majority Private Sector Workforce Development Board
- i. In accordance with WIOA section 107 and Conn. General Statutes 31-31 the Executive Committee shall appoint the members of the Northwest Regional Workforce Board, Inc.. The Workforce Board shall be comprised of four (4) categories of membership. Appointments to each category of membership shall meet the WIOA requirements described below:
    - A. Representatives of the Private Sector which shall be the majority of the members appointed
      - I. Nominations to the private sector seats on the Northwest Regional Workforce Investment Board shall be made by local business organizations and industry/trade associations and may be submitted to the Northwest Regional Workforce Board, Inc. for recommendation to the Executive Committee. ~~shall-~~
      - II. Private sector members shall be owners, chief executive officers, chief operating officers, or other individuals with optimum policy-making or hiring authority from businesses providing employment opportunities in in-demand industry sectors or occupations in the workforce development area.
      - III. At two members must represent small business as defined by the U.S. Small Business Administration



**B. Workforce Representatives which shall comprise 20 percent of the members appointed:**

**I. Nominations to the workforce representative seats shall be made by local labor federations.**

**II. A minimum of three (3) members in this category shall be Representatives of Labor Organizations, one (1) of which shall be a training director, from a joint labor management apprenticeship program or a representative of an apprenticeship program in the workforce area if no joint program exists in the area.**

**III. The balance of the members in this category may be:**

**aa. Representatives of community-based organizations serving the employment needs of individuals with barriers to employment, or**

**bb. Representatives of organizations serving veterans or**

**cc. Representatives of organizations that provide or support competitive integrated employment for individuals with disabilities, or**

**dd. Representatives of organizations serving youth including out-of-school youth**

**C. Representatives of Education which shall include:**

**I. At least one eligible training provider administering adult education and literacy activities under WIOA title II, and**

**II. At least one representative from an institution of higher education including community colleges.**

**aa. If it is determined that there is more than one local area provider of WIOA Title II adult education and literacy activities nominations shall be made by those entities.**

**bb. As there are multiple institutions of higher education providing workforce investment activities in the workforce area nominations shall be made from those entities.**

**III. May include Representative(s) of local educational agencies or community-based organizations with expertise in education or training for individuals with barriers to employment.**

**D. Representatives of governmental, economic and community development entities which shall include:**

- I. A representative from an economic and community development entity,
- II. A representative from the State employment service office,
- III. A representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) and
- IV. May include representatives of:
  - aa. Local transportation, housing, and public assistance agencies, or
  - bb. Local philanthropic organizations, or
  - cc. Other individuals as may be determined by Executive Board.
- ii. The nomination process for any of the categories of members not specified above shall be determined by the Executive Committee.
- iii. Local Workforce Development Board members shall serve at the pleasure of the Executive Committee.

#### **ARTICLE V: POWERS DELEGATED TO THE EXECUTIVE COMMITTEE**

- a. In addition to the powers already granted under this Agreement, the Executive Committee shall execute the following powers on behalf of the Consortium of Elected Officials for the workforce area:
  - i. To adopt policies in those areas delegated to the chief elected officials under WIOA aligned with federal and state rules and regulations.
  - ii. To adopt policies together with the Northwest Regional Workforce Board, Inc. in those areas delegated to the Chief Elected Official(s) and the local board under WIOA
  - iii. To enter into contracts with any one of the Parties to this Agreement
  - iv. To amend this Agreement, except for amendments or modifications to this Agreement related to the liability for funds under WIOA as described in Article VI.
  - v. To enter into contracts with the State Board or with the Northwest Regional Workforce Development Board Inc., appointed by the Executive Committee.

- vi. Establishment of the manner in which funds shall be disbursed or paid, which shall be by the Northwest Regional Workforce Board, Inc., designated to serve as the Fiscal Agent for the workforce area.
  - vii. To approve the process and selection of an independent auditor who shall perform the audit required under 2 CFR 200 Part F.
  - viii. To accept grants, donations, gifts, subject to conflict of interest laws, or other any other types of financial assistance as allowed by law
  - ix. The manner in which any program income, fee for services or surplus funds may be expended.
  - x. The composition, membership appointments, and organizational approval of any advisory or partnership bodies to the Executive Committee or the Consortium.
- b. Together with the Local Workforce Investment Board:
- i. Approve the budget of the Board
  - ii. Approve the Local Workforce Plan
  - iii. Designate/certify or competitively select local one-stop operators;
  - iv. Provide oversight with respect to all grant activities
  - v. Negotiate local performance measures and levels with the State;
  - vi. Establish the manner in which staff shall be employed to carry out and serve Consortium objectives with regard to workforce investment and related program policies; and
  - vii. The Local Workforce Development Board shall be responsible for the selection of an Executive Director. The process for the selection of an executive director shall be approved by the Executive Committee; and
- c. Any other necessary and proper matters as they may arise and as is agreed upon by the Executive Committee or Parties.

#### **ARTICLE VI: GENERAL PROVISIONS**

- a. Assignment of liability for the funds.
  - i. The local workforce development area is comprised of forty-one (41) municipalities each of which is a Party to and has entered into this Agreement.

- ii. The parties recognize that WIOA assigns liability for the grant funds to the Grant Recipient which is the local Chief Elected Official or where there are multiple units of government in a local workforce development area, the Chief Elected Officials may agree on the allocation of liability among all the units of government.
- iii. In compliance with WIOA the Parties therefore agree that if an event resulting in a liability or loss is assessed against the Northwest Regional Workforce Development Area, related solely to the expenditures of grant funds, the Parties will assign liability amongst themselves equal to the worth of the relative benefit and proportionate use that each individual Municipality/Party received from the grant(s) during the grant award period in which the liability was incurred, subject to the following:
  - A. The Fiscal Agent for the local workforce area, the Northwest Regional Workforce Board, Inc., shall purchase the below listed insurance coverages to indemnify the Parties and to cover any liability event:
    - I. Directors and Officers Insurance with a Professional Liability (Errors and Omissions) Rider and which includes the cost of defense, to cover any monitoring or audit findings requiring the repayment of funds to the state or federal government including misappropriation or misuse of grant funds.
    - II. Employment Practices Liability Insurance
    - III. Commercial General Liability Insurance to cover claims involving bodily injury or property damage including fire including non-owner vehicle coverage.
    - IV. Commercial Crime Coverage to protect against crime, theft or fraud.
    - V. Employment Practices Liability Insurance to cover claims made by employees alleging discrimination (based on sex, race, age or disability, for example), wrongful termination, harassment and other employment-related issues, such as failure to promote.
  - B. Payment of insurance deductibles from grant funds, as allowed under, 2 CFR 200 et. seq. shall be made before the assignment of liability in order to reduce the amount of the liability for each Party.
  - C. Assuring that the Municipalities and Consortium/Executive Committee members are named insureds under the policies or that all insurance coverage required under this Agreement cites each Municipality, and the

Consortium/Executive Committee as additional insureds under the policies.

- D. The Northwest Regional Workforce Board, Inc. responding to findings or claims on a timely basis, providing such documentation as necessary to reduce any and all liabilities to the smallest amount possible and exhausting all appeals of audit or monitoring finding prior to the final assignment of liability, including a request for forgiveness or a waiver as allowed under 20 CFR 683.
- E. Utilizing alternative methods of repayment for the resolution any finding other than a cash repayment as provided for under federal law including a request for waiver or forgiveness as allowed under WIOA and 2 CFR 200 et, seq.
- F. Inclusion of the following clause in the Agreement between the Northwest Regional Workforce Board, Inc. and the Consortium of elected officials that:

"The Agreement Does Not Create an Agency or Employment Relationship Between the Consortium/Executive Council and the Northwest Regional Workforce Board, Inc.

That the Consortium/Executive Committee agree that the Northwest Regional Workforce Board, Inc. is an independent contractor and that no provision of the Agreement Between the Consortium/Executive Committee and the Northwest Regional Workforce Board, Inc. shall be construed as creating an agency or employment relationship between the Consortium/Executive Committee and the Northwest Regional Workforce Board, Inc. and their employees."

"The Northwest Regional Workforce Board, Inc. Responsible for Acts of Employees

The Consortium/Executive Committee and the Northwest Regional Workforce Board, Inc. agree that the Northwest Regional Workforce Board, Inc. shall be responsible for the actions of its representatives and employees, with regard to all aspects of Northwest Regional Workforce Board, Inc. responsibilities in serving as the administrative entity and fiscal agent for the Northwest Regional Workforce Board, Inc..

- iv. To assure that The Consortium/Executive Committee is apprised of the state of the Northwest Regional Workforce Board, Inc., copies of all state and federal monitoring reports the annual organization-wide independent



audit shall be distributed to each Municipality/Party to this Agreement addressed to its Chief Elected Official within ten days of their receipt.

- v. In the event of a finding or claim the Northwest Regional Workforce Board, Inc. shall keep each Municipality apprised of all resolution strategies and written responses to the findings through written communications and meetings as appropriate.
- b. This Agreement incorporates and includes all prior negotiations, correspondence, conversations, agreements, or understandings applicable to the matters contained herein and the Parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained in this Agreement. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representation or agreements whether oral or written.
- c. Whenever any Party desires to give notice unto another Party, notice must be given in writing sent by registered United States Mail with Return Receipt Requested, or by nationally recognized overnight courier, addressed to the Party for whom it is intended, at the address last specified in compliance with the provision of this Section. The Parties designate the office address of their respective Chief Elected Officials listed with their respective signatures on this Agreement as place for giving notice to a Party under this Agreement. Each Party may change the address for notice pursuant to a subsequent notice by the method and manner described in this Section.
- d. The Executive Committee shall make such reports to the State and the federal government as may be required and shall require such reports as necessary from the Board, the grant recipient or grant sub-recipient.
- e. No amendment or modification to this Agreement that increases the liability of any Party to the Agreement shall be effective unless such amendment or modification is agreed to in a written document executed and delivered on behalf of such Party by its authorized representative provided, however that any amendment to liabilities that occurs pursuant to Article III, Section b of this Agreement shall not require such written consent. All other amendments or modifications to the Agreement may be effected by the Executive Committee, which shall provide written notice to all Parties of such other amendments or modifications to this Agreement.
- f. Executive Committee members may be reimbursed for travel and out of pocket expenses to the extent allowed by the authorizing legislation governing the funding stream from which reimbursement is sought. Reimbursement shall be in accordance with federal, State and local policies.

- g. To the extent a dispute shall arise among the Parties in connection with this Agreement, the Parties shall first attempt an informal resolution, followed by formal mediation.**
- h. Captions to Articles of this Agreement are for convenience only and shall form no part of this Agreement.**
- i. This Agreement shall be deemed to be a binding contract and shall be construed in accordance with and governed by the laws of the State of Connecticut, without regard to its principles governing conflicts of laws.**
- j. In the event that any provision of this Agreement or the application of any such provision to any Party or circumstances be held invalid or unenforceable, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect.**
- k. Any waiver at any time by any Party of its rights with respect to any default or other matter arising in connection with this Agreement shall not be considered a waiver with respect to any subsequent default or other matter.**

**IN WITNESS WHEREOF, the Parties hereto have made and executed this Agreement on the respective dates under each signature;**

**Signature Page of**

**KENT**

**Intergovernmental Agreement between the Municipalities of**

Barkhamsted, Bethlehem, Bethel, Bridgewater, Brookfield, Canaan, Cheshire, Colebrook, Cornwall, Danbury, Goshen, Hartland, Harwinton, Kent, Litchfield, Middlebury, Morris, Newtown, New Fairfield, New Milford, New Hartford, Naugatuck, Norfolk, North Canaan, Prospect, Redding, Ridgefield, Roxbury, Salisbury, Sharon, Sherman, Southbury, Thomaston, Torrington, Warren, Washington, Waterbury, Watertown, Winchester, Wolcott, Woodbury

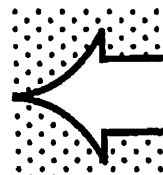
The Municipality KENT, Through its \_\_\_\_\_, duly authorized.

Address for Notice

41 Kent Green Blvd.  
P.O. Box 678  
06757

BY: \_\_\_\_\_  
Bruce Adams – First Selectman

Date: \_\_\_\_\_



**SIGN  
HERE**

TOWN OF KENT  
BOARD OF SELECTMEN  
41 Kent Green Boulevard  
P.O. Box 678  
Kent, CT 06757

2019 Regular Meeting Schedule

Pursuant to CGS 1-225:

The Town of Kent Board of Selectmen's regular monthly meetings will be held on the first Tuesday of each month at 4:30 p.m. at Kent's Town Hall, 41 Kent Green Boulevard, Kent, CT 06757. Meetings in addition to these listed below will be considered Special and will follow the State Mandated guidelines for posting a Special meeting.

At the November 7, 2018 Regular Board of Selectmen meeting, the following dates were approved as regular meeting dates for 2019:

Tuesday, January 8, 2019

Tuesday, February 5, 2019

Tuesday, March 5, 2019

Tuesday, April 2, 2019

Tuesday, May 7, 2019

Tuesday, June 4, 2019

Tuesday, July 2, 2019

Tuesday, August 6, 2019

Tuesday, September 3, 2019

Tuesday, October 1, 2019

Wednesday, November 6, 2019

Tuesday, December 3, 2019

  
Administrative Assistant



Joyce Kearns <adminassist@townofkentct.org>

---

**Fwd: FW: Workforce Investment Board Intergovernmental Agreement (s)**

1 message

---

**Bruce Adams** <firstselectman@townofkentct.org>  
**To:** Joyce Kearns <adminassist@townofkentct.org>

Wed, Sep 19, 2018 at 3:06 PM

----- Forwarded message -----

**From:** D. Randall DiBella <drdibella@crameranderson.com>  
**Date:** Mon, Sep 17, 2018 at 3:50 PM  
**Subject:** FW: Workforce Investment Board Intergovernmental Agreement (s)  
**To:** "Bruce Adams (firstselectman@townofkentct.org)" <firstselectman@townofkentct.org>

**From:** D. Randall DiBella  
**Sent:** Monday, September 17, 2018 3:48 PM  
**To:** 'Bruce Adams'  
**Subject:** RE: Workforce Investment Board Intergovernmental Agreement (s)

Hi Bruce

I have reviewed the proposed Intergovernmental Agreement (IA) and the federal statute under which this bureaucratic morass was created. The statute, 29 United States Code §29-3101 et seq known as the *Workforce Innovation and Opportunity Act* of 2014, repeals and replaces the *Workforce Investment Act* of 1998.

The IA is much less onerous than the previous proposal, which potentially exposed the towns to liability for the dereliction of others. This IA is an organizational directive, and sets in place a multi-tiered bureaucracy to administer grants and distribute funds from whatever source they are derived in order to provide "workforce development services" within the so-called "local workforce development area" to serve those with "barriers to employment". This includes funding for education and training and employment programs. The region includes Waterbury and Danbury, and (I wouldn't expect a high level of funding because benefits are pro rata based on an undefined formula; at least undefined in this IA. This Agreement is essentially devoted to the structural organizational requirements of the "group of 41" and does not define duties and responsibilities as to local management requirements except to require participation in the various consortiums. The committee and consortium structure required union representatives and representatives of a number of defined classes of individuals that experience "barriers to employment." I see no great threat to Kent, except that the First Selectman is Kent's representative just as every other first selectman or mayor, as the case may be, is the



representative of their respective town or city. It is noteworthy, however, that the responsibilities of the party representatives are undefined except as to the frequency of meeting.

The IA is for three (3) years commencing July 1, 2018, and will automatically renew unless notice of termination is given at least 90 days prior to July 1 of the year of expected renewal.

In short I see no real downside in that the IA does not call for any overt expenditure except as to the time and expense of the First Selectman's work and travel. It should be borne in mind, however, that it is likely the formula share for Kent will be very small.

I will be happy to provide a more formal and structured analysis for the BOS should you think that necessary. I have attached the federal statute that sets forth the mission statement of the Act.

Regards

Randy DiBella

Kent Town Attorney

**From:** Bruce Adams [mailto:firstselectman@townofkentct.org] essential  
**Sent:** Thursday, September 13, 2018 3:52 PM  
**To:** D. Randall DiBella  
**Subject:** Fwd: Workforce Investment Board Intergovernmental Agreement (s)

Randy,

You may recall going over this last year. Your advice was "Don't sign it", so I didn't. Mainly due to liability it dumped on towns. Today at COG they presented the attached revised version. Please let me know if this changes your opinion.

It also applies to your new clients Washington and North Canaan.

----- Forwarded message -----

**From:** Catherine.Awwad <Catherine.awwad@nrwib.org>  
**Date:** Thu, Sep 13, 2018 at 3:45 PM  
**Subject:** Workforce Investment Board Intergovernmental Agreement (s)  
**To:** Barbara Henry <bhenry@roxburycr.com>, Bob Geiger <townmanager@townofwinchester.org>, Bob Valentine

<1stselectman@goshenct.gov>, Brent Colley <brent\_c@sharon-ct.org>, Bruce Adams <firstselectman@townofkentct.org>, Candy Perez <mayorwinsted@gmail.com>, Craig Nelson <selectman@warrencr.org>, Curtis Rand <crand@salisburyct.us>, Dan Jerram <djerram@town.new-hartford.ct.us>, Don Stein <dstein@barkhamsted.us>, Gordon Ridgway <cwselectmen@optonline.net>, Henry Todd <selectmen@canaanfallsvillage.org>, Leo Paul <paul@townoflitchfield.org>, mayor@newmilford.org, Mark Lyon <Mark.Lyon@washingtonct.org>, Matthew Riiska <townnorfolk@snet.net>, Thomas Weik <1stselectman@townofmorrisct.com>, Tom McKeon <tommckeon@colebrooktownhall.org>, Wade Cole <selectmen@hartland.necoxmail.com>, Wade Cole <wadec@snet.net>, nwheess@naugatuck-ct.gov, Jim McGrath <JMcGrath@naugatuck-ct.gov>, town.of.prspct@sbcglobal.net, Ed Mone <emone@thomastonct.org>, rscannell@watertownct.org, Neil O'Leary <noleary@waterburyct.org>, Elinor Carbone <Elinor\_Carbone@torringtonct.org>, Jeffrey Manville <Selectman@southbury-ct.gov>, dlowe@townofshermanct.org, Charles Perotti <selectman@northcanaan.org>, pdelmonaco@newfairfield.org, cfennessey@newfairfield.org, "Lundquist, Paul" <Plundquist.Newtown@gmail.com>, first.selectman@newtown-ct.gov, firstselectman@middlebury-ct.org, Michael Criss <mcriss@harwinton.us>, selectman@hartland.necoxmail.com, m.boughton@danbury-ct.gov, alindblom@bridgewater-townhall.org, cread@bridgewater-townhall.or, firstselectman@bethel-ct.org, knickerbockerm@bethel-ct.gov, ljassard@bethlehemct.org, Susan Marcinek <susan.marcinek@newtown-ct.gov>, Dean Esposito <d.esposito@danbury-ct.gov>, dcarlton@woodburyct.org  
Cc: bos@brookfieldct.gov, Julia Pemberton <jpemberton@townofreddingct.org>, jpemberton@townofredding.org, selectman@ridgefieldct.org, billbutterly@woodburyct.org, lhutvagner@middlebury-ct.org, skimball@cheshirect.org, atalbot@cheshirect.org, Christine Hayward <christinehayward@town.new-hartford.ct.us>, asmiith@townofreddingct.org, eegan@sailsburyct.us, tina\_p@sharon-ct.org

Good Afternoon,

This email communication precedes the United States Postal Service delivery of the documents attached herein. Over the course of the summer the workforce board worked with legal counsel to draft a new Intergovernmental Agreement designed to address the concerns that were raised last spring. The documents attached are included in the package you should be receiving by early next week.

The cover letter included provides an overview of the changes. Attached here are the redline and final draft version. After reviewing the materials in the package please contact me if have further questions.

Cathy

Catherine N. Awwad

NRWIB

249 Thomaston Ave

Waterbury, CT 06702

(203)574-6971 x426

--

Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627



www.crameranderson.com

--  
Bruce K. Adams  
First Selectman  
Town of Kent,CT  
860-927-4627



---

**Sbizhubwexf18091715470.pdf**  
371K

TOWN OF KENT  
BOARD OF SELECTMEN  
41 Kent Green Boulevard  
P.O. Box 678  
Kent, CT 06757

2019 Regular Meeting Schedule

Pursuant to CGS 1-225:

The Town of Kent Board of Selectmen's regular monthly meetings will be held on the first Tuesday of each month at 4:30 p.m. at Kent's Town Hall, 41 Kent Green Boulevard, Kent, CT 06757. Meetings in addition to these listed below will be considered Special and will follow the State Mandated guidelines for posting a Special meeting.

At the November 7, 2018 Regular Board of Selectmen meeting, the following dates were approved as regular meeting dates for 2019:

Tuesday, January 8, 2019

Tuesday, February 5, 2019

Tuesday, March 5, 2019

Tuesday, April 2, 2019

Tuesday, May 7, 2019

Tuesday, June 4, 2019

Tuesday, July 2, 2019

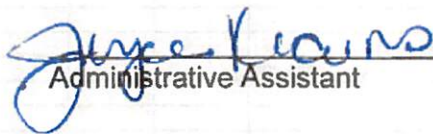
Tuesday, August 6, 2019

Tuesday, September 3, 2019

Tuesday, October 1, 2019

Wednesday, November 6, 2019

Tuesday, December 3, 2019

  
Administrative Assistant

FIVE YEAR TOTALS	FIVE YEAR CAPITAL PLAN					INFORMATIONAL USE				
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>BOE PLAN</b>										
KCS BLDG IMPROVEMENTS			Roof	Roof	Roof / pkgng lot					
WINDOWS		100,000	288,000	218,000	288,000	50,000				
984,235 BOE SUBTOTAL	0	100,000	288,000	218,000	402,235	188,235	138,235	0	0	0
<b>BOS PLAN</b>										
	HWY Trk #2 and mower	Payloader Zero Turn Belt Drive Mower	Truck #1 Compactor	HWY Trk #7 and Kubota	HWY Trk #9	HWY Trk #4 / Cwd Bridge Barrier	HWY Trk #12	Tractor w/ boom mower	Truck #8	Truck #3
HIGHWAY TRUCKS	100,000		80,000	185,000	230,000	130,000	200,000	0	200,000	200,000
HIGHWAY EQUIPMENT		140,000								
	20,000	15,000								
870,000 TOTAL TOWN FLEET	120,000	180,000	100,000	230,000	230,000	160,000	200,000	120,000	200,000	200,000
	Eng 1	Eng 1	Eng 1							
KVFD APPARATUS	150,000	150,000	150,000	200,000						
650,000 TOTAL KVFD FLEET	160,000	160,000	180,000	200,000	0	0	0	0	0	0
Anderson Acres (rebuild)						350,000				
BOTSFORD ROAD					345,000					0
SPOONER HILL ROAD							500,000			
KENICO ROAD										
STUDIO HILL ROAD		200,000					0			
545,000 TOTAL ROADS	0	200,000	0	0	345,000	0	500,000	0	0	0
Bridge #9								300,000		
BRIDGES 17-20 & 22			250,000						400,000	
BRIDGE # 05519 (Macedonia)						250,000				
BRIDGE #18 (Anderson Road)	100,000							400,000		
BRIDGE # Carter Road		250,000								
800,000 TOTAL BRIDGES	100,000	250,000	250,000	0	0	250,000	0	700,000	400,000	0
0 TOTAL LAND	0	0	0	0	0	0	0	0	0	0
TOWN GARAGE			Parking Lot	Parking Lot						
STREETSCAPE (sidewalk replacement)	100,000		30,000	40,000						
SENIOR CENTER		Appliances								
COMMUNITY HOUSE	25,000					Roof	Flooring			
TOWN HALL	25,000	Oil Tank Removal	Carpet / Paint			50,000	150,000			
285,000 TOTAL BUILDINGS	150,000	25,000	70,000	40,000	0	60,000	0	215,000	125,000	0
ZONING REG			50,000					0		
TOWN PLAN PCDD	15,000	15,000								
REVALUATION				25,000	40,000					40,000
P/R Playgrounds			50,000	50,000	100,000					
345,000 TOTAL NON RECURRING	15,000	15,000	100,000	75,000	140,000	0	0	0	0	40,000
3,295,000 BOS SUBTOTAL	635,000	830,000	670,000	645,000	715,000	480,000	700,000	1,035,000	725,000	240,000
FIVE YEAR TOTALS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
4,279,235 BOE & BOS PROJECTED CAPITAL	635,000	930,000	936,000	761,000	1,117,235	646,235	838,235	1,035,000	725,000	240,000
BOE & BOS CAPITAL SPEN	635,000	930,000	936,000	761,000	1,117,235	646,235	838,235	1,035,000	725,000	240,000
1/5TH OF ANNUAL CAPITAL	107,000	186,000	187,200	162,200	223,447	129,247	167,247	207,000	145,000	48,000
APPROPRIATION FY 2019-2020	855,847									
APPROPRIATION FY 2020-2021		878,094								
APPROPRIATION FY 2021-2022			859,341							
APPROPRIATION FY 2022-2023				879,141						
APPROPRIATION FY 2023-2024					871,941					
APPROPRIATION FY 2024-2025						696,494				
Approved by the BoS										
Accepted by the BoF										
Approved by P/Z										
Modified by BoS										
Approved by BoF										





## Capital Planning Request Letters To:

10/1/2013

Dept.	Title	Returned
10,30,32,33,34,43	Board of Selectmen Bruce Adams Chris Garrity Jeff Parkin	<input checked="" type="checkbox"/>    
13	Registrars: Karen Chase Jan Gadiel	   
16	Assessor Patty Braislin	<input checked="" type="checkbox"/> 
17	Tax Collector Debbie Devaux	 
22	Town Clerk Darlene Brady	 
23	P&R Director Lesly Ferris	<input checked="" type="checkbox"/> 
24	Land Use Administrator Donna Hayes	<input checked="" type="checkbox"/> 
27	Building Official Bill Jenks	 
28	Fire Marshal Stan McMillan	 
40	Road Foreman Rick Osborne	<input checked="" type="checkbox"/> 
	Kent Vol. Fire Department Alan Gawel	 
	Board of Education Marty Lindenmayer	 



Joyce Kearns <adminassist@townofkentct.org>

---

## Five-Year Capital

1 message

---

**Lesly Ferris** <ParkandRec@townofkentct.org>

Tue, Oct 16, 2018 at 9:37 AM

To: Joyce Kearns <adminassist@townofkentct.org>

Hi Joyce - the Kent Park and Recreation Commission will not have any submissions this year for additions to the Five-Year Capital Plan.

Thank you.

Lesly

--

*Lesly Ferris*  
*Director*  
*Kent Park and Recreation*  
*860-927-1003*



Joyce Kearns <adminassist@townofkentct.org>

---

## Capital Plan 2020-2024

1 message

---

**Donna Hayes** <landuseadmin@townofkentct.org>  
To: Joyce Kearns <adminassist@townofkentct.org>

Fri, Nov 2, 2018 at 10:29 AM

Hi,

At the October 11th meeting, Planning and Zoning decided that no funds will need to be added to the 2024 line.

If you have any questions, please feel free to get in touch.

Thanks!

*Donna M. Hayes, CZEO  
Land Use Administrator  
Town of Kent  
Land Use Office  
41 Kent Green Boulevard  
P.O. Box 678  
Kent, CT 06757  
(860) 927-4625*



Joyce Kearns <adminassist@townofkentct.org>

---

## Re: Five-Year Capital Request

1 message

---

**Martin Lindenmayer** <mjlkent@gmail.com>  
To: Joyce Kearns <adminassist@townofkentct.org>

Wed, Oct 3, 2018 at 3:03 AM

Our October Board meeting is Wednesday evening so I'll have a chance to discuss the timelines with the Board then. The Building and Facilities Committee meets later this month to finalize the current window project, so any new initiatives regarding the Capital Plan should be finalized then, which would require Board approval at our 07 November meeting. So how does 08 November sound?

Regards,  
Marty

On Oct 2, 2018, at 13:35, Joyce Kearns <adminassist@townofkentct.org> wrote:

Marty -

Thank you.  
When will you be able to have the information to me?

On Tue, Oct 2, 2018 at 1:07 PM, Martin Lindenmayer <mjlkent@gmail.com> wrote:  
Got it Joyce, thanks! Not sure we can meet that deadline but will certainly try.  
My Board of Ed address is on the CC line

Regards,  
Marty

On Oct 2, 2018, at 11:32, Joyce Kearns <adminassist@townofkentct.org> wrote:

Marty

Sorry to sent this to this e-mail but your center school one bounced back.  
Please confirm that you received this e-mail.

Thank you

----- Forwarded message -----

From: **Joyce Kearns** <adminassist@townofkentct.org>  
Date: Tue, Oct 2, 2018 at 11:30 AM  
Subject: Five-Year Capital Request  
To: Bruce Adams <firstselectman@townofkentct.org>, Chris Garrity <cgarrity@townofkentct.org>, Jeff Parkin <jrparkin@townofkentct.org>, Patricia Braislin <assessor@townofkentct.org>, Deborah Devaux <taxcollector@townofkentct.org>, Darlene Brady <townclerk@townofkentct.org>, Lesly Ferris <ParkandRec@townofkentct.org>, Donna Hayes <landuseadmin@townofkentct.org>, Rick Osborne <publicworks@townofkentct.org>, Chief Gawe <kent1@kentfire.org>, lindenmayer@kentcenter.net



Attached are the 2020-2024 Five-Year Capital Planning requests.

Please note the return date of Thursday, November 1, 2018. If you can not have the requests returned to me by Thursday, November 1, 2018, please let me know asap and let me know what date you will have them to me.

I would like to present the Capital Plan to the BOS at the November 7, 2018 meeting.

Thank you.

--

Joyce Kearns  
Administrative Assistant  
Town of Kent  
PO Box 678  
Kent, CT 06757  
860-927-4627

--

Joyce Kearns  
Administrative Assistant  
Town of Kent  
PO Box 678  
Kent, CT 06757  
860-927-4627

<20.24.capital.requests.pdf>

--

Joyce Kearns  
Administrative Assistant  
Town of Kent  
PO Box 678  
Kent, CT 06757  
860-927-4627

FIVE YEAR TOTALS	FIVE YEAR CAPITAL PLAN					INFORMATIONAL USE				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>BOE PLAN</b>				Roof	Roof	Roof				
KCS BLDG IMPROVEMENTS				260,000	210,000	250,000	50,000			
WINDOWS			100,000			130,235	130,235	130,235		
602,000 BOS SUBTOTAL	0	0	100,000	260,000	210,000	410,235	310,235	310,235	0	0
<b>BOS PLAN</b>										
	Buy Trk 05	HWY Trk 02 and money	Populate Zero Turn Best Drive Mower	Truck #1 Computer	HWY Trk 07 and Vehicle	HWY Trk 01	HWY Trk 04	HWY Trk 03	Tractor w/ front loader	Truck 06
HIGHWAY TRUCKS	185,000	100,000	0	50,000	190,000	230,000	130,000	200,000		200,000
			140,000							
HIGHWAY EQUIPMENT			15,000							
		20,000	35,000	40,000	35,000		30,000		120,000	
820,000 TOTAL TOWN FLEET	185,000	120,000	175,000	190,000	225,000	230,000	160,000	200,000	120,000	200,000
	Buy 1	Buy 1	Buy 1	Buy 1						
KVFD APPARATUS	187,500	150,000	150,000	150,000	200,000					
837,500 TOTAL KVFD FLEET	187,500	150,000	150,000	150,000	200,000	0	0	0	0	0
Anderson Acres (rebuild)							350,000			
BOTSFORD ROAD						345,000				0
KENICO ROAD	85,000									
STUDIO HILL ROAD			200,000				0			
285,000 TOTAL ROADS	85,000	0	200,000	0	0	345,000	350,000	0	0	0
Bridge #9									300,000	
BRIDGES 17-20 & 22				250,000						
BRIDGE # 05519 (placard)							250,000			
BRIDGE #16 (Anderson Road)	100,000	100,000								
BRIDGE # Carter Road			250,000							
700,000 TOTAL BRIDGES	100,000	100,000	250,000	250,000	0	0	250,000	0	300,000	0
0 TOTAL LAND	0	0	0	0	0	0	0	0	0	0
	Down			Parking Lot	Parking Lot					
TOWN GARAGE	24,000			30,000	40,000					
STREETSCAPE (sidewalk replacement)		100,000								
			Appliances							
SENIOR CENTER			25,000							
COMMUNITY HOUSE		Referrals					Roof			
		25,000					50,000			
		CR Tank Removal		Cover / Deck					Shed Roof	Washing
TOWN HALL		25,000		40,000					65,000	125,000
300,000 TOTAL BUILDINGS	24,000	150,000	25,000	70,000	140,000	0	150,000	0	125,000	125,000
ZONING REG				50,000					0	
TOWN PLAN PGD	15,000	15,000	15,000							
REVALUATION	40,000				25,000	40,000				40,000
P/R Playgrounds				50,000	50,000	100,000				
200,000 TOTAL NON RECURRING	55,000	15,000	15,000	100,000	75,000	140,000	0	0	0	0
3,311,500 BOS SUBTOTAL	634,500	635,000	630,000	638,000	640,000	1,117,235	890,235	330,235	485,000	325,000
<b>FIVE YEAR TOTALS</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>
3,783,500 BOE & BOS PROJECTED CAPITAL	634,500	635,000	630,000	638,000	768,000	1,117,235	890,235	330,235	485,000	325,000
BOE & BOS CAPITAL SPEN	634,500	635,000	630,000	638,000	768,000	1,117,235	890,235	330,235	485,000	325,000
1/15TH OF ANNUAL CAPITAL	127,300	187,000	185,000	187,200	151,200	223,447	189,247	87,347	97,600	65,000
APPROPRIATION FY 2019-2019	788,780									
APPROPRIATION FY 2019-2020		854,847								
APPROPRIATION FY 2020-2021			947,094							
APPROPRIATION FY 2021-2022				828,341						
APPROPRIATION FY 2022-2023					738,141					
APPROPRIATION FY 2023-2024						651,341				
Approved by the BoS	1/3/18									
Accepted by the BoF	3/18/18									
Approved by PZ	4/12/18									
Modified by BoS	4/9/18	Approved at Town Meeting		5/16/2018						
Approved by BoF	5/4/18									

TOWN OF KENT

2020 -2024 FIVE-YEAR CAPITAL PLANNING

Department: Community House  
Date Prepared: Nov. 1, 2018  
Contact Person: Joyce Karno

1. Purpose of Project:

Add a new item to program  
Modify item already part of program  
Included in prior plan

✓  
\_\_\_\_\_  
\_\_\_\_\_

2. Project title: Community House Floor

3. Location: Community House

4. Description of Project:

Replace the wood floor on the upper level and new floor in the lower level

5. Justification: Original & need to be updated

6. Department Priority: \_\_\_\_\_

7. Year Proposed for Purchase/Construction

Anticipated cost

2019/2020  
2020/2021  
2021/2022  
2022/2023  
2023/2024

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2024/2025  
2025/2026  
2026/2027  
2027/2028  
2028/2029

\_\_\_\_\_  
\_\_\_\_\_  
150,000  
\_\_\_\_\_  
\_\_\_\_\_

## 2020 -2024 FIVE-YEAR CAPITAL PLANNING

200,000 = 0

TOWN OF KENT

2020-2024 FIVE-YEAR CAPITAL PLANNING

Department: Hse Hwy  
Date Prepared: 11-1-18  
Contact Person: Rick Osborne

1. Purpose of Project:

Add a new item to program  
Modify item already part of program  
Included in prior plan

TRUCK #7

2. Project title: TRUCK #7 2023

3. Location: \_\_\_\_\_

4. Description of Project:

TRUCK REPLACEMENT CHANGE TITLE TO  
#5 AND INCREASE BY \$5000

5. Justification: TRADED TRUCK 7 INSTEAD OF 5 IN 2019

6. Department Priority: \_\_\_\_\_

7. Year Proposed for Purchase/Construction

Anticipated cost

2019/2020  
2020/2021  
2021/2022  
2022/2023  
2023/2024

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\$195,000  
\_\_\_\_\_

2024/2025  
2025/2026  
2026/2027  
2027/2028  
2028/2029

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



TOWN OF KENT

2020 -2024 FIVE-YEAR CAPITAL PLANNING

Department: Highway  
Date Prepared: 11-1-18  
Contact Person: Rick Osborne

1. Purpose of Project:

Add a new item to program  
Modify item already part of program  
Included in prior plan

BRIDGE 17

2. Project title: BRIDGE 17-

3. Location: Kent Hollow Rd. near BEARDSLEY

4. Description of Project:

Replace BRIDGE

5. Justification: Built on 1938

6. Department Priority: \_\_\_\_\_

7. Year Proposed for Purchase/Construction

Anticipated cost

2019/2020  
2020/2021  
2021/2022  
2022/2023  
2023/2024

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2024/2025  
2025/2026  
2026/2027  
2027/2028  
2028/2029

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
400,000  
\_\_\_\_\_

TOWN OF KENT

2020-2024 FIVE-YEAR CAPITAL PLANNING

Department: Highway  
Date Prepared: 11-1-18  
Contact Person: Rick Osborne

1. Purpose of Project:

Add a new item to program

Modify item already part of program

Included in prior plan

Bridge 16

2. Project title: Bridge 16

3. Location: Kent Hollow and Anderson Acres

4. Description of Project:

Replace Bridge

5. Justification: BUT 1937

6. Department Priority: \_\_\_\_\_

7. Year Proposed for Purchase/Construction

Anticipated cost

2019/2020

\_\_\_\_\_

2020/2021

\_\_\_\_\_

2021/2022

\_\_\_\_\_

2022/2023

\_\_\_\_\_

2023/2024

\_\_\_\_\_

2024/2025

\_\_\_\_\_

2025/2026

\_\_\_\_\_

2026/2027

400,000.00

2027/2028

\_\_\_\_\_

2028/2029

\_\_\_\_\_

TOWN OF KENT

2020 -2024 FIVE-YEAR CAPITAL PLANNING

Department: Highway  
Date Prepared: 11-1-18  
Contact Person: Beck Osborne

1. Purpose of Project:

Add a new item to program  
Modify item already part of program  
Included in prior plan

Spencer Hill Road

2. Project title: Rebuild Spencer Hill Rd.

3. Location: \_\_\_\_\_

4. Description of Project:

Reclaim, grade, compact, PAVE ENTIRE ROAD

5. Justification: Age, time spent patching each year

6. Department Priority: \_\_\_\_\_

7. Year Proposed for Purchase/Construction

Anticipated cost

2019/2020  
2020/2021  
2021/2022  
2022/2023  
2023/2024

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2024/2025  
2025/2026  
2026/2027  
2027/2028  
2028/2029

\_\_\_\_\_  
500,000.00  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Joyce Kearns <adminassist@townofkentct.org>

---

## Fwd: Committee appointment

1 message

---

**Bruce Adams** <firstselectman@townofkentct.org>  
To: Joyce Kearns <adminassist@townofkentct.org>

Wed, Nov 7, 2018 at 1:48 PM

----- Forwarded message -----

From: **Chief Gawel** <kent1@kentfire.org>  
Date: Wed, Nov 7, 2018 at 12:53 PM  
Subject: Committee appointment  
To: Bruce Adams <firstselectman@townofkentct.org>

Hi Bruce,

I would request that the Selectman appoint Gwen Price as the 8th member to the committee.

Looks like we will have our first meeting next Tuesday or Wednesday. Looks like one of those days will give us at least a Selectman and a BOF member present along with a few of the others

Will keep you posted

Thanks  
Alan

Will let you know

--

Chief Alan Gawel  
Kent Volunteer Fire Department  
28 Maple Street  
PO Box 355  
Kent, CT 06757  
(860) 671-1317

--

**Bruce K. Adams**  
**First Selectman**  
**Town of Kent, CT**  
**860-927-4627**



Joyce Kearns <adminassist@townofkentct.org>

---

## Fwd: Board of Assessment of Appeals Resignation of Sabine Gibson

1 message

---

**Bruce Adams** <firstselectman@townofkentct.org>  
To: Joyce Kearns <adminassist@townofkentct.org>

Tue, Oct 23, 2018 at 7:26 AM

For BOS consideration, probably Dec. meeting

----- Forwarded message -----

From: **Dan Roberti** <danroberti@danroberti.com>

Date: Mon, Oct 22, 2018 at 8:53 PM

Subject: Re: Board of Assessment of Appeals Resignation of Sabine Gibson

To: Suzanne Charity <zanne.charity@gmail.com>

Cc: Bruce Adams <firstselectman@townofkentct.org>, Chris Garrity <cgarrity@townofkentct.org>, Jeff Parkin <jeffpilot@mac.com>, Besmer, Fran <fbesmer@earthlink.net>, Therese Duncan <kcspta@aol.com>, Betty Krasne <bjkrasne@icloud.com>, Allan Prialx <allanp82@live.com>

Hi all - tonight, the KDTC unanimously voted to recommend Therese Duncan. Thank you! Dan

Sent from my iPhone

> On Oct 22, 2018, at 11:50 AM, Suzanne Charity <zanne.charity@gmail.com> wrote:

>

> Therese Duncan

---  
**Bruce K. Adams**  
First Selectman  
Town of Kent, CT  
860-927-4627





Joyce Kearns <adminassist@townofkentct.org>

## Board of Assessment Appeals

1 message

Scott Harvey <cpplprez@yahoo.com>

Thu, Nov 1, 2018 at 7:39 AM

Reply-To: "cpplprez@yahoo.com" <cpplprez@yahoo.com>

To: Scott Harvey <cpplprez@yahoo.com>

Dear Kent Board of Selectmen,

The Nominating Committee from the Kent Republican Town Committee voted to submit the name of Anthony F. DiPentima of [22 Bald Hill Rd. South Kent, CT 06785](#), for appointment to the Board of Assessment Appeals. Mr. DiPentima's experience as an Attorney in Connecticut and his experience of serving on other Boards and Commissions in the Town of Kent make him a qualified candidate.

Respectfully submitted,  
Scott R. Harvey  
Chairman, Kent Republican Town Committee

REQUEST OF BOARD OF FINANCE  
*for* CAPITAL FUNDS FOR PLANNING



KENT STREETScape PROJECT

OCTOBER 2018

## **REQUEST OF THE BOARD OF FINANCE**

## **REQUEST OF THE BOARD OF FINANCE**

**The Streetscape Committee, a sub-committee of the Board of Selectmen, is once again requesting the release of funds in an amount of up to \$40,000 from the capital fund to complete a survey of the property, both public and private, covered in the scope of work for the proposed streetscape project. The work would be completed by Robert Hock Surveyors and is estimated to cost \$24,000 or less. The balance of the requested funds would be used for additional planning services as needed, to be performed by consulting engineers, Milone MacBroom.**

**This request is a modified version of the request made to the Board of Finance earlier this year. Previously, the BoF recommended that the committee use \$500,000 grant funds provided by the State of Connecticut. Surveying work is considered by the State granting agency to be “pre-planning” costs. Unfortunately, the terms of the grant restrict the use of granted funds to “hard” construction costs and are not available for pre-planning. The remainder of the funds from the contribution from committee member, Stephen Wolf, are insufficient to fund this phase of the project.**

## THE IMPORTANCE OF THIS CAPITAL PROJECT

The importance of this capital project is that it will provide a significant increase in the company's capacity to produce and sell its products. This will allow the company to meet the growing demand for its products and to expand its market share. The project will also provide a significant increase in the company's revenue and profitability. The project will be completed by the end of the year and will be a major milestone for the company.

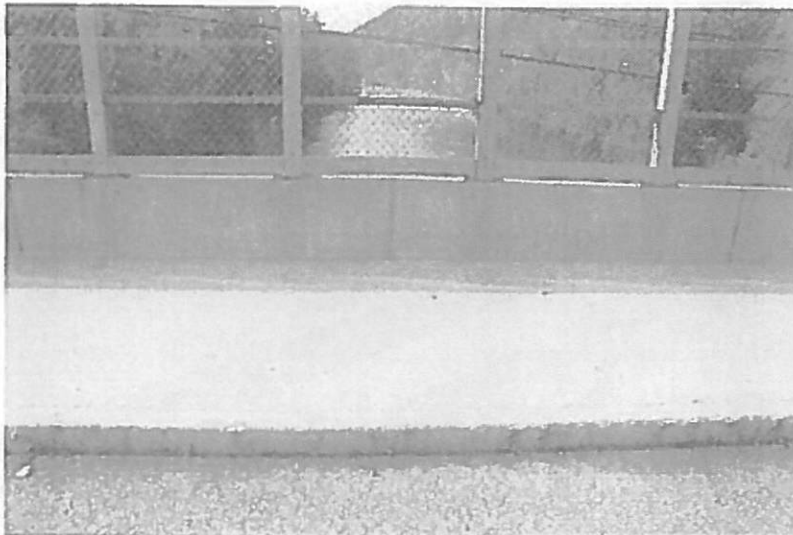
## THE IMPORTANCE OF THIS CAPITAL PROJECT

The importance of this capital project is that it will provide a significant increase in the company's capacity to produce and sell its products. This will allow the company to meet the growing demand for its products and to expand its market share. The project will also provide a significant increase in the company's revenue and profitability. The project will be completed by the end of the year and will be a major milestone for the company.

Current Conditions Bridge Street  
Asphalt, Concrete and Granite



*Asphalt sidewalk, asphalt curbing showing wear*



*Concrete and granite installed in 1991 remain in excellent condition*



Current Conditions Main Street  
Brick Pavers, Asphalt and Concrete Curbing



*Deteriorated concrete curbing and uneven brick pavers*



*New ADA transitions in concrete installed by DOT and proposed for streetscape project*

## **There Are Several Reasons Why the Streetscape Project Is Important**

- 1. The streetscape project supports the Planning and Zoning Commission's Plan of Conservation and Development Vision for Kent to "ensure a healthy and safe living environment and support the economic and cultural values of the village." The Planning and Zoning Commission has recently formally endorsed this project**
- 2. The project will make the streets safer and in conformance with ADA standards. The current deteriorated condition of our sidewalks, walks crossing U.S. Route 7 and uneven curbing make passage unsafe for everyone, particularly for seniors and those with disabilities.**
- 3. The components of the town's infrastructure, such as our school, fire-fighting apparatus, the sewer system, public roads, all require routine maintenance. Maintenance and updating of our walkways and crosswalks are long overdue. The below-standard appearance of our streetscape casts a shadow on our otherwise beautiful town.**
- 4. The village center is the gateway to the town. It is here the first impression of Kent is created most often. The village center sets the tone and level of expectation for everyone who visits it. The current level of disrepair belies the wonderful quality of life that we enjoy here.**
- 5. It's not just safety and the appearance of the village center that makes this priority important. There are economic issues at stake for everyone who lives here. Like it or not, we are no longer a town of farms and factories. The largest economic drivers of the town are education, the center of town and its non-chain store businesses, the natural assets of our three state parks, the Housatonic and general outdoor access, and an unfulfilled asset, an ability to broaden our economy without crowding.**
- 6. The streetscape project will give us a unified, functioning town center with better connectivity, better access to our shops, services and restaurants and will improve the quality of life for our residents, their families and visitors on whom so much of our economic vitality depends. We further believe that this investment in improvements to the village center will increase the appeal and value of all real estate in Kent.**
- 7. Maintaining and improving the streetscape is an investment in our economic future. A safe and attractive streetscape underpins the businesses that create vitality in town, attracts people to visit, to live and invest here. This demand fortifies our tax base and our housing prices. The project requires vision but it's a smart thing to do.**

## Town of Kent Streetscape Committee

**Background of Committee** After the Town's Plan of Conservation and Development (POCD) was adopted in 2012, the Board of Selectmen formalized the Streetscape Committee, which had been meeting informally. The POCD's "Vision for Kent" states that "The Kent Community will sustain and enhance its New England town character; encourage a diversity of people, housing and employment opportunities; ensure a healthy and safe living environment; and support the economic and cultural values of the village center." The streetscape plan addresses many aspects of that vision. This project was recently endorsed by the Planning and Zoning Commission.

One of the POCD's recommendations for immediate action was "to initiate a study of traffic, existing road conditions and improvement options on Route 7 through the Village Center...and request DOT consideration of improvements." The Streetscape Committee has been pursuing this goal since the adoption of the POCD.

**Why do we need sidewalk improvements?** It is the consensus of the committee that the following are critical needs – to address safety issues, provide conformance with ADA requirements, enhance maintenance and winter clearing of snow and ice, address the needs of elders and persons with mobility issues, improve property values and the tax base, improve the local economy and the perception of our village.

**How much will it cost each household in Kent if the project is bonded?** One option to complete the entire project is through bonding after approval at a Town Meeting. Depending on the scope of work, we estimate the cost to taxpayers would be in the range of \$40.80 to \$73.45 per year for a home appraised at \$300,000.



*Uneven asphalt sidewalk on Main Street*

**What are the current problems the project is designed to address?** The following is a partial list: the lack of curbs in many places and broken curbs elsewhere; inadequate crosswalks; cars and trucks parking on sidewalks; cracked sidewalks, drainage issues and pooling of water, creating dangerous and icy winter conditions; and inconsistent surfaces and lighting deficiencies.

**What do sidewalk improvements accomplish for Kent residents and how do they help the Kent economy?** In the past twenty years Kent's village center has become the economic hub of the town, creating jobs and generating property and sales tax revenue which benefits all residents. Locally owned restaurants, stores and service businesses occupy the town's historic buildings, providing a variety of services.

The variety of restaurants and retail businesses serve Kent residents but have also helped Kent become a tourist destination. Activities benefitting local non-profits, such as the Kent Memorial Library's summer-long book sale, have also served as magnets for visitors to Kent. As with other elements of the town's infra-structure such as sewers, roads and schools, our sidewalks need periodic maintenance and upgrading. Attractive, safe and adequately lit sidewalks throughout the village center will enhance Kent's reputation as vibrant and welcoming.



**What has the Streetscape Committee accomplished to date?** The State of Connecticut's fiscal issues delayed the approval of a Main Street Investment grant of \$500,000, which was granted last year. Since receiving a \$10,000 Main Streets/Preservation of Place initial planning grant in 2013, the committee has worked with the Milone MacBroom firm to create plan options, met with a variety of CT DOT engineers and maintenance supervisors regarding plans and problem issues, met with first selectmen in nearby towns concerning their projects, conducted three town meetings and incorporated changes to the proposed plan recommended by a majority of townspeople, met with Northwest Council of Government planners and participated in a "road safety audit" as part of a state-wide Community Connectivity project.

**What can we expect during the construction project?** The recent DOT upgrade of sidewalk crossings to meet ADA standards was well-managed and of short duration. Our goal is to work with contractors to do the work in well-organized, short phases so there is minimal disruption and maximum safety.

**Why is it important to do the entire project now?** The \$500,000 grant must be used, the grant expires in December of 2019. Costs increase with each year of delay and disruption to businesses and residents is minimized by doing it all at once.

Fall, 2018

**DEBT SERVICE RETIRING BY FISCAL YEAR and  
EFFECT ON MIL RATE AND PROPERTY TAXES**

## ANNUAL DEBT SERVICE RETIRING BY FISCAL YEAR

Firehouse Construction	\$131,406	FY 2019
Kent Center School Renovation	<u>\$476,513</u>	FY 2021
Total	\$607,919	



Proposed Streetscape Debt Service    **\$162,764**    (\$3.5 MM / 3.5% int. / 40 yrs.)



## Effect on Mil Rate and Property Taxes

Current Mil Rate                      18.33

Current Budget Mil                      598,123

Bonded Debt for Sidewalk Project
----------------------------------

	2.5 million	3 million	3.5 million	4 million	4.5 million
--	----------------	--------------	----------------	--------------	----------------

<b>Annual Debt Service</b> 3.5% over 40 year term	116,217	139,460	162,704	185,947	209,191
--	---------	---------	---------	---------	---------

<b>Mil Rate Increase</b>	0.1943	0.2332	0.2720	0.3109	0.3497
--------------------------	--------	--------	--------	--------	--------

<b>Impact on Current Mil Rate</b>	18.52	18.56	18.60	18.64	18.68
-----------------------------------	-------	-------	-------	-------	-------

What does this mean to an individual taxpayer?
--

Home Appraisal                      300,000  
Home Assessment (70%)                      210,000

<b>Annual RE tax</b>	3,849.30	3,890.10	3,898.26	3,906.42	3,914.58	3,922.75
----------------------	----------	----------	----------	----------	----------	----------

<b>Annual Impact on RE tax</b>	40.80	48.96	57.12	65.28	73.45
--------------------------------	-------	-------	-------	-------	-------

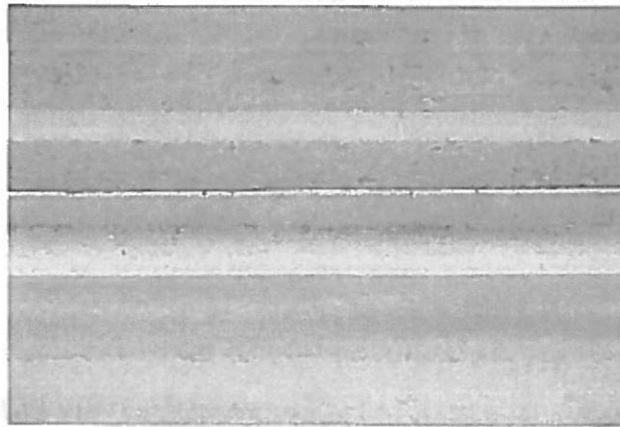
## **. SUMMARY ESTIMATE OF COSTS**

## SUMMARY ESTIMATE OF COSTS – SUMMER 2018

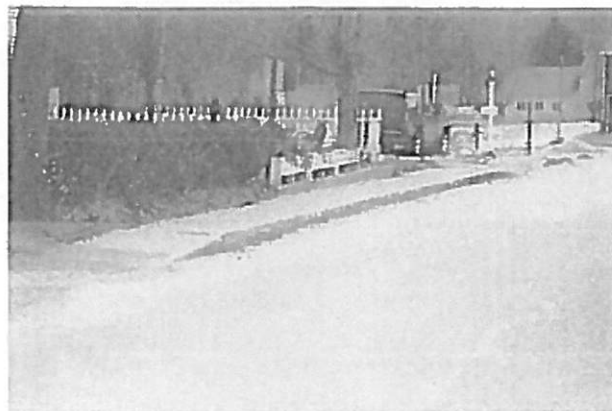
### *Concrete Sidewalks and Granite Curbing – Recommended*

Route 7 & Route 341

\$3,826,000



*Concrete sidewalks require less maintenance and are more stable than asphalt*



*Long lasting concrete and granite are the most commonly used materials in the Northwest Corner*

## SUMMARY ESTIMATE OF COSTS – SUMMER 2018

### *Asphalt Sidewalks and Concrete Curbing*

Route 7 & Route 341

\$2,401,000



*With snow plows, concrete curbs do not age well. Longevity and function are a concern.*



*Asphalt sidewalks tend to crack, loose shape and are not easy to repair without scarring.*

**MILONE MACBROOM OPINION OF PROBABLE CONSTRUCTION COSTS**

**KENT STREETSCAPE IMPROVEMENTS  
ROUTE 7 AND ROUTE 341  
ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS  
MM# 5011-03  
JULY 19, 2018**

**Rt. 7 & Rt. 341 Streetscape Material Option Cost Summary**

Granite Curb & Concrete Sidewalk	
Granite Curb & Bituminous Concrete Sidewalk	
Concrete Curb & Concrete Sidewalk	
Concrete Curb & Bituminous Concrete Sidewalk	
Bituminous Concrete Curb & Concrete Sidewalk	
Bituminous Concrete Curb & Bituminous Concrete Sidewalk	

**Note 1:** Material options may contain more than one curb type. Refer to more detailed rough order of magnitude cost estimates.

**Note 2:** R.O.W. activities, utility relocations, construction inspection, materials testing costs and DOT soft costs are not included in the totals above.  
All quantities are assumed, and are based upon a conceptual plan.



**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**  
**REV. JULY 19, 2018**

<b>SECTION 1: ROUTE 7 - KENT GARDENS TO ROUTE 341 (+/- 1200 l.f. + 700 l.f.)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
<b>ITEM NO.</b>	<b>ITEM DESCRIPTION</b>	<b>UNIT</b>	<b>PRICE</b>	<b>QUANTITY</b>	<b>TOTAL</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	375	\$ 13,125.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	425	\$ 40,375.00
	Granite Curbing	LF	\$50.00	1900	\$ 95,000.00
	Concrete Sidewalk	SF	\$15.00	10,000	\$ 150,000.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Ornamental Lighting	EA	\$10,000.00	2	\$ 20,000.00
	Mobilization	LS	4%	1	\$ 20,000.00
	Removals	LS	25%	1	\$ 104,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 67,900.00
	<b>SUBTOTAL</b>				<b>\$ 520,400.00</b>

<b>SECTION 2: ROUTE 7 - ROUTE 341 TO RAILROAD CROSSING (+/- 1000 l.f. x 2)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
<b>ITEM NO.</b>	<b>ITEM DESCRIPTION</b>	<b>UNIT</b>	<b>PRICE</b>	<b>QUANTITY</b>	<b>TOTAL</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	540	\$ 18,900.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Granite Curbing	LF	\$50.00	2300	\$ 115,000.00
	Concrete Sidewalk	SF	\$15.00	17,650	\$ 264,750.00
	Landscaping/Restoration	LS	\$15,000.00	1	\$ 15,000.00
	Ornamental Lighting	EA	\$10,000.00	15	\$ 150,000.00
	Mobilization	LS	4%	1	\$ 37,000.00
	Removals	LS	25%	1	\$ 192,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 125,400.00
	<b>SUBTOTAL</b>				<b>\$ 960,800.00</b>

**KENT STREETScape IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**

<b>SECTION 3: ROUTE 7 - RAILROAD CROSSING TO CONGREGATIONAL CHURCH (1250 + 300 l.f.)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
ITEM NO.	DESCRIPTION	UNIT	PRICE	QUANTITY	AMOUNT
	Bituminous Concrete Driveway Repair	SY	\$35.00	390	\$ 13,650.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	185	\$ 17,575.00
	Granite Curbing	LF	\$50.00	1425	\$ 71,250.00
	Concrete Sidewalk	SF	\$15.00	8,530	\$ 127,950.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Ornamental Lighting	EA	\$10,000.00	7	\$ 70,000.00
	Mobilization	LS	4%	1	\$ 19,000.00
	Removals	LS	25%	1	\$ 98,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 62,100.00
	<b>SUBTOTAL</b>				<b>\$ 489,525.00</b>

<b>SECTION 4: ROUTE 341 - FIRE DEPT. TO ROUTE 7 (1,000 l.f. x2)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
ITEM NO.	DESCRIPTION	UNIT	PRICE	QUANTITY	AMOUNT
	Bituminous Concrete Driveway Repair	SY	\$35.00	325	\$ 11,375.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Granite Curbing	LF	\$50.00	1450	\$ 72,500.00
	Concrete Sidewalk	SF	\$15.00	7250	\$ 108,750.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Mobilization	LS	4%	1	\$ 15,000.00
	Removals	LS	25%	1	\$ 77,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 50,700.00
	<b>SUBTOTAL</b>				<b>\$ 388,075.00</b>

**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**

<b>SECTION 5; ROUTE 341 - ROUTE 7 TO HOUSATONIC RIVER BRIDGE (1,200 +750 l.f.)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
	<b>ITEM/ DESCRIPTION</b>	<b>UNIT</b>	<b>AMOUNT</b>	<b>QUANTITY</b>	<b>DOLLAR AMOUNT</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	100	\$ 3,500.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Granite Curbing	LF	\$50.00	600	\$ 30,000.00
	Granite Curbing - Mountable	LF	\$60.00	1225	\$ 73,500.00
	Concrete Sidewalk	SF	\$15.00	9,360	\$ 140,400.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Mobilization	LS	4%	1	\$ 18,000.00
	Removals	LS	25%	1	\$ 95,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 61,500.00
	<b>SUBTOTAL</b>				<b>\$ 474,650.00</b>

<b>CONSTRUCTION TOTAL</b>	
<b>ROUTE 7 SUBTOTAL</b>	<b>\$ 1,970,725.00</b>
<b>20% CONTINGENCY</b>	<b>\$ 394,100.00</b>
<b>15% Survey and Engineering Services</b>	<b>\$ 295,600.00</b>
<b>ROUTE 7 ONLY (ROUNDED)</b>	<b>\$ 2,660,500.00</b>
<b>ROUTE 341 SUBTOTAL</b>	<b>\$ 862,725.00</b>
<b>20% CONTINGENCY</b>	<b>\$ 172,500.00</b>
<b>15% Survey and Engineering Services</b>	<b>\$ 129,400.00</b>
<b>ROUTE 341 ONLY (ROUNDED)</b>	<b>\$ 1,165,000.00</b>

**PROJECT TOTAL**

<b>ROUTE 7 AND 341</b>	<b>\$ 3,825,500.00</b>
------------------------	------------------------

**Note:** R.O.W. activities, utility relocations, construction inspection, materials testing costs and DOT soft costs are not included in the totals noted above.  
The above quantities are assumed, and are based upon a conceptual plan.

**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**  
**REV. JULY 19, 2018**

<b>SECTION 1: ROUTE 7 - KENT GARDENS TO ROUTE 341 (+/- 1200 l.f. + 700 l.f.)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
<b>ITEM</b>	<b>UNIT</b>	<b>PRICE</b>	<b>QTY</b>	<b>AMOUNT</b>	<b>TOTAL</b>
Bituminous Concrete Driveway Repair	SY	\$35.00	375	\$	13,125.00
Bituminous Concrete Roadway Repair	SY	\$95.00	425	\$	40,375.00
Granite Curbing	LF	\$50.00	1900	\$	95,000.00
Bituminous Concrete Sidewalk	SF	\$5.00	10,000	\$	50,000.00
Landscaping/Restoration	LS	\$10,000.00	1	\$	10,000.00
Ornamental Lighting	EA	\$10,000.00	2	\$	20,000.00
Mobilization	LS	4%	1	\$	14,000.00
Removals	LS	25%	1	\$	73,000.00
Minor Items/Incidentals	LS	15%	1	\$	47,400.00
<b>SUBTOTAL</b>				<b>\$</b>	<b>362,900.00</b>

<b>SECTION 2: ROUTE 7 - ROUTE 341 TO RAILROAD CROSSING (+/- 1000 l.f. x 2)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
<b>ITEM</b>	<b>UNIT</b>	<b>PRICE</b>	<b>QTY</b>	<b>AMOUNT</b>	<b>TOTAL</b>
Bituminous Concrete Driveway Repair	SY	\$35.00	540	\$	18,900.00
Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$	42,750.00
Granite Curbing	LF	\$50.00	2300	\$	115,000.00
Bituminous Concrete Sidewalk	SF	\$5.00	17,650	\$	88,250.00
Landscaping/Restoration	LS	\$15,000.00	1	\$	15,000.00
Ornamental Lighting	EA	\$10,000.00	15	\$	150,000.00
Mobilization	LS	4%	1	\$	26,000.00
Removals	LS	25%	1	\$	136,000.00
Minor Items/Incidentals	LS	15%	1	\$	88,800.00
<b>SUBTOTAL</b>				<b>\$</b>	<b>680,700.00</b>

**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**

<b>SECTION 3: ROUTE 7 - RAILROAD CROSSING TO CONGREGATIONAL CHURCH (1250 + 300 l.f.)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
	Bituminous Concrete Driveway Repair	SY	\$35.00	390	\$ 13,650.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	185	\$ 17,575.00
	Granite Curbing	LF	\$50.00	1425	\$ 71,250.00
	Bituminous Concrete Sidewalk	SF	\$5.00	8,530	\$ 42,650.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Ornamental Lighting	EA	\$10,000.00	7	\$ 70,000.00
	Mobilization	LS	4%	1	\$ 13,500.00
	Removals	LS	25%	1	\$ 70,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 44,300.00
	<b>SUBTOTAL</b>				<b>\$ 352,925.00</b>

<b>SECTION 4: ROUTE 341 - FIRE DEPT. TO ROUTE 7 (1,000 l.f. x2)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
	Bituminous Concrete Driveway Repair	SY	\$35.00	325	\$ 11,375.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Granite Curbing	LF	\$50.00	1450	\$ 72,500.00
	Bituminous Concrete Sidewalk	SF	\$5.00	7250	\$ 36,250.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Mobilization	LS	4%	1	\$ 11,000.00
	Removals	LS	25%	1	\$ 55,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 35,900.00
	<b>SUBTOTAL</b>				<b>\$ 274,775.00</b>

**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**

<b>SECTION 5: ROUTE 341 - ROUTE 7 TO HOUSATONIC RIVER BRIDGE (1,200 +750 l.f.)</b>					
<b>Granite Curb &amp; Concrete Sidewalk</b>					
	<b>ITEM/ DESCRIPTION</b>	<b>UNIT</b>	<b>AMOUNT</b>	<b>QUANTITY</b>	<b>DOLLAR AMOUNT</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	100	\$ 3,500.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Granite Curbing	LF	\$50.00	600	\$ 30,000.00
	Granite Curbing - Mountable	LF	\$60.00	1225	\$ 73,500.00
	Bituminous Concrete Sidewalk	SF	\$5.00	9,360	\$ 46,800.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Mobilization	LS	4%	1	\$ 13,500.00
	Removals	LS	25%	1	\$ 90,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 46,600.00
	<b>SUBTOTAL</b>				<b>\$ 356,650.00</b>

<b>CONSTRUCTION TOTAL</b>	
<b>ROUTE 7 SUBTOTAL</b>	<b>\$ 1,396,525.00</b>
<b>20% CONTINGENCY</b>	<b>\$ 279,300.00</b>
<b>15% Survey and Engineering Services</b>	<b>\$ 209,500.00</b>
<b>ROUTE 7 ONLY (ROUNDED)</b>	<b>\$ 1,885,400.00</b>
<b>ROUTE 341 SUBTOTAL</b>	<b>\$ 631,425.00</b>
<b>20% CONTINGENCY</b>	<b>\$ 126,300.00</b>
<b>15% Survey and Engineering Services</b>	<b>\$ 94,700.00</b>
<b>ROUTE 341 ONLY (ROUNDED)</b>	<b>\$ 853,000.00</b>

<b>PROJECT TOTAL</b>	
----------------------	--

<b>ROUTE 7 AND 341</b>	<b>\$ 2,738,400.00</b>
------------------------	------------------------

**Note:** R.O.W. activities, utility relocations, construction inspection, materials testing costs and DOT soft costs are not included in the totals noted above.  
The above quantities are assumed, and are based upon a conceptual plan.



**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MMH 5011-03**  
**MAY, 2018**  
**REV. JULY 19, 2018**

<b>SECTION 1: ROUTE 7 - KENT GARDENS TO ROUTE 341 (+/- 1200 l.f. + 700 l.f.)</b>					
<b>Concrete Curb &amp; Concrete Sidewalk</b>					
<b>ITEM NO.</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>PRICE</b>	<b>QUANTITY</b>	<b>AMOUNT</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	375	\$ 13,125.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	425	\$ 40,375.00
	Concrete Curbing	LF	\$32.00	1900	\$ 60,800.00
	Concrete Sidewalk	SF	\$15.00	10,000	\$ 150,000.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Ornamental Lighting	EA	\$10,000.00	2	\$ 20,000.00
	Mobilization	LS	4%	1	\$ 18,000.00
	Removals	LS	25%	1	\$ 93,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 61,000.00
	<b>SUBTOTAL</b>				<b>\$ 466,300.00</b>

<b>SECTION 2: ROUTE 7 - ROUTE 341 TO RAILROAD CROSSING (+/- 1000 l.f. x 2)</b>					
<b>Concrete Curb &amp; Concrete Sidewalk</b>					
<b>ITEM NO.</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>PRICE</b>	<b>QUANTITY</b>	<b>AMOUNT</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	540	\$ 18,900.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Concrete Curbing	LF	\$32.00	2300	\$ 73,600.00
	Concrete Sidewalk	SF	\$15.00	17,650	\$ 264,750.00
	Landscaping/Restoration	LS	\$15,000.00	1	\$ 15,000.00
	Ornamental Lighting	EA	\$10,000.00	15	\$ 150,000.00
	Mobilization	LS	4%	1	\$ 34,000.00
	Removals	LS	25%	1	\$ 179,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 117,000.00
	<b>SUBTOTAL</b>				<b>\$ 895,000.00</b>



**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**

<b>SECTION 3: ROUTE 7 - RAILROAD CROSSING TO CONGREGATIONAL CHURCH (1250 + 300 l.f.)</b>					
<b>Concrete Curb &amp; Concrete Sidewalk</b>					
ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL PRICE
	Bituminous Concrete Driveway Repair	SY	390	\$35.00	\$ 13,650.00
	Bituminous Concrete Roadway Repair	SY	185	\$95.00	\$ 17,575.00
	Concrete Curbing	LF	1425	\$32.00	\$ 45,600.00
	Concrete Sidewalk	SF	8,530	\$15.00	\$ 127,950.00
	Landscaping/Restoration	LS	1	\$10,000.00	\$ 10,000.00
	Ornamental Lighting	EA	7	\$10,000.00	\$ 70,000.00
	Mobilization	LS	1	4%	\$ 17,000.00
	Removals	LS	1	25%	\$ 90,000.00
	Minor Items/Incidentals	LS	1	15%	\$ 57,000.00
	<b>SUBTOTAL</b>				<b>\$ 448,775.00</b>

<b>SECTION 4: ROUTE 341 - FIRE DEPT. TO ROUTE 7 (1,000 l.f. x2)</b>					
<b>Concrete Curb &amp; Concrete Sidewalk</b>					
ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL PRICE
	Bituminous Concrete Driveway Repair	SY	325	\$35.00	\$ 11,375.00
	Bituminous Concrete Roadway Repair	SY	450	\$95.00	\$ 42,750.00
	Concrete Curbing	LF	1450	\$32.00	\$ 46,400.00
	Concrete Sidewalk	SF	7250	\$15.00	\$ 108,750.00
	Landscaping/Restoration	LS	1	\$10,000.00	\$ 10,000.00
	Mobilization	LS	1	4%	\$ 13,000.00
	Removals	LS	1	25%	\$ 70,000.00
	Minor Items/Incidentals	LS	1	15%	\$ 45,000.00
	<b>SUBTOTAL</b>				<b>\$ 347,275.00</b>

**KENT STREETSCAPE IMPROVEMENTS  
ROUTE 7 AND ROUTE 341  
ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS  
MMI# 5011-03  
MAY, 2018**

SECTION 5: ROUTE 341 - ROUTE 7 TO HOUSATONIC RIVER BRIDGE (1,200 +750 l.f.)					
Concrete Curb & Concrete Sidewalk					
	ITEM/DESCRIPTION	UNIT	AMOUNT	QUANTITY	DOLLAR AMOUNT
	Bituminous Concrete Driveway Repair	SY	\$35.00	100	\$ 3,500.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Concrete Curbing	LF	\$32.00	600	\$ 19,200.00
	Concrete Curbing - Mountable	LF	\$42.00	1225	\$ 51,450.00
	Concrete Sidewalk	SF	\$15.00	9,360	\$ 140,400.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Mobilization	LS	4%	1	\$ 16,000.00
	Removals	LS	25%	1	\$ 84,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 55,000.00
	<b>SUBTOTAL</b>				<b>\$ 422,300.00</b>

CONSTRUCTION TOTAL	
<b>ROUTE 7 SUBTOTAL</b>	<b>\$ 1,810,075.00</b>
<b>20% CONTINGENCY</b>	<b>\$ 362,000.00</b>
<b>15% Survey and Engineering Services</b>	<b>\$ 271,500.00</b>
<b>ROUTE 7 ONLY (ROUNDED)</b>	<b>\$ 2,443,600.00</b>
<b>ROUTE 341 SUBTOTAL</b>	<b>\$ 769,575.00</b>
<b>20% CONTINGENCY</b>	<b>\$ 153,900.00</b>
<b>15% Survey and Engineering Services</b>	<b>\$ 115,400.00</b>
<b>ROUTE 341 ONLY (ROUNDED)</b>	<b>\$ 1,039,000.00</b>

PROPOSED TOTAL	
<b>ROUTE 7 AND 341</b>	<b>\$ 3,482,600.00</b>

**Note:** R.O.W. activities, utility relocations, construction inspection, materials testing costs and DOT soft costs are not included in the totals noted above.  
The above quantities are assumed, and are based upon a conceptual plan.

**KENT STREETSCAPE IMPROVEMENTS  
ROUTE 7 AND ROUTE 341  
KENT STREETSCAPE IMPROVEMENTS  
ROUTE 7 AND ROUTE 341  
ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS  
MMH# 5011-03  
MAY, 2018**

<b>SECTION 1: ROUTE 7 - KENT GARDENS TO ROUTE 341 (+/- 1200 l.f. + 700 l.f.)</b>					
<b>Concrete Curb &amp; Bituminous Concrete Sidewalk</b>					
ITEM NO.	DESCRIPTION	UNIT	UNIT PRICE	QUANTITY	AMOUNT
	Bituminous Concrete Driveway Repair	SY	\$35.00	375	\$ 13,125.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	425	\$ 40,375.00
	Concrete Curbing	LF	\$32.00	1900	\$ 60,800.00
	Bituminous Concrete Sidewalk	SF	\$5.00	10,000	\$ 50,000.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Ornamental Lighting	EA	\$10,000.00	2	\$ 20,000.00
	Mobilization	LS	4%	1	\$ 12,000.00
	Removals	LS	25%	1	\$ 61,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 40,100.00
	<b>SUBTOTAL</b>				<b>\$ 307,400.00</b>

<b>SECTION 2: ROUTE 7 - ROUTE 341 TO RAILROAD CROSSING (+/- 1000 l.f. x 2)</b>					
<b>Concrete Curb &amp; Bituminous Concrete Sidewalk</b>					
ITEM NO.	DESCRIPTION	UNIT	UNIT PRICE	QUANTITY	AMOUNT
	Bituminous Concrete Driveway Repair	SY	\$35.00	540	\$ 18,900.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Concrete Curbing	LF	\$32.00	2300	\$ 73,600.00
	Bituminous Concrete Sidewalk	SF	\$5.00	17,650	\$ 88,250.00
	Landscaping/Restoration	LS	\$15,000.00	1	\$ 15,000.00
	Ornamental Lighting	EA	\$10,000.00	15	\$ 150,000.00
	Mobilization	LS	4%	1	\$ 24,000.00
	Removals	LS	25%	1	\$ 122,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 80,200.00
	<b>SUBTOTAL</b>				<b>\$ 614,700.00</b>

**KENT STREETSCAPE IMPROVEMENTS  
ROUTE 7 AND ROUTE 341**

**KENT STREETSCAPE IMPROVEMENTS  
ROUTE 7 AND ROUTE 341**

**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**

<b>SECTION 3: ROUTE 7 - RAILROAD CROSSING TO CONGREGATIONAL CHURCH (1250+ 300 l.f.)</b>					
<b>Concrete Curb &amp; Bituminous Concrete Sidewalk</b>					
<b>QUANTITY</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>UNIT PRICE</b>	<b>AMOUNT</b>	<b>TOTAL</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	390	\$ 13,650.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	185	\$ 17,575.00
	Concrete Curbing	LF	\$32.00	1425	\$ 45,600.00
	Bituminous Concrete Sidewalk	SF	\$5.00	8,530	\$ 42,650.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Ornamental Lighting	EA	\$10,000.00	7	\$ 70,000.00
	Mobilization	LS	4%	1	\$ 12,000.00
	Removals	LS	25%	1	\$ 62,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 39,000.00
	<b>SUBTOTAL</b>				<b>\$ 312,475.00</b>

<b>SECTION 4: ROUTE 341 - FIRE DEPT. TO ROUTE 7 (1,000 l.f. x2)</b>					
<b>Concrete Curb &amp; Bituminous Concrete Sidewalk</b>					
<b>QUANTITY</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>UNIT PRICE</b>	<b>AMOUNT</b>	<b>TOTAL</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	325	\$ 11,375.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Concrete Curbing	LF	\$32.00	1450	\$ 46,400.00
	Bituminous Concrete Sidewalk	SF	\$5.00	7250	\$ 36,250.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Mobilization	LS	4%	1	\$ 9,000.00
	Removals	LS	25%	1	\$ 47,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 30,500.00
	<b>SUBTOTAL</b>				<b>\$ 233,275.00</b>

**KENT STREETSCAPE IMPROVEMENTS  
ROUTE 7 AND ROUTE 341**

**KENT STREETSCAPE IMPROVEMENTS  
ROUTE 7 AND ROUTE 341**

**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**

<b>SECTION 5: ROUTE 341 - ROUTE 7 TO HOUSATONIC RIVER BRIDGE (1,200 +750 L.F.)</b>					
<b>Concrete Curb &amp; Bituminous Concrete Sidewalk</b>					
	<b>ITEM/ DESCRIPTION</b>	<b>UNIT</b>	<b>AMOUNT</b>	<b>QUANTITY</b>	<b>DOLLAR AMOUNT</b>
	Bituminous Concrete Driveway Repair	SY	\$35.00	100	\$ 3,500.00
	Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$ 42,750.00
	Concrete Curbing	LF	\$32.00	600	\$ 19,200.00
	Concrete Curbing - Mountable	LF	\$60.00	1225	\$ 73,500.00
	Bituminous Concrete Sidewalk	SF	\$5.00	9,360	\$ 46,800.00
	Landscaping/Restoration	LS	\$10,000.00	1	\$ 10,000.00
	Mobilization	LS	4%	1	\$ 12,000.00
	Removals	LS	25%	1	\$ 62,000.00
	Minor Items/Incidentals	LS	15%	1	\$ 40,500.00
	<b>SUBTOTAL</b>				<b>\$ 310,250.00</b>

<b>CONSTRUCTION TOTAL</b>	
<b>ROUTE 7 SUBTOTAL</b>	<b>\$ 1,234,575.00</b>
<b>20% CONTINGENCY</b>	<b>\$ 246,900.00</b>
<b>15% Survey and Engineering Services</b>	<b>\$ 185,200.00</b>
<b>ROUTE 7 ONLY (ROUNDED)</b>	<b>\$ 1,666,700.00</b>
<b>ROUTE 341 SUBTOTAL</b>	<b>\$ 543,525.00</b>
<b>20% CONTINGENCY</b>	<b>\$ 108,700.00</b>
<b>15% Survey and Engineering Services</b>	<b>\$ 81,500.00</b>
<b>ROUTE 341 ONLY (ROUNDED)</b>	<b>\$ 734,000.00</b>

<b>PROJECT TOTAL</b>	
<b>ROUTE 7 AND 341</b>	<b>\$ 2,400,700.00</b>

**Note:** R.O.W. activities, utility relocations, construction inspection, materials testing costs and DOT soft costs are not included in the totals noted above.

The above quantities are assumed, and are based upon a conceptual plan.

**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**  
**REV. JULY 19, 2018**

<b>SECTION 1: ROUTE 7 - KENT GARDENS TO ROUTE 341 (+/- 1200 l.f. + 700 l.f.)</b>					
<b>Bituminous Concrete Curb &amp; Concrete Sidewalk</b>					
Bituminous Concrete Driveway Repair	SY	\$35.00	375	\$	13,125.00
Bituminous Concrete Roadway Repair	SY	\$95.00	425	\$	40,375.00
Bituminous Concrete Curbing	LF	\$6.00	1300	\$	7,800.00
Concrete Sidewalk with Integral Curb	SF	\$17.00	3,000	\$	51,000.00
Concrete Sidewalk	SF	\$15.00	7,000	\$	105,000.00
Landscaping/Restoration	LS	\$10,000.00	1	\$	10,000.00
Ornamental Lighting	EA	\$10,000.00	2	\$	20,000.00
Mobilization	LS	4%	1	\$	15,000.00
Removals	LS	25%	1	\$	78,000.00
Minor Items/Incidentals	LS	15%	1	\$	51,000.00
<b>SUBTOTAL</b>				\$	<b>391,300.00</b>

<b>SECTION 2: ROUTE 7 - ROUTE 341 TO RAILROAD CROSSING (+/- 1000 l.f. x 2)</b>					
<b>Bituminous Concrete Curb &amp; Concrete Sidewalk</b>					
Bituminous Concrete Driveway Repair	SY	\$35.00	540	\$	18,900.00
Bituminous Concrete Roadway Repair	SY	\$95.00	450	\$	42,750.00
Bituminous Concrete Curbing	LF	\$6.00	60	\$	360.00
Concrete Sidewalk with Integral Curb	SF	\$17.00	17,650	\$	300,050.00
Landscaping/Restoration	LS	\$15,000.00	1	\$	15,000.00
Ornamental Lighting	EA	\$10,000.00	15	\$	150,000.00
Mobilization	LS	4%	1	\$	32,000.00
Removals	LS	25%	1	\$	168,000.00
Minor Items/Incidentals	LS	15%	1	\$	110,000.00
<b>SUBTOTAL</b>				\$	<b>837,060.00</b>

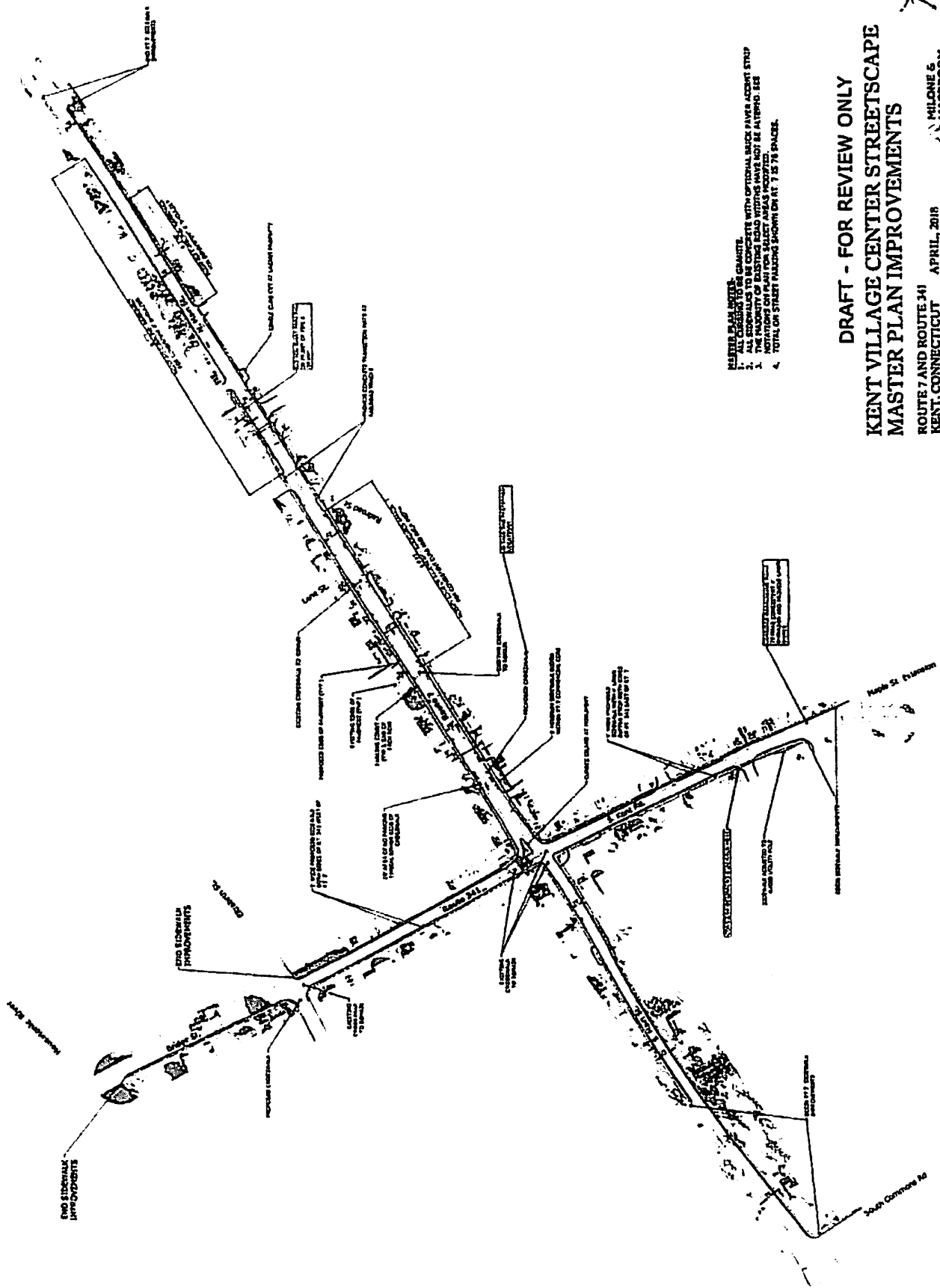


**KENT STREETSCAPE IMPROVEMENTS**  
**ROUTE 7 AND ROUTE 341**  
**ROUGH ORDER OF MAGNITUDE OPINION OF PROBABLE CONSTRUCTION COSTS**  
**MM# 5011-03**  
**MAY, 2018**

<b>SECTION 3: ROUTE 7 - RAILROAD CROSSING TO CONGREGATIONAL CHURCH (1250 + 300 l.f.)</b>					
<b>Bituminous Concrete Curb &amp; Concrete Sidewalk</b>					
ITEM DESCRIPTION	UNIT	EST. QUANTITY	UNIT PRICE	EST. AMOUNT	EST. TOTAL
Bituminous Concrete Driveway Repair	SY	390	\$35.00	\$	13,650.00
Bituminous Concrete Roadway Repair	SY	185	\$95.00	\$	17,575.00
Bituminous Concrete Curbing	LF	680	\$6.00	\$	4,080.00
Concrete Sidewalk with Integral Curb	SF	8,530	\$17.00	\$	145,010.00
Landscaping/Restoration	LS	1	\$10,000.00	\$	10,000.00
Ornamental Lighting	EA	7	\$10,000.00	\$	70,000.00
Mobilization	LS	1	4%	\$	16,000.00
Removals	LS	1	25%	\$	82,000.00
Minor Items/Incidentals	LS	1	15%	\$	52,000.00
<b>SUBTOTAL</b>				\$	<b>410,315.00</b>

<b>SECTION 4: ROUTE 341 - FIRE DEPT. TO ROUTE 7 (1,000 l.f. x2)</b>					
<b>Bituminous Concrete Curb &amp; Concrete Sidewalk</b>					
ITEM DESCRIPTION	UNIT	EST. QUANTITY	UNIT PRICE	EST. AMOUNT	EST. TOTAL
Bituminous Concrete Driveway Repair	SY	325	\$35.00	\$	11,375.00
Bituminous Concrete Roadway Repair	SY	450	\$95.00	\$	42,750.00
Bituminous Concrete Curbing	LF	1450	\$6.00	\$	8,700.00
Concrete Sidewalk	SF	7250	\$15.00	\$	108,750.00
Landscaping/Restoration	LS	1	\$10,000.00	\$	10,000.00
Mobilization	LS	1	4%	\$	11,000.00
Removals	LS	1	25%	\$	58,000.00
Minor Items/Incidentals	LS	1	15%	\$	38,000.00
<b>SUBTOTAL</b>				\$	<b>288,575.00</b>





- MASTER PLAN NOTES**
1. ALL IMPROVEMENTS TO BE GRANITE.
  2. ALL SIDEWALKS TO BE GRANITE.
  3. ALL SIDEWALKS TO BE GRANITE.
  4. TOTAL ON STREET PARKING SHOWN ON RT. 7 IS 74 SPACES.

# **DRAFT - FOR REVIEW ONLY** **KENT VILLAGE CENTER STREETScape** **MASTER PLAN IMPROVEMENTS**

ROUTE 7 AND ROUTE 341  
KENT, CONNECTICUT

APRIL, 2018

MILONE & MACBROOM

## **Compensatory Time**

In lieu of paying Full-Time Non-Exempt employees at an overtime rate, as described above, the Town and the employee may agree that the employee will receive compensatory time off for all or a portion of such "overtime" work the employee performs. The compensatory time off must be requested by the employee and is subject to approval by the employee's Department Head. Such compensatory time for non-public safety personnel is limited to a total of 240 compensatory hours before cash must be paid for overtime. Public safety personnel are limited to a total of 480 hours of compensatory time before they must be paid cash for overtime worked. Compensatory time off will be calculated in the same way as overtime pay. For example, for each additional hour worked beyond eight (8) hours in a day or forty (40) hours in a week, the employee will be eligible for one and one-half (1½) hours of compensatory time. Compensatory time must be used before vacation time and will expire one year from the date it is earned, if not used.

Part-Time employees are not entitled to compensatory time and must be paid for all hours worked each pay period.

Department Heads, professional, administrative and all other Exempt employees are required to work as many hours and as such times as necessary to satisfactorily perform their job duties and generally are not entitled to compensatory time. The fact that an employee may be routinely required to work on weekends or after normal work hours to perform their job responsibilities does not, in and of itself, warrant compensatory time. However, in exceptional circumstances (such as snow storms or general emergencies which cannot be reasonably anticipated to be part of the employee's normal job responsibilities and work schedule) an employee may be provided with one hour of compensatory time for every one hour worked in excess of forty hours in a single work week subject to the following criteria:

1. The Employee must be authorized in advance to work the extra time by the Department Head or First Selectman.
2. The amount of extra time worked must be significant in terms of amount and duration.
3. The number of hours worked and the compensatory time taken must be recorded on the appropriate time sheet(s) approved by the Department Head and submitted to the payroll office.
4. Compensatory time earned must be used within a reasonable time frame (normally a month) but in no event to exceed one year from the date earned.
5. Unused compensatory time has no cash value.

## KENT TOWN HALL MANAGEMENT REVIEW REPORT

Consistent with the proposed mission statement and scope of work outlined in the Town Hall Management Review, the following represents the consultant's responses to each of the areas listed.

1. **Review of Staffing Levels and Role of Assistant Positions – 2-Comparative Analysis of Pay via review of COG & CCM data for averages with similar sized communities. – Also attached to this report are the Job Descriptions as requested.**
  - a. **While I did not see any duplication of responsibilities either within departments or between departments, per se, concerns were voiced and acknowledged relative to pay differentials with staff doing the same functions. A case in point is the Assistant Assessor. The jobs of the two Assistant Assessors are interchangeable. The only difference is that one Assistant Assessor (a female) works 10 – 14 hours per week and the other Assistant (a male) works 7 hours a week and holds a full-time position elsewhere. In terms of pay, the male Assistant who has been with the Town for 11 years, earns an hourly rate of \$25.43, and the female Assistant who has been employed by the town for 7 plus years earns \$21.96. Even if you factor in a 2-3% increase each year for the more senior employee, the disparity between the levels is too wide. This is particularly true when you note that as the Tax Collector Assistant position (who happens to be the same individual) is paid \$25.50 per hour, even though Assistant Tax Collectors generally earn less than their Assistant Assessor counterparts. For these reasons, and consistent with comparable towns and pay equity principles, I am recommending that both Assistant Assessors be paid at the rate of \$25.50 per hour, and the Assistant Tax Collector retain her current rate of \$25.50 per hour when she is functioning in that capacity. An appropriate range for the “Assistant” positions would be \$21.93 to \$29.07 with the midpoint being \$25.50.**
  - b. **In terms of assessing the function, staffing levels, and mission of the various departments with regard to the fundamental necessities of operating the town government in compliance with State laws and mandates, I did not note any material deficiencies or violations. As noted later in this report, however, I would urge the town to ensure that decisions made relative to positions and pay be based on federal and state mandates and principles of fairness and equity. The administration must be cognizant of the fact that any decisions made with regard to bargaining and non-bargaining unit positions will have a ripple effect (e.g., pension contributions, health benefits, morale, etc.). Therefore, it is important that no decisions relative to compensation or distribution of resources are done in a vacuum.**

Another option available related to staffing and service level can also be addressed by the use of shared services with nearby Towns. There are plenty of examples of towns who share Assessors, Building Inspectors, Animal Control, etc.

When presented with a proposal, the Board would be well served to study such proposals for a reasonable amount of time before deciding. With regard to the “mission” of the various departments, and the feedback that I received during the interviews, I would urge the Town administration to establish and communicate the mission, vision, and values of the organization and to establish goals and objectives for each department that are consistent with such. This will require renewed leadership including one-on-one meetings on a regular basis with department heads, and at least monthly meetings with all department heads. It is imperative that the administration and department get on the same page in terms of moving the town in the proper direction. Leadership and enhanced communications and accountability were common themes during the interview process. Another option from other towns includes having regular written reports by Department Heads on a monthly basis or Department Head reports to the full Board of Selectman on a regular, quarterly or annual basis. In addition, a number of interviewees spoke about a lack of fairness and equity relative to compensation and performance evaluation as it related to across the board percentage increases.

Based on comparability data, which principally involved the most recent NWCOG salary comparisons and previous CCM study, most Town positions appear to be in line with the salary surveys and comparability data examined. Such positions include: First Selectman, Treasurer, Assessor, Tax Collector, Town Clerk, Assistant Town Clerk, Parks and Recreation Director, Registrar of Voters, Transfer Station Manager (recommend title of Coordinator) and Transfer Station Assistant (recommend title of Attendant).

There are exceptions, however, such as the Administrative Assistant. Based on the comparability data and level of complexity of the duties and responsibilities performed, this position should be compensated at a higher level. It is recommended that the incumbent’s current salary be increased from \$40,628 to, at least, \$42,494.40 or \$27.24/hour which represents the average hourly rate of the towns used as a basis of comparison (e.g., Barkhamsted, Morris, Roxbury, Sharon, etc.). Based on a 30 hour per week schedule I am recommending that the salary range for this position be \$36,548.54 or \$23.43/hour to \$48,448.06 or \$31.06/hour effective upon approval. I am also recommending that the job class be retitled to Office Manager to the First Selectman to more accurately reflect the level and duties of this position.

Another area of some consternation is the Highway Foreman position. While I believe that the Foreman’s salary is in line with other comparable towns, it is concerning that he continues to track “overtime” even though he is a salaried exempt employee. According

to his records he is averaging in excess of 500 hours of “overtime” a year and allegedly when his position became salaried in 2011 he was averaging 300 hours of overtime per year.

From a human resources perspective this is problematic in the sense that he continues to view himself as an hourly employee, whereas salaried exempt employees are expected to work the number of hours required to perform the job. If the Town is unable to increase the Foreman’s salary due to budgetary considerations, the Town does have the option of instituting a Compensatory Time policy. On the other hand, the Foreman continues to drive a route which the addition of another driver could apparently resolve. My understanding is that this request has been put forth in previous years but has not been authorized. A compromise might be the establishment of a seasonal Driver position. This would make sense from a cost benefit perspective. Put another way, the Town should not be paying someone an annual salary of \$91,793 to drive a route.

As the Foreman is essentially the head of a department, his principal duties should involve the higher-level management functions. I would also suggest that the position, at the very least, be retitled to Public Works Supervisor which is more gender neutral and the incumbent’s duties and responsibilities clearly go beyond simply managing the road crew and encompass many diverse operational functions (roads, grounds, parks, building maintenance, contract management, safety inspections and emergency management). If the current Highway Foreman (working foreman) is going to handle snow routes, and other operation of heavy equipment or aspects of construction or building maintenance; then he cannot be classified exclusively as an exempt employee because the Labor Dept will consider him qualified for overtime. If this is not the case and the Town just wants the Public Works Supervisor to be a manager then the CDL requirement should be removed from the job description and other manual labor items. If the Town wants the Public Works Supervisor to be a manager except for a snow route then it may be able to work out an agreement with the incumbent as to how you the snow duty compensation can be handled.

E.g., If you are going to have Compensatory Time you will need to have a policy (which we can provide) and properly document through your time and attendance system.

The Land Use Administrator is another position that appears to be somewhat more problematic as the position serves as Inland Wetlands Agent and Zoning Enforcement Officer and also performs a planning function (Bachelor of Arts Degree in Planning). This is a full-time position (35 hours per week). The current combined annual salary is \$56,648 broken down as follows: \$37,379 for Zoning Enforcement and \$19,269 for Inland Wetlands. Based on comparison, and the level and complexity of the duties and

responsibilities performed by the position, I am recommending that the Land Use Administrator's salary be increased to a minimum of \$42,784.56 (or an hourly rate of \$35.27 based on an average of 23.33 hours per week) and higher if additional hours on average are required. An appropriate salary range then for this position would be \$37,794.72 (\$31.15) to \$47,097.24 (\$38.82). If we increase the Land Use Administrator's salary according to the above, her new recommended combined salary would be \$62,053.56 annual or \$34.10/hour.

In at least one instance, it was difficult to assess how much the individual is actually earning. A case in point is the Tax Collector. When comparing salaries to comparable towns the position appears to be in line. However, when one begins to look at the salary from an hourly rate perspective the data becomes skewed. To illustrate, if the employee is only working 18 hours as represented in the spread sheet, then her hourly rate is \$41.11 which exceeds comparable towns. If you go by the posted hours and use 24 hours as a basis for determining the hourly rate, then the salary appears to be more in line as the hourly rate would be \$30.83. This needs to be addressed both from a wage standpoint and as a matter of policy.

Another issue encountered is that based on the Agreement between the Town of Kent and Teamsters Union Local 677 (June 1, 2018 through June 30, 2021) male dominated unskilled or semi-skilled positions (Highway Driver) are being very well compensated and at a higher rate than Town Hall females whose positions may require a comparable or higher skill set. For example, the only employees who are earning more than the Highway Drivers (who on average are earning \$28.54 hourly) are the Highway Foreman, also a male, and the Social Services Director, a Department Head, who is earning \$29.85 per hour. This could become problematic for the Town particularly from a pay equity standpoint if it is not addressed or considered with regard to future compensation.

- c. With regard to clarifying the role of "assistants" and "clerks" and any functions that are supportive to the department heads the following definitions apply. As an adjective "assistant" is having a subordinate or auxiliary position. As a verb "clerk" is to act as a clerk, to perform the duties or functions of a clerk. As relates to job classification, the "clerk" designation is assigned to those individuals who provide "clerical" support to another individual. While they may perform some higher-level functions, their principal duties involve general clerical functions including basic processing, reception, filing, record keeping, bookkeeping and typing. Assistants, on the other hand "assist" in carrying out the administrative and/or core functions of the assigned operation. While components of these positions may and are often involved in performing clerical work, their principal duties are of a more skilled/administrative/technical nature. In some instances, the title Office Manager or Office Supervisor may be utilized as a separate

title. This job title or position differs from a full-time supervisory class in that incumbents must also be performing administrative office management functions. These office management functions oftentimes require incumbents to act as the primary liaison with the various departments/units within the town and with other towns as well as individuals and departments outside town government. Such administrative duties are typical of position assigned in First Selectman or Mayor's offices where the services of specialized units are not present (e.g., business office, purchasing unit, personnel and payroll) due to the small size of a town or budgetary considerations which preclude the establishment of other functions and require incumbents to take on these greater responsibilities.

Based on the foregoing, the "Clerk" title or designation for the Zoning Board of Appeals Clerk (\$22.81), Board of Finance Clerk (\$112.68), Land Use Clerk (\$20.76) and Building Inspection Clerk (\$20.76) are appropriate titles. The ZBA Clerk's principal duties are all clerical in nature and require basic skills. The Land Use Clerk's principal job duties are also clerical, and, according to the incumbent, with some research assigned to the function. The Board of Finance Clerk's position involves essentially all clerical duties and yet appears to be compensated at a much higher rate according to the payroll data. If the data is accurate, this position should be brought in line with the other clerical titles and paid in the \$20.76 to \$22.81 range. If the incumbent is not interested in this position, it should be reassigned or posted as a vacancy. The only "Clerk" position that appears to be mistitled is the Treasurer's Clerk. Based on the Duties Questionnaire, and the assigned AP/AR and Payroll processing functions, this position appears to function more as a Financial Office Assistant than as a Clerk. In addition, the overall duties and responsibilities assigned to that position appear to be more complex and technical than the other general clerical positions. Typically, Financial Office Assistants are paid at a higher rate than a Clerk/Clerk Typist. Therefore, I am recommending that this position be retitled and assigned an hourly rate of \$25.50. The salary range for this position should be commensurate with the title.

- d. Identifying the level of support (i.e., weekly hours) necessary to support department heads, is a difficult task. During the course of the interview I did not get a sense that employees were "overwhelmed". Clearly, as department heads have shared with the Board of Selectmen, the Public Works Department has petitioned the Board for an additional Driver, and the Social Services Director has articulated the need for more structure and set hours of operation at the Senior Center. Overall, however, other than during certain peak times when part-time employees are having to work some additional hours (but still averaging less than 30 hours in one or more positions) each department appears to be getting its work done. One department even mentioned that it has actually cut back on its hours of operation.



As a final note on this subject, my strong recommendation would be that as part of the budget process that each department head meet with the First Selectman and/or Board of Selectmen and Treasurer and present any requests for additional hours or resources. Any such requests should be in writing and meet specific criteria. For example, is this program or service essential or mandated? How will staff be involved? How will this affect/benefit the Department? Is this tied to the strategic plan/Department/Town goals? Quality and value - Is this tied to best practice/research? What are the financial implications? Where will the dollar come from? What are the technology needs? What support is needed from the administration to make it work? What is the communication plan? What is the evaluation plan? What is the implementation plan? What is the timeline? What needs are being met? What personnel are needed? What support will be provided to staff? Ultimately, management also needs to determine whether there needs to be a reallocation of resources in the absence of additional dollars.

## 2. Comparative analysis of compensation

- a. With regard to the comparative analysis as relates to any adjustments needed for assistants to alleviate disparate treatment (this statement assumes there is disparate treatment), number one above addresses these considerations.
- b. Assessing appropriate pay rates and that there are varying degrees of skill required to perform various job functions was also addressed in one above. See attached recommendation for Compensation Plan
- c. With regard to whether some assistant/clerk support functions require or benefit from State certification and whether any training or certification should affect relative pay structure, these issues are somewhat complex and subjective. On the one hand, I would posit that virtually anyone can benefit from more education, training, and certification. From a career counseling, upward mobility perspective, individuals who have advance training or certifications clearly have an advantage when higher level positions become available within the organization or when there is a need for such advanced skills or certification during long-term absences at the higher level. The real question becomes what resources is the town willing to commit to make such training available. With regard to certification, the first question is, is certification mandated by the State? If the answer is yes, then the town must either require such certification as a minimum requirement at the time of appointment or require the certification if it is not mandated at time of appointment within a specified time frame. Further, the employer may, if back up is required, to incentivize "assistants" by paying for their courses or a percentage of their courses. Some employers also offer tuition reimbursement for courses and seminars. That policy is not universal in the public sector. With regard to training (specific classes taken

or degrees received) or certification affecting relative pay structure, I recommend against it just to give employees a raise. From a job classification standpoint, the amount of education, training, etc. someone has is irrelevant with regard to the level and complexity of the duties and responsibilities of the position. For example, whether I have a PhD. or a high school diploma has no bearing on the duties and responsibilities of the position (only the original education and training as described in the job description determines compensation). They are identical regardless. Therefore, while I support in principle the concept of tuition reimbursement for job related courses for certification or upward mobility within a career series, I do not support paying someone more simply because they have taken additional courses. In fact, even in education where traditionally salary schedules have provided for lanes and steps, employers are moving away from this concept because the evidence shows that the amount of education you have above the minimum has no bearing on how good you are as a teacher.

### 3. Certification Question

- a. Similar to 2 above, training or certification may be very different matters. Again, I would argue that “training” is always valuable, whether it is on the job training, cross-training to ensure back up or interchangeability during periods of absence, and/or for upward mobility or simple self-actualization. Certification, on the other hand, should be evaluated from a job requirement perspective. For example, a CDL is required for certain Public Works drivers positions or to be a Tax Assessor, etc. But the number of certified employees you need is contingent upon the amount of work that has to be done at that level and/or based on certain federal or State mandates or requirements. Therefore, while certification may be encouraged, and taking courses may be supported by the employer if funds are available, unless certification is required, employees should not expect to automatically receive an increase simply by having a certification or because they have taken courses toward certification. Provision for certification should be based on the operating needs of the organization. However, if you know a Department Head (e.g., Assessor) is retiring then paying for and encouraging the certification and paying for the added certification is a good plan for succession planning. Also, be aware that if a person is certified even though it is not required in your Town, you may lose them to another Town that is willing to pay for a certified official.

### 4. Pay Equity

- a. In 1 and 2 above I have analyzed what are considered to be the “pay and organizational” disparities” detected as part of the study. As stated above, there are several positions that should be reclassified and/or compensated at a higher or in one case possible lower level to ensure parity and equity. From an organizational standpoint, however, what appears even more important is that employees perceive that they are treated fairly and equitable

by the organization. To help assure that happens, moving forward it will be important to establish effective rules and regulations and enforce them in a firm and consistent manner. As previously suggested, there needs to be open communication and feedback relative to how each department is performing. The mission, vision, and values of the organization should be clearly established and inculcated into the culture. In my opinion, job performance could be a basis of compensation for all non-bargaining unit employees. But, you would have to have a valid system in place and the system would have to be administered in a fair and objective manner. Training would also be required. Further, the Policy and Procedure Manual for both employees and elected officials should be utilized consistently and as a guidepost. The administration should take great pains to ensure that both union and non-union employees are treated fairly and as consistently as possible. If employees are to be treated differently, there should be a solid and defensible basis for making any such distinction.

Attached to this report are the job descriptions, compensation plan recommendation (entry level, midpoint and maximum salary) as well as our recommendation for updates to your Personnel Handbook. The Performance Evaluation system and training can be provided as phase two of this project if requested. Thank you for your assistance in this project. We have enjoyed working with the Town of Kent.

RECEIVED FOR RECORD  
KENT TOWN CLERK

2018 NOV 16 A 10: 56

BY *J. Bralley*  
TOWN CLERK