



**TOWN OF MANSFIELD**  
**TOWN COUNCIL MEETING**  
**TUESDAY, October 10, 2006**  
**COUNCIL CHAMBERS**  
**AUDREY P. BECK MUNICIPAL BUILDING**  
**7:30 p.m.**

**AGENDA**

	Page
CALL TO ORDER	
ROLL CALL	
APPROVAL OF MINUTES .....	1
MOMENT OF SILENCE	
OPPORTUNITY FOR PUBLIC TO ADDRESS THE COUNCIL	
OLD BUSINESS	
1. Community Water and Wastewater Issues (Item #2, 09-25-06 Agenda).....	11
2. Community/Campus Relations and Birch Road Community Concerns (Item #3, 09-25-06 Agenda) .....	17
3. Financial Statements Dated June 30, 2006 (Item #5, 09-11-06 Agenda) (Previously Distributed).....	19
4. Capital Expenditures (Item #7, 09-25-06 Agenda) .....	21
NEW BUSINESS	
5. Presentation from Big Friend's Homework Group.....	27
6. Priorities for Town Manager.....	29
7. Contract Agreement between the Town of Mansfield and Regional School Board for Accounting, Bookkeeping, Information Technology and Risk Management .....	33
8. Town of Mansfield Corporate Resolution .....	37
9. Appointments to Eastern Highlands Health District Board of Directors.....	39
10. Appointment to Mansfield Downtown Partnership .....	41
QUARTERLY REPORTS (to be distributed)	
DEPARTMENTAL REPORTS .....	45
REPORTS OF COUNCIL COMMITTEES	
REPORTS OF COUNCIL MEMBERS	
TOWN MANAGER'S REPORT	

**FUTURE AGENDAS**

**PETITIONS, REQUESTS AND COMMUNICATIONS**

11. Explanatory Text – November 7, 2006 Referendum..... 111

12. Fee Waiver Ordinance (to be distributed)

13. K. Holt re: Fall Bond Referendum..... 113

14. Homeland Security Commercial Equipment Direct Assistance Program  
Application ..... 115

15. ICMA Public Management Magazine “2006 ICMA Annual Award Recipients” ..... 125

16. Letters of Appointment..... 143

17. E. Paterson re: Eagleville Brook TMDL Analysis ..... 149

18. Quinebaug-Shetucket Heritage Corridor, Inc. re: 16<sup>th</sup> Annual Walking Weekends 151

19. C. Vincente re: Parks & Recreation Department Program Fees ..... 153

**EXECUTIVE SESSION**

REGULAR MEETING-MANSFIELD TOWN COUNCIL

September 25, 2006

Deputy Mayor Gregory Haddad called the regular meeting of the Mansfield Town Council to order at 7:30 p.m. in the Council Chambers of the Audrey P. Beck Building.

I. ROLL CALL

Present: Blair, Clouette, Haddad, Hawkins, Koehn, Paulhus, Redding, Schaefer

Absent: Paterson

II. APPROVAL OF MINUTES

Mr. Clouette moved and Mr. Haddad seconded to approve the minutes of the September 11, 2006 meeting.

Motion so passed.

III. MOMENT OF SILENCE

Mr. Haddad requested a moment of silence in recognition of lives lost by military personnel in the wars in Iraq and Afghanistan.

IV. OPPORTUNITY FOR PUBLIC TO ADDRESS THE COUNCIL

Doug Kaufman, 149 Birch Road, speaking for himself and on behalf of his neighbors, addressed the Council regarding the disturbances in the neighborhood caused by student partying. Mr. Kaufman outlined the problem and suggested ways to address the situation. Comments attached.

Lee Williams, University of Connecticut Dean of Students, assured the Town Council and residents that the University is working diligently to address the problem. Ms. Williams emphasized the need for communication between UConn and the State and Town Police. She noted that a number of the more serious incidents have been caused by nonstudents and urged the Council to do what they can to hold unscrupulous landlords accountable.

James Knox, 148A Birch Road, applauded the idea of publicizing statistics that deal with the results of student code violations and urged additional police coverage in the neighborhoods. He also agreed with members who feel that UConn must change its current image as a party destination - a place to come to party.

Council members noted that the recently approved budget would provide an additional officer starting half way through the current year.

Nancy Silander, 30 Birch Road, agreed with the comments of her neighbors and urged the town to extend the sidewalk to North Eagleville Road.

Kathleen Knecht, 137 Birch Road, asked the town's assistance in keeping Halloween safe for the neighborhood children.

## V. OLD BUSINESS

### 1. Appointment of Town Manager

Mr. Schaefer moved and Mr. Hawkins seconded to authorize Matthew W. Hart to begin his services as Town Manager of the Town of Mansfield on October 4, 2006, and to implement his employment agreement with the Town on that date.

Motion so passed

Mary Stanton, Town Clerk, administered the oath of office to Matthew W. Hart.

Deputy Mayor Gregory Haddad congratulated Mr. Hart and thanked the outgoing Town Manager, Martin Berliner for his service to the town. He invited all present to join the Council in a thank you celebration.

### 2. Fenton River

Information only

### 3. Community/Campus Relations

Matt Hart updated members on actions being taken to address student behavior. Senior UConn personnel and town officials have met to develop a plan of action. Town staff has also met with representatives from Carriage House and ING to discuss landlord expectations. ING has presented a draft proposal that staff is in the process of reviewing. Council members discussed the level of police staffing and the culture of alcohol on campus.

## VI. NEW BUSINESS

### 4. Resolutions Accepting LHS Associates and the Interactive Voting Systems Voting Machines

Mr. Clouette moved and Mr. Hawkins seconded to approve the following resolutions:

RESOLVED,

WHEREAS, the Help America Vote Act of 2002 has developed a uniform set of requirements for each voting system used in an election for federal office;

WHEREAS, included among the requirements of the Help America Vote Act is a provision that every polling place must maintain at least one voting machine created to ensure private and independent voting capabilities for persons with disabilities;

WHEREAS, the "IVS voting system" has been recognized to be in compliance with the requirements of the Help America Vote Act, including the provision of accessibility for persons with disabilities;

WHEREAS, the Office of the Secretary of the State of Connecticut has used federal funds advanced through the Help America Vote Act to purchase voting machines in compliance with this said accessibility provision of the Help America Vote Act, these being the "IVS voting system";

WHEREAS, the Town of Mansfield is a municipality in the State of Connecticut;

WHEREAS, the Town of Mansfield through its elected officials and the employees thereof, is responsible for conducting primaries and elections, federal and otherwise, within its borders;

WHEREAS, the Town of Mansfield, through its legislative body is responsible for providing suitable voting machines for use within its own municipality;

THEREFORE, the legislative body of the Town of Mansfield hereby accepts ownership of the said "IVS voting system" and will begin to use said voting machines with the election to be held on November 7, 2006.

RESOLVED,

WHEREAS, the Help America Vote Act of 2002 has developed a uniform set of requirements for each voting system used in an election for federal office;

WHEREAS, the Election Assistance Commission has determined that lever voting machines are not compliant with the requirements of the Help America Vote Act;

WHEREAS, the Office of the Secretary of the State of Connecticut has used federal funds advanced through the Help America Vote Act to purchase voting machines in compliance with this law, these being the "LHS optical scan voting machines";

WHEREAS, the Town of Mansfield is a municipality in the State of Connecticut;

WHEREAS, the Town of Mansfield, through its elected officials and the employees thereof, is responsible for conducting primaries and elections, federal and otherwise, within its borders;

WHEREAS, the Town of Mansfield, through its legislative body is responsible for providing suitable voting machines for use within its own municipality;

THEREFORE, the legislative body of the Town of Mansfield hereby accepts ownership of the said "LHS optical scan voting machines" and will begin to use said voting machines with the election of November 7, 2006.

Motion so passed.

5. Budget Transfers for FY 2005/2006

Mr. Schaefer moved and Mr. Hawkins seconded, effective September 25, 2006, to approve the Budget Transfers for FY 2005/06, as presented by the Director of Finance in his correspondence dated August 25, 2006.

Council members requested that an explanation of the fee waiver policy be an item on the next agenda.

Motion so passed.

Ms. Koehn requested that discussion of storm drains be added to the agenda. Agenda item 7a regarding storm drains was added to the agenda by consensus.

6. Closeouts for Capital Project Fund

Postponed until next meeting.

7. Draft DEP Analysis of Eagleville Brook

Ms. Koehn moved and Mr. Paulhus seconded, effective September 25, 2006, to authorize the Mayor to co-endorse a letter with the PZC Chairman that acknowledges the receipt of the Connecticut Department of Environmental Protection's draft analysis of Eagleville Brook and pledges the Town's cooperation in improving storm water management in this watershed.

Motion so passed.

7a. Storm Drains

A discussion regarding the dumping of wash water (supernant), a byproduct of storm drain cleaning, by UConn contractors into local streams ensued. The DEP is investigating and the town staff is assisting where possible. Lon Hultgren, Director of Public Works, has spoken to the DEP investigators and with the Physical Plant staff at the University. They have agreed that this will not occur next year.

VII. DEPARTMENTAL REPORTS

VIII. REPORTS OF COUNCIL COMMITTEES

Caroline Redding, Chair of the Committee on Committees, made the following recommendations for appointments:

Mansfield Advocates for Children

Kathleen Mahoney 3-year term

Housing Code Enforcement

Francis J Halle 3-year term

Agatha Hoover 2-year term

Richard Pellegrine 1-year term

Robert Kremer alternate 3-year term

Brian McCarthy alternate 3-year term

The Committee also recommended to the Council that 2 alternate positions be added to the Conservation Commission and to refer the matter to the Town Attorney for review.

Motion so passed.

Ms. Redding also noted that the volunteer web page is ready for posting and that the Volunteer Recognition event is planned for May 19, 2007.

IX. REPORTS OF COUNCIL MEMBERS

X. TOWN MANAGER'S REPORT

Martin Berliner, Town Manager, complimented all those who made the fireworks and the festival on the green such a success.

Charter Revision will be meeting on Tuesday the 26<sup>th</sup>.

The groundbreaking for the Mansfield Community Center connector will take place on October 3<sup>rd</sup>. This is the first "spade turn" of the downtown partnership project.

The next meeting of the School Building Committee will be October 4<sup>th</sup>.

XI. FUTURE AGENDAS

XII. PETITIONS, REQUEST AND COMMUNICATIONS

8. Chronicle "A Great Weekend"
9. Chronicle "Landlords Call New Regs Unfair"
10. Daily Campus "Festival On Green Celebrates Mansfield"
11. Storrs Center Concept Plan and Timeline
12. Town Owned Land and Conservation Easements as of August 1, 2006
13. Willimantic River Review – Fall 2006
14. WINCOG re: 2004-2005 Median Home Sales Prices Compared to Median Income

XIII. EXECUTIVE SESSION

Mr. Paulhus moved and Ms. Blair seconded to move into Executive Session.  
Motion so passed.

Present: Blair Clouette, Haddad, Hawkins, Koehn, Paulhus, Redding, Schaefer

Also Present: Martin Berliner, Town Manager

Personnel Issues

Mr. Paulhus moved and Ms. Blair seconded to move out of Executive Session.  
Motion so passed.

XIV. ADJOURNMENT

Mr. Paulhus moved and Ms. Blair seconded to adjourn the meeting.  
Motion so passed.

Gregory Haddad, Deputy Mayor      Mary Stanton, Town Clerk

**To: Mansfield Town Council**  
**From: Residents of Birch Road, Silver Falls Lane and Westgate Lane**  
**CC: Julie Bell-Elkins, Associate Dean of Students, and Philip Austin, President**  
**University of Connecticut**  
**Re: Disturbances on Birch Road**  
**Date: September 25, 2006**

Recently, disturbances that have occurred on our road. This past Saturday, September 23<sup>rd</sup>, several of us were awakened between 1:00 and 1:30 am by a party being held by University students who rent at 166 Birch Road. Dozens of students were out on the road itself, screaming loudly. A car alarm also went off at this time and continued unabated for close to twenty minutes. Many of us called the police. Because of the time, our calls were routed to the State Police in Tolland and we were told that our complaints would be put on a list and attended to after other more pressing issues were resolved.

We do not know if the police ever arrived. However, a Birch Road resident, Doug Kaufman, did get dressed and go to the house, where he spoke with one of the students standing in the middle of the road and asked him to break up the party. The students were extremely intoxicated, and most of them appeared to be underage. As Mr. Kaufman was driving back up the road, one of them stumbled directly in front of his car and then continued to walk down the middle of his lane, apparently unaware of his car with its headlights on three feet behind him. If he had been going any faster than a couple of miles an hour he certainly would have hit him.

Mr. Kaufman then drove to the campus Police Station to see if he could get a squad car to drive by the party. The officer with whom he spoke was extremely polite and generous with his time but told him that Birch Road was out of UConn Police jurisdiction.

On our road we face a growing problem. We now, for the first time, have three properties being rented to University students. One more home is currently for sale and has the potential to be rented. Over the last year, renters of all three properties have held parties that have resulted in significant disturbances to the peace. The police have been called to all three properties, and their residents have been spoken to by troopers, community members, and UConn officials about their responsibilities and obligations to neighborhood. However, whatever short term solution has resulted from these meetings does not seem to have held.

To compound our problem, we are a street without adequate access to law enforcement during the time we most need it: we are out of UConn Police jurisdiction, and after midnight the Mansfield Police are not available. Our understanding is that, at this time, when the most severe disturbances from parties occur, calls are diverted to Troop C in Tolland. As was the case this past weekend, this troop often must attend to traffic accidents and other emergencies. Disturbances of the peace are a low priority. In the past, law officials have suggested that we contact them earlier in the evening, when we recognize a party forming so that they can be on alert for subsequent problems. Unfortunately, in the case of this weekend most residents weren't aware of the party until after midnight, when it went out of control.

Resultantly, the disturbances continue, with great impact to our community.

We therefore come before you with a proposal to ameliorate it. Not expecting any action or response by the Town Council this evening, we propose that our community, the university, and the town address the problem in three ways:

- 1) by offering the community greater, expedited response from law enforcement officials, especially during nights when disturbances can be expected to occur. This might involve expanding UConn's jurisdiction, hiring extra police, offering overtime, or working more closely with other police departments.
- 2) by the formal creation by the university—with input from town officials and residents—of clear, specific, formal policies regarding the responsibilities of university students renting within the town. These policies should also clarify the consequences resulting from their violation and ensure the implementation of those consequences.
- 3) by the full and expeditious implementation of the town's new housing codes.

We are a community united in ensuring that our neighborhood remains a vital and safe place for all our residents. Our neighborhood is made up of your teachers, health care professionals, UConn employees, your coaches, businesspeople, mothers, fathers, sons, and daughters. We urge the town not give up on this community by ignoring this growing problem. To this end, we request that our issue to be placed formally into a upcoming Town Council agenda or that we soon have the opportunity to discuss this issue with the Town in a smaller venue.

We thank you for your attention and look forward to your response.

Sincerely,

The residents of Birch Road, Silver Falls Lane and Westgate Lane

Steph Anthony 151 Birch Rd Jennifer Kaufman 147 Birch Rd  
Candlyn S. Mull 148 Birch Rd DOUGLAS KAUFMAN, 147 BIRCH RD

Roy & Lisa Thompson 109 Birch Rd.

Brian & Suzanne Hathaway 117 Birch Rd.

John T. Marshall 148 Birch Rd

Amrue and Farida Dahmani 155 Birch Rd

Brunson W Thompson 138 Birch Rd

Geraldine A. Thompson 138 Birch Rd

Kathleen & John Krull 137 Birch Rd

Joselyn V. Grotfelty 6 Westgate Lane

Prof. J. Stone 3 Westgate Lane Storrs, CT 06266

James Knox

148A Birch Rd.

June Knox

148A Birch Rd.

Nancy Silander

30 Silver Falls La

Lou Perry

to Silver Falls Lane

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**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *Matt H*  
**CC:** Lon Hultgren, Director of Public Works; Gregory Padick, Director of Planning  
**Date:** October 10, 2006  
**Re:** Community Water and Wastewater Issues

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**Subject Matter/Background**

As you may recall, both Lon Hultgren and Greg Padick are serving on a selection committee to hire the consultant to prepare a master plan for the university's water supply and wastewater systems. The committee has identified a preferred consultant, and the university has or soon will commence negotiations to execute an agreement for professional services.

The town has agreed to contribute to the cost of this study. Staff believes that this is appropriate as we enjoy significant use of the university's water supply and wastewater systems, and we anticipate that our needs will grow in the future. The town will benefit greatly from partnering with the university in a community water/wastewater planning process.

At Monday's meeting, staff will be available to address any questions that the Town Council may have regarding this item.

**Attachments**

- 1) Excerpts from UConn RFP, Master Plan for the University of CT Water Supply and Wastewater Treatment Systems



The University of Connecticut

REQUEST FOR PROPOSAL

No. SG52206-1

TO PROVIDE A MASTER PLAN FOR THE UNIVERSITY OF CONNECTICUT WATER SUPPLY AND  
WASTEWATER TREATMENT SYSTEMS

Proposal Due Date:

August 23, 2006

Informational Meeting - To review key documents, see 2.13-2.19  
Date 7/26/06 - Meeting will be held in the bid room of the University of Connecticut Purchasing  
Department at 10:00 am local time. This will be the bidder's only opportunity to review material.

Issued By: Stephen R. Grange, C.P.M.  
Assistant Director, Purchasing  
3 North Hillside Road Unit 6076  
Storrs, CT 06269-6076  
Phone: (860) 486-4928  
Fax: (860) 486-5051

## TABLE OF CONTENTS

SECTION 1	1.1 Project 1.2 Demographics
SECTION 2	2.1 Scope of Work
SECTION 3	3.1 Letter of Engagement
SECTION 4	4.1 Proposal Content 4.2 Statement of Fees
SECTION 5	Evaluation Process
SECTION 6	Receipt of Proposals and Estimated Timetable
SECTION 7	General Terms and Conditions Instructions regarding Mandatory Forms and Affidavits

### REQUIRED FORMS AND INSTRUCTION:

The following forms must accompany the bid response to be considered complete and compliant:

- Form of Proposal
- Bidder Contract Compliance Monitoring Report
- Gift Affidavit
- Consulting Affidavit
- Campaign Affidavit
- Annual Affidavit
- Summary of State Ethics Laws Acknowledgement
- References

1.1

PROJECT SUMMARY:

Section 13 of Connecticut Department of Public Health consent order DWS-05-78-397a requires the University to retain a qualified consultant to complete a master plan for the University's water supply and wastewater treatment systems by February 1, 2007. Ensuring that the water supply and wastewater treatment systems will continue to meet the needs of the University, existing off-campus users and adjacent off-campus development goals in the Storrs area is a mutually shared objective of both the town of Mansfield and UCONN. Consequently, the University and Mansfield, with the support of the Connecticut Department of Public Health, the University's Board of Trustees and Mansfield's Town Council, have agreed to jointly commission the development of a master plan for the water supply and wastewater treatment systems. The scope of the master plan is described later in this document.

1.2

Demographics:

The University of Connecticut is comprised of the main campus located at Storrs with branch campuses in West Hartford, Waterbury, Avery Point, Torrington and Stamford, a School of Social Work located at the Greater Hartford Campus, a School of Law located in Hartford, CT., and Schools of Medicine and Dental Medicine, graduate programs, medical and dental clinics and the John Dempsey Hospital, all of which comprise the UConn Health Center, located in Farmington, CT. Total enrollment at all campuses is approximately 27,579 students. The Storrs campus has an enrollment of approximately 20,151 undergraduate and graduate students, including a resident undergraduate population of approximately 11,340 students. There are approximately 8,802 full and part-time faculty and staff. This project is limited to the drinking water and wastewater treatment systems that served the University's Main and Depot campuses in Storrs and the Town of Mansfield.

## SECTION II

### 2.0 Scope of Work:

#### Deliverable: We seek

- 2.1 A strategic assessment of: 1) operational capacities/capabilities; 2) infrastructure (critical system components) conditions and limitations; 3) financial/economic value; and, 4) management capability of the existing water supply and wastewater treatment systems
- 2.2 informed by an environmental assessment and enterprise risk analysis of industry trends, legal and regulatory trends, liability exposure, and benchmarking against comparable community systems
- 2.3 that identifies and assesses alternative ownership and/or governance options;
- 2.4 to guide consultation, deliberation and negotiation among the University, town and state regulatory authorities regarding the intermediate and long-term ownership, operation, management and maintenance of these systems.

#### Key Plan Elements

- 2.5 Assess existing conditions – physical plant and operations of critical system components
- 2.6 Identify and assess key system strengths and limitations
- 2.7 Identify critical short-term and long-term management and infrastructure improvement needs
- 2.8 Project and evaluate options for meeting future demand over 10, 25 and 50-year horizons
- 2.9 Identify alternatives for securing additional sources of supply as necessary
- 2.10 Determine the financial/monetary value of the existing systems
- 2.11 Identify and evaluate options for restructuring ownership and governance of system assets and operations

2.12 Identify the capital and operating financing requirements/options to 1) strengthen the systems' operations; and/or 2) facilitate negotiations regarding the possible transfer of assets.

### Key Background Documents

2.13 UCONN Water Supply Plan 2004-09

2.14 Prior UCONN Water Supply Plans

2.15 Town of Mansfield Water Supply Plan, Milone and MacBroom, May 2002

2.16 Water System Evaluation, Earth Tech 2003

2.17 UCONN/Mansfield Sewer and Water Service Agreement, 1989

2.18 Water System Basis of Design Report and Action Plan, Woodard & Curran 2004

2.19 Pumping Stations and Sewer Force Main Mansfield Training School, May 1999

2.20 Facilities Condition Assessment, ISES, 2006.



**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *MWH*  
**CC:** SGT Cox, Resident State Trooper Supervisor  
**Date:** October 10, 2006  
**Re:** Community/Campus Relations and Birch Road Community Concerns

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**Subject Matter/Background**

At our last meeting a number of our residents from Birch Road presented the Town Council with various concerns regarding rental properties in their neighborhood. To their credit, the residents also suggested a number of potential solutions to resolve the issues.

As you know, we have been working to address these issues for some time. More recently, we have begun meeting on a regular basis with senior university staff, and I believe these meetings are proving productive. The Mayor, Council member Hawkins and SGT Cox have joined me as representatives from the town.

To address the specific concerns and recommendations presented by the Birch Road neighborhood, I have authorized overtime to ensure police coverage during the third shift and have directed the police to patrol the neighborhood on a regular basis. I am also engaged in discussions with the state and university police to look at long-term solutions to our coverage issues. In addition, I have asked the housing inspection staff to inspect the Birch Road rental units in the near future. And, we have clarified the procedures that our police will use to report incidents to the university's dean of student's office, to ensure that the university receives this information in a more timely and effective manner. We have found that for quality of life incidents and complaints, the university's judicial process is generally a more effective means to address problem behavior as opposed to prosecuting these concerns in court.

On a related note, the university is in the process of conducting the recruitment to fill the new position of director of off-campus services, and I will serve as a member of the selection committee. By serving as liaison and creating programs and training, my hope is that the new position and office will help to ameliorate many of the quality of life and neighborhood concerns that we now face.

Other strategies that we have underway include continued meetings with landlords to review our concerns and to enlist their assistance and cooperation. In particular, New England Realty Management Group, the property management company for ING, has prepared and initiated a comprehensive proposal to improve security and control problem behavior at their locations. Also, the university police have indicated that they may be able to enforce town nuisance ordinances and we plan to review that possibility

in more detail. In addition, I will ask the university to look at preparing a comprehensive policy or set of policies concerning off-campus behavior.

I will keep you updated regarding our progress, but please let me know what immediate questions and concerns you may have.



**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *MWH*  
**CC:** Jeffrey Smith, Director of Finance  
**Date:** October 10, 2006  
**Re:** Financial Statements Dated June 30, 2006

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**Subject Matter/Background**

At its September 27, 2006 meeting, the Finance Committee reviewed the financial statements for the period ending June 30, 2006 and voted to recommend the acceptance of the statements by the Town Council

**Recommendation**

With the endorsement of the Finance Committee, the following motion is in order:

***MOVE**, effective October 10, 2006, to accept the financial statements dated June 30, 2006, as recommended by the Finance Committee.*

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**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *MWH*  
**CC:** Jeffrey Smith, Director of Finance  
**Date:** October 10, 2006  
**Re:** Capital Expenditures

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**Subject Matter/Background**

The adopted Capital and Non-Recurring Reserve Fund Budget (CNR Fund) for the current fiscal year was funded in part by a Pequot/Mohegan Grant of \$1,256,558. Subsequent to the adoption of the budget, the Town was notified that the actual grant would be \$868,130, or \$388,428 less than the amount budgeted (see exhibit attached).

**Financial Impact**

In order to cover the reduction in the state grant funds, the following actions are proposed:

1. Amend the Capital Fund Budget per the attached letter from the Director of Finance – this will need a resolution.
2. With the adoption of one (1), above, \$40,000 is CNR Fund Balance will be used - no resolution necessary.
3. Reduce transfer from the CNR fund to the Management Services Fund by \$25,000.
4. Reduce transfer from the CNR Fund to the Debt Service Fund by \$15,000.
5. Reduce transfer from the CNR Fund to the Property Revaluation Fund by \$1000.

**Recommendation**

It is respectfully requested that the Town Council adopt the following resolution:

RESOLVED, The budget adjustments as presented to the Town Council in the memo from the Director of Finance, dated September 19, 2006, are hereby approved.

RESOLVED, The budget adjustments noted in items 3, 4, & 5 above are hereby approved.

**Attachments**

- 1) Memo from Director of Finance
- 2) Analysis of Capital/Non-Recurring Expenditures

### ANALYSIS OF CAPITAL/NON-RECURRING EXPENDITURES

Pequot Grant Budgeted	1,256,558.00
Pequot Grant Actual	<u>868,130.00</u>

**Amount of Shortfall** **388,428.00**

Source of Funds to  
Offset Loss:

Net reduction in Capital Projects Budget	307,976.00
Use of CNR Fund Balance	40,000.00
Reduce Funding for Management Services Fund	25,000.00
Reduce Funding for Debt Service Fund	15,000.00
Reduce Funding for Property Revaluation Fund	<u>1,000.00</u>
	<b>388,976.00</b>

**INTER**

**OFFICE**

**MEMO**

**FINANCE DEPARTMENT, TOWN OF MANSFIELD**

**To:** Martin H. Berliner, Town Manager  
**From:** Jeffrey H. Smith, Director of Finance  
**Subject:** Capital Projects Fund  
**Date:** September 19, 2006

Attached is an analysis of current and proposed revenue and expenditure budgets for specific capital projects. If adopted as presented, it will accomplish the following:

1. Officially close out the following completed projects:

81102	Landscape School Buildings	82619	Hazardous Waste Trailer
81202	Old Town Hall Repairs	82621	Police Cruisers
81804	Town Hall Furnishings	82814	Air Bags & Foam Tank Repair
81915	Employee Classif. Study	82816	SCBA Equip. Upgrade
81916	Plan of Conserv. & Devel.	83628	Pick-up Truck
81917	Assisted Living Fac. Study	86275	Vinton Roof Repairs
82618	Police Cruiser	86609	Maintenance Van

2. Increase/(decrease) funding for the following completed overspent/(underspent) projects:

81102	Landscape School Buildings	(\$ 720)
81202	Old Town Hall Repairs	(\$ 173)
81915	Employee Classification Study	(\$ 6,125)
81916	Plan of Conserv. & Devel.	\$ 3,242
81917	Assisted Living Fac. Study	\$ 5,638
82618	Police Cruiser	\$ 3,013
82619	Hazardous Waste Trailer	(\$ 258)
82621	Police Cruisers	\$ 4,113
82814	Air Bags & Foam Tank Repair	(\$10,206)
82816	SCBA Equip. Upgrade	(\$ 200)
83628	Pick-up Truck	(\$ 3,486)
86275	Vinton Roof Repairs	\$131
86609	Maintenance Van	(\$ 732)

3. Fund the following unfunded projects with CNR fund money:

81804	Town Hall Furnishings	\$ 1,807
86278	School Building Committee	\$10,000
86279	Maint. Building Addition	\$ 5,000

(cont.)

4. Increase funding from Rec. Dept. funds by \$9,850 for Project 81203 Community Center Architectural Study.
5. Increase CNR funding by \$38,639 for Project 83524 Road Resurfacing to make up for a 2005/06 LO-CIP grant that was lower than our budget estimate by that amount.
6. Recognize a state grant of \$4,500 toward the purchase of a pick-up truck type vehicle purchased against Project 83628.
7. Increase CNR funding by \$25,730 for Project 86106 New Wells-Schools to meet current expected costs.
8. Reduce proposed and actual CNR funding for 18 Capital Projects by a total of \$432,700 to partly offset a reduction by the State of Connecticut in our 2006/07 Pequot Grant Funds, and to provide necessary funding mentioned in items 3., 5., and 7., above. This reduction essentially cancels the following new projects for 2006/07:
  - 81205 Town Hall Heat Controls
  - 81206 Town Hall Vault HVAC
  - 84901 Senior Center Study
  - 86280 Electrical Upgrades
9. Replace CNR funding of \$15,000 for Project 83911 Engineering CAD Upgrades with management services fund money.

JOB #	DESCRIPTION	FUNDING SOURCE	REVENUE BUDGET					EXPENDITURE BUDGET			ACTUAL EXPEND.	BALANCE TO SPEND (OVERSPEND)
			CURRENT BUDGET	BUDGET CHANGE	PROPOSED BUDGET	ACTUAL REVENUES	OVER/ (UNDER) PROPOSED	CURRENT BUDGET	BUDGET CHANGE	PROPOSED EXPEND.		
81102	Landscape Public Sch. Buildings	CNR	50,180	(720)	49,460	50,180	720	50,180	(720)	49,460	49,460	*
81202	Old Town Hall Repairs	CNR	16,500	(173)	16,327	16,500	173	16,500	(173)	16,327	16,327	*
81203	Comm. Ctr. Arch. Study	REC	10,000	9,850	19,850	10,000	(9,850)	10,000	9,850	\$19,850	\$17,550	2,300
81204	Town Hall Expansion	CNR	100,000	(65,000)	35,000	100,000	65,000	100,000	(65,000)	\$35,000		35,000
81205	Town Hall Heat Controls	CNR	30,000	(30,000)		30,000	30,000	30,000	(30,000)			
81206	Town Hall Vault HVAC	CNR	40,000	(40,000)		40,000	40,000	40,000	(40,000)			
81804	Town Hall Furnishings	CNR		1,807	1,807		(1,807)		1,807	\$1,807	\$1,807	*
81915	Employee Classif. Study	CNR	20,000	(6,125)	13,875	20,000	6,125	20,000	(6,125)	13,875	13,875	*
81916	Plan of Cons. & Dev.	CNR	10,000	3,242	13,242	10,000	(3,242)	10,000	3,242	13,242	13,242	*
81917	Assisted Living Fac. Study	CNR	25,000	5,638	30,638	25,000	(5,638)	25,000	5,638	30,638	30,638	*
82618	Police Cruiser	CNR	28,500	3,013	31,513	28,500	(3,013)	28,500	3,013	31,513	31,513	*
82619	Hazardous Waste Trailer	CNR	15,000	(258)	14,742	15,000	258	15,000	(258)	14,742	14,742	*
82621	Police Cruisers	CNR	25,000	4,113	29,113	25,000	(4,113)	25,000	4,113	\$29,113	\$29,113	*
82624	Rescue Vehicle 2006/07	CNR	190,000	(95,000)	95,000	190,000	95,000	190,000	(95,000)	\$95,000		95,000
82814	Air Bags & Foam Tank Repair	CNR	20,000	(10,206)	9,794	20,000	10,206	20,000	(10,206)	\$9,794	\$9,794	*
82816	SCBA Equip. Upgrade	CNR	60,000	(200)	59,800	60,000	200	60,000	(200)	\$59,800	\$59,800	*
82902	Fire Ponds	OTHER	9,500		9,500	9,500						
		CNR	11,000	(5,000)	6,000	11,000	5,000					
	Total 82902		20,500	(5,000)	15,500	20,500	5,000	20,500	(5,000)	\$15,500	8,932	6,568
83308	Town Walkways	CNR	335,000	(40,000)	295,000	335,000	40,000	335,000	(40,000)	\$295,000	\$147,141	147,859
83510	Guard Rails	OTHER	10,000		10,000	10,000						
		CNR	29,197	(10,000)	19,197	29,197	10,000					
	Total 83510		39,197	(10,000)	29,197	39,197	10,000	39,197	(10,000)	\$29,197	23,362	5,835
83524	Road Resurfacing	LOCIP	189,060	(38,639)	150,421	15,000	(135,421)					
		CNR	85,940	18,639	104,579	85,940	(18,639)					
	Total 83524		275,000	(20,000)	255,000	100,940	(154,060)	275,000	(20,000)	\$255,000	251,701	3,299
83627	Large Dump Truck	CNR	100,000	(1,189)	98,811	100,000	1,189	100,000	(1,189)	\$98,811	\$98,811	
83628	Pick-up Truck	CNR	30,000	(7,986)	22,014	30,000	7,986					
		STATE		4,500	4,500	4,500						
	Total 83628		30,000	(3,486)	26,514	34,500	7,986	30,000	(3,486)	\$26,514	26,514	*
83911	Engineering CAD Upgr.	CNR	123,500	(15,000)	108,500	123,500	15,000					
		OTHER		15,000	15,000		(15,000)					
	Total 83911		123,500		123,500	123,500		123,500		\$123,500	74,041	49,459

P.25

JOB #	DESCRIPTION	FUNDING SOURCE	CURRENT BUDGET	BUDGET CHANGE	PROPOSED BUDGET	ACTUAL REVENUES	OVER/ (UNDER) PROPOSED	CURRENT BUDGET	BUDGET CHANGE	PROPOSED EXPEND.	ACTUAL EXPEND.	BALANCE TO SPEND (OVERSPEND)
Page 2 of 2												
84102	Tree Replacement	CNR	20,000	(2,500)	17,500	20,000	2,500	20,000	(2,500)	\$17,500	\$4,364	13,136
84901	Senior Center Study	CNR	3,000	(3,000)		3,000	3,000	3,000	(3,000)			
85104	Lions Club Park	OTHER CNR	61,000		61,000	61,000						
			466,000	(10,000)	456,000	466,000	10,000					
	Total 85104		527,000	(10,000)	517,000	527,000	10,000	527,000	(10,000)	\$517,000	411,944	105,056
85824	Playground Resurfacing	CNR	37,000	(5,000)	32,000	37,000	5,000	37,000	(5,000)	\$32,000	\$23,313	8,687
85832	School House Brook Park	CNR	30,000	(20,000)	10,000	30,000	20,000	30,000	(20,000)	\$10,000		10,000
86106	New Wells - Schools	STATE CNR	400,000		400,000		(400,000)					
			210,000	25,730	235,730	210,000	(25,730)					
	Total 86106		610,000	25,730	635,730	210,000	(425,730)	610,000	25,730	\$635,730	136,870	498,860
86263	Shelving Replacement	CNR	20,000	(7,200)	12,800	20,000	7,200	20,000	(7,200)	\$12,800	\$12,775	25
86275	Vinton Roof Shingle Repl.	CNR	15,000	131	15,131	15,000	(131)	15,000	131	\$15,131	\$15,131	*
86278	Sch. Bldg. Committee	CNR		10,000	10,000		(10,000)		10,000	\$10,000	\$112	9,888
86279	Maint. Bldg. Add'n.	CNR		5,000	5,000		(5,000)		5,000	\$5,000		5,000
86280	Electrical Upgrades	CNR	5,000	(5,000)		5,000	5,000	5,000	(5,000)			
86281	MMS Lavatory Fixtures	CNR	10,000	(5,000)	5,000	10,000	5,000	10,000	(5,000)	\$5,000		5,000
86609	Maintenance Van	CNR	35,000	(732)	34,268	35,000	732	35,000	(732)	\$34,268	\$34,268	*
<b>TOTALS</b>			<b>\$2,875,377</b>	<b>(\$317,265)</b>	<b>\$2,558,112</b>	<b>\$2,305,817</b>	<b>(\$252,295)</b>	<b>\$2,875,377</b>	<b>(\$317,265)</b>	<b>\$2,558,112</b>	<b>\$1,557,140</b>	<b>\$1,000,972</b>

Indicates Closed or Cancelled Project

Recap of Funding Changes:	
CNR Fund	(\$307,976)
LOCIP	(\$38,639)
Rec. Dept.	\$9,850
State	4,500
Fund 833	15,000
	<u>(\$317,265)</u>

P.26



**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *MWH*  
**CC:** Kevin Grunwald, Director of Social Services; Janit Romayko, Youth services Coordinator; Patricia Michalak, Social Worker  
**Date:** October 10, 2006  
**Re:** Presentation from Big Friend's Homework Group

---

**Subject Matter/Background**

The Big Friend's Homework Group, comprised of Mansfield students and their UConn mentors, has volunteered to make a brief presentation to the Town Council regarding their activities.

Because the students need to depart by 8:00 PM, I respectfully request that the Town Council move this item up to the first item of business on the agenda.

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# Memo

To: Town Council  
From: Matt Hart, Town Manager *Matt*  
CC: Mansfield Department Heads, Sara-Ann Chaine, Linda Patenaude  
Date: October 10, 2006  
Re: Priorities for Town Manager

---

Below please find a list of my current projects, initiatives and responsibilities. This list does not encompass everything, but does provide a summary of the more important items. I have prepared the memo to provide the Town Council with an outline of what I see as priorities, as well as to solicit your comments and suggestions.

## Major Projects and Initiatives

- 1) Assisted/independent living – staff is in the process of reviewing a draft appraisal for the university property that we have identified as a potential location for an assisted living/independent living facility. This particular site may have its challenges, and staff plans to review those issues with the university. Once we have a comfort level with the appraisal and have reviewed the site issues with the university, staff plans to present the Town Council with a recommended process to select a preferred developer. I anticipate you will receive this recommendation later this fall.
- 2) Communications and Information Technology – staff and I continue to meet with our IT consultant to implement our blue-sky initiatives and improve our existing services. Two such issues include a wireless pilot and a staffing proposal. Sara-Ann and I also plan to issue our first electronic newsletter this fall.
- 3) Community/campus relations – we have made progress and will continue to work to address quality of life, public safety and code enforcement concerns. In particular, I am meeting with a group of town and university representatives to develop strategies to address the issues, and am researching various means to improve our police staffing levels. I will also be participating as a member of the Mansfield Community-Campus Partnership.
- 4) Community water and wastewater issues – the town is pleased to partner with the university to develop a master plan for water supply and wastewater treatment systems.

The selection committee has identified a preferred consultant and I expect that they will begin work shortly.

- 5) Energy conservation and sustainability – we have a number of clean energy and energy conservation initiatives underway, such as our participation in the CT Clean Energy Communities Program and our discussions with Siemens Corporation (energy management systems) and SunEdison (solar installations). To coordinate these various efforts and to approach the issue of sustainability from a more comprehensive and holistic fashion, I plan to establish a sustainability workgroup comprised of town staff.
- 6) Fire and Emergency Services – as you know, we have recently obtained the state designations to provide first responder and basic ambulance services. Consequently, the consolidation project is largely complete.
- 7) Mansfield Community Center – staff and I will continue to monitor the operations of the community center, with a focus on budgetary issues and membership services.
- 8) Mansfield Downtown Partnership and Storrs Center Project – I have and will continue to devote considerable time and effort to this important project. We are still working to secure public funding and develop financing options for the construction of building 1A.
- 9) Ordinances – we have several ordinances in various stages of development. In the near future, we will ask the Town Council to consider a draft ordinance providing an alternate tax relief program for seniors.
- 10) School building committee – the work of the committee continues to proceed. We have held our first public hearing and are about to begin the process to select a project architect.
- 11) Senior services – staff and I will be partnering with the Mansfield Senior Association to examine the delivery of senior services in our community, and to identify potential enhancements to those services.
- 12) Strategic plan – I am working with the strategic planning team to develop a proposed planning process for the Town of Mansfield. By late November, I plan to present the Town Council with a recommended process for the town to follow.

### **Capital Projects**

- 1) Miscellaneous projects – I will continue to monitor progress on various capital projects, such as ADA Compliance, Clover Mill Road, Elementary School Wells, Housing Rehabilitation, Mansfield Downtown Connector/Pedestrian Walkway and our Maple Road Reconstruction projects.

### **Employee Benefits, Human Resources and Labor Relations**

- 1) Collective bargaining agreement – we have settled the public works contract, and are still in negotiations with our professional and technical, and firefighter/EMT unions.
- 2) Employee wellness program – I plan to renew our agreement with our employee wellness provider (WellCall), and have initiated discussions with the Eastern Highlands Health District regarding its potential involvement with and coordination of that program.
- 3) Insurance broker – we have made some progress over the past few years with the town's health insurance broker and consultant. However, our management team believes that it is time to test the market and we plan to issue a RFQ/RFP to select a broker for the next fiscal year.

- 4) Personnel rules – the town's personnel rules, which provide the conditions of employment for nonunion personnel, need to be updated. I plan to resume work on the revision once we have settled the contracts with the two unions. This will also be a priority assignment for the new assistant.
- 5) Recruiting – we are in the process of filling various vacancies, including the following positions: assistant to town manager, equipment operator, groundskeeper, library associate, truck driver and youth services coordinator.

### **Finance**

- 1) Bond issues – as you know, we have three items on the ballot for this November. We sent an educational mailing in early September, which I believe was helpful. Also, as we did last year, we are planning public information sessions for the week prior to the election.
- 2) Comprehensive Annual Financial Report for Year Ended 2005/06 – the finance staff and our auditing firm are busy working on the CAFR for submission to the Town Council.
- 3) FY 2007/06 Budget – later this fall, we will begin work on next year's proposed budget.

### **Open Space Acquisition**

- 1) Meadowbrook Lane LLC property – as you know, we are looking at the potential acquisition of this 45-acre parcel off Puddin Lane. The PZC has responded affirmatively to the Town Council's referral, and we are waiting on the appraisal for the property.

### **Risk Management**

- 1) Safety policies – we have a project underway to update and prepare various employee safety policies. I will assign different components of this project to staff and the new assistant.

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**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *MWH*  
**CC:** Jeffrey Smith, Director of Finance  
**Date:** October 10, 2006  
**Re:** Contract Agreement between the Town of Mansfield and Regional School Board for Accounting, Bookkeeping, Information Technology and Risk Management

---

**Subject Matter/Background**

For many years now, Regional School District #19 has contracted with the Town for the provision of accounting, bookkeeping, Information Technology and risk management services. This arrangement has worked well and has enabled the Region to acquire these services on a cost-effective basis.

This extension of the agreement continues the original services with the following exception. In July 2006 the Region 19 Board signed a Memorandum of Understanding with the Edwin O. Smith Foundation, Inc., a non-profit organization designated to promote educational excellence at E.O. Smith High School, to provide administrative and clerical support to the Foundation including basic financial management services. Because these additional duties are not substantial and are in the best interest of the community, we have amended the agreement before you to include those services.

**Financial Impact**

For fiscal year 2006-2007, the Town proposes to provide these services at a cost not to exceed \$80,880 for financial services and \$52,350 for Management Information Services (MIS). Said amounts will be adjusted annually based upon the Consumer Price Index or as mutually agreed upon for FY 2007-08 and FY 2008-09.

**Recommendation**

Staff recommends that the Council accept the amended contract agreement to include administrative and clerical support to the Edwin O. Smith Foundation, Inc., including basic financial management services.

If the Town Council concurs with this recommendation, the following motion is in order:

*Move, effective October 10, 2006, to authorize the Town Manager to execute the proposed Contract between the Town of Mansfield and Regional School Board for Accounting, Bookkeeping, Information technology and Risk Management Services.*

**Attachments**

- 1) Proposed amended contract agreement

CONTRACT BETWEEN  
THE TOWN OF MANSFIELD  
AND  
REGIONAL SCHOOL BOARD  
FOR ACCOUNTING, BOOKKEEPING, DATA PROCESSING SERVICES  
AND RISK MANAGEMENT SERVICES

This Agreement made this 1<sup>st</sup> day of July 2006 by and between the Town of Mansfield (hereinafter called the Town) and Region 19 Board of Education (hereinafter called the Board), witnesseth that:

Whereas the Board wishes to engage the Town to render certain technical and professional services hereinafter described in connection with the administration of Regional School District No. 19.

Now therefore the parties do mutually agree as follows:

1. The Board agrees to engage the Town and the Town agrees to perform the services hereinafter set forth.
2. The Town, working through its Director of Finance, shall do, perform and carry out in a satisfactory and proper manner, a scope of activities established by the Board and the Superintendent of the Region for the purpose of providing financial services to the Board.
3. For the period beginning July 1, 2006 to June 30, 2009, the Town will account for the funds of the Board using generally accepted accounting principles. The Town will provide the following services:

A. Operations

Using Town and Board personnel, the Town shall:

1. Provide the Board with an automated cash disbursements system which shall provide for a systematic paying of bills.
2. Provide the Board with an automated cash receipts system which will systematically record the receipt of cash
3. Provide the Board with a fully operational payroll system including all necessary State and Federal reporting.
4. Provide the Board with accounting and bookkeeping services through monthly trial balance preparation for all funds and account groups.
5. Provide the Board with an automated budget package for all funds.
6. Prepare computer generated financial reports for all funds in the same form as is currently being provided. Any changes in form to be mutually agreed to by the Superintendent and Mansfield Director of Finance.
7. Provide the Board with a centralized risk management system for all insurances including: major medical, auto, general liability, and workers' compensation.
8. Provide the Board with Information Technology services that assist in supporting the existing Board Staff in the following areas:

Local Area Network (LAN) management:

compensation paid to the Town which are mutually agreed upon by and between the Town and the Board shall be incorporated in written amendments to this contract.

F. Finding Confidential

All reports, information, dates, etc. given to or prepared by the Town under his contract which the Board requests to be kept as confidential, shall not be made available without prior approval of the Board.

In witness whereof, we have hereunto set our hand seal this 3<sup>rd</sup> day of October in the year of our Lord two thousand and 2006

Lyndon C. Biscourt  
Witness

Bruce Silva  
Bruce Silva, Superintendent  
(for the Region)

10/3/06  
Date

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Matthew Hart, Town Manager  
(for the Town)

\_\_\_\_\_  
Date



**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *MWH*  
**CC:** Mary Stanton, Town Clerk  
**Date:** October 10, 2006  
**Re:** Town of Mansfield Corporate Resolution

---

**Subject Matter/Background**

Attached please find a corporate resolution that is necessary for the Town Manager to execute various contracts and agreements on behalf of the town. We had such a resolution in effect for Martin Berliner.

**Legal Review**

The Town Clerk has prepared the proposed resolution in consultation with the Town Attorney.

**Recommendation**

The following resolution is suggested:

*Resolved, This is to certify that pursuant to Section C502 of the Charter of the Town of Mansfield, Matthew W. Hart, Town Manager of the Town of Mansfield, shall sign and make all contracts and agreements in the name of the Corporation from this day forward.*

**Attachments**

1) Proposed resolution



**TOWN OF MANSFIELD**  
**Corporate Resolution**

I, Mary L. Stanton, Town Clerk of the Town of Mansfield, a municipal corporation in the County of Tolland and State of Connecticut, do hereby certify that the following is a full and true copy of a Resolution adopted at a meeting of the Town Council of the Town of Mansfield duly held and convened on October 10, 2006, at which meeting a duly constituted quorum of the Town Council was present and acting throughout and that such Resolution has not been modified, rescinded, replaced or revoked and is at present in full force and effect:

*This is to certify that pursuant to Section C502 of the Charter of the Town of Mansfield, Matthew W. Hart, Town Manager of the Town of Mansfield, shall sign and make all contracts and agreements in the name of the Corporation from this day forward.*

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of the Town this day of 2006.

---

Mary L. Stanton  
Town Clerk



**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *Matt*  
**CC:** Robert Miller, Director of Health  
**Date:** October 10, 2006  
**Re:** Appointments to Eastern Highlands Health District

---

**Subject Matter/Background**

With Mr. Berliner's retirement, I request that I be appointed to serve the remainder of his term on the board of directors for the Eastern Highlands Health District. Mayor Paterson and Mr. Kurland's terms have also expired, and it would be appropriate to reappoint those persons to the board as well.

**Recommendation**

The following motion is suggested:

*Move, effective October 10, 2006, to appoint the following members to the board of directors for the Eastern Highlands Health District: 1) Michael Kurland for a term beginning on June 5, 2005 and expiring on June 5, 2008; 2) Elizabeth C. Paterson for a term beginning on June 5, 2006 and expiring on June 5, 2009; and 3) Matthew W. Hart for a term beginning on October 4, 2006 and expiring on October 4, 2009.*

**Attachments**

1) M. Berliner re: Resignation from EHHD Board of Directors

TOWN OF MANSFIELD  
OFFICE OF THE TOWN MANAGER



Martin H. Berliner, Town Manager

AUDREY P. BECK BUILDING  
FOUR SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3336  
Fax: (860) 429-6863

October 3, 2006

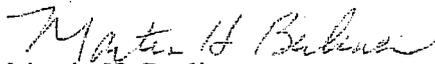
Mayor Elizabeth Paterson  
4 South Eagleville Road  
Mansfield, CT 06268

Dear Mayor Paterson:

Due to my retirement as Town Manager of the Town of Mansfield, please accept this letter of resignation from the Eastern Highlands Health District Board of Directors effective October 4, 2006.

As a founding member of the health district, I am proud of the progress we have made and where the organization stands today. I wish you continued success in the future.

Sincerely,

  
Martin H. Berliner  
Town Manager

Cc: Town Council  
Robert Miller, Director  
Matt Hart, Assistant Town Manager



**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *MWH*  
**CC:** Cynthia van Zelm, Executive Director  
**Date:** October 10, 2006  
**Re:** Appointment to Mansfield Downtown Partnership, Inc. Board of Directors

---

**Subject Matter/Background**

With Mr. Berliner's retirement, I request that I be appointed to serve the remainder of his term on the board of directors for the Mansfield Downtown Partnership, Inc.

**Recommendation**

The following motion is suggested:

*Move, effective October 10, 2006, to appoint Town Manager Matthew Hart to the board of directors for the Mansfield Downtown Partnership, Inc. for a term beginning on October 4, 2006 and expiring on June 30, 2008.*

**Attachments**

- 1) M. Berliner re: Resignation from MDP Board of Directors
- 2) C. van Zelm re: Appointment of Town Council Designee to Mansfield Downtown Partnership, Inc.

TOWN OF MANSFIELD  
OFFICE OF THE TOWN MANAGER



Martin H. Berliner, Town Manager

AUDREY P. BECK BUILDING  
FOUR SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3336  
Fax: (860) 429-6863

October 3, 2006

Mr. Philip Lodewick  
201 Spring Valley Road  
Ridgefield, CT 06877

Dear Mr. Lodewick:

Due to my retirement as Town Manager of the Town of Mansfield, please accept this letter of resignation from the Mansfield Downtown Partnership Board of Directors effective October 4, 2006.

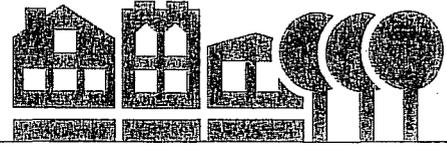
However, as I have a strong interest in the activities of the Partnership, I would be willing to continue to serve as a member of the finance and administration committee. I believe that I would be helpful in this capacity.

I would like to thank you and my fellow board members for your support and hard work on this project over the years. I am certain that we will prove successful and that Storrs Center will be a tremendous addition to our community. I know that the project is in good hands and I look forward to the future.

Sincerely,

Martin H. Berliner  
Town Manager

Cc: Town Council  
Cynthia van Zelm, Executive Director  
Matt Hart, Assistant Town Manager



**Mansfield Downtown Partnership**

*Helping to Build Mansfield's Future*

October 4, 2006

Mayor Elizabeth Paterson  
Town of Mansfield  
4 S. Eagleville Road  
Mansfield CT 06268

RE: Appointment of Town Council Designee to Mansfield Downtown Partnership, Inc.

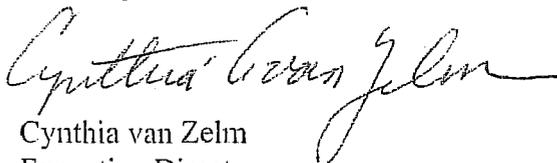
Dear Mayor Paterson:

As you know, Mansfield Downtown Partnership, Inc., Board of Directors President Philip Lodewick recently received former Town Manager Martin Berliner's letter of resignation from the Partnership Board of Directors due to his resignation as Town Manager. Mr. Berliner's term was due to expire in June 2008.

By this letter, I am requesting that you inform the Partnership of whom the Town Council will be appointing as one of its representatives to the Partnership Board for a term to end June 30, 2008. Currently, Town Council member Bruce Clouette is serving a term until 2007 and Town Council member Al Hawkins is serving a term until 2009.

Thank you for your interest and participation. Please do not hesitate to contact me at 429-2740 if you have any questions.

Sincerely,



Cynthia van Zelm  
Executive Director

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## Minutes

### Mansfield Advisory Committee on Persons with Disabilities

Regular Meeting - Tuesday, June 27, 2006

2:30 PM - Conference Room C - Audrey P. Beck Building

- I. Recording Attendance: Present: K. Grunwald (staff), S. Thompson (staff), T. Miller, J. Sidney, John DeWolf, Curt Vincente, Cristina Colon-Semenza (guest). Regrets: Wade Gibbs, S. Hasson
- II. Approval of the Minutes for the Meeting, May 23, 2006: the minutes were accepted as written.
- III. New Business
  - a. Guest, Cristina Colon-Semenza, expressed an interest in appointment to the Committee. She was advised to send a letter of interest to the Assistant Town Manager for consideration as an appointee.
  - b. Gratitude was extended to Tom Miller for his work and participation with the Committee. Dr. Miller leaves the Committee and Storrs for a position in KY.
- IV. Old Business
  - a. Membership status –see New Business

- b. Update- transportation grant for seniors and disabled – K. Grunwald reported that Mansfield has received a grant which is planned to extend Dial-A-Ride to Saturday use, from 9:00 AM to 1:00 PM; allow for Homemakers providing services to elderly and disabled to transport their clients to medical appts. M-F; and extend Dial-A-Ride van usage to group use by residents of elderly/disabled housing complexes.
  
- c. Update – parking space issues. Curt Vincente reported that he was in receipt of the Committee’s May 26, 2006 letter, which requested a review of the accessible parking spaces and the changing parking situation at the Community Center. Mr. Vincente stated that the parking space issues were undergoing review, in light of the present and future parking expansion projects. He offered drawings of plans showing the proposed spaces. The Committee expressed the need to have greater accessibility, in terms of location, paving and enforcement. Questions were also raised regarding possible loss of spaces near the Town Hall due to future Downtown Partnership building plans. The Committee will continue to monitor developments in these areas.
  
- c. Questions were raised in regard to the use of the term, “handicapped,” in public signs and announcements. Although this term is widely used in society, the Committee felt that the term, “persons with disabilities,” better reflected the intent.

The meeting was adjourned at 3:25 PM  
Next Meeting: Tuesday, Sept. 26, 2:30 PM

Respectfully submitted,  
Sheila Thompson

Animal Control Activity Report

REPORT PERIOD

2006 / 2007

PERFORMANCE DATA	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	This FY to date	Last FY to date
Complaints investigated:														
phone calls	197	219	183										599	778
road calls	13	17	11										41	76
dog calls	89	93	75										257	129
cat calls	83	82	71										236	84
wildlife calls	9	23	11										43	21
Notices to license issued	3	5	9										17	27
Warnings issued	4	5	3										12	16
Warning letters issued	1	248	0										249	59
Infractions issued	2	0	0										2	2
Misdemeanors issued	0	0	0										0	0
Dog bite quarantines	4	3	2										9	1
Dog strict confinement	0	0	0										0	0
Cat bite quarantines	0	0	0										0	4
Cat strict confinement	0	0	0										0	0
Dogs on hand at start of month	4	3	6										13	21
Cats on hand at start of month	15	21	16										52	33
Impoundments	42	40	29										111	114
Dispositions:														
Owner redeemed	3	15	5										23	13
Sold as pets-dogs	4	1	1										6	32
Sold as pets-cats	33	23	21										77	58
Sold as pets-other	0	0	0										0	0
Total destroyed	2	3	2										7	11
Road kills taken for incineration	1	0	0										1	2
Euthanized as sick/unplaceable	1	3	2										6	9
Total dispositions	37	42	29										108	114
Dogs on hand at end of month	3	6	5										14	16
Cats on hand at end of month	21	16	17										54	38
<b>Total fees collected</b>	<b>2,028</b>	<b>1,574.50</b>	<b>956</b>										<b>\$4,558.50</b>	<b>\$ 4,406</b>

Scotland dogs FY 06/07 to date 4  
 Hampton dogs FY 06/07 to date 3

Total 7

P.48

MEETING WITH MANSFIELD  
CHARTER REVISION COMMISSION

SEPTEMBER 26, 2006

Prepared by

DONALD W. GOODRICH  
CHARTER CONSULTANT  
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CONTENTS

	PAGES
RESOLUTION CREATING THE MANSFIELD COMMISSION CHARTER REVISION COMMISSION LETTER	
ISSUES UNIQUE TO MANSFIELD	
1. QUESTIONS FROM THE CHARTER REVISION COMMISSION	
1. RESPONSE TO QUESTIONS FROM MANSFIELD COMMISSION	1-6
2. MANSFIELD CHARTER REVISION TIMETABLE	7-10
MATERIAL RELATED TO HOME RULE	
1. WHY ADOPT A CHARTER	1
3. CONNECTICUT'S HOME RULE LAW	2-9
4. ISSUES TO BE CONSIDERED BY A CHARTER REVISION COMMISSION	10-12
5. FORMS OF GOVERNMENT	13-21
COUNCIL-MANAGER	
MAJOR COUNCIL	
SELECTMEN-BOARD OF FINANCE- TOWN MEETING	
SELECTMEN-REPRESENTATIVE TOWN MEETING	
6. ISSUES RELATING TO FORMS OF GOVERNMENT	
COUNCIL-MANAGER	22-24
STRONG MAYOR-COUNCIL	25-26
1 <sup>ST</sup> SELECTMAN-BOARD OF SELECTMEN- TOWN MEETING	27-29
7. PLANNING & ZONING COMMISSION -COMBINED VS. SEPARATE COMMISSIONS & ELECTED VS. APPOINTED	29
8. COURT DECISIONS AND RELATED HOME RULE MATTERS	30-31
9. GOODRICH BIOGRAPHICAL SKETCH	32



**TOWN OF MANSFIELD  
TOWN COUNCIL**

**Special Committee Regarding the Establishment of a Charter Revision Commission  
*Proposed Resolutions to Establish a Charter Revision Commission for the Town of Mansfield*  
March 27, 2006**

**A. RESOLUTION TO INITIATE THE REVISION OF THE MANSFIELD TOWN CHARTER**

WHEREAS, Connecticut General Statutes § 7-188 provides that any action by a municipality to amend its charter shall be initiated by a resolution adopted by a two-thirds vote of the entire membership of the appointing authority of such municipality, which in the Town of Mansfield is the Town Council;

And WHEREAS, it has been more than ten years since the Town Council last voted to enact a resolution to initiate amendment of the Mansfield Town Charter;

And WHEREAS, it is the opinion of the members of the Special Committee Regarding the Establishment of a Charter Revision Commission that it is in the best interests of the people of the Town of Mansfield that the process of revision to the Mansfield Town Charter be initiated at this time:

**NOW, THEREFORE, BE IT RESOLVED THAT:**

1. The Town Council hereby initiates the process of amendment of the Mansfield Town Charter, in accordance with the provisions of § 7-188 of the Connecticut General Statutes, as amended.
2. This resolution shall take effect upon enactment.

**B. RESOLUTION TO APPOINT MEMBERS OF THE CHARTER REVISION COMMISSION**

WHEREAS, in accordance with Section 7-190(a) of the Connecticut Statutes the Town Council is charged with the authority to appoint the members of the Charter Revision Commission:

**NOW, THEREFORE, BE IT RESOLVED TO:**

Appoint a Charter Revision Commission of the Town of Mansfield with the following electors of the Town as its members:

Stephen Bacon, Chairman			
2	Aline Booth	7	Denise Keane
3	Nancy Cox	8	Henry Krisch
4	David Dzurec	9	Gene Nesbitt
5	Lisa Eaton	10	Sheila Quinn-Clark
6	Shawn Grunwald	11	Shawn Grunwald

**TOWN OF MANSFIELD**  
**CHARTER REVISION COMMISSION**



AUDREY P. BECK BUILDING  
FOUR SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3336  
Fax: (860) 429-6863

September 20, 2006

Donald Goodrich  
Town of Portland  
33 East Main Street  
Portland, CT 06480

Dear Mr. Goodrich:

On behalf of the Charter Revision Commission of the Town of Mansfield, I would like to express my appreciation to you for accepting our invitation to address the Commission in connection with our review of the Town's Charter. You have come highly recommended by our Town Manager, Matthew Hart, and our recently retired Town Manager, Martin Berliner.

In preparation for your scheduled visits on Tuesday, September 26, 2006 and Tuesday, October 10, 2006; the Commission has prepared a series of questions that are of particular interest to the members that you might find helpful to review before we meet. I am enclosing those questions with this letter together with a copy of our current Charter and the Town Council resolution establishing the Charter Revision Commission. You will note that the resolution directs the Commission to take a particularly close look at (14) questions. We are, however, expanding our review to other provisions of the Charter as well.

This will confirm that you will be our guest at our next meeting on Tuesday, September 26, 2006 at 7:00 p.m. in the Council Chambers of the Mansfield Town Hall at 4 South Eagleville Road in Storrs. The October 10, 2006 meeting will also be in the Town Hall, but in Conference Room C.

We look forward to our discussions with you. If you need to contact me, I can be reached at 860-487-1842 during the day, and evenings at 860-487-0949.

Very truly yours,

Stephen M. Bacon

Enclosures

**TOWN OF MANSFIELD**  
**CHARTER REVISION COMMISSION**



AUDREY P. BECK BUILDING  
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MANSFIELD, CT 06268-2599  
(860) 429-3336  
Fax: (860) 429-6863

To: Don Goodrich  
From: Mansfield Charter Revision Commission  
Date: Thursday, September 21, 2006  
RE: Questions from Charter Revision

What are the essential elements of a town charter?  
Does our charter lack essential elements? If so, what?  
What is the balance between broad statements of policy and specific details in a charter?  
Do you see inconsistencies in our charter and state statutes?

**C202: Elective Officers**

1. Our charter presently requires biennial elections of the entire Town Council. In your experience, is this a common practice in CT town? Or are staggered terms more common? Is there a trend toward one or the other, or another? What are the pros and cons of each.
2. In Mansfield the Board of Assessment Appeals is elected. Would you consider it more effective for members of this board to be appointed? What is the rationale for either approach?
3. Why do some towns appoint the Planning and Zoning Commission members and some towns elect them? In Mansfield, the Inland Wetlands Agency and the PZC are the same individuals. Is that a common practice in CT? Should we be concerned about that?

**C302(a): Role of the Mayor**

1. Briefly comment on the roles of the town manager and the mayor in a weak mayor structure. What concerns should we consider as we define the role of the mayor?
2. Is it more common practice for the Council as a whole to elect a deputy mayor or for the mayor to make the appointment? What are the pros and cons of each?

**C306: Committees, Commissions, and Boards**

1. What limits or prohibitions, if any, belong in a charter regarding statements by committees, commissions, and boards?

**C405: Budget Town Meeting**

1. What are your thoughts about the following methods of budget approval:
  - a. Town meeting to adopt the budget
  - b. "All Day" town meeting
  - c. Town meeting that votes whether to go to referendum
  - d. Town meeting that automatically adjourns to referendum
  - e. Referendum

- f. Town Council adopting the budget
- g. Representative Town Meeting
- h. Any other variations he may know of

We'd like you to discuss this in terms of the type of town these forms work best for, demographics, trends, why these forms are chosen, and how citizen participation is affected.

- 2. How do other towns get information on the proposed budget to citizens? How long before the budget is adopted do towns allow for citizen perusal of the budget?
- 3. Is it common practice for the Charter to designate the time and purpose of the Town Meeting but leave the format to be determined by the Council? Should the Charter establish some guidelines for the Town Meeting format to reflect citizen participation and outcome goals? Is there a precedent to use absentee ballots at Town Meeting?

**C406: Appropriations not in the budget and budget transfers**

- 1. 1. The current Charter allows 1% (\$300,000) transfers between departments with Council approval with > 1% requiring referendum. The Town budget includes 36% town government and 64% school expense. The current charter allows the Council to move monies between departments based on the total budget including the school expenses. **What are the percentage norms for interdepartmental budget transfers without Town Meeting or Referendum? Are they usually based only on the Town Government portion or on the total budget including school expense? Is there precedent for allowing the Council to make all interdepartmental transfers?**

**C407: Issuance of Bonds**

- 1. Do other towns set a dollar amount on the issuance of bonds or do they use a percentage of the adopted budget?
- 2. To pass a referendum the current charter requires participation of 15% of the registered voters. In Mansfield, 2-3000 U Con students are registered voters (turn out for Presidential elections) but usually do not vote on most referendums. If there is a low turnout of non-student voters, the threshold may not be met. **What precedents are there for voter thresholds? Are there differences between College towns with locally registered students vs non-College municipalities?**

**C504-513; Administrative Departments**

- 1. Do towns set up departments by ordinance? What are the pros and cons of addressing department structure in the charter?

**C506(B)(c)(2): Department of Finance**

- 2. 1. The current charter requires sealed bids above \$7500 unless it is determined by the Council to be against best interests of the town. . The Council has adopted a procedure of best value vs. low bid? **How common is it for best value policies to bypass sealed bids or do most towns still require sealed bids but may not accept the lowest bid?**

**Other**

Discuss the pros and cons of establishing a provision in the charter for regular Charter review.

RESPONSE TO QUESTIONS RAISED BY THE  
MANSFIELD CHARTER REVISION COMMISSION  
FOR THE MEETING ON SEPTEMBER 26, 2006

C202. ELECTIVE OFFICERS

1. Biennial elections are still the prevalent manner in which Town Councils are elected. Staggered terms are not common. There is no trend that has developed.
2. Board of Assessment Appeals. Elected Boards still prevail. The appointment process permits the appointing authority to select persons who have expertise in assessing matters. With more frequent revaluations, it might be better to have appointed boards with members who have qualifications for the job. Candidates for elected office may or may not have any knowledge of assessing practices and procedures. Elected boards may be subject to political pressures in their review work.
3. Planning and Zoning. Section 9 of the package discusses P & Z Commissions. I do not believe that it is common practice for the P&Z to be the Inland Wetlands Agency.

C302(a): Role of the Mayor

1. First, Mansfield has Council-Manager not a weak mayor government. For many years in Council-Manager Government the Council selected one of its members to be the Chair of the Council. Back in the early 1970's, the City of Hartford – then a council-manager government, in a charter change began to elect the Mayor separately from the Council and provided the Mayor with a few powers. The change of the title to mayor of the person who chaired the Council and even the separate election of the person to chair the Council as "mayor" began to be accepted in Council-Manager Governments. It is important to note that in Council-Manager government it is the Manager who is the Chief Executive and Chief Administrative Officer – responsible for the overall operation of the municipality. The "mayor" may be the chief elected official but remains basically the chair of the council. With that understanding, the role of the "mayor" should be limited to that of chairing council meetings and be the person who is responsible for interrelationships with other governments. The mayor should have no role in the direct daily operation of the government, any more than any other council member. In my opinion it is confusing to use the term "mayor" when you have council-manager government, since many people, including the media, equate "mayor" with the person who runs the town government.
2. It is most common for the council to select the deputy mayor. Remembering that in council-manager governments the mayor's role is chiefly that of chairing council meetings, few municipalities give any direct power to the position.

C306: Committees, Commissions and Boards

1. I know of no limits or prohibitions on statements rendered by commissions and committees. Since committees and commissions generally have defined duties, the issuance of "statements" should be limited to the council as the chief elective body of the municipality

C405. Budget Town Meeting

1. Budget Approval. After a career that spans over 40 years of observing municipal government, I have reached a conclusion that the most effective way to adopt a municipal budget is to grant that power to the local legislative body, i.e. town/city council or board of selectmen when that board has legislative authority.
  - a. Town Meeting – In many municipalities, the Town Meeting has become archaic. Few people attend and the meeting can often be manipulated by groups with a specific agenda. Several years ago, two municipalities went an entire year without ever adopting a budget. Equally strong opposing forces rejected the budget presented each month as too high or too low. This is not the way government should be run. Open ended referenda are also, in this writer's opinion, not a good way to adopt a budget.
  - b. All day town meeting. This would be similar to an all day referendum. I see no useful purpose in an "all day" town meeting, nor do I believe that it is essentially legal as at anytime someone could call for a motion to adjourn.
  - c. Town Meeting vote to Referendum. This is basically what is provided for in the general statutes and governs those municipalities who do not have a charter. It does provide some incentive to attend the town meeting especially if someone supports the budget. Again a small group of nay sayers could force the budget to referenda.
  - d. Town meeting automatically to referendum. This procedure almost guarantees low attendance at a town meeting unless the town meeting can take some action to add to or lower the budget. We have this procedure in Portland and for the last few years we have not met the quorum requirement for the meeting to amend the submitted budget.
  - e. Referendum. The Portland Charter has a provision for the automatic submission of the budget to referendum one week after the town meeting. Two (2) referenda are allowed. If a budget is rejected by both referenda, the Board of Selectmen (Town Council) must adopt a budget by May 31<sup>st</sup>. In my opinion, few people know or care what is in a municipal budget. People generally vote a "tax rate" and will often vote no on a budget because their taxes will go up more than they feel is appropriate. If a municipality is going to have mandatory budget referendum, I strongly suggest that there be no possibility for unlimited referenda. Provide for 2 or even 3 referenda and then provide a means for the legislative body to adopt a budget in order to get tax bills in the mail for July 1 collections. East Hampton this year had 5 referenda before the budget was adopted last week.
  - f. Town Council. Mansfield is fortunate in that UConn facilities have the space to hold a town meeting if a large number of voters showed up. Most municipalities do not have such space. Town Councils are elected to govern. The budget is one of the most important actions taken by a municipality each year. As such, I feel that the Town Council should adopt the budget. If there is the need for voter review of the budget, then I would suggest a petition referendum process be added to the budget adoption process.

The petition requirements should be high enough to prevent frivolous petitions but not so high as to impossible to achieve. The timetable to collect signatures should also be limited. One referendum should be permitted and if the budget is defeated, the Council should have complete authority to adopt a budget either higher, lower or the same.

- g. Representative Town Meeting. This form of government has only been adopted in a few municipalities and these mostly in Fairfield County. The RTM is composed of a number of members elected by districts. It is basically an enlarged Town Council. Most RTM's still have a 3 person Board of Selectmen and Board of Finance. I do not recommend an RTM for a Town like Mansfield due to the need to develop voting districts.
2. Information to Citizens. It is my observation that most municipalities are now using public hearings, summaries available at libraries and town clerk's offices, web sites and newspapers to get information to citizens. Some municipalities are printing budget supplements that are distributed with weekly newspapers. In most instances, this information is available at least a week or two before the budget town meeting or referendum.
3. Town Meeting Format. Most charters specify that the body calling for the town meeting specify the time, date and items on the call. Charters often specify that rules of procedures, (Such as Robert's) will be used to govern town meetings. Since a town meeting in session is a legislative body, I know of no way to establish any "outcome goal". A town meeting is the ultimate "citizen participation" forum. While absentee ballots are used in referenda, I know of no legal precedence to allow proxies at a town meeting.

C406. Appropriations not in the budget and transfers. There is ample precedent for the Council to make all transfers between departments. Some charters limit transfers between departments to the last quarter of a fiscal year. The theory being that by this time, expenditure trends have been established and the Council can tell with some degree of accuracy which departments may have an excess of funds and which may need an infusion of funds. One general thought is that the voters have approved a total budget and the legislative body is then given the authority to manage that budget within the total amount approved. I do not feel that either a town meeting or referendum has a place in transfers between departments. I am not aware of any charters which have a dollar limit on transfers between departments.

Supplemental appropriations are another matter and many charters limit the legislative body on the amount that it can appropriate on its own without either town meeting or referendum approval. Where there are limits, they are generally based on the total town budget and not a portion, such as the Town or Education amount.

C407. Issuance of Bonds.

1. Charters are mixed as to whether the limits are a dollar value or a percent of the budget. A percentage limit allows some growth in the amount that a council can approve on its own. Inflation can eat away at a dollar limit as to purchasing power.
2. Many municipalities set limits on the dollar amount that the legislative body may issue on its own without some additional approval. Some have a different voting requirement if the bonds are submitted to a special election. In Portland refunding bonds may be approved by the legislative body alone since a refunding proposal did not obtain the required participation level mandated in the charter for a special election. Some charters have different regulations if the bond issue is submitted at a regular election. The presence of UConn students, who as was stated do not participate in Town elections, would have an impact on issues requiring quorums. I know of nothing that differentiates between college and non-college towns. There are two options to quorum requirements: (1) do away with them and permit a measure to be approved by a majority of those voting, or (2) lower the quorum requirement.

C504-513. Administrative Departments. Some charters have retained reference to only the most important departments and elected offices and have left the rest of the municipal organization to be established by ordinance. As with any process there are pros and cons.

Ordinances let a government structure be changed as needs require. Ordinances may consolidate or abolish departments and offices which is a more streamlined process than going through the charter amendment process. When defined in the charter, departments can only be changed through charter amendment, a process that can be lengthy and could be rejected by the voters at referendum. In fact, a revision commission might not even take up the issue of changes in administrative departments. Changes by ordinance may be political in nature designed to remove someone from office. The ability to change the governmental structure by ordinance could remove the security that department heads have when departments are spelled out in the charter. A charter usually provides a single reference source to determine a municipality's structure. When organizational changes are made by ordinance, one must search the charter and ordinances to determine how a government is organized.

C506(B)(c)(2). Department of Finance. Regarding the sealed bid limit, some charters permit the legislative body to annually set the limit above which sealed bids must be taken. This does not preclude soliciting sealed bids at a lower level. This allows the legislative body to set a limit that it is comfortable with.

Generally, the rule for awarding bids has been that bids are awarded to the "lowest responsible bidder". This does not seem to relate to what Mansfield has done with "best value". I presume that in order to obtain a "best value bid" that some modicum of competitive bidding was done.

Charters often permit or may require that local legislative bodies adopt purchasing procedures. In my experience, local legislative bodies have used considerable latitude in developing purchasing procedures even to the point of allowing the local legislative body to waive the competitive bidding requirements when it is deemed to be in the best interests of the municipality. One such bid that comes to mind was the replacement of the security alarm system in a school. The municipality waived the competitive bidding requirement in order to standardize security systems, a request approved made by the fire chief and fire marshal.

The adoption of purchasing procedures pursuant to charter authority would permit the Mansfield Town Council the ability to set the standards under which bids would be awarded. Thus "best value" or "total cost purchasing" which looks at operating costs and resale value, may be the standards under which bids are awarded.

One of the nice features of Connecticut's home rule law is that such purchasing procedures can be established based on a broad grant of power to the Council through the charter.

OTHER: Some charters contain a provision that the charter be reviewed every so often by the appointing authority, i.e. in Mansfield the Town Council. Based on this review, a charter revision commission may or may not be created.

Some charters require that a charter revision commission be appointed every so often, i.e. 5 years. Other charters are silent on the matter and leave it to the local appointing authority to determine when the charter should be reviewed.

If the municipality has had a practice of convening at least a charter review group on a somewhat periodic basis, then I see no reason to place a requirement in the charter for a mandatory review.

However, if the charter has rarely been reviewed, then a requirement for a regular review could be appropriate.

**CHARTER OR CHARTER REVISION COMMISSION  
ACTION FLOW CHART.**

PREPARED FOR: TOWN OF MANSFIELD CHARTER REVISION COMMISSION

Appointed: March 27, 2006

Reporting Deadline: May 12, 2007  
(Provides the full 3+ months review process)

Referendum to be held: November 6, 2007

Date prepared: September 21, 2006

**Phase I ORGANIZATION March 2006**

- a. Appointment of commission
- b. Organizational meeting
  1. Election of chair etc.
  2. Establish meeting dates
  3. Set commission budget
  4. Discuss secretarial assistance
  5. Determine commission voting requirements

**Phase II FACT FINDING April to December 15, 2006**

- a. The commission must hold a public hearing before it begins any substantive work. It may hold as many additional hearings as it wants. A second public hearing must be held at the end of your work. It is a good idea to provide for time at each meeting for public participation.
- b. The commission might like to invite a municipal consultant to a meeting to discuss home rule and to prepare a critique of the current charter.
- c. Appoint committees to examine various forms of local government ie. board of selectmen-town meeting; expanded board of selectmen-limited town meeting; representative town meeting; council-manager; or mayor-council.
- d. Appoint committees to examine features of the current charter.
- e. Appoint Subcommittees to examine the role of chief executive, legislative body (ies), budget making procedures, purchasing, elections, advisory boards and commissions, policy making boards and agencies.
- f. Review charters of municipalities which have the form of government that may be under consideration by the commission. Charters may be obtained from each municipality.

- g. Invite chief executive officer, town/city attorney, chairmen of boards and commissions, other town officers, chairmen of the political parties and members of civic groups, League of Women voters, etc. to meet with the Commission.
- h. Report and discussion of alternative forms of government. Respective committees may invite outside guests familiar with these alternatives to address them on their relative merits.
- i. Report and discussion on budget-making procedures, advisory and policy boards and commissions, purchasing, elections, executive, legislative body, etc.

**PHASE III DECISION MAKING AND DRAFTING December 15, 2006 to April 15, 2007**

- a. Decision-making sessions, begin drafting charter or charter amendments. Review language as it is completed. Check and double-check to make sure that budget dates are reasonable, that any changes in elected or appointed positions or terms of office have appropriate transitional language and that procedures for budget referendum, initiative, overrule, bond issue referendum etc. are clear and precise.
- b. You might submit your draft report to your consultant for a review.

**PHASE IV PRESENTATION April 15 to May 12, 2007**

- a. Hold second public hearing as required by the Home Rule law, Section 7-191.
- b. Review provisions of charter or charter amendments in light of comments received at public hearing and consider same.
- c. By May 12, 2007 Submit draft report of charter or charter amendments to the Appointing Authority through the municipal clerk's office.

**PHASE V REVIEW & REVISE DRAFT REPORT May 12 to September 7, 2007**

- a. Appointing Authority must hold at least one public hearing within 45 days after submission of the charter amendments by the municipal clerk.
- b. A copy of the proposed charter or amendments should be given to the municipal attorney for his advice and guidance.
- c. Within 15 days of last public hearing, Appointing Authority shall make recommendations to the commission for proposed changes to the draft report.
- d. If no recommendations are made, the report is final and the Appointing Authority shall act on the report.

- e. If recommendations are made, the commission shall confer with the Appointing Authority and may, within 30 days, amend any provisions in the proposed charter or charter amendments in accord with such recommendations. The commission also has the right to reject any suggested changes.
- f. In either case the commission shall make its final report within 30 days after receiving any recommendations.
- g. Within 15 days, the Appointing Authority, by a majority vote of its entire membership, shall either (a) approve the proposed charter or charter amendments or (b) reject the same or separate provisions thereof, which action shall be taken by: **SEPTEMBER 6, 2007, -60 days prior to election, per CGS Sec. 9-370**
- h. Should the Appointing Authority reject any or all of the commission's recommendations, a petition signed by 10% of the electors forces a referendum on the matter (s) so rejected.

Phase V

**ADVERTISING AND REFERENDUM September 7 to November 6, 2007**

- a. **ADVERTISING.** It is the Appointing Authority's responsibility, within 30 days after its final approval, to have the charter or amendments published in a newspaper.
- b. **ELECTION.** By a **majority vote of its entire membership**, the Appointing Authority shall determine whether the proposed charter or charter revisions shall be submitted to the electors for approval or rejection, at a regular or special election to be held within 15 months.
- c. **BALLOT LABEL.** It is the responsibility of the Appointing Authority to prepare the question(s) that will be used on the ballot.
- d. **EXPLANATORY TEXT.** By vote of the legislative body, explanatory texts may be prepared for public distribution. The text cannot advocate approval or disapproval of the charter or amendments (CGS, Sec. 9-369b).

**MUNICIPAL CLERK RESPONSIBILITIES**

- a. By September 22, 2006 -- at least forty-five (45) days prior to the election, the municipal clerk shall file with the office of the Secretary of the State a statement setting forth the wording on the ballot label, the date when the appointing authority acted and reference to the home rule law. [CGS, 9-369a (b)].

- b. BY September 6, 2007 -- a copy of the proposed charter or charter amendments must be on file in the clerk's office for public inspection as soon as the appointing authority has acted and until the election [CGS, Sec. 9-369a (c)].
- c. Within 15 days after the election, November 21, 2007, the municipal clerk shall report the results to the Secretary of the State (CGS, Sec. 9-371).
- d. BY November 21, 2007, if the charter/amendments are approved, the clerk must file three (3) copies with the Secretary of the State within fifteen days of the election (CGS, Sec. 7-191).

EFFECTIVE DATE -- If the Charter or Charter Amendments do not specify an effective date, the provisions shall take effect 30 days from the date of the election.

Note: Appointing authority and legislative body means the Mansfield Town Council

**IMPORTANT:** If the charter amendments are submitted to a special referendum, the amendments are approved by a majority vote of those voting, provided that at least 15% of the total number of voters have voted for the amendments. Thus, if only 12% of the voters vote, the amendments are not approved. Likewise, if 25% of the voters vote and the vote is 13% in favor and 12% opposed, the amendments are not approved,.

## CONNECTICUT AND HOME RULE - WHY ADOPT A CHARTER?

1. The Connecticut General Statutes provide for a procedure whereby a municipality may adopt a charter which shall be its organic law and which permits the creation of a form of government that meets a community's own particular needs and desires. Individual towns should find this compatible with their own ideas and feelings. There is, in fact, a constitutional prohibition against the enactment by the Legislature of any act relating to organization and structure of any single town, city or borough (although attempts have been made to circumvent this prohibition).

2. A charter allows a great deal of flexibility in permitting a town to adjust its form of government or its governmental structure to meet changing needs and requirements. For instance, a recreation department may be desirable after a period of extended town growth to coordinate recreational activities. It may be desirable to change the number or method of selection of members of boards and commissions. The Town meeting may no longer be effective. A charter can designate responsibility for long-range planning, capital budgeting and issues affecting the growth and future of the town.

3. A charter is a ready reference for town officials and members of boards and commissions, setting forth how much or how little authority has been given to each official, board or commission, including the Town Meeting. Thus, instead of searching the statutes to determine if a town has the power to do something, one need only check the charter to see where power has been placed. A search of the statutes may result in finding that the town does not have the power to do something, or that there is no statutory reference to the matter. Thus a town attorney ruling may be necessary.

4. The charter is also a ready reference for residents. To the average citizen, a charter can be a guide to town government, identifying those to whom one may petition for aid or to solve a problem and whom to hold responsible for actions or in-actions.

5. A charter commission provides a community with an opportunity to examine itself and its governmental operations. This could be especially important in a town faced with or having experienced a rapid population growth.

6. A charter establishes executive, legislative and administrative responsibility. A town operating without a charter finds that these functions are diffused, and that it is often the first selectman's personal power of persuasion that brings about accomplishments. Divide the government politically, and inaction and confusion can result.

7. State statutes, for the most part, do not permit a board of selectmen to delegate administrative responsibility (Section 7-12, CGS). Thus a town may have a part-time chief executive with or without the time and/or inclination to carry out his duties. The first selectman is the chief executive and chief administrative officer, police chief, welfare director, public works director, etc. He is the individual who receives complaints about too much or too little commercial development; taxes too high; school spending too much/too little; septic systems overflowing; town hall not being open, etc. Many of these are matters over which the first selectman has no control.

8. A charter can provide for the appointment of a full-time professional, called a chief administrative officer, administrative assistant, director of administration, town or city manager. Such professionals are able, because of training and education, to carry out the programs of the legislative body efficiently and effectively, and are often able to take advantage of State and federal grant programs more effectively than part-time personnel.

**BASIC QUESTION HOWEVER:** Do the citizens like the way their town is being governed? No outsider can answer this question. The answer requires a joint effort by the board of selectmen (appointing authority); a charter study commission (if appointed); a charter commission; public meetings and hearings; and ultimately, if a charter is prepared, the citizens through the referendum approval process.

# CONNECTICUT'S HOME RULE LAW

## CHAPTER 99\* MUNICIPAL CHARTERS AND SPECIAL ACTS

\*See Conn. Const. Art. X and Sec. 2-14. Cited. 147 C. 60.

+If charter empowers legislative body of municipality to adopt and amend its own rules of order in exercising certain legislative function, such body need not act by ordinance or resolution. 148 C. 33, 44. Cited. 149 C. 631, 747. Home Rule Act covers entire field of charter drafting or amendment by municipalities so far as that is allowed to be done by them without action of general assembly. Act controls previously enacted special laws which are inconsistent with it, and methods it prescribes may be employed irrespective of any existing charter provisions. Home Rule so far as it relates to charter changes may be exercised only in accordance with provisions of general statutes. When section 2-14 is read in connection with Home Rule Act, it becomes clear that legislature intended to provide two separate methods - one with, and one without, action by general assembly - for inaugurating and securing adoption or amendment of a municipal charter. 150 C. 24. Cited. 152 C. 676. Cited. 156 C. 260. Plaintiffs as taxpayers had no standing as individuals to challenge the constitutional and legal existence of city of Danbury in action for declaratory judgment. Doctrine of de facto municipal corporations discussed. Id., 347. Cited. 171 C. 74, 83. Cited. 172 C. 60, 63. Cited. 174 C. 282, 284. Cited. 178 C. 81, 85, 86, 90; 180 C. 243, 246. Cited. 182 C. 93, 95, 101. Cited. 185 C. 88, 92.

Provisions do not authorize a municipality to restrict the candidacy of unclassified state employees for elective office. 192 C. 399, 411. Does not authorize municipal recall elections. 195 C. 524, 525, 532, 534. Home rule act cited. 196 C. 623, 630; 197 C. 554, 556, 558, 560. Cited. 201 C. 377, 379. Cited. 208 C. 543, 550, 551, 553-557. Home rule act, Secs. 7-187-7-2(11), cited. Id. Home rule act cited. 216 C. 112, 115, 116, 118, 119, 122, 125. Home rule act Secs. 7-187-7-201 cited. 219 C. 217, 222, 223; 225 C. 378, 384. Home Rule Act, Sec. 7-187 et seq. cited. 234 C. 513, 515, 520, 529, 534. Home Rule Act Sec. 7-187 et seq. cited. 242 C. 678.

Omission of zoning powers from enumeration of specific powers granted towns under this chapter compels conclusion that legislature did not intend that any action under this chapter should alter the declared law under the general zoning enabling act. That law is that zoning commissions have the exclusive power to enact and change zoning regulations and zone boundaries. 25 CS 378, 379. Cited. 28 CS 286; 298; 413. Cited. 36 CS 74, 78. Cited. 40 CS 539, 545. Sees. 7-187-201 home rule cited. 16 CA 213, 218. Home Rule Act cited. 42 CA 599.

Sec. 7-187. Definitions.

Whenever used in sections 7-188 to 7-193, inclusive:

(a) "Appointing authority" means the body having authority to appoint a charter commission, charter revision commission or home rule ordinance revision commission, which shall be the board of selectmen of a town not having a council or board of directors, the council or board of directors of a town having such a council or board, the common council or other body empowered to make ordinances of a city or the board of burgesses of a borough;

(b) "Commission" means any such charter commission, charter revision commission, or home rule ordinance revision commission;

(c) "Home rule ordinance" means any ordinance or resolution which has been adopted by a municipality prior to October 1, 1982, in substitution for a special act relating to its government, which ordinance or resolution may contain the provisions of such special act with or without amendments and which ordinance or resolution shall not be inconsistent with the constitution of the state or the general statutes;

(d) "Municipality" means a town, city, borough, consolidated town and city or consolidated town and borough.

(1957, P.A. 465, S. 1; 1959, P.A. 678, S. 1; P.A. 81-451, S. 1. 10; P.A. 85-253, S. 1. 10.)

History: 1959 act added home rule ordinance commission; P.A. 81-451 added definitions of "commission", "home rule ordinance" and "municipality" and rephrased definition of "appointing authority", effective October 1, 1982; P.A. 85-253 redefined "home rule ordinance" to include resolutions. Cited. 150 C. 26, 28. Cited. 188 C. 276, 279. Cited. 193 C. 4. Cited. 196 C. 623, 630. Subsec. (a): Cited. 190 C. 39, 43.

Sec. 7-188. Initiation of action for adoption, amendment or repeal of charter or home rule ordinance.

(a) Any municipality, in addition to such powers as it has under the provisions of the general statutes or any special act, shall have the power to (1) adopt and amend a charter which shall be its organic law and shall supersede any existing charter, including amendments thereto, and all special acts inconsistent with such charter or amendments, which charter or amended charter may include the provisions of any special act concerning the municipality but which shall not otherwise be inconsistent with the constitution or general statutes, provided nothing in this section shall be construed to provide that any special act relative to any municipality is repealed solely because such special act is not included in the charter or amended charter; (2) amend a home rule ordinance which has been adopted prior to October 1, 1982, which revised home rule ordinance shall not be inconsistent with the constitution or the general statutes; and (3) repeal any such home rule ordinance by adopting a charter, provided the rights or benefits granted to any individual under any municipal retirement or pension system shall not be diminished or eliminated.

(b) Any action pursuant to subsection (a) of this section shall be initiated by a resolution adopted by a two-thirds vote of the entire membership of the appointing authority of such municipality, or by petition filed with the clerk of such municipality for submission to the appointing authority and signed by not less than ten per cent of the electors of such municipality, as determined by its last-completed registry list; provided, in the case of a consolidated town and city having a town clerk and a city clerk, such petition shall be filed with the city clerk.

(c) No signature on any petition filed pursuant to subsection (b) of this section shall be valid unless it has been obtained within ninety days of the filing of the page of the petition on which it appears. Any elector signing such a petition may cause his signature to be removed at any time prior to the filing of such petition with the clerk. The clerk with whom the petition is filed shall proceed forthwith to determine its sufficiency by comparing the signatures thereon with those contained in said registry list and shall certify its sufficiency or insufficiency to the appointing authority.

(d) After a resolution has been so adopted by the appointing authority or a petition has been so certified as sufficient, as the case may be, the appointing authority shall not adopt any resolution initiating such action and the clerk shall not accept any petition for the initiation of such action until such time as the commission appointed pursuant to such original resolution or petition has been terminated.

(1953, S. 271d, 272d; 1957, P.A. 465, S. 2; 1959, P.A. 678, S. 2; February, 1965, P.A. 269, S. 1; P.A. 81-451, S. 2, 10; P.A. 84-153; P.A. 85-253, S. 2, 10; P.A. 87-278, S. 2, 5.)

History: 1959 act added home rule ordinance provisions; 1965 act provided no signature is to be valid unless obtained within ninety days of filing petition; P.A. 81-451 provided that no new home rule ordinances should be adopted after October 1, 1982, and that no new petition could be accepted until a commission appointed pursuant to a previous petition had been terminated, effective October 1, 1982; P.A. 84-153 amended Subsec. (d) to apply provisions to resolutions and to clarify that only one commission can exist at any time; P.A. 85-253 amended Subsec. (a) to replace the word "revise" with the word "amend" and to add language concerning inclusion of special acts in Subdiv. (1); P.A. 87-278 inserted the word "otherwise" in the phrase "shall not otherwise be inconsistent" in Subsec. (a).

See Sec. 7-328a re home rule action.

Cited. 140 C. 517. Home rule, so far as it relates to charter changes, may be exercised only in accordance with general statutes. 150 C. 24. Purpose behind act is to enable municipalities to draft or amend charters without necessity of action by general assembly. 152 C. 423. As to method or procedure of assessment, the home rule act, being later in time, takes precedence over any inconsistent provisions in the Waterbury charter. 152 C. 423, 424. Act exhibits legislative intent to add a new power to those which municipalities

already had without affecting existing powers. 152 C. 424. Cited. 178 C. 81, 86, 89; 180 C. 243, 246. Cited. 182 C. 253, 256. Cited. 188 C. 276, 277, 279. Cited. 190 C. 736, 742. Cited. 193 C. 1, 4, 5. Cited. 216 C. 112, 119. Cited. 234 C. 513, 529, 534. Cited. 37 CA 348, 354.

Adoption of municipal charter does not invalidate special acts prior thereto establishing special districts. 28 CS 413. A charter provision cannot repeal or nullify the general statutes. 31 CS 392. Subsec. (a): Cited. 234 C. 513, 529.

#### Sec. 7-189. Form of petition.

(a) The form of the petition for adopting or amending a charter or amending a home rule ordinance shall be as follows: **WARNING: ALL SIGNATURES SHALL BE IN INK OR INDELIBLE PENCIL.** We, the undersigned electors of the town, city or borough of (here insert name of town, city or borough), hereby present this petition under the provisions of section 7-188 requesting the appointment of a commission for (insert one of the following: "The adoption of a charter, the amendment of its charter, or the amendment of its home rule ordinance", using such words as are applicable) and we certify that we are electors of the town, city or borough of .... residing at the addresses set opposite our names and that we have signed this petition on the dates opposite our names and not more than once. (Here follow the signatures, dates and addresses.)

(b) Each page of such petition shall contain a statement, signed under penalties of false statement as defined in section 53a-157b, by the person who circulates the same, setting forth such circulator's name and address, and which shall be in the form as follows: "Each person whose name appears on this page signed the same in person in my presence and such person is known to me or has satisfactorily identified himself to me." Any page of a petition which does not contain such a statement by the circulator shall be invalid.

(c) Such petition may also include, immediately after the statement provided in subsection (a) of this section, a list of general or specific recommendations for consideration by such commission.

(1957, P.A. 465, S.3; 1959, P.A. 678, S.3; February, 1965, P.A. 269, S.2; P.A. 81-451, S.3, 10; P.A. 85-253, S.3, 10.) History: 1959 act added home rule ordinance provisions; 1965 act added provision for placing date of signing on petition; i ; ;

P.A. 81-451 added Subsec. (b) concerning the statement of the circulator and Subsec. (c) concerning recommendations for consideration by the commission, and revised wording of petition form in Subsec. (a), effective October 1, 1982; P.A. 85253 amended Subsec. (a) to refer to amendments of charters and home rule ordinances rather than to revisions.

Cited. 188 C. 276, 277, 279. Cited. 193 C. 1, 4. Cited. 196 C. 623, 630. Cited. 234 C. 513, 529.

#### Sec. 7-190. Commission: Appointment, membership, duties, report, termination.

(a) Within thirty days after such action has been initiated by vote of the appointing authority or by certification of a petition, the appointing authority shall by resolution appoint a commission consisting of not fewer than five nor more than fifteen electors, not more than one-third of whom may hold any other public office in the municipality and not more than a bare majority of whom shall be members of any one political party, which commission shall proceed forthwith to draft a charter, or amendments to the existing charter, or amendments to the home rule ordinance, as the case may be.

(b) The appointing authority shall direct the commission to consider those recommendations included in the petition and may make other recommendations to the commission. The commission may also consider other items for inclusion in the proposed charter, other changes to the charter or home rule ordinance and such other items as it deems desirable or necessary. The commission shall in its reports comment on each recommendation which it has been directed to consider, if any, and on such other changes or items. The appointing authority shall specify by resolution when the commission shall submit its draft report, which shall be not later than sixteen months from the date of its appointment.

(c) The commission shall terminate upon acceptance or rejection of its final report by the appointing authority.

(1957, P.A. 465, S. 4; 1959, P.A. 678, S. 4; 1967, P.A. 76; P.A. 75-179; P.A. 81-451, S. 4, 10; P.A. 83-188, S. 2; P.A. 85-253, S. 4, 10.)

History: 1959 act added home rule ordinance provisions; 1967 act made minor change in wording; P.A. 75-179 distinguished between charter commissions and charter revision or home rule ordinance commissions re report deadlines; P.A. 81-451 divided section into subsections, clarified language of existing provisions, required consideration of recommendations in petition and recommendations of appointing authority, changed deadline for report from eighteen to sixteen months from date of appointment and added Subsec. (c) re termination of commission, effective October 1, 1982; P.A. 83-188 made minor change in wording of Subsec. (b), requiring submission of draft report rather than of final report; P.A. 85-253 replaced the words "revision of with the words "amendments to" and made certain technical changes.

Cited. 150 C. 27. Cited. 184 C. 30, 31. Cited. 188 C. 276, 277, 279. Interpretation of statute not unconstitutional. Id., 276, 277, 280. Cited. 193 C. 1, 4. Cited. 196 C. 623, 630. Cited. 234 C. 513, 529.

Sec. 7-191. Hearings; draft and final report; referendum; effective date; filing of copies with Secretary of the State; file maintained by State Library.

(a) The commission shall hold at least two public hearings on the proposed charter, charter amendments or home rule ordinance amendments; one prior to the beginning of any substantive work on such charter, charter amendments or home rule ordinance and, and one after the draft report to the appointing authority has been completed, but not submitted, after which hearings the commission may amend such report. The commission may hold such other public hearings as it deems necessary.

(b) The commission shall submit its draft report, including the proposed charter, charter amendments or home rule ordinance amendments, to the clerk of the municipality, who shall transmit such report to the appointing authority. The appointing authority shall hold at least one public hearing on the draft report and shall hold its last hearing not later than forty-five days after the submission of the draft report to such clerk. Not later than fifteen days after its last hearing, the appointing authority shall make recommendations to the commission for such changes in the draft report as it deems desirable.

(c) If the appointing authority makes no recommendations for changes in the draft report to the commission within such fifteen days, the report of the commission shall be final and the appointing authority shall act on such report. If the appointing authority makes recommendations for changes in the draft report to the commission, the commission shall confer with the appointing authority concerning any such recommendations and may amend any provisions of the proposed charter, charter amendments or home rule ordinance amendments, in accordance with such recommendations, or the commission may reject such recommendations. In either case the commission shall make its final report to the appointing authority not later than thirty days after receiving such recommendations.

(d) Not later than fifteen days after receiving the final report, the appointing authority, by a majority vote of its entire membership, shall either approve the proposed charter, charter amendments or home rule ordinance amendments or reject the same or separate provisions thereof. Not later than forty-five days after a vote of the appointing authority to reject such matter, a petition for a referendum thereon, signed by not less than ten percent of the electors of such municipality, as determined by the last-completed registry list thereof, and filed and certified in accordance with the provisions of section 7-188, may be presented to the appointing authority. Not later than thirty days after approval by the appointing authority or the certification of such a petition, the proposed charter, charter amendments or home rule ordinance amendments shall be published in full at least once in a newspaper having a general circulation in the municipality.

(e) The appointing authority shall, by a majority vote of its entire membership, determine whether the proposed charter, charter amendments or home rule ordinance amendments shall be submitted to the electors for approval or rejection at a regular election or at a special election warned and held for that purpose, which shall be held not later than fifteen months after either the approval by the appointing authority or the certification of a petition for a referendum.

(f) The proposed charter, charter amendments or home rule ordinance amendments shall be prepared for the ballot by the appointing authority and may be submitted in the form of one or several questions; and, if approved by a majority of the electors of the municipality voting thereon at a regular election or if approved by a majority which number equals at least **fifteen per cent of the electors of the municipality** (emphasis added) as determined by the last-completed active registry list of such municipality at a special election, such proposed charter, charter amendments or home rule ordinance amendments shall become effective thirty days after such approval unless an effective date or dates are specified therein, in which event the date or dates specified shall prevail.

(g) Every proposed charter, amendment or amendments or home rule ordinance or amendment or repeal of a home rule ordinance approved at any regular or special election held on or after November 5, 1974, and prior to July 1, 1975, shall be deemed to have been effective as of the date of such approval, unless another effective date or dates were specified therein; provided any actions taken by a municipality or any administrative agency or official thereof, under the provisions of its charter or home rule ordinance in effect immediately prior to the date of such approval, between the date of such approval and July 1, 1975, shall be deemed valid.

(h) Not later than thirty days after the approval by the electors of any proposed charter, charter amendments or home rule ordinance amendments, the town or city clerk shall file, with the Secretary of the State, (1) three certified copies thereof, with the effective date or dates indicated thereon, and (2) in the case of the approval of charter, or home rule ordinance amendments, three certified copies of the complete charter or ordinance incorporating such amendments. The Secretary of the State shall distribute two copies to the State Library, where a file of such charters, charter amendments and home rule ordinance amendments shall be kept for public inspection.

(1953, S. 271d; 1957, P.A. 465, S. 5; 1959, P.A. 678, S. 5; 1963, P.A. 184: P.A. 75-358. S. 1.2; P.A. 77-196, S. 1; P.A. 79-207; P.A. 81-451, S. 5, 10; P.A. 82-472, S. 14, 183; P.A. 83-188. S. 3; P.A. 84-161: P.A. 85-253. S. 5, 10; P.A. 87387, S. 3; P.A. 96-134, S. 6, 9; P.A. 00-92. S. 6.)

History: 1959 act added home rule ordinance provisions and changed "general" election to "regular" election; 1963 act specified subject matter of mandatory hearing by commission and provided for referendum re rejected matter on petition of electors: P.A. 75-358 made specific provisions re effective dates for charters, home rule ordinances etc., re validations of actions of municipality or its administrative agencies or officials; P.A. 77-196 required filing with secretary of the state within fifteen days rather than seven days; P.A. 79-207 required two public hearings rather than one, one before the substantive work and one after report is drafted but before its submission: P.A. 81-451 divided section into subsections, clarified language of existing provisions, changed time for hearing from thirty to forty-five days after submission of draft report, reduced the per cent of electors necessary to force a referendum from fifteen to ten per cent, required that election be held within fifteen months rather than one year after approval or certification of petition and provided that the appointing authority shall prepare the ballot, effective October 1, 1982; P.A. 82-472 made technical corrections: P.A. 83-188 made minor changes in wording of Subsec. (b); P.A. 84-161 amended Subsec. (h) to provide for thirty-day filing period rather than fifteen-day period; P.A. 85-253 changed "-revised charter" to "charter amendments" and "revised home rule ordinance" to "home rule ordinance amendments"; P.A. 87-387 added Subdiv. (2) to Subsec. (h), re filing requirements in the case of approval of charter or home rule ordinance amendments: P.A. 96-134 added the word "active" before "registry list of such municipality" in Subsec. (f), effective May 29, 1996; P.A. 00-92 amended Subsec. (b) to require hearing "not later than forty-five days after the submission" rather than former "within forty-five days of the submission". and throughout the section substituted "not later than" for "within".

See Sec. 1-le(b) for meaning of "special election warned and held or called for that purpose".

See chapter 152 (Sec. 9-369 et seq.) re holding of referenda.

Cited. 140 C. 517. Legislature intended procedure outlined in home rule act to be a complete, self-contained method of amending charter of a city irrespective of any existing charter provision. Home rule act controls previously enacted special laws which are inconsistent with it. Home rule so far as it relates to charter changes may be exercised only in accordance with provisions of general statutes- 150 C. 24.

Amendment of charter of consolidated city of Norwich to change tax and other provisions concerning its districts pursuant to sections 7-188 through 7-194, held valid when challenged by action for declaratory judgment by resident taxpayer. 155 C. 573.

Cited. 184 C. 30, 32. Cited. 188 C. 276, 279. Interpretation of statute not unconstitutional. Id.. 276, 278-280. Cited. 193 C. 1, 4. Cited. 196 C. 623, 630. Cited. 234 C. 513, 529.

Sec. 7-191a. Adoption of home rule ordinance.

Any home rule ordinance in effect on October 1, 1982, shall be part of the organic law of the municipality and the special act superseded thereby and any other special act relating to the government of such municipality inconsistent therewith are repealed.

(1959, P.A. 678, S. 6; RA, 81-451, S. 6, 10.)

History: P.A. 81-451 made ordinances in effect on October 1, 1982, a part of municipality's organic law, replacing provision which had made any home rule ordinance a part of organic law upon its adoption, effective October 1, 1982.

Cited. 178 C. 8 1. 94. Cited. 188 C. 276, 279. Cited. 193 C. 1. 4. Cited. 196 C. 623. 630.

Sec. 7-192. Existing provisions not affected. Amendments of charters. Amendment or revision of home rule ordinance. Supersedence of certain special acts by municipal ordinance.

(a) Every charter, special act and home rule ordinance in effect on October 1, 1982, shall continue in effect until repealed or superseded by the adoption of a charter, charter amendments or home rule ordinance amendments in accordance with this chapter, the provisions in any charter in existence on said date governing revision or amendment to the contrary notwithstanding. Nothing in this section shall prohibit the adoption of a revised home rule ordinance or home rule ordinance amendments by any method established in such home rule ordinance if the provisions concerning such method were in effect on July 15, 1959. Any municipality administering its local affairs under the provisions of the general statutes or special acts adopted prior to said date may continue to so administer its local affairs until the electors of such municipality avail themselves of the provisions of this chapter. Any municipality having as its organic law a home rule ordinance or a revised or amended home rule ordinance shall after any revision or amendment of such ordinance publish, in a single document, any such home rule ordinance and shall make such ordinance available at a nominal cost to any member of the public.

(b) Notwithstanding the provisions of subsection (a) of this section, the provisions of any special act relative to the number of holders of an office, or members of a board, commission, department or agency of a municipality (1) which does not administer its affairs under a charter and (2) for which the legislative body, as defined in section 1-1, is a town meeting may be superseded by adoption of a municipal ordinance that is not otherwise inconsistent with the Constitution of the state or the general statutes.

(1957, P.A. 465, S. 6; P.A. 81-451, S. 7, 10; P.A. 85-253, S. 6, 10; P.A. 92-172, S. 1.)

History: P.A. 81-451 transferred former provision concerning imposition of taxes to Sec. 7-192a and added provisions concerning revision of home rule ordinance by methods in effect prior to July 15, 1959, and to publication of home rule ordinances. effective October 1, 1982; P.A. 85-2-53 amended section to refer to amendment of charters and home rule ordinances rather than to their revision; P.A. 92-172 amended section by designating Subsec. (a) and adding Subsec. (b) re supersedence of special acts by municipal ordinance not inconsistent with the state constitution or general statutes.

Legislature intended procedure outlined in home role act to be a complete, self-contained method, not involving action by general assembly. of amending charter of a city. irrespective of any existing charter provision. Act confers no power on mayor to exercise a veto. A construction which would import into these amendatory proceedings the power of veto conferred on mayor by charter would be inconsistent with procedure provided for in section 7-191. 150 C. 24. Cited. 155 C. 579. Cited. 171 C. 74. 87. Retention of surplus was not an unauthorized exercise of taxing power in violation of statute. 178 C. 81, 94.95. Charter provisions regarding consolidation prevail over parallel provisions in home role act. 179 C. 589, 593, 595. Cited. 188 C. 276. 279. Cited. 193 C. 1, 4. Cited. 196 C. 623, 630.

Sec. 7-192a. New tax not authorized by general statutes prohibited. Provisions affecting elections and electors not to be adopted.

No provision of this chapter shall be deemed to empower any municipality to levy or collect any tax not authorized by the general statutes or to adopt a charter, charter amendments or home rule ordinance amendments which shall affect matters concerning qualification and admission of electors; duties and responsibilities of registrars of voters; duties and responsibilities of town clerks with respect to electors, voting and elections; forfeiture of electoral rights and restoration of the same; absentee voting; conduct of and procedures at elections; hours of voting; canvass of electors; preliminary, final and supplementary registry lists; warning of elections; election officials and their duties and responsibilities; election canvass and returns; election contests; corrupt practices; prohibited acts with respect to elections; nomination of candidates; adoption and amendment of party rules; primaries; and political parties and enrollment therein.

(1967, P.A. 417, S. 1; P.A. 81-451, S. 8, 10; P.A. 85-253, S. 7, 10.)

History: P.A. 81-451 added provisions concerning new taxes, amended section to refer to amendment of charters and home rule ordinances rather than to their revision.

Cited. 188 C. 276, 279. Cited. 193 C. 1, 4. Cited. 195 C. 524, 532. Cited 196 C. 623, 630. A town is not prohibited from adopting age requirements for local elective officers by Sec. 7-192a. 31 CS 447.

Sec. 7-193. Required provisions. Organization of government.

(a) Any charter adopted or amended under the provisions of this chapter shall conform to the following requirements:

(1) The municipality shall have a legislative body, which may be: (A) A town meeting; (B) a representative town meeting; (C) a board of selectmen, council, board of directors, board of aldermen or board of burgesses; or (D) a combination of a town meeting or representative town meeting and one of the bodies listed in subparagraph (C). In any combination, the body having the greater number of members shall have the power to adopt the annual budget and shall have such other powers as the charter prescribes, and the body having the lesser number of members shall have the power to adopt, amend and repeal ordinances, subject to any limitations imposed by the general statutes or by the charter. The number of members in any elective legislative body, the terms of office of such members and the method by which they are elected shall be prescribed by the charter.

(2) The municipality shall have a chief executive officer, who may be one of the following: (A) The first selectman; (B) a chief administrative officer appointed by the board of selectmen; (C) a mayor elected by the electors of the municipality; (D) a warden elected by the electors of the borough; (E) a town, city or borough manager appointed by the board of selectmen, the council, the board of directors, the board of aldermen or the board of burgesses; (F) a chief administrative officer appointed by the mayor. Any municipality having a manager as its chief executive officer may also have a mayor who shall be the presiding officer of its legislative body, shall be the ceremonial head of such municipality and shall have such other powers and duties as the charter prescribes. The powers, duties and term of office of the chief executive officer shall be those prescribed by the general statutes and he shall have such other powers and duties as the charter prescribes.

(b) Every municipality shall have all municipal officers, departments, boards, commissions and agencies which are required by the general statutes or by the charter. Each municipality may have any municipal officers, departments, boards, commissions and agencies which are specifically allowed by the general statutes or which are necessary to carry out any municipal powers, duties or responsibilities under the general statutes. All such officers, departments, boards, commissions and agencies shall be elected, appointed and organized in the manner provided by the general statutes, except as otherwise provided by the charter or by ordinances or resolutions adopted pursuant to such charter. Any municipality may, by charter or by ordinances or resolutions adopted pursuant to such charter, alter the method of election,

appointment or organization of any or all of such officers, departments, boards, commissions or agencies, including combining or separating the duties of each, unless specifically prohibited from making such alteration by the constitution or the general statutes.

(1957, P.A. 465, S. 7; P.A. 76-296, S. 1; P.A. 81-451, S. 9, 10; P.A. 85-253, S. 8, 10; P.A. 86-230.)

History: P.A. 76-296 included among those things prescribed by statute, the term of office of municipality's chief executive officer; P.A. 81-451 substituted "municipality" for "town, city, borough", effective October 1, 1982; P.A. 85253 applied provisions to charter amendments; P.A. 86-230 changed the manner of subdividing the section and expanded the new Sub div. (b) by clarifying that a municipality may alter the method of election, appointment or organization of its officers, departments, boards, commissions or agencies.

See Sec. 9-167a re minority representation.

ISSUES TO BE CONSIDERED BY A CHARTER REVISION  
COMMISSION AND  
ISSUES RELATED TO CHANGING FORM OF GOVERNMENT

1. LEGISLATIVE BODY; MINORITY REPRESENTATION; DESIGNATION OF CHIEF ELECTED OFFICER;
2. TITLE OF AND POWERS AND DUTIES OF AN ELECTED CHIEF EXECUTIVE OFFICER;
3. TITLE OF AND POWERS AND DUTIES OF AN APPOINTED CHIEF EXECUTIVE OFFICER;
4. POWERS AND DUTIES OF LEGISLATIVE BODY; AND
5. OTHER ISSUES

ISSUES TO BE CONSIDERED

Legislative Body-(ie. not the Town Meeting) name, size, minority representation, term of office, powers and duties and filling of vacant elected and appointed board and commission positions.

Chief Elected Officer-title, how selected, powers and duties, vacancy filling, deputy chief elected officer

Chief Executive Officer/Chief Administrative Officer- (position is generally one and the same) title, how selected, how removed, residency requirement, powers and duties

Shared Legislative Authority-with Town Meeting, which powers to be given to which body, overrule of actions of smaller body by town meeting, special town meetings called for what issues

Finance and Budget-who prepares the budget, role of small legislative body in budget adoption process, timing, the board of finance, final action by who prior to town meeting, town meeting duties and responsibilities, budget referendum

Personnel system-development, who appoints, removals, etc.

I. Legislative Body

May be composed of 3, 5, 7, 9 or any number. Common with smaller towns is 5 members. Title in the smaller towns is often still Board of Selectmen although the Board now becomes a Legislative Body and is no longer the executive body that exists where the size is three and no charter exists. Options on names include the following: Board of Directors, Town Council, City Council, Board of Selectmen, etc.

## II. Minority Representation

May be pursuant to Sec. 9-167a of the Statutes which permits a 4-1 split on a five-member body or 5-2 split on a seven-member body. Charter could provide for no more than a bare majority, ie. 3-2 on five or 4-3 on seven.

## III. Designation of Chief Elected Officer

Some municipalities permit the Chief Elected Officer (CEO) to be directly elected on the ballot. Others provide that the person who receives the most votes shall be the CEO.

Other charters provide that the CEO shall be elected from among the members of the legislative body. Charters also provide that the CEO may be the one member of the legislative body running "at-large" with the others all from districts. Problem with top vote getter is that he/she may not want the job and the person may not be a member of the majority party.

The direct election of the CEO is found in only three council-manager municipalities, Hartford, Newington and Rocky Hill.

The chief elected officer may also be the elected chief administrative officer (mayor) where the CEO is elected.

### Title of and Powers and Duties of an Appointed CEO

The title of the appointed Chief Executive Officer (CEO) can be among the following: Chief Administrator Officer, Town Manager, City Manager, General Manager, Director of Administration, Town Administrator, etc. The manager (by whatever title) is the chief executive officer (CEO). As such, the CEO is responsible for running the town and carrying out the policies and programs of the legislative body. The legislative body is often restricted from dealing with administrative personnel except through the CEO. The CEO prepares the budget and presents same to the legislative body.

The education budget may pass directly to a board of finance or may pass through the manager's office to the board of finance where a board still exists. Managers may add to or reduce the education budget, may pass the full request on to the board of finance or may have the right to comment on and suggest changes.

The CEO, especially in smaller municipalities, will be the personnel manager, finance officer, police chief, and will fill any other position for which the town does not have a full time employee.

## V. Powers and Duties of the Legislative Body

With the adoption of a charter, one of the biggest changes is that of the role of the Board of Selectmen going from one of exercising executive authority to that of exercising legislative authority although in some municipalities this change does not come with an initial charter). The change is often most pronounced when the managerial plan is adopted. The selectmen no longer have a role in the direct day-to-day administration of the town.

This is given over to an elected CEO or a professional administrator. The selectmen must now direct their attention to policy and program issues.

Long range planning enters the picture, especially the development and adoption of five-year capital budgets. Attention is directed to water and sewer needs as well as other future needs. Greater attention is given to the current and future education, planning, and development needs of the town. The new legislative body will often share legislative authority with a retained town meeting, especially in such matters as the adoption of the budget, issuance of bonds and notes, purchase and sale of land, creation, abolition and change of boards and commissions, supplemental appropriations (either all or only those over a certain amount) and other matters. It is completely up to the individual town as to how much sharing of legislative authority there will be in the charter.

## VI. Other Issues

The size of boards, agencies, commissions and other agencies, their powers and duties, and whether elected or appointed can be established by the charter. Or the charter can reference the statutes for powers and duties, size, and whether such are elected or appointed. Filling of vacancies is addressed.

A precise budget timetable can be established with or without any opportunity for a budget referendum.

A unified system of accounting can be established which can include all accounting, payroll, bill paying and revenue receipt for all town departments including the board of education.

A personnel system can be provided for which may contain all of the elements of a municipal personnel system, including how to conduct exams, who establishes the pay plan, how vacancies are filled, who appoints employees to office, merit raises, etc.

# FORMS OF GOVERNMENT

## COUNCIL-MANAGER FORM OF GOVERNMENT

No governmental structure operates in exactly the same way in every municipality utilizing this form of government. Thus, with the council-manger form, a rather wide variety of operational variations exist in practice. While this generalized description of council-manager government cannot take into account all operational variations, it is, nevertheless, helpful in understanding the operation as well as the structural characteristics of this popular governmental form. For purposes of this paper, the word "city" will be used to describe the council and position of manager, and is interchangeable with the word "town" or "county". There are 31 council-manager municipalities in Connecticut today.

The basic structural features of council-manager government include a city (town) council elected by the voters to exercise overall control of the government and a chief executive officer - the city (town) manager appointed by and responsible to the council for the administration of government policies. Differences abound in the manner of selecting the council or the chair of the council (often called the "mayor") or in details of administrative organization. The council-manager structure has proved quite adaptable to variations in local circumstances and traditions.

Since the council is the elected legislative body, it must bear the ultimate responsibility for all aspects of government - administrative as well as policy making. True, the council does rely on the manager to administer council policy, but in practice, the extent of this reliance varies from municipality to municipality and from time to time, within the same government. Whatever arrangement works is the one used. It is important to remember that the council is ultimately accountable.

In some council-manager municipalities, the "mayor" is elected independently of other council members. Even though directly elected, mayors of such council-manager governments have no special functions other than presiding at council meetings and possibly serving ex-officio on boards of other municipal agencies. A few have vested their mayors with some degree of veto power.

But, mayors in council-manager cities are not chief executives for they have no formal administrative functions. It is the manager who is the chief executive and who is responsible to the council for the proper performance of virtually all-administrative functions. The manager's authority to appoint and remove the department heads that report directly to him matches this administrative responsibility. In almost all council-manager governments, the charter, both collectively and individually, enjoins council members from dealing directly with department heads except through manager.

Structurally, then, the council-manager plans presuppose some division of labor between the council, which is primarily responsible for policy in the community, and the manager, whose job it is to direct administrative operations. In practice, however, it is widely recognized that this division of functions is not as clear-cut as the structure may suggest. The manager is drawn into policymaking and a council can and does become involved in administration.

Because of the manager's position as the chief executive, he/she (hereinafter he) can and should be expected to have a broad grasp of the needs of the community and the means by which they can be met most effectively. It is normal to expect a manager possessing such a grasp of needs to make recommendations on community needs and their implementation.

Such policy suggestions can be presented to the council in several ways: through formal reports, by informal suggestions and by means of the budget proposal.

The form, content and frequency of these recommendations are definite determinants of a manager's impact on policymaking. But the council has the final decision making responsibility.

As to a council becoming involved in administration, the council-manager structure provides to councils, so inclined, an opportunity to become as entwined in administrative matters as they wish, through their direct and complete control of the manager.

Thus, the relationship between council and manager is not truly one of a structural division of authority but rather of a practical division along broad functional lines. In dealing with municipal problems, the council and the manager must work together on the same subjects, each doing their part to reach a satisfactory solution. Such teamwork, often unstated in state law and municipal charters, is implicit in the council-manager system.

Political or policy leadership in a council-manager structure is basically the responsibility of the elected city council as a group. Again, in practice, this is not always the case. Sometimes the mayor alone assumes a strong policy leadership role. In other governments or at other times, this leadership may come from a bloc of council members, which may or may not include the mayor. At still other times, individual members of the council may vie for the part of principal policy leader. One criticism of the latter leadership pattern is that it often lacks continuity.

Several advantages are often cited in favor of council-manager government. Since the council is able to choose the most qualified person it can find to direct the administrative affairs of the government, a consistently high standard of administrative management is usually achieved. Too, this structure centralizes authority for effective administration in one person whose reputation and future career depends on the quality of work and ideas.

Another positive feature identified with the council-manager system is the concentration of responsibility in the elected city council. So far as the voters are concerned, the council is responsible for effective governmental results. The council or anyone else simply cannot ignore failures. There is no "buck passing" in the council-manager structure. In the same vein, this governmental form is claimed to be, structurally, the simplest of all governmental forms.

As with any system, the council-manager plan has its critics who claim the structure has definite disadvantages. A major problem sometimes exists in developing effective policy leadership. In many governmental structures, the chief executive fills the policy leader's role. Yet, city managers, being appointed rather than elected, are generally prohibited by local charters from assuming this role. This has happened, however, in some council-manager governments. The mayor, lacking executive responsibility that forms part of the base for policy leadership, sometimes finds difficulty in developing and pushing policy proposals. When a group of council members attempt to act in a policy leadership capacity, they often find difficulty in reaching consensus. Thus, claim critics of the council-manager structure, the plan may not be best for governments where significant differences exist on major policy issues.

Another often heard criticism of council-manager government is that it is undemocratic in character. The basis of this charge lies largely in the fact that the appointed city manager, while exercising much power, is not directly accountable to the voters.

As in the case of the mayor-council structure, there are rebuttals to these criticisms. Advocates of the council-manager plan usually concede that development of policy leadership is more difficult to achieve under this form, but argue, with evidence, that it is clearly not impossible. Concerning the charge that the plan has undemocratic aspects because of the substantial power exercised by the appointed city manager, it can be pointed out that this official may be replaced by the elected council any time the manager fails to respond to the council's interpretation of public needs. The electorate may replace the council if the electorate perceives that the manager has too much power and authority.

In sum, the council-manager form of government is a workable and adaptable governmental structure. It has grown, in less than a century, from a mere experiment to one of the most popular plans for municipal government. The plan is used throughout the country in cities, towns and counties of all sizes, even some of the nation's largest cities and counties.

### MAYOR-COUNCIL FORM OF GOVERNMENT

Historically there has been a clear distinction between the so-called weak mayor-council and strong mayor-council forms of government. Today, however, one would be perplexed attempting to identify only two distinctly different kinds of mayor-council government. What would be found are mayor-council forms of government with an almost infinite number of operational variations - some in which the mayor is "weaker" than in others and some in which the mayor is "stronger." With so many variations existing, the difficult task is drawing a clear line of demarcation and declaring that all variations on one side of the line are strong mayor and all variations on the other side are weak mayor.

There are 30 mayor-council governments in Connecticut today.

This paper deals with the topic "strong mayor."

There are a number of key features of the strong mayor-council form which are essential to its best operation. First, the plan gives the municipality's elected chief executive - the mayor - effective general control of the overall administration of the government. The mayor appoints the heads of all or most major departments, directs their activities and removes them if their work is unsatisfactory. In a truly strong mayor jurisdiction, the mayor need not secure the consent of the council for such appointments and removals.

The mayor also prepares and submits to the council a proposed annual budget that represents a recommended work program for the municipality. After this budget is considered and approved by council, the mayor administers the budget.

A second significant feature of the strong mayor-council is the position of the elected chief executive as a lead participant in the development of overall governmental policy. Both prior to an election and afterwards, the mayor is expected to take a stand on major issues facing the community. During election campaigns, voters decide between various mayoral candidates, often on the basis of the priorities given by each candidate to the problems facing the government.

On assuming office, the mayor develops an overall program encompassing the goals hoped to be achieved according to the priorities stated during campaign.

Thirdly, this form of government substantially separates the council (legislative branch of government) from the management aspects of administration (the executive branch of government). In this form of government, the council is a legislative body only, with authority to enact ordinances and resolutions, approve budgets (which generally includes the power to modify the mayor's budget proposal), and, though its power to investigate programs and audit accounts, act as a watchdog over administrative operations. Significant to this separation-of-powers and checks-and-balances is that the council, not the mayor, annually selects the independent auditor who audits the municipal accounts.

Clearly, in the realm of policy determination the council plays the vital role. While the mayor may propose municipal policies, and these proposals are important, the council makes the final decision. Neither is the council obliged to wait for the mayor's policy recommendations. It generally has the power, independent of the mayor, to determine municipal needs and to hold public hearings for obtaining various viewpoints on issues existing within the community. Through its power to create programs, enact regulatory measures and impose taxes, the council, formally and finally, establishes municipal policy.

That the broad separation of powers between the executive and legislative branches in the typical municipality operating under this form of government is not clear-cut should be emphasized. There is some over-lap of functions.

Though primarily the chief executive, the mayor is involved in legislation through the authority to recommend legislation, to vote in some instances and to veto some measures enacted by the council.

Conversely, the council may become involved in administration through its power to enact ordinances and resolutions regarding the details of specific operations, to approve contracts and to investigate administrative operations.

Thus, while the nature of the chief executive's work provides a perspective of municipal problems which renders his or her policy proposals of value, the mayor must recognize that the council is the major policymaking body. Conversely, while the council is obliged to oversee administrative affairs to a degree which will enable it to act as a competent judge of the effectiveness of administrative practices and make certain its policies are being properly executed, it should not attempt to act as a day-to-day supervisor of administrative details.

The strong mayor variation of the mayor-council form claims to have several advantages in its favor. It provides a structural separation of policymaking and administrative authority. Structurally, this form of government places one person in general charge of the operating departments. It also places the chief executive in a position of community leadership. Yet, it creates a policymaking body that can act as an effective check on administrative authority. Also, strong mayor systems tend to "insulate" operating agency heads from those who constitute the policymaking body. Finally, this form of government makes the chief executive directly answerable to the electorate.

Since the advantages claimed are structural in nature, it may be argued that in practice they are not achieved uniformly in all mayor-council systems.

The mayor-council governmental structure, though it works well in many municipalities throughout the country, also lays claims to certain defects. One of the most significant of these is the possibility of competition or conflict between the mayor and the council. Such conflict can occur in nonpartisan as well as politically partisan municipalities. The initial results of such conflict are expressed in such actions as a council capriciously defeating budget requests or a mayor vetoing ordinances out of vengeance. Stalemate and inaction are often the end results in governments where such conflict becomes serious.

Other criticisms of this form of government include the contention that political leadership and effective administration do not mix. It has been argued that those persons with no administrative abilities are often elected mayor and that a mayor may have political debts to pay. A mayor might appoint department heads and other personnel for political reasons rather than for ability and experience. It has also been stated that a mayor's political leadership activities might require so much time that he or she cannot devote adequate time to administrative duties.

Counter arguments exist for all these criticisms. One of the most well known is that any weakness of a mayor as an administrator can be corrected by the appointment by the mayor of a trained and experienced person as an administrative officer.

Such a person would serve much as a city manager except that he or she would be responsible to the mayor rather than the council. Appointment of such administrative officers is not uncommon in mayor-council municipalities today.

Certainly, the mayor-council form of government - strong mayor variation - must possess many positive qualities, for it is the leading contender for use in large American cities.

## BOARD OF SELECTMEN - BOARD OF FINANCE - TOWN MEETING

This is the most common form of local government in Connecticut. As of 1999, 102 towns operated under this form. Several of the towns do not have a board of Finance, in some the chief executive is directly elected and several have a board of selectmen consisting or more than the traditional three member board. Thirty-six of these municipalities have adopted charters.

The descriptions that follow pertain generally to those municipalities that have not adopted charters. Those municipalities that have adopted charters have made many changes in what has been traditionally called Selectmen-Town Meeting government.

The advantage of a municipal charter is that the residents of the Town decide the form of government that meets its own needs and purposes and decides how the government shall be structured and which boards and commissions shall have which powers. A charter also provides an easy reference to determine how the government is organized and structured. Without a charter, a municipality must rely on the general statutes for authority to organize and govern.

## SELECTMEN

The executive branch in this form of government consists of many elected and appointed officers, but the selectmen are the most important of these officials. Most towns, at the biennial town election, elect a first selectman and two other selectmen. Towns with a population of 10,000 or more may

elect a first selectman and not more than six other selectmen. Towns may, in addition, through a charter have a board of more than three. For instance, Madison has a board composed of five members, while Portland and Seymour have seven.

The selectmen must represent at least two political parties. Under State Statutes, no more than a simple majority may be of the same political party, although this may vary under a charter. No selectman may at the same time hold the office of town clerk, town treasurer, tax collector, judge of probate or registrar of voters. A selectman must be an elector of the town upon election and throughout the term of office.

Generally, most of the powers of the selectmen are exercised by them as a body. Only a few powers have been given to the first selectman by law, and some of these are not particularly important. In practice, however, the first selectman in most towns has a very dominant position and carries on the day-to-day activities of the board. The first selectman is generally referred to as the chief executive officer of the town and is so recognized by several federal grant programs.

The most important powers of the selectmen, in practice, are those having to do with highways, elections, and the adjustment and settlement of claims against the town. With respect to highways, the selectmen construct and maintain town roads, lay out new highways, and cooperate with the State in the use of town road aid funds. They have important responsibilities for welfare programs and the keeping of the financial records of the town for auditing purposes and public inspection. The selectmen also have important budget preparation responsibilities in some municipalities. With the town clerk, the selectmen may admit new voters. They may also share in the preparation for elections, including the provision and maintenance of voting machines. The selectmen or the board of finance must approve all payments made by the town, except those for education, although a charter may require that education expenses be approved before payment.

In addition, the selectmen have a variety of powers, so miscellaneous that it is difficult to summarize them. Among them, however, are estimating damages by dogs, settling disputes over fences, abatement of taxes, designation of banks as depositories for town funds, the issuance of many different types of licenses and permits, the appointment of a number of officials and employees, the preparation of the warning for town meetings and serving as the traffic authority of the town.

## BOARD OF FINANCE

Any town may, at an annual town meeting or special town meeting held for that purpose, vote to establish a board of finance. The town may later vote to abolish such board, but not until it has been established for at least two years. A board of finance can also be created or changed through a town charter.

A board of finance created under the General Statutes generally consists of six members. Boards created through a local charter may have such members as the charter provides.

The board chooses one of its members to be chairman.

The primary function of the board of finance is to prepare the annual budget. Not less than two weeks before the annual town meeting or annual budget meeting, the board must hold a public budget hearing at this time, the board presents an itemized estimate of expenditures of the town for the next fiscal year and hears all interested persons concerning proposed appropriations. Estimates

usually originate with elected officials and board heads and these estimates may be revised by the board of finance before being presented at the public hearing or may be presented as originally requested. After the public hearing, the board of finance is authorized to meet in executive session to make decisions on the budget. These decisions must then be published in a local newspaper or one with a substantial circulation in the town.

The budget must contain:

- (1) Actual receipts from all sources and actual expenditures for the last fiscal year;
- (2) Revenue and expenditure estimates for the current fiscal year;
- (3) Revenue and expenditure estimates for the ensuing fiscal year; and
- (4) The amount of estimates surplus or deficit at the end of the current fiscal year.

The budget is presented to the annual budget meeting. The town meeting acts upon the budget, appropriating funds and authorizing necessary expenditures. The town meeting cannot appropriate more than the board of finance has recommended for any purpose, and no appropriation can be made for any purpose not recommended by the board. It should be pointed out, however, that some charters grant a town meeting this power.

After the board of assessment appeals has finished its duties and the grand list has been finalized, the board of finance must meet to lay sufficient taxes to pay the expenses of the town.

In addition to preparing the budget and determining the tax levy, the board of finance has other responsibilities, which are mostly financial. If a town department requires more funds than have been authorized by appropriations, the selectmen notify the board of finance of this fact. The board of finance can then call a meeting and approve additional appropriations, not to exceed \$5,000 (in those towns where the grand list exceeds \$20 million) and \$2,500 (in those municipalities where the grand list is not more than \$20 million) to cover any deficiency.

Amounts in excess of \$2,500 or \$5,000, as the case may be, must be approved by the board of finance and approved by a town meeting. The board of finance must also approve the transfer of any unexpended balances from one appropriation to another with the exception of appropriations made to the board of education.

Generally, it is the board of finance that selects the auditor to make the annual audit and is responsible for preparing and having published the town's annual report. The board of finance has other duties with respect to municipal reserve funds and the keeping of records and books of account.

In a town having a superintendent of highways and bridges, or a town manager authorized under the general law, the board of finance has special duties to perform with respect to these officials.

## TOWN MEETING

The town meeting is the legislative body of the town. At town meetings for the enactment of by-laws and ordinances, persons who have been admitted p. 81 electors may vote. At other town meetings, in

addition to town electors, any citizen 18 years of age or older who owns real estate valued on the grand list at one-thousand dollars or more may vote.

The town meeting has a wide variety of powers. Among the more important are the enactment of the budget, the authorization for borrowing, the determination of the manner of using town aid funds for highways, the building and repair of school buildings, the application and use of grant funds, and creation or abolition of boards and agencies, and the enactment of by-laws and ordinances.

The selectmen may call a special meeting whenever they think it is necessary. The selectmen must call a special town meeting within 21 days after receiving a petition of twenty voters, requesting that a special town meeting be called. Legislation enacted in 1953 authorized any town to adopt an ordinance requiring a petition of at least fifty voters.

A warning for each town meeting, signed by at least a majority of the selectmen, must specify the reasons for which the meeting is being called. The meeting may act only on those matters specified in the warning.

The town clerk usually acts as clerk of the meeting and records all votes taken. If the town clerk is absent, the meeting may select an individual to serve in place of the clerk.

The town meeting selects a moderator to preside at the town meeting and all questions arising in the meeting are decided by majority vote, either by voice, show of hands or secret ballot as the case may be. In some municipalities, the charter provides for the selection of a moderator through the electoral process.

## SELECTMEN - REPRESENTATIVE TOWN MEETING

Currently six Connecticut municipalities are governed under the Selectmen Representative Town Meeting (RTM) form of government. These are Branford (1958), Darien (1951), Fairfield (1947), Greenwich (1933), Waterford (1957) and Westport (1949). The RTM differs somewhat from the traditional Board of Selectmen, Board of Finance, Town Meeting in that there is a specific number of persons elected to be members of the town meeting. Representatives are generally elected from districts.

Under the RTM government the Town Meeting, termed by some a direct democracy, gives way to a democratic institution having legislative authority. The experience has been in Connecticut that as the population grows and the demands of operating the municipality increase it becomes expedient to abandon the town meeting its traditional form for the representative or limited participation town meeting. In general, the Representative Town Meeting possesses substantially the same powers as the plenary meeting, which it supplants. This form of government has been a transition to either mayor-council or council-manager government.

The charters of the six RTM's vary somewhat, reflecting the individual needs of the municipalities. Some of the highlights are discussed below.

Town meeting representatives are elected from designated districts. The number of RTM members is based on the number of registered voters in the district. Among the six RTM's there are different variations regarding the ratio of voters to representatives. For example, in Darien the ratio of

representatives is 1 per 100 electors; Westport 1 per 251; Waterford 1 per 300 electors; while in Fairfield the ratio is 1 representative per 600 voters.

The moderator is usually elected by the RTM from among its members to serve a term of one year. In Branford the moderator may be removed by 2/3 vote of the RTM's membership. In most RTM municipalities, the executive authority rests with the three-member board of selectmen with the first selectman the chief administrative officer responsible for the day to day operation of the town. He may also be designated the chief executive officer. Some of the other responsibilities of the selectmen are to make appointments, hire staff and negotiate labor contracts.

The town clerk serves as clerk to the RTM in most cases. In Branford a member of the RTM is elected to perform this function. Any elector of the municipality is entitled to speak at any meeting of the RTM. However, voting is restricted to members only. Special meetings may be called at any time to consider any matter, with petition requirements ranging from 20 electors in Branford to 50 in Darien. The selectmen or moderator can also call a special meeting.

The Annual budget is approved by the RTM a few weeks prior to the close of the current fiscal year. A simple majority in Branford approves the budget, while quorum requirements exist in the other five: 1/3 of the total membership in Greenwich and 1/2 in Darien, Fairfield, Waterford and Westport.

Under the six RTM's the appointing authority possess the power of removal. Provision is made for a referendum on ordinances, appropriations over a specified amount, bond issues and the annual budget. When the RTM acts on these matters, the effective date is delayed several days to permit the filing of a petition to call for a vote on rescinding the action of the RTM.

Overrule and budget referendum petition requirements vary with Greenwich calling for a 3% petition and Branford 3% in each voting district or 5% of total electors at large. Darien, Fairfield and Waterford require a 5% petition, while Westport requires 10%. The voting majority also varies with Branford calling for a majority numbering 15% voting in favor, Westport 1% and Darien, Fairfield, Greenwich and Waterford all requiring 25% of the voters voting, in favor of the referendum.

In short, there are as many variations of governing as there are governments with this form of government.

## OPTIONS FOR TOWN MANAGER GOVERNMENT

LEGISLATIVE BODY; MINORITY REPRESENTATION; DESIGNATION OF  
CHIEF ELECTED OFFICER; TITLE OF AND POWERS AND DUTIES OF MANAGER;  
POWERS AND DUTIES OF LEGISLATIVE BODY; AND OTHER ISSUES

### ISSUES TO BE CONSIDERED

Legislative Body-(ie. not the Town Meeting) name, size, minority representation, term of office, powers and duties, vacancy filling  
Chief Elected Officer-title, how selected, powers and duties, vacancy filling, deputy chief elected officer

Chief Executive Officer/Chief Administrative Officer- (position is generally one and the same) title, how selected, how removed, residency requirement, powers and duties

Shared Legislative Authority-with Town Meeting, which powers to be given to which body, overrule of actions of smaller body by town meeting, special town meetings called for what issues

Finance and Budget-who prepares the budget, role of small legislative body in budget adoption process, timing, the board of finance, final action by who prior to town meeting, town meeting duties and responsibilities, budget referendum

Personnel system-development, who appoints, removals, etc.

#### I. Legislative Body

May be 3, 5, 7, 9 or any number. Common with smaller towns is 5 members. Title in the smaller towns is often still Board of Selectmen although the Board now becomes a Legislative Body and is no longer the executive body that exists where the size is three and no charter exists. Options on names include the following: Board of Directors, Town Council, City Council, Board of Selectmen, etc.

#### II. Minority Representation

May be pursuant to Sec. 9-167a of the Statutes which permits a 4-1 split on a five member body or 5-2 split on a seven member body. Charter could provide for no more than a bare majority, ie. 3-2 on five or 4-3 on seven.

#### III. Designation of Chief Elected Officer

Some municipalities permit the Chief Elected Officer (CEO) to be directly elected on the ballot. Others provide that the top vote getter shall be the CEO.

Other charters provide that the CEO shall be elected from among the members of the legislative body. Charters also provide that the CEO may be the one member of the legislative body running "at-large" with the others all from districts. A problem with top vote getter is that he/she may not want the job and the person may not be a member of the majority party.

The direct election of the CEO is found in such council-manager municipalities as Manchester, West Hartford, Newington and Rocky Hill.

#### IV. Title of and Powers and Duties of Manager

The title of the Chief Executive Officer (CEO) can be among the following: Chief Administrator Officer, Town Manager, City Manager, General Manager, Director of Administration, Town Administrator, etc. The manager (by whatever title) is the chief executive officer (ceo). As such, the ceo is responsible for running the municipality and carrying out the policies and programs of the legislative body. The legislative body is often restricted from dealing with administrative personnel except through the ceo. The ceo prepares the budget and presents same to the legislative body. The education budget may pass directly to a board of finance or may pass through the manager's office to the board of finance where a board still exists. Managers may add to or reduce the education budget, may pass the full request on to the board of finance or may have the right to comment on and suggest changes. The ceo, especially in smaller communities, will be the personnel manager, finance officer, police chief, and will fill any other position for which the community does not have a full time employee.

#### V. Powers and Duties of the Legislative Body

With the adoption of a charter, one of the biggest changes is that of the role of the Board of Selectmen going from one of exercising executive authority to that of exercising legislative authority (although in some municipalities this change does not come with an initial charter). The change is often most pronounced when the managerial plan is adopted. The selectmen no longer have a role in the direct day-to-day administration of the town. This is given over to a professional administrator. The selectmen must now direct their attention to policy and program issues.

Long range planning enters the picture, especially the development and adoption of five year capital budgets. Attention is directed to water and sewer needs as well as other future needs. Greater attention is given to the current and future education, planning, and development needs of the town.

The new legislative body may often share legislative authority with a retained town meeting, especially in such matters as the adoption of the budget, issuance of bonds and notes, purchase and sale of land, creation, abolition and change of boards and commissions, supplemental

appropriations (either all or only those over a certain amount) and other matters. It is completely up to the individual town as to how much sharing of legislative authority there will be in the charter.

#### VI. Other Issues to be Considered.

The size of boards, agencies, commissions and other municipal bodies, their powers and duties and whether elected or appointed can be established by the charter. Or the charter can reference the statutes for powers and duties, size and whether such are elected or appointed.

A precise budget timetable can be established with or without any opportunity for a budget referendum.

A unified system of accounting can be established which can include all accounting, payroll, bill paying and revenue receipt which includes all education operations and functions.

A personnel system can be provided which may contain all of the elements of a municipal personnel system, including how to conduct exams, who establishes the pay plan, how vacancies are filled, who appoints employees to office, merit raises, etc.

Donald W. Goodrich  
March 25, 2001

## ISSUES RE. STRONG MAYOR-COUNCIL FORM OF GOVERNMENT

### 1. The Mayor

Term of Office

Basic powers and duties

Council oversight

Ability to function, change budget items, purchasing, etc.

Sign contracts, commitments, with/without council approval

Establish pay plans

Long range planning--short range planning

Bonding authority

Filling elective/appointive vacancies

Collective bargaining

Introduce ordinances, resolutions to council

Death, disability, temporary absence--who governs

### 2. Council

Size, 5, 7, 9, etc.

At-large vs. district, minority representation

Quorum, rules of procedure, mayoral role in meetings

Overlapping terms

Basic powers and duties

Budget approval, supplemental appropriations, budget changes

Approval of ordinances, resolutions, etc.

### 3. Chairperson of the Council

How selected

Title

Role in the government

Acting mayor???, powers, duties

### 4. Administrative department heads

How appoint, how remove,

Longer term under managers, more security

Often replaced with change of mayors

Loss of long range planning, continuity with turnovers

Political make-up of community--changes -- party in power

### 5. Budget Process

Mayoral preparation, what overview and by whom

Mayoral veto

Adoption process, by whom, when

Budget Referendum, how, why, when

Education budget, role of mayor

Board of finance--role, powers, duties

Capital budget, who prepares, how adopt, who administers

Additional appropriations and transfers--how to handle

### 6. Board of Finance

Role under mayor

Full powers, oversight, limited powers

Strong Mayor

7. Purchasing, Expenditures and Accounting  
Centralized, decentralized, how to treat education  
Invoice approval  
Treasury function  
Internal - external auditing  
Purchasing--centralized, all departments by a central agency

8. APPOINTMENTS

Boards and Commissions, by Mayor??--Council oversight  
Department heads--by Mayor??--council review, rejection  
Resignations, replacements  
Ability of Council to review operations, investigate

9. The Town Meeting

Retain as advisory?? abolish??  
Reinstitute to full powers?

10. Personnel

Pay plan and classification specifications  
Collective bargaining  
Salaries  
Retirement  
Personnel rules

11. Elections

Boards appointed to be elected or vice versa  
Officials appointed to elected or vice versa  
Other elected positions

12. Other Issues

Conflict of Interest--Impact on elected chief executive  
Resignations--to whom, how fill  
Public emergencies, who declares, who ends, expenditures

Donald W. Goodrich  
March 23, 2001

ISSUES RE. FIRST SELECTMAN-BOARD OF SELECTMEN-BOARD OF FINANCE  
TOWN MEETING FORM OF GOVERNMENT  
STRONG FIRST SELECTMAN

1. The First Selectman

Term of Office  
Basic powers and duties  
Board of Selectmen, Town Meeting oversight  
Ability to function, change budget items, purchasing, etc.  
Sign contracts, commitments, with/without B of Sel approval  
Establish pay plans  
Long range planning--short range planning  
Bonding authority  
Filling elective/appointive vacancies  
Collective bargaining  
Introduce ordinances, resolutions to B of S and/or Town Meeting  
Death, disability, temporary absence--who governs

2. Board of Selectmen

Typical Board under current statutes, ie. 3 member executive body  
Size, 3, 5, 7, 9, etc.  
At-large vs. district, minority representation  
Quorum, rules of procedure, 1st Selectman's role in meetings  
First Selectman a full voting member  
Overlapping terms  
Basic powers and duties  
Budget approval, supplemental appropriations, budget changes  
Approval of ordinances, resolutions, etc.

3. Chairperson or Deputy Chair of the Board of Selectmen

How selected  
Title  
Role in the government  
Acting First Selectman??, powers, duties

4. Administrative department heads

How appoint, how remove,  
Longer term under town managers, more security  
May be replaced with change of 1st Selectman or mayor  
Loss of long range planning, continuity with turnovers  
Political make-up of community--changes -- party in power

5. Budget Process

First Selectman preparation, what overview and by whom  
Adoption process, by whom, when  
Budget Referendum, how, why, when  
Education budget, role of First Selectman/Board of Selectmen  
Board of finance--role, powers, duties  
Capital budget, who prepares, how adopt, who administers  
Additional appropriations and transfers--how to handle

Strong First Selectman  
Page 2

6. Board of Finance

Role under Selectmen-Town Meeting Government  
Full powers, oversight  
Limited powers

7. Purchasing, Expenditures and Accounting

Centralized, decentralized, how to treat education  
Invoice approval  
Treasury function  
Internal - external auditing  
Purchasing--centralized, all departments by a central agency

8. APPOINTMENTS

Boards and Commissions, by 1st Selectman?  
Board of Selectmen oversight  
Department heads--by 1st Selectman?--Bd of Sel. review, rejection  
Resignations, replacements  
Ability of Bd of Sel. to review operations, investigate

9. The Town Meeting

Retain as advisory?? Abolish??  
Keep with full powers?

10. Personnel

Pay plan and classification specifications  
Collective bargaining  
Salaries  
Retirement  
Personnel rules

11. Elections

Boards appointed to be elected or vice versa  
Officials appointed to elected or vice versa  
Other elected positions

12. Other Issues

Conflict of Interest--Impact on elected chief executive  
Resignations--to whom, how fill  
Public emergencies, who declares, who ends, expenditures

Donald W. Goodrich  
March 13, 1989

## PROS AND CONS OF A SINGLE PLANNING AND ZONING COMMISSION

The trend in Connecticut has been to move towards combining planning and zoning into one commission. In 1965 there were a total of 90 combined planning and zoning commissions, 97 in 1970, 105 in 1973 and 122 in 1980, the last year surveyed,

There is no group that has formulated a position as to which commission form is better. However, the following points have been compiled that may be of assistance to the Charter Revision Commission as to which may be best for your municipality.

An advantage of combining the two functions is the close relationship planning and zoning have to each other. Beyond the necessity for communication and coordination between commissions performing the functions of planning and zoning, there is a body of judicial law relating the legality of zoning regulations to the existence of a comprehensive plan so that zoning is not arbitrary, unreasonable or discriminatory.

The comprehensive plan as adopted by the zoning commission ideally should be in concert with the master plan adopted by the planning commission. This is facilitated when one body has policy-making responsibility for both functions.

The primary disadvantage in combining the two functions is that of the workload involved. If there are a number of requests for zoning applications, zone changes and subdivision developments, the planning function may suffer from lack of time. The workload of a commission may be such that one function is given a secondary role. The lay individuals who are engaged in this important function, usually on a part-time basis, may not be able to devote the time necessary for both functions.

The more development activity that a municipality has, the more difficult it might be to combine the two functions, unless adequate staff or some other means is employed to offset the heavy burden created by increased activity. Prior to and during a period of rapid development, when both functions are crucial, one function might be relegated to a secondary role - at a time when it generally is essential that both are fully functional to provide for balanced and orderly growth.

## PROS AND CONS OF ELECTED COMMISSIONS

### PROS

1. Since Planning and Zoning Commissions have legislative authority, members should be direct representatives through the electoral process.
2. Elected officials may be more actively involved with a Commission since they must run for election.
3. Voters may remove from office individuals not responsive to community needs while serving on a commission.
4. Voters may re-elect those commission members doing a good job - thus providing continuity and developing a group of dedicated experienced officials.

### CONS

1. Individuals elected to office may not be qualified for the position to which they were elected.
2. Elected officials often owe allegiance to the political party that nominated them. They may appoint other members of the same political party to key administrative positions regardless of qualifications (political patronage).
3. Elected officials must run for political office taking up valuable work or leisure time for campaigning.
4. Voters may not always elect the most qualified and capable individuals to office.

COURT DECISIONS AND RELATED MATERIALS  
RE: CONNECTICUT HOME RULE

D.W. GOODRICH  
CHARTER CONSULTANT  
536 MAIN STREET  
PORTLAND, CONNECTICUT 06480

DECEMBER 11, 1991

1. UNIVERSITY OF BRIDGEPORT LAW REVIEW, VOL. 4, NUMBER 2, 1983 -  
A VERY GOOD TREATISE ON HOME RULE IN CONNECTICUT
2. CAULFIELD V. NOBLE, 178 CONN. 81, 420 A.2d 1160 (1979)  
-- A MASTERFUL DECISION UPHOLDING HOME RULE OVER  
CONFLICTING STATUTES. TWO FOLD APPROACH - TO RELIEVE THE  
GENERAL ASSEMBLY OF ENACTING LOCAL LAWS AND 2 - TO AFFORD  
MUNICIPALITIES THE GREATEST FLEXIBILITY IN ORGANIZING AND  
STRUCTURING LOCAL GOVERNMENT - PREMISE THOSE AT THE LOCAL  
LEVEL KNEW BEST WHAT WAS WANTED AND NEEDED.
3. MILLER V. UNITED TECHNOLOGIES CORPORATION, 40 CONN. SUP. 451  
(1986) --READ ALL STATUTES TOGETHER TO CREATE A HARMONIOUS  
BODY OF LAW
4. DART & BOGUE CO. V SLOSBERG, 202 CONN. 566 (1987)  
--LEGISLATIVE INTENT TO SUPPLANT THE COMMON LAW.  
LEGISLATURE IS ALWAYS PRESUMED TO HAVE CREATED A HARMONIOUS  
AND CONSISTENT BODY OF LAW --AT 202 CONN. 575
5. TUCKER V. BOARD OF EDUCATION, 4 CONN. APP. 87 (1985)  
--INTERPRET STATUTES ACCORDING TO PLAIN AND ORDINARY  
MEANING...STATUTES MUST BE CONSTRUED TO AVOID CONFLICTS  
BETWEEN THEM--AT 4 CONN. APP. 92.
6. WEST HARTFORD TAXPAYERS ASSOCIATION, INC. ET AL V. ANNE P.  
STREETER, ET AL, 190 CONN. 736, 479 A.2d 208 (1983)  
--WRIT OF MANDAMUS TO CALL ELECTION ON INITIATIVE PETITION  
LIMITING INCREASES IN TOWN BUDGET, CHARTER DID NOT SO  
PROVIDE FOR SUCH ACTION
7. SIMONS V. CANTY, 195 CONN. 524, 488 A.2d 1267 (1985)  
--SOURCES OF MUNICIPAL AUTHORITY, VALIDITY OF RECALL, WRIT  
OF MANDAMUS TO COMPEL CERTIFICATION OF PETITION FOR RECALL,  
POWER OF RECALL NOT A MUNICIPAL POWER
8. CITY OF SHELTON V. STANLEY J. PAC, COMMISSIONER OF DEP, 193  
CONN. 506, 479 A.2d 208 (1984) --AT 193 CONN. 517, LOCAL  
ORDINANCE PREEMPTED BY STATE STATUTE WHEN THE LEGISLATURE  
HAS DEMONSTRATED AN INTENT TO OCCUPY ENTIRE FIELD OF  
REGULATION OF MATTER. PURPOSE OF HOME RULE IS TWOFOLD,  
CAULFIELD V. NOBLE, 178 CONN. 81, 86-87 QUOTED AT 193 CONN.  
521

COURT DECISIONS RE. HOME RULE

December 11, 1991

9. CONNECTICUT BAR JOURNAL, VOLUME XXXVII, NUMBER 3, SEPTEMBER 1963, MUNICIPAL HOME RULE--CONNECTICUT'S MATURE APPROACH--NEIL O. LITTLEFIELD--GOOD HISTORICAL PIECE
10. BECCIA V. WATERBURY, 185 CONN. 445, 441 A.2d 131 (1981)  
LOCAL VS. STATEWIDE CONCERN. STATUTE CONTROLLED
11. ARMINIO V. BUTLER, 183 CONN. 211 (1981) --CHARTER IS THE FOUNTAINHEAD OF MUNICIPAL POWERS WHICH ORIGINATES AND DEFINES POWERS OF GOVERNMENT AND METHODS OF GOVERNANCE
12. 2 MCQUILLIN, LOC. CIT.  
SILLMAN V. SILLMAN, 168 CONN 144, 148-149, 358 A.2d 150 (1975)  
INTERNATIONAL BUSINESS MACHINES CORP. V. BROWN, 167 CONN. 123, 133-34, 355 A.2d 236 (1974)  
--LANGUAGE EMPLOYED MUST BE GIVEN ITS PLAIN AND OBVIOUS MEANING, AND, IF THE LANGUAGE IS NOT AMBIGUOUS A COURT CANNOT ARBITRARILY ADD TO OR SUBTRACT FROM THE WORDS EMPLOYED
13. CONNELLY V. BRIDGEPORT, 104 CONN. 238, 256, 132 A.2d 690 (1926) --A CHARTER OF A CITY MUST BE CONSTRUED, IF POSSIBLE, SO AS TO REASONABLY PROMOTE ITS ULTIMATE PURPOSE
14. GARBATY V. NORWALK JEWISH CENTER, INC. 48 CONN. 376, 382, 171 A.2d 197 (1961)  
CISLO V. SHELTON, 35 CONN. SUP. 645, 656, 405 A.2d 84 (1978)  
--CHARTER MUST RECEIVE A REASONABLE CONSTRUCTION AND MUST BE EXAMINED IN ITS ENTIRETY. ITS PARTS MUST BE RECONCILED AND MADE OPERATIVE SO FAR AS IS POSSIBLE
15. HARTFORD ELECTRIC LIGHT CO. V. WATER RESOURCES COMMISSION, 162 CONN. 89, 97, 103, 291 A.2d 721 (1971)  
HUTCHINSON V. BOARD OF ZONING APPEALS, 140 CONN. 381, 100 A.2d 839 (1953)  
-IF THERE IS APPARENT CONFLICT BETWEEN TWO PROVISIONS, THEY WILL BE CONSTRUED AS TO MAKE BOTH EFFECTIVE. IN ORDER TO ARRIVE AT THE INTENT OF THE FRAMERS OF THE CHARTER, IT IS PROPER TO CONSIDER THE OBJECT SOUGHT TO ACCOMPLISH, AND THE PRACTICAL SITUATION THEY WERE ATTEMPTING TO PROVIDE FOR
16. MARCOLINI V. ALLSTATE INSURANCE CO., 160 CONN: 280 (1971)  
--LEGAL MAXIM THAT IS EVER TO BE REMEMBERED, --IF ONE THING IS SAID, IT IS PRESUMED THAT OTHER THINGS ARE NOT INTENDED.

DONALD W. GOODRICH  
CHARTER CONSULTANT  
536 MAIN STREET  
PORTLAND, CONNECTICUT 06480

Donald W. Goodrich has been the Director of Finance of the Town of Portland since August 1987. Prior to that he was Vice President and Director of Municipal Consulting for the Connecticut Public Expenditure Council (CPEC) from 1975-1987.

Other positions held by Mr. Goodrich were Vice President of Research & Governmental Affairs for the Greater Hartford Chamber of Commerce (1970-1974) and Director of Budget and Research and Senior and Budget Analyst for the City of Hartford (1964-1970).

Mr. Goodrich has extensive experience in municipal government, private non-profit municipal research and governmental affairs. This experience includes financial analysis and budget review, lobbying at the State Capitol and management analysis.

While at the CPEC he was responsible for the municipal consulting program dealing with the drafting and review of municipal charters, development of long range financial plans and capital budgeting and in preparing personnel classifications and pay plans.

At the Town of Portland he is responsible for all financial operations, including pensions, investing, purchasing, accounting, payroll, revenue collection, assessing and accounts payable. He prepares the annual operating and capital budgets for the First Selectman and assists in the implementation of the budgets. He is the Moderator for most Town Meetings.

Mr. Goodrich has continued his involvement in Charter work as a consultant. In the last ten years he has worked with Commissions in Madison, Andover, Marlborough, Suffield, Stonington, Salem and Windham. He has been associated with the Institute of Public Service at UConn in local government and charter consulting matters. He has provided input to Charter Revision Commissions in Portland where he is employed and has critiqued the work of Commissions.

He has served on panels dealing with charters, municipal finance, arbitration, personnel, recruitment and organization of municipal government.

## MINUTES

MANSFIELD PLANNING AND ZONING COMMISSION  
 Regular Meeting, Tuesday, September 5, 2006  
 Council Chambers, Audrey P. Beck Municipal Building

Members present: R. Favretti (Chairman), R. Hall, K. Holt, P. Kochenburger, P. Plante,  
 G. Zimmer  
 Members absent: B. Gardner, J. Goodwin, B. Ryan  
 Alternates present: C. Kusmer  
 Alternates absent: B. Pociask, V. Stearns  
 Staff present: G. Padick (Director of Planning) and C. Hirsch (Zoning Agent)

Chairman Favretti called the meeting to order at 7:46 p.m., appointing Kusmer to act due to member absence.

Minutes:

8/7/06-Hall MOVED, Holt seconded, to approve the Minutes of 8/7/06. MOTION PASSED with all members in favor, except Kochenburger who was disqualified.

8/23/06 (Field Trip)- Holt MOVED, Favretti seconded, to approve the Field Trip Minutes of 7/19/06. MOTION PASSED with Holt and Favretti in favor, all others disqualified.

Scheduled BusinessZoning Agent's Report

Items A and B were noted. Commission members had no comments.

C. Update on Hall site restoration, trailer removal activities

Hirsch notified the Commission that the site has improved slightly. Some of the remaining trailers have been removed.

D. Other

Commissioner Hall questioned the progress on the DeBoer property and the status of the restaurant at the corner of Bassetts Bridge Road and Route 195. Hirsch responded that no special permit application has been submitted for the DeBoer property, but he will check on the activity, and indicated that at this time the restaurant is still vacant despite rumors that the package store would expand into that space.

Other Old Business2. Bonding/Subdivision Issues:K. Windswept Manor, File #1198

Padick read a 9/5/06 letter from Mark Mazzolla requesting issuance of Occupancy Permits for lot 4. Holt MOVED, Zimmer seconded, that the PZC modify its 3/17/03 approval of the Windswept Manor subdivision off of East Road to authorize the issuance of occupancy permits for the new house that has been built on lot 4. All other conditions of approval and bonding requirements shall remain in effect. MOTION PASSED UNANIMOUSLY.

A. Mulwood East, File #1225B. Maintenance Bond, Maplewoods, Section 2, Max Felix Drive, File #974-3C. Fencing/Landscaping Bone Mill Subdivision, File #1219

Holt MOVED, Zimmer seconded, to table Other Old Business Items A, B, and C. MOTION PASSED UNANIMOUSLY.

### 9/5/06 Public Hearings

#### **A. Proposed tree removal at 21 Summit Road, a Town designated Scenic Road;**

##### **File #1010-2**

Chairman Favretti opened the Public Hearing at 8:01 p.m. Members and alternates present were: Favretti, Hall, Holt, Kochenburger, Plante, Zimmer, and Kusmer. At this time, Padick read the legal notice as it appeared in the Chronicle, an 8/21/06 memo from L. Hultgren, Tree Warden and Director of Public Works, and an 8/22/06 memo from G. Padick, Director of Planning.

Padick informed the Commission that the Planning Office is in receipt of the notification to abutter cards. At this time there were no comments or questions from the Commission or the audience, Plante MOVED, Holt seconded, to close the Public Hearing at 8:05 p.m.

Hall MOVED, Plante seconded, that the PZC communicate to the Town Council that it has no objection to the proposed removal of a wild cherry tree adjacent to the driveway at 21 Summit Road. The proposed tree removal is not expected to alter the scenic character of Summit Road and therefore, no mitigation measures are deemed necessary. MOTION PASSED UNANIMOUSLY.

### Other Old Business

#### **2. Bonding/Subdivision Issues:**

##### **D. Thompson Gravel Permit bond File #912**

After a brief discussion, Holt MOVED, Hall seconded, that the PZC authorize the Director of Planning to take appropriate action to release a \$5,000 cash bond plus interest that was posted in 1997 for the Thompson gravel removal operations at 706 Mansfield City Road. MOTION PASSED UNANIMOUSLY.

##### **E. Aurora Estates, File #1231**

Holt MOVED, Plante seconded, that the PZC authorize an extension of the completion period to November 1, 2006 for public improvements in the Aurora Estates Subdivision off of Bedlam Road. Furthermore, that the PZC modify condition 4 of it's 9/15/2005 approval of Aurora Estates to authorize the issuance of occupancy permits for new houses on lots 2 and 3, subject to completion of paving work on Jackson Lane. All other conditions of approval and bonding requirements shall remain in effect. MOTION PASSED UNANIMOUSLY.

##### **F. Fellows Estates, File #1230**

##### **G. Baxter Road Estates, File #1229**

##### **I. Beacon Hill Estates, File#1214-2**

Hall MOVED, Holt seconded, that the PZC authorize extensions of the completion periods to November 1, 2006 for the public improvements in the Fellows Estates, the Baxter Road Estates, and the Beacon Hill Estates subdivisions. All other bonding requirements shall remain in effect. MOTION PASSED UNANIMOUSLY.

### 9/5/06 Other Public Hearings

#### **B. Resubdivision Application, Gifford Estates, to create 2 new lots on Maple and Spring Hill Roads, Spring Valley LLC, applicant, File #1250**

Chairman Favretti opened the continued Public Hearing at 8:15 p.m. Members and alternates present were: Favretti, Hall, Holt, Kochenburger, Plante, Zimmer, and Kusmer. At this time Director of Planning, Gregory Padick, disqualified himself. Zoning Enforcement Officer Hirsch, who took his

place, noted an 8/15/06 memo from F. Raiola, Assistant Fire Marshal, an 8/29/06 memo from C. Hirsch, Zoning Enforcement Officer, and an 8/29/06 G. Meitzler, Assistant Town Engineer.

Mike Dilaj of Datum Engineering representing the applicant, was present this evening to answer any questions the Commission members have. Favretti questioned Dilaj on the comments that C. Hirsch had presented in his report. Dilaj indicated that he had addressed concerns raised by both Hirsch and Raiola, but indicated that he felt plantings along the border to prevent car headlights from shining into the neighbors was not an issue.

Michelle Barnett, abutter to the proposed house site, expressed concern with the car lights shining into her family room. She would like to see more screening along the stonewall between the two properties. Discussion took place about the amount and type of vegetation that is presently along the stonewall. Favretti didn't feel that a 5 foot tree buffer as proposed is enough to screen the headlights. It was suggested that an increase in the buffer width and the planting of deer-resistant evergreen trees might eliminate these worries. Dilaj stated that the turn in the driveway where the lights will be shining into the neighboring house is 120 feet away from the house, but he did express a willingness to increase the D.A.E., which he said would act as a buffer.

Eileen Emmons, another abutter, questioned why the house was closer to the property line than the septic is. Dilaj responded that typically a house is situated on the high side of a property, and the septic is on the low side.

With no further questions or comments, Holt MOVED, Hall seconded, to close the Public Hearing at 8:40 p.m. MOTION PASSED UNANIMOUSLY. Holt volunteered to draft a motion for the next meeting.

**C. Special Permit application of the Town of Mansfield for proposed River Park improvements, Plains Road, File #1249**

Chairman Favretti opened the continued Public Hearing at 8:41 p.m. Members and alternates present were: Favretti, Hall, Holt, Kochenburger, Plante, Zimmer, and Kusmer. At this time, Padick noted an 9/5/06 memo from F. Raiola, Assistant Fire Marshal and an 8/31/06 set of revised plans submitted by Kristin Schwab identifying changes that have been made from staff comments.

Representing the applicant, Town of Mansfield, was Jennifer Kaufman of Parks and Recreation, and Kristin Schwab, Landscape Architect. Extensive discussion was held regarding the requests in the memo from the Assistant Fire Marshal, that if implemented might jeopardize the project getting timely DEP approval. (Raiola had requested a wider boat launch and an emergency access gate or removable bollard.) Padick suggested a meeting with the Fire Marshal and involved parties, to work out a solution, and continuing the Public Hearing.

Holt MOVED, Zimmer seconded, to keep the Public Hearing open pending a letter from the applicant agreeing to grant the Commission a continuation of the Public Hearing. MOTION PASSED UNANIMOUSLY.

**D. Special Permit Application, Proposed Efficiency Unit at 238 Maple Road, P. Peters, File #1248**

Chairman Favretti opened the continued Public Hearing at 9:02 p.m. Members and alternates present were: Favretti, Hall, Holt, Kochenburger, Plante, Zimmer, and Kusmer. At this time, Padick noted an 8/26/06 memo from G. Padick, Director of Planning.

Padick informed the Commission that neighborhood notification cards have been received by this office. With no other comments or questions from the Commission and no one in the audience, Holt MOVED, Zimmer seconded, to close the Public Hearing at 9:04 p.m.. MOTION PASSED UNANIMOUSLY.

Kochenburger MOVED, Holt seconded, to approve with conditions the special permit application (File #1248), of P. Peters, for an efficiency apartment on property located at 238 Maple Road, in an RAR-90 zone, as submitted to the Commission and shown on an undated plot plan and floor plans, and other applicant submissions, and as presented at a Public Hearing on 8/7/06. This approval is granted because the application, as hereby approved, is considered to be in compliance with Article X, Section M, Article V, Section B, and other provisions of the Mansfield Zoning Regulation, and is granted with the following conditions:

1. This approval is granted for a one-bedroom efficiency unit in association with an existing single-family home having up to two additional bedrooms. Any increase in the number of bedrooms on this property shall necessitate subsequent review and approval from Eastern Highlands Health District and the Planning and Zoning Commission;
  2. This approval is conditioned upon continued compliance with Mansfield's zoning regulations for efficiency units, which include owner-occupancy requirements and limitations on the number of residents in an efficiency unit;
  3. This special permit shall not become valid until filed upon the Land Records by the applicant.
- MOTION PASSED UNANIMOUSLY.

### Other Old Business

#### 2. Bonding/Subdivision Issues:

##### H. Wild Rose Estates, File #1113-2 and #1113-3

After a brief discussion, Hall MOVED, Holt seconded, that the PZC authorize extensions of the completion periods to November 1, 2006 for public improvements in both section 1 and section 2A of the Wild Rose Estates Subdivision off of Mansfield City Road. Furthermore, that the PZC modify condition 4 of its 10/4/05 approval of Wild Rose Estates Section 2A to authorize the issuance of occupancy permits for a maximum of two lots, subject to Zoning Agent verification that safe access to the subject lots have been established. All other conditions of approval and bonding requirements shall remain in effect. MOTION PASSED UNANIMOUSLY.

##### J. Pine Grove Estates, File #1187-2

Item tabled.

##### L. McFarland Acres, File #877-3

Item tabled.

#### 3. Special Permit Application, Proposed E.O. Smith High School classrooms at 85 Depot Road, Regional School District #19 applicant, File #1251

Item tabled due to Public Hearing Scheduled for 9/18/06.

#### 4. Presentation by the Green Valley Institute on Open Space Subdivisions

Item tabled due to a tentatively scheduled presentation on 11/6/06.

#### 5. Potential Revisions to PZC/IWA Fee schedule

Item tabled-awaiting staff report.

#### 6. Other

A reminder that the Field Trip is set for 9/12/06.

### New Business

#### 1. Proposed Referendum Resolution

Padick noted that no action can be taken at tonight's PZC meeting because the PZC has to wait for an official referral from the Town Council. Item is tabled.

#### 2. UConn Water System issues

Padick noted that representatives from UConn will be coming to the October 3<sup>rd</sup> meeting, and noted that this will be first on the agenda that evening.

**3. 8-24 referral, potential open space acquisition of Puddin Lane**

A brief discussion was held. Plante felt that land is getting too expensive to buy, and if there is too much open space, it would make the cost of land go up. Zimmer thought that Mansfield's mix of low and high density should make prices more reasonable. With no further discussion, Holt MOVED, Hall seconded, that the Planning and Zoning Commission notify the Town Council that the proposed acquisition of all or part of the Meadowbrook Lane LLC (Guarnaccia) property on Puddin Lane would promote numerous Plan of Conservation and Development open space and recreational goals and objectives, and is supported by the Planning and Zoning Commission. MOTION PASSED, with all in favor except Plante who abstained.

**4. P.A. 06-80 Notice Requirements/Registry**

Padick discussed with the Commission the new requirements, and updated them on the Planning Office's responsibilities to accommodate the requirements.

**Reports of Officers and Committees**

- There was no report from the PZC Chairman or Regional Planning Commission Representatives and note was made that the next meeting for the Regulatory Review Committee is scheduled for Tuesday, September 26, 2006 at 2:00 p.m.

**Communications and Bills**

- The agenda items were noted, and a brief discussion was held.
- Padick brought to the attention of the Commission Item #1, and gave a brief overview of what applications have been processed.
- Padick briefly discussed Item #9, and mentioned that Region 19 applied to the ZBA for a variance for parking in a RAR-90 zone.

**Adjournment**

Favretti declared the meeting adjourned at 9:36 p.m.

Respectfully submitted,

Katherine K. Holt, Secretary

To: Town Council/Planning & Zoning Commission  
 From: Curt Hirsch, Zoning Agent   
 Date: October 4, 2006

Re: *Monthly Report of Zoning Enforcement Activity*  
*For the month of September, 2006*

Activity	This month	Last month	Same month last year	This fiscal year to date	Last fiscal year to date
Zoning Permits issued	19	27	18	67	57
Certificates of Compliance issued	13	17	15	48	58
Site inspections	65	83	45	249	191
Complaints received from the Public	2	7	1	15	16
Complaints requiring inspection	2	2	1	7	12
Potential/Actual violations found	19	13	5	36	13
Enforcement letters	10	11	9	32	30
Notices to issue ZBA forms	0	2	3	3	2
Notices of Zoning Violations issued	1	8	0	12	13
Zoning Citations issued	3	4	2	7	5

Zoning permits issued this month for single family homes = 3 multi-fm = 3  
 Fiscal year total: s-fm = 13 multi-fm = 3

Proposed Timeline to Complete Expansion & Renovations  
of Mansfield Public Schools

September 2005	Building Committee Established
March 1, 2006	Building Committee appoints consultant
October 11, 2006	Building Committee meets with QBS representative
November 15, 2006	Issue RFP for architectural services
December 31, 2006	Meet with Architect
January 2007	Building Committee appoints Architect
April 2007	Board of Education adopts educational specifications
August 2007	Project put on November ballot
November 2007	Project approved by voters/local election
June 2008	Project submitted to Legislature
June 2009	Project approved by Legislature
October 2009	Revaluation
January 2010	Project bid
July 2010	First tax bills on new values
August 2010	Project completed

TOWN OF MANSFIELD  
Solid Waste Advisory Committee  
Minutes of the Meeting  
September 7, 2006

Present: Gogarten (chair), Smith, Ames, Knox, Hultgren (staff), Walton (staff)

Chair Gogarten called the meeting to order at 7:32 p.m.

The minutes of June 15, 2006 were approved.

Walton stated that the Committee's letter of support for the State solid waste management plan was sent to DEP after Town Council's approval.

Walton reported that Rich Miller is working on a pilot manure and leaf composting project located north of the Rtes 44/32 intersection. At this point they are seeking start-up money.

Walton discussed the possibility of a second latex paint swap. The committee recommended an early April date with publicity focused on landlords.

Walton stated that since July 200 pounds of plastic grocery bags have been collected for recycling at the transfer station. Walton has since learned that the bag collection is not limited to grocery bags but can include any plastic bag with stretch ability. The committee recommended a press release on this new item for recycling.

Walton showed the committee the revised signage for the waste stations at the Festival on the Green on September 17, 2006. Volunteers were enlisted to help with the clean energy display and with the handling of the waste.

Walton stated that Wesleyan University is interested in taking the Earth Tub composter from Southeast Elementary School. It is anticipated that they will be collecting it sometime in early fall. A bin system, similar to the one at the Middle School, will be built at all three elementary schools beginning with Southeast School. The goal is to have no lapse in school composting during this transition.

Hultgren reported that there were two bids for the single-family contract – one from Waste Management at triple the amount that the Town is currently paying and the other from Mayo & Sons. Mayo, who was awarded the contract, bid at a lower price than their current rate. Hultgren suggested that in the new year staff will analyze the multi-family rates to determine if they need to be adjusted.

Walton stated that she received information from the City of Middletown's organic land care program. She will be meeting with Parks and Recreation next month to discuss how a similar effort could be made by the Town, including a series of workshops on organic lawns, native landscape plants, rain gardens and composting.

Hultgren suggested that since the swap shop has had a few changes in volunteer help, staff will be creating a job description to provide guidance. Walton drafted a thank you letter for the newest volunteer, Kristy Emery, who reportedly is very helpful.

Walton invited members to join her in attending the Massachusetts Environmental Fair on October 25, 2006. The Mansfield clean energy team is promoting a green building open house on October 7, 2006. Flyers were distributed featuring four local sites using renewable energy.

Walton stated that there is now a way to measure "green" electronic equipment. In July the EPA unveiled its electronic product environmental assessment tool. It is intended for governments or business purchasing but can also be useful for individuals. The website is <http://69.94.134.185/epeat/>.

Walton reported that there are several dates when the UConn student outreach will be collecting litter. She is also counting on student help for the Festival on the Green. Sororities and fraternities might be helping with an apartment canvas this fall, although the details have not been worked out yet.

The next meeting is scheduled for November 9, 2006, in conference room C. The meeting was adjourned at 8:35 pm

Respectfully Submitted,

Virginia Walton  
Recycling/Refuse Coordinator

Cc: Lon R. Hultgren, Director of Public Works, Members, file, Town Manager, Town Clerk

**TOWN/UNIVERSITY RELATIONS COMMITTEE  
COMMITTEE MEETING  
Tuesday, August 8, 2006  
University of Connecticut  
Bishop Center**

Minutes

Present: P. Barry, J. Bradley, B. Clouette, J. Bell-Elkins, R. Miller, E. Paterson,  
W. Simpson, G. Zimmer

Staff: M. Berliner, M. Hart, G. Padick

**1. Opportunity for Public to Address the Committee**

None.

**2. June 13, 2006 Meeting Minutes**

No minutes were taken for the June 13, 2006 meeting.

**3. Update re: Mansfield Downtown Partnership**

Mr. Berliner reported that Planning and Zoning had approved the 1A building and that construction should begin in Spring 2007.

Mr. Clouette pointed out that Senator Lieberman has received a \$2 million earmark for the parking garage. If the Senator is not reelected, perhaps Senator Dodd will be able to sponsor the legislation.

Mr. Berliner reported that tomorrow staff would be opening bids for the downtown connector, and that the town hopes to complete the work this fall. Mr. Clouette asked if the construction would pose a problem for the Storrs Farmers Market. Mr. Berliner and Mr. Hart thought that the project should cause only a minor interference.

Mayor Paterson stated that the Department of Community and Economic Development (DECD) now has everything it needs to review the town's urban action grant.

**4. Mansfield Housing Code/Center for Off-Campus Services**

Mr. Hart reported that new housing code has gone into effect, and the town has hired the staff necessary to administer the housing inspection program.

Ms. Bell-Elkins reported that the university is working on the classification of the positions necessary to staff the new center for off-campus services. Also, the university is looking at the possibility of retaining legal counsel that could provide advice to students living off-campus, particularly in the area of landlord-tenant law.

Mayor Paterson explained that she, Ms. Bell-Elkins and Mike Sarra, graduate assistant, had a met a few times over the summer to plan the activities of the Mansfield Community-Campus Partnership.

Mr. Padick recommended that we take proactive measures to inform the neighborhoods that the housing code has gone into effect. Mr. Hart explained that staff planned to conduct various public information sessions.

Mr. Hart also reported that the town plans to hold training for all of its code enforcement and public safety personnel, to ensure that all have some basic familiarity with the town's various codes and ordinances. Mr. Bradley encouraged the town to invite university personnel to this training. The town will do so.

Mr. Clouette talked about the importance of the town setting clear expectations for landlords, and landlords setting clear expectations for their tenants.

#### **5. UConn Water and Wastewater Systems Master Plan**

Mr. Berliner reported that the university has distributed the request for proposals to select a consultant to prepare the master plan for water and wastewater services. Submissions are due by the end of August 2006.

Mr. Clouette mentioned that while driving on Route 195 the past few weeks he had noticed the smell of effluent. Mr. Miller explained that Mr. Clouette might have noticed the smell from manure spreading. Also, there is a reporting system in place.

Mr. Zimmer encouraged the university to use best practices with respect to manure handling. Mr. Miller explained that the university is working on this issue, and is looking for ways to fund a pilot facility. The university is emphasizing composting, which could be regulated by the EPA in the near future. Mr. Miller encouraged everyone to look at the [www.ecohusky.uconn.edu](http://www.ecohusky.uconn.edu) website for more information about the office of environmental policy's activities.

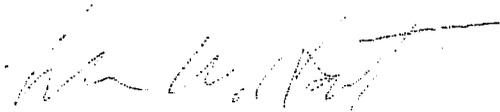
#### **6. Other Business**

Mr. Miller asked about the town's Tour de Mansfield cycling event. Mr. Hart explained that the event was well received, and that over 100 riders participated.

Mr. Clouette reported that Dean David Woods, Philip Lodewick and Denise Merrill, among others, were hoping to revive the university's summer theatre.

Mr. Simpson made a motion, seconded by Mr. Clouette, to adjourn the meeting. The motion passed unanimously, and the meeting adjourned at 4:57 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Matthew W. Hart". The signature is written in a cursive style with a long horizontal stroke at the end.

Matthew W. Hart  
Assistant Town Manager

September 8, 2006

**/fsADMINISTRATION**

- **Vacations:** Your director will be on vacation September 18-22.
- **WINCOG / WRTD Space:** WINCOG and WRTD continue to share space and overhead expenses at 968 Main Street. WRTD is at this time following a lead on another possible location.
- **FY 2006 audit:** CPA Al Rusilowicz has almost completed WINCOG’s audit for FY 2006. It should be available in a week or two. With the audit complete, the compilation of the annual report will not be far behind.
- **Search Committee:** The Search Committee met at the WINCOG offices on September 7, reviewed the applications received for the position of executive director, and selected six candidates to interview. Interviews will be scheduled for the week of September 18.
- **Technical assistance contracts active in FY 07:** none at this time. Contract with Lebanon for GIS assistance is pending. Contract with John Pagini re: Scotland Open Space Plan is pending.

**UPCOMING DATES OF INTEREST**

- September 14 6:00 p.m. Windham Region EMDs meeting at DEMHS Area IV office, Colchester
- September 15 8:00 a.m. I-395 TIA meeting, SECCOG, Norwich
- September 21 8:00 – 4:00 DEMHS/DHS Disaster Recovery Conference, CCSU
- October 6 8:30 a.m. Next scheduled WINCOG meeting (location TBA)

**ECONOMIC DEVELOPMENT**

**Economic Development Cooperation Compact:** A sample economic development compact modeled after that of the Capitol Region will be distributed at today’s meeting for your consideration.

**TRANSPORTATION**

**I-395 TIA:** The I-395 TIA met on August 31 to discuss revisions to the TIA’s plan which will be submitted to the Transportation Strategy Board (TSB) later in September. Several updates were made to the text. It has been suggested that the recommendation to study the Hartford to Providence corridor be deleted from the plan at this time. WRTD’s need for a transit facility will be added. At a WINCOG meeting earlier this year, Maurice Bisson was designated as WINCOG’s representative at these meetings, and Roger Adams represents our business community. The executive directors of the three COGs are also members.

**TRANSIT PLANNING**

**Locally Coordinated Human Services Transportation Plan (LOCHSTP):** Under the new federal transportation legislation, SAFETEA – LU, regions are required to have LOCHSTP plans in place in order to take advantage of various funding pots – including Access to Jobs, New Freedoms, etc. ConnDOT called an initial planning meeting earlier this week at SECCOG to discuss the process with COG and transit district representatives in eastern CT.

**LAND USE PLANNING**

**Regional Planning Commission:** At their September 6, 2006 meeting, the Regional Planning Commission reviewed and acted on the following zoning referrals:

- a. # 06-07-25-HN: Hampton: A proposal to adopt an updated Plan of Conservation and Development. **Action: Compatible with regional plan, state plan and other municipal plans.**
- b. # 06-08-01-CR: Colchester: A proposal to allow earth products processing and recycling businesses by special exception in any zone (second referral). **Action: No intermunicipal impacts and additional comments.**
- c. # 06-08-14-SM: Salem: A proposal to replace the section regarding excavations. **Action: No intermunicipal impacts and additional comments.**
- d. # 06-08-21-LN: Lebanon: A proposal to create a nine-lot subdivision on Congdon Rd. and straddling

September 8, 2006

the Lebanon/Colchester town boundary. **Action: Potential intermunicipal impacts.**

- e. # 06-08-25-CY: Coventry: A proposal to rezone approximately 120 acres on Route 6 adjacent to the Bolton town boundary from C-2 Commercial to RU-80 Residential. **Action: Not compatible with regional plan and additional comments.**
- f. # 06-08-25-EN: Ellington: A proposal to make various zoning revisions and additions regarding residential signage, revised notice requirements, well setbacks, conflicting regulations, maximum square footage for businesses, horse boarding, windmills and liquor permits. **Action: No intermunicipal impacts and additional comments.**
- g. # 06-08-30-TD: Tolland: A proposal to transfer the authority to issue certificates of approval for motor vehicle uses from the ZBA to the PZC. **Action: No intermunicipal impacts and additional comments.**

On August 17, planners and others from Windham Region towns attended a Planners’ Breakfast hosted by WINCOG. These quarterly meetings are an opportunity to network and discuss planning issues. The planners welcomed Phillip Chester from Lebanon and Stuart Popper from Columbia.

### EMERGENCY PLANNING UPDATES

Community Emergency Response Team Training: Our sixth “basic training” CERT ended on August 9, and Dagmar Noll is currently working with the town of Windham to plan a fall course to assist the town in developing and organizing a formal team. Other towns interested should contact Dagmar at our offices.

Regional Emergency Planning: Staff continue to work with the Area IV planner, Pam Daniels, to flesh out a plan for the region. Area IV Coordinator Tony Scalora has called a meeting of Windham Region EMDs for September 14 at the Area IV offices in Colchester to discuss FFY 2006 funding and other issues. Please encourage your EMD to attend.

### CENSUS AFFILIATE ACTIVITIES

Data Requests: Staff had no requests for Census information this month.

### LOCAL ASSISTANCE

TOWN	ASSISTANCE	# HOURS
<i>Chaplin</i>	• Continued work on ERT application	5
<i>Coventry</i>	• Info on POCD’s to Town Planner • Assist with ZEO interviews	5 4
<i>Lebanon</i>	• Prepared aerial photo poster for Town Planner • Map of water/sewer areas to Town Planner	7 0.5
<i>Scotland</i>	• Prepared draft contract for Open Space Plan	2
<i>Windham</i>	• Prepared maps for Spring Street consultants • Collected population data Ec. Dev. Director	3 0.5
<i>All towns</i>	• Reviewed monthly referrals (see Land Use Planning above)	

### OTHER ASSISTANCE

- Prepared letter of support for ECRC&D award nomination.
- Continued to participate in Willimantic Whitewater Partnership.
- Continued to participate in ECRC&D.

### MEETINGS

- August 4 - WINCOG Board meeting (BB)
- 7 - DEMHS Area IV Planning Committee Meeting / Colchester (BB)
- 15 - ECRC&D BOD meeting/ Tolland (JB)
- 17 - Planners’ Breakfast (JB, BB)
- 21 - Meetings with auditor (BB)

- ECRC&D Livable Communities Comm. meeting/ Tolland (JB)
- 22 - Meetings with auditor (BB)
  - GVI quarterly meeting/ Brooklyn (JB)
  - Meeting with Windham EMD (JB, BB)
- 31 - I-395 TIA meeting / Norwich (BB)
  - Municipal Traffic Authority Workshop/ Storrs (JB)
- Sept. 6 - Meeting with Windham EMD and Social Services Director re CERT (DN)
  - LOCHSTEP meeting with ConnDOT staff /Norwich (BB)
  - RPC Meeting (JB)
- 7 - WINCOG search committee meeting (BB)

**COMMONLY USED ACRONYMS**

<i>CACT</i>	<i>CT Association for Community Transportation</i>
<i>CARPO</i>	<i>CT Association of Regional Planning Organizations (formerly RPOC)</i>
<i>CERT</i>	<i>Community Emergency Response Team</i>
<i>DEMHS</i>	<i>CT Department of Emergency Management and Homeland Security</i>
<i>DEP</i>	<i>CT Department of Environmental Protection</i>
<i>ECRC&amp;D</i>	<i>Eastern CT Resource Conservation and Development District</i>
<i>EDA</i>	<i>Economic Development Administration (federal)</i>
<i>EDD</i>	<i>Economic Development District (EDA designation)</i>
<i>EWIB</i>	<i>Eastern CT Workforce Investment Board</i>
<i>FEMA</i>	<i>Federal Emergency Management Administration</i>
<i>GVI</i>	<i>Green Valley Institute</i>
<i>OPM</i>	<i>CT Office of Policy and Management</i>
<i>PATH</i>	<i>Plan for Achievement of Transportation Coordination in Human Services</i>
<i>PDHM</i>	<i>Pre-Disaster Hazard Mitigation</i>
<i>RPO</i>	<i>Regional Planning Organizations</i>
<i>TAR</i>	<i>Town Aid Roads</i>
<i>T2</i>	<i>Technology Transfer Center (UConn)</i>

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## TOWN OF MANSFIELD

*Explanatory Text – November 7, 2006 Referendum  
Prepared by Mary L. Stanton, Mansfield Town Clerk  
in accordance with C.G.S. § 9-369b*

“SHALL THE TOWN OF MANSFIELD APPROPRIATE \$200,000 FOR INSTALLATION OF AIR CONDITIONING IN THE MANSFIELD COMMUNITY CENTER GYMNASIUM, AND AUTHORIZE THE ISSUE OF BONDS AND NOTES IN THE SAME AMOUNT TO DEFRAY SAID APPROPRIATION?”

“SHALL THE TOWN OF MANSFIELD APPROPRIATE \$1,000,000 FOR ACQUISITION OF LAND OR INTERESTS THEREIN FOR OPEN SPACE, MUNICIPAL, OR PASSIVE OR ACTIVE RECREATIONAL USES, AND AUTHORIZE THE ISSUE OF BONDS AND NOTES IN THE SAME AMOUNT TO DEFRAY SAID APPROPRIATION?”

“SHALL THE TOWN OF MANSFIELD APPROPRIATE \$3,800,000 FOR REPLACEMENT OF THE ELECTRICAL HEATING SYSTEM AT THE MANSFIELD MIDDLE SCHOOL WITH A FOSSIL-FUEL HEATING SYSTEM, AND AUTHORIZE BONDS AND NOTES IN THE SAME AMOUNT TO DEFRAY SAID APPROPRIATION?”

Resolutions adopted by the Mansfield Town Council at its meeting held September 5, 2006 shall be submitted under the ballot headings above to referendum vote of electors of the Town and persons qualified to vote in town meetings who are not electors, to be held on Tuesday, November 7, 2006 between the hours of 6:00 a.m. and 8:00 p.m. in conjunction with the election to be held on that date, in the manner provided by the Mansfield Town Charter and Code of Ordinances, and the Connecticut General Statutes. The full texts of the resolutions as approved by the Town Council are on file and available for public inspection in the office of the Town Clerk, Audrey P. Beck Building, 4 South Eagleville Road in Storrs, during normal business hours.

Electors shall vote on the questions at their respective polling places. Voters who are not electors shall vote on the questions at the following polling place: Room A, Audrey P. Beck Building, 4 South Eagleville Road in Storrs. Application for an absentee ballot should be made to the Town Clerk's office.

Question 1: If approved at referendum, the resolution to be presented under the first ballot heading above will appropriate \$200,000, and authorize the issue of bonds and notes to defray the appropriation, for costs related to installation of air conditioning in the Mansfield Community Center gymnasium. The appropriation may be spent for design, acquisition and installation costs, equipment, materials, consultants' fees, legal fees, net temporary interest and other financing costs, and other expenses related to the project.

Question 2: If approved at referendum, the resolution to be presented under the second ballot heading above will appropriate \$1,000,000, and authorize the issue of bonds and notes to defray the appropriation, for costs related to the acquisition by the Town of one or more parcels of land or interests therein for open space, municipal, or passive or active recreational uses, or any combination thereof, after referral of any such proposed acquisition to the Planning and Zoning Commission of the Town for review pursuant to the Connecticut General Statutes, and approval by the Town Council following a public hearing held on not less than five (5) days' published notice. The appropriation may be spent for acquisition costs, costs preliminary thereto including survey fees, testing, engineering, feasibility and planning studies related to potential acquisitions, legal fees, net temporary interest and other financing costs, and other expenses related to the project.

Question 3: If approved at referendum, the resolution to be presented under the third ballot heading above will appropriate \$3,800,000, and to authorize bonds and notes in the same amount to defray said appropriation for the replacement of the electrical heating system at the Mansfield Middle School with a fossil-fuel heating system. The appropriation may be spent for design, acquisition, installation and construction costs, equipment, materials, engineering and other consultant fees, legal fees, net temporary interest and other financing costs, and other expenses related to the project.

**TOWN OF MANSFIELD  
PLANNING AND ZONING COMMISSION**

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AUDREY P. BECK BUILDING  
FOUR SOUTH EAGLEVILL ROAD  
STORRS, CT 06268  
(860) 429-3330

Wednesday, October 04, 2006

To: Town Council  
From: Planning and Zoning Commission  
Re: Fall Bond Referendum

At a meeting held on 10/3/06, the Mansfield Planning and Zoning Commission adopted the following resolution:

“RESOLVED, that the Planning and Zoning Commission of the Town of Mansfield approves the following projects pursuant to Section 8-24 of the General Statutes of Connecticut:

1. Installation of air conditioning in the Mansfield Community Center gymnasium and related building improvements;
2. Replacement of the heating system at the Mansfield Middle School, including related renovations, improvements and other work; and
3. Acquisition by the Town of one or more parcels of land or interests therein for open space, municipal, or passive or active recreational uses, or any combination thereof, after referral of any such proposed acquisition to the Planning and Zoning Commission of the Town for review pursuant to Section 8-24 of the Connecticut General Statutes, Revision of 1958, as amended, and approval by the Town Council following a public hearing held on not less than five days' published notice;

provided that this resolution is for approval of conceptual plans only. Each project is subject to and shall comply with all applicable zoning, site plan, subdivision, inland wetland and other laws, regulations and permit approvals, and this resolution shall not be a determination that any such project is in compliance with any such applicable laws, regulations or permit approvals.”

If you have any questions regarding this action, please call the Planning Office at 429-3330.

Very truly yours,



Katherine K. Holt, Secretary  
Mansfield Planning & Zoning Commission

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**Martin H. Berliner**

**From:** John E. Jackman  
**Sent:** Thursday, August 31, 2006 1:14 PM  
**To:** Sean Cox; David J. Dagon; Robert L. Miller; Lon R. Hultgren  
**Cc:** Martin H. Berliner  
**Subject:** CEDAP Announce - 2006  
**Importance:** High

Gentlemen,

Please see the attached Grant Announcement below in regard to the following equipment that we may be eligible for. If you need or want any of the equipment listed on the attachment please see me and we can develop a grant application. Please note that the grant must be submitted no later than September, 22, 2006.

Thanks,

John J.

### **DHS ANNOUNCES OPENING OF APPLICATION PERIOD FOR FISCAL YEAR 2006 COMMERCIAL EQUIPMENT DIRECT ASSISTANCE PROGRAM**

The U.S. Department of Homeland Security (DHS) announced that it is seeking applications for the fiscal year 2006 (FY 2006) Commercial Equipment Direct Assistance Program (CEDAP). The FY 2006 program is slated to provide more than \$32 million in equipment to first responders in selected rural and smaller communities who are typically not eligible for funding through the department's Urban Areas Security Initiative (UASI) grant program. The application period will close September 22, 2006.

CEDAP provides smaller communities and rural areas with technology and equipment, together with training and technical assistance, to help enhance first responder capabilities throughout the nation. CEDAP provides resources such as: communications interoperability equipment; information sharing technology; chemical and biological detection devices; thermal imaging, night vision and video surveillance tools; personal protective equipment; and training in how to use the equipment, devices, and technology.

Eligible applicants include law enforcement agencies, fire, and other emergency responders who demonstrate in their application that the equipment will be used to improve their ability and capacity to respond to a major critical incident or improve their ability to work with other first responder.

CEDAP is a competitive program; therefore, not every applicant will be able to receive equipment under the program. Applicants who are not approved are encouraged to reapply during subsequent phases of CEDAP, subject to appropriations.

The application is designed to be a user-friendly on-line form, which can be saved and edited before final submission. The application is divided into two sections. The first section determines eligibility and the second section contains a series of multiple choice and essay questions about demographics, prior funding, item selection, and justification. The eligibility section and the multiple-choice sections are automatically scored. Once submitted, the application undergoes several steps, including approval by the applicant's respective State Administrative Agency (SAA), and a review board composed of subject matter experts.

To obtain additional information and submit an application for an FY 2006 CEDAP award, applicants should visit [www.rkb.mipt.org/](http://www.rkb.mipt.org/). Questions about the program may be directed to the DHS Preparedness Directorate's Office of Grants and Training (G&T) Centralized Scheduling and Information Desk at 1-800-368-6498.

**Martin H. Berliner**

**From:** Elizabeth Paterson  
**Sent:** Thursday, August 17, 2006 8:26 PM  
**To:** Martin H. Berliner  
**Subject:** FW: For Your Information

FYI

**From:** SCC Full Committee [mailto:scc\_full\_committee@list.nlc.org]  
**Sent:** Thu 8/17/2006 9:32 AM  
**To:** scc\_full\_committee@list.nlc.org  
**Subject:** For Your Information

*Press Office*

U.S. Department of Homeland Security

# Press Release

August 16, 2006

Contact: DHS Press Office, (202) 282-8010

## **DHS ANNOUNCES OPENING OF APPLICATION PERIOD FOR FISCAL YEAR 2006 COMMERCIAL EQUIPMENT DIRECT ASSISTANCE PROGRAM**

*Over \$32 Million in Equipment Available to First Responders*

WASHINGTON –The U.S. Department of Homeland Security (DHS) announced today that it is seeking applications for the fiscal year 2006 (FY 2006) Commercial Equipment Direct Assistance Program (CEDAP). The FY 2006 program is slated to provide more than \$32 million in equipment to first responders in selected rural and smaller communities who are typically not eligible for funding through the department's Urban Areas Security Initiative (UASI) grant program. The application period officially opened today and will close September 15, 2006.

CEDAP provides smaller communities and rural areas with technology and equipment, together with

training and technical assistance, to help enhance first responder capabilities throughout the nation. CEDAP provides resources such as communications interoperability equipment, information sharing technology, chemical detection devices, sensors, personal protective equipment, and rescue tools and training in how to use the equipment, devices, and technology.

“The threat of terrorism or other hazards extends beyond major metropolitan areas. Emergency response agencies in smaller communities must also be prepared to respond to all threats that may impact their citizens,” said Under Secretary for Preparedness George Foresman. “CEDAP supports local partners in smaller jurisdictions with essential equipment and training that they might not otherwise afford. CEDAP also contributes to national preparedness efforts by building regional response networks, fostering mutual aid between communities and enhancing communications interoperability capabilities.”

Eligible applicants include law enforcement agencies, fire, and other emergency responders who demonstrate in their application that the equipment will be used to improve their ability and capacity to respond to a major critical incident or improve their ability to work with other first responder.

Since its inception in FY 2005, more than \$35.2 million worth of equipment and training have been awarded to nearly 2,000 law enforcement and fire departments through CEDAP. With over, 5,400 organizations competing for one of 2,000 awards during FY 2005, CEDAP is highly competitive.

To submit an application for an FY 2006 CEDAP award, applicants should visit [www.rkb.mipt.org/](http://www.rkb.mipt.org/). Once submitted, the application undergoes several steps, including approval by the applicant’s respective State Administrative Agency (SAA), and a review board composed of subject matter experts.

###

**Lesley-Ann Rennie**  
**Staff Associate**  
**Center for Member Programs**  
**(202) 626-3134 (Voice)**  
**(202) 626-3043 (FAX)**  
**rennie@nic.org (Email)**

**Martin H. Berliner**

**From:** Lon R. Hultgren  
**Sent:** Friday, September 01, 2006 12:07 PM  
**To:** John E. Jackman; David J. Dagon; Sean Cox; Robert L. Miller  
**Cc:** Martin H. Berliner  
**Subject:** RE: Corrected CEDAP Grant Information

John,

I see by the listing that we could use these grant funds to put additional vehicles on our AVL system. If this is a priority use for these funds (for Mansfield), we could sit down to figure out what would be involved to add the police vehicles, fire vehicles and an additional view screen to our system. Our 10 vehicle "pilot" system should be up this fall, with one viewer at the garage and one in my office to start.

Lon

-----Original Message-----

**From:** John E. Jackman  
**Sent:** Friday, September 01, 2006 9:50 AM  
**To:** David J. Dagon; Sean Cox; Robert L. Miller; Lon R. Hultgren  
**Cc:** Martin H. Berliner  
**Subject:** Corrected CEDAP Grant Information

Gentlemen,

I have attached the correct equipment list.

Please see the attached Grant Announcement below in regard to the following equipment that we may be eligible for. If you need or want any of the equipment listed on the attachment please see me and we can develop a grant application. Please note that the grant must be submitted no later than September, 22, 2006.

Thanks,

John J.

<p>1st Responder System  <i>Portable video system designed to systematically search for, locate and extricate trapped victims in accordance with Urban Search and Rescue practices for Technical Search Specialists.</i></p>
<p>AN/PVS-7B Single Tube Night Vision Style Goggle  <i>AA battery operation. Automatic brightness control. Built-in infrared illuminator. Compatible with standard helmet mount. High-light cutoff tube protection. Hands-free or one-hand operation. Rapid mount/dismount headmount assembly. One year warranty</i></p>
<p>Advanced Vehicle Tracking System (AVTS)  <i>Advanced Vehicle Tracking System is a small, lightweight GPS-based tracking system which uses various cellular technologies for communications.</i></p>
<p>ArcGIS Package  <i>Geographic information system (GIS) software provides the tools for law enforcement, fire and emergency management officials to capture, convert, edit, update, and manage data; perform spatial analyses; and create high-quality map products.</i></p>
<p>ArmorNet Digital Video System  <i>The ArmorNet system is designed to address the challenge of rapid deployment of robust digital wireless camera systems during emergencies or planned major events.</i></p>
<p>COPLINK  <i>COPLINK: a line-level solution to the problem of inaccessible or irretrievable information from law enforcement data systems that lack a common platform. COPLINK improves productivity through timely, secure data retrieval, analysis, and lead generation.</i></p>
<p>Chemical Biological Sampling Kit  <i>Chemical Biological Sampling Kit is a field sampling collection kit. The cleaning/screening is conducted in a certified ISO 9001:2000 laboratory. The sampling kit has enough supplies to take 6 solid, liquid, and/or wipe samples plus 6 biological samples.</i></p>
<p>CounterMeasures Risk Analysis Software - CEDAP Package  <i>CounterMeasures™ Risk Analysis Software assists organizations and agencies to measure and mitigate risks to critical infrastructure and information systems. The two packages offered are: communities of 50,000 or less, or more than 50,000.</i></p>
<p>Digital TACVest System  <i>The Digital TACVest System is designed to solve the problem of rapid deployment of rugged, body-worn digital wireless camera surveillance systems during disasters, hostage or terrorist situations.</i></p>
<p>Evader's Night Vision Imaging System  <i>Weather resistant, two-year warranty; small, lightweight and rugged flight survival vests. On-board covert signaling capability, GEN III image intensifier, optional compass module.</i></p>
<p>Fiber Optic Scope Kit  <i>Fiber Optic Scope with 60" shaft, 2-Way Articulation, internal light source powered by rechargeable battery.</i></p>
<p>G2 Sentinel Remote Video System  <i>The G2 Sentinel System is a remote video surveillance system requiring no infrastructure to operate. The system remains dormant until wireless sensors trigger the system to wake up and record video.</i></p>
<p>GasAlert Micro5 PID  <i>The GasAlert Micro5 PID is a five gas monitor that simultaneously monitors the oxygen</i></p>

concentration, presence of carbon monoxide gas, hydrogen sulfide gas, and volatile organic compounds (VOC's). Hand held portable device, intuitive operation.

**Guardian ST810 System**

*The Guardian ST810 is an all digital CDMA real time GPS tracking system. The ST810 combines a host of innovative features including: Low power consumption, miniaturized size, user programmable notifications, and advanced geographic boundaries.*

**HazMatID Command System**

*HazMatID is a highly specific tool that measures how chemical samples interact with IR light. Each chemical has its own unique IR fingerprint, which when automatically analyzed by the onboard computer results in an identification in less than 20 seconds.*

**Homeland Security Commercial Equipment Direct Assistance Program (CEDAP) PPE Kit**

*The CEDAP PPE Kit includes a CBRN APR, NFPA 1994 Class 3 Ensemble, and a Carry Bag.*

**ICRI - Incident Commanders' Radio Interface**

*The ICRI is a rapidly deployable, simple-to-operate unit, providing radio interoperability for emergency response personnel by interconnecting municipal public safety, state and federal radios, phones and VoIP in moments.*

**MIRAN SapphiRe Portable Gas Analyzer**

*Use of infrared spectroscopy provides the MIRAN SapphiRe Analyzers with the unique ability to specifically and accurately measure many gases with a single unit.*

**Night Vision Security Kit**

*ITT Night Vision offers the night vision security kit, which includes a PVS-14 night vision monocular device. This configuration includes head-mounting, a 3X magnification lens and other accessories for surveillance capabilities.*

**NukeALERT 951 Personal Radiation Detector (Pager)**

*The nukeALERT 951 is a radiation detector that discloses the presence and intensity level of gamma radiation for non-technical personnel. It's small, rugged, watertight and more sensitive. Made in America!*

**PEAC-WMD for Pocket PC with ruggedized PDA System**

*The PEAC software is a HAZMAT and WMD Decision Support Tool that integrates multiple chemical databases with calculators for safe standoff distances for explosive devices and evacuation for toxic or flammable vapor clouds. PEAC-WMD PPC w/ TDS Recon PDA*

**RAID-M Handheld Chemical Detector**

*The RAID-M handheld Chemical Agent Detector is an instrument based on ion mobility spectrometry. It is designed to be operated while being held with one hand. Furthermore it is used to monitor the contamination of personnel or equipment in the field.*

**Radio Inter-Operability System (RIOS)**

*The RIOS will provide for radio inter-operability between communications systems operating in different frequency bands. For example, HF, VHF, UHF 800 Mhz trunking systems, and telephones may all be connected in a common talk group.*

**Rescue System -- Electric Operated Package**

*CEDAP configuration includes a combination of tools; please see product record for details.*

**Rescue System -- Gas Operated Package**

*CEDAP configuration includes a combination of tools; please see product record for details.*

**Rugged Miniature Thermal Imager MX-2**

*High performance multipurpose, tactical hand-held thermal imager. Removable eyepiece for remote display (helmet mountable), AA battery cassette for quick battery change, Fast 60Hz refresh rate to keep pace with.*

**Search & Rescue Tracking System (SRTS)**

*The Search & Rescue Tracking System (SRTS) Kit (4 trackers, PC, printer and mapping software) is a wireless GPS-based tracking system designed specifically for Search and Rescue applications which may be required during disaster or relief scenarios.*

**Searchcam 2000 Victim Location System - Standard Probe**

*Searchcam video system with integrated two-way audio, 180 degree motorized articulation, on-screen camera head position and status graphics, integrated illumination, telescoping probe. Cross-compatible with other Searchcam models and accessories.*

**Stedi-Eye Stabilized Day/Night Binocular**

*Stedi-Eye Brand of High Powered Gyro Stabilized Day/Night Binoculars. These binoculars remove 99% of all vibration from body shake and hand tremor as well as platform vibration from a moving vehicle, aircraft or boat.*

**T3MAX Thermal Imager For The Fire Service**

*The T3MAX System provides fire fighters with powerful thermal imager capability to see clearly in blinding smoke or unlit conditions. T3MAX is effective for fire and search and rescue scenarios. Also, the Bullard T3MAX is light and very durable.*

**Tacsight S1 Thermal Imager for Law Enforcement**

*The Bullard TacSight provides complete thermal imager capability for law enforcement including surveillance, tactical operations, search and rescue, and hazmat or accident investigation. A wide range of transmitting/surveillance accessories are available.*

**ThermoVision® SCOUT™ ZX - Law Enforcement Thermal Imager**

*The ThermoVision® SCOUT™ ZX provides night vision capabilities by sensing heat, not light. The device generates real-time pictures in all lighting conditions, even total darkness - for surveillance and tactical use.*

**VideoDetective - Law Enforcement**

*VideoDetective™ from Pyramid Vision Technologies is a complete video stabilization, digitization, and enhancement system designed to aid law enforcement in viewing, enhancing, and distributing video images*

**i2 Analyst's Notebook 6® Software**

*i2 Analyst's Notebook 6® is an out-of-the-box software application for visual investigative analysis. Analysts can uncover and interpret the relationships and patterns hidden in multi-source data, conveying their findings in intuitive charts.*



## Homeland Security Commercial Equipment Direct Assistance Program Application

### CEDAP Application Confirmation

Welcome to the CEDAP Application Confirmation Interface. You may confirm the following CEDAP Application:

Application Number: **CEDAP-19222**  
Department Name: **Mansfield Police**  
Originator Name: **John Jackman**

Thank you for confirming this application and participating in the CEDAP program.

[Go to the Responder Knowledge Base.](#)

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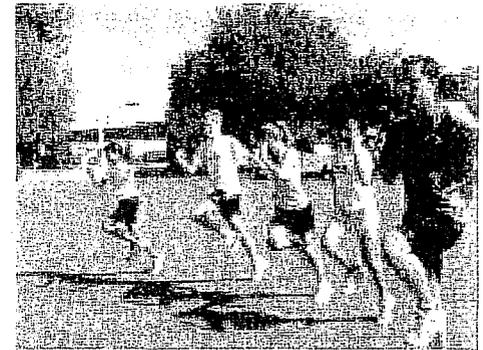
## Community Health and Safety Award

POPULATIONS OF 10,000 TO 49,999

Item #15

Laguna Hills, California

*ICMA's Community Health and Safety Award recognizes the innovative local government programs or processes that demonstrate improvement in the community's safety, health, and/or wellness, including enhancement in the quality of life for the disadvantaged. This category is sponsored in part in memory of Carolyn Keane, first wife of ICMA's fourth executive director, Mark E. Keane, and in memory of Bill and Alice Hansell, parents of ICMA's fifth executive director, William H. Hansell. This year, ICMA presents the award in the 10,000-to-49,999 population category to the city of Laguna Hills, California, and to City Manager Bruce E. Channing for the Get Fit Campaign.*



Laguna Hills youth get active by participating in physical fitness activities.



According to the surgeon general, nearly two out of every three Americans are overweight or obese, and one out of every eight

deaths in America is caused by an illness directly related to weight and obesity. An unprecedented number of children are overweight, which significantly increases their risk factors for such health problems as diabetes, heart disease, asthma, and emotional and mental health problems. It is also estimated that nearly three out of every four overweight teenagers will become overweight adults.

The city of Laguna Hills, California, began addressing this epidemic in fall 2004 by making the climbing obesity rates of the city's children and teenagers one of the top three budget priorities for the city's community services department. To address this goal, city staff developed an all-inclusive Get Fit Campaign.

The surgeon general identifies three key factors that must be addressed to reduce childhood obesity: increased physical activity, healthier eating habits, and improved health literacy. The Get Fit Campaign addresses increased physical activity through a low-cost after-school

sports program; self-guided walking loops; a children's running program; and the "Club 30 Program," which provides quick, convenient exercise options that meet the recommended 30 minutes of daily physical activity. For people who prefer to be outdoors, 30-minute walking routes have been outlined, each one including location, distance, walking time, and level of difficulty. Healthier eating habits are addressed through healthier refreshments at teen dances, healthier snacks in the day care program, the balanced use of treats in early childhood programs, and healthier menus in the children's cooking classes. Improved health literacy is addressed through staff training, nutrition education classes, and adult cooking classes.

One key objective of the campaign is to ensure that exercise and nutritional programs are available to all. To encourage more youth to participate in physical fitness activities after school, when they are most likely to be inactive, the city reduced its after-school sports program fee. As a result, registration in the program increased 40 percent.

Another key objective was to introduce new programs. The community services department used fitness icons throughout its class and activity brochure to designate programs that

wellness. One class, "A Busy Person's Guide to Healthy Eating," educates adults on healthy meal choices as well as healthier food preparation. This popular class filled to capacity when first offered, and it continues to be offered along with another class, "A Parent's Guide to Healthy Kids," which educates parents on nutrition and healthy food preparation for their children. "Fitness Fridays," a class for elementary school-aged children, offers 30 minutes of high-energy cardio activity followed by a healthy snack; 90 percent of those who enrolled were overweight children from low-income neighborhoods.

To ensure the participation of city staff, the department introduced hiking nights, provides regular training for staff, and offers a 30 percent discount for employees enrolling in a designated health and wellness program. In addition, it challenged all city staff to set a standard for increased physical activity through the Step It Up! program, in which participants used a pedometer to track their steps for six weeks, turned in their weekly totals, and collectively strove for increased step totals each week. More than 90 percent of employees participated, and each week, the group reached its collective step goals.

(Continued on page 21)

## Community Health and Safety Award

POPULATIONS GREATER THAN 50,000

Olathe, Kansas

*This year, ICMA presents two Community Health and Safety Awards in the 50,000-and-greater population category. The first goes to the city of Olathe, Kansas, and City Manager J. Michael Wilkes for the Work Taxi Coupon Program.*



Olathe, Kansas, with a population nearing 117,000, is one of the fastest-growing cities in the United States. According to the U.S.

Census, however,

approximately 37 percent of Olathe's households (or approximately 43,290 families, using the current population), earn less than 80 percent of the median income, and approximately 4 percent, or 4,680 families, live below the poverty level. Persons with disabilities, single-parent families with children under 18 years of age, and the elderly are those most likely to fall into these categories.

For many low-income working households, affordable and dependable transportation could be the determining factor between being employed and being homeless. Thus, to improve the quality of life for these citizens—to enable them to attend college classes, a trade school, or job preparation classes and to provide them with a reliable means of transportation to reach employment sites within the city itself—Olathe has sought to provide a low-cost and dependable transportation service.

In early 2004, with encouraging feedback from several local not-for-profit agencies that offered employment preparation workshops for disabled individuals, Olathe established a "Work Taxi Coupon Program" for its disadvantaged citizens. Because the cost to establish a public transportation bus system was prohibitive, the city applied for a Federal Transit

Administration Job Access Reverse Commute (JARC) grant. It was awarded a matching start-up grant of \$135,750 to implement the Work Taxi Coupon Program for individuals earning less than 80 percent of the median income for the area; the city is matching the grant funds with general funds.

With the necessary funding secured, Olathe contracted with two local taxi companies, which agreed to the following policies and procedures:

- Service is to be offered from 6:00 AM to 7:00 PM six days a week.
- Service is to be door to door.
- The company will accept a coupon from a rider, entitling the rider to a one-way trip from home to work or a job preparation site, or from a work site to home. Coupons can be used only for work-related trips.
- The company will turn coupons into the city biweekly for reimbursement. Each one-way coupon will be redeemed for \$12.
- The city will lease to each company at no cost a wheelchair-accessible vehicle to accommodate persons with disabilities.

The city then notified the local agencies and advertised the program in the local paper, on the city's main Web page, and on the local city cable TV channel.

Program-eligible participants are issued an ID card to show when purchasing coupon books (10 coupons for \$25) and paying for rides. When used, each coupon must state the origination and date. ID



Olathe citizen finds dependable, affordable transportation through city's work taxi program.

number, and signature of the program participant.

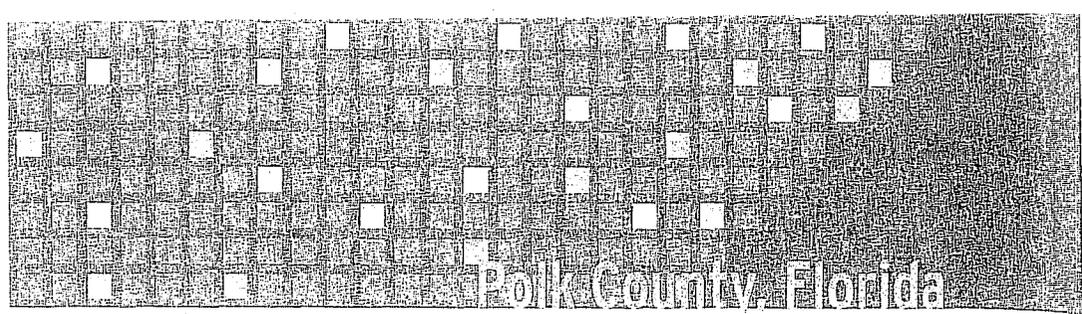
Between 2004 and 2005, program participation increased by 100 percent. In addition to low-income persons, 56 disabled individuals are currently working in the community in retail businesses for the first time in their lives. As their earnings increase, the amount they receive from the Social Security Administration Office decreases, which is a cost saving to society. Moreover, as they spend their earned income in the community on rent, utilities, groceries, personal items, and entertainment, the city's small investment (\$135,750) in this program is returned. An additional cost-saving measure is Olathe's initiative and success in obtaining a funding partner for the program.

The program has also resulted in partnerships between local businesses and local not-for-profit agencies that work with low-income or disabled citizens. The agencies provide employment training sites for their target population, enabling businesses to maintain an adequate number of entry-level employees. These partnerships have resulted in a win-win situation for businesses as well as for Olathe's disadvantaged citizens.

In spring of 2005, a survey of program participants showed that

(Continued on page 21)

**Community Health and Safety Award**  
 POPULATIONS GREATER THAN 50,000



*The second of ICMA's 2006 Community Health and Safety Awards in the 50,000-and-greater population category goes to Polk County, Florida, County Manager Robert M. Herr, and Assistant County Manager Lea Ann Thomas for the Polk HealthCare Plan.*



The Polk County Board of County Commissioners is committed to providing quality health care services to the county's uninsured citizens. Back in 1926, it opened Polk General Hospital, a 180-bed inpatient facility. It subsequently provided five outpatient clinics throughout the community to



meet preventive, primary care, and specialty care needs and to provide physical rehabilitative, full laboratory and radiology, and on-site pharmaceutical services. As a proactive move toward decreasing barriers to health care, the clinics offered people access to more cost-effective care than was available in local emergency rooms.

Polk General Hospital closed in 1995, but the clinics continued to operate for nearly five more years. The county's Community Health and Social Services Division (CHSSD) sought to develop a plan to outsource all services within the local community, thereby decreasing the "second-class citizen stigma" for the uninsured and fostering an atmosphere of buy-in for residents. This was the genesis of the Polk HealthCare Plan, a true managed care program, which was fully implemented in April 2000.

Approximately 120,000 Polk County residents—about a quarter of the population—are uninsured or

underinsured and without quality health care services. After the Polk HealthCare Plan had been operational for four years, the county realized that it lacked the funds to adequately cover more than a small number of people. To obtain the needed funding, the county commissioners proposed a half-cent discretionary sales surtax, which the voters approved in March 2004. This new funding provides the plan with an estimated \$35 million annually, enabling it to provide more comprehensive health care to almost 6,000 residents, a number that is projected to increase to 14,000 by October 2006.

One successful strategy of the plan is the immediate linkage between a new enrollee and a primary care physician. A caseworker coordinates the relationship, setting up the first appointment for the patient at the time of enrollment. This process establishes the enrollee as a patient, provides the patient with access to quality medical care, and ensures that baseline screenings are performed to promote early intervention strategies.

Another notable feature of the plan is its single integrated information technology (IT) system, which the county uses for eligibility determination, health plan operations (e.g., hospital precertification), specialty referrals, authorizations, social and medical case management, contracting and credentialing, quality management, utilization management, and claims adjudication and processing. Caseworkers are posted throughout the county in hospitals, public health units, ment cen-



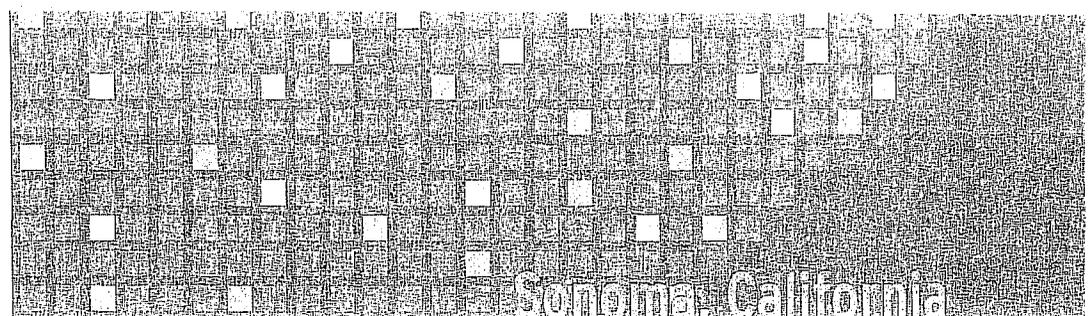
Polk County provides cost-effective, comprehensive health care services to its uninsured and underinsured citizens.

ters, community centers, and adult day care centers. Mobile services, equipped with complete wireless technology, provide a nurse to perform blood sugar checks and baseline screenings for hypertension and cholesterol, along with promoting health education and wellness strategies.

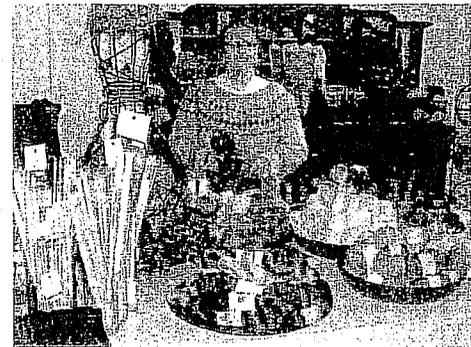
A Healthy Communities Access Grant from the Health Resources and Services Administration provides for a community-wide software system that links together health and social service agencies for client data sharing and tracking. Thus, a participating agency can input a client's demographic information, income, and assets, and the system will automatically identify what community services the client is eligible for. The system enables participating organizations to streamline client eligibility, expedites appropriate referrals to other programs, reduces duplication of effort among agencies, and promotes work flow efficiencies for all partners.

Designed to serve as the community's "safety net," the Polk HealthCare Plan is also a type of "gap" coverage for individuals awaiting disability determination and subsequent coverage by Medicaid or Medicare; for children with pending Medicaid or Florida Kid Care

*(Continued on page 21)*



ICMA's Community Partnership Award recognizes the programs or processes that demonstrate innovative, multiparticipant involvement between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services. This year, ICMA presents two Community Partnership Awards in the less-than-10,000 population category. The first goes to the city of Sonoma, California, and City Manager Michael Fuson for the Sonoma City/Chamber Economic Development Partnership.



One of the many new businesses that opened in Sonoma with the help of the city's economic development partnership.



MICHAEL FUSON

The city of Sonoma, in the heart of the Sonoma Valley wine-grape region of Northern California, enjoys an economically healthy summer

tourist season. But vacant storefronts, complicated building processes, and sharp disagreements over a few key issues between the city and leaders of the business community signified a need for change. This need gave rise to the City of Sonoma/Sonoma Valley Chamber of Commerce Economic Development Partnership.

The partnership was created to provide assistance to existing local businesses, enhance local business opportunities and expansions, attract new businesses to Sonoma, and ultimately strengthen the relationship between the city and its businesses. Because the city's commercial areas are part of its redevelopment project area, the city set aside \$75,000 of redevelopment funds for the program; the chamber provided office and meeting space, secretarial assistance, use of its Web site, and payment for various trainings.

A project manager, who would report to a steering committee comprising one elected council member, the city manager, one board member of the chamber, and the executive

director of the chamber, was hired in May 2004 and given six initial goals:

- Meet with key leaders to gather information
- Provide the business community with advice or intervention to help them be successful
- Maintain a database of vacant commercial spaces for those seeking new or larger quarters
- Provide training for small businesses on new laws, marketing, customer service, workplace safety, and other topics
- Host an economic summit to discuss the future direction of the city and its surrounding unincorporated areas
- Write an economic strategy based on ideas from the summit, conversations with key leaders, and analysis of needs.

During the first year of the program, 41 key leaders were contacted; 109 businesses were given marketing advice, business counseling, assistance in complying with city regulations, or financial resource information; the database was established and updated monthly; training was offered (to home businesses); 52 participants attended the economic summit; and the Sonoma Economic Development Strategy was written. The program's success prompted renewal of the pP. 128 manager's

contract for the second year.

Since May 2005, the governing bodies of both the city and the chamber have enthusiastically endorsed the program and have formally adopted the economic development strategy. Strategy goals include

- Assisting and promoting business retention and expansion
- Diversifying the economy by working with the county to identify, attract, and strengthen business clusters in industrial areas outside the city limits
- Continuing to support and strengthen existing industries
- Targeting and attracting new businesses that complement those already in Sonoma and are compatible with its "community character"
- Enhancing the image of Sonoma as a "business-friendly" city
- Working with schools, nonprofits, existing businesses, and government agencies to create programs to train, support, and attract a skilled workforce
- Supporting and pursuing economic development that maintains or improves the environment.

(Continued on page 21)

Community Partnership  
Award

POPULATIONS OF LESS THAN 10,000

Village of Jackson and Town of  
Jackson, Wisconsin

The second of ICMA's 2006 Community Partnership Awards in the less-than-10,000 population category goes to the village of Jackson and the town of Jackson, Wisconsin, and to Delmore A. Beaver, administrator/clerk of the village of Jackson, for the Revenue-Sharing Agreement and Cooperative Boundary Plan.



DELMORE A. BEAVER

The village of Jackson, Wisconsin, 25 miles northwest of Milwaukee, is one of the fastest-growing communities in the fastest-growing county in

southeastern Wisconsin. From a population of 2,486 in 1990 to one in excess of 6,100 in January 2006, it has experienced a growth rate of 137 percent.

In Wisconsin, town government is unincorporated, and because towns are greatly affected by annexations and are often frustrated by city and village planning efforts, their views of governance generally conflict with those of incorporated communities.

The village of Jackson and the town of Jackson, which surrounds the village on three sides, had a long history of conflict. In 1994, the village instituted a zoning and use freeze 1.5 miles from the corporate boundary to delay the town's expansion of a mobile home park into an unincorporated area that the village had set aside for expansion of the Jackson Northwest Business Park. This freeze was established by state statute to permit the formation of cooperative plans to address such issues. However, the village's action further deteriorated relations between the two jurisdictions. As the two-year timetable to formulate these plans was expiring, the Jackson village administrator developed a proposal to salvage the joint planning effort; the proposal set forth a maximum

corporate boundary until December 31, 2014, regardless of any request to annex to the village before January 1, 2015. Any such request would be subject to meeting certain criteria, which were set forth in the Revenue-Sharing Agreement and Cooperative Boundary Plan, as amended. The proposal also indicated which town properties would be subject to attachment to the village (at the village's sole discretion) prior to January 1, 2015.

Once the village and the town felt comfortable with those conditions, a joint planning group was appointed with three members representing the village and three members representing the town, none of whom was elected. The Revenue-Sharing Agreement and Cooperative Boundary Plan was finished and adopted by both municipalities in September 1999 without any outside consultants, except for review by legal counsels for both entities.

Provisions to extend water and sewer service to town developments would permit greater densities, protect the environment from contaminated wells and failed septic systems, and provide the town with a greater tax base. These provisions included compliance with village utility construction standards for such service. All served properties would be subject to annexation after January 1, 2015, if annexation criteria were met. In addition, water and/or sewer service to town businesses or industrial developments would result in the 50-50 splitting of property taxes (including partial assessments) generated by the



Joint village of Jackson and town of Jackson event provides entertainment for young residents.

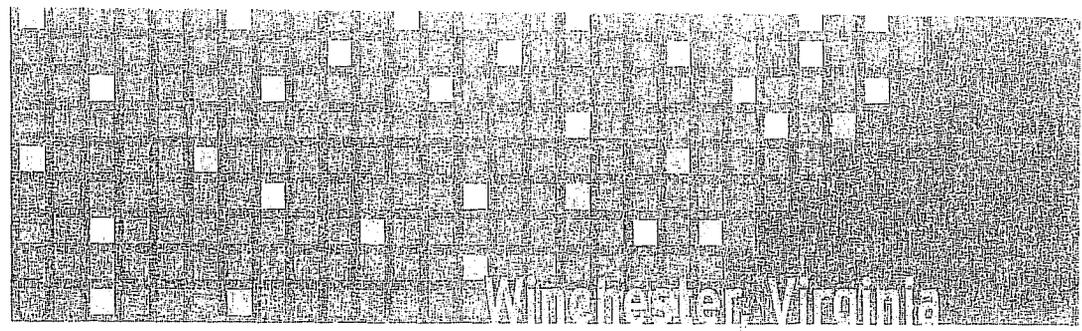
development for seven years.

The agreement/plan was updated in September 2005 to require conservation subdivision design in addition to cluster subdivision design for all town developments seeking water and sanitary sewer service from the village. This agreement has paved the way for other cooperative service provisions. For example, a joint recreation department/Boys and Girls Club has grown to accommodate 250 members from the village and the town. The Boys and Girls Club represents a coordinated effort between the village (employees and support), the town (support), Christ Lutheran Church (a setting that accommodates all religions and cultures), and the Boys and Girls Clubs of the United States (sponsorship and support). Additionally, both municipalities are jointly funding a park and recreation department. Other possible joint projects in the near future include building inspection, engineering, and public works departments to minimize the duplication of equipment and staff while still enabling the town to remain separate from the village. The two entities are now also in the process of creating a joint smart growth plan.

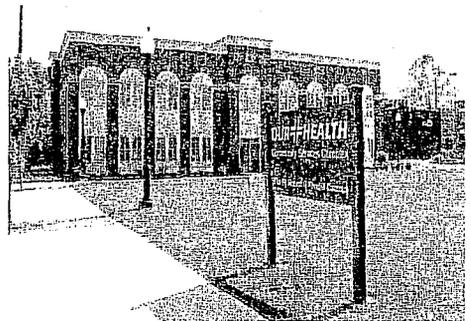
To retain local industry and attract businesses that have technology-based

(Continued on page 22)

**Community Partnership Award**  
**POPULATIONS OF 10,000 TO 49,999**



ICMA's 2006 Community Partnership Award in the 10,000-to-49,999 population category goes to the city of Winchester, Virginia, and City Manager Edwin C. Daley for Our Health, Inc.



Our Health serves the residents of Winchester and two surrounding counties.



The city of Winchester, Virginia, is in a region where approximately 17 percent of the population has no health insurance.

Within the city, one of out 10 households earns less than \$10,000; more than 40 percent of babies are born to single mothers; and almost one in five children under age five lives in poverty. In addition, the city's Hispanic population exploded by 597 percent from 1990 to 2000, and many of these new residents have difficulty accessing affordable care. Finally, persons over age 55 are the largest demographic in the area, and the retirement of the baby boomers will put enormous strain on the region's health care capacity.

An extensive needs assessment survey conducted in 1997 revealed the following problems plaguing many of the area's nonprofit health and human service providers:

- Inadequate, hard-to-access facilities, or facilities where high rents and overhead limited the number of low-income and disadvantaged persons that could be served
- Gaps in the regional health service delivery system, allowing many persons needing health-related services to fall through the cracks
- Staffing shortages, high turnover, overreliance on volunteer labor, and few opportunities for the training, technical assistance, and professional development needed to maintain a stable and qualified health care workforce

- Operating deficits and lack of funding, forcing organizations to reduce vital programs and services despite intense community need.

To address these problems, Our Health, Inc. was established in 1999 as a 501(c)3 nonprofit organization serving Winchester and two surrounding counties. The organization is a partnership of the city of Winchester, Frederick and Clarke counties, Valley Health System, the regional hospital, six nonprofit agencies, the state of Virginia, the federal government, and more than 500 community volunteers who have pooled their resources to provide health and human services at little or no cost to area residents at one accessible location. Its mission is to assess health care needs, coordinate services, develop new services and program capacities, develop strategic infrastructure, and evaluate and measure program/service outcomes for underserved and hard-to-treat individuals with acute health care needs.

Through a successful campaign that raised more than \$4.3 million with gifts from about 220 individuals, organizations, and governments, the partnership acquired blighted property in downtown Winchester. A Community Development Block Grant allowed the city to contribute about \$323,000 for new construction and existing structural improvements. After two years of redevelopment, the restoration of several buildings, and the construction of new facilities, Phase I was completed and the Robert G. Kendall Community Services Campus dedicated on

October 24, 2003. The campus includes two professionally designed buildings that house six nonprofit health and human service organizations, including the Child Parent Center, which has since increased the number of children and families it has helped by 20 percent, and Healthy Families, which has increased that number by 110 percent.

By coordinating its grant-writing efforts, Our Health has acquired grants for the network's service partners valued at more than \$200,000 for 2003-2005, and the cash value of health care services provided at no cost to its target population has increased by 22 percent. In 2005, these services included more than \$4.5 million in "billable" care and more than \$5 million in clinical and health education services. In addition, over the past several years, specialty care visits have increased by 30 percent, and dental clinic visits by 25 percent.

The success of this innovative approach to the provision of health care and human services has inspired state agencies, other local governments, the regional health department, the community college, the four-year university, and others to sign on for Phase II of the project. Phase II will include access to health

*(Continued on page 22)*

ICMA's 2006 Community Partnership Award in the greater-than-50,000 population category goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Asian/Pacific Community Partnership.



By the early 1990s, the last of the national and regional retailers had vacated East Colfax Avenue, the original downtown commercial main street in Aurora,

Colorado. Storefronts that had once displayed jewelry, sporting goods, appliances, furniture, and clothing were replaced with pawnshops, rent-to-own stores, and an abundance of foreign-language signs installed by Korean, Vietnamese, and other Asian immigrant merchants.

But most of these new business owners were unaware of licensing, code, land use, and signage regulations. As a result, established business owners perceived a disregard for accepted practices and wondered if the city was holding the newer businesses accountable, while the Asian business owners wondered if they were being singled out as the city tried to enforce existing rules and ordinances. In short, longtime area residents were suspicious of their new neighbors, who in turn became wary of the local government.

The area is home to the largest Korean and Filipino populations in the state as well as significant populations of other Southeast Asian groups. The growing tension prompted the city to reach out to its Asian community and establish the Aurora Asian/Pacific Community Partnership.

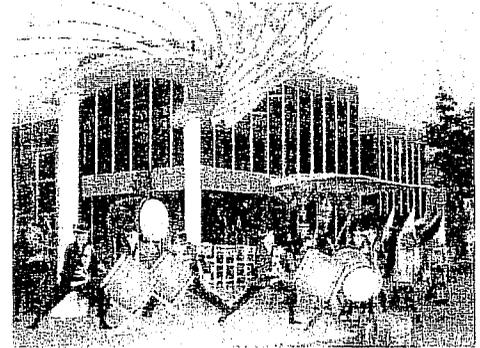
Initially, the partnership focused on reaching new businesses and improving communication, but more important was finding a way to integrate the newest immigrants

into the larger business community. A community survey conducted in 1995 revealed not just the needs of the Asian/Pacific American (APA) residents but also their desire to share their culture with the larger community.

To form the partnership, the staff of Aurora's Small Business Development Center recruited about 30 people from APA community organizations, APA-owned businesses, neighborhood groups, and city government, as well as a city council representative. Among the programs they created were

- An open forum for APA business owners to meet with representatives of the Tax and Licensing Division, Code Enforcement, Planning, and other city offices to discuss problems, ask questions, and learn about city rules and procedures
- An educational training program developed by the Aurora police department to help understand cultural differences and how those affect police interactions
- A series of music and dance events at the city's Aurora Fox Arts Center to showcase Asian culture
- A series of panel discussions to help immigrants understand immigration rules and processes.

The partnership was launched with no budget allocation, but it became so successful that the city budgeted \$15,000 annually to provide administrative support. As a designated program under "Spirit of Aurora," the city's nonprofit 501(c)3



Entertainment provided as part of the Asian Film Festival, a component of Aurora's Asian/Pacific Community Partnership.

umbrella organization, the partnership has expanded to include the Aurora Asian Film Festival (AAFF). Begun in 1998 as a collaborative effort with the city of Aurora and the Denver Film Society, the AAFF has become one of the city's premier events, drawing hundreds of attendees each year from throughout the region. The money it generates helps finance the organization's events and activities, while the city continues to staff and provide in-kind support for the partnership and provides financial support for the film festival.

The partnership has become a model for municipal efforts to build relationships with minority communities. In part its sustainability derives from the fact that so many members of the APA community are invested in the process. Those who are leaders in other Asian community organizations around the area provide the city with an extensive network of contacts, enabling Aurora to successfully engage the APA community in its revitalization efforts. Aurora maintains one of the most complete databases of Asian organizations in the state, and the partnership has become a key point of contact and a source for numerous recruitment efforts across the state for boards,

(Continued on page 22)

## Community Sustainability Award

POPULATIONS OF LESS THAN 10,000

## Windsor Heights, Iowa

ICMA's Community Sustainability Award recognizes the innovative local government programs or processes that demonstrate creativity in balancing that community's social, economic, environmental, and cultural needs. This year, ICMA presents the award in the less-than-10,000 population category to the city of Windsor Heights, Iowa, and to City Administrator Marketa George Oliver for the "New Heights" Community Redevelopment and Promotion.



Windsor Heights, Iowa, a land-locked community located in the heart of the Des Moines metropolitan area, is primarily a residential

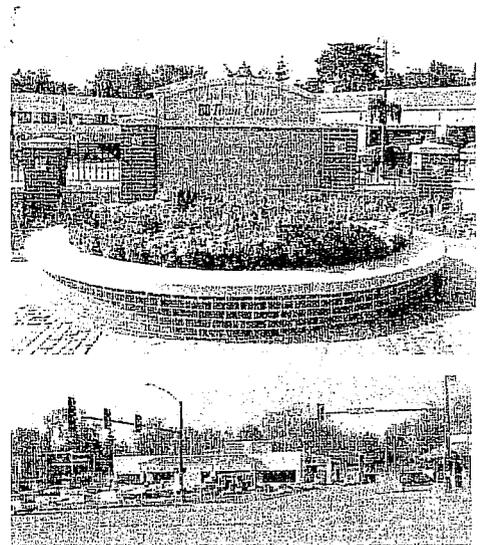
community. Not long ago, the city also had some commercial property, much of which was blighted or in disrepair. Demographically, the community had many aging residents and a reputation for a somewhat slower pace of life, as exemplified by the 25-mile-per-hour speed limit on its main arterial. It became clear that without renovation, redevelopment, and revitalization, Windsor Heights could become a faceless small town with empty, dilapidated buildings.

The first step was an aggressive urban renewal effort to upgrade the quality and quantity of commercial properties. Because residential properties in Iowa are taxed at a much lower rate than commercial properties, a better mix of properties was needed to provide the sustainable revenue stream needed to support city services and initiatives. Thus, the next step was to attract a good mix of businesses and the next generation of residents, and that would require quality infrastructure and services.

University Avenue, the main thoroughfare through Windsor Heights, was narrow and crumbling, so the city obtained substantial grant fund-

ing to widen and reconstruct the avenue and improve its streetscapes at a cost of approximately \$2.8 million. It then designated an area on University Avenue as the town center and purchased three of the four corners at the main intersection. It razed the dilapidated buildings, cleaned up the sites (which had housed either a gas station or dry cleaners at one time or another), and offered them for redevelopment. Two of the three corners have already been redeveloped: the base value for the properties was \$1,306,190; the city made a gross investment of \$2,847,491; and the properties are now valued at \$6,140,200. The city's investment in the third corner was \$647,914, and the property is expected to be valued at \$2.8 million.

To redefine and promote the community, the city invited residents and business owners with backgrounds in marketing and media to form an ad hoc committee and develop a comprehensive marketing plan. Presenting its recommendations in April 2003, the group identified the city's strengths as good housing stock, good quality of life, a probusiness local government, a location between urban and suburban areas, a small-town atmosphere, safety, and diversity. The city's weaknesses were its land-locked location, which limits growth; image problems (only elderly/upper- or middle-class people live here); and confusion over the city's boundaries. The overall goal was to modify the



A main Windsor Heights thoroughfare was widened and reconstructed, as part of efforts to revitalize city.

changing perceptions. To downplay any impression of the city as a speed trap with its 25-mile-per-hour speed limit, Windsor Heights would be promoted for its safe streets; rather than defining it as landlocked, it would be promoted as being "at the heart of it all."

The group then identified target markets—residents, area businesses, and realtors/home buyers/rental agencies—and specific strategies. One major strategy was to form a business alliance. Acting as facilitator, the city brought area businesses together to form a chamber of commerce, which was officially incorporated in 2004 and has since more than doubled its membership. Another strategy was to increase community events in order to promote community, unity, and identity. With the chamber's help, Windsor Heights has since gone from one major annual community event to four, one of which is "Windsor Wonderland," a multiday winter festival.

To help promote the city's identity, the chamber of commerce

(Continued on page 23)

## Community Sustainability Award

POPULATION OF 10,000 TO 49,999

Mosman, New South Wales, Australia

ICMA's 2006 Community Sustainability Award in the 10,000-to-49,999 population category goes to the municipality of Mosman, New South Wales, Australia, and to Vivian H. R. May, general manager of the Mosman Council, for the Community Environmental Contract.



Mosman, Australia, sits on a peninsula in the midst of Sydney Harbor. Although an established urban area with relatively high population density,

Mosman is blessed with significant open space and a network of remnant bushland. This unique and treasured environment partly explains why residential properties in Mosman are so highly valued, and both Mosman's citizens and their local government authority acknowledge their responsibility to care for and preserve the superb natural resources entrusted to them.

In response to community concerns about degradation of the local environment and to help improve Sydney Harbor, the Mosman Council introduced its Community Environmental Contract (CEC) in 2000. The CEC is a suite of projects dedicated to protecting and improving the local environment, and since its inception, its achievements have been numerous. For example, through the CEC, the council has significantly expanded its existing bushland management program, and the CEC now funds half of all bushland site restoration.

Because stormwater from urban areas can transport high volumes of pollutants into the harbor, the CEC installed stormwater quality improvement devices (SQIDs) on most of Mosman's major stormwater outlets. To date, these SQIDs have removed nearly 1,000 metric tons of pollutants, and residents report cleaner beaches

and a great increase in the number of marine species found in the rocky reefs. The council is also monitoring the performance of the SQIDs over a range of water quality parameters to ensure that their management is as beneficial to the environment as possible.

In addition, the high velocity of stormwater flows erodes the natural creeks within bushland areas, introduces pollutants to bushland, promotes weed growth, and destroys valuable bushland and riparian habitat. To minimize this damage, the CEC has restored nearly a kilometer of natural creek line and consolidated poorly located stormwater outlets. And to guard against environmental problems, the municipality recycles the organic fraction of the waste instead of disposing of it in a landfill.

The construction of seawalls is gradually altering the rocky foreshores around Sydney Harbor. These shores, with their horizontal surfaces, overhangs, rock pools, and crevices, create habitat for various intertidal creatures and provide the basis for thriving ecosystems. While seawalls are very efficient at deflecting wave energy, their featureless vertical walls provide very little habitat. Moreover, several seawalls are over 100 years old, and after a century of exposure to waves and saltwater, their ability to protect foreshores and public recreation areas from erosion have been compromised. To restore seawalls while also improving intertidal habitat, the council partnered with an ecological research institute from the University of Sydney to rebuild the seawalls with fields;



Mosman Council CEC staff at Quakers Hat Bay, the site of habitat restoration, bush regeneration, and walking track construction.

this technique effectively dissipates wave energy while mimicking natural rocky shore habitat and also providing better access to the water than traditional steep-sided seawalls. The recolonization of new seawalls is being monitored, and the council and the university are currently working together on projects to create habitat.

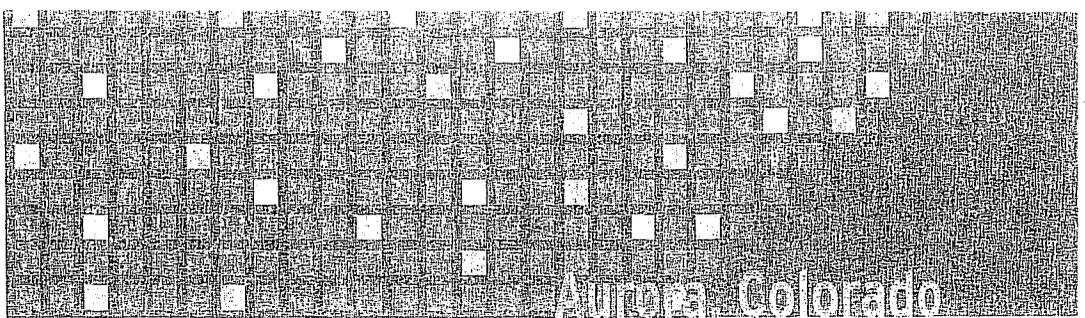
The CEC has allowed the council to incorporate social and heritage issues into its projects. A project combining stormwater, bushland, and creek rehabilitation in a bushland reserve displays the area's European heritage while also highlighting its aboriginal heritage. The CEC has also improved the council's ability to run joint projects with other land managers, such as the National Parks and Wildlife Service, the Sydney Harbor Federation Trust, and neighboring councils. These improved working relationships also ensure that all neighboring agencies have consistent environmental management approaches.

Because the CEC was established in response to community demand for improved environmental management and quality, the council consults directly with residents and other stakeholders in planning projects. It has, for example, relied on the commitment and knowledge of residents

(Continued on page 23)

## Community Sustainability Award

POPULATIONS GREATER THAN 50,000



*This year, ICMA presents two Community Sustainability Awards in the greater-than-50,000 population category. The first award goes to the city of Aurora, Colorado, and City Manager Ronald S. Miller for the Home of Our Own program.*



At one time, East Colfax Avenue in Aurora, Colorado, was a vital economic corridor, but businesses began to decline when new highways gradually

drew tourist traffic away, and by the late 1960s, tourist development had effectively ended along the avenue. Over the next two decades, retail trends shifted from pedestrian-oriented "main street" outlets to indoor shopping malls, and the decommissioning of Lowry Air Force Base and the Fitzsimons Army Medical Center in the 1990s stripped the area of two major employment centers and thousands of workers, residents, visitors, and consumers.

Saddled with high vacancy rates as a result of aging properties that no longer attracted middle-income families and growing businesses, many property owners sought out low-rent tenants and businesses that catered to the poor and the fringe economy. Slowly, the area deteriorated: signs of blight appeared, commercial and residential property values declined, and crime increased, all signaling poor prospects for future investment.

When the redevelopment of both military properties and the former Stapleton Airport revitalized the area in the mid- to late 1990s, Aurora implemented a series of capital improvement programs to bring back Colfax Avenue; these included the renovation of commercial façades and the rehabilitation of single-family homes. However, the most vulnerable

population of Aurora—the homeless families with children living in motels along Colfax Avenue—desperately needed help.

That help is provided through Home of Our Own, a rental assistance program established in 1998. The program provides one-time grant assistance to eligible families so they can move into permanent rental housing. To be eligible, clients must have resided in motels for at least 15 days and have an income at or below 80 percent of the area medium income. They must also attend a "tenant education class," which provides information on landlord/tenant issues and financial literacy. Other program parameters include weekly case reviews, an absence of drug use and criminal behavior, and housing quality inspections. The grant covers the cost of a security deposit, a utility deposit, and 75 percent of the first month's rent.

The program also assists homeless families participating in the Aurora Housing Corporation's Families in Transition Program, a two-year transitional housing program; families who have a current Section 8 voucher or certificate; and families living in Aurora's two homeless shelters. By helping clients find housing and assisting with initial housing costs, Home of Our Own makes it easier for low-income families to afford customary living expenses and the cost of home furnishings so they can put their energy into getting the financial, educational, and strategic guidance they need to get back on their feet.

The program stands out from other tenant-based assistance

programs in several ways. First, because it provides rental assistance one time only, the program does not maintain the long-term residency of its clients. Second, it provides a dedicated housing specialist/caseworker, who not only administers the program but also provides clients with additional financial assistance for other expenses, such as furnishings, clothing, utilities, and food on an as-needed, case-by-case basis. Third, the program addressed homelessness by strategically selecting housing near places of employment, social and recreational services, and commerce. And fourth, it makes housing selections throughout the city in order to avoid concentrations of poverty and to better assimilate homeless families into a standard living environment.

To successfully implement Home of Our Own, Aurora partners with local social service providers, apartment managers, local businesses, and grant-funding organizations to provide housing, counseling, and household items. The program is coordinated by the city's community development division, in cooperation with the Aurora Mental Health Center's Aurora Family Preservation and Family Support Initiative; the cooperation of both agencies, which pay the salary of the housing specialist/caseworker, ensures high-quality service delivery and redundancy during staffing shortages.

Since 1998, approximately \$250,000 of direct rental assistance has been provided to 192 families at an average cost of \$1,294. Funding comes primarily from Community Development Block Grants and HOME Investment Partnerships grants, which the U.S. Department of Housing and Urban Development provides to the city annually, and from Arapahoe County's Aurora

*(Continued on page 23)*

## Community Sustainability Award

POPULATIONS GREATER THAN 50,000

Waterloo, Ontario, Canada

*The second of ICMA's Community Sustainability Awards in the greater-than-50,000 population category goes to the city of Waterloo, Ontario, Canada, and City Manager Simon Farbrother for the Environmental Strategic Plan.*



Located in Canada's "Technology Triangle," the city of Waterloo, Ontario, has a robust knowledge-based economy that is largely

driven by two major universities, several major insurance companies, and many high-tech firms. As a result, the city has seen significant population and employment growth over the past several years and is, in fact, one of the fastest-growing mid-sized cities in Canada.

Waterloo also has long been committed to livability and sustainability. This commitment is partly due to the fact that 80 percent of the community's drinking water comes from groundwater aquifers, much of which are under existing urbanized areas or areas planned for future urban development. Further, surrounding Waterloo is some of the richest agricultural land in Canada—an important economic asset as well as a key factor in the area's future sustainability.

The challenge facing Waterloo in the future is growth. In the past, the community would accommodate population growth with new development at the edge of the city, but because this type of urban development contributes to poor air quality, threatens groundwater quality, encroaches on agricultural land, causes ecosystem fragmentation, and produces other negative impacts, a new approach was needed. In 2000, Waterloo began a multipronged program to ensure continued economic growth while

maintaining a sustainable and high quality of life. The foundation of this program is "Imagine! Waterloo," the community's vision for the future and the most comprehensive community consultation process ever undertaken by the city.

"Imagine! Waterloo" contains a number of linked initiatives, one of which is the Height and Density Policy, a long-range growth strategy that establishes a plan to accommodate all future growth within the city's existing boundary. This plan anticipates that the remaining undeveloped land within the boundary will be exhausted within the next decade and that all future growth will need to be accommodated through redevelopment and intensification.

As another part of the program articulated in "Imagine! Waterloo," the city consolidated its environmental goals into a strategic plan. This plan, which contains 24 strategic actions with specific implementation timetables up through 2012, has allowed the city to continue to meet growth demands on a limited land base while upholding principles of sustainable development. The Environmental Strategic Plan was initiated to renew the city's environmental commitment and consolidate previous initiatives into one integrated planning framework; guide and prioritize both existing and new environmental initiatives in three specific phases with an implementation schedule; and address the community's vision for the environment as identified in "Imagine! Waterloo."

After formal ratification by the city council, the plan is set into effect



Stream rehabilitation is one example of Waterloo's efforts toward achieving environmental sustainability.

in May 2002. A team of key personnel representing various city departments was formed to oversee its implementation and report regularly to the council and the city's corporate management team. The city's development services and public works departments contribute approximately \$5 million annually in operating and capital budgets to fund work identified under the plan.

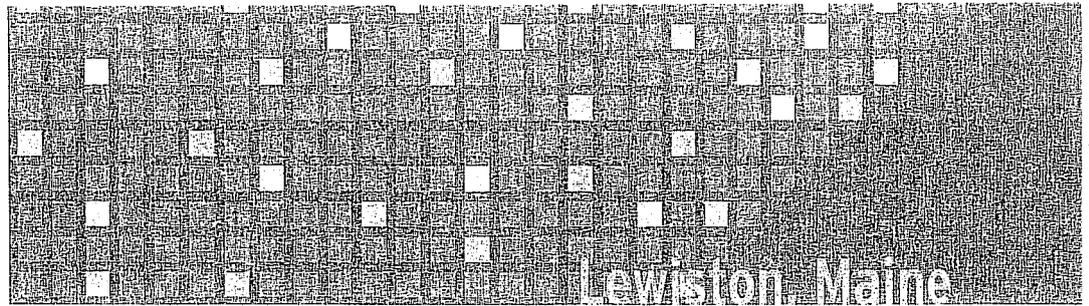
The first three years of Waterloo's Environmental Strategic Plan have produced significant achievements in sustainable community development, including the following:

- Sustainable buildings: Through solar energy and green rooftop projects, the city is demonstrating options for environmentally responsible energy. It has invested more than \$550,000 to promote the "greening" of city hall and has constructed 10 solar homes at a value of \$3.75 million.
- Brownfield redevelopment: Eighty percent of the city's downtown core, which was once industrial/commercial, has been transformed into retail and residential use. Thirty-five hectares of formerly contaminated land have been remediated, and two treatment systems have been installed to enhance groundwater quality.

(Continued on page 24)

# Strategic Leadership and Governance Award

POPULATIONS OF 10,000 TO 49,999



ICMA's Strategic Leadership and Governance Award recognizes the innovative local government programs or processes that have significantly affected a local government organization's culture or strategic direction. This year, ICMA presents the award in the 10,000-to-49,999 population category to the city of Lewiston, Maine, City Administrator James A. Bennett, and Deputy City Administrator Phil Nadeau for the Strategic Municipal Image Campaign.



For many years, the city of Lewiston, Maine, suffered from a lack of confidence and an impending sense of failure. Where the city was once a thriving industrial giant, home to such businesses as the Bates Manufacturing Company employing more than 5,000 people, its economy declined when Bates closed

in 1992 and the shoe and textile industry all but disappeared. By 2000, there were nearly 1.5 million square feet of vacant mill space, other businesses had closed, and unemployment had reached record highs. In addition, old mill housing had spiraled into disrepair and was abandoned, the crime rate was up, and the perils of poverty and decline gripped the city, strangling pride and optimism out of the community.

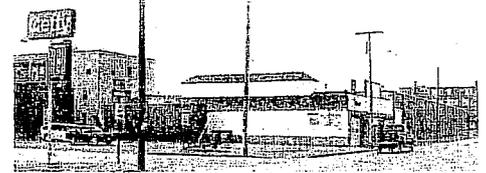
Recognizing that the community needed to change its image both internally and externally and believe again in its own potential, Lewiston's elected officials proposed the following strategy:

- Identify current perceptions. The community, in cooperation with its twin city Auburn and their nonprofit economic develop-

ment arm, the Lewiston-Auburn Economic Growth Council (LAEGC), hired a professional consultant firm to survey area perceptions. The firm's report, issued in April 2002, confirmed that nonresidents identified rundown areas, crime, poverty, and unkempt appearance as the community's drawbacks.

- Attack the biggest reinforcement of the negative image. Targeting the highest-profile physical areas that created a negative impression, the city began with the "Lower Lisbon Street" corridor, now known as the Southern Gateway.
- Use the media to help tell the story. Beyond physically driving throughout the community, the second most important way that people acquire impressions of a community is through the media, so the city needed the media to join in the effort.

The results have been amazing! Since 2003, private investment has replaced empty blighted buildings with such enterprises as VIP Auto Parts, which renovated a 1906 vintage building and invested \$1.8 million to build a store like no other; Oxford Networks, which created a \$4,200,000 world-class telecommunication headquarters that is committed to providing fiber-optic availability throughout the area within five years; Andover College, which is completing



Before and after shots of Lewiston's Southern Gateway illustrate the success of the city's public-private partnerships.

its \$400,000 expansion since building its brand-new \$1,200,000 Southern Gateway campus; the Public Theatre, an equity theater that is undergoing a \$4,500,000 planned renovation; a \$6,500,000, 400-car municipal parking garage, whose unique design has been featured in national trade journals; and Northeast Bank, which employs 90 people in its 27,800-square-foot, \$3,500,000 headquarters. And renovations are under way for the Central Business Service Center in the historic Pontiac Building, which will house the chamber of commerce, LAEGC, and the Lewiston Development Corporation.

Long thought of as the "bowery" of Lewiston and made the topic of jokes by residents and the media, the Southern Gateway has benefited from more than \$20 million of private and public sector investment and is now a stellar example of public-private partnerships. The city contributed by providing parking, upgrading the streetscape, buying up existing depressed properties, and providing tax incentives in the form of tax increment financing. By declaring the blighted area a slum through a redevelopment district, the community leveraged the potential of its eminent domain power to purchase the

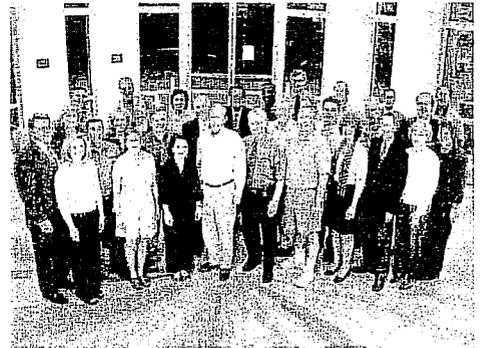
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## Strategic Leadership and Governance Award

POPULATIONS GREATER THAN 50,000

Roseville, California

*ICMA's 2006 Strategic Leadership and Governance Award in the greater-than-50,000 population category goes to the city of Roseville, California, City Manager W. Craig Robinson, and Deputy City Manager Julia M. Burrows for the Community Standards and Visioning Project.*



Roseville's Community Standards and Visioning Committee.

Information extrapolated from the detailed survey provided critical information about the community's expectations and preferences.

The survey also asked for citizen volunteers for the Citizens Online Advisory Panel (OCAP), whose members provide an ongoing sounding board and communications link with the community. The OCAP also encourages public participation in workshops, and through online surveys, residents can weigh in on a variety of issues to help determine changes in various public services and programs.

The committee's findings, survey results, and draft recommendations were presented at the CSVC's public forum. With nearly 100 residents in attendance, the committee gained additional insights into the community's priorities and preferences, addressed questions from the public, and noted new ideas for incorporation into the final recommendations.

After 11 meetings, the CSVC presented its final report and recommendations to the council in March 2004. Once these were approved by the council, departments began using the recommendations to guide budget priorities, programs, and services. For example, staff had been working on a project to develop an indoor pool for the community until the survey results



W. CRAIG ROBINSON



JULIA M. BURROWS

The city of Roseville, California, was beset by significant fiscal challenges, especially given the loss of the "utility user's tax" and the state threatening to take more revenue from cities and counties. Faced with the prospect of shrinking revenue sources, the city staff began to evaluate its

operations and revenues in order to restructure and balance Roseville's budget while maintaining a fiscally sustainable community with a balanced mix of housing, businesses, and public services.

City staff recognized that this restructuring would affect more than just the "bricks and mortar" of programs and services; it would directly affect the community's vision for itself. Further, for this restructuring effort and the visioning associated with it to succeed, all sectors of the Roseville community would have to be involved. Thus, the city council initiated the Community Standards and Visioning Project, which brought together residents and businesses to assess city services and programs and provide policy-level recommendations to prioritize what they value in the community.

To ensure community participation, the project conducted formal and informal community surveys,

held public forums, and established the Community Standards and Visioning Committee (CSVC) in June 2003. All residents were encouraged to apply to be on the committee; the city council based selection of the 28 at-large members on written applications and videotaped interviews. Once selected, the committee began in August 2003 using the "Guiding Principles" set forth by the council. A team of five city staff, including the city manager, served as project managers and committee liaisons. Working from a thorough and detailed timeline, the team prepared everything for the committee, from white papers to service-level scenarios with associated budget costs.

Because the aggressive size, scope, and timeline for the project created a demand for additional services and expertise, there was a budget adjustment of \$90,000. This amount was to cover one contract for facilitation services; another contract for logistic and administrative support drafting committee meeting agendas, assembling agenda packets, and preparing meeting minutes; and project expenses such as printing, copying, materials, and supplies.

In addition to countless hours spent reading background information and extensive staff reports on city services, the committee spent much time reviewing the results of a comprehensive citywide survey that was conducted as part of the project. A random sample of 7,461 customers (distributed via e-mail and mail) produced 1,506 responses, while a general sample of 39,000 households generated 1,697 responses.

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*Laguna Hills, California, from page 8*

Finally, the city included in its capital improvement program a focus on parks renovation and city trail projects to encourage residents to walk, run, or bike to their destinations within city limits rather than drive.

To expand program and educational opportunities, the campaign has collaborated with several nonprofit entities. Working with Saddleback Memorial Foundation, it developed a children's running program to prepare children for participation in the Saddleback Memorial Medical Center's 5K held every Memorial Day weekend. Children interested in training for the race work with community services staff over eight weeks leading up to the event; the foundation allows those who complete the training to participate in the race for free and also provides a reduced family rate for participants' families to compete with them.

The Get Fit Campaign is evidence that local government can play an important role in addressing obesity and its associated health impacts, that community residents will embrace new and creative ideas to help them reach fitness goals, and that collaborations with hospitals, school districts, and foundations are crucial to the success of any community endeavor. Through the various components of the Get Fit Campaign, Laguna Hills is successfully combating the rising obesity rates of children and teens.

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*Olathe, Kansas, from page 9*

nearly 89 percent of respondents rated the service as good or very good. However, only 59 percent expressed satisfaction with the hours of transportation service, so the city is looking into expanding those hours beyond 7:00 PM. The city is also exploring alternative marketing methods to increase the level of participation in the program among low-income families.

The city of Olathe's vision is "Setting the Standard for Excellence in Public Service." The Work Taxi Coupon Program is an excellent example of how Olathe looked "outside the box" when trying to address the need for a low-cost transportation system. This highly replicable program fulfills one of the most basic needs that many Americans take for granted, and by providing the mobility needed to sustain employment, it has added immeasurably to the quality of life for Olathe's low-income and disadvantaged citizens.

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*Polk County, Florida, from page 10*

eligibility; and for individuals covered by the state's Medicaid Share of Cost Program, who are often unable to meet their monthly out-of-pocket expenses to secure preventive and primary health care services and life-sustaining pharmaceuticals.

The annual cost to the plan per enrollee is \$2,156, much less than the industry standard. The plan's unique contracting rate secured \$49,340,366 in services at a reduced cost of \$6,085,395 during fiscal year 2004-2005, which is a substantial cost-efficiency measure for taxpayers. The plan offers a comprehensive benefit package, strives for excellence in quality care and customer service, and can be replicated.

The Polk HealthCare Plan is owned and operated by the Polk County Board of County Commissioners and is monitored monthly by an appointed 11-member Citizens Health Care Oversight Committee, which includes local representatives of the business and health care industries, a senior citizen, a school board representative, and a plan enrollee. The plan's management team meets weekly to monitor plan activities, identify areas of improvement, track outcomes in service delivery, and address community education and awareness strategies.

The Polk HealthCare Plan credits its success to the numerous private-public partnerships in which it participates. The part... include hospitals,

physicians, pharmacies, ambulatory surgery centers, cancer treatment centers, pharmacies, federally qualified health centers, public health units, volunteer clinics, volunteer physician services, faith-based groups, and other governmental agencies. With access to health care services becoming almost a luxury for many Americans, Polk County and its community partners have demonstrated an innovative approach to making Polk County a healthier community.

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*Sonoma, California, from page 11*

The document also contains practical, specific action plans for each goal, which are easily replicable by any small community interested in enhancing its economic development activities.

Two additional relationships developed as a result of the partnership. The first is with the Redwood Empire Small Business Development Center. The partnership pays for a professional business counselor to operate once a week out of the chamber office, giving assistance in marketing, business planning, exporting, and other areas. Since February 2005, the counselor has met with more than 100 different businesses and has appointments scheduled two months in advance.

The second relationship is with the Sonoma Valley Unified School District Adult School, which, with the help of the partnership, sent out a brochure to businesses acquainting them with a program that conducts both on-site training for workers in many skill areas and business start-up trainings for workers needing English-as-a-Second-Language classes.

The partnership's accomplishments have been enormous. In addition to providing direct, hands-on outreach to the business community and a direction for the future, it has produced several documents in both English and Spanish, a *Guide to Green Business Practices*, and Web site materials for the city and the chamber. It has also paid for down-

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*Sonoma, California, from page 21*

town holiday decorations, a welcome reception for new businesses, a restaurant menu guide for all hotels and bed-and-breakfast inns, and "Shop Sonoma" ads during the holiday season (provided by the local paper free of charge). News from the partnership is included in the bimonthly *Business News*, in a quarterly merchant newsletter, and in an expanded newsletter published in both English and Spanish for businesses in the unincorporated area north of the city—a thriving area of Hispanic entrepreneurs. The cost of the two-year program has been \$81,565—far less than the \$75,000 budgeted for each of the two years.

The success of the partnership has underscored the importance of developing clear goals and objectives; involving the community early in program design; and hiring professional staff to implement the programs. Sonoma is still an important tourist area, but there are fewer downtown vacancies, higher sales and transient occupancy taxes, less terrifying regulations, and a far more positive relationship between the city and its business community. In a short period of time, and without adding an economic development department to the city staff, Sonoma has accomplished the change it sought.

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*Jackson, Wisconsin, from page 12*

needs, the village created a telecommunications utility in November 2003 to address its underserved area; a spin-off of this effort was the creation of a wireless Wi-Fi Internet system. With the town's cooperation, these services will also be made available to town residents, who currently have no cable, no DSL, and no high-speed Internet.

In 1991, the village of Jackson had joined with two other villages and two cities to create a joint municipal court system. This court system, which operates with one judge and one administrative office, now serves 13 municipalities with a combined

population of 123,865. This system has not only increased local general fund revenues because court costs no longer have to be shared with the county, but also saved massive amounts of overtime spent by officers waiting to appear at the circuit court.

These cooperative efforts—all outgrowths of the Revenue-Sharing Agreement and Cooperative Boundary Plan—demonstrate the ability and willingness of the village of Jackson to work with other municipalities to economically, efficiently, and cooperatively provide a broader range of services, which could not be provided unilaterally, while maintaining its uniqueness and individuality.

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*Winchester, Virginia, from page 13*

resources, a new mental health counseling and support system, services for the disabled, and a Compassionate Pharmacy program. Among the new educational services will be a health services training and educational center, an employment training and vocational education program, and access to postsecondary educational and workforce development opportunities. Also added will be a senior volunteer service; an office of the city's social services department; more public awareness, education, and outreach programs; and more efficient coordination of service delivery and planning.

When Phase II is complete (targeted April 2008), the campus will consist of four buildings with more than 80,000 square feet, enabling partner agencies to serve more than 20,000 individuals each year. Total cost is expected to be \$11.2 million, with funding from grants, city of Winchester bonds issued by the Economic Development Authority (\$7.67 million), and the federal government.

Our Health is just one way that Winchester is partnering with other public and private organizations to help residents in need while also supporting area nonprofit agencies. Since the beginning, the city has been committed to the Our Health concept and

active in its creation and implementation. And as a by-product of this effort, a once-blighted section of Old Town Winchester has been turned into a beautiful and vibrant area that promotes future redevelopment of buildings surrounding the campus.

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*Aurora, Colorado, from page 14*

commissions, and employment opportunities seeking APA representation.

The partnership has also demonstrated its sustainability through the consistent cultural and educational programs it coordinates, such as the AAFF and the Sixth Annual Aurora Asian Education Awards Program. In 2004, the partnership earned a merit award from the Governor's Awards for Downtown Excellence for its involvement in the AAFF.

Several factors account for the partnership's success. First, city officials listened to the needs and desires expressed by its various minority communities, and instead of establishing an agenda, they let the partnership guide the way, empowering its members to shape and refine it into what it is today. Second, the city provided the partnership with the staffing needed to manage organizational details and logistics so that members could make meaningful connections with one another. Third, the enthusiastic participation of local political leaders has given the partnership credibility and distinction and enhanced the city's image among the APA community. Finally, the partnership has enabled members of Aurora's APA community to showcase their diverse cultures; this has given them an enormous sense of pride that has, in turn, translated into a similar sense of pride for the city.

Currently, no other APA organization in the state compares in structure, organization, and composition with the partnership. With the city's support, guidance, and staffing, the partnership has shown that individuals and organizations representing a multitude of countries, languages,

*(Continued on page 23)*

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*Aurora, Colorado, from page 22*

and cultures can work side by side to improve their community. Now, when discussing how to build relationships with local governments and to encourage community members to reach out to their local governments, many leaders in the Asian communities point to Aurora.

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*Windsor Heights, Iowa, from page 15*

organizes joint advertising efforts and constantly encourages its members to use its logo and advertise their location as Windsor Heights rather than Des Moines. It also provides monthly seminars for businesses at its luncheon.

Overall, efforts to revitalize, redevelop, and market the city represent an investment of more than \$6.5 million. For a community with a general fund operating budget of slightly more than \$2 million, this kind of commitment is monumental. Yet the city has already reaped many financial benefits. For example, tax increment financing (TIF) revenues generated from the commercial developments are outpacing initial estimates at more than 20 percent annually and this year will reach \$1.69 million. The better mix of commercial and residential properties helps to stabilize the tax rate and makes it easier for people to shop and recreate in their home community; the improved aesthetics have increased the area's attraction for pedestrians and shoppers; and the active business community has meant a more reliable and productive revenue stream.

Because Windsor Heights is an older community with older homes, it could easily suffer from neglect and lack of interest and, ultimately, urban decay. However, the city partnered with other area suburbs to create a housing rehabilitation program, and nine houses have been rehabilitated. In addition, its housing market is brisk, with many young families moving into the area.

No longer viewed as a sleepy little town, Windsor Heights is now seen as a thriving, "hip" community with

outstanding dining and shopping opportunities. The city's efforts to create economic opportunity, enhance revenue streams, and promote a positive image for both residents and the surrounding communities will ensure the sustainability and vitality of Windsor Heights far into the future.

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*Mosman, New South Wales, Australia, from page 16*

to adopt stormwater-friendly behaviors. The council and the community have also worked together in forums such as the Balmoral Environment Network.

To fund the CEC, the council imposed a residential rate increase of 5 percent, which the community accepted. Although the CEC is planned to run for just one more year, this levy will be collected until 2012 so as to limit the year-to-year financial burden on ratepayers while allowing the council to take advantage of economies of scale with staff employment and project management. Over this 12-year period, the council expects to raise more than A\$7 million.

Mosman Council was one of the first councils in the Sydney area to introduce a levy to raise funds specifically for environmental improvement projects. Because the council is using ratepayers' money on the CEC, it must be accountable to the community. Therefore, no money raised through the levy can be applied to the council's recurrent budget. Moreover, the council visits CEC sites regularly and keeps in touch with residents through e-mail, letters, and its Web site to explain what improvements the CEC projects are making.

Since the CEC was introduced, the council has developed its first comprehensive environmental management plan, which includes guidelines for tendering, purchasing, environmental impact assessment, and report writing. This plan has enabled the council to improve its sustainable management of the local environment, increase stakeholder participation in natural resource management,

obtain grant funding from other levels of government, and thus invest significantly in local management without straining its budget. And these successes have enabled the council to expand the scope of CEC projects, boost its environmental achievements, and educate the community about local resource management.

Now in its sixth year, the CEC clearly demonstrates how a local authority and its residents can work together in an innovative way to balance the community's environmental, economic, social, and cultural needs.

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*Aurora, Colorado, from page 17*

Preservation Family Grant. And each year, despite decreases in the city's federal grant entitlements and Aurora's lack of general fund revenues, Home of Our Own manages to secure more funding to assist more families.

Staff attribute the program's continual ability to obtain funding to its ever-increasing popularity, coupled with its 95 percent success rate and low administrative cost. Other external factors, such as Aurora's surplus rental housing market, high foreclosure rate, and desirable climate, have also established the program as a high priority. But perhaps the greatest mark of accomplishment has been the program's impact on children: no longer exposed to crime- and drug-infested motel environments, child participants now enjoy a stable environment within the same home, the same school, and the same community.

By creatively addressing some of Aurora's homeless transitional housing needs in a low-cost way that other communities could easily replicate, Home of Our Own has dramatically improved the lives of its clients and proven itself to be a win-win program for Aurora and its residents.

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*Waterloo, Ontario, from page 18*

- Trails master plan: Beyond the economic advantages of increased tourism and recreational activities, an expanded network of trails supports a more dense urban form and a smaller urban footprint as well as providing a way to promote environmental education and awareness.
- Watershed monitoring and environmental lands acquisition strategy: The city has purchased more than 140 hectares of mature woodland. Under its Urban Forestry and Laurel Creek Watershed Monitoring Program, the lands will be protected over the long term through public ownership and management. Approximately 26 percent of Waterloo's entire land base is being maintained as greenspace, which enhances property value.
- Transportation initiatives: As part of its effort to demonstrate ways to reduce pollution and provide fuel-efficient alternatives, the city requires biodiesel to be used in all off-road diesel-equipped vehicles, and it is applying traffic demand management concepts. Other initiatives have included an anti-idling campaign, hybrid cars, and smart-car parking.
- Urban intensification policies: To achieve better air quality, reduce automotive/energy use, lessen pressure on greenfield lands, and increase live/work opportunities, city policies and rezoning regulations require intensification while minimizing the impacts on adjacent residential neighborhoods. Eight hundred new apartment units have been constructed in targeted areas, and another 800 are being planned.

Waterloo's achievements have largely been due to the city's willingness to take a leadership role in consolidating the desires of the community into a plan and establishing a timeline by which to establish priorities, measure progress, and keep the

community motivated. Beyond that, the involvement of participants from all sectors of the community was crucial in scoping the environmental initiatives and promoting buy-in. Finally, the plan provided a vehicle for collaboration among various disparate groups and enabled the city to harness the talents of the community.

Because of the Environmental Strategic Plan, the city of Waterloo has received the Canadian Association of Municipal Administrators' Award for Environmental Excellence and has been endorsed by Ontario's minister of the environment. Such recognition has helped the city demonstrate the value of municipally based environmental efforts for all concerned.

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*Lewiston, Maine, from page 19*

properties at a price that generously exceeded the fair market value of the sellers. Today, pigeons, prostitution, and drug dealing no longer characterize Lower Lisbon Street. Instead, it's where people want to be and do business—truly a key aspect of a community that is "setting the pace" statewide.

The successes in its Southern Gateway exemplify Lewiston's renaissance. In the past few years, more than \$297 million in public-private sector money has been invested in the city, making it the most successful economic development community in Maine within that period of time. Such investment includes the Gendron Business Park, with four buildings either completed or under construction, and an 850,000-square-foot Wal-Mart distribution center, with more than 500 well-paying jobs—the largest economic development project in Lewiston within the last 30 years. And TD Banknorth plans a \$7 million expansion at the Bates Mill Complex—once a vacant mill site and now a diversified business spot.

Lewiston is now considered the safest of Maine's four largest cities, with a 24 percent crime rate decline in just the last three years. Youth in particular are reaping the benefits:

the Lewiston Youth Advisory Council facilitated the nomination of Lewiston as a 2006 All-America City.

The changes have brought numerous awards and recognitions. In 2005, the Maine Development Foundation bestowed on Lewiston and Auburn its Champions for Economic Development Award; the Maine State Chamber of Commerce, lauding the economic partnership that has produced impressive growth, gave the two cities its President's Award, and Governor John Baldacci praised them in his State-of-the-State address as the epitome of collaboration and effective partnerships; *Inc. Magazine* cited Lewiston as one of the top 50 cities in America to do business; and the Paralyzed Veterans of America selected Lewiston as the "Most Patriotic City."

Lewiston had to make a conscious, active decision not to remain stagnant. It is now a city no longer beset by self doubt. Lewiston's enhanced statewide reputation, growth, and economic development leadership are well documented, the community is confident of continued success, and its citizens will never again settle for an image any less than one of excellence.

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*Roseville, California, from page 20*

indicated that such a facility was the lowest priority. However, police and fire services ranked at the top of the priority list, so more police officers were approved for and hired in the next budget. Another outcome was a creative solution to lease a building for a temporary fire station facility and meet an immediate need for better response times. A follow-up report on implementation of the CSVC recommendations was compiled and distributed in September 2005.

Several key components were critical to the project's success:

- Complete commitment of the entire city of Roseville organization, from the city council down to each department

*(Continued on page 25)*

- Recognition that a successful visioning project must have citizen participation
- A clear and concise time frame for completion, clear definitions of the issues to be addressed, and clear expectations as provided in the city council's Guiding Principles
- A qualified, experienced, and dedicated facilitator to help deal with controversial issues
- Allocation of resources and staff with the necessary skills
- Detailed, yet succinct information provided to committee members in a timely manner to facilitate well-informed decisions
- Belief that with extensive orientation and education, those community residents selected to serve on the committee would gain the necessary working understanding of the city's operations, mission, vision, and values to be qualified to make realistic and feasible decisions in the best interest of the community.

The Community Standards and Visioning Project provided a strategic direction for the city of Roseville and was so successful that the model has already been used for other issues, such as growth management.



TOWN OF MANSFIELD  
TOWN CLERK

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MARY STANTON, TOWN CLERK

AUDREY P. BECK BUILDING  
4 SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3302

September 26, 2006

Robert Kremer  
67 Charles Lane  
Mansfield, CT 06268

Dear Bob,

At their September 25, 2006 meeting, the Mansfield Town Council appointed you as an alternate on the new Housing Code Board of Appeals for a term ending September 25, 2009.

The Council appreciates your willingness to serve our community with your work on this Committee.

Sincerely,

Mary Stanton  
Town Clerk

Cc: Mike Ninteau, Director of Building and Housing Inspection  
Matthew Hart, Town Manager  
File

TOWN OF MANSFIELD  
TOWN CLERK



MARY STANTON, TOWN CLERK

AUDREY P. BECK BUILDING  
4 SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3302

September 26, 2006

Francis J Halle  
PO Box 917  
Mansfield, CT 06268

Dear Mr. Halle,

At their September 25, 2006 meeting, the Mansfield Town Council appointed you as a member of the new Housing Code Board of Appeals for a term ending September 25, 2009.

The Council appreciates your willingness to serve our community with your work on this Committee.

Sincerely,

Mary Stanton  
Town Clerk

Cc: Mike Nintean, Director of Building and Housing Inspection  
Matthew Hart, Town Manager  
File

TOWN OF MANSFIELD  
TOWN CLERK



MARY STANTON, TOWN CLERK

AUDREY P. BECK BUILDING  
4 SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3302

September 26, 2006

Agatha Hoover  
88 Cemetery Road  
Mansfield Center, CT 06250

Dear Agatha,

At their September 25, 2006 meeting, the Mansfield Town Council appointed you as a member of the new Housing Code Board of Appeals for a term ending September 25, 2008.

The Council appreciates your willingness to serve our community with your work on this Committee.

Sincerely,

Mary Stanton  
Town Clerk

Cc: Mike Nintean, Director of Building and Housing Inspection  
Matthew Hart, Town Manager  
File



TOWN OF MANSFIELD  
TOWN CLERK

---

MARY STANTON, TOWN CLERK

AUDREY P. BECK BUILDING  
4 SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3302

September 26, 2006

Richard Pellegrine  
269 Clover Mill Road  
Mansfield, CT 06268

Dear Richard,

At their September 25, 2006 meeting, the Mansfield Town Council appointed you as a member of the new Housing Code Board of Appeals for a term ending September 25, 2007.

The Council appreciates your willingness to serve our community with your work on this Committee.

Sincerely,

Mary Stanton  
Town Clerk

Cc: Mike Nintean, Director of Building and Housing Inspection  
Matthew Hart, Town Manager  
File

TOWN OF MANSFIELD  
TOWN CLERK



MARY STANTON, TOWN CLERK

AUDREY P. BECK BUILDING  
4 SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3302

September 26, 2006

Brian McCarthy  
93 Conantville Road  
Mansfield Center, CT 06250

Dear Brian,

At their September 25, 2006 meeting, the Mansfield Town Council appointed you as an alternate on the new Housing Code Board of Appeals for a term ending September 25, 2009.

The Council appreciates your willingness to serve our community with your work on this Committee.

Sincerely,

Mary Stanton  
Town Clerk

Cc: Mike Nintean, Director of Building and Housing Inspection  
Matthew Hart, Town Manager  
File

TOWN OF MANSFIELD  
TOWN CLERK



MARY STANTON, TOWN CLERK

AUDREY P. BECK BUILDING  
4 SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3302

September 26, 2006

Kathleen A Mahoney  
26 Jonathan Lane  
Mansfield, CT 06268

Dear Kathleen,

At their September 25, 2006 meeting, the Mansfield Town Council appointed you as a member of the Mansfield Advocates for Children Council for a term ending June 30, 2009.

The Council appreciates your willingness to serve our community with your work on this Committee.

Sincerely,

Mary Stanton  
Town Clerk

Cc: Sandra Baxter, Mansfield Advocates for Children Council  
Matthew Hart, Town Manager  
File

TOWN OF MANSFIELD



AUDREY P. BECK BUILDING  
4 SOUTH EAGLEVILLE ROAD  
MANSFIELD, CT 06268-2599  
(860) 429-3330

Tuesday, October 03, 2006

Mr. Christopher Bellucci  
Department of Environmental Protection  
Bureau of Water Protection and Land Reuse  
Planning and Standards Division  
79 Elm Street  
Hartford, CT 06106-5127

RE: Eagleville Brook TMDL Analysis  
Mansfield, CT

Dear Mr. Bellucci,

Mansfield officials, including the Town Council, Planning and Zoning Commission, and the Conservation Commission have reviewed the August 30, 2006 draft report entitled "A Total Maximum Daily Load Analysis for Eagleville Brook, Mansfield CT." Our review did not identify any specific issues or problems with the draft report and we are hopeful that, upon finalization, this report will help expedite storm water management improvements in the Eagleville Brook watershed. Mansfield officials look forward to working with the DEP, University of Connecticut, and other interested citizens and environmental groups to improve the water quality in Eagleville Brook and other watercourses in Mansfield.

Please coordinate storm water management initiatives with Mansfield's Director of Public Works, Lon Hultgren (860-429-3332) and Mansfield's Director of Planning, Gregory Padick (860-429-3330).

Very truly yours,

Elizabeth Paterson  
Mayor

Rudy Favretti  
Chairman, Planning and Zoning Commission

Cc: Thomas Q. Callahan, UConn Interim Associated Vice President, Administration and Operations  
Richard Miller, UConn Director of Environmental Policy  
Mansfield Town Council  
Mansfield Planning and Zoning Commission  
Mansfield Conservation Commission

PAGE  
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September 26, 2006

QUINEBAUG-SHETUCKET  
HERITAGE CORRIDOR, INC.  
*Preserving the Last Green Valley*

Elizabeth Paterson  
Mayor  
Town of Mansfield  
4 S. Eagleville Rd.  
Audrey P. Beck Bldg.  
Storrs, CT 06268-2574

Dear Elizabeth:

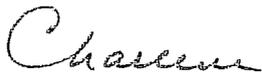
This is the most glorious time of year in The Last Green Valley. It promises to be one of the best foliage seasons in recent memory. We are pleased to present the 16<sup>th</sup> Annual Walking WeekendS on October 6-9, and 13-15. I have enclosed a brochure of the impressive schedule for your convenience.

This year there are over 82 different walk events, and with repetitions, 132 opportunities for residents and visitors to experience the abundant natural, historical and scenic resources of the National Heritage Corridor. Most importantly, all the walks are free. There are events that are specially designed for young children, for dog owners, and for those in wheelchairs. There are walks on farms, in cemeteries, and along rivers. Participants can even enjoy water walks, walking experiences combined with canoeing or kayaking on our waterways.

Organizations throughout The Last Green Valley plan complimentary events on those weekends. Children can enjoy the Haunted Corn Maze in Coventry. Scotland (CT) hosts its 19<sup>th</sup> Annual Highland Festival. There is the Annual Fall Festival and Russian Bazaar in Norwich. Our website's calendar of events has a complete listing: [www.thelastgreenvalley.org](http://www.thelastgreenvalley.org) and click on *calendar*.

We are looking forward to the event in your town and hope you will take an opportunity to participate in this interesting walk.

Best regards,



Charlene Perkins Cutler  
Executive Director and CEO

enclosure

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Mansfield  
Community  
Center

Town of Mansfield  
Parks and Recreation  
Department

Item #19



*Curt A. Vincente, Director*

10 South Eagleville Road  
Storrs/Mansfield, Connecticut 06268  
Tel: (860) 429-3015 Fax: (860) 429-9773  
Email: Parks&Rec@MansfieldCT.org  
Website: www.MansfieldCT.org

September 26, 2006

Ms. Laura Crow  
88 Hillyndale Rd.  
Storrs, CT 06268

Dear Ms. Crow,

Thank you for expressing your concerns about the Parks & Recreation Department program fees. I have thoroughly reviewed the program fees for the Water Fitness 2 class that you have participated in over the past year. As I explained to you when we met, the Town Council recently changed the registration policy with regards to members and non-members of the Community Center, specifically for the most popular fitness and aquatic programs. Prior to this current season, residents were granted member discounts. Those discounts are no longer available to non-members, regardless of residency and as a result your participation fee as a resident non-member of the Community Center is at the regular program rate (about a 35% difference). This change was made primarily because after several years of operating the Center, we found that the benefits of membership were diminished by the original practice of giving non-member residents of Mansfield many of the same benefits that were extended to members. In fact, prior to the change, we received dozens of complaints from resident members who felt there were no benefits of being a member as it related to program registration and fees. We also saw a drop in membership in the past year, largely because of this benefit issue. With the directive to operate the facility on a self-sufficient basis, it is important to maintain incentives for people to both become and remain members.

I do want to note that our program staff had originally planned fee increases this fiscal year and our fitness program fees (including Water Fitness) increased by 10%. In retrospect, I regret that we implemented this 10% fee increase this season given the recent change in policy. This only added to the difference in price for someone such as yourself who is a non-member resident.

I am sorry that you feel this program is over priced, but I can assure you that our regular program rates are established to break even and cover our direct program costs and other overhead costs associated with operating the program. Thank you for remaining a participant and please feel free to contact me if you have any further questions. It is helpful for us to hear feedback from program participants, regardless of whether the feedback is positive or not. As a token of our appreciation for you letting us know your concerns, I have enclosed several guest passes for you to enjoy the Community Center at your convenience.

Sincerely,

Curt A. Vincente, CPRP  
Director of Parks & Recreation

Cc: Martin Berliner, Town Manager  
Matthew Hart, Assistant Town Manager

P.153

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