



*City of Bristol
Economic and Community Development Board*

INFORMATION TO ACCESS THIS MEETING

[https://bristolct-
gov.zoom.us/j/88035398812?pwd=Rgcj5FKcxkvGoxQaty6FnamOBBZw2R.](https://bristolct.gov.zoom.us/j/88035398812?pwd=Rgcj5FKcxkvGoxQaty6FnamOBBZw2R.)

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*Meeting ID: 880 3539 8812
Passcode: 402177*

A Special Meeting of the ECD Industrial Committee will be held on Thursday, November 6, 2025, at 4:40pm in Meeting Room 1-2, City Hall, 111 North Main Street, Bristol, CT.

- I. Call to Order
- II. Public Participation
- III. Approval of Minutes
 - A. Special Meeting Minutes from August 7, 2025
- IV. Southeast Bristol Business Park Proposal
 - A. Park Proposal
- V. Take Any Necessary Actions
- VI. Adjournment

PER ORDER OF THE CHAIRPERSON

ECONOMIC & COMMUNITY DEVELOPMENT

Industrial Committee Special Meeting
Thursday, August 7, 2025 at 4:30pm
City Council Chambers, City Hall, 111 N. Main Street and on Zoom

ATTENDEES: Mayor Caggiano, Commissioner Cowdell, Schmelder (Zoom), and Commissioner Goldwasser (Zoom)

ABSENT: None

STAFF PRESENT: Justin Malley - Executive Director

GUESTS: Attorney Jeff Steeg, City of Bristol - Corporation Counsel
Attorney Tim Furey, Furey, Donovan, Cooney & Dyer, PC - Bristol

I. Call to Order

Committee Chair Goldwasser called the meeting to order at 4:32pm.

II. Public Participation

There was no Public Participation.

III. Approval of Minutes

A. Special Meeting Minutes from June 5, 2025

The Chair called for a motion to approve the Minutes from the June 5, 2025 Special Meeting. The motion to approve was made by Mayor Caggiano, and seconded by Commissioner Cowdell. All were in favor, and the Minutes were accepted into the record.

IV. Southeast Bristol Business Park Lot #3 and FORCE Automation

Justin Malley addressed the Commissioners regarding Lot #3 at Southeast Bristol Business Park (SEBBP) and the development plans for FORCE Automation. The lot presents notable grading challenges, requiring substantial fill to resolve these issues. Initially, the city intended to provide existing fill material; however, this option is no longer feasible.

The subsequent discussion focused on how the city could support FORCE Automation in securing the necessary soil for Lot #3, utilizing funds previously allocated for SEBBP. It was determined that the approved funding would partially offset the cost of the fill for the developer and not cover the full expense. An allocation of up to \$50,000 was proposed for this purpose, ensuring that \$25,000 remained in the SEBBP account for other potential requirements.

The mayor presented the following motion for further deliberation:

Motion: To utilize account 3054105-587040-98006 "Southeast Bristol Mini Industrial Park"

in the amount of up to \$50,000.00 to fund the purchase and delivery of fill/soil to help manage significant grade challenges for Lot #3, Southeast Bristol Business Park, to allow FORCE Automation to begin construction on its project. I further move that this matter be referred to the Economic and Community Board for action.

Commissioner Cowdell seconded the motion. Additional discussion considered alternatives of \$40,000, \$45,000, and up to \$50,000 from the SEBBP account, as well as future park needs. Justin Malley indicated that retaining \$25,000 in the account should suffice, given the park's near full capacity. The mayor expressed his intent to maximize support due to the developer's project timeline and financing considerations.

Following deliberation, the Chair seconded the Motion before the Commissioners. All were in favor and the Motion was accepted into the record.

Attorney Tim Furey, representing FORCE Automation, then addressed the Right of Reversion clause in the contract with the City of Bristol. The current phrasing permits the city to repurchase the property at cost until FORCE completes Phase 2 or the construction of a second building. The bank has raised concerns about this clause, affecting project funding; accordingly, the Committee was asked to review it. It was noted that FORCE Automation qualifies for financing, and their bank is prepared to fund the project.

Commissioner Cowdell read the following proposed Motion for consideration:

Motion: To amend the Real Estate Purchase Agreement between the City of Bristol and FORCE Automation, Inc. or its assigns for Lot #3, Southeast Bristol Business Park, to eliminate the property reversion clause following issuance of a building permit for the construction of Phase I – an approximately 30,000 square foot industrial building. I further move that this matter be referred to the Economic and Community Board for action.

The mayor seconded the motion, and the Chair requested input from the city's attorneys.

Attorney Jeff Steeg, representing the City of Bristol, communicated the city's understanding and acceptance, agreeing that the request was reasonable. Commissioner Goldwasser affirmed that the contract should be equitable and designed for success.

The Chair seconded the motion, all were in favor, and the Motion was entered into the record.

V. Take Any Necessary Action

There was no additional action to be taken.

VI. Adjournment

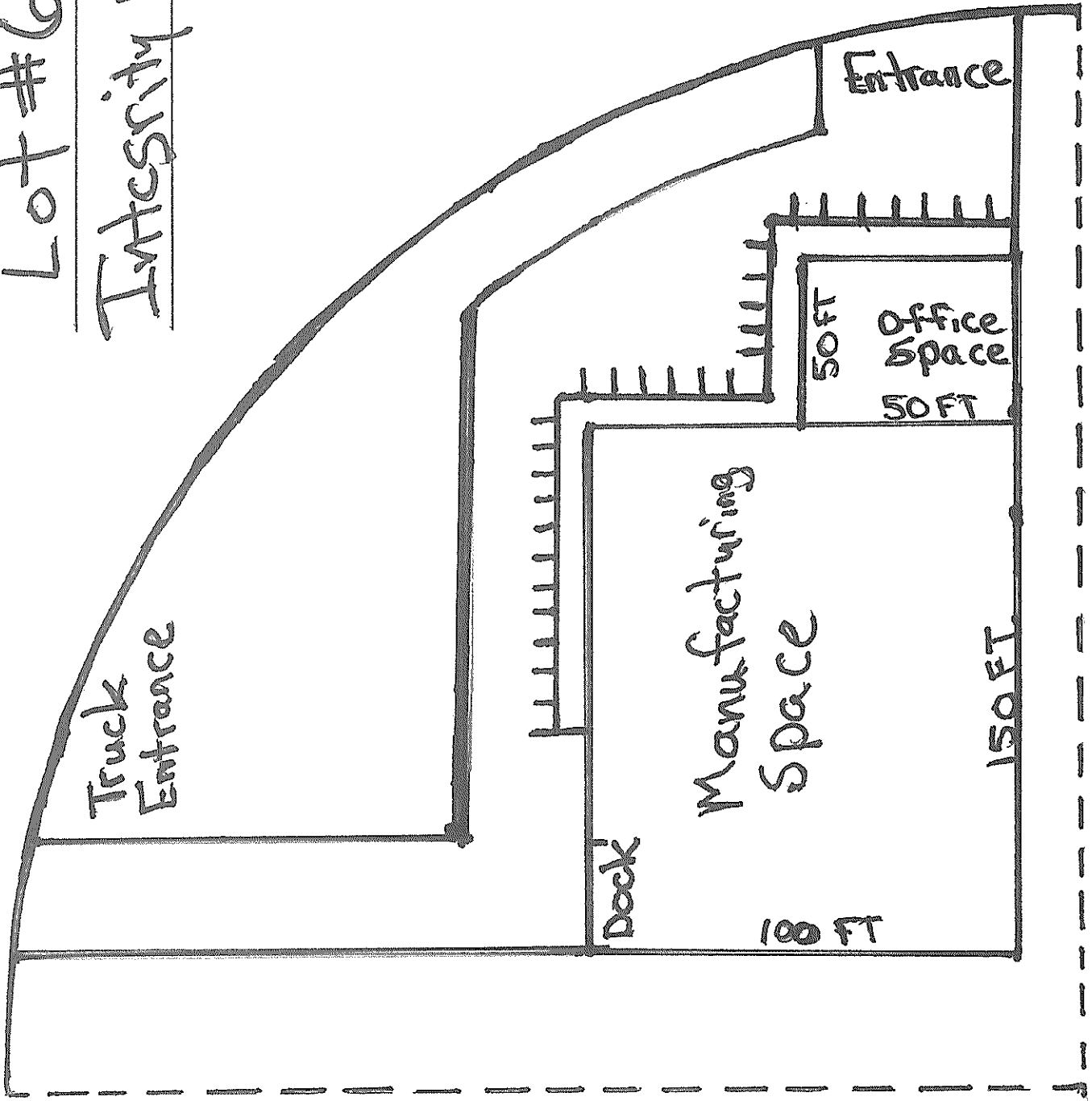
The Chair called for Motion to Adjourn. Commissioner Cowdell made the Motion which was seconded by the mayor. All were in favor and the meeting adjourned at 4:47pm.

Respectfully Submitted,

Sharon Arsego, Recording Secretary

Lot #6

Integrity Mfg LLC



SPB
10/29/25

Integrity Mfg., LLC Overview

Founded in March 1998 by James Gadoury, Integrity Mfg., LLC began with a specialized focus on bottle cap tooling and has grown into a trusted provider of precision grinding and manufacturing services.

Over the last decade, we've expanded into:

- Double disc grinding
- Single and double face lapping
- Blanchard grinding
- Surface grinding
- Honing

With decades of hands-on manufacturing experience and access to cutting-edge technology, Integrity Mfg., LLC delivers consistently exceptional results in OD, ID, and surface grinding of carbide, steel, tungsten, plasma coatings, and other challenging materials. Our longstanding commitment to Integrity, Quality, and Value is embedded in every project we undertake.



Driven by a foundation of skilled craftsmanship, a strong work ethic, and an unwavering focus on understanding our customers' needs, our mission is clear: to provide the highest standards in quality, delivery, and pricing—backed by precision, reliability, and trust.

We routinely hold tolerances of .0001" and achieve surface finishes within 2 micro, maintaining tight precision across every project. Whether it's a single prototype or full production runs, our state-of-the-art machinery ensures repeatability, efficiency, and cost-effective execution.

Our Quality Objectives:

<i>Objective</i>	<i>Description</i>
<i>Customer Focus</i>	We embed customer needs into our daily operations, evaluating the impact of all decisions with the customer's perspective in mind.
<i>Workplace Excellence</i>	We foster a workplace culture of individual excellence by providing effective leadership, comprehensive training, the right tools, a safe and collaborative environment, and performance-based incentives.
<i>Empowerment</i>	Our leadership team builds systems that maximize opportunities for customer satisfaction. Every employee is empowered to acknowledge and respond to customer needs. Those authorized to engage directly with customers are expected to listen attentively, fully understand expectations, and respond thoughtfully guided by sound business principles.
<i>Intelligent Management</i>	Operational decisions are grounded in facts, data, and verifiable evidence, minimizing bias and subjective judgment. This data-driven approach ensures consistent, effective management practices across the organization.

At Integrity, we believe in long-term business partnerships, committed to providing consistently excellent service that earns your trust time and time again. Our focus on strong customer relationships drives every decision, from responsiveness and delivery to pricing and process flexibility.

Our team of experienced professionals participates in ongoing development, empowering us to remain flexible, adaptive, and aligned with your evolving needs. We're also certified for PWA 53 Coatings on I.D., O.D., and flat surfaces, demonstrating our dedication to technical excellence and industry compliance. We're actively pursuing AS9100D certification, with a targeted completion date by September of this year. This milestone reflects our commitment to enhancing quality standards and expanding our capabilities to better serve our customers and industry partners.

Integrity Mfg., LLC proudly serves a diverse range of industries—including aerospace, industrial, commercial, manufacturing, medical, automotive, and military sectors. This broad expertise reflects our adaptability and commitment to precision across demanding applications.



Meet Our Administrative Team

President/Owner: Scott Beaulieu

scott@integritymfgllc.com



Scott joined Integrity Mfg., LLC in May 2002, bringing with him a lifetime rooted in manufacturing. Raised in a family steeped in industry—his father a skilled professional at Pratt & Whitney and his uncle the original owner of Integrity—Scott was naturally positioned to carry forward the company's legacy and values.

With over 30 years of manufacturing experience, Scott has mastered a wide range of machinery and techniques, including CNC, I.D./O.D. grinding, single and double face lapping, Blanchard grinding, honing, surface grinding, lathes, milling, screw machines, Swiss machines, and tool and fixture making. His 10+ years in engineering, supported by college education and certifications in computer networking, GD&T,

SolidWorks, and blueprint reading, have equipped him to design advanced tooling and fixturing with precision and creativity.

Scott also brings 25+ years of leadership experience, having progressed from team lead to President/Owner. His management style is grounded in a deep understanding of how leadership impacts individuals at every level. He is known for fostering employee growth, empowering teams, and supporting operational excellence.

Since initiating his five-year buyout in 2019, Scott has tripled the size of the company, refined all five key departments, and continues to drive innovation and expansion. His commitment to improvement, integrity, and community defines Integrity Mfg.'s mission—and sets the tone for the company's future.

Vice President of Operations: Andrew Kastenbaum

info@integritymfgllc.com



Andrew joined Integrity Mfg., LLC in March 2022 as a double disc machinist, immersing himself in hands-on operations and mastering key processes like Blanchard grinding and single-face lapping. His rapid progression into leadership roles reflects a strong foundation in business strategy and operational development, supported by his Bachelor's in Business Administration and Master's in Management.

With over a decade of management experience spanning roles from assistant manager to district manager, Andrew quickly transitioned into the role of Marketing and Business Development Manager, where he spearheaded a full website redesign, introduced a dynamic social media presence, and overhauled the company's quality management system. His initiatives helped tighten internal policies, create a robust employee

handbook, and pave the way for consistent business growth.

Today, as Vice President of Operations, Andrew leads a team of 20, guiding Integrity Mfg. toward a future defined by excellence, innovation, and certification—proudly on track to achieve AS9100D accreditation in September. His versatile leadership continues to strengthen our culture, systems, and customer impact.

Sales and Marketing Coordinator: Kayla Haney

sales@integritymfgllc.com



Kayla joined Integrity Mfg., LLC in October 2024 as our Customer Service and Inside Sales Representative, bringing over 14 years of experience in manufacturing operations, including assembly, quality control, material handling, training, and office administration. Her depth of expertise also includes 13 years in customer service and business operations, where she has excelled in building strong client relationships, managing purchasing, shipping and receiving, health and safety compliance, internal audits, and marketing initiatives.

Her well-rounded background and hands-on experience in both production and administrative functions make her a dynamic asset to our team. Today, as our Sales and Marketing Coordinator, Kayla plays a pivotal role in expanding our customer base, strengthening brand

visibility, and ensuring seamless service delivery with professionalism and integrity.

Accounting / Human Resources: Dena Lamontagne

accounting@integritymfgllc.com



Dena joined Integrity Mfg., LLC in September 2024, bringing with her a powerhouse career that spans multiple domains of business excellence.

With over 25 years in accounting, Dena leads with mastery in accounts payable/receivable, quarterly filings, and tax preparation, ensuring fiscal integrity and compliance across operations.

Her 10+ years in manufacturing include direct leadership as a floor supervisor, where she managed 45 personnel and oversaw production scheduling, optimizing workflows and boosting productivity.

In human resources, Dena has over 25 years of experience crafting employee handbooks, updating internal policies, facilitating onboarding and orientation, recruiting and interviewing talent, posting job listings, conducting reviews, and overseeing disciplinary processes.

Her customer service experience spans 35 years, and includes developing agent scripts, supervising call centers, monitoring service quality, coaching staff, evaluating CSR performance, and maintaining exceptional standards for client interactions.

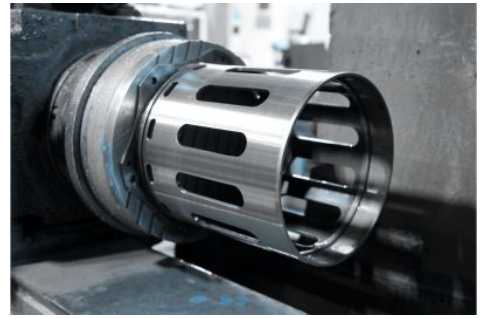
Dena is also certified as an Administrative Assistant and Professional Organizer, enhancing her ability to streamline operations and support organizational structure at every level.

With a rare blend of financial precision, HR leadership, manufacturing expertise, and customer-focused strategy, Dena is a vital force in advancing Integrity Mfg.'s people, processes, and performance toward long-term success.

Our Capabilities

I.D. and O.D. Grinding Capabilities

Integrity Mfg., LLC specializes in precision Internal Diameter (I.D.) and Outside Diameter (O.D.) grinding, backed by advanced CNC cylindrical technology and industry certifications. Our grinding solutions deliver high-performance results in concentricity, diameter control, and taper accuracy, ensuring consistent quality across every run.



Certification:

Certified for PWA 53 Coatings in I.D., O.D., and flat surface grinding, meeting stringent aerospace and industrial specifications.

Core Capabilities:

- CNC programming for repeatability and high-volume throughput
- Integrated gaging for in-process control and verification
- Angle and straight approach features for complex geometries
- Reliable results across materials including carbide, steel, tungsten, and coated surfaces

Grinding Equipment:

- 5" x 12" Hydraulic Myford OD/ID Grinder
- 5" x 12" Myford OD Grinders
- 10" x 18" Hydraulic GER OD/ID Grinder
- 3 Jaguar NC ID Grinders
- 2 10" x 20" Supertec CNC OD/ID Grinders
- 24" x 32" Supertec G60A-80 CNC OD Grinder
- Fortuna OD/ID Grinder
- Cincinnati Milacron Heald ID Grinder with 12" Chuck and up to 20" Ø Swing
- 8" x 19" Tschudin Cylindrical OD Grinder



Surface Grinding Capabilities



High-precision surface grinding services designed to meet exacting standards across critical components. Our horizontal surface grinders deliver flatness, parallelism, and squareness with outstanding accuracy, supporting aerospace, defense, and other quality-driven industries.

Core Features and Process Control

- Tight dimensional control in ten-thousandths of an inch
- Precision finishing across flat surfaces with consistent geometry
- Achieves smooth, linear surface finishes within a 16–32 RMS range
- Magnetic tables ensure secure holding of ferrous parts
- Custom fixturing available for non-ferrous components and complex configurations

Grinding Equipment

- 6" x 12" Okamoto Surface Grinder
- 6" x 18" Okamoto Surface Grinder
- 6" x 18" Harig Surface Grinder
- (2) 16" x 32" Max Surface Grinder

Honing Capabilities

Precision horizontal honing services ensure exceptional control over bore geometry and surface finish for demanding applications. Honing is ideal for improving roundness, straightness, and dimensional accuracy—especially in tight-tolerance components.



Process Highlights

- Bore diameter range: 0.135" to 2.300"
- Maximum bore depth: 4" to 6", depending on internal diameter
- Roundness tolerance within 0.00005"
- Surface finishes as fine as 4 microinches Ra

Equipment

- Sunnen Millennium Honer
- Sunnen Power Stroke Honer

Double Disc Grinding Capabilities

Precision Double Disc grinding, a dual-sided fine grinding process that removes stock from both faces of a flat component simultaneously. Using opposed grinding wheels and carrier fixtures, this method ensures exceptional flatness, parallelism, and repeatability across a wide range of part sizes and materials.

Performance Highlights

- Achieves flat and parallel results within 0.0002"
- Produces a random-pattern surface finish, typically between 8–16 RMS
- Accommodates parts up to 14 inches in diameter
- Supports high repeatability and cost-effective production for small to large volume runs

Process Advantages

- Ideal for reducing setup time and minimizing distortion
- Excellent for finishing stamped, fine blanked, or machined parts
- Consistent surface quality across hardened steels, alloys, and specialty materials

Grinding Equipment

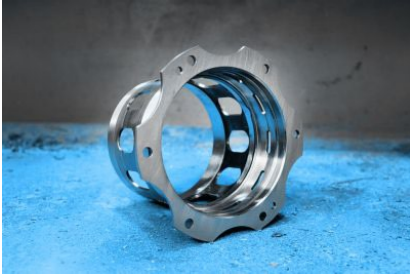
- 14 Norton Hyprolap Double Disc Grinders with 3-ring, 4-ring, and 5-ring configurations

Our double disc department is engineered for performance, enabling fast turnaround and strict adherence to tolerance and finish requirements.



Single and Double Face Lapping Capabilities

Single Face and Double Face Lapping, a precision finishing process that removes material to achieve ultra-flat and smooth surfaces. Lapping utilizes a carefully balanced abrasive slurry, composed of abrasive particles suspended in a water- or oil-based liquid, serving as the cutting medium between the workpieces and the lap plate.



Process Overview

- Single Face Lapping: Targets one surface at a time for high-precision flatness
- Double Face Lapping: Simultaneously laps both faces of the part, ensuring parallelism and consistent surface quality
- Ideal for achieving mirror-like finishes and tight flatness tolerances on metals, ceramics, and other materials

Key Advantages

- Excellent surface refinement for critical applications
- Reduces surface damage and enhances part longevity
- Supports parts with demanding flatness and parallelism specifications
- Up to .00005" tolerances and lap to helium light bands

Equipment Lineup

- (2) 36" Spitfire Lapping Machines
- 36" Lapmaster
- 24" Lapmaster
- Speedfam 16B-6 Double Face Lapping Machine
- Speedfam 9B-5 Double Face Lapping Machine

Our lapping department is engineered for precision, offering smooth finishes and controlled tolerances tailored to your most exacting requirements.

Blanchard Capabilities

Integrity Mfg., LLC offers Blanchard grinding services designed for high-efficiency stock removal and precision flat grinding of small to medium-sized components. Our process utilizes vertical rotary surface grinders to produce consistent results with excellent flatness and parallelism.

Process Highlights

- Accommodates parts up to 42" in diameter
- Delivers flatness and parallelism within $\pm 0.002"$
- Ideal for ferrous materials, large surface area parts, and quick material removal
- Produces characteristic cross-hatch surface finish preferred for bonding and coating applications

Advantages

- Fast turnaround on medium- to high-volume work
- Reliable consistency across demanding industrial applications
- Suitable for machine bases, plates, tooling, and precision components

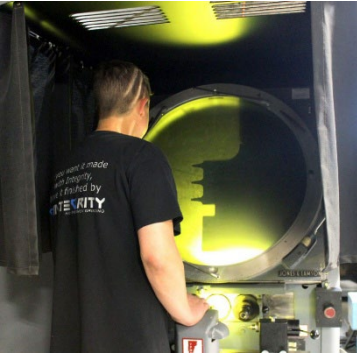
Equipment Lineup

- (3) 36" Blanchard Grinders
- (1) 22" $\times$ 42" Blanchard Grinder

With multiple machines and decades of hands-on expertise, our Blanchard grinding department combines speed with precision—perfect for parts that demand both performance and repeatability.



Quality Assurance & Compliance



Integrity Mfg., LLC is deeply committed to delivering consistent precision, reliability, and trust through a robust Quality Management System that aligns with industry standards and customer expectations.

Certification Commitment

We are actively pursuing AS9100D certification, targeted for September 2025, as part of our strategic initiative to strengthen process control and expand service to aerospace and other regulated industries.

Documentation & Procedures

Our comprehensive Quality Manual includes:

- Standard Operating Procedures (SOPs)
- Detailed Work Instructions
- Corrective & Preventative Action Processes
- Non-Conformance Reporting (NCR) Protocols
- Training Records for all employees
- Master Calibration Log traceable to NIST standards



These internal systems ensure consistency, accountability, and continuous improvement throughout our operations.

Inspection & Measurement Equipment

To uphold tight tolerances and performance specifications, our facility is equipped with advanced inspection tools, including but not limited to:

Snap Gages	Surface Roughness Gage
Sunden Gages	Inspection Microscope
Surface Plates	Optical Flats (up to 10")
Micrometers	Optical Comparator
Dial Bore Gages	Gage Pin Sets
Sine Plates	Dorsey Dial Indicators
Carbide/Ceramic Gage Blocks	Height Gages
Grinding Vises	Profilometers

Our quality culture is embedded across all departments—from inspection to production—ensuring that every component is manufactured with precision, care, and integrity.

Logistics and Support

Lead Times

Our commitment to transparent scheduling and responsive support empowers customers to plan confidently and meet critical deadlines. Lead times are determined by the complexity and scope of each job. Factors such as part geometry, material type, quantity, and required tolerances all influence how long a project will take to process.

Current Lead Times by Department

<i>Department</i>	<i>Standard Lead Time</i>	<i>Expedited Lead Time</i>
<i>Double Disc Grinding</i>	2 – 3 weeks	1 – 2 weeks
<i>Single and Double Face Lapping</i>	2 – 3 weeks	1 – 2 weeks
<i>Blanchard Grinding</i>	2 – 3 weeks	1 – 2 weeks
<i>I.D./O.D./CNC</i>	3 – 4 weeks	1 – 3 weeks

Expedite Service

Expedited processing is available for qualifying projects, subject to scheduling and material availability. Expedite costs range from 30% to 50%, depending on part complexity and quantity.

We work collaboratively with our partners to balance precision with urgency—ensuring that every job receives the attention it deserves without sacrificing quality.

Shipping Options

We offer flexible shipping solutions tailored to our customers' preferences:

- **UPS and FedEx:** We ship via UPS and FedEx using customer-provided account information. Shipping costs are billed directly to the customer's account.
- **Third-Party Logistics:** Upon request, we accommodate third-party carriers such as JP Express, Saia, and XPO. These arrangements are also customer-funded.
- **Customer Pickup:** The majority of our customer base opts to pick up their completed parts using their own company drivers.
- **Delivery Service:** At this time, we do not offer in-house delivery services

Hours of Operation

Our facility is open Monday through Friday, from 7:00 AM to 5:30 PM.

Please coordinate visits, deliveries, and pickups within this timeframe to ensure smooth operations.

For the latest updates on hours of operation and any schedule changes, please refer to our announcements posted on social media or our website.

Commitment to Collaboration

At Integrity Mfg., collaboration is at the heart of everything we do. We believe the most effective solutions come from clear communication, shared goals, and mutual respect. Whether we're working with customers, vendors, or teammates, we prioritize transparency, responsiveness, and a willingness to listen.

We strive to:

- Foster productive partnerships built on trust and accountability
- Maintain open channels for feedback and continuous improvement
- Align our efforts with customer expectations and operational excellence
- Support one another in achieving collective success

Through collaboration, we not only meet industry standards—we elevate them.

We value strong, collaborative relationships and are committed to working as a unified team toward shared success. It would be our privilege to partner with you and your company in a long-term engagement built on trust, reliability, and mutual growth. Together, we can achieve exceptional results through aligned goals and seamless cooperation.

Contact Information

At Integrity Mfg., LLC, we're committed to precision, partnership, and responsiveness. Whether you're seeking a manufacturing solution, requesting a quote, or simply want to learn more about our capabilities, we're here to help.

Reach out to us directly:

Andrew Kastenbaum

Vice President of Operations

Email: info@integritymfgllc.com

Phone: (860) 678-1599

Website: www.integritymfgllc.com

Address:

Integrity Mfg., LLC
1451 New Britain Avenue
Farmington, CT 06032

Business Hours:

Monday–Friday: 7:00 AM – 5:30 PM

Closed on weekends and major holidays

Social Media:

LinkedIn: - www.linkedin.com/company/integrity-manufacturing-llc

Facebook – www.facebook.com/integritymfgllc

Instagram – www.instagram.com/integritymfgllc

Prefer to visit?

We welcome scheduled appointments and facility tours. Contact us to arrange a time that works for you.