Town of Granby is inviting you to a scheduled Zoom meeting.
https://us02web.zoom.us/j/84123700946?pwd=QyOeBhzPnHwPtdbBZzbtYmK7bdcCvb.1

Meeting ID: 841 2370 0946
Passcode: 731039

TOWN OF GRANBY
Intra-Board Advisory Committee
Regular Meeting Agenda
Monday, August 10, 2026 – 6 p.m.

Granby Senior Center

1. Pledge Of Allegiance
2. Minutes
   - 2.I. Approval Of IBAC Regular Meeting Minutes - July 13, 2026

     Documents:

     IBAC MINUTES 07-13-2026.PDF
3. Old Business
   - 3.I. Draft Goals
   - 3.II. Shared Services Opportunities - Interview Top Three Submitted RFP Proposals
     - 3.II.i. Randi Frank - 6:00 P.m.

       Documents:

       RANDI FRANK PRESENTATION 08 10 2026.PDF
     - 3.II.ii. East Conn - 6:45 P.m.

       Documents:

       GRANBY_SHARED_SERVICES_EASTCONN_BRAND.PDF
     - 3.II.iii. CLA - 7:30 P.m.

       Documents:

       CLA - SHARED SERVICES PRESENTATION 8.10.26.PDF
4. New Business
   - 4.I. Solar Canopy Assessment - CCM/Titan - Town And BOE
   - 4.II. Building Envelope RFP - Town And BOE

5. Discussion Of Agenda Items For The Next Meeting
6. Public Comment
7. Adjournment

The next regular meeting of the Intra-Board Advisory Committee is scheduled for Monday, September 14, 2026, at 6 p.m. at the Senior Center.

TOWN OF GRANBY
INTRA-BOARD ADVISORY COMMITTEE
REGULAR MEETING MINUTES
JULY 13, 2026

PRESENT: Mark Fiorentino, First Selectman; Heather Lombardo, BOE Chairwoman and Toby Proctor, Board of Finance Vice-Chairman

ALSO PRESENT: Cheri Burke, Superintendent of Schools and Mike Walsh, Town Manager

ABSENT: None

1. PLEDGE OF ALLEGIANCE

2. INTRODUCTION OF MEMBERS AND OPENING REMARKS

The members of the committee were introduced. First Selectman Mark Fiorentino served as the acting chairman.

3. ELECT CHAIR, VICE CHAIR AND SECRETARY

Toby Proctor was nominated to serve as chairman. There being no further nominations, nominations were closed. By unanimous vote, Toby Proctor was elected chairman.

Heather Lombardo was nominated to serve as vice-chairman. There being no further nominations, nominations were closed. By unanimous vote, Heather Lombardo was elected vice-chairman.

There were no nominations for the position of secretary.

4. ADOPT ROBERTS RULES

By unanimous consensus, the committee agreed to conduct its meetings in accordance with Robert's Rules of Order.

5. ADOPT MEETING SCHEDULE

ON A MOTION by M. Fiorentino, seconded by H. Lombardo, the committee voted (3-0-0) to adopt the meeting schedule submitted to the Town Clerk and meet regularly on the second Monday of each month.

6. NEW BUSINESS

6.I. Draft Goals

Town Manager Walsh and Superintendent Burke presented their draft IBAC goals to the committee.

1. Hire a consultant to assess the ability of the BOE and Town to combine backroom operations (including but not limited to Finance, Payroll, Budgeting, Human Resources, Custodial, and IT).
2. Using the consultant's report, through attrition, move toward one Centralized Administrative Unit between BOE and Town.
3. Upon receipt and acceptance of the consultant's report, the Board of Education will convert existing budget software to ClearGov, or substantially similar,

software to present the education budget in the same format and level of detail as the municipal budget.

4. At all times, decision making during this conversion will be driven by maximizing taxpayer efficiency, streamlining administrative workflows, and optimizing resource allocation without compromising educational quality or resident service delivery.

First Selectman Fiorentino recommended the committee consider the following more general goals for the committee.

1. Improve efficiency
2. Improve customer and constituent service
3. Build resiliency
4. Reduce/Avoid costs

After discussion, the committee unanimously agreed to establish one goal at this time and continue developing additional goals at future meetings. The committee further agreed to include setting the goals as an ongoing, recurring agenda item, using an additive approach to refine and expand the goals over time.

The first goal established by IBAC is:
To understand, identify and eliminate redundancy to reduce costs.

6.II. Shared Service Opportunities

The committee reviewed the RFP responses based on the evaluation criteria outlined in the request:

- Relevant experience
- Demonstration of understanding of services to be provided
- Capacity to complete services in required timeframe
- Cost proposal

ON A MOTION by M. Fiorentino, seconded by H. Lombardo, the committee voted (3-0-0) to invite EASTCONN, Randi Frank Consulting and CliftonLarsonAllen to participate in interviews at the committee's next regular meeting.

Committee members will submit interview questions to the Town Manager by July 31, 2026.

7. DISCUSSION OF ACTION ITEMS FOR NEXT MEETING

The agenda for the next meeting will include:

- Conduct interviews with three consultants
- Continue discussion of goals for the committee
- Public session
- Agenda item recommendations from all members

8. ADJOURNMENT:

ON A MOTION by T. Proctor, seconded by M. Fiorentino, the committee voted (3-0-0) to adjourn the meeting at 7:30 p.m.

The next regular meeting of the Intra-Board Advisory Committee is scheduled for Monday, August 10, 2026, at 6:00 p.m. at the Senior Center.

Respectfully submitted,



Betsy Mazzotta
Recording Secretary

Town of Granby, Connecticut

Shared Services Proposal by

Randi Frank Consulting LLC

Randi Frank Consulting, LLC (RFC)

- **National Practice – Public Sector**
  - Executive Search
  - Pay and Classification
  - Organizational Studies –work on Shared Services

- **Specialists in Municipal Government**
  - Headquartered in Louisville, KY (previously from CT)
  - Project team is comprised of nationally respected consultants with specific experience in New England with some living in CT & RI

Exceptional Thirty-Year Track Record

Mission of Firm – Providing professional, hands-on management and human resources consulting services to maximize productivity and efficiency for clients, especially municipalities.

Randi Frank Consulting LLC

Each of the Seven Consultants has over 35 years of relevant experience and advanced degrees

Expertise Tailored to Assist Granby, CT

- Ms. Frank will manage this project from her KY office. She has over 35 years of municipal experience including 26 years of consulting. She also has 13 years of experience as an Assistant Town Manager in Rocky Hill & Cheshire. Served as shared purchasing agent; conducted studies for grounds & facility shared services and HR shared services for Town & BOE. Ms. Frank has worked with the Town of Granby in the past.
- Diane M. Fitzpatrick has Assistant Town Manager experience in Mansfield (had shared Finance Dept) and Wethersfield (help establish regional health district and regional planning agency), plus HR experience for the State of CT (lead team to develop new agencies and combine agencies). While on the Wethersfield BOE she assisted with shared IT & Custodian Services. Developed shared Finance Policies for the Preston Town & BOE. (Lives in CT).
- John Elsesser has over 30 years as Town Manager of Coventry, CT and served as Assistant Town Manager in Avon, CT and Asst to Town Manager in Wethersfield, CT. Served on COST, CIRMA & CCM. Developed regional health district and health benefits cooperative. (CT).

Randi Frank Consulting LLC

Expertise Tailored to Assist Granby, CT

- Richard Brown has over 40 Years of City Management experience in VA, CT, RI & MA. Developed shared health benefits for Town & BOE. Handled Shared Transit services(Lives in RI)

- Lee Palmer has over 40 years of experience in Local Govt in HR, Schools & Finance. Recently served as interim Town Manager for Weston & Berlin. Certified as School Business Manger. Strengthened Mansfield Shared Services to include Finance, HR, IT, Facilities,and Communications (CT)

- Georgian Lussier over 40 yrs of HR experience in private, non-profit and municipal government. She is co-developer of copyrighted Classification & Compensation System-Municipal Version with Ms. Frank. Expertise in organizational workflow analysis, performance mgmt., facilitation of board discussions. (CT)

- Tom Gates, past City/County Manager in VA/SC/GA. He also served as Deputy Executive Director of the Metro Washington Council of Governments. Led performance & accountability and IT strategic initiatives(Lives in VA)

Randi Frank Consulting LLC

Sample Shared Services by RFC Team

- Joint Purchasing Council
- Regional Economic Development compacts and Health Districts
- Regional Police Recruitment & Tests
- Sharing of Staff between Towns
- Planning Services by COG's
- Joint EMS Services
- Work with CIRMA, Cost, CCM, COG's
- Sharing ground & facility services, technology between Town & BOE
- Sharing Finance Software between Town & BOE
- Sharing Finance & HR for Town & BOE
- Regional Para-transit
- Regional Grant Consultant
- Mutual Aid agreements for Public Safety

Randi Frank Consulting LLC

Results Oriented Process

- Define clear goals, critical success factors, measurements for Centralized Administrative Unit (CAU)
- SWOT Analysis – Gather information from Town & School Staff through interviews; Gather documents such as budgets, charter, staffing, job descriptions, union contracts, org. charts for review
- Meetings with BOS, BOF, BOE and Superintendent and Town Manager
- Meetings with Department Heads, Key Staff and other staff performing the functions of Administration, Finance, HR, Budget, Facilities & Grounds Maintenance, IT, Custodial, RM, Purchasing.
- Continue review of all documents received and data.

Results Oriented Process (Continued)

- Continue to review inventory of services with related Department Heads for the various categories.
- Develop an inventory (budgets, staffing, systems) of these existing services in the Town and the Schools for review by Town Manager & Superintendent.
- Draft ideas of potential opportunities for shared services to the Town Manager & Superintendent.
- Draft Granby Shared Service Action Plan to include priorities for shared services, structure of services and staffing, anticipated costs with shared services, and any legal process required for implementation.
- Outline of Steps required for implementation; discussion on location of staff and facilities, potential funding sources & how shared services will be organized.
- Presentations as requested.

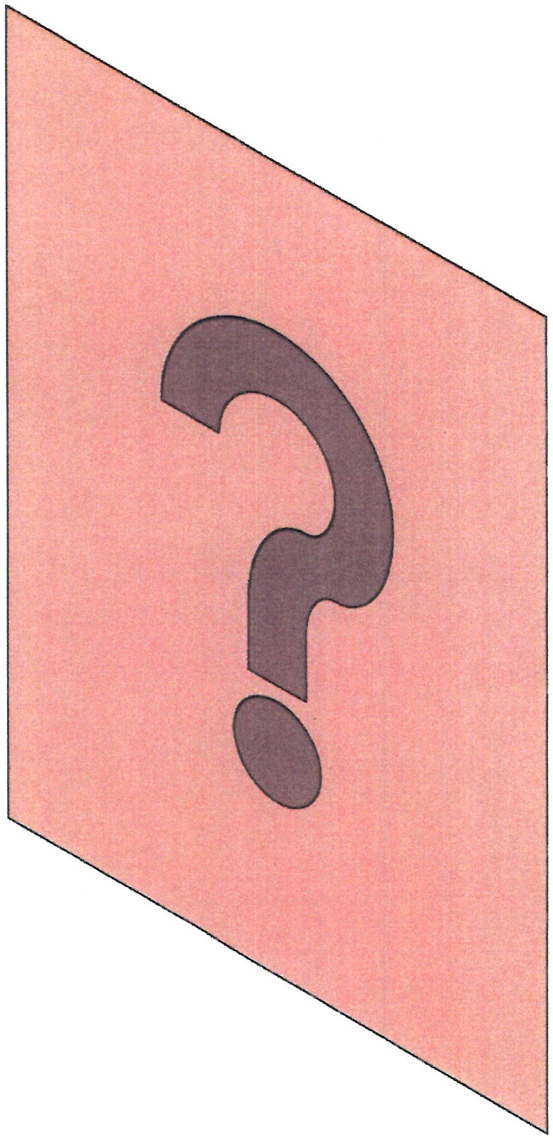
Our Commitment to your Success

- We will provide professional hands-on service to meet your specific needs.
- Our Consultants all have experience in managing municipal operations, reviewing municipal operations including Finance, HR, Purchasing, RM, Schools.
- Our Consultants have worked with CEOs, Town Managers, Town Department Heads, Superintendents and School Business Managers as well as BOS, BOF, BOE.
- Our Consultants are available virtually and in person as requested. Our Consultants have worked as a team on many projects

Randi Frank Consulting LLC

QUESTIONS

Randi Frank Consulting LLC



Assessment of Shared Services Opportunities

Brian Greenleaf, Chief Financial Officer

Ravit Stein, Ph.D., Director of Consultation & Professional Learning

Our Team



Brian Greenleaf

Chief Financial Officer

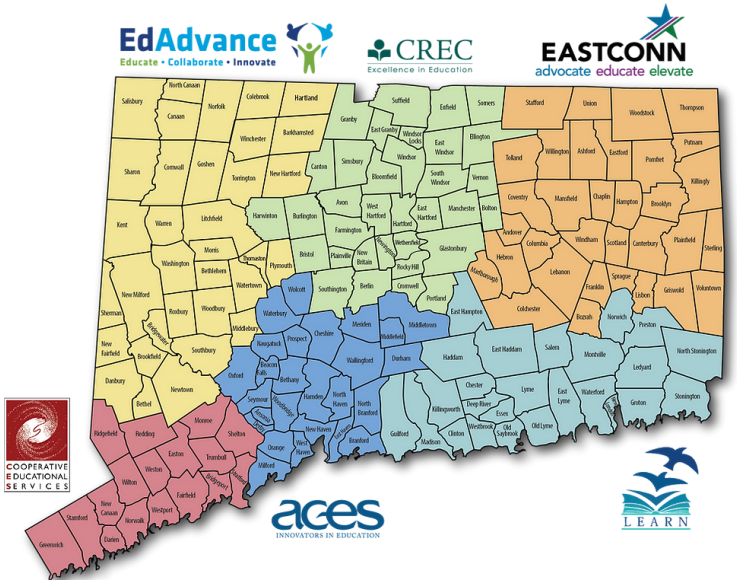


Ravit Stein, Ph.D., BCBA-D

Director of Consultation and Professional Learning

Who is EASTCONN?

- One of Connecticut's six public, nonprofit RESCs, created under state statute (CGS §10-66a).
- A RESC is districts pooling what they can't run alone: the shared-services model itself.
- Public, not a vendor. No product to sell; our stake is a durable result for the community.
- Leading discussions regarding shared services and regional solutions



Granby isn't starting from zero

The joint IT function and the School Resource Officer program already prove shared services work here.

The question is how to deepen existing connections and expand to other areas, e.g. administration/finance.

The discussions you're having now are the right ones. Being in the same room is an indication of readiness.

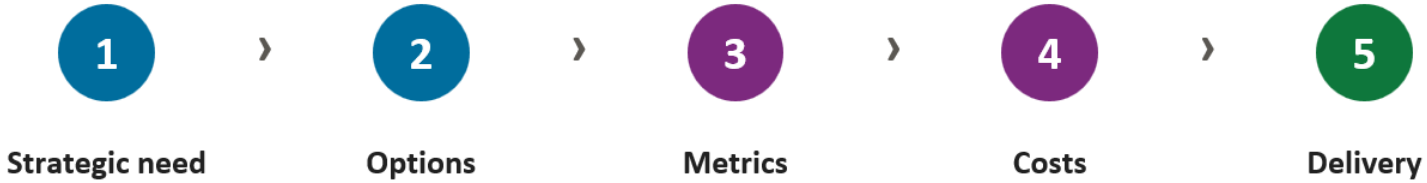




OUR APPROACH

Priorities before models

- A joint Town and Board workgroup does the evaluation with us, not an advisory panel briefed at the end.
- We define what each function needs before testing any structure against it.
- The criteria are written down as we go, and they stay with Granby.



What do you measure?



Costs

Savings, avoidance



Service

Quality, speed, depth



Capacity

Resilience, succession



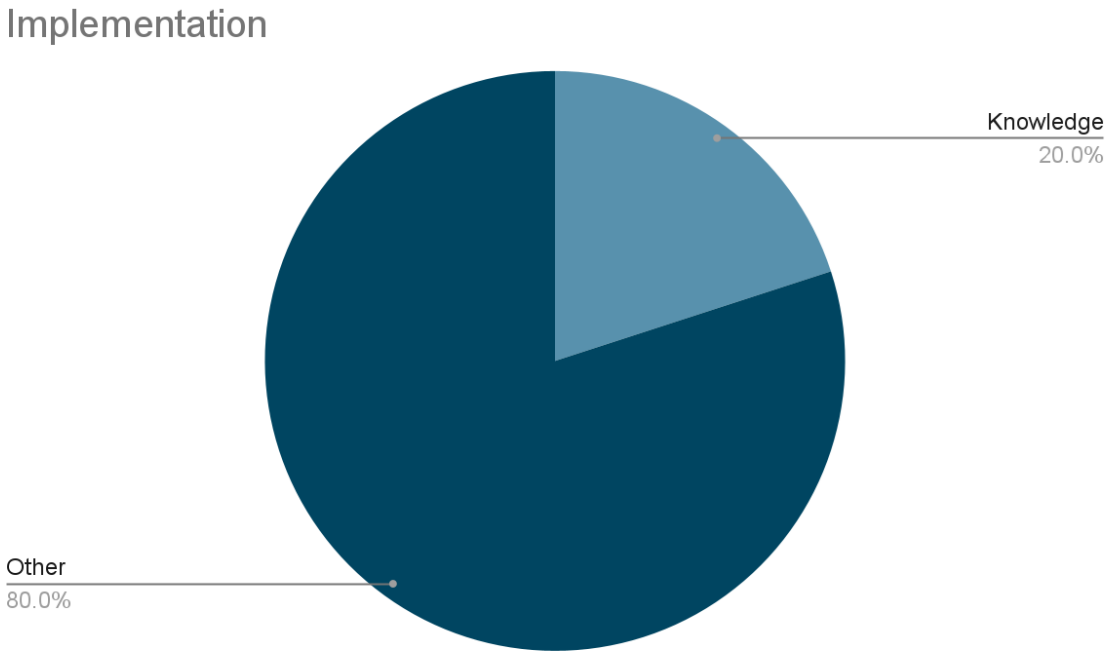
Risk

Controls, continuity

The Knowing-Doing Gap



Implementation Science



People

- Skills & Knowledge
- Motivation: Value & Confidence

Organization

- Incentives
- Expectations, Tools, & Time

Understanding the Picture

Student Needs

Municipal Services

Labor



Taxpayers

Statutory Requirements

Stability

Four phases, 10–12 weeks

1	Form the group and set the strategic need	Weeks 1–3
2	Review operations and systems	Weeks 4–6
3	Structure, cost, and implementation plan	Weeks 7–9
4	Stakeholder review and board presentation	Weeks 10–12

When this engagement is over, what would you like to see?

- A recommendation fits a moment
- Context evolves over time
- What carries across is a shared way of working, built upon trust and a common understanding



A Practitioner's Experience

- Relationships are the starting point to sustainable change
- Build a culture that perpetuates continuous improvement
- Incremental progress leads to large breakthroughs

Accomplishments for Ellington

- Removal from MFAC (state) oversight
- On-time audits, recognized by GFOA for excellence
- Two bond agency rating upgrades, during the largest capital project in the Town's history
- Significant progress in establishing reserve funding
- Established joint IT program, avoiding costs while expanding service to the Town, increasing capacity, reducing risk
- Consistently ranked among lowest in per-pupil expenditure



Questions? Takeaways? Comments?

Thank you for the opportunity!



We'll get you there

CPAs | CONSULTANTS | WEALTH ADVISORS

Town of Granby

Shared Services Assessment August 10, 2026

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Agenda

- Our Understanding of Your Goals
- Introductions & Your CLA Team
- Why CLA / Relevant Experience
- Our Assessment Approach
- Expected Deliverables & Timeline
- Questions and Discussion

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Granby's Goals

- Explore whether Town and BOE administrative operations can be better aligned or combined under a Centralized Administrative Unit (CAU)
- Identify redundancy and opportunities to improve efficiency
- Build resiliency and consistency across administrative functions
- Protect educational quality and resident service delivery
- Develop practical options that respect Town/BOE/BOF roles, authority, and governance

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Introductions to the CLA Team



Dave Flint
CT SLG Lead
17 years' experience
CPA



Lindsey Intrieri
Business Risk Manager
SLG
15 years' experience
CISA, PMP



Aaron Perillo
Business Risk Senior SLG
19+ years' experience

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About CLA

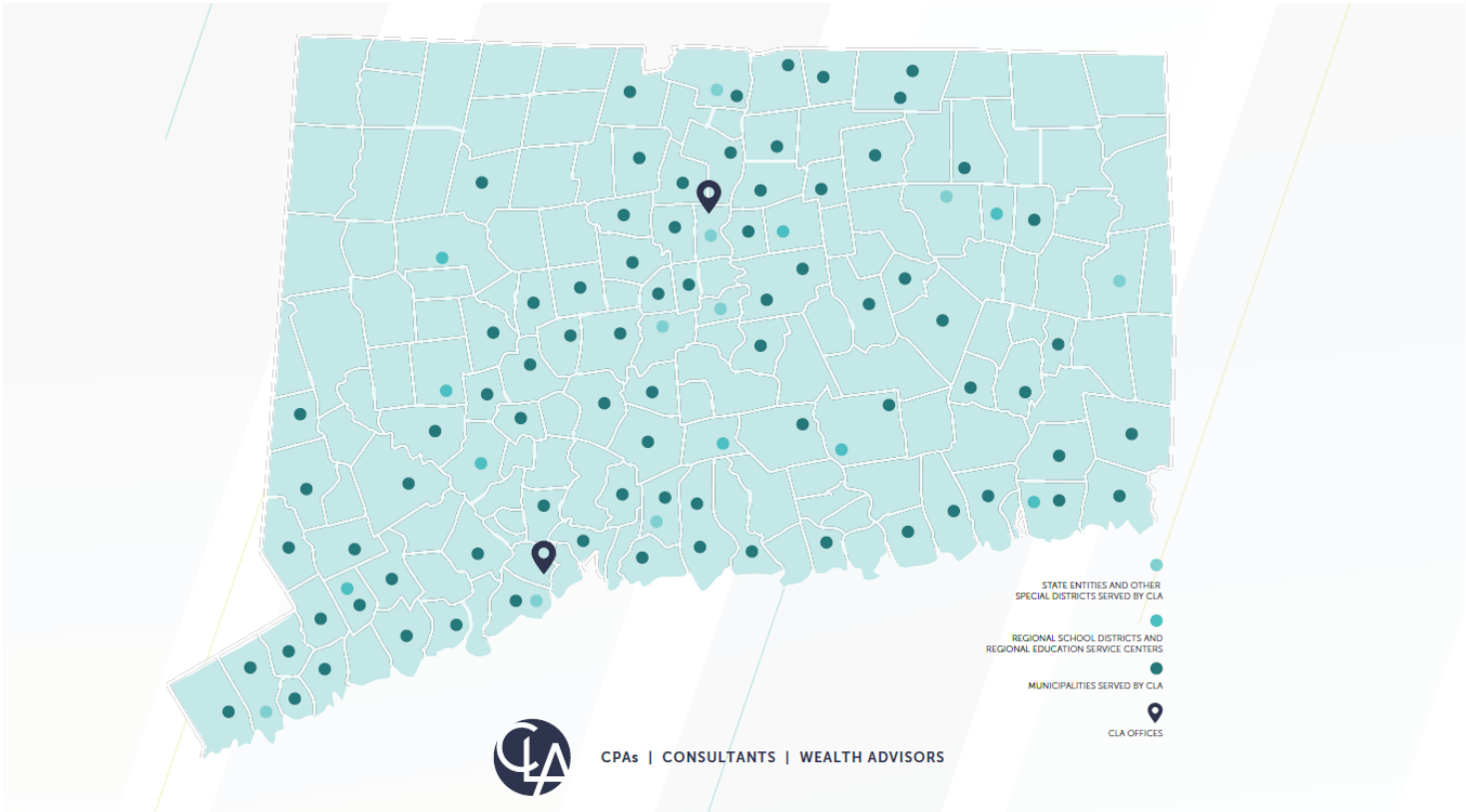
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About CLA



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Where Connecticut works – We're working too



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CLA Service Areas



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Why CLA

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Why CLA?

- Connecticut municipal and school district experience
- Direct shared services and operational assessment background
- Practical understanding of governance, collective bargaining, internal controls, and technology
- Team conducting the work is the team presenting tonight
- Integrated review of people, process, technology, controls, governance, and implementation feasibility
- Practical recommendations designed for implementation
- Commitment to ***long-term relationship and engagement success***

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We Know Shared Services and Local Government



For over 10 years, we've been promoting and speaking on Shared Services

April 2015 – published in Management Issues – "Shared Services and the City of the Future"

October 2018 – CCM Annual Convention – Shared Services Best Practices

March 2019 – published blumshapiro – "New State Leadership, New Incentives to Collaborate"

October 2019 – CCM Annual Convention – Municipal Operational Assessments

October 2020 – CCM Annual Convention – Internal Audits to Enhance Government

March 2026 – published CLA – "Transforming the Business of Government"



Comparable Shared Services Engagements

New Fairfield, CT

Torrington, CT

Duxbury, MA

North Andover, MA

New London, CT

Willimantic, CT

Salem Public Schools, CT

North Branford, CT

Plainville, CT

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Organizational Assessments and Internal Controls in New England

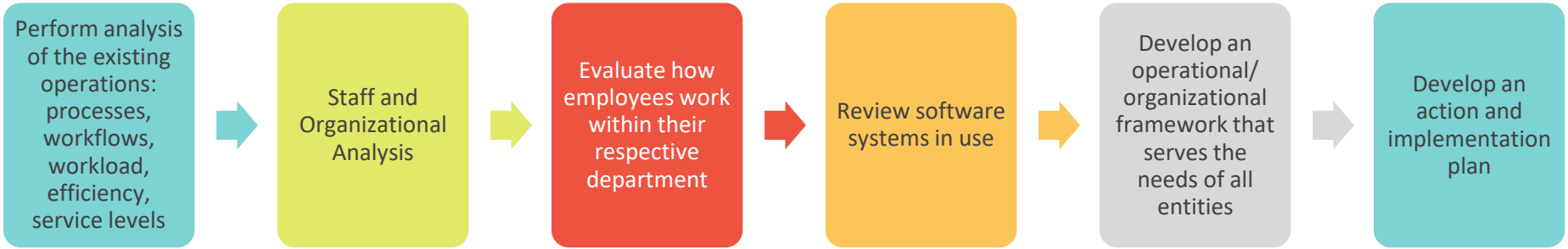
1. Avon, CT
2. Bloomfield, CT
3. Bolton, CT
4. Branford, CT
5. Bristol, CT
6. Cheshire, CT
7. Clinton, CT
8. Danbury, CT
9. Darien, CT
10. East Hartford, CT
11. East Haven, CT
12. Enfield, CT
13. Glastonbury, CT
14. Greenwich, CT
15. Guilford, CT
16. Hamden, CT
17. Hartford, CT
18. Ledyard, CT
19. Mansfield, CT
20. Marlborough, CT
21. Milford, CT
22. Naugatuck, CT
23. New Britain, CT
24. New Canaan, CT
25. New Fairfield, CT
26. New Haven, CT
27. New London, CT
28. Newington, CT
29. Newtown, CT
30. North Branford, CT
31. Norwalk, CT
32. Norwich, CT
33. Old Saybrook, CT
34. Plainville, CT
35. Plymouth, CT
36. Regional School District 14, CT
37. Regional School District 15, CT
38. Regional School District 17, CT
39. Salem, CT
40. Shelton, CT
41. Simsbury, CT
42. Southbury, CT
43. Stratford, CT
44. Torrington, CT
45. Trumbull, CT
46. Wallingford, CT
47. Watertown, CT
48. West Hartford, CT
49. Westport, CT
50. Wilton, CT
51. Windham, CT
52. Windsor Locks, CT
53. Woodbridge, CT
54. Capital Region Education Council, CT
55. State of CT- Office of Higher Education
56. State of CT – Department of Motor Vehicles
57. State of CT– Department of Housing
58. State of CT – Department of Administrative Services
59. CT Municipal Electric Energy Cooperative
60. Rhode Island Infrastructure Bank
61. University of Rhode Island
62. Providence, RI
63. South Kingstown, RI
64. Charlestown, RI
65. Newport, RI
66. Pawtucket, RI
67. Providence, RI
68. Andover, MA
69. Brookline, MA
70. Littleton, MA
71. Norwood, MA
72. Quincy, MA
73. Duxbury, MA
74. Norwood, MA
75. Wakefield, MA
76. Burlington, VT

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Our Approach

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Shared Services - Project Approach



Departments/Functions:
- Human Resources
- Finance / Budgeting / Accounting
- Facilities /Custodial Operations
- Risk Management
- Purchasing

Review includes:
- Union agreements
- Skillsets & training
- Job duties & tasks
- Reporting lines
- Backups & cross-training

Identification of:
- Process and control gaps/risks
- Inefficiencies, redundancies
- Single points of failure

Review includes:
- Costs/capabilities of current systems
- Identification of system underutilization
- Identification of any system redundancies
- Identification most suitable system for use enterprise-wide

Deliverables:
- Current state assessment
- Shared Services feasibility analysis
- Actionable recommendations and opportunities for improvement
- Shared Services feasibility analysis
- Practical shared model(s), where appropriate

Roadmap & Timeline

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Timeline

Planning and Kickoff

- Weeks 1-2

Interviews & Walkthroughs

- Weeks 2-4

Analysis & Model Development

- Weeks 4-7

Draft Report

- Weeks 7-9

Review

- Week 10

Finalize

- Weeks 10-12

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Shared Services - Key Considerations

Organizational Structure

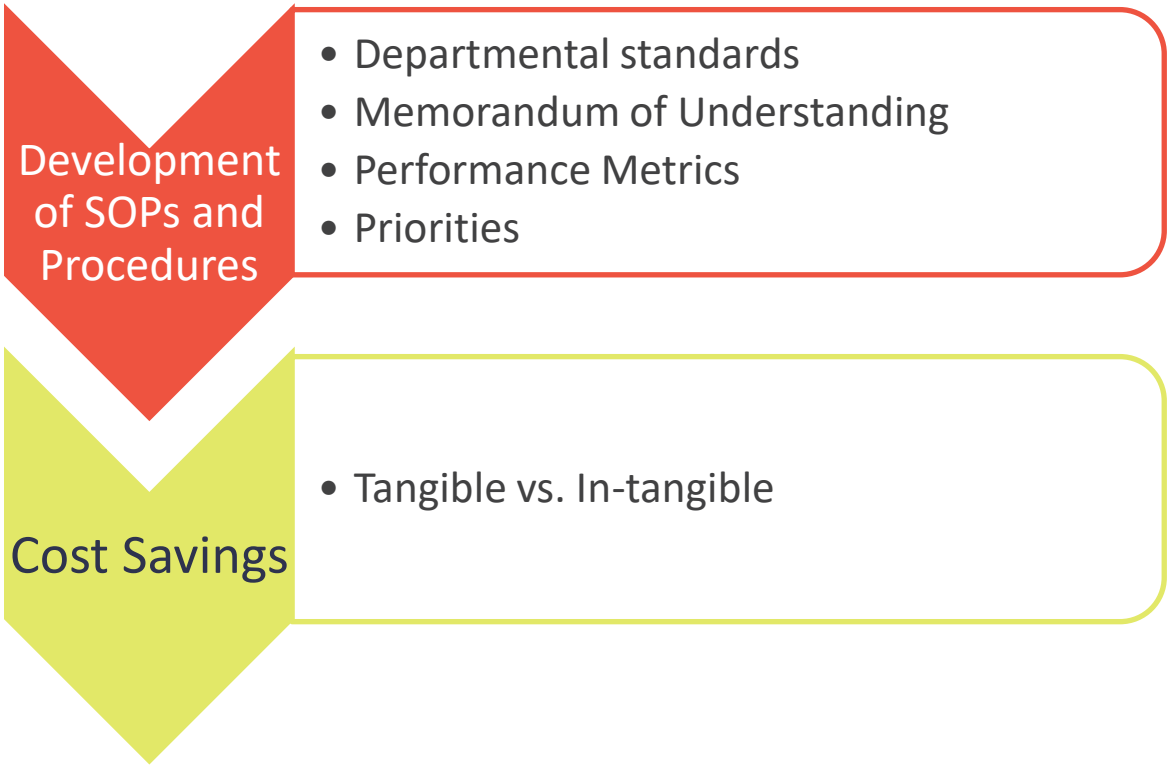
- Impact of various bargaining units
- Management oversight
- Reporting lines/authority
- Logistics

Managing merger of departments

- Maintaining quality of service
- Measuring success
- Prioritization of response to issues/problems
- Prioritization of projects

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Shared Services - Key Considerations (Cont.)



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Shared Services - Success Factors to Consider

Formal Memorandum of Understanding (MOU)

- Arrangement that outlasts current staff, boards, elected officials
- Formally establishes the municipal arrangement and agreement
  - Cost breakdown/breakout
  - Reporting lines (termination authority)
  - Job duties and descriptions
  - Documented timeframe – length of contract date
  - How to terminate/alter the arrangement

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Questions and Discussion

Thank you for the opportunity to serve you.

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