

# TOWN OF EAST WINDSOR BOARD OF SELECTMEN

## REGULAR MEETING

Thursday, December 6, 2018

7:00 p.m.

Town Hall Meeting Room  
11 Rye Street, Broad Brook, CT. 06016

### Meeting Minutes

\*\*\* *These Minutes are not official until approved at a subsequent meeting*\*\*\*

#### Board of Selectmen:

Robert Maynard, First Selectman  
Steve Dearborn, Deputy First Selectman  
Jason Bowsza, Selectman  
Andy Hoffman, Selectman  
Charles J. Szymanski, Selectman

**ATTENDANCE:** Board of Selectmen: Robert Maynard, First Selectman; Jason Bowsza, Selectman; Andy Hoffman, Selectman; Charles J. Szymanski, Selectman.

**ABSENT:** Steve Dearborn, Deputy First Selectman.

**SPEAKERS/GUESTS:** Members of Boards, Committees, Commissions, or Town Entities: Broad Brook Mill Site Remediation Committee: Jessica Bottomley, Chairman; Charter Revision Commission: John Matthews, Co-Chairman; Keith Yagaloff, Co-Chairman; Don Arcari, Betsy Burns, Bill Loos, John Mazza, Rachel Safford, Charlie Szymanski, Bonnie Yosky.

Public: Paul Anderson; Bob Lyke; Richard P. Pippin, Jr.; Ray Jones; James Barton; Richard Leborious; Cathy Simonelli; Bob Leach; Jerilyn Corso; Bill Syme; Barbara Casey; Bill Towers, Jr.; Tom Talamini; Andy Heath; Rick Austin; Deb Nordell.

#### TIME AND PLACE OF REGULAR MEETING:

First Selectman Maynard requested everyone pause for a moment of silence and recall the life and accomplishments of George Herbert Walker Bush, 41<sup>st</sup> President of the United States, who passed away on Friday, November 30<sup>th</sup>.

**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

First Selectman Maynard called the Meeting to Order at 7:00 p.m. in the Town Hall Meeting Room, 11 Rye Street, Broad Brook, CT.

**PLEDGE OF ALLEGIANCE:**

Everyone present stood to recite the Pledge of Allegiance.

**AGENDA APPROVAL:**

First Selectman Maynard queried the Selectmen regarding the composition of the proposed meeting agenda. No one requested any changes.

**MOTION:** To APPROVE the Agenda as presented.

**Maynard moved/Szymanski seconded/DISCUSSION:** None

**VOTE:**       **In Favor:**       **Maynard/Hoffman/Szymanski**  
                  **Opposed:**       **No one raised any opposition**  
                  **Abstained:**   **No one verbalized an abstention**  
                  **Selectman Bowsza didn't register a vote**

**ATTENDANCE:**   See page 1.

**POSSIBLE MOVE TO BROAD BROOK ELEMENTARY SCHOOL:**

The Meeting continued at 11 Rye Street, Broad Brook, CT.

**PRESENTATION AND DISCUSSION/A. Broad Brook Mill Discussion:**

Jessica Bottomley, Chairman of the Broad Brook Mill Site Remediation Committee, joined the Board.

Ms. Bottomley suggested there are two issues of importance to the Committee. The first is the contamination pile that they want to keep on the property; the most heavily polluted material will remain at the site. Their plan hasn't changed, but discussion is still on the table. The Committee's goal is to have that pile removed. They need to put together a milestone plan for working with UTC and DEEP to get the material out.

The second issue is the building. Ms. Bottomley suggested the original plan was to demolish the building and for UTC to then move forward with the project. Recently a structural engineer has walked through the building; the Committee expects her report by tomorrow or Monday. Ms. Bottomley understands the Mill's main structure is sound and UTC, based on the report, is willing to let that building stand. They'll need to put a tarp on the roof, and then work with DEEP and the State Economic Development Commission. Ms. Bottomley indicated the Committee's goal is to work with UTC and the Board of Selectmen on saving the Mill.



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

First Selectman Maynard felt the contaminated soil should be removed. Ms. Bottomley noted the Mill is an historical structure and is on the National Register; it's a part of the Town's history. Ms. Bottomley reiterated that the engineer's report indicates that the building can be saved; that concept isn't just the Committee's opinion. Selectman Hoffman noted that when they've met with the State Department of Economic Development and DEEP they said they had a list of 10 to 12 developers that may have interest; they needed to know that the building is stable and if the building was developable that was a plus. They would rather have an historical building stay than destroy it. The structural engineer, Elizabeth Acly, will have the report available no later than Monday. Mr. D'Eramo, of UTC, will forward the report to the State Economic Development Commission. Selectman Hoffman indicated he felt things are better in regard to saving the Mill.

**Ray Jones, (The River Watcher):** Mr. Jones noted the significant amount of rain the area has experienced this year. He questioned if anyone has tested the run off? He noted the Broad Brook is behind the Mill; he felt the stream downstream of the Mill should be tested. Mr. Jones questioned if people's wells are getting contaminated? Mr. Jones felt the testing should be done before this is locked in.

Ms. Bottomley indicated they must test everything. The groundwater under the site is contaminated; that's the issue that started this project in 1998. Ms. Bottomley didn't feel there's anything stopping the Committee from asking for those results.

Mr. Jones suggested the pile that they've put there was put there in the 1990s. Ms. Bottomley noted there's 1300 cubic yards of contaminated soil that the Committee wants them to remove. Mr. Jones noted the American Heritage River Commission does ecoli testing over the Summer.

**Deb Nordell:** Ms. Nordell reported she does testing for the American Heritage River Commission monthly. They do test the brook, and then send it to a woman in Somers who examines the samples. Ms. Nordell suggested she can ask the woman testing the samples for that information if the Committee will give her what they need. Ms. Nordell indicated they test 10 places in Broad Brook, including the Broad Brook Pond and the area at the bend in Mill Street. That information should show the difference in the quality of the water before and after the Mill.

**Keith Yagaloff, 125 Depot Street:** Mr. Yagaloff suggested they haven't done any engineering on the contamination site, and given that the area has been flooded in the 30s and the 50s they question what will happen to the downstream area if the contaminated area is flooded. Also, DEEP had originally planned that the site would be elevated four feet, and have now reduced the elevation to two feet to reduce the flooding for the people downstream. The Committee is questioning what will happen to those people's property.

**Ray Jones:** Mr. Jones noted there used to be a dam behind the Mill building which was taken out. That has changed the river.



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

**Paul Anderson, 89 Main Street:** Mr. Anderson wanted to clarify the plan with DEEP is *up to two feet*, so it could be less. Mr. Anderson felt the two feet won't happen.

Ms. Bottomley indicated she would return with another update.

**PRESENTATION AND DISCUSSION/B. Discussion of Charter Revision:**

First Selectman Maynard reported John Matthews and Rachel Safford, of the Charter Revision Commission, are present tonight to make a presentation regarding the results of the recent survey. Before they began First Selectman Maynard reported he was recently asked by someone what the Charter was. First Selectman Maynard suggested the Charter is the document that defines the Town's form of government and outlines the various functions. First Selectman Maynard gave a brief summarization of the Charter, noting Chapter 8 relating to Finances and Taxation outlines the budget process. First Selectman Maynard reported the Charter is available on the Town website and can be accessed by cell phone as well as other forms of technology; the survey results are also available on the Town website as well.

**Bob Lyke, 80 Rye Street:** Mr. Lyke questioned if First Selectman Maynard could give the public the Town Hall's wireless access? First Selectman Maynard indicated he could make the information available.

First Selectman Maynard turned the discussion over to Mr. Matthews.

Mr. Matthews thanked everyone for coming tonight. He reported the Commission has been meeting for a year to discuss possible changes to the current Charter. Part of their process has been the survey recently offered to the public. Rachel Safford will discuss the results of the survey shortly.

Mr. Matthews, Co-Chairman of the Charter Revision Commission (CRC) presented a slide presentation **(See Attachment A)** reflecting the following comments:

***Why have a Charter Commission?*** Mr. Matthews suggested the Town may feel there are things they would like to change in their charter. Towns are obligated by State Statutes to review their charters every five years. Mr. Matthews noted a previous Charter Revision Commission proposed changes in a single proposal; that recommendation didn't make it to the ballot for presentation to the public. Under the current Charter review Mr. Matthews noted a Charter Review Study Committee was formed prior to the current Charter Revision Commission. While a Charter Revision Commission is controlled by State Statutes a Study Committee is freelance and in this case they reviewed charters from other towns which provided beneficial information. During that time the Study Committee brainstormed and identified 25 ideas which helped them form objectives for potential changes. In May, 2018, the Study Committee was replaced by the current Charter Revision Commission, which has 18 months to complete their review and make recommendations which they propose to be presented as several separate questions on the November, 2019 municipal ballot.



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

Mr. Matthews reported the current Charter Revision Commission is comprised of ten members, the following members are present this evening – himself and Keith Yagaloff as Co-Chairman, Don Arcari, Betsy Burns, Bill Loos, John Mazza, Rachel Safford, Charles Szymanski, and Bonnie Yosky. Mr. Matthews indicated Cher Balch is also a member but was unavailable this evening. *He noted the Commission meets on the second and fourth Monday evenings from 7:00 p.m. to 9:00 p.m. at Scout Hall, 28 Abbe Road.* Mr. Matthews welcomed residents to attend the meetings and offer comments and suggestions to the Commission.

Mr. Matthews reported the Commission has reviewed other forms of government. He suggested there are essentially three forms:

1. Selectman/Town Meeting – which is the form of government for approximately 100 smaller towns, including East Windsor. Mr. Matthews suggested this form of government becomes unmanageable when a town reaches a population of 25,000 to 30,000 people.
2. Town Manager/Town Council – South Windsor employs this form of government.
3. Mayor/Town Council – Enfield is an example of this form of government.

Mr. Matthews indicated that under the State Statutes the Board of Selectmen must provide the Charter Revision Commission with a list of recommendations or charges; that list was provided in May, 2018. The Charter Revision Commission will address each of the recommendations separately on the November, 2019 ballot. Mr. Matthews noted that Ellington recently presented 14 questions to residents via a referendum, while Somers presented 9 questions. He suggested that the results of both the Ellington and Somers referendums indicated that it was clear the voters read the questions and voted seriously; having a number of questions wasn't an impediment. Mr. Matthews reported the proposed questions must be approved by the Secretary of State before the ballots are printed. Mr. Matthews indicated the list of questions has been available for many months, and is online and in the Commission's Minutes. He noted the Commission began the review process with a Public Hearing in June, 2018, which was attended by two people. While the comments were good they weren't representative of the Town. The Charter Revision Commission has had 12 subsequent meetings. They are aligned with the Board of Selectmen's recommendations, and now need to bring in an attorney to wordsmith the proposed changes.

Mr. Matthews reported the survey was available online, and was sent to approximately 5800 households which also received the previous budget message. Mr. Matthews indicated the Commission will take the survey results into consideration when considering potential Charter changes. State Statutes require the Commission to hold a second Public Hearing in March. The Commission's recommendations will be sent to the Board of Selectmen in April; the Board of Selectmen have 30 days to respond to the Charter Revision Commission regarding the proposed changes. The Commission will issue a final report in July. The report of the recommended questions is sent to the Secretary of State's Office in August to approve the wording of the questions; the questions will be on the November, 2019 municipal ballot.

Mr. Matthews turned the presentation over to Rachel Safford.

**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

Ms. Safford reported there were close to 6,000 surveys mailed to residents; 142 people filled out the survey online and 64 people responded via paper surveys for a 1% response on the 5800 mailed copies. A total of 206 people responded; the total response rate was 3% which is a small representation of the public's comments. Ms. Safford indicated respondents were requested to provide their names, or e-mail addresses, but she had no way to tell if the people were voters, or if they filled out multiple copies of the survey.

Ms. Safford indicated the survey was meant to get an idea of what's important to residents – education, cutting taxes, increasing communication, transparency. She noted every open response is included in the packet information. (See Attachment B). Ms. Safford reported that not every question identified to a Charter question or recommendation; you can't map all the information back to what's in the Charter today.

Ms. Safford reviewed the following results (See Attachment C):

- Line item voting – many people wanted to vote on specific line item funding requests. Selectman Bowsza questioned if that option was legal? Selectman Hoffman indicated there are other Towns that do break out their budgets when voting.
- A lot of people wanted to see Boards and Commission work together and share information.
- People wanted to support education. Ms. Safford noted the composition of the Charter Revision Commission has been a hotbed of contention as not being representative of the community as no one on the Commission has children in school.
- Planning and Zoning needing more support came through a lot – keeping Open Space and preserving farmland.
- People want more timely information, and for the information to be available in various ways.
- Many people wanted better communication, more civility, more open conversation, if using social media keep the comments more positive. Ms. Safford indicated communication isn't a Charter question but we can get more done working together.
- People suggested opting into the Town e-mail list; they looked for better updating of the website.
- Most people were not satisfied with the support for Economic Development.
- People wanted to have a dialogue and address what people are saying.
- People feel there isn't a lot of transparency; they acknowledged the back-fighting.



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

- Many people voted yes to a threshold dollar amount for approval at a Town Meeting. For those that responded with a figure they ranged from nothing to a million; several indicated \$20,000 up to \$250,000 to go to referendum.

Ms. Safford indicated the Appendix of the packet lists the open responses (*See Attachment B*).

First Selectman Maynard opened discussion to the public.

**Bob Lyke, 80 Rye Street:** Mr. Lyke felt the Commission must be concerned with the lack of responses. He questioned the C.G.S. requirements for the approval process; he suggested the final say is based on the Board of Selectmen accepting and approving the Commission's recommendations.

Mr. Lyke questioned Mr. Matthews on *the three forms of government* mentioned earlier. Mr. Matthews suggested the most democratic form of government is the Town Meeting; if you have a larger town with a Town Manager/Town Council the vote would be by representatives of the town. Mr. Lyke felt East Windsor must have the strongest form of government – the Town Meeting. He felt that with an Administrator or Town Manager you must have a contract with a qualified individual with the ability to hire and fire and you must have frequent performance reviews. Mr. Lyke felt the Town Meeting can do a lot; he felt it's possible to have a Town Meeting to create an ordinance to have a Town Manager. Mr. Lyke indicated he wasn't saying that should be done; he's just saying it's possible. Mr. Lyke also questioned the importance of a Director of Finance?

As a member of the Economic Development Commission (EDC) Mr. Lyke suggested no one is happy. He reported that the EDC has been studying *the need for a full-time Economic Development Director* but everything is predicated on the budget; if it's not funded it won't happen.

CRC Co-Chairman Yagaloff suggested that most of the towns that have a Town Manager are larger than East Windsor, and they have a Town Council form of government. The Town Manager is the CEO; they don't have a separate Board of Finance. The Town Manager brings the budget to the Town Council, they have a public hearing and the Town Council would vote on the budget. Somers recently approved a Town Administrator but the position is only advisory. Mr. Yagaloff suggested that if we were to go to a Town Manager form of government it would require multiple changes to the Charter. He noted that the Town Meeting is the oldest form of government; people want to vote and have the final say on issues. Mr. Yagaloff suggested the survey seems to say that people want to have a professional Administrator and make changes to the Charter to make government better in many ways. CRC Co-Chairman Matthews suggested that with a Town Manager you give up the Town Meeting process.

Selectman Bowsza suggested the Commission look at smaller Towns in Massachusetts; towns under 2500 people have a Town Administrator/Town Meeting form of government. Mr. Lyke suggested Southwick, Massachusetts is a good example of a hybrid form of government. Mr.



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

Yagaloff suggested the Town Administrator isn't the CEO of the Town; Selectman Bowsza suggested in Massachusetts they serve as CEO/CFO.

**Richard P. Pippin, Jr.; 37 Woolam Road:** Mr. Pippin suggested *the Commission has left out the Board of Selectmen/Town Administration/Town Meeting form of government*; Bolton has had it for many years. Mr. Pippin agreed with retaining the Town Meeting.

Regarding *the referendum on expenditures*, Mr. Pippin felt the Town needs to streamline government. Mr. Yagaloff indicated that any expenditure over \$20,000 can be done/approved at a Town Meeting currently; there's no limit to the amount of dollar expenditures that people can approve at a Town Meeting. Mr. Yagaloff indicated the question was meant to raise the question; do people want a threshold amount? People are willing to have a Town Meeting up to a certain amount, then they would rather go to referendum. Presently there's no quorum for a Town Meeting when approving expenditures. Mr. Yagaloff indicated the Commission didn't specify a money amount be considered, they wanted to see what the people thought. Mr. Yagaloff suggested the question also being discussed at the Charter Revision Commission Meetings is if you want to have a minimum amount of people approve expenditures; currently you show up and you vote regardless of the number of people. He indicated the Commission has discussed this issue repeatedly; he urged Mr. Pippin to attend the CRC Meetings to discuss the issue.

**James Barton, 108 Main Street, Warehouse Point:** Mr. Barton questioned if the CRC Commission has discussed any ideas on *how to fix the double taxation for the people of Warehouse Point since the Warehouse Point Fire District is levying a tax for fire services*? Mr. Barton questioned if that issue could be a Charter question at some point? Mr. Barton indicated, that with the approval of the Fire Commission, he would like to come to the CRC to make a presentation after the first of the year.

Mr. Matthews reported that issue was one of the 25 original ideas raised during the Charter Study Committee. The Commission decided it was a very complex issue, and the CRC felt they couldn't do that under the Charter. Mr. Barton indicated he's looked into the issue and he feels it could be done. Mr. Yagaloff indicated the CRC doesn't have the stakeholders around the table for that discussion, and they didn't want to have those discussions without those people present; they felt it was wrong to consider that without the stakeholders present. Mr. Yagaloff cited the Commission is already considered old fogies and not representative of the community because they don't have children in the school system. Mr. Yagaloff indicated he has kids that went to college and he feels education is important; he's always advocated for education. Just because his kids aren't in school any longer doesn't make him unqualified to consider the value of education. Mr. Yagaloff suggested it takes advocates for the town. He questioned if the residents present who are over 50 feel that they have no value because of their age. Everyone is getting older; it doesn't mean your opinions are invalid. Mr. Yagaloff indicated the CRC is trying to improve government and make the checks and balances necessary. If the Fire Commission wants to come and make a presentation the Commission would tackle it.



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

**Ray Jones:** Mr. Jones indicated he's been a resident of town for 54 years and has watched it grow. Regarding *a Town Manager*, he sees what happens in Enfield and South Windsor. The money they spend without taxpayer approval and what they pay for things the taxpayers don't want. Mr. Jones prefers the current form of government for East Windsor; we all have a say; we should all have a say on how money is spent.

**Rick Leborious, Church Street, Broad Brook:** Mr. Leborious didn't fill out the survey; he felt it was irrelevant in respect to the Charter. Mr. Leborious indicated he'd like *more economic development* but he didn't feel it had anything to do with the Charter. Mr. Leborious felt the questions were irrelevant and loaded.

Mr. Leborious felt *when the Town puts together a budget* it balances the needs of the Town; it's a compromise of what's presented to the Town. If you divide that into questions – do you support DPW or Town Hall – if you start splitting those questions then you no longer have a budget that works because you pit one area against the other.

Regarding *the referendum to override*, currently the Charter requires bonding to go to referendum. Regarding *the blended form of government*, Mr. Leborious felt the best form of government is the Board of Selectmen/First Selectmen/Town Administrator. The First Selectman should have a role as a ceremonial leader and inter-governmental relations; the Chief of Police would report to the Board of Selectmen. Mr. Leborious also felt that the Town needs the continuity that a paid Administrator provides.

Mr. Leborious also felt the *current budget process and adoption and creating ordinances all have checks and balances now*. If you're trying to override the Town Meeting because you didn't like a decision made last year; don't bring your personal agendas into this. Mr. Yagaloff suggested that regarding checks and balances, the current Charter doesn't say it's mandatory to complete the process; there's nothing saying now if you don't follow the process you can't proceed. Anyone in the community should be able to say you need to follow the Charter. Some of the steps are unclear because of the way the Charter is written, and there are boards and commissions that don't understand the need to follow the process, and when they don't people get upset because they don't think it's transparent. There are complaints in town that things aren't being done in accordance with the Charter so the CRC is looking to revise the language. Mr. Yagaloff suggested he doesn't understand the concept of an agenda. Mr. Leborious gave the example of a Town Meeting that approved funding for several projects which included funds for restrooms at the soccer fields, he suggested that a number of people, including some of your Commission members, made comments that it passed in Town Meeting. Mr. Leborious felt the Commission was trying to make a change that was a direct outcome of that Town Meeting; he feels that's a personal agenda.

Mr. Yagaloff suggested that issue raised the issue of should we approve \$800,000 of expenditures at a Town meeting rather than a referendum, and the question was that there were complaints that the information didn't follow the process of the CIP bringing the information to



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

the Board of Selectmen. Mr. Yagaloff didn't see that as an agenda driven issue. Mr. Leborious felt there was a process. Discussion followed regarding the current bid process.

**Cathy Simonelli, 71 Depot Street:** Mrs. Simonelli cited *the difficulty getting bids for projects from vendors*. She suggested staff needs to look at the projects and come up with a good estimate, and then it goes out to bid with a contractor. That's the point where people will provide a bid. Mr. Yagaloff agreed but clarified that currently the Charter requires estimates. Mrs. Simonelli countered but not necessarily with a vendor; if they can't get an estimate then they can't move the project forward.

First Selectman Maynard indicated he liked what Mr. Leborious said about an Administrator. First Selectman Maynard acknowledged he's doing many things now, like working with a resident on the issue of a tree having fallen on the railroad tracks near Meadow Farms and getting the State to remove the tree. First Selectman Maynard suggested he could be doing other things. He noted a Town Administrator will require funding.

**Bob Leach, 39 Church Street:** Mr. Leach indicated he gives estimates in his job. If you asked him for an estimate and you didn't have the project approved he would give you a higher estimate which probably wouldn't be any different than the staff estimate.

Mr. Leach felt the *people should be aware of the items the Commission is discussing*, which are:

- Making the Board of Finance advisory
- Having a Town meeting to approve labor contracts. Mr. Leach felt when you remove the checks and balances from the citizens and put those on the Board of Selectmen the process seems to work backwards.
- Eliminate the Police Commission and have the Police Department report to the Board of Selectmen
- Hire a CFO to work with the Board of Finance.

First Selectman Maynard cited concern that Mr. Leach was bringing up negative comments; he felt this discussion is an opportunity to say things, even dumb things, so we can work as a group to make things better.

**John Mazza, 143 Winkler Road:** Mr. Mazza indicated that people want to get rid of the Police Commission. All employees of the Town are answerable to the Town/First Selectman and currently, the Police Department isn't. Mr. Mazza suggested the question was – why not? You can't even tell what their budget is. Mr. Mazza suggested all personnel should report to one area; everyone should be on one page.

**Bonnie Yosky:** As a member of the Charter Revision Commission Mrs. Yosky reported *people come to the meetings and tell the Commission of their ideas*. They may be good ideas, or bad ideas. If the Commission doesn't know the answer they'll research it. She's currently working with the Secretary of the State's Office on an issue that was brought to the Commission. Mrs.



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

Yosky reiterated the Commission takes everyone's comments seriously, and researches the issue before deciding how to handle it.

**Bob Lyke, 80 Rye Street:** Mr. Lyke suggested after 50 years of dealing with government – if it ain't broke don't fix it.

Regarding *the concept that people over 50 don't care*, Mr. Lyke reported he's over 70 and still cares about education, and the Veterans. Mr. Lyke felt it will be difficult to separate the Board of Education and Town budgets.

Mr. Lyke also suggested the Town look at what's happening in East Long Meadow, Massachusetts.

**Jerilyn Corso:** Mrs. Corso cited this is a meeting. She didn't feel it's fair to expect people to come to a meeting and say only what you want to hear. People should be able to say what they want. Mrs. Corso noted she's over 50 and she still has a kid in school.

Mr. Yagaloff reported that some of the things people comment about are wacky ideas and are quickly dismissed. Regarding the Police Commission, this Charter Revision Commission reviewed the last Charter Revision Commission's recommendations and considered them relative to this Commission's possible changes. There are inconsistencies in the ordinances for the Police Commission and the Pension Commission and the Charter; the Charter said the contract negotiations should be done by a sub-committee but there are negotiations going on that are not consistent with the Charter. The Police Commission was a part of the recommendations from the last Charter Revision Commission.

Regarding criticism, Mr. Yagaloff suggested we should be having this discussion but he didn't like the personal attacks. He suggested that if someone from another town was here it would be embarrassing for all of us.

**Bob Leach, 39 Church Street:** Mr. Leach suggested he didn't make his comments to criticize the Commission but he wants to make people aware of what's being discussed. There's a lot of interesting discussion that occurs at the CRC meetings; he often attends.

**Unidentified individual:** The individual suggested we are here tonight to *analyze the information*, but if one is going to collect the data it must be construct before it's developed. It must be prepared in a way that it has a meaning. You can then get information that will support a decision you'll make. If you don't get the information the decision will have no construct. Once you collect the data there are statistical ways to evaluate it; no one has discussed that; it's just a guess. So, go ahead people – guess.

**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

**Rich Leborious, Church Street:** Mr. Leborious suggested sometimes he gets a little... Mr. Leborious indicated he had great respect for the time and energy the Commission puts in; he's done it himself. Mr. Leborious suggested he doesn't mean any disrespect.

Selectman Bowsza questioned if anyone considered a sample of 200 representative? The audience replied – no. Mr. Matthews suggested the Commission has no way of knowing how random the results were, or if multiple submissions were made. Mr. Yagaloff suggested the survey was meant to start and improve the communication. The Commission wants the comments to get direction from the residents. The next survey would be about the detailed questions related to what the residents want.

**Cathy Simonelli, 71 Depot Street:** Mrs. Simonelli suggested if this was a general survey to improve communication there were whole groups of people who talked about this on Facebook. Those people agreed to submit comments; the people's comments were that they wanted to make changes in specific areas.

Selectman Bowsza questioned if there was any way to tell if the respondents were residents? Mr. Yagaloff replied negatively.

First Selectman Maynard indicated the residents have an opportunity to change the Charter now. If residents have any ideas everyone would like to hear them. First Selectman Maynard recalled a previous Town Meeting at which the main purpose was voting on the Casino Impact Fund Ordinance proposed at that time. The Town Meeting was attended by 400 or more people. The Town Attorney advised everyone amendments to the proposed ordinance could be taken during that Town Meeting, and amendments were made from the floor. First Selectman Maynard described the process for checking the voting eligibility of residents wishing to vote on that ordinance. He noted the way the ordinance and the Town Meeting was advertised; he suggested perhaps it's better to vote the way you feel on the advertised item. First Selectman Maynard noted the Charter Revision Commission is looking for ideas – like the one raised by Mr. Leborious for a Selectmen/First Selectman/Town Administrator.

**Bill Syme, Windsorville Road:** Regarding the 2% default budget, as a member of the Board of Finance Mr. Syme suggested it's sometimes difficult to work with that. He cited Economic Development, Special Education, Trash Collection as topics that will come up during the coming budget season. Mr. Syme suggested the ***2% number should be reviewed; he suggested it should be an indexed number*** so the Board of Finance can work with that.

**Cathy Simonelli, 71 Depot Street:** Mrs. Simonelli ***questioned if the results of the survey are statistically relevant?*** The Commission is taking the results as a direction but she felt the sampling is small. Mrs. Simonelli felt the Commission needs to keep their view broader. Mrs. Simonelli ***felt splitting the budget creates more divisiveness in the Town.***



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

Mr. Yagaloff indicated the Commission can't ignore the input that people have given them. People made the time to submit the survey. Mr. Yagaloff reiterated that the Commission has had their own discussions and they wanted to get more ideas outside of the Commission's. The Commission wanted to enrich their discussions by having public discussion.

Mrs. Simonelli suggested that with regard to the *Town Manager/Town Administrator*, she felt that the current form of government is used by many small towns. We have a small pool of people to choose from. Mrs. Simonelli didn't want to lose the Town meeting form of government. A Town Administrator will have more education, more experience. By the time someone is voted in by the time they learn the Charter they can be voted out. Bringing the level of professionalism and knowledge should be a benefit for the Town.

**Betsy Burns:** Because there has been so much discussion about the survey Mrs. Burns *asked the people in the room to raise their hands if they took the survey.* The majority of the people raised their hands, both in the audience and at the meeting table. Mrs. Burns acknowledged the number of raised hands was a large representation. Mrs. Burns noted a previous survey through the Planning Office; she recalled that everyone wanted an indoor swimming pool but that hasn't happened. Mrs. Burns also recalled a survey she did when she managed the Human Services Department. Mrs. Burns suggested the small response is the reality of the community.

**Barbara Casey, Stiles Road:** Mrs. Casey suggested *the survey didn't have a lot of parameters;* she questioned if it was too late to have a do-over with parameters? Such as that you know the people are residents, and the survey has been taken only one time? Mrs. Casey didn't feel it's a credible sampling but it is important.

Mr. Yagaloff felt the feedback for the Commission is to be cautious of relying on the survey when considering direction. Mr. Matthews suggested the Commission isn't making decisions on the direction of the Town when identifying the questions. The Commission must reduce the comments to 12 to 15 questions, and the decisions will be made by the voters in November, 2019. If you want a multi-line budget vote for that. Mr. Matthews suggested at least 2,000 people will participate in the 2019 municipal election, and it will be people who are truly interested in the Town.

**Dick Pippin, Jr., 37 Woolam Road:** Mr. Pippin felt the people who care are the people who submitted the survey; the people in the room care.

Selectman Bowsza *questioned the process for dissemination of the mailing and culling the information.* Selectman Bowsza questioned who the mailing was sent to? Mr. Matthews indicated the survey was sent to 5800 households within the two zip codes. Selectman Bowsza questioned how the Commission could adjust for multiple submissions from the same household? Mr. Yagaloff indicated there's no way to ascertain that information; he didn't feel it was right to prohibit multiple voters within the same households from voting. Mr. Matthews suggested anyone was free to copy what was sent out but the Commission requested either an e-



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

mail address or name be included on each submission. Selectman Bowsza felt as the Commission moves forward for the next round it must remove the subjectivity of the questions; it led to two contentious issues. Mr. Loos suggested the questions should be yes or no answers. Selectman Bowsza felt the language/phraseology is important. He suggested the lesson that came out of this is that the questions need to be carefully worded so one is not related to another.

Mr. Yagaloff suggested there is a split, even in this room. The people that are here tonight care about the Town. If you have a strong feeling tonight come to the Commission's meetings and tell us about the issue.

Selectman Bowsza offered the Commission and the Board a document titled "Perceptions of Power: Interest Groups in Local Politics" offered by State and Local Government Review, Vol 37, No. 3 (2005): 206-16 (*See Attachment D*) for review. He cited that in form of governments that go to a CEO the responsiveness of the local officials plummets; he felt that came through in this survey. Mr. Yagaloff clarified that the Commission was considering a Town Administrator, not a CEO. Selectman Bowsza suggested it has to do with the day to day person, not the CEO. Mr. Yagaloff reiterated the Commission was considering the Town Administrator not as a CEO but as an administrator. Mr. Yagaloff suggested he's hearing that people want to make a change to Town government to bring in a professional; he cited First Selectman Maynard spoke to that earlier. Selectman Bowsza felt you forego the response to the voter by doing that.

**Bill Towers, Jr.:** Mr. Towers, Jr., thought it was a great climate survey for the Town; he thought Rachel did a great job; the whole Commission did a great job. First Selectman Maynard suggested everyone give Ms. Safford a hand for her work; everyone applauded.

Mr. Towers, Jr., referenced the checks and balances as the process goes to Town Meeting. He felt the process is that recommendations or requests go to the Board of Finance or Board of Selectmen now, which provides checks and balances. Mr. Towers, Jr., didn't want to lose that. He suggested if that's in place we don't need to reinvent the wheel.

**Bob Lyke, 80 Rye Street:** Mr. Lyke noted the Commission has the opportunity to review these comments through the Minutes and the video. He felt you can't be concerned about how people vote when they're behind a curtain. In reality the Charter Revision Commission will give their recommendations to the Board of Selectmen and then it will go to referendum.

**John Mazza:** Mr. Mazza wanted to thank Ms. Safford for a good job. He felt the Commission communicated with the taxpayer; Mr. Mazza would like to see some of these people at the Charter Revision Commission Meetings. He noted the Commission is looking for a path to follow. People are now talking about the survey, which cost about \$1400 and was necessary to do because people aren't coming to the Commission meetings to give them your comments.

Selectman Szymanski agreed that we couldn't say the survey is so factual that we can go by the results specifically. Selectman Szymanski cited his past experience working for a firm that



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

prepared surveys for clients; he explained the process of narrowing down the focus of the survey to acquire the information desired. Selectman Szymanski suggested such a survey would cost an estimated \$10,000; he cited the Town doesn't have the money to do that; the Commission struggled to get money for a recording secretary. The Commission is doing what they can with the resources available to them. Selectman Szymanski welcomed the residents to the Commission's meetings.

**NOTE:** *The Charter Revision Commission meets the second and fourth Monday from 7:00 p.m. to 9:00 p.m. at Scout Hall, 28 Abbe Road, East Windsor.*

**PUBLIC PARTICIPATION:**

**Tom Talamini, (23 Rice Road):** Mr. Talamini suggested it all comes down to money; it comes down to the budget.

**Andy Heath, Steeple Chase Road:** Mr. Heath questioned what was going on with the double taxation of the Warehouse Point Fire District and the Broad Brook Fire Department? Mr. Heath recalled that 2 ½ years ago the Warehouse Point Fire Department said they would be operating on their own and they pulled out of the Town budget. If we go through this budget cycle without fixing it this will be the third budget cycle without fixing the issue. Mr. Heath noted Selectman Hoffman and Selectman Szymanski recently attended a Warehouse Point Fire District Meeting; what's the timetable to have this resolved? Mr. Heath didn't want to see more in this budget cycle.

First Selectman Maynard suggested the Town should have one fire department from one funding source, but he noted the political difficulty getting to one of the solutions previously suggested. It's difficult to get this resolved. First Selectman Maynard suggested to have one fire department 2/3 of the people in that district (Broad Brook) would have to vote to go into it but he didn't feel that would happen.

**James Barton, 108 Main Street (Chief of the Warehouse Point Fire District):** Mr. Barton clarified that it's not 2/3 of the people in Broad Brook, you need a quorum of 156 people and then you need 2/3 of the quorum to vote for a district. Mr. Barton indicated the Warehouse Point Fire District did that when they created the second station; that was done in two meetings. Mr. Barton suggested the problem is there's history between the two departments and the way they've run for years; that's where it's getting tough. Mr. Barton indicated that the people in Warehouse Point are getting taxed for fire protection in Warehouse Point and half of the fire protection for Broad Brook through the budget. Mr. Barton estimated figures for the cost of fire protection for both departments; he noted the costs will increase as the need to hire fire fighters rises.

Mr. Barton recalled that the Board had previously appointed a nine member sub-committee who studied the issue; they indicated the best option was to expand the district to be town-wide.

**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

Funding for the district would be provided by a tax for fire services; the Town would then take funding for the Broad Brook Fire Department out of the annual budget. Mr. Barton indicated when they first started this they planned to split the bills by the mill rate; the district can be expanded to include the full town and make fire services one department – the East Windsor Fire Department. This would make it equal representation on both sides of town. Mr. Barton noted that currently only one member of the Board of Selectmen lives in Warehouse Point; no one on the Board of Finance lives in Warehouse Point.

Mr. Barton indicated he was glad to see Mr. Heath attend the last Fire District Commission Meeting. They are actively trying to fix this.

**Rich Austin (Assistant Chief and Fire Marshal, Warehouse Point Fire District):** Mr. Austin reported one of the goals of the District was to give a better ISO (insurance rating) to the people and businesses, which would save them money.

**Deb Nordell (President, Ladies Auxiliary, Warehouse Point Fire District):** Ms. Nordell noted the Broad Brook and Warehouse Point Fire Departments go to all the calls and work so well together; she doesn't understand.

**Rich Austin (Assistant Chief and Fire Marshal, Warehouse Point Fire District):** Mr. Austin suggested the District could be expanded for little cost. We just need to advertise and vote. There's no involvement by the Town in the way of a Town Meeting or referendum.

**Tom Talamini:** Mr. Talamini indicated he lives in Broad Brook; he questioned how many people they thought would come out for this vote? Mr. Talamini suggested tonight is a good example. Mr. Talamini felt this issue shouldn't be decided by Town Meeting; it should go to referendum.

**James Barton, 108 Main Street (Chief of the Warehouse Point Fire District):** Mr. Barton suggested Broad Brook and Warehouse Point need to be on the same page. He questioned if the issue of the District could be raised as part of the Charter revision questions? A Special Services District could be created for Broad Brook as well and the cost of fire services could be broken out by a mill rate on the tax bills.

**Andy Heath, Steeple Chase Road:** Mr. Heath indicated he raised the question because he understood the fire district would be an ongoing agenda item and he hasn't seen that. First Selectman Maynard noted that although it's not always listed as a specific agenda item the Board regularly speaks of updates on the Fire District.

**APPROVAL OF MEETING MINUTES/Regular Meeting Minutes of November 1, 2018:**

**MOTION: To APPROVE the Regular Meeting Minutes of the Board of Selectmen Meeting dated November 1, 2018 as presented.**



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

**Maynard moved/Szymanski seconded/DISCUSSION:** None

**VOTE:**       **In Favor:**       **Maynard/Hoffman/Szymanski**  
                 **Opposed:**       **No one raised any opposition**  
                 **Abstained:**   **No one verbalized an abstention**  
                 **Selectman Bowsza didn't register a vote**

**BOARDS AND COMMISSIONS RESIGNATIONS AND APPOINTMENTS/A.**

**Resignations:** None.

**BOARDS AND COMMISSIONS RESIGNATIONS AND APPOINTMENTS/B**

**Reappointments:** None.

**BOARDS AND COMMISSIONS RESIGNATIONS AND APPOINTMENTS/C. New**

**Appointments:** None.

**COMMUNICATIONS:**

Selectman Szymanski reported he had been advised that the Town lacks signage that prohibits firearms on Town properties. Selectman Szymanski suggested the Board should review developing an ordinance that prohibits use of firearms unless by a sworn officer. Discussion followed regarding the ability to enforce the ordinance, and which Town properties should carry the signage – should it include Scout Hall, and open space properties, such as the Tschummi and Sabonis properties, as well? Selectman Szymanski suggested signage should be installed at any property owned by the Town.

**NEW BUSINESS/A. Approval of Budget Schedule:**

**MOTION:**   **To APPROVE the Fiscal Year 2019 Budget Schedule as presented.**

**Maynard moved/Szymanski seconded/**

**DISCUSSION:** First Selectman Maynard reviewed the proposed Budget Schedule with the Board, noting Budget Packets are anticipated to be available to the Selectmen on February 1<sup>st</sup>. The Board of Education also makes a presentation to the Board of Selectmen on February 1<sup>st</sup>, followed by a Public Hearing on February 5<sup>th</sup>. The Board of Selectmen will then receive department budget requests via workshops scheduled for February 7<sup>th</sup> through February 28<sup>th</sup>.

Selectman Szymanski questioned if the Board would hold workshops for the CIP presentations separate from other department presentations? Selectman Hoffman suggested the Board needs time to review CIP estimates, and the CIP Committee should be advised of the background information requested prior to their presentations rather than asking the Committee to return several times. Selectman Szymanski felt the Board should provide itself time to review their decisions after completion of department presentations and before sending the recommended budget on to the Board of Finance. Selectman Bowsza suggested making the finalization of the budget on March 7<sup>th</sup>.

**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

**VOTE:**       **In Favor:**       Maynard/Hoffman/Szymanski  
                 **Opposed:**       No one raised any opposition  
                 **Abstained:**    No one verbalized an abstention  
                 Selectman Bowsza didn't register a vote

*(See Attachment E)*

**NEW BUSINESS/B. Set Meeting Dates for Board of Selectmen:**

First Selectman Maynard referenced the proposed 2019 Meeting Schedule for the Board of Selectmen. He noted a meeting which would fall on July 4<sup>th</sup> will be eliminated.

**MOTION:**   **To APPROVE the 2019 Meeting Schedule for the Board of Selectmen as presented, with the July 4<sup>th</sup> Meeting eliminated.**

**Maynard moved/Szymanski seconded/****DISCUSSION:**   None.

**VOTE:**       **In Favor:**       Maynard/Hoffman/Szymanski  
                 **Opposed:**       No one raised any opposition  
                 **Abstained:**    No one verbalized an abstention  
                 Selectman Bowsza didn't register a vote

*(See Attachment F)*

**NEW BUSINESS/C. Discussion of Date of Annual Town Meeting:**

First Selectman Maynard reported the Annual Town Meeting is proposed for Thursday, December 20<sup>th</sup> at 7:30.

Selectman Szymanski and Selectman Bowsza will not be able to attend. The Board reviewed December 19<sup>th</sup>, December 18<sup>th</sup> and December 17 as potential alternate dates. Selectman Szymanski and Bowsza will be available on Monday, December 17<sup>th</sup>. Discussion followed, as the Town Meeting would follow a scheduled Economic Development Commission Meeting.

**MOTION:**   **To HOLD the Annual Town Meeting on Monday, December 17<sup>th</sup> at 7:30 p.m.**

**Maynard moved/Hoffman seconded/****DISCUSSION:**   See above..

**VOTE:**       **In Favor:**       Maynard/Hoffman/Szymanski  
                 **Opposed:**       No one raised any opposition

**Abstained:**   No one verbalized an abstention  
Selectman Bowsza didn't register a vote

**NEW BUSINESS/D. Tax Refunds:**



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

**MOTION: To APPROVE Tax Refunds as submitted under the Tax Report**

**Bowsza moved/Szymanski seconded/DISCUSSION: None.**

**VOTE: In Favor: Maynard/Hoffman/Szymanski  
Opposed: No one raised any opposition  
Abstained: No one verbalized an abstention  
Selectman Bowsza didn't register a vote**

**NOTE: Tax refunds in the amount of \$17,781.47 as reflected under Refund Record dated 12/4/2018.**

**SELECTMEN COMMENTS AND REPORTS/A. Charles J. Szymanski:**

Selectman Szymanski noted that a CRCOG survey regarding the Route 5 corridor is also available to the public. Selectman Szymanski noted a recent meeting by CRCOG at which they discussed the potential for future development. They cited that there are so many vacant properties along Route 5. They also discussed the potential for installing sidewalks but noted the lack of homes and families with children along Route 5. There is also the safety concerns associated with sidewalks in that location.

Selectman Szymanski suggested one of the issues acknowledged is the lack of synchronization of the traffic lights along Route 5; the light at South Water Street and Route 5 is a particular problem. First Selectman Maynard has emailed the district manager to start a dialogue regarding this issue. One of the attendees noted the difficulty developing the properties along the west side of Route 5 because of the flood plain along the river. Selectman Szymanski indicated CRCOG would return in February for another meeting.

Selectman Szymanski reported he and Selectman Hoffman recently attended a meeting of the Warehouse Point Fire District. He agreed the Fire Commission needs to have closure on the taxation issue. He understood they will be coming to the Town for a budget request this year.

Selectman Hoffman concurred; this is not an easy issue to deal with but he felt from the Fire Departments standpoint they are reasonably close to an agreement. Selectman Hoffman felt the consideration would be for a uniform Fire District but he questioned the process for creating that entity. He noted they've talked to representatives from fire departments in Barkhamsted, Enfield, Warehouse Point, and Broad Brook but he indicated he struggles how to get the residents of Broad Brook to vote for this. Selectman Szymanski suggested the goal is to have a neutral expense for fire services. Selectman Hoffman questioned their ability to accomplish this for this budget cycle?

**Andy Heath, Steeple Chase Drive:** Mr. Heath suggested it's the people in the Broad Brook area that must ask to be brought in the Warehouse Point District, or an East Windsor Fire District; the people in Warehouse Point don't have to vote on this. Then all the District money is carved out of the Town budget; it becomes a mill rate rather than a monetary figure. And many

**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

people are not directly aware as the money comes out of their mortgage payment. Mr. Heath suggested some people will become more assertive in some way, maybe legal action, to seek resolution to the double taxation. Selectman Hoffman agreed the single fire/tax district makes the most sense but the question is how to convince the people on the east side of town; the execution of the issue bothers him.

**Bill Loos:** Mr. Loos noted the Town owns the building and trucks for the Broad Brook Fire Department, while the Warehouse Point Fire District owns their building. He suggested dissolving the Warehouse Point Fire District.

**Tom Talamini:** Mr. Talamini agreed with Selectman Hoffman that to convince the people of Broad Brook that their taxes won't go up with one district will be a challenge.

**SELECTMEN COMMENTS AND REPORTS/B. Andy Hoffman:**

Selectman Hoffman reported that an Economic Development Commission (EDC) Meeting was held since the last Selectmen's Meeting. The EDC website was a primary concern as the members feel implementation of the separate web page has been lagging. It now appears it will be six weeks before the separate web page will be up and useable. They also had significant discussion on how the EDC can encourage the Board of Selectmen and Board of Finance to fund an Economic Development Director. Selectman Hoffman noted the EDC Chairman will start a dialogue with the Board of Finance Chairman.

**SELECTMEN COMMENTS AND REPORTS/C. Jason Bowsza:**

No report this evening.

**SELECTMEN COMMENTS AND REPORTS/D. Steve Dearborn:**

Deputy First Selectman Dearborn was not present this evening.

**SELECTMEN COMMENTS AND REPORTS/E. Robert Maynard:**

First Selectman Maynard reported the Town has hired a new Town Planner; his name is Ruben Flores-Marzan and he'll start on Monday, December 17<sup>th</sup>. Mr. Flores-Marzan got his degree in Ohio and has worked in Florida, Puerto Rico, Providence, Rhode Island, and Ware, Massachusetts. First Selectman Maynard felt he'll be a good fit for East Windsor and will move the town forward regarding economic development.

**SIGNATURES FOR APPROVAL OF CHECK REGISTERS:**

The Selectmen reviewed the registers presented and took appropriate action.



**TOWN OF EAST WINDSOR  
BOARD OF SELECTMEN  
Regular Meeting – December 6, 2018  
MEETING MINUTES**

**EXECUTIVE SESSION/Pursuant to C.G.S. Sec. 1-200 (6-a), Sec. 1-210 (b-1) (b-4)**  
**Employment and Negotiations** – Action is possible:

**MOTION:** To TAKE A FIVE MINUTE BREAK at 10:26 p.m. and to GO INTO EXECUTIVE SESSION following the break. Attending the Executive Session were: First Selectman Maynard, Selectman Bowsza, Selectman Hoffman, and Selectman Szymanski.

**Maynard moved/Hoffman seconded/DISCUSSION:** None.

**VOTE:** In Favor: Unanimous (Maynard/Hoffman/Szymanski/Bowsza)  
No one opposed/No abstentions

LET THE RECORD SHOW the Recording Secretary left the Meeting.

The Selectmen came out of Executive Session at 10:45 p.m.

**MOTION:** That Heidi Vane be promoted to Grade 5 Assistant Tax Collector.

**Maynard moved/Vane seconded/DISCUSSION:** None

**VOTE:** In Favor: Unanimous (Maynard/Bowsza/Hoffman/Szymanski)  
No one opposed/No abstentions

**ADJOURNMENT:**

**MOTION:** To ADJOURN this Meeting at 10:49 p.m.

**Hoffman moved/ Maynard seconded/DISCUSSION:** None

**VOTE:** In Favor: Unanimous (Maynard/Bowsza/Hoffman/Szymanski)

Respectfully submitted



---

Peg Hoffman, Recording Secretary, East Windsor Board of Selectmen

**Attachments:** Attachment A - Charter Revision Commission slide presentation.  
Attachment B – Charter Revision Commission Survey Results – Open Responses  
Attachment C – Charter Revision Commission Survey Results  
Attachment D – “Perceptions of Power: Interest Groups in Local Politics”  
Attachment E - FY 2019 – 2020 Budget Schedule  
Attachment F – Approved 2019 Board of Selectmen Meeting Dates

BN- 12/6/2018 Attachment A.

TOWN OF EAST WINDSOR CT  
CHARTER REVISION COMMISSION

Interim Report & Survey Results

December 6, 2018



## East Windsor Ct Charter Revision Commission

**Why?** – Meet State mandate of 5 year review.

Our last Revision was approved by voters Nov 2009.

**What?** – Review for potential improvements to Charter.

**When?** – January to April 2018 ~ Study Committee

May 2018 ~ Start Revision Commission.

November 2019 ~ Send questions to voters.

**Who?** – Resident volunteers appointed by BOS.

**Where?** – Scout Hall on 2<sup>nd</sup> and 4<sup>th</sup> Mondays at 7:00pm.

East Windsor Ct. Charter Revision Commission

Commissioners

Co-Chairman – John Matthews,

Keith Yagaloff

Members - Don Arcari    Cher Balch    Betsy Burns

Bill Loos    John Mazza    Rachel Safford

Charlie Szymanski    Bonnie Yosky

Recording Secretary; Peg Hoffman



## East Windsor Charter Revision Commission

### **Study Committee** preceded Charter Revision Commission

January 2018 to April 2018

#### **Activity**

- Established Objectives
- Brainstormed for Opportunities
  - 25 Ideas Identified
- Reviewed Connecticut Local forms of Government
  - Committee prefers current Town Meeting form of Gov't
    - Reviewed (seven) similar Town's Charters.
- Suggested areas of change to Selectman for follow-on Revision

Commission started in May 2018.

## East Windsor Charter Revision Commission

# OBJECTIVES

Identify Areas of East Windsor Charter To:

- 1. Improve Government Structure and Efficiency.**
- 2. Improve Voter Participation in Town Decisions.**
- 3. Improve Transparency and Communication.**
- 4. Improve checks and balances.**



## **East Windsor Charter Revision Commission Charge from BOS**

1. Provide separate question to voters for each proposed change.
2. Examine the budget process:
  - a. How many budget referendums?
  - b. If the number of budget referendums is limited, what default value?
  - c. Clarify the method of allocating default budget money across departments.
3. Address existing ambiguities in the Charter.  
Utilize Municode system for maintaining Charter and Ordinances online; identify/  
specific state statutes applicable to Charter provisions.
4. Consider a Charter provision for a position that will research, organize, save  
and make available information that provides insight and continuity to Town  
Board persons and taxpayers.

## **East Windsor Charter Revision Commission Charge from BOS**

5. Revise/clarify requirements for budget narratives throughout the budget process describing requests, and the reasons for budget increases and decreases.
6. Clarify the Town Attorney selection process and term of service.
7. Consider Charter provisions for a Shared Services Commission
8. Reduce the number of signatures required for a petitioning referendum.
9. Clarify the Town's procurement, purchasing, and external department operations audit procedures.



## CRC activities since starting in May 2018

- One (Initial) Public Hearing
- 12 meetings
  - Tentatively aligned to BOS Charges
- Generated Survey for further public input

### Future Schedule

- Second CRC Public hearing in March 2019
- Send Recommendations to BOS in April
- BOS Public Hearing in May 2019
- CRC Final Report in July
- Review by Secretary of State in August 2019
- **Questions on Ballot in November 2019**

## East Windsor Charter Revision Survey Results – Appendix Questions

Q3. *In your view, what areas involving town government need more focus and support?*

- Lack of a coordinated effort
- Simply working together rather than degrading each other. The parties divide the town.
- Communication, how elected officials treat town residents when faced with an opposite opinion or when questioning actions, have the trust in dept heads to make decisions and requests especially with regards to budget and spending
- Planning and zoning and support education
- Communication between boards
- Economic development.
- Representation of the current populations. More working families, less farmers.
- More funding for police and fire department.
- Modern communication with citizens... newsletter/email mailing list
- Planning and Zoning including enforcement
- Administration and cost-control. The various boards and departments are operated as fiefdoms and don't cooperate effectively with the remaining boards/departments.
- Emphasis in education
- Community input - not just the input from a select few. Personal feelings/opinions need to be put aside and listen to all points of view before making a decision.
- More transparency
- Transparency
- Proper communication between constituents and BOS.
- Budgeting and senior citizen development
- Need for open communication in all decision making. Assuring that the town meeting form of government stays in place.
- Police, Fire, Ambulance and safety
- Police and schools need more support
- Compromise
- We need a town manager. Current select board are feckless idiots.
- Police and schools
- Communication and constituents
- Communication
- Foia, Robert rules and common courtesy training for all officials
- Budget
- Need a more collaborative environment. The fighting between political parties is holding back our town. Also need to be able to hold elected and appointed officials accountable for their actions.
- Education and public safety need more support.



- Spending, communication with town people.
- More representation of or outreach to younger voters/families and issues affecting them.
- Education
- Public safety is woefully underfunded, and the schools are not given asset enhancements they need. We need to build a new, modern school, desperately.
- Education and public safety need to be better funded.
- Annual budget.
- Increased professionalism toward colleagues and voters.
- Requiring honest and respectful communication.
- Creating and then communicating a way for board members who behave inappropriately to be dismissed and replaced.
- Designing methods to ensure accountability.
- Making communicating and updating the community on projects and issues a priority. Voters and residents should have easy access to this information.
- Voters and residents should have a method of sharing their concerns with the board other than attending a town meeting. Perhaps a web form? There should be a 1 week max turn around time for someone to get back to the submitter. These submissions should have an option to be 1) anonymous and 2) shared publicly and then periodically updated by the board until resolved.
- Less personal attacking, more business
- All the boards could use more public attendance so that the people can understand what is going on with each one with more knowledge to make informed comments to them all in the public participation segments.
- Cooperation with surrounding towns.
- Zoning Board
- Economic Development, IT department and town building maintenance.
- Communication and outreach. For example, I only got the link to this survey from a Facebook share, not town affiliated.
- Education
- More \$\$ used for police, fire and ambulance!
- East Windsor has location, location, location the best word in real estate. Why does East Windsor, not invest in small 100 to 150 employee size business?
- School system
- Education needs more financial support to draw more families into town.
- Farmland preservation
- Removing the 2% budget default, at least excluding debt service. Supporting Education and Public safety, Police and fire departments. Strong ethics policies. Following the rules to support transparent and just government.
- 1. Permitting, building, planning, zoning: I have heard of far too many cases where EW policies and processes are unfriendly to business. The process is too slow, too cumbersome and requires significantly more of businesses than area towns. Until we make this process faster and easier we will continue to fail to attract new business to town.

2. Economic development: Once #1 is fixed, EW needs to focus on a professional economic development plan. Key word, "professional". There is not enough happening to actively attract new business. We can't wait for them to come to us - we need to identify potential businesses and convince them EW is the right place to be. EW should have a current list of available commercial properties.

3. Funding: There are many areas that are not properly funded; education, public safety and infrastructure are the primary functions of government and they are not being fully addressed due to lack of funding.

- Replace BOS CREW
- Seniors
- Education, public safety and public works
- Communication and cooperation.
- The schools and public safety.
- Route 140 appearance from RT 5 to past Winkler- A light at Winkler and better traffic flow - is the new paving allowing for a lane not to close down and cause bottlenecks?
- more town revenue, more support from residents by increasing voter turnout (giving rides to voting places), more focus on salaries which are out of line with taxpayer ability to pay, and real estate tax relief for seniors
- cut the budget. the board of education needs to reign in spending. how about a tax break for seniors.
- Communications, budget, taxes
- Planning for future development - hiring appropriate officials
- Cooperation
- Improve Transparency and Communication
- Board of Education, Board of Selectmen
- The equal enforcement of town rules on members of boards/commissions.
- Town meeting attendees need to be more civilized & controlled.
- Transparency
- Infrastructure and education
- Infrastructure
- public works and safety (Police/ Fire)
- The town needs to be run by the professionals we hire to do the job with over site by a strong professional town manager. Over site of the town manager by a strong town council with 2-year terms for each council member. including a method to remove a town council member for cause. It should not be easy, but it should be possible.
- We need to eliminate the embarrassing theater this town has been known for in the newspaper dating back 25 years.

Create a strong town manager form of government. 7 member town council, the one with the highest vote count is at large, then the next 3 highest from each



voting district for a total of 7. Eliminate or change the primary election process, make it easier to get on the ballot for town council.

- Eliminate the town meeting budget approval. Town council approves budget presented by Town Manager. Eliminate most commissions and give authority to Town Manager to hire, fire, and manage all town management staff. Make this position accountable.

Consolidation of town functions and regionalization should be prioritized. Our fire and ambulance dispatch function is regionalized and it is a great value.

- Strengthen our blight policies, increase our property inspection responsibilities, building and fire marshal inspections, zoning enforcement, etc. This will improve our property grand list, eliminate hazards and safety concerns, and protects the values of property of our property owners. Create an expedited approval or disapproval process to encourage prospective businesses to do business in our town.
- Planning and zoning. Board of Selectmen
- Education and growth of the town
- Lower property taxes.
- Very few people show up to vote on particular issues, without the few volunteers we have on boards and commissions we would have no government
- Building department
- Transparency, of all spending.
- Anyone arrested for domestic assault should be removed
- The town government is making decisions without local input. They need to involve the community much more in decisions. The building if a casino is forefront on my mind. We do not have the resources to handle the influx of people and traffic. The town government is trying to force it through without the input of the larger community.
- Transparency, view/voice for younger families. Town government, in my opinion, has an older (farmer) generation view. We need a voice and change to attract and retain younger generations/families to want to raise a family in East Windsor.
- communication with residents
- 1. Transparency
- 2. Visibility
- 3. More time spent at schools, town sports games, ride alongside, and PTO events so the Selectman have more firsthand experience with the everyday challenges faced.
- more communication between departments and boards/commissions
- Accountability. Board of selectmen must be held publicly accountable for their actions. Ethics. Board of selectmen members must be held to a higher standard, recent actions by selectmen are appalling, an embarrassment to our town. Complete lack of professionalism. Electing a new board seems the only way to solve the situation.

- Civility at selectmen meetings
- Need more participation by an informed citizenry and need more and better parks.
- The town government needs to keep and promote the "small town feel" which is the reason my family moved to East Windsor from a larger city. While we embrace change we don't want the wonderful environment in town to be sacrificed by town officials who may be tempted to make decisions based on greed or profit. To this end there should be better communication and transparency between our town leaders and the residents.
- Unauthorized spending.
- Better ways to let everyone know what's going on.
- Public safety and education
- Budget, The Finance Board has unilateral power. There must be a check and balance. There must be a methodology to stop the scared cows from being funded and important investments in the future being ignored i.e. hiring economic development professional.
- As a new resident I do not have an opinion on this; but I will say that those running for office this November did a poor job campaigning, I had no idea who those on the ballot were
- Partnership across party lines and transparency of operations.
- Communication and transparency with the public regarding important decision being made.
- Blight Enforcement and Economic Development
- Emergency services
- Education/training
- Economic development planning
- Communication and openness to change
- Educational resources, updates, and support.
- Schools and sports
- More on maintenance of Infrastructure and Economic growth
- Making sure all residents opinions are taken into account and not just that of a small group. Decisions should be made to reflect the best interest of the majority and moving the town forward
- Budgets
- The East Windsor Police need to take radar on speeding cars. Especially on RT190 to RT140. Enfield to Ellington. North to South. Please let the Police Commission know that the speed limit on Kreyssig Rd needs to be lowered. Speed limit too high Kreyssig road is 35 mph it should be lowered to 25 Residential areas Speed limits should be lowered. Residential street speed limits should be lowered. A lot of speeders on Kreyssig Road, Kreyssig road is used as a short cut from Rt 140 to Rt 191 Broad Brook Rd. We need strategically placed speed bumps. The town of East Windsor should pave the rest (entire) Pease road NOT leave 1/2 Gravel. Pave it completely. Also, close off the end of



Kreyssig Road at the Ellington town line. Make it a cul de sac or dead end. Speeding cars have become an epidemic of Kreyssig Road. You cant let children play in the front yard. You can't walk the road or ride a bicycle or push a stroller. The EWPD needs to monitor speeding on Kreyssig Road. The speeding is the most prevalent North to South from Enfield to Ellington from rt 191 to rt 140

- Working together for a better town and stop w/political party decisions
- Communication
- Economic development. Make the boards more business friendly
- The different Bds not having their own personal agendas and getting along with each other
- Increase transparency!! Support for the environmental officers
- Education, environmental issue/open space
- Accountability esp. PD, B of Ed
- Emergency and Social Services
- Improve communication with the East Windsor Community via email and letters regarding town goals and town needs that are to be addressed by the board of selectman. \*Require all Selectman to respond respectfully to all questions and concerns from members of the community
- Working within the budget to keep taxes low. Do big things 1 step at a time to plan and budget correctly
- Planning and Zoning
- Police Department
- The Casino
- Preserve farm land
- When people complain about the trucks and speeding the police need to pay attention
- Economic council
- Items like having the proposed casino brought to a referendum. No more back office deals.
- Better town structure and efficiency. Improve checks and balances. Less waste in spending money we are losing students in the high school, why? Regionalize with Windsor Locks HS
- Town notifications
- Transparency and communication
- Selectman should STOP micromanaging without proper research and understanding
- BOS to increase to 7 for research and fact finding on matters addressed by BOS
- Blight
- Helping the community understand our town and state government better and how we can help improve our towns (pros and cons of votes etc...)
- This question cannot be answered by the average citizen because we don't know what is going on and have no way to find out.
- Include all voting residents. This is a "representative" nation, include us
- School system, hiking, biking trails, outdoor recreation opportunities – not just for youth

- Post information in plain view so residents know
- Tax payer involvement “ability to vote on issues”
- Ability/opportunity to vote on important town issues
- The BOS needs to be sensitive to all town residents not just a select few. Comments made by certain selectman should not be tolerated.
- More audits add forensic audits
- Personnel training
- Focus on quality of life development specifically, too many businesses (gravel pits) with constant trucking destroys quality of life. Our residential taxes keep going up but quality of life decreases. Residents subsidize these businesses by having to pay for road upkeep etc. . .
- Review town ordinances and laws – update as necessary so as to preserve our quiet rural atmosphere.
- Maintain farm land
- Providing information in advance of town meetings at least 2 weeks in advance and detailed documents online.
- Economic development – not gambling
- Town history and environmental issues
- Being able to talk to any town department head at any time during business hours.
- Transparency on bids and contacts
- See question 8a
- Listen to the residents and not do what YOU want to do. i.e. the casino that you chased hook, line and sinker Mr. Selectman
- Education and commercial development and more non-55+ neighborhoods
- Communication getting word out there. School rankings to attract young educated families.
- Communications faster responses to problem areas, more knowledgeable dept heads
- Administration economic development plan and development.
- Tax relief for disabled and seniors
- Finding new senior center no requiring the awful stairs/ramps we currently have to negotiate.
- Wasteful spending in schools and police takes away from other areas of need. Get rid of common core.



*Q7. If you could change one thing about how our town government currently works, what would it be?*

- Political party infighting should stop
- That it be allowed to work to its capacity, not to residents/voters/officials expectations – they're not the same thing.
- Communication, trust dept heads
- More input from residents. I disagree with the town's vision of the future and decisions being made. More input from residents on important decisions such as having a casino. Supporting local businesses, the arts and the schools
- Unsure but we need to get a new BOS that can work together
- Benchmarking and getting real data to support decisions.
- Representation of the current population. More working families, less farmers.
- Specific representation from each area (Warehouse Point, for example)
- Remove partisanship
- Town Manager type of government
- Better management control and greater accountability of boards/departments.
- Do not restrict the voice of the people during meetings. There sb open conversation and feedback before decisions are made.
- New board of selectmen – ones who really care about everyone, not just their own personal agenda.
- Better checks and balances
- More public input into major decisions. i.e. casino process.
- Accountability
- Attitude and divisiveness permeating town government. Leaders acting like dictators rather than our representatives. Need to work together for real success.
- We seem to lack having a diverse group of people as our Selectman. They are typically men over the age of 55.
- Equal application of rules and policies to everyone. The current BOS enforces rules differently, based on who they like and what is being said
- Partisanship
- Hire a town manager. Too many idiots running the show now
- Apply rules and policy fairly and more consistently
- I'd like to see a rotating first selectman. We would only vote on who would be selectmen then each year someone else takes over for the next year. Each year would alternate parties.
- Bipartisanship
- Town Manager
- The lack of support for growth in our town.
- We need to be able to hold officials accountable for their actions. We need an ethics committee that will take action and has the authority to take action.
- Replace the Town Manager

- Policies would be applied consistently and fairly. This BOS has failed to do that
- We all need to work together for the town
- Have the school budget voted on separately from the rest, or as q1 suggested, vote on line items
- Transparency on decision making
- The 2% referendum rule on the budget is a debacle and is embarrassing. It prevents growth.
- You can start by "Not humiliating our town with atrocious behavior during meetings"
- I certainly wouldn't expect a first selectman to tell ANYONE to pound sand, especially not one of his residents
- Increase efforts to encourage and educate citizens on how to become more involved and participate in local government.
- Openness
- More experience on the Boards, within Town government.
- Keep working on open communications.
- Less about party politics, more about helping people.
- The entire board plays by their own rules and do not follow the policies. They play by their own rules.
- Equal number of Democrats and Republicans with First Selectman being tie breaker
- Follow established rules and laws and apply them uniformly to all citizens.
- Hire a qualified Town Manager to replace the full time, paid First Selectman position which should become a volunteer position with significantly fewer responsibilities and authority.
- Remove BOS railroading
- Collaboration. There is a lack of trust and open communication between our board of selectman and citizens.
- Ensure that boards and committees are representative of the entire town population, not just select groups trying to control things and keep certain groups out
- We need a professional town planner.
- We run like a town that is not looking forward. Old school thinking.
- Institute a town manager form of government . . .in light of the criticism of the current board of selectmen, their lack of cooperation from other boards seem plausible to have a leader with more authority
- The board of education needs to trim their budget
- Elderly tax breaks
- Fix the schools or join a regional school system
- Hire a Town Manager and eliminate the Selectmen. The selectmen process dates to the 17<sup>th</sup> century and shows East Windsor's desire to live in the past and not enter the 21<sup>st</sup> century.



- Be more civil
- Identify board goals as a town and align boards and have commissions and boards work in tandem. For example, if we truly want to preserve agricultural heritage EVERY decision/board/commission should make policy accordingly.
- More transparency and less of a long term bd. Members always pushing thru what they want. Less personal agendas for bd. Members.
- Propose and pass new rules regarding the respectful treatment of people during town meetings, so that disrespectful members can be replaced.
- Post more CURRENT information online.
- Large expenditures should be voted on by referendum
- Notify citizens of an upcoming vote at least a week before the vote.
- Divisive politics
- End old boy network
- Keep citizens informed at least one week before any meeting or vote.
- Town Manager, increase staff to reduce permitting delays and approvals
- Put s solid blight ordinance in place giving fines and then placing liens on property for unregistered cards.
- Points of view from every level in town.
- Listen to the voters.
- Town manager
- Small minds making decisions for all
- More collaboration with the larger community.
- Professional management.
- View and voice for growing families
- Be more open about big decisions/projects such as bringing a casino into town
- I do not feel that the current percent in our town charter (that is defaulted to in the case of a budget that does not pass) is at all sufficient. It does not cover yearly increases in utilities and contract obligations. Not to mention the mounting underfunded federal and state mandates that occur yearly. I feel that we should be looking to increase this percentage to meet the needs of our town.
- Every department should be more accountable for spending
- Implement RECALL election in the town charter.
- Town Manager or Administrator making 1<sup>st</sup> Selectman part-time
- Focus less on development and more on agriculture, open spaces and a rural character.
- Stop raising taxes.
- Had no idea there was a website until this letter. You should spread the word.
- I'd like to see the Board of Selectmen work with the other boards and commissions in a more frequent and positive manner. Working together for the good of the town, we can accomplish more. No self serving and special interest agendas.

- Economic development is anemic in EW. Newberry Rd is the industrial gateway to EW and it looks like a disaster. How is it that towns like Windsor can draw large industrial developers but EW does not with our excellent proximity to I-91 and the airport?
- Create a feeling of cooperation between boards, those who attend meetings and members of government. The adversarial environment of today is counter productive. It is the aim of many to make member of government look bad. Comments are offered in a nasty counter productive manner, not at all constructive.
- Partnership across party lines to collectively grow East Windsor in a positive fashion.
- There is no accountability for some appointments officials
- The Town Meeting should vote only on the motion published in the paper.
- Elected officials listening to what the people want better, rather than using their own agenda
- No general fund – go back to how it was prior to lumping all the money into one general fund.
- Lack of knowledge of the Board of Selectmen, they should be attending other meetings and be better informed about issues.
- Engage with townspeople and listen to new ideas
- Communication to the public.
- Communication
- Stop those that want to change checks and balances in place to garner more power – i.e. This Charter revision commission does not represent the entire Community.
- Be more willing to work with residents who fall on hard. Times
- Job descriptions for employees, at least annual evaluations for employees, accountability of work. Long term and short term planning to make moving to the town more appealing for homeowners and businesses.
- Get a medical building in town. We need Dr. etc . . .in town. I'm frustrated I have to go to another town for med. Assistance
- Streamline the process for getting permits so every department or committee gets information at the same time and in the same format
- I believe someone who can efficiently run the selectman's office. I find Mr. Maynard to not be effective or have answers and most times he is out of the loop or unaware of things happening.
- Keep increasing transparency. More help for schools
- Improve transparency especially in regard to official and possible conflicts of interest or abuse of position
- Professional Mayor vs Politics of 1<sup>st</sup> Selectman, professional mayor selected by BOS/Contractor



- Competent Officials on the Board of Selectman who are genuinely caring about the best interest of OUR town
- Improved transparency and communication with the community
- Be smarter with funds
- Provide a better understanding to residents on how fees are distributed back to towns from the state
- TOWN MANAGER TOWN COUNCIL GOVERNMENT
- Let us vote on important issues like the casino
- Listen to people, don't change what THEY want to what the board of selectman want. This is a town of people not just "their" town to do what THEY want.
- Keep taxes down, lower taxes for seniors.
- Send Quarterly report letters to the residents on the pressing issues and their resolutions
- Get town manager. Need provisions for recall election for elected officials. None in charter or state statute, should be reasonably difficult. So that it would be difficult to abuse
- Delete the 2% added onto the prior year budget after being defeated 3 times in referendum voting. Vote until passed
- Change to a town manager
- Less division it closes too many doors.
- Term limits for elected offices
- Communicate, communicate, communicate
- A town manger
- Never mind one thing. I think its obvious by the suggestions included in this survey that you already know the answer.
- Ask residents (option to vote) about issues concerning us in our community
- Everything to be open in plain site
- I think we should go back to state police our PD is just too expensive. Once supervisor for every patrol person – ridiculous.
- Same as number 3
- Add professional resource person
- Understand that "money doesn't grow on trees"
- Focus on preservation of rural character of the town and encourage Quality of life development
- Someone needs to ensure no new/existing businesses don't cause damage to infrastructure unless financial compensation given for repair and upkeep.
- An additional way for citizens to vote other than town meetings so those who cant attend meetings get a vote. Example a drop box at town hall
- Better communication with residents
- Elect a selectman that can run the town with a brain and business background. The casino a must. Need the revenue. Where is medical in town

BOS-12/6/2018- Attachment C

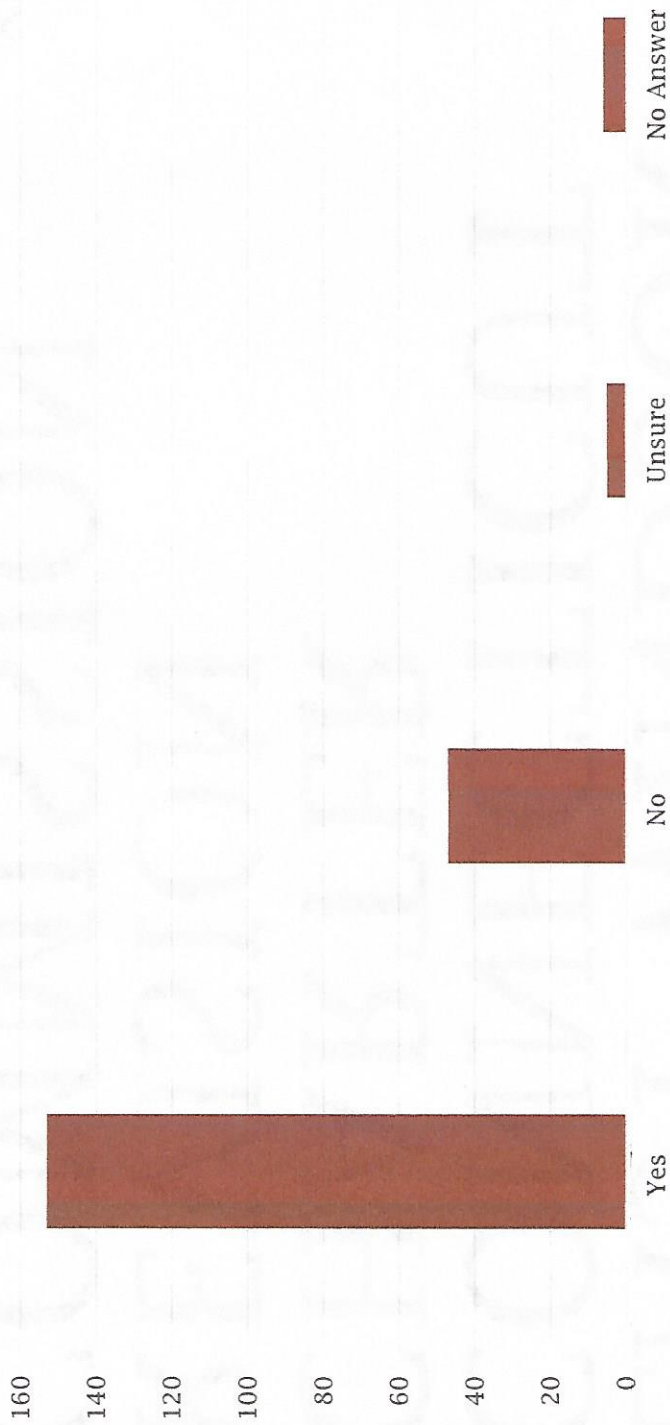
# EAST WINDSOR CONNECTICUT CHARTER REVISION COMMISSION

December 6<sup>th</sup> 2018  
SURVEY RESULTS





Q1. WOULD YOU LIKE THE OPPORTUNITY TO  
VOTE LINE ITEMS ON OUR TOWN BUDGET  
BALLOT VS THE YES/NO FOR TOTAL BUDGET WE  
HAVE TODAY? FOR CLARITY, LINE ITEMS WOULD  
BE THE OPPORTUNITY TO VOTE FOR THE  
LARGER DEPARTMENT BUDGETS INDIVIDUALLY  
(I.E. POLICE, EDUCATION ETC...)



2. THE TOWN BOARD GOVERNMENT IS A TRADITIONAL SMALL  
 TOWN FORM OF GOVERNMENT UTILIZING  
 A TOWN MEETING AS ITS LEGISLATIVE  
 BODY. IF YOU COULD CHANGE/ADD  
 SOMETHING TO ENHANCE ITS  
 GOVERNING EFFECTIVENESS, WHAT  
 WOULD IT BE?

■ Yes ■ No ■ No Answer





Q2. THE EAST WINDSOR TOWN GOVERNMENT IS A TRADITIONAL SMALL TOWN FORM OF GOVERNMENT UTILIZING A TOWN MEETING AS ITS LEGISLATIVE BODY. IF YOU COULD CHANGE/ADD SOMETHING TO ENHANCE ITS GOVERNING EFFECTIVENESS, WHAT WOULD IT

BE?

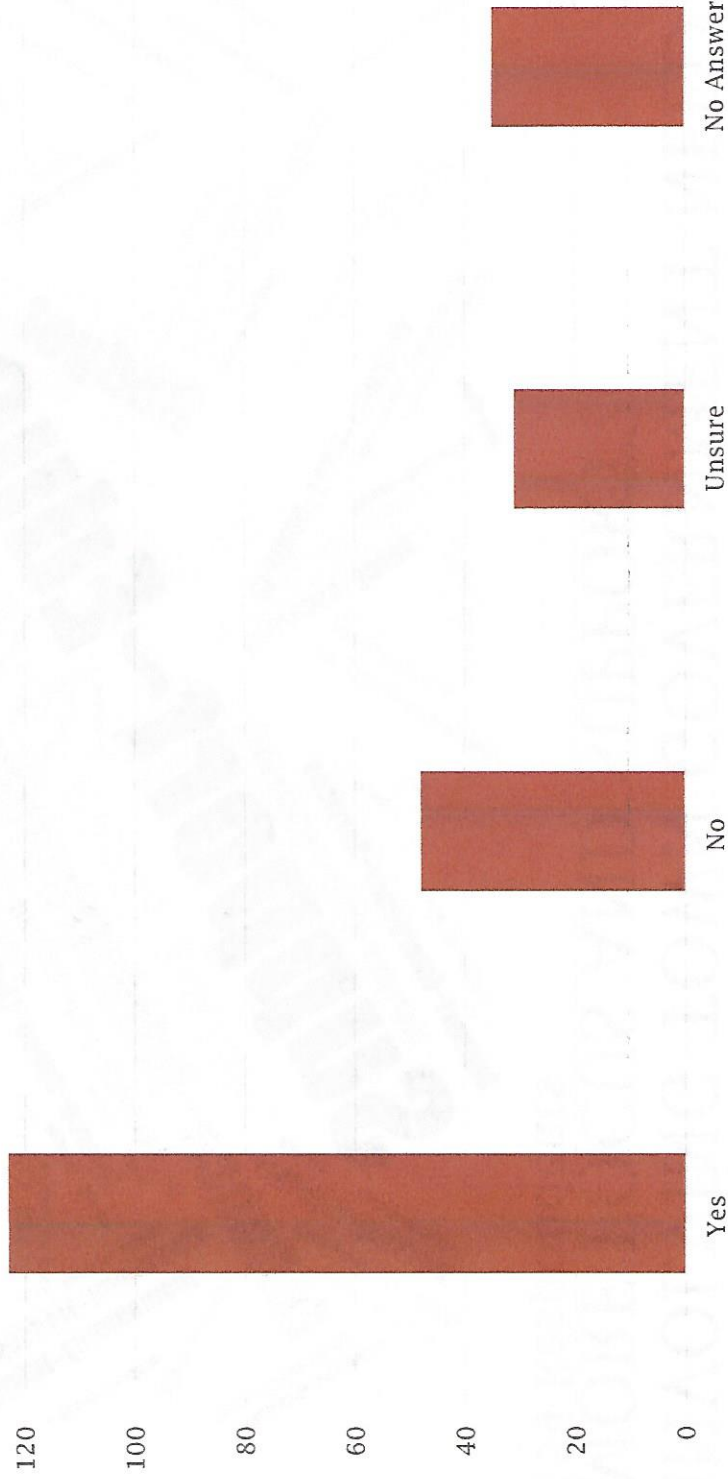
- Town Manager, Term Limits for BOS (Excl. First Selectman), Appreciation for Jason's Selectman Report, Stop off Books Meetings, Eliminate 2%, Expand Referendum Req., Follow FOI, Town Planner, Eliminate Town Meeting, Have BOS prepare, Public Participation, Regionalize, Transparency, Respectful Communication, Improve Accountability, Allow Departments to Save Money from Previous Years Budget for Big Items, Online Collaboration Sharing, Notify Residents in a Timely Manner, Communicate, Fight Unfunded State Mandates, Compare Expenditures from Surrounding Towns, Video Meetings





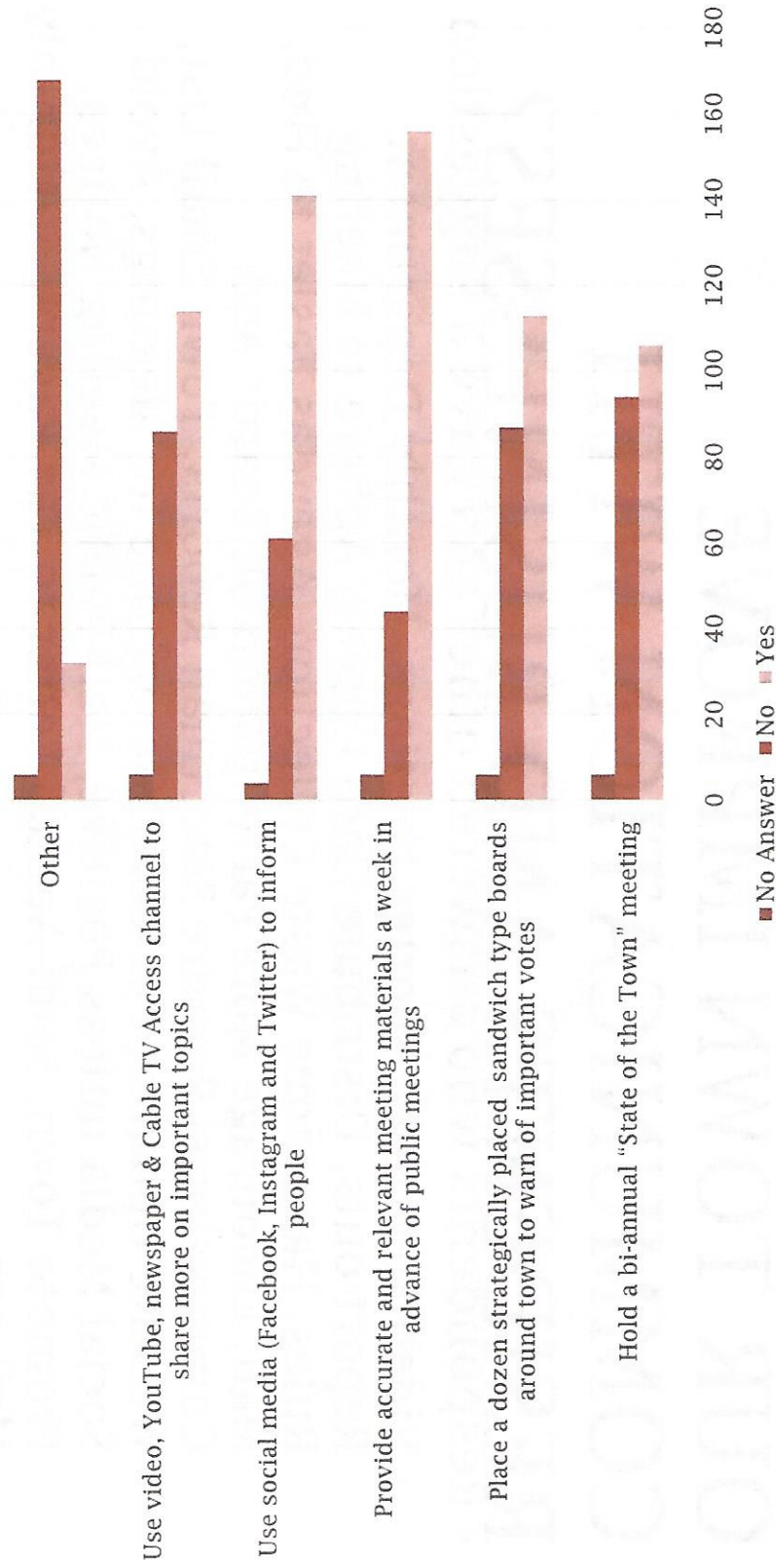


# Q4. SHOULD THERE BE A PROVISION IN OUR CHARTER TO PETITION FOR A REFERENDUM TO OVERRIDE TOWN MEETING DECISIONS?



19.2 = 2/5

# Q5. IN WHAT WAYS COULD OUR TOWN IMPROVE COMMUNICATION WITH RESIDENTS AND BUSINESSES?

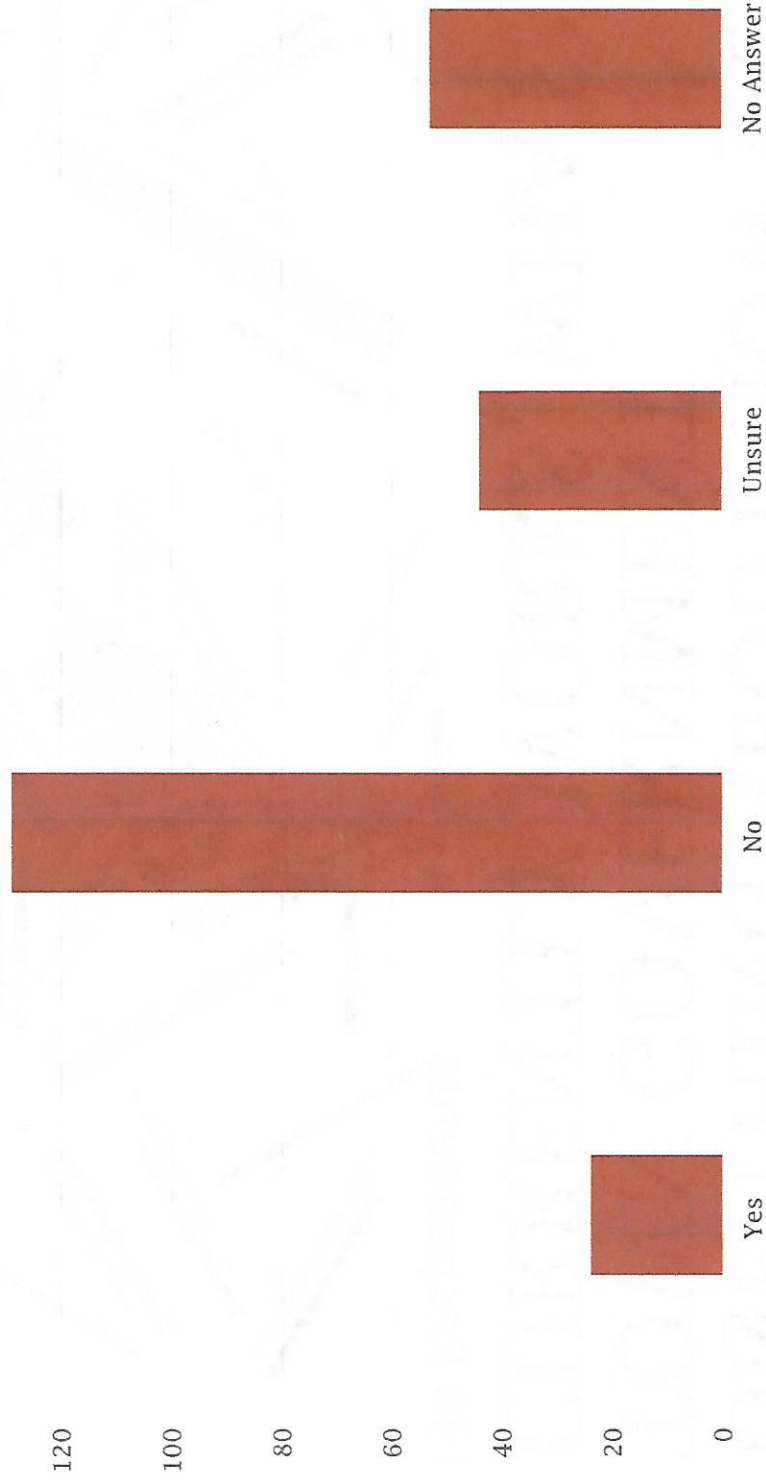




## Q5. IN WHAT WAYS COULD OUR TOWN IMPROVE COMMUNICATION WITH RESIDENTS AND BUSINESSES?

- Respondents who answered other and gave a suggestion
  - Video Meetings, Shorter Meetings, Monthly Department Report-outs, Distribute Hard Copies, Adhere to Meeting Rules, Hazardous Waste Collection, Agendas Easier to Find, Mail, Encourage More Participation on Boards and Commissions, Require Selectman Reports, Town Email List, Website Updates, Portable Microphone for Meetings, Avoid Social Media unless Positive, Mail Public Meeting Notices, Promote Town, Semi-Annual Letter to Tax Payers, Bi-Monthly Mailings

# Q6. ARE YOU SATISFIED WITH THE TOWN'S PROGRESS IN INCREASING ECONOMIC DEVELOPMENT?



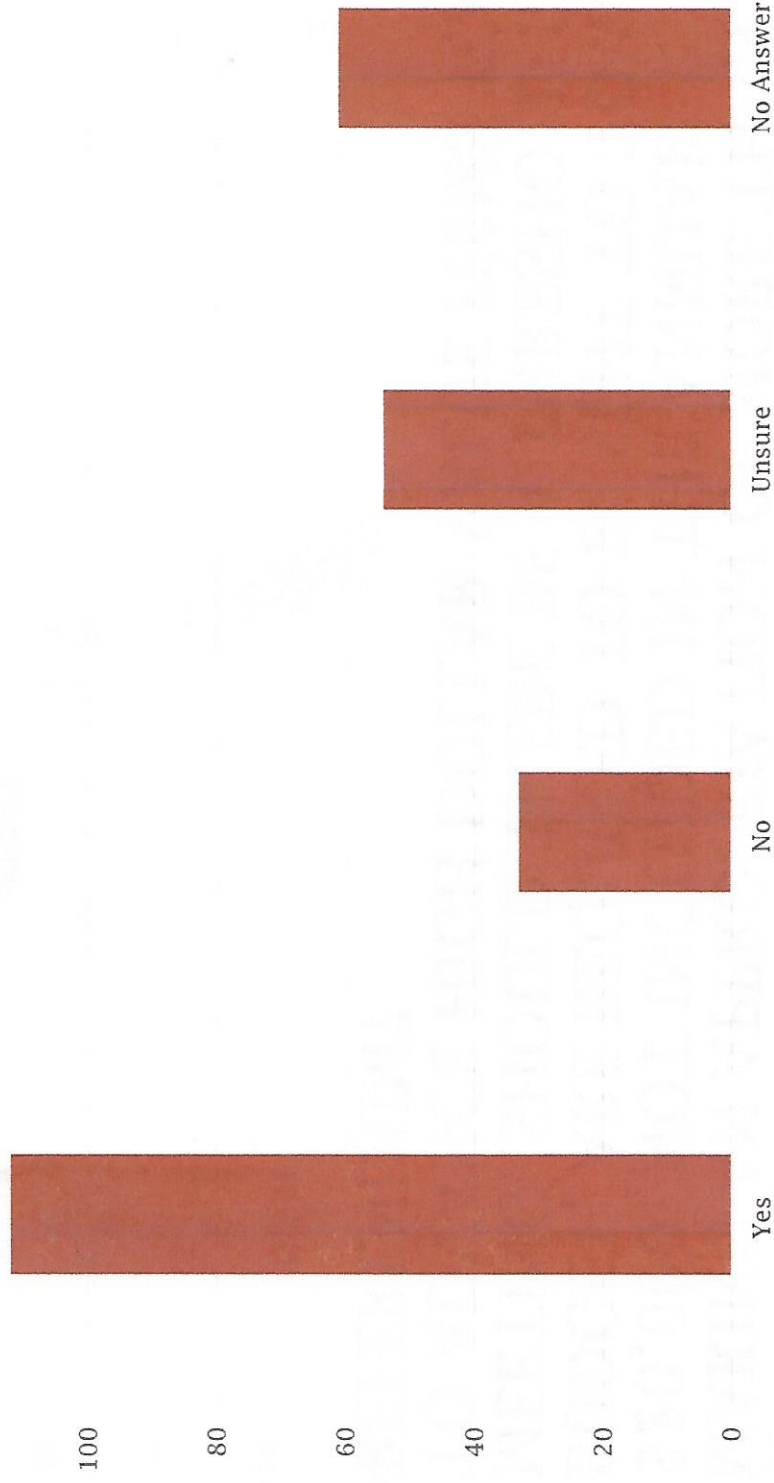


## 138 Respondents



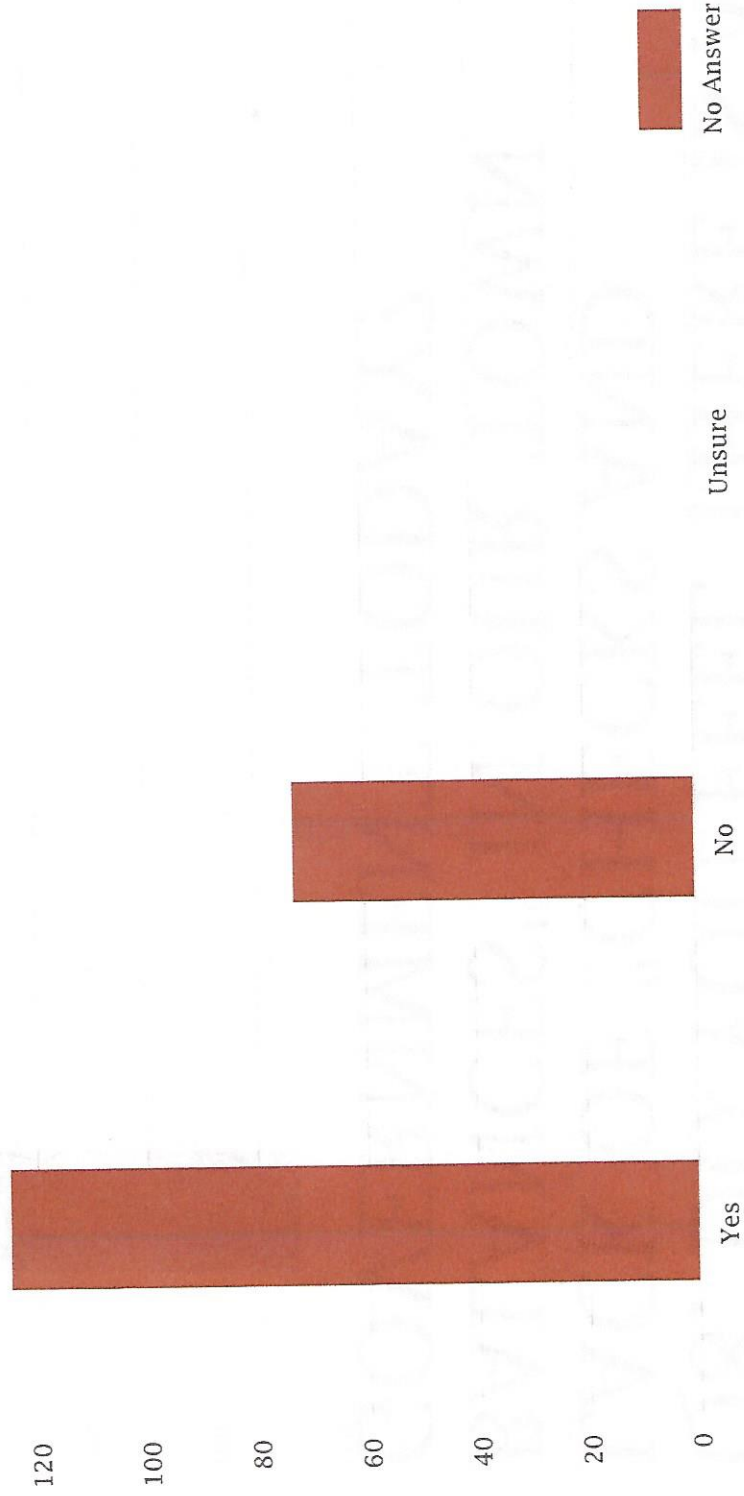
# Q8. DO YOU FEEL THERE IS A LACK OF "CHECKS AND BALANCES" IN OUR TOWN GOVERNMENT TODAY?

120





Q. IN YOUR CHARTER, WHAT SECTION TO O  
 ACTIONS REQUIRING A TOWN MEETING  
 SUBSECTION A) STATES THAT ANY RESOLUTIONS  
 MAKING AN APPROPRIATION OF MORE THAN  
 \$20,000, NOT INCLUDED IN THE ANNUAL  
 BUDGET, ARE REQUIRED TO BE SENT TO TOWN  
 MEETING. SHOULD THERE BE A THRESHOLD SET  
 TO ADVANCE HIGH DOLLAR VALUE ITEMS TO A  
 REFERENDUM?



## Perceptions of Power: Interest Groups in Local Politics

Christopher A. Cooper, Anthony J. Nownes, and Steven Roberts

**W**HAT IS THE extent of interest group activity and influence in local politics? Some claim that interest groups are not very active or influential in local politics (Peterson 1981). Others suggest that they can and do exert influence in the local political arena (Fleischmann 1997). Despite a long history of research on power in local politics on the one hand (Dahl 1961; Hunter 1953) and interest group influence on the other (for a review of the literature, see Cigler 1991), the answer to this question remains elusive. This article examines interest group activity and influence in 68 medium-sized cities. The kinds of interest groups that are active in local politics are cataloged, and the effects of institutional structures on interest group behavior are determined. Hypotheses about interest group activity are presented.

### Background and Hypotheses

Scholars have identified various types of interest groups that exert influence in the local political arena. First among these are busi-

ness interests. Ever since the classic works on elitism and pluralism (e.g., Dahl 1961; Lynd and Lynd 1937; Hunter 1953), scholars have debated the role of business interests in local politics. Recent work suggests that business interests—including both individual business firms and trade associations—are the most active interest groups in cities (see, for example, Abney and Lauth 1986; Elkins 1995; Logan and Molotch 1987; Stone 1989). Moreover, case studies of specific regimes show that business interests are supremely important players in city politics (Ferman 1996; Judd 1983; Stone 1989). Recent research suggests that neighborhood organizations are also very active in local politics (Dilger 1992; Elkins 1995). They lobby public officials, mobilize citizens to attend meetings, and are consistently engaged in local governance (Mesch and Schwirian 1996). Berry, Portney, and Thomson (1993) find that neighborhood organizations are good for urban democracy, although they are not a cure-all for the ills of modern urban politics. In addition to business and neighborhood groups, faith-based organizations (Button, Rienzo, and Wald 1997; Sharp 1999; 2003), labor unions (DeLeon 1992; Regalado 1991) and minority groups (Browning, Marshall, and Tabb 2003) seem to be important actors in local politics.

---

The authors thank Jennifer Cooper, Lynn Kaufman, and Greg Neddenriep for their helpful comments on previous versions of the manuscript.



The limited literature on interest groups in local politics suggests three specific hypotheses:

Hypothesis 1: Business groups are the most active and influential types of groups in local politics.

Hypothesis 2: Neighborhood organizations are very active and influential in local politics.

Hypothesis 3: Faith-based organizations, labor unions, and minority groups are also active and influential in local politics but somewhat less so than business groups and neighborhood organizations.

### **Group Activity in Local Politics**

Interest groups are not equally active in all cities. The literature suggests that the structure, culture, and the unique circumstances of each locality produce different levels of group activity and influence. In particular, research suggests that three structures foster interest group activity and influence: mayor-council governments, nonpartisan elections, and the presence of direct democracy. The research also suggests that relatively high levels of interest group activity characterize cities with relatively high levels of citizen interest in politics.

Scholars of local politics have debated the effects of governmental structure for years but have not reached a consensus (DeSantis and Renner 2002). For example, there is an ongoing debate concerning the effects of structure on spending patterns (Clark 1968; Lineberry and Fowler 1967; Lyons 1978; Morgan and Pelissero 1980). A similar debate considers the effects of structure on interest group activity and influence. Clark (1968), Grimes et al. (1976), and Lineberry and Fowler (1967) conclude that reform governments are less susceptible to group activity and influence than nonreform governments. In contrast, Northrop and Dutton (1978) argue that because mayors and managers have different career ambitions, city managers are more

susceptible to interest group influence than mayors. Abney and Lauth (1985) ultimately conclude that structure makes no difference.<sup>1</sup> Clearly, there is disagreement among urban scholars regarding the extent of group activity in manager governments.

Another reform structure hypothesized to affect interest group activity is the nonpartisan ballot. When party affiliation does not appear on the ballot, voters rely on other cues to make decisions. As a result, the incumbency advantage is usually strongest in nonpartisan elections (Schaffner, Streb, and Wright 2001). The effects of party do not end at the voting booth. Council members use party identification to identify like-minded members and as a cue for their voting decisions. If they do not have party to guide their voting, they will rely on other cues such as those from interest groups. Research suggests that when parties are not present, interest groups exert more influence (Davidson and Fraga 1988). This conventional wisdom is widely accepted but has not been empirically verified.

Interest groups have recently become major players in initiative and referendum campaigns (Bowler, Donovan, and Tolbert 1998; Bowler and Donovan 1998; Gerber 1999). Most observers of direct democracy now agree that initiatives and referenda lead to relatively high levels of interest group activity. This hypothesis dates from David Truman's (1951) discussion of disturbance theory more than 50 years ago and has been confirmed by numerous empirical studies. Research shows that when policies are put to a vote, interest groups mobilize on both sides to try to influence voters. Cities in which there is a mechanism for direct democracy likely have higher levels of interest group activity than cities without initiatives or referenda.

Structure is not the only factor that may affect interest group activity. In localities in which citizens are active in politics, interest groups likely will find a more hospitable environment. Consequently, citizen interest in politics and interest group activity are hypothesized to be positively correlated.



The literature leads to four additional hypotheses:

Hypothesis 4: Levels of interest group activity are higher in cities with mayor-council or commission governments than they are in cities with council-manager governments.

Hypothesis 5: Levels of interest group activity are higher in cities with nonpartisan elections than they are in cities with partisan elections.

Hypothesis 6: Levels of interest group activity are higher in cities that have referenda and/or initiatives than they are in cities that have neither.

Hypothesis 7: Levels of interest group activity are higher in cities with relatively high levels of citizen interest in politics than they are in cities with relatively low levels of citizen interest in politics.

Despite substantial attention to interest groups on the one hand and power in American cities on the other, a number of important questions about interest groups in local politics remain unanswered. Among them are the following: (1) What sorts of interest groups are active in local politics? (2) In which policy areas are interest groups most active? and (3) Does governmental structure affect interest group activity?

### Data and Methods

To better understand the influence and activity of interest groups in local politics, city council members in 68 medium-sized American cities were surveyed. The sample was determined by identifying every city in the *Directory of City Policy Officials and Resource Guide* (National League of Cities 1998) that had a population of 100,000–300,000. Eighty cities within the larger list of medium-sized cities were randomly sampled.

A random number of councilors were selected from each city. Of the 477 surveys mailed, 161 completed surveys were returned from 68 cities for a response rate of 33.8 per-

cent (see Table 1). This response rate is more than double that considered to be acceptable in marketing research (Baldauf, Reisinger, and Moncrief 1999). It also surpasses the response rates of several other surveys of political elites (see, for example, Abbe and Herrnson 2003; Kedrowski 1996). In short, the response rate was adequate for the purposes of this study.<sup>2</sup> Table 2 presents the major characteristics of sample cities and respondents<sup>3</sup>.

Three aspects of the research design are worth noting. First, many cities rather than just one were examined. Scholars of state politics have long recognized the advantages of comparative research and have learned a great deal about the effects of institutions and culture on behavior by examining a number of states that vary in theoretically important ways (Jewell 1982; Brace and Jewett 1995). Scholars of local politics, however, have been slower to adopt a comparative approach. Much of what is known about groups in local politics is based on in-depth case studies of one city and/or one policy area.<sup>4</sup> Reflecting a particular place and point in time, single case studies are high in internal validity but low in external validity. Conversely, studies of many cities are higher in external validity but low in internal validity. A comparative approach allows past research to be evaluated and suggests areas for further research on groups in local politics.

Second, the research design relies on the judgment of city council members rather than lobbyists or other group representatives. Studies of city lobbyists show that the city council is the most frequent target of local lobbying (Abney and Lauth 1985). Moreover, research on interest group influence and activity at all levels of government is based almost exclusively on the opinions of lobbyists and/or group representatives (Kollman 1998; Nownes and Freeman 1998; Schlozman and Tierney 1983; 1986; Walker 1991). This approach may introduce some bias, as lobbyists and group representatives have an important but particular perspective on their own influence. Surveying the other side of the



**Table 1.** Population of Cities in Data Set

City	Population	City	Population
Huntsville, AL	159,789	Bridgeport, CT	142,546
Mobile, AL	196,278	Hartford, CT	139,739
Montgomery, AL	159,789	New Haven, CT	130,474
Anchorage, AK	226,338	Macon, GA	106,612
Tempe, AZ	141,865	Savannah, GA	137,560
Little Rock, AR	175,795	Boise, ID	125,738
Anaheim, CA	266,406	Peoria, IL	113,504
Bakersfield, CA	174,820	South Bend, IN	105,511
Berkeley, CA	102,724	Cedar Rapids, IA	110,000
Chula Vista, CA	135,163	Des Moines, IA	193,187
Concord, CA	111,348	Kansas City, KS	149,767
El Monte, CA	106,209	Topeka, KS	119,883
Escondido, CA	108,635	Lansing, MI	127,321
Fremont, CA	173,339	Livonia, MI	100,850
Glendale, CA	180,038	Warren, MI	144,864
Hayward, CA	111,498	Jackson, MS	196,637
Huntington Beach, CA	181,519	Rochester, NY	231,636
Modesto, CA	164,730	Syracuse, NY	163,860
Moreno Valley, CA	118,779	Yonkers, NY	188,082
Oceanside, CA	128,398	Eugene, OR	112,669
Ontario, CA	133,179	Salem, OR	107,786
Orange, CA	110,658	Allentown, PA	105,090
Oxnard, CA	142,216	Erie, PA	108,718
Pasadena, CA	131,591	Beaumont, TX	114,323
Pomona, CA	131,723	Corpus Christi, TX	257,453
Santa Clarita, CA	110,642	Garland, TX	180,650
Santa Rosa, CA	113,313	Irving, TX	155,037
Stockton, CA	210,943	Laredo, TX	122,899
Sunnyvale, CA	117,229	Lubbock, TX	186,206
Thousand Oaks, CA	104,352	Mesquite, TX	101,484
Vallejo, CA	109,199	Pasadena, TX	119,363
Aurora, CO	222,103	Plano, TX	128,713
Colorado Springs, CO	281,140	Tacoma, WA	176,664
Lakewood, CO	126,481	Madison, WI	191,262

Note: Numbers are populations as reported in the *Directory of City Policy Officials and Resource Guide* (National League of Cities 1998).

influence exchange yields a complementary and oft-ignored perspective on interest group influence.

Third, this study focuses on medium-sized cities, which have been largely ignored in the scholarly literature. Recent work suggests that city size is an important variable that can help explain political activity (Oliver 2000; 2001). Because tens of millions of Americans live in medium-sized cities and city size has a substantial impact on politics, work on medium-sized cities is both theoretically and substantively important.

## Results

Over 20 years ago Paul Peterson, currently Henry Lee Shattuck Professor of Government and Director of the Program on Education Policy and Governance at Harvard University, claimed, "local politics is groupless politics" (1981, 116). Although scholars have frequently taken issue with this statement and have identified a few areas in which groups are active, few have asked city council members about group activity in their city. To explore group activity in local politics, respondents

**Table 2.** Sample City and Respondent Characteristics

Characteristics	Percent
Respondents who come from a city that	
Allows direct democracy	92.0
Has mayor-council system	33.0
Has council-manager system	67.0
Has commission system	1.0
Has nonpartisan elections	85.0
Council members	
Percent male	67.0
Percent white	81.0
Mean age	53.3
Mean number of members on respondent's council	9.2

*N* = 161 (*N*s may vary for individual survey items).

Source: Authors' data.

were asked if the statement "Interest groups are active in my city" was a good description of their city, a bad description, or in between. For a subsequent multivariate analysis, the responses were combined to form a dichotomous variable (1 = good description and 0 = bad description or in between). Approximately 52 percent of respondents felt that the statement was a good description. Only 2.5 percent chose the bad description response. This finding that interest groups are quite active in local politics calls into question Peterson's conclusion.

The issues on which interest groups are active were then determined. Table 3 presents findings regarding how active interest groups are on a variety of policy issues and how influential they are on the same policy issues.<sup>5</sup> The third column in Table 3 presents a differential score (i.e., the difference between the percentage of respondents who indicate that interest groups are "very active" in an issue area and the percentage of respondents who indicate that interest groups are "very influential" in that issue area). The final column standardizes the differential by dividing it by the percentage of respondents who indicate that interest groups are very active on that issue. The variation suggests that interest groups are not equally active on all policy issues. The first row of the table shows that over two-thirds of respondents perceive that interest groups are very involved in economic

development issues. Similarly, 58 percent perceive that interest groups are very influential in the area of economic development policy. Despite the differential ratio of .15, economic development is the policy area in which city council members believe interest groups are most active and influential.

The results in Table 3 are contrary to expectations. Sixty-two percent of city council members indicated that interest groups are very active on police/law enforcement issues, and over half reported that interest groups are very influential on police/law enforcement issues. Although there is little extant work on interest group influence in this area,<sup>6</sup> given the increasing importance of homeland security issues, it is fair to conclude that interest group activity has only increased since the data were collected.

The next five policy areas in which interest groups were described as very active are land-use planning, public safety, zoning, housing, and recreation/parks. Lobbying on roads does not appear to be very widespread. Despite the perception that city council members deal mostly with "pothole politics," roads do not receive as much interest group attention as many other policy issues. Housing policy has the largest absolute and standardized differential score. This finding indicates that although councilors perceive that interest groups are extremely active in the area of housing policy, they do not view them as particularly influen-



**Table 3.** Policy Areas in Which Interest Groups Are Active and Level of Influence

Policy Area	Level of Activity			Level of Influence			Differential	Ratio
	Not at all	Somewhat	Very	Not at all	Somewhat	Very		
Economic development	3	29	68	3	39	58	10	.15
Police/law enforcement	6	33	62	7	40	54	8	.13
Land-use planning	4	38	59	5	44	51	8	.14
Public safety	6	36	58	5	46	49	9	.16
Zoning	8	36	57	9	45	46	11	.19
Housing	8	43	49	10	61	29	20	.41
Recreation/parks	8	44	47	13	47	40	7	.15
Fire	21	35	45	25	42	33	12	.27
Art/culture	7	50	43	14	56	31	12	.28
Traffic	13	46	41	18	58	25	16	.39
Education	16	44	40	19	50	31	9	.23
Taxes	21	44	36	22	50	29	7	.19
Roads	17	52	31	20	57	23	8	.26
Refuse collection	41	37	22	40	44	17	5	.23
Personal social services	18	60	22	23	60	17	5	.23
Health	21	60	18	28	57	15	3	.17
Electricity	54	30	17	51	33	16	1	.06
Public transportation	20	55	26	28	55	17	9	.35
Vocational education	57	37	6	55	41	4	2	.33

N = 161 (Ns may vary for individual survey items).

*Survey item wording:* "Below you will find several issue areas in which local governments are active. For each of the issue areas, please indicate whether local interest groups in your municipality are not at all active, somewhat active, or very active. In addition, for each of the issue areas, please indicate whether local interest groups in your municipality are not at all influential, somewhat influential, or very influential."

*Notes:* Numbers are percentages. Differential = percent "very active" – percent "very influential." Ratio = differential/percent "very active." All entries are rounded to the nearest whole number.

*Source:* Authors' data.

tial. In general, there is a correlation between the proportion of respondents who indicated that interest groups are very active in a policy area and the proportion of respondents who indicated that interest groups are very influential in that policy area. ( $r = .970$ ;  $p < .01$  [two-tailed test]).

### Types of Groups, Level of Activity, and Level of Influence

Types of interest groups active in local politics and the levels of activity and influence of these groups were then examined. The first row of Table 4 shows that councilors view neighborhood associations as the most active and influential types of groups in local politics. The second row indicates that councilors view business associations as second only to neighborhood groups as important players in

local politics. These are the only two types of groups that a majority of respondents indicated are very active in local politics. These findings are consistent with Abney and Lauth's work (1985) on group influence in city politics. Rounding out the list of the five most active types of interest groups are public employee unions, cultural/recreational groups, and ethnic/minority groups. The data show that councilors view professional associations, farm groups, and women's groups as the least active and influential types of groups.

The largest absolute gaps between activity and influence exist among antigrowth groups, neighborhood groups, business associations, environmental groups, single-issue groups, and public employee unions, all of which appear to be much more active than they are influential. The standardized ratio

**Table 4.** Types of Interest Groups, Level of Activity, and Level of Influence

Group Type	Level of Activity			Level of Influence			Differential	Ratio
	Not at all	Somewhat	Very	Not at all	Somewhat	Very		
Neighborhood associations	0	37	64	2	49	49	15	.23
Business associations	3	38	59	2	52	46	13	.22
Public employee unions	17	41	42	19	50	31	11	.26
Cultural/recreational groups	12	54	35	16	57	27	8	.23
Ethnic/minority groups	16	56	28	22	51	27	1	.04
Homeowner groups	21	52	27	22	52	26	1	.04
Environmental groups	17	48	35	23	54	23	12	.34
Antigrowth groups	36	34	30	44	44	12	18	.60
Private-sector unions	35	38	27	40	38	22	5	.19
Single-issue groups	15	59	26	22	65	13	13	.50
Utilities	34	48	18	34	47	19	-1	-.06
Taxpayer groups	34	48	18	36	53	11	7	.39
Religious/church groups	25	58	17	23	60	18	-1	-.05
Business firms	15	69	16	14	70	16	0	0.00
Women's groups	32	63	6	35	61	4	2	.33
Farm groups	87	12	1	86	11	3	-2	-2.00
Professional associations	73	26	1	70	28	2	-1	-1.00

N = 161 (Ns may vary for individual survey items).

*Survey item wording:* "Below you will find several types of interest groups that are active at the local level. For each type, please specify whether, in your opinion, that type of group is not at all active, somewhat active, or very active. Also, for each type, please specify whether, in your opinion, that type of group is not at all influential, somewhat influential, or very influential."

*Notes:* Numbers are percentages. Differential = percent "very active" – percent "very influential." Ratio = differential/percent "very active." All entries are rounded to the nearest whole number.

*Source:* Authors' data.

measure indicates that cultural/recreational groups and taxpayer groups also have fairly high differentials.<sup>7</sup> To determine the overall fit between activity and influence, the correlation between the proportion of respondents who suggested that a type of interest group was very active and very influential was calculated. Once again, it appears the two are highly correlated ( $r = .946$ ;  $p < .01$  [two-tailed test]). In general, it appears that the types of interest groups that are most active are also most influential.

### Factors Associated with Group Activity

Finally, the factors that lead to varying levels of interest group activity across cities were considered. By examining several cities with varied institutional structures, the variables that lead to active and influential interest groups may be discerned. Cities with initiatives and/or referenda, cities with council-

manger governments, and cities with high levels of citizen interest were expected to have relatively high levels of group activity. To test these hypotheses, respondents were asked whether interest groups are active in their city. In the subsequent logistic regression model, the dependent variable represents whether interest groups are active (= 1) or not (= 0) in the respondent's city. Independent variables were included for whether the city has direct democracy (1 = direct democracy; 0 = no direct democracy), whether the city has council-manager government (1 = council-manager government; 0 = other type of government), whether the city is in California (1 = California city; 0 = not California city), and to what degree citizens in the city take an interest in politics.<sup>8</sup> Also included were three individual-level variables for each respondent—age, sex (1 = female; 0 = male), and race (1 = white; 0 = nonwhite). These



demographic variables were included to determine whether different types of city council members view interest group activity in different ways.

Table 5 presents the results of this analysis. The table presents the odds ratios and robust standard errors for each variable. To gain a better understanding of the results, Table 5 also presents the predicted probabilities for the significant variable. These probabilities were computed using CLARIFY, software for interpreting and presenting statistical results, and they represent the predicted probabilities for the low and high values of the independent variable while holding all other variables

at their mean (King, Tomz, and Wittenberg 2000; Tomz, Wittenberg, and King 2003).

The results of the model indicate that cities with initiatives and/or referenda do not have higher relative levels of interest group activity. This finding suggests that the presence of direct democracy is less important in local politics than some scholars suggest.

Second, the results suggest that city structure does not influence interest group activity in the hypothesized direction. Cities with council-manager governments are not substantially less likely to see high levels of interest group activity than cities with mayor-council governments. The increased incidence of chief administrative officers (CAOs) who oversee the day-to-day operations of government may have rendered structure less important in local politics.

Third, the data suggest that neither the presence of nonpartisan elections nor the demographic characteristics of respondents affect perceptions of interest group activity. The hypothesis that cities with nonpartisan elections would see higher levels of group activity than cities without partisan elections was not confirmed. The demographic characteristics of respondents do not appear to affect perceptions of interest group activity.

Fourth, the analyses suggest that cities with high levels of citizen interest in politics are more likely than cities with lower levels to have active interest groups. Specifically, the data show that cities with high levels of citizen interest in politics have a 79 percent chance of being perceived as having active interest groups, whereas cities with low levels of citizen interest have a 41 percent chance of being described as having active interest groups.

Finally, because California is overrepresented in the sample, an independent variable indicating whether a respondent's city is located in California was included. The odds ratio indicates that California cities are almost twice as likely as cities in other states to experience high levels of interest group activity. However, because the coefficient is not significant, it cannot necessarily be con-

**Table 5.** Logistic Regression Results for Interest Group Activity

Factors	Odds Ratio (SE)
City	
Direct democracy	1.710 (.924)
Council-manager government	.805 (.397)
Nonpartisan elections	.504 (.257)
"Citizens take an interest in politics" <sup>a</sup>	2.38* (.689)
California city	1.710 (.854)
Individual	
Age	.992 (.017)
Female	1.850 (.836)
White	.711 (.328)
Percent correctly predicted	67.9
Proportional reduction in error (PRE) <sup>b</sup>	31.4
chi-square	20.74*
N	140

\*  $p < .01$  (two-tailed test).

Note: Standard errors are robust standard errors with clustering on city.

Source: Authors' data.

<sup>a</sup> The low-high probability for this variable is .41 – .79. It refers to the predicted probabilities of high interest group activity for the low and high value of the independent variable, holding all other variables at their means.

<sup>b</sup> PRE is calculated per Haggle and Mitchell (1992).

cluded that California cities are, *ceteris paribus*, different than cities in other states.

### Conclusion

In all, the data provide mixed support for Hypothesis 1 and unqualified support for Hypotheses 2 and 3. While the data suggest that business organizations are indeed active in local politics, they also indicate that other types of interest groups are quite active and influential as well. As for the effects of city characteristics and governmental structure, there is support for Hypothesis 7. Structure does not seem to affect levels of interest group influence and activity.

In addition to providing support for many of the hypotheses, the data also provide new insights into the nature and extent of interest group activity in localities. The findings show that a multicity approach to the study of local politics is worthwhile. In order to move beyond description and develop more broad-ranging theories of local politics in general and interest group activity in local politics in particular, case studies must be supplemented with comparative research. Table 3 suggests that issues that are heavily lobbied for are understudied in political science and urban studies. In particular, issues of police and law enforcement engender extremely high levels of interest group activity. Scholars who wish to understand the influence and behavior of interest groups in local politics should focus on this understudied policy area. Table 3 highlights a number of other policy areas in which interest groups are active but about which little is known, including recreation/parks, fire, and art/culture.

Recent research suggests that because of the rise of CAOs and other "hybrid offices," city structure may be less important than it used to be (MacManus and Bullock 2003; DeSantis and Renner 2002; Frederickson and Johnson 2001). The findings of this study indicate that city structure is not an important determinant of interest group activity. Conventional wisdom about local

politics also is called into question—that is, in cities in which parties are less important, interest groups "pick up the slack." The presence of nonpartisan elections appears to have no effect on levels of interest group activity. Scholars should reexamine this issue, possibly using a more objective measure of interest group activity, such as the number of registered groups per city.

This study highlights a paradox of local interest groups. Specifically, it shows that something that citizens seem to like (an informed citizenry) is associated with something that citizens claim not to like (interest group influence). Political reformers should therefore consider increasing social capital (i.e., the social networks and norms of reciprocity and trustworthiness). Putnam (2000) discusses the ability of groups to promote social capital, but he does not differentiate between politically active interest groups—which Americans claim not to like—and other types of groups. If groups and participation go hand-in-hand as Putnam suggests, then increased interest group activity is a natural feature of cities that are high in social capital.

---

**Christopher A. Cooper** is an assistant professor of political science and public affairs and faculty fellow at the Center for Regional Development at Western Carolina University. His research on state and local politics, political communication, and interest groups has been published in *American Politics Research*, *Political Research Quarterly*, *Social Science Quarterly*, *State Politics and Policy Quarterly*, and *State and Local Government Review*.

**Anthony J. Nownes** is an associate professor of political science at the University of Tennessee–Knoxville. His research focuses on organized interests in American politics and has appeared in *American Politics Research*, *British Journal of Political Science*, and *Journal of Politics*. He is author of *Pressure and Power: Organized Interests in American Politics* (Houghton Mifflin 2001).



**Steven Roberts** is an instructor of political science at Tusculum College in Greenville, Tennessee. His research interests include urban politics, public administration, and interest groups.

## Notes

1. Abney and Lauth (1985) do find, however, that interest groups in manager cities have less influence over the bureaucracy.
2. For a review of surveys of state legislators, see Maestas, Neeley, and Richardson (2003).
3. The sample is not identical to the overall population; specifically, California is overrepresented. While 27 percent of the population of medium-sized cities is in California, 37 percent of the sample cities are in California. This limitation is inherent to the study design, but California is controlled for in the multivariate model.
4. Many other studies employ this approach (for example, Oliver 2001; Clingermayer and Feiock 1995). The case studies are much more common in the urban politics literature.
5. The data used in this study can be found at [paws.wcu.edu/ccoopers](http://paws.wcu.edu/ccoopers) and [web.utk.edu/~anownes](http://web.utk.edu/~anownes).
6. An exception is Abney and Lauth's (1985) work on interest group influence in cities. Their results are dissimilar to those of this study.
7. Although the standardized differentials are instructive, they are not definitive. Some groups that have very low levels of activity and influence have elevated ratios. For the types of groups near the bottom of the list, the differential may provide a better guide.
8. Respondents were presented with the following statement: "Citizens take little interest in politics in my city." They were then asked to indicate if this was a good description, bad description, or in between. The responses were recoded to make a higher value consistent with a more active citizenry.

## References

- Abbe, Owen G., and Paul S. Herrnson. 2003. Campaign professionalism in state legislative elections. *State Politics and Policy Quarterly* 3:223-45.
- Abney, Glenn, and Thomas P. Lauth. 1985. Interest group influence in city policy-making: The views of administrators. *Western Political Quarterly* 38:148-61.
- . 1986. *The politics of state and city administration*. Albany: State University of New York Press.
- Baldauf, Artur, Heribert Reisinger, and William C. Moncrief. 1999. Examining motivations to refuse in industrial mail surveys. *Journal of the Market Research Society* 41:345-53.
- Berry, Jeffrey M., Kent E. Portney, and Ken Thomson. 1993. *The rebirth of urban democracy*. Washington, DC: Brookings Institution.
- Bowler, Shaun, and Todd Donovan. 1998. *Demanding choices: Opinion, voting, and direct democracy*. Ann Arbor: University of Michigan Press.
- Bowler, Shaun, Todd Donovan, and Caroline J. Tolbert, eds. 1998. *Citizens as legislators: Direct democracy in the United States*. Columbus: Ohio State University Press.
- Brace, Paul, and Aubrey Jewett. 1995. The state of state politics research. *Political Research Quarterly* 48:643-81.
- Browning, Rufus P., Dale Rogers Marshall, and David H. Tabb, eds. 2003. *Racial politics in American cities*. 3rd ed. New York: Longman.
- Button, James W., Barbara A. Rienzo, and Kenneth D. Wald. 1997. *Private lives, public conflicts: Battles over gay rights in American communities*. Washington, DC: CQ Press.
- Cigler, Allan J. 1991. Interest groups: A subfield in search of an identity. In *Political science: Looking to the future*. Vol. 4, *American institutions*, ed. William Crotty. Evanston, IL: Northwestern University Press.
- Clark, Terry N. 1968. Community structure, decision-making, budget expenditures, and urban renewal in 51 American communities. *American Sociological Review* 33:576-93.
- Clingermayer, James C., and Richard C. Feiock. 1995. Council views toward targeting of development policy benefits. *Journal of Politics* 57:508-20.
- Dahl, Robert A. 1961. *Who governs? Democracy and power in an American city*. New Haven: Yale University Press.
- Davidson, Chandler, and Luis Ricardo Fraga. 1988. Slating groups as parties in a "nonpartisan" setting. *Western Political Quarterly* 41:373-90.
- DeLeon, Richard Edward. 1992. *Left coast city: Progressive politics in San Francisco, 1975-1991*. Lawrence: University Press of Kansas.
- DeSantis, Victor S., and Tari Renner. 2002. City government structures: An attempt at clarification. *State and Local Government Review* 34:95-104.
- Dilger, Robert Jay. 1992. *Neighborhood politics: Residential community associations in American governance*. New York: New York University Press.
- Elkins, David R. 1995. The structure and context of the urban growth coalition: The view from the chamber of commerce. *Policy Studies Journal* 23:583-600.
- Ferman, Barbara. 1996. *Challenging the growth machine: Neighborhood politics in Chicago and Pittsburgh*. Lawrence: University Press of Kansas.
- Fleischmann, Arnold. 1997. Participation in local politics. In *Handbook of research on urban politics and policy in the United States*, ed. Ronald K. Vogel. Westport, CT: Greenwood Press.
- Frederickson, H. George, and Gary Alan Johnson. 2001. The adapted American city: A study of institutional dynamics. *Urban Affairs Review* 36:872-84.
- Gerber, Elisabeth R. 1999. *The populist paradox: Interest group influence and the promise of direct legislation*. Princeton: Princeton University Press.

- Grimes, Michael D., Charles M. Bonjean, J. Larry Lyon, and Robert L. Lineberry. 1976. Community structure and leadership arrangements: A multi-dimensional analysis. *American Sociological Review* 41:706-25.
- Hagle, Timothy M., and Glen E. Mitchell II. 1992. Goodness-of-fit measures for probit and logit. *American Journal of Political Science* 36:762-84.
- Hunter, Floyd. 1953. *Community power structure: A study of decision makers*. Chapel Hill: University of North Carolina Press.
- Jewell, Malcolm E. 1982. The neglected world of state politics. *Journal of Politics* 44:638-57.
- Judd, Dennis R. 1983. From cowtown to sunbelt city: Boosterism and economic growth in Denver. In *Restructuring the city: The political economy of urban redevelopment*, ed. Susan S. Fainstein et al. New York: Longman.
- Kedrowski, Karen. 1996. *Media entrepreneurs and the media enterprise in the U.S. Congress*. Cresskill, NJ: Hampton Press.
- King, Gary, Michael Tomz, and Jason Wittenberg. 2000. Making the most of statistical analyses: Improving interpretation and presentation. *American Journal of Political Science* 44:341-55.
- Kollman, Ken. 1998. *Outside lobbying: Public opinion and interest group strategies*. Princeton: Princeton University Press.
- Lineberry, Robert L., and Edmund P. Fowler. 1967. Reformism and public policies in American cities. *American Political Science Review* 61:701-16.
- Logan, John R., and Harvey L. Molotch. 1987. *Urban fortunes: The political economy of place*. Berkeley: University of California Press.
- Lynd, Robert S., and Helen Merrell Lynd. 1937. *Middletown in transition: A study in cultural conflicts*. New York: Harcourt, Brace and Company.
- Lyons, William. 1978. Reform and response in American cities: Structure and policy reconsidered. *Social Science Quarterly* 59:118-32.
- MacManus, Susan A., and Charles S. Bullock III. 2003. The form, structure, and composition of America's municipalities in the new millennium. In *The municipal yearbook, 2003*. Washington DC: International City/County Management Association.
- Maestas, Cherie, Grant W. Neeley, and Lilliard E. Richardson Jr. 2003. The state of surveying legislators: Dilemmas and suggestions. *State Politics and Policy Quarterly* 3:90-108.
- Mesch, Gustavo S., and Kent P. Schwirian. 1996. The effectiveness of neighborhood collective action. *Social Problems* 43:467-83.
- Morgan, David R., and John P. Pelissero. 1980. Urban policy: Does political structure matter? *American Political Science Review* 74:999-1006.
- National League of Cities. 1998. *Directory of city policy officials and resource guide*. Washington, DC: National League of Cities.
- Northrop, Alana, and William H. Dutton. 1978. Municipal reform and group influence. *American Journal of Political Science* 22:691-711.
- Nownes, Anthony J., and Patricia Freeman. 1998. Interest group activity in the states. *Journal of Politics* 60:86-112.
- Oliver, J. Eric. 2000. City size and civic involvement in metropolitan America. *American Political Science Review* 94:361-73.
- . 2001. *Democracy in suburbia*. Princeton: Princeton University Press.
- Peterson, Paul. 1981. *City limits*. Chicago: University of Chicago Press.
- Putnam, Robert D. 2000. *Bowling alone: The collapse and revival of American community*. New York: Simon and Schuster.
- Regalado, James A. 1991. Organized labor and Los Angeles city politics: An assessment in the Bradley years, 1973-1989. *Urban Affairs Quarterly* 27:87-108.
- Schaffner, Brian F., Matthew Streb, and Gerald Wright. 2001. Teams without uniforms: The nonpartisan ballot in state and local elections. *Political Research Quarterly* 54:7-30.
- Schlozman, Kay Lehman, and John T. Tierney. 1983. More of the same: Washington pressure group activity in a decade of change. *Journal of Politics* 45:351-77.
- . 1986. *Organized interests and American democracy*. New York: Harper and Row.
- Sharp, Elaine B. 2003. Political participation in cities. In *Cities, politics and policy: A comparative analysis*, ed. John P. Pelissero. Washington, DC: CQ Press.
- . ed. 1999. *Culture wars and local politics*. Lawrence: University Press of Kansas.
- Stone, Clarence N. 1989. *Regime politics: Governing Atlanta, 1946-1988*. Lawrence: University Press of Kansas.
- Tomz, Michael, Jason Wittenberg, and Gary King. 2003. *CLARIFY: Software for interpreting and presenting statistical results*. Version 2.1. [gking.harvard.edu/](http://gking.harvard.edu/).
- Truman, David B. 1951. *The governmental process: Political interests and public opinion*. New York: Alfred A. Knopf, Inc.
- Walker, Jack L., Jr. 1991. *Mobilizing interest groups in America: Patrons, professions, and social movements*. Ann Arbor: University of Michigan Press.



*BN-12/6/2018- Attachment E*

# FY 2019-2020 Calendar

Charter date	Actual date		Times	Notes
9/15/2018	9/14	CIP Budget requests due		
11/1/2018	1/7-2/1/2018	Submit CIP recommendations to BOS		
12/1/2016	11/16	Distribution of Budget Request Spreadsheets to Departments		
	12/14	Budget Requests to First Selectman- Final Deadline		
Discretion of BOS & Treasurer	12/17-12/21	Bob to meet with Department Heads- Finalize budget requests		
	2/1	Budget Packets ready for Board Members		
	2/1	Board of Education Budget presented to BOF		
	2/5	BOS/BOE Public Hearing		
	2/7-2/28	First Selectman submits budget to BOS/Budget Workshops sched.	7:00 p.m.	
	3/20	BOS and BOE presents budget to BOF	7:00 p.m.	
		BOF to hold Budget Workshops	7:00 p.m.	
	4/17	BOF approve final budget for Referendum	7:00 p.m.	
	4/23	Budget to Town Clerk for processing ballots		
2nd Tues. by Charter, sec. 8-5 a.	5/14	1st Budget Referendum	6:00 a.m.-8:00 p.m.	Town Hall & Annex
Per Charter, sec. 8.5 b.1.	5/15	Public Hearing, if needed, or BOF to set mill rate	Time and location to be posted	
	5/16	Budget to Town Clerk for processing ballots		
4th Tues. by Charter, sec. 8-5 b.3.	5/28	2nd Budget Referendum (if needed)	6:00 a.m.-8:00 p.m.	Town Hall & Annex
Per charter, sec. 8.5 b.2.	5/29	Public Hearing, if needed, or BOF to set mill rate	Time and location to be posted	
	5/30	Budget to Town Clerk for processing ballots		
Per charter, sec. 8.5 b.3.	6/11	3rd Budget Referendum (if needed)	6:00 a.m.-8:00 p.m.	Town Hall & Annex
Per charter, sec. 8.5 b.4.budget & mil rate has to be adopted no later than 6/15.	tbd	BOF to set mill rate	After Budget Referendum results	

**BOARD OF SELECTMEN  
2019 REGULAR MEETING DATES**

Meetings will be held the first and third Thursday of every month at East Windsor Town Hall Meeting Room, 11 Rye Street, Broad Brook at 7:00 PM.

January 3, 2019	July 4, 2019
January 17, 2019	July 18, 2019
February 7, 2019	August 1, 2019
February 21, 2019	August 15, 2019
March 7, 2019	September 5, 2019
March 21, 2019	September 19, 2019
April 4, 2019	October 3, 2019
April 18, 2019	October 17, 2019
May 2, 2019	November 7, 2019
May 16, 2019	November 21, 2019
June 6, 2019	December 5, 2019
June 20, 2019	December 19, 2019