

# Select Ed!

Ed Edelson for First Selectman

**Ed Edelson for  
First Selectman of Southbury  
2013 Compendium of Position Papers  
Keep Advancing Southbury!**

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Dear citizen,

In this packet we have put together a series of position papers outlining both what my administration has been able to accomplish over the past two years and the vision I have for the future. All that we, as a town, have gotten done in such a short time is truly extraordinary and it could not have been done without the tireless work of town employees and volunteers. It is these folks that make Southbury such a wonderful place to live.

This election is an important one for Southbury to keep the progress we have made towards a more transparent, collaborative and proactive government. As a town, we cannot afford to return to a style of governance that is uninterested in the day-to-day workings of the vibrant community that Southbury is. We need a First Selectman that has proven he can get things done and one that has a plan for the future.

I hope I have earned your support over the past two years and that I can count on your vote November 5<sup>th</sup>.

Yours truly,

A handwritten signature in dark ink, reading "Ed Edelson". The signature is fluid and cursive, with the first "E" being particularly large and stylized.

Ed Edelson

## Investing in our Youth

**Position:** All of us agree that investing in the safety and enrichment of our youth is one of the community's most important responsibilities. They represent our society's future and just as we have benefitted from the investments made by past generations, we must, even in tough financial times, continue to support the young in our community.

**Accomplishments:** As First Selectman, my administration has focused on several key initiatives to ensure that our youth have the community assets they need to grow, learn and become responsible citizens. Together with the rest of the Board of Selectmen and the Board of Education we:

- **Championed the concept of Community Center.** I personally led the Board of Selectmen to form an exploratory committee and guided it to meet its goal of a presentation and recommendation by end of 2012. This is an idea that has been discussed for decades but has never moved this far forward
- **Scheduled monthly meeting with Region 15 to discuss topics of mutual interest.** I was also asked to be at the opening meeting of the negotiations on the teacher's contract and have attended the convocations for Region 15 staff in 2012 and 2013 as well as many Board of Education meetings, including their Strategic Planning Exercise.
- **Worked with the Parks and Recreation director and commission to focus on getting the funding for new and expanded basketball courts.** In 2011, the courts at Community House Park were dangerous and dilapidated
- **Purchased and installed a seasonal ice-skating rink for Community House Park and made other important recreational upgrades.** These increased the safety and enjoyment of parks across town.
- **Requested that our liability insurance company perform a review of our playgrounds.** This review was completed from a safety prospective and confirmed that the playground at Ballantine Park should be replaced. It also identified a number of other changes to reduce our liability, in case of accident.
- **Took the initiative of sending a letter to all of the residents in the area of Cederland Park to ask for their input before making changes.** These were desperately needed as the park has been in a state of disrepair.
- **Partnered with Southbury Middlebury Acting Responsibly (SMART) for the town's first Trail's Day Weekend.** Here we showed a film about the importance of children experiencing the outdoors.

**Vision:** While I am proud of all these accomplishments, there is still so much more to do in order to follow through on the initiatives noted above and to continue to make some new areas that need attention. My priorities going forward will include:

- **Continuing role as political advisor to Board of Managers of the Pomperaug Regional Community Center.** The Board of Managers of the new private organization is off to a great start. However, it is critical that local and state government stay involved – to help where we can and to make sure the overall community interests are being addressed.
- **Encouraging participation** by our neighboring town’s First Selectmen and our legislative leaders who might become critical for future fund raising.
- **Increasing participation with SMART** now that we have worked to assign them the lead responsibility as our Local Prevention Council
- **Completing the replacement of the Ballantine Park playground equipment with a modern, safe and exciting upgrade.** This will build on the enhancements made to the basketball court and the kitchen facilities at the Pavilion
- **Working with the local community and the Parks and Recreation Commission** to address the neglected condition of Cedarlands park
- **Enhancing the former Town Beach into a desirable River Road Park** the highlights the beauty of this location as a site for picnicking and passive recreation.
- **More effectively marketing** the summer camp (Little Acorns, Mighty Oaks and TeenScape) and swimming pool programs
- **Working closely with the new Superintendent** to foster more collaboration with Region 15

All of these efforts require effective communication with the Parks and Recreation Commission, Board of Selectmen and Board of Education as well as the staff in the Town of Southbury and Region 15. We, as a Democratic Board of Selectmen, have shown that we know how to do that and look forward to making sure our youth have the assets they need to grow and prosper. We cannot afford to return to the impassiveness and indifference that marked previous administrations in Southbury. The momentum created through these past two years must continue if we are to keep Southbury the town in which we want to live, learn, work and play.

## Maintaining our Infrastructure

**Position:** Maintenance of our roads, bridges and buildings in the past has been inconsistent at best. Some has been kept in good repair while others have been ignored. As First Selectman, I have taken a strong position that ignoring our infrastructure is not acceptable. However, our resources are not limitless so it is critical that we objectively assess how we can prioritize our infrastructure projects and take appropriate action in the future. As reviewed below we embarked on an aggressive program to do this but more work is needed.

**Accomplishments:** As First Selectman, my administration has focused on several key initiatives to identify our infrastructure problems. We:

- **Lobbied successfully for the re-inclusion of Exit 16 interchange upgrade into Connecticut Department of Transportation plans.** It had previously been deleted due to lack of interest from Southbury. Exit 14 and 15 were also reintroduced into their plans.
- **Adopted an objective methodology to rate and rank roads in need of repair.** This helped to identify “forgotten” methods (repair cracks before they become potholes) to lengthen life of improved roads.
- **Implemented and effectively marketed a “Service Request System” for residents to be able to identify and track problems.** This has greatly expanded the number of observations of circumstances where repair needed to be initiated before becoming a more significant problem. This became a very useful management tool for determining how resources are being utilized, thus increasing efficiency and saving the town money.
- **Selected a new provider for waste management and based on aggressive and successful negotiations lowered our costs significantly.** We also avoided incurring a greater expense to the Town by leaving the prior vendor.
- **Through the use of an aggressive bidding approach established an “on-call” engineering program which provided improved access to engineering support.** By having an on-call engineer we are able to competitively bid rates and guarantee rapid, high quality engineering on future projects.
- **Identified Pomperaug River Bridge and River Road as long neglected infrastructure challenges that needed to be immediately addressed.** Working with our regional partners, Board of Finance and on-call engineers, secured funds to begin the design and engineering phase of the repair and replacement of the bridge.
- **Implemented new approach to snow and ice removal.** This has made our winter storm recover more efficient and providing a drier (and therefore safer) road, sooner.

**Vision:** While I am proud of all these accomplishments, a town's infrastructure needs constant attention and repair. As a community we must follow through on projects already begun and to continue to identify new areas that need improvement. My priorities going forward will include

- **Focus** on Pomperaug River Bridge refurbishment
- **Assess and resolve** road structure problems along River Road
- **Continuous improvement** in our Road Program
- **Address** safety of dam and overflow at Transylvania Pond
- **Submit a new application** for a MicroGrid to provide robust energy supply at the Town Campus
- **Continue to improve** energy efficiency, energy conservation and renewable energy with the guidance of the Energy Task Force

There is the old adage of “pay me now or pay me later”. Too many governmental entities have found this all too true when it comes to delaying infrastructure problems. Typically the cost is much greater when maintenance issues are left unattended and turn into major repair or replacement costs. Southbury must avoid that path and continue to apply the pro-active approach that I have championed these past two years.

## Making Southbury a Safer Community

**Position:** Southbury is a very safe community and our dedicated first responders are the key reason for this. As First Selectman, I was honored to speak on their behalf in a video produced by the St. Mary's Foundation to honor First Responders in our region, many of whom were tested during the tragedy at Sandy Hook last year. However, twice during my administration, our community has been tested with significant natural disasters. For these challenges and the many other disruptions that occur in town everyday, it is the responsibility of the Office of First Selectman to ensure that our First Responders have the right resources, equipment, and policies in place, to address these events as they occur.

**Accomplishments:** My administration has prided itself on the progress we have made by maintaining a continual dialogue with our Police, Ambulance and Fire Department. We:

- **Have marked our town's police cars.** For decades Southbury's police cars have been unidentified. This removes an important deterrent as well as a being a safety factor for our police. The existing vehicles have been outfitted with decals and a new decal has been designed by our officers for newly acquired vehicles
- **Are transitioning from police cruisers to SUV's:** Given the evolving position about police pursuit, I encouraged the police to experiment with SUV's to replace the standard cruiser. It provides more versatility. The first SUV – Explorer has been purchased and the majority of the police force would like to see more of these added.
- **Implemented License Plate Reader technology with a grant from State Police Association:** The correlation of unregistered vehicles to criminal behavior including drunk-driving convictions was very strong and led me to champion this upgrade. Despite a few start-up issues with the new technology, it is now a significant asset of the police department.
- **Upgraded the evidence locker at the Police Department:** from open shelves of a supply cabinet to a segregated and separately locked professional evidence locker.
- **Improved our Emergency Response Plan in the area of Communications.** Using this my team led the response during two natural disasters with extensive public communication and coordination of the emergency services.
- **Effectively used Code Red:** evaluated and purchased more economic plan to save money.
- **Enhanced Emergency Response Manager position:** 100 fold increase in time and effort to this critical activity by reallocating resources
- **Purchased the first set of Tasers:** These give our police more options to



control violent people without resorting to deadly force.

**Vision:** Addressing new challenges and risks to the safety of Southbury residents is my most important responsibility. With that in mind, we must anticipate new obstacles and stay prepared for whatever challenges to the safety of our community lie ahead. In the future I will look to:

- **Create new positions in existing police department,** these could include a Community Resource Officer for Heritage Village and other positions that focus on addressing the real threats to our community.
- **Encourage Active Shooter training** at major gathering centers beyond school buildings.
- **Champion use of individual cameras for police:** these are to be worn instead of more expensive and limited capability dash board cameras.
- **Upgrade of video surveillance from analog based cameras to digital:** these will be Wi-Fi enabled cameras that are less expensive and more flexible to deploy
- **Continue to evaluate the best organizational design for our First Responder organizations:** in light of new technology, new requirements and the need for more efficiency to drive down costs, we must always remain flexible to changes and keep an open line of communication between our First Responders and the administration

It has been an honor to meet and work with the Southbury Police, Firefighters and Ambulance corps. These men and women keep Southbury safe and deserve only the best from their elected officials. This is why I have made, and will continue to make it, a priority to maintain the active and flexible dialogue that is necessary to best serve them, so they can serve our community.

## Creating a 21<sup>st</sup> Century Information Technology Foundation

**Position:** Every modern organization relies on effective and up-to-date information technology that allows for more efficiency and reliability. Achieving this requires intelligent investment in the appropriate hardware, software, personnel and training. In recent years, Southbury had fallen far behind in these areas. Significant improvements have been made in the last two years to identify areas in need of change and in initiating those changes. Much more work needs to be done to be able to replicate the benefits that have been achieved in the private sector as well as other public sector organizations.

**Accomplishments:** As First Selectman, my administration has made improvements in several key information technology areas, these include:

- **Upgrading** the audio-visual equipment in the Town Hall meeting room to facilitate more effective meetings where information can be shared easily with the public.
- **Identifying** a more cost-effective and reliable telephone system based on fiber optics.
- **Transitioning** from a server-based e-mail system to a cloud-based system that will provide more flexibility, lower operating costs, lower future capital investment and expand e-mail to police officers as well as board and commission members.
- **Implementing** of the laptops with the appropriate communication networking to meet the needs of a modern police force
- **Encouraging** use of tablets for land-us enforcement officers so they can spend more time in the field working with businesses and residents. Tablets have become an essential tool for Public Works where they use it to monitor progress on work orders while in the field.
- **Training** employees on basic office productivity tools.

**Vision:** Information Technology continues to change and provide more opportunities to provide better services at lower cost. We will be continuing to monitor the significant potential of the Nutmeg Network that the State of Connecticut is deploying as this may allow for significant changes in shared services across small towns. In addition, we will continue to share ideas with Region 15's Information Technology staff to identify areas like the library where we can leverage off each others knowledge and infrastructure. Having common tools can be advantageous in times of emergency (another subject area that will be explored in a future paper). Some specific areas that I will focus on in the future include:

- **Continuing to improve on the information technology foundation** with expanded fiber to additional Town buildings like the Fire House and Police

Station;

- **Explore more cloud based computing** to facilitate more reliable data sharing, back-up capability and cost savings
- **Expand wireless network** to parks and recreational facilities like the pool to provide residents with the access they want but more importantly with the foundation to deploy security tools where appropriate. For example, a wireless connection at the town pool would allow for cameras to monitor activity in the pool to provide better supervision and documentation if something was to go amiss.
- **Continue to train employees** on basic office productivity tools while looking for more integrated software approaches to address town functions. Today we rely on too many stand alone small applications that do not effectively communicate with each other.
- **Identify a comprehensive strategy** for electronic document storage that allows for improved sharing across departments so that we can achieve future efficiencies in how the town operates.

Prior administrations were reluctant to invest in information technology despite the results of consultant studies and the encouragement of the Board of Finance, which I was a member of at that time. We have come a long way to bring Southbury into the 21<sup>st</sup> Century but there is much more potential for improvement with the right leadership. I strongly believe I have provided that leadership based on my many years of corporate experience in designing, building and implementing Information Technology solutions. I look forward to continuing to do that for Southbury.

## Building a Stronger Sense of Community

**Position:** As our town prepares for Southbury Celebration 2013 on Saturday, September 28<sup>th</sup>, my fifth position paper on the topic of “Building a Stronger Sense of Community” is very appropriate. As with our prior position papers, I have highlighted the accomplishments in my first term as well as my vision for the future. Helping to foster a strong sense of community is key to so much of what we do; it is the glue that holds us together so that we can get things done as a community. I am delighted to hear so many people say to me that since our administration has taken office they have felt more connected to this community, but this is not something my administration can take credit for. It is instead a motivation that drove me to run for First Selectman two years ago. At that time, I said that the office was more than just being the manager of local government – it was about being a leader who is able to bring all facets of the community together. I still believe that.

**Accomplishments:** Overall, the sense of openness and commitment to communicating with the citizens of Southbury has been a critical foundation to all that we have done to build a strong sense of community. This includes the high level of press releases, the amount of information available on the website, the emails that are sent out each week to inform people of upcoming opportunities in town and the appropriate use of social media. However, there have been some specific events and activities during my administration that have illustrated this motivation. We:

- **Produced “Home of the Brave – When Southbury said “No!” to the Nazi’s”**, the documentary which commemorates the 75<sup>th</sup> anniversary of the town blocking an American Bund camp near Kettle town State Park
- **Established Southbury’s first Community Gardens**, including its commitment to contribute food grown to the Southbury Food Bank.
- Organized a 225<sup>th</sup> anniversary celebration of Town Hall complete with speakers and copies of a replica of the original Charter
- **Assisted Southbury Food Bank with finding additional storage space** in the basement of the Southbury Public library
- **Attended monthly Southbury Business Association meetings**, as a former vice-president of the association, keeping in touch with the town’s foremost group of businesses is a tremendous asset
- **Volunteered for Connecticut Farm Bank’s “Mobile Pantry”**, this has allowed me to not only help out a great program but also hear from folks in town and the surrounding communities who
- Participate in the Needy Fund annual Christmas toy drive in cooperation with the Police
- **Attended and participated in several highlights on the town calendar;** these include the 280<sup>th</sup> anniversary of the United Church of Christ; numerous Eagle Scout Award and Girl Scout Gold Award ceremonies; the Southbury

chapter of the Western Region Hospice; and the Memorial Day parade and Southbury Celebrations.

- Participate in monthly meetings with Region 15 Superintendent, attend Region 15 Board of Education meetings
- Conduct monthly meetings with Heritage Village Master Association.

**Vision:** In addition to continuing most of the items above, I think there is more opportunity to do even more by:

- **Continue to assist the Home of the Brave** committee in exploring new ways to have the story be told and to use it to promote tourism in Southbury
- **Establish an arts council** to promote and coordinate the arts in Southbury (performing, visual, etc.)
- **Work with Southbury-Middlebury Acting Responsibly Together (SMART)** to promote community conversations on important topics like substance abuse and creating positive community assets that reduce risky behavior by children and young adults.

I believe the community has come together in many important ways in the past two years that both further appreciate our heritage and our need to work together. However, there is always more we can do.

## Communicating Effectively with the Public

**Position:** I have been extremely proud of the number of compliments my administration has received for the progress we have made on communicating effectively with the citizens of Southbury. This includes keeping citizens informed during natural disasters, our e-mail “blasts” of weekly community events, the creative use of social media to highlight governmental activity and the expanded use of the town website, making it easier for people to know, and interact with, their government. Much of this was the logical follow-through on how we ran our campaign in 2011 with extensive use of a website and publishing of positions papers and video, Facebook and direct e-mail/newsletters. However, under my leadership and by establishing a new social media position, departments across town services have brought new ideas and creativity to the table that have exceeded any expectations I had. This has been truly a team effort and the community has clearly appreciated the results.

**Accomplishments:** Over the past two years we have:

- **Improved the home page on town website** with new sections of media releases and legal notices, upcoming events and First Selectman message
- **Enhanced navigation on the website** and expanded “ key buttons” on the home page to go to Service Requests, Procurement, Geographic Information System, and volunteer opportunities
- **Developed online application forms** that simplify the submission process
- **Added new e-blasts categories**, including Upcoming Events that are sent weekly, and Competitive Bids alerting users of every new bid posted
- **Provided online availability** of all materials for each Board of Selectman **before** the meeting and posted audio recordings of the meetings afterward
- **Established Facebook and Twitter accounts for First Selectman** and provided a platform for frequent posts about a variety of town related activities, the work of First Selectman, and was also extremely useful in providing many residents with information during storms
- **Created a First Selectman message concept** and provided over 40 in depth essays about critical issues facing the town like the budget, substance abuse, recycling, and purchasing
- **Wrote and distributed a stewardship report** on my first 100 days and my first year in office comparing my campaign commitments to my administration’s accomplishments

**Vision:** Our vision remains clear – communicating effectively is critical to a well-informed public and a properly managed government. This is an area where we have made significant progress and our mindset going forward will continue to

search for ways to better the vital back and forth between citizens and Town Hall. One initiative we are continuing to work on is the placing of all forms online so that citizens can download and fill them out at home. This would save time and resources at Town Hall and facilitate the use of these forms by those who need them. While we currently have several already up, there is a long way to go to fully digitalize them. On a larger scale we will always continue to monitor new technology including video to find more cost-effective ways to reach more residents and stakeholders. Communicating effectively with the public is an obligation of town government and there is always room for improvement. I can promise that in my second administration I will continue to push for further transparency and evermore efficient and reliable communication.

## Protecting our Natural Environment for Future Generations

**Position:** From the moment I arrived in Southbury I have been impressed with the quality of the environment – the beauty, the thoughtfulness that has gone into the planning and the awareness of the importance of the local natural resources like the aquifer. However, I also saw many risks, especially from my experience as Inland Wetlands Commissioner and as executive director of the Pomperaug River Watershed Coalition. I believe strongly in that *“we do not inherit the earth from our ancestors; we borrow it from our children”*. As the leader of the community, the First Selectman should strive to leave our community in better shape than it was when he or she took office. Given the challenges of climate change, demographic shifts and new technology, this will continue to be an ever-present challenge and opportunity.

**Accomplishments:** My first term has been highlighted by strong list of accomplishments and the start of many important initiatives. We have:

- Encouraged and helped develop legislation to permanently preserve the 900+ acres of prime farmlands at the Southbury Training School – an important campaign commitment from 2011
- Were awarded a grant of \$95,000 to support the purchase of open space property thus allowing the Town’s existing Open Space reserve to be used for future purchases.
- Converted the “Shortt Property” to Open Space and added new trail to connect to existing network of trails at adjacent Janie Pierce Park.
- Established a new recycling program with several key projects: branding “Go Green Go Southbury”, recycle bins for our recreational parks, paint recycling program, enhanced electronic recycling program, joint initiative with local Business Community to promote recycling
- Coordinated a collaborative approach in Southbury conjunction with national Trails Day; collaboration with Southbury Land Trust, Southbury Conservation Commission, Audubon Center at the Bent of the River, Pomperaug River Watershed Coalition
- Partnered with Audubon Bent of the River on Southbury’s first Environmental Awareness Day
- Created the Community Gardens at Settlers Park from which a portion of produce harvested goes to Southbury Food Bank.
- Improved enforcement of wetlands and zoning by tightening up penalties from a per-event to a per-day basis; something both commissions have wanted for years.
- Published “Get Out, Get Healthy” – a guide to outdoor activities in Southbury including listing of parks and trails. First update published since 1996
- Helped facilitate a relationship between AmeriCorps, Pomperaug Health District, the Town of Southbury, the Southbury Land Trust, Audubon Bent



of the River which yielded miles of clean trails and destroyed acres of invasive plants by an extraordinary group of youth

**Vision:** As I mentioned above, this is a job that is never finished. The Town of Southbury must remain committed to being good stewards of our environment. With that in mind, in my second term I plan on:

- Initiating a new agency that focuses on collaboration between State Department of Agriculture, Southbury Land Trust and Town of Southbury - to coordinate conversion of STS farmlands into multiple agricultural uses
- Revising our local storm-water-related ordinances to reduce stress on our rivers. This is needed as a result of higher levels of precipitation over recent decades, high level of impervious surfaces and the anticipated changes due to climate change. This might apply to existing facilities as well as new.
- Addressing the severe erosion at Ballantine Park now that funding has been secured
- Progressing towards the goal of a zero-waste community by continued outreach on recycling and new initiatives aimed at organic waste
- Establishing more Greenways along the Pomperaug River to add to the Greenway recently dedicated to Marc Taylor M.D.
- Working with more local small farmers to protect these lands from future development.
- Creating a new trail along Lake Lillinoah – from the Shepaug Dam to Lillinoah Cove

Since moving to Southbury, I have been an ardent advocate for the environment and I have continued this as First Selectman and I look forward to making Southbury a model community for sustainable development. We have made a great deal of progress in the last two years and working together we can do so much more.

## Bringing Modern Management Techniques to Town Hall

**Position:** Municipal Governments can no longer afford to operate as they did even a decade ago. Southbury had been slow to make changes to adopt modern management techniques long used in the private sector including the upgrade of its accounting system (2008) and providing a useful website (2009). Under my administration we have made significant progress and I believe this comes from leadership that encourages continuous improvement in the delivery of better service at lower cost combined with employee accountability. This is a never-ending process, as we must continually evaluate the benefits of new technology while reassessing what are the real needs in our community.

**Accomplishments:** On October 17<sup>th</sup>, the clock on the front of Town Hall was restarted after at least twenty years. While small, this is a great symbol of our efforts these past two years to make many improvements to our local government. Another small, yet symbolic, example was the transformation of the unused telephone switchboard area to a useful storage closet. For a decade or more, we have not had a switchboard operator but we still had the desk sitting vacant as one entered the building on the first floor. As First Selectman, I have created an environment which encourages employees to come forward with innovative ideas on how to make town services run more efficiently and these are just two small examples of employees taking the initiative to solve problems facing Southbury. Here are a few, more substantive, changes that have taken place in my first term, we:

- **Introduced the competitive bidding of medical insurance** and a switch to self-insured basis with adequate reserves resulted in the first decrease in premiums after a decade of double-digit increases
- **Established integrated Excel based budget system** to replace decades old paper system bringing efficiency and clarity to the budget process
- **Experimented with new procurement tools** to cast a wider net for prospective bidders; more transparency on the town website regarding all competitive bids in the last two years - showing results, and awarded vendor
- **Hold monthly senior staff meetings to coordinate activities** and encourage communications between departments – breaking down the “silos” that have evolved over the years
- **Created and maintained a grant tracking program** – new, existing and pending grants – so that we stay on top of opportunities and requirements of this important aspect of municipal finance
- **Moved the town to an “On-Call Engineering” approach** to providing competitively-based engineering support – after prior policy of exempting engineering from competitive bidding
- **Cleaned-up, organized and improved utilization of the Southbury Public Library basement** for the intended use of storage by town departments and,

where appropriate, non-profit groups (with consistent user agreement).

- **Brought approximately \$2 Million of volunteer-managed town money under professional management** - similar to our pension fund to increase returns at least 700%
- **Addressed outstanding audit issue associated with financial controls of library gift fund** - including segregation of duties and integrated controls
- **Eliminated need for a new \$50,000 vault by deploying modern shelving system** and intensive review and cleanup of materials stored in the current vault
- **Placed all ordinances on-line in a searchable format** making the information available to residents and businesses
- **Adopted a program which evaluates and tracks road repairs, creating more efficiencies in how we maintain our infrastructure**

**Vision:** As I mentioned above, this is an ongoing process that can only occur through transparent, collaborative and pro-active leadership. Looking forward we have some great opportunities for improve Southbury and how the Town does business. I believe we must:

- Continue to look at new ways to reorganize Town Hall so as to break down additional silos and improve efficiency
- Work in my role as Chair of the Council of Governments for the Central Naugatuck Valley to bring regional efficiencies to Town governance
- Support the Community Resource Officer in Heritage Village, while this has been made a reality there is much more work to do to insure it fulfills the great potential Officer O'Toole has in helping Villagers
- Employee and volunteer recognition program which will providing positive feedback for new ideas, efficiencies, quality work,
- Continue to evaluate expansion of IT capabilities town-wide

Over the past few years we have made a huge jump forward in how Town Services are managed, these modern techniques must be kept and further improved. This will provide even more efficiencies throughout the Town's services and will, in turn, create better services at lower costs.