

TRI-BOARD MEETING
Board of Finance – Town Council – Board of Education
Approved Minutes
February 18, 2016

CALL TO ORDER

Town Council Chairman Massaro and Board of Finance Chairman Hammers and called the Tri-Board meeting to order at 7:30 pm at the Town Hall, Trumbull, Connecticut. All those present joined in the Pledge of Allegiance.

ATTENDANCE

Present

Elaine A. Hammers, Chairman
Roy Molgard
Andrew Palo
Scott Zimov
Thomas Kelly
William S. Haberlin
Ted Chase, Alternate
Karen A. Egri, Alternate
Vincent DeGennaro, Alternate

Absent

Also present:

Maria Pires, Finance Director; First Selectman Timothy Herbst, Mark Demming, Facilities Manager; Sean O’Keefe BOE Business Director; John Marsilio, Public Works Director; Joseph Fasi, Esq. Bond Counsel, Stuart McCarthy, Parks & Recreation Director; Chief Lombardo, Lynn Arnow, Chief of Staff.

Town Council Chairman Massaro asked the Clerk to note for the record that the Board of Finance had a quorum. He went on to add that this meeting is being held to discuss funding for the calendar year capital projects. This evening, the Board of Finance and the Town Council will approve the Bonding and projects; the Board of Education has previously voted to approve these. Under Town Council Charter the Board of Finance must vote first on the motions and on the resolutions and the Town Council will follow its vote on the given motions and resolutions. In addition, any reduction to the bond resolutions recommended by the Board of Finance would need a 2/3 (14) affirmation vote from the Town to re-include those funds. Similarly, if the Board of Finance votes down a resolution the Town Council can override it with a 2/3 vote.

First Selectman Herbst spoke regarding the Matrix Report, which was a Management Audit of the Town’s Parks and Recreation Department. The report confirmed that there was a need for the audit; it cited the deficiencies within the department; and it indicated that the reorganization begun last year was necessary. Mr. Haley, the manager on the audit with the Matrix Group, is here to present their findings.

What we looked at:

- An operational review of all parks and recreational activities
- Assessed the technology
- Assessed the roles and responsibilities
- Assessed the fees and financial controls
- Reviewed the special agency accounts

How we did this:

- Conducted interviews with employees, supervisors and staff:
- Spoke with the town management and other directors of other departments that interacted.
- Spoke with the chairs of the Golf and Parks and Recreation Commissions.
- Collected a lot of data with respect to the fees, expenses, and maintenance practices associated with the programs.

Once this was done, we assimilated the information and built a descriptive profile. This included the organizational structure, the responsibilities of staff, the finances and performance measures used. We then compared these to what we call best management practices in the industry. This highlighted the strengths and showed where improvements could be made.

Report divided into three sections: Recreation, Financial Administrative Functions, Parks and Parks Maintenance.

Recreation Recommendations:

- Develop a 5 year strategic plan; define the mission and goals of the department and use it to manage the process.
- Create and Administrative Manual that documents the procedures to be used for accidents and customer service, etc.
- Divide Recreation into three units.
 - Arts and Community Services
 - Sports and Aquatic programs
 - Playgrounds, students and instructional programs
- Suggested adding 2 program coordinator positions reporting to the recreation manager
- Develop a cost recovery plan and policy
- Create a marketing strategy; promote the value of parks; create a new brochure; work with social media, creating a brand
- Implement a Customer feedback process
- Recreation division should be much more involved in the hiring process - interviewing and evaluating the potential candidates
- Insure appropriate accommodations for those with special needs; recommends recreation manager work directly with the population and the caregivers, parents and schools to make sure all programs and services are available.

Financial Administrative Functions:

- Internal audit suggestions made in 2010 not implemented. Recommends that budget book include a section that deals clearly with the revenues and expenditures for the department
- Develop a reporting system to track major programs, revenues and expenditures
- Move ahead with technology and Implement on-line registration for programs; special software to be implemented
- Cash handling issues still need to be addressed from the 2010 audit
- Recommend adding a business manager position to oversee the financial, HR, and technology aspects while supervising the clerical staff

Parks and Parks Maintenance Recommendations:

- Need to develop an asset management plan. Determine where the assets are and what the service level is for each one and how much labor, materials and equipment will be used on each park on an annual basis. Be able to report the costs as well as performance measures used for each park.
- Acquire and implement a computerized system that will allow you to track the asset plan
- Transfer from Public Works into Parks and Recreation department the employees who work in the parks system to optimize the organizational structure
- The Parks Ranger should report directly to the Parks and Recreation Director
- Golf Course should be monitored by the Parks and Recreation Director

Mr. McCarthy indicated that he is in agreement with the report. Some of the issues were already acted upon when he started especially the financial issues. Some of the suggestions made were in agreement with his thoughts. Staffing issues are currently being addressed in the budget. The staff has been trained on the use of the software system and hope to use it for spring program registrations; however, it will still be a walk-in registration since the system is not ready for on-line for registration. We hope this will be done for fall registration. He feels that we are headed in a good direction.

The TYA program is a good one. It is difficult to run a program of this type with the purchasing restrictions. The salaries are in the General Fund budget and the other expenses have been eliminated from the budget and should come out of the special agency account. Ideally, the program should be run on a dollar in dollar out basis and at no cost to the town. There is currently a balance in their special agency account that will be used for seed money.

A cost recovery policy has been developed for different programs and suggests how much should be recovered. Some programs should recover 100% of the direct costs. The Parks Commission has approved fee increases; however, this has not been done in 15 years. These will be going to the Town Council at their next meeting.

We are not planning to compete with private recreation. We provide basic programming and if you decide you want to go to a higher level, you would need to go privately.

We will offer scholarships for programs, discounts for families with more than one child enrolled and discounts for seniors.

The Board of Finance chair asked that a matrix be supplied that explains how fields are assigned, what are the rules of assigning, who get priority – resident programs vs non-resident programs –how are they defined and what process is used, when does someone pay for them since there is a special agency account for the fields. Mr. McCarthy indicated that he would provide one to the Board of Finance but not by next week.

In answer to Mr. Palo's question, Mr. McCarthy indicated that the Assistant Parks Superintendent position is not being filled with the current budget; this is part of the restructuring and he thinks that they can around the vacancy by having the lead men perform some of the supervisory tasks of the crew and that he will be doing more of the administrative tasks that he was involved in. In addition, it is the plan to take the park rangers out from under the Parks Superintendent.

In response to Mr. Kelly, Mr. McCarthy indicated that camp fees of 50% would be subsidized by the town and this was set by the Recreation Commission. The TYA fee is not set by the Parks and Recreation. The fee to participate will be set once costs are determined. TYA is covering 100% of the costs is consistent with the other programs other than camp.

2-18-01 BONDING RESOLUTION

Mr. Haberlin moved, seconded by Mr. Molgard, to consider and act upon a resolution which would approve a lease/purchase financing agreement with the Banc of America Public Capital Corp or its affiliate or designee in an amount not to exceed \$4,130,000 for energy efficiency improvements and utility cost savings at Hillcrest Middle School, Madison Middle School, Jane Ryan Elementary School and Booth Hill Elementary School.

Mr. Zimov recused himself and the chair indicated Ms. Egri would be voting in his place.

Vote: 6-0-0 motion carries

Board of Finance 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 made a decision to lease. She went on to add that the payments would not be seen on the Town ledger, since they are part of the BOE's operating budget.

Vote: 6-0-0 motion carries

Mr. Haberlin moved, seconded by Mr. Molgard, to take item 2-18-03 out of order.

Vote: 6-0-0 motion carries

2-18-03 BONDING RESOLUTION

Mr. Haberlin moved, seconded by Mr. Molgard, 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: 6-0-0

Mr. Haberlin, moved seconded by Mr. Molgard, to consider and act upon a resolution entitled 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

Mr. Demming assured Mr. Palo that \$150,000 would be enough to cover the costs of the greenhouse wall and the post and beam entry.

Mr. Demming indicated to Chairman Hammers that the paving estimates were developed by the town’s Public Works and Engineering Departments. It was confirmed that the standard State Bid Rates were used. He went on to confirm for Mr. Zimov that they intended to do the Hillcrest and Agri-Science Center together.

Mr. Haberlin moved seconded by Mr. Molgard reduce the resolution by \$425,000 for the tennis courts and the press box \$2,240,000.

Mr. Haberlin indicated that in discussion it was noted that the press box project could be put off or repaired by volunteers; the tennis courts could be put off for another year or two since they didn’t look that bad.

Vote: 6-0-0

Vote to approve the resolution, as amended:

William Haberlin	Yes
Roy Molgard	Yes
Scott Zimov	Yes
Thomas Kelly	Yes
Andrew Palo	Yes
Elaine Hammers	Yes

Motion carries

The Town Council voted to approve the resolution at the full amount \$2,665,000.

Meeting recessed at 9:30 and reconvened at 9:40.

2-18-02 BONDING RESOLUTION

Mr. Haberlin moved, seconded by Mr. Molgard, to read the title of the Board of Education CIP Bond 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: 6-0-0

Mr. Haberlin moved, seconded by Mr. Molgard, to consider and act upon a resolution entitled:
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

Mr. Haberlin moved seconded by Mr. Palo to table the resolution due to the length of the bonded items contained in this resolution and the many questions to resolve. Chairman Hammers noted motion to table is non-deductible.

Chairman Hammers stated that there are concerns with bonding in excess of \$9 million, since the Town is not currently paying off that amount. This could result in the Fund Balance falling below 10% and if this occurs we could lose our rating.

Vote: 0-6

By unanimous consent, the meeting was adjourned at 9:50 p.m.

Respectfully submitted,

Phyllis C. Collier
Board of Finance Clerk