



## REPRESENTATIVE TOWN MEETING

OCTOBER 25, 2021

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John Kuhn, District 7 asked if there were investments in hedge funds. Ms. Trabuco indicated there were 5 private equity funds, Mesirow and Lexington is secondary. They are not paying fees on fees because they are going fund to fund as a portfolio which removed a lot of costs.

**ITEM NO. 4 ON CALL:** To hear a report on the Voluntary Early Retirement Incentive Program (VERIP)

First Selectwoman Brenda Kupchick explained that the VERIP was the first phase in a multi-step approach to reform and modernize Town government by consolidating or eliminating positions that were no longer needed, to increase efficiencies and increase the use of technology. 17 employees in 11 departments took the VERIP; 4 net employee positions were eliminated resulting in a reduction of just under 10% of the workforce excluding Police, Fire & BOE.

Jared Schmitt, CFO reported that the actual net saving for FY21 was \$250,814. The \$256,000 vacation payout was contractual and is not a recurring expense. Part time & replacement costs for FY21 were \$169,000. Net impact of all costs and salary savings was \$250,814.

First Selectwoman Kupchick outlined the recruitment challenges such as the union contracts, remote work options that are available in the private sector vs. public sector, the current challenging labor market and the competitive salaries in surrounding towns.

Sharon Pistilli, District 3 noted her disappointment that there was no comparison between old and new departmental organizational charts. First Selectwoman Kupchick explained there were no organizational charts available in the HR Department and said how frustrating the lack of job descriptions has been which they are working to correct by eliminating outdated requirement such as stenography. Mr. Schmitt said the pension impact will not be evaluated until the actuarial analysis with the updated number of employees.

In response to questions from Bill Gerber, District 2 Mr. Schmitt suggested an annual update with updated salary, pension and OPEB costs. Mr. Gerber asked the status of the updated job descriptions to which Ms. Kupchick said they are updating the more critical ones such as the marketing director and the asst. DPW director into which the solid waste & recycling director's duties were incorporated. 25 job descriptions have been updated. Several training sessions have been scheduled.

John Kuhn, District 7 asked if the organizational chart in the financial statements was incorrect; Mr. Schmitt said it is old and did not capture the changes made. Mr. Kuhn asked if the Town uses third party contractors. Ms. Kupchick said outside contractors have traditionally been used for landscaping and plowing. He asked if any projects were lacking because of eliminated positions to which Ms. Kupchick noted that she was not aware of any.

Pamela Iacono, District 8 said there were no organizational charts under the previous administration and it is a huge undertaking for the department heads and human resources.

Liz Zezima, District 4 expressed her concern about the loss of institutional knowledge and asked if CCM is being used for training opportunities. First Selectwoman Kupchick said CCM and The EAP are both being utilized.

Jeff Steele, District 2 said he appreciated the presentation and future updates going forward. He felt both caucuses had good questions particularly Rep. Gerber and Pistilli and was excited about the reorganization and innovations. Ms. Kupchick said she was proud of the Town moving forward and wanted to share it with the RTM.

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**ITEM NO. 5 ON CALL:** TO HEAR A REPORT ON TOWN LEASES OF HISTORIC PROPERTIES

This item was heard in Committee.

**ITEM NO. 6 ON CALL:** TO HEAR A REPORT ON THE POLLINATOR PATHWAY PROGRAM

This item was heard in Committee.

**ITEM NO. 7 ON CALL:** TO HEAR, CONSIDER AND ACT UPON THE FOLLOWING RESOLUTION AS RECOMMENDED BY THE BOARD OF SELECTMEN: “RESOLVED, THAT THE TOWN OF FAIRFIELD AUTHORIZES THE BOARD OF EDUCATION OF THE TOWN OF FAIRFIELD TO APPLY TO THE COMMISSIONER OF ADMINISTRATIVE SERVICES AND TO ACCEPT OR REJECT A GRANT FOR THE ROGER LUDLOWE MIDDLE ROOF REPLACEMENT PROJECT AT ROGER LUDLOWE MIDDLE SCHOOL; AND FURTHER RESOLVED THAT THE ROGER LUDLOWE MIDDLE SCHOOL BUILDING COMMITTEE IS HEREBY ESTABLISHED AS THE BUILDING COMMITTEE WITH REGARD TO THE ROGER LUDLOWE MIDDLE SCHOOL ROOF REPLACEMENT PROJECT AT ROGER LUDLOWE MIDDLE SCHOOL; AND FURTHER RESOLVED THAT THE TOWN OF FAIRFIELD HEREBY AUTHORIZES AT LEAST THE PREPARATION OF SCHEMATIC DRAWINGS AND OUTLINE SPECIFICATIONS FOR THE ROGER LUDLOWE MIDDLE ROOF REPLACEMENT PROJECT AT ROGER LUDLOWE MIDDLE SCHOOL.”

This item was eligible for the Consent Calendar and approved by unanimous voice vote.

**ITEM NO. 8 ON CALL:** TO HEAR, CONSIDER AND ACT UPON THE FOLLOWING RESOLUTION AS RECOMMENDED BY THE BOARD OF FINANCE: “RESOLVED, THAT THE BOND APPROPRIATION ENTITLED, ‘A RESOLUTION APPROPRIATING \$2,991,607 FOR THE COSTS OF THE ROGER LUDLOWE MIDDLE SCHOOL FULL ROOF REPLACEMENT PROJECT AND FOR ROOFING AND DESIGN SERVICES FOR THE PARTIAL ROOF REPLACEMENTS PROJECTS AT SHERMAN AND MCKINLEY ELEMENTARY SCHOOLS AND AUTHORIZING THE ISSUANCE OF BONDS TO FINANCE SUCH APPROPRIATION,’ CONSISTING OF THREE PAGES, A COPY OF WHICH IS ATTACHED HERETO, BE, AND HEREBY IS, APPROVED.”

Jay Wolk, District 5 moved this item as distributed with the Call, duly seconded.

**VOTE:** The bond resolution in the amount of \$2,991,607 for the roof replacement projects was approved by unanimous voice vote.

**ITEM NO. 9 ON CALL:** TO HEAR, CONSIDER AND ACT UPON THE FOLLOWING RESOLUTION AS APPROVED BY THE BOARD OF FINANCE: A RESOLUTION APPROVING THE TRANSFER OF FISCAL YEAR 2020-2021 REVENUE SURPLUS: **WHEREAS**, THE TOWN OF FAIRFIELD (“THE TOWN”) IS ENDING THE 2020-2021 FISCAL YEAR WITH AN APPROXIMATE

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\$9,885,000 OPERATING FUND SURPLUS (“THE SURPLUS”); AND **WHEREAS**, \$3 MILLION OF THE SURPLUS AMOUNT IS RELATED TO ACTUAL EXPENDITURES THAT WERE LESS THAN THE AMOUNT OF EXPENDITURES BUDGETED (“SPENDING SURPLUS”); AND **WHEREAS**, ON OCTOBER 5, 2021, THE BOARD OF FINANCE UNANIMOUSLY APPROVED THE UTILIZATION OF \$1,322,000 OF THE SPENDING SURPLUS TO FUND THE BALANCE OF THE FISCAL YEAR 2019-2020 ACTUARIALLY DETERMINED EMPLOYER CONTRIBUTION (ADEC) TO THE OTHER POST EMPLOYMENT BENEFIT (OPEB) FUND; AND **WHEREAS**, THE REMAINING SPENDING SURPLUS IS EXPECTED TO BE DEPOSITED INTO THE TOWN’S FUND BALANCE; AND **WHEREAS**, 6,885,000 OF THE SURPLUS AMOUNT IS RELATED TO ACTUAL REVENUE RECEIPTS THAT EXCEEDED THE AMOUNT OF BUDGETED REVENUE (“REVENUE SURPLUS”); AND **WHEREAS**, THE TOWN CONTINUES TO BE CONFRONTED WITH THE IMPACT OF FILL PILE CONTAMINATION AND RELATED COSTS, WHICH ARE PROJECTED TO GREATLY EXCEED THE AMOUNT OF THE REVENUE SURPLUS; AND **RESOLVED**, THAT, THE TOWN HEREBY AUTHORIZES, APPROVES AND DIRECTS THE TRANSFER OF THE FISCAL YEAR 2020-2021 REVENUE SURPLUS TO THE FILL PILE REMEDIATION ACCOUNT AS FOLLOWS:

Increase: Current Year Levy	\$ 1,250,000	01080-40000
Increase: Prior Year Levy	\$ 2,250,000	01080-40010
Increase: Interest on Delinquent Taxes	\$ 550,000	01080-40020
Increase: Town Clerk-Conveyance	\$ 1,700,000	01001-42312
Increase: H Smith Rich-Golf Fees	\$ 550,000	01007-42471
Increase: Storm Isaias FEMA Reimbursement	\$ 585,000	01001-49998
Increase: Transfers Out-CNR- Remed Acct	\$ 6,885,000	01011010-58950

Lisa Havey, District 6 moved to waive the reading of the item, duly seconded and carried unanimously.

This item was amended by the Board of Finance at its 10/21/2021 meeting and voted on by the Board of Selectmen at a special meeting today. Pamela Iacono moved and Liz Zezima seconded to amend the Call to reflect the amendments as approved by the Boards of Finance and Selectmen, respectively, and reflected above. The motion carried by unanimous voice vote.

The Board of Finance increased the Storm Isaias FEMA reimbursement to \$585,000 and the transfers out CNR Remed Acct to \$6,885,000.

Bill Gerber asked what the remaining exposure this year is. Mr. Schmitt said GASB is about reporting whether or not we appropriate money. The Town is working with the consultant and auditor regarding the appropriate disclosures. We are restricting the \$6 million on our own for fill pile remediation expenses. The Official Statement will be updated with appropriate disclosures when bonds are issued next year. It does not have an impact on the budget, but it has an impact on our assets. Mr. Gerber asked if there is surplus to cover this; Mr. Schmitt said it will continue to change.

Lisa Havey, District 6 asked where the money came from for Town employee health testing. First

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Selectwoman Kupchick said employees who worked in the area were tested through Yale and it was paid for through human resources prior to her election as First Selectwoman.

Pamela Iacono asked if these monies were just for remediation or did they include legal fees. Ms. Kupchick said legal fees are in a separate account.

John Kuhn noted there's no restricted cash account just a liability account but does the higher amount need to be disclosed. Mr. Schmitt said the Town must account for a liability number in the financial report. It must be a discreet number. This was disclosed in our last Official Statement and will be updated again with the next bond issue.

Karen Wackerman, District 7 asked if testing can be accelerated now that these funds are set aside. Ms. Kupchick said there are 50 sites; most were tested, but some had to be re-tested. The Town must negotiate with the DEEP and the LEPs in accordance with environmental regulations.

**VOTE:** The revenue surplus transfer for FY21 in the amount of \$6,885,000 to the Fill Pile Remediation Acct was approved by unanimous voice vote.

**ADJOURNMENT:**

There being no further business, the meeting adjourned at 10:03 PM.

Respectfully submitted,

Elizabeth P. Browne, MMC, MCTC  
Town Clerk

# MODERNIZING TOWN GOVERNMENT FOR TODAY & TOMORROW

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FIRST SELECTWOMAN BRENDA KUPCHICK  
TOWN OF FAIRFIELD



# Historical Context: Voluntary Early Retirement Incentive Proposal

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- An Early Retirement package was offered in 2009, however, that plan had no financial analysis and was not brought to the RTM for a vote.
- In 2009, after the VERIP, the administration did not reorganize, or make any process and accountability changes. Further, they did not do any follow up analysis.
- In continuing on my efforts of a transparent and accountable government, my administration presented a VERIP to the RTM for input and a vote.
- While union contracts prevent many necessary changes, the VERIP was the first step to help allow for reform and modernizing town government.

VERIP

HIRING A MODERN  
DAY WORKFORCE

MODERNIZATION

EMPLOYEE  
TRAININGS

REORGANIZE TOWN  
GOVERNMENT

A government that is more efficient,  
responsive and affordable to residents.



VERIP was the first phase in a multi-step approach to reform and modernize town government.

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- To support **Modernizing** town government
- To **Improve** Service to Town Residents
- To **Reorganize** town departments to create efficiencies and eliminate duplication/waste
- Make government **smaller, more efficient, and smarter** through technological advancements and managerial improvements
- **Change the culture** within town government to improve the customer service experience

# Change in Workplace Culture in Town Government

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Restructuring Government to Produce Efficiencies and to Emphasize a Customer Service Approach:

- Consolidate/eliminate positions no longer required
- Create new positions that better fit operational needs
- Modern workforce to maximize the use of technology
- Emphasize a customer service centric approach



# FY 21 VERIP Financial Projections vs Actuals

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- We projected a FY21 NET budget savings of \$163,479
  - Total Costs: \$344,613
  - Total Savings: \$508,092
  
- Actual NET Savings FY 21: **\$250,814**
  
- 17 employees elected to take the VERIP across 11 departments
- 4 net positions eliminated
  - Turned over just under 10% of workforce (excluding Police, Fire and BOE)

# FY21 VERIP IMPACT

<u>Dept Name</u>	<u>JOB TITLE</u>	<u>Salary</u>	<u>Salary Savings</u>	<u>Vacation PAYOUT</u>	<u>PT Cost FY21</u>	<u>Replacement FY21</u>	<u>TOTAL FY21</u>
Human Resources	HR ASSIST	\$ 75,353	\$ (34,778)	\$ 14,233	\$ 13,000	\$ 15,000	\$ 7,455
DPW Admin	AST DIR PW	\$ 137,791	\$ (63,596)	\$ 24,740	\$ 24,000	\$ -	\$ (14,856)
Building	BLDG OFF	\$ 130,366	\$ (60,169)	\$ 32,253	\$ 34,000	\$ 20,000	\$ 26,084
Solid Waste & Recycling	SW MGR	\$ 100,333	\$ (46,308)	\$ 14,508	\$ -	\$ -	\$ (31,800)
DPW	Contract Mgr	\$ 116,504	\$ (53,771)	\$ 16,821	\$ -	\$ -	\$ (36,950)
Police	SECY A	\$ 73,297	\$ (33,829)	\$ 17,490	\$ 8,000	\$ -	\$ (8,340)
DPW Admin	SECY A	\$ 73,297	\$ (33,829)	\$ 10,462	\$ -	\$ 28,000	\$ 4,633
Assessor	SECY A	\$ 73,297	\$ (33,829)	\$ 19,308	\$ 11,000	\$ -	\$ (3,522)
Library	CUSTODIAN	\$ 55,330	\$ (25,537)	\$ 11,739	\$ -	\$ -	\$ (13,798)
Health	SANTIARIAN	\$ 100,519	\$ (46,393)	\$ 11,405	\$ -	\$ -	\$ (34,988)
TP&Z	PLAN/DRFT	\$ 86,237	\$ (39,802)	\$ 23,065	\$ -	\$ 5,000	\$ (11,737)
Assessor	CLRK TYP3	\$ 60,879	\$ (28,098)	\$ 10,903	\$ 11,000	\$ -	\$ (6,195)
Smith Rich	CHIEF MECH	\$ 69,784	\$ (32,208)	\$ 13,833	\$ -	\$ -	\$ (18,375)
DPW	FOREMAN 3	\$ 76,752	\$ (35,424)	\$ 8,299	\$ -	\$ -	\$ (27,125)
DPW	AEO III	\$ 73,320	\$ (33,840)	\$ 14,111	\$ -	\$ -	\$ (19,729)
DPW	MAINT IV	\$ 75,441	\$ (34,819)	\$ 3,639	\$ -	\$ -	\$ (31,180)
DPW	CHIEF MECH	\$ 86,875	\$ (40,096)	\$ 9,703	\$ -	\$ -	\$ (30,393)
	<b>Totals</b>	<b>\$ 1,465,375</b>	<b>\$ (676,327)</b>	<b>\$ 256,514</b>	<b>\$ 101,000</b>	<b>\$ 68,000</b>	<b>\$ (250,814)</b>

**Salary** - FY 21 budgeted salary amount for the VERIP participant

**Salary Savings** - Salary savings for the time that the participant was no longer in the position during FY 21

**Vacation Payout** - The amount the Town is required to pay the participant based on their pay rate and number of unused vacation days

**PT Cost FY21** - The total amount paid for part-time help after the participant left Town service

**Replacement FY21** - The pro-rated amount paid to a new employee hired to replace the VERIP participant

**Total FY21** - The net impact of all of the above costs and savings

Department	Job Class Description/Title	FY21 Budgeted Salary	FY22 Final Salary	FY22 Actual minus FY21	Position Status
<b>VERIP Program Changes</b>					
PUBLIC WORKS	CONTRACT MANAGER	\$116,505	\$0	(\$116,505)	Position Eliminated
PUBLIC WORKS	MAINTENANCE REPAIRMAN IV	\$75,442	NA	NA	Position Vacant
PUBLIC WORKS	CHIEF MECHANIC	\$86,875	NA	NA	Position Vacant
SOLID WASTE	SOLID WASTE MANAGER	\$100,333	\$0	(\$100,333)	Position Reorganized w/ Assistant Director of Public Works
ASSESSOR	CLERK TYPIST 3	\$60,879	NA	NA	Position Reposted
PLANNING & ZONING	PLANNER	\$86,237	\$85,085	(\$1,152)	Position Reorganized - Replaced with Asst. Zoning Enforcement Officer
HUMAN RESOURCES	HUMAN RESOURCES ASSISTANT	\$75,353	NA	NA	Position Reposted
PUBLIC WORKS	ASSISTANT DIR OF PUBLIC WORKS	\$137,791	\$110,517	(\$27,274)	Position Reorganized - Absorbed Solid Waste & Reclying Responsibilities
BUILDING	BUILDING OFFICIAL	\$130,366	\$119,602	(\$10,764)	Position Filled
PUBLIC WORKS	SECRETARY A	\$73,297	\$67,458	(\$5,839)	Position Filled
HSR GOLF	CHIEF MECHANIC	\$69,784	\$0	(\$69,784)	Position Eliminated
ASSESSOR	SECRETARY A	\$73,297	\$54,340	(\$18,957)	Position Vacant
POLICE	SECRETARY A	\$73,297	NA	NA	Position Vacant
PUBLIC WORKS	FOREMAN III	\$76,752	NA	NA	Position Vacant
LIBRARY	CUSTODIAN	\$55,330	\$0	(\$55,330)	Position Eliminated
HEALTH	SANITARIAN A	\$100,519	NA	NA	Position Vacant
PUBLIC WORKS	AUTO EQUIPMENT OPER III	\$73,320	NA	NA	Position Vacant
CONTRACTUAL	LUMP SUM PAYOUT	VERIP CONTRACT	\$75,000	\$75,000	Contractual Obligation
		<b>\$1,465,377</b>	<b>\$437,002</b>	<b>(\$405,939)</b>	
<b>Other Reorganization Personnel Changes</b>					
CONSERVATION	CONSERVATION DIRECTOR	\$128,069	\$115,000	(\$13,069)	Position Filled
CONSERVATION	CONSERVATION ADMINISTRATOR	\$123,434	\$0	(\$123,434)	Position Eliminated
ENGINEERING	SENIOR CIVIL ENGINEER	\$116,505	\$84,326	(\$32,179)	Position Filled
COMM ECON DEV	MARKETING COORDINATOR	\$53,760	\$60,444	\$6,684	Position Filled
SOLID WASTE	RECYCLING COORDINATOR	\$67,458	\$0	(\$67,458)	Position Eliminated
PLANNING & ZONING	SECRETARY A	\$73,297	\$0	(\$73,297)	Position Changed to Floater
CONSERVATION	WETLANDS COMPLIANCE OFFICER	\$32,824	\$71,228	\$38,404	Position changed from PT to FT
PUBLIC WORKS ADMIN	DPW FINANCE ANALYST	NEW	\$75,000	NA	Position Vacant
MAIN LIBRARY	CUSTODIAL WORK	REPLACEMENT	\$30,000	\$30,000	Position Changed from PT to FT
PURCHASING	JUNIOR BUYER	NEW	\$57,250	\$57,250	Position Filled
FIRE	FIRE INSPECTOR	NEW - START 1/1	\$42,501	NA	Position Vacant
HSR GOLF	MECHANIC - PART TIME	REPLACEMENT	\$30,000	\$30,000	Position changed from PT to FT
FINANCE	GRANT COORDINATOR	NEW	\$35,000	\$35,000	Position Filled
CONSERVATION	CONSULTANT	TEMPORARY	\$20,000	\$20,000	Temporary Contract Completed
BUILDING	ADM ASST - FLOATER	REPLACEMENT	\$67,458	\$67,458	Position Filled
		<b>\$595,347</b>	<b>\$688,207</b>	<b>(\$24,641)</b>	
<b>NET IMPACT</b>		<b>\$2,060,724</b>	<b>\$1,125,209</b>	<b>(\$430,580)</b>	

FY 21 Salary - Indicates the budgeted salary for a given position last fiscal year (FY 21)

FY 22 Final Salary - Indicates the final salary amount if the position has been refilled



# Ongoing Recruitment Challenges

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- Candidate recruitment for government jobs remains a challenge in this labor market
  - Remote work options in the private sector
  - Competitive salaries – critical positions are lower than neighboring towns, we have several vacancies in DPW laborers
  - Generational challenges
  - Work space in certain government facilities are not adequate
  - Union contracts



# Modernization

*Making government more user friendly & efficient*

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- ✓ Online credit card processing for Solid Waste and Recycling, Town Clerk, Economic Development
- ✓ Online job application system replacing paper applications; 25 job descriptions have been updated thus far
- ✓ Parking App for Train Station Parking
- ✓ Anonymous Police Tip App
- ✓ Updated conference rooms with audio/visual technology
- ✓ Flood Monitoring Cameras
- ✓ Paving Management Analysis
- ✓ First Selectwoman Newsletter, Town Social Media Accounts
- ✓ Online employee training



# Modernization

*Making government more user friendly & efficient*

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Coming Soon:

- Online permitting launching next month, with credit card processing capability
- ECC Joint Communications Center
- Fire Alerting System
- Zoom Rooms for Hybrid Town Board Meetings
- Axon Body & Dash Cameras – Police Department
- Electric Vehicle Car Fleet
- Digitizing Town Records
- Reorganizing Town Office Space
- Town Website





# Employee Trainings

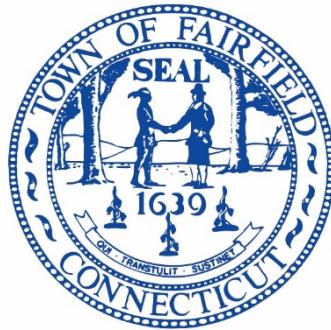
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- Professional development and continuing training for employees is critical to our shared success
- Additional employee trainings are scheduled for November. Topics include:
  - Managing in the Public Sector (Department Heads)
  - Building Effective Work Teams for Managers
  - Munis – Government Operations Software (Finance, HR & Purchasing)
  - Excellence in Customer Service
  - Excellence in Colleague Communication
  - Seeing Is Believing: Anti-racism, Equity & Inclusion in a Diverse Workplace
  - Workplace Sexual Harassment & Discrimination Prevention
  - Active Aggressor/Shooting
  - Graphics – Flyers and Social Media
  - Website Updates
  - Microsoft Trainings



## Fairfield Town Employee Pledge

Established February 2021



***We will exemplify the Town's mission, vision, and values:***

***Be an ambassador***

*Maintain a positive attitude*

*Greet everyone courteously*

*Always be professional*

***Treat every customer with importance***

*Be respectful*

*Treat residents and colleagues with an equal sense of urgency*

*Keep your promises and commitments*

***Provide prompt, accurate service***

*Take ownership/be accountable*

*Be knowledgeable and helpful*

*Follow up with customers*

*We pledge to do our part to make our departments and our Town the model for excellent customer service; to treat all customers (colleagues and residents) with respect and friendliness.*

*We will take ownership of any problem that is within our power to solve and will do so with a positive and professional attitude.*



# Summary

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- FY21 Budgetary savings
- HR is documenting personnel issues
- Decreased customer service complaints to my office
- New hires making a difference
- Reorganization and modernization is ongoing