

Revised 2/6/15



*Refreshments for the Council will
be made available at 8:30 a.m.*

**TOWN OF MANSFIELD
SPECIAL TOWN COUNCIL MEETING
SATURDAY, FEBRUARY 7, 2015**

**AUDREY P. BECK BUILDING
COUNCIL CHAMBERS**

9:00 am

**AGENDA
FINANCIAL & BUDGET OVERVIEW**

Call to Order

New Business

1. Revenue and Expenditure Projections – FY 2014/15
2. Early Revenue Projections – FY 2015/16
 - a. Estimated October 1, 2014 Grand List
 - b. Major State grants analysis
3. Early Expenditures Projections – FY 2015/16:
 - a. Town Budget Cost Drivers
 - b. Mansfield Board of Education 2015/16 Budget Data (Superintendent's Proposed)
 - c. Regional School District 19 2015/16 Budget Data (Proforma)
4. Capital Improvement Program (CIP)
 - a. CIP process
 - b. Condition of current facilities
 - c. Planning options
 - i. Facilities master plan
 - ii. Recreation master plan
 - d. Oversight – commission & committee models
5. Review of Core Services
6. Town Council Goal Setting and Policy Recommendations
7. Budget Calendar – Next Steps

Opportunity for the Public to Address the Council

Adjournment

Town of Mansfield
Revenue and Expenditure Projections – FY 2014/15
February 7, 2015

Key Revenues	Budget Impact	Estimate
PILOT Grant	Exceed budget	\$ 691,000
Prior Year Tax Collections	Exceed budget	\$ 125,000
Municipal Revenue Sharing	Exceed budget	\$ 118,000
Conveyance Tax	Exceed budget	\$ 50,000
Storrs Center Real Estate Tax	Exceed budget	\$ 45,000
Education Cost Sharing Grant	Under budget	(\$ 6,000)
Building Permits	On target with budget	
Current Year Tax Collections	On target with budget	
Municipal Aid Adjustment	On target with budget	
Estimated Revenues in Excess of Adopted Budget		\$1,023,000
Less: Additional Appropriations		(\$ 237,500)
Less: Fund Balance Reserve		(\$ 400,000)
Estimated Excess Revenues		\$ 385,500

Key Expenditures	Budget Impact	Estimate
Public Works – Overtime/Storm Related	Exceed budget	\$ 100,000
Fee Waivers	Under budget	(\$ 35,000)
Potential FEMA Grant - \$55,000	Reduce Expenditures	
Various Line Item Savings *		
Total Increased Costs		\$ 65,000

Unappropriated Revenues	Amount
Estimated Excess Revenues	\$ 385,500
Appropriate for Estimated Increased Costs	(\$ 65,000)
Balance of Unappropriated Revenues *	\$ 320,500

*Implemented a discretionary spending freeze 2/5/15.

Town of Mansfield
Early Revenue Projections – FY 2015/16
February 7, 2015

Grand List – Revaluation:

- Overall following the 2014 revaluation, the Grand List declined by 0.85% or \$8,827,788.
- Real Estate declined by 2.53% with the revaluation. While we do not want to see a decline, this decline is considerably less than many communities who have done a revaluation in the last several years have seen – some as much as 12 – 15%.
- While real estate is down, Personal Property is up nearly 30% or \$12,278,909.
- The key factor in the Grand List revaluation is the shift from Residential to Commercial due to the growth at Storrs Center. The preliminary grand list values show that even with a mill rate increase of 2 mills, the average homeowner will not see an increase in their taxes, but instead would have a reduction in their taxes of approximately \$70.

State Aid:

- Most likely we will see many updates/versions to estimated State revenues. This will make the budgeting process even more difficult than last year, as we don't even have a starting point.
- PILOT Grant – Should this grant remain intact, it will mean an increase over the adopted FY 14/15 budget of \$691,000. Even though a portion of this additional funding was appropriated during FY 14/15, it was appropriated for nonrecurring/capital items and not used for operating expenses.
- Municipal Aid Adjustment – This grant was established only for a period of two years, the second being FY2014/15. Therefore we do not expect to receive this grant next year, meaning a loss of \$312,770 in revenues for next year.
- Municipal Revenue Sharing – It is possible that this grant will be in jeopardy next year. While we are set to receive \$124,438 this year, we only budgeted \$6,434 for FY 14/15. So our loss compared to adopted budget is only \$6,434.
- If these scenarios play out, our projected FY 15/16 State revenues would be \$365,000 higher than the Adopted FY 14/15 budget.
- Our starting point for the budget will be the Governor's proposed budget as we have done in the past.

**PRELIMINARY GRAND LIST COMPARISON FOR
FISCAL YEAR 15/16**

	Net Abstract 10/1/2013	Net Abstract * 10/1/2014	Change	% Change
Real Estate	\$919,603,880	\$896,309,360	(\$23,294,520)	-2.53%
Personal Property	\$41,126,173	\$53,405,082	\$12,278,909	29.86%
Motor Vehicles	\$75,522,327	\$77,710,150	\$2,187,823	2.90%
Grand Totals	\$1,036,252,380	\$1,027,424,592	(\$8,827,788)	-0.85%

The Grand List totals for the most recent year are the final figures **before** BAA changes.

Real Estate total **includes** Downtown Bldgs **before** fixed assmt agreement
(Agreement w/EDR = \$331,000 in taxes - Phase IA -Year 3)
(Agreement w/EDR = \$397,000 in taxes - Phase IB -Year 2)

Tax Exempt GL:	10/1/2013	10/1/2014	Change	% Change
Total Exempt	\$1,253,451,870	\$1,323,180,403	\$69,728,533	5.56%
State Owned (M37)	\$1,178,427,440	\$1,227,711,161	\$49,283,721	4.18%

Town of Mansfield 2014 Revaluation

1/22/2015

The following preliminary values for 2014 are subject to change pending the results of the Board of Assessment Appeals Hearings.



Tentative changes in Overall Assessment 2013 to 2014

Total Assessment 2013 GL \$922,252,780

Total Assessment 2014 GL \$899,803,958

Overall change -2.49%



Tentative changes in Overall Assessment by Land Class

Residential/Special Use

2013 Total Assessment \$752,379,120
2014 Total Assessment \$692,116,648
8.7% Decrease



Commercial/Industrial/Utility

2013 Total Assessment \$169,873,660
2014 Total Assessment \$207,687,310
22.26% Increase



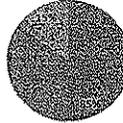
Values do not include exempt parcels & are subject to change pending BAA Hearings.

Storrs Center Changes

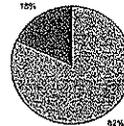
- Total Assessment 2013 GL \$44,567,360
- Total Assessment 2014 GL \$78,112,300
- Overall Change 75%

Shifts in Tax Burden by Land Class 2009 to 2013 to 2014

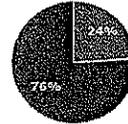
2009
(85%/15%) Residential/Commercial



2013
(82%/18%) Residential/Commercial



2014 *
(77%/23%) Residential/Commercial



* Values are not finalized. Figures are subject to change.

**Top Ten Taxpayers
October 1, 2014 Grand List**

The list percentages are calculated by dividing the individual property assessment October 1, 2014 Net Grand List Total of \$1,027,424,592.

PROPERTY OWNER	ASSESSMENT	% OF TAXABLE GRAND LIST
EDR Storrs LLC *	\$37,374,400	3.64%
SCT Storrs Cneter I LLC	29,583,600	2.88%
Connecticut Light & Power	23,487,960	2.29%
Eastbrook F LLC (et al)	13,158,500	1.28%
Storrs Acquisition LLC	9,676,630	0.94%
EDR Storrs 1C LLC	9,354,800	0.91%
UConn/Celeron Sq Assoc LLC	8,935,200	0.87%
Colonial BT LLC	6,495,300	0.63%
Hayes-Kaufman Mansfield	5,049,100	0.49%
Glen Ridge Cooperative, Inc.	4,545,030	0.44%
Total Top Ten Assessments	\$147,660,520	14.37%

* **Before** fixed assessment agreements

Town of Mansfield/Mansfield Board of Education
 State Grant Analysis
 Projections as of February 4, 2015

Grant					Adopted	State Revised Estimates 06/12/14	Chg. State Over Adopted	Projections
	2011	2012	2013	2014	2015	2015	2015	2016
Pequot Grant	193,911	211,700	231,700	205,985	232,978	230,219	(2,759)	230,219
PILOT	7,265,843	7,058,654	7,030,230	6,784,862	6,957,610	7,648,878	691,268	7,648,878
ECS	10,070,677	10,065,506	10,189,409	10,168,358	10,186,650	10,186,654	4	10,180,320
Transportation	135,357	116,428	132,423	124,527	120,790	120,786	(4)	120,228
Town Aid	205,727	208,125	212,152	423,034	423,030	423,034	4	423,030
LoCIP	183,979	183,703	189,462	192,489	189,460	192,489	3,029	192,489
Municipal Revenue Sharing		407,710	281,154	6,434	6,434	124,438	118,004	-
Municipal Aid Adjustment				625,545	312,770	312,770	-	-
Total Actual	18,055,494	18,251,826	18,266,530	18,531,234	18,429,722	19,239,268	809,546	18,795,164
\$ Incr (Decr) from Prior	(779,646)	196,332	14,704	264,704	648,244	708,034		365,442
% Incr (Decr) from Prior	-4.1%	1.1%	0.1%	1.4%				

TOWN OF MANSFIELD
PILOT GRANT
STATE OWNED REAL PROPERTY
GRANT IN LIEU OF TAXES

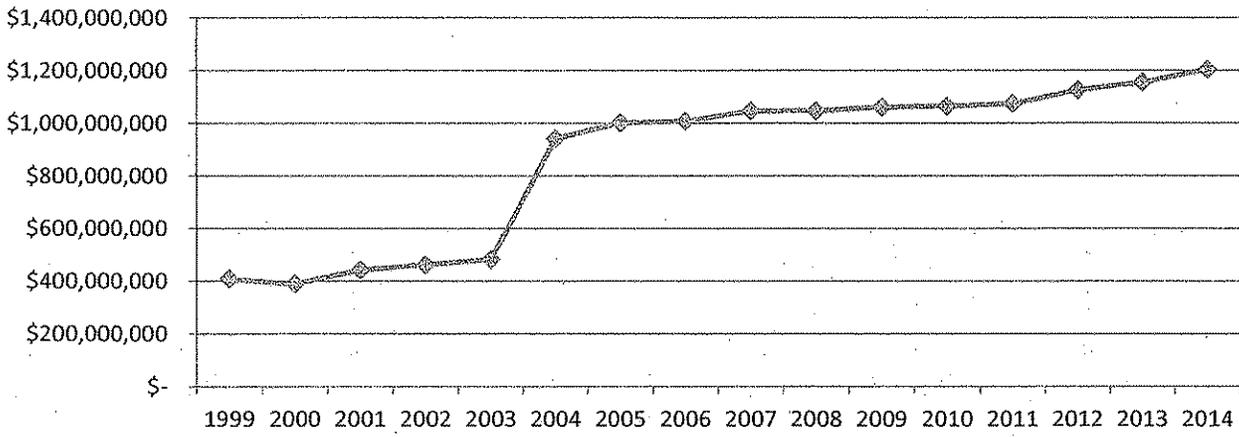
October 1 Grand List	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
University of Connecticut	\$ 941,613,470	\$ 1,002,219,242	\$ 1,007,933,938	\$ 1,047,181,652	\$ 1,047,417,552	\$ 1,060,861,563	\$ 1,064,605,653	\$ 1,074,891,430	\$ 1,126,547,658	\$ 1,154,840,324	\$ 1,204,124,045
DOT & Right of Way								2,337,580	2,337,580	2,337,580	2,337,580
Northeast Correctional Facility	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976
Eastern CT State University	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560
Other Real Property	2,515,660	2,515,660	2,104,396	2,104,396	2,104,396						
Totals	\$ 965,378,666	\$ 1,025,984,438	\$ 1,031,287,870	\$ 1,070,535,584	\$ 1,070,771,484	\$ 1,082,111,099	\$ 1,085,855,189	\$ 1,098,478,546	\$ 1,150,134,774	\$ 1,178,427,440	\$ 1,227,711,161
Fiscal Year	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16 Projected	
Calculated PILOT Grant	\$ 9,561,593	\$ 10,563,536	\$ 11,077,579	\$ 12,245,857	\$ 12,388,291	\$ 12,991,826	\$ 13,271,322	\$ 13,816,114	\$ 14,465,820	\$ 14,821,671	
Actual PILOT Payment	\$ 7,620,956	\$ 8,020,784	\$ 8,396,689	\$ 8,055,354	\$ 7,265,843	\$ 7,058,654	\$ 7,021,354	\$ 6,784,862	\$ 7,648,878	\$ 7,648,878	
Prior Year Mill Rate	0.02201	0.02288	0.02387	0.02542	0.02571	0.02668	0.02716	0.02795	0.02795	0.02795	
Reimbursement Rate	35.87%	34.17%	34.11%	29.60%	26.39%	24.45%	23.81%	22.10%	23.79%	23.22%	

Note 1. The Mansfield Training School Facilities have been combined with UConn Depot Campus

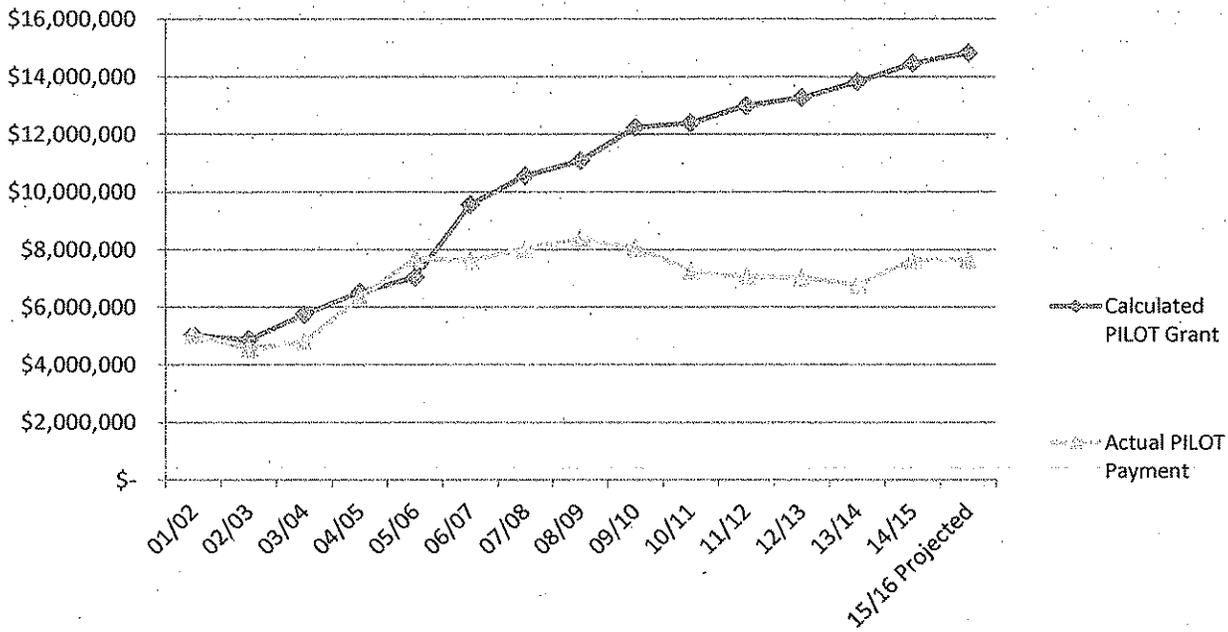
Note 2. Full funding equals 45% of taxes receivable

* Revaluation Year- Mansfield Training School Campus Reduced in Value

University of Connecticut October 1 Grand List Values



Town of Mansfield - PILOT Grant



Town of Mansfield
Early Expenditure Projections – FY 2015/16
February 7, 2015

Town Budget:

- The most significant cost driver this year will be medical insurance. The overall increase is due to several factors:
 - Average 17-18% increase in premiums, with some plans going up as much as 20-23%
 - FY 14/15 is seeing a significant increase in claims experience and has drawn down on our reserve balance. We will need to build in some additional premiums to replenish the reserve balance.
 - Changes in employee coverage
 - January claims paid showed a significant decrease – from over \$950k in December to \$278k in January
- Resident State Trooper Program – The State is currently negotiating a new contract with the Troopers. This leaves uncertainty as to salary and benefit increases for FY 15/16.
- While the Municipal Employees Retirement System (MERS) has been an issue in the past, we have received the new rates for FY 15/16. For regular employees, the rate will decrease from 11.98% to 11.38%. For fire employees, the rate will decrease from 16.96% to 16.73%. Total estimated savings \$30,000
- Staffing needs:
 - Police Study
 - Fire Department
 - Public Works
 - Finance Department
- Capital Improvement needs

**Mansfield Board of Education
Budget in Brief**

The proposed budget for the Mansfield Board of Education for FY 2015-16 is \$21,996,750. It represents a 3.79 percent increase over the current year. Of the total, salaries and benefits increased by \$530,141. Salaries and benefits account for approximately 85 percent of the total budget. All other expenditures increased by \$272,725 or 8.74 percent. A comparison of the FY 2014-15 to 2015-16 budget follows:

	FY 13/14 Actual	FY 14/15 Amended	FY 15/16 Proposed	Increase/ (Decrease)	Percent Change
Salaries & Benefits					
Certified Salaries	\$ 10,768,320	\$ 10,999,279	\$ 10,972,460	\$ (26,819)	(0.24%)
Non-Cert. Salaries	3,298,761	3,283,960	3,397,990	114,030	3.47%
Sub-total Salaries	14,067,081	14,283,239	14,370,450	87,211	0.61%
Benefits	2,992,247	3,788,615	4,231,545	442,930	11.69%
Sub-total Salaries & Benefits	17,059,328	18,071,854	18,601,995	530,141	2.93%
Operating Expenses					
Prof & Tech Services	629,933	503,770	576,530	72,760	14.44%
Purchased Property Services	85,022	61,000	69,000	8,000	13.11%
Repairs	108,827	106,070	114,020	7,950	7.50%
Rentals	91	460	460	-	
Tuition	214,104	120,000	205,000	85,000	70.83%
Insurance	64,271	72,290	74,080	1,790	2.48%
Other Purchased Services	913,816	912,230	937,720	25,490	2.79%
Instructional Supplies	274,760	281,300	281,120	(180)	(0.06%)
School & Library Books	110,871	99,800	99,800	-	
Office Supplies	28,342	33,050	33,050	-	
Energy	693,320	615,760	629,290	13,530	2.20%
Building Supplies	71,880	57,190	61,340	4,150	7.26%
Other Supplies	44,747	67,390	72,475	5,085	7.55%
Equipment	168,105	117,750	166,900	49,150	41.74%
Miscellaneous Exp & Fees	22,107	27,120	27,120	-	
Transfers Out to Other Funds	196,850	46,850	46,850	-	
Sub-total Operating Expenses	3,627,046	3,122,030	3,394,755	272,725	8.74%
Total Expenditures	\$ 20,686,374	\$ 21,193,884	\$ 21,996,750	\$ 802,866	3.79%

REGIONAL SCHOOL DISTRICT 19
PROFORMA LEVY

	Adopted 2014-15	Proforma 2015-16	Change	Percent Change
Operating Budget	\$ 19,344,390	\$ 20,047,280	\$ 702,890	3.6%
Debt Service Transfer	900,000	600,000	(300,000)	(33.3%)
Lease Purchase	225,000	225,000	-	0.0%
Gross Expenditures	<u>20,469,390</u>	<u>20,872,280</u>	<u>402,890</u>	<u>2.0%</u>
Less Anticipated Revenue				
Transportation Grant	159,000	151,640	(7,360)	(4.6%)
Agriculture Education Tuition	597,600	582,500	(15,100)	(2.5%)
Columbia Student Tuition	1,573,410	1,670,700	97,290	6.2%
Agriculture Education Grant	220,000	231,000	11,000	5.0%
Special Education Tuition	191,880	191,880	-	0.0%
Interest, Other Income	2,500	2,500	-	0.0%
Total Revenues	<u>2,744,390</u>	<u>2,830,220</u>	<u>85,830</u>	<u>3.1%</u>
Appropriation of Fund Balance	-	-	-	
Total Revenues & Fund Balance	<u>2,744,390</u>	<u>2,830,220</u>	<u>85,830</u>	<u>3.1%</u>
Expenditures	20,469,390	20,872,280	402,890	2.0%
Less Revenues & Appropriations	<u>2,744,390</u>	<u>2,830,220</u>	<u>85,830</u>	<u>3.1%</u>
Net Expenditures	<u>\$ 17,725,000</u>	<u>\$ 18,042,060</u>	<u>\$ 317,060</u>	<u>1.8%</u>

	Adopted 2014-15	Proforma 2015-16	Change	Percent Change
<u>Member Town Contributions</u>				
Ashford	\$ 3,523,961	\$ 3,571,212	\$ 47,250	1.3%
Mansfield	10,045,920	10,248,634	202,714	2.0%
Wilmington	4,155,119	4,222,214	67,095	1.6%
Region Totals	<u>\$ 17,725,000</u>	<u>\$ 18,042,060</u>	<u>\$ 317,060</u>	

Proration Information

As of 10/1/2013 for 2014-2015 Budget				As of 10/1/2014 for 2014-2015 Budget				Enrollment Change	
	Percentage	Region	Enrollment		Percentage	Region	Enrollment		
Ashford	19.88%	1,011	201	Ashford	19.79%	970	192	(9)	(4.5%)
Mansfield	56.68%	1,011	573	Mansfield	56.80%	970	551	(22)	(3.8%)
Wilmington	23.44%	1,011	237	Wilmington	23.40%	970	227	(10)	(4.2%)

Town of Mansfield
General Fund
Revenue and Expenditure
Budget Forecast - Preliminary as of January 23, 2014

	Actual 2013-14	Adopted 2014-15	Projected 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20
REVENUES AND TRANSFERS:							
Property Taxes	\$ 27,586,195	\$ 27,703,004	\$ 29,146,316	\$ 31,090,712	\$ 32,482,935	\$ 33,981,425	\$ 34,962,307
Tax Related Items	658,639	485,000	485,000	489,850	494,749	499,696	504,693
Licenses and Permits	504,790	494,450	499,395	504,388	509,432	514,527	519,672
Federal Support - Government	7,954	3,470	3,505	3,540	3,575	3,611	3,647
State Support - Education	10,282,968	10,307,440	10,307,440	10,410,514	10,514,620	10,619,766	10,725,963
State Support - Government	7,807,111	7,377,170	7,648,878	7,725,367	7,802,620	7,880,647	7,959,453
Local Support - Government							
Charge for Services	324,975	370,880	374,589	378,335	382,118	385,939	389,799
Fines and Forfeitures	47,703	45,270	45,723	46,180	46,642	47,108	47,579
Miscellaneous	29,623	94,990	95,940	96,899	97,868	98,847	99,835
Transfers from Other Funds	2,550	2,550	2,550	2,550	2,550	2,550	2,550
Total Revenues and Transfers	47,252,508	46,884,224	48,609,335	50,748,335	52,337,109	54,034,116	55,215,499
EXPENDITURES AND TRANSFERS:							
General Government	2,431,143	2,332,365	2,402,336	2,474,406	2,548,638	2,625,097	2,703,850
Public Safety	3,343,826	3,532,325	3,638,295	3,847,444	4,062,867	4,284,753	4,413,295
Public Works	2,138,501	2,053,800	2,115,414	2,178,876	2,244,243	2,311,570	2,380,917
Community Services	1,657,605	1,584,960	1,632,509	1,681,484	1,731,929	1,783,886	1,837,403
Community Development	530,013	557,270	573,988	591,208	608,944	627,212	646,029
Education (K-8)	20,686,906	21,193,884	21,996,750	22,656,653	23,336,352	24,036,443	24,757,536
Education (9-12)	10,005,514	10,045,920	10,246,838	11,087,817	11,318,512	11,696,326	11,696,326
Town-Wide Expenditures	2,499,565	2,872,830	2,959,015	3,047,785	3,139,219	3,233,395	3,330,397
Transfers to Other Funds	3,659,690	2,710,870	2,844,190	2,882,662	2,946,406	2,935,432	2,949,745
Total Expenditures and Transfers	46,952,763	46,884,224	48,409,335	50,448,335	51,937,109	53,534,116	54,715,499
RESULTS OF OPERATIONS	299,745	-	200,000	300,000	400,000	500,000	500,000
FUND BALANCE - BEGINNING	3,108,107	3,407,852	3,407,852	3,607,852	3,907,852	4,307,852	4,807,852
FUND BALANCE - ENDING	\$ 3,407,852	\$ 3,407,852	\$ 3,607,852	\$ 3,907,852	\$ 4,307,852	\$ 4,807,852	\$ 5,307,852

SUPPLEMENTAL INFORMATION:

Mill Rate	27.95	27.95	29.18	30.73	31.70	32.76	33.38
Mill Rate Change	0.79	0.00	1.23	1.55	0.97	1.05	0.62
Percentage Increase (Decrease)	2.89%	0.01%	4.39%	5.32%	3.17%	3.33%	1.91%

Grand List	996,935,512	1,010,670,984	1,010,670,984	1,020,777,694	1,030,985,471	1,041,295,325	1,051,708,279
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Taxes-Median Assessed Value	4,749	4,749	4,569	4,812	4,964	5,130	5,227
Increase	496	-	(180)	243	152	165	98
Current Year Taxes	27,350,234	27,703,004	28,946,316	30,790,712	32,082,935	33,481,425	34,462,307
Elderly Programs	34,300	51,000	34,300	34,300	34,300	34,300	34,300
Reserve for Uncollected Taxes	475,000	497,000	510,061	544,087	568,451	594,675	611,840
Tax Levy	27,859,534	28,251,004	29,490,677	31,369,099	32,685,687	34,110,400	35,108,447
Percent Uncollected	1.70%	1.76%	1.73%	1.73%	1.74%	1.74%	1.74%
Increase in Tax Levy							
Dollars	1,488,422	391,470	1,239,673	1,878,422	1,316,588	1,424,714	998,047
Percentage	5.64%	1.41%	4.39%	6.37%	4.20%	4.36%	2.93%

ASSUMPTIONS:

- Tax Related Items are projected to increase an average of 1% per year after 2015/16
- State and Other Revenues are projected to increase 1% per year after 2015/16
- Expenditures for Education (Grades K-8) are projected to increase 3% annually after FY 2015/16
- Expenditures for Education (Grades 9-12) are based on Regional School District 19's annual operating Budget and five year forecast
Region 19 assumptions:
The annual operating budget projections are projected to increase approximately 2.5% after 2015/16
The Town's levy for Region 19 is adjusted by changes in student population.
State and other revenue is projected to increase by 1% annually after 2015/16
- The Taxable Grand List for FY 15/16 reflects the 10/1/14 Revaluation and Storrs Center construction to date offset by the tax abatement. It is projected to increase 1% annually after 15/16.
- Expenditures for Town are projected to increase 3% after FY 2014/15
- Reserve for Uncollected taxes is 1.75% of the total levy.
- Public Safety - add \$100,000 in 16/17 - 18/19 for police services per the police study recommendation.

Transfers to Other Funds:	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Other Operating	5,000	30,000	30,000	30,000	30,000	30,000	30,000
Downtown Partnership	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Parks & Recreation	442,000	455,430	464,540	473,832	483,306	492,972	502,832
Debt Service - Current	675,000	325,000	325,000	300,000	300,000	275,000	275,000
Capital Projects	1,325,550	1,579,880	1,700,000	1,750,000	1,800,000	1,800,000	1,800,000
Cemetery Fund		36,000	36,900	37,820	38,770	39,740	40,735
Transit Services Fund		117,560	119,910	122,310	124,760	127,260	129,810
Medical Pension Trust Fund	80,000	42,000	42,840	43,700	44,570	45,460	46,368
	2,652,550	2,710,870	2,844,190	2,882,662	2,946,406	2,935,432	2,949,745

10 Median Assessed Value 10/1/14 - \$156,590

11 Revaluation of 10/1/14 -- affects grand list for 2015/16

Town of Mansfield
Capital Improvement Program (CIP) Process
February 7, 2015

Funding History

- As recently as FY 2006/07, the Pequot/Mohegan grant was the largest funding source (nearly 74%) for the Town's capital improvement program (CIP). For the past five years, this grant has averaged approximately \$210,000 or less than 20% of our capital needs.
- In FY 2010/11, the Town budgeted \$387,500 as a general fund contribution to the capital projects fund and increased that amount to \$476,000 in FY 2011/12.
- In FY 2012/13 the Town made significant progress on its multi-year plan to increase the general fund contribution to the capital projects fund by approving a general fund contribution of \$1,014,210.
- This allowed the Town to begin to finance all regular, recurring capital projects and initiatives on a *pay-as-you-go* basis, with exceptions for large construction and building projects (e.g. schools, major road projects and other infrastructure) and other significant initiatives.
- With a *pay-as-you-go* or cash model, it is important to build a base CIP budget that gradually increases over time and to adhere to a replacement schedule for heavy equipment and other expensive items.
- Under the five-year CIP plan, the Town will increase the base general fund contribution over each of the five years to make this approach truly viable. By moving more quickly to a *pay-as-you-go* financing model, the Town will have a stable funding source for capital needs and be able to replace equipment and infrastructure on a timelier basis, thereby avoiding crisis situations inherent to an aging fleet and older facilities.
- Furthermore, a *pay-as-you-go* financing model will allow the Town to better manage its debt service and to potentially improve its bond rating, with long-term savings for its taxpayers.

CIP Plan Development Process

- Orderly, comprehensive process
 - Considers all projects at a single time
 - Produces a planning document that considers available financing sources and feasible timing
 - Identifies long-term financing needs
 - Opportunity for public input is enhanced

- Investors & bond rating agencies stress the value of a CIP plan, which can result in reducing borrowing costs
- Reduces the risk of poorly timed projects

Capital Projects Management Team

- Established by the Town Manager
- Consists of the Town Manager, Finance Director and key Department Heads
- Team meets to review all requests and considers
 - Priority
 - Legal obligation
 - Support public health or safety
 - Maintain a public asset
 - Support economic or community development
 - Operating budget impact
 - Ability and desire to pay for the project by the community
 - Replacement cycles
 - Funding options

Approval Process

- The CIP, submitted in the Manager's Proposed Budget constitutes recommendations to the Town Council
- Authorization to begin a project requires form budgetary approval by the Council and at Budget Town Meeting
- If financing is required, the project is not consider approved until debt issuance is authorized by the Town Council and Town Meeting or Referendum

**Town of Mansfield
Facilities Management Update
February 7, 2015**

Current Practices

- Annual Building Shutdown
- Periodic Maintenance
- Regular Cleaning & Maintenance
- Energy Improvements

Infrastructure Needs

	Age	Asbestos	HVAC	Roof	Exterior	Entry Ways	Floors	Functionality	Other
Town Hall	1930's	X	X	X	X	X	X	X	
Senior Center	1978		X		X	X		X	Ret. Wall
Comm Center	2004								Main Pool
PW Garage - 3 Bldgs	>20 yrs		X	X	X	X		X	Fueling Station/ Wash Bay
Animal Shelter	>20 yrs		X	X	X	X		X	
Library	>30 yrs	X	X		X	X	X		Circulation Desk
Fire Sta. 107	>30 yrs	X	X		X	X	X		Cement Floor Bays
Fire Sta. 207	>30 yrs		X	X	X	X	X		
Fire Sta. 307	>30 yrs		X		X	X	X		Fuel Conversion
Discovery Depot	>20 yrs			X	X	X	X		Fuel Conversion
Transfer Sta.	>20 yrs			X					
Middle School	1970's	X		X	X	X	X	X	
Goodwin	1960's	X	X	X	X	X	X	X	
Southeast	1960's	X	X	X	X	X	X	X	Heating/fuel conversion

	Age	Asbestos	HVAC	Roof	Exterior	Entry Ways	Floors	Functionality	Other
Vinton (2)	1950's	X	X	X	X	X	X	X	Heating system and Fuel Conversion
Bus Garage	>20 yrs					X	X		In ground diesel tanks
Nash-Zimmer	2014								
ParkingGarage	2014								

APPROXIMATE SQUARE FOOTAGE PER BUILDING

BUILDING	LOCATION	SQUARE FOOTAGE
Audrey P. Beck Municipal Building	4 S. Eagleville Road Mansfield, CT 06268	26,000
Bicentennial Pond Bath House	230 Clover Mill Road Mansfield, CT 06268	600
Bicentennial Pond Pavilion	230 Clover Mill Road Mansfield, CT 06268	600 1,000 with cover
Bus Garage	1725 Stafford Road Mansfield, CT 06268	2,500
Downtown Parking Garage	?? Royce Circle Storrs Mansfield, CT 06268	130,000
Eagleville School House	898 Stafford Road Mansfield, CT 06268	1,000
Fire Department Station #107	879 Stafford Road Mansfield, CT 06268	9,284
Fire Department Station #207	1722 Storrs Road Mansfield, CT 06268	7,820
Fire Department Station #307	999 Storrs Road Storrs, CT 06268	7,778
Goodwin Elementary School	321 Hunting Lodge Road Mansfield, CT 06268	37,864
Historical Society	954 Storrs Road Mansfield, CT 06268	2,400
Nash Zimmer Transportation Center	23 Royce Circle Storrs Mansfield, CT 06268	4,291
Landfill	221 Warrenville Road Mansfield Center, CT 06250	900
Lions Park Concession Building	Warrenville Road Mansfield, CT 06268	420
Maintenance Shop	105 Walters Avenue Mansfield, CT 06268	18,000
Mansfield Community Center	10 South Eagleville Road Mansfield, CT 06268	38,500
Mansfield Discovery Depot (Daycare)	50 Depot Road Mansfield Depot, CT 06251	12,200
Mansfield Dog Pound	230 Clover Mill Road Mansfield, CT 06268	800
Mansfield Middle School	205 Springhill Road Mansfield, CT 06268	115,000
Mansfield Public Library (Buchanan Ctr.)	54 Warrenville Road Mansfield Center, CT 06250	16,735

APPROXIMATE SQUARE FOOTAGE PER BUILDING

BUILDING	LOCATION	SQUARE FOOTAGE
Old Town Hall	954 Storrs Road Mansfield, CT 06268	1,800
Public Works - Mansfield Town Garage	230 Clover Mill Road Mansfield, CT 06268	7,765
Public Works Grounds Building	230 Clover Mill Road Mansfield, CT 06268	1,560
Public Works Parking Garage	230 Clover Mill Road Mansfield, CT 06268	9,600
Recycling Building at Landfill	221 Warrenville Road Mansfield Center, CT 06250	4,200
Reynolds Bldg. (EOS Depot Campus)	85 Depot Road Mansfield Depot, CT 06251	2,000
Reynolds Metal Parking Garage	85 Depot Road Mansfield Depot, CT 06251	1,344
Senior Center	303 Maple Road Mansfield, CT 06268	7,245
Southeast Elementary School	134 Warrenville Road Mansfield Center, CT 06250	39,133
Treadgold Building	105 Walters Avenue Mansfield, CT 06268	7,323
Vinton Elementary School	306 Stafford Road Mansfield Center, CT 06250	35,654
Vinton School - Kindergarten Bldg.	306 Stafford Road Mansfield, CT 06268	2,000
Wellness Center	303 Maple Road Mansfield, CT 06268	1,998
		554,314

Additional Approximations:

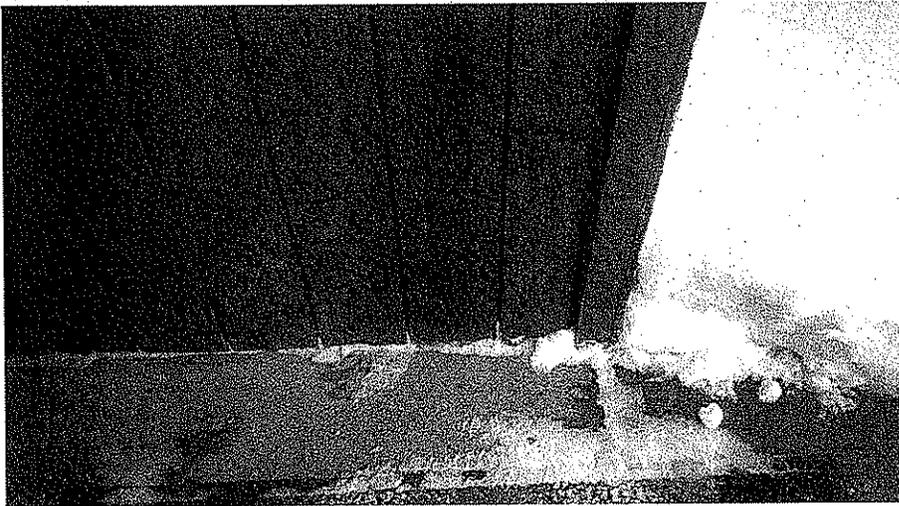
Elementary School Gymnasiums	4,000
Playgrounds:	
Goodwin	140,000
Southeast	110,000
Vinton	125,000

Budget Retreat Package A

Senior Center



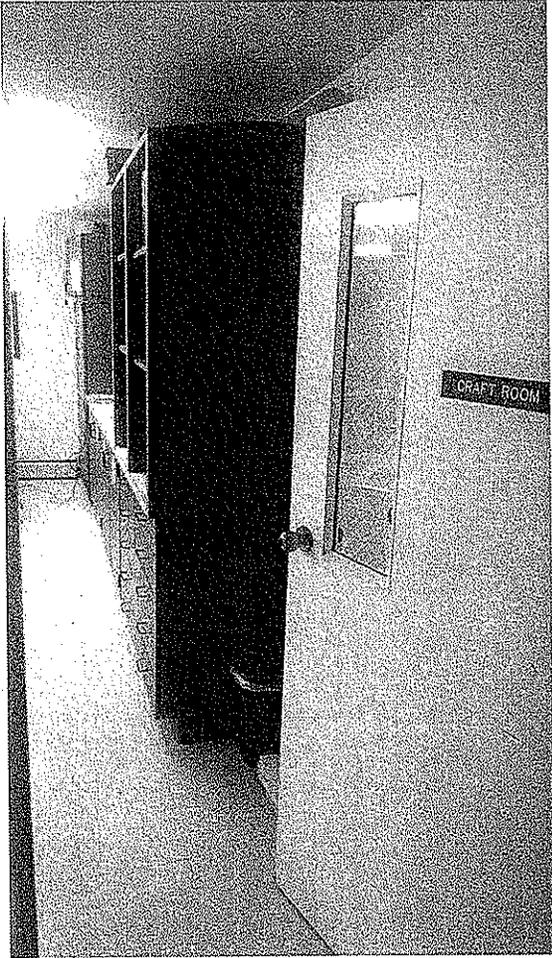
Senior Center wood siding starting to dry rot, it needs replacement and further considerations. Vinyl Siding the building and new windows possibly



Senior Center wood siding touching grade causing rot, this side of building could use re grading.



Doors in general all buildings showing age and wear most are over twenty years and need regular attention. Frames are starting to rust through. Hinges, door closers and hardware are changing and becoming harder to find replacement parts. To replace doors and frames prices range from a thousand to ten thousand.



Cabinetry is becoming out dated even though it still is workable.

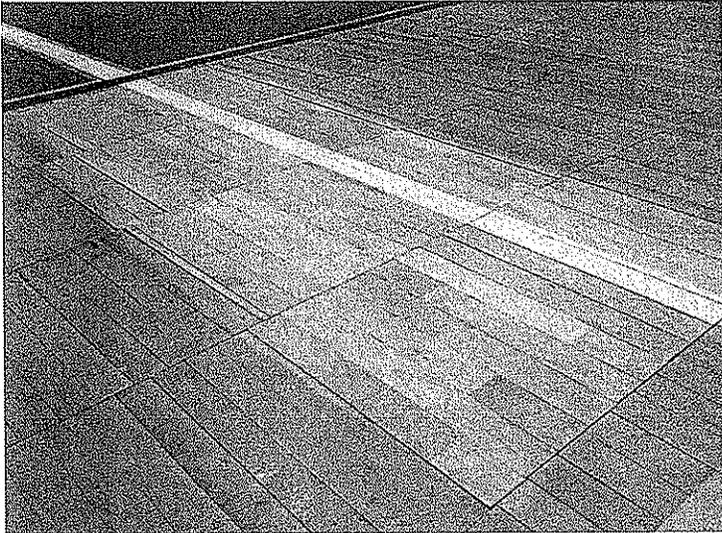


Flooring even though we are maintaining should be considered for replacement.

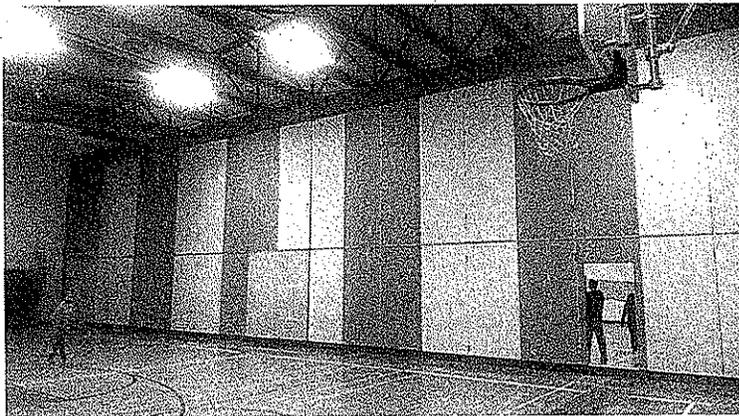


Senior Center showing three different types of Air Conditioning installed it would be more efficient to have a central heating and air conditioning system.

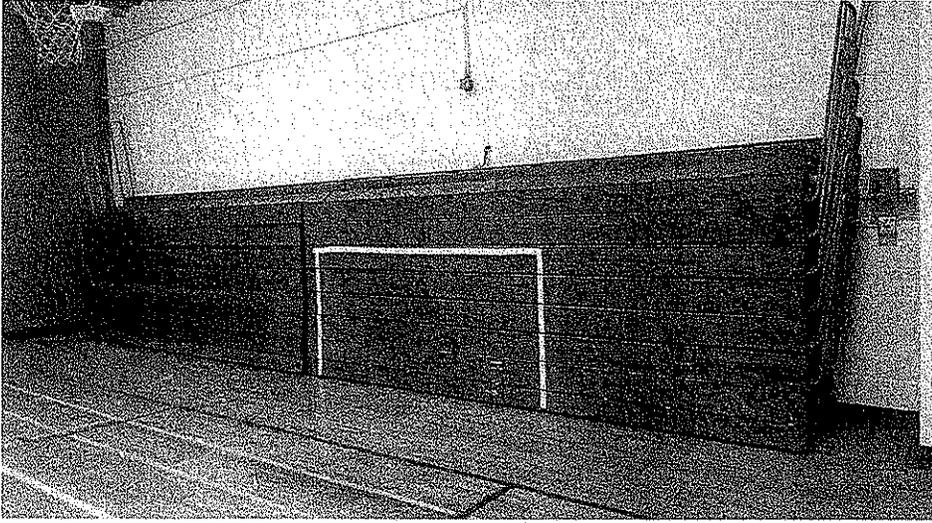
Budget Retreat Package B
Mansfield Middle School Gymnasium



Middle School Floor Cut and Patched Floor is over 45 years old.



Dividing wall the mechanism to open and close the door was rebuilt with manufactured parts last year and is getting harder to find replacement parts for. It was recommended to replace the whole door in the next 3 to 5 years.

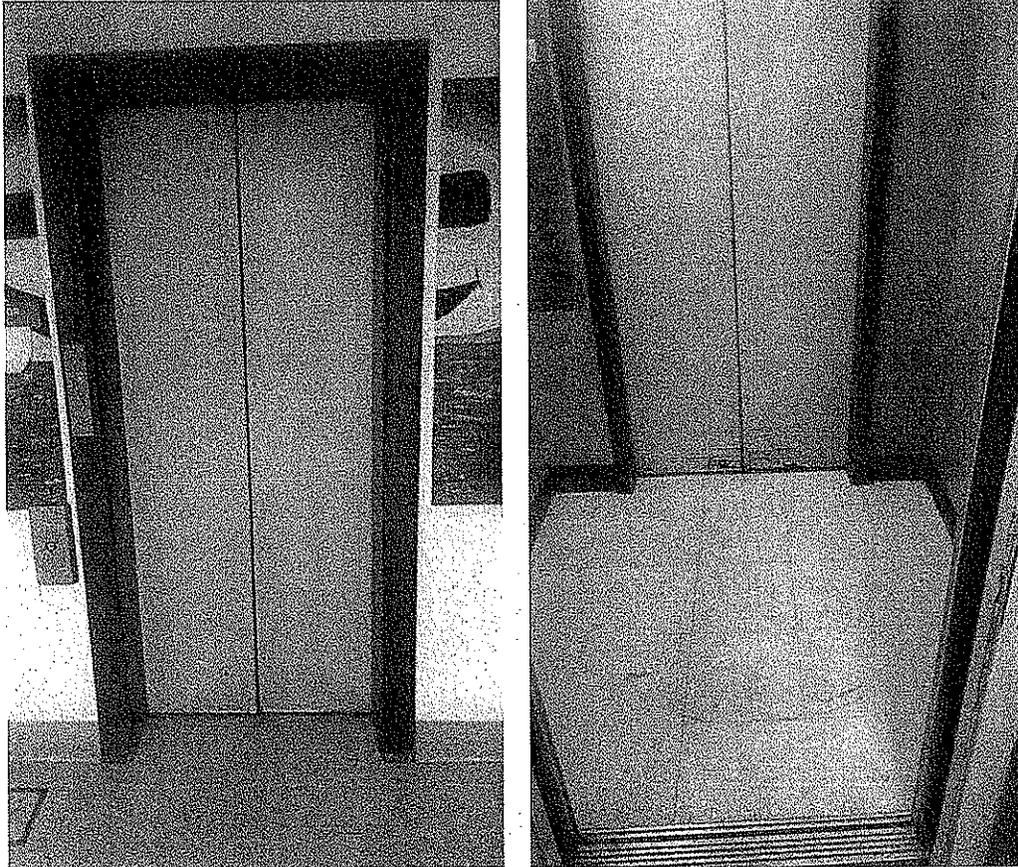


Bleachers also hard to find parts for, they should have better railings and do not meet today's codes.

If you consider renovations in the gym you may want a controlled atmosphere, i.e. air conditioned space with dehumidification could be considered.

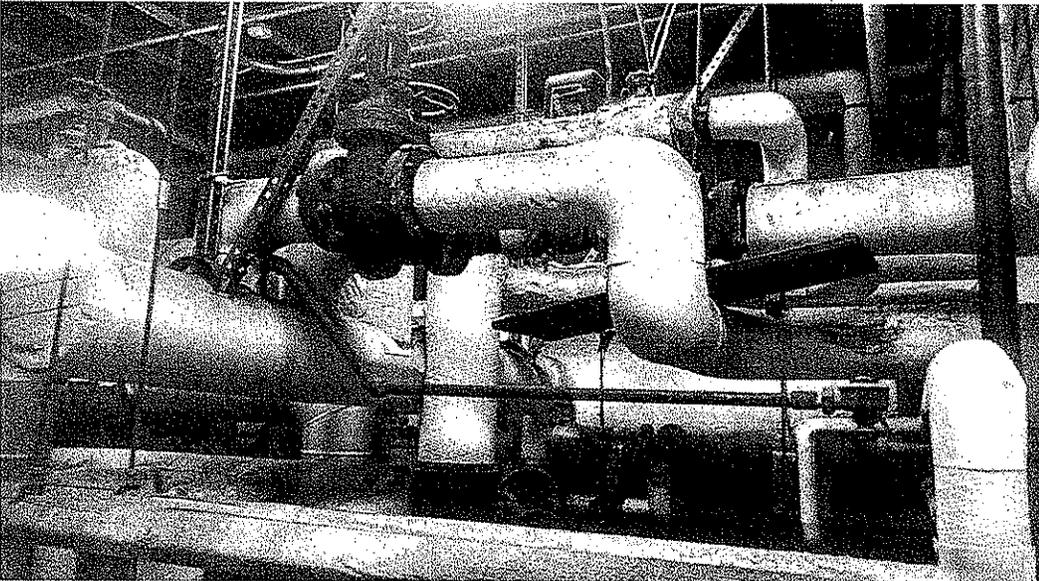
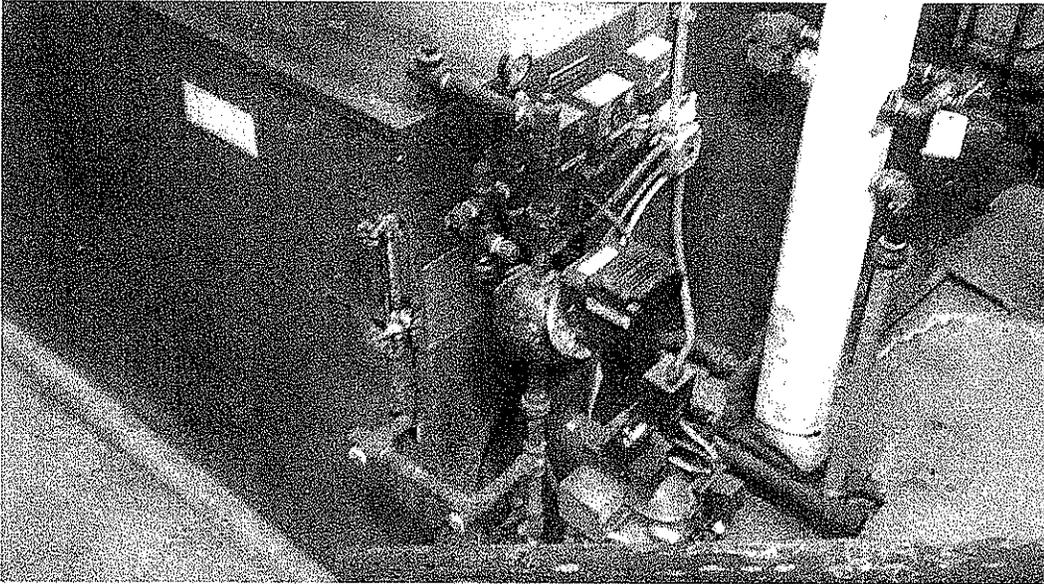
Budget Retreat Package C

Elevator, Mansfield Middle School



Middle School Elevators the width of the doorway is 33" the elevator is 55" wide our floor machine is 48" by 26" making it very tight to get the equipment in. For a handy cap person in a wheel chair they have just enough space with a person pushing. The new teacher desks and other furniture have to be stood up to get in or brought up the stairs. A piano cannot fit and would have to be carried up or brought in a window. The plan this year is to replace the hydraulic cylinder and make a few ADA adjustments, because of fear of losing the old cylinder, i.e. a seal blow or hydraulic lines burst. The cost is around 50,000.00 but the elevator should still be considered for complete replacement.

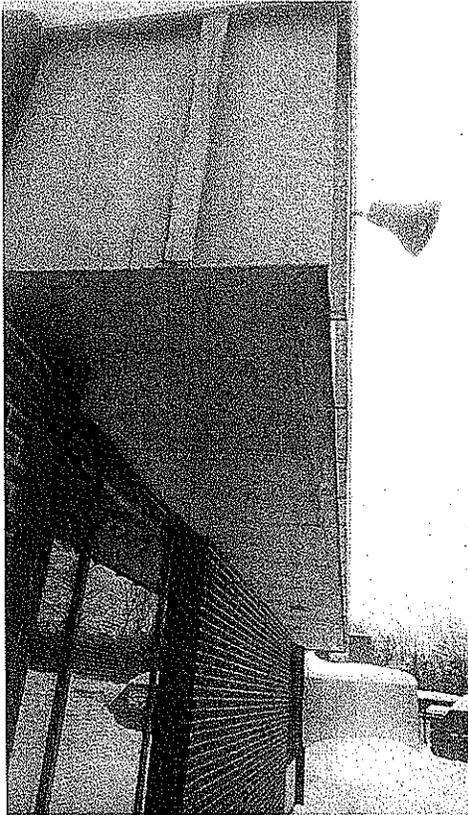
Budget Retreat Package D
Steam System, Vinton School



Vinton School Steam system should be considered for upgrading and replacement. Steam systems are being replaced with hot water systems pipes in some sections almost fifty years old. The water has never been treated and pipes have needed replacing, so far just in the boiler room.

Budget Retreat Package F

Examples of Asbestos



Asbestos products still present at the four schools, outside the buildings, floor tiles at the back building Vinton. Occasionally we find tiles under old cabinets built over the floor.

Town Hall, on pipes in the basement which is a problem we want to make repairs or add new equipment. The pipes in some areas are fifty years old repairs. Flooring under the carpet, recently we had to abate when we did the work for the council table.

Library has insulation on pipes in the wall and on the exterior siding.

Town of Mansfield

Public Works Update

February 7, 2015

Public Works Infrastructure

- Drainage Systems (catch basins & pipes)
- Road Signs
- Guide Rail (new and replacement)
- Fueling Station
- Sanitary Sewers
- Bridges
- Roads

Pavement Management System

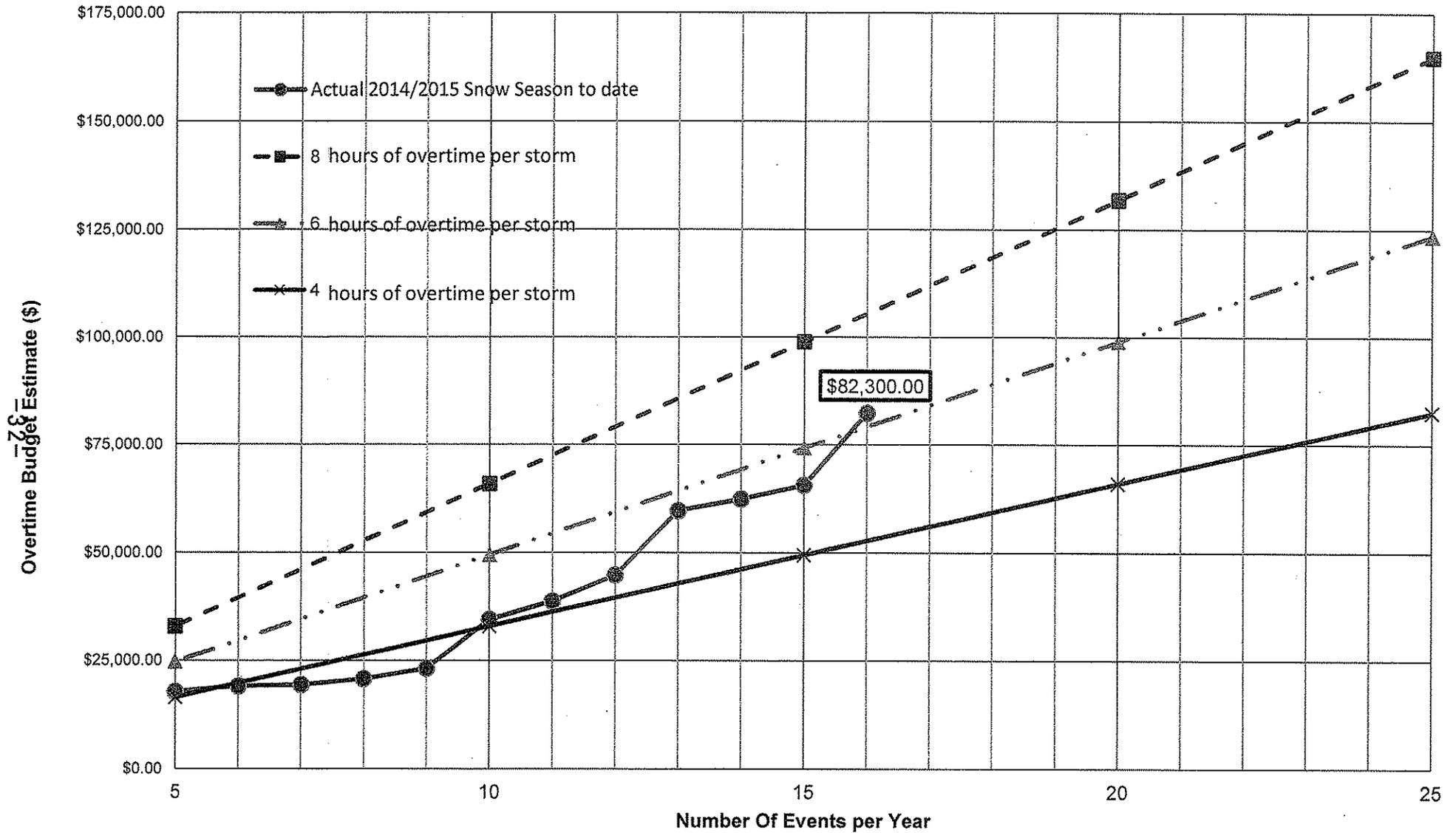
- Panel (Derek, Maria, John) selected AMEC as best qualified, John and Derek will negotiate contract with AMEC for the work proposed below:
 - Inventory road network and calculate the Pavement Condition Index (PCI).
 - Modeling of pavement condition deterioration
 - Analysis of pavement condition (past, present, and future)
 - Estimation of funding needed to maintain pavements at a given condition level
 - Estimation of funding needed to eliminate the backlog of maintenance and repair in a specified number of years
 - Projection of consequences of pavement condition and a maintenance and repair backlog for a specified annual budget
 - Formulation of pavement maintenance and repair projects
 - Incorporation of graphics, photos, and GIS

Snow

- How is the snow budget?
- When budgeting for snow removal there are 3 variables to consider:

- number of storms per year
- number of personnel per storm
- number of Overtime hours per storm
- An average small call-in storm involves 7 to 8 personnel and 4 hours of overtime.
- An average full response storm involves 20 personnel and 6 – 12 hours of overtime.
- A major storm involves 20 personnel and greater than 12 hours of overtime.
- One hour of overtime during a full response storm (all 20 operational personnel) is \$825/hour.
- Material used (sand/salt mix or treated salt) depends on the depth of snow, the pavement temperature, the duration of the storms and the amount of rain/sleet mix.
- Need to establish the standard for snow removal in commercial areas (difference between Storrs Center vs. Eastbrook Mall areas).
- Snow Budget Components:
 - Overtime
 - Materials
 - Equipment Rental
 - Traffic Control

Snow Removal Overtime Budget Analysis (FY 14/15)



Town of Mansfield
Facilities Master Plan
February 7, 2015

Facilities Master Plan

- **Towns – Examples of Facilities Master Plan**
 - a. **Town of Berlin, CT**
 - b. **Town of East Long Meadow, MA**
 - c. **Town of Wayland, MA**
 - d. **Estimated Cost \$3,000 - \$6,000 per building**
- **Typical Components of a Facilities Master Plan**
 - a. **Field observations by the architect, Mechanical/Electrical/Plumbing (MEP) Engineers, site/civil engineers, structural engineer.**
 - b. **Report of found conditions, code issues, statement of anticipated useful life expectancy of finishes, equipment and finishes.**
 - c. **Existing Building Floor Plans with current uses identified**
 - d. **Narrative summary of proposed changes, additional space needs and/or reallocation.**
 - e. **Schematic Floor Plans showing proposed changes.**
 - f. **Assessment report re: site conditions, structural, mechanical and electrical systems/equipment/controls.**
 - g. **Professional cost estimates for recommended capital improvement items, upgrades, security requirements, changes, additions, etc.**

Town of Mansfield
Parks and Recreation Master Plan

February 7, 2015

CT Town Examples:

1. Avon, 2007, \$25,000
2. Bloomfield, 2014, \$120,000
3. Groton, 2009, \$75,000
4. Simsbury
 - a. 2008, single facility specific, \$25,000
 - b. 2017, CIP proposed, system-wide, \$100,000
5. South Windsor, 2001, \$30,000
6. Windsor, 2013, athletic fields only, \$43,000

Typical components of a Parks and Recreation Master Plan:

PARKS

- Address current facility challenges and impacts on services.
- Evaluate resource needs of the department.
- Create a realistic plan that identifies priorities and provides action plans to implement.
- Establish vision for optimal utilization of specific parks.
- Incorporate facility elements deemed vital to enhancement of a park.
- Assess neighborhood parks, community parks, regional parks, and special use parks.
- Review trail systems and connectivity.
- Recommend park designs that are flexible in order to accommodate ever changing recreational trends and demographics.

BALLFIELDS

- Assessment of current field and facility conditions and project recreational needs to guide future capital improvement planning.
- Inventory and evaluate existing conditions as well as concepts and recommendations for potential improvements.
- Base mapping, field visits, documentation of conditions, analyze opportunities and constraints at various sites.
- Evaluate turf conditions and make recommendations for improvement.

- Soil analysis, aeration recommendations, overseeding recommendations, mowing recommendations, IPM nutrient program.

MAINTENANCE & OPERATIONS

- Develop maintenance recommendations and cost estimate both capital needs and ongoing maintenance.
- Management improvements to maintenance and operations.
- Maintenance workload imbalance analysis (maintenance deficit – maintenance resources are not capable of providing sustainable maintenance for the physical assets that exist).

PROGRAM & SERVICE DELIVERY

- Marketing plans for programs and services.
- Gain understanding of how current and future demographics affect parks and recreation programs and facility needs.
- Compare to state and national trends.
- Provide detailed park inventory and analyze Level of Service (LOS) per NRPA guidelines.
- Evaluate pricing policies and cost recovery potential.
- Provide framework for decision making and planned approach for future service delivery and resource allocation.
- Help determine balance between active and passive recreational opportunities available to all residents.

FUTURE CAPITAL PLANNING

- Thorough evaluation of current and future needs based upon input from user groups, anticipated population growth, and trends in the industry.
- Recommend phased improvements where necessary.
- Identify traditional versus alternative funding sources.
- Identify potential partnerships and collaborations.
- Create a more sustainable operation through the identification of appropriate park acreage and amenities.
- Identify resources necessary to maintain the infrastructure and maintain the land and facilities.
- Recommend design standards for aesthetics, durability, maintenance, cost, sustainability, and user friendliness.
- Recommend bicycle routes and related facilities.

PUBLIC INPUT

- Engage the community, elected officials and partners in order to gain buy-in and support necessary to implement the plan upon completion.
- Conduct focus groups and public meetings to engage stakeholders, users, and general public.
- Conduct surveys, including technical and data analysis.

- Develop community supported plan that provides guidance for future development and re-development of town parks.

STRATEGIC PLANNING

- Develop strategy for investment to provide greatest improvement to facilities as funds become available.
- Strategic plans.
- Strategies to maximize the quality of life through identifying the community's needs and desires.
- Strategies to effectively allocate funding, prioritize improvements to parks, trails, open space and recreational facilities.
- Provide clear direction, prioritized action plans, and implementation strategies to guide town staff, advisory committees, and elected officials in their efforts to enhance community's parks and recreation facilities, program and services.
- Position Town Officials to pro-actively make decisions to receive the greatest return on investment of taxpayer dollars.
- Create stronger vision of capital improvements with priorities for implementation.

Mansfield Parks and Recreation Dept.
PARK INVENTORY/RECOMMENDED IMPROVEMENTS

PARK	ACREAGE	SITE DETAILS INVENTORY & NOTABLE FEATURES	CHANGES/IMPROVEMENTS LAST 20 YEARS	FUTURE NEEDS/IDEAS
Commonfields	21 acres open ag. fields, 8 acres bog	scenic and historic landmark; observation bird blind; field leased to local farmer	management plan approved in 1998; Town's 350th celebration event held on site, leasing of ag. fields; bird blind; DEEP grant to install parking area, signage, observation; platform & trail connection; printed trail maps and on-line trail maps.	solar powered digital security camera; update management plan
Lions Memorial Park	69.9 acres	wooded areas & soccer fields; trail access to Mansfield Hollow; 4 full sized soccer fields with irrigation system; restroom/concession/storage building; 30'x60' picnic pavilion, gravel parking areas with wooden guardrail; soccer goals, spectator bleachers & player benches	3rd & 4th soccer fields added; building added; irrigation system, picnic pavilion; wooden guardrail fence; parking areas expanded/regraded; park signage; management plan approved in 2002; Town acquired abutting Dorwart property in 2010; printed trail maps and on-line trail maps.	playscape & swing set; horseshoe pits; dog park; repair/replace park gate; mark property boundaries; overnight camping area; directional signage; solar powered digital security camera; improve security lighting around building
Merrow Meadow Park	33 acres	river frontage; abuts UConn land; part of greenway/blueway trail network; paved HC access trail; property donated; paved parking area with wooden guardrail fence; observation platforms and footbridges; vernal pool; open field	DEEP grant received in early 1990's for development of trails, parking area, signage, observation platforms; & footbridges; printed trail maps and on-line trail maps; management plan approved in 2001; solar powered digital security added in 2014	replace materials on observation platforms and footbridges as needed; improve canoe/kayak access; update trail signage; refurbish park sign; drainage repair at wet trail areas
Moss Sanctuary	135 acres	wooded parcel with multiple hiking trails; acquired by Town in 2010 with a partial DEP grant; contains 5 acre Tift Pond with earthen dam; footbridge over wet crossing; access from trail heads at Mansfield Apartments and Birchwood Heights Rd.	added pull-off parking on Birchwood Heights Rd.; added park signs at trail heads; printed trail maps and on-line trail maps.	dam repair/stabilization; develop management plan

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Mansfield Parks and Recreation Dept.
PARK INVENTORY/RECOMMENDED IMPROVEMENTS

PARK	ACREAGE	SITE DETAILS INVENTORY & NOTABLE FEATURES	CHANGES/IMPROVEMENTS LAST 20 YEARS	FUTURE NEEDS/IDEAS
Mt. Hope Park	35.33 acres	open space & ag. fields; acquired with grant assistance from DEEP in 1999; 1,500 frontage on Mt. Hope River; man-made 4 acre pond (75% within Town property) with earthen dam; ag field leased to local farmer; former tree nursery; foundation of dairy barn; old stone foundation	management plan approved in 2001; trail footbridge; signage and parking area installed; added flow-routing control cage at dam inlet to prevent beaver dams; printed trail maps and on-line trail maps.	solar powered digital security camera; update management plan; review/renew lease with farmer; add stone wall to main entrance at parking area; replace park sign
River Park	10 acres	river frontage; acquired by land swap with UConn; accessible canoe/kayak launch; multi-use field; part of blueway/greenway trail network; gravel parking area with wooden guardrail fence	DEEP grant received in 2006 for development of river access, parking area, signage & multi-use field; message board added by tech school students in 2014; solar powered; printed trail maps and on-line trail maps; digital security camera added in 2014	playscape; management plan; turf improvements; irrigation system
Schoolhouse Brook Park & Bicentennial Pond	486 acres	abuts MMS school property and Town DPW garage property; gravel parking area on Clovermill Rd.; Bic. Pond includes - 7 acre pond with earthen dam, restroom building; storage building with small pavilion, pump house for aeration system, paved parking area with wooden guardrail, playscape and swing set, fitness trail	new well installed, park signage, flow routing drain system on main drain; aerator for pond; playscape and swings replaced in 2014; sprinkling aerator; management plan approved in 2001; printed trail maps and on-line trail maps.	parking lot improvements at Clover Mill Rd.; ADA compliance improvements; restroom building improvements/upgrades, accessible trail around pond; forest management plan; solar powered digital security camera; improve security lighting around building
Shelter Falls Park	75 acres	wooded parcel with multiple hiking trails; abuts UConn land to south and DEEP land to north; contains Nelson Brook and Cedar Swamp; waterfall and footbridge; purchased partially with DEEP grant; pull-off parking on Birch Rd.	park sign added; management plan approved in 1999; Town added long term lease of DEEP land (47 acres) to the north; pull-off parking area with wooden guardrail; printed trail maps and on-line trail maps.	mark all property boundaries; refurbish park sign; repair/replace footbridge

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Mansfield Parks and Recreation Dept.
PARK INVENTORY/RECOMMENDED IMPROVEMENTS

PARK	ACREAGE	SITE DETAILS INVENTORY & NOTABLE FEATURES	CHANGES/IMPROVEMENTS LAST 20 YEARS	FUTURE NEEDS/IDEAS
Skate Park	9,500 sq. Ft.	officially opened in Sept.2009; 9,500 sq ft concrete slab; 8' fence enclosure with access gate and maintenance gate; security lighting; initial phase of equipment (\$32,000 discount/ granted down to \$20,000); one - 3 row spectator bleacher	added lockable bulletin board with posted rules; added signage	fully equip park with additional phase when funding becomes available; skateboard lockers; solar powered digital security camera, develop management plan
Spring Hill Ballfields	7.33 acres	parcel acquired and developed with grant assistance from Land & Water Conservation Fund; abuts MMS school property and Old Spring Hill field; small gravel parking area off of Spring Hill Rd.; parking encouraged at MMS upper lot with gravel trail to field level; full-sized multi-use field for soccer, football or lacrosse; softball field	created gravel path from MMS parking lot to improve access; management plan approved in 2000; added directional signs at MMS main access drive and gravel path; extended length of field on east end to accommodate football field; goal posts for football added; portable fence at edge of field near slope	install fencing on softball field sidelines; restroom/storage building; solar powered digital security camera; improve pedestrian and HC access from MMS lot; drainage improvements at gravel lot, clean-up/remove overgrown shrubs and invasive plants around gravel lot; clean-up/remove overgrown shrubs and invasive plants around stone wall on MMS property line; install irrigation system; update management plan
Southeast Park	7.3 acres (16.1 acres including school)	recreation fields and trail access to Mansfield Hollow State Park; three 60' baseline baseball fields with dugouts; restroom/concession/storage building; Little League storage shed; gravel parking areas; 2 batting cages; 2 scoreboards; spectator bleachers (two 5 row, two 3 row); six player benches.	third baseball field; backstops and fencing replaced; dugouts added; wooden guardrail; parking lot expanded and re-graded; roadside island installed and park entrance defined; park signage; trees and other plantings; restroom/concession/storage building; batting cages; scoreboards; scorer's booths added to fields "A" & "B"; permanent fencing on fields "B" & "C"; management plan approved in 2002	Irrigation system; picnic pavilion; walking path around perimeter of park; sand volleyball court(s); field "C" scorers booth; replace spectator bleachers; solar powered digital security camera; improve security lighting around building

Mansfield Parks and Recreation Dept.
PARK INVENTORY/RECOMMENDED IMPROVEMENTS

PARK	ACREAGE	SITE DETAILS INVENTORY & NOTABLE FEATURES	CHANGES/IMPROVEMENTS LAST 20 YEARS	FUTURE NEEDS/IDEAS
Sunny Acres Park	6.5	tennis court, basketball court; playscape with swing set; 60' baseline ballfield with dugouts; portable outfield fence	park signage; dugouts, replaced backstop; portable outfield fence; wooden guardrail; parking lot expanded; infield skinned and new infield material installed; management plan approved in 2002	repair 1st base side dugout retaining wall; resurface tennis court and basketball court; repair or replace tennis court fence; solar powered digital security camera add lower level parking area
ADDITIONAL PARK and RECREATION FACILITIES NOT DETAILED:				
MMS Athletic Fields				
Goodwin School athletic Fields				
Southeast School athletic Fields				
Baxter Farm				
Coney Rock Preserve				
Dunhamtown Forest				
Dorwart Preserve				
Eagleville Preserve				
Echo Lake				
Feidstone				
Dr./Maple Rd. open space				
Fifty-foot Cliff Preserve				
Little Lane open space				
McGregor property				
Old Spring Hill field				

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Mansfield Parks and Recreation Dept.
PARK INVENTORY/RECOMMENDED IMPROVEMENTS

PARK	ACREAGE	SITE DETAILS INVENTORY & NOTABLE FEATURES	CHANGES/IMPROVEMENTS LAST 20 YEARS	FUTURE NEEDS/IDEAS
Porter Property				
Sawmill Brook Preserve				
Thornbush Rd. open space				
Torrey Property				
White Cedar Swamp				

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Town of Mansfield

Oversight – Commission and Committee Models

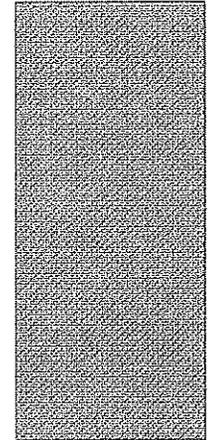
February 7, 2015

Models

- Town council committee or subcommittee
- Public building commission
 - Responsible for developing plans and overseeing construction of public buildings and other facilities (“standing building committee”)
 - 7-9 members
 - Electors of the town
 - Typically comprised of architects, engineers, builders and other professionals
 - Sometimes includes council or BOE members
 - Typically established by ordinance
 - Common throughout CT in council-manager and other communities (Berlin, E. Hartford, Glastonbury, Newtown, S. Windsor, Windsor, Woodbury)

COUNCIL GOALS & OBJECTIVES

UPDATE



ECONOMIC DEVELOPMENT

- Make progress on Four Corners water and wastewater project
 - Water supply - executed agreement with CWC for water service. Planning, design, and permitting underway.
 - Sanitary sewer – project funding approved at referendum. Planning, design, and permitting underway.

ECONOMIC DEVELOPMENT

- Increase tax base (Storrs Center, other commercial development) in responsible manner
 - FY 14/15 mill rate without Storrs Center tax revenue – 28.39 mills, 1.6% tax increase v. mill rate with Storrs Center tax revenue - 27.95 mills, no tax increase
 - FY 15/16 revaluation impact – shift of tax burden from residential to commercial properties
 - Value of commercial properties increased 22.26% from 2013 to 2014
 - Value of Storrs Center properties increased by 75% from 2013 to 2014
 - Split in value of residential to commercial properties
 - 2009 – 85/15
 - 2014 – 77/23

ECONOMIC DEVELOPMENT

- Focused development efforts in areas appropriately designated by PoCD (e.g. Storrs Center, Four Corners)
- Participate in UCONN development plans
 - Staff has participated in planning process for Campus Master Plan and other UCONN initiatives
 - Involved Town boards, committees, and staff
 - Scheduled community information session(s) and/or presentations

ECONOMIC DEVELOPMENT

- Implement a streamlined permitting process
 - Implementing online permitting software system for Building, Fire Prevention, and Planning and Zoning
 - Public kiosk will be made available in Town Hall
 - General public will be able to submit permits online
 - Inspectors will be able to conduct data entry in “real time” during their field inspections
 - Implementing online permitting software system for Eastern Highlands Health District

ECONOMIC DEVELOPMENT

- Research feasibility of allocating resources for a dedicated Economic Development staff person
 - Submitted grant to OPM to provide funding for regional professional economic development services
 - FY 14/15 budget allocates \$10,000 towards this position
 - M.P.A. graduate intern hours will be used in the spring to assist with economic development projects
 - Planning to budget for graduate intern for FY 2015/16

EDUCATION

- Identify and plan for PreK-8 school infrastructure needs
 - FY 14/15 budget allocates the 2nd of five installments for capital improvements to the four school buildings
 - \$200,000 for school building maintenance
 - \$200,000 for school technology infrastructure

FINANCIAL MANAGEMENT

- Engage in responsible budgeting
 - FY 14/15 budget continues commitment to increasing fund balance
 - FY 14/15 budget continues to build General Fund contribution to fund capital needs on a pay as you go basis
 - FY 14/15 budget reflected no tax increase without reducing services

- Identify and plan for Town building infrastructure needs
 - Implemented monthly facilities management team meetings for planning purposes
 - New Director has identified core capital maintenance needs for all Town buildings; identified costs and replacement cycles
 - FY 14/15 budget reflected initial dedicated capital funds for most Town buildings
 - Funds will assist with funding basic repair and maintenance needs

FINANCIAL MANAGEMENT

- Review financial, human resources, and other policies as needed
 - Financial controls assessment underway
 - Created Use of Town Attorney Policy
 - Completed review and update of Professional Travel Policy
 - Various Other Policy Revisions underway

OPEN SPACE & AGRICULTURE

- Preserve working farms and enhance agricultural opportunities
 - Adopted property tax exemptions for working farms
 - Continued support for Storrs Farmers Market
 - Farmers Market held at Town locations
 - Town continues to fund liability insurance for Market
- Acquire, preserve and maintain open space
 - Purchased Sawmill Brook parcel
 - Evaluating other potential open space acquisitions
 - Total acres of Town owned land with individual management plans now exceeds 1,600 acres
 - Total acres of Town owned land and easements now exceeds 2,700 acres

QUALITY OF LIFE

- Reduce blight
 - Staff continues to conduct blight patrols
 - Continued enforcement of the following:
 - Off-Street Residential Parking Ordinance
 - Nuisance Ordinance
 - Zoning regulations - definition of family, which limits the number of unrelated persons residing in a single family home
 - Continued to utilize a coordinated approach/response efforts to problematic off-campus student behavior
 - Mansfield Resident Trooper's Office, code enforcement staff, UCONN Off-Campus Student Services, and UCONN PD
- Review feasibility of expanding the rental certification zone Town-wide
 - Amended ordinance to expand rental certification zone Town-wide; implementation now underway

QUALITY OF LIFE

- Support young children and families
 - Continued fundraising and planning for the Community Playground
 - Capital funds recently allocated for playground replacements
 - Sunny Acres
 - Bicentennial Pond
 - Fundraising underway to purchase additional equipment for the Skate Park
 - Continued fundraising to provide summer camperships for over 100 children
 - FY 14/15 budget has \$25,000 allocated towards the Teen Center
 - Provides free memberships to Mansfield teens for the Teen Center located at the Community Center
 - Implemented adventure-based programming for middle school aged children

QUALITY OF LIFE

- Support young children and families
 - FY 14/15 budget allocates \$20,000 contribution towards grant funded Parent Education Coordinator position/Early Childhood Services program
 - Secured and administer school readiness grant, providing 16 pre-school slots for Mansfield residents
 - Town's Youth Services staff serves as the Prek-8 school social workers
 - FY 14/15 budget has \$10,000 in new funds for positive youth development programming
 - Provides various positive youth development programs in cooperation with UCONN's Office of Community Outreach, social work student interns, and other volunteers

SERVICE DELIVERY

- Re-define core services
 - Municipal services required by federal, state, or local law, contract, or policy distributed to Council at 2/7/15 workshop
 - Discretionary services identified and provided as well
- Provide Human Services, with a focus on seniors (and families – see *previous slides*)
 - Completed cost-neutral reorganization of Senior Center staff that increased staff hours and programming capacity
 - Enhanced the senior services transportation program
 - Implemented changes to better leverage existing grant funds
 - Acquired replacement vehicle for the transportation program

SERVICE DELIVERY

- Support recreation, health and wellness
 - FY 14/15 budget allocates:
 - \$5,000 contribution for Challenge program
 - \$25,000 to help fund Bicentennial Pond
 - \$75,000 for community use of Community Center
 - \$325,430 to help fund Parks and Recreation Department
 - Amended Parks Regulations to prohibit use of tobacco products in Town's parks

SERVICE DELIVERY

- Build organizational capacity for program evaluation
 - Conducted review and analysis of Fee Waiver Program; amended ordinance and implemented changes effective 7/1/2015
 - Conducting review and analysis of Town's use of cell phone technology
 - Reviewing and updating Town's performance measurements; participating in ICMA's Center for Performance Measurement
 - Utilizing a M.P.A. graduate assistant to assist with research, analysis, and projects

SERVICE DELIVERY

- Evaluate service delivery for Fire and Emergency Services
 - Staffing analysis underway within context of successor collective bargaining negotiations and FY 15/16 budget preparation
 - Recommendation to continue to move towards the 5-4 staffing model initiated with the FY 14/15 budget
- Complete NextGenCT impact study
 - Study underway; anticipated completion late spring 2015

SUSTAINABILITY

- Embrace energy conservation and reduce municipal government's carbon footprint
 - Installed LED lighting in parking lots
 - Installed LED interior and exterior lighting at number of Town and school buildings
 - Researching solar panel installation opportunities
 - Continued to maintain go-generation facility at the Community Center and Mansfield Middle School
 - Purchasing an all electric vehicle for the municipal fleet in 2015
 - Implemented new recycling dumpsters (rather than carts) for multi-family recycling in 2015
 - Provided staff support for regional Repair café, which supports reuse of household items

Proposed FY 2015/16 Budget Review Schedule

March 30 Monday 6:30pm – 9:30pm	Budget Presentation Budget Message Budget in Brief Guide to the Budget Revenue Summaries Expenditure Summaries	Council Chambers Beck Building
April 1 Wednesday 6:30pm – 9:30pm	Budget Review General Government Public Safety	Council Chambers Beck Building
April 2 Wednesday 7:00pm – 8:30pm	Public Information Session Manager's Proposed Budget Review	Council Chambers Beck Building
April 7 Tuesday 6:30pm – 9:30pm	Budget Review Public Works Community Services Community Development	Council Chambers Beck Building
April 8 Wednesday 6:30pm – 9:30pm	Budget Review Board of Education Town Wide Operating Transfers Capital Improvement Program	Council Chambers Beck Building
April 13 Monday 7:30pm	Public Hearing on Budget at Regular Council Meeting	Council Chambers Beck Building
April 22 Wednesday 6:30pm – 9:30pm	Budget Review Town Aid Road Fund Parks & Recreation Program Fund Mansfield Discovery Depot Other Operating Fund Debt Service Fund Enterprise Funds	Council Chambers Beck Building

(Continued)

April 23 Thursday
6:30pm – 9:30pm

Budget Review

Internal Service Funds
Cemetery Fund/Long Term Investments
Eastern Highlands Health District Fund
Mansfield Downtown Partnership Fund
Supplementary Data

Council Chambers
Beck Building

April 27 Monday
6:30pm – 7:30pm

Adoption of Budget (Prior to Regular Meeting)

Council Chambers
Beck Building

April 29 Wednesday
6:30pm – 9:30pm

Adoption of Budget (if needed)

Council Chambers
Beck Building

May 4 Monday
7:00pm

Region 19 Annual Meeting on Budget

EO Smith
Media Center

May 5 Tuesday

Region 19 Budget Referendum

Ashford, Mansfield,
Wilmington

May 6 Wednesday
7:00pm – 8:30pm

Public Information Session

Town Council Adopted Budget

Council Chambers
Beck Building

May 12 Tuesday
7:00pm

Annual Town Meeting

Mansfield Middle
School Auditorium

If Petitioned

Budget Referendum

Council Chambers
Beck Building

If Petitioned

Special Town Council Meeting

Council Chambers
Beck Building

Contents of Core Services Packet

- General Government
 - Facilities Management
 - Finance
 - Assessment
 - Revenue Collection
 - Human Resources & Risk Management
 - Information Technology
 - Town Clerk
- Community Development
 - Building and Housing Inspection
 - Planning and Development
- Community Services
 - Human Services
 - Library
 - Parks and Recreation
- Public Safety
 - Animal Control
 - Fire and Emergency Services
 - Fire Prevention Division
 - Emergency Management
 - Police
- Public Works

Services and Programs Provided by Facilities Management Department

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
OSHA - maintain files for SDS requirements	Asbestos training (annual)	Cleaning and maintenance of Town and School buildings	Employee performance/disciplinary process	Air compressor inspections (monthly)	Alarm building security system monitoring and response.
OSHA Training – various areas applicable to department staff and town buildings	Asbestos six month and three year inspections	Upkeep and preventive maintenance of equipment	Employee grievance/appeals process	Emergency lighting inspections (daily)	Automated building system monitoring and response for critical alarms
	Backflow prevention	Capital budgeting of repairs and replacement equipment	Management of overtime rotation	Exit lights inspections (monthly)	Licensed trade work
	Blood Bourne Pathogens and Exposure Control Plan		Cleaning and maintenance services for the Discovery Depot	Fire extinguishers inspections & upgrades (monthly and yearly)	Grease trap cleaning and inspection (annual)
	Boiler inspections		Managing of overtime relating to custodial coverage during absences.	Fuel oil tanks monitoring (monthly)	Pest control
	Cathodic testing (Underground Oil Tanks)			Generators inspections (monthly & yearly by OSC)	Small boiler service and cleaning (Yearly and as needed)
	Confined space training			Playground equipment inspections	Septic system inspections
	Cross connection survey			Safety committee walk-throughs of town buildings	Trash and recycling pick up at all BOE and Town buildings
	EHHD food service (Licensed Kitchen) inspections			Roof Inspections (monthly and yearly)	Kitchen Hood suppression inspection
	EHHD annual pool inspections at MCC			Replacement of damaged ceiling tiles.	Overhead door repairs and service
	Eviction removal and storage of property			Composting of food waste at schools	
	Electrical Safety				
	Elevator inspections (yearly)				
	Fire alarm panel inspections				
	Hazcom training				

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
	Hood suppression systems inspections service				
	Lock out tag out training				
	Overhead work, lifts and elevated platform work training				
	Sprinkler System Inspection (twice yearly)				
	Radon testing				
	Respiratory Respirator training				
	Underground tank tightness inspection				
	Water monitoring				
	Water Storage Tank Insp.				

Services and Programs Provided by Finance

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
Preparation of an Annual Financial Report & Single Audit	Preparation of an Annual Financial Report & Single Audit	Preparation of the Town budget and information for Annual Budget Town Meeting	Process payroll, purchasing, accounts payable for EHHD & Region 19, Discovery Depot, & Downtown Partnership		Staff the Finance Committee
Prepare all Federal payroll tax returns, including 941's and W-2's, etc	Preparation of all State Department of Education reporting	Provide information for Public Information Sessions on the budget	Provide grant management and reporting for EHHD, Region 19, Discovery Depot, & Downtown Partnership		Process payroll, purchasing, accounts payable for Board of Ed
Prepare 1099's for vendor payments	Process employee paychecks including remittance of all pension contributions and other deductions	Preparation of CIP budget	Provide budget preparation assistance & financial reporting for EHHD & Region 19, Discovery Depot, & Downtown Partnership		Provide grant management and reporting for Board of Ed
	Prepare all State payroll tax returns including CT941's and W-2's, etc	Prepare journal entries as needed to properly record transactions; balance bank statements	Process employee reimbursements for business expenses		Provide budget assistance & financial reporting for Board of Ed
	Prepare vendor checks	Maintain record of all fiscal transactions			Monitor Fiscal Year Budget Activity (including preparation of Salary Transfer Calculations)
		Calculate/record authorized budget transfers			Various project implementations and management. (Internal as well as State/Grant required)
		Provide oversight over all Town expenditures			Internal Control oversight and monitoring
		Disburse authorized funds			Perform User training on various internal soft wares
		Oversight of procurement of goods and services			Fund Analysis (including monitoring of operations of the Parking Garage, Intermodal

					Center, Parks and Rec)
		Provide all Treasury functions			Management and monitoring of Purchase Card Program
		Prepare Quarterly Financial Statements			Maintain Fixed Assets
		Provide Grant Administration			Provide assistance in contract negotiations (including Employee Contracts)
		Maintain records of debt service payments			Preparation of Quarterly Narratives
		Coordinate and provide information for the issuance of bonds			Preparation of Semi-Annual Energy reports and Energy Cost monitoring
		Host the annual financial audit, including the State and Federal Single Audits			Oversight of the Collector's and Assessors' Offices

Services and Programs Provided by Finance – Assessment Division

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
	Discover, list and value Real Estate, Personal Property & Motor Vehicles annually. <ul style="list-style-type: none"> • Site inspections for Res & Com bldg. permits, etc. • Compiles assessment data and prepares reports; analyzes property trends • Maintain accurate property record data including transfer and sales data • Maintain real estate sales ratio data • Maintain tax maps and interprets deeds • Maintain accurate GIS map info of owner, unique I.D. #, subdivisions and other property splits 	Local Elderly Homeowner's & Freeze Programs			Customer phone and walk-in inquiries related to Real Estate, Motor Vehicles, Personal Property, etc. Makes adjustments as necessary <ul style="list-style-type: none"> • Provide info to Town officials and property owners to resolve problems & complaints
	Process BAA Hearing Changes <ul style="list-style-type: none"> • Participates in assessment appeals by property owners and defends the Town's findings 	Local Additional Veterans			Provide sales info online and in the office for taxpayers and professionals

	Process Grand List Reports of Taxable & Tax Exempt Real Estate, Personal Property & Motor Vehicles	Local Blind, Totally Disabled, etc. exemptions			
	Town-wide Revaluation of Real Property every 5 years. (Next Reval: October 1, 2014)	Local Farm Building & Farm Machinery exemptions			
	Process Elderly Homeowner's	Local Farm Abatement Program			
	Process Regular, Additional & Active Duty Veterans				
	Process PA490 Farm & Forest Programs				
	Mail Personal Property Declarations				
	Make adjustments/corrections as necessary to Real Estate, Personal Property, & Motor Vehicle Grand Lists upon acceptable documentation proof				
	Process Renewal Energy Systems Exemptions				
	Process Tax Exempt Returns (AKA Quadrennial Reports)				

Services and Programs Provided by Finance – Revenue Collection Division

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
	Billing for Taxes <ul style="list-style-type: none"> • Legal notices (3) put in the paper • Rate book printed/bound • Send bill notices 	Billing for refuse <ul style="list-style-type: none"> • Send bills quarterly 			Billing for taxes <ul style="list-style-type: none"> • Redirect returned mail • Provide instruction insert on rules of taxation and how to pay • Used to provide envelope in bills, cut that as it was not required • Used to send a reminder for the 2nd installment for taxes, cut that as it was not required
	Send delinquent notice for outstanding taxes <ul style="list-style-type: none"> • One notice sent for cars, 1 for each installment of real estate and personal property and a lien notice sent for real 	Send delinquent notice for refuse accounts <ul style="list-style-type: none"> • Send one delinquent notice for refuse accounts • Process shutoff on accounts in 			Send reminder notices to those accounts paying back taxes on a periodic basis <ul style="list-style-type: none"> • Review monthly for past due accounts that provided payment • Review monthly for periodic paying

	estate <ul style="list-style-type: none"> • Send 1 final demand notice for all late bills before collection action • Process liens on real estate once a year, release liens monthly 	arrears on account behind 1 ½ quarters <ul style="list-style-type: none"> • Send final demands to shut off accounts with balances due • Place liens on ignored state marshal account 			customers that did not send a payment <ul style="list-style-type: none"> • Send demand notice to resume payments
	Submit delinquent property list to DMV for flagging registrations <ul style="list-style-type: none"> • Submit a "put on list" twice annually • Submit a "takeoff list" biweekly 	Billing for sewer <ul style="list-style-type: none"> • Send bills semiannually 			Submit non-paid demanded tax accounts for collection actions <ul style="list-style-type: none"> • Send motor vehicle to collection agency • Send personal property to state marshal • Send mobile home real estate accounts to state marshal
		Collect customer revenues <ul style="list-style-type: none"> • Taxes, refuse, sewer, insurance, miscellaneous • Tickets • Reconcile monthly ticket revenues reported to IPARQ and report to accounting division 			Send delinquent notice for refuse accounts <ul style="list-style-type: none"> • For accounts behind 1 full quarter, include shut off notice with quarterly bill • Work with hauler on accounts to turn off and on • Send accounts with past due demands to state marshal for collection

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
					Send delinquent notice for sewer accounts <ul style="list-style-type: none"> • Send semiannually the month after leave • Send final demands • Send accounts with past due demands to state marshal for collection • Process liens annually
					Billing for retiree insurance <ul style="list-style-type: none"> • Send bills monthly to retirees for benefits • Notify management quarterly of non-paying retirees
					Billing for miscellaneous <ul style="list-style-type: none"> • Send bills as needed per request from Town Departments • Notify requester of the billing item of non-payment
					Customer service questions, payments, adjustments <ul style="list-style-type: none"> • Field questions from customers • Provide assistance with property tax/sewer/refuse related issues, research, educate, etc. • Provide assistance with parking ticket related issues
					Collect departmental revenues <ul style="list-style-type: none"> • Facilitate collection of lunch money deposits from area schools • Receive and verify deposits for Town departments
					Prepare and bring bank deposit to institution

Services and Programs Provided by TMO for HR & Risk Management

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
ADA coordination (Title I and Title II)	Accrued compensated absences tracking & reporting for CAFR	Benefits administration	Benefits Administration for Town <ul style="list-style-type: none"> • Retirement (MERS, 457) • Health insurance • Payment in Lieu of Health Insurance Program • Dental insurance • Disability (LTD & STD) insurance & claims administration • Life insurance • Leave accruals, leave administration such as forfeitures and comp leave payouts 	Conducts employee investigations as needed (policy violations, disciplinary issues, etc.)	Annual employee recognition program
Compliance with federal wage & hour laws	CHRO claims, other claims & litigation coordination	Classification & compensation	Benefits (health and dental insurance) & payroll administration for Discovery Depot	Coordinates process for employees separating from service (retirement, resignations, terminations)	Benefits & risk management administration for MBOE
Drug & alcohol testing program for CDL Drivers	Compliance with state wage & hour laws; payroll entry (wages, benefits, tax changes, etc.) for over 400 employees, retroactive pay calculations	Collective bargaining & labor relations such as negotiations with unions	Benefits (health & dental insurance, life insurance, disability, pension), recruitment, classification, & payroll administration for EHHD	Coordination of fitness for duty examinations, pre-employment functional capacity exams, background checks	Coordination of work study and other UConn student interns (with help from Town Clerk)
EEO/AA administration	Conn-OSHA investigations, safety, other related issues	Policy development & compliance	Benefits (health & dental insurance, life insurance, disability, pension), payroll, recruitment, and classification administration for MDP	Coordination of performance review process	Employee wellness programming
FMLA administration	Connecticut sick leave law administration	Recruitment & retention of employees	Benefits (health & dental insurance, life insurance, 403b) and risk management administration for Region 19	FICA alternative plan administration	Health, life & disability insurance administration for Housing Authority, WRTD

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
Health insurance administration <ul style="list-style-type: none"> Affordable Care Act implementation COBRA Medicare Part D – Creditable Coverage 	GASB 45 OPEB analysis (Town-MBOE-R 19) – every other year	Risk Management	DPW clothing allowance administration	Flexible benefits plan administration	Maintenance of employee intranet site for human resources matters
OSHA 300 & other reporting requirements	LAP (liability-automobile-property) insurance administration	Training & development	Employee performance/disciplinary process	Optional retirement plan administration (457, IRAs)	Staff support to Personnel Committee
	Maintenance of employee personnel, payroll, & medical files (state records laws & HIPPA requirements)		Grievance/appeals process	Investigations into alleged employee non-compliance of Town policies	Staff support to Ethics Board
	MERA compliance (labor relations)		Longevity administration		
	Safety & Wellness Committee		Retiree Benefits Administration (health and dental insurance, life insurance, payment in lieu program)		
	Workers compensation administration		Tuition reimbursement administration		
	Unemployment claims administration				

Services and Programs Provided by Information Technology Department

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
Comply with the Children's Internet Protection Act's (CIPA) requirements for minimum filtering requirements in the schools, monitoring of the online activities of minors in the schools, educating minors about online behavior, and adoption of an Internet safety policy	Post agendas and minutes to the Town Website	Develop and maintain efficient, cost-effective information technology systems for the Town and the Public Schools	Timely and accurate payment for contracted technology services. Specifically telephone service, Internet/network bandwidth service, software and hardware maintenance, and professional and technical services.	Support open and transparent government throughout the Town and Public Schools by making data available online and supporting electronic and phone communications with residents	Provide free wireless Internet access in public spaces (Public Library, Senior and Wellness Center, Community Center, Town Hall, Transportation Center, and the Public Schools.) Additionally, support public access computer terminals at the Public Library, Senior Center, and Community Center.
	Assist the Town and Public Schools in adhering to electronic data retention requirements	Develop and provide necessary information technology support services to Town and School staff	Provide computer and telecommunications support to the Mansfield Discovery Depot Daycare, the Mansfield Downtown Partnership, and the Eastern Highlands Health District	Meet annual financial auditor requirements for secure and appropriate handling of data as it relates to Town and Public School finances and operations	Respond to both formal trouble tickets and information requests for help with computer use and telecommunications by staff, students, and when appropriate citizens' using Town or Public School provided technology
	Assist the Town and Public Schools in responding to Freedom of Information (FOI) and/or legal proceedings involving electronic information	Administer contracts related to information technology activities		Carry out Town and Public Schools Appropriate Use Policies for staff, student, and public use of municipal and school provided technology	Assist Town Departments and the Public Schools in their operations, services, budgeting, and planning as it relates to technology
	Compliance with electronic monitoring legal limitations			Assist Human Resources when appropriate with employee investigations as needed by providing electronic records	Support land-line telephone systems at all municipal and school facilities

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
				Manage the Information Technology and landline telephone budgets	Manage technology use in an environmentally responsible manner by limiting bulk waste and electrical consumption, disposing of equipment in a responsible manner, deploying virtual and cloud based technologies, supporting HVAC management systems, and purchasing EPEAT rated equipment
					Assist the Town Manager's Office with the management of Channel 191 television
					Oversee the long-term replacement cycle process for information technology and telephone equipment and infrastructure at Town and Public School facilities to ensure reliable operations, appropriate technology compatibility, and limited expenses
					Support emergency operations for the Town and Public Schools when required by events such as inclement weather or urgent incidents

Services and Programs Provided by Building and Housing Inspection

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
	State Building Code 29-252a & 29-253	Numbering of Buildings & Structures Chapter 111	Complus Administration		Membership on Mansfield Community Campus Partnership Committee
	State Demolition Code 29-401	Housing Code Chapter 130	CSI Administration		
	Fuel Gas Code 29-329	Landlord Registration Ordinance Chapter 152-1			
	Oil Burning Equipment 29-316	Litter Ordinance Chapter 131			
	Verify proper Workmen's Compensation Insurance on Construction Projects 31-286b	Relocation due to Code Enforcement Ordinance Chapter A200			
	Fat, Oil & Grease Discharge 22a-430b	Residential Off Street Parking Ordinance Chapter 152-9			
	Outdoor Wood Furnace Installations 22a-174k	Nuisance Ordinance Chapter 135			
	Protection of Public Water Supply System 19a-37b				
	Destruction of Documents 7-109				
	Accessible Parking 14-253a				
	Continuing Education for Inspectors 29-263				
	State Traffic Permits 14-311				
	Historic District Approvals 7-147(b)				
	State Elevator Code Chapter 538				
	State Boiler Code 29-241				
	Architects Chapter 390				

Services and Programs Provided by Planning and Development – FY15-16

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
	Planning and Zoning (Regulatory Authority) – includes preparation, adoption and amendment of Plan of Conservation and Development, zoning and subdivision regulations; permit approvals based on those regulations; enforcement of regulations	Enforcement of zoning and subdivision regulations	Housing Rehabilitation Revolving Loan Program (Small Cities Grants-past and present)	Staff support to Planning and Zoning Commission, Inland Wetlands Agency, Conservation Commission, Economic Development Commission and various advisory committees, including: Four Corners Sewer & Water, Sustainability, Transportation Advisory Committee, Town/University Relations	Staff support for economic development initiatives as identified by EDC(business visitation program, regional EDC meetings, etc.
	Inland Wetlands (Regulatory Authority) – includes preparation, adoption and amendment of Inland Wetlands Regulations; permit approvals based on those regulations; enforcement of regulations	Enforcement of wetlands regulations	Mansfield Tomorrow – HUD Community Challenge Grant (ends August 2015)	Representation on various UConn committees including Water-Wastewater Advisory Committee, Eagleville Brook TMDL Advisory Committee and other project specific committees.	Preparation of grant applications: Small Cities, Neighborhood Assistance Act, Regional Performance Incentive Program, etc.
	Aquifer Protection (Regulatory Authority) – includes preparation, adoption and amendment of Aquifer Protection regulations; permit approvals based on those regulations; enforcement of regulations	Enforcement of aquifer protection regulations			
		Conservation Commission			
		Economic Development Commission			

Services and Programs Provided by Human Services

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
Fair Housing Officer	Municipal Agent for the Elderly	<ul style="list-style-type: none"> • Counseling, referral, information and advocacy services for adults of all ages • Coordination and administration of a school readiness program • Supportive services and activities for youth • Various creative, educational, recreational, health, wellness and social activities for older adults • Coordinating the operation of the Mansfield Senior Center 	School Readiness	Mass care and shelter during emergencies	Holiday Programs, including the Mansfield Holiday Fund
ADA Grievance Committee	Elderly and Disabled Homeowner's and Renter's Tax Program	Fee Waiver	Graustein/Discovery Early Childhood Plan for Young Children	<i>Municipal relocation program</i>	Senior recreational and exercise programs
	Veterans Service Officer		DOT Municipal Elderly and Disabled Demand Transportation grant administration	Eviction assistance	Senior health and wellness programs: VNA, podiatry, health screening, support groups etc.
	Relocation Assistance		Social Service Block Grant: Counseling Services	Tenant/Landlord advisor	Senior Volunteer Driver Program
	Fair Housing Officer		Youth Service Bureau		YSB Programs: Grief Group, Grandparents, Mentorship, etc.
			DOT Van Program		Fund development and administration such as the Special Needs Fund and Camperships Fund
			Mobile Food Share		Mansfield Challenge

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
			Social Work Consultant to Mansfield Discovery Depot and Children's Community Center		Mansfield Public Schools: School Social Work
			NECASA youth prevention programs		Emergency/Crisis Response
			TVCCA Congregate Senior Meal Program and Meals on Wheels		Community Service Coordination
					Staffs numerous committees such as Human Services, MAC, Youth Services, Council on Aging, etc.
					Coordinating Community Playground Initiative

Services and Programs Provided by Mansfield Public Library

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy/State Library Standards	Other Services
	None Sec. 10-16q. School readiness program requirements. (a) Each school readiness program shall include: referrals to family literacy programs that incorporate adult basic education and provide for the promotion of literacy through access to public library services	§ 51-2. Department created; purpose. There is hereby created the Mansfield Library Department for the purpose of providing town library services.	Membership in the Library Connection library consortium	Homebound delivery service. Outreach programs to schools, day care centers, senior center, subsidized housing, etc. Summer reading programs. Educational/Cultural programs.	Staff support to other town departments and boards
	Sec. 10-221h. Plan to improve reading skills, provide for the promotion of literacy through access to public library services, and the establishment of school and public library partnerships to improve pre-reading and reading skills	Library services are not defined, but generally include the services listed in the two columns on the far right		Access to information in print, audio, video, and electronic formats. Access to computers, software, and peripheral equipment, such as scanners & copiers. Access to the Internet, including subscription databases. Reference and readers advisory services.	
	Sec. 9-23n. Voter registration agencies. Duties. (a) As used in this section, "voter registration agency" means ... libraries that are open to the public... (the library must provide voter registration services)			ReQuest Interlibrary Loan Services. Connecticard: state wide library access for all state residents. Connecticar: state wide delivery system of library materials.	

Services and Programs Provided by Parks and Recreation Department (rev. 1/14/15)

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
OSHA Compliance	CT Health Code regulations related to pool operation and seasonal pond supervision	Day-to-day administration of Fee Waiver Program (town-wide)	Administration of State and Federal grants related to open space acquisitions/improvements	Background checks for volunteer coaches	Seasonal program brochure production
ADA compliance for program and facility access	CT labor laws regarding part-time employment and employment of minors; timesheets & payroll	Right-to-Farm Ordinance	Supervision of contracted program instructors	Certification of youth sport coaches	Administrative support for Town Committees: Agriculture, Arts Advisory, Open Space Preservation, Parks Advisory, and Recreation Advisory
Playground Safety (Consumer Product Safety Commission) guidelines	CT OSHA Compliance	Farm tax incentives	Partnership with UConn's Community School for the Arts (CSA)	Oversight of Town Co-sponsored youth sport organizations	Community health and wellness programs
	Management of membership contracts	Park management and park ordinance oversight; enforcement of park rules and regulations	Oversight of agricultural land leases	Training and certification for employees; first-aid/CPR	Before and after school program
				Emergency shelter operation and support	Summer Day camp program, vacation camp programs, and specialty camps
				Record checks and background checks for all department employees	Town-wide special events
				Staff evaluations	Operation of Community Center facility
				Health & Fitness facility standards	Operation of Bicentennial Pond facility
					Coordination of school use with Board of Education
					Facility rentals; Kayak rental program; birthday party rentals
					Personal training services
					Special needs social program
					Recreation scholarship fund

Services and Programs Provided by Animal Control

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
	Enforcement of dog license law - Annual canvas	Enforcement of mandatory cat spay/neuter ordinance		Scan all pets for a microchip on intake	Transport bodies to the State Lab in Rocky Hill for rabies testing
	Enforcement of rabies vaccination laws for dogs/cats			Keep a list of lost and found animals	Offer an open house on the weekends from 10-11 AM
	Enforcement of animal cruelty laws			Tend to dogs/cats hit by car	Community Service program for EO Smith students
	Enforcement of dog nuisance law			Maintain petfinder website, facebook page to ensure exposure of adoptable pets	Internship program for UCONN students
	Enforcement of dog roaming law			Owner surrender program for adoptable pets from Mansfield residents	Volunteer program for people 16 yr. +
	Handle human versus dog bite cases, incl. quarantine			Assist Mansfield residents with their pets in emergency situations	Give advice regarding pet behavior and low cost spay/neuter clinics
	Handle human/pet versus wildlife cases, incl. quarantine			Use questionnaires to properly match adopters and pets	Dispatch of suspect rabid wildlife
	Impound roaming, surrendered or protective custody pets			Annual kennel license inspection	Educate the public, including school presentations
	Feed, clean, medicate and provide medical care to impounded pets			Adoption of all healthy and friendly shelter pets, minimizing euthanasia	
	Advertise found animals in the Chronicle, Reminder and petfinder website			Spay/neuter and vaccinate all pets 3 mos. + before they leave the shelter	Free microchipping of all adopted shelter pets
				Always take animals back if it does not work out	
				Offer a trial day for dogs	
				Pick up and dispose of road kill (dogs and cats only)	

Services and Programs Provided by Fire & Emergency Services

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
Ensure FLSA OT adherence	Sec. 7-148(4)(b) Provide for fire protection, as authorized by municipality	Chapter 25A-4 Creation of the Division of Fire and Emergency Services	Ensure CBA OT requirement adherence	Volunteer Incentive Program administration	FEMA Assistance to FFs grant application & administration
	Sec. 7-148(4)(d) Provide ambulance service, as authorized by municipality	Volunteer recruitment and retention program	Administer Uniform & Uniform Maintenance Allowances		
	Conn-OSHA 1910.156(c)-(2) – Mandatory Training / FF Training to Fire Brigade standards	Entry-level career hiring process - assist TMO	Drug & Alcohol Testing		
	Conn-OSHA 1910.120 (q)(3)(ii),(6)-(v)– Training of Department responders to a Hazardous Materials Incident, Incident Command & Standard Operating Procedures training	Assist TMO with merit-based promotional examination for career officers	Annual Wellness Program		
	Conn-OSHA 29 CFR 1910.1030 Infectious Disease Control (Blood borne Pathogens). Annual training required	Assist TMO with merit-based promotional exam for volunteer officer positions	Assists TMO with labor relations related to collective bargaining for employees represented by IAFF		
	Conn-OSHA Breathing Apparatus 1910.134(c)-(g)(1)-(3) Written respirator program & procedures required. Also, provide annual physical		Manage Leave Provisions		
	Conn-OSHA Breathing Apparatus. 1910.134(c) Monthly SCBA inspections		Participates in Grievance Procedure		

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
	Conn-OSHA 1910.156(d)(1) Annual equipment inspection & maintenance of hose, ground & aerial ladders				
	Conn-OSHA 1910.156(3)(1-5) Provide PPE at no cost, PPE meet .156 or NFPA standards				
	Conn-OSHA 1910.147 Lockout/Tagout				
	Conn-OSHA 1910.1200 Employee exposure program in writing, MSDS sheet availability, FF training				
	Sec. 14-96p Authorize Blue & White Light Permits for qualified personnel & provide the state an annual list of permit holders				
	OEMS Annual Rate Setting for ambulance transport. Provide EMT recertification training				

Services and Programs Provided by Fire & Emergency Services - Fire Prevention Division

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
	CT Fire Prevention Code International Fire Code CT DEEP Regulation CGS 22a – 174 (f)	Open Burning			Planning, administration and presentation of Fire, Life Safety and Injury Prevention Education programs in all public and private schools (elementary, montessori, middle and high school) as well as day care facilities, community organizations, festivals, and neighborhoods
	CT Fire Prevention Code NFPA Uniform Fire Code	Fire Lane/ Emergency Vehicle Access			Coordinates Town's cell phone technology and cell tower use
	Duties required under Chapter 541 of Connecticut General Statutes	Underground Storage Tank			
	Connecticut State Fire Safety Code §29-292				
	Connecticut State Fire Prevention Code §29-291				
	Continuing Education & Certification §29-298				
	Smoke Alarms and CO Detectors §29-292				
	Fire & Explosion Investigations §29-302				
	Reporting of fire & explosion emergencies to SFMO				
	Inspections & complaint investigations §29-305				
	Inspections for licensing and permit required occupancies				
	Connecticut Fireworks and Special Effects Code §29-357				

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
	Connecticut Flammable and Combustible Liquids Code §29-320				
	Connecticut Oil Burner Equipment Code §29-317				
	Connecticut Liquefied Petroleum Gas and Liquefied Natural Gas Code §29-331				
	Connecticut Gas Equipment and Piping Code §29-329				
	Connecticut Safety Code for Elevators and Escalators §29-192				
	Connecticut Tent and Portable Shelter Code §29-140				
	Permitting of Use of Explosives (Blasting) under pertinent sections of CGS				

Services and Programs Provided by Fire & Emergency Services – Emergency Management

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
	CGS Title 28 and Public Act §87-535	<p>Chapter 21 Emergency Management, and all related duties of emergency organization, planning and management; direction control and warning; population protection; and training and exercising; including:</p> <ul style="list-style-type: none"> • Formulate emergency management policies and procedures related to the functioning of emergency services during emergencies. • Plans, organizes and coordinates the Emergency Management activities of those operating departments and agencies of local government which are responsible for carrying out response operations in an emergency. • Coordinate planning and organization for the use of all public and private resources available to local government to provide the capability of dealing with the effects of disasters and major incidents. • Conform the Town's Emergency Operations Plan to state and federal criteria. • Work with town staff and the Capital Region Council of Governments to maintain the Town's Hazard Mitigation Plan. • Coordinate disaster recovery with state and federal agencies. • Serve as a lead Liason to the Mansfield Board of Education and Region 19 for the development and maintenance of required emergency plans. • Maintain the emergency operations and preparedness plans of the town and coordinates population protection planning with the state office. • Maintain a continuous review of the warning system and warning procedures. • Serve as the communications planning coordinator for all town emergency direction and control communications insuring proper design, coordination maintenance and suitability for emergency operations. 			Administration of Town's MERT Team

	Federal Civil Defense Act				Implementation and oversight of CodeRed emergency notification software
	Federal Natural Disaster Relief Act				Severe Repetitive Flood Loss grant administration

Services and Programs Provided by Police Services

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
Assist all federal agencies in enforcement of all federal laws	Enforce all state laws both criminal and motor vehicle within the Town of Mansfield	Enforce local Ordinances such as parking, underage drinking, open container and nuisance	Administers numerous grant awards with the State DOT for DUI and Underage Drinking Enforcement		Assist UConn PD in all areas of enforcement required on the campus
	Coordinate the temporary pistol permit process for residents	Issue citations for violations of local ordinances			Staffing numerous committees including Youth Services Bureau and MCCP
		Accept, schedule and track all appeals with regard to citations issued for violations of local Ordinances including parking			Collaborate with UConn Off-Campus Services and Community Standards to address quality of life issues and concerns for off campus residents
		Provide patrol services within the Town of Mansfield to include: <ul style="list-style-type: none"> • Assist Citizen calls • House Checks • Motor vehicle enforcement • Investigations • Party patrols 			Monitor, track and coordinate the IPARQ website with regard to all parking citations issued within the Town of Mansfield
					Conduct employee and volunteer background checks
					Schedule and coordinate fingerprinting for town residents
					Assist with community events, including the Rx Drug Turn In, Stuff-A-Cruiser and Tour de Mansfield

Required by Federal Law	Required by State Law	Required by Ordinance or Charter	Required by Contract	Required by Policy	Other Services
					Provided a dedicated officer to lead DARE training to 5 th graders in Mansfield Middle School
					Provide notification to Town residents regarding use of the outdoor firing range
					Collaborate with the Board of Education and Fire Marshal to address all safety protocols within the Mansfield Public Schools
					Coordinate with State DOT to conduct DUI spot checks
					Collaborate with Town departments regarding safety plans for all Town public buildings

Services and Programs Provided by Town Clerk

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
	Record, index and maintain all land records and maps	Serve as Clerk to the Town Council		Maintain the Policy Resolutions of the Mansfield Town Council	Provide general information and direct inquires to appropriate agencies or departments via email, phone, in person, or by written request.
	Collect and remit conveyance taxes to the State	Calculate the open positions for each municipal election and determine the maximum number of party members who may serve in those positions		Facilitate the processing of Freedom of Information requests serving as a liaison between the department and requester	Maintain and assist both staff and public with the Town Calendar of meetings
	Issue all sport licenses	Track mid-term vacancies and file all vacancies and appointments with the Secretary of the State's office			Serve as notaries public
	Organize and maintain the dog licensing process	Receive all proposed ordinances; publish the notices of the public hearing and the final passage; processes any petitions filed; and ensure the final copy is maintained in the Town code			Distribute and process petty cash vouchers, and manage invoices for in office charges
	File liquor permits, veteran discharge papers and trade name certificates	Determine if petitions regarding the budget approved at Town Meeting are sufficient and certified such to the Council.			Oversee the record management program; maintain the permanent records of the Town and assist staff and citizens with the review of records
	Monitor the submission of campaign finance statements for political action committees	Maintain a list of active boards, authorities, and committees and their charges.			Maintain the listing of all volunteers who serve on the boards and committees in Town
	Record and certify the appointments of notaries				Provide instruction and assists UConn journalism and history craft students with research
	Assist in retrieval/searches and provide copies of documents and records as requested				Assist with the hiring and delegation of responsibilities for the work study students and the office coordinates the payroll for the students
	File and maintain all agendas, schedules and minutes for the Boards and Commissions in Town.				Process the purchase of burial plots and maintain a record of all plot deeds and burials

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
	Serve as Registrars of Vital Statistics issuing, indexing, and maintaining birth, marriage and death records, and distributing said records the State and other towns				Assist with the permitting of raffles and games of chance
	Issue burial and cremation permits				Maintain and update the code of ordinances
	Process and forward monthly vital statistics reports and quarterly surcharge invoices to the State				The Assistant Town Clerk serves as Clerk of the Zoning Board of Appeals (ZBA) and processes minutes, applications, legal notices and decisions of the Board
	Process Freedom of Information requests in accordance with Freedom of Information statutes				The Town Clerk serves as staff to the Committee on Committees and the Cemetery Committee
	Publish all legal, audit and public hearing notices; receive and distribute all legal actions brought against the Town; maintain a listing of the officers of all common interest associations; and a file of registered foreclosed property in Town.				Process all incoming and outgoing Town mail
	Submit a monthly accounting of sport licenses and Town contributions to the Community Investment Account and the Historic Preservation Account to the State				Maintain indexes of contracts, legal notices, labor contracts, personnel policies, and constables
	Maintain a record of elected and appointed officials; register voters; conduct the absentee ballot program; structure and order ballots; report election/referendum results; certify submitted petitions; and administering oaths				

Services and Programs Provided by DPW

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
Construction inspection & grant administration for Federal Grants	Construction inspection & grant administration for State grants	Maintenance & repair of Town roadway drainage facilities, including cleaning ditches, culverts & catch basins, retention structures	Maintenance of Region 19 parking lots	Maintain street lighting in accordance with Town Traffic Authority policy	Maintain, replace and repair guardrails, guideposts and object markers along Town roadways
Administer Federal DOT drug testing program for CDL drivers	Maintenance of sanitary sewers and sanitary sewer pump stations	Issuance and maintenance of minimum Engineering Standards for public improvements	Maintenance of Discovery Depot's grounds	Maintain line striping in Town roadways and parking lots in accordance with Town Traffic Authority policy	Maintain Town playscape surfaces; assist with playscape maintenance as required by the Facilities Management Department
Install signs in accordance with MUTCD (Federal Highway Administration)	Permitting, operating and training for the Town's solid waste area	Administration of recycling, solid waste collection and disposal	Maintenance of Celeron Square Association Bike Path	Assist with Cemetery maintenance as requested by the Town Cemetery committee	Special "site work" projects for the Facilities Management Department, including site work for various school projects
	Maintenance of oil/water separator holding tanks at the Town Garage and Bicentennial Pond	Maintain Town road paved surfaces, including winter sanding & plowing and emergency storm cleanup		Conduct traffic investigations for the Town Traffic Authority	Maintenance & repair of Town parks and recreation areas, including the removal of trash and the seasonal opening & closing of Bicentennial Pond
	Permitting and maintaining of road deicing materials per DEEP requirements	Maintain Town road unpaved surfaces, including winter sanding & plowing and emergency storm cleanup		General citizen complaint response	Maintenance & repair of Town turf areas and athletic fields, including engineering layout and line striping
	Protect employees and maintain work place safety per ConnOSHA regulations	Maintenance & repair of Town building parking lots, sidewalks and bike paths including winter sanding and plowing		Assist Town departments with applications for Grants and Capital Projects	Mow roadsides; remove vegetation interfering with sight distances and the use of the road shoulders
	Maintain, replace & repair regulatory road signs on Town roadways	Maintenance & repair of Town bridges and large culverts		Manage investigation, design, and construction of capital projects	Administer school lunch composting program

Required by Federal Law	Required by State Law	Required By Ordinance or Charter	Required By Contract	Required by Policy	Other Services
	Administer community sanitary sewer systems/agreements	Review subdivision and public improvement plans for compliance with Town standards			Assist in updating the Town's computer mapping (GIS) data
	Stormwater Permits, Control Vehicle Wash Water, Catch Basin Cleaning, Street Sweeping (min 2 times/year)	Issue road opening permits			Special maintenance, design and construction projects for Town park and recreation improvements
	Maintenance of roadside trees & the removal of hazardous trees	Maintain/update Town road map			Staff Town's sustainability committee & assist with energy conservation programs for the Town and Town residents
	Annual Road Rating – update road miles	Maintenance & repair of Town vehicles and equipment; write specifications for Town equipment			Staff Town/UConn water/wastewater advisory committee
	Tree Warden – Town tree administrator	Conduct engineering surveys, design or oversee design of Town infrastructure projects			Downtown Storrs Snow removal, Town Square Maintenance
	Sweep paved Town roads	Prepare sanitary sewer use billings every 6 months			Numerous Committee assignments such as Solid Waste, Transportation, Cemetery, etc.
	Routine inspections of the closed municipal landfill including groundwater and surfacewater sampling, surveying, and surface maintenance				Manage the Nash-Zimmer Transportation Center
	Conduct markings for Call Before You Dig				Oversight of private contractors working with Town ROW
	CT DEEP mandated Dam inspections				