

**Board of Selectmen  
Meeting Agenda  
October 5, 2023 at 7:30 pm  
Weston Town Hall Meeting Room and via Zoom**

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/86954735226>

Webinar ID: 869 5473 5226

Join by Phone: 646 558 8656

1. Call to Order
2. Pledge of Allegiance
3. Discussion / Decision to appoint Jennifer Muscato to the Library Board
4. Discussion / Decision to appoint David Goodman to the Commission on Aging
5. Discussion / Decision to appoint Rob Lamb to the Board of Ethics
6. Discussion / Decision to appoint Gayle Paquin Costello
7. Discussion / Decision regarding the following Committees:
  - a. Economic Vitality Committee
  - b. Bicycle and Pedestrian Safety Committee
  - c. Sidewalk Design and Construction
  - d. Survey Research Committee
  - e. Insurance Advisory Committee
  - f. Veterans Affairs Committee
  - g. Beautification Committee
  - h. Diversity, Equity, and Inclusion Advisory Committee
  - i. Lachat Town Farm Commission
  - j. Marketing and Communications Committee
  - k. Sustainable Weston
8. Discussion / Decision of next steps for the Volunteer Handbook
9. Discussion / Decision of the Meeting Checklist
10. Accept Resignation of Vanessa Richards from DEI Advisory Committee
11. Approval of Tax Refunds
12. Approval of Minutes from the September 26, 2023 Special Board of Selectmen Meeting
13. Adjournment

# Item 3



Darcy Barrera-Hawes, Executive Admin <executiveassistant@westonct.gov>

**\*NEW SUBMISSION\* Board, Commission, and Committee Interest Form**

1 message

Town of Weston, CT <webmaster@westonct.gov>

Mon, Sep 11, 2023 at 4:15 PM

To: "executiveassistant@westonct.gov" <executiveassistant@westonct.gov>

**Board, Commission, and Committee Interest Form**

Submission #: 2693189



You have a new online form submission.

Note: all answers displaying "\*\*\*\*\*" are marked as sensitive and must be viewed after your login.

**Full Name**

Jennifer Muscato

**Weston Address**



**Position Interested In? (Check all that apply)**

Library Board

**Phone**



**Email**



Participation requires that you are a registered voter in the Town of Weston. Are you a registered to vote in Weston?

Yes

**Political Party Affiliation:** Per state statute and town charter, this information is required to ensure minority party representation

Other

**Describe your interest and what you would like to contribute to this Board/Commission/Committee**

I have been a volunteer at the Weston Public Library since May 2022. I would like to participate on the board to guide and advise on library direction for our community. My work background is in finance and would provide counsel and assistance.

Please include a brief bio or email your resume/CV to executiveassistant@westonct.gov

Resume emailed

# JENNIFER MUSCATO

Weston, CT 06883



## SUMMARY

Accomplished Senior Financial professional with extensive experience in consumer products industry at Nestle Waters North America, Kraft Foods and Hewitt Associates. A forward thinking and seasoned copilot with cross channel experience in Retail, Manufacturing, Supply Chain, Direct Delivery and Financial Services. Self-motivated, disciplined decision maker who encourages others to set high standards and reach difficult goals.

- Forecasting/Planning
- Cross Channel Finance
- Strategic Planning
- Price Management
- Profitability Analysis
- Capital Management
- Project Management
- Acquisitions/Outsourcing
- KPI Management
- Supply Chain/Mfg Support
- Trade Management/ROI
- IS/ESSbase Implementation

## PROFESSIONAL EXPERIENCE

### NESTLE WATERS NORTH AMERICA, Stamford CT

1996-2021

#### National Retail Finance Manager (Part Time), 2018-2021

Led Transformation Project with McKinsey Team focused on revenue generating, strategic growth and supply chain initiatives. Provided management reporting on daily/weekly/monthly basis to identify and take action on risks and opportunities. Executed weekly and monthly sales estimates with demand planning. Supported financial team on annual planning process.

- Delivered \$115 million improvement from transformation initiatives and actions.
- Implemented and tracked 200+ transformation initiatives across retail and supply chain divisions. Top initiatives: price increase, comingling products, reducing unauthorized deductions, ACV closure, product reservations and regional brand changes.
- Published leadership weekly/monthly financial review identifying areas of risk and opportunity for immediate action and resolution.

#### National Finance Manager Supermarket, Natural Food and Military, 2015-2018

Managed and oversaw \$900 million in sales and \$100 million in profit. Managed financial analysis, forecasting and budget process. Guided field, finance and sales leadership teams to achieve targets.

- Delivered \$10MM in savings through execution and management of go to market guidelines for trade spend efficiency
- Delivered \$8MM in savings through ROI model for trade activities pre-promotion to optimize deals and meet profit thresholds prior to sell-in
- Established benchmarking and segmentation to improve customer profitability

#### East Supermarket Division Sales Controller, 2012-2015

Managed financial analysis, forecasting and budget process. Guided field sales and leadership teams to achieve targets.

- Managed and oversaw \$200 million in sales and \$20 million in profit.

- Met and exceeded revenue and profit plans all three years of management.
- Executed \$10MM in gap closure actions when tasked to cover other regions shortfalls.

**Corporate Planning Financial Manager, 2011-2012**

Responsible for short term 3-5 years market business strategy and 5-10-year global business strategy for all US businesses. Responsible for monthly KPI reporting for executive team.

- Developed financial plan for relaunch of Nestea brands cross functionally with sales, supply chain and marketing.
- Led 3-5-year market business strategy setting corporate targets with Paris headquarters.
- Built high level 5 -10-year global business strategy with CFO.

**Lead Manufacturing Controller, Ready Refresh Factories, 2009-2011**

Lead manufacturing controller responsible for 10 Ready Refresh/Home and Office Direct Delivery Factories. Developed, monitored, and analyzed standard manufacturing costs for all products across factory locations. Managed factory controller team.

- Reduced costs 10% by benchmarking costs by factory and savings initiatives.
- Managed successful conversion of 6 Gallon to 5 Gallon size bottles.

**PREVIOUS POSITIONS HELD**

**Nestle Waters, Kraft Foods, and Hewitt Associates**

**EDUCATION / TRAINING**

**Master of Business Administration (MBA), Finance and International Business**  
Pace University, New York, NY

**Bachelor of Arts (BA), Mathematics**  
Boston College, Chestnut Hill, MA

**Volunteer Activity**

Weston Public Library: 2022  
Weston High School PTO: Treasurer 2019-2020, Secretary 2018-2019

# Item 4



**\*NEW SUBMISSION\* Board, Commission, and Committee Interest Form**

1 message

Town of Weston, CT <webmaster@westonct.gov>  
To: "executiveassistant@westonct.gov" <executiveassistant@westonct.gov>

Tue, Sep 5, 2023 at 7:42 PM

**Board, Commission, and Committee Interest Form**

Submission #: 2681640



You have a new online form submission.  
Note: all answers displaying "\*\*\*\*\*" are marked as sensitive and must be viewed after your login.

**Full Name**

David Goodman

**Weston Address**

83 Kellogg Hill Road

**Position Interested In? (Check all that apply)**

Commission on Aging  
Zoning Board of Appeals Alternate (elected)

**Phone**



**Email**



Participation requires that you are a registered voter in the Town of Weston. Are you a registered to vote in Weston?

Yes

Political Party Affiliation: Per state statute and town charter, this information is required to ensure minority party representation

Democratic Party

**Describe your interest and what you would like to contribute to this Board/Commission/Committee**

I am eager to contribute to several boards, but I am particularly interested in the Commission on Aging and the Zoning Board of Appeals. As a co-founder and the current EVP & CFO of a concierge home care company, I have amassed valuable experience over the past nine years. Before relocating to Weston, I also served as the Chairman of the Zoning Board in my previous town for over two decades. I believe my background I can offer both a unique perspective and relevant expertise to the board.

Please include a brief bio or email your resume/CV to executiveassistant@westonct.gov

I have sent under separate cover a copy of my resume to executiveassistant@westonct.gov. My LinkedIn profile's link: [www.linkedin.com/in/degoodman](http://www.linkedin.com/in/degoodman)

# DAVID E. GOODMAN

## EXPERIENCE

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2013–PRESENT **L3G Medtrics, LLC** New York, NY  
*A boutique advisory and private equity firm specializing in the healthcare industry with a concentration in the aging and senior markets.*

*Principal*

- Founding member of boutique health care advisory firm specializing in senior health care issues centered on:
  - Longevity Expectancy Predictive Model
  - Geriatric Health Care and Senior Care Manager
  - Concierge Medical Practice

2014–PRESENT **PORTFOLIO COMPANY** Stamford, CT  
**Compass Care, LLC**  
*Concierge Geriatric Care Management & Home Health Aide Company*

*Co-founder  
EVP & CFO*

- In conjunction with the CEO, overall responsibility for business strategy as well as all operational procedures and protocols.
- Overall responsibility for the financial, accounting, budgeting, cash management and reporting decisions for the company.
- Responsible for all the operations of the company (including Legal/HR/IT/Finance)
- Developed accounting processes, internal controls, and business wide policies and procedures.
- Coordinated and worked with outside accounting and legal firms

2004–2013 **Petro-Chem Development Co., Inc.** New York, NY  
*Professional Engineering Company for the Petrochemical industries*

*Vice President,  
Finance &  
Corporate  
Development;  
Treasurer &  
Director of MIS*

- Originator in the successful acquisition of a software specialty company and led the due-diligence team (deal value in excess of \$4 million).
- Member of deal team which led to the successful acquisition of the company; led the financial due-diligence (deal value in excess of \$40 million).
- Worked closely with the CEO on a variety of activities, including: joint ventures, strategic planning, organizational structure, system integration and management reporting.
- Recognized from 2004 to 2011 an improvement in revenues of 19.7% CAGR and in operating income of 96.2 % CAGR.
- Responsible for treasury and banking relationships.
- Managed and oversaw foreign currency hedging strategies for international projects settled in local currencies.
- Responsible for the overall global management information systems infrastructure and strategic plan.
- Researched, evaluated and chose company wide Enterprise Resource Planning ("ERP")/Integrated Accounting & Finance solution.
- Reassessed monthly financial management reporting for The Board of Directors and management.
- Developed analyses for the Board of Directors and interdepartmental use, which included set of key performance indicators/metrics to critically evaluate the company's overall health or distress.
- Reviewed and developed business process workflow and resource allocation.
- Generated firm-wide cash flow analysis.
- Oversaw real estate renewals.
- Maintained relationships with outside law firms: including intellectual property matters as they related to patents and trademarks; and litigation matters.





- Internal resource for all contractual matters including terms & conditions, non-disclosure agreements.

1999–2003

**beenz.com inc.**

New York, NY

*Digital internet currency, rewards and loyalty program provider*

*Vice President,  
Treasurer &  
Assistant Secretary  
Financial Planning  
& Analysis and  
Corporate  
Development*

- Worked closely with the President & CEO on M&A activities, including: business strategy; structure and integration; transactional due diligence; and advisory relationships.
- Responsible for the overall global budget process and forecasting of regions' revenue targets and department's expense thresholds.
- Managed beenz.com's global cash and treasury requirements worldwide.
- Conceptualized and prepared monthly financial highlights for The Board of Directors and investors.
- Coordinated worldwide capital expenditures and commitments for Board approval.
- Assisted in two rounds of institutional private placements, raising in excess of \$70 million, including road show material and presentations for institutional private placement offerings as well as preliminary IPO filing.
- Lead member of Acquisition Team which identified and targeted potential strategic partners and business relationships.
- Performed various analyses including ROI & IRR calculations in support of M&A and capital expenditure activities.
- Managed investor-relationship issues.
- Developed analyses for the Board of Directors and interdepartmental use, which included: (i) a "dashboard" of key performance indicators and metrics; (ii) "burn rate" analysis; (iii) a review of the "beenz economy"; and (iv) an internal analyses of regional operations and the beenz economy.
- Negotiated several contractual business transactions, such as Mastercard/Debit Rewardcard; Corio/PeopleSoft ASP financial accounting agreement, real estate leases and a licensing agreement.
- Coordinated and participated in a Harvard Business School Case Study on beenz.com (case no. N9-501-014, November 2, 2000).
- Participated and assisted in the sale of the core business technology and certain assets to Carlson Marketing Group by developing overall strategy and due diligence.

1992–1999

**King, Pagano & Harrison**

New York, NY

*Midsized Commercial Litigation Firm*

*Chief Financial  
Officer*

- Oversaw all the firm's policies and procedures including: billing, financing, payroll, 401(k) retirement plan and trust, accounts receivable and accounts payable.
- Coordinated the configuration and installation of the firm's computer system as well as negotiating the terms of its financing.
- Participated in Partnership Meetings on all key business issues.
- Prepared and presented to partnership monthly financial reports as well as key performance indicators and overall metrics for performance analyses.
- Prepared detailed analysis of key client's relationship including past performance, profit analysis and recommendation for structuring future business relationship.
- Developed accounting processes, internal controls, and business wide policies and procedures.

*Litigation  
Consultant*

- Conducted and reviewed financial and statistical analyses for various cases to (i) rebut a



- race and gender discrimination case involving a \$1.5 million liability; (ii) refute bank fraud allegations by the United States Government on behalf of an individual officer of the bank; (iii) critique expert damage calculations in a wrongful discharge case; and (iv) estimate damage calculations in a breach of contract case involving a trucking company.
- Participated in various cases involving HMOs seeking underpayments from the United States government through the Federal Employee Health Benefits Program (FEHBP).
- Successfully prevented a potential judgment of over \$21 million in a tortious interference and breach of contract case involving a residential real estate brokerage client by critiquing experts' damage calculations and assisting a testifying expert in employing proper methodologies for assessing the alleged damages as well as assisted the trial team members in framing legal memoranda to the court on damage calculations and methodology.

1991-1992

**Bickel & Brewer**

New York, NY

*Boutique Litigation Firm*

*Litigation  
Consultant*

- Participated on various commercial litigation cases and dispute resolution matters.
- Researched, analyzed and prepared an executive summary for an international financial service firm.
- Conducted financial analysis and review for (i) a multi-employer defined benefit pension fund; (ii) a prospective bankruptcy filing of a series of real estate partnerships; (iii) an alleged insurance packing violations by a financial corporation; (iv) a broadcasting company's acquisition of a regional based television station which included pro forma financial statements; (v) a client's investment in a limited partnership for settlement purposes and potential damages; (vi) an employer's discrimination charges which included economic charges; and (vii) an examination of an S&L institution.
- Researched and prepared an executive summary for a potential merger between two air freight carriers.
- Analyzed and prepared position statements on economic damages in defense of employment discrimination charges.
- Researched, analyzed, and collaborated on an American Management Association ("AMA") presentation entitled "The Changing Demographics and Its Impact on Labor Law".

1988-1991

**Andersen Consulting**

New York, NY

*Largest worldwide management consulting firm*

*Senior Consultant*

- Engaged by First Boston Corporation to assist in developing a New Trades Processing Architecture.
- Assumed responsibility as project leader for Stock Borrow and Loan portion of the Clearance System which included the analysis and design of functional and detail specifications of this system. Implemented and monitored work plans for the project.
- Developed economic models and conducted capital budgeting analysis for joint venture proposal. Analyzed scenarios for profitability and feasibility.
- Promoted to Senior Consultant within one year.
- Supervised and developed three staff persons through training and evaluation process.



## OTHER RELEVANT EXPERIENCE

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SUMMER OF 1987	<b>Coopers &amp; Lybrand</b> <i>Management Consulting Services</i>	New York, NY
<i>Consultant</i>	<ul style="list-style-type: none"><li>• Participated in various engagements with primary work for a holding company's consolidation of two retail chains, as a result of a leveraged buyout.</li><li>• Identified savings of \$2 million due to the merger through improved efficiency and enhancements in information systems and data collection.</li></ul>	
1984-1986	<b>Bankers Trust Company</b> <i>Loan Division</i>	New York, NY
<i>Assistant Treasurer</i>	<ul style="list-style-type: none"><li>• Implemented personal computers within the Commercial Loan Division.</li><li>• Developed software application to eliminate manual tracking of the Subledger Accounting System, reducing maintenance by over 50%.</li><li>• Coordinated and designed a data management system for the division, allowing for the generation of an extract from its mainframe database</li><li>• Reduced programming costs and increased efficiency of reports and queries.</li><li>• Successfully marketed the propagation of an IBM Report Management Distribution System.</li></ul>	

## EDUCATION

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1986-1988	<b>New York University's Leonard N. Stern School of Business</b>	New York, NY
<i>M.B.A., Finance</i>	<ul style="list-style-type: none"><li>• Graduate Assistant, Dr. Edward I. Altman - credit analysis and capital market research, with an emphasis on high yield bonds and corporate bankruptcy; assisted in data analysis for article entitled "Measuring Corporate Bond Mortality" (September, 1989; The Journal of Finance, Vol. XLIV, No.4).</li><li>• Management Advisory Project - consulted The New York Chamber of Commerce on the feasibility of attracting middle market businesses.</li></ul>	
1980-1984	<b>Cornell University</b>	Ithaca, NY
<i>B.S., Consumer Economics</i>	<ul style="list-style-type: none"><li>• Teaching Assistant: Introductory Calculus Course.</li><li>• First Place in the Elsie Van Buren Rice Award in Oral Communication.</li></ul>	

## ADDITIONAL INFORMATION

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<i>Publications</i>	<ul style="list-style-type: none"><li>• "Measuring Corporate Bond Mortality" (September, 1989; The Journal of Finance, Vol. XLIV, No.4 [data analysis])</li><li>• "The Changing Demographics and Its Impact on Labor Law"; American Management Association, 1992</li><li>• "Non-Triangular Numbers and Other Complements of the Sequence <math>\left\{ \left\lfloor \frac{n(n+k-1)}{k} \right\rfloor \right\}</math>"; 1980, The Westinghouse Science Talent Search</li></ul>	
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- Awards Received*
- Westinghouse Science Talent Search Honors Group Semi-finalist
  - Elsie Van Buren Rice Award First Place
  - Wingate Athlete Scholar
- Board Memberships*
- Finance Committee Board Member, National Association for Homecare & Hospice.
  - Board & Managing Member, Compass Care, LLC
  - Board Member, PFR Engineering Systems, Inc.
  - Board Member, PCD Petroquimica S de R. L. de C.V.
  - Treasurer & Board Member, Cornell University's Human Ecology Alumni Association
  - Chairman, Zoning Board of Appeals for Village of Thomaston
  - Vice President, Class of 1984 Cornell University
  - Board Member, Vestrock Capital Partners, LLC
- Interests and Activities*
- Online Faculty Member, University of Phoenix Online - Undergraduate Business & Management; Financial Analysis for Managers I & II (2001-2004).
  - Tennis Professional – USPTA Certified Tennis Elite Professional (P1), Alley Pond Indoor Tennis Club; Great Neck Park District Parkwood Tennis Facility, Vitas Gerulaitis Youth Clinics.
- Hobbies*
- Tennis, Golf, Fencing (foil), Kayaking
- Volunteer Experience*
- Cornell Alumni Admission Ambassador
  - The Cornell Tradition
  - New York University's Stern School of Business' Mentorship Program
  - Police Athletic League Coach: Baseball and Soccer
  - Habitat for Humanity
- Computer Skills*
- Proficient in Tableau, Crystal Reports, Business Objects, full suite of MS Office applications (Word, Excel, Access, PowerPoint, Publisher, Visio, Outlook, One Note), Office 365; Business Objects, , Quicken, Quickbooks, Peachtree, LEXIS/NEXIS, WestLaw, SEER HPS CASE tool, Internet software and most Macintosh software.
  - Knowledge of Best Software's Timberline Office Product, MS Exchange, Windows Server 20xx, MS Project, PeopleSoft Financials, Peachtree, PC/Focus, ProLaw, Sybase, Paradox, FoxPro, VOS (Stratus) PL/1, BASIC, JCL, COBOL, CICS, and SQL/DB2.

## REFERENCES

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- Available upon request

## Item 5



Darcy Barrera-Hawes, Executive Admin <executiveassistant@westonct.gov>

**\*NEW SUBMISSION\* Board, Commission, and Committee Interest Form**

1 message

Town of Weston, CT <webmaster@westonct.gov>  
To: "executiveassistant@westonct.gov" <executiveassistant@westonct.gov>

Mon, Aug 21, 2023 at 12:03 PM

**Board, Commission, and Committee Interest Form**



You have a new online form submission.  
Note: all answers displaying "\*\*\*\*\*" are marked as sensitive and must be viewed after your login.

**Full Name**

Rob Lamb

**Weston Address**

9 Cedar Hills

**Position Interested In? (Check all that apply)**

Board of Ethics

**Phone**

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**Email**



Participation requires that you are a registered voter in the Town of Weston. Are you a registered to vote in Weston?

Yes

**Political Party Affiliation: Per state statute and town charter, this information is required to ensure minority party representation**

Unaffiliated (no party affiliation)

**Describe your interest and what you would like to contribute to this Board/Commission/Committee**

Previously served on the Board. Understand the Board is vacant and believe it should be populated, active, and accountable.

**Please include a brief bio or email your resume/CV to executiveassistant@westonct.gov**

Will email resume

**Any additional information you would like us to know**

Thank you,  
Town of Weston, Connecticut

This is an automated message generated by Granicus. Please do not reply directly to this email.

**Rob Lamb**



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**Business Development, Marketing, and Sales Executive**

Asset and wealth management executive. Combines keen insight into market preferences and buying habits with a focused view on how organizations can tap into and capture revenues from their target markets. Extensive experience with a consistent, proven, strategic process of identifying, targeting, and leveraging growth opportunities. Direct experience in wealth management, asset management, family office, investment company operations, and capital markets. Particular expertise in relationship building; in positioning effectively firms, products, and services within the marketplace; in executing strategies designed to establish awareness, strengthen communication, increase revenues, grow client loyalty, and build share. Clear, dynamic communicator. Consummate relationship builder and opportunity/revenue finder.

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**PROFESSIONAL EXPERIENCE:**

**Altfest Personal Wealth Management, New York, NY 2016 – 2022** *Registered Investment Advisor (RIA) seeking organic growth*

**Senior Business Development Manager**

Responsible for identifying, targeting, securing, and exploiting organic growth initiatives for the firm.

Identified professional associations, particularly healthcare professional associations, as catalyst for growth among desired segment of highly-compensated professionals.

Created and executed firm strategy, positioning, and messaging to engage and capture desired segment.

Identified and built relationships with key players within desired segment.

Secured exclusive partnerships with groups serving over **35,000 highly-compensated healthcare professionals**, within Altfest's desired, target prospect pool, including: **American College of Surgeons (NY State Chapter), Medical Society of the State of New York, New York State Psychological Association, New York State Society of Orthopaedic Surgeons, and Westchester County (NY) Medical Society**. These relationships have been majority contributor to firm's largest share of qualified prospects and new clients in the last 6 years.

**Grayson Group LLC, New York, NY 2008 - 2016** *Positioning, marketing, and sales advice and services to investment managers and wealth managers*

**President**

Founded Grayson to help investment and wealth managers better identify, target, and grow meaningful client/advisor/ influencer relationships. Provided marketing, sales, and related services. Clients included alternative and traditional managers as well as private client/wealth managers. Responsible for all areas of the business, including strategy, management, client acquisition, and client management.

- Defining most attractive, influential and profitable channel partners.
- Re-engineering firm, team, and strategy positioning and messaging to target groups with most likely prospects resulting in an average of 28% more qualified inquiries and prospects.
- Recommending business development programs to grow clients and wallet share. On average, grew ongoing prospect/client contact, as measured by qualified calls/meetings, by over 80%. • Organized sales content, subject matter expertise, and thought leadership in marketing/sales process. • Prioritized sales

content assets to bolster growth goals and sales processes. Initiated/managed over six programs. Resulted in increased call/meeting/contact effectiveness and growth in sales engagements

Page 2 of 3

**Carret Asset Management, New York, NY 2005-2008** *Family office*  
**Managing Director**

Direct report of family office owners. Assisted in their strategy to acquire and partner in hedge fund space, recruit hedge fund managers, re-position the firm, and leverage existing relationships.

- Assisted owners in sourcing, due diligence, and integration of over 10 managers. • Developed positioning and messaging for firm and investment strategies.
- Responsible for marketing investment strategies to institutions, directly and through their consultants. • Ownership and execution of Request for Proposal process resulting in \$500MM in new assets. • Responsible for positioning and marketing strategies to retail-oriented platforms, notably those offered by Charles Schwab. Established and executed marketing/sales/service plan for Schwab's New York – Metro Area. From zero presence to full system awareness. \$25MM new retail assets in 6 months.

**Babson Capital Management, Cambridge, MA 2002-2005** *Leading global asset manager*  
**Managing Director/Co-Head, Private Wealth Management Group (PWM)**

Wholly-owned subsidiary of MassMutual Financial Group. Services offered included comprehensive financial planning, investment management (both closed and open architecture), and trust services for HNWI individuals, families, personal trusts, and smaller institutions. Co-responsibility, including P&L, for 15 person PWM. Tasked to grow the business and manage non-investment related activities of firm's equity hedge funds.

- Grew PWM new asset inflows by over \$212MM in 11 months (vs. \$90MM in prior 12 months). • Responsible for growing equity hedge funds from zero base to over \$100MM in first year. • Changed focus to customer. Repositioned investment management and financial planning services. • Created PWM's marketing efforts. First to establish a marketing strategy which included developing specific branding, positioning and messaging for PWM. Strategically targeted media, cultural institutions, professional associations, etc. (including NPR, Boston Symphony Orchestra, *Boston* magazine), to reach and raise awareness among firm's target market.
- Created programs to position key PWM professionals as thought leaders. Through white papers, educational platforms, and "what if" investment scenarios, enhanced PWM by shifting it from mere provider of investment strategies to long-term, trusted, wealth advisor.
- Developed and instituted standards and processes for prospect/client interaction, including on-boarding. • Developed and launched internal referral program to encourage members throughout firm and holding company to refer qualified prospects to PWM.

**Forum Financial Group, Portland, ME 1998-2002** *Leading provider of administration, accounting, and technology services to investment funds*

**Director of Sales**

Service provider to mutual funds, hedge funds, and other pooled vehicles. Responsible for firm's entire business development and sales effort. Secured firm's second largest client ---- a multi-billion dollar, multi fund complex.

**Highland Investment Group, Fairfield, CT 1994-1998** *SEC-registered investment advisor. Manager of Highland Growth Fund*

Co-Founder/President



Led firm and fund start-up and management, including strategy, operations, marketing, sales, and client service.

Page 3 of 3

**Donaldson, Lufkin & Jenrette; Dillon, Read; S.G. Warburg**, New York, NY **1985-1994** *Investment banks*  
Fixed income, convertible bond, and equity-linked sales and trading

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#### BOARDS:

**Business Committee for the Arts (BCA)**, Washington, DC; New York, NY **current Board Member**

Founded by David Rockefeller, BCA encourages, inspires, and stimulates businesses to support the arts in the workplace, in education, and in the community. The Board provides leadership on key initiatives including messaging, advocacy, and strategic alliances within the private-sector community.

**Board of Ethics, Town of Weston (CT)** **past Board Chair**

**Boy Scouts of America (Fairfield County, CT)** **past Board Member**

**KLD Research & Analytics**, Boston, MA **past Board Member**

Leading provider of management tools to professionals integrating environmental, social, and governance (ESG) factors into their investment decisions. Sold to RiskMetrics Group (now MSCI).

**Monaco Music Film Festival**, Principality of Monaco **past Board Member**

**Venovate**, San Francisco, CA **past Advisory Board Member**

Firm matched wealthy investors and their advisors with issuers raising capital for the full range of alternative assets. Platform participants invested or raised capital – from start to finish, fully compliant, and all online.

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#### PUBLICATION

Contributor, "Seeing Beyond: Unlocking the Long-Term Opportunities in Wealth Management".  
*ForbesInsights*, 2015

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#### EDUCATION:

**Harvard Law School**, J.D., Cambridge, MA

**St. Antony's College**, Oxford, England

**Pomona College**, B.A., Claremont, CA

## Item 6



Darcy Barrera-Hawes, Executive Admin <executiveassistant@westonct.gov>

**\*NEW SUBMISSION\* Board, Commission, and Committee Interest Form**

1 message

Town of Weston, CT <webmaster@westonct.gov>

Sun, Aug 20, 2023 at 12:58 PM

To: "executiveassistant@westonct.gov" <executiveassistant@westonct.gov>

**Board, Commission, and Committee Interest Form**



You have a new online form submission.  
Note: all answers displaying "\*\*\*\*\*" are marked as sensitive and must be viewed after your login.

**Full Name**

Gayle Paquin Costello

**Weston Address**

5 LORDS HWY E

**Position Interested In? (Check all that apply)**

Board of Ethics

**Phone**



**Email**



Participation requires that you are a registered voter in the Town of Weston. Are you a registered to vote in Weston?

Yes

**Political Party Affiliation: Per state statute and town charter, this information is required to ensure minority party representation**

Democratic Party

**Describe your interest and what you would like to contribute to this Board/Commission/Committee**

Would like to support with the checks and balances of town concerns.

**Please include a brief bio or email your resume/CV to executiveassistant@westonct.gov**

I've submitted my resume to the above email

**Any additional information you would like us to know**

It's on my resume

Thank you,  
Town of Weston, Connecticut

# Gayle Paquin, LCSW

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Dedicated and creative, solutions-focused self-starter with a comprehensive background in social work services, project management, community advocacy, outreach, conflict management, and treatment.

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## PROFESSIONAL EXPERIENCE

**Pathways Inc. Greenwich**  
**Deputy Executive Director**  
**Clinical Programs Manager**

**July 2022 to Present**

- Program assessment, redesign and development of clinical programs
- Oversee contracts with the Department of Mental Health and Addiction Services and support agency compliance
- MRO group home redesign of curriculum
- Oversee Pathways group homes, the social rehabilitation program, supportive housing, the Community Support Program and the Mental Health Waiver
- Advocate and provide support for adults with chronic and severe mental illness to promote independent living opportunities
- Supervise staff and MSW interns, grant writing and support

**Creative Therapy & Consulting Services, PLLC**

**July 2022 to Present**

- Founder of this start up
- Individual psychotherapy services with children, teens, adults and older adults
- Consultant to Hall Neighborhood House for SEL programs at the Community Center serving daycare, preschool, after school programming, teen programming and senior programming
- Developed RULER based preschool SEL curriculum and implemented in 6 classrooms
- Developing RULER based SEL curriculum in after school programs
- Supervise MSW interns that are placed at Hall Neighborhood House
- Certified in Mindfulness Based Stress Reduction, Certification in Play Therapy and Therapeutic Art Interventions for Children and Teens, Certified in CBT, Exposure and Response Prevention for Treatment of GAD, Panic Disorder, OCD, Social Anxiety & Phobias
- Certified in TFCBT

**Optimus Health Care Bridgeport**  
**Program Manager & Lead LCSW**

**September 2021 to June 2022**

- Providing psychotherapy to individuals and groups ages 5 and older through telehealth and in person sessions
- Developed SEL programs to implement in the pre k classrooms
- Served as a consultant to the community center and co wrote grants for Social Work/SEL services
- Developed trainings for Community Center staff to support SEL in after school programs for K-2

**Family Centers, Inc. Stamford****June 2017 to August 2021**Director of Self Sufficiency and Independent Living Programs (9 Programs)

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- Supervise and develop managers, social workers, case workers and interns (team of 26) for the following Self Sufficiency Programs: RITE, FSS, Windrose, Community and Supportive Services, BOOST, Housing Resource Program, Literacy Volunteers, Friendly Connections and VOCA
- Manage budgets, grant writing, proposal writing, funder relations, compliance with contracts.
- Developed a Community Response Team to strengthen capacity and service delivery to the community; a Case Review Team to support employees struggling with challenging clients and the BOOST work group
- Designed an afterschool and summer program in Stamford Public Housing now going into it's 5<sup>th</sup> summer; increasing the budget annually through private foundation funding
- Grew the Friendly Connections program serving isolated and/or homebound older adults to approximately 80 clients through one part time Coordinator, volunteers and several MSW interns
- Supervise and support the VOCA, the Victims of Crime Case Management Program start up at Family Centers
- Manage COVID-19 response, for 9 programs to serve clients remotely and/or in person and reentry plans
- Adjunct Professor New York University

**State of Connecticut Department of Social Services****January 2015 to April 2016**Social Services Program Manager, Central Office– Hartford

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- Oversaw the administration and operations of the Home and Community Based Medicaid Waivers with a focus on ABI I and the ABI II waiver pilot migration
- Trained and audited providers on ABI services and CMS requirements and the Final Rule
- Monitored providers and developed process for incident reporting and quality assurance across the waivers
- Provided oversight and clinical supervision to a team of approximately 25, including Social Workers and Nurses
- Developed forms that adhere to CMS requirements and system to streamline the waivers
- Successfully orchestrated the migration from ABI waiver clients to pilot program in Danbury
- Completed ABI Waiver 5 year renewal review report of State performance to Center for Medicare and Medicaid Services; updating regulations for the ABI waiver in CMS
- Reviewed and scored RFPs submitted to the State for projects with teams

**State of Connecticut, Department of Social Services****March 2013 to January 2015**Social Work Supervisor, Stamford Office

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- Oversaw the following programs: Protective Services for the Elderly, the Personal Care Assistance and Acquired Brain Injury Waiver, Community Based Services, the Conservator of Person Program, Individual Services, Family Services and Security Deposit Guarantee Program
- Determined priority level, planned unit work and provided staff supervision for team of 4 for all protective services calls for Greenwich, Stamford, New Canaan, Darien, Norwalk and Wilton
- Outreached and collaborated with providers, the community and presentation on Mandated reporting for Greenwich Hospital
- Cofounded and worked with the City of Stamford Hoarding Taskforce
- Coordinated Event for Social Work Conference for approximately 80 Social Workers, 2014
- Steering Committee member for Melissa's Project extension, Stamford and Greenwich
- Worked on Case Review Project for Protective Services for the Elderly at DSS

**State of Connecticut, Department of Social Services**  
Social Worker, Stamford and Bridgeport Offices

January 2010 – February 2013

- Provided protective services for older adults facing abuse, neglect, exploitation and abandonment
- Petitioned Probate Court for clients in need of a conservator and provide COP duties
- Conducted assessments to determine eligibility for the ABI waiver, Personal Care Assistance Waiver, Community Based Services, and Security Deposit Guarantee Program
- Supported and collaborated with clients to develop safe plans to mitigate risks and remain living in the community as independently as possible
- Provided solutions focused treatment to Individuals, Family Services clients, COP, ABI, PCA clients
- Researched and developed strong relationships with providers and local committees/task forces

**State of Connecticut, Department of Social Services**  
Eligibility Services Worker, Stamford Office

April 2008 – January 2010

- Managed generalist caseload of over 800 adults and families
- Interviewed clients and linked with the appropriate benefits and resources
- Food Stamp (SNAP) Improvement and Organization Improvement group member
- Developed policy and system to manage caseloads while employees are out of the office
- Interpreted complex federal and state regulations to determine eligibility for entitlements

**State of Connecticut, Department of Children and Families**  
Treatment, Investigations and Adolescent Child Protective Service Worker

September 2001 to September 2005

- Provided social work services to families with substantiated cases of abuse and neglect
- Conducted assessments, investigations and removed children from high-risk environments
- Completed social, emancipation, adoption and termination studies and testified in court
- Developed culturally sensitive, person-centered treatment plans with clients
- Provided 24-hour crisis support

**North American Family Institute/Catholic Charities**  
Intensive Outreach and Monitoring Case Manager & Program Coordinator, Bridgeport

September 1998 to September 2001

- Provided case management services, Individual Program Plans, assessments/intakes
- Individual counseling, psychoeducational groups, family support
- Managed Individual and group activities/recreations
- Submitted updates to court of client progress both verbal and written
- Collaborated with juvenile probation officers and community providers

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**VOLUNTEER**

**Weston Girl Scout Leader (3 Troops) and Co Service Unit Manager**

September 2013 to present

**EDUCATION**

**Master of Social Work, Fordham University, Andrus Scholar**

May 2008

**Bachelor of Arts, SCSU, Psychology Major**

September 2000

**Seminar In Field Instruction Certified (SIFI)**

May 2014

**INTERESTS**

**Family, Reading, Soccer, Hiking, Mountain Biking, Climbing, Gardening, Expressive Therapy, Social Justice, Leadership, Mental Health, Town of Weston, and the Ethics Committee**

Item 7



Darcy Barrera-Hawes, Executive Admin <executiveassistant@westonct.gov>

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## Draft Motions and Back up for Committees - wrap up

1 message

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**Amy Jenner** <ajenner@westonct.gov>

Fri, Sep 22, 2023 at 11:39 AM

To: Samantha Nestor <snestor@westonct.gov>, Martin Mohabeer <mmohabeer@westonct.gov>, "Darcy Barrera-Hawes, Executive Admin" <executiveassistant@westonct.gov>, Lee Palmer <lpalmer@westonct.gov>

Attached is the backup so that we can finalize the committee work. I did not include the volunteer handbook in the event Lee had made any edits and/or put a branding element on it.

The meeting checklist (which includes the FOIA requirements from Donna) and draft motions are attached.

Sarah Hutchinson asked that the Conservation Commission name be changed to the 'Inlands Wetlands Commission' - either name is acceptable by State Statute. I suspect (but don't know) that this is to better differentiate their work (not conservation - but focused on water exclusively) from the work of the Sustainability Committee which is conservation work, but excludes the water.

I don't think we necessarily need to change the name, but we could be more specific about the charge. I have no strong feelings one way or the other, but I want to be transparent regarding all inputs.

I'm hoping that this can be on the next agenda. Let me know if you need a copy of the volunteer handbook.

Amy

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### 2 attachments

 **DRAFT MOTIONS FOR COMMITTEES.docx**  
15K

 **Meeting Checklist and REQUIREMENTS FOR BOARDS AND COMMISSIONS REGARDING MEETINGS.docx**  
20K



## DRAFT MOTIONS FOR COMMITTEES

1. I move to sunset the following committees:
  - Economic vitality committee
  - Bicycle and pedestrian safety committee
  - Sidewalk Design and Construction
2. I move to make the following committees ad-hoc
  - Survey Research Committee
  - Insurance Advisory Board
3. I move that the Veterans Affairs Committee be integrated with the Regional Veterans Affairs Advisory Group
4. I move to modify the charge of the Beautification committee to be “provide advice on exterior and interior choices for Town properties and to enhance the natural environment throughout Weston”.
5. I move to modify the charge of the DEI Advisory Committee to be “promote diversity and belonging in Weston by creating programs that promote a greater understanding of minority populations; advise human resources on methods to advance the recruitment of employees and officials that reflect the composition of the town; make recommendations to the TOW on programs, events, amenities and statements of intent that create an affirming environment; provide support to institutions (library, schools, departments) to ensure that resources properly reflect inclusion of all races, ethnicity, gender, age and ability
6. I move that the Lachat Town Farm Commission be renamed the Lachat Town Farm Committee, be permitted to attrit membership from 11 members to 5 members and have the revised charge read: to oversee the Town Maintenance Fund.
7. I move to revise the charge of the Marketing and Communication to read: promote Weston as a destination and amplify initiatives for all boards and committees
8. I move that the charge of Sustainable Weston be revised to : the education and implementation of the Town of Weston Sustainability Plan.
9. I move to approve the Volunteer Handbook be approved as amended.
10. I move to adopt the meeting checklist.

# Item 8

**TOWN OF WESTON,  
CONNECTICUT**



**BOARDS AND COMMITTEES  
VOLUNTEER HANDBOOK**

**2023 EDITION**

This *Handbook* has been developed and to provide you with basic information about your volunteer service with the Town of Weston. It is intended to be used for informational purposes and is not inclusive with regard to the provisions of The Town of Weston Town Charter and Special Acts. Specific questions should be addressed to your Board or Committee Chair for guidance.

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## **The Town Charter**

The Charter is the organic law of the Town of Weston providing for the administration of the Town's affairs. It is based in the tradition of 'home rule' where every eligible voter is a legislator; together the Town Meeting and Selectmen are the legislative body of the Town. It lays out the basic structure of Town Government and allocates responsibilities, powers and duties to Town Officials. Importantly, it lays out the procedures and processes that are to be followed.

## **Elected Boards and Commissions**

All elected Boards and Commissions derive their powers and duties prescribed by the Connecticut General Statutes and the Town Charter.

	<b><u>Number of Members</u></b>	<b><u>Term</u></b>
Board of Assessment Appeals	3	4
Board of Education	7	4
Board of Finance	7	6
Board of Police Commissioners	7	4
Board of Selectmen	3	2
Planning and Zoning Commission	7	4
Zoning Board of Appeals	5	4

## **Derivation of Non-Elected Boards and Commissions**

Boards and commissions are a critical component of Town Government, providing deep expertise and opinions that guide the direction of the Town. A few boards and commissions have specific authority to make binding decisions in certain areas, such as the Zoning Board of Appeals, Historic District Commission, and Building Board of Appeals. These bodies generally derive their decision-making authority from state laws. Others are established by state mandate; others are provided for by Town Charter. Both are intended to be ongoing and provide information, analysis and recommendations to inform the Board of Selectmen decisions on matters pertaining to the board or commission's specialized knowledge. They include:

	<b><u>Number of Members</u></b>	<b><u>Term</u></b>
Board of Ethics	5	2
Building Board of Appeals	5	5
Commission for Children and Youth	9	3
Commission for the Arts	7	2
Commission on Aging	7	2
Conservation Commission	7	4
Historic District Commission	5 (+3 alternates)	5
Library Board	9	4
Panel of Moderators	4	4
Parks and Recreation Commission	7	4

There is no single place to find the powers and duties in the Statutes. Reference must be made to the subject with which a board or commission deals, or to Title 7 of the Connecticut General Statutes which covers Municipalities. Matters related to Planning and Zoning can be found in Title 8 of the Connecticut General Statutes. Taxation matters related to the Board of Assessment Appeals are in title 12, and the Board of Finance in Title 7. As part of the onboarding process, speaking with the chair to understand the current and historical issues, and reviewing the minutes and Statutes will provide you with a solid baseline understanding of the mandate of your Board.

**Ordinance Mandated Committees** (as of 12/2022)

	<b>Number of Members</b>	<b>Term</b>
Building Committee	7	2

In addition, at the discretion of the Board of Selectmen, committees may be convened as task forces and they derive their authority and responsibility from the “charge” as voted on by the Board of Selectmen. The following BOS convened committees are currently operating (as of 12/2022).

**BOS Convened Committees** (as of 12/2022)

	<b>Number of Members</b>	<b>Term</b>
Beautification Committee	7	4
Diversity, Equity and Inclusion Advisory Committee	9	2
Economic Vitality Committee		
Insurance Advisory Committee		
Lachat Town Farm Commission	9	3
Marketing & Communications Advisory Committee	7	2
Survey Research Committee		
Sustainability Committee	7	2
Veterans Affairs	7	2
Water Committee		
Weston Bicycle and Pedestrian Committee		

## **PROCESS OF JOINING A COMMITTEE**

### **Swearing In**

A member of an elected board or commission must take an oath of office and allegiance, known as 'swearing in'. Post-election, elected officials are sworn in as a group at a ceremony. Any appointments made mid-cycle are sworn in by the Town Clerk, whose office is open Monday – Friday. Appointees cannot **participate** in a meeting until they are sworn in but can attend meetings as a citizen to get familiar with current issues.

### **Obligations:**

**Freedom of Information:** Local public officials are subject to the State's Freedom of Information Act (FOIA), which can be found on the state website at <https://portal.ct.gov/FOI/Regulations/The-FOI-Act/2022-FOI-Act>. The Act provides the public with rights of access to records and meetings of public agencies.

**Records:** Please be familiar with rules of public meetings which is located at Sec. 1-210 at <https://portal.ct.gov/FOI/Regulations/The-FOI-Act/2022-FOI-Act>. In general, the Act provides that except as otherwise provided by any federal law or State statute, all records maintained or kept on file by any public agency, whether or not such records are required by any law or by any rule or regulation, shall be public records and every person shall have the right to inspect such records and at their request, obtain a copy of those records. As such you are required to keep copies of all records, including email so that they can be provided to requestors. A town email will be provided to you, and you are encouraged to use this email address in all correspondence related to Town business.

**Meetings:** Please be familiar with rules of public meetings which are located at Sec. 1-225 at <https://portal.ct.gov/FOI/Regulations/The-FOI-Act/2022-FOI-Act>. This provides that all meetings should be open to the public, that votes taken are available to the public within 48 hours of a meeting and minutes to be provided within seven (7) days of the meeting. A meeting needs to be noticed with the town clerk, agendas to be published publicly within 24 hours of the meeting. Notices of special meetings are to be published with the Town Clerk not less than 24 hours prior to the meeting.

It is your responsibility to comply with all aspects of the FOIA and training will be provided to you by the Town Attorney.

**Code of Ethics:** All members upon swearing in shall sign the Code of Ethics. The Code of Ethics provides for ethical conduct and certain disclosures by its officials.

**Context:** All members shall be well informed concerning the duties of a board/committee member. They shall familiarize themselves with current issues.

**Decorum:** They shall conduct themselves in a respectful collegial manner and represent the entire community at all times. You are a member of a team and should abide by and carry out decisions once they are made.

**Executive Sessions:** As applicable, shall uphold the intent of Executive Sessions and respect the privileged communication that exists in Executive Session, holding it in confidence.

**Training**

All members of boards or committees are required to take FOIA and Sexual Harassment training prior to being an active (voting) member.



## **STARTING A NEW COMMITTEE**

In advance of calling the first meeting, the committee needs to understand the board or committee's task. The first meeting will need to review the "charge" captured in the meeting minutes of the Board of Selectman or in the Ordinance. It is important to have a discussion around the charge so that all committee members have a common understanding of the goals and objectives.

The formation of the committee will be part of the mandate, indicating the number of people on the committee. The first order of business is the election of officers, which generally includes a chair, vice chair and secretary. The committee should discuss a general work plan and timetable that aligns with the committee's objectives. Then the committee will be able to agree upon a cadence of meetings that will occur on an agreed upon date and time. A list of those "regular" meetings must be filed with the Town Clerk so that the meetings can be appropriately noticed to the community. Any meeting held outside of that schedule is considered a special meeting. Agendas need to be publicly posted 24 hours in advance of the meeting. Minutes for the meeting must be posted within seven (7) days of the meeting. It is acceptable to post minutes that have not yet been approved by the committee.

## **CONDUCTING MEETINGS**

### **Officers**

As per the Town Charter, officers are elected by the board and commission members via open ballot at the first meeting of the year, always in January. Unless otherwise specified, Boards and Commissions have the following officers: Chair, Vice-Chair and Secretary.

The Chairperson (also chair, chairman, or chairwoman) is the **presiding officer** of the board or committee, or 'first among equals. The person holding the office, who is typically elected or appointed by members of the group, presides over the meetings, sets the agenda, leads the discussion and drives to consensus.

The Chair's role is not administrative; they have no operating or directive authority. Thus, they should not be given such responsibility.

### **Quorums**

No vote of a board or commission can be taken without a quorum; a bare majority of the membership. The Freedom of Information Act (FOIA) prohibits meetings without a quorum and no meetings via email, messaging or telephone are permitted.

### **Alternates and Substitutes**

Alternates are designated by the board, commission or committee and undergo a BOS selection process. Alternates can actively participate in meetings but do not have voting privileges.

Substitutes are not permitted.

### **Scheduling Meetings and Reporting Minutes**

A list of those “regular” meetings must be filed with the Town Clerk so that the meetings can be appropriately noticed to the community. Any meeting held outside of that schedule is considered a special meeting. Agendas need to be publicly posted 24 hours in advance of the meeting. Minutes for the meeting must be posted within 48 hours of the meeting. It is acceptable to post minutes that have not yet been approved by the committee.

### **Legal Advice**

Should the committee need legal advice or opinion, you will have access to the Town Attorney through the First Selectman’s office.

### **Public Participation**

It is the Board of Selectmen’s position that all town boards and committees maximize the opportunity for public participation subject to reasonable constraints to assure that the business is getting done.

### **Support**

The Town can provide reserved meeting rooms upon request. Boards and commissions do not typically have a budget for supplies; if you need an allocation for supplies, you should approach the Town Administrator’s office.

### **Training**

All members of boards or committees are required to take FOIA and Sexual Harassment training prior to being an active (voting) member. Training will be provided upon request, and it is the responsibility of the member to seek out training through the Town Administrator or the Town Attorney.

## **ROBERT'S RULES OF ORDER (Summary Version):**

Robert's Rules of Order is a system of parliamentary procedure first published in 1876 by Henry Robert, an American army general. They provide common rules and procedures, and order, in debate among full membership of a board or commission and are generally standard in the United States. Robert's Rules of Order strives to allow the whole membership of a commission the same understanding on conducting business. It allows the fundamental right of deliberating and asking questions before actions are taken. There are some basic rules for conducting meetings and making motions, but they can be modified slightly. Below is a summary of some of the basics of Robert's Rules of Order that you may encounter at a Board or Committee meeting.

**What Is Parliamentary Procedure?** It is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

**Why is Parliamentary Procedure Important?** It's important because it is a time-tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order (newly revised) is the basic handbook of operation for most clubs, organizations, and other groups. So, it's important that everyone know these basic rules. Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

1. Call to order.
2. Roll call of members present.
3. Reading of minutes of last meeting.
4. Officers reports.
5. Committee reports.
6. Important business previously designated for consideration at this meeting.
7. Unfinished business.
8. New business.
9. Adjournment.

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

1. Call to order.
2. Second motions.
3. Debate motions.
4. Vote on motions.

There are four types of Motions. These include:

1. *Main Motions*: The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
2. *Subsidiary Motions*: Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
3. *Privileged Motions*: Their purpose is to bring up items that are urgent about special or important matters. They are unrelated to pending business and relate to the welfare of the group.
4. *Incidental Motions*: Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

How are Motions presented? They are presented by:

1. Obtaining the floor
  - a. Wait until the last speaker has finished.
  - b. Rise and address the Chair by saying, "Mr. /Ms. Chair, or Mr. /Ms. President."
  - c. Wait until the Chair recognizes you.
2. Make Your Motion
  - a. Speak in a clear and concise manner.
  - b. Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ..."
  - c. Avoid personalities and stay on your subject.
3. Wait for Someone to Second your Motion
4. Another member will second your motion or the Chair will call for a second.
5. If there is no second to your motion, it is lost.
6. The Chair states your Motion
  - a. The Chair will say, "It has been moved and seconded that we ..." Thus placing your motion before the membership for consideration and action.
  - b. The membership then either debates your motion, or may move directly to a vote.
  - c. Once your motion is presented to the membership for consideration and action.
  - d. The membership then either debates your motion, or may move directly to a vote.
7. Expanding on Your Motion
  - a. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
  - b. The mover is always allowed to speak first.
  - c. All comments and debate must be directed to the Chair.
  - d. Keep to the time limit for speaking that has been established.
  - e. The mover may speak again only after other speakers are finished, unless called upon by the Chair.

#### 8. Putting the Question to the Membership

- a. The Chair asks, "Are you ready to vote on the question?"
- b. If there is no more discussion, a vote is taken.
- c. On a motion to move, the previous question may be adapted.

9. Voting on a Motion: The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:

- a. By Voice - The Chair asks those in favor to say, "Aye", those opposed to say "no". Any member may move for an exact count.
- b. By Roll Call - Each member answers "yes" or "no" as their names are called. This method is used when a record of each person's vote is required.
- c. By General Consent - When a motion is not likely to be opposed, the Chair says, "if there is no objection ..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
- d. By Division - This is a slight verification of a voice vote. It does not require a count unless the Chair so desires. Members raise their hands or stand.
- e. By Ballot - Members write their vote on a slip of paper; this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

- Motion to Table -- This is the most misapplied motion! If it is used in an attempt to "kill" or avoid dealing with a measure, it is out of order! Its proper use is when there's a need to bring another motion to the table – i.e., if a commissioner has to leave but wants to vote on a more important motion, you can table the one being debated;
- Motion to Postpone Indefinitely – This is a subsidiary motion to kill a main motion. It avoids a direct vote on the question on the floor and can be used to test the strength of a motion that a faction opposes. It was designed as a courtesy motion, to prevent a direct vote on a question that might be embarrassing to the group.

Parliamentary Procedure is the best way to get things done at your meetings. But it will only work if you use it properly.

- Allow motions that are in order.
- Have members obtain the floor properly.
- Speak clearly and concisely.
- Obey the rules of debate.

### **HIGHLIGHTS OF THE CT FREEDOM OF INFORMATION ACT**

**What is the Connecticut Freedom of Information Act (FOIA)?** The CT FOIA, codified in Title I, Chapter 14 of Connecticut General Statutes, is a state law that establishes the public's right to obtain information from federal government agencies. "Any person" can file a FOIA

request, including U.S. citizens, foreign nationals, organizations, associations, and universities. "Any person" has the right to obtain records and attend meetings of all public agencies – with certain limited exceptions. This applies to:

- State and local government agencies, departments, institutions, boards, commissions, authorities, and their committees.
- Executive, administrative, or legislative offices, the judicial branch, and the Division of Criminal Justice with respect to their administrative functions.
- Certain other entities based on the following criteria:
  - (1) whether the entity performs a governmental function;
  - (2) the level of government funding;
  - (3) the extent of government involvement or regulation; and
  - (4) whether the entity was created by the government.

**Public Meetings:** Meetings, including hearings and other proceedings, must be open to the public – except in limited situations. A public meeting is any hearing or other proceeding of a public agency, or gathering of, or communication by or to a quorum of a multi-member agency, to discuss or act on any matter over which it has authority. The following are not public meetings: meetings of certain personnel search committees; collective bargaining strategy and negotiating sessions; caucuses; chance or social gatherings not intended to relate to official business; administrative or staff meetings of a single-member agency (e.g., mayor); and communications limited to notice of agency meetings or their agendas. No registration or other requirements may be imposed on a member of the public seeking attendance at a public meeting. The public, as well as the news media, may photograph, record, or broadcast meetings, subject to prior reasonable rules regarding non-interference with the conduct of the meeting. Only three kinds of meetings are recognized under FOI: Regular, Special, and Emergency. A town or city agency must file each year a schedule of its regular meetings with the clerk of the town or city. A special meeting may be called up to 24 hours (excluding weekends, holidays, and days on which the office of the municipal clerk is closed) before the time set for the meeting. A special meeting is called by filing a notice stating the time, place, and business to be transacted. An emergency meeting may be held without complying with the preceding notice requirements. However, the agency must file its minutes, including the reason for the emergency, within 72 hours (excluding weekends and holidays) of the meeting with the municipal clerk. An agency is required to send a notice of its meetings, where practicable, at least 1 week prior to the meeting date, to any person who has made a written request. The agency may establish a reasonable charge for this service. Each agency must make available its agenda for each regular meeting at least 24 hours before the meeting to which it refers. New business not on the agenda may be considered and acted on only on a 2/3 vote of the members of the agency. The minutes of each agency meeting must be made available to the public, within 7 days of the session to which they refer, in the municipal clerk's office for local agencies. In the case of special meetings, the 7-day period excludes weekends and holidays. The minutes must contain the record of each member's vote on any issue before the agency. The votes of each member on any issue must be put in writing and made available to the public within 48 hours, excluding weekends and holidays, of the meeting at which the votes were taken. The minutes of a meeting at which an executive session occurs must indicate all persons who were in attendance at the closed session, except for job applicants who were interviewed.

**Executive Sessions:** An agency may close certain portions of its meeting by a vote of 2/3 of the members present and voting. This vote must be conducted at a public session. Meetings to discuss the following matters may be closed: specific employees (unless the employee concerned requests that the discussions be open to the public); strategy and negotiations regarding pending claims and litigation; security matters; real estate acquisition (if openness might increase price); or any matter that would result in the disclosure of a public record exempted from the disclosure requirements for public records. Any business or discussion in a closed session must be limited to the above areas. The agency may invite persons to present testimony or opinion in the executive session, but their attendance must be limited to only the time necessary for that testimony or opinion.

**Public Records:** Most records or files of State and local agencies, including minutes of all their meetings, must be available to the public for inspection or copying. This includes information or data which is typed, handwritten, tape recorded, printed, photographed, or computer stored. It also includes most inter-agency and intra-agency memoranda or letters. The public may inspect public records during regular office hours, but copies, printouts, or transcripts should be requested in writing. There is a fee for copy(s) of a public record. The public is entitled to prompt access to inspect or copy public records. If an agency fails to respond to a request within four business days, such failure can be treated as a denial of the request. Some records are specifically exempted from disclosure by Federal Law or State Statute and may not be available to the public. There are fifteen such exemptions including: personnel, medical, and some law enforcement files; juvenile; some witness and victim identification records; pending litigation files; and real estate documents. Visit the website at <https://portal.ct.gov/FOI/Regulations/The-FOI-Act/2022-FOI-Act>.

# Item 9



## **Meeting Checklist**

Any time a committee has a quorum, and are discussing town business, they are required (by FOIA) to do the following:

- Post a notice of the meeting on the town website 48 hours in advance
- Post the agenda for the meeting 24 hours in advance
- If the meeting is remote, the meeting must be recorded (and the zoom link provided in the agenda notice)
- Minutes must be posted within 48 hours to the Town Website. Draft minutes may be posted until the minutes are codified.

The elected secretary typically performs these duties. They are also responsible for recording the minutes.

## **Minutes Best Practices**

According to Parliamentary Procedure, minutes need only record motions (the names of those who made the motion, who seconded the motion) and the outcome (vote). It is helpful to provide some context for the motion, but there is no need to record all of the discussion and interaction.

Record attendance and the time the meeting was called to order. Use the agenda as the format for the minutes, recording motions and the outcome. It is helpful to record any reports from a committee.



## FOIA REQUIREMENTS REGARDING AGENDAS AND MINUTES

### AGENDAS

Agendas must be filed **24** hours in advance of the meeting.

Agendas should include Name of Board/Commission Date of meeting including the **YEAR**

Time of meeting and place of meeting

Agendas **should not be the body of an email** but an attachment ( Include DATE, TIME AND PLACE)

**These are permanent legal records that will be scanned and archived**

**State law requires agendas and minutes to be BOTH filed with the Town Clerk and posted online**

**An agenda posted only on the website is a violation of FOIA requirements**

### MEETING MINUTES

Minutes should be filed no later than 7 days following a meeting. **Filed with the Town Clerk and on the Town website. Filed only electronically is an FOIA violation.**

Minutes should follow the same procedure as agendas, date, time, place

Minutes should contain the following:

All in attendance; board members, guests (“approximately 35 residents were in attendance” is acceptable)

Minutes should be very concise and **not** a transcription of the meeting.

**No “back-up” should be included in the final minutes**

### VERY IMPORTANT

If minutes are marked **DRAFT** or **UNAPPROVED** you must go back and **note the approval date** on the final minutes and **DELETE DRAFT/UNAPPROVED AND RE-SUBMIT** the minutes.

If minutes are not marked but corrections are made you have to **refile those new minutes.**

The Town Clerk is not required to follow up on minutes/agendas

# FOI MEETING REQUIREMENTS FOR BOARDS AND COMMISSIONS

**Note: This is not a comprehensive list of all FOIA Requirements. Please consult the following resources for more information:** [Freedom of Information Commission website](#)  
[Freedom of Information Act Webinar](#)  
[Weston, CT Town Charter](#)

## ANNUALLY – FILE LIST OF MEETINGS AND ELECTION OF OFFICERS

**(1) NOT LATER THAN JANUARY 31 OF EACH YEAR THE CHAIR OR SECRETARY SHALL FILE WITH THE TOWN CLERK A LIST OF ALL MEETINGS FOR THE ENSUING YEAR (Should be filed late November or early December)**

- Meeting list must contain the **TIME & PLACE** meetings will be held, and specify in-person, zoom or hybrid
- State law emphasizes that a meeting **CAN NOT be held until 30 days AFTER the filing with the Town Clerk.** For example: If the Town Clerk receives a list January 5 then a meeting cannot be held until February 5
- Example of a Meeting List:

Board of Finance 202x  
Regular Meeting Schedule  
7:00 PM at the Town Hall Meeting Room

January 10  
February 12  
...and so on...

- Failure to submit a schedule with the Town Clerk is a violation of CT General Statute 1-225
- Holding a meeting without a filed schedule is an illegal meeting
- Please see instructions at the end of this document for submitting via e-mail

**(2) NOTICE OF ALL BOARD MEMBERS AND OFFICERS (This can be sent later after election of officers in January)**

- CHAIR & VICE CHAIR are elected EACH YEAR during the month of JANUARY, per Town Charter §8.3(b)
- Town Clerk must receive a list of officers in January
- If a schedule of meetings is not filed timely in DECEMBER the board or commission will not be able to meet or elect a Chair / Vice Chair in JANUARY
- Please see instructions at the end of this document for submitting via e-mail

## APPOINTMENTS & RESIGNATIONS

- All new appointments and resignations must be filed IN WRITING with the TOWN CLERK and FIRST SELECTWOMAN'S OFFICE. PLEASE MAKE SURE YOU NOTIFY **BOTH OFFICES**
- It is critical that any Elected appointment or resignation reach the Town Clerk per CGS §7-103
- Please see instructions at the end of this document for submitting via e-mail

continued on next page

## AGENDAS AND MINUTES FOIA REQUIREMENTS

### (1) AGENDAS

- Agendas must be filed with the TOWN CLERK **24** hours in advance of the meeting and be posted on the Town website
  - Please note that Town offices close at 4:30pm, agendas must be posted prior to the close of offices
- Remote or Hybrid meetings must provide at least 48 hours advance notice to each board/commission member and must be posted with the Town Clerk and on the Town website (see instructions below)
- Agendas should include:
  - Name of Board/Commission
  - Date and time of meeting, including the year
  - Meeting Location or via Zoom or hybrid
    - if held electronically, the agenda must have instructions for the public on accessing the meeting
- Agendas **should not be in the body of an email**, agendas must be a printable attachment containing the required information
- Please be aware of the following:
  - **These are permanent legal and historical records that will be scanned and archived**
  - **State law requires agendas and minutes proper posting of agendas and minutes**
  - **An agenda posted only on the website is a violation of FOIA requirements**
- Please see instructions at the end of this document for submitting via e-mail

### (2) MEETING MINUTES

- Minutes **must be filed with the Town Clerk no later than 7 days** following a meeting
  - Minutes should also be sent to the email as indicated in this document for posting **on the Town website**
  - **Filed only electronically is a FOIA violation**
- Minutes should follow the same procedures as agenda with date, time, place
- Minutes should contain the following:
  - All in attendance; board members, guests (“approximately 35 residents and/or members of the public were in attendance” is acceptable)
  - Minutes should be very concise and **not** a transcription of the meeting
  - Final minutes should **not contain any “back-up” materials**
- **VERY IMPORTANT: If minutes are marked DRAFT or UNAPPROVED you must go back and note the approval date on the final minutes and DELETE DRAFT/UNAPPROVED AND RE-SUBMIT the minutes**
- **If minutes are not marked draft/unapproved but corrections are made you have to refile the new minutes**
- The Town Clerk is not required to follow up on agendas and minutes. Boards, Commissions, and Committees are responsible for filing agendas and minutes

Documents may be submitted in person to the Town Clerk or via email at the following email addresses:

[danastasia@westonct.gov](mailto:danastasia@westonct.gov)

[samato@westonct.gov](mailto:samato@westonct.gov)

Documents may be submitted to the Executive Assistant for posting on the website at the following email address:

[executiveassistant@westonct.gov](mailto:executiveassistant@westonct.gov)

# Item 10



Samantha Nestor &lt;snestor@westonct.gov&gt;

**[EXTERNAL] My Resignation**

1 message

Vanessa Richards &lt;vanessa.richards.203@gmail.com&gt;

Tue, Oct 3, 2023 at 6:38 AM

To: Amy Jenner &lt;aienner@westonct.gov&gt;, Martin Mohabeer &lt;mmohabeer@gmail.com&gt;, Melissa Conner

&lt;melissa.conner@westonct.gov&gt;, Samantha Nestor &lt;snestor@westonct.gov&gt;, Wendy Ramos &lt;wendy.amos@westonct.gov&gt;

ibloom@berchemmoses.com

**Dear Samantha,**

**I hope you're well. I wanted to officially tender my resignation as a member of the DEI Committee. My family and I have recently moved from Weston. I very much enjoyed serving on the committee, and I believe the remaining members will continue its good work.**

**Thank you also for organizing the pride event at the town hall. It was a lovely ceremony and I am thrilled with the commitment to perform it annually. I know it was deeply impactful for the kids who participated.**

**I, however, was saddened to observe your conversation with one of our Weston teachers. On a day dedicated to love and understanding, it was disappointing to hear you essentially gossip about Selectmen Martin Mohabeer. I was deeply uncomfortable with your casual allegations that Martin is a misogynist and anti-Semite. I have known Martin and his family for several years, and I have never heard him utter an anti-Semitic or misogynistic word. To the contrary, all I have ever witnessed from him is a desire to serve this community.**

**But I'm writing to you not to defend Martin; rather, I wanted to express my disappointment that you would talk about him that way to other residents - one of whom is a teacher who will potentially educate his daughters. As Weston's First Selectwoman, I would hope that you would value and represent all residents and I'm equally hopeful this was an isolated moment of inappropriate venting.**

**Weston is a wonderful community and with representatives like Martin,**

**I am very optimistic that the town will continue to support and foster diversity.**

**Sincerely,**

**Vanessa Richards**



# Item 11

2022-3-50053	ACAR LEASING LTD	\$	476.51	8/24/2023	██████████
2022-3-50647	BLEILE ERIC	\$	39.74	8/25/2023	██████████
2022-3-50777	BROOKS MALLORY	\$	32.49	8/29/2023	██████████
2022-3-50780	BROOKS MALLORY	\$	352.00	8/29/2023	██████████
2022-3-51019	CAREY JOHN	\$	531.69	8/24/2023	██████████
2022-1-583	CETTA MARSHA	\$	273.90	9/5/2023	REAL ESTATE
2022-3-51531	DAIMLER TRUST	\$	741.55	8/24/2023	██████████
2022-3-53210	HONDA LEASE TRUST	\$	483.52	8/24/2023	██████████
2022-3-53199	HONDA LEASE TRUST	\$	534.88	8/28/2023	██████████
2022-3-53527	JP MORGAN CHASE BANK	\$	400.42	8/28/2023	██████████
2022-3-53640	JP MORGAN CHASE BANK	\$	819.22	9/6/2023	██████████
2022-3-53565	JP MORGAN CHASE BANK	\$	556.92	9/12/2023	██████████
2022-3-53559	JP MORGAN CHASE BANK	\$	659.62	9/19/2023	██████████
2022-3-53572	JP MORGAN CHASE BANK	\$	1,573.99	9/20/2023	██████████
2022-3-54265	LEVY DAVID M	\$	87.16	9/7/2023	██████████
2022-3-54705	MCDONALD KRISTEN	\$	74.98	9/25/2023	██████████
2022-3-54702	MCDONALL DAVID	\$	36.03	9/25/2023	██████████
2022-3-54878	MILLER PHILIP	\$	326.38	9/25/2023	██████████
2022-3-55714	PORSCHE LEASING LTD	\$	913.42	9/22/2023	██████████
2022-3-56138	ROTH ROGER	\$	67.52	8/24/2023	██████████
2022-3-56528	SHERIN KEITH	\$	47.43	8/24/2023	██████████
2022-3-57182	TOYOTA LEASE TRUST	\$	360.47	8/25/2023	██████████
2022-3-57187	TOYOTA LEASE TRUST	\$	827.79	9/19/2023	██████████
2022-3-57394	TURNER PATRICIA	\$	12.07	8/29/2023	██████████
2022-3-57508	VAULT TRUST	\$	233.49	8/25/2023	██████████
2022-3-57624	VCFS AUTO LEASING COMPANY	\$	835.06	9/11/2023	██████████
	<b>TOTAL</b>	\$	11,298.25	SUBMITTED FOR 10/5/23 BOS MEETING	

Motor Vehicle

REAL ESTATE

Motor Vehicle

# Item 12

**Board of Selectmen  
Meeting Minutes  
September 26, 2023 at 7:30 pm  
Weston Town Hall Meeting Room and via Zoom**

1. **Call to Order:** First Selectwoman Sam Nestor called the meeting to order at 7:33 pm. Also in attendance were Selectman Mohabeer and Selectwoman Jenner, Jennifer Muscato, David Goodman, and members of the public. The meeting was broadcast via Zoom and recorded.
2. **Pledge of Allegiance:** The Board of Selectmen led in the recitation of the Pledge of Allegiance.
3. **Presentation of Commemorative Chairs to Selectman Mohabeer and Selectwoman Jenner:** First Selectwoman Nestor presented personalized commemorative chairs to Selectman Mohabeer and Selectwoman Jenner, she noted that these are the first commemorative chairs produced with the new town logo.
4. **Interview of Jennifer Muscato for possible appointment to the Library Board:** The Board of Selectmen interviewed Jennifer Muscato for a possible appointment to the Library Board.
5. **Interview of David Goodman for possible appointment to the Commission on Aging:** The Board of Selectmen interviewed David Goodman for possible appointment to the Commission on Aging.
6. **Discussion / Decision to appoint Rob Lamb to the Board of Ethics for a term expiring December 31, 2023:** Selectwoman Jenner stated that she spoke with her attorney and in an abundance of caution recused herself last time but has been advised that there is no reason why she can not vote on adding people to the Board of Ethics providing she does not ask them how they would intend to rule on her particular case. **First Selectwoman Nestor made a motion to appoint Rob Lamb to the Board of Ethics for a term expiring December 31, 2023. Selectman Mohabeer seconded the motion.** Discussion took place regarding the term expiration date, Selectman Mohabeer would like to have appointment made for a term with a later expiration date. **This item was tabled to the next meeting.**
7. **Discussion / Decision to appoint Gayle Paquin Costello to the Board of Ethics for a term expiring December 31, 2023:** **This item was tabled to the next meeting.**
8. **Acceptance of Resignation of Thomas Burke from the Library Board:** **Selectwoman Jenner made a motion to accept the resignation of Thomas Burke from the Library Board. Selectman Mohabeer seconded the motion. Motion passed unanimously.**
9. **Discussion / Decision of next steps for the Volunteer Handbook:** The draft Volunteer handbook was distributed with the meeting materials. Discussion took place regarding the

volunteer handbook, proposed changes to boards and commissions, and meeting checklist prepared by Selectwoman Jenner.

10. **Update from Director of Public Works and Facilities, Larry Roberts:** First Selectwoman Nestor read a report from Mr. Roberts and Victoria Houle, Project Management Consultant for State and Federal Projects, regarding capital projects that included and update on Community Connectivity Grant Program (Phase 1 Sidewalks), Weston Center Intersection and Pedestrian Safety Improvements (Phase 2 Sidewalks), Town Center Pedestrian Improvements Project (Phase 3 Sidewalks), Lyons Plain Road Pavement Rehabilitation, Valley Forge Road Pavement Rehabilitation, Police Locker and Bathroom Renovations, Weston Town Hall Basement Renovations, Drinking Water System Improvements – “Booster Treatment Station”, Davis Hill Road and River Road Bridge Rehabilitations, and Michaels Way Bridge Replacement.
11. **Approval of Minutes from the September 7, 2023 Regular Board of Selectmen Meeting:** Selectman Mohabeer moved to approve the minutes from the September 7, 2023 Regular Board of Selectmen Meeting as presented. Selectwoman Jenner seconded the motion. Selectwoman Jenner suggested the following correction to Item 10: to replace “discussion took place” with “First Selectwoman Nestor said she would give an update”. Motion to approve minutes with this correction passed unanimously.
12. **Adjournment:** Selectwoman Jenner made a motion to adjourn. Selectman Mohabeer seconded the motion. Motion passed unanimously. Meeting adjourned at 8:13 pm.

Minutes submitted by Darcy Barrera-Hawes, Executive Administrative Assistant