

TOWN OF MANSFIELD
SPECIAL TOWN COUNCIL MEETING

Monday, March 10, 2014

Audrey P. Beck Municipal Building
Council Chambers
6:00PM

A G E N D A

CALL TO ORDER

ROLL CALL

OLD BUSINESS

1. Town Council Goal Setting (Item #2, 01-27-14 Agenda)

ADJOURNMENT



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager
CC: Maria Capriola, Assistant Town Manager; Mary Stanton, Town Clerk
Date: March 10, 2014
Re: Town Council Goal Setting

Subject Matter/Background

At Monday's meeting, we plan to continue Council's discussion on goal setting.

Attached please find related materials from the January 27, 2014 meeting of the Council.

Attachments

1) January 27, 2014 Agenda Item Summary re: Town Council Goal Setting



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *MWH*
CC: Maria Capriola, Assistant Town Manager; Mary Stanton, Town Clerk
Date: January 27, 2014
Re: Town Council Goal Setting

Subject Matter/Background

At the January 25, 2014 budget and financial retreat, I am recommending that the Town Council initiate a goal setting session for its 2013-15 term. This exercise is important as the Council's goals will serve to set policy for the staff and the organization, and inform the upcoming FY 2014/15 Operating Budget and capital improvement program (CIP).

We will structure the initial discussion at the budget retreat as an idea-generating session, as time permits. We would then plan to carry the item as old business for the January 27, 2014 regular meeting of the Town Council.

Once finalized, I recommend that the Town Council vote to formally endorse its stated goals and objectives. This action would emphasize the importance of the document as a policy instrument. In addition, I suggest you consider adding the document to the Council's Policy Index as previous councils have done in the past.

I have attached various documents to serve as a reference for this discussion.

Attachments

- 1) Town Manager's Goals, Adopted on January 13, 2014
- 2) Town Council Goals, Adopted on December 28, 2009
- 3) Mansfield 2020 Strategic Plan Update



**Town of Mansfield
Town Council
Town Manager's Goals for FY2013/14
January 13, 2014**

General Government

- 1) Prepare FY 2014/15 operating budget and CIP
- 2) Continue efforts to protect state's obligation to provide PILOT funding
- 3) Complete negotiations with professional & technical and public works unions
- 4) Replacement of senior staff
- 5) Assist with the appointment of attorneys for various legal services
- 6) Continue to assess town's needs for public safety personnel

Infrastructure

- 1) Negotiate key terms of agreement with preferred water supply option
- 2) Investigate and plan for necessary extensions of water supply to support town development goals
- 3) Negotiate key terms of sewer service agreement
- 4) Plan for detailed analysis of our buildings, parks, roads and other infrastructure, and to develop a more comprehensive improvement program

Storrs Center and Economic Development

- 1) Complete construction of public infrastructure in Storrs Center
- 2) Negotiate key terms of overrun agreements for Storrs Center parking garage
- 3) Complete operations management plan for Zimmer-Nash Transportation Center
- 4) Assist Mansfield Downtown Partnership with design and fundraising plan for Town Square
- 5) Work with developers on Price Chopper, development of for-purchase housing, and additional retail
- 6) Continue Economic Development efforts with the goal of relieving homeowners of tax burdens, consistent with sustainability goals
- 7) Continue development of Four Corners consistent with sustainability goals

Sustainability

- 1) Continue Mansfield Tomorrow project, including a town-wide economic development strategy
- 2) Complete open space acquisitions as approved by town council
- 3) Continue efforts to reduce Mansfield's carbon footprint

Education

- 1) Continue to work on issues related to school building repair or replacement

Regionalism

- 1) Assist WINCOG and Town Council with state COG consolidation effort; recommend successor COG if necessary

Human Services

- 1) Fill key vacancies in department of human services
- 2) Work with new director to assess and improve human services delivery

Town-University Relations

- 1) Continue professional-to-professional collaboration on UConn expansion and infrastructure projects
- 2) Continue to facilitate partnerships between state police and UConn police
- 3) Monitor development of UConn Technology Park and Next Generation CT initiative; work with Council to develop policy positions for town council as necessary
- 4) Urge UConn to build sufficient housing for additional students

TOWN COUNCIL GOALS

Adopted 12/28/2009

- 1 Goal: Embrace sustainability.
Objective: Use as a principle in decision making.
- 2 Goal: Make progress on the physical components of the Mansfield Downtown Partnership "Storrs Center" project.
Objective: Break ground on new building(s) prior to the end of the Council term.
Objective: Develop a fair development agreement between the Town and the developer, Leyland Alliance
Objective: Begin demolition of buildings to be retired.
Objective: Provide Council support to MDP to accomplish the stated objectives.
- 3 Goal: Make a decision on the school renovation project
Objective: Send project and funding request to referendum prior to the end of the Council term.
Objective: Provide public forums and opportunities for public input on the school renovation project.
- 4 Goal: Maintain core services despite declining revenues
Objective: Define core services
Objective: Avoid major layoffs
Objective: Develop creative solutions to maintain or enhance services
Objective: Research opportunities for revenue diversification
Objective: Explore opportunities for providing services regionally
- 5 Goal: Improve quality of life for residents of neighborhoods close to the UCONN campus
Objective: Reduce blight and blighted neighborhoods
Objective: Research and develop additional ordinances and programs to combat negative off-campus student behavior.
- 6 Goal: Maintain tradition of open and transparent government
Objective: Develop more mediums for the exchange of ideas between citizens and their government
Objective: Empower and engage seniors in Senior Center programming.
Objective: Complete review and adoption of Council Rules of Procedure.
- 7 Goal: Improve active recreation facilities for youth
Objective: Improve Region 19 athletic facilities
Objective: Improve Town owned active recreation facilities such as athletic fields and playgrounds
- 8 Goal: Make progress on installation of water infrastructure to Four Corners area.
Objective:

**Mansfield 2020: A Unified Vision
Developed 2007-2008**

Sample projects and/or partnerships that have been an outgrowth or strengthened by the strategic plan



K – 12 Education and Early Childhood Development

Mansfield provides high quality, holistic education for all children/youth in town while celebrating the individuality of each child. Funding for education has broad support from the community.

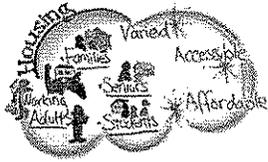
- The Mansfield Advocates for Children (our early childhood initiative for ages birth to eight) developed a strategic plan that linked back to Mansfield 2020. Various initiatives are underway to implement this plan.
- The Mansfield Board of Education and the Mansfield Town Council evaluated numerous renovation and construction options for its elementary and middle schools. The Town Council opted to maintain the existing elementary and middle schools for the next seven to ten years. Currently, \$200,000/yr is budgeted for Information Technology infrastructure needs and \$200,00/yr for building repairs and maintenance.
- The Community Playground initiative is underway. The playground is meant to serve as a centrally located, well-designed, accessible playground in which children can have the time and space to develop their physical and mental dexterity. In spring 2013, the Jeffrey P. Ossen Family Foundation awarded the Town \$200,000 to benefit the playground.



Historic and Rural Character, Open Space and Working Farms

Mansfield's cultural history together with its woodlands, open fields, and working farmlands, remain an integral part of the Town's character providing locally produced food, abundant wildlife habitat, scenic views and inviting recreational opportunities. Through collaboration with the University of Connecticut and the Connecticut Department of Agriculture, Mansfield is known as an incubator site for a growing number of entrepreneurial farms and farmers.

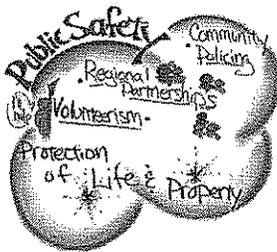
- The Town has continued its commitment to open space acquisitions. Notable acquisitions in recent years include the Moss Sanctuary and Dorwart properties. In 2013, the Town purchased two parcels to expand Dunhamtown Forest and Sawmill Brook Preserve.
- Adopted new ordinances to promote and sustain agriculture in Mansfield: Right to Farm Ordinance and Municipal Tax Incentives for Farms.
- Completed a comprehensive Agriculture Strategy as part of the Mansfield Tomorrow Project.
- Held two annual farmers forums with agricultural stakeholders to understand how the Town can encourage a viable farm economy.



Housing

Mansfield has varied types of affordable and accessible housing that meets the needs of everyone, especially families, working adults, seniors and students.

- In 2007, received a \$500,000 grant to install a fire suppression/sprinkler system at the cottages in Juniper Hill Village. The project was completed in 2009.
- In 2008, through the use of CDBG funds, installed modern, energy efficient water heaters in all units of Holinko Estates.
- In 2012, received a \$300,000 grant to provide no interest loans to low and moderate income homeowners to finance home repairs and energy efficiency improvements.
- Expanded the inspection zone for the Housing Code program in 2007.
- Adopted the Ordinance Regarding Residential Rental Parking in August 2010. The Ordinance was implemented to reduce unsafe, blighted and congested conditions and other negative neighborhood impacts within the Town related to issues at rental properties not having adequately sized and delineated off-street parking areas to safely accommodate all residents and their guests.
- Adopted the Ordinance to Prevent Neighborhood Nuisances in July 2011. The Ordinance was implemented to reduce behavior which constitutes a nuisance such as but not limited to: disturbances of the peace; disorderly conduct; underage drinking; obstruction of public streets by crowds or vehicles; crimes against property; and excessive noise.



Public Safety

Mansfield's public safety services—police, fire and EMS—have appropriate resources to serve the present and future needs of the community. The community emphasizes the protection of life and property, and the importance of regional partnerships, volunteering and community policing.

- Mansfield engaged in a police services study (2010-2012) to determine present and future needs as well as options for providing police services in Mansfield. Alternative Two, the enhanced Trooper model was endorsed by the Council. Implementation of Alternative Two has begun; an additional trooper was added in FY 12/13. Alternative Two calls for the gradual addition of three more troopers.
- The Mansfield Resident Trooper's Office has improved community policing efforts and collaborated with UCONN PD, most notably conducting joint patrols beginning in 2012.
- During Hurricane Irene, Storm Alfred, and Hurricane Sandy, operated shelter for community members in need during the emergencies. Sample services provided included: showering facilities, respite center, food, potable water, and electric charging stations.
- The Mansfield Firefighters Association's Personnel Committee has worked diligently to improve Mansfield's Fire and Emergency Services membership program. The Committee, along with the EMS Officer, has improved the number of volunteers qualified to respond to EMS incidents.
- Fire and Emergency Services has received an additional ambulance certification from the State of Connecticut Department of Public Health. This improves resource allocation by enabling the Department to have a minimum of two ambulances available to respond at all times and a third ambulance during peak volume periods.

- Fire and Emergency Services has standardized equipment on two apparatus. Standardization has improved the effectiveness of Department apparatus response assignments and enhanced the safety of victims and response personnel.
- Station 307 has had a Base Radio installed to improve interagency communications with the UCONN Fire Department. Grant funds were used to cover the cost to purchase the equipment and installation.
- Fire and Emergency Services received a grant for the purchase of Tone and Voice Pagers. This improves the Department's ability to alert members to calls for service, provide updates en route to an incident, and effectively manage in-coming resources.
- The GIS (Geographic Information Systems) program provides infrastructure information relevant to Fire Department operations. It has been critical to identifying water supply infrastructure upgrades that have improved the effectiveness of the Department's emergency response operations.



Recreation, Health and Wellness

The Town of Mansfield has a variety of quality recreation facilities and programs that build a sense of community and citizen health and wellness. The community center is a key asset that promotes health, fitness and well being. Outdoor parks and facilities assist in this effort. These resources provide safe, affordable and accessible places to enhance the quality of life of people of all ages and socioeconomic levels.

- Parks and Recreation participated in the 2011-2012 UCONN MPA capstone project. A public opinion survey of Parks and Recreation departmental programs and services was completed. The survey findings are being used to assist the department with long-term planning for capital needs, budgeting, programs and services.
- Parks and Recreation participated in the 2012-2013 UCONN MPA capstone project. The analysis assisted in determining optimal levels of pricing for membership to the Mansfield Community Center and Parks and Recreation Department programs to maximize revenues.
- In spring 2011, the Town received a grant to help fund improvements to the tennis courts at E.O. Smith high school. The grant afforded improvements to the tennis courts to promote tennis use amongst children.
- In 2009 the construction of the concession and restroom facilities at Southeast athletic fields was completed. Many community volunteer hours contributed to this project's completion.
- In 2010, through the use of CDBG funds, installed a second ADA compliant, fully accessible family changing room at the Mansfield Community Center.
- In 2009, the Town accepted ownership and responsibility for Lions Memorial Park.
- In 2009, River Park officially opened. The park is providing river access for the public for canoe and kayak use. A multi-use ball field was installed and is in use as well.
- In 2009, the Skate Park opened for use. This project was funded by the Town and through donations. Many community volunteer hours contributed to this project's completion.
- In November 2012, Sunny Acres Park playscape was replaced with modern and safe equipment.
- In February 2013, through a Recreational Trails Program Grant, the Town completed a design and bid specs for a Universal Access Trail around Bicentennial Pond. The trail will improve access from the Middle School for educational opportunities and fitness opportunities for the community at large. Future funding is needed to complete this project. A grant to build the trail was submitted in March 2013.



Regionalism

Mansfield is a leader in developing regional strategies for addressing common concerns such as public works and infrastructure, public health and safety, education, economic development, transportation, natural resources, housing, health and recreation. Shared resources and expertise and other cooperative efforts lead to economies of scale, preservation of resources, and improved quality of life.

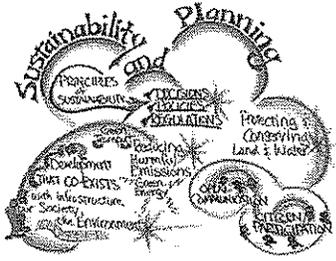
- Mansfield Parks and Recreation joined with Windham Parks and Recreation to participate in the 2010-2011 UCONN MPA capstone project. The project identified opportunities for sharing services between the two towns. Some recommendations from the study have been implemented.
- In 2011 and 2012, Mansfield partnered with Tolland and Coventry on Regional Performance Incentive Program grant applications to fund regional economic development efforts. A 2013 application is currently being prepared; Bolton has been added as a new partner in this year's application.



Senior Services

Through public and private efforts, Mansfield provides a continuum of care services such as: housing, transportation and in-home care to create an optimal quality of life for an aging population.

- Developed, implemented and funded a volunteer transportation program for seniors. Hired part-time coordinator for the program, identified town vehicle for program use, and was awarded a grant and acquired a 10 passenger van.
- Since FY 2007/2008 the Town has received grant funding to provide out-of-region medical transport for senior residents.
- In 2010, through the use of CDBG funds, replaced the Senior Center roof, installed new gutters and down spouts, and repaired soffit and fascia board work.
- Undergraduate students in the HDFS program concentrating in gerontology have been shadowing the Mansfield Senior Center Coordinator. Students conduct a variety of work assignments and projects and work 16 hours per week for one semester. Six students have participated in this shadowing program since 2010.



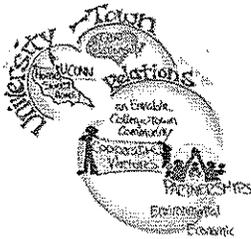
Sustainability and Planning

Principles of sustainability guide the decisions, policies and regulations of the Town government and its regional partners. In order to achieve quality of life and economic prosperity for current and future generations, Mansfield protects and conserves land and water resources, reduces harmful emissions by promoting green transportation and energy, and plans for development that coexists with infrastructure, social and environmental resources.

- In 2013, through a grant from the U.S. Housing and Urban Development (HUD) Office of Sustainable Housing Communities, the Town launched the *Mansfield Tomorrow* Project. Through this project, the Town will produce a new Plan of Conservation and Development (POCD) and new zoning and subdivision regulations as tools to implement the vision outlined in the POCD. The plan will be completed winter of 2014.
- Storrs Center opened its first phase in August 2012. Storrs Center includes a mix of housing, restaurants, shops, offices, and services. There are 322 units of rental housing and twenty-one businesses open in Storrs Center in the four buildings that have opened (1 Dog Lane, 9 Dog Lane, 11 Dog Lane, and 1 Royce Circle). Phase 1C (8 Royce Circle) will open in August 2014. It will include 92 rental apartments on the upper floors, a CVS drugstore, and Bruegger's Bagels and Jamba Juice on the first floor. A 32,000 square foot Price Chopper grocery store and an additional 5,000 square foot commercial building will open in late spring 2014 in the market area of Storrs Center. Educational Playcare day care center will open in summer 2014 on Wilbur Cross Way. Future phases include development along Wilbur Cross Way and for-sale housing.
- In 2011 and 2012, the Town partnered with the Mansfield Downtown Partnership to sponsor *Local First Mansfield*, a holiday shopping program promoting local businesses.
- In 2012, the Economic Development Commission was re-established. The Commission spent much of its first year learning about current economic development efforts and participating in the development of an Economic Development Strategy for the Town as part of the *Mansfield Tomorrow* initiative.
- A co-generation plant was commissioned at the Community Center in 2010. The co-generation plant reduces the Town's energy consumption and costs, therefore reducing our carbon footprint.
- Solar panels were installed at the Community Center in 2009. The solar panel array was installed through collaboration with SunEdison. The solar panels reduce our carbon footprint by using renewable energy. The Community Center's electrical costs have been reduced by 25% as a result.
- In 2010, solar panels were installed at the Library, Senior Center, and two fire stations totaling 23 kilowatts.
- In 2012, installed a total of five electric car charging stations, including ones located at the Mansfield Community Center and Parking Garage.
- Awarded a grant in 2008-2010 to retro-fit all Mansfield Public School buses with diesel particulate filters to reduce emissions pollution coming out of the buses.
- In a four month period in 2013, the Solarize Mansfield-Windham initiative more than doubled the amount of solar installations in Mansfield. Group purchasing power reduced the price of the installation for participating homeowners. 88 households (69 were Mansfield households) received solar installations through the solarize project for a total of 541 kilowatts.
- From 2010-2013 Mansfield participated in the Neighbor-to-Neighbor Energy Challenge. This initiative promoted the Home Energy Solutions Program which provided home energy audits

for a reduced price for Mansfield residents. 636 residences pledged to reduce their energy usage through the Challenge, 148 participated in the home energy audits, and 9 residents made further energy upgrades such as furnace replacements or insulation improvements.

- Mansfield collaborated with the University of Connecticut on an Environmental Impact Evaluation to find a new water supply source for the University and the Town, particularly for the Four Corners area. The study was completed in 2013 and identified an interconnection with the Connecticut Water Company system in Tolland as the preferred source.
- The Four Corners sewer collection system is currently under design; it is anticipated that the design will be completed in time to allow for the new water and sewer systems in the Four Corners area to be constructed concurrently.



University/Town Relations

Mansfield, home to the University of Connecticut main campus, has built an enviable college-town community. Mansfield has established and maintained a good relationship with UConn through many cooperative ventures and partnerships including sustainable environmental and economic partnerships.

- The Mansfield Community-Campus Partnership has been active and have conducted the following in recent years: Off-campus welcome visits (fall); Off-campus “be a good neighbor” visits (spring); Underage drinking prevention initiatives and grants; and implemented a recycling program for Celeron and Hunting Lodge apartments, large off-campus complexes primarily inhabited by students.
- Since September 2009, Mansfield has been a participant in the UCONN work study program and has approximately a dozen students gaining work experience with various town departments. Just in the past three years, work study students have completed 3,970 hours of work and nearly \$50,500 in value – all at no direct cost to the Town.
- In July 2011, executed an education affiliation agreement with UCONN to allow students to gain professional experience in an education setting academically oriented for their personal, professional, and academic development. Through this agreement, students are able to volunteer with the Town through Community Outreach. Last year, our Youth Services Division had over 60 student volunteers.
- Since 2008, Public Works has benefited from hosting a UCONN engineering student intern. The student assists with: researching and developing information; helping plan and coordinate projects; inspecting construction sites; reviewing plans and specifications; designing elements of engineering projects; preparing maps; maintaining permit records and files; and preparing engineering reports.
- The Town has hosted many UCONN MSW students with our Youth Services and Senior Services divisions over the years. Students complete 20 hrs/wk practicums during the academic year. Sample work includes managing programs, facilitating groups, providing services to clients, and working in the schools. This past academic year (12/13), Youth Services had 2 MSW students working a combined 40 hrs/wk at no direct cost to the Town.
- The UCONN masters of pharmacy program has recently been working with Youth Services to assist in providing services to clients; students work in conjunction with Dr. Haney, a long-time contractor with Youth Services.
- For approximately 5 years doctoral students in the psychology program have been providing clinical services to families through the Youth Service Division free of charge.