



TOWN OF MANSFIELD
SPECIAL TOWN COUNCIL MEETING
MONDAY, May 14, 2007
COUNCIL CHAMBERS
AUDREY P. BECK MUNICIPAL BUILDING
7:30 p.m.

AGENDA

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EXECUTIVE SESSION

SPECIAL MEETING-MANSFIELD TOWN COUNCIL
APRIL 19, 2007

Mayor Elizabeth Paterson called the special meeting of the Mansfield Town Council to order at 6:30 p.m. in the Council Chambers of the Audrey P. Beck Building.

I. ROLL CALL

Present: Blair, Clouette, Haddad, Hawkins, Koehn, Paterson, Paulhus

II. OPPORTUNITY FOR PUBLIC TO ADDRESS THE COUNCIL

No Comments

III. NEW BUSINESS

1. Public Works, Town Aid and Solid Waste.

Lon Hultgren, Director of Public Works, presented an overview of his budget. The budget does not include the additional mechanic originally requested, although if money becomes available he would like the Council to revisit the issue. Mr. Hultgren noted that the solid waste rates will have to be raised and that this area of the budget also supports the work of the recycling agent. Ms. Koehn noted that she would like to see information on the web that lists all the items that can be recycled. Mr. Haddad requested information on how much the fee waiver ordinance is costing the budget and expressed concern that many of those eligible are not aware of the waiver. (FLAG) Since the evidence shows that they recycle less than single families Ms. Koehn noted that maybe multifamily customers should pay more. It was noted that if property owners encourage recycling they would pay less. Jeff Smith, Director of Finance commented that the real subsidy is the cost of keeping the landfill open. The Solid Waste Advisory Committee will review all the information and make fee recommendations to the Council.

2. Building/Housing Inspection

Michel Nintean, Director of Housing, described the shared building inspector agreement with Tolland and the proposed part time inspector position that is to be filled and the person cross trained between the Building department and the Housing Inspection department. He noted that to date the Housing Inspection Program is covering about one-half of their expenses.

3. Capital Projects

Jeff Smith commented that the capital budget has been cut back and contains \$645,000 for projects next year. In the five-year plan the payments begin to be stretched out over a number of years

Mr. Hawkins raised a number of concerns in the capital budget regarding the requests of the Fire and Emergency Services departments. Mr. Hawkins stated that the consolidation of the departments was in part an effort to save on the cost of shared equipment and in this budget he does not see any effort to do so. He also noted that the Council passed a motion to have two ambulances on the road and does not see this reflected in the request. Mr. Hawkins requested a complete list of the vehicles in the department so that the Council can look at what the Town has and what needs to be replaced within the system. (FLAG). The Council requested that Chief Dagon attend the next budget session.

IV. ADJOURNMENT

Mr. Paulhus moved and Mr. Haddad seconded to adjourn the meeting at 8:30 p.m.

Motion passed unanimously.

Elizabeth Paterson, Mayor

Mary Stanton, Town Clerk

SPECIAL MEETING-MANSFIELD TOWN COUNCIL
APRIL 23, 2007

Mayor Elizabeth Paterson called the special meeting of the Mansfield Town Council together at 6:30 in the Council Chambers of the Audrey P. Beck Building.

I. ROLL CALL

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

II. OPPORTUNITY FOR PUBLIC TO ADDRESS THE COUNCIL

No comments

III. NEW BUSINESS

Matthew Hart, Town Manager, distributed a packet containing recommended budget changes and budget and capital improvement replacement pages. Chief Dave Dagon answered questions regarding the vehicle plan for Fire and Emergency Services. The Chief distributed an apparatus inventory listing and described the intended use of each type of vehicle.

By consensus the Council decided to wait to set the mill rate until the terms of the State budget are more defined. The expected increase will be about .99 of a mil. Members agreed to add the approval of the budget and recommended budget changes as an agenda item in the regular meeting of the Council, which immediately follows this special meeting.

IV. ADJOURNMENT

Ms. Blair moved and Mr., Paulhus seconded to adjourn the special meeting of the Mansfield Town Council at 7:30 p.m.

Elizabeth Paterson, Mayor

Mary Stanton, Town Clerk

PAGE
BREAK

REGULAR MEETING-MANSFIELD TOWN COUNCIL

April 23, 2007

Mayor Elizabeth Paterson 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, Paterson, Paulhus, Schaefer

II. APPROVAL OF MINUTES

Ms. Koehn moved and Mr. Clouette seconded to approve the minutes of the April 4, 2007 Special meeting as presented. Motion passed unanimously. Mr. Hawkins moved and Ms. Koehn seconded to approve the minutes of the April 9, 2007 Special and Regular meetings as presented. Motion passed with Ms. Blair abstaining.

Mr. Clouette moved and Mr. Paulhus seconded to approve the minutes of the April 11, 2007 meeting with a punctuation correction. Motion passed with Ms. Koehn abstaining.

Mr. Clouette moved and Ms. Blair seconded to approve the minutes of the April 16, 2007 Special meeting. Motion passed with Ms. Blair abstaining.

III. MOMENT OF SILENCE

Mayor Paterson requested a moment of silence in honor of and respect for our troops around the world. She asked the public to keep the young men and women from the area, who just came home with their guard unit, in their thoughts.

IV. OPPORTUNITY FOR PUBLIC TO ADDRESS THE COUNCIL

Gary English, 15 Clearview Drive and representing the Mansfield Little League, commented on increasing the time the banners are allowed in the ballparks. He noted that the banners are a significant opportunity for fundraising, are a safety consideration and are part of the visual culture of the game. In response to a question regarding allowing other nonprofits the ability to use Town land to advertise, Mr. English answered that ball fields are the appropriate context and place for such advertising.

Joanne Wunschel, 726 Middle Turnpike, commented that as a parent and mother of a Little League participant, she feels that the public/private partnership is positive for both.

April 23, 2007

RESOLVED: That the proposed Capital and Non-Recurring Reserve Fund Budget for fiscal year July 1, 2007 to June 30, 2008 in the amount of \$1,352,419 be adopted.

It is further resolved, that the following Appropriations Act be recommended for adoption at the annual Town Meeting for budget consideration:

RESOLVED: That the proposed General Fund Budget for the Town of Mansfield for fiscal year July 1, 2007 to June 30, 2008 in the amount of \$31,613,530 which proposed budget was adopted by the Council on April 23, 2007, be adopted and that the sums estimated and set forth in said budget be appropriated for the purpose indicated.

RESOLVED: That in accordance with Connecticut General Statutes Section 10-51, the proportionate share for the Town of Mansfield of the annual budget for Regional School District No. 19 shall be added to the General Fund Budget appropriation for the Town of Mansfield for fiscal year July 1, 2007 to June 30, 2008 and said sums shall be paid by the Town to the Regional School District as they become available.

RESOLVED: That the proposed Capital Projects Budget for fiscal year July 1, 2007 to June 30, 2008 in the amount of \$2,472,800 be adopted provided that the portion proposed to be funded by bonds or notes shall, at the appropriate times, be introduced for action by the Town Council subject to a vote by referendum as required by Section 407 of the Town Charter.

RESOLVED: That the proposed Capital and Non-Recurring Reserve Fund Budget for fiscal year July 1, 2007 to June 30, 2008 in the amount of \$1,352,419 be adopted.

Motion passes unanimously.

5. Transfer of Uncollected Taxes to Property Tax Suspense Book

Mr. Clouette moved and Mr. Hawkins seconded, effective April 23, 2007, to transfer \$101,610.16 in uncollected property taxes to the Mansfield Property Tax Suspense Book, as recommended by the Collector of Revenue.

Motion passed unanimously.

6. Procedures for the Posting and Retention of Agendas and Minutes

Ms. Koehn suggested that the first line of Section V. read, "A copy of the agenda of each meeting must be retained for a minimum of one year."

7. Application to AT&T Excelerator Technology Grant Program

Mr. Schaefer moved and Mr. Clouette seconded to approve the following resolution:

Resolved, effective April 23, 2007, to authorize the Town Manager, Matthew W. Hart, to make execute and approve on behalf of this corporation, any and all contracts and amendments and to execute and approve on behalf of the town other instruments a part of or incident to such contracts and amendments effective until otherwise ordered by the Town Council.

Kevin Grunwald, Social Services Director, explained the technology enhancements implementation of this grant would offer the Senior Center including registration for programs, services and the tracking of programs. Ms. Koehn expressed concern that the informal atmosphere at the Center might be lost with too much technology.

Motion passed with Ms. Koehn voting nay.

VII. DEPARTMENTAL AND COMMITTEE REPORTS

Mr. Paulhus again requested that the Board of Education minutes be included in the reports.

VIII. REPORTS OF COUNCIL COMMITTEES

IX. REPORTS OF COUNCIL MEMBERS

Ms. Koehn reported on the Earth Day Celebration calling it a success with a number of peoples signing up for clean energy. Many participants were interested in learning about their carbon footprint. She also noted that the Transportation Advisory Committee has asked her to speak at the PZC meeting regarding the size of bus stops in the Downtown Storrs area.

Mr. Paulhus attended the Second Congressional Art Show, as did the Mayor, and the public information session on the budget, as did Mr. Hawkins. Mr. Paulhus also reported that the Public Liaison Committee met at the prison and in the future will be able to tour the classrooms while classes are in session.

Mr. Hawkins, Mayor Paterson and the Town Manager met with the North East Legislative Caucus to talk about funding for the Storrs Project.

X. TOWN MANAGER'S REPORT

Attached

XI. FUTURE AGENDAS

Mr. Hawkins would like to discuss the Community Center and Recreation Department budget and asked staff to breakdown the programs so members will have the information prior to the Annual Town Meeting, if possible. Mr. Clouette agreed noting that after the budget season the Council should take a measured look at the department and formulate some basic principles.

Mr. Hawkins also requested that the Council look at the Fire Service Consolidation and have a discussion about the priorities of the Department.

Mr. Clouette commented that he would like to discuss economic development, maybe within the efforts of the Strategic Plan. He also would like to have a meeting with the Housing Authority. Mr. Clouette would like to explore the issue of development and sustainability. Mr. Hart commented that he has invited Greg Padick, Town Planner, to the next meeting.

XII. PETITIONS, REQUEST AND COMMUNICATIONS

8. Chronicle, March 23, 2007, Letter to the Editor
9. Chronicle, March 27, 2007, "No Public Comments at First Storrs Forum"
10. Chronicle, March 22, 2007, "Storrs Project to Get \$2.5M"
11. Chronicle, April 6, 2007, "Strong Support for Storrs Plan"
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13. Connecticut Town & City, April 2007, "CCM Battles to Defeat Millions in Proposed Cuts in Non-education Aid for Cities and Towns"
14. Connecticut Town & City, April 2007, CCM Responds to Proposed Property Tax Cap"
15. The Day, April 8, 2007, "A Breath of Fresh Air In New London"
16. The Daily Campus, "April 6, 2007, Public Speaks on Storrs Center Project"
17. The Daily Campus, "March 26, 2007, " Signs Alert Pedestrians, Cars"
18. The Daily Campus, "March 29, 2007, " Storrs Center Proposal Officially Submitted."
19. Hartford Courant, "March 28, 2007, " Hearings To Begin on \$165 Million Storrs Center Plan"
20. Hartford Courant, April 6, 2007, " Project Getting Strong Support"
21. D. Merrill re: S.B. 282

22. E. Paterson re: H.B. 6297

XIII. ADJOURNMENT

Ms. Blair moved and Mr. Paulhus seconded to adjourn the meeting at 10:00
p.m.
Motion so passed.

Elizabeth Paterson, Mayor

Mary Stanton, Town Clerk

Memo

To: Town Council

From: Matt Hart, Town Manager *MH*

CC: Town Employees

Date: April 23, 2007

Re: Town Manager's Report

Below please find a report regarding various items of interest to the Town Council, staff and the community:

- *Assisted/independent living advisory committee* – the committee met last week to finalize the request for qualifications to select a developer for the project. We will distribute the RFQ with a response date for the end of June, and I will make sure that the Town Council receives a copy of the document.
- *Charter revision commission* – the commission will be holding its public hearing at 7:00 PM tomorrow, April 24, 2007. The public hearing will be held in the council chambers. I would like to request that when the Town Council receives the report from the commission, you refer the report to staff for comment.
- *Combating underage drinking* - Ruth Freeman has been hired as a Project Coordinator for the town's underage drinking grant. She is currently working with parents and community groups to assess risk factors associated with underage drinking in the region. Individuals who are interested in being involved with this grant should contact Ruth through the department at 429-3315.
- *Earth Day* – I would like to commend Council member Koehn, Penny Williams, Ginny Walton and the other members of the Clean Energy team for putting together a fun and informative Earth Day celebration yesterday. I was impressed with the program and the turnout, and I thank all the vendors and volunteers who assisted with the event.
- *Economic development* – I thought that Patrick McMahon gave a good presentation on economic development a few meetings back, and I would encourage the Town Council to think about this subject in some detail when we head into the strategic planning process. From my perspective, the town could benefit from an economic development program that is sustainable and incorporates best practices with respect to land use. Community development, such as affordable housing, is another important service area that could be

linked to an economic development program. I look forward to studying these issues further when we enter the planning process.

- *Month of the Young Child* - activities are underway as Mansfield celebrates April as the Month of the Young Child. On Tuesday, April 24, Representative Denise Merrill will be honored at a reception at the Mansfield Discovery Depot at 9:00 AM to recognize her many contributions to the field of early care and education.
- *Special Design District for Storrs Center* – as you know, this Thursday, April 26, 2007, the Planning and Zoning Commission will be continuing its public hearing regarding the two applications necessary to establish the special design district. The hearing will begin at 7:00 PM and will be held in the Council Chambers.
- *Strategic planning project* – the strategic planning team has met to review the various options presented to us by our preferred consultant, Management Partners. We will submit a recommendation to the Town Council for your May 14, 2007 meeting.
- *Youth service bureau* - the Youth Service Bureau continues to play a central role in organizing and promoting the participation of youth leaders in towns throughout the region. Mansfield Middle school students joined staff at the 14th annual youth leadership conference held at Manchester Community College on Friday, March 23. Mansfield's Youth Service Bureau also recently received a grant from the CT Youth Services Association to implement a Youth Leadership program at the Mansfield Middle School.
- Upcoming events and programs from Parks and Recreation:
 - **3rd Annual Kids Health & Safety Fair and NEW this Year - Mansfield Community Road Race!** – Things will really be happening on Saturday, May 19th at the Community Center, as the 3rd Annual Kids Health and Safety Fair promises to be an informative and fun event for everyone. There will be many opportunities for kids to learn about health and safety from area vendors in a fun, interactive way. We'll have a bike safety course (kids should bring their own bikes), fire trucks, Life Star Helicopter, a clown and so much more! And this year, the fair is preceded by the first Mansfield Community Road Race. We'll have a professionally timed, wheel-measured 5K course, a 1-mile fun run and a 1/4 mile kids' dash! Registration is necessary for the road race, but the fair is FREE!! Come to the Community Center on May 19th for a fun active day for the whole family! Register now! For more information please call 429-3015 ext. 0.
 - **Kids' Flea Market**--Rent a table at the Kids' Flea Market and sell or trade some of your old stuff. Everyone is invited to shop, but only children in grades 1-8 can rent tables. One table per child and children in grades 1-4 must be accompanied by an adult. Set up will begin at 9 AM, and the sale runs from 10 AM -1 PM, Sat., April 28. The fee is \$5/table for residents, \$15/table for non-residents. Space is limited, so please register early.

- Upcoming meetings:
 - Charter Revision Commission, 7:00 PM, April 24, 2007, Audrey P. Beck Municipal Building, Council Chambers (Public Hearing on Draft Commission Report)
 - Planning and Zoning Commission, 7:00 PM, April 26, 2007, Audrey P. Beck Municipal Building, Council Chambers (Public Hearing on Storrs Center Special Design District)
 - Mansfield Advocates for Children, 6:30 PM, May 2, 2007, Audrey P. Beck Municipal Building, Council Chambers
 - Planning and Zoning Commission, 7:00 PM, May 7, 2007, Audrey P. Beck Municipal Building, Council Chambers
 - Town/University Relations Committee, 4:00 PM, May 8, 2007, Audrey P. Beck Municipal Building, Council Chambers
 - Annual Town Meeting, 8:00 PM, May 8, 2007, Mansfield Middle School Auditorium
 - Board of Education, 7:30 PM, May 9, 2007, Audrey P. Beck Municipal Building, Council Chambers

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No comments

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Joanne Wunschel, 726 Middle Turnpike, commented that as a parent and mother of a Little League participant, she feels that the public/private partnership is positive for both.

Mr. Haddad moved to add discussion of Adoption of the Budget and Recommended Cuts as Item 5A under New Business. Seconded by Ms. Blair the motion passed unanimously.

Mr. Schaefer moved and Ms. Blair seconded to move Item 4, Program Sponsorship Signs/Banners in Town Parks, as the next item of business. Motion passed unanimously.

4. Program Sponsorship Signs/Banners In Town Parks

Council members discussed that the motion tonight would be to send the matter to public hearing.

Mr. Schaefer moved to schedule a public hearing for 7:30 at the Town Council's regular meeting on May 14, 2007 to solicit public comment concerning the proposed amendments to the Park Regulations. These proposed changes would eliminate references to single games or events occurring on a single day found in Section J.3. and replace those references with the word season. Seconded by Mr. Paulhus, the motion passed with Blair, Clouette, Haddad, Hawkins, Paterson, Paulhus, Schaefer in agreement and Koehn in opposition.

Mr. Clouette moved to include, in the proposed changes, the elimination of Section J.2. of the Park Regulations and the revision of Section J. 8 to delete all references to J.2. Seconded by Mr. Haddad, the motion failed with Clouette, Haddad, Koehn and Schaefer in agreement and Blair, Hawkins, Paterson and Paulhus in opposition.

V. OLD BUSINESS

1. Issues Regarding the UConn Landfill

No Action

2. Community/Campus Relations

Council member and staff recounted their experiences during Spring Weekend and commended the efforts of the multitude of volunteers, students, staff and agencies who participated. Members felt that the culture of the students is starting to change for the better. Mr. Hawkins requested a list of agencies and their contributions to the effort. Mr. Clouette requested that a resolution of thanks be prepared for the next

packet. Chief Dagon and John Jackman, Fire Marshal, presented preliminary statistics on the weekend. The Town Manager stated that the Town needs to continue to work with the Campus/Community Partnership to promote alternative programming and to work with the landlords to develop and implement additional security measures.

3. Community Water and Wastewater Issues

The Advisory Committee will meet on May 2, 2007 at which time the consultants will present the Master Plan. The Town Manager would like the Council and the Conservation Commission to review the plan and offer comments by May 14, 2007. There will be a public comment opportunity at some point.

4. Program Sponsorship Signs/Banners in Town Parks

Addressed above

VI. NEW BUSINESS

5a. Adoption of the Budget and Changes to the Budget

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

RESOLVED, effective April 23, 2007, to make the following adjustments to the Town Manager's Proposed Fiscal Year 2007/08 Operating Budget: 1) reduce the General Government budget by \$107,350; 2) reduce the Mansfield Board of Education budget by \$181,740; 3) add \$475,000 in estimated PILOT revenue; and 4) add \$500 to the legislative program budget, community events line to fund an Earth Day Celebration.

Motion passed unanimously.

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

RESOLVED: That the General Fund Budget for the Town of Mansfield, appended totaling \$31,613,530 is hereby adopted as the proposed operating budget for the Town of Mansfield for the fiscal year July 1, 2007 to June 30, 2008.

RESOLVED: That the Capital Fund Budget for the Town of Mansfield, appended totaling \$2,472,800 is hereby adopted as the capital improvements to be undertaken during fiscal year 2007/08 or later years.

RESOLVED: That the proposed Capital and Non-Recurring Reserve Fund Budget for fiscal year July 1, 2007 to June 30, 2008 in the amount of \$1,352,419 be adopted.

It is further resolved, that the following Appropriations Act be recommended for adoption at the annual Town Meeting for budget consideration:

RESOLVED: That the proposed General Fund Budget for the Town of Mansfield for fiscal year July 1, 2007 to June 30, 2008 in the amount of \$31,613,530 which proposed budget was adopted by the Council on April 23, 2007, be adopted and that the sums estimated and set forth in said budget be appropriated for the purpose indicated.

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Kevin Grunwald, Social Services Director, explained the technology enhancements implementation of this grant would offer the Senior Center including registration for programs, services and the tracking of programs. Ms. Koehn expressed concern that the informal atmosphere at the Center might be lost with too much technology.

Motion passed with Ms. Koehn voting nay.

VII. DEPARTMENTAL AND COMMITTEE REPORTS

Mr. Paulhus again requested that the Board of Education minutes be included in the reports.

VIII. REPORTS OF COUNCIL COMMITTEES

IX. REPORTS OF COUNCIL MEMBERS

Ms. Koehn reported on the Earth Day Celebration calling it a success with a number of peoples signing up for clean energy. Many participants were interested in learning about their carbon footprint. She also noted that the Transportation Advisory Committee has asked her to speak at the PZC meeting regarding the size of bus stops in the Downtown Storrs area.

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X. TOWN MANAGER'S REPORT

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20. Hartford Courant, April 6, 2007, "Project Getting Strong Support"
21. D. Merrill re: S.B. 282

22. E. Paterson re: H.B. 6297

XIII. ADJOURNMENT

Ms. Blair moved and Mr. Paulhus seconded to adjourn the meeting at 10:00
p.m.
Motion so passed.

Elizabeth Paterson, Mayor

Mary Stanton, Town Clerk

Memo

To: Town Council
From: Matt Hart, Town Manager *MH*
CC: Town Employees
Date: April 23, 2007
Re: Town Manager's Report

Below please find a report regarding various items of interest to the Town Council, staff and the community:

- *Assisted/independent living advisory committee* – the committee met last week to finalize the request for qualifications to select a developer for the project. We will distribute the RFQ with a response date for the end of June, and I will make sure that the Town Council receives a copy of the document.
- *Charter revision commission* – the commission will be holding its public hearing at 7:00 PM tomorrow, April 24, 2007. The public hearing will be held in the council chambers. I would like to request that when the Town Council receives the report from the commission, you refer the report to staff for comment.
- *Combating underage drinking* - Ruth Freeman has been hired as a Project Coordinator for the town's underage drinking grant. She is currently working with parents and community groups to assess risk factors associated with underage drinking in the region. Individuals who are interested in being involved with this grant should contact Ruth through the department at 429-3315.
- *Earth Day* – I would like to commend Council member Koehn, Penny Williams, Ginny Walton and the other members of the Clean Energy team for putting together a fun and informative Earth Day celebration yesterday. I was impressed with the program and the turnout, and I thank all the vendors and volunteers who assisted with the event.
- *Economic development* – I thought that Patrick McMahon gave a good presentation on economic development a few meetings back, and I would encourage the Town Council to think about this subject in some detail when we head into the strategic planning process. From my perspective, the town could benefit from an economic development program that is sustainable and incorporates best practices with respect to land use. Community development, such as affordable housing, is another important service area that could be

linked to an economic development program. I look forward to studying these issues further when we enter the planning process.

- *Month of the Young Child* - activities are underway as Mansfield celebrates April as the Month of the Young Child. On Tuesday, April 24, Representative Denise Merrill will be honored at a reception at the Mansfield Discovery Depot at 9:00 AM to recognize her many contributions to the field of early care and education.
- *Special Design District for Storrs Center* – as you know, this Thursday, April 26, 2007, the Planning and Zoning Commission will be continuing its public hearing regarding the two applications necessary to establish the special design district. The hearing will begin at 7:00 PM and will be held in the Council Chambers.
- *Strategic planning project* – the strategic planning team has met to review the various options presented to us by our preferred consultant, Management Partners. We will submit a recommendation to the Town Council for your May 14, 2007 meeting.
- *Youth service bureau* - the Youth Service Bureau continues to play a central role in organizing and promoting the participation of youth leaders in towns throughout the region. Mansfield Middle school students joined staff at the 14th annual youth leadership conference held at Manchester Community College on Friday, March 23. Mansfield's Youth Service Bureau also recently received a grant from the CT Youth Services Association to implement a Youth Leadership program at the Mansfield Middle School.
- Upcoming events and programs from Parks and Recreation:
 - **3rd Annual Kids Health & Safety Fair and NEW this Year - Mansfield Community Road Race!** – Things will really be happening on Saturday, May 19th at the Community Center, as the 3rd Annual Kids Health and Safety Fair promises to be an informative and fun event for everyone. There will be many opportunities for kids to learn about health and safety from area vendors in a fun, interactive way. We'll have a bike safety course (kids should bring their own bikes), fire trucks, Life Star Helicopter, a clown and so much more! And this year, the fair is preceded by the first Mansfield Community Road Race. We'll have a professionally timed, wheel-measured 5K course, a 1-mile fun run and a 1/4 mile kids' dash! Registration is necessary for the road race, but the fair is FREE!! Come to the Community Center on May 19th for a fun active day for the whole family! Register now! For more information please call 429-3015 ext. 0.
 - **Kids' Flea Market**--Rent a table at the Kids' Flea Market and sell or trade some of your old stuff. Everyone is invited to shop, but only children in grades 1-8 can rent tables. One table per child and children in grades 1-4 must be accompanied by an adult. Set up will begin at 9 AM, and the sale runs from 10 AM -1 PM, Sat., April 28. The fee is \$5/table for residents, \$15/table for non-residents. Space is limited, so please register early.

- Upcoming meetings:
 - Charter Revision Commission, 7:00 PM, April 24, 2007, Audrey P. Beck Municipal Building, Council Chambers (Public Hearing on Draft Commission Report)
 - Planning and Zoning Commission, 7:00 PM, April 26, 2007, Audrey P. Beck Municipal Building, Council Chambers (Public Hearing on Storrs Center Special Design District)
 - Mansfield Advocates for Children, 6:30 PM, May 2, 2007, Audrey P. Beck Municipal Building, Council Chambers
 - Planning and Zoning Commission, 7:00 PM, May 7, 2007, Audrey P. Beck Municipal Building, Council Chambers
 - Town/University Relations Committee, 4:00 PM, May 8, 2007, Audrey P. Beck Municipal Building, Council Chambers
 - Annual Town Meeting, 8:00 PM, May 8, 2007, Mansfield Middle School Auditorium
 - Board of Education, 7:30 PM, May 9, 2007, Audrey P. Beck Municipal Building, Council Chambers

LEGAL NOTICE
TOWN OF MANSFIELD
PUBLIC HEARING MAY 14, 2007
Proposed Amendments to the Park Regulations

The Mansfield Town Council will hold a public hearing at 7:30 p.m. at their regular meeting on May 14, 2007 to solicit public comment concerning proposed changes to Chapter A194 of the Park Regulations. These changes allow for the location of signs/banners in three Town parks for the duration of the season.

At this hearing persons may address the Town Council and written communications may be received.

Copies of the amendments are on file and available at the Town Clerk's office, 4 South Eagleville Road, Mansfield.

Dated at Mansfield Connecticut this 1st day of May 2007.

PAGE
BREAK



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *MH*
CC: Maria Capriola, Assistant to Town Manager; Curt Vincente, Director of Parks and Recreation
Date: May 14, 2007
Re: Program Sponsorship Signs/Banners in Town Parks/Amendment to Section A194-1(J) of the Mansfield Park Regulations

Subject Matter/Background

As you know, the Mansfield Little League has requested that the Town Council amend the park regulations to allow the league to display program sponsorship banners for the duration of a season. At its previous meeting, the Town Council prepared a draft amendment (see attached) and scheduled a public hearing for Monday night to solicit public comment regarding this request.

The Mansfield Planning and Zoning Commission has reviewed the proposed amendment to the Park Regulations, and does not have any comments that it wishes to forward to the Town Council.

Recommendation

If, following the public hearing the Town Council wishes to adopt the proposed amendment, the following motion would be in order:

Move, to adopt the proposed amendment dated May 14, 2007 to Section A194-1(J) of the Mansfield Parks Regulations, which amendment shall become effective 21 days after publication in a newspaper having circulation within the Town of Mansfield.

Attachments

- 1) Proposed Amendment to Section A194-1(J) of the Mansfield Parks Regulations
- 2) Mansfield Park Rules and Regulations
- 3) Mansfield Little League re: Banners Displayed at Southeast Park
- 4) Recreation Advisory Committee re: Program Sponsorship Banners in Town Parks
- 5) Parks Advisory Committee re: Program Sponsorship Banners in Town Parks
- 6) Beautification Committee re: Program Sponsorship Banners in Town Parks
- 7) PZC re: Mansfield's Park Regulations, Sponsorship Signs
- 8) Summary of comments from informal survey
- 9) Staff responses to questions posed by Council member Clouette
- 10) C. Stites re: Banners at Ball fields



TOWN OF MANSFIELD

Park Regulations

Proposed Amendment to Section A194-1(J), "Temporary Sponsorship Signs/Banners"

May 14, 2007 Draft

§A194-1. Permitted activities.

- J. Subject to compliance with applicable provisions of the Mansfield Zoning Regulations, the Parks and Recreation Department may authorize not-for-profit organizations to erect temporary program sponsorship signs/banners in town parks, subject to the following conditions:
1. Eligibility - only not-for-profit organizations that operate to serve Mansfield residents are eligible to erect signs/banners under this section. The eligible not-for-profit organizations may erect temporary signs/banners for only those businesses, organizations, individuals and other entities that provide monetary or other material assistance to the eligible organization. Subject to the conditions expressed herein, the Parks and Recreation Department has the discretion to determine which not-for-profit organizations and program sponsors are eligible to erect signs/banners under this section.
 2. Location - the location of temporary program sponsorship signs/banners in town parks shall be limited to three sites: 1) around the interior perimeter of the outfield fence at Southeast Park Field A; 2) adjacent to the Southeast Park Football Field; and 3) adjacent to the playing fields at the Lions Club Memorial Park.
 3. Duration - signs/banners permitted under this section may be erected or displayed (~~only for the duration of a single game or event, or for the duration of a series of games and events occurring on a single day.~~) **for the duration of the season.** Signs/banners must be removed (~~or covered promptly following the expiration of the game or event, or following the conclusion of a series of games and events occurring on a single day.~~) **following the conclusion of the season.**
 4. Construction - signs/banners permitted under this section must be single-sided, non-illuminating, temporary or portable in design, and constructed with weather-proof material.
 5. Size - signs/banners permitted under this section cannot exceed thirty-two (32) square feet in area.
 6. Color/Format - signs/banners permitted under this section must be consistent in format and have a dark background. Wording on signs/banners permitted under this section is limited to the name and logo of the program sponsor.
 7. Enforcement – the Parks and Recreation Department shall administer and enforce the requirements of this section.
 8. Other - subject to the conditions expressed herein, the Parks and Recreation Department has the discretion to develop additional location requirements at the three sites defined in subsection J(2) above, and other restrictions and guidelines for signs/banners permitted under this section.

TOWN COUNCIL
AGENDA ITEM SUMMARY
ATTACHMENT
SEE SECTION A194-1
ITEM J.3

Chapter A194

PARK RULES AND REGULATIONS

§ A194-1. Permitted activities.

§ A194-2. Prohibited activities.

[HISTORY: Adopted by the Town Council of the Town of Mansfield 11-25-1974, effective 12-3-1974. Amendments noted where applicable.]

GENERAL REFERENCES

Alcoholic beverages — See Ch. 101.
Outdoor burning — See Ch. 114.
Parks and recreation areas — See Ch. 137.

§ A194-1. Permitted activities.

The following park uses and/or activities are permitted subject to additional specific regulations which may be adopted by the Town Council or its designated agency:

- A. Hiking, picnicking, organized nature study, bicycling and horseback riding in designated areas.
- B. Ice skating, swimming, cross country skiing and fishing at specific times and/or places.
- C. Day and/or night camping only in specified areas, with a permit issued by the Town Manager or other designated person or agency of the town. [Amended 7-25-1983]
- D. Open fires only in fireplaces in designated picnic areas around Bicentennial Pond. [Amended 7-25-1983]
- E. Open camping fires are thus prohibited in the remainder of Schoolhouse Brook Park. [Added 7-25-1983]

- F. Organized games in designated areas.
- G. Posting of signs only with permission issued by the Town Manager or other designated person or agency of the town. **[Amended 7-25-1983]**
- H. Special activities and/or programs only upon approval by the Town Manager or other designated person or agency.
- I. Pets on leash only.
- J. Subject to compliance with applicable provisions of the Mansfield Zoning Regulations, the Parks and Recreation Department may authorize not-for-profit organizations to erect temporary program sponsorship signs/banners in Town parks, subject to the following conditions: **[Added 1-27-2003, effective 2-25-2003]**
 - (1) Eligibility. Only not-for-profit organizations that operate to serve Mansfield residents are eligible to erect signs/banners under this subsection. The eligible not-for-profit organizations may erect temporary signs/banners for only those businesses, organizations, individuals and other entities that provide monetary or other material assistance to the eligible organization. Subject to the conditions expressed herein, the Parks and Recreation Department has the discretion to determine which not-for-profit organizations and program sponsors are eligible to erect signs/banners under this subsection.
 - (2) Location. The location of temporary program sponsorship signs/banners in Town parks shall be limited to three sites:
 - (a) Around the interior perimeter of the outfield fence at Southeast Park Field A;
 - (b) Adjacent to the Southeast Park Football Field; and

(c) Adjacent to the playing fields at the Lions Club Memorial Park.



- (3) Duration. Signs/banners permitted under this subsection may be erected or displayed only for the duration of a single game or event, or for the duration of a series of games and events occurring on a single day. Signs/banners must be removed or covered promptly following the expiration of the game or event, or following the conclusion of a series of games and events occurring on a single day.
- (4) Construction. Signs/banners permitted under this subsection must be single-sided, nonilluminating, temporary or portable in design, and constructed with weather-proof material.
- (5) Size. Signs/banners permitted under this subsection cannot exceed 32 square feet in area.
- (6) Color/format. Signs/banners permitted under this subsection must be consistent in format and have a dark background. Wording on signs/banners permitted under this subsection is limited to the name and logo of the program sponsor.
- (7) Enforcement. The Parks and Recreation Department shall administer and enforce the requirements of this subsection.
- (8) Other. Subject to the conditions expressed herein, the Parks and Recreation Department has the discretion to develop additional location requirements at the three sites defined in Subsection J(2) above, and other restrictions and guidelines for signs/banners permitted under this section.

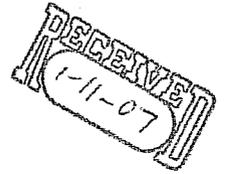
§ A194-2. Prohibited activities.

Prohibited activities shall be as follows:

- A. Commercial advertising, except for temporary program sponsorship signs/banners as permitted in § A194-1J above. **[Amended 1-27-2003, effective 2-25-2003]**
- B. Vending or soliciting of any type except as authorized by the Town Council.
- C. Littering.
- D. Removal of or injury to trees, shrubs, flowers and/or other plants.
- E. Molesting of birds and/or other fauna.
- F. Destruction, misuse and/or defacement of park property.
- G. Use or possession of explosives, firearms and/or fireworks.
- H. Hunting and/or trapping.
- I. Pets in swimming area.
- J. All motorized vehicles except on designated public access roads and parking areas.
- K. Use of the park, including parking areas, between sunset and sunrise without proper permit.
- L. Disorderly conduct.
- M. Drinking or possession of alcoholic beverages. **[Added 3-10-1975, effective 3-19-1975]**
- N. Golfing. **[Added 7-28-1997, effective 8-23-1997]**

MANSFIELD LITTLE LEAGUE BASEBALL & SOFTBALL

January 10, 2007



Town Council
Town of Mansfield

Dear Council Members:

Mansfield Little League respectfully requests that you reconsider your decision regarding banners displayed at Southeast Park. Currently, Mansfield Little League can display a sponsor banner as long as it is put up at the start of a game and taken down at the end of the game. After two years, this system has not been beneficial to our league and has seriously affected our league finances. This season we were not able to solicit one banner sponsor.

Our coaching and administrative volunteer staff dedicates a great deal of time and energy to make the program a success. When it is difficult to find enough volunteers to staff all of our positions, it has been impossible to recruit anyone who has been able to consistently display and take down the banners six days each week. The increased handling and folding of the banners has resulted in a shortened longevity of only one season instead of three.

Little League Baseball only allows each league one fundraiser per year that involves the players. At this time our one fundraiser is with the Defenders baseball team in which a majority of our participants are involved. However, the most financially successful fundraising program of any Little League program in our area is the banner sponsorship program. We are the only league in District 11 and surrounding towns that do not have sponsor banners displayed throughout the season.

We respectfully request that you allow us to display these banners recognizing the support of local businesses from the start of the season to the end of the season. They will be promptly removed when the last game is completed.

Thank you for your continued support and your consideration of this matter. I look forward to working with you. I can be reached if necessary at 428-7739.

Sincerely,

Diane Nadeau, President
Mansfield Little League

To: Matthew W. Hart, Town Manager

Date: January 21, 2007

The RAC Committee reviewed the letter sent to the Town Council from Diane Nadeau, President of the Mansfield Little League.

The Committee also reviewed the amendment to the Park Regulations, Item "J" to Section A194-1 "Permitted Activities" under the Park Regulations of the Mansfield code.

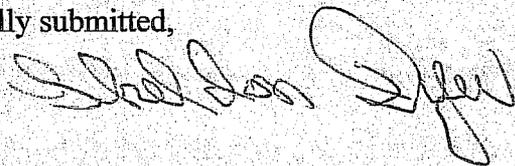
When the original proposal was made over 2 years ago, the RAC Committee was surprised that the Town Council put such restrictive measures into effect. As you can see, these restrictions have been detrimental to the success of the Little League in several ways.

It would be a disservice to our children, parents, coaches, volunteers, supportive local businesses, and community if we didn't act upon their proposal.

Therefore, we recommend that the Town Council take action to accept the proposal of the Little League to display their banners from the start of the season to the end of the season.

If you have any questions, please feel free to contact us.

Respectfully submitted,



Sheldon Dyer
RAC Committee Chairman

RAC - Jan. 24, 2007
Agenda Item #6.4
Hand-out

**Town of Mansfield
Parks Advisory Committee
February 7, 2007
Mansfield Community Center Conference Room
7:30 pm**

Members Present: Julianna Barrett, Jean Haskell, Susan Harrington (Chair), Tom Harrington, David Silsbee, and Kendron Silsbee.

Town Staff: Jennifer Kaufman

1. The meeting was called to order at 7:32 pm.
2. Tom Harrington serving as secretary.
3. Approval of minutes: no minutes were available from last meeting. Discussed the need for written minute available within 48 hours.
4. Opportunity for public comment: no public citizens were present.
5. New business: Signs and banners for the Little League at Southeast Field were discussed. The league wants to be able to leave the sign up for the whole season. Julianna Barrett made a motion to "allow Mansfield Little League to display sponsor banners for the duration of the regular season [to be defined] at Southeast Park." Motion was seconded by Jean Haskell. Motion passed unanimously.
6. Continuing business: The committee is still working on trying to attract more members. The drainage problem at Dunhamtown Forest has been fixed by a Boy Scout. We are still waiting on a management plan for Merrow Meadow. Susan Harrington will be doing this when spring arrives. Porter Meadow has been turned over to the conservation committee. Deerfield Lane Open Space land management plan was submitted. David Silsbee motioned to accept the plan as written. Seconded by Julianna Barrett. Motion passed unanimously.

The Boy Scouts will be camping out at fifty Foot. It was discussed whether or not the BSA could help with the drainage problem at Fifty Foot.

FOMP programs have not been getting large enough numbers to run.

April 4th will be the annual volunteer recognition day prior to the next committee meeting. UConn will be honored for their help with the parks. A workday schedule was produced.

Jennifer Kaufman is working with Greg on subdivision trail monitoring. Susan Harrington is working on the final IPANE report for 2006. David Silsbee will be working on the management plan for Schoolhouse brook Park, including the Larkins and Morneau properties. Kendron Silsbee will be working on the plan for the Torrey property. The Eagleville Community Garden was discussed, but, no action was taken. David Silsbee will be working on the Dunhamtown Forest with respect to the addition of the Sibley property.

The possibility of getting together a nature center was discussed. It was decided to hold a more complete discussion at the next meeting. Board members asked if they could invite other interested parties to this meeting. Some member felt that the committee should put together a concept plan. No decisions were reached with respect to the nature center process other than the discussion for next meeting of the committee.

Jennifer Kaufman reported on the possibility of making a handicapped accessible trail around Bicentennial Pond. A question was raised about the possibility of this due to the rather steep slopes around parts of the pond. No decision was made.

7. Meeting was adjourned at 8:45 pm.

Sara-Ann Chainé

From: brian krystof [bkrystof@yahoo.com]
Sent: Monday, April 09, 2007 9:43 AM
To: Sara-Ann Chainé
Subject: Little League request

At the March meeting of the Mansfield Beautification Committee the committee voted in favor of the Little League request

**TOWN OF MANSFIELD
PLANNING AND ZONING COMMISSION**

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

Wednesday, May 09, 2007

To: Town Council
From: Planning and Zoning Commission
Re: Mansfield's Park Regulations Re: sponsorship signs

At a meeting held on 5/7/07, the Mansfield Planning and Zoning Commission discussed the proposed revisions to Mansfield's Park Regulations regarding sponsorship signs. It was agreed not to forward any comments on the proposed revisions. If you have any questions on this issue, please contact Gregory Padick, Director of Planning.

Mansfield Parks & Recreation Department
Park Advertising/Program Sponsorship Banner Survey - Jan./Feb. 2007

The Mansfield Parks & Recreation Department is a member of the Connecticut Recreation & Parks Association. Two colleague towns recently inquired within our network about policies and procedures for advertising signs in parks. Mansfield shared their current Park Regulations with regards to this issue. There are also several out of state replies. Of the 39 responses, 26 allow it (16 no specific details provided, 10 with some restriction, via ordinance or regulation), 10 don't allow it (7 no specific details provided, 3 don't allow now, but plans are underway to change), 3 indicated no policy yet. Below are responses from the inquiry:

Town of Thompson

Our little league has a lease with the town for the property and they do hang sponsor signs on the fence. I know it is a big fundraiser for them.

Town of Branford

We have no problem with having Little League put signs on our fields – While we do not charge them for field use as you do not; they help us with capital improvements each and every year, and that is why they are allowed to do so. We have an excellent relationship with the league and we support each other and are able to accomplish many improvements each year – It is a win-win situation.

Town of Vernon

Little League has sponsors signs for over 50 years since they first begun. They have never had any questions about the signs posted on the athletic fields. In Vernon the Town is exempt from Planning & Zoning Regulations. We have raised over \$12,000 from signs on our softball field and the money goes into improvements for that field.

Town of West Haven

The only request we've had in West Haven was by the Babe Ruth league to hang signs on the outfield fence in Painter Park. The Park Rec Commission okayed small signs that could be hung up and removed each day.

City of Wyoming, MI

THE CITY OF WYOMING ORDAINS:

Section 1. That Section 54-8 is hereby added to the Code of the City of Wyoming to read as follows:

Sec. 54-8. Signs in Licensed Park Facilities. Sponsorship signs may be allowed on athletic fields in city park facilities which are subject to a license agreement with the city as provided in this Chapter, subject to the following regulations:

(1). Signs will be limited to use by the City Parks and Recreation Department and those organizations having a recreational facility license agreement with the City as provided in this chapter.

- (2). Signs must be pre-approved by the City on an annual or seasonal basis depending on the nature of the organization and its programs. The City may limit the signage both by facility and quantity at any particular facility.
- (3). Only sponsorship signs will be allowed. Product advertising or political signs are specifically prohibited.
- (4). The licensed organization shall consult with the City Parks and Recreation Department regarding any organization for which it seeks to place a sponsorship sign on a City facility. The City reserves the right to reject any sign or any organization deemed inappropriate for placement on a city park facility.
- (5). Sign placement shall be as determined by the Parks Department. Signs shall not exceed 32 square feet in display area, shall not be permanently affixed and shall be oriented away from public streets to the greatest degree possible. All signage must be proper aesthetically appropriate and kept in good repair.
- (6). Placement and removal of the signs shall be done by the licensed organization. All placements must be approved by the Parks Department not more than one-week prior to use and shall be removed not later than one week following use of the sign.
- (7). The City may, without notice, remove any sign which remains more than one week beyond the approved time for placement of the sign, any inappropriate or non-approved sign or any sign which is in disrepair and poses a hazard to park patrons. The City may also remove any sign in disrepair but not posing a hazard to park patrons upon one week's notice to the licensed organization.
- (8). In the event the City removes any sign, the licensed organization shall be responsible for the cost of removal by the City plus 25%.
- (9). The City makes no guarantee, implied or otherwise, that signage approval will be automatic or continuous. It shall be the responsibility of the licensees seeking sponsorships to confirm that signage space is available and will be approved by the City.

Section 2. This ordinance shall be in full force and effect on the _____ day of _____, 2006.

I hereby certify that the above-entitled Ordinance was adopted by the City of Wyoming at a _____ session of the City Council held on the _____ day of _____, 2006.

Wyoming City Clerk

Town of Hamden

The town of Hamden Planning and Zoning regulations prohibit the display of signage for advertising on fences. I am currently working with the Planning Administrator to get those regulations amended. My thoughts on the revenue were that it could go directly to the Youth Baseball program (if they did the work) in lieu of the stipend that comes their way each year. (\$10,000). If this was an untenable situation, the Town would handle the program and keep the funds for its' own revenue stream. We are also contemplating the same program inside our Hockey rink, with the town taking the cash. We do not have any other ad signage at any other facility.

Town of Bloomfield

Our Little League operates under the same parameters.....interestingly, our Little League is asking the same.....Presently, signs in parks are in violation of a town ordinance. A

month ago they went to the Parks & Recreation Committee and presented their idea. The committee agreed in concept and supports their initiative. LL then took their request to the Town Council in order to get an exception to the ordinance. As of today that's where it sits. The Town Manager is against it, the Town Council is taking it under advisement and to date no final decision has been made. I'll let you know the final decision when it happens.

Presently the town ordinance states:

Sec. 15-53 Advertising Prohibited. No person in a park shall announce, advertise or call public attention in any way to any article or service for sale or hire.

Sec. 13-54 Signs Prohibited. No person in a park shall paste, glue, tack, or otherwise post any sign, placard, advertisement or inscription whatsoever, nor shall any person erect or cause to be erected any sign whatsoever on any public lands or highways or roads adjacent to a park.

Little League's goals are:

To raise money for the league to offset participant costs and to save for possible future capital expenses. (more to keep the cost down so all kids can play)

To display support and promote a sense of community.

To create an atmosphere and arena that's exciting.

The proposed signs are 3.5 x 8 ft. uniform in color and printing, made of coreplast and will be tied to the fencing with plastic ties for the duration of the season. The committee supports Little League's initiative. The committee was concerned about other groups (football, soccer) wanting to do the same thing in other locations, but at this point felt that that debate/approval etc. should be addressed by Town Council. The next step is for Little League to go to the Town Council. Let the fun begin!

So we're in the middle of the debate.

Town of Granby

P&Z does not have jurisdiction over the Park signage once inside the Park. Little League does sign, about 2x3' maximum and places them on the fencing around each field.

Town of Rocky Hill

I guess our Town of Rocky Hill does not have any policies and procedures. What happened is that little league put them up and then someone registered a complaint and they had to go in front of P and Z for permission and they grandfathered them in.

Town of Newington

One thing when it comes to planning and zoning in Newington is: They don't really care because it's park property which is overseen by the Board of P & R. (This is a nice policy) Little League does all of the work and gets all of the revenues'. The signs are real nice. The LL did come before the board of P & R for approval of the fund raising and the town attorney looked into fund raising on Town property. They found out there was not a problem with the partnership between little league and the town.

Town of Preston

Signs that form the outfield fence at our facility are not regulated by P&Z - however the signs that are posted on the fence of our middle school (as a fund raiser to support the school's athletic program) are regulated - the regs specify sign size and specific location along the fence. In addition income from this posting must be deposited to a non-profit account and be expended for programs that benefit the children who attend Preston schools - this stipulation was negotiated with BOE and P&Z when the application was filed to use the fence for signage. A non-profit group, The Preston Booster Club, does the actual marketing and installation of the signs, then deposits the income into their checking account. Each year the funds are transferred to the school activities account in early September.

Town of Southington

The policies for the park and the procedures for installing signs is under the auspices of the Park & Recreation Dept. The board has granted permission for all organized recreation groups that use town facilities with fencing to place 4 x 8 advertising signs on the fence. The board feels it is a good fund raiser for the youth programs and helps out with the town budget. The policy has been going on for quite some time and has worked out for all. Can hang 4'x8' signs in outfield but they have to take them down at end of the season.

Town of Guilford

Our Little League has portable banners at 2 fields on school grounds. The banners go on the home run fences and are approved by the Board of Education, Parks and Recreation Commission, and P & Z. They come down at the end of the season. It is a good compromise that allows Little League to thank their sponsors, yet does not leave permanent signs.

Town of Avon

Avon does not allow them at this time – either on Town owned lands or BOE properties.

Town of Brookfield

We have a couple of fields that we have allowed this on. The local little league does this for one of our fields (we don't run it) and they get the money. We do it at our Men's Softball field (we run it) and we get the money. Our HS Booster Club does it at our HS and they get the money. Banners are all uniform in color (Dark Green w/ white logo or text only) & size (6' x 3'). We are trying to avoid having our fields look like minor league ball parks. Our zoning commission has appreciated our approach to this. Banners are put up in April and taken down in Oct. Cost for banners are \$300 the first yr. and \$200 subsequent years there after.

Town of Fairfield

We allow it –Fairfield, CT

Town of Glastonbury

We do not currently permit sponsor signs on our fields. I do, however, expect that might change in the near future. I'm not sure how we will address it, but, my initial thoughts is to have a profit sharing arrangement with Little League. Let them sell the ads, purchase the signs/banners, collect the revenue. P&R will install. We get a % of the gross sales.

Town of New Milford

Our Town does not allow us to hang sponsor signs in any of our parks.

Town of Colchester

we're in the same situation and we allow them to sell & hang signage

Town of East Hartford

It's in our Town Ordinance as to signs at fields. P&R has final approval.

Sec. 14-11a. Advertising on Fences Surrounding Town Stadiums.

- (a) The following terms have the following meanings when used in this Section:
 - (1) "Local athletic organization" means a non-profit corporation established for the purpose of organizing and operating a baseball, softball, soccer or football league or team within the town of East Hartford;
 - (2) "Stadium" means any athletic field enclosed by a fence and which is contained within a town park;
 - (3) "Field" means any athletic field not enclosed by a fence and which is contained within a town park.
- (b) Notwithstanding the provisions of Section 14-11, and subject to the guidelines and restrictions contained in this Section, commercial advertising shall be permitted on the fences surrounding those town stadiums designated by the Director of Parks and Recreation.
- (c) The town may enter into contracts with local athletic organizations, whereby the town authorizes such organizations to market and sell advertising space on the fences surrounding the designated town stadiums and to create and erect the signs on which the advertising shall appear. The contract shall include, but not be limited to the following provisions: any obligations and/or restrictions created by this Section or any applicable town regulations; any restrictions concerning the percentage of the revenues that may be used on the marketing, construction, erection and maintenance of the advertising signs; and the specific fields or stadiums that may be improved through the use of revenues generated by the particular organization's sale of advertising.
- (d) Any revenues from the sale of advertising space shall be deposited into a specifically designated bank account in the name of the local athletic organization that sold such advertising. Such account must require the signature of the Director of Parks and Recreation, in addition to the signature of the organization representative, for any withdrawals made from the account. The use of revenues realized from the sale of the advertising shall be restricted to capital improvement projects and any

expenses associated with the marketing, construction, erection and maintenance of the signs as limited by contract. The Director of Parks and Recreation, in consultation with the local athletic organization officials, shall make the final decision as to the specific improvements to be made and the manner in which those improvements will be accomplished.

- (e) Political advertising shall not be permitted.
- (f) Advertising of tobacco or alcohol by trade name shall not be permitted.
- (g) The Director of Parks and Recreation shall have the authority to accept or reject any use of the advertising space. Said Director shall promulgate regulations establishing the criteria to be used in making the decision whether to accept or reject an advertisement. Such regulations shall also establish the criteria governing the size, shape, appearance and erection of any advertisement and shall further establish any guidelines, restrictions, and criteria necessary for the implementation of this Section. Said regulations shall be promulgated in accordance with Section 14-5.

Voted: 2/16/93

Published: 2/26/93

Effective: 3/19/93 (Section 11a - llh)

Town of Weston

The Town of Weston has a policy that we follow which mirrors the Board of Education policy on advertising on Town facilities. Basically the Commission requests that organizations apply to the commission for approval prior to any signs or banners being posted. This was in direct response to the Little League hanging commercial advertising at our Town owned fields that they utilize for their program at no cost. We have had no commercial advertising since the policy was implemented other than special occasions that were approved by our commission.

Town of North Branford

In North Branford, our Parks and Rec Commission has allowed the Little League and Youth Football to hang sponsorship signs on the Town fields. The overall picture is that the signs bring additional revenue into their programs which ultimately help the children and their programs. Do keep in mind the Recreation Commission needs to permit this to happen, so each league must have a written request to them.

City of Newport, RI

We allow their sponsor signs for the season only and must be removed over the winter. We just redid the field with a DEM recreation grant and they helped us with the matching funds. Our city provides them with a small grant annually as well (from the city council)

Town of Litchfield

We allowed them to hang them on the fences around the field from Opening Day to end of Regular Season. Then the Little League group would only hang those sponsor's signs

that were involved with the tournament if there was one. Then after that all would need to be removed.

Town of Shrewsbury, MA

Our parks commission doesn't allow this and our little league uses fields for free. They do however help us with making donations to maintenance. Our football program that uses a school does put up banners for game day only and then they take them down. Maybe you can allow that. If you do I would recommend they do signs that all the same. example. Green signs with white letters of sponsor names. We had that on a baseball field in a town I used to work in. Looks nicer than ten signs in 12 different colors and fonts, etc. – Shrewsbury, Ma

City of Bristol

Normally, there are no sponsorship signs allowed at any of our ball fields in Bristol. There are 3 little leagues in Bristol. Two of them use Park Dept. fields that we have given them rights to. However, we did just recently give permission for a sign to go up. The little league had to write a letter of request to the Board of Park Commissioners to get the approval.

Town of Wilton

In Wilton the Board of Ed does not permit any signage on fields, and since most fields are on their property it is not an issue. I live in New Haven and have been involved in our little league board which uses city property and has signs attached to the outfield fence. I'm not sure if the space is leased from the city or not.

City of Stamford

Here in Stamford we have the same LL situation as you do in Groton and we allow the banners, but they must be put up at the start of the season and come down at the end of the season. We have no exact policy on types of advertising as all so far have used common sense and we have had no complaints.

Town of Greenwich

Greenwich just received a similar request, but it was not from Little League. We did not allow it. We put sponsor signs for special events that we run that have a sponsor for that event only. If someone like the Babe Ruth League has an All- Star Tournament, we can see a banner stating the name of the Tournament. Beyond that, we don't allow sponsor signs for programs and activities, we feel that this could become a huge issue.

Town of Ridgefield

Ridgefield Parks and Recreation does not allow the hanging of sponsor signs. The closest thing that is allowed is when ie; Pepsi donates a scoreboard, they are allowed to have their logo on their donated item.

City of Meriden

In Meriden yes as long as it is a non-offensive sponsor. No beer, liquor or cigarettes etc. We do require the signs cannot go up before the season and MUST be taken down and stored after.

Town of Stratford

In Stratford at Short Beach the Short Beach Commission and the Zoning Commission gave the Little League permission to hang sponsorship signs at no charge. The Little League is not charged to lease the field but they have raised alot of money to make renovations to the field. They also do not charge to attend their games. At DeLuca Field, the users (Brakettes Women's softball team) can put up sponsorship signs but the town gets a 30% fee per year. The Brakettes charge an admission fee.

City of Paducah, KS

We have had the same situations, except it was our local High School softball team that made the request. We allowed it with the understanding that:

- The Parks Department approve all signage after seeing a proof
- All signs met a specification of no bigger the 4' High by 8' wide and made of commercial grade vinyl at least, with metal grommets and secured to the fence with at least rope preferred spring clips, no string or fishing line or similar materials).
- Sign must be at least 1 foot off the ground
- Any sign that was in bad repair as determined by the Parks Department could be removed at any time.
- All income must be reported.

These were in writing and had to be signed by a Parks Rep, a team rep and a rep from the business that was buying the signage.

City of Bloomington, MN

The first thing I would recommend is checking your City Ordinance to determine the signs are allowed. The way our City Ordinance is written, a good portion of our City baseball/softball fields are not allowed to have advertising type signage. City parks must follow the same rules for businesses and homes, and therefore only a certain number of signs can be viewed from outside the park boundaries. We have signs that identify the park that equal this limit. Because this limit is reached, no additional signs that could be viewed from outside the park boundaries can be placed on most of the fields.

There is one facility that does have signage placed along the outfield fence by a user group. The City has an agreement with this group to each fund half of the cost of field improvements. Because the money raised is being used to improve the field, the group is not charged any fees for selling the signage.

The group is solely responsible for the signs. This includes the purchase and creation of each sign, hanging prior to and taking down at the end of each season, storage of, and equipment that is used to hang signs on the fence. The one caveat that the City has in this is that we specify the type of material that the signs are made of. This is done to help

1. How were the fields at Southeast Park built? Was there any League or private-individual contribution toward their construction, or was it all town funds? Is there any contribution toward upkeep? I know there is a contribution toward the forthcoming restrooms/concession building, but have there been other capital improvements partly paid for? Is there a dollar value we can put on building this facility?

The fields at SE pre-date most of us and I assume were constructed completely with town funds/forces. The Mansfield Little League has only been an official charter of the Little League International, Inc. for six years. Prior to that, the Town ran the youth baseball/softball program. There is no contribution from the MLL towards the upkeep of the facility. The restroom/concession building is under construction and the construction budget is \$140,000, half of which is donated services, therefore, the Town's cash share of the project is \$70,000. Within the past year, the MLL did purchase a batting cage with their own money and that is now part of the facility.

2. Does the Little League have exclusive use of these fields for the season, or are there other baseball programs using them? If so, would the other groups also have the right to sponsor banners? How would the banner space be allocated?

MLL does not have exclusive use of the facility. The only other official baseball program in existence using the facility during the Spring season is the Town Parks & Rec. run T-Ball program. P & R coordinates the use/scheduling of the fields. Only officially co-sponsored programs that meet the requirements of the Town's Co-sponsorship Policy have the formal use of the facility at no cost. Other facility users are typically one time field use rentals and the banner option would not apply to them because they are not co-sponsored by the Town. It is not likely that the Town itself would seek sponsors for banners to support the T-ball program because the program is instructional in nature and very low cost. Fees are reasonable enough to cover the minimal expenses to run the program. In the future, if there were any other baseball/softball programs to emerge that would compete with MLL, then I suppose we would allocate the banners by percentage of field use or total number of teams. It is very rare that two similar programs would exist to offer the same program to the same age groups. In nearby Windham, a Windham Youth Organization (WYO) was established many years ago because some parents didn't like the direction that the Willimantic Little League was headed. So it is possible, but not likely due to the fact that the total number of kids/teams participating wouldn't support two programs. In either case, any organizations wishing to install sponsor banners would have to become co-sponsored by the town and meet the co-sponsorship requirements.

3. Is the Mansfield Little League just Mansfield, or are there kids from Ashford and Willington? What about the football? If not all-Mansfield, how many youngsters from each town are involved?

Mansfield LL has only Mansfield kids. Ashford and Willington have their own separate chartered Little League programs within their towns. Mansfield does play interleague games with those other Little Leagues. Youth football is comprised of all three towns because of the need to collectively draw a high number of kids for participation. The Tri-

Town Youth Football & Cheerleading program is comprised mostly of Mansfield kids. To maintain their co-sponsorship status with the Town, they must also adhere to the co-sponsorship policy of the Town, which requires at least 50% participation from Mansfield. I do not have current total numbers from each program (MLL and TTYFCA), but each year, the co-sponsored groups must present their co-sponsorship application to the Recreation Advisory Committee and at that time they demonstrate their participation numbers.

4. How much do the banners cost the sponsors, and how much money does the League anticipate making? What is their overall budget, and where else do funds come from?

They submit a program budget to us as part of their co-sponsorship renewal application each year. I don't have exact current numbers to this question, but last I knew, the cost to the sponsors was in the \$300 range and they would typically have about 10 banner sponsors thus their revenue, excluding the initial cost to purchase the banners, would be \$3,000. Their overall budget is approx. \$20,000, of which 15% would normally come from sponsor banners (but not in the past several years), 4% from concession income, 1% from donations, 8% from fundraising, 6% from clinic registrations, 9% from fall program registrations, 36% from spring program registrations, and 21% from team sponsors.

5. In the survey of other towns' practices, I notice that some require dedicated accounts for sponsor-banner revenue and/or direct it toward field improvements. What controls over the money will be put in place, if any? Are there audited financial reports of these organizations on file, as with the social-service contributions?

We don't anticipate putting any specific controls in place to monitor their day to day finances. The MLL, as an official charter of the LL International, is a 501.C.3? organization and must meet all the requirements the IRS places on non-profit organizations. We monitor their budget through the co-sponsorship process to ensure that the best interest of the participants are realized. The MLL usually spends their money on equipment, umpires, uniforms, charter/insurance fees, etc. They also occasionally purchase program enhancements such as a batting cage, safety break-a-way bases, etc. when their budget allows. They will be sharing expenses with TTYFCA when it comes time to purchase kitchen equipment for the new concession building.

6. Also in the survey, I notice that some towns lease the facilities to their league for the season. Do you know if this typically is a nominal payment?

A few towns charge a nominal fee for the use of their fields to off-set their field maintenance expenses. We do not charge for the use of the fields if the co-sponsorship policy requirements are met. The justification not to charge is that many volunteers run this program for the youth of the town and if they didn't run it, town resources would be necessary to run the program. We moved away from running this program six years ago because it was a considerable drain on P & R staffing resources at a time when we were being asked to do more with less.

7. I believe the League now pays for the portable toilets. What else do they pay for? Insurance? Trash removal? Mowing? Repairs?

Yes, the leagues pay for portable toilets currently. When the restroom/concession building is complete, this won't be necessary. They pay for their own insurance through the LL International. The Town removes the trash through routine park clean-up via Public Works. Public Works ground crews do the moving and field repairs/improvements. In the future, once these leagues get better financial footing with the opening of the new concession building, the Council may want to consider a small rental or other building maintenance fee for the use of the building or at least something to cover the building maintenance costs. I wouldn't suggest this in the first few years because these programs do make an effort to keep the cost to the participant as low as possible to encourage participation and they may not have the funding for this initially.

Please let me know if you have any other questions.

Curt V.

Matthew W. Hart

From: Sara-Ann Chainé
Sent: Monday, April 30, 2007 8:29 AM
To: Matthew W. Hart
Subject: FW: banners at ball fields
Follow Up Flag: Follow up
Flag Status: Flagged

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

From: Cynara Stites [mailto:cynarastites@hotmail.com]
Sent: Sunday, April 29, 2007 1:15 PM
To: Town Mngr
Subject: banners at ball fields

Dear Matt,

I am opposed to having banners displayed at local ball fields for several months a year. Mansfield prides itself on preserving open space and the natural environment in our town. Advertising signs mar that natural beauty.

Cynara Stites

Item #3



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *MH*
CC: Maria Capriola, Assistant to Town Manager
Date: May 14, 2007
Re: Issues Regarding the UConn Landfill

Subject Matter/Background

I have attached for your information recent correspondence regarding the UConn landfill. At this time, the Town Council does not need to take any action on this item.

Attachments

1) UConn Landfill Long Term Monitoring Program Report – April 2007



4 South Eagleville Road • Mansfield CT 06268 • Tel: (860) 429-3325 • Fax: (860) 429-3321 • Web: www.EHHD.org

Memo

To: Matt Hart, Town Manager
From: Robert Miller, Director of Health 
Date: 5/4/2007
Re: UConn Landfill Long Term Monitoring Program Report – April 2007

Per your request, I have reviewed the above referenced report. The results reported do not vary from the body of data available for this monitoring program; and, therefore, are consistent with the expectations of this office. No action is recommended.

Please feel free to contact me if you have any questions.

**LONG-TERM MONITORING PLAN
DECEMBER 2006/JANUARY 2007 SAMPLING ROUND #2
UCONN LANDFILL
STORRS, CONNECTICUT**

by

**Haley & Aldrich, Inc.
East Hartford, Connecticut**

for

**University of Connecticut
Storrs, Connecticut**

**File No. 91221-641
April 2007**

Haley & Aldrich
800 Connecticut Blvd.
Suite 100
East Hartford, CT 06108-7503
Tel: 860.282.9400
Fax: 860.282.9500
HaleyAldrich.com

**HALEY &
ALDRICH**

2 April 2007

Connecticut Department of Environmental Protection
Bureau of Water Protection and Land Reuse
79 Elm Street
Hartford, Connecticut 06106-5127

Attention: Raymond L. Frigon, Jr.

Subject: Long Term Monitoring Plan
December/January 2007 Sampling Round #2
UConn Landfill
Storrs, Connecticut

Ladies and Gentlemen:

The following certification is being submitted to the Department of Environmental Protection in accordance with the terms as delineated in the Consent Order No. SRD-101 issued 26 June 1998 for the document specified below:

OFFICES

Boston
Massachusetts

Cleveland
Ohio

Dayton
Ohio

Detroit
Michigan

Kansas City
Kansas

Los Angeles
California

Manchester
New Hampshire

Parsippany
New Jersey

Portland
Maine

Providence
Rhode Island

Rochester
New York

San Diego
California

Santa Barbara
California

Tucson
Arizona

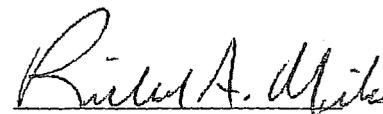
Washington
District of Columbia

■ Long Term Monitoring Plan
December/January 2007 Sampling Round #2
UConn Landfill
Storrs, Connecticut

I have personally examined and am familiar with the information submitted in this document and all attachments and certify that based on reasonable investigation, including my inquiry of those individuals responsible for obtaining the information, the submitted information is true, accurate and complete to the best of my knowledge and belief, and I understand that any false statement made in this document or its attachments may be punishable as a criminal offense.

Agreed and accepted as stated above:


Richard P. Standish, P. G., LEP
Senior Vice President
Haley & Aldrich, Inc.


Richard A. Miller
Director,
Office of Environmental Policy
University of Connecticut

C: Barry Feldman, UConn

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1. INTRODUCTION

This Long Term Monitoring Plan (LTMP) was prepared pursuant to the Consent Order # SRD-101 between the State of Connecticut and the University of Connecticut (UConn) regarding the solid waste disposal area on North Eagleville Road (Landfill and Former Chemical Pits) and the former disposal site in the vicinity of Parking Lot F (F Lot). An Interim Monitoring Program (IMP) had been previously implemented in order to monitor shallow ground water, surface water and bedrock groundwater quality in nearby domestic water supply wells until a LTMP required pursuant to paragraph B.4.e of the Consent Order was implemented. In September 2005, the University began transitioning from the IMP to the LTMP. As part of this process, samples were collected from both the IMP and LTMP locations for three sampling quarters. These quarters, referred to as "transition rounds" were conducted in September and December 2005 and May 2006. Beginning with the October and November 2006 monitoring quarter, samples were only collected from the LTMP locations.

This LTMP is intended to replace the current IMP. The goal of the IMP was to ensure that water in domestic wells was safe to drink while the Hydrogeologic Investigation was ongoing. The objectives of the LTMP are:

- To assess the effectiveness of the remediation
- To monitor groundwater and surface water quality and trends, and
- To act as sentinel wells to protect human health and the environment.

Groundwater, surface water and soil gas samples will be obtained to verify that the new remediation systems are working as planned. The Plan is also designed to protect human health and the environment by evaluating the concentrations of contaminants in groundwater and surface water over time. If increasing concentrations are observed, UConn and the Connecticut Department of Environmental Protection (CTDEP) will be prepared to reassess the remediation system design, expand the monitoring program, and take additional measures to protect human health and the environment.

The LTMP includes sampling of media at multiple locations: (1) six surface water locations; (2) five shallow groundwater monitoring wells; (3) five bedrock monitoring wells; (4) six active domestic wells; and (5) four soil gas monitoring locations. The locations are shown on Figure 1. The domestic wells are located on Meadowood Road and Separatist Road. At the time of this sampling event, construction of the landfill cap was underway. Five shallow groundwater monitoring wells, and four soil gas monitoring locations will be installed upon completion of the landfill cap therefore; they were not sampled as part of this quarter.

The University proposes to conduct quarterly sampling for two years after the elements of the Remedial Action Plan are in place. Based on the results of the initial year, UConn may suggest reducing the sampling to twice a year. The results will be reported to the key parties and to the public.

This report documents the sampling round conducted in December 2006 and January 2007, also referred to as Round #2. Subsequent sampling will be conducted on a quarterly basis.

2. SCOPE OF PROGRAM

The objectives of the LTMP are:

- To assess the effectiveness of the remedial actions.
- To establish sampling points and analytical parameters to monitor groundwater and surface water quality and trends and soil gas concentrations and trends, and
- To establish a network of monitoring wells and active domestic wells to function as sentinel wells to protect human health and the environment.

The LTMP is designed to monitor groundwater and surface water quality as well as soil gas in the vicinity of the landfill, former chemical pits, and F Lot on a long-term basis. The program consists of five sampling elements: shallow groundwater monitoring wells, deep (125 to 300 ft) bedrock groundwater monitoring wells, surface water monitoring locations, active residential water supply wells, and soil gas monitoring locations. All locations to be monitored under the program are shown on Figure 1. The following paragraphs describe the rationale for each proposed location based upon the conceptual model of the study area.

2.1 Shallow Groundwater Monitoring Wells

Upon completion of the landfill cap installation, five shallow groundwater monitoring wells will be installed and sampled. Three shallow wells, approximately 20 ft deep, will be constructed in overburden south, southeast and north of the landfill downgradient of the Leachate Intceptor Trenches (LIT). These wells (B401, B403 & B404) will monitor shallow groundwater quality migrating out of the landfill area. Similarly, two previously existing shallow monitoring wells, MW-3 and MW-4, will be re-installed and included in the LTMP to monitor shallow groundwater quality downgradient of F Lot. The five shallow groundwater monitoring wells will be installed at a later date; therefore they were not sampled as part of this sampling event.

2.2 Deep Groundwater Monitoring Wells

Five bedrock (125 to 300 ft) groundwater monitoring wells are included in the LTMP. Three existing wells, MW-105R, B201R(MW), and B302R(MW) are located south and west of the landfill and former chemical pits. These wells were selected because they are situated in the direction of either suspected historical or known bedrock groundwater flow. Two former residential water supply wells, located at 156 Hunting Lodge Road and 202 North Eagleville Road, are also included in the LTMP because of their locations and construction depths. The University has not yet received permission to access the well at 156 Hunting Lodge Road, therefore it was not sampled as part of this quarterly event.

Permanent systems that allow the monitoring of discrete fracture intervals have been installed in two bedrock wells, B201R(MW) and MW-105R. Groundwater samples are collected from two fracture zones in each monitoring well.

2.3 Surface Water Monitoring Locations

Five surface water-monitoring locations, designated SW-A through SW-E, used during the IMP are also included in the LTMP. These locations are strategically placed at the primary surface waters north (wetland and Cedar Swamp Brook drainage) and south (western tributary of Eagleville Brook drainage) of the landfill and former chemical pits area. A sixth surface water monitoring location immediately downgradient of F Lot (SW-F) on an eastern tributary to Eagleville Brook has been added. The surface water monitoring locations have been selected to assess surface water quality migrating from the landfill, former chemical pits, and F Lot areas.

2.4 Active Residential Water Supply Wells

Six active residential water supply wells are included in the LTMP:

38 Meadowood Road
41 Meadowood Road
65 Meadowood Road; and
202 Separatist Road
206 Separatist Road
211 Separatist Road

These active residential wells are the closest bedrock wells to the landfill and former chemical pits in the direction of suspected historical and known groundwater migration pathways in the fractured bedrock aquifer.

2.5 Soil Gas Monitoring Locations

Upon completion of landfill cap construction, four soil gas-monitoring points B501(GW), B502(GW), B503(GW) and B504(GW) will be installed in the east, southeast, southwest and northwest quadrants of the landfill immediately outside the cap perimeter to monitor for potential gas migration away from the landfill. The monitoring points will be 4-in. diameter PVC wells extending to a depth of 10 to 15 ft bgs with a slotted screen interval from the surface seal (approximately 2 ft bgs) to the depth of completion. The proposed locations are lateral to the LITs where the likelihood of soil gas migration is presumed to be greatest.

2.6 Sampling Parameters

During the course of the Hydrogeologic Investigation, a comprehensive suite of analytical methods was selected to determine the nature of the contamination in the Study Area. A wide range of methods was used to ensure that any potential contaminant identified during review of historical records or interviews with knowledgeable personnel would be detected if present. Multiple rounds of groundwater and surface water sampling have shown that the contamination is confined to a few classes of compounds. Furthermore, monitoring a select number of analytical methods will accomplish the objectives of the LTMP, that is, to assess effectiveness of remediation, monitor groundwater quality and trends and be protective of human health and the environment.

Groundwater and surface water samples will be analyzed from the 22 groundwater and surface water monitoring locations for the following parameters:

VOCs by EPA Method 524.2

Total metals by EPA Method 200 Series

Other Inorganic Parameters

ammonia, nitrate and nitrite, total phosphorus, total dissolved solids, total suspended solids, alkalinity, hardness, chloride, sulfate, chemical oxygen demand, total organic carbon, biological oxygen demand and cyanide

Field Screening Data

turbidity, conductivity, dissolved oxygen, ORP, pH, and temperature

Soil gas monitoring points will be analyzed for methane and carbon dioxide using a multiple gas detection meter.

2.7 Sampling Frequency

Quarterly sampling is proposed for a period of two years following the completion of the Remedial Action Plan (RAP). Depending on the results of the initial year of monitoring, UConn may petition to reduce the monitoring to a semiannual schedule (twice per year).

3. SAMPLING PROCEDURES

Sampling procedures and analytical methods for the groundwater monitoring wells and surface water samples were followed in accordance with the Supplemental Hydrogeological Investigation Scope of Work dated May 2000.

Sampling procedures for the residential water supply wells were conducted in accordance with procedures previously established by CTDEP and the DPH for the health consultation study completed in 1999. Samples were collected from the water supply system prior to treatment after running the tap for approximately eight minutes.

Samples from the residential water supply wells were analyzed using EPA drinking water methods as noted on the enclosed Table I.

4. SUMMARY OF RESULTS

The analytical results from the December 2006/January 2007 LTMP round #2 sampling are summarized in Table I. A discussion of the results below is organized by general sample types and locations - deep bedrock monitoring wells, surface water samples, and active residential wells.

Deep Bedrock Monitoring Wells

In August 2005, permanent systems were installed in LTMP bedrock groundwater monitoring wells MW-105R and B201R(MW) which facilitate the collection of samples from two discrete intervals within each well. Both wells are approximately 125 ft deep. Monitoring wells 202-NERD (unused domestic well at 202 N. Eagleville Road) and B302R(MW), which range in depths from 300 to 320 ft do not have a discrete sampling systems installed. Integrated samples were collected from these locations. Samples were collected and submitted to Phoenix Environmental Laboratories, Manchester, Connecticut for analysis of VOCs, total metals, and nutrients. Permission has not yet been obtained to access the well at 156 Hunting Lodge Road; therefore it was not sampled as part of this quarterly event.

VOCs were detected in discrete samples collected from the deep fracture of MW-105R and both fracture zones of B201R(MW), which are located south of the landfill, within the Eagleville Brook drainage basin. Concentrations of benzene, 1,2-dichloroethane, and trichloroethene (TCE) exceeded the groundwater protection criteria in samples from both MW105R and B201R(MW). Tetrachloroethene (PCE) was detected at concentrations exceeding groundwater protection criteria ($5 \mu\text{g/L}$) in the sample collected from the deep fracture (111 ft) of MW-105R. VOCs were not detected above laboratory detection limits in the samples collected from B302R(MW), 202-NERD or the discrete sample collected from the 74 ft fracture of MW-105R.

Metal and nutrient parameters were within typical groundwater water ranges for all the bedrock monitoring well samples.

For quality control purposes, a duplicate discrete sample was collected from the 111 ft fracture of monitoring well MW105R. Results were in general agreement with the original sample.

As part of the Remedial Action Plan and the Landfill closure, two leachate interceptor trenches (LITs) were constructed; one at the north end of the landfill (November 2006) and one at the south end (December 2006). The LITs were installed to intercept leachate-contaminated groundwater migrating north and south from beneath the landfill and former chemical pits. Leachate recovered by the LITs will be pumped to the Water Pollution Control Facility (WPCF) for treatment and disposal. At the time of this sampling event, the LITs were not yet in operation. Groundwater quality at MW-105R and B201R(MW) appeared to remain unaffected; analytical results were generally consistent with previous sampling events conducted in 2005 and 2006.

Surface Water Samples

Six surface water monitoring locations were sampled during this sampling quarter. A field duplicate sample was collected from location SW-C. Surface water samples were submitted for analysis of VOCs, metals and nutrients. No VOCs were detected at any of the surface water locations. Metal and nutrient parameters were within typical surface water ranges for all locations. The results for SW-C and the field duplicate SW-CP were in general agreement.

Active Residential Domestic Wells

Six active domestic wells (38 Meadowood Road, 41 Meadowood Road, 65 Meadowood Road, 202 Separatist Road, 206 Separatist Road and 211 Separatist Road) were sampled as part of this quarterly event. Four of the six wells did not contain VOCs above the method reporting limits. Trace concentrations of chloroform were detected in the samples collected from 206 and 211 Separatist Road. These results are consistent with findings from previous sampling events. No other VOCs were detected above method reporting limits at these locations. In the sample collected from 65 Meadowood Road, copper was detected above surface water protection criteria; however the concentration was below drinking water criteria. Metal and nutrient concentrations at all locations were within acceptable drinking water ranges.

PAGE
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**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *MH*
CC: Maria Capriola, Assistant to Town Manager
Date: May 14, 2007
Re: Community/Campus Relations

Subject Matter/Background

I wish to present the Town Council with a brief report on the following issues:

- At the Council's next meeting, we will honor the emergency services and public safety personnel who worked during the most recent spring weekend. Also, staff is preparing a final report regarding this year's spring weekend for presentation to the Town Council.
- Now that the budget has been approved, I will move forward with the Connecticut State Police to recruit a six resident trooper for Mansfield.
- Over the summer I will introduce the new Director of Off-campus Services to town staff, and we will work to prepare for the next academic year.
- I am currently in the process of scheduling meetings with the larger landlords in town to discuss quality of life and security issues.
- At my request, town staff has significantly increased its enforcement of the litter ordinance and has developed a regular patrol within various areas of town. Also, we are developing a consolidated town ticket to issue warnings or citations for violation of various town ordinances. The consolidated ticket will facilitate the enforcement of town ordinances and allow us to retain the revenue for citations that we issue (as opposed to sending that revenue to the state).

Please let me know if you have any questions regarding the items highlighted in this brief report or community/campus relations in general.

PAGE
BREAK



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *Matt*
CC: Maria Capriola, Assistant to Town Manager; Lon Hultgren, Director of Public Works; Gregory Padick, Director of Planning
Date: May 14, 2007
Re: Community Water and Wastewater Issues

Subject Matter/Background

Attached please find information that I have previously distributed, including the Table of Contents, List of Tables and Executive Summary from the April 2007 draft UConn Water and Wastewater Master Plan prepared by Milone and MacBroom, Inc. and Tighe and Bond, Inc. This report, which was partially funded by the Town of Mansfield, was required by the State Department of Public Health (DPH) and must be submitted by June 1, 2007.

I also have attached slides from the May 2, 2007 public presentation of the major elements of the subject Master Plan report.

The draft report provides valuable information about UConn's existing water and sewer facilities, supply issues, existing and anticipated demands, potential ownership/management options and recommended system improvements. This information will facilitate future studies and decisions regarding sewer and water services for UConn and adjacent Mansfield land uses. The executive summary highlights the most important findings and recommendations.

Recommendation

Please let me know if the Town Council has any questions for staff or comments that you wish to present to the water and wastewater advisory committee regarding the draft master plan. I have already received a comment from one council member regarding water withdrawal capacity, which staff will address at Monday's meeting. Our Conservation Commission will also review the master plan at its May 16, 2007 meeting.

Attachments

- 1) Executive Summary of Draft University of CT Water and Wastewater Master Plan
- 2) Slides from Public Information Meeting re Draft University of CT Water and Wastewater Master Plan

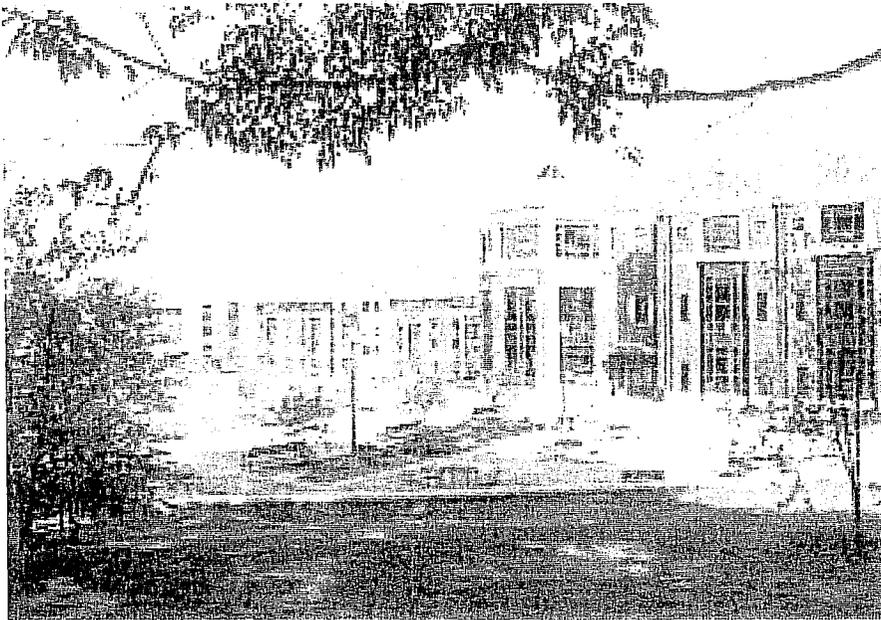
UNIVERSITY OF CONNECTICUT
WATER AND WASTEWATER MASTER PLAN

STORRS, CONNECTICUT

DRAFT

April 2007

MMI# 1958-06



Prepared for:

The University of Connecticut
Storrs, Connecticut and
The Town of Mansfield, Connecticut



Prepared by:

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MILONE & MACBROOM



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EXECUTIVE SUMMARY

Background

The University of Connecticut (the University) is located in the village of Storrs within the town of Mansfield, Connecticut. The Depot Campus is located approximately 4.5 miles to the west of the Main Campus, also within the town of Mansfield. The University is home to approximately 22,500 undergraduate and graduate students and 4,200 faculty at the Storrs and Depot campuses. The University provides water and wastewater services to its on-campus community, as well as some adjacent areas within the town of Mansfield.

On September 26, 2005, the Connecticut Department of Public Health issued a consent order to the University of Connecticut to address what it characterized as deficiencies in the operation and management of its water supply system. As part of the consent order, the University agreed to develop a Water System Master Plan to identify and evaluate viable options for meeting the University's future drinking water needs. Additionally, the University voluntarily expanded this charge to include evaluation of its wastewater collection and treatment needs as well. The subject document presents the results of this dual water and wastewater assessment and master plan.

This master plan is intended to: convey an understanding of the extent and condition of water and wastewater infrastructure owned and operated by the University of Connecticut; evaluate the capacity of the system to meet current and future water demands and wastewater treatment needs; estimate the value of water and wastewater assets owned by the University; assess management and ownership options for the water and wastewater systems; and develop recommendations relative to future management and operation of the water and wastewater systems.

Throughout the progression of utility planning by the University of Connecticut and the Town of Mansfield, the town and the University have developed an understanding of the importance of working together to address water and wastewater needs in this growing community. Ensuring that these utility services will continue to meet the current and future needs is a shared objective of the Town of Mansfield and the University.

Water Supply System

Until November 2005, the University employed two full-time and two part-time operators to run its water system. In August 2006, the University retained New England Water Utility Services, Inc. (NEWUS) on a two-year contract for the operation, management and maintenance of the University drinking water system at the Main, Depot and Agronomy Farm Campuses.

Water is supplied to the system from the Willimantic River Wellfield located in northwest Mansfield and by the Fenton River Wellfield in northeast Mansfield. Water from the Willimantic River Wellfield serves both the Depot Campus and the Main Campus. The average daily demand

on the water system for the Storrs and Depot Campuses is approximately 1.36 million gallons per day (mgd), with a peak demand of 2.2 mgd. Of those totals, University uses are estimated to comprise approximately 85% of the daily production. Current registered diversions are 2.3077 mgd at the Willimantic River Wellfield and 0.844 mgd at the Fenton River Wellfield.

The University operates three water treatment facilities for pH adjustment and chlorination. Water is pumped and stored in two underground storage tanks (Fenton Clearwell and Towers Reservoir) and five above-ground storage tanks (Depot 1, Depot 2, and Towers Standpipes 1, 2, and 3).

Given the history and age of the University system, detailed data such as pipe materials, age, and condition has not been well documented for much of the system, particularly those components associated with the Depot Campus, which was acquired by the University in the 1990s.

Wastewater Collection and Treatment System

The University owns and operates a collection and treatment system for wastewater that is generated both on and off campus. The operation of the wastewater collection and treatment system is managed by the Facilities Operations Department at the University.

The wastewater system includes a water pollution control facility (WPCF), collection system pump stations, and collection system piping. The sewer service area is approximately equivalent to the water service area. The WPCF was upgraded in 1995 to provide additional capacity, increasing treatment capacity from 2.0 mgd to 3.0 mgd. In recent years (2004 through 2006), the average daily flow to the WPCF averaged 1.21 mgd, or about 41% of its design capacity for average flow. Wastewater flows are currently averaging 85% of the water supplied by the University's water system.

The University's 2006 infrastructure conditions analysis indicated that the sewage collection system on the Main Campus dates back to the 1940s and consists of clay pipe and brick manholes ranging from three feet deep to over 18 feet deep. The Depot Campus dates back even earlier.

Future Projected Water Demands

The following potential future water demands have been estimated:

- Committed Service (North Campus, Downtown Storrs, New UConn housing, Holinko Apartment expansion, North Eagleville Road/King Hill Road PBA, new development at the Depot Campus) – 359,600 gpd
- Areas Identified in the Mansfield Water Supply Plan (uncommitted) – 215,600 gpd
- Additional Areas Identified in Mansfield's Plan of Conservation and Development (uncommitted) – 118,900 gpd

The University system currently has an available margin of water for average day and peak monthly conditions. This amount is above and beyond what is needed to serve the existing and future projected on-campus demands, committed off-campus water demands, and noncommitted off-campus water demands, while maintaining a margin of safety of 15%. Additional storage may be needed to meet peak day demands under future demand rates. An additional margin of available water may be gained through water conservation efforts and/or reuse of treated wastewater effluent for nonpotable uses.

If restrictions on water withdrawal at one or both wellfields are implemented as a result of environmental concerns (i.e., Fenton River Wellfield) or aquifer limitations (i.e., Willimantic River Wellfield), an additional source of water may be needed from August through October in any given year to meet uncommitted future demands. The maximum anticipated withdrawal would be 300,000 gpd, most likely in the month of September. In August and October, the new source could be operated at a lesser rate, in the range of 100,000 to 200,000 gpd. During the winter and spring, the new source would not be needed but would be available in the event of an emergency.

An important element of this analysis is the timing of new water demands. While it is possible that half of the predicted additional demand could be realized in the next five to 10 years, the full projection may not be realized for 20 years. Nevertheless, the University should not consider renegotiating its authorized water diversion registrations until a plan is in place to secure an additional source that could maintain a margin of safety of 15%, regardless of the timing of the potential new water demands. Otherwise, the University and the Town of Mansfield could be in a position where carefully planned growth would not be possible due to a lack of supply.

Water Reuse Options

Given the possible options for wastewater reuse at the University, the reuse of WPCF effluent as a source of reclaimed water for use on campus appears to be the most viable option for further study. The plant effluent provides a single central location of a substantial flow of water that can be further treated to produce reclaimed water for use on campus.

The University's water system has its highest demand at the end of the summer when students return to campus and coincident with high water usage at the University's Central Utilities Plant (CUP) as well as irrigation water use. It is also at this time that the University's water supply tends to be most stressed. It therefore makes sense to focus on wastewater reuse options that will reduce water demand during the summer and late summer. This means focusing on irrigation and the CUP. Fortunately, the CUP is located within 4,000 feet of the water pollution control facility. The athletic fields are slightly farther away in a different direction.

System Valuation

Determining the monetary value of the water and wastewater assets that are owned by the University will become a critical data point should the University elect to transfer or share

ownership of one or both systems to another entity. Table ES-1 presents a summary of the water system valuation analysis, and Table ES-2 presents a summary of the wastewater system valuation analysis. These numbers reflect the value of the infrastructure assets only and do not include the value associated with potential future water sales and sewer collection fees. Additionally, while Table ES-1 reflects the replacement cost for the wellfields, these facilities are essentially priceless, given the current regulatory environment.

TABLE ES-1
Summary of Results – Water System Valuation

<i>Item</i>	<i>Replacement Value (2007\$)</i>	<i>Asset Value (2007\$)</i>
Wells	\$ 6,200,000	\$ 280,000
Treatment Facilities	\$ 12,025,000	\$ 687,000
Pumps and Generators	\$ 1,236,000	\$ 794,000
On-Campus Water Mains	\$ 4,464,000	\$ 2,711,000
Off-Campus Water Mains	\$ 3,191,000	\$ 2,207,000
TOTAL	\$ 27,116,000	\$ 6,679,000

TABLE ES-2
Summary of Results – Wastewater System Valuation

<i>Item</i>	<i>Replacement Value (2007\$)</i>	<i>Asset Value (2007\$)</i>
Main Collection System	\$ 13,315,000	\$ 1,914,000
Main Collection System Pump Stations	\$ 4,635,000	\$ 1,865,000
Water Pollution Control Facility	\$ 16,340,000	\$ 8,470,000
Outfall Discharge Piping	\$ 3,819,000	\$ 179,000
<i>SUBTOTAL</i>	\$ 38,109,000	\$ 12,428,000
University Collection System Laterals	\$ 12,585,000	\$ 502,000
University Pump Stations	\$ 910,000	\$ 496,000
<i>TOTAL</i>	\$ 51,604,000	\$ 13,426,000

Future Ownership and Management Options

The following forms of ownership and management of the University's water and wastewater systems were evaluated with regard to framework of operations, potential service area, regulatory implications and requirements, and advantages and disadvantages.

1. Continued operation by the University;
2. Town of Mansfield ownership and operation;
3. Privatized service;
4. Establishment of a regional utility;
5. Establishment of a nonregional utility; and
6. Private – public lease arrangement.

Certain issues are common in all of the ownership options evaluated. For instance, economic development opportunities within the town of Mansfield will be enhanced by any future arrangement whereby off-campus service is extended to areas that have been identified as being in need of public water and sewer service. However, this benefit could be realized under any number of future ownership and management structures, whether through continued service by the University, ownership by the Town of Mansfield, private ownership, or through a nonregional utility entity. The benefit, or lack thereof, lies with the commitment to ensure a reliable source of supply and expansion of the existing service area. This is not an ownership-specific issue but one that would need to be evaluated under any of the ownership options.

Other common elements of the identified alternatives include the following:

- Under any of the ownership options, permitting and regulatory requirements will be imposed through programs administered by the Connecticut Department of Public Health and the Connecticut Department of Environmental Protection. Neither state-owned nor municipally owned systems are regulated by the DPUC, a distinct advantage of these two options.
- Under any of the ownership structures evaluated, operations could be conducted "in house," assuming adequate staffing provisions were made, or the system could be operated through a contract operations agreement as is currently the case with New England Water Utility Services, Inc.
- Linking the ownership, operation, and decision making relative to the water and wastewater utilities is an essential aspect of future operation and management. While possible, purchase of a public wastewater utility by a private entity has never occurred in Connecticut and may not be a viable option for the University system. Additionally, private ownership has a number of distinct disadvantages as compared to other alternatives.
- A public-private lease agreement could be undertaken through ownership by the University, ownership by the Town of Mansfield, or through a public water and sewer authority and should be evaluated separately once future ownership is determined.

Remaining options include continued ownership by the University, ownership by the Town of Mansfield, or creation of a special public water and sewer authority. The critical differences in these alternatives come down to the following: (1) position of authority in planning and decision making; (2) willingness to take on the financial, administrative, and legal responsibilities and burden of operating a water and/or sewer utility; (3) position relative to state and federal funding; (4) cost of service; and (5) ability to effectively own, manage, and operate the systems.

Tables ES-3 and ES-4 attempt to summarize advantages and disadvantages of the primary ownership options from the vantage point of the University (Table ES-3) and the Town of Mansfield (Table ES-4). The subject master plan provides a framework from which discussions and further analysis may ensue regarding this issue. The financial and logistical ramifications as well as the many intricacies and implications of ownership of the water and wastewater systems

at the University and in surrounding areas within the town of Mansfield need to be further defined and evaluated by all parties involved. Similarly, the merit of a potential public-private lease arrangement should be further explored, both for the University and the Town of Mansfield.

TABLE ES-3
Summary of Advantages and Disadvantages to the University

<i>Advantages/Disadvantages</i>	<i>UConn Ownership</i>	<i>Town of Mansfield Ownership</i>	<i>Nonregional Utility Ownership</i>
<i>Advantages</i>			
Staff experience with the system	✓		
Multiple utility operation benefit	✓		
Favorable decision-making position	✓		✓
Control of rates charged	✓		
<i>Disadvantages</i>			
Distraction from core mission	✓		
Liability of system failure	✓		
Potential conflict with Town mission	✓		
Segregation of the on-campus system		✓	✓
Potential increase in rates		✓	✓

TABLE ES-4
Summary of Advantages and Disadvantages to the Town of Mansfield

<i>Advantages/Disadvantages</i>	<i>UConn Ownership</i>	<i>Town of Mansfield Ownership</i>	<i>Nonregional Utility Ownership</i>
<i>Advantages</i>			
Staff experience with the system	✓		
Multiple systems operation benefit	✓		
Favorable decision-making position		✓	✓
Control of rates charged		✓	
<i>Disadvantages</i>			
Local legislation required		✓	✓
New regulatory permit requirements		✓	
Liability of system failure		✓	
Potential increase in rates	?	✓	✓

Priority Recommendations

The following priority recommendations are proposed:

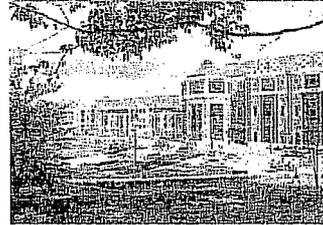
1. Develop a method of tracking and documenting water and wastewater system improvements and expansions.
2. Update the existing water and wastewater system infrastructure database coincident with ongoing work, repairs, and future studies.

3. Utilize the hydraulic model of the distribution system (currently under development) to identify deficiencies in system hydraulics and to evaluate the impact of future modification to or expansion of the system.
4. Conduct a fire demand needs study to determine fire demands and storage requirements and to better identify any deficiencies in system hydraulics related to fire suppression capabilities.
5. Provide emergency power to Willimantic Wells #2 and #4 and vital treatment facilities. This is critically important given the significance of this supply source.
6. Continue the program that is currently underway to achieve 100% customer metering, both on and off campus.
7. Continue to contract operation of the water system until or unless an alternative operational scheme is developed.
8. Undertake a capital improvement program to address the priority system recommendations by ISES in its 2006 Infrastructure Condition Analysis, including replacement of two of the three Towers standpipes, water main replacement, and a Supervisory Control and Data Acquisition system for the wastewater treatment system.
9. Continue to implement water conservation measures and replace aging infrastructure with water efficient components.
10. Develop a treated water effluent supply for nonpotable uses, including most notably uses at the Central Utility Plant, possibly irrigation of the athletic fields, and other uses on and off campus.
11. Pursue an additional ground water supply source in the Willimantic River basin to meet future off-campus water demands within approved planned development areas and to serve as an emergency supply source.
12. Evaluate modifications to the wastewater treatment plant to support phosphorus removal.
13. Conduct an inflow and infiltration study of the wastewater collection system.
14. Institute a more effective means of tracking the costs of operating the water and wastewater systems to assist in future planning and potential transfer of one or both of these utilities.
15. Continue to evaluate future ownership options.

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Public Information Meeting
University of Connecticut
Water and Wastewater Master Plan



Presented by:

Jeanine Armstrong Bonin, P.E. – Vice President
 Milone & MacBroom, Inc.

David Murphy, P.E. – Milone & MacBroom, Inc.
 Fred Mueller, P.E. – Tighe & Bond, Inc.

May 2, 2007



Agenda

Introduction & Overview	Jeanine Armstrong Bonin
Water Supply & Demand	David Murphy
Wastewater System Evaluation & System Valuation	Fred Mueller
Ownership Considerations & Summary of Recommendations	Jeanine Armstrong Bonin

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Introduction & Overview

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Primary Master Plan Components

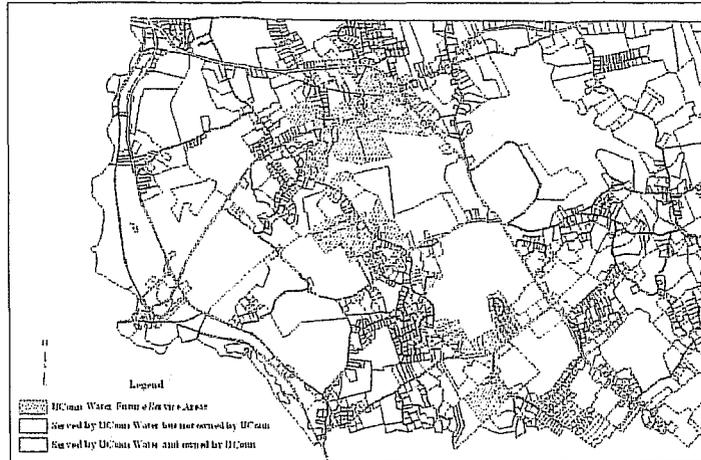
- Inventoried and assessed the condition of water and wastewater systems.
- Evaluated the capacity to meet current and future demands.
- Estimated the value of assets.
- Considered alternate management and ownership options.
- Proposed a number of recommendations for future operation and management.

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Future Potential Service Area



MILONE & MACBROOM, INC. 19 Bushy Drive Cheshire, CT 06110 Phone: (203) 271-1773 Fax: (203) 272-9220	University of Connecticut Water and Wastewater Master Plan		Location: Newfield, CT	
	Date: 1/10/06 ACD: [blank] Source: DEP Database 10.06	Future UConn Water Service Areas Parcel Map	Date: March 2007 Scale: 1:50,000	Sheet: [blank] Figure 1-2

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Supply & Demand

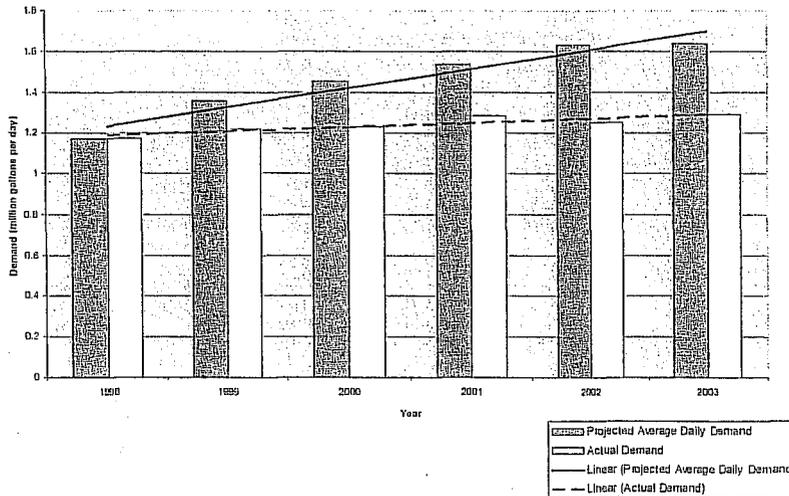
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Projected Versus Actual Demands

Projected and Actual Average Day Demands 1998-2003

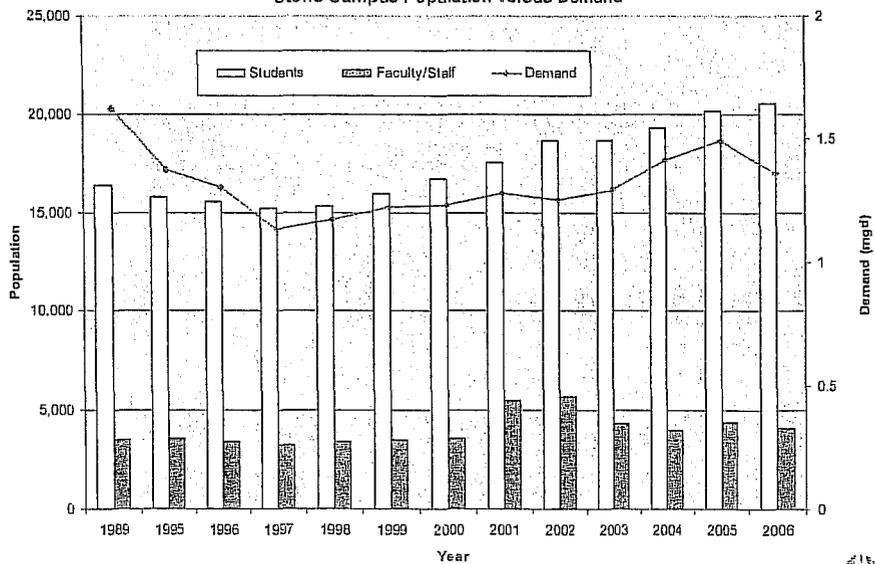


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Population vs. Demand

Storrs Campus Population versus Demand

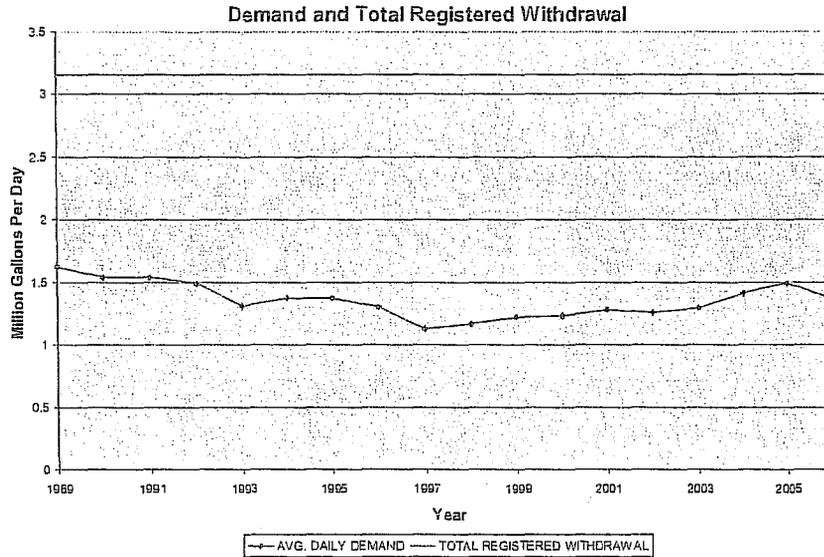


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Supply and Recent Demand Trends



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Committed Future Demands

<i>DEVELOPMENT</i>	<i>DEMAND</i>
North Campus Development	90,000 gpd
Downtown Storrs	169,300 gpd
North Eagleville Road/King Hill Road PBA	5,000 gpd
Depot Campus (Potential New Development)	95,300 gpd
<i>TOTAL:</i>	<i>359,600 gpd</i>

Note: 45,000 gpd has been committed to Keystone Apartments, shown in a subsequent table.

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Uncommitted Future Demands

Identified in Mansfield's Water Supply Plan:

<i>DEVELOPMENT</i>	<i>DEMAND</i>
Meadowood-Northwood Road Residences	5,500 gpd
Mansfield Four Corners PBA	36,200 gpd
Carriage House Apartments	12,600 gpd
Club House Apartments	7,500 gpd
Hunting Lodge Apartments	5,900 gpd
Jensen's Rolling Hills	22,500 gpd
Residential Parcels off Hunting Lodge Rd (incl. Keystone)	86,600 gpd
Residential Parcels Along the N. Side of S. Eagleville Rd	15,900 gpd
Residential Parcels Along the East Side of Separatist Rd	22,900 gpd
TOTAL:	215,600 gpd

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Mansfield Plan of Cons. & Dev.

<i>DEVELOPMENT</i>	<i>DEMAND</i>
Orchard Acres Apartments	13,200 gpd
Orchard Acres Apartments – Increased Density	6,600 gpd
Celeron Square Apartments – Proposed New Units	36,000 gpd
Club House Apartments – Increased Density	3,800 gpd
Hunting Lodge Apartments – Increased Density	3,000 gpd
Carriage House Apartments – Increased Density	6,300 gpd
Elderly Housing Adjacent to Mansfield Community Ctr	10,000 gpd
Parcels Southwest of Knollwood Acres Apartments	20,000 gpd
Parcel North of Route 44 and West of Cedar Swamp Rd	5,000 gpd
Parcel North of Jensen's Mobile Home Park	7,300 gpd
Parcels Southwest of Hunting Lodge Apartments	400 gpd
Parcels Southeast of Hunting Lodge Apartments	7,300 gpd
TOTAL:	118,900 gpd

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Summary of Future Demands

- Committed Service – 359,600 gpd
- Areas identified in Mansfield's Water Supply Plan (Uncommitted except for Keystone) – 215,600 gpd
- Additional Areas Identified in Mansfield's Plan of Conservation and Development (Uncommitted) – 118,900 gpd

Total Projected New Demand = 694,100 gpd

Existing Demand = 1.36 mgd

Total Potential Demand (New and Existing) = 2.05 mgd

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Summary of Supply & Demand

Existing Demand = 1.36 mgd

Total Existing and Committed Demand = 1.72 mgd

Total Projected New Demand = 694,100 gpd
(Including Committed and Uncommitted)

Total Potential Demand (New and Existing) = 2.05 mgd

Fenton River Wellfield Diversion = 0.844 mgd

Willimantic River Wellfield Diversion = 2.3077 mgd

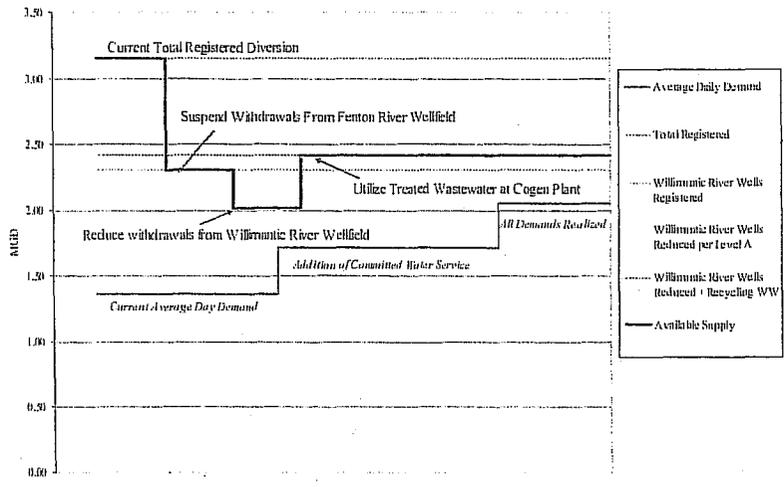
Total Combined Water Supply Diversion = 3.15 mgd

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Potential Impact of Curtailment of Withdrawals

Projected Demand and Available Supply



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Options for Meeting Future Demands

- Use of Treated Wastewater Effluent
- Control of Development
- Interconnection with Nearby Water Utilities
- Development of a New Source(s) of Supply
- Continued Water Conservation Efforts

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Wastewater Evaluation

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Summary of Wastewater System Evaluation

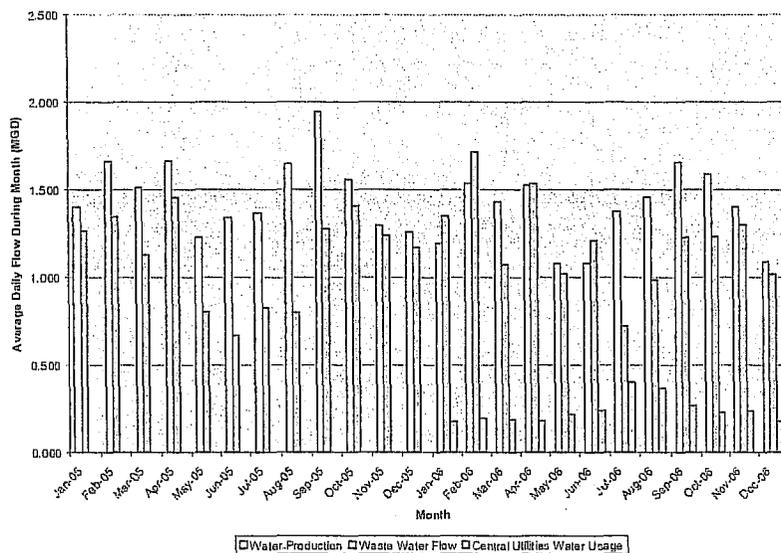
- Water Pollution Control Facility is relatively modern, with abundant capacity for average day flows.
- Both the Main and Depot Campuses have significant inflow and infiltration to the system, indicative of an aging collection system.
- The WPCF will likely require an upgrade within 5 to 10 years to address future permit requirements for phosphorus.
- Some mechanical equipment upgrades are warranted.

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Monthly System Flows



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Treated Wastewater Effluent Reuse Option

- Central Utilities Plant (CUP) identified as best option for wastewater reuse.
 - year-round water usage
 - high summer water usage (0.4 mgd)
 - located in close proximity to WPCF
- Water reclamation system recommended with capacity of 0.5 mgd to supply CUP.
- Potential Reduction of Daily Production Requirements by 0.5 mgd from the Fenton/Willimantic River Wellfields.
- Minimal reduction in stream flow below Eagleville Dam after WPCF discharge.
 - <2% during typical summer flow
 - ~5% during 7Q10 low flow conditions

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System Valuation

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System Valuation

- Replacement Value
 - Based on reconstruction of all system components in 2007 dollars
- Depreciated Value
 - Estimate of original construction cost using 2007 replacement value and deflating based on Consumer Price Index
 - Assume useful life: Water mains, storage tanks, sewage collection system – 60 yrs; Treatment plant, well pumps, generators, pump stations – 20 yrs; WPCF – 40 yrs
 - Determine current value with straight depreciation

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Water System Valuation

Summary of Results

<i>Item</i>	<i>Replacement Value (2007\$)</i>	<i>Asset Value (2007\$)</i>
Wells	\$ 6,200,000	\$ 280,000
Treatment Facilities	\$ 12,025,000	\$ 687,000
Pumps And Generators	\$ 1,236,000	\$ 794,000
On Campus Water Mains	\$ 4,464,000	\$ 2,711,000
Off-Campus Water Mains	\$ 3,191,000	\$ 2,207,000
TOTAL	\$ 27,116,000	\$ 6,679,000

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Wastewater System Valuation

Summary of Results

<i>Item</i>	<i>Replacement Value (2007\$)</i>	<i>Asset Value (2007\$)</i>
Main Collection System	\$ 13,315,000	\$ 1,914,000
Main Pump Stations	\$ 4,635,000	\$ 1,865,000
Water Pollution Control Facility	\$ 16,340,000	\$ 8,470,000
Outfall Discharge Piping	\$ 3,819,000	\$ 179,000
University Collection System Laterals	\$ 12,585,000	\$ 502,000
University Pump Stations	\$ 910,000	\$ 496,000
TOTAL	\$ 51,604,000	\$ 13,426,000

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Ownership Considerations

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System Ownership Options

- Continued Ownership by UConn
- Town of Mansfield
- Sell the Systems
- Establishment of a Regional Authority
- Establishment of a Public Utility Authority
- Private-Public Lease Arrangement

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Ownership Considerations

- Framework of Operations
- Potential Service Area
- Regulatory Implications
- Linking Ownership and Operation of Water and Wastewater Systems

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Ownership Considerations

- Position Relative to Planning and Decision-Making
- Funding Implications
- Willingness to Take on Financial, Administrative, and Legal Responsibilities
- Cost of Service
- Ability to Effectively Own, Manage, and Operate

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From UConn's Perspective

Summary of Advantages and Disadvantages to the University

<i>Advantages/Disadvantages</i>	<i>UConn Ownership</i>	<i>Town of Mansfield Ownership</i>	<i>Special Public Utility Ownership</i>
<i>Advantages</i>			
Staff experience with the system	✓		
Multiple utility operation benefit	✓		
Favorable decision-making position	✓		✓
Control of rates charged	✓		
<i>Disadvantages</i>			
Distraction from core mission	✓		
Liability of system failure	✓		
Potential conflict with Town mission	✓		
Segregation of the on-campus system		✓	✓
Potential increase in rates		✓	✓

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From Mansfield's Perspective

Summary of Advantages and Disadvantages to the Town of Mansfield

<i>Advantages/Disadvantages</i>	<i>UConn Ownership</i>	<i>Town of Mansfield Ownership</i>	<i>Special Public Utility Ownership</i>
<i>Advantages</i>			
Staff experience with the system	✓		
Multiple systems operation benefit	✓		
Favorable decision-making position		✓	✓
Control of rates charged		✓	
<i>Disadvantages</i>			
Local legislation required		✓	✓
New regulatory permit requirements		✓	
Liability of system failure		✓	
Potential increase in rates	?	✓	✓

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Priority Recommendations

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Priority Recommendations – Programmatic

- Improve system improvements mapping and documentation.
- Conduct a fire demand needs study.
- Continue the system-wide metering program.
- Continue to implement water conservation programs and measures.

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Priority Recommendations – Capacity Related

- Develop a treated water effluent supply for non-potable uses.
- Pursue an additional ground water supply source in the Willimantic River basin.
- Conduct an inflow and infiltration study of the wastewater collection system.

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Priority Recommendations – Operational

- Undertake capital improvement program to address priority system recommendations by ISES, 2006
- Evaluate modifications to the wastewater treatment plant to support phosphorus removal.
- Continue to contract water system operation.

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Priority Recommendations – Administrative

- Institute a more effective means of tracking the costs of operation.
- Continue to evaluate future ownership and operation options

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Questions & Comments?

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**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *mh*
CC: Maria Capriola, Assistant to Town Manager; Mary Stanton, Town Clerk;
Dennis O'Brien, Town Attorney
Date: May 14, 2007
Re: Draft Report from Mansfield Charter Revision Commission

Subject Matter/Background

Attached please find the draft report from the Mansfield Charter Revision Commission.

The Town Council must hold one public hearing within 45 days after receiving the report, and can hold additional public hearings if desired. The Town Attorney will be available at Monday's meeting to address any questions about the next steps in the charter revision process.

Recommendation

I recommend that the Town Council take the following actions: 1) schedule a public hearing for June 11, 2007 to solicit public comment regarding the commission's draft report; and 2) refer the draft report to staff for comment. (I am suggesting the June 11th date, as the May 29, 2007 agenda is likely to be quite full.)

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

Move, effective May 14, 2007, to schedule a public hearing for June 11, 2007 to solicit public comment regarding the draft report of the Mansfield Charter Revision Commission and to refer the draft report to staff for comment.

Attachments

- 1) Draft Report of the Mansfield Charter Revision Commission
- 2) Charter Revision Procedures (prepared by D. O'Brien)

TOWN OF MANSFIELD
CHARTER REVISION COMMISSION



Stephen M. Bacon, Chair

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

April 24, 2007

Elizabeth C. Paterson, Mayor
Mansfield Town Council
4 South Eagleville Road
Storrs, CT 06268

RE: Charter Revision Commission

Dear Mayor Paterson:

On behalf of the Charter Revision Commission, I am pleased to present to the Mansfield Town Council the draft report of the Commission pursuant to Connecticut General Statutes Section 7-191 and resolutions adopted by the Town Council on March 27, 2006 and March 12, 2007. As required by statute, the Charter Revision Commission stands ready to confer with the Town Council should the Council make any recommendations for changes in the draft report.

Very truly yours,

Stephen M. Bacon

/rp

Enclosure

cc: Matthew W. Hart, Town Manager
Charter Revision Commission

Summary of Recommendations: Charter Revisions and Reasons

Report of the Charter Revision Commission

History of the Charter

In 1970, the Town of Mansfield adopted its first Charter. This Charter changed the form of government from elected Selectmen with a Town Meeting on the budget to the current system of a Council/Manager form of government with a budget town meeting. This hybrid form of representative democracy has worked well for over 36 years. In 1993, a Charter Revision Commission (CRC) was established to review the Charter. The Charter was revised slightly but the major elements of the Council/ Manager form of government were kept.

In 2006, citizens petitioned the Town Council to appoint a Charter Revision Commission (CRC) “to consider revisions to the Charter.” Many citizens were concerned about the budget adoption process as well as other issues.

On March 27, 2006, the Town Council appointed a CRC of eleven (11) members along with fourteen (14) specific charges to review. The following members were appointed:

Stephen Bacon	Aline Booth
Nancy Cox	David Dzurec
Lisa Eaton	Shawn Grunwald
Denise Keane	Henry Krisch
Gene Nesbitt	Sheila Quinn-Clark
	Lucinda Weiss

The CRC reviewed the entire Charter as well as the 14 charges from the Town Council.

Organization and Process

The CRC organized by electing Stephen Bacon as its chairman and Aline Booth as Vice chairperson. Since our first public hearing on May 18, 2006, the CRC has held 27 meetings, usually twice per month; recently, weekly meetings were held. It was decided to publicize the process in all ways possible, including establishing a Web page on the Town Web site, which featured a blog, e-mail, agendas, and minutes. Other public outreach efforts included visits to community organizations, a radio interview, and information at the Know Your Town Fair and on community access television. A time was established at the beginning of each meeting for public input. The object was to maximize public input and the dissemination of information. The CRC heard from interested citizens and received communications from the public. Two formal public hearings were held, one at the beginning of the process and one at the end before the report was sent to the Town Clerk.

The CRC met with outside professionals with expertise in state and local government. It also met with the Town Attorney, town staff, and Town Council members to better understand how the present government operates, especially in financial matters. The Model City Charter, as well as charters from other communities, were consulted.

The CRC considered many options to the present form and administration of government and to how the administrative staff, Town Council, and public interact.

The CRC voted to require at least six (6) positive votes to recommend any substantive changes in the Charter.

Goals of the Charter Review

The members of the CRC, despite differences in policy issues, were united in seeking for a good balance between the professional administration of Mansfield's government and opportunities for citizen participation in policy and budget matters. We agreed that more information should be made available in many forms and places to keep citizens informed about their government. As the legislative body, except on the issue of the town budget, which is adopted at a town meeting, the Town Council has the primary responsibility for setting policy and exercising effective oversight of its administration. The CRC made several changes in the Charter to clarify the Town Council's responsibilities and to strengthen its ability to carry out this role.

Charter Revisions

The following shows how the Charter Revision Commission recommends revising the Town Charter. Each section lists the change, if any, from the Town Council and the reasons the CRC changed or voted not to change that section. In some cases, the CRC made additional changes to the section beyond the change, and these are also explained.

Addition

Preamble (NEW)

We the people of the Town of Mansfield, under the constitution and laws of the State of Connecticut, in order to secure the benefits of local self government and to provide for an accessible and accountable government, do hereby adopt this charter and confer upon the town the following powers, subject to the following restrictions, and prescribed by the following procedures and governmental structure. By this action, we wish to secure the benefits of home rule and provide for local government that is responsive to the residents of our town and strongly affirm resident participation, representative democracy, and professional management.

Reason

A preamble was added at the beginning to explain the purpose of the Charter. It is a modification of a preamble suggested in the *Model Cities Charter: Defining Good Government in a New Millennium*, a publication of the National Civic League.

Charge 1: C202, Elective officers. Review with regard to composition, organization and the best interests of the town.

Multiple Revisions:

The CRC revised the name “Board of Tax Review” to “Board of Assessment Appeals.”

Reason: This change is necessitated by a change in State Statutes.

The CRC revised the terms of PZC alternates from 2 years to 4 years.

Reason: This change is to allow adequate time for alternates to learn the many legal requirements and procedures required by State Statutes. The terms would also be consistent with those of ZBA alternates.

The CRC eliminated the section calling for electing 7 town constables.

Reason: The duties formerly performed by Constables are now adequately covered by local and state officials. The State Statutes allow for local decisions concerning the election of Constables.

The section on electing one registrar of voters from each organized political party was reworded to call for the election of at least two registrars, *no two of the same political party*.

Reason: This wording change will open the political process to the possibility of more than two organized political parties in town.

C208. Nomination of candidates (NEW)

Revision: The CRC changed Board of Tax Review to Board of Assessment Appeals and provided for the election of alternates on the Planning and Zoning Commission and Zoning Board of Appeals every 4 years.

Reason: These changes correlate with those recommended for C202.

Charge 2: C302(A), Organization and Procedure (Role of the Mayor) – review the role of the Mayor within the context of the council manager form of government.

Revision: The CRC voted unanimously that the deputy mayor should be elected by the entire council rather than be appointed by the mayor. The role of the mayor was not changed.

Reason: The Mayor’s primary role as defined in the Charter is to preside at Town Council meetings and to be the official head of the town for ceremonial purposes. The election of the Deputy Mayor provides for input in the decision by all Town Council members.

C303A. Powers (NEW)

Revision: The CRC added the provision for the Council to provide by ordinance the procedures for administrative oversight of the Town finances.

Reason: This statement provides for specific Council oversight concerning the financial administration of the Town while providing maximum flexibility to modify practices as needed. It eliminates the need to write ordinances to override specific clauses in the Charter.

Charge 3: C305 (B) (C), Town Attorney - consider granting the Town Manager and/or the Town Attorney the ability to appoint special counsel.

Revision: None

Reason: The current language provides for Council oversight of the Town Attorney activities. This is warranted since the Town Attorney is a Council appointee.

Charge 4: C306, Committees, Commissions and Boards - define more fully the role and relationship of these bodies to the Town Council and consider, in particular, the discretion that these bodies should have to communicate policy on behalf of the town.

Revision: None

Reason: Commission members felt that the Town Council could address any concerns it has about policy statements through written instructions and guidelines to committees, commissions, and boards, and that this does not need to be part of the Town Charter.

Charge 5: C307, Introduction of Ordinances - update to reflect current practice.

Revision: The word "limited" was added in the first sentence to correct for a probable typographical error. Distribution of copies of proposed ordinances was changed from "at least 15" to "widely distributed" as defined by use of multiple available media including postings electronically, at the library and the Community Center.

Reason: The CRC researched the requirement for 15 copies, and we were unable to determine why this number was used. The Commission would like to ensure wide distribution of proposed ordinances through the most current useful media – including electronic postings on the town Web site, posting at the library, Community Center, or whatever current means are likely to reach as many residents as possible.

C308. Public hearing on and publication of ordinance.

Revision: A requirement for wide distribution was added.

Reason: The Commission would like to ensure wide distribution of notice of public hearings of proposed ordinances through the most current useful media – including electronic postings on the town Web site, posting at the library, Community Center, or whatever current means are likely to reach as many residents as possible.

C311. Form of petition for referendum or initiative.

Revision: The form of the petition for repeal of the adopted budget (C405) was added

Reason: A provision for petition to repeal the adopted budget was recommended in C405. This change sets forth the form of the petition.

C402. Agency estimates. (NEW)

Revision: The CRC changed the title to Budget Development. The Town Manager develops a proposed budget with Town Council oversight. The budget development process was defined. Participants at all stages of budget development include the Town Council, staff and citizens.

Reason: The recommended change clarifies the process and responsibilities in the budget development process.

C403. Manager's budget (NEW).

Revision: The CRC changed the title to Manager's budget proposal. The wording in C403 F was changed from Town Meeting to the voting residents of Mansfield.

Reason: Designation of the initial Manager's budget as a proposal represents the initial presentation and the start of the budget development process. The change specifying the voters supports the importance of residents in the budget development process.

C404. Council budget action (NEW).

Revision: The CRC added the requirement to hold at least two Town Budget Informational Meeting with a wide distribution of a 10 day notice and budget information prior to the meetings. The time of completion of the recommended appropriation act was changed to April 25.

Reason: The requirement to hold the informational meetings which are widely publicized will help generate citizen interest in the budget process and provide the opportunity for more informed voters. The meetings will allow for discussion between the Council, staff and public. The April 25th date allows time to complete the budget adoption process including a second Town Meeting and petition to repeal the adopted budget by referendum by June 30th.

Charge 6: C405, Budget Town Meeting - Review to determine the budget adoption procedure for the town and also define the term "item."

Revision: Retain the budget town meeting, mandating a confidential vote on budget adoption. Change the date of the budget town meeting to the first Tuesday of May at 7:00 pm.. Provide for a mechanism allowing citizens to petition for a referendum.

Reason: The process by which the Town of Mansfield decides on its budget has been a concern for citizens of the town and therefore for the Charter Revision Commission. This contentious issue was a major factor in the decision to create the CRC, and it featured prominently, with many contrasting viewpoints, in both oral and written public comments. The CRC expended more time and effort on this charge than on any other single question; it devoted major parts of more than six meetings to its discussion.

Although there were, from the beginning, two major points of view among CRC members on this issue – 1) retaining the Town Budget Meeting, however modified, and 2) making a referendum, however structured, the main venue for budget making – it must be stressed that the CRC considered many variants of these two main proposals, as well as other procedures. As the CRC discussed and voted, it became clear that majorities could be found neither for simply maintaining the present system, nor for placing primary budget responsibility on a referendum vote. Striving for maximum public participation, as well as maximum meaningful involvement in the budget process, the CRC placed the main responsibility for budget decisions on a modified Town Budget Meeting, with amplified information and public involvement in the Town Council and town staff budget making process. This decision reflected, in part, a desire, expressed in public comments and reflected in CRC members' views, to maintain the Town Budget Meeting as part of New England tradition.

The procedure chosen places the responsibility for adopting the budget on the Town Budget Meeting. It also provides for a check on this decision by allowing town residents to petition for a referendum. The threshold for a valid petition was set to enable participation; the number of votes needed to reject a budget was set to keep the primary decision with the Town Budget Meeting.

Many people expressed a desire for privacy in voting at the Town Budget Meeting, and the Charter Revision Commission agreed.

Charge 7: C406, Appropriations Not in Budget and Budget Transfers—consider expanding the Town Council’s authority to execute budget transfers.

Revision: None

Reason: The Council members and finance officers reported no hardships were caused by these specific guidelines.

Charge 8: C407, Issuance of Bonds - consider increasing the threshold at which the Town Council can issue bonds without referendum. Also, for a bond referendum, consider a reasonable threshold of registered voters and options to arrive at that threshold.

Revision: None

Reason: The Council members and finance officers reported no hardships were caused by these specific guidelines. The 15% affirmative vote of registered voters was deemed an appropriate threshold to provide a fair representation of the voters to make decisions concerning long-term financial obligations for taxpayers.

Charge 9: C502, Duties of the Town Manager - update the list of duties.

Multiple Revisions:

C502. B.4: Submit to the Town Council and make available to the public a complete report on the finance and administrative activities of the Town as of the end of each fiscal year.

Reason: This language strengthens the mandate to insure adequate and timely financial information for the citizens of the town and their elected representatives.

C502. B.5: Make recommendations to the Town Council concerning the affairs of the Town and facilitate the work of the Town Council in developing policy.

Reason: This language specifically highlights the role of the Town Manager in facilitating the work of the Council.

C502.B.6: Keep the Council fully advised as to the financial condition and anticipated future financial needs of the Town.

Reason: Clarify the need for information to facilitate future planning.

C502.B.9 nb. re-numbered: Assist the Town Council to develop long-term goals for the town and strategies to implement such goals.

Reason: Strengthen emphasis on need for effective future planning.

C502.B.10: nb. re-numbered: Encourage and provide staff support for regional and intergovernmental cooperation.

Reason: Strengthen mandate for effective regional planning.

C502.B.11: nb. re-numbered: Promote partnerships among the Town Council, staff and citizens in developing public policy and building a sense of community.

Reason: Foster and facilitate greater citizen and Council involvement in formulating policies and priorities.

C502.B.12. nb. re-numbered: Exercise such powers and perform such other duties as may be required by ordinance or resolution of the Council not inconsistent with this Charter.

Reason: The addition of B 9-11 requires a renumbering of this statement.

Charge 10: C504-13, Administrative Departments – update various sections regarding municipal departments and consider establishment of municipal departments by ordinance.

C504: Administrative departments

Revision: There shall be such administrative departments, agencies and offices as may from time to time be *established by ordinance* of the Town Council.

Reason: Allow for greater flexibility in the face of changing needs.

C506-513-Multiple Revisions:

C505. Office of Town Clerk: No change

C506. Department of Finance

C506.A.4.

Revision: Replace *control over* expenditures with *oversight of* expenditures.

Reason: To clarify duties.

C506.B: Add the words “or Town Council” at the end of the first paragraph.

Reason: Increase the involvement of the Town Council in financial reporting.

C506.B (c) [1]: At the end of this paragraph, add the words “if approved by the Town Council and Town Manager.”

Reason: To insure that the Finance Director’s work remains at all times under the supervision of town authorities and in the interests of the town.

C507- C513 (other town departments):

Revision: Eliminate all these sections from the Charter and establish them by Ordinance.

Reason: To give the Town Council and Town Manager the needed flexibility to form departments and direct their work as best suits changing circumstances.

C506A (4). Department of Finance. (NEW)

Revision: The CRC recommends the substitution of *oversight of* rather than *control over* expenditures.

Reason: The Commission deemed the new wording better reflected the administrative role of the Finance Department in these matters.

Charge 11: C506 (B) (c) (2), Department of Finance – examine this section to assure that the language is consistent with best practices and also consider raising the threshold for which the sealed bid process is required.

Revision: The entire text concerning purchasing procedures was deleted. A statement requiring the Town Council to establish by ordinance a set of procedures for the procurement of goods and services was added.

Reason: The limits set forth for the bidding procedure was inflexible and low for the current value of products purchased via bids. The recommendation of the CRC gives the Town Council responsibility to establish purchasing policies by ordinance without specific Charter-mandated requirements. This provides the Council the flexibility to promulgate and modify purchasing policies that are in the best interest of the town. The Charter requirement of a public hearing prior to passage of an ordinance provides for citizen input. It also eliminates the need for an escape clause that can be used to bypass specific Charter mandates.

Charge 12: C510, Health Department – revise to reference the town’s participation in the regional health district.

Revision: Delete from the Charter.

Reason: The CRC voted unanimously that administrative departments, agencies, and offices should be established by ordinance, not by Charter (see Charge 10, C504-513). Therefore, reference to the Health Department is no longer needed.

Charge 13: C602, The Classified Service – revise to reflect that most employees are organized under collective bargaining units.

Revision: Sections of this chapter were retitled, *Personnel System* and *Personnel Provisions*. New wording calls for town employees to be hired and promoted on the basis of merit and fitness, demonstrated by measurable standards or evidence, and establishes that town employment regulations shall be consistent with state and federal laws. It calls for personnel policies to be established by ordinance, not by Charter.

Reason: This removes from the Charter detailed and outdated language describing the classified service and the town manager’s personnel rules. Personnel policies are an administrative issue better managed and kept up-to-date by ordinance.

Charge 14: If allowable under the Connecticut General Statutes, consider a regular schedule for Charter Revisions.

C701: Amendment of Charter

Revision: The CRC recommends revising C701, Amendment of Charter, to *Review and Amendment of Charter*. At least every 5 years, the Town Council or its own subcommittee should decide whether it is necessary to establish a Charter Revision Commission to review the Charter.

Reason: Thirteen years elapsed between the last and the current Charter review. The current Charter process was started only after citizens petitioned for a review. The CRC found several instances in which current town operations and administration are at variance with the current Charter. If the Charter is to have value as the basic document or “constitution” of town government, current practices and the Charter should be in agreement.

C703. Effective date.

Revision: The CRC recommended the effective date be 90 days from the date of adoption.

Reason: The 90 day period is needed for the Town Council to enact all ordinances required for the authorization of departments to become functional by ordinances rather than the Charter.

APPENDIX A

Individuals Consulted by the Charter Revision Commission

Martin Berliner, Town Manager (2006)

Alison Whitham Blair, Town Council Member

Bruce Clouette, Town Council Member

Rudy Favretti, Chair of Planning and Zoning Commission

Donald Goodrich, Charter Consultant

Gregory Haddad, Deputy Mayor

Matthew Hart, Town Manager (2007)

Alan Hawkins, Town Council Member

Helen Koehn, Town Council Member

Michael Morrell, Assistant Professor at University of Connecticut

Dennis O'Brien, Town Attorney

Gregory Padick, Director of Planning

Elizabeth Paterson, Mayor

Christopher Paulhus, Town Council Member

Carol Pellegrine, Chair of Zoning Board of Appeals

Carl Schaefer, Town Council Member

Jeffrey Smith, Director of Finance

Mary Stanton, Town Clerk

Cheryl Trahan, Controller

APPENDIX B

Written Materials Provided to Charter Revision Commission

Goodrich, Donald W., written report dated September 26, 2006.

Mansfield Town Council Resolutions adopted March 27, 2006.

Model City Charter 8th Edition prepared by National Civic League.

Morrell, Michael, power point presentation given November 14, 2006.

O'Brien, Dennis, written report dated November 14, 2006.

Preparing High Quality Budgets prepared by Jeff Smith, Corey Smolen and Cherie Trahan.

Rules and Regulations for Obtaining Goods and Services by the Town of Mansfield.

Smith, Jeffrey H., written report dated October 23, 2006.

Town of Mansfield Charter published November 1996.

Town of Mansfield Comprehensive Annual Financial Report year ended June 30, 2006.

Town of Mansfield Financial Overview dated March 3, 2007.

Town of Mansfield Financial Report for quarter ending September 30, 2005.

Town of Mansfield Financial Statements dated December 31, 2006.

Town of Mansfield Proposed Budget 2005/2006.

Town of Mansfield Resource Sharing/Allocation revised to April 15, 2004.

Town of West Hartford Charter published November 15, 2005.

Items Under Review

The Charter Revision Commission shall review and make recommendations in its report on each of the following sections of the Mansfield Town Charter and related subjects, and provide its report to the Town Clerk by May 11, 2007, for submission to the Town Council:

1. **§C202 Elective Officers** - review with regard to composition, organization and the best interests of the town.
2. **§302(a) Organization and Procedure (Role of the Mayor)** - review the role of the Mayor within the context of council manager form of government.
3. **§C305(B)(C) Town Attorney** - consider granting the Town Manager and/or the Town Attorney the ability to appoint special counsel.
4. **§C306 Committees, Commissions and Boards** - define more fully the role and relationship of these bodies to the Town Council and consider, in particular, the discretion that these bodies should have to establish and communicate policy on behalf of the town.
5. **§C307, Introduction of Ordinances** - update to reflect current practice.
6. **§C405, Budget Town Meeting** - review to determine the budget adoption procedure for the town and also define the term "item."
7. **§C406, Appropriations Not in Budget and Budget Transfers** - consider expanding the Town Council's authority to execute budget transfers.
8. **§C407, Issuance of Bonds** - consider increasing the threshold at which the Town Council can issue bonds without referendum. Also, for a bond referendum, consider a reasonable threshold of registered voters and options to arrive at that threshold.
9. **§C502, Duties of the Town Manager** - update the list of duties.
10. **§C504-513, Administrative Departments** - update various sections regarding municipal departments and consider establishment of municipal departments by ordinance.
11. **§C506(B)(c)(2), Department of Finance** - examine this section to assure that the language is consistent with best practice and also consider raising the threshold for which the sealed bid process is required.
12. **§C510, Health Department** - revise to reference the town's participation in the regional health district.
13. **§C602, The Classified Service** - revise to reflect that most employees are organized under collective bargaining agreements.
14. If allowable under the Connecticut General Statutes, consider a regular schedule for Charter Revisions.

DRAFT CHANGES TO THE CHARTER

As of 4-24-07

HISTORY: Approved by the Town Council of the Town of Mansfield 11-3-1970 and revised 11-2-1993. Subsequent amendments noted where applicable.

PROPOSED PREAMBLE

We the people of the Town of Mansfield, under the constitution and laws of the State of Connecticut, in order to secure the benefits of local self-government and to provide for an accessible and accountable government, do hereby adopt this charter and confer upon the town the following powers, subject to the following restrictions, and as prescribed by the following procedures and government structure. By this action, we wish to secure the benefits of home rule and provide for local government that is responsive to the will and values of the residents of our town, and strongly affirms of resident participation, representative democracy, and professional management.

Proposed changes to Charter are depicted by the following:

~~Strike-through~~ depicts a proposed deletion to the Charter

Underlining depicts a proposed addition to the Charter

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ARTICLE I, Incorporation and General Powers

§ C101. Incorporation.

All the inhabitants dwelling within the territorial limits of the Town of Mansfield shall continue to be a body politic and corporate under the name of "The Town of Mansfield," hereinafter called "the town," and as such shall have perpetual succession and may hold and exercise all powers and privileges heretofore exercised by said town and not inconsistent with the provisions of this charter, the additional powers and privileges herein conferred and all powers and privileges conferred upon towns under the Connecticut General Statutes, hereinafter called "C.G.S."

§ C102. Rights and obligations.

All rights of action and rights of every description, including rights of ownership of all property, both real and personal, and all securities and liens in said town are continued. The town is liable for its debts and obligations. Nothing herein shall be construed to affect the right of the town to collect any assessment, charge, debt or lien.

§ C103. General grant of powers.

In addition to all powers granted to towns under the constitution and general law, the town shall have all powers specifically granted by this charter and all powers fairly implied in or incident to the powers expressly granted, and all other powers incident to the management of the property, government and affairs of the town, including the power to enter into contracts with any federal agency or the State of Connecticut or any political subdivision thereof for services and the use of facilities, the exercise of which is not expressly forbidden by the constitution and the C.G.S. The enumeration of particular powers in this and any other Article of this charter shall not be construed as limiting this general grant of power but shall be considered as an addition thereto.

§ C104. Freedom of information.

All activities of elected and appointed officials and municipal employees shall conform to the Freedom of Information Act, as embodied in the C.G.S.

ARTICLE II, Elections

§ C201. Regular town elections.

Regular town elections shall be on the first Tuesday after the first Monday in November in each odd-numbered year. Except in cases specifically provided by statute, all officers duly elected at such town elections shall, upon qualification, take office on the third Monday of November and shall hold office until their successors have been chosen and have qualified.

§ C202. Elective officers.

A. At each biennial town election there shall be elected, in accordance with the provisions of the general statutes, the following officers:

- (1) Nine (9) Council members elected at large for terms of two (2) years.
- (2) Three (3) members of the nine-member Board of Education for terms of six (6) years.
- (3) Three (3) members of the Board of Tax Review Board of Assessment Appeals for terms of two (2) years.
- (4) Three (3) members of the nine-member Planning and Zoning Commission for terms of six (6) years.
- (5) Two (2) or three (3) members of the five-member Zoning Board of Appeals for terms of four (4) years to replace members whose terms will expire.
- ~~(6) Seven (7) constables for terms of two (2) years.~~

B. At every other biennial town election there shall be elected, in accordance with the provisions of the general statutes, the following officers:

- (1) Three alternate members of the Planning and Zoning Commission for terms of two (2) four (4) years.
- (2) ~~(2)~~ Three (3) alternate members of the Zoning Board of Appeals for terms of four (4) years.

C. At the biennial state election held on the first Tuesday after the first Monday of November in each even-numbered year there shall be elected, in accordance with the provisions of the general statutes, the following officers: at least two (2) Registrars of Voters. No two shall be from the same political party.

- ~~(1) One (1) registrar of voters from each organized political party.~~

§ C203. Minority representation.

Except as otherwise provided in this charter, minority representation on any elective or appointive board, commission, committee or similar body of the town shall be determined in accordance with the provisions of the C.G.S. As provided in said statutes, the maximum number of any such body who may be members of the same political party shall be as specified in the following table:

Column I Total Membership	Column II Maximum From One Party
3	2
4	3
5	4
6	4
7	5
8	5
9	6
More than 9	2/3 of total membership

§ C204. Voting districts.

The Town Council may establish voting districts or change the boundaries of voting districts, but any change in boundaries made less than ninety (90) days before any election or primary shall not apply with respect to such election or primary. A suitable polling place shall be provided in each voting district.

§ C205. Breaking a tie.

When any regular or special municipal election, primary election or referendum conducted pursuant to the provisions of this charter results in a tie, an adjourned election shall be conducted in accordance with the provisions of the C.G.S. to determine who shall be elected, or in the case of a question at referendum, whether it shall be accepted or rejected. Said adjourned election shall be held on the seventh day after the election which resulted in a tie and shall be confined to the tied candidates or issues. Any voting machine, the returns from which are not subject to disagreement, may be unlocked and used in said special election. If voting machines are not available in sufficient number, paper ballots may be used in place of or in conjunction with voting machines.

§ C206. Vacancies.

Except as otherwise provided by statute, any vacancy in any elective office, except in the Board of Education and Planning and Zoning Commission, for whatever cause arising, shall be filled by appointment by the Town Council for the unexpired portion of the term or until the next biennial town election, whichever shall be sooner. The Board of Education shall fill its own vacancies in the same manner. Vacancies in the Planning and Zoning Commission shall be filled in such manner as the Town Council may determine. If the person vacating the office shall have been elected as a member of a political party, the vacancy shall be filled by the appointment of a member of the same political party. If there shall be a biennial election before the expiration of the term of office in which a vacancy occurs, such vacancy shall be filled by appointment as provided herein until said election and thereafter by the person elected to fill the office for the remaining portion of the term. Except as otherwise provided by statute, such person shall take office on the third Monday following the election.

§ C207. Qualifications.

Each nominee for elective office shall be an elector of the town. If at any time any holder of an elective office shall cease to be a resident of the town, such office shall thereupon become vacant.

§ C208. Nomination of candidates.

A. The name of any elector of the town who has been nominated by a political party in accordance with the provisions of Chapter 153 of the C.G.S. shall be placed on the voting ballot at the municipal election as a candidate for any office to be filled. In order to ensure compliance with the C.G.S., at each municipal election each political party may nominate and each voter may vote for six (6) candidates for the Town Council; two (2) candidates for

the Board of Education; two (2) candidates for the ~~Board of Tax Review~~ Board of Assessment Appeals; ~~four (4) candidates for constable~~; two (2) candidates for the Zoning Board of Appeals; two (2) candidates for the Planning and Zoning Commission; ~~two candidates for alternates on the Planning and Zoning Commission~~; two (2) candidates for alternates on the Zoning Board of Appeals; and one (1) candidate for each position to fill a vacancy in an elective office. At municipal elections every 4 years, each political party may nominate and each elector may vote for two (2) candidates for alternates on the Planning and Zoning Commission and two (2) candidates for alternates on the Zoning Board of Appeals.

B. The name of any elector of the town shall also be placed on the voting ballot at the municipal election as a candidate if that person has been nominated by petitions filed in accordance with Chapter 153, C.G.S.

§ C209. Board for Admission of Electors.

The Board for Admission of Electors required by the C.G.S. shall consist of the registrars of voters and the Town Clerk, who shall serve as Chairman.

§ C210. Justices of the Peace. [Amended 4-4-1996, effective 5-4-1996]

Thirty (30) Justices of the Peace shall be nominated and appointed in accordance with C.G.S. §§ 9-183b through 9-184c.

ARTICLE III, The Town Council

§ C301. The Council.

There shall be a Town Council consisting of nine (9) members, herein referred to as the Council. The members shall serve without compensation except for the reimbursement of expenses incurred in the performance of official duties. No member of the Council shall simultaneously hold any other elected municipal office or paid position of the town.

§ C302. Organization and procedure.

A. ~~The members of the Council shall meet on the third Monday of November following their election at 8:00 p.m. in the town office building and shall elect, by a majority vote of all Council members, one (1) of their number to serve as Mayor, who shall preside at Council meetings. At this meeting the Council shall fix the time and place of its regular meetings, which shall be at least once each month, and shall provide methods for calling special meetings. Upon election, the Mayor shall designate a Deputy Mayor from the membership of the Council who shall serve in the Mayor's temporary absence, provided that when both are absent, the Council may designate from its membership a temporary presiding officer. If the position of the Mayor is vacated, the Council shall elect a new Mayor in the same manner as prescribed in this section. The Mayor shall be recognized as the official head of the town for all ceremonial purposes.~~

The members of the Council shall meet at 8:00 p.m. on the third Monday of November following their election in the town office building and shall elect, by a majority vote of all Council members, one (1) of their number to serve as Mayor, who shall preside at Council meetings, and one (1) of their number to serve as Deputy mayor, who shall serve in the Mayor's temporary absence. If both are absent, the Council may designate from its membership a temporary presiding officer. At this meeting the Council shall fix the time and place of its regular meetings, which shall be at least once each month, and shall provide methods for calling special meetings. If the position of the Mayor is vacated, the Council shall elect a new Mayor in the same manner as prescribed in this section. The Mayor shall be recognized as the official head of the town for all ceremonial purposes.

B. The Council shall keep for public inspection a journal of all its proceedings, including all roll call votes, which shall be the official record of its proceedings. The journal shall be maintained by the Town Clerk and shall be authenticated for each meeting by the signature of the Mayor or other presiding officer and the Town Clerk.

§ C303. Powers.

A. The Council shall be the governing body of the town. It shall exercise and perform all the rights, powers, duties and obligations of the town except as the same may be assigned by the C.G.S. or this charter to some other officer, board, agency or to the Town Meeting. These powers include, in addition to all other powers, all the powers and duties now or hereafter conferred or imposed by the general statutes, special acts or otherwise upon Town Meetings, boards of finance, and boards of selectmen. The Council shall provide by ordinance the procedure for administration & fiduciary oversight of the Town finances. The Council may provide by ordinance for the exercise by the Manager or some other officer, board or agency of any of the administrative powers not otherwise assigned by this Charter. The legislative power of the town and final authority concerning the tax rate are vested exclusively in the Council except as otherwise provided in this Charter.

B. The Council shall have power, subject to the provisions of the C.G.S. and this Charter, to create or abolish departments, offices, agencies and employments; adopt regulations for the

operation of departments, agencies and offices; and fix the compensation of officers and employees of the town, except the employees of the Board of Education, and the charges, if any, to be made for services rendered by the town. It shall further have power to make, alter and repeal ordinances or resolutions not inconsistent with this Charter and the general statutes of the state for the execution of the powers vested in the town as provided in Article I of this Charter, for the government of the town and the management of its business and for the preservation of good order, peace, health, safety and the general welfare of the town and its inhabitants.

§ C304. Ethical standards.

- A. The Town Council shall adopt an ordinance setting standards of ethical behavior expected from elected and appointed officials and shall establish mechanisms for the enforcement of ethical standards.
- B. Any elected or appointed municipal official who has a direct or indirect personal or financial interest in any decision of any department, board or commission or in any contract or transaction to which the town is a party shall disclose that interest prior to any decision concerned with the issue. Violation of this section with the express or implied knowledge of any person or corporation participating in such contract, transaction or decision shall render the same voidable by the Council or by a court of competent jurisdiction.

§ C305. Town Attorney.

- A. The Town Council shall, by resolution adopted at a meeting to be held not later than one (1) month after the town election, appoint a Town Attorney to serve at the pleasure of the Council. The term shall commence one (1) month after such election. The Town Attorney shall be an attorney-at-law admitted to practice in this state.
- B. The Town Attorney shall:
 - (1) Appear for and protect the rights of the town in all actions, suits or proceedings brought by or against it or any of its departments, officers, agencies, boards or commissions;
 - (2) Be the legal advisor of the Town Council, the Town Manager and all town officers, boards and commissions in all matters affecting the town and shall upon written request furnish them with a written opinion on any question of law involving their respective powers and duties;
 - (3) Prepare, on written request of the Manager, the Council or any member thereof, ordinances and resolutions for consideration by the Council.
 - (4) Prepare or approve forms of contracts or other instruments to which the town is a party or in which it has an interest.
 - (5) Have power, with approval of the Council, to appeal from orders, decisions and judgments and, subject to approval of the Council, to compromise or settle any claims by or against the town.
- C. If in special circumstances the Council deems it advisable, it may provide for the temporary employment of counsel other than the Town Attorney.
- D. The Town Attorney shall receive such compensation and shall have such clerical and other assistants, as the Council may determine, who shall be appointed and removed subject to such rules and regulations as may be adopted pursuant to this Charter.

§ C306. Committees, commissions and boards.

The Council shall appoint, oversee and terminate all boards, commissions and committees except as otherwise provided by law. Each board, commission or committee will be assigned specific tasks and responsibilities and shall remain in existence until its tasks are accomplished or the Council shall assign its duties to another board, commission or administrative department or shall determine that it is no longer needed.

§ C307. Introduction of ordinances.

~~All ordinances introduced by a member of the Council shall be in written form and shall be to one (1) subject which shall be clearly stated in the title. A copy of such proposed ordinance shall be filed with the Town Clerk. It shall be the duty of the Town Clerk immediately upon receipt of such proposed ordinance to prepare at least fifteen (15) copies of it, one (1) copy of which shall be retained in the Town Clerk's office for public inspection, one (1) copy posted on the town bulletin board and one (1) copy distributed to each member of the Council and to the Town Manager.~~

All ordinances introduced by a member of the Council shall be in written form and shall be limited to one (1) subject which shall be clearly stated in the title. A copy of such proposed ordinance shall be filed with the Town Clerk. It shall be the duty of the Town Clerk immediately upon receipt of such proposed ordinance to prepare at least fifteen (15) copies of it, widely distribute it as soon as possible by ensuring that a copy appears on the Town website, and that notice of the proposed ordinance and the availability to the public of copies is placed on the Town's cable TV channel, if it is available, and on the public signposts. One (1) copy of which shall be retained in the Town Clerk's office for public inspection, one (1) copy shall be posted on the town bulletin board and one (1) copy shall be distributed to each member of the Council and to the Town Manager.

§ C308. Public hearing on and publication of ordinance.

~~At least one (1) public hearing, notice of which shall be given at least five (5) days in advance by publication in a newspaper having a circulation in the town, and by posting a notice in a public place, shall be held by the Town Council before any ordinance shall be passed. Every ordinance, after passage, shall be filed with the Town Clerk and recorded. Within ten (10) days after final passage, the ordinance or a summary of the ordinance shall be published once in a newspaper having a circulation within the town. Every ordinance, unless it shall specify a later date, shall become effective on the twenty-first day after such publication following its final passage or unless referred to vote pursuant to § C309 of this Charter.~~

At least one (1) public hearing, shall be held by the Town Council before any ordinance shall be passed. Notice of the Public Hearing shall be given at least five (5) days in advance by wide distribution including publication in a newspaper having a circulation in the town, and by posting a notice in a public place, on the Towns website, Town cable TV channel, and the public sign posts. Every ordinance, after passage, shall be filed with the Town Clerk and recorded. Within ten (10) days after final passage, the ordinance or a summary of the ordinance shall be published once in a newspaper having a circulation within the town. Every ordinance, unless it shall specify a later date, shall become effective on the twenty-first day after such publication following its final passage or unless referred to vote pursuant to § C309 of this Charter.

§ C309. Referral of ordinance to Town Meeting or to voters.

If within ten (10) days after the publication of the passage of an ordinance, a petition is filed with the Town Clerk requesting that the ordinance be submitted to a Town Meeting and if the Clerk certifies to the Council that such petition has been validly signed by at least two hundred (200) of the qualified voters of the town as determined by the most recent revised registry list last completed (Sec. 9-

172a, C.G.S.), then the effective date of the ordinance shall be suspended. The Council shall call a Town Meeting, to be held not less than ten (10) nor more than sixty (60) days after the filing of the petition. The Town Meeting may vote to sustain the action of the Council, vote to nullify the Council's action or vote to submit the ordinance to a referendum to be held within sixty (60) days. If the Town Meeting sustains the Council's actions or fails to act on the Council's proposal, in accordance with this section, the ordinance shall go into effect upon adjournment of the meeting. If the Town Meeting votes to nullify the Council's action, the ordinance is dead unless the Council, at its next meeting, by a favorable vote of at least six (6) members present, votes to send the ordinance to a referendum of the voters. A referendum shall be held within sixty (60) days of this action. If a majority of those voting on the issue in a referendum vote for the ordinance, it shall go into effect as soon as the vote is confirmed.

§ C310. Initiative.

- A. The voters of the town may propose and adopt ordinances and resolutions in the manner hereafter described, provided that no ordinance or resolution so proposed which would involve an increase in the expenditures of the town beyond those budgeted for the current fiscal year shall take effect until after the adoption of the next annual budget unless the Council, subject to the limitations hereinafter set forth, shall make a special appropriation for the purpose. The ordinance or resolution shall be proposed by a petition to the Council requesting its adoption and setting it forth in full, and shall be signed by at least two hundred (200) of the qualified voters of the town as determined by the revised registry list last completed (Sec. 9-172a, C.G.S.). The petition shall be filed with the Town Clerk who shall within ten (10) days examine the signatures on the same and determine their sufficiency. If the Town Clerk finds that the petition has been signed by the required number of voters, the Town Clerk shall so certify to the Council at its next regular meeting. The Council shall submit any such proposed ordinance or resolution to the Town Attorney for examination.
- B. The Town Attorney shall have authority to correct its form for the purpose of avoiding inconsistencies, repetitions, obscurities, illegalities and unconstitutional provisions and to assure accuracy in its text and references and clarity and precision in its phraseology. The Town Attorney shall not substantively change the meaning and effect of the petition.
- C. The Council shall call a hearing for the sole purpose of allowing a discussion of the proposal. Such hearing may advise the Council of the sense of the town on the issues raised by the proposal. Within sixty (60) days after certification by the Town Clerk, the Council shall either adopt the proposed ordinance or resolution or submit the same to the voters at a referendum to be held within ninety (90) days from the date of the Clerk's certification. If a majority of those voting, such majority consisting of at least fifteen percent (15%) of the total number of voters as determined by the revised registry list last completed (Sec. 9-172a, C.G.S.), shall vote in the affirmative, the ordinance or resolution shall go into effect as soon as the vote is confirmed.

§ C311. Form of petition for referendum or initiative.

A. Petitions under §§ C309 and C310 shall be in the following form:

WARNING: ALL SIGNATURES SHALL BE IN INK.

We, the undersigned voters of the town of Mansfield, hereby present this petition under the provisions of Article III, §§ C309 and C310 of the Charter of said town (here insert the words "requesting the repeal of the following ordinance," or the words "initiating the following ordinance") (here insert the text of the ordinance) and we certify that we are voters of the town of Mansfield residing at the addresses set opposite our names and that we have not signed this petition more than once.

(Here follow the signatures and addresses.)

Signature

Road or Street

B. Petitions under § C405 shall be in the following form:

WARNING: ALL SIGNATURES SHALL BE IN INK.

We, the undersigned electors of the town of Mansfield, hereby present this petition under the provisions of Article IV, § C405 of the Charter of said town are requesting the repeal of the budget adopted on (here insert date of adoption) and that such budget be replaced by a substitute budget, and we certify that we are electors of the town of Mansfield residing at the addresses set opposite our names and that we have not signed this petition more than once.

(Here follow the signatures and addresses.)

Signature

Road or Street

§ C312. Form of affidavit of circulators to accompany all petitions.

A. The signatures to a petition for initiative or referendum under Article III, §§ C309 and C310 of this Charter need not all be appended to one (1) paper, but to each separate petition page there must be attached an affidavit of the circulator of that paper in substantially the following form:

Tolland County, State of Connecticut (Here insert the name and residence address of the circulator of the petition), being duly sworn, deposes and says that he or she is a voter of the Town of Mansfield, and that he or she is the circulator of the foregoing petition page, that the said signatures were made in his or her presence, that each signer is known to, or satisfactorily identified to the circulator, and that all signatures were obtained not earlier than six (6) months prior to the filing of the petition.

Signed _____

Subscribed and sworn before me this ____ day of _____ 19__

Justice of the Peace, Notary Public or Commissioner of the Superior Court

B. The signatures to a petition for initiative or referendum under Article IV, § C405 of this Charter need not all be appended to one (1) paper, but to each separate petition page there must be attached an affidavit of the circulator of that paper in substantially the following form:

Tolland County, State of Connecticut (Here insert the name and residence address of the circulator of the petition), being duly sworn, deposes and says that he or she is an elector of the Town of Mansfield, and that he or she is the circulator of the foregoing petition page, that the said signatures were made in his or her presence, that each signer is known to, or satisfactorily identified to the circulator, and that all signatures were obtained not earlier than six (6) months prior to the filing of the petition.

Signed _____

Subscribed and sworn before me this ____ day of _____ 19__

Justice of the Peace, Notary Public or Commissioner of the Superior Court

§ C313. Annual audit.

The Council shall annually designate an independent public accountant or firm of independent public accountants to audit the books and accounts of the town in accordance with the provisions of the C.G.S.

§ C314. Removals and suspensions.

- A. Removal of the Town Manager. The Council shall have the power, by resolution adopted by a majority vote of its entire membership, in its sole discretion, with or without cause, to remove or suspend the Manager in accord with the procedures set out in § C501.
- B. Removal of other persons appointed by the Council. The Council shall have the power, by resolution adopted by a majority vote of its entire membership, in its sole discretion, and for whatever cause it shall deem sufficient, to remove or suspend any other person appointed to any other office or position by the Council. The Council shall act first by suspending such person and shall promptly serve such person with a copy of the resolution of suspension, together with the reasons therefore. If within ten (10) days after service of said resolution such person shall file a request in writing with the Town Clerk for a public hearing before the Council, the hearing requested shall be held, at a time and place set by the Council, not less than five (5) days nor more than fifteen (15) days after the filing of the request. At such hearing the person may be represented by counsel. If no hearing is requested, or at the conclusion of the hearing, the Council shall promptly by resolution terminate the suspension and either restore the person to, or remove from office or employment. During the period of suspension any person shall be ineligible to perform the duties of the office or employment. Compensation, if any, shall be continued during the period of suspension or for thirty (30) days from the date of suspension, whichever is longer. The decision of the Council shall be final.

ARTICLE IV, Town Appropriations and Bond Issues

§ C401. Fiscal year.

The fiscal year of the town shall be the Uniform Fiscal Year as prescribed by the C.G.S.

§ C402. ~~Agency estimates.~~ Budget Development

~~Each department head, office, agency, board or commission of the town supported wholly or in part from town funds shall submit annual budget requests in the form and at the time determined by the Manager so as to indicate the programs, activities and work accomplished in the current fiscal year and to be accomplished during the ensuing year. These forms shall be accompanied by detailed estimates of expenditures to be made and of revenues other than taxes to be collected during the ensuing fiscal year, along with such other information as may be requested by the Council or the Manager. Developing a budget proposal is the responsibility of the Town Manager under the oversight of the Town Council. Participating in the process, from its early stages to adoption, is the right and responsibility of the citizens of Mansfield. The town staff shall assist the council and provide information publicly throughout the budget process.~~

§ C403. Manager's budget Proposal.

Annually, at the time determined by the Council, the Manager shall present to the Council a budget proposal consisting of:

- A. A budget message outlining the financial situation of the town government and describing the important features of the budget plan.
- B. The budget of the Board of Education as submitted to the Manager, along with whatever analysis or comment the Manager wishes to provide.
- C. Statements of the Manager's proposed operating program and expenditures for the town functions and town-supported functions, other than those of the Board of Education, along with comparisons of amounts expended in the last completed fiscal year and estimated amounts to be expended in the current fiscal year.
- D. Information on amounts of revenue other than property taxes collected, by source, in the last completed fiscal year, estimates for the current year and for the ensuing year, along with information and estimates regarding property tax revenues for the same periods.
- E. Statements of the condition and estimated condition of the town funds and of the debt service obligations of the town, as well as a list of proposed capital improvements to be undertaken during the ensuing fiscal year or later years, and the proposed methods of financing them.
- F. Such other information as will assist the Council and ~~the Town Meeting in deciding on an annual appropriation and a capital improvement program.~~ the voting residents of Mansfield in deciding on an annual appropriation and a capital improvement program.

§ C404. Council budget action.

~~The Council shall hold at least one (1) public hearing on the budget and shall adopt a proposed budget, including a recommended appropriation act, by May 1. This proposal and notice of the annual meeting shall be published in a newspaper with general circulation in the town at least five (5) days prior to the annual Town Meeting for budget consideration.~~

During the budget adoption process, the Town Council shall hold at least two (2) Town Budget Information Meetings. At least 10 days prior to each meeting, the Town Council shall widely distribute budget information and notice of the meeting. The Town Council shall adopt a proposed budget, including a recommended ap - 127 - ion act, by April 25.

§ C405. Budget Town Meeting.

~~A. An annual Town Meeting for budget consideration shall be held on the second Tuesday in May. This meeting shall consider the budget presented to it by the Council and may approve or lower any item, but may not raise the amount of such item. If the annual Town Meeting fails to adopt a budget, the budget will be returned to the Council for its consideration. The Council shall return the same or a revised budget to a Town Meeting called by the Council for a date no later than ten (10) days after the annual meeting at which the Town Meeting may approve or lower any item. Should the Town Meeting then fail to adopt a budget, the budget appropriation last proposed by the Council shall be in full effect.~~

~~B. This section sets forth the sole procedure for budget consideration and approval. No ordinances or resolutions may be introduced pursuant to § C310 that relate to the annual budget or the tax rate.~~

A. An annual Town Meeting for budget consideration shall be held on the first Tuesday in May at 7 p.m. All electors whose names are on the revised registry list last completed shall be eligible to vote at the Town Meeting. The budget adoption vote shall be by confidential ballot. This meeting shall consider the budget presented to it by the Town Council and may approve or lower any line item but may not raise the amount of such an item.

If the annual Town Meeting fails to adopt a budget, the proposed budget will be returned to the Town Council for its reconsideration. The Council shall return the same, or a revised budget to a Town Meeting called by the Council for a date no later than ten (10) days after the first meeting; this Meeting shall also approve or lower any line item. Should the Town Meeting fail to adopt a budget, the budget appropriation last proposed by the Town Council shall be in full effect.

B. The budget approved by the Town Meeting or adopted by the Town Council as provided in Section A shall be subject to repeal if:

(1) Within twenty one (21) days after the budget is approved by Town Meeting (or adopted by the Town Council as provided for in Section A) electors present a petition requesting that such budget be repealed and replaced by a substitute budget. The petition shall be in the form prescribed in Section C and signed by not less than five (5) percent of the electors as determined by the revised registry list last completed.

(2) The Town Clerk determines the petition to be sufficient. If said petition is found to be sufficient, the Town Clerk shall so certify to the Town Council, within five (5) days after receipt of the petition. If the petition is found to be insufficient, public notice of such insufficiency shall be given by placing a legal notice in a newspaper of general circulation in the town. After the Town Clerk has found any such petition to be insufficient, no further proceedings shall be had thereon.

(3) After the Town Clerk certifies the petition, the question shall be submitted to a referendum of the electors of the town following the form of Section D. At least ten (10) days prior to the referendum the Town Council shall publish notice of the referendum in a newspaper having circulation in the town; such notice shall set forth the date on which, and the hours during which the referendum will be held, and the text of the question as it will appear. Such referendum shall be held on a Tuesday.

(4) A majority consisting of at least fifteen (15) percent of the electors on the revised registry list last completed vote against the bud - 128 -

- C. The form of the petition will follow Section C311 and 312.
- D. The referendum question provided for in Section B shall consist of one binding and two advisory questions. The binding question shall read: "Are you in favor of the budget as adopted on [here insert date of adoption]?" The two advisory questions shall read:
- (1) "If you have voted against the budget, is the town budget portion too high or too low?"
 - (2) "If you have voted against the budget, is the school budget portion too high or too low?"
- E. If the vote to repeal succeeds, the Town Council shall, not later than midnight on June 30, adopt a substitute budget and a substitute resolution establishing the tax rate, and file such budget and resolution with the Town Clerk.
- (1) The budget and the resolution establishing the tax rate, or such substituted ordinance and resolution as may be adopted as provided in this section shall take effect as of the start of the ensuing fiscal year.
 - (2) The substitute budget enacted pursuant to this section shall not be subject to referendum.

§ C406. Appropriations not in budget and budget transfers.

- A. Transfers of moneys from one (1) department to another in the annual appropriation or appropriations not in the original appropriation, in an aggregate amount not to exceed five-tenths percent (0.5%) of the annual budget in any one (1) fiscal year, may be made by the Council. Transfers or new appropriations in an amount from five-tenths percent (0.5%) to an aggregate amount not to exceed one percent (1%) of the annual approved budget in any one (1) fiscal year, may be approved by consecutive actions of the Council and a Town Meeting which shall be called by the Council following its action on the new spending proposal.
- B. An appropriation or transfer of over one percent (1%) of the annual budget for an expenditure not provided for in the annual budget may be approved by consecutive favorable action of the Council and a referendum of the voters of the town.
- C. Notwithstanding the foregoing, the Council may approve appropriations without limitation as to amount if such appropriations are to be funded from revenues other than receipt of taxes or proceeds of borrowings authorized pursuant to §§ C406 and C407 of the Charter, unanticipated in the annual budget. The Council is authorized to establish special funds with respect to such appropriations.

§ C407. Issuance of bonds.

Notwithstanding the provisions of § C406, the Council, after approval of consecutive actions of the Council and a Town Meeting, may authorize, in any one (1) fiscal year, the issuance of bonds and borrowing in anticipation of bonds, and the appropriation of the proceeds thereof, in an aggregate amount not to exceed one percent (1%) of the annual budget. The authorization, in any one (1) fiscal year, of the issuance of bonds and borrowing in anticipation of bonds, and the appropriation of proceeds thereof, in an amount exceeding one percent (1%) of the annual budget may be approved by consecutive favorable action of the Council and a referendum of the voters of the town if the favorable vote is at least fifteen percent (15%) of the voters on the revised registry list last completed.

§ C408. Determination of tax rate by Council.

The Council shall set the tax rate after the annual budget has been determined and the grand list has been completed.

§ C409. Emergency appropriations.

For the purpose of meeting a public emergency or disaster threatening the lives, health or property of citizens, emergency appropriations may be made by the Town Manager. The Town Manager shall advise the Council of such actions at the earliest possible date following the declaration of an emergency or disaster by the Town Manager. The Council may affirm the Town Manager's actions and may also declare the time at which the emergency or disaster ceases to exist.

ARTICLE V, The Town Manager and Administrative Departments

§ C501. Appointment and removal of Town Manager.

A. Appointment. The Town Council shall appoint for an indefinite term a Town Manager who shall be the chief executive officer of the town to serve at the pleasure of the Council and who shall be chosen exclusively on the basis of executive and administrative qualifications, character, education, training and experience. At the time of appointment, said Manager need not be a resident of the town or of the state of Connecticut, but the Town Manager shall reside in the town during tenure of office. The Town Manager shall devote full working time to the duties of the office. The compensation of the Town Manager shall be fixed by the Council and shall not be decreased except at the beginning of a fiscal year of the town by a vote of the Council taken at least one (1) month prior to that date.

B. Removal.

- (1) The Town Manager may be removed by a majority vote of the entire membership of the Council as herein provided. At least thirty (30) days before the proposed removal of the Manager, the Council shall adopt a resolution stating its intention to remove the Town Manager and the reasons therefor. A copy of the resolution shall be served on the Manager who may, within ten (10) days, demand a public hearing. In this event the Manager shall not be removed until such public hearing has been held. Upon the passage of such a resolution the Council may suspend said Town Manager from duty, provided that the salary of said Manager shall continue until removal from office. Any action of the Council in removing the Town Manager shall be final.
- (2) Upon the suspension, removal or resignation of the Town Manager, the Council may appoint a temporary Manager, who shall be a qualified administrative officer of the town, to serve at the pleasure of the Council for not more than ninety (90) days. The temporary Manager shall have none of the powers of permanent appointment as are conferred upon the Manager in § C503 of this Article.

§ C502. Duties of the Town Manager.

A. The Town Manager shall be responsible to the Council for the supervision, direction and administration of all departments, agencies and offices.

B. The Town Manager shall:

- (1) Ensure that all laws and ordinances governing the town are faithfully executed.
- (2) Make periodic reports to the Council.
- (3) Attend Council meetings with full right of participation in its discussions but without a right to vote.
- (4) ~~Prepare and cause to be printed, as soon as possible after the close of the fiscal year, an annual town report.~~ Submit to the Town Council and make available to the public a complete report on the finances and administrative activities of the Town as of the end of each fiscal year.
- (5) ~~Recommend to the Council such measures as may be deemed necessary or expedient.~~ Make recommendations to the Town Council concerning the affairs of the Town and facilitate the work of the Town Council in developing policy.
- (6) Keep the Council fully advised as to the financial condition and anticipated future financial needs of the town.

- (7) Prepare and submit to the Council an annual budget.
- (8) At the time of an emergency or disaster, expend the necessary funds to assure the smooth operation of town business and the health, safety and well-being of the town and its residents, consistent with this Charter; see § C409.
- (9) Assist the council to develop long term goals for the Town and strategies to implement such goals.
- (10) Encourage and provide staff support for regional and intergovernmental cooperation.
- (11) Promote partnerships among council, staff, and citizens in developing public policy and building a sense of community.
- (9) (12) Exercise such powers and perform such other duties as may be required by ordinance or resolution of the Council not inconsistent with this Charter.

§ C503. Appointments by the Manager.

The Town Manager shall appoint, and may remove, all department directors and employees of the town except as otherwise specifically provided by this Charter or the C.G.S. The Town Manager may, subject to the approval of the Council, perform the duties of any such office except those of the Town Treasurer and Town Clerk, provided that, in case the Town Treasurer is absent or unable to act, the Town Manager may countersign checks in accordance with the provisions of § C505 of this Charter. The Town Manager may designate an appointee to serve as acting Manager during the Manager's absence.

§ C504. Administrative departments.

~~There shall be such administrative departments, agencies and offices as may from time to time be created by the Town Council. Such departments shall, except as otherwise provided in this Charter, have the powers and duties prescribed by law and by ordinance or resolution of said Council. The directors shall have the power to appoint and remove such deputies, assistants and employees as shall be deemed necessary, with approval of the Town Manager and pursuant to the merit system provisions of Article VI of this Charter. The directors shall be responsible for the efficient discharge of the responsibilities of their departments. The directors may delegate a part of the administrative duties of the department to any appointee.~~

In addition to those administrative departments, agencies and offices established by this Charter, as set forth in C303B, the Town Council shall establish by ordinance various administrative departments, agencies and offices responsible for public services. Such departments, agencies and offices shall, except as otherwise provided in this Charter, have the powers and duties prescribed by law and by ordinance or resolution of said Council. The department directors shall have the power to appoint and remove such deputies, assistants and employees as shall be deemed necessary, with approval of the Town Manager and pursuant to the personnel provisions of Article VI of this Charter. The directors shall be responsible for the efficient discharge of the responsibilities of their departments, agencies and offices. The directors may delegate a part of the administrative duties of the department, agency or office to any appointee.

§ C505. Office of Town Clerk.

The Town Clerk shall have all powers and duties conferred or imposed by law on Town Clerks, shall serve as Clerk of the Council and shall have such other duties as are prescribed in this Charter or are assigned by the Manager or the Council. All fees collected by the Town Clerk or deputies or assistants shall be paid into the Town Treasury.

§ C506. Department of Finance.

A. The Department of Finance shall be responsible for:

- (1) The keeping of accounts and financial records.
- (2) The assessment and collection of taxes, special assessments and other revenues.
- (3) The custody and disbursement of town funds and money.
- (4) The ~~control over~~ oversight of expenditures.
- (5) Except as otherwise provided in § C406, such other powers and duties as may be required by ordinance or resolution of the Town Council.

B. Accounts shall be kept by the Department of Finance showing the financial transactions for all departments and agencies of the town. Forms for such accounts shall be prescribed by the Director of Finance with the approval of the Town Manager. Financial reports shall be prepared for each quarter and for each fiscal year and for such other periods as may be required by the Town Manager or Town Council.

(1) Organization.

(a) The Director of Finance shall have direct supervision over the Department of Finance and the administration of the financial affairs of the town. Subject to the approval of the Manager, the Director of Finance may perform the duties of any office within the Finance Department except that of the Treasurer, and may consolidate one (1) or more such offices under one (1) person, provided that the Town Treasurer shall not also be the Tax Collector or the purchasing agent.

(b) The Tax Collector, Assessor and Treasurer shall have all powers and duties imposed by law on such officers and shall have such other powers and duties as the Director may prescribe.

(c) Purchasing.

~~[1] The purchasing agent of the town shall be responsible for the purchase of all supplies, materials, equipment and other commodities required by any department, agency, board or commission of the town except the Board of Education. Forms for all purchases shall be prescribed by the Director of Finance, with the approval of the Manager. Nothing herein contained shall be construed to prevent the town purchasing agent from serving, to the extent requested, as the purchasing agent for the Board of Education upon request of the Board or for any other agencies supported in part by the town if approved by the Town Council and Town Manager.~~

~~[2] Purchases shall be made under such rules and regulations as may be established by the Council, provided that, if any purchase or contract for purchasing, including a continuing order or contract for the purchase of the same commodity over a period of time, involves the expenditure of seven thousand five hundred dollars (\$7,500.) or more, the purchasing agent, unless it shall be determined by the Council to be against the best interests of the town, shall invite sealed bids or proposals, giving ten (10) days' notice thereof by publication at least once in a newspaper having circulation in the town, and shall let the purchase or contract to the lowest responsible bidder thereon or may reject all such bids or proposals. All such sealed bids or proposals shall be opened publicly.~~

The Town Council shall establish, by ordinance, procedures regarding the procurement of goods and services.

- (d) Nothing herein shall prevent the creation of petty cash funds in individual departments from which small expenditures may be made under rules promulgated by the Director of Finance as to amounts, audits, evidence of expenditure and system for replenishment.
- (2) Assessment and collection of taxes. Except as specifically provided in this Charter, the assessment of property for taxation, the billing and collection of taxes shall be performed as provided in the C.G.S.
- (3) Expenditures and accounting.
- (a) No purchase shall be made by any department, board, commission or officer of the town other than the Board of Education, except through the purchasing agent.
- (b) No vouchers, claim or charge against the town shall be paid until the same has been audited and approved by the Director of Finance or an agent for correctness and validity. Payment of all approved claims shall be authorized by the Director of Finance which authorization shall be valid when countersigned by the Treasurer, provided that, in the absence or inability to act of either the Director of Finance or Treasurer, the Manager may be authorized to substitute temporarily for either but not both of them.
- (c) The Director of Finance shall prescribe the time at which and the manner in which persons receiving money on account of the town shall pay the same to the Town Treasurer.
- (d) The several departments, commissions, officers and boards of the town shall not involve the town in any obligation to spend money for any purpose in excess of the amount appropriated therefore unless the matter has been approved by the Council. Each order drawn upon the Treasurer shall state the department, commission, board or officer and the appropriation against which it is to be charged.
- (e) Except as otherwise provided in § C406, additional appropriations over and above the total budget may be made from time to time by resolution of the Council, upon recommendation of the Manager and certification from the Director of Finance that there are available unappropriated general fund or other resources in excess of the proposed additional appropriations.
- (f) Appropriations for construction or for other permanent improvements, from whatever source derived, shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned. Any such project shall be deemed to have been abandoned if three (3) fiscal years shall elapse without any expenditure from or encumbrance of the appropriation. Any portion of an annual appropriation remaining unexpended and unencumbered at the close of the budget year shall lapse.
- (g) Every payment made in violation of the provisions of this Charter shall be deemed illegal and every official authorizing or making such payment or taking part therein and every person receiving such payment or any part thereof shall be jointly and severally liable to the town for the full amount so paid or received. If any officer or employee of the town shall knowingly incur any obligation or shall authorize or make any expenditure in violation of the provisions of this Charter or take any part therein, such action shall be cause for removal.

~~§ C507. Department of Public Works.~~

~~A. The Department of Public Works shall:~~

- ~~(1) Supervise and control the maintenance of all town-owned structures, except such structures as are under the control of the Board of Education.~~
- ~~(2) Supervise and control the planning, surveying, constructing and reconstructing, altering, paving, repairing, maintaining, cleaning, lighting and inspecting of highways, sidewalks and curbs, sewers, sewage disposal, public and private drains and other public improvements and town buildings.~~
- ~~(3) Supervise and control the preservation, care and removal of trees within highways or public places.~~
- ~~(4) Supervise and control all engineering work of the town.~~
- ~~(5) Supervise and control the collection, recycling and disposal of solid waste.~~
- ~~(6) Maintain all parks and grounds used for park purposes belonging to the town, and buildings, structures, apparatus and equipment used in connection therewith.~~
- ~~(7) Administer all laws, ordinances and regulations, if any, governing the construction or maintenance of buildings and other structures, including all plumbing, electrical, mechanical, gas and oil burner installations therein.~~
- ~~(8) Have such other powers and duties as the Town Manager may prescribe. —~~

~~B. Any provision of this section to the contrary notwithstanding, the Department of Public Works may maintain and care for school buildings and grounds, but only if and to the extent and for the period requested by the Board of Education and approved by the Council, provided that the costs are charged against the Board of Education's appropriation. This provision may also apply to the maintenance of public property by the Board of Education staff.~~

~~C. The Director of the Public Works Department shall exercise the powers and duties under the supervision of the Manager. The Director of Public Works shall be the Tree Warden and shall have all the powers and duties thereof, as provided in the C.G.S.~~

~~D. The Building Official may be the enforcement officer for the Zoning Commission, if so designated in the zoning regulations, and perform such other duties as may be prescribed by the Council or required by the Director of Public Works, provided that the Director of Public Works may perform the duties of the Building Official.~~

~~§ C508. Department of Planning and Development.~~

~~A. The Department of Planning and Development shall:~~

- ~~(1) Be responsible for assisting and advising the Planning and Zoning Commission on a comprehensive plan of development and land use for the town as well as the writing of land use regulations.~~
- ~~(2) Coordinate staff reviews of all planning and zoning applications.~~
- ~~(3) Administer the work of the Planning and Zoning Commission.~~
- ~~(4) Assist and advise the Manager and other departments on town planning and development matters.~~
- ~~(5) Prepare grant applications and perform - 135 - related research.~~

B. It shall be the objective of the Department to achieve a plan for the town which is economically, socially, ecologically and aesthetically desirable:

C. The Director of the Planning and Development Department shall be the Town Planner and shall have such duties and responsibilities as are prescribed by the Manager and with policy direction from the Planning and Zoning Commission:

§ 509. Department of Public Safety:

A. The Town Manager shall act as the Director of Public Safety unless the Town Council shall, by ordinance, direct otherwise. The Director shall appoint a Fire Marshal and an Animal Control Officer, in accordance with the provisions of the C.G.S.

B. The Department of Public Safety shall be responsible for:

(1) The preservation of the public peace;

(2) Prevention of crime;

(3) Apprehension of criminals;

(4) Regulation of traffic;

(5) Protection of rights of persons and property;

(6) Enforcement of the laws of the state and the ordinances of the town and all rules and regulations made in accordance therewith.

C. The duties of the Animal Control Officer, Fire Marshal and Local Director of Civil Preparedness, as provided in the C.G.S., shall be supervised by this Department.

D. The Department shall also be responsible for the protection of life and property within the town from fire and for the enforcement of all laws, ordinances and regulations relating to fire prevention and fire safety:

E. The Town Council may contract with the volunteer fire companies for all or part of fire protection services:

§ 510. Health Department:

A. The Health Department shall be responsible for the preservation and promotion of the public health and shall perform such functions and duties as are imposed by the law on directors of health and such other powers and duties as the Town Manager may prescribe:

B. The Director of Health shall be charged with the enforcement of all laws, ordinances, rules and regulations with respect to the public health:

§ 511. Department of Social Services:

A. The Department of Social Services shall have all the powers and duties relating to dependent persons vested by the C.G.S. and may provide, or make referrals for, social services needed by people of the town:

B. The Director of Social Services shall:

(1) Be in charge of the administration of all social service activities of the town;

(2) Have power to make rules and regulations relating to the administration of the

Department not inconsistent with the C.G. - 136 - ordinances of the town;

~~(3) Have such other powers and duties as the Town Manager may prescribe.~~

§ C512. Department of Recreation.

~~A. The Department of Recreation shall be responsible for the development, administration and operation of all public recreational activities and places for the people of the town with the assistance of such advisory committee(s) as may be appointed by the Council.~~

~~B. The Director of Recreation shall;~~

~~(1) Organize the work of the Department.~~

~~(2) Have the power to make rules and regulations relating to the operation of the Department.~~

~~(3) Have such other powers and duties as the Manager may prescribe, not inconsistent with the C.G.S. and ordinances of the town.~~

§ C513. Library Department.

~~A. The Library Department shall be responsible for the development, administration and operation of library services for residents of the town with the assistance of such advisory committee as may be appointed by the Council.~~

~~B. The Director of the library shall:~~

~~(1) Be in charge of the administration of all library services.~~

~~(2) Have the power to make rules and regulations relating to the administration of the Department.~~

~~(3) Have such other duties and authority as the Manager may prescribe, not inconsistent with the C.G.S. and ordinances of the town.~~

§ C514. Official bonds.

A. The Town Manager, Town Clerk, Director of Finance, Treasurer, Tax Collector, Director of Public Works, Building Official and such other officers and employees as may be required to do so by the Council shall, before entering on their respective official duties, execute to the town, in the form prescribed by the Council and approved by the Town Attorney, and file with the Town Clerk, a surety company bond in a penal sum to be fixed by the Council, conditioned upon honesty and/or the faithful performance of such official duties.

B. Nothing herein shall be construed to prevent the Council, if it deems it to be in the best interests of the town, from prescribing a name schedule bond, schedule position bond or blanket bond, or from prescribing which departments, offices, agencies, boards or commissions shall be covered by a specific type of the aforementioned bonds. Premiums for such bonds shall be paid by the town.

§ C515. Salaries.

Salaries of the Town Clerk, all directors and all employees in the classified service of the town shall be determined by the Council, in conformity with a systematic pay plan for the positions involved, upon recommendation of the Manager, provided that nothing herein shall be construed to limit the power of the Board of Education to fix the compensation of the employees of the school system.

ARTICLE VI, The Merit System Personnel System

§ C601. ~~Merit system established.~~ Merit Principle

~~All employees in the classified service of the town as described in § C602 below shall be appointed or promoted on the basis of merit and in conformity with recognized principles of public personnel administration. The merit system shall be administered under the supervision of the Manager by the Personnel Director.~~

All appointments and promotions of Town officers and employees shall be made solely on the basis of merit and fitness demonstrated by a valid and reliable examination or other evidence of competence.

§ C602. ~~The classified service.~~ Personnel Provisions.

Consistent with all applicable federal and state laws, the Town Council shall provide by ordinance for the establishment, regulation, and maintenance of personnel policies necessary for effective administration of the Town's departments, offices and agencies, including but not limited to classification and pay plans, merit systems, examinations, force reduction, removals, working conditions, provisional and exempt appointments, in-service training, grievances and relationships with employee organizations, including collective bargaining units.

~~A. The classified service shall include all positions except:~~

- ~~(1) Elective officers and persons appointed to fill vacancies in elective offices.~~
- ~~(2) Members of boards and commissions.~~
- ~~(3) Officers appointed by the Council.~~
- ~~(4) Employees of the Board of Education.~~
- ~~(5) The Director of Health.~~
- ~~(6) Persons employed in a professional capacity to make or conduct a temporary or special inquiry, study or investigation.~~
- ~~(7) Persons employed for a temporary period.~~

~~B. The Town Manager shall prepare a statement of the duties and responsibilities for each position in the classified service, the related minimum qualifications for appointment and the merit criteria for performance appraisal. These position descriptions shall comprise the classification plan of the town, which shall become effective upon adoption by resolution of the Council. New or additional positions in the classified service may be created and changes in the duties and responsibilities of existing positions may be made by resolution of the Council.~~

~~C. A compensation plan for all positions in the classified service shall be similarly prepared and adopted.~~

~~D. The Town Manager shall prepare a set of personnel rules which shall provide, among other things, for the method of holding competitive examinations, administration of the classification plan, probationary periods, hours of work, performance criteria and appraisal processes, removal, vacations, sick leaves and other leaves of absence. The Manager shall also prepare such other rules which may be necessary to provide an adequate and systematic procedure for the handling of the personnel of the town. Such rules and any~~

~~amendments thereto shall become effective upon being filed by the Manager with the Town Clerk. Copies of such rules and any amendments thereto shall be distributed to all members of the classified service.~~

- ~~E. Any member of the classified service may be removed only for just cause related to job performance. Any officer desiring to remove, or otherwise discipline, an employee shall notify the employee in writing of the reasons for the proposed removal or other disciplinary action. The employee charged may request a hearing before the Personnel Appeals Board, which shall within ten (10) days grant such hearing. The Personnel Appeals Board shall make a public finding as to whether or not the charges are true and as to whether they constitute grounds for removal. The final action in the matter, subject to any statutory rights of the employee, shall be made by the officer having powers of appointment and removal.~~
- ~~F. The foregoing provisions are not intended to impair the right of employees to bargain collectively.~~

§ C603. Ethical standards and conflict of interest.

- A. Elected officials are responsible for assuring that public employees under their supervision uphold the ethical standards adopted by the Town Council.
- B. Any municipal employee who has a direct or indirect financial or personal interest in any contract, transaction or decision of any department, board or commission to which the town is a party shall disclose that interest to the Town Manager. Violation by any employee of the provisions of this section shall be grounds for discipline or removal, provided that compliance with appropriate hearing procedures is assured.
- C. No person holding a position in the classified service of the town shall be required to make any contribution to the campaign funds of any political party or candidate for public office.
- D. The provisions of this section will be administered in conformance with § 7-479, C.G.S.

§ C604. Personnel Appeals Board.

The Council shall establish a Personnel Appeals Board as set forth in § 7-422, C.G.S.

ARTICLE VII, Miscellaneous Provisions

§ C701. ~~Amendment of Charter.~~ Review and Amendment of Charter.

A. The Town Council or a sub-committee of its members shall review the Charter at least every five (5) years to determine if a Charter Revision Commission shall be established.

B. This Charter may be amended in the manner prescribed by law.

§ C702. Saving clause.

If any section or part of any section of this Charter shall be held invalid by a court of competent jurisdiction, such holding shall not affect the remainder of this Charter nor the context in which said section or part thereof so held invalid may appear, except to the extent that an entire section or part of a section may be inseparably connected in meaning and effect with the section or part of a section to which such holding shall directly apply.

§ C703. Effective date.

The revision of this Charter shall be in effect ninety (90) days from the date of its adoption.

CHARTER REVISION PROCEDURES

1. Per Connecticut General Statutes section 7-188(b), charter revision may be initiated by resolution voted by two-thirds of the entire membership of the Town Council, in our case a minimum of six “yes” votes.

2. Next, C.G.S. section 7-190 (a) requires that a charter revision commission must be appointed within 30 days of enactment of the section 7-188 (b) Town Council resolution initiating charter revision. The Council may appoint from 5 to 15 members, not more than one third of whom may hold other public office in the municipality. “Other public office” does not include membership on ad hoc advisory boards, commissions or committees. No more than a bare majority of the members of the charter revision commission may be registered with any one political party.

3. At the same time the Council appoints the members of the commission, by resolution passed by a simple majority vote, the Council may make recommendations to the commission about any issues it wants the commission to consider, and the Council must also specify the date on which the commission is to submit its “draft report” to the town clerk for presentation to the Council. This submission date must be no later than 16 months from the date of appointment of the commission. The commission is free to address any Charter issues in its draft report, even if an issue is not recommended to it in the Council resolution. Any issues raised by the Council resolution must be commented on by the commission in its draft report. C.G.S. section 7-190(b). The draft report may include “the proposed charter [or] charter amendments.” C.G.S. section 7-191(b).

4. Once the commission has been initiated and appointed, recommendations, if any, have been made by the Council, and a deadline for the commission’s draft report has been established, until it receives the draft report, the Council’s only legal responsibility is to await the submission of the draft report by the commission before the deadline the Council has established.

5. Meanwhile, during its tenure, the commission must hold at least two public hearings, one before it begins any substantive work on the charter, and one after its draft report to the Council is completed but not yet submitted to the Council. The commission may amend its draft report after it is presented to the public hearing and before it goes to the Council by way of the town clerk. C.G.S. section 7-191(a).

6. After the Council receives the commission’s draft report, “it must 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 such draft report” to the town clerk. Not later than 15 days after its last hearing, the Council may make written recommendations to the commission for changes in the draft report. C.G.S. section 7-191(b). If the Council makes no recommendations for changes in the draft report within the 15 day period, the draft report shall become the final report of the commission, which is then automatically disbanded. C.G.S. sections 7-191(b); 7-190(c).

7. If the Council makes written recommendations for changes in the draft report to the commission, the commission shall confer with the Council and may then accept some or all of the Council's recommendations and amend the draft report, or it may reject some or all of the Council's recommendations. In any case, the commission shall make its final report to the Council within 30 days after receiving the Council's recommendations. C.G.S. section 7-191 (c). Upon submission of the final report to the Council, the commission is disbanded. C.G.S. section 7-190 (c).

8. No later than 15 days after accepting the commission's final report by making no recommendations, or by receiving the final report after consideration by the commission of its recommendations, the Council, by a majority vote of its entire membership, five votes, shall either approve or reject the provisions of the final report, in whole or in part. If the Council votes to reject the report in part or in its entirety, and a petition signed by ten per cent of the electors of the town is submitted to the Council within 45 days of the Council's vote and certified by the town clerk, the portions of the commission's report which were rejected by the Council along with those that were accepted must be published in a newspaper generally circulated in the town. If the report is totally rejected by the Council and no such petition is filed, the charter revision process is over. If any part of the commission's final report has been approved, either by vote of the Council or by the electors via a sufficient petition, publication must ensue within 30 days thereafter, and the process must continue. C.G.S. section 7-191(d).

9. Per C.G.S. section 7-191(e), the Council must determine by a majority vote of its entire membership, whether to submit the proposed charter revisions resulting from the foregoing process to the electors for approval ^{at a} regular or special election held no later than 15 months after approval of the final report by the Council or the certification of a sufficient petition filed by the electors per C.G.S. section 7-191 (d). A regular election is the annual November election at which the President of the United States, Governor, or Mansfield Town Council is elected.

10. The Council shall prepare the proposed charter amendments for the ballot in the form of one or several questions. In order to be approved, any such question need only receive a simple majority of votes in a regular election. If the Council decides to place the charter revision question(s) on the ballot in a special election, in order to be approved a question must receive a bare majority which number equals at least 15 per cent of the number of electors of the town. C.G.S. section 7-191(f).

11. If approved by the electors in a regular or special election, the charter amendments shall become effective 30 days after approval, unless a different effective date is specified by the Council in the question(s) it places on the ballot. C.G.S. section 7-191(f).

12. Finally, three certified copies of any charter amendments approved by the electors must be filed with the Office of the Secretary of State by the town clerk not later than 30 days after such approval. C.G.S. section 7-191(g).



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *Matt*
CC: Maria Capriola, Assistant to Town Manager; Jeffrey Smith, Director of Finance; Cherie Trahan, Controller/Treasurer
Date: May 14, 2007
Re: Financial Statements Dated March 31, 2007

Subject Matter/Background

The Finance Committee will be meeting prior to the Town Council meeting to review the financial statements for the period ending March 31, 2007.

Recommendation

If the Finance Committee wishes to recommend the acceptance of the statements, the following motion would be in order:

Move, effective May 14, 2007, to accept the town's financial statements for the period ending March 31, 2007.

Attachments

1) Financial Statements for the period ending March 31, 2007

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**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *Matt*
CC: Maria Capriola, Assistant to Town Manager; Jeffrey Smith, Director of Finance; Cherie Trahan, Controller/Treasurer
Date: May 14, 2007
Re: Appointment of Auditor to Conduct Financial Audit for Fiscal Year 2006/2007

Subject Matter/Background

Section 7-392(c) and 4-232 of the Connecticut General Statutes, as amended, requires that each municipality annually designate an independent public accounting firm to audit the books and accounts of that government. This audit was performed last year by Kostin, Ruffkess and Company.

Kostin, Ruffkess and Company did an excellent job and I am recommending that they be re-appointed for the current year. The Finance Committee will review this recommendation at its meeting on Monday night.

Financial Impact

The Town's General Fund budget includes \$37,170 to cover the audit fee, which is a 3.25 percent increase over the current year estimated.

Recommendation

If the Finance Committee wishes to recommend the appointment of Kostin, Ruffkess and Company, the following motion would be in order:

Move, effective May 14, 2007, to appoint the firm of Kostin, Ruffkess and Company to conduct the financial audit for Fiscal Year 2006/2007.

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**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *M.H.*
CC: Maria Capriola, Assistant to Town Manager
Date: May 14, 2007
Re: DECD Pre-Application for Small Cities Funding of Juniper Hills Sprinkler Project

Subject Matter/Background

Staff wishes to submit a Small Cities pre-application to the Connecticut Department of Community Development (DECD) for renovation and improvements to the Juniper Hills Village assisted housing facility. If awarded, the grant will provide funding to improve the fire system safety and other related improvements in an amount estimated at \$500,000.

On March 26, 2007, a public hearing was held to review the status of the Town's current Small Cities projects and programs. The purpose of the public hearing was to obtain citizens' views on the Town's community development and housing needs, and to discuss specific project activities in the areas of housing, economic development, or community facilities that could be a part of the Town's application for funding. During the hearing, the only public comment was in support of applying for funding to renovate and improve fire safety systems at the cottages at Juniper Hills.

To proceed with the pre-application, DECD requires continued Council support of the project.

Financial Impact

HUD provides Community Development Block Grant (CDBG) money to states, which may distribute the resources to non-entitlement communities (population less than 50,000). Potential funding sources for this project include Small Cities funding and a contribution from Juniper Hills to be used as leverage for the project (CDBG funds are administered by DECD). Town funds will not be directly used for this project; however, a limited amount of in-kind resources such as staff time will be dedicated to this project.

Recommendation

If the Town Council is in continued support of the project at Juniper Hills, the following motion is in order:

Move, effective May 14, 2007, to authorize staff to prepare and to submit a pre-application to the Connecticut Department of Economic and Community Development for Small Cities Program monies to fund renovations and improvements to the fire safety system at Juniper Hills Village.

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**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *Matt*
CC: Strategic Planning Team
Date: May 14, 2007
Re: Strategic Planning Project

Subject Matter/Background

As you know, one of the charges that the Town Council has issued to me is to facilitate the development of a strategic plan. The development of a strategic plan would benefit the Town in many ways. For one, a strategic planning process would allow the Town's leadership to identify its goals and objectives, and to be more proactive in preparing for the future. The process would help us to identify a vision of what we want the organization and the community to look like at some point in the future, whether it be three, five or ten years from now, and to establish a roadmap to achieve that vision. This visioning-process is an essential component of leadership, and is frequently overlooked or minimized. Another benefit of strategic planning would be community goal setting and consensus building in which ideas could be freely expressed and discussed.

In addition, a strategic planning process would provide the Town's leadership with a formal means to critically assess the relative strengths and weaknesses of our organization. Strategic planning would provide a rational basis and a structure to critically examine the organization. Also, the planning process would identify benchmarks and measurements against which we could measure our progress towards accomplishing our goals and objectives. Once we have this data, we would have a better idea as to where to allocate our resources, both human and capital, to further our stated goals and objectives, and to attain the vision for the organization that we have identified.

Essentially, components of the strategic planning process often answer the questions of:

- Where are we now?
- Where are we going?
- How do we want to get there?
- How do we measure our results?

Over this past summer, members of the strategic planning team comprised of Town Council members and various department heads, conducted site visits with three Connecticut municipalities (Cheshire, Hartford and South Windsor) that had engaged in strategic planning. Those site visits were helpful in identifying some elements of what we would like to see in a strategic planning process for the Town of Mansfield. At our

meetings, the team also identified the need for a skilled facilitator to assist with the planning process. All three towns that we met with this past summer used a facilitator or a consultant, and all three communities emphasized the importance of the facilitator's role. We think that we could similarly benefit from a neutral third party who is skilled as a facilitator and has experience with strategic planning.

Consequently, the Strategic Planning Team prepared and issued a request for qualifications (RFQ) to hire a consultant/facilitator to assist with the strategic planning process. We received a good pool of applicants for the consulting position. The team members interviewed the selected applicants and have tentatively selected Management Partners, Inc. as the consultant that best fits the qualifications listed in the RFQ.

The firm of Management Partners has extensive local government experience, and its staff includes former city managers, budget analysts and other local government professionals. Management Partners has assisted many communities, such as Huntington Beach, California, Manchester, Connecticut, Rockville, Maryland and Shoreline, Washington, with strategic planning and organizational development. All of Management Partners' references spoke highly of the consulting agency.

As detailed in its communication dated April 13, 2007, Management Partners prepared several options for the Town's strategic planning process. The strategic planning team has identified Option One as its preferred choice because this option would incorporate a great deal of community involvement in the planning process. This community-based strategic plan would involve as many as 80 members from the community in a visioning and action-planning conference. In addition, the process provides for various community "open houses" to provide input on the draft vision and critical success factors.

Also, Management Partners has suggested that the Town Council select a steering committee for the strategic planning project. The recommendation is that the steering committee be comprised of 12-15 members who are policy makers or represent key stakeholders within the community. The steering committee would be responsible for coordinating the project, under the guidance of the Town Council and in the consultation with the community participants and staff.

The strategic planning team has recommended that the steering committee be comprised as follows:

- Three to four members of the Town Council
- Town Manager
- 1 representative from the Planning and Zoning Commission
- 1 representative from the Mansfield Board of Education
- 1 representative from the Regional 19 Board of Education
- 1 representative from the senior community
- 1 representative from the business community
- 1 representative from the University of Connecticut
- 1 representative from a civic organization
- 1 representative from the local environmental community

- 1 representative from Windham Region Council of Governments
- 1 member who represents the interest of young families
- 1 member who represents the needs of persons with disabilities

This composition would result in a 15-16-member steering committee that we believe would be representative of our community and provide valuable input to the Town Council.

Financial Impact

The estimated cost to prepare the plan is \$92,550, which includes the finished plan and the consulting time to help guide this project. In addition, I anticipate that we would incur incidental costs to hold the various community meetings. We have budgeted funds in the capital improvement plan to finance the project.

Recommendation

The Strategic Planning Team recommends that the Town Council authorize staff to appoint the firm of Management Partners as our consultant for the strategic planning process. In addition, we also request your consensus approval to develop a slate of nominees for the Strategic Planning Steering Committee, which slate will be submitted to you for your review and approval.

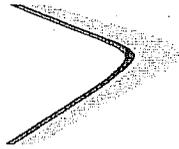
I realize that this is a very important project for the Town Council and that the cost of the project is not inexpensive. Consequently, if the Town Council wishes to meet with Management Partners before making this decision, we could invite representatives of the firm to your next meeting.

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

Move, effective May 14, 2007, to authorize staff to appoint the firm of Management Partners, Inc. as the consultant for Mansfield's strategic planning process, which firm shall specifically perform the services as described in Option One of its proposal dated April 13, 2007.

Attachments

- 1) Management Partners re: Town of Mansfield Strategic Planning Process
- 2) Management Partners, News You Can Use, Summer 2006
- 3) Imagine Rockville, "Shaping the Future," May 1997
- 4) Town of Mansfield, Request for Qualifications, Professional Services Relating to the Preparation of a Strategic Plan



April 13, 2007

Mr. Matthew W. Hart
Town Manager
Town of Mansfield
4 South Eagleville Road
Mansfield, CT 06268

Dear Matt:

Based on our conversation on April 10, I have prepared two additional options regarding the scope of work for your strategic planning process. This provides a total of four options for your consideration. Three of the options involve a community-based strategic plan with varying degrees of community involvement. The fourth option is to establish a strategic plan for your organization, which includes far less community involvement.

Option One

Community-Based Strategic Plan

The proposed scope of work is detailed in the following seven activities.

Activity 1 – Start Project

A successful strategic planning exercise will benefit a collaborative relationship between the consulting team and strategic planning team from the very beginning of the process. This activity is intended to begin the collaborative relationship. The strategic planning team will serve as a steering committee for the entire process. This team can either be the team identified in the RFQ, or a strategic planning committee appointed by the Town Council. In the proposed scope of work we will refer to this group as the strategic planning committee, or SPC.

The first step for Management Partners will be to meet with the Town Manager and SPC to gain a clear picture of what the Town hopes to accomplish from the strategic planning exercise. We want to ensure that we have a shared vision for how to develop the strategic plan.

Activity 2 – Collaborate About Project Planning

During this activity, Management Partners will meet with the SPC to finalize plans for the community forums that will be held as part of Activity 3, and to reach agreement on the best way to encourage broad participation in the Search Conference events. Participation in the Vision and Action conferences will require a commitment of time on the part of community members and the process will be most successful if a broad

cross-section of the community has an opportunity to participate. The SPC will discuss and decide on an application and/or invitation process for their "casting call" to solicit participation by community stakeholders. The search conference community can include between 40 and 80 participants. These participants should also include formal community leadership (the Town Council and Town department heads) who will work hand-in-hand with the community to implement the plan and achieve the articulated vision.

At the conclusion of the invitation and/or application process, the SPC will meet to decide on the final participants in the Vision and Action planning events.

Activity 3 – Conduct Environmental Scan

The purpose of this activity is to develop background information for Search Conference participants that will inform their participation in the visioning exercise. Management Partners will work with Town staff to identify important information that should be provided to the Search Conference participants including current demographic information, as well as projections about the future. Information about Town finances, planning, and other relevant trends will also be gathered and shared with search conference participants.

Activity 4 – Facilitate Visioning Conference

With the planning complete, and every detail attended to during Activity Two, Management Partners will facilitate the initial Visioning Conference. The 40 to 80 participants will spend two days together to articulate a desired future for the Mansfield community and identify critical success factors for achieving that vision. Critical success factors are those things that *must* be in place for the community vision to be realized. The actual Visioning Conference will include activities with the entire group as well as small group break-out sessions that will allow everyone to actively participate and engage in the process. One of the phenomenal outcomes of the process that we are recommending is the spirit of community that is developed among Search Conference participants during the event. Participants will develop ownership of and a commitment to the process – and its implementation.

In addition to providing expert facilitation, Management Partners also recommends that we use a graphic recorder to create visual representations of the vision that stakeholders express for the community, as well the critical success factors. The "pictures" are truly worth a thousand words when it comes to sharing the information with the entire Mansfield community.

At the conclusion of the Visioning Conference, Town Staff will summarize the activities and create materials designed to solicit the broad community input sought in Activity 5.

Activity 5 – Solicit Community Input

A community strategic plan is best when touched by as many people as possible. During this activity, the community will be invited to attend "open houses" where they can provide input on the vision and critical success factors. We anticipate the "open houses" will be both physical – perhaps at a library, school, community center or Town Hall – as well as "virtual." The virtual open house will allow the results of the Visioning Conference to be viewed on line. Comments will be welcome on line as well.

The input received during this phase of the process will be summarized by Town Staff for the Search Conference participants to consider during the Action Planning Conference.

Activity 6 – Facilitate Action Planning Conference

The Action Planning Conference takes the vision and critical success factors identified at the Visioning Conference and provides the opportunity for stakeholders to develop action plans that will guide implementation so the vision can be realized. Management Partners will facilitate this event, and provide focused expertise for developing successful action plans. Ideally, each person who participates in the Visioning Conference will also participate in the Action Planning Conference. During this two-day session Management Partners will work with the break-out groups to create a structure for ongoing implementation and tracking.

Activity 7 – Assist with Implementation

The success of the entire process will hinge on effective implementation. Management Partners will share a template that can be used to provide regular reports to the Town Council to build in an element of accountability to see that the Town's strategic plan is implemented.

Hours and Budget

With the reduction in outreach activities and an increase in assistance provided by Town Staff in order to reduce the hours required by our consulting team, we estimate that approximately 390 hours of consulting time will be necessary to effectively guide this process. The fee is \$92,550, (including the use of a graphic recorder at the Visioning Conference to visually capture this important process and all other expenses).

Option Two

Community-Based Strategic Plan with limited participation in the Search Conferences

This scope of work is identical to Option One, but the number of participants who will be engaged in the Vision and Action Plan conferences will be capped at 40. This will limit the number of facilitators required to manage the process, and significantly reduce the cost. We have also excluded use of the graphic recorder in this option.

This will require approximately 296 hours of consulting time. The fee, including expenses, is \$72,500.

Option Three

Community-Based Strategic Plan with extensive involvement in the Visioning Conference with organizational ownership of the action planning activity

This follows the same steps as Options One and Two through Activity 6, and provides for extensive community involvement in the Visioning Conference. After community input is received on the vision, the organization then accepts responsibility for developing action plans and presenting them to the Town Council (Activity 6).

This effort will require approximately 318 hours of consulting time. The fee, including all expenses is \$75,000. This price excludes the use of a graphic recorder.

Option Four

Organizational Strategic Plan

If the subject of the Strategic Plan is the Town Government, it is perfectly appropriate for the Town Council and Town Staff to work in close partnership to develop the plan. Using this approach, Management Partners would conduct a number of retreats and get limited input from the broader community using an on-line survey. This approach is described in the following five activities.

Activity 1 – Start Project

This activity is the same as described above.

Activity 2 – Conduct Environmental Scan

The purpose of this activity is to develop background information for Town Council to consider in the Visioning Retreat, described below in Activity 3. Management Partners will work with Town staff to identify important information that should be included in these background materials. In order to supplement the data and information provided by Town Staff and to provide an element of community involvement in this process, Management Partners would prepare and analyze an on-line survey. Members of existing Town Boards and Commissions would be invited to participate in the survey to share their perspective on the vision and critical success factors for the Town of Mansfield.

Activity 3 – Facilitate Visioning Retreat

The purpose of this first retreat with the Town Council and Town Department Heads will be to articulate a vision for the community, including critical success factors that must be achieved in order for the Town of Mansfield to achieve this vision, as well as specific goals to begin moving the Town in the desired direction. Identifying clear goals allows the organization to put plans in place that will move the organization towards the established vision.

The Town Council is elected to represent all the residents of Mansfield, and it is appropriate for them to accept responsibility for articulating the vision and critical success factors. While the Council embarks on this critical exercise, having Town staff in the room as resources for the governing body and also available to hear the language and dialogue of the Town Council will enable them to be good stewards of the plan during the implementation phase.

Activity 4 – Facilitate Action Planning Retreats

This activity consists of two key events. The first is to engage Town staff to identify the strategies and action steps necessary to accomplish the Town Council's goals. Management Partners will provide staff with worksheets in advance of the session to help anticipate the information that will be needed to make the session most productive. Staff will be asked to suggest strategies and provide resource estimates for implementation of each of the goals and priorities identified in Activity 3. No doubt some of the resources will be available and some will require innovative funding ideas. Nevertheless, the exercise of imagining costs and implementation steps will make implementation more likely. It will also provide a tool for Council when new priorities are identified that are not part of the plan.

Once the preliminary Action Plan is completed by Town Staff, Management Partners will facilitate a joint session with Council and staff where the staff will essentially present their efforts. This will enable the Town Council to make informed decisions about future resources and understand the funding realities and steps necessary to achieve the goals and projects in the strategic plan.

Activity 5 – Assist with Implementation

The final activity is to produce a strategic plan that documents the decisions throughout the process. Management Partners will work with staff to finalize the Implementation Action Plan that will serve as a road map for achieving the goals and projects identified in the plan. A key piece of this activity will be to work with Town staff to identify specific performance measures that will be part of the regular reporting to the Town Council. Management Partners will provide training to Town staff on performance measurement and suggest relevant measures for the Town's strategic plan.

Hours and Budget

This approach will require 294 hours of consulting time. The fee is \$66,500, (including the use of a graphic recorder at the Vision Retreat to visually capture this important process and all other expenses).

If you have further questions about the options and activities described, please feel free to call either of us.

Sincerely,



Julia D. Novak
Regional Vice President



Amy Cohen Paul
Corporate Vice President

Option One _____ Option Two _____

Option Three _____ Option Four _____ (initial selected option)

Accepted for the Town of Mansfield:

Date

Matthew W. Hart, Town Manager

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In Touch

One of the most obvious leadership tasks is to stay close to the workers in your organization.

In smaller organizations (say those under 400 employees), the leader ought to know each of the workers individually. In larger

governments, the leader has to work through others, using systems to help stay in touch.

Times and expectations about communication in the workplace have changed dramatically in the last few years. We're now in an era of instant communication, and workplace expectations reflect that.

It sounds basic to say that communication channels should be open and used constructively to support an environment in which every worker knows what's going on and feels like a part of the larger enterprise.

But to realize that goal, the CEO/CAO has to address two needs:

1. Work out — explicitly — the way that managers at different levels share responsibility to communicate with workers. What is the role of the CEO/CAO? What is the role of the department head? What about other managers? How do these roles complement each other, and how can we avoid confusion? Who speaks for management?

Failing to explicitly work through the sharing of communication responsibility can have awful consequences. Try making it a one-time focus of top management attention, and you'll be amazed at the results!

2. Ask employees what they think — often! Effective communication is always a two-way street — and it's the leader's responsibility to see that the channels to lower-level managers and to employees are working.

The municipal intranet (email, websites) and survey instruments are simple and easy to use. In short, there is no excuse for not being in touch.

Innovative leaders have already been over this ground, and best practices knowledge exists. Give us a call if you'd like to kick this around.

President and CEO

Strategic Planning Helps Governments Reach Goals

"Would you tell me, please, which way I ought to go from here?" asked Alice of the Cat.

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where —" said Alice.

"Then it doesn't matter which way you go," said the Cat. (Alice in Wonderland)

The key to giving good directions is knowing the destination. Strategic planning establishes the focus for setting local government priorities.

It is a process of creating a vision for your community and/or organization — then channeling your resources to make it happen.

Management Partners has worked with dozens of jurisdictions and governing bodies to establish strategic plans that guide service delivery and resource allocation priorities. It's a process that identifies your mission, your values and the critical success factors for your government, so that goals and work plans can be aligned.

For example, Management Partners helped the City of Montgomery, Ohio, establish a strategic plan that has successfully guided that high-performing organization for five years. In 2006, we revisited the process with Montgomery to set new initiatives and recommit to community priorities, such as prudent financial management. Revisiting such plans regularly to update them is a best practice.

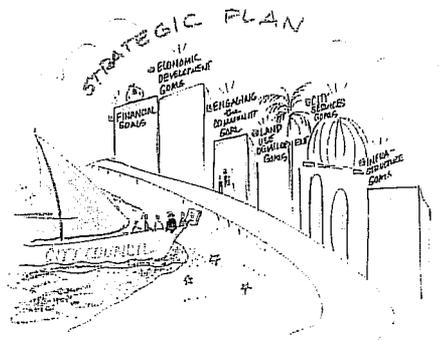
Many successful organizations use community surveys as the foundation for strategic planning. A survey yields data so the governing body can align its priorities with the desires of the people it represents.

A value-added component of this process is using a graphic recorder to visually depict priorities as they are established by the governing body. We live in a visual world — from the internet to the big screen to sculptures in the park — and people are used to understanding concepts by seeing them.

Management Partners uses graphic recorders with many clients during strategic planning workshops to paint the picture as they talk about their visions, goals and strategies for getting there.

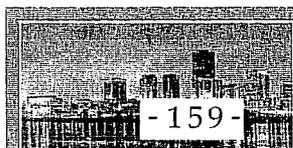
In the past year, Management Partners has worked with the following jurisdictions on strategic planning, goal-setting and team-building: Shoreline, Washington; Huntington Beach, California; Orange County (California) Cemetery District; Texas PRIMA; Eugene, Oregon; and Lawrence and Overland Park, Kansas.

If you'd like more information on our strategic planning services, contact Julia Novak (jnovak@managementpartners.com) or Amy Paul (apaul@managementpartners.com).



One graphic recording (picture) is worth a thousand words for planning...

INSIDE:



- Inside the work of an Efficiency Commission... p. 2
- Give your staff a customer service refresher... p. 2
- In Long Beach, a code enforcement success story... p. 3
- How GASB 25 affects your bottom line... p. 3

In Polk County, Voter-Initiated Efficiency

The voters of Polk County, Florida, approved a Charter Amendment in 2004 that required County Commissioners to create an "Efficiency Commission."

County residents, not government officials, were charged with studying ways to make the county government and its services more productive, cost conscious and responsive to the needs of this fast-growing county.

It was a tall order — one that could consider everything from privatizing some services to multi-government initiatives.

But it's not an uncommon order. More and more localities are finding themselves under scrutiny from voters to conduct outside reviews of government efficiency. In 2005, Washington State voters passed an initiative requiring the state Auditor's Office to review the performance of each local government.

Efficiency studies, sometimes called "audits" or "optimization studies," are an excellent way of improving government performance and demonstrating accountability to elected boards and the public.

The 23-member Polk County Efficiency Commission hired Management Partners in 2005 to serve as its executive director and expert staff. Over a 14-month period, Management Partners reviewed every function of the county government, identified possible efficiencies and documented existing best practices.

The firm also reviewed the county's use of performance measures and compared them to best practices nationwide.

Although some of the more than 20 recommendations that resulted from this analysis can be implemented independently of other jurisdictions, the commission found that the most significant opportunities for efficiency require intergovernmental cooperation. In some cases, regionalizing services will yield the best results.

Public safety operations offered much opportunity for efficiency and improved service levels. For example, municipalities could contract for local law enforcement with the highly regarded and professional Polk County Sheriff's Office. The region also could build on the successful move toward regional E-911 call-taking and consolidated dispatch functions.

Moving toward a regional fire service, to eliminate the inefficient mish-mash of jurisdictional boundaries created by growth and annexation, also made a lot of sense to commission members.

The complete text of the Efficiency Commission's final report can be found on the Management Partners website: www.managementpartners.com.



Make Their Day

Customer Service Skills for Dealing with Difficult Customers

Who represents your jurisdiction to the public *every day*? Who is the "voice" and the "face" of your city, county or township?

If your first thought was "our elected officials," then think again...

The answer is your front-line employees. The people who answer the telephone in each department... the people who fill the potholes... the people who staff the counter (especially the lunchtime substitute)... the people who lifeguard and teach swimming lessons. They seldom have "customer service" in their title, yet they all play this critical role, in addition to doing their "real" jobs.

Good customer service usually isn't dependent on providing a definitive answer, rather it is about attitude and follow up. What behavior does the customer experience? Do they feel valued? Are they treated with courtesy and respect?

Most residents interact with their government infrequently. As a result, one interaction might form the basis of how they view the entire organization.

If the majority of your front-line employees happen to be good at customer service, then your jurisdiction probably has a great reputation. If they are not innately good at it, or they have not been equipped with the skills to deal with the public, the reputation of your entire city or county could suffer. Scary, but true!

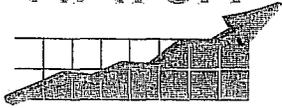
Working with jurisdictions across the country, Management Partners designed customer service training *specifically* for local government employees. Based on our clients' needs, we have developed a learning tool that incorporates important customer service skills with situations encountered by people who serve the public. Our training is interactive, fun and can help your employees:

- ▶ Learn/review important customer service skills
- ▶ Understand profiles of difficult customers and identify strategies to help them
- ▶ Practice dealing with the unique needs of difficult customers
- ▶ Become aware of their own conflict style and how that impacts customer service
- ▶ Develop personal goals for improving individual customer service skills

Don't leave something so important to chance. We can conduct customer service training on site in your jurisdiction, or you can join with a neighboring jurisdiction to share the experience (and make this affordable training even more affordable!). For more information, contact Amy Paul at apaul@managementpartners.com.

How GASB 45
affects your
bottom line

TREND WATCH



In 2004, the Governmental Accounting Standards Board issued Statement 45, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions. This requirement will have a profound impact on many local governments and will substantially alter how the public, employees and debt-rating agencies view your balance sheet.

Generally, it will negatively impact long-term financial sustainability — worsening the structural budget deficit many governments already face.

GASB 45 requires that governments disclose the anticipated costs associated with benefits offered to qualified individuals leaving employment. Governments must report the actuarially determined cost of future “other post-employment benefits,” or OPEBs, they are required to pay.

The practical effect is that suddenly many local governments will see in black and white a substantial new financial liability. The most expensive item is post-retirement health insurance.

The phase-in for complying with GASB 45 is linked to government size, but all units will have to begin reporting this liability after 2008.

GASB 45 does not require funding the long-term liability associated with OPEBs; it only requires disclosing it. However, once such a liability is disclosed, it begs the question of how it will be funded, and many financial experts expect that disclosure will lead to reserve set-asides.

Most local governments have not established a reserve to fund OPEB, and since health insurance is expensive — 8% to 11% of total compensation — many agencies will suddenly have a multi-million dollar drop in asset value.

Management Partners can help local governments assess the impact of GASB 45 regulations, articulate what these requirements mean to long-term financial sustainability and develop a plan to manage this new requirement.

Turning the Corner

Long Beach Revitalizes its Code Enforcement Programs

The City of Long Beach, California, is known for its proximity to the Aquarium of the Pacific and the reinvented, docked Queen Mary ocean liner.

But beyond the tourism, Long Beach for years struggled with blight and urban decay. The city has a high population density, with almost 9,000 people per square mile, and low owner occupancy rate, at 40%.

Facing a deficit and mounting complaints from residents, the city in 2004 retained Management Partners to review its code enforcement and nuisance abatement operations, with an eye toward cost savings.

In its review, Management Partners found that the city’s code enforcement operations — 23 separate programs across eight departments — didn’t align with its new strategic plan or neighborhood community objectives.

With Management Partners’ help, the city reorganized its efforts.

Long Beach consolidated code enforcement within the Community Development Department, establishing teams in geographic regions that are also used by police and district attorney staff. This gave staff deeper knowledge of specific neighborhoods and established a strong link with law enforcement.

To reduce costs, Long Beach used City Council and Neighborhood Improvement staff to issue “friendly notices” before opening a formal code enforcement case. And inspectors from the Housing and Health Departments began looking for code violations during their other inspections.

The majority of city inspections and violation complaints stem from minor nuisances — like abandoned cars and overgrown weeds — so the City hired aide-grade inspectors for that work, freeing up higher-grade inspectors for complex cases.

OUTCOME: A 10% productivity increase in cases opened and closed since implementation. And a reduction in case backlogs from 7,500 to 1,200.

Some had been taking advantage of the Long Beach’s customer-friendly warning system for code violations. So the city changed procedures, now giving a warning notice with a 30-day window to correct violations before fines kick in.

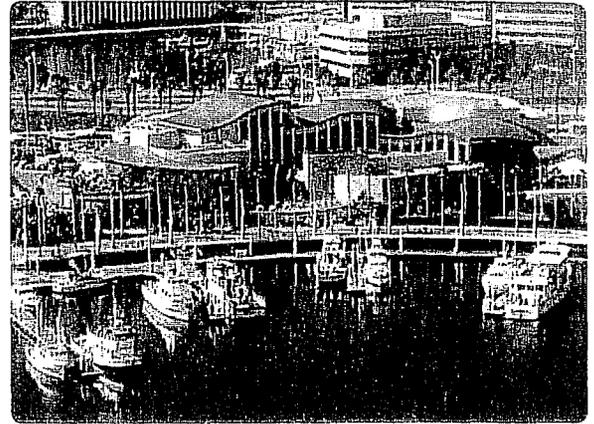
OUTCOME: A 92% compliance rate.

Management Partners also recommended that the city’s Redevelopment Agency support code enforcement efforts for specific programs.

OUTCOME: The agency contributed \$400,000 in both FY2005 and FY2006. Both the agency and neighborhood residents expressed satisfaction with program results.

In late 2005, City Council members publicly praised the code enforcement overhaul project.

Dennis J. Thys, manager of the City’s Neighborhood Services Bureau, called Management Partners’ work “comprehensive,” adding, “The implementation of those recommendations has increased efficiency, reduced costs and decreased the number of community complaints about code enforcement.”



Aquarium of the Pacific, Long Beach



Return Service Requested

NEW TEAM MEMBERS: Steve Burkett and Michael Lombardo



Steve Burkett, who was city manager of four municipalities over a 35-year career, joined Management Partners this year as a Partner. Steve has broad expertise in organizational leadership and is adept at applying private-sector techniques to increase the quality of, and reduce the cost of, government. He served as City Manager in Shoreline, Washington; Tallahassee, Florida; Fort Collins, Colorado; and Springfield, Oregon. Steve also had leadership positions in Phoenix and in Corvallis, Oregon, and was president/CEO of a non-profit company that provided city services to a master-planned community in Texas. Contact Steve in our western office at 408-437-5400, or sburkett@managementpartners.com.



Michael Lombardo, a performance management expert, joined the firm this year as a Senior Manager after serving as County Administrator of Allegan County, Michigan, since 2003. Earlier, Michael was Assistant City Manager/Finance Director for Augusta, Maine, and was Director of Performance Measurement Programs for the International City/County Management Association (ICMA). During his career, he has led several efforts to evaluate and streamline local government operations, and to restructure fiscal systems. Michael also has worked with regional economic development agencies. Contact him in our eastern office at 513-861-5400, or mlombardo@managementpartners.com.

CONTACT US

The staff at Management Partners looks forward to hearing from you.

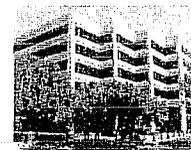
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Imagine ROCKVILLE

"Shaping the Future"

City of Rockville, Maryland

May 1997

A VISION FOR ROCKVILLE'S FUTURE

Rockville is taking the future seriously. After nine months of hard work including forums, meetings, community fairs, and thousands of ideas contributed by more than 700 community members, the plan for the future has come together and residents are ready to put it into action. Seven Vision Points have been developed to help create the desired future for Rockville. The plan includes visions for downtown, neighborhoods, cultural arts, and more.

A PROCESS BEGUN BY CITIZENS

"Imagine Rockville: Shaping the Future," began as a suggestion from the City's Science, Technology, and Environment Commission to embark on a "Sustainability" or "Benchmark" study for Rockville. The Mayor and Council then expanded the idea and initiated the "Imagine Rockville" Community Visioning Process. Starting with Community Forums last November, citizens developed ideas about a wide range of important issues - from strengthening the cultural arts to developing programs for youth; from creating a more exciting Town Center to forming stronger bonds in neighborhoods; from working to promote a strong local economy to taking better care of natural resources. Accompanying the seven Vision Points is a wide array of Action Plans designed to ensure the visions become reality.

ACTION PLANNING TEAMS

"Imagine Rockville" was designed to be a citizen-driven process. The City of Rockville will assist when appropriate on specific projects. However, community members will really get to roll up their sleeves and work on the various initiatives.

For each Vision Point, an Action Planning Team will guide the continuing work. The teams will work as partners with the City, community groups, businesses, and other organizations of greater Rockville.

Some examples:

- The Technology group is suggesting working with local colleges and universities to develop more life-long learning opportunities for area residents. Members of the Technology Action Planning Team will work cooperatively with various educational institutions to develop programs.

- The Action Planning Team for Cultural Arts and Diversity wants to establish a variety of programs and activities. To do this, it will open dialogues and establish cooperative relationships with diverse groups and organizations in the area.

The following Community Vision, developed by the Search Conference participants, is the overriding guiding statement for the entire Visioning Process:

"Imagine Rockville: Shaping the Future"

A STATEMENT OF COMMUNITY VALUES

Rockville is, has been, and always should be a great place to live, work, and play. Citizens enjoy a safe, healthy, and economically thriving environment. Rockville, the Montgomery County Seat, is an incorporated, self-governing city with a rich sense of history. Rockville is ideally located near our nation's capital on the Red Line of the world-class Washington Metro subway system; hosts the number one retail corridor in the metro area with Rockville Pike; and is home to the I-270 Technology Corridor. Rockville is a short drive to some of the most spectacular natural and historic resources in the United States.

Rockville is a warm and friendly, citizen-oriented community. Rockville residents live in unique and cohesive neighborhoods that provide a variety of housing choices to accommodate all stages in the life-cycle and all economic levels. Rockville has an open and accessible city government that subscribes to the highest level of ethics, decency, and character. All citizens, businesses, and community organizations are invited and encouraged to involve themselves in making Rockville an even better place to live. Rockville is a vibrant and growing community. Rockville citizens value first-class education and benefit from life-long learning opportunities from educational and training institutions in and around Rockville.

The city is proud of its diversity and is committed to ensuring that no citizen will ever be deprived of basic human needs and rights. The City provides premium services to all of its citizens and businesses, including recreation, parks, police, and public works. In addition the City encourages and supports the arts, culture, humanities, and preservation of its many historic and natural resources.

Rockville citizens cherish a sense of community, civic pride, and the "Rockville State of Mind."

- The Town Center Action Planning Team wants to enhance the viability of downtown Rockville. One idea is to work with businesses to establish an association that can help promote downtown events.

These are just a few of the many examples of how the Action Teams will work to develop plans and build partnerships.

Creativity will be key in developing many of the ideas. Some of the projects will need little or no money; others might require major funding. Some projects might be accomplished by a small core of volunteers; others might need help from several organizations. Some projects might be completed in a few months; others might take several years. It will be up to the team members to think of creative solutions to overcome any obstacles.

Each team will take responsibility for its own work plan. Members will recruit participants, set up their own meetings, write reports, develop schedules, and monitor their own progress. Anyone is welcome to join an Action Team at any time. People who have specific knowledge in a particular subject area or who may be impacted in some way by the work of a project might be interested in joining that team.

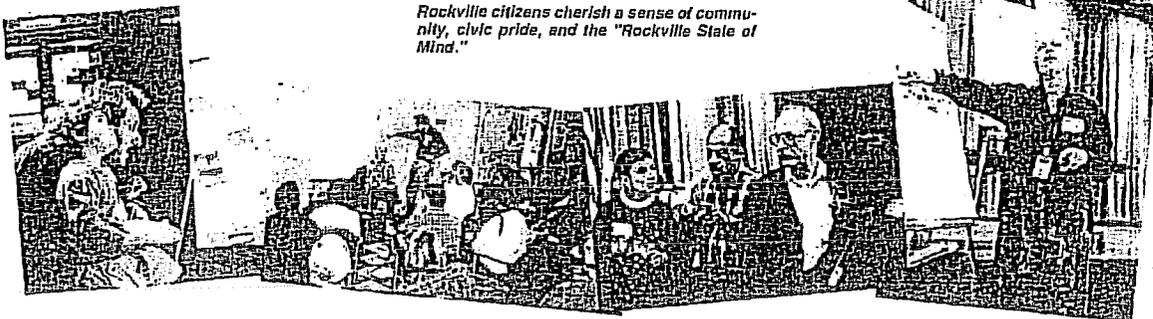
Because of the variety of projects, there will be items of interest for every member of the Rockville community. Please, select a topic you are interested in and join an Action Planning Team.

COORDINATING COMMITTEE

To keep track of the work of Action Planning Teams, a Coordinating Committee will be established in early June. The committee's role will be to keep the focus on the Vision Points, encourage the work of the teams, assist their work whenever possible, and establish indicators for measuring success. The committee will help with sharing information, assist in problem solving, coordinate work between committees, and act as a liaison with the City.

The committee will consist of one or two members from each of the Action Planning Teams as well as a liaison from the City staff.

The Coordinating Committee will meet approximately once a month and will remain active for as long as is required to facilitate the effort.



During the process, more than 700 community members participated in "Imagine Rockville" events.

VISION POINTS AN

Rockville is a community that appreciates, values, respects, promotes, and understands the diversity of its people and encourages, supports, and celebrates the cultural arts.

CULTURAL ARTS VISION

To build partnerships (college, schools, business, city, ethnic groups, faith communities, others) for cultural enhancement to promote educational, artistic, cultural, and recreational experiences.

GOAL #1: Rockville recognized as cultural center

Action plans: Expand/continue cultural arts events/activities; improve awareness of cultural events/opportunities; improve accessibility for everyone.

GOAL #2: Improve aesthetic character of downtown and neighborhoods

Action plans: Emphasize and encourage art in public places; sidewalk cafes and pedestrian friendly walkways; development of a cultural center with library as a nucleus.

GOAL #3: Increase public awareness of cultural arts

Action plans: Use surveys to determine what people want; develop aggressive marketing plan for the arts; develop educational components; set up umbrella organization to coordinate activities.

GOAL #4: Increase recognition of cultural arts

Action plans: Start an annual arts award; evaluate Hometown Holidays celebration; expand recognition with award incentives for arts organizations and corporate sponsorship of awards.

GOAL #5: Cultural arts and heritage festivals

Action plans: Highlight a variety of ethnic groups and celebrations throughout the year.

GOAL #6: Build partnerships and coalitions with business, city, colleges, schools, faith communities, ethnic groups, diverse groups, etc.

Action plans: Create a variety of alternatives for art spaces; encourage diversity in art activities; help arts organizations develop income-generating activities; encourage development of more studio space for artists and art organizations.

DIVERSITY VISION

To build partnerships and coalitions among diverse groups.

GOAL #1: Permanent ethnic festival schedule

Action plans: Invite people of all ethnic backgrounds to participate; encourage neighborhood block parties to foster greater participation in city-wide events.

GOAL #2: Implement "Character Counts" program focusing on youth

Action plans: Set up a program for youth that instructs and encourages responsible and respectful behavior.

GOAL #3: Convene Diversity Coalition that recognizes need for inclusion

Action plans: Foster cultural understanding by working with diverse groups. Utilize existing resources, including, the Commission on Disabilities, Human Rights Commission, diversity organizations, Police Department, and faith communities.

GOAL #4: Community forums on understanding diversity

Action plans: Through civic organizations and by utilizing the media, develop programs to help newcomers understand cultural diversity of Rockville.

GOAL #5: Facilitate access to information and programs through more readily available English instruction, translators, and bilingual staff while maintaining throughout the process respect for each people's customs and language

Action plans: Develop community resources, such as libraries, community organizations, and all citizens.

GOAL #6: Demonstrate to all Rockville residents the values, interest, and commitment of the City in obtaining the volunteer services of the ethnic community on boards and commissions and civic associations

Action plans: Link ethnic resources; promote goals; provide training.



ENVIRONMENT

Rockville is a city that preserves and enhances its natural resources by:

- Preserving, conserving, and enhancing existing green space.
- Augmenting green space.
- Enhancing our visual environment.
- Promoting recycling.
- Promoting sustainable development that preserves and enhances our natural resources.

GOAL #1: Trees: Plant more trees of appropriate kind, preserve existing trees, evaluate existing tree resources

Action plans: Review requirements for landscaping in new developments; choose appropriate trees for city planting; design projects to avoid cutting trees; assess condition of tree resources in the city.

GOAL #2: Green and open space: Protect existing open spaces and create more

Action plans: Assure adequate green and open spaces on Thomas Farm; examine existing city ordinances on protecting existing open spaces.

GOAL #3: Air quality: Take steps to improve air quality

Action plans: Serve as pilot city for electric cars; educate residents on advantages of electric versus gas lawn mowers; change City policies to reduce mowing in City-managed areas; utilize alternative ground cover; evaluate feasibility of expanding fleet use of compressed natural gas vehicles.

GOAL #4: Water quality and quantity: Improve water quality and management of storm water

Action plans: Move forward with storm water construction plans in conjunction with neighborhoods; review City's use of herbicides and pesticides; integrate where feasible water-quality efforts with nearby jurisdictions; persuade lawn services to use more environmentally friendly products; expand Chesapeake Bay signing near storm drains.

GOAL #5: Environmental sensitivity: Raise the level of environmental consciousness in the city

Action plans: Incorporate language on environmental consciousness on all City departmental mission statements; develop a list of natural places in Rockville; develop primer on conservation education, i.e., Rockville flora and fauna, composting, environmental law, and link to science center; develop additional strategies for conservation education; signage of streams.

GOAL #6: Recycle and reuse: Increase percent of trash that is recycled, decrease amount of trash per capita

Action plans: Develop strategies for more recycling; clean up parks; develop city strategies for reducing amount of trash.

GOAL #7: Visual environment: Improve the physical appearance of Rockville

Action plans: Review existing regulations and develop strategies to promote architectural harmony in the city.

GOAL #8: Focus on these important Trend Benders

- Incorporate environmental vision in City departmental mission statements
- Develop primer on environmental education
- Launch clean-up effort
- Cut back on mowing

These seven Vision Points focus on major issues community becomes reality. Their accompanying be accomplished to achieve the vision. Some des others describe Action Plans in more general stat

The Action Plans listed here are summaries participants. A full report that includes the Action P City Manager's office.

You are invited to join any of these Action T, information.

"Trend Benders" is a term used by "Imagine Ro or action that will make a significant, positive, an future.

ECONOMIC DEVELOPMENT

To develop a sustainable economic base by retaining and attracting business while balancing the needs of both the business and residential communities and considering the effects of economic development on the environment and history of the city.

GOAL #1: Awareness: Business, residents, and government understand and work together toward an economically, culturally, and socially vibrant Rockville.

Action plans: Review current economic policy plans: Assess relationship to other public goals such as historic preservation, environment, technology development, Town Center improvement, housing, neighborhoods, education, telecommunications plan, etc.

Study and disseminate information about the economic relationship between the business and residential communities. Use periodic community forums to review and update economic information; establish outreach programs and speakers' bureau; utilize a variety of media for publicity.

GOAL #2: Policy: An approved and adopted economic development policy and strategic plan incorporating community consensus for development and maintenance of a sustainable economic base.

Action plans: Within a year, ensure a policy and strategic plan is approved and adopted. Assess current status by identifying groups that should have input; identify existing initiatives, plans, etc., now in place at the city, county, state, chamber, etc. Identify overlapping programs; identify needs of small business.

GOAL #3: Implementation: Implement strategic plan for economic development. The definition is: Creation of income-producing, job-creating activity aimed at enhancement of quality of life consistent with the vision statement.

Action plans: Assign responsibility at the highest level of city government and appropriate private entities for implementation of policy and strategic plan.

Create necessary entities to implement aspects of plan. These could include:

- Economic development corporation
 - Small business task force
 - Non-profit organization(s)
 - High-tech task force
 - Home-based business task force
 - Telecommuting task force
- Address workforce development by participating in regional initiatives.

GOAL #4: Benchmark: Establish performance criteria and evaluate effectiveness of economic development awareness, policy, and implementation.

Action plans: Any action item must have associated benchmark criteria; coordinate annual overall benchmark summit to review past year and to prioritize future activities

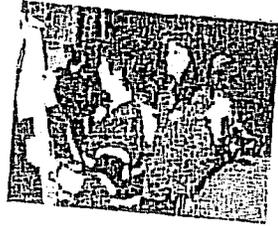
ACTION PLANS

that will ensure the desired future for the Action Plans describe the work that will need to be done by the 65 Search Conference exactly as they were written is available in the...

work done by the 65 Search Conference exactly as they were written is available in the...

at any time. Call (301) 309-3304 for more...

participants to identify an idea, program, potential change toward shaping our desired...



TECHNOLOGY

Establish Rockville as a city widely known for its application of scientific knowledge to a wide range of human efforts to improve the quality of life of all residents.

GOAL #1: Identify ways to ensure Rockville is successful in receiving a share of the Montgomery County/public school business partner programs
Action plans: Identify existing programs; create viable projects; make proposals to funding agencies

GOAL #2: Mobilize Rockville Citizens to collect Grant and Safeway receipts for computers in city schools
Action plans: Raise public awareness of the program through existing and Internet media; establish collection points; set up distribution strategy.

GOAL #3: Build a science center which includes telecommuting capabilities, computer services, environmental sciences, a technology showcase center, and an interactive learning environment for all ages
Action plans: Form a committee to study possibilities; develop community and corporate outreach.

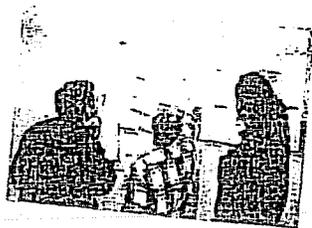
GOAL #4: Encourage Rocknet, the city-supported comprehensive, multimedia, community network
Action plans: Establish charter; determine physical locations; expand Rocknet services and membership; establish electronic links to local businesses; develop neighborhood web pages; set up partnerships with other technology groups and community institutions

GOAL #5: Develop telecommunications plan
Action plans: Appoint a city planning committee; select a consultant to assess existing conditions and help develop a plan.

GOAL #6: Attract companies to Rockville consistent with high-tech economic plan
Action plans: Establish a list of desired business types; monitor Economic Development Corporation to ensure compliance with city goals.

GOAL #7: Establish community computer learning and use centers
Action plans: Plan and construct physical spaces; acquire equipment; arrange for staffing; establish entities responsible for equipment, facilities, and training.

GOAL #8: Initiate city and college relationship with Montgomery College, Johns Hopkins, University of Maryland, and Bowie to facilitate life-long learning and to promote our economic base.
Action plans: Establish educational excellence group or foundation; set up an educational summit on technology



TRANSPORTATION

An effective transportation system unites and connects residents and visitors with activities and businesses in the city. It is safe, uncongested, multi-modal, economically and geographically accessible, and environmentally sensitive.

GOAL #1: To give the citizens of Rockville a forum to influence decisions regarding parking in downtown Rockville
Action plans: Form a parking Management Commission that includes technical, financial, business, and citizen representatives.

GOAL #2: To develop creative solutions to provide greater access to neighborhoods separated by physical barriers
Action plans: Explore possible bike bridge/tunnel from neighborhoods west of 270; explore possibility of replacing North Rockville Pedestrian bridge with a different type of structure.

GOAL #3: To improve traffic flow and provide safe pedestrian/bicycle crossing at intersections
Action plans: Encourage a wide variety of traffic management programs including installation of red-light cameras at key intersections; examine difficult and congested intersections.

GOAL #4: To reduce confusion in road names, provide better signage and ask for business cooperation
Action plans: Examine signage and street names of major thoroughfares in the city.

GOAL #5: To encourage the use of public transportation
Action plans: Request better lighting and security cameras at key points in metro stations; improve signage for pedestrians going to Rockville Metro; work cooperatively with transit authority; expand hours of local public transportation; work with businesses to encourage carpooling, flex-lime, and telecommuting.

GOAL #6: To preserve neighborhood roads for neighborhood traffic
Action plans: Study possibility of rerouting trucks off of some major roads that are used mainly for local traffic.

TREND BENDERS:

- Encourage greater public transit use with better connections throughout Rockville and the region.
- Rename roads to increase cohesiveness of the city.
- Replace Lincoln Park North Rockville pedestrian bridge with a building over the tracks.

GOAL #7: To ensure Rockville's Bike Plan is responsive to neighborhood needs and provides recreational and commuter opportunities
Action plans: Ensure that every neighborhood is engaged in the development and implementation of the Bike Plan. Provide outreach programs for education and promotion of the value of bikeways to neighborhoods and the entire Rockville Community.

GOAL #8: Promote policies and practices that are non-discriminatory in the rental side of housing stock, that preserve neighborhoods, recognize historical significance, encourage affordable and accessible housing, and that consider the impact of land use
Action plans: Ensure all Rockville policies and practices are non-discriminatory by enforcing existing laws and establishing a diverse citizen committee to provide oversight. Develop incentive programs for low interest loans and education and for providing accessibility for people with disabilities.

Consider the impact when planning homeless shelters, group homes, super churches, and home offices.
Promote and preserve the city's existing housing stock.

TREND BENDERS:

- Proactive Neighborhood Advocacy Program.
- Promote city walkway construction in gap areas.
- Promote walking events.
- Engage every neighborhood in bikeway plan.
- Establish citizen housing oversight committee.

GOAL #1: Planning for Town Center features to include: library, open spaces, community spaces, pedestrian connections throughout town, downtown promotion association, integrated retail plan
Action plans: Coordinate and support Library Committee; work on providing open public spaces throughout; communication connections with all owners within Town Center; help set up a Downtown Association with cooperation of the Chamber of Commerce and the Economic Development Corporation; expand tourism possibilities by providing more information about what is happening in Rockville; develop an integrated retail concept for Town Center; accentuate current positive trends occurring downtown.

GOAL #2: Within four to six years:

- Open library in Town Center
- Set up permanent Visitor's Center
- Shops and restaurants open and thriving in Town Center
- Open Science and Technology Center

GOAL #3: Within seven years:

- Expand image of Town Center triangle farther north
- Continue to bring in retail and shops
- Open a cultural center/museum

GOAL #4: To ensure Rockville's Bike Plan is responsive to neighborhood needs and provides recreational and commuter opportunities
Action plans: Ensure that every neighborhood is engaged in the development and implementation of the Bike Plan. Provide outreach programs for education and promotion of the value of bikeways to neighborhoods and the entire Rockville Community.

GOAL #5: Promote policies and practices that are non-discriminatory in the rental side of housing stock, that preserve neighborhoods, recognize historical significance, encourage affordable and accessible housing, and that consider the impact of land use
Action plans: Ensure all Rockville policies and practices are non-discriminatory by enforcing existing laws and establishing a diverse citizen committee to provide oversight. Develop incentive programs for low interest loans and education and for providing accessibility for people with disabilities.

Consider the impact when planning homeless shelters, group homes, super churches, and home offices.
Promote and preserve the city's existing housing stock.

TREND BENDERS:

- Proactive Neighborhood Advocacy Program.
- Promote city walkway construction in gap areas.
- Promote walking events.
- Engage every neighborhood in bikeway plan.
- Establish citizen housing oversight committee.

History of the "Imagine Rockville" Process

In 1995, the Science, Technology, and Environment Commission approached the Mayor and Council regarding the feasibility of conducting a study to determine the capacity for economic growth and development in the city. The Mayor and Council were intrigued by the concept but thought perhaps the focus might be too narrow. They heard about "Visioning" and directed the City Manager's office to explore methods of strategic planning, specifically a community visioning process.

After researching several visioning initiatives across the country, the Mayor and Council fully supported a community-based visioning process and agreed to facilitate the creation of a Steering Committee. The committee, a group of 14 people representing a complete cross-section of the community, was assembled to guide the effort.

The committee agreed on this basic philosophy: Great communities create the future, they do not simply wait for the future to arrive.

By early fall, the Steering Committee, with the help of the City, hired a consulting team experienced in community visioning processes to assist the effort.

The committee developed the name "Imagine Rockville, Shaping the Future" to reflect the purpose of the creative visioning process.

The purpose of "Imagine Rockville" has been to design the desired future for Rockville by:

- providing forums for community members to talk about the city and important issues in a safe, non-confrontational setting;
- recording any and all ideas residents had to give;
- selecting a group of people representative of the community to study and discuss those ideas, organize them into a set of Vision Points, and develop Action Plans to ensure they are accomplished;
- bringing together all community members to support the Vision Points and become members of Action Planning Teams.

November 1996

Community Forums, the first public outreach sessions, provided residents with an explanation of "Imagine Rockville" and gave them a chance to talk about their ideas and dreams for the city's future. About 150 people participated in the six sessions.

They were asked to consider two questions: 1) What are the challenges and opportunities facing

Rockville Today? and 2) What is your vision for the future of Rockville five to 10 years from now?

Participants contributed hundreds of ideas, all of which were published in a report in December. The ideas were summarized under these general headings:

- Creating the Future
- Balancing Growth, Development, and the Environment
- Downtown Community Center
- Sense of Community
- Transportation and Traffic
- Citizen Involvement
- Diversity/Inclusion
- Affordable Housing
- Economy
- City Government
- Technology
- Community Pride

Those attending the Community Forums also were encouraged to apply to the Search Conferences.

December 1996

The Steering Committee started preparing for the Search Conference which would gather approximately 70 community members to develop Vision Points and Action Plans. The committee invited anyone from the community who was interested to apply to be part of the Search Conference group. The committee then selected participants, making sure that a broad cross-section of the community was represented.

January 1997

The 70 Search Conference participants gathered for their first two-day meeting, Jan. 31 and Feb. 1, at the Rockville Senior Center. At this meeting - the Vision Conference - participants were charged with evaluating the ideas from the Community Forums, offering their own ideas, then writing and agreeing on a series of Vision Points.

The session was intense, invigorating, and exciting as the community members discussed their hopes and dreams for the future. Most of the participants had never met, and many of them had never participated in civic activities. The discussions were thoughtful and respectful.

The group developed 14 Vision Points:

- Transportation
- Economics
- Image
- Culture

- Technology
- Environment
- Governance
- Quality of Life
- Neighborhoods
- Health and Safety
- Housing Policy
- Ethnic Diversity
- All Citizens are Involved in Some Way in Making Rockville a Better Place to Live
- Downtown Rockville

February 1997

The Vision Points were presented to the public at the Community Vision Fair, Feb. 22-23. The Vision Fair attracted more than 200 community members and generated hundreds of opinions and ideas.

Community members had a chance to read the Vision Conference report, view the Vision Points and statements and post their comments and ideas. All of the comments were assembled into a report that was given to the Search Conference participants.

March 1997

The 70 Search Conference participants gathered for the Action Conference on March 14-15 to evaluate the ideas from the Vision Fair, reconsider the Vision Points they had developed, and develop Action Plans to support the visions.

After two days of enthusiastic discussion, the participants condensed, combined, edited, and agreed on seven Vision Points as well as a statement of community values that became known as a "preamble" to the Vision Points. For each point, they developed an extensive set of specific Action Plans (see pages 2-3).

The Vision Points describe the desired future, and the Action Plans describe the way to get there.

April 1997

The Action Fair, which took place April 12-13, was the last major public event of "Imagine Rockville." Local residents who attended the Action Fair had the opportunity to sign up for and get involved on an Action Planning Team to make their mark on the future of the city.

GET INVOLVED!

ACTION TEAMS MEETING SCHEDULE

- Town Center, April 23, 7-9 p.m., Peerless Rockville Office, Red Brick Courthouse
- Diversity and Cultural Arts, April 28, 7:30 p.m., Boards and Commissions Room, Rockville City Hall
- Environment, April 29, 7:30 p.m., Council Chambers, Rockville City Hall
- Economic Development, April 30, Hard Times Cafe, 1117 Nelson Street
- Technology, May 6, 8 p.m., 602 Tegner Way
- Transportation, May 8, 7:30 p.m., Boards and Commissions Room, Rockville City Hall
- Neighborhoods, May 8, 7:30 p.m., Board Room, Rockville Senior Center

You are invited to attend any of these meetings and may join a team at any time! Call (301) 309-3304 for more information.



Role of the City of Rockville

"Imagine Rockville" is a citizen-driven program. The City will continue to be available to provide support as the process continues. Any project that requires funding will be considered on its own merits by the Mayor and Council.

At the same time, projects deemed important by the Action Planning Teams do not need to be sanctioned by the City.

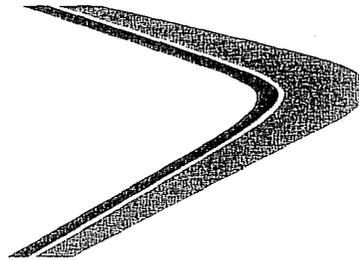
Information shared between the teams, the Coordinating Committee, and the City will be open and free flowing and will most likely result in a series of partnerships involving the teams, the City, volunteer organizations, educational institutions, businesses, and other governmental organizations.

Staff Liaison

If you would like more information or would like to get involved in the "Imagine Rockville" process, contact Michelle Martin, Assistant to the City Manager, at (301) 309-3304.

For information about upcoming meetings and events, call the "Imagine Rockville" Hotline at (301) 315-3556.

Imagine
ROCKVILLE
"Shaping the Future"



MANAGEMENT PARTNERS
INCORPORATED

“Public leaders can be every bit as good as private leaders, but to do so they must adapt private sector techniques to the special needs of public service. The government leader has to be the inspiration and driving force for excellence in performance or it doesn’t happen. We help to get that done.”

Jerry Newfarmer, President and CEO

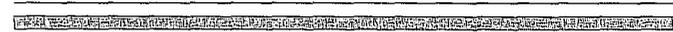
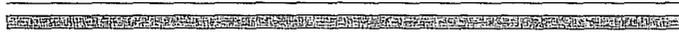
MANAGEMENT PARTNERS

is a consulting firm specializing in helping government leaders.

A government’s employees, systems, structure and processes can always get better. As trained and experienced public managers, we know the unique public sector environment and the issues facing its leaders.

Founded in 1994, Management Partners knows how the best local governments in the country provide services. We understand how important quality staff work is to good policy-making – and to making public organizations more successful.

We are committed to uncompromising quality and an individual approach to serving each client.



We Get Results

We are proud of our track record helping jurisdictions. Some examples include:

- Cut cycle time by one-third in a city's internal development review process, using analysis and a structured decision-making technique that emphasized immediate implementation.
- Reduced overhead/support staffing and increased by 15% the number of uniformed police officers available for direct customer service, using position utilization analysis.
- Saved a city government (120,000 population) up to \$1.8 million in operating costs while improving service and streamlining the organization, through optimization analysis.
- Overhauled and consolidated a city's code enforcement operation, which reduced case backlogs from 7,500 to 1,200, increased productivity 10% and pushed the compliance rate to 92%.
- Completed a management review of a county government, saving substantially more than the Performance Contract guarantee.
- Provided interim management services to a stressed local government, averting both a governance and a financial disaster.

HELPING LOCAL GOVERNMENTS

*Whatever the challenge – financial
Management Partners*

Our focus is helping government leaders bolster their effectiveness by streamlining processes, improving operations, developing quality staff, ensuring sound fiscal management and planning for the future. Some ways that we can help you:

Performance Management projects encompass a wide range of tools, such as designing and implementing systems that:

- Measure organizational performance
- Strengthen project planning
- Provide a balanced scorecard
- Leverage strategic benchmarking to compare your operations to those in similar government agencies.

Development Review is a complex process involving multiple departments and steps. Its effects are far-reaching and can have a long-lasting impact on community growth. We help restructure development approval processes to improve quality, timeliness and customer service. Our unique methodology also can be applied to code enforcement and inspections.

PERFORMANCE IMPROVEMENTS

*Performance or process improvement –
is your best resource.*

Service Delivery Alternatives provide innovative ways to get the most out of specialized functions such as fire protection, crime prevention and even library services – especially when finances are a concern. Consolidation, service sharing and regionalization are possible alternatives. Among our major successes are helping merge city and county services and multiple fire protection districts.

A Performance Contract offers a complete management review of your organization. We contractually guarantee to produce annual savings after examining business practices, levels of service, and service delivery mechanisms for efficiency and productivity.

A Partnership Agreement offers a way for Management Partners to take on tasks or projects that your busy staff cannot do. We become your partner by spearheading a project at a moment's notice (with no ramp-up time), providing nimble responses to elected officials, and offering capacity for issue analysis from our diverse pool of professionals.

Our Clients

Management Partners has served hundreds of clients – large and small; cities, counties and special districts – across the United States since our founding in 1994. Here are a few of them:

- City of Surprise, AZ
- San Mateo County, CA
- King County Sheriff's Office, WA
- Ventura County Library District, CA
- Louisville Metro Government, KY
- Polk County, FL
- Port of Sacramento, CA
- City of Arlington, TX
- City of Olathe, KS
- City of Santa Clara, CA
- City of Reading/Berks County, PA
- Lake County, IL
- East Bay Regional Park District, CA
- City of Reno, NV
- Town of Woodside, CA
- City of Cincinnati, OH
- City of Shoreline, WA
- Contra Costa Transportation Authority, CA
- Santa Barbara County, CA
- City of Kansas City, MO
- City of North Las Vegas, NV
- Fresno Unified School District, CA
- Loudoun County, VA
- City of San Jose, CA
- Maryland-National Capital Park and Planning Commission, MD

Visit our website for a complete client list:

www.managementpartners.com

MANAGEMENT PARTNERS

offers a wide variety of services, each tailored to meet the needs of the client agency. We take pride in producing high-quality research and products, with results meant to be implemented. An overview of our services:

- Financial planning, budgeting and analysis
- Capital program management
- Organizational analysis/performance audits
- Organizational development
- Performance management
- Process improvement
- Strategic and business planning
- Facilitation/team building
- Training
- Benchmarking

OUR STAFF

is our biggest strength. Among Management Partners' ranks are former city and county managers, top planning and development officials, public works directors, public safety chiefs, finance directors and budget managers. We have certified facilitators and planners, database analysts, economists and performance measurement experts on staff. We carefully select our team members. We do not assemble ad-hoc project teams that have not worked together before.



MANAGEMENT PARTNERS
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EASTERN OFFICE
1730 Madison Road
Cincinnati, OH 45206
513-861-5400

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2107 North First St., Ste. 470
San Jose, CA 95131
408-437-5400

www.managementpartners.com



TOWN OF MANSFIELD, CONNECTICUT
REQUEST FOR QUALIFICATIONS (RFQ)

Professional Services Relating to the Preparation of a Strategic Plan

SUBMISSION DEADLINE: December 22, 2006

SUBMISSION CONTACT AND ADDRESS:

Mr. Matthew W. Hart
Town Manager
Town of Mansfield
4 South Eagleville Road
Mansfield, Connecticut 06268-2599
(860) 429-3343
HartMW@mansfieldct.org

Proposals will be accepted in print and/or electronic format.

Purpose

The Town of Mansfield is seeking to engage a qualified consultant to provide assistance with the preparation of a comprehensive, organization-wide strategic plan. The town wishes to conduct a strategic planning exercise for several reasons, including the following:

- 1) To identify common goals and objectives, and to be more proactive in preparing for the future. The process would help the participating stakeholders to identify a shared vision for the community and to establish a roadmap to achieve that vision.
- 2) To provide the town's leadership with a formal means and structure to critically assess the relative strengths and weaknesses of the organization.
- 3) To identify benchmarks and measurements against which leadership could measure the organization's progress towards accomplishing its goals and objectives. This data would assist the organization to allocate its resources, both human and capital, to further its stated goals and objectives, and to attain the shared vision.

The end product will include a strategic plan that outlines a shared vision for the Town of Mansfield, as well as supporting goals, objectives, priorities and strategies necessary to achieve that vision.

Background

The Town of Mansfield, Connecticut has a population of 24,558 (roughly 13,000 year-round) and is located in the northeastern corner of the state, approximately 25 miles east of Hartford. The town operates under the council-manager form of government, with a nine-member elected town council functioning as the legislative and policymaking body, and an appointed town manager serving as the chief executive officer of the municipal corporation.

Home to the University of Connecticut (UConn), Mansfield offers all the cultural attractions of a major university within a rural setting. With over 5,000 employees, many of which are residents of Mansfield, UConn is a major employer for the town and the region.

Mansfield is a community that experiences slow, but stable residential growth. The town's commercial and industrial sectors are limited. However, in partnership with the university, local business and its residents, the town has established a non-profit corporation (the Mansfield Downtown Partnership, Inc.) that is charged with facilitating the development of a \$180 million project to construct a mixed-use village center that will offer many additional amenities to the community. Groundbreaking for this important project is tentatively scheduled for spring of 2007.

The town also has a number of other important initiatives underway, such as developing an assisted/independent living facility, enhancing its information technology services, and analyzing the facility needs of its public schools. In addition, the town continues to work to address issues related to town-university relations, including the regulation of off-campus housing and the analysis of critical water and wastewater infrastructure, and is beginning several new programs to promote energy conservation and sustainability.

Preliminary Scope of Services

As the project progresses, the town reserves the right to modify and amend the preliminary Scope of Services. If selected to assist the town with its strategic planning efforts, the consultant firm would be responsible for the providing the following services:

1. Evaluate the town's draft strategic planning process (see attached), and review any suggested revisions to that process with the strategic planning team.
2. Assist with the recruitment and selection of planning team and related subcommittee members, and coordinate any project "kickoff" activities.
3. Coordinate the strategic planning process, and facilitate the work of the strategic planning team and related subcommittees.
4. Serve as resource for planning team members, staff and other participants. Conduct any necessary training for participants.
5. Make certain that the process and the preparation of the strategic plan proceeds according to schedule
6. Coordinate the preparation of draft and final strategic planning documents. Assist with the presentation of draft and final strategic planning documents to the town council and/or community.

Summary

The consultant should submit a letter of interest containing general information on the firm, the firm's brochure, and the firm's experience conducting similar projects and resumes for key personnel to Mr. Matthew W. Hart, Town Manager, not later than Friday, December 22, 2006.

The town will evaluate responding firms based on technical competence, the capacity to perform the work within a reasonable time, past record of performance, estimated costs and demonstrated knowledge. The selected firm must be able to meet all town, state and federal affirmative action and equal employment opportunity practices and guidelines.

The town does not expressly state or imply any obligation to reimburse responding firms for any expenses incurred in preparing submissions in response to this request. The town reserves the right to reject any or all submissions, to select a firm in a manner that is advantageous to the town and to waive all formalities in the bidding.

The Town of Mansfield is proud to be an equal employment opportunity employer.

Please address any questions related to this RFQ to Matt Hart, Town Manager, at (860) 429-3336 or via email at TownMngr@mansfieldct.org.

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**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *M.H.*
CC: Maria Capriola, Assistant to Town Manager, Jeffrey Smith, Director of Finance; William Hammon, Director of Building Maintenance
Date: May 14, 2007
Re: Contract with Siemens' Corp.

Subject Matter/Background

As you know, Siemens' Corporation was selected by CCM to provide performance contracting to the members of the association. Performance contracting involves the installation of energy efficient improvements, without up front costs, paid out of energy savings from your existing operating budget. Performance contracting is also a design build concept that does not include public bidding.

The Town has worked with Siemens for a little over a year to arrive at a list of projects that staff feels are viable and will easily meet the program criteria. The total cost of the proposed project is \$474,602 with an estimated payback of 5.08 years.

During the process the Town hired Fuss and O'Neil Consulting Engineers to review and comment on both the process and the projects we chose. Because this is a new venture for the Town it was our decision to limit the projects to those with the fastest payback.

Were the Town to follow its standard procedure we would hire an architect or consulting engineer to complete a full set of construction documents suitable for bidding. Because of the nature of the projects involved, our confidence in the process we used by including an outside consulting engineer to review the project, and our own in-house expertise, we feel very comfortable in recommending this contract to the Council.

Financial Impact

In order to fund the project it will be necessary to ensure that total energy budgets increase at market rates over the payback period. Although I do not anticipate a cash flow problem, there is a possibility that the Town would need to enter into a lease purchase agreement with a lender if that were to occur. If the program works as intended there is no fiscal impact.

Legal Review

One of the reasons for using Siemens was that the program has been legally reviewed and sponsored by CCM. However, we have asked our Town Attorney to review and approve the contract.

Recommendation

We are asking that the Council take two actions: 1) approve a bid waiver for the Siemens' Performance Contracting Program; and 2) authorize the Town Manager to enter into a contract for the work outlined.

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

Move, effective May 14, 2007, to approve a bid waiver for the Siemens' Performance Contracting Program and to authorize the Town Manager to execute the Agreement between the Town of Mansfield, CT and Siemens Building Technologies, Inc., following review of the proposed agreement by the Town Attorney.

Attachments

- 1) Customer Choice Solutions, Mansfield Schools
- 2) Customer Choice Solutions, Mansfield Municipal Buildings
- 3) Estimated Cash Flow, prepared by Department of Finance
- 4) Excerpt from Proposed Agreement between the Town of Mansfield, CT and Siemens Building Technologies, Inc.

**Customer Choice Solutions
Mansfield Schools
Mansfield CT.**

	Measure Description	Goodwin Elementary School	Vinton Elementary School	Vinton Kindergarden	Mansfield Middle School	Southeast Elementary School
1	Lighting Retrofit 10 Years	✓	✓	•	✓	✓
2	Lighting Retrofit 20 Years					
3	Install new High Efficiency Boilers	•	•			•
4	Electric Heat Conversion	•		•		•
5	Energy Management System Upgrades	•	•			•
6	Building Envelope Improvements	•	•		✓	•
7	PC Power Control Software	✓	✓		✓	✓
12	Steam to HW Conversion					
13	Steam Trap Replacement		•			
14	Pneumatic Control replacement					
15	Vending Misers				✓	
16	Solar Parking Lot Lighting					•

**Customer Choice Solutions
Mansfield Schools
Mansfield CT.**

	Measure Description	<i>Goodwin Elementary School</i>	<i>Vinton Elementary School</i>	<i>Vinton Kindergarden</i>	<i>Mansfield Middle School</i>	<i>Southeast Elementary School</i>
1	Lighting Retrofit 10 Years	✓	✓	•	✓	✓
2	Lighting Retrofit 20 Years					
3	Install new High Efficiency Boilers	•	•			•
4	Electric Heat Conversion	•		•		•
5	Energy Management System Upgrades	•	•			•
6	Building Envelope Improvements	•	•		✓	•
7	PC Power Control Software	✓	✓		✓	✓
12	Steam to HW Conversion					
13	Steam Trap Replacement		•			
14	Pneumatic Control replacement					
15	Vending Misers				✓	
16	Solar Parking Lot Lighting					•

**Customer Choice Solutions
Mansfield Municipal Buildings
Mansfield CT.**

ECM	Measure Description	Audrey P. Beck Municipal Building	Buchanan Library	Bus Garage	Fire Department Station # 107	Fire Department Station # 207	Fire Department Station # 307	Historical Society & Old Town Hall	Maintenance Shop	Mansfield Community Center	Mansfield Discovery Depot	Public Works Complex	Senior Center & Wellness Center
1	Lighting Retrofit 10 Year	8.6	3.7		11.6	9.9				13.0	5.4	7.0	9.2
2	Lighting Retrofit 20 Year												
3	Water Conservation												
4	Building Envelope	9.6	10.1		6.2	8.7	8.2		9.3	4.9	6.7	11.9	9.1
5	Install Night Setback Controls				2.9								
6	Insulate Existing Piping										10.3		
7	EMS Expansion and Controls Improvements		2.4										
8	Replacement of Vault HVAC Unit												
9	Boiler Replacement												
10	Implement Demand Control Ventilation	In EMS	In EMS										
11	Electric Heat Replacement Oil Fired System												
12	Window and Door Replacement												
13	Install PC Power Management	1.5	1.7		1.2	1.2	3.8			1.8	1.6	1.9	1.8
14	Vending Miser	2.2			2.4	2.5	2.7			4.9	2.2	1.8	
15	Replace Existing Split System in Kind												
16	Replace Existing Split System with New Multizone RTU's												
17	Door Replacement, Partial Wall and roof Insulation												
18	Pool Cover												

**Customer Choice Solutions
Mansfield Schools
Mansfield CT.**

	Measure Description	<i>Goodwin Elementary School</i>	<i>Vinton Elementary School</i>	<i>Vinton Kindergarden</i>	<i>Mansfield Middle School</i>	<i>Southeast Elementary School</i>
1	Lighting Retrofit 10 Years	7.2	7.1		7.2	6.3
2	Lighting Retrofit 20 Years					
3	Install new High Efficiency Boilers					
4	Electric Heat Conversion					
5	Energy Management System Upgrades					
6	Building Envelope Improvements				3.9	
7	PC Power Control Software	1.3	1.3		1.3	1.3
12	Steam to HW Conversion					
13	Steam Trap Replacement					
14	Pneumatic Control replacement					
15	Vending Misers				2.1	
16	Solar Parking Lot Lighting					

Self Funding Program - Positive Cash Flow

Year	Construction	1	2	3	4	5	6	7	8	9	10	Total
Period												
PROGRAM SAVINGS												
Energy Savings	\$ 31,831	\$ 96,456	\$ 100,315	\$ 104,327	\$ 108,500	\$ 112,840	\$ 117,354	\$ 122,048	\$ 126,930	\$ 132,007	\$ 137,288	\$ 1,189,896
Operational Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Gross Savings	\$ 31,831	\$ 96,456	\$ 100,315	\$ 104,327	\$ 108,500	\$ 112,840	\$ 117,354	\$ 122,048	\$ 126,930	\$ 132,007	\$ 137,288	\$ 1,189,896
Cumulative Savings	\$ 31,831	\$ 96,456	\$ 196,771	\$ 301,098	\$ 409,599	\$ 522,439	\$ 639,793	\$ 761,841	\$ 888,771	\$ 1,020,778	\$ 1,158,066	\$ -
												\$ -
PROGRAM COSTS												
Principal & Interest	\$ -	\$ 59,312	\$ 59,312	\$ 59,312	\$ 59,312	\$ 59,312	\$ 59,312	\$ 59,312	\$ 59,312	\$ 59,312	\$ 59,312	\$ 593,119
Service TSP	\$ -	\$ 12,500	\$ 12,875	\$ 13,261	\$ 13,659	\$ 14,069	\$ 14,491	\$ 14,926	\$ 15,373	\$ 15,835	\$ 16,310	\$ 143,298
Performance Assurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Gross Costs	\$ -	\$ 71,812	\$ 72,187	\$ 72,573	\$ 72,971	\$ 73,381	\$ 73,803	\$ 74,238	\$ 74,685	\$ 75,146	\$ 75,622	\$ 736,417
Cumulative Costs	\$ -	\$ 71,812	\$ 143,999	\$ 216,572	\$ 289,543	\$ 362,924	\$ 436,726	\$ 510,964	\$ 585,649	\$ 660,796	\$ 736,417	\$ -
CASH FLOW												
Annual Net Cash Flow	\$ 31,831	\$ 24,645	\$ 28,128	\$ 31,754	\$ 35,529	\$ 39,460	\$ 43,551	\$ 47,811	\$ 52,245	\$ 56,861	\$ 61,666	\$ 421,649
Cumulative Net Cash Flow	\$ 31,831	\$ 24,645	\$ 52,772	\$ 84,526	\$ 120,055	\$ 159,515	\$ 203,067	\$ 250,877	\$ 303,122	\$ 359,983	\$ 421,649	\$ -

	Total	Schools
Program Cost	\$474,602	\$85,145
Rebates	\$15,835	\$990
Down Payment		
Amount Financed	\$490,437	\$84,155
Annual Program Savings	\$96,456	\$32,247
Simple Payback	5.08	Years
Annual Interest Rate	4.50%	
Lease Term	10	Years
Actual Finance Period	10	Years
Payments per Year	4	
Total Interest Payments	\$102,681	
Energy Escalation	4.0%	
Operational Escalation	3.0%	
Service Escalation	3.0%	

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Mansfield Board of Education Meeting

March 8, 2007

Minutes

Attendees: William Simpson, Chair, Mary Feathers, Vice Chair, Gary Bent, Martha Kelly, Min Lin, Shamim Patwa, Board Clerk, Celeste Griffin,

Absent: Dudley Hamlin, Chris Kueffner, John Thacher
Superintendent Gordon Schimmel

I. Call to Order

The meeting was called to order at 7:37 p.m. by Mr. Simpson, Chair.

II. Approval of Minutes - **MOTION** by Ms Feathers, seconded by Dr. Patwa to approve the minutes of the 2/1/07 meeting. **VOTE:** Unanimous in favor.

III. Hearing for Visitors - None.

IV. Communications - Two letters were distributed to the Board, one from Goodwin School parents and one from a Mansfield Middle student.

V. Addition to Present Agenda - None.

VI. Committee Reports - Ms Feathers reported that negotiations with the MEUI have started and there would be a brief Executive Session to discuss the status. Mr. Simpson reported that the School Building Committee will meet next week.

VII. Report of the Superintendent

A. Update on Future Town Development - Mr. Greg Padick, Director of Planning, discussed Town Zoning and development plans.

B. K-8 Mathematics Program Review - Mrs. Karen Moylan, Mathematics Coordinator, reviewed the K-8 Math Program strengths and areas needing improvement.

C. December 31, 2006 Quarterly Report - tabled until a future meeting.

D. Agreement Between the Town, Board, and Region 19 for Director of IT Position - tabled until a future meeting.

E. Class Size/Enrollment Report - The principals noted no significant change in enrollment during January.

F. Personnel - **MOTION** by Ms Feathers, seconded by Dr. Bent to accept the Superintendent's recommendation for certified staff non-renewal of contract for Heather Brincks, Karen Despres, Jill Devor, Catherine Hain, Holly Harakaly, Sarah Kania, Karen Moylan, Jane Moynihan, Aaron Murray, Sarah Peters, Allison Peterson, Judith Quinn. **VOTE:** Unanimous in favor. **MOTION** by Dr. Bent, seconded by Mrs. Kelly to approve Dana Gnesdilow's request for an unpaid leave of absence for the 2007-2008 school year.

VIII. Hearing for Visitors - Katherine Paulhus asked if Karen Moylan would be available for a presentation to Goodwin Parents. Debra Adamczyk acknowledged that a report was in the planning stages.

IX. Suggestions for Future Agenda - None

X. Executive Session - Negotiations

- XI.** **MOTION** by Ms Lin, seconded by Dr. Patwa to go into executive session at 9:40 p.m.
VOTE: Unanimous in favor.
MOTION by Ms Lin, seconded by Dr. Patwa to return to open session at
9:55 p.m.
VOTE: Unanimous in favor
- XII.** Adjournment - **MOTION** by Mrs. Kelly, seconded by Ms Feathers to adjourn at
9:58 p.m. **VOTE:** Unanimous in favor.

Celeste N. Griffin, Board Clerk

Mansfield Board of Education
Special Meeting
March 19, 2007
Minutes

Attendees: William Simpson, Chair, Mary Feathers, Vice Chair, Dudley Hamlin, Min Lin, Shamim Patwa, Superintendent Gordon Schimmel
Absent: Gary Bent, Martha Kelly, Chris Kueffner, John Thacher

- I.** Call to Order
The meeting was called to order at 6:55 p.m. by Mr. Simpson, Chair.
- II.** Business To Be Transacted
- A. December 31, 2006 Quarterly Report** - Mr. Jeff Smith reported that the Board expenditures are on track. **MOTION** by Ms Feathers, seconded by Dr. Patwa to accept the Quarterly Report as submitted. **VOTE:** Unanimous in favor.
- B. Agreement Between the Town, Board and Region 19 for Director of IT Position** - **MOTION** by Mr. Hamlin, seconded by Ms Feathers to approve the amended agreement. **VOTE:** Unanimous in favor..
- C. Education Specifications for the asbestos bearing tile at the Mansfield Middle School** - **MOTION** by Ms Feathers, seconded by Ms Lin to 1) adopt the Educational Specifications for the replacement of asbestos bearing tile at the Mansfield Middle School; 2) request the Town Council establish a School Building Committee for the replacement of asbestos bearing tile at the Mansfield Middle School; and 3) Authorize the Superintendent to file an application for a School Building Project. **VOTE:** Unanimous in favor.
- III.** Adjournment - **MOTION** by Dr. Patwa, seconded by Ms Lin to adjourn at 7:30 p.m. **VOTE:** Unanimous in favor.

Gordon L. Schimmel, Ed.D.
Superintendent of Schools

PAGE
BREAK

Mansfield Board of Education Meeting

April 12, 2007

Minutes

Attendees: William Simpson, Chair, Mary Feathers, Vice Chair, Dudley Hamlin, Christopher Kueffner, Min Lin, Shamim Patwa, Superintendent Gordon Schimmel, Board Clerk, Celeste Griffin,

Absent: Gary Bent, Martha Kelly, John Thacher

I. Call to Order

The meeting was called to order at 7:40 p.m. by Mr. Simpson, Chair.

II. Approval of Minutes - **MOTION** by Ms Feathers, seconded by Dr. Patwa to approve the minutes of the 3-8-07 and 3-19-07 meetings. **VOTE:** Unanimous in favor with an abstention by Chris Kueffner.

III. Hearing for Visitors - Mr. Darren Dempsey outlined his requests for flexibility of the half-day kindergarten program. Ms Lisa Drzewiecki noted that she agreed the points made by Mr. Dempsey and requested a specific date as to when a decision would be made. Mr. Simpson said the decision would be forthcoming at the next Board meeting.

IV. Communications - A resignation letter from John Thacher and a letter nominating Katherine Paulhus to replace him were submitted by the Republican Town Committee. **MOTION** by Dudley Hamlin, seconded by Chris Kueffner to accept the resignation of John Thacher. **VOTE:** Unanimous in favor. **MOTION** by Dr. Patwa, seconded by Ms Lin to accept the appointment recommended by the Republican Town Committee of Katherine Paulhus. **VOTE:** Unanimous in favor.

A copy of the nomination of Lydia Myers, who received the Judith Nilan Award for Community Service to Youth and a copy of THE BOARD REPORT, February and March 2007 edition were distributed.

V. Addition to Present Agenda - None.

VI. Committee Reports - Mr. Simpson noted the Building Committee met with the architect and is compiling a schedule of work including public hearings and workshops. Mr. Hamlin reported he met with Dr. Schimmel and Mr. Baruzzi to discuss Shipman and Goodwin's model policy updates. The updates will be distributed at the May 10th meeting. Ms Feathers acknowledged that there will be an Executive Session to discuss negotiations with the MEUI.

VII. Report of the Superintendent

A. **Update on State Funding** - Because Representative Merrill was unable to attend, this item was tabled until a future date.

B. **Utility Analysis** - Mr. Jeffrey Smith, Director of Finance, discussed recent utility savings and new programs to reduce utility costs.

C. **Language Arts Update** - Ms Judy Shay, District Language Arts/Reading Consultant and Ms Sarah Kania and Ms Judy Quinn, Literacy Coaches reported on the successes they have had during this initial year of implementation.

D. **2007-2008 Budget** - Motion by Mr. Kueffner, seconded by Ms Feathers to authorized the Town Council's rec- 1 87 - or a reduction of \$181,740 for Fiscal Year 2008. **VOTE:** Unanimous in favor.

- E. **Class Size/Enrollment Report** - The principals noted no significant change in enrollment during January.
- F. **Personnel** - **MOTION** by Mr. Kueffner, seconded by Mr. Hamlin to accept the Superintendent's recommendation for the employment of Kristina Kyriacou, Grade 7/8 Guidance Counselor at Mansfield Middle School effective July 1, 2007; the requests for unpaid childrearing leave effective May 18, 2007 through the end of the 06-07 school year by Jocelyn Dunnack, Sixth Grade Mathematics teacher at Mansfield Middle School and for the 2007-2008 school year by Julie Hurlock, Special Education teacher at Goodwin School; and to accept the resignations effective the end of the 2006-2007 school year by Alisa Ruggiero, Speech Language Pathologist at Southeast School and Kathleen Siddons, Spanish teacher at Goodwin School. **VOTE:** Unanimous in favor.

VIII. Hearing for Visitors - None.

IX. Suggestions for Future Agenda - None

X. Executive Session - Negotiations

XI. **MOTION** by Dr. Patwa, seconded by Mr. Kueffner to go into executive session at 9:12p.m. **VOTE:** Unanimous in favor.

MOTION by Ms Lin, seconded by Dr. Patwa to return to open session at 9:30 p.m.

VOTE: Unanimous in favor

XII. Adjournment - **MOTION** by Dr. Patwa, seconded by Ms Feathers to adjourn at 9:31p.m. **VOTE:** Unanimous in favor.



Celeste N. Griffin, Board Clerk

MINUTES

Mansfield Advisory Committee on Persons with Disabilities

Regular Meeting - Tuesday, Mar. 27, 2007

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

- I. Attendance: Sheila Thompson (staff), Wade Gibbs, Cristina Colon-Semenza
- II. Approval of the Minutes for the Meeting, Feb.27, 2007: the minutes of the meeting were approved as written.
- III. New Business:
 - a. Member, Joan Seliger-Sidney, had requested that the Committee inquire about the repair of the automatic door opener at the Library, and the installation of a new automatic door opener on the inside door. Sheila T. will research this and report back to the Committee.
- IV. Old Business
 - a. Membership status – Cristina has been named to the Committee
 - b. Review of John DeWolf's recommendations to the Downtown Partnership's concept plan was

discussed. The Committee agreed that emphasis should be maintained on all planning to include full accessibility for people with disabilities.

- c. Joan Sidney had left word for the Committee that there was no further report on accessibility issues at UCONN.

V. Adjournment: the meeting adjourned at 3:00 PM.

Next meeting: April 24, 2007, 2:30 PM.

Respectfully submitted,
Sheila Thompson

TOWN OF MANSFIELD/DEPARTMENT OF CORRECTION
PUBLIC SAFETY COMMITTEE
WEDNESDAY, January 17, 2007
Audrey P. Beck Municipal Building
Council Chambers

Minutes

Members Present: R. Blicher, E. Higgins, C. Lary, C. Paulhus, W. Stauder, R. Gergler, G. Cole, A. Barberet, W. Solenski.

Members Absent: R. Pellegrine, V. Stearns, S. Thomas

Staff: M. Capriola, Counselor Cyr

I. CALL TO ORDER

The meeting came to order at 3:15 p.m.

II. MINUTES

1. October 18, 2006 Meeting Minutes – Mr. Cole made a motion, seconded by Mr. Blicher, to approve the minutes of October 18, 2006. The motion passed unanimously.

III. COMMUNICATIONS

Ms. Barberet inquired about the kidnapping offense on the November 14, 2006 List of Offenses at DBCI. Ms. Higgins stated that the person with the kidnapping offense could have likely served a certain percentage of time served and may have been a Level 2 while at DBCI.

Mr. Solenski inquired as to why an escape I (as listed on the November 14, 2006 List of Offenses at DCBI) prisoner would be held at a minimum security prison. Ms. Higgins responded that the individual was a special parole case and is no longer at DBCI.

IV. WARDEN'S REPORT AND DISCUSSION

1. Population Status Report – Ms. Higgins reported that the population was currently at 1021. Bergin's normal maximum capacity is 962 inmates, but the facility can accommodate an overflow by housing inmates in some of the common areas, which are outfitted with beds and lockers. The population is seasonal and fluctuates and was recently as low as 960.
2. List of Offenses – Mr. Cyr reviewed the list of offenses for the current population, which was similar to previous lists. Mr. Cyr stated that many offenses, such as

DUI, are seasonal. Mr. Cyr clarified that the kidnapping offense did not involve a minor. Mr. Cole commented on the high turnover. Ms. Higgins stated that approximately 1/3 of the population turns over monthly.

V. CHAIRMAN'S REPORT

The Chairman did not have a report for this meeting. Ms. Stauder did mention that the Hartford Courant had recently run an interesting Associated Press article regarding mental health challenges for prisoners when they re-enter society after an incarceration.

VI. OPPORTUNITY FOR PUBLIC TO SPEAK

There was no one from the public who wished to address the committee at this meeting.

VII. OLD BUSINESS

1. Security Measures – Ms. Higgins reported that the installation of the interior wire was completely installed, but that minor modifications are being made such as raising the wire near the basketball courts. Ms. Higgins stated that the wiring is effective.

VIII. NEW BUSINESS

1. Overflow Population – This topic was addressed earlier in the meeting during the Warden's Population Status Report.
2. Annual Report to State Legislature - The Committee discussed accomplishments from 2006 and initiatives for 2007 to be included in the Annual Report to the State Legislature. Accomplishments included: updated the emergency phone list; tested the emergency notification phone system; installed razor wire; toured the DBCI facility; maintained a good working relationship between the community and DBCI; inmates assisted with Spring Weekend clean-up; and no escapes occurred from DBCI. Initiatives for the upcoming year include: touring the DBCI facility; testing the emergency notification phone system; and introducing new DBCI command staff to the Public Safety Committee.
3. Consolidation of Public Safety and Correctional Facility Liaison Committees - The Public Safety Committee discussed the possibility of merging with the Correctional Facility Liaison Committee. Ms. Barberet proposed keeping the two committees separate because outreach is different from public safety. Ms. Higgins stated that she believes outreach and public safety are intertwined; without outreach and programming, the safety of the inmates and of the public are jeopardized. Ms. Higgins further stated that community involvement would not cease if the committees were merged.

Mr. Blicher inquired as to the legality of merging the committees. Further discussion included determining the historical basis for the creation of the

Correctional Facility Liaison Committee. Ms. Capriola stated that the Town can research both the legal and historic foundation for the establishment of the Correctional Facility Liaison Committee.

4. Ms. Barberet inquired as to whether or not UCONN students that have committed crimes may be forced to conduct community service by picking up roadside litter. Mr. Blicher stated that if a student is sentenced to complete community service, they could, for example, be tasked with activities such as picking up trash around local roads.

IX. ADJOURNMENT

The meeting adjourned at 3:55 p.m.

Respectfully submitted,

Maria Capriola
Assistant to Town Manager

PAGE
BREAK

TOWN OF MANSFIELD CORRECTIONAL FACILITY LIAISON COMMITTEE

January 17, 2007

Minutes

Members and Staff Present: Same as DOC Public Safety Committee.

I. CALL TO ORDER

The meeting came to order at 3:55 p.m.

II. MINUTES

1. October 18, 2006 Meeting Minutes - The motion to adopt the minutes passed unanimously.

III. COMMUNICATIONS – None

IV. WARDEN'S REPORT AND DISCUSSION

Community Outreach and Programming Updates

- The vocational teacher for the greenhouse program would be starting Friday, January 19, 2007. The greenhouse will be ready shortly after the arrival of the vocational teacher.
- The culinary program typically has 3 classes a day, approximately 10 students per session, totaling 30 students a day.
- 3 new positions are being added to Bergin to assist inmates with re-entry issues. A transition teacher will be added to assist with educational related re-entry issues, a counselor will be added to assist with social services related re-entry issues, and a programmer will be added.
- The outdoor basketball courts will be constructed in the Spring.
- The state has awarded a contract for additional halfway house beds.
- Bergin has been hiring officers and should be fully staffed by Spring.
- GED testing occurred in the previous week and Bergin will be adding teachers.
- Mr. Cyr stated that approximately 78 inmates work off-site (supervised) daily. Some communities utilizing this program include Eastford, Mansfield, Stafford, and Colchester.

V. OPPORTUNITY FOR PUBLIC TO SPEAK

There was no one from the public who wished to address the committee at this meeting.

VI. OLD BUSINESS

There was no old business listed on this agenda.

VII. NEW BUSINESS

There was no new business listed on this agenda.

The next meeting of the Correctional Facility Liaison will follow the Public Safety Committee meeting April 18, 2007 at Bergin at 3pm.

ADJOURNMENT

The Committee adjourned at 4:08 p.m.

Respectfully submitted,

Maria Capriola
Assistant to Town Manager

Be Well Activity Report – April 2007

Date	Event/Product	Worksite	# Participants
4-4-07	April Newsletter	All	
4-4-07	Interest and baseline surveys	All	222 – interest 187 - baseline
4-5-07	Health Screening	Town Hall/EOS	29
4-13-07	Health Screening	Goodwin	28

April Overview:

Be Well business cards printed for distribution

Intranet

Development of “Eat Well” pages providing information on nutrition and meal planning

HRA promotion

Completed HRA Challenge among worksites. Current results (as of April 30, 2007)

- January 01, 2005 through January 01, 2006 – 21 employees participated
- January 01, 2006 through January 01, 2007 – 86 employees participated
- January 01, 2007 through April 30, 2007 – 83 employees participated

The first quarter of 2007 participation in the Well Call HRA puts Be Well at a third of the way to the annual goal of 250 participants in the HRA.

Technical issues at Well Call have hampered participation by employees. Numerous employees have attempted to access the assessment, but for one reason or another have not been able to start or complete the tool due to issues that need to be addressed by Well Call. In some cases, employees have contacted Well Call directly to try to resolve the problem and in others, employees just saw the difficulty as one hassle they did not need to take on – and chose to not pursue the HRA.

Promotion of the HRA will continue throughout the year in various forms including

- Intranet
- Newsletter
- Direct marketing using personal testimonies

Monthly newsletter

Developed and disseminated to staff at all sites on a monthly basis

Pamphlet

Has been distributed to employees at health screenings and employee meetings.

Health Screenings were held at several worksites through April

- April 5 – Town Hall – 29 employees
- April 13 – Goodwin – 28 employees

Total participation at the Health Screenings this spring was 83 employees (10%).

Survey Tools

Interest and Baseline surveys were distributed to employees during April.

222 (28%) responded to the interest survey

187 (23%) responded to the baseline behavior surveys

The three employers (Town, MBOE, Region 19) were evenly represented in the responses. The information gathered by these surveys will provide the basic framework for programs planned in the coming year.

May Plans:

- Celebration of Bike to Work Week (May 14-18 with a special promotion on Friday, May 18) – as a result of employee interest and request
- Take and Bake Club to assist employees with meal preparation – in response to interest & baseline data surveys
- Moving from an intranet site based web access to a password protected Internet site for Be Well so employees can access resources from home

Be Well!

The Buzz



Volume 1, Issue 2

April 2007

Wellness... How can you be sure?

While there are no guarantees when it comes to health and wellness, there are certain indicators that help you know you are on the right path. These include eating a balanced and varied diet with at least 5 servings of produce and 3 servings of whole grain each day, getting exercise or moderate activity most days, and taking advantage of regular health screenings provided by nurses and doctors.

Although there are varying opinions about how often and at what age various screenings or tests should be done, most health professionals agree that basic screenings are a key tool to taking control of your personal health and wellness.

Health screenings, if done regularly can detect potentially serious health issues before they become a problem. A good place to start is with a complete physical from your doctor. If you cannot remember the last time you had a

physical, it is probably time to schedule one! Your health provider can determine the best schedule for routine screenings for your health.

A generally accepted schedule for a healthy adult would follow this basic timeline:

- ◆ 18 & older: Annual blood pressure and dental exam
- ◆ 35 & older/men: Cholesterol every 5 yrs if normal
- ◆ 40 & older: Annual breast exam & mammography (women); eye exams every 1-2 years
- ◆ 45 & older/women: Cholesterol every 5 yrs if normal
- ◆ 50 & older: Colonoscopy every 5 yrs if normal
- ◆ 65 & older: Hearing & bone density periodically



What do you do for your health and well being?

April is Alcohol Awareness Month

Alcohol Awareness Month is a good time to evaluate your alcohol use. Did you know that alcohol dependence, also known as alcoholism, is not the only health issue relating to alcohol? Alcohol abuse, which includes binge & risky drinking, can be just as dangerous. If you suspect that you might have a drinking problem, or you know someone who abuses alcohol, you can contact the Substance Abuse and Mental Health Services Administration (SAMHSA) National Clearinghouse for Alcohol and Drug Information (NCADI) at 1-800-729-6686. For more information and facts about alcohol use & abuse, check these websites:

<http://www.cspinet.org/new/pdf/alcaaware.pdf> or
<http://ncadi.samhsa.gov>

Indicators that alcohol might lead to trouble in your life:

- Drinking to calm nerves, forget worries or to boost a sad mood.
- Guilt about drinking.
- Lying about or hiding drinking habits.
- Causing harm to oneself or someone else as a result of drinking.
- Headaches/hangovers after drinking.
- Medical, social, family, or financial problems caused by drinking.

April 25th

is

NATIONAL WALK AT WORK DAY

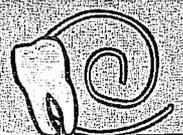
- > Bring your walking shoes to work!
- > Take a break (or two) and walk for 30 minutes.
- > Do something good for your heart & health!

Health Tip!

The health of your mouth reflects and impacts your overall health. *Did you know* the first sign of disease is often connected to your mouth and gum disease (or other infections in your mouth) can cause other health problems?

Keys to good oral health:

- > Annual checkups
- > Brush twice a day
- > Floss daily



Be Well!

4 South Eagleville Rd.
Mansfield, CT 06268

Phone: 860.429.3361

Fax: 860.429.3321

Email: be_well@mansfieldct.org

An EHHD Wellness
Program

Be Well is on your
worksite intranet!



Be Well is an employee wellness program provided through the Eastern Highlands Health District. It was developed in cooperation with and supported by the Town of Mansfield, Region 19 School District, Mansfield School Board, and the Mansfield Safety and Wellness Committee. The goal of this wide-ranging program is to improve the overall health and wellness of employees through wellness initiatives that target risk factors and wellness issues that influence health.

Have you taken the HRA yet?

The worksite with the greatest percentage of participation in the HRA from January through April, 2007 will win a "Relaxation Week" for their worksite complete with chair massages, aroma therapy, stress balls & more!

Note: The HRA tool will only allow one assessment every 12 months. If you are not eligible to take the HRA this quarter, your previous participation will count.

HRA Challenge Update:

MBOE	TOWN	REGION 19
9%	7%	6%

You know what you need to do!
(If not, contact Be Well to get started.)

Cabbage Patch Stew

6 Servings

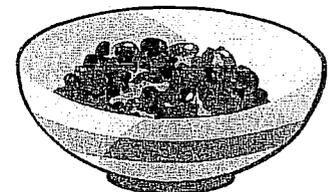
- 1 ½ lb skinless, boneless chicken breast, raw
- 1 large onion, sliced
- 4 cups shredded cabbage (or bag of Cole slaw mix)
- 2 15 oz cans of kidney or great northern beans (with liquid)
- 2 15 oz can of diced tomatoes (with garlic & onion if available)
- 1/4 tsp pepper
- 1 tsp minced garlic

1. In a large pot with a lid, cook chicken in a small amount of water at a medium temperature with the pot covered. Cook until chicken is tender and no longer pink in the middle.
2. Cut chicken into small chunks with a spatula (in the pot) or on a cutting board (and return to pot).
3. Add all other ingredients and simmer in covered pot for about 30 minutes on a medium low temperature.

Serve with whole wheat corn muffins or whole grain crusty bread, & a fresh salad

Nutrition Facts per Serving:

Calories: 333
Total fat: 2 g
Saturated fat: 1 g
Cholesterol: 70 mg
Sodium: 325 mg
Fiber: 9 g
Protein: 38 g
Carbohydrate: 60 g



Legumes (like kidney beans or great northern beans) add a nutritious boost to any meal.

Active Living Tip:

5-10 minute bouts of daily exercise can improve muscular strength: try short sets of push-ups and abdominal crunches. Taking the stairs whenever possible and a brisk walk during the lunch hour are also good options.

The Buzz

And the Winner Is...

A friendly competition between worksites would not normally be the topic of our main page article, but the recent Health Risk Assessment challenge has been anything but normal. While there was no bloodshed, there were tears shed (mine alone?) over the complications a few faced trying to log on and take the assessment. Mostly, it was just sheer excitement over the numbers of employees willing and ready to participate in the personal Health Risk Assessment.

There were as many employees who took the Health Risk Assessment from January 2007 through April 2007 as did the entire previous year! And it was about even between each major worksite for participation. Unfortunately, there were enough employees from every worksite who experienced difficulties in taking the HRA, that it would not be fair to judge the competition by

just those who completed the assessment.

So, in the name of fairness, **each worksite** is hereby designated as a 'winning worksite' in our HRA Challenge! We will be working with your worksite administration to schedule several days of "Relaxation" for those who participated or *tried* to take the HRA.

Although we had an 'end date' for our challenge, the Health Risk Assessment is available every day of the year to employees. Please consider taking the assessment- both to gain an objective view of your overall health and to provide Be Well (your employee wellness program) aggregate data. If you experience any problems logging onto the assessment, please email info@wellcall.com or Be Well and we will do our best to work with you to resolve the issue.



Volume 1 Issue 3

May 2007

BIKE TO WORK WEEK

May 14 - 18

Make a plan, know your routes, find a buddy to inspire you to ride to work on a bike (and we'll all hope for good weather!)

Bike to Work Day

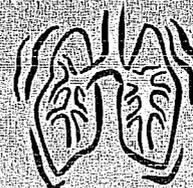
will be celebrated at the Town Hall on Friday May 18th

Health Tip!

Breathing deep and slow can be a boost to your physical and emotional state. Although frequently associated with Eastern medicine, most people can benefit from daily breathing 'focus sessions'.

Focus on Breathing:

- > Sit up straight
- > Take a deep breath
- > Hold for 5 seconds
- > Exhale slowly
- > Repeat 5-10 times



May is (among many other things) National Bike Month!

We all probably know an avid bike rider or two; many of us work with several. This article is not for them, it is for you! May is the perfect time of year to dust off your bicycle, oil the chain and go for a ride.

Riding for pleasure: There are many places in our community that are safe and enjoyable to ride a bike. For novice riders, try some of the rail trails and other park trails. The EHHD brochure "Opportunities for Physical Activity and Heart Healthy Dining" highlights many areas in our community that are suitable for riding a bike; it is available on-line (www.ehhd.org) or by request from Be Well.

Riding for transportation: Can your bike factor into your daily commute (or even the trip to the bank or store)? Only you can determine that, but here are a few tips for keeping an open mind about the possibility: WRTD busses have racks for bikes (10 tickets are \$10; Mansfield residents can get a FREE annual pass); the Mansfield Community Center has fabulous locker room facilities (join for the summer to

shower after riding your bike to work?); the current cost of gasoline could mean a significant savings (and might even pay for that MCC membership); and a 20 minute ride to work could eliminate your need to *squeeze* in an exercise routine.



Is it time to "get on your bike and ride"?

TIPS FOR EVERY BIKE RIDER

- ⇒ Be safe (wear a helmet, ride on the right, know and follow all rules of the road)
- ⇒ Be predictable (use hand signals)
- ⇒ Be visible (wear light, bright or reflective clothing)

Be Well!

4 South Eagleville Rd.
Mansfield, CT 06268

Phone: 860.429.3361
Fax: 860.429.3321
Email: be_well@mansfieldct.org

An EHHD Wellness Program

Be Well is on your
worksite intranet!



Your surveys indicated
this might help...

Need help with dinner?

Join the Be Well

TAKE AND BAKE CLUB

Be Well will offer a new menu each week, employees can 'order' the number of servings they need of each meal, and ingredients will be brought to the 'club' meeting for employees to put together their dinners in a snap, take them home and bake when needed. A nominal fee per serving will be charged to cover the cost of ingredients. To view the current menu and select a club meeting, contact Be Well!

Be Well is an employee wellness program provided through the Eastern Highlands Health District. It was developed in cooperation with and supported by the Town of Mansfield, Region 19 School District, Mansfield School Board, and the Mansfield Safety and Wellness Committee. The goal of this program is to improve the overall health and wellness of employees through wellness initiatives that target risk factors and wellness issues that influence health.

HRA Challenge Winners:

MBOE TOWN REGION 19

'Thank You' to all who participated

Lentil & Rice Bake

8 Servings

****THIS RECIPE CAN BE MADE IN A SLOW COOKER OR IN THE OVEN****

(and if you are not a 'lentil eater', the taste will surprise you!)

- 1 1/2 cups lentils
- 1 cup brown rice (not quick cooking)
- 2 small onions, chopped
- 2 14.5 oz cans of low fat chicken or vegetable broth OR
2 cups boiling water with 4 chicken bouillon cubes
- 1 3/4 cups water
- 1/2 cup wine (white or red)
- 1 T Italian seasoning
- 1 tsp garlic powder
- 1 1/2 cups shredded Mozzarella cheese

Slow Cooker Directions: Place all ingredients EXCEPT the cheese in the slow cooker, and stir. Cook on high for 4 hours; top with cheese and allow to melt before serving.

Oven Directions: Mix all ingredients in a 9x13 pan EXCEPT the cheese. Bake uncovered for 90 minutes. Sprinkle on cheese and bake 10 minutes.

Serve with steamed vegetables and a fresh garden salad.

Nutrition Facts per Serving:

Calories: 315
Total fat: 6 g
Saturated fat: 3 g
Cholesterol: 24 mg
Sodium: 280 mg*
Fiber: 8.4 g
Protein: 17 g
Carbohydrate: 36 g

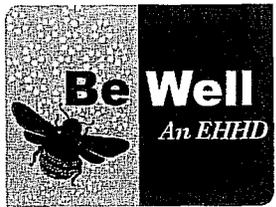
*reduce the sodium by using low sodium broth



You don't have to be a vegetarian to enjoy a 'meatless' meal. Combining whole grains with dairy or legumes provides a complete protein and a nutritious meal!

Active Living Tip:

Vary your fitness activities. Try different things! If you always do what you have always done, you will always be what you have always been.



Eat Well!

Take & Bake Club

Take & Bake Club is an employee resource for easy, inexpensive, healthy meals. Menus are provided and ingredients are brought to the club meetings. Employees who would like to participate in the club can order from the menu the week before the meeting and select the number of servings of each item they would like to prepare. Employees then come to the club meeting with baking pans and clean hands to put their meals together and take home to bake when they are needed.

The club will initially meet for four weeks, with three entrees available each week to prepare at the meeting to "take and bake", and one additional entrée to bring home ready-to-eat.

Employees will sign up for meals on a first come-first served basis by placing an order and selecting a club time. Once meals are ordered, the employee commits to paying for the meals.

COSTS:

Entrée: \$2.00/serving

Side Dishes: .50/serving

Baking dish (if you don't bring your own):

\$1/pan or container for entrée

.50/container for side dishes

We encourage you to bring your own baking dishes when possible to reduce waste, but pans will be available on a limited basis for those who forget. You **can** order pans when you place the food order if you rather.

CLUB MEETINGS:

Tuesdays: May 22, May 29, June 5, June 12

(other days will be added as needed, based on response)

3:30 – 4:30 **OR** 4:30 – 5:30

Town Hall, Employee Break Room

Registration available on-line at

<http://www.surveymonkey.com/s.asp?u=965613818117>

Questions? Ask Be Well!

429-3361 be_well@mansfieldct.org



Eat Well !

Carbohydrates

As the major source of energy for your body, carbohydrates can be a complicated topic in today's diet culture. Carbohydrates are found in your diet in a variety of foods, and are broken down in the digestive process to single sugar molecules (glucose). That is simple enough. The complicated part comes from popular trends of diets high in protein and low in carbohydrates, and in knowing the difference between carbohydrates that benefit our health and those that provide empty calories.

Fiber:

The non-digestible component of carbohydrates. Fiber provides many health benefits including reducing the risk of many chronic diseases.

THE CURRENT RECOMMENDATION IS FOR ADULTS TO **CONSUME 20-35 GRAMS** OF DIETARY FIBER EACH DAY.

Whole grains are best for your health. Use and choose grains such as:

WHOLE WHEAT, BROWN RICE, WHOLE OATS, BARLEY, QUINOA, AND BULGUR

Limit foods containing refined & processed carbohydrates:

White flour breads
Refined cereal products
Sugar sweetened drinks
Candy
White rice
White flour pasta

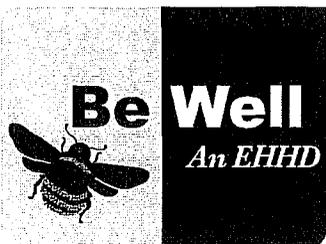
Eat whole foods containing high-fiber carbohydrates:

Whole wheat	Fruits
Brown rice	Vegetables
Whole oats	Nuts
Barley	Seeds
Quinoa	Legumes
Wheat bran	Bulgur

GLYCEMIC INDEX: A system to classify carbohydrate containing foods that considers the blood sugar impact of that food. The **GLYCEMIC LOAD** further classifies these foods as high, medium, or low based on how likely a food is to create a blood glucose 'spike'. The **GLYCEMIC LOAD** is determined by multiplying the amount of carbohydrates in the food by the glycemic index.

Glycemic load* for selected foods:

High	Medium	Low
Baked Potato	Brown Rice	High-fiber Fruits & Vegetables
Refined Cereals	Whole Grain Breads	Bran Cereals
Candy & Sugar drinks	100% Fruit Juice	Cooked Legumes (dry beans)



4 South Eagleville Road
Mansfield, CT 06268



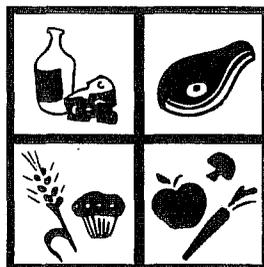
Eat Well!

Your Overall Nutrition

What you eat really does make a difference in how you feel, and can impact your health. A healthy diet consists of a variety of foods from all food groups to provide the energy (calories), protein, vitamins and minerals your body needs to be healthy.

Selecting **WHOLE FOODS** as often as possible can be one of the single most important decisions you can make about your diet. **WHOLE FOODS** are ones with 'nothing added': they have *only one ingredient*. Some examples of **WHOLE FOODS** include produce (fresh or frozen); whole grains (brown rice, quinoa, whole oats, whole wheat flour); unprocessed meats (frozen or fresh) like chicken, pork or beef; nuts, seeds & legumes; and unprocessed seafood (fresh or frozen). You can start making **WHOLE FOODS** a part of your diet by building one meal a day around **WHOLE FOODS**.

Key ingredients of any healthy diet:



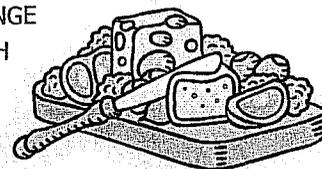
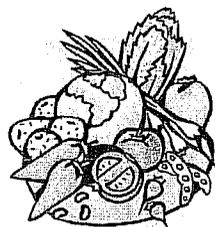
Balance

EATING FOODS FROM
EACH FOOD GROUP

&

Variety

SELECTING FOODS EACH
DAY FROM A WIDE RANGE
OF CHOICES IN EACH
FOOD GROUP



Calories

Your Calorie need depends on many factors including your *gender, age, and activity level*. For most healthy adults, a normal range would be from
1,600 Calories for an inactive woman
to
3,000 Calories for an active man

Healthy Snacks? 100 Calorie Equivalents

Why settle for this...

~1/3 regular candy bar
2 chocolate sandwich cookies
3 PB crackers
1/2 of *one* toaster pastry
~5 potato chips
~25 candy-coated chocolate pieces
1 oz pretzels

When you can feast on...

1 whole apple
1 medium banana
2 small oranges
1/4 of a honeydew melon
2 large peaches
17 fresh strawberries
4 medium carrots

Eat Smart!



Eat Well !

Protein

Protein-rich foods provide amino acids – the building block for all muscle in your body. Our bodies can make some amino acids, but there are nine that cannot be made by the human body and must be eaten daily to stay healthy. These are called 'Essential Amino Acids', and are the following:

- Histidine
- Isoleucine
- Leucine
- Lysine
- Methionine
- Phenylalanine
- Threonine
- Tryptophan
- Valine

Although dietary protein is important for optimum health, many Americans consume well over the Recommended Dietary Allowance (RDA) for this nutrient on a regular basis. For an average healthy adult, the RDA is 0.8g per kg body weight. For athletes in endurance sports, the need for dietary protein is slightly greater, at 1g to 1.2g per kg body weight. For athletes in resistance training or sports, the RDA is adequate.

Dietary Protein RDA

For every 50 pounds of body weight the RDA for lean protein is approximately 18 grams per day.

125 pounds = 45g protein/day
150 pounds = 54g protein/day

Whether or not you eat animal protein, everyone should remember that *variety* is the key to a healthy diet. *Do not rely on one source of protein every day.*

Quinoa

A traditional South American food, quinoa is a seed that is used as a grain. Rich in many nutrients (as a whole grain), it is also a complete source of protein.

Complementary Proteins

Most non-animal sources of protein do not contain all nine essential amino acids, and must be eaten in combination to make a 'complete protein'. This is easy to do (and fairly intuitive), just remember these combinations:

GRAINS + LEGUME
LEGUME + NUTS or SEEDS
GRAIN + DAIRY

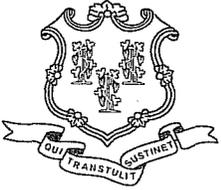
Sources of High-Quality Protein

Animal

1 medium egg = 6g
3 oz cooked fish = 21g
3 oz lean meat = 21g
1 cup milk = 8g
1 oz cheese = 7g

Plant

½ cup peanuts = 19g
3 oz firm tofu = 14g
1 cup cooked oats = 6g
½ cup legumes = 7-8g
1 oz bread/cereal = 3g
½ cup pasta/rice = 3g
1 oz nu⁻²⁰⁶



STATE OF CONNECTICUT
DEPARTMENT OF ENVIRONMENTAL PROTECTION

79 ELM STREET HARTFORD, CT 06106-5127

PHONE: 860-424-3001



Gina McCarthy
Commissioner

April 13, 2007

Virginia Walton
Town of Mansfield
4 South Eagleville Road
Mansfield, CT 06268

Dear Ms. Walton:

On behalf of the Governor's Steering Committee on Climate Change, I thank you for submitting a nomination for consideration in the 2007 Connecticut Climate Change Leadership Awards Program. The goals of this awards program are to increase public awareness of climate change solutions and recognize individuals and organizations that have taken exemplary actions to reduce greenhouse gas emissions and advance the goals of the *Connecticut Climate Change Action Plan*.

While the Town of Mansfield has not been selected for an award this year, we commend your accomplishments in becoming a Clean Energy Community and educating citizens about solutions to climate change. It is inspiring to see growing municipal commitment to clean energy in Connecticut.

Thank you for your dedication to climate change solutions. We hope that others will follow your lead.

Yours truly,

A handwritten signature in black ink, appearing to read "Gina McCarthy".

Gina McCarthy
Commissioner
Chair, Governor's Steering Committee on Climate Change

GM:ls

PAGE
BREAK



Elizabeth C. Paterson, Mayor

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

April 27, 2007

Planning and Zoning Commission
Town of Mansfield
- Interoffice Mail -

Re: Storrs Center Special Design District

Dear Commission members:

We thank you for the good work that you do on behalf of the Town of Mansfield and for the opportunity to address you regarding the applications necessary to establish the Storrs Center Special Design District.

As many of you know, we have been actively working on the Storrs Center project since the late 1990's, and our community has discussed the concept for over 40 years. Since the commissioning by the Mansfield Town Council of the Mansfield Downtown Action Agenda 2000 ("the Hyett Palma report") the Storrs Center project has been making steady progress. It is important to remember that this project and the establishment of the Mansfield Downtown Partnership was an initiative of the community.

When looking at the Mansfield Downtown Partnership, it is important to emphasize the word *partnership*, because that is the relationship we have created with the Town, the university, our business community, our citizens and our development team. We have a relationship built on trust and are all working together towards a common goal of creating a sustainable downtown and civic core for the Town of Mansfield.

In May 2002, the Town Council appointed the Mansfield Downtown Partnership as its municipal development agent for the Storrs Center project. The Partnership has been diligently working to fulfill the mission assigned to it by the Council. With the addition of downtown amenities such as shops, restaurants, housing and services, the Storrs Center project presents us with an opportunity to enhance the quality of life for all our residents. The creation of public spaces and a civic core will strengthen our community and our identity. Also, Storrs Center will provide leisure opportunities for students and positive alternatives to large off-campus parties and substance abuse.

From a fiscal and economic perspective, this project will have a positive impact on the Town of Mansfield. We have projected the potential tax revenue and wish to emphasize that these figures are very much an *estimate*. The Partnership projects that Storrs Center will provide an estimated \$1.8 million in tax revenue to the Town during the development period, and an estimated net tax benefit of \$2.5 million at full build-out. Thereafter, the tax revenue to the Town is projected to increase by three percent per year due to inflation. These estimates are net figures and take into account the additional costs of maintaining roads, town square, and the cost per resident.

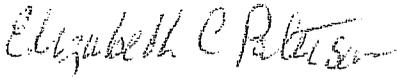
The project will have other benefits for our local and regional economy. We estimate that the project will create an average of 114 full-time equivalent (FTE) construction jobs for seven years, and 895 permanent FTE after full build-out of project. Also, Storrs Center presents us with an opportunity to add property formerly owned by the state to grand list, and for the Town of Mansfield, the business community and residents to have input into the development of this parcel

The Partnership's developer, LeylandAlliance, Inc., has spared no expense in preparing this application and in preparing for the project in general. Where appropriate, town staff has thoroughly vetted their work and has hired its own consultants to conduct a peer analysis. Two examples we would point to are the traffic authority's review of the map amendment, and Tighe and Bond's review of parking issues. The zoning and map amendments are keeping with the plan of conservation and development and are representative of intelligent land use, smart growth and sustainable development.

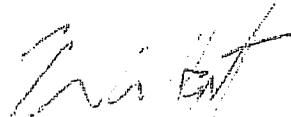
The proposed process for approval of site plans in which the Director of Planning would approve site plans after a Partnership public hearing, and other Town staff review, would maintain a major municipal role in overseeing the project. The Director of Planning will be guided by the action and direction the Planning and Zoning Commission takes in the coming months on the text and map amendments, and his review of site plans will flow from the zoning regulation changes approved by the Commission.

In closing, we wish to thank you for the opportunity to address you regarding this exciting project. The Town of Mansfield is a wonderful community and the Planning and Zoning Commission has played a major role in our success. One significant component that we are lacking is a downtown and a civic core – a downtown that we can call our own and truly enjoy and benefit from. This project presents us with a tremendous opportunity to create a downtown that will be sustainable and greatly enhance our community. Therefore, we respectfully request your support for the two applications necessary to create the Storrs Center special design district.

Sincerely,



Elizabeth C. Paterson
Mayor



Matthew W. Hart
Town Manager

CC: Mansfield Town Council
Gregory Padick, Director of Planning
Cynthia van Zelm, Executive Director, Mansfield Downtown Partnership



TOWN OF MANSFIELD
MANSFIELD TOWN COUNCIL

Elizabeth C. Paterson, Mayor

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

May 4, 2007

Mr. David J. Dagon
Fire Chief
Mansfield Fire and Emergency Services

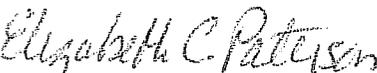
Dear Chief Dagon:

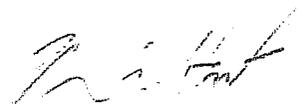
We wish to express our sincere appreciation to you and all of the emergency services and fire personnel who were on duty during the recent University of Connecticut Spring Weekend. The professionalism and courtesy displayed by the fire department served to maintain public safety.

From our perspective, we feel that the police and emergency services personnel responded to the event in a very capable manner. We do believe that you have helped to set a positive tone for the future.

Congratulations on a job well done and please convey our thanks to the entire department.

Sincerely,


Elizabeth C. Paterson
Mayor


Matthew W. Hart
Town Manager

CC: Mansfield Town Council

TOWN OF MANSFIELD
MANSFIELD TOWN COUNCIL



Elizabeth C. Paterson, Mayor

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

May 4, 2007

SGT Sean Cox
Resident State Trooper Supervisor
Town of Mansfield

Dear SGT Cox:

We wish to express our sincere appreciation to you and all the officers who were on duty during the recent University of Connecticut Spring Weekend. The professionalism and courtesy displayed by the state and Town police served to maintain public safety.

From our perspective, we feel that the police and emergency services personnel responded to the event in a very capable manner. We do believe that you have helped to set a positive tone for the future.

Congratulations on a job well done and please convey our thanks to all of our officers.

Sincerely,

Elizabeth C. Paterson
Mayor

Matthew W. Hart
Town Manager

CC: Mansfield Town Council
LT Francis Conroy, Connecticut State Police

TOWN OF MANSFIELD
MANSFIELD TOWN COUNCIL



Elizabeth C. Paterson, Mayor

AUDREY P. BECK BUILDING
FOUR SOUTH EAGLEVILLE ROAD
MANSFIELD, CT 06268-2599
(860) 429-3336
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May 4, 2007

Chief Robert S. Hudd
Director of Public Safety
University of Connecticut Police Department
126 North Eagleville Road
Storrs, Connecticut 06269

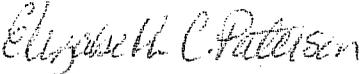
Dear Chief Hudd:

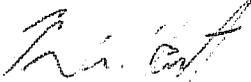
We wish to express our sincere appreciation to you and all the officers who were on duty during the recent University of Connecticut Spring Weekend. The professionalism and courtesy displayed by the university, state and town police served to maintain public order.

From our perspective, we feel that the police and emergency services personnel responded to the event in a very capable manner. We do believe that you all have helped to set a positive tone for the future.

Congratulations on a job well done and please convey our thanks to the department.

Sincerely,


Elizabeth C. Paterson
Mayor


Matthew W. Hart
Town Manager

CC: Mansfield Town Council
Barry Feldman, University of Connecticut

TOWN OF MANSFIELD
MANSFIELD TOWN COUNCIL



Elizabeth C. Paterson, Mayor

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

May 4, 2007

Commissioner John Danaher
Connecticut Department of Public Safety
1111 Country Club Road
Middletown, Connecticut 06457

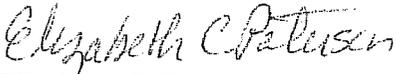
Dear Commissioner Danaher:

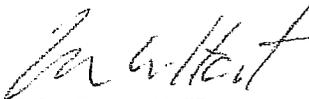
We wish to express our sincere appreciation to you and all the officers who were on duty during the recent University of Connecticut Spring Weekend. The professionalism and courtesy displayed by the state police served to maintain public order.

From our perspective, we believe that the many resources that your department dedicates to spring weekend are absolutely essential to protect public safety, and we could not effectively respond to the event without the assistance of the Connecticut State Police.

We greatly appreciate your efforts on behalf of the greater Mansfield community. Congratulations on a job well done and please convey our thanks to the department.

Sincerely,


Elizabeth C. Paterson
Mayor


Matthew W. Hart
Town Manager

CC: Mansfield Town Council
Colonel Thomas Davoren

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Item #16

How Biofuels Could Starve the Poor

By C. Ford Runge and Benjamin Senauer

From *Foreign Affairs*, May/June 2007

Summary: Thanks to high oil prices and hefty subsidies, corn-based ethanol is now all the rage in the United States. But it takes so much supply to keep ethanol production going that the price of corn -- and those of other food staples -- is shooting up around the world. To stop this trend, and prevent even more people from going hungry, Washington must conserve more and diversify ethanol's production inputs.

C. Ford Runge is Distinguished McKnight University Professor of Applied Economics and Law and Director of the Center for International Food and Agricultural Policy at the University of Minnesota. Benjamin Senauer is Professor of Applied Economics and Co-director of the Food Industry Center at the University of Minnesota.

THE ETHANOL BUBBLE

In 1974, as the United States was reeling from the oil embargo imposed by the Organization of Petroleum Exporting Countries, Congress took the first of many legislative steps to promote ethanol made from corn as an alternative fuel. On April 18, 1977, amid mounting calls for energy independence, President Jimmy Carter donned his cardigan sweater and appeared on television to tell Americans that balancing energy demands with available domestic resources would be an effort the "moral equivalent of war." The gradual phaseout of lead in the 1970s and 1980s provided an additional boost to the fledgling ethanol industry. (Lead, a toxic substance, is a performance enhancer when added to gasoline, and it was partly replaced by ethanol.) A series of tax breaks and subsidies also helped. In spite of these measures, with each passing year the United States became more dependent on imported petroleum, and ethanol remained marginal at best.

Now, thanks to a combination of high oil prices and even more generous government subsidies, corn-based ethanol has become the rage. There were 110 ethanol refineries in operation in the United States at the end of 2006, according to the Renewable Fuels Association. Many were being expanded, and another 73 were under construction. When these projects are completed, by the end of 2008, the United States' ethanol production capacity will reach an estimated 11.4 billion gallons per year. In his latest State of the Union address, President George W. Bush called on the country to produce 35 billion gallons of renewable fuel a year by 2017, nearly five times the level currently mandated.

The push for ethanol and other biofuels has spawned an industry that depends on billions of dollars of taxpayer subsidies, and not only in the United States. In 2005, global ethanol production was 9.66 billion gallons, of which Brazil produced 45.2 percent (from sugar cane) and the United States 44.5 percent (from corn). Global production of biodiesel (most of it in Europe), made from oilseeds, was almost one billion gallons.

The industry's growth has meant that a larger and larger share of corn production is being used to feed the huge mills that produce ethanol. According to some estimates, ethanol plants will burn up to half of U.S. domestic corn supplies within a few years. Ethanol demand will bring 2007 inventories of corn to their lowest levels since 1995 (a drought year), even though 2006 yielded the third-largest corn crop on record. Iowa may soon become a net corn importer.

The enormous volume of corn required by the ethanol industry is sending shock waves through the food

system. (The United States accounts for some 40 percent of the world's total corn production and over half of all corn exports.) In March 2007, corn futures rose to over \$4.38 a bushel, the highest level in ten years. Wheat and rice prices have also surged to decade highs, because even as those grains are increasingly being used as substitutes for corn, farmers are planting more acres with corn and fewer acres with other crops.

This might sound like nirvana to corn producers, but it is hardly that for consumers, especially in poor developing countries, who will be hit with a double shock if both food prices and oil prices stay high. The World Bank has estimated that in 2001, 2.7 billion people in the world were living on the equivalent of less than \$2 a day; to them, even marginal increases in the cost of staple grains could be devastating. Filling the 25-gallon tank of an SUV with pure ethanol requires over 450 pounds of corn -- which contains enough calories to feed one person for a year. By putting pressure on global supplies of edible crops, the surge in ethanol production will translate into higher prices for both processed and staple foods around the world. Biofuels have tied oil and food prices together in ways that could profoundly upset the relationships between food producers, consumers, and nations in the years ahead, with potentially devastating implications for both global poverty and food security.

THE OIL AND BIOFUEL ECONOMY

In the United States and other large economies, the ethanol industry is artificially buoyed by government subsidies, minimum production levels, and tax credits. High oil prices over the past few years have made ethanol naturally competitive, but the U.S. government continues to heavily subsidize corn farmers and ethanol producers. Direct corn subsidies equaled \$8.9 billion in 2005. Although these payments will fall in 2006 and 2007 because of high corn prices, they may soon be dwarfed by the panoply of tax credits, grants, and government loans included in energy legislation passed in 2005 and in a pending farm bill designed to support ethanol producers. The federal government already grants ethanol blenders a tax allowance of 51 cents per gallon of ethanol they make, and many states pay out additional subsidies.

Consumption of ethanol in the United States was expected to reach over 6 billion gallons in 2006. (Consumption of biodiesel was expected to be about 250 million gallons.) In 2005, the U.S. government mandated the use of 7.5 billion gallons of biofuels per year by 2012; in early 2007, 37 governors proposed raising that figure to 12 billion gallons by 2010; and last January, President Bush raised it further, to 35 billion gallons by 2017. Six billion gallons of ethanol are needed every year to replace the fuel additive known as MTBE, which is being phased out due to its polluting effects on ground water.

The European Commission is using legislative measures and directives to promote biodiesel, produced mainly in Europe, made from rapeseeds and sunflower seeds. In 2005, the European Union produced 890 million gallons of biodiesel, over 80 percent of the world's total. The EU's Common Agricultural Policy also promotes the production of ethanol from a combination of sugar beets and wheat with direct and indirect subsidies. Brussels aims to have 5.75 percent of motor fuel consumed in the European Union come from biofuels by 2010 and 10 percent by 2020.

Brazil, which currently produces approximately the same amount of ethanol as the United States, derives almost all of it from sugar cane. Like the United States, Brazil began its quest for alternative energy in the mid-1970s. The government has offered incentives, set technical standards, and invested in supporting technologies and market promotion. It has mandated that all diesel contain two percent biodiesel by 2008 and five percent biodiesel by 2013. It has also required that the auto industry produce engines that can use biofuels and has developed wide-ranging industrial and land-use strategies to promote them. Other countries are also jumping on the biofuel bandwagon. In Southeast Asia, vast areas of tropical forest are being cleared and burned to plant oil palms destined for conversion to biodiesel.

This trend has strong momentum. Despite a recent decline, many experts expect the price of crude oil to remain high in the long term. Demand for petroleum continues to increase faster than supplies, and new sources of oil are often expensive to exploit or located in politically risky areas. According to the U.S. Energy Information Administration's latest projections, global energy consumption will rise by 71 percent between 2003 and 2030, with demand from developing countries, notably China and India, surpassing that from

members of the Organization for Economic Cooperation and Development by 2015. The result will be sustained upward pressure on oil prices, which will allow ethanol and biodiesel producers to pay much higher premiums for corn and oilseeds than was conceivable just a few years ago. The higher oil prices go, the higher ethanol prices can go while remaining competitive -- and the more ethanol producers can pay for corn. If oil reaches \$80 per barrel, ethanol producers could afford to pay well over \$5 per bushel for corn.

With the price of raw materials at such highs, the biofuel craze would place significant stress on other parts of the agricultural sector. In fact, it already does. In the United States, the growth of the biofuel industry has triggered increases not only in the prices of corn, oilseeds, and other grains but also in the prices of seemingly unrelated crops and products. The use of land to grow corn to feed the ethanol maw is reducing the acreage devoted to other crops. Food processors who use crops such as peas and sweet corn have been forced to pay higher prices to keep their supplies secure -- costs that will eventually be passed on to consumers. Rising feed prices are also hitting the livestock and poultry industries. According to Vernon Eidman, a professor emeritus of agribusiness management at the University of Minnesota, higher feed costs have caused returns to fall sharply, especially in the poultry and swine sectors. If returns continue to drop, production will decline, and the prices for chicken, turkey, pork, milk, and eggs will rise. A number of Iowa's pork producers could go out of business in the next few years as they are forced to compete with ethanol plants for corn supplies.

Proponents of corn-based ethanol argue that acreage and yields can be increased to satisfy the rising demand for ethanol. But U.S. corn yields have been rising by a little less than two percent annually over the last ten years, and even a doubling of those gains could not meet current demand. As more acres are planted with corn, land will have to be pulled from other crops or environmentally fragile areas, such as those protected by the Department of Agriculture's Conservation Reserve Program.

In addition to these fundamental forces, speculative pressures have created what might be called a "biofuel mania": prices are rising because many buyers think they will. Hedge funds are making huge bets on corn and the bull market unleashed by ethanol. The biofuel mania is commandeering grain stocks with a disregard for the obvious consequences. It seems to unite powerful forces, including motorists' enthusiasm for large, fuel-inefficient vehicles and guilt over the ecological consequences of petroleum-based fuels. But even as ethanol has created opportunities for huge profits for agribusiness, speculators, and some farmers, it has upset the traditional flows of commodities and the patterns of trade and consumption both inside and outside of the agricultural sector.

This craze will create a different problem if oil prices decline because of, say, a slowdown in the global economy. With oil at \$30 a barrel, producing ethanol would no longer be profitable unless corn sold for less than \$2 a bushel, and that would spell a return to the bad old days of low prices for U.S. farmers. Undercapitalized ethanol plants would be at risk, and farmer-owned cooperatives would be especially vulnerable. Calls for subsidies, mandates, and tax breaks would become even more shrill than they are now: there would be clamoring for a massive bailout of an overinvested industry. At that point, the major investments that have been made in biofuels would start to look like a failed gamble. On the other hand, if oil prices hover around \$55-\$60, ethanol producers could pay from \$3.65 to \$4.54 for a bushel of corn and manage to make a normal 12 percent profit.

Whatever happens in the oil market, the drive for energy independence, which has been the basic justification for huge investments in and subsidies for ethanol production, has already made the industry dependent on high oil prices.

CORNUCOPIA

One root of the problem is that the biofuel industry has long been dominated not by market forces but by politics and the interests of a few large companies. Corn has become the prime raw material even though biofuels could be made efficiently from a variety of other sources, such as grasses and wood chips, if the government funded the necessary research and development. But in the United States, at least, corn and soybeans have been used as primary inputs for many years thanks in large part to the lobbying efforts of

corn and soybean growers and Archer Daniels Midland Company (ADM), the biggest ethanol producer in the U.S. market.

Since the late 1960s, ADM positioned itself as the "supermarket to the world" and aimed to create value from bulk commodities by transforming them into processed products that command heftier prices. In the 1970s, ADM started making ethanol and other products resulting from the wet-milling of corn, such as high fructose corn syrup. It quickly grew from a minor player in the feed market to a global powerhouse. By 1980, ADM's ethanol production had reached 175 million gallons per year, and high fructose corn syrup had become a ubiquitous sweetening agent in processed foods. In 2006, ADM was the largest producer of ethanol in the United States: it made more than 1.07 billion gallons, over four times more than its nearest rival, VeraSun Energy. In early 2006, it announced plans to increase its capital investment in ethanol from \$700 million to \$1.2 billion in 2008 and increase production by 47 percent, or close to 500 million gallons, by 2009.

ADM owes much of its growth to political connections, especially to key legislators who can earmark special subsidies for its products. Vice President Hubert Humphrey advanced many such measures when he served as a senator from Minnesota. Senator Bob Dole (R-Kans.) advocated tirelessly for the company during his long career. As the conservative critic James Bovard noted over a decade ago, nearly half of ADM's profits have come from products that the U.S. government has either subsidized or protected.

Partly as a result of such government support, ethanol (and to a lesser extent biodiesel) is now a major fixture of the United States' agricultural and energy sectors. In addition to the federal government's 51-cents-per-gallon tax credit for ethanol, smaller producers get a 10-cents-per-gallon tax reduction on the first 15 million gallons they produce. There is also the "renewable fuel standard," a mandatory level of nonfossil fuel to be used in motor vehicles, which has set off a political bidding war. Despite already high government subsidies, Congress is considering lavishing more money on biofuels. Legislation related to the 2007 farm bill introduced by Representative Ron Kind (D-Wis.) calls for raising loan guarantees for ethanol producers from \$200 million to \$2 billion. Advocates of corn-based ethanol have rationalized subsidies by pointing out that greater ethanol demand pushes up corn prices and brings down subsidies to corn growers.

The ethanol industry has also become a theater of protectionism in U.S. trade policy. Unlike oil imports, which come into the country duty-free, most ethanol currently imported into the United States carries a 54-cents-per-gallon tariff, partly because cheaper ethanol from countries such as Brazil threatens U.S. producers. (Brazilian sugar cane can be converted to ethanol more efficiently than can U.S. corn.) The Caribbean Basin Initiative could undermine this protection: Brazilian ethanol can already be shipped duty-free to CBI countries, such as Costa Rica, El Salvador, or Jamaica, and the agreement allows it to go duty-free from there to the United States. But ethanol supporters in Congress are pushing for additional legislation to limit those imports. Such government measures shield the industry from competition despite the damaging repercussions for consumers.

STARVING THE HUNGRY

Biofuels may have even more devastating effects in the rest of the world, especially on the prices of basic foods. If oil prices remain high -- which is likely -- the people most vulnerable to the price hikes brought on by the biofuel boom will be those in countries that both suffer food deficits and import petroleum. The risk extends to a large part of the developing world: in 2005, according to the UN Food and Agriculture Organization, most of the 82 low-income countries with food deficits were also net oil importers.

Even major oil exporters that use their petrodollars to purchase food imports, such as Mexico, cannot escape the consequences of the hikes in food prices. In late 2006, the price of tortilla flour in Mexico, which gets 80 percent of its corn imports from the United States, doubled thanks partly to a rise in U.S. corn prices from \$2.80 to \$4.20 a bushel over the previous several months. (Prices rose even though tortillas are made mainly from Mexican-grown white corn because industrial users of the imported yellow corn, which is used for animal feed and processed foods, started buying the cheaper white variety.) The price surge was exacerbated by speculation and hoarding. With about half of Mexico's 107 million people living in poverty

and relying on tortillas as a main source of calories, the public outcry was fierce. In January 2007, Mexico's new president, Felipe Calderón, was forced to cap the prices of corn products.

The International Food Policy Research Institute, in Washington, D.C., has produced sobering estimates of the potential global impact of the rising demand for biofuels. Mark Rosegrant, an IFPRI division director, and his colleagues project that given continued high oil prices, the rapid increase in global biofuel production will push global corn prices up by 20 percent by 2010 and 41 percent by 2020. The prices of oilseeds, including soybeans, rapeseeds, and sunflower seeds, are projected to rise by 26 percent by 2010 and 76 percent by 2020, and wheat prices by 11 percent by 2010 and 30 percent by 2020. In the poorest parts of sub-Saharan Africa, Asia, and Latin America, where cassava is a staple, its price is expected to increase by 33 percent by 2010 and 135 percent by 2020. The projected price increases may be mitigated if crop yields increase substantially or ethanol production based on other raw materials (such as trees and grasses) becomes commercially viable. But unless biofuel policies change significantly, neither development is likely.

The production of cassava-based ethanol may pose an especially grave threat to the food security of the world's poor. Cassava, a tropical potato-like tuber also known as manioc, provides one-third of the caloric needs of the population in sub-Saharan Africa and is the primary staple for over 200 million of Africa's poorest people. In many tropical countries, it is the food people turn to when they cannot afford anything else. It also serves as an important reserve when other crops fail because it can grow in poor soils and dry conditions and can be left in the ground to be harvested as needed.

Thanks to its high-starch content, cassava is also an excellent source of ethanol. As the technology for converting it to fuel improves, many countries -- including China, Nigeria, and Thailand -- are considering using more of the crop to that end. If peasant farmers in developing countries could become suppliers for the emerging industry, they would benefit from the increased income. But the history of industrial demand for agricultural crops in these countries suggests that large producers will be the main beneficiaries. The likely result of a boom in cassava-based ethanol production is that an increasing number of poor people will struggle even more to feed themselves.

Participants in the 1996 World Food Summit set out to cut the number of chronically hungry people in the world -- people who do not eat enough calories regularly to be healthy and active -- from 823 million in 1990 to about 400 million by 2015. The Millennium Development Goals established by the United Nations in 2000 vowed to halve the proportion of the world's chronically underfed population from 16 percent in 1990 to eight percent in 2015. Realistically, however, resorting to biofuels is likely to exacerbate world hunger. Several studies by economists at the World Bank and elsewhere suggest that caloric consumption among the world's poor declines by about half of one percent whenever the average prices of all major food staples increase by one percent. When one staple becomes more expensive, people try to replace it with a cheaper one, but if the prices of nearly all staples go up, they are left with no alternative.

In a study of global food security we conducted in 2003, we projected that given the rates of economic and population growth, the number of hungry people throughout the world would decline by 23 percent, to about 625 million, by 2025, so long as agricultural productivity improved enough to keep the relative price of food constant. But if, all other things being equal, the prices of staple foods increased because of demand for biofuels, as the IFPRI projections suggest they will, the number of food-insecure people in the world would rise by over 16 million for every percentage increase in the real prices of staple foods. That means that 1.2 billion people could be chronically hungry by 2025 -- 600 million more than previously predicted.

The world's poorest people already spend 50 to 80 percent of their total household income on food. For the many among them who are landless laborers or rural subsistence farmers, large increases in the prices of staple foods will mean malnutrition and hunger. Some of them will tumble over the edge of subsistence into outright starvation, and many more will die from a multitude of hunger-related diseases.

THE GRASS IS GREENER

And for what? Limited environmental benefits at best. Although it is important to think of ways to develop renewable energy, one should also carefully examine the eager claims that biofuels are "green." Ethanol and biodiesel are often viewed as environmentally friendly because they are plant-based rather than petroleum-based. In fact, even if the entire corn crop in the United States were used to make ethanol, that fuel would replace only 12 percent of current U.S. gasoline use. Thinking of ethanol as a green alternative to fossil fuels reinforces the chimera of energy independence and of decoupling the interests of the United States from an increasingly troubled Middle East.

Should corn and soybeans be used as fuel crops at all? Soybeans and especially corn are row crops that contribute to soil erosion and water pollution and require large amounts of fertilizer, pesticides, and fuel to grow, harvest, and dry. They are the major cause of nitrogen runoff -- the harmful leakage of nitrogen from fields when it rains -- of the type that has created the so-called dead zone in the Gulf of Mexico, an ocean area the size of New Jersey that has so little oxygen it can barely support life. In the United States, corn and soybeans are typically planted in rotation, because soybeans add nitrogen to the soil, which corn needs to grow. But as corn increasingly displaces soybeans as a main source of ethanol, it will be cropped continuously, which will require major increases in nitrogen fertilizer and aggravate the nitrogen runoff problem.

Nor is corn-based ethanol very fuel efficient. Debates over the "net energy balance" of biofuels and gasoline -- the ratio between the energy they produce and the energy needed to produce them -- have raged for decades. For now, corn-based ethanol appears to be favored over gasoline, and biodiesel over petroleum diesel -- but not by much. Scientists at the Argonne National Laboratory and the National Renewable Energy Laboratory have calculated that the net energy ratio of gasoline is 0.81, a result that implies an input larger than the output. Corn-based ethanol has a ratio that ranges between 1.25 and 1.35, which is better than breaking even. Petroleum diesel has an energy ratio of 0.83, compared with that of biodiesel made from soybean oil, which ranges from 1.93 to 3.21. (Biodiesel produced from other fats and oils, such as restaurant grease, may be more energy efficient.)

Similar results emerge when biofuels are compared with gasoline using other indices of environmental impact, such as greenhouse gas emissions. The full cycle of the production and use of corn-based ethanol releases less greenhouse gases than does that of gasoline, but only by 12 to 26 percent. The production and use of biodiesel emits 41 to 78 percent less such gases than do the production and use of petroleum-based diesel fuels.

Another point of comparison is greenhouse gas emissions per mile driven, which takes account of relative fuel efficiency. Using gasoline blends with 10 percent corn-based ethanol instead of pure gasoline lowers emissions by 2 percent. If the blend is 85 percent ethanol (which only flexible-fuel vehicles can run on), greenhouse gas emissions fall further: by 23 percent if the ethanol is corn-based and by 64 percent if it is cellulose-based. Likewise, diesel containing 2 percent biodiesel emits 1.6 percent less greenhouse gases than does petroleum diesel, whereas blends with 20 percent biodiesel emit 16 percent less, and pure biodiesel (also for use only in special vehicles) emits 78 percent less. On the other hand, biodiesel can increase emissions of nitrogen oxide, which contributes to air pollution. In short, the "green" virtues of ethanol and biodiesel are modest when these fuels are made from corn and soybeans, which are energy-intensive, highly polluting row crops.

The benefits of biofuels are greater when plants other than corn or oils from sources other than soybeans are used. Ethanol made entirely from cellulose (which is found in trees, grasses, and other plants) has an energy ratio between 5 and 6 and emits 82 to 85 percent less greenhouse gases than does gasoline. As corn grows scarcer and more expensive, many are betting that the ethanol industry will increasingly turn to grasses, trees, and residues from field crops, such as wheat and rice straw and cornstalks. Grasses and trees can be grown on land poorly suited to food crops or in climates hostile to corn and soybeans. Recent breakthroughs in enzyme and gasification technologies have made it easier to break down cellulose in woody plants and straw. Field experiments suggest that grassland perennials could become a promising source of biofuel in the future.

For now, however, the costs of harvesting, transporting, and converting such plant matters are high, which

means that cellulose-based ethanol is not yet commercially viable when compared with the economies of scale of current corn-based production. One ethanol-plant manager in the Midwest has calculated that fueling an ethanol plant with switchgrass, a much-discussed alternative, would require delivering a semitrailer truckload of the grass every six minutes, 24 hours a day. The logistical difficulties and the costs of converting cellulose into fuel, combined with the subsidies and politics currently favoring the use of corn and soybeans, make it unrealistic to expect cellulose-based ethanol to become a solution within the next decade. Until it is, relying more on sugar cane to produce ethanol in tropical countries would be more efficient than using corn and would not involve using a staple food.

The future can be brighter if the right steps are taken now. Limiting U.S. dependence on fossil fuels requires a comprehensive energy-conservation program. Rather than promoting more mandates, tax breaks, and subsidies for biofuels, the U.S. government should make a major commitment to substantially increasing energy efficiency in vehicles, homes, and factories; promoting alternative sources of energy, such as solar and wind power; and investing in research to improve agricultural productivity and raise the efficiency of fuels derived from cellulose. Washington's fixation on corn-based ethanol has distorted the national agenda and diverted its attention from developing a broad and balanced strategy. In March, the U.S. Energy Department announced that it would invest up to \$385 million in six biorefineries designed to convert cellulose into ethanol. That is a promising step in the right direction.

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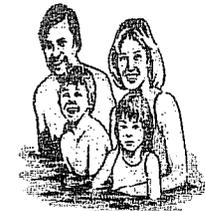
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**Mansfield
Community
Center**

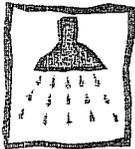
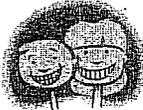
Celebrate National Aquatic Month at the Mansfield Community Center

Item #17



May 2007

Join us for a variety of fun, interactive events to promote water safety for the whole family during the month of May. Please call 429-3015 ext. 0 for more information. Free events are available for Mansfield Community Center members and guests who pay the daily fee.

Sun	Mon	Tue	Wed	Thu	Fri	Sat																									
<p>Health & Safety Tip #1: Please shower before entering the pools! This helps to keep everyone safe.</p> 	<p>1 Celebrate the first day of May with a swim! View the pool schedule online at www.mansfieldct.org</p>	<p>2 *Free* Whale Tales Activity Sheets available, just ask a lifeguard. 4:30-7:30pm.</p>	<p>3 Lifeguard Training Challenge Course. 6-9:30pm. See Spring Brochure for more information.</p> 	<p>4 Family Fun Night with giant inflatable floats and slide in the pool!!! 6-9pm</p>	<p>5 Family Fun Night with giant inflatable floats and slide in the pool!!! 6-9pm</p>	<p>6 Scuba Orientation 5-8:30pm. Must be registered. See Spring Brochure for details and cost.</p>	<p>7 *Free* Home Pool Safety course. 7-8pm. Get the info to keep your family safe! Must pre-register at reception desk.</p>	<p>8 Did you know? Mansfield has an outdoor waterfront! Bicentennial pond is scheduled to open Saturday, June 23rd.</p>	<p>9 Health & Safety Tip #2: Learn how to swim! Make sure you and your family know how to swim and/or help in a water emergency.</p>	<p>10 Adult CPR class. (part 1 of 2) 6-8pm. Must be registered. See Spring Brochure for details.</p>	<p>11 Family Fun Night with giant inflatable floats and slide in the pool!!! 6-9pm</p>	<p>12 *Free* Lifeguard photos! Let your child dress up like a guard, sit in the chair, and we'll take a picture for you to keep!!! 9am-12:30pm</p>	<p>13 Happy Mother's Day! *Free* Drop-in Water Polo in the main pool. 6:30-8:30pm Amateurs welcome!</p> 	<p>14 *Free* Parent/Infant swim lesson class. 6-6:30pm. Must pre-register at reception desk.</p>	<p>15 *Free* Childrens' book reading with lifeguards. Books discuss water safety. 10:30-11am.</p>	<p>16 Adult CPR class. (Part 2 of 2) 6-8pm. Must be registered. See Spring Brochure for details.</p> 	<p>17 Kids' Health & Safety Fair w/ water safety booth & demos. 10am-2pm</p>	<p>18 Scuba—classroom/pool 3-8:30pm. See Spring Brochure for details and cost.</p>	<p>19 *Free* Parent/Infant swim lesson class. 11:15-11:45am. Must pre-register at reception desk.</p> 	<p>20 Health & Safety Tip #3: Never swim alone. Always swim with a buddy or responsible adult or at a facility with lifeguards.</p>	<p>21 Family Fun Night with giant inflatable floats and slide in the pool!!! 6-9pm</p>	<p>22 Health & Safety Tip #4: Make sure home pools are enclosed by a self locking fence, and never leave children alone.</p>	<p>23 Scuba—classroom/pool 3-8:30pm. See Spring Brochure for details and cost.</p>	<p>24 Happy Memorial Day! MCC open 9am-5pm. Pools open 9am-4:30pm.</p>	<p>25 Health & Safety Tip #5: Always wear sunscreen, at least SPF 15 or higher to protect your skin from UV rays.</p>	<p>26 *Free* Mansfield Day at the MCC! Mansfield Residents can use the pools and entire facility free from 6-9pm.</p> 	<p>27 The MCC Aquatic Staff wish you a happy, safe and fun-filled summer!</p> 	<p>28 The MCC Aquatic Staff wish you a happy, safe and fun-filled summer!</p>	<p>29 The MCC Aquatic Staff wish you a happy, safe and fun-filled summer!</p>	<p>30 The MCC Aquatic Staff wish you a happy, safe and fun-filled summer!</p>	<p>31 The MCC Aquatic Staff wish you a happy, safe and fun-filled summer!</p>

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Item #18

Local Bar Deals With Fire Code Violations

By: Timothy Bleasdale**Posted: 4/20/07**

With spring weekend starting today, most students living on campus have probably had their community assistants, hall directors and professors urging them to stay safe and be aware of their surroundings. But here's some advice from the Town of Mansfield Fire Marshal John Jackman, in light of recent fire code violations by the Thirsty Dog Café.

"You should always try to be aware of what is going on around you," Jackman said in a recent interview regarding the violations. "When you can no longer easily move about, then it's worth asking yourself if this is a safe place to be. If it's not, then you owe it to yourself and your friends and family to remove yourself to a safer environment."

Recalling the tragic Rhode Island nightclub fire at The Station in 2003, Jackman stressed the importance of being mindful of how many people are in a building and whether or not it is a safe amount.

"People remember the Rhode Island nightclub fire," Jackman said. "That was a situation where the building was overcrowded and [exiting the building] was difficult because people could not move around easily and as a result there were a number of deaths."

The Station fire was the fourth-deadliest nightclub fire in U.S. history, killing 100 people and injuring more than 200 others.

Since the end of March, the Thirsty Dog Café, located at 134 North Eagleville Road, has been raided twice by the fire marshal, who on both occasions found the amount of patrons was over the established limit. The first raid was carried out March 29, while the most recent raid occurred Saturday night.

Saturday's raid came in response to complaints from concerned individuals that the Thirsty Dog Café was still violating the fire code, according to Jackman.

The Daily Campus contacted the Thirsty Dog Café several times attempting to reach a manager. Graham Scelfo, the manager on duty last night, said the Thirsty Dog Café is working with the fire marshal to address the situation.

"We're in communication with the fire marshal and we're working with his office to figure out what we need to do," Scelfo said. "We'll spend whatever dollar amount it takes to raise our occupancy level. We feel it should be a lot higher than it is and we're going to do whatever it takes to raise it."

According to Will Bunn, a cook and bartender who identified himself as a supervisor, the Thirsty Dog Café has an employee at the door who counts how many patrons enter the building.

"Our capacity is 97 [people] but we usually stop [letting people in] around 100 [people]," Bunn said.

On the Thursday night before the most recent raid, a Daily Campus correspondent went to the Thirsty Dog Café to observe the establishment's compliance with the use and occupancy limits. Upon arriving,

the correspondent was asked to wait five to 10 minutes to enter the building, presumably until some of the patrons had left.

When the correspondent was allowed to enter the building around midnight, he made a rough count and found there to be between 110 to 120 people on the premises. The legal limit for the Thirsty Dog Café is 97 people.

According to Jackman, when a business is found to be in violation of the fire code, the owner is notified and the fire marshal works with the owner to achieve compliance.

"The ultimate goal is to achieve compliance," Jackman said. "We want to make sure that the owner understands the use and occupancy limits and work with them to fix the problems."

According to Bunn, the Thirsty Dog Café is planning to try to increase their use and occupancy limit.

"We're going to be doing a lot of work over the summer to try to raise our capacity to 200 [people]," Bunn said.

Currently, Jackman says his office is working with the Thirsty Dog Café to achieve compliance. However, repeated fire code violations can lead to sanctions.

"It's important to remember that [violating the fire code] is a crime," Jackman said.

According to Jackman, sanctions would include obtaining an arrest warrant for the owner of a business in violation, making the arrest and scheduling a court date.

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Item #19



Sober Alternatives Need Improvement

By: Daily Campus Editorial Board

Posted: 4/25/07

This past spring weekend the UConn campus saw several different programs aimed to deter students from participating in the traditional spring weekend festivities - drinking at Carriage House, Celeron Square and X-lot. Not only is this a noble goal but it is a necessary one. The university should provide an outlet for sober activities for students who do not drink, and who don't wish to be around those who do.

However, there is a need to improve the sober programs offered by the university. The improvements must come in two different areas. First, the programs offered should go farther than the normal sober programs offered at Husky Howl, formerly Late Night.

They need to be made attractive to students, so that not only students who refuse to drink will attend, but also to encourage students who do drink to consider participating in the sober alternatives. This means sober alternatives should move past the usual airbrush activities and crafts and actually engage students. Also, the activities should be long enough to keep students interested. There is no point in a sober activity that lasts a couple of hours and then leaves students with nothing to do. The current sober alternatives can be rounded out within an hour and often leave students looking for another activity, which will eventually lead them to one of the major parties of the weekend.

Second, UConn needs to arrange for proper funding of sober activities. With all of the encouragement from the administration for students to take care during the weekend and not drink or drive, the sober alternatives should be better-funded. Currently the burden of putting on sober activities falls on student groups. Whether it is the area councils - funded through the Residence Hall Association or the Undergraduate Student Government - or the Student Union Board of Governors, student groups must put on activities for other students to participate in. Since there are several area councils, many different events take place, often in the form of a "spring weekend carnival." Unfortunately these activities are during the day or the early evening.

Alternative spring weekend activities should receive funds from some source other than the student organizations. The administration should also help in forming a plan for improved alternative sober activities. The Spring Weekend Task Force would be a great place for the administration, together with student input, to plan activities that would actually deter students from the traditional spring weekend

celebrations. Currently, the task force spends much of its time dealing with issues like rape and violence prevention, which are noble goals. But a larger good can also be served if the task force would focus on creating sober alternatives that are attractive for students with the help of the administration. It is time for the administration to put its money where its mouth is by funding activities which provide a true sober alternative.

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Item #20

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Spring Weekend Tame For Students

Freesia Singngam

Issue date: 4/23/07 **Section:** [News](#)

Spring weekend brought thousands of party-goers to the traditional Carriage House Apartments on Thursday night, Celeron Square Apartments on Friday night and X-lot on Saturday night. While the masses gathered and celebrated, police kept the crowds under control, enforcing the law and making arrests when necessary.

Police arrested 64 people in total between 4 p.m. Thursday and 8 a.m. Sunday. Out of those 64 arrests, only 19 were UConn students.

These arrests were made for charges including narcotics offenses, weapons offenses, criminal mischief, driving while under the influence (DUI), interfering with a police officer, assault, reckless endangerment and breach of peace, according to a press release from the UConn Division of Public Safety.

Police also issued 18 infractions for alcohol offenses, 37 motor vehicle infractions and five motor vehicle summonses in this same period.

The press release said that the weekend was "generally law abiding, as UConn police continued to aggressively enforce criminal offenses related to dangerous and destructive behavior with the intent of protecting the safety of the UConn community."

As the weather was warm and the nights were clear, the crowds were slightly larger than last year.

Major Steven Fields of the Connecticut State Police said he could not give an exact number of how many people were at X-Lot Saturday night, but he said it was "clearly more than 10,000" and the crowd was the around the same size each night.

Even with the crowds of people and the number of arrests, Fields and other police officers said that the parties were going fine each night they were interviewed.

"It just seems like there's some sort of an attitude change," Fields said Friday night at Celeron Square Apartments. "Less arrested, less injuries."

The police presence was substantial every night of spring weekend. Fields did not want to use numbers, but he said that the number of state police was "sufficient, more than 150, approximately."



Media Credit: Erik Kong

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At Celeron Square Apartments Friday, the night was going fine Fields said around 11 p.m.

People gathered both in and between the apartments. While the partiers stood around with their groups of friends, many people were on cell phones trying to locate their other friends in the dense crowds.

"I'm here because I'm looking for a good time," said Jessica Duda, a 4th-semester psychology major from Eastern Connecticut State University who was at Celeron Friday night. "I wanted to see all my friends."

"I think it's the one weekend everyone looks forward to since school begins," said Sarah Hills, a 4th-semester sociology major from also Eastern Connecticut State University who was with Duda.

In comparison to the party at Celeron on Friday, the party at X-lot was just as large but more confined.

"Because it's a big huge open parking lot, it's easier to control," Fields said on Saturday night at X-lot. "Celeron is much more difficult."

Fields said that he has worked spring weekend for a few years and that the X-lot crowd was "very healthy."

Fields said there were "a lot of kids. So far they're relatively well-behaved."

A diverse crowd of partiers gathered at X-lot, standing around drinking, walking around to reunite with friends, showing public displays of affection with significant others and generally being amazed by the number of people who showed up for the party.

"This is awesome," said Chris Eggert, a graduate student from Germany studying music and English education. "It's overwhelming because I've never seen anything like this in Europe."

"I've already seen sweatshirts from five other schools, and I've only been here for a half an hour," said Carrie Mills, a 4th-semester exploratory major. "I think it's great that UConn throws such a great party that people come from hundreds of miles to come here."

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Nation

Warning signs may replace memorials

States try to balance honoring dead, safety



By Charles Rex Arbogast/AP

Victim's family: Anna Johnson holds a cross for her sister Tina Ball; Ball's husband, David, holds a photo of her.

By Judy Keen
USA TODAY

CHICAGO — An increasing number of states want to replace homemade roadside memorials marking traffic fatalities with official signs warning drivers not to drive while intoxicated or to watch for pedestrians and bicyclists.

Anna Johnson put a 3-foot-tall cross in the median of Interstate 57 here after her sister, construction worker Tina Ball, was killed by a drunken driver in 2003.

When highway workers removed it, Johnson decided it should be replaced with a warning against drunken driving.

The Illinois Legislature is considering a bill that would allow families to pay a fee for signs reading "Don't Drink and Drive" that include victims' names.

About 13,000 people are killed by drunken drivers every year, according to

that would allow families to pay for "share the road" signs after the conviction of drivers who kill bicycle riders or pedestrians. The signs would include victims' names and stay at accident sites for three years, says the bill's chief sponsor, Rep. Jerry Krummel.

The Oregon bill is called "Eric's law" to honor Eric Kautzky, a teacher who was struck from behind and killed in 2005 while riding his bike.

Georgia, Washington, California, Alaska, Colorado and Oregon are among the states with laws allowing state-sanctioned memorial signs for victims of drunken drivers.

Washington was the first state to allow such signs, starting in 1994, says Pat O'Leary, a state traffic regulations specialist. The signs say "Please Don't Drink and Drive" and cost \$300-\$700 depending on the type of road. They have been erected in about 120 locations.

It is impossible to know whether the signs work, O'Leary says. "We put the message out there, and if even one or two people read it and change their be-

havior, then it's a success."

A handful of states put up memorials for any traffic accident victim. In Wyoming, families can apply for a memorial shaped like a gravestone with a broken heart and a dove on it. The state maintains the signs for five years.

The Arizona Legislature is considering a bill that would allow homemade memorials on county roads to mark any traffic death. Sixteen states consider such memorials illegal, says Art Jipson, director of the criminal justice program at Ohio's University of Dayton. He's writing a book on the topic.

Jipson says homemade memorials have cultural significance among Roman Catholics, Native Americans, Mexicans and Central Americans and are sometimes considered folk art. Many people he's interviewed, he says, "see them as warning signs, to let people know this is a dangerous stretch of road."

Some "homemade" memorials aren't homemade at all. One website sells oak crosses with gold corners, flowers and coverings for photographs for \$100.

ationline

visits first colony
addresses a special session of the assembly in Richmond. The queen will help commemorate the 400th anniversary of the USA's first permanent settlement. Fifty years ago, the queen, the USA, helped celebrate the 350th

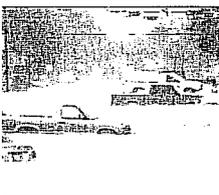
pray in programs across the nation annual National Day of Prayer.

tactics after protest clash

Police Chief William Bratton said some police tactics used to clear crowds from a park were "inappropriate" investigation. News videos from the investigation showed officers striking people with rubber bullets into crowds. Several people, including about 100 were injured. The clash at MacArthur Park, p.m. when police tried to disperse a crowd had moved off the sidewalk onto and several of the few thousand protesters threw rocks and bottles at officers.

g system flaw on many jets

Electronic warning system contributed to two jets over Brazil last year and apparently on thousands of aircraft flying in safety investigators said. A Gol Airlines jet with an Embraer Legacy 600 100 feet Sept. 29, killing 154 people. The Transportation Safety Board said it is likely to prevent collisions had been on the Legacy without the pilots' warning system. Investigators found that there should be a warning system when the warning system preliminary study of other aircraft problems exists on all jets. The NTSB is likely to warn pilots. — Alan Levin



By Charles Rex Arbogast/AP

driving
were abandoned along the street in Odessa after the street was closed to disabled vehicles when the region. Full weather, 22A.

lil. — An SUV outside Ralston Middle School a group of children, Belmont police said. At least two were seriously injured at Stanford Medical Center.

— A bill giving Oregon its gay and lesbian benefits of marriage through domestic partnership legislation. Gov. Ted Kulongoski will sign the bill.

an Idol finalists were voted out of the show. Phil Stacey, 29, and Chris Richman were the winners.

at others are reporting

college campuses? Religion
at schools say students are more engaged in religious activities than ever before. Times reported (nytimes.com).

Professors and administrators notice growing numbers of students pursuing religion courses and joining, living in dormitories where "faith and spirituality are a part of daily conversation" and joining discussion groups in which they talk about "faith and spirituality." According to the paper, "the increased dialogue of the religious right. Others said they have understood the influence of the religious right. Whatsoever, the Times said. Whatever the case, an assistant professor at the University of California said "fill basically. I wasn't expecting that."

Bills wedge between universities, towns

By Charisse Jones
USA TODAY

Tax-exempt schools, students wear on cities' resources

College town, USA: Thousands of students and professors stream into classrooms of higher learning. Cash registers purr at clothing shops, software stores and burger joints. Distinguished faculty members bring prestige through groundbreaking research. Crowds of townsfolk and students sing the fight song and cheer on the home team.

The educational, economic, cultural and civic benefits that colleges and universities bring their communities are well-known, but some local officials and researchers say there's an often-hidden downside: a financial burden that falls heaviest on local taxpayers.

"As a community, it's great to have this college," says TJ Jemetz, manager for Edinboro, Pa., the town near Lake Erie that is home to Edinboro University. But "when you're the only municipality picking up the tab... then it becomes not a benefit for us, it becomes a liability."

Many campuses are exempt from paying property taxes, meaning that university towns bring in fewer tax dollars than other communities while having to provide services such as extra law enforcement. That disparity is drawing attention in states such as Pennsylvania and California as local officials seek financial aid from state lawmakers and even the universities themselves.

A recent report by the Pennsylvania Economy League's Central Division that compared five cities that have state universities with towns that don't found that the college centers brought in an average of \$175 per resident per year in taxes versus \$296 elsewhere. "It wasn't that (the college towns) were spending much more money," says Gerald Cross, executive director of the non-partisan group that researches public policy. "But they were bringing in significantly less money to cover the same kind of expenditures."



Managing costs: TJ Jemetz, manager of Edinboro, Pa., says Edinboro University is a town asset, but "I have a large tax-exempt entity that takes 40% of our property and pays nothing in taxes."

featured in the study along with Edinboro, Lock Haven, Bloomsburg and Millersville. "The gospel... was that universities always added to the economy of the local community," he says. "The truth of the matter is there is both a gain and a loss."

A major impact

Tensions have roiled some college towns over such concerns as students disrupting residential neighborhoods with late-night parties or the additional strain they put on fire protection and other services. Town officials and lawmakers, however, readily acknowledge the economic and cultural contributions colleges make. "Our universities have an enormous impact," says Ken Marshall, spokesman for the Pennsylvania State System of Higher Education, which has 14 schools. A study released last fall showed that the schools had a \$4.5 billion impact on the state economy. "Several of our universities were the No. 1 employer in the county," he says. Some action on the issue.

"The gospel... was that universities always added to the economy of the local community. The truth of the matter is there is both a gain and a loss."

— Pennsylvania State Sen. Andrew Dinniman

hearing Wednesday in West Chester to consider how to aid college communities. "The state has an obligation," he says.

At a town forum on March 20, members of the Piscataway, N.J., school board raised concerns with Gov. Jon Corzine about the cost of educating the 61 children of Rutgers University students who live in tax-exempt campus housing. "We're not seeing an influx of business income that offsets the costs for educating these students," says Brian DeLuca, business administrator for the Piscataway Township schools. The cost per pupil this year in the district of 7,000 students is \$12,182, he says.

from the school's long-range development.

"We derive a lot of benefits from the university," says Manuela Albuquerque, Berkeley's city attorney. "Our businesses are patronized by students. Many of the people are attracted to living in this community because of its proximity to the university and its museums and the activities that it generates."

Still, "when you have a university with over 30,000 people... bringing demand for housing, police and other services, and no way to get reimbursed for any of those services, it can be a burden."

'Strike a balance'

Betsy Paterson, mayor of Mansfield, Conn., and chairwoman of the National League of Cities' university communi-

about 41% of its budget from the state. Much of that money makes up for taxes lost because the community has both a prison and the nearby University of Connecticut. "It's a wonderful resource for the community, but you have to strike a balance," she says of the college.

Connecticut, Rhode Island, Wisconsin, Michigan and Illinois are the only states that give local communities money to replace lost property taxes from tax-exempt colleges or to help pay for services that towns provide state colleges, according to the Pennsylvania League.

Some Pennsylvania towns also complain that state law directs students' income taxes to the town or city where their parents reside.

"They live here nine months out of a year, and we don't get any earned income" tax, says Jemetz, manager for Edinboro, where university students occupy most of the town's rental housing. "So you have an ever-shrinking tax base with ever-increasing costs."

The town cut staff and raised property taxes last year by \$150,000 to balance its budget, Jemetz says. The eight-member police force isn't big enough to handle all local incidents, half of them involving college students, he says. The roads and storm-drainage system need millions of dollars in repairs. "I'm running out of places to cut," Jemetz says. "I have a large tax-exempt entity that takes 40% of our property and pays nothing in taxes."

Jemetz, who would like to see the state require colleges to make some payment to communities, acknowledges the benefits that Edinboro University brings the town, from the college wrestling team he enjoys watching to funding for a sewer project last year.

Dinniman says something must be done to ease the burden on local residents who already deal with the social high jinks that are a part of college life. "It's unfair to ask the person who's woken up at 3 o'clock in the morning to also pay more



Student life: Edinboro University students play football.

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