

**CROMWELL FIRE DISTRICT
SPECIAL BOARD OF COMMISSIONERS'**

MEETING August, Wednesday 30, 2023

5:30 PM

Coles Road Firehouse

105 Coles Road

Cromwell, CT

--- A G E N D A ---

- I. Call to Order
- II. Approval of Agenda
- III. Public Comment*
- IV. New Business
 - A. Discussion and Possible Decision on the Executive Director's Job Description modifications and or accept the current job description.
 - B. Discuss and establish a hiring process for the replacement of the Executive Director.
 - C. Discuss and possible decision on hiring a full time Deputy Fire Marshal.
- V. Commissioners' Comments
- VI. Adjournment

*Rules for Public Comment: 1) Each speaker will have a total of 3 minutes to speak; 2) the President of the Commission or Board Committee Chairs shall recognize only one speaker at a time; 3) Citizen's comment period is to provide the public the opportunity to make comments regarding matters of public concern. All questions and comments shall be directed to the President or Committee Chairs and will be taken under advisement. There will be no open debate with the Commissioners and 4) the President or Board Committee Chairs shall have the right to discontinue recognition of any speaker whom they believe is not using proper decorum for a public meeting, is verbally abusive towards anyone, becomes belligerent or uses profanity.

Cromwell Fire District

1 West Street
Cromwell, CT 06416
Telephone 860-635-4420

FIRE DISTRICT OFFICE
WATER DIVISION

FIRE DEPARTMENT
FIRE MARSHAL'S OFFICE

BOARD OF COMMISSIONERS Special Board of Commissioners' Meeting

Wednesday, August 30, 2023

5:30 PM

Coles Road Firehouse
105 Coles Road
Cromwell, CT

A Special Board of Commissioners' meeting was held on Wednesday, August 30, 2023, at 5:30 PM, at the Coles Road Firehouse, 105 Coles Road, Cromwell, CT, to discuss and act upon Special Fire District business.

Commissioners Roger Rukowicz, David Colligan, Charles Epstein, Robert McIntyre, Mertie Terry, Donald Smith and John Sokolowski attended. Also in attendance was Executive Director Julius Neto, Fire Chief Jason Brade and Fire Marshal Harold Holmes. Commissioner Chip Darius was absent.

- I. Call to Order. The meeting was called to order at 5:32 PM, by President Rukowicz.
- II. Approval of Agenda. A motion was made by Commissioner Epstein, seconded by Commissioner Sokolowski and unanimously approved to accept the agenda as submitted.
- III. Public Comment. There were no public comments to report.
- IV. New Business
 - A. Discussion and Possible Decision on the Executive Director's Job Description Modifications and/or Accept the Current Job Description. Commissioner Colligan explained that they have been working on this for the last month. After discussions with the President and the Executive Director it was felt that this was the right way to begin discussions about the Executive Director's position. Job descriptions were distributed to the Commissioners before this meeting for review and discussion at the meeting. It was felt that input from all the Commissioners was important. Commissioner Colligan would like to set timelines for when the new person comes in so they have some time to work with the Executive Director before he leaves. President Rukowicz and the Executive Director have agreed to have someone in place by November. The person will have 90 days to work with Mr. Neto.

President Rukowicz referred to the job description draft that was distributed previously. He suggested going through each section to see if changes are needed.

Commissioner Terry thought that it should be noted under General Responsibilities that the candidate/person represents union and non-union employees.

Commissioner Colligan wanted to add under job responsibilities "Liaison to the Town of Cromwell."

Commissioner Smith thought that Commissioner Terry's comments should go under Organizational Operations. He agreed that Town Liaison comment would go under General Responsibilities, Board Governance.

President Rukowicz referred to Pg. 2, Item #5. He asked if that language serves the purpose of Commissioner Terry's suggestion. She would rather have it added under Board Governance under General Responsibilities.

A motion was made by Commissioner Terry, seconded by Commissioner McIntyre and approved 5 to 1 to add on Page 1, under General Responsibilities, Board Governance, "supporting or addressing questions regarding Cromwell Fire District union employees' Collective Bargaining Agreements and issues relating to non-union employees. Commissioner Smith voted nay. Commissioner Sokolowski abstained.

A motion was made by Commissioner Colligan, seconded by Commissioner Terry and unanimously approved to add on Page 1, also under General Responsibilities, Board Governance, "Responsible to be the Liaison to the Town of Cromwell and other municipalities." It was suggested to remove on Pg. 3, Item 14, under Actual Job Responsibilities.

The group moved on to Section 2, Pg. 1, Financial Performance and Viability.

A motion was made by Commissioner McIntyre, seconded by Commissioner Sokolowski and unanimously approved to leave Section 2, Page 1, as written. No changes to be made.

The group moved on to Pg. 2, Item #3, Organization Mission and Strategy.

A motion was made by Commissioner McIntyre, seconded by Commissioner Smith and unanimously approved to accept Pg. 2, Item #3, Organization Mission and Strategy as written.

The group moved on to Pg. 2, Item #4, Organization Operations.

A motion was made by Commissioner McIntyre, seconded by Commissioner Sokolowski and unanimously approved to keep Pg. 2, Item #4, as written.

The next section was Pg. 2, Actual Job Responsibilities. There were 22 items listed, with #14 being moved to Pg. 1.

Commissioner Smith did not think #16 was accurate. He agreed with minimizing expenses but not as much with increasing the revenue streams. It is more of a corporate view than what actually occurs. He suggested removing the word, "increase" revenue streams and change it to "evaluate" revenue streams.

A motion was made by Commissioner Smith, seconded by Commissioner Sokolowski and unanimously approved to change the word, "increase" to "evaluate" in Item #16, Pg. 3.

Regarding Pg. 2, Item #5 under Actual Job Responsibilities, Commissioner Sokolowski suggested moving that item to Pg. 1, under General Responsibilities, Board Governance.

A motion was made by Commissioner Sokolowski, seconded by Commissioner Epstein and unanimously approved to move Item #5, Pg. 2 under Actual Job Responsibilities to Pg. 1, under General Responsibilities, Board Governance.

The next area for review was Pg. 3, Professional Qualifications Needed. There was discussion about whether or not a Bachelor's Degree should be a minimum requirement or preferred. Commissioner Sokolowski suggested removing the language in the parentheses, "if planning on posting position for hire."

It was suggested to have a Master's Degree in Finance or Municipality studies. There needs to be some type of financial background. There was discussion about salary. They discussed a salary step program. It was noted that someone should not be hired at a lower rate of pay than the highest paid employee. The average rate to hire should be between an 8% to 12% hourly increase than the highest paid employee. They also discussed what types of expertise or skill sets an individual might bring to the organization. Mr. Neto thought the salary range should be between \$120,000 -- \$130,000.

This position is a unique challenge. A Bachelor's degree in Public Administration or Business Administration was suggested. Commissioner Sokolowski thinks there should be more clear definitions in the job description. There was discussion about job experience and expertise. It was noted that the job entails overseeing tax collection, fees collections and public services with Fire and EMS services considered part of a municipality, but also overseeing the Water Division which is run like a business.

There was agreement that a minimum of a Bachelor's Degree in Public Administration or Business Administration should be required considering degrees specific to municipalities. Commissioner Epstein suggested reaching out to the employment vendor we use to get input of how to advertise the position. The less credentials that are put out there, the larger the candidate pool will be which is something to be considered. Mr. Neto thinks there should be a stronger educational component. Master's Degrees in Public Administration is where the candidates should be coming from. It would be helpful if there was some experience with human resources and finance.

Commissioner Sokolowski thought that there should be another session to work these details out. Commissioner McIntyre suggested that job experience count in place of some of the qualifications. There was discussion regarding having a workshop to finalize everyone's thoughts. FOI requirements also need to be considered.

President Rukowicz thought it should be worded that a degree is preferred, and also job experience will be considered. Chief Brade compared his qualifications to the Executive Director position. His position was a required Bachelor's degree. Commissioner Epstein thought they should find a specific employment agency that deals with candidates with qualifications we are looking for. He thought that the group needed one more week to research their ideas and come back as a group to make a decision.

Commissioner McIntyre summarized that the qualifications basically are: Bachelor's Degree in Public Administration or Business Administration, 5 yrs. Senior management experience and experience in financial management and budget preparation and analysis. Looking for someone with a minimum of a Bachelor's Degree in either Public Administration or Business Administration and 5 years of leadership experience. Preferred qualification would be a Master's Degree in Public Administration with a concentration in municipal government. Commissioner Sokolowski also suggested including project management experience, some experience in finance and budgeting.

A motion was made by Commissioner Sokolowski, seconded by Commissioner McIntyre and approved 5 to 0 to include in the Executive Director's job description: a minimum of a Bachelor's Degree in Public Administration and Business Administration and 5 years leadership management experience located under Professional Qualifications Needed on Pg. 3. Commissioner Terry abstained.

A motion was made by Commissioner Sokolowski, seconded by Commissioner McIntyre and unanimously approved to add to the Executive director's job description: a preferred qualification is a Master's Degree in Public Administration or Business Administration, or a minimum of 5 years or more working in a municipality.

A motion was made by Commissioner Sokolowski, seconded by Commissioner McIntyre and unanimously approved that the fourth and third from the last bullet points on pg. 3, under Professional Qualifications Needed, be moved up under the bullet point preferred qualifications is a Master's Degree in Public Administration or Business Administration.

Commissioner Sokolowski will forward his edited draft to Executive Director Neto and the Recording Secretary to coordinate the information discussed at this meeting. It will then be forwarded electronically to the Board members. Mr. Neto requested a summary of the edits and the language being changed. Some items are requirements and some are preferred.

A motion was made by Commissioner Colligan to have Commissioner Sokolowski forward his list of edits to the Executive Director's Job Description to the Executive Director and the Recording Secretary to document those changes and forward to the Board of Commissioners electronically and then schedule a meeting for final approval.

After much discussion, it was decided to have the Executive Director work on the edits to the job description and distribute them electronically to the Board of Commissioners.

A motion was made by Commissioner Epstein, seconded by Commissioner McIntyre and unanimously approved to table this item.

- B. Discuss and Establish a Hiring Process for the replacement of the Executive Director. A motion was made by Commissioner Epstein, seconded by Commissioner Colligan and unanimously approved to table this item.
- C. Discuss and Possible Decision on Hiring a Full-Time Deputy Fire Marshal. Chief Brade discussed the possibility of hiring a full-time Deputy Fire Marshal at the last Board of Commissioners' meeting. Although it would be a good idea from the Union's perspective as well as the Fire Marshal and Fire Chief, due to financial restraints they do

not think is a good time to do that. They plan to revisit the idea during the next budget process because right now this is unbudgeted money. They are proposing at this time in lieu of a full-time Deputy Fire Marshal to hire 2 part-time, 14 hr./wk Inspectors.

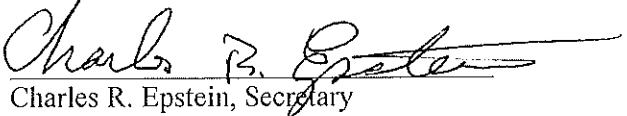
The Chief explained how they had Colin Whalen as a part-time Deputy working 21 hrs. a week. As a Deputy, he was at a higher pay rate. They are proposing two part-time inspectors who would start at a lower rate than the Deputy rate. They are proposing \$25/hr. At the lower rate, the part-time inspectors can work two 14 hr. positions out of the 21 hr. Deputy Fire Marshal schedule. There would also be an extra person for the on-call rotations. This would be two more positions in addition to Brian Mello.

A motion was made by Commissioner Colligan, seconded by Commissioner Smith to authorize the Fire Chief to move forward with the two part-time Fire Inspector positions and to wait until budget time to propose a full-time Deputy Fire Marshal.

- V. Commissioners' Comments. Commissioner Colligan thanked everyone for taking the time to come to this meeting. He wanted everyone to be a part of this important search for a new Executive Director.
- VI. Adjournment. There being no further business, a motion was made by Commissioner Epstein, seconded by Commissioner McIntyre and unanimously approved to adjourn the meeting at 7:17 PM.

ATTEST:

Nancy Deegan
Recording Secretary


Charles R. Epstein, Secretary

Cromwell Fire Department

Chief's Office

Jason Brade
Fire Chief
Office: 860-613-2854
Cell: 860-876-6029
jbrade@cromwellfd.com

Richard Driscoll
Assistant Chief of Operations
Office: 860-613-2854
Cell: 860-406-0171
rdriscoll@cromwellfd.com



Lisa Pandolfini
Chief's Secretary
Office: 860-613-2854
lpandolfini@cromwellfd.com

Karl Neubecker
Assistant Chief of Training
Office: 860-613-2854
Cell: 860-575-0657
kneubecker@cromwellfd.com

CROMWELL FIRE DEPARTMENT CAREER FIREFIGHTER ELIGIBLE LIST ROSTER

ELIGIBLE LIST 23-001
DATE OF EXAMS 06/28/2023 & 07/26/2023

The following person, having passed a written and oral examination with a score of 70% or more on each exam, and having complied with all the Rules and Regulations of the Cromwell Fire District Board of Commission are hereby certified as eligible for the position in the following classification:

CAREER FULL TIME FIREFIGHTER

RANK	NAME	FINAL SCORE
1	JOHN BICKING	83.165
2	ANTHONY CARLSON	82.165
3	VICTORIA OTLOWSKI	80.665
4	BRYAN FERRUCCI	79
5	RYAN REYNOLDS	76.165

The original certification date of this list shall not be changed by any subsequent corrections, amendments, or modification to this list. In the event the expiration date set forth is less than two years, the Board of Fire Commission, pursuant to its regulations, reserves the right to extend the expiration date for a period not to exceed two years from the date of certification.

Date List is Certified

Roger Rukowicz – President
Cromwell Fire Commission

One Year Expiration Date

105 Coles Road ~ Cromwell, CT 06416 ~ Phone 860-613-2854 ~ Fax 860-635-3632

Cromwell Fire District

1 West Street
Cromwell, CT 06416
Telephone 860-635-4420

FIRE DISTRICT OFFICE
WATER DIVISION

FIRE DEPARTMENT
FIRE MARSHAL'S OFFICE

CROMWELL FIRE DISTRICT JOB DESCRIPTION

EXECUTIVE DIRECTOR (November 2020)

The Executive Director is the key management leader of the Cromwell Fire District. The Executive Director is responsible for overseeing the administration, programs and strategic plan of the organization. Other key duties include working closely with the Fire Chief, Water Department Operations Manager, Information Technology Manager and Communications Supervisor. This position has a fiduciary role to reviews and ensures that all Districts financial practices are adhered to. The position reports directly to the Board of Commissioners.

GENERAL RESPONSIBILITIES

- 1) **Board Governance:** Works with the Board of Commissioners in order to fulfill the organization's mission.
 - Responsible for leading the Cromwell Fire District in a manner that supports and guides the organization's mission as defined by the Board of Commissioners.
 - Responsible for communicating effectively with the Board of Commissioners and providing in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.
 - Responsible for being the liaison with District staff to the Commission.

- 2) **Financial Performance and Viability:** Develops resources sufficient to ensure the financial health of the organization.
 - Responsible for all aspects of the District's finances and developing other revenues necessary to support the District's mission.
 - Responsible for the fiscal integrity of the Fire District, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization.

- Responsible for fiscal management that generally anticipates operating within the approved budget, ensuring maximum resource utilization and maintenance of the organization in a positive financial position.
- 3) Organization Mission and Strategy:** Works with the Commission and staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.
- Responsible for implementation of all programs that carry out the organization's mission.
 - Responsible for strategic planning to ensure that the District can successfully fulfill its mission into the future.
 - Responsible for the enhancement of the District's image by being active and visible in the community and by working closely with other professional, civic and private organizations and the Town government.
 - Responsible for addressing challenges in the internal and external environment to protect the District, its staff and the citizens of Cromwell.
- 4) Organization Operations:** Oversees and implements appropriate resources to ensure that the operations of the organization are appropriate.
- Responsible for the recommendation for hiring and retention of competent, qualified staff.
 - Responsible for effective administration of all District operations.

ACTUAL JOB RESPONSIBILITIES

1. Report to and work closely with the Board of Commissioners to seek their involvement in policy decisions, and to increase the overall visibility of the organization.
2. Planning and developing administrative policies, rules, regulation and procedures for Commissioners approval.
3. Supervise and collaborate with organization staff. Including employee performance, compensation administration, coaching, mentoring conflict resolution progressive discipline and all aspects of employee relation matters.
4. Manage of the day to day operations of all District Departments and staff, directly and through department heads to ensure the highest possible level of effectiveness and performance.
5. Responsible for all union related matters, including be an integral part of team to negotiate labor contracts.
6. Responsible for managing the District's workers compensation, and liability insurance property coverage and employee benefits.
7. Responsible for effectively manage and maintain (maintenance, assess infrastructure needs and upgrades and repairs as needed) all District facilities.
8. Acting as purchasing agent for the District.
9. Administration of all District projects.

10. Maintain inventories of land, buildings and their contents, apparatus, equipment and other key items.
11. Strategic planning and implementation.
12. Responsible for implementing processes for the utilization of governmental financing and bonding.
13. Planning and operation of annual budget.
14. Serve as the District's primary spokesperson to the organization's constituents and the general public.
15. Establish and maintain relationships with various organizations and utilize those relationships to strategically enhance the District's mission.
16. Engage in activities to increase the revenue streams and minimize expenses
17. Responsible for all public relations, information sharing and other communications efforts.
18. Oversee organization Board of Commissioners and committee meetings.
19. Establishing employment and administrative policies and procedures for all functions and for the day-to-day operations. And the implementation of same.
20. Review and recommend for approval of contracts for services, for all vendors.
21. Coordinate and monitor all grant applications and grant program District wide.
22. Other duties as assigned by the Board of Commissioners.

PROFESSIONAL QUALIFICATIONS NEEDED (if planning on posting position for hire)

- A Bachelor's Degree (minimum) in Public Administration, or Business Administration or related field and five years of leadership/management experience
- Transparent and high integrity leadership with previous senior leadership roles.
- Five or more years senior management experience.
- Strong work ethic with a high degree of energy.
- Experience and skill in working with Boards or senior leaders within an organization.
- High level strategic thinking and planning. Ability to envision and convey the organization's strategic future to the staff, Commission and the community.
- Ability to effectively communicate the organization's mission to the overall community.
- Demonstrates ability to oversee and collaborate with staff.
- A history of successfully generating new revenue streams and improving financial results.
- Previous success in establishing relationships with individuals and organizations of influence including other governments, partner agencies and volunteers.
- Solid organizational abilities, including planning, delegating, program development and task facilitation.
- Strong financial management skills, including budget preparation, analysis, decision making and reporting.
- Strong written and oral communication skills.
- Strong public speaking ability.

Cromwell Fire District

1 West Street
Cromwell, CT 06416
Telephone 860-635-4420

FIRE DISTRICT OFFICE
WATER DIVISION

FIRE DEPARTMENT
FIRE MARSHAL'S OFFICE

BOARD OF COMMISSIONERS

Special Board of Commissioners' Meeting

Monday, May 22, 2023

8:10 PM

Coles Road Firehouse

105 Coles Road

Cromwell, CT

A Special Board of Commissioners' meeting was held on Monday, May 23, 2023, at 8:10 PM, at 105 Coles Road, Cromwell, CT to consider and act upon a resolution to lay a tax on the taxable Grand List of the Cromwell Fire District and fix the tax rate of the District to meet the expenses of the District for the fiscal year commencing July 1, 2023.

Commissioners Roger Rukowicz, (President) Chip Darius, Mertie Terry, Rob McIntyre and Don Smith attended. Also attending were Executive Director Julius Neto and Fire Chief Jason Brade.

CALL TO ORDER

The meeting was called to order at 8:13 PM, by President Rukowicz. A motion was made and seconded and passed unanimously to approve the agenda.

PUBLIC COMMENT

There were no public comments to report.

NEW BUSINESS

- A. To consider and act upon a resolution to lay a tax on the taxable Grand List of the Cromwell Fire District and fix the tax rate of the District to meet the expenses of the District for the fiscal year commencing July 1, 2023.

A budget referendum was held prior to the meeting, from 5:00 PM to 8:00 PM. Citizens were asked to vote on the Fire District budget and Water Division budget, 57 ballots were cast. The Fire Department budget was approved, 37 in favor and 20 ^{opposed}, and the Water Division ^{opposed} budget was approved, 42 in favor and 15 opposed. A motion was made by Commissioner Smith, seconded by Commissioner Darius and unanimously approved to set the District mill rate at 3 mills per the 2023-24 budget. A motion was made by Commissioner Smith, seconded by Commissioner Darius and passed unanimously to allow the Tax Collector of the Town of Cromwell to collect taxes on behalf of the District. The Tax Warrant and the Rate Bill were read by President Rukowicz. Copies are attached to these minutes and are on file in the Fire District Office.

RECEIVED FOR RECORD
May 05, 2023 10:43A
JoAnn Doyle
TOWN CLERK
CROMWELL, CT

LEGAL NOTICE
CROMWELL FIRE DISTRICT
ANNUAL BUDGET REFERENDUM – MAY 22, 2023

The Annual Budget Meeting of the Cromwell Fire District will be held at the Coles Rd. Fire House, 105 Coles Rd. Cromwell, Connecticut to vote on the recommended budget of the Board of Commissioners. A copy of said budget as recommended by the Commission is on file and available for public inspection at the Cromwell Fire District Office, One West Street, Cromwell, Connecticut and on-line at www.cromwellfd.com

Voting will be held:

Monday, May 22, 2023 at 5:00 PM to 8:00 PM

The Annual Budget Meeting of the electors and citizens qualified to vote in meetings of the Cromwell Fire District will be held at the Coles Road Fire House, 105 Coles Road, Cromwell, Connecticut for the following purposes:

- 1) To consider and vote on the budget for the Cromwell Fire Dept. (including Communications) for the fiscal year commencing July 1, 2023.

Public Safety	\$3,566,312
Administration	926,087
Insurance/Benefits	1,451,313
Infrastructure	379,500
Debt Service	<u>538,882</u>
Total	\$6,862,094

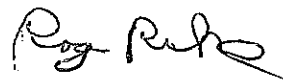
The present 3 mill tax rate will remain the same.

- 2) To consider and act upon a resolution to lay a tax on the taxable Grand List of the Cromwell Fire District and fix the tax rate to meet the expenditures of the District for the fiscal year commencing July 1, 2023.
- 3) To consider and vote on the budget for the Cromwell Water Division, for the fiscal year commencing July 1, 2023.

Water Division Budget **\$2,915,342**

The present water rates will remain the same.

Dated at Cromwell, Connecticut, this 8th day of May 2023.



Roger Rukowicz
President, Board of Commissioners
Cromwell Fire District