

TOWN COUNCIL  
**Town of Trumbull**  
CONNECTICUT  
www.trumbull-ct.gov

TOWN HALL  
Trumbull

TELEPHONE  
(203) 452-5000



MINUTES  
February 18, 2016

**CALL TO ORDER:** The Chair called the special meeting of the Town Council to order at 7:36 p.m. All present joined in a moment of silence and the Pledge of Allegiance. Chairman Massaro asked all present to remember Trumbull Town Clerk Suzanne Burr-Monaco and her husband who are recovering from a serious car accident.

**ROLL CALL:**

The clerk called the roll and recorded it as follows:

<b><u>Present:</u></b>	Jack Testani	Edna Colucci	Joe Pifko
	Donna Seidell	Jason Marsh	Ann Marie Evangelista
	Bill Mecca	Carl Massaro, Jr.	Matt Caron
	Dawn Cantafio	Thomas Whitmoyer	Mark Block
	Mary Beth Thornton	Lisa Valenti	Tony Scinto
	Enrico Costantini	Mark LeClair	Richard Kascak, Jr.
	Lori Rosasco Schwartz		
<b><u>Absent:</u></b>	Michael London and Vincent DiMasi, Jr.		

**Also Present:** First Selectman Herbst, Chief of Staff Lynn Arnow, Director of Finance Maria Pires, Director of Public Works John Marsilio, Director of Parks & Recreation Stuart McCarthy, Bond Counsel Joseph Fasi, Esq., Chief of Police Michael Lombardo, Town Engineer Frank Smeriglio, Superintendent of Schools Gary Cialfi, BOE Business Manager, Sean O'Keefe, BOE Facilities Director Mark Deming, BOF Members, BOF Chairman Elaine Hammers, Andrew Palo, Thomasa Kelly, Vincent DiGenarro ( alt) Scott Zimov, Ted Chase (alt), Karen Egri (alt), Bill Haberlin, BOE members, Chairman Loretta Chory, Suzanne Testani, Jeff Donofrio, Lucinda Timpanelli, Michael Ward, and Paul Lavoie.

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Chairman Massaro noted for the record there was a quorum for the Town Council and that the BOF Clerk would also note for the record there was a quorum for the Board of Finance. He welcomed all who were present and extended his gratitude to the Board of Finance, Board of Education and the Town Council for convening. The purpose of this meeting is to discuss and adopt for the calendar year's capital projects. The Chair also

extended his gratitude to department heads throughout the Town and the BOE for compiling their capital needs, and planning & designing and estimating construction costs. He stated this meeting is a natural follow up from last month's Town Council meeting where the Five-Year Capital Plan was adopted. The resolutions of this agenda were drafted from list of projects in the first year of the Five-Year Capital Plan. The timing of the Capital Plan and the funding resolutions are early in the year by design to provide greater time for best weather conditions and availability of the educational facilities to complete the selected projects. Additional priority was given to the neediest items found in the first year of the Capital Plan. Procedurally the BOF, Town Council and the BOE will consider each resolution. The BOE has previously voted to approve all of its facilities' projects included in the Capital Plan. They will not be voting at this meeting. The BOE is in attendance to support and/or answer questions of the items selected for bonding and the equipment leasing financing program. Under the Town Charter, the BOF most vote first on the resolutions with the Town Council vote following. Pursuant to Chapter VI of the Town Charter, if there is a reduction to the bond amount by the BOF the Town Council must vote by a 2/3 majority of the council, (14 affirmative votes), to restore that amount. If the BOF votes down a resolution the Town Council can override their vote by a 2/3 vote of the council (14 affirmative votes).

PUBLIC COMMENT: None

DISCUSSION ITEM: Matrix Report

First Selectman Herbst stated Robin Haley from the Matrix Consulting Group was present at this meeting and was the lead individual of this audit. It was an extensive and encompassing audit that looked at the operations in all divisions of the Town's Parks and Recreation Department. It demonstrated three important results:

1. It confirmed the audit was necessary.
2. It confirmed there were deficiencies.
3. It confirmed the reorganization which began last year, was necessary and appropriate.

Mr. Haley, Matrix Consulting Group Project Manager for the Parks & Recreation Management Audit was present and reviewed the findings and recommendations of the audit. His firm was engaged to do an operational review of all Parks & Recreational activities. They assessed the use and/or technologies in place. They assessed all of roles, duties and responsibilities of the staff, current fees and financial controls, as well as the special agency find. They have recommended an optimal organizational structure. They conducted interviews with managers spoke with all employees of the Parks and Recreational staff, as well as Town management, other directors that interact with the Parks & Recreation Department. They also conducted interviews with the Golf and Parks and Recreation Commission Chairs. They collected a lot of data as related to recreational programs and developed a descriptive profile, their first deliverable of this audit. The second deliverable was a report that outlined the departments' strengths and highlighted some improvement opportunities that guided the rest of the study. Included in the draft of the final report are recommendations. The report is divided into three parts:

1. Recreation Division, 2. Financial Administrative Function, 3. Parks and Park Maintenance Area.

Mr. Haley reviewed pages one through six, (see attached) of the December 2015 Management Audit of the Town's Parks and Recreation Activities in detail with the BOE, BOF and the Town Council present at this meeting.

Mr. McCarthy stated they have had the draft report for some time and have been working their way through the recommendations. Mr. McCarthy agrees with the recommendations contained in the report and many of them have been in sync with his own observations upon arriving. Some of the recommendations were acted upon before they were included in this report, (i.e. the financial/cash handling). Within a week of his starting as Director of Parks and Recreation he addressed the cash handling & receipts of the department. Significant progress has been made, such as defining the recreation programs, cost identified individually by program, the definition of the special agency accounts and what programs they fund as well as what programs are funded from the General Fund. The budget addresses some of the staffing issues. The recommendations were significant and may not be able to do them all in one fiscal year. The budget presented by the First Selectman does include some substantial progress on this including bringing in an office manager referenced as a "business manager" in the report. This will allow the program manager to focus on the quality of the recreation program offered to the Town. Mr. McCarthy stated Mary Markham did a tremendous job here, her scope of responsibilities was amazing, and she literally did everything for the department. This is not the model wanted for the Recreation Division. There is a software program in place, the staff was trained on it two weeks ago and are in the process of refining. Their hope is that they will be able to use it for the spring registration. It will still be a walk-in registration. The recommendation is to go through one cycle using the software with the staff and then moving to putting it on-line. Their hope is to have on-line registration available to the residents by the fall registration. That will be a huge customer service improvement for the residents of the town of Trumbull. Good progress has been made to date and hopes all take these recommendations into consideration.

The Chair opened the floor to discussion and/or questions from the boards and council present at this meeting.

- TYA - Mr. McCarthy stated this is a great program and explained the question is how to run the program and whether it should be run through the confines of Town government. It is often difficult to run creative programs with the restriction with purchasing. The salaries for the program coordinators are in the General Fund as they were in the past. All other funding will be run on a "dollar in-dollar out basis" and will come from their special agency account. This will be no cost to the Town. There is a balance in that account which will serve as their seed money for this year.
- FEES - With regard to fees and as recommended in the report, a Cost Recovery Policy was adopted by the Parks & Recreation Commission and they have begun working on that. The Youth Summer Camp should be available to all and will be subsidized by the Town while other programs will be part of the Cost Recovery Policy. The Parks &

- Recreation Commission has approved modest fee increases, many of these had not been addressed in 15 years. The increases were consistent with the Cost Recovery Policy.
- 2010 Internal Audit/Cash Handling/Issues Still Occurring - Mr. Haley explained they began their audit within days of Mr. McCarthy starting as the Director of Parks & Recreation and they both identified the same issues with the cash handling. They echoed those recommendations from the 2010 Internal Audit of the cash handling. This have been addressed and corrected.
  - Recreation Software -Mr. McCarthy confirmed the software referenced in the report has been implemented and the staff has been trained on it two weeks ago. There are two software programs one of which is “Pingtown” and has been used for a couple of years previously. It was used to track park stickers and assigning tennis courts. That was not “off the shelf” software. When changes were needed there was a cost associated with it, therefore it was not a practical solution. The Rec-Track program had already been purchased and was able to save the cost of the software and they were able to reactivate their account. There was some staff training at the time the software was purchased. Implementing the software program would have been a daunting task for this department a couple of years ago.
  - Public and Private Recreation - Mr. McCarthy explained there is trend in recreation towards private recreation, (i.e. Insports located in Trumbull). The role of the public Recreation Division is to provide basic programming. When a child or family wants to be more proficient they seek out private recreation opportunities. The Town has great programs and would never compete with the private sector. The Town’s facilities are great and they will continue to upgrade them.
  - Organizational Chart, page 24 of the Audit - Mr. McCarthy explained the Recreation Administrative Asst. is a 1.0 position and is a full time position. The other is .56 position and is a part time position. This represents the current program. The recommendation is to have two branches off to the side of the Recreation Manager for two additional coordinators. Creating divisions for those is the recommendations. The administrative assistant would be shared by the three positions. What are proposed in the budget is the full time salaries, facilities etc., would be funded by the Town. Within the programs themselves they are looking to recover a great deal of those costs, but the Town’s direct contributions to those programs would be related to subsidies, such as subsidizing 50% of the Day Camp, providing scholarships based on needs and discounts to families with multiple children.

Ms. Hammers requested the Matrix report be distributed to all during the budget process as it further defines and explains many of the recommendations that have been supported in the proposed budget. The piece that is not included in the report has to do with the fields and requested a similar matrix for the fields that would include the number of fields, what the rules are to assigning them, what someone pays when assigned and the when and why someone does not pay for them. There is a special agency account for the fields. Mr. McCarthy stated he could not promise that for the next week’s budget hearings but can and will produce the report. Ms. Hammers agreed and further requested the matrix include the

following: How do you assign a field, who gets priority, resident programs – non-resident programs and what is the definition of a resident program?

Discussion and/or questions from the Boards and Town Council present at this meeting continued:

- *Assistant Superintendent of Parks* - Mr. McCarthy confirmed that the Assistant Superintendent of Parks had taken the early retirement offering. The position remains vacant in the budget. The proposal is to not fund the position. As part of the restructuring they believe they can work around that position by having some of the lead men perform more of the supervisory tasks of the crew. In addition his presence has certainly taken some of the work off the Parks Superintendent. He is available to the crew even more because the Parks and Recreation Director is performing many of the administrative tasks that he was previously involved in. They are planning on moving the park rangers out from under the Parks Superintendent. The working relationships within the department have changed. The person leaving is taking a lot of skills with him and they have to figure how to recover from that. By a workflow standpoint they plan on managing without the position.
- *Day Camps* - Subsidization of 50% philosophy is shared by the Parks & Recreation Commission.
- *Facilities* - The report did not delve into the facilities, (i.e. Hillcrest Pool).
- *TYA Participation Fee* - Is established after they know what the play is and what the costs are going to be. After that is established they will work with them on determining what the fee will be. The philosophy that TYA will cover the entire cost is consistent with the other instructional programs offered as opposed to the basic programs such as the day camp being subsidized by the Town.
- *Other Towns Looked AT* - Westport, Cheshire, Glastonbury, Manchester, Monroe, Ridgefield, Stratford and Monroe.
- *How does Trumbull's Programs Compare to the Above Towns* - Mr. McCarthy stated the scope of Trumbull's programs compare favorably. The program offerings in Trumbull are very strong, the quality of the programs are acceptable and can be better. Some of that has to with the fact they fees had not increased in 15 years, therefore there was tendency of saying this is how much money we have so let's keep rolling the programs out. The problem is the cost of running those programs keeps increasing.

#### BUSINESS:

The BOF moved Resolution TC26-28 to the floor.

Mr. Zimov recused himself at 8:33 p.m. due to the fact he works with Banc of America.

1. RESOLUTION TC26-28: Moved by Block, seconded by Rosasco Schwartz.  
BE IT RESOLVED the Town of Trumbull does hereby approve one or more lease/purchase financing agreements with the Banc of America Public Capital Corp or its affiliate or designee for an amount, in the aggregate, not to exceed \$4,130,000.00 for the acquisition, purchase, financing and leasing of energy efficiency improvements and the realization of utility cost savings at Booth Hill Elementary School, 545 Both Hill Road, Jane Ryan Elementary School, 190

Park Lane, Madison Elementary School, 4630 Madison Avenue and Hillcrest Middle School, 530 Daniels Farm Road (the Schools). (FULL RESOLUTION ATTACHED)

Chairman Massaro stated the Town Council and the Board of Finance had approved similar financing for renovations at Hillcrest Middle School, last year. BOF Chairman Hammers noted that there was an extensive presentation on this item included in the Five-Year Plan two weeks ago. There was a question at that time whether this would be bonded or leased. The BOE has made a decision this would be leased.

Chairman Massaro noted this is an ambitious project at 4 different schools. Mr. Deming confirmed for Chairman Massaro that he would be able to complete all of those projects this summer.. Chairman Massaro stated the cost of these projects will be on the BOE's side of the budget. Mr. Deming stated the blended interest rate is 1.65%. Mr. O'Keefe explained they would get a 1% reduction in any of the activities of the projects that would reduce the electricity usage, approximately 30% of the \$4.13 million. 32% of the total would get a .9-1.0% interest rate; the rest of the project would get a 1.9-2.0% interest rate. The blended rate would be 1.6% or 1.7% interest rate over ten years, which is less expensive than a bond rate. The lease payments would be funded by the energy savings in the BOE budget.

BOF Chairman Hammers reminded all that these payments would not be seen on the Town ledger they are part of the BOE's operating budget.

Mr. Demming stated they could pay for the verification of the recommended savings but did not think that was necessary due to the fact that they are replacing 1955 equipment and controls. There are guaranteed savings just by converting to 2016 systems.

The BOF voted first and voted unanimously

The Town Council voted second.

VOTE: ADOPTED unanimously

The BOF voted unanimously to take Resolution TC26-30 out of order.

Moved by Colucci, seconded by Rosasco Schwartz to take RESOLUTION TC26-30 out of order.

VOTE: Motion CARRIED unanimously.

BOF ACTION is as follows:

The BOF moved and seconded and voted unanimously to read the title of the resolution and to waive the reading of the remainder of the resolution incorporating its full text into the minutes of the meeting.

The BOF moved and seconded the resolution to be adopted.

2. RESOLUTION TC26-30: Mr. Testani moved, and the motion was seconded by Costantini, to read the title of the following proposed resolution in its entirety and to waive the reading of the remainder of the resolution, incorporating its full text into the minutes of this meeting.  
VOTE: Motion CARRIED unanimously.

Mr. LeClair read the title of the resolution as follows:

RESOLUTION APPROPRIATING \$2,665,000 FOR THE TRUMBULL BOARD OF EDUCATION CAPITAL IMPROVEMENT PLAN 2016-2017 AND AUTHORIZING THE ISSUE OF \$2,665,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE

LeClair moved that said resolution be adopted as introduced and the motion was seconded by Marsh. "RESOLUTION APPROPRIATING \$2,665,000 FOR THE TRUMBULL (BOARD OF EDUCATION) CAPITAL IMPROVEMENT PLAN CALENDAR YEAR 2016 AND AUTHORIZING THE ISSUE OF \$2,665,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE." is hereby approved. (FULL RESOLUTION ATTACHED)

Point of Order was called by Councilman Marsh. The resolution on the front page read calendar year 2016 and does not match the full text of the resolution. Chairman Massaro noted the resolution refers to a calendar year 2016 which is how it was noticed for the newspaper. Attorney Fasi noted for the record that was immaterial and the BOF and Town Council could move forward on the basis of the resolution. Chairman Massaro noted for clarification purposes, the intent to approve the bonding for the projects to be completed in this calendar year 2016. The calendar year traverses two fiscal years, one ending June 30, 2016 and one beginning July 1, 2016. That is the source of the confusion. Traditionally we have bonded over two fiscal years with projects going across two fiscal years. With bond counsel's advice the BOF and Town Council proceeded with the resolutions as they were moved.

Mr. Deming confirmed for Mr. Palo that he was confident the \$150,000 scheduled for the Agri-Science Center would be enough to cover the costs of the greenhouse wall and the post and beam entry. He cannot speak for the rest of the building and confirmed for BOF Chairman Hammers that he will be able to get all of the proposed work done. Mr. Deming clarified that there will be multiple contractors working on the different projects throughout the district. They are in the process of rebidding and collecting quotations.

Mr. Deming confirmed for Mr. Block there is value in the repairs being made to the Agri-Science Center and that the building should remain. Ms. Evangelista spoke in favor of the

Agri-Science Center, noting it is a gem for the Town. She recently went on a tour of the of the grounds. It is a working farm and work could be done on it every day. Ms. Evangelista encouraged paving the parking lot since the public has access to it as well. Mr. Deming stated the district as a whole is behind on paving and encouraged the paving be kept intact.

Mr. Deming explained for Mr. Costantini that the plans/as-builts of the Agri-Science Center makes no reference to treated wood or pinning for the wall. He is not going to repair the wall with river rock, they will use stamped concrete as a cost effective measure.

Mr. Deming explained for Mr. Scinto the bids are not out yet and confirmed he will have enough time to compete the work.

Mr. Deming explained for Mr. Whitmoyer that the State did contribute to the construction of the Agri-Science Center. For the first twenty years of the building the State will not reimburse the Town for repairs on the same item. The solar panels to be installed at Hillcrest will be part of power purchase agreements. The Town provides the roof and purchases the power at a reduced rate of 5 cents per kwh. This is not in the bond request and there will be no cost to the district.

Mr. Donofrio, BOE member and practicing attorney explained for Mr. Pifko the statute of limitations for negligence with regard to the issues at the Agri-Science Center building would have run out long ago and would not recommend a breach of contract claim, as it would not be worth the money that would need to be invested in the case. First Selectman Herbst added that the Town Council adopted a Responsible Contractor ordinance which would disallow a contractor bidding on work in Town based upon prior poor performance.

Mr. Deming explained for Ms. Cantafio they now have a better solution for the electrical issues in the press box at the THS football field. They will have U.I. put in two additional poles on the access road between the Middle School and the High School. They will have a dedicated meter to the bathrooms, field and the concession stand which will resolve the press box electrical problems. Minor repairs can then be made to the press box in-house and will then be in compliance.

Mr. Deming stated to Ms. Hammers the paving estimates were developed by Public Works and the Engineering Department. Mr. Marsilio and Mr. Deming confirmed they are using the standard State bid rates.

Mr. Deming explained for Mr. Zimov they intended to do Hillcrest and the Agri-Science Center paving together but during the process they found that there was no substrate at the Agri-Science Center. They basically paved on an inch or two of process. The Public Works Department will now excavate 15", take away that material and then bring in 15" of material so that they will have the proper substrate to pave on. The money budgeted last year is still available; this bond request represents the additional funds needed for the additional work.

Mr. Deming explained for Mr. Whitmoyer the amount scheduled for the tennis courts represents digging up the courts and starting from scratch, drainage, poles, netting and also expansion joints.

Attorney Donofrio explained for Ms. Testani that there is no warranty, no bond and cause of action for negligence. If there are contracts, documents and/or original drawings of the Agri-Science Center he would be happy to look at them.

First Selectman Herbst stated the Responsible Contractor ordinance requires an administrative hearing before a hearing officer. In the case of the Agri-Science Center all of the pictures and testimony would be entered into the record during such a hearing. We will not have the taxpayers continue to subsidize this type of poor construction. If people do not perform to contract expectations they will get disqualified from bidding in the future.

*BOF ACTION is as follows:*

The BOF moved and seconded to reduce the resolution by \$425,000.

Mr. Haberlin explained there had been discussion the press box project could be put off or done by volunteer organizations. The tennis courts could be put on hold for another year or two.

The Motion was approved unanimously.

VOTE: By roll call vote the resolution as amended was approved by the BOF.

*TOWN COUNCIL ACTION is as follows:*

Chairman Massaro explained the BOF has amended the resolution to \$2,240,000. The resolution is still at the full amount, \$2,665,000 as it is on this agenda. The Council can discuss this further or further motions can be made.

Moved by Testani, seconded by Costantini to amend to \$2,240,000 as recommended by the BOF.

Atty. Fasi clarified the Town Council cannot amend to above what was noticed. The Council can adopt this resolution without the BOF recommendation which they can do by a two thirds vote.

Mr. Deming explained the recommendation came from the Athletic Director. The area is a target rich environment. The tennis courts are in need of repair, the photographs distributed at the previous meeting represent the problems with tennis courts very well. Mr. Deming added that they are not being used for interscholastic competition because of their condition. The approximate age of the courts are original to the school in 1972.

Mr. Deming did not want to be responsible for closing the courts to the public and noted there is a difference in being able to use them for interscholastic competitions and having residents pick and choose which court they would use because there are some serviceable courts. Mr. McCarthy supports Mr. Deming. The courts were renovated 6-8 years ago, courts of this age need to be rebuilt.

VOTE: FAILED 3-15 (IN FAVOR: Testani, LeClair and Seidell)

Chairman Massaro stated the resolution is before the council as it was originally presented.

Moved by Costantini, seconded by Block to reduce by \$50,000 to \$2,615,000.

Mr. Whitmoyer stated he knows from personal experience the press box is used much more than the tennis courts. It has been patched and they have made it work and spoke to its safety issues. Mr. Whitmoyer spoke against the motion. Mr. Deming stated the upgrades are roof, railings, staircase, exterior façade, electrical issues and. There was some discussion with extending the platform but they would have a structural engineer look at that. There are some structural supports underneath that need additional footings. There is quite a bit of work to bring the press box up to safe standards. Some of the work will be done internally and some will be subcontracted. All of this can be done for the \$50,000.

Motion and second were WITHDRAWN

VOTE: ADOPTED 16-2 (AGAINST: LeClair and Testani)

The Chairs called a recess at 9:33 p.m.

The meeting was called back to order at 9:51 p.m.

3. RESOLUTION TC26-29: "RESOLUTION APPROPRIATING \$7,530,000 FOR THE TRUMBULL (TOWN) CAPITAL IMPROVEMENT PLAN 2016-2017 AND AUTHORIZING THE ISSUE OF \$7,530,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE" is hereby approved. (FULL RESOLUTION ATTACHED)

*BOF ACTION is as follows:*

The BOF moved to read the title of the resolution and to read the text of the full resolution incorporating the remainder of the full text into the minutes of this meeting.

VOTE: Motion CARRIED unanimously.

The BOF moved and seconded the resolution to be adopted.

The BOF moved and seconded to TABLE this resolution due to length of the bonded items contained in this resolution and the many questions to resolve.

Chairman Hammers noted motion to table is non-debatable.

BOF Motion to Table CARRIED unanimously.

*TOWN COUNCIL ACTION is as follows:*

Chairman Massaro explained since the BOF tabled this item the Town Council was unable to act at this time.

Chairman Hammers stated there are concerns that they are considering over \$9 million in bonding, the Town is not currently paying off that amount. The

Town's credit rating could be reduced. The Town works very hard to control that. Those payments need to come from the budget.

The BOF adjourned by unanimous consent at 9:54 p.m.

There being no further business to discuss and upon motion made by Caron, seconded by Colucci the Town Council adjourned by unanimous consent at 9:55 p.m.

Respectfully Submitted,

Margaret D. Mastroni, Town Council Clerk

## FULL RESOLUTIONS

### RESOLUTION TC26-28: Form of Authorizing Resolution

A RESOLUTION OF THE TOWN COUNCIL OF TRUMBULL, CONNECTICUT, AUTHORIZING (i) THE EXECUTION AND DELIVERY OF AN EQUIPMENT LEASE/PURCHASE AGREEMENT WITH RESPECT TO THE ACQUISITION, PURCHASE, FINANCING AND LEASING OF CERTAIN RENOVATIONS AND ENERGY EFFICIENCY IMPROVEMENTS AT (a) BOOTH HILL ELEMENTARY SCHOOL, 545 BOOTH HILL ROAD ("BOOTH HILL"), (b) JANE RYAN ELEMENTARY SCHOOL, 190 PARK LANE ("RYAN"), (c) MADISON ELEMENTARY SCHOOL, 4630 MADISON AVENUE ("MADISON") AND (d) HILLCREST MIDDLE SCHOOL, 530 DANIELS FARM ROAD ("HILLCREST", AND COLLECTIVELY WITH BOOTH HILL, RYAN AND MADISON, THE "SCHOOLS"); (ii) THE EXECUTION AND DELIVERY OF DOCUMENTS REQUIRED IN CONNECTION THEREWITH; AND (iii) AUTHORIZING THE TAKING OF ALL OTHER ACTIONS NECESSARY TO THE CONSUMMATION OF THE TRANSACTIONS CONTEMPLATED BY THIS RESOLUTION.

WHEREAS, the Town of Trumbull (the "*Lessee*"), a body politic and corporate duly organized and existing as a political subdivision, municipal corporation or similar public entity of the State of Connecticut, on behalf of its Board of Education, is authorized by the laws of the State of Connecticut to purchase, acquire, finance and lease personal and other property for the benefit of the Lessee and for the education of its inhabitants and to enter into contracts with respect thereto; and

WHEREAS, the Lessee desires to purchase, acquire, finance and lease certain renovations and equipment with a cost, in the aggregate, not to exceed \$4,130,000.00 necessary for the efficient provision of lighting, heating and air conditioning and the realization of utility cost savings at the Schools (the "*Equipment*"), including, without limitation, for the following purposes: (i) replacement of existing boilers with high-efficiency gas-fired steam boilers at Booth Hill, Ryan and Madison, (ii) installation of new automated HVAC and lighting controls at Booth Hill, Ryan and Madison, (iii) replacement of existing interior and exterior incandescent and fluorescent lighting with LED lighting at Booth Hill, Ryan and Madison; and (iv) replacement of existing roof at Hillcrest; and

WHEREAS, in order to acquire such Equipment, the Lessee proposes to enter into one or more Equipment Lease/Purchase Agreements (jointly and severally, the "*Agreement*") with Banc of America Public Capital Corp (or one of its affiliates)(the "*Lessor*"), upon terms and conditions acceptable to both the Town Director of Finance and the First Selectman or their designee (the "*Proposal*"); and

WHEREAS, the Town Council deems it for the benefit of the Town and for the cost-efficient and effective education of its students by the Board of Education of the Town of Trumbull to enter into the Agreement and the documentation related to the financing of the Equipment for the

purchase, acquisition and leasing of the Equipment to be therein described on the terms and conditions therein provided;

NOW, THEREFORE, BE IT AND IT IS HEREBY RESOLVED by the Town Council as follows:

*Section 1. Approval of Documents.* The terms and provisions of the Agreement are hereby approved substantially as set forth in the Proposal and the Town Director of Finance or its designee is hereby authorized and directed to execute the Agreement and any related Exhibits attached thereto and to deliver the Agreement (including such Exhibits) to the respective parties thereto, and the Town Director of Finance or its designee is hereby authorized to affix the seal of the Lessee to such documents.

*Section 2. Other Actions Authorized.* The officers and employees of the Lessee shall take all action necessary or reasonably required by the parties to the Agreement to carry out, give effect to and consummate the transactions contemplated thereby (including the execution and delivery of Acceptance Certificates and any tax certificate and agreement, as contemplated in the Agreement) and to take all action necessary in conformity therewith, including, without limitation, the execution and delivery of any closing and other documents required to be delivered in connection with the Agreement.

*Section 3. No General Liability.* Nothing contained in this Resolution, the Agreement nor any other instrument shall be construed with respect to the Lessee as incurring a pecuniary liability or charge upon the general credit of the Lessee or against its taxing power, nor shall the breach of any agreement contained in this Resolution, the Agreement or any other instrument or document executed in connection therewith impose any pecuniary liability upon the Lessee or any charge upon its general credit or against its taxing power, except to the extent that the Rental Payments payable under the Agreement are special limited obligations of the Lessee as provided in the Agreement.

*Section 4. Appointment of Authorized Lessee Representatives.* The Town Director of Finance or its designee are each hereby designated to act as authorized representatives of the Lessee for purposes of the Agreement until such time as the governing body of the Lessee shall designate any other or different authorized representative for purposes of the Agreement.

*Section 5. Severability.* If any section, paragraph, clause or provision of this Resolution shall for any reason be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any of the remaining provisions of this Resolution.

*Section 6. Repealer.* All bylaws, orders and resolutions or parts thereof, inconsistent herewith, are hereby repealed to the extent only of such inconsistency. This repealer shall not be construed as reviving any bylaw, order, resolution or ordinance or part thereof.

*Section 7. Effective Date.* This Resolution shall be effective immediately upon its approval and adoption.

**RESOLUTION TC26-29:**

**RESOLUTION APPROPRIATING \$7,530,000 FOR THE TRUMBULL (TOWN) CAPITAL IMPROVEMENT PLAN 2016-2017 AND AUTHORIZING THE ISSUE OF \$7,530,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE**

Section 1. The sum of \$7,530,000 is appropriated for the planning, acquisition and construction of the Trumbull (Town) Capital Improvement Plan 2016-2017, as adopted and amended by the Town Council from time to time, and consisting of: (i) roadways; (ii) Public Facilities including the Helen Plumb Building, Trumbull Library, Town Hall, Police Headquarters, Senior Center and EMS Building; (iii) Parks improvements, (iv) fleet and equipment; (v) other projects, consisting of economic development (Long Hill Green) and various road and drainage engineering; and (vi) enterprise (WPCA), and for appurtenances, equipment and services related thereto, or for so much thereof or such additional improvements as may be accomplished within said appropriation, and for administrative, advertising, printing, legal and financing costs to the extent paid therefrom. Said appropriation shall be inclusive of grant funding and in addition to all prior appropriations for said purpose. The Town Council may by resolution transfer funding herein among authorized projects within the 2016-2017 Town CIP, and the First Selectman's office may transfer among projects amounts not exceeding 10% of the CIP funding by purpose as last approved by the Town Council.

Section 2. To meet said appropriation \$7,530,000 bonds of the Town or so much thereof as shall be necessary for such purpose, shall be issued, maturing not later than the twentieth year after their date. Said bonds may be issued in one or more series as determined by the First Selectman and the Town Treasurer (hereafter the Town Officials), and the amount of bonds of each series to be issued shall be fixed by the Town Officials. Said bonds shall be issued in the amount necessary to meet the Town's share of the cost of the project determined after considering the estimated amount of the State and Federal grants-in-aid of the project, or the actual amount thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the administrative, printing and legal costs of issuing the bonds. Capital project revenues, including bid premiums and investment income derived from investment of bond proceeds (and net investment income derived from note proceeds) are authorized to be credited by the Director of Finance to the project account and expended to pay project expenses customarily paid therefrom. The remaining appropriation and bond authorization shall be reduced by the amount of capital project revenues so credited. The bonds shall be in the denomination of \$1,000 or a whole multiple thereof, or, be combined with other bonds of the Town and such combined issue shall be in the denomination per aggregate maturity of \$1,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the manual or facsimile signatures of the Town Officials, bear the Town seal or a facsimile thereof, be certified by a bank or trust company designated by the Town Officials, which bank or trust company may be designated the registrar

and transfer agent, be payable at a bank or trust company designated by the Town Officials, and be approved as to their legality by Joseph Fasi LLC, Attorneys-at-law, Bond Counsel of Hartford. They shall bear such rate or rates of interest as shall be determined by the Town Officials. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon and will be paid from property taxation to the extent not paid from other sources. The aggregate principal amount of the bonds to be issued, the annual installments of principal, redemption provisions, if any, the date, time of issue and sale and other terms, details and particulars of such bonds, shall be determined by the Town Officials, in accordance with the General Statutes of the State of Connecticut, as amended.

Section 3. Said bonds shall be sold by the Town Officials, in a competitive offering or by negotiation, in their discretion. If sold at competitive offering, the bonds shall be sold upon sealed proposals, auction, or similar competitive process at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town. A notice of sale or a summary thereof describing the bonds and setting forth the terms and conditions of the sale shall be published at least five days in advance of the sale in a recognized publication carrying municipal bond notices and devoted primarily to financial news and the subject of state and municipal bonds. If the bonds are sold by negotiation, the provisions of purchase agreement shall be approved by the Town Officials.

Section 4. The Town Officials, are authorized to make temporary borrowings in anticipation of the receipt of the proceeds of said bonds. Notes evidencing such borrowings shall be executed in the name and on behalf of the Town by the manual or facsimile signatures of the Town Officials, bear the Town seal or a facsimile thereof, be payable at a bank or trust company designated by the Town Officials, be approved as to their legality by Joseph Fasi LLC, Attorneys-at-law, Bond Counsel of Hartford, and be certified by a bank or trust company designated by the Town Officials, pursuant to Section 7-373 of the General Statutes of Connecticut, as amended. They shall be issued with maturity dates which comply with the provisions of the General Statutes governing the issuance of such notes, as the same may be amended from time to time. The notes shall be general obligations of the Town and each of the notes shall recite that every requirement of law relating to its issue has been duly complied with, that such note is within every debt and other limit prescribed by law, that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon and will be paid from property taxation to the extent not paid from other sources. The net interest cost on such notes, including renewals thereof, and the expense of preparing, issuing and marketing them, to the extent paid from the proceeds of such renewals or said bonds, shall be included as a cost of the project. Upon the sale of said bonds, the proceeds thereof, to the extent required, shall be applied forthwith to the payment of the principal of and the interest on any such notes then outstanding or shall be deposited with a bank or trust company in trust for such purpose.

Section 5. Resolution of Official Intent to Reimburse Expenditures with Borrowings. The Town (the "Issuer") hereby expresses its official intent pursuant to §1.150-2 of the Federal Income Tax Regulations, Title 26 (the "Regulations"), to reimburse expenditures paid sixty days prior to and after the date of passage of this ordinance in the maximum amount and for the capital project

defined in Section 1 with the proceeds of bonds, notes, or other obligations ("Bonds") authorized to be issued by the Issuer. The Bonds shall be issued to reimburse such expenditures not later than 18 months after the later of the date of the expenditure or the substantial completion of the project, or such later date the Regulations may authorize. The Issuer hereby certifies that the intention to reimburse as expressed herein is based upon its reasonable expectations as of this date. The Director of Finance or his designee is authorized to pay project expenses in accordance herewith pending the issuance of reimbursement bonds, and to amend this declaration.

Section 6. The Town Officials, are hereby authorized to exercise all powers conferred by section 3-20e of the general statutes with respect to secondary market disclosure and to provide annual information and notices of material events as enumerated in Securities and Exchange Commission Exchange Act Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this resolution.

Section 7. It is hereby found and determined that it is in public interest to issue all, or a portion of, the Bonds, Notes or other obligations of the Town as qualified private activity bonds, or with interest that is includable in gross income of the holders thereof for purposes of federal income taxation. The Town Officials are hereby authorized to issue and utilize without further approval any financing alternative currently or hereafter available to municipal governments pursuant to law including but not limited to any "tax credit bonds" or "Build America Bonds" including Direct Payment and Tax Credit versions.

**RESOLUTION TC26-30:**

**RESOLUTION APPROPRIATING \$2,665,000 FOR THE TRUMBULL BOARD OF EDUCATION CAPITAL IMPROVEMENT PLAN 2016-2017 AND AUTHORIZING THE ISSUE OF \$2,665,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE**

Section 1. The sum of \$2,665,000 is appropriated for the planning, acquisition and construction of the Trumbull Board of Education Capital Improvement Plan 2016-2017, as adopted and amended by the Town Council from time to time, and consisting of: (i) school facilities as identified in the plan; (ii) paving and walks; (iii) environmental; (iv) masonry, (v) on site construction, as set forth in the Capital Improvement Plan, and for appurtenances, equipment and services related thereto, or for so much thereof or such additional improvements as may be accomplished within said appropriation, and for administrative, advertising, printing, legal and financing costs to the extent paid therefrom. Said appropriation shall be inclusive of grant funding and in addition to all prior appropriations for said purpose. The Town Council may by resolution transfer funding herein among authorized projects within the 2016-2017 Board of Education CIP, and the First Selectman's office may transfer among projects amounts not exceeding 10% of the CIP funding by purpose as last approved by the Town Council.

Section 2. To meet said appropriation \$2,665,000 bonds of the Town or so much thereof as shall be necessary for such purpose, shall be issued, maturing not later than the twentieth year after their date. Said bonds may be issued in one or more series as determined by the First Selectman and the Town Treasurer (hereafter the Town Officials), and the amount of bonds of each series to be issued shall be fixed by the Town Officials. Said bonds shall be issued in the amount necessary to meet the Town's share of the cost of the project determined after considering the estimated amount of the State and Federal grants-in-aid of the project, or the actual amount thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the administrative, printing and legal costs of issuing the bonds. Capital project revenues, including bid premiums and investment income derived from investment of bond proceeds (and net investment income derived from note proceeds) are authorized to be credited by the Director of Finance to the project account and expended to pay project expenses customarily paid therefrom. The remaining appropriation and bond authorization shall be reduced by the amount of capital project revenues so credited. The bonds shall be in the denomination of \$1,000 or a whole multiple thereof, or, be combined with other bonds of the Town and such combined issue shall be in the denomination per aggregate maturity of \$1,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the manual or facsimile signatures of the Town Officials, bear the Town seal or a facsimile thereof, be certified by a bank or trust company designated by the Town Officials, which bank or trust company may be designated the registrar and transfer agent, be payable at a bank or trust company designated by the Town Officials, and

be approved as to their legality by Joseph Fasi LLC, Attorneys-at-law, Bond Counsel of Hartford. They shall bear such rate or rates of interest as shall be determined by the Town Officials. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon and will be paid from property taxation to the extent not paid from other sources. The aggregate principal amount of the bonds to be issued, the annual installments of principal, redemption provisions, if any, the date, time of issue and sale and other terms, details and particulars of such bonds, shall be determined by the Town Officials, in accordance with the General Statutes of the State of Connecticut, as amended.

Section 3. Said bonds shall be sold by the Town Officials, in a competitive offering or by negotiation, in their discretion. If sold at competitive offering, the bonds shall be sold upon sealed proposals, auction, or similar competitive process at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town. A notice of sale or a summary thereof describing the bonds and setting forth the terms and conditions of the sale shall be published at least five days in advance of the sale in a recognized publication carrying municipal bond notices and devoted primarily to financial news and the subject of state and municipal bonds. If the bonds are sold by negotiation, the provisions of purchase agreement shall be approved by the Town Officials.

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Section 5. Resolution of Official Intent to Reimburse Expenditures with Borrowings. The Town (the "Issuer") hereby expresses its official intent pursuant to §1.150-2 of the Federal Income Tax Regulations, Title 26 (the "Regulations"), to reimburse expenditures paid sixty days prior to and after the date of passage of this ordinance in the maximum amount and for the capital project defined in Section 1 with the proceeds of bonds, notes, or other obligations ("Bonds") authorized

to be issued by the Issuer. The Bonds shall be issued to reimburse such expenditures not later than 18 months after the later of the date of the expenditure or the substantial completion of the project, or such later date the Regulations may authorize. The Issuer hereby certifies that the intention to reimburse as expressed herein is based upon its reasonable expectations as of this date. The Director of Finance or his designee is authorized to pay project expenses in accordance herewith pending the issuance of reimbursement bonds, and to amend this declaration.

Section 6. The Town Officials, are hereby authorized to exercise all powers conferred by section 3-20e of the general statutes with respect to secondary market disclosure and to provide annual information and notices of material events as enumerated in Securities and Exchange Commission Exchange Act Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this resolution.

Section 7. It is hereby found and determined that it is in public interest to issue all, or a portion of, the Bonds, Notes or other obligations of the Town as qualified private activity bonds, or with interest that is includable in gross income of the holders thereof for purposes of federal income taxation. The Town Officials are hereby authorized to issue and utilize without further approval any financing alternative currently or hereafter available to municipal governments pursuant to law including but not limited to any "tax credit bonds" or "Build America Bonds" including Direct Payment and Tax Credit versions.



# **1. INTRODUCTION AND EXECUTIVE SUMMARY**

The report, which follows, presents the results of the Management Audit of the Parks and Recreation Activities conducted by the Matrix Consulting Group for the Town of Trumbull. This study by the Matrix project team was initiated simultaneously with the arrival of a new Director of Parks and Recreation. This was a unique circumstance that provided the equivalent of "two fresh sets of eyes" analyzing the activities of parks and recreational activities in the Town, and resulted in both the new Director and the project team identifying, in some cases, the same issue concurrently, and in other instances, different issues that needed to be addressed as well. It is important that readers of this report understand that many of the issues that are analyzed in the following pages are ones that may have existed for some time, but have been identified and are being addressed by the new Director. These issues are primarily in the financial areas, but also pervade others as well.

This introductory chapter outlines a summary of the methodology utilized in conducting this engagement, and a table of recommendations summarizing the key recommendations contained in the report.

## **1. AUDIT SCOPE AND OBJECTIVES.**

This management audit was undertaken to evaluate and assess the overall operations of the Trumbull Parks and Recreation Department and the services provided by each of its divisions. The approach of the project team in meeting this scope is summarized in the following points.

- **Develop an in-depth understanding of the key issues impacting the Department of Parks and Recreation. To evaluate the Department of Parks**

and Recreation, Matrix Consulting Group conducted interviews with Department staff as well as others in Town management, Department management, and Committee Chairs. Interviews focused on goals and objectives, organizational structure, management systems, the use of technology, the levels of service provided by the Department, the resources available to provide those services, etc.

- **Develop a Profile of the Department of Parks and Recreation.** The Matrix Consulting Group conducted interviews with departmental staff and other key Town staff in Trumbull to document the current organization of services, the structure and functions of the department, budgets, workload data, management systems, customer service, inventory of the infrastructure, level and effectiveness of communication within the Department and with other Departments, etc.
- **Conduct a comparison of the Department of Parks and Recreation programs and practices to best management practices.** The best management practices included comparisons to best practices utilized by other municipalities, professional associations (such as the American Recreation and Parks Association), and the experience of the project team. Additionally, the project team utilized the Matrix Consulting Group's library of best practices developed by the firm while conducting hundreds of management studies throughout the country.
- **Evaluate the staffing, organization structure, and service levels in the Department of Parks and Recreation.** This included interviews with key staff to develop an understanding of the current service delivery model, evaluation of the adequacy of current service levels, work practices, work planning and scheduling systems, productivity and staffing levels, the plan of organization, and asset management.

The objective of this assessment was to identify opportunities for improvement in the operational, organizational and economic efficiency of the Department and practicable opportunities for enhancing the quality of its product and services.

## **2. TABLE OF RECOMMENDATIONS.**

Presented in the table on the following pages are the key findings and recommendations contained in this report. For each recommendation, we have provided a proposed implementation approach including a priority of the

**TOWN OF TRUMBULL, CONNECTICUT**  
**Report on the Management Audit of the Town's Parks and Recreation Activities**

recommendation, a suggested timeframe for implementation, and an estimate of the cost or cost savings from implementation.

<b>Rec. #</b>	<b>Page Number</b>	<b>Recommendation</b>	<b>Priority</b>	<b>Suggested Timeframe</b>	<b>Cost / (Savings)</b>
<b>RECREATION DIVISION</b>					
1	19	The Department should develop a Five-Year Comprehensive Recreation Strategic Program Plan to identify goals, objectives, performance measures, and facility needs and priorities to guide the future direction of program and services offered by the Department.	High	Spring, 2016	None
2	23	The Recreation Division should develop a Division-wide program and administrative manual to provide consistent guidance and direction to administrative and program personnel in the implementation of Department programs and services.	Medium	Summer, 2016	None
3	29	The Department should adopt an organizational structure for the Recreation Division of the Parks and Recreation Department establishing three separate program units consisting of Arts and Community Programs; Sports and Aquatic Programs; Playgrounds, Teens and Instructional Programs.	High	2016-17 FY Budget	None
4	29	The Division should add two proposed 1.0 FTE Program Coordinator positions reporting to the Recreation Manager and responsible for the development and implementation of assigned Recreation Division programs and services units.	High	2016-17 FY Budget	\$132,552
5	32	The Recreation Division should establish a program evaluation/customer feedback process to provide valuable input to overall Recreation Division operations including program planning, evaluation, maintenance and facility improvement needs.	Medium	Summer, 2016	None

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<b>Rec. #</b>	<b>Page Number</b>	<b>Recommendation</b>	<b>Priority</b>	<b>Suggested Timeframe</b>	<b>Cost / (Savings)</b>
6	35	The Department should develop a Cost Recovery Plan and Policy that establishes a cost recovery model for recreation programs and park amenities while balancing the need to provide core services at minimal or no cost.	Medium	2016-17 FY Budget	Depends on the results of the process
7	37	The Recreation Division should work directly with the Human Resources/Civil Service Department to develop a recruitment and selection process that involved Recreation Division personnel in the interview, selection and hiring process for part-time, seasonal program personnel.	High	Spring, 2016	None
8	40	The Recreation Division should develop a marketing strategy that creates a 'brand' for parks and recreation in Trumbull and promotes the values of leisure services to the community.	Medium	Winter, 2016	None
9	40	The Recreation Division should develop a marketing plan that expands the use of the Town's website and uses social media to promote the values of parks and recreation and promotes the programs and services offered by the Parks and Recreation Department.	Medium	Winter, 2016	None
10	40	The Recreation Division should update and redesign the current program brochure to be clearer, more concise and easier to read and register online for programs.	High	Winter, 2016	None
11	41	The Department should establish a plan and process to ensure that appropriate accommodations are available, and that persons with disabilities have opportunities for inclusion in existing recreation programs.	Medium	Summer, 2016	None
<b>FINANCE AND ADMINISTRATION</b>					
12	48	The Department should develop and implement clear, written policies regarding funds and expenditures.	High	Immediate	None

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<b>Rec. #</b>	<b>Page Number</b>	<b>Recommendation</b>	<b>Priority</b>	<b>Suggested Timeframe</b>	<b>Cost/ (Savings)</b>
13	48	The Department's section of the Trumbull Budget Book should include reporting on both the General Fund and Special Trust revenues and expenditures.	High	Next budget cycle	None
14	50	The Department should develop and implement reporting to track use, cost, revenues, and expenditures for all major programs. This report can be used to inform decision-making regarding programming and registration fees.	High	6 months	None
15	53	The Department should move forward with automation of Recreation registration including availability of on-line registration for residents.	Medium	6 months	Unknown
16	54	As an interim solution before RecTrac is implemented, Department staff should enter registration data into a shared spreadsheet that includes information regarding registration numbers and fees collected.	High	Immediate	None
17	59	The Department should redesign revenue collection and cash handling processes in accordance with Best Practices and Trumbull's own cash handling guidelines.	High	Immediate	None
18	60	The Department Director and Human Resources Department should review all policies and practices within the Department related to part time and temporary staff, as well as overtime, to ensure that policies are being followed.	Medium	6 months	None
19	62	The Department should add the position of Business Manager to be in charge of all financial, HR, and technology aspects of managing the Department.	Medium	6 months	\$91,000 per year including benefits
<b>PARKS MAINTENANCE DIVISION</b>					
20	68	The Parks Maintenance Division should implement an asset management plan that defines service levels and performance standards for maintaining all assets, develops a plan and schedule for their maintenance, and reports on the performance against the plan.	Medium	FY 2017	None

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<b>Rec. #</b>	<b>Page Number</b>	<b>Recommendation</b>	<b>Priority</b>	<b>Suggested Timeframe</b>	<b>Cost/ (Savings)</b>
21	70	The Parks Maintenance Division should acquire and implement a computerized maintenance management system.	Medium	12-18 months	\$12,000 -- \$15,000, including training
22	76	The Town should transfer the employees in the Parks Maintenance Division from the Public Works Department to the Parks and Recreation Department.	High	Immediate	None
23	77	Concurrent with the organizational transfer of the Parks Maintenance Division to the Parks and Recreation Department, the Chief Park Ranger should be placed organizationally in a direct reporting relationship to the Parks and Recreation Director.	Medium	Immediate	None
24	78	The Chief Ranger should provide written reports of each day's previous activities to the Parks and Recreation Director, who should summarize these in a monthly report to the Parks and Recreation Commission.	Low	Immediate	None
25	80	The Parks and Recreation Director should monitor the activities of the Golf Course staff during winter months in order to determine the potential for utilizing these staff for parks maintenance activities.	Medium	Winter, 2015-2016	None