

Town of Mansfield

Town Manager's Proposed Budget for 2016/2017



Town Meeting – May 10, 2016

TOWN OF MANSFIELD, CONNECTICUT

Town Council

**Paul M. Shapiro, Mayor
William Ryan, Deputy Mayor
Stephen Kegler
Peter Kochenburger
Alexander Marcellino
Antonia Moran
Virginia Raymond
Mark Sargent
Ben Shaiken**

**Matthew W. Hart
Town Manager**

**Maria E. Capriola
Assistant Town Manager**

**Cheryl A. Trahan
Director of Finance**

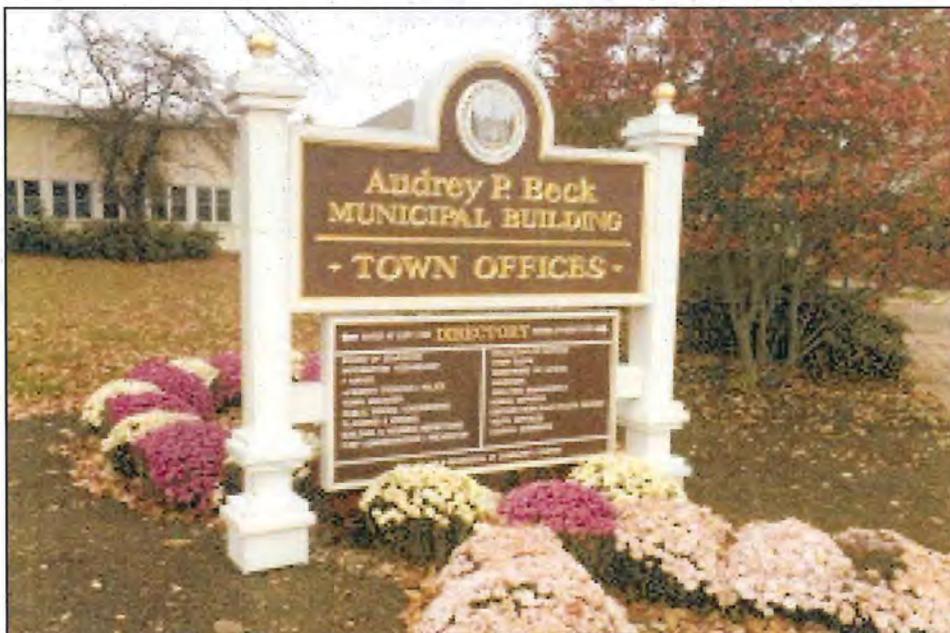
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**Town of Mansfield
Connecticut**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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BUDGET MESSAGE

TOWN OF MANSFIELD
OFFICE OF THE TOWN MANAGER



Matthew W. Hart, Town Manager

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FOUR SOUTH EAGLEVILLE ROAD
MANSFIELD, CT 06268-2599
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March 28, 2016

Town Council
Town of Mansfield

Re: Fiscal Year 2016/17 Budget

Dear Town Council:

I have worked with the Town's management team to prepare a prudent spending plan that is designed to accomplish the following:

- Maintain current programs and services, in conformance with Council policy objectives;
- Advance key financial policy goals and objectives;
- Appropriate new state revenue in a way that protects the Town from state rescission or reduction;
- Build capacity to address operational and budgetary concerns; and
- Absorb increases in more fixed costs as well proposed increases in school district and municipal spending, without increasing the mill rate.

As detailed in the body of this letter, I believe we have a crafted a proposed operating budget and capital improvement program (CIP) to accomplish these objectives.

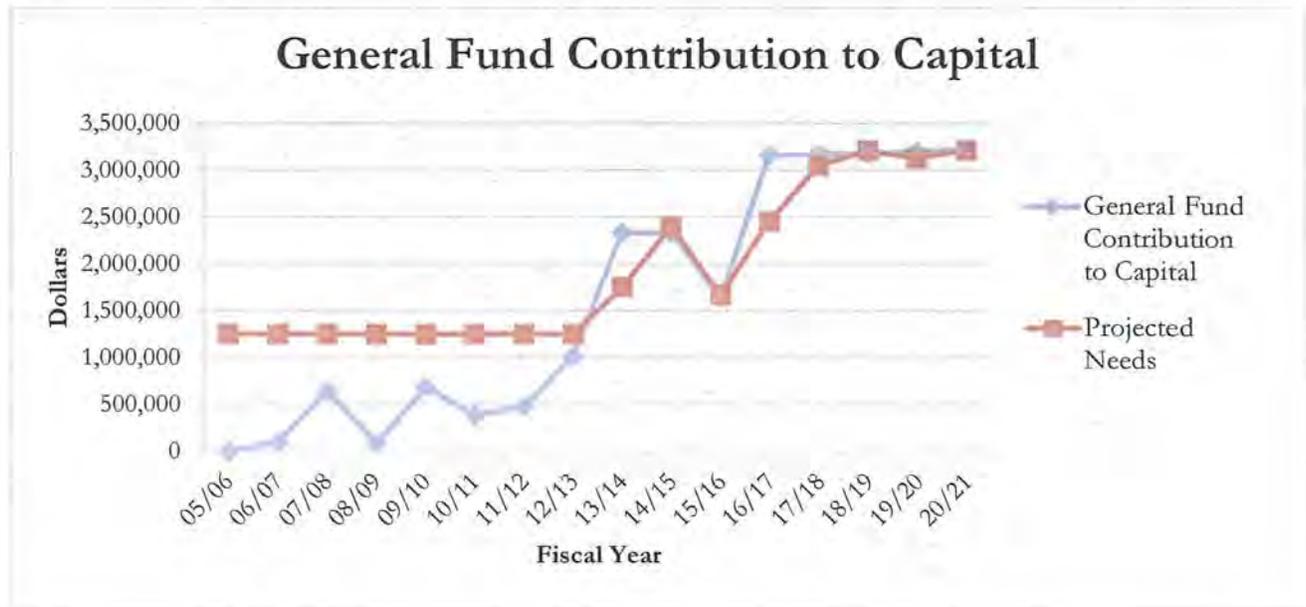
With this brief introduction, I am recommending the following budgets for fiscal year 2016/17 for your review and consideration:

1. The proposed general fund budget for fiscal year (FY) 2016/17 totaling \$41,655,430 plus Mansfield's general fund contribution, estimated at \$10,549,410, to the Regional School District 19 (Region 19) budget. The general fund budget and the Region 19 contribution together total \$52,204,840, which with a \$900,000 contribution to fund balance would require a mill rate of 29.87 on real estate and personal property, no increase in the mill rate is proposed. Motor vehicles would be taxed at 29.36 mills, the new maximum allowable mill rate per state law (Substitute Senate Bill No. 1). This cap would provide a .51 decrease in the mill rate for motor vehicles.
2. The proposed capital fund budget for FY 2016/17 totaling \$4,897,170.
3. The proposed capital nonrecurring reserve fund (CNR) budget for FY 2016/17 totaling \$3,145,000. Of that amount, \$2,945,000 is a transfer to the capital fund budget.

Budget Policy Objectives

As stated above, staff has designed the Proposed FY 2016/17 Budget to achieve five primary objectives. The first objective is to maintain current services and programs, in keeping with Council policy goals. Under the proposed budget, all of our core services – education, general government, community services, community development, public safety and public works – remain intact. We have also continued to make investments in our economic development program, senior services, early childhood program and other service areas, consistent with Council policy.

The second major objective is to support the Town Council’s financial management goals, specifically to maintain the general fund contribution to the CIP at a level that, when combined with other revenue sources, allows the Town to finance most regular, recurring capital projects and initiatives on a *pay-as-you-go* or cash basis. For the Proposed FY 2016/17 CIP, we have proposed a general fund contribution of \$3,160,640 that will provide \$160,000 for a school facilities’ planning study, \$200,000 in cash-to-capital funding for school building infrastructure and \$200,000 for school information technology needs. The CIP also includes \$750,000 for road resurfacing, \$245,000 for a replacement ambulance, and \$200,000 for a large dump truck with funding on a cash basis as opposed to issuing debt.



In light of a significant proposed increase in state aid, the FY 2016/17 proposed budget includes a \$900,000 contribution to fund balance that will increase our reserve balance to 9.1% of proposed expenditures. This will provide the seventh installment of a multi-year plan to reach the 10-15 percent threshold in our fund balance account. This action is important in order to provide the Town with a sufficient reserve to meet unforeseen circumstances, which in turn is an important factor in maintaining a healthy bond rating. The better our bond rating, the lower the Town’s cost to issue debt.

Third, the proposed budget is designed to appropriate new state revenue in a conservative manner that protects the Town from state rescission or reduction. This new state revenue is in the form of a select payment in lieu of taxes (PILOT) grant, and totals approximately \$2.6 million. The new grant is codified under state statute; however, it is unclear whether the General Assembly will decide to decrease the base PILOT grant of approximately \$7.2 million when it adopts the state budget for

next fiscal year. Furthermore, given the state's fiscal woes the new grant could be eliminated at a later point. Consequently, management is proposing that the bulk of this new funding be directed to one-time expenditures such as capital needs and the fund balance reserve, and to build less of it into the Town's operating budget.

The fourth major objective of the Proposed FY 2016/17 Budget is to add capacity to address operational and budgetary concerns. Management is recommending the addition of one full-time firefighter/EMT, as part of a multi-year plan to reduce turnover and overtime expenditures by stabilizing the department's combination workforce comprised of full-time, part-time and volunteer members. We are also proposing to add a full-time shared Maintainer to support both the municipal and school facilities. One half of this position is included in the Mansfield Board of Education budget.

And, finally, management has constructed the Proposed FY 2016/17 Budget to absorb increases in more fixed costs as well proposed increases in school district and municipal spending, without increasing the mill rate. Given the projected increase in tax revenue and state aid, and a desire to provide stability for taxpayers, management thought it appropriate to hold the mill rate flat for the next fiscal year. We understand that this is ultimately a policy decision for the Town Council.

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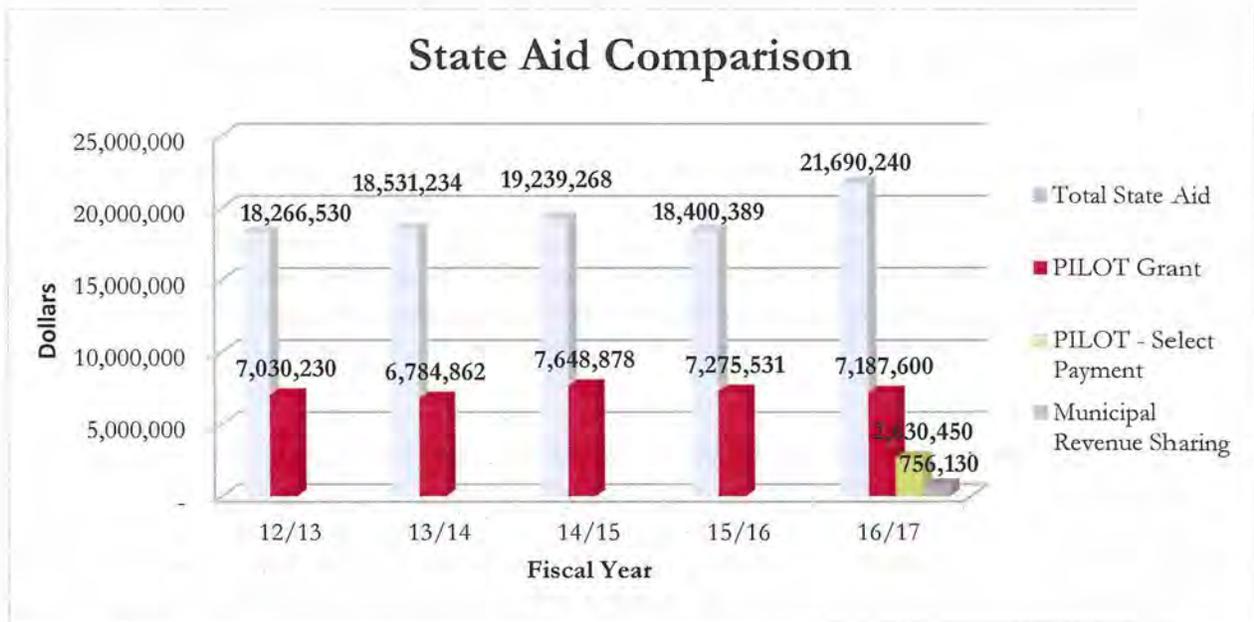
Before I transition to a more detailed overview of revenues and expenditures, I want to highlight that during this year's budget process we will be able to use OpenMansfield, our new financial analysis platform powered by OpenGov.com, to provide residents, elected officials and staff with unprecedented access to the Town's finances. This powerful web-based platform transforms complex financial data into an interactive, digital format that enables better analysis and understanding of the Town's finances. The OpenMansfield platform displays six years of government spending and revenue detail in a user-friendly portal. Users can view historical revenue and expenditure trends over time and explore multiple views of financial data, including by fund, department, expense, or revenue type. The intuitive design makes it easier to explore how taxpayer money is collected and spent. The platform may be accessed at open.mansfieldct.gov

Revenue Outlook

Moving on to discuss revenues, I am very pleased to report that the October 1, 2015 preliminary grand list has increased by \$46,277,483 or 4.51 percent. This represents tremendous growth for a municipality like Mansfield, especially in this economy, and is a testament to our investment in the Storrs Center project. Real estate alone has increased \$29,479,020, or 3.29 percent, primarily due to the growth at Storrs Center. Personal property has increased \$16,657,150 or 31.19 percent. Approximately half of this growth in personal property tax revenue is due to new equipment for United Illuminating, with the balance from development in Storrs Center.

Non-tax revenue is projected to increase by \$3,213,820 or 17.2 percent over the current year budget. The major factor here is the inclusion of a new grant to municipalities that host the largest share of State-owned property. Per the Governor's proposed budget, the new Payment In Lieu of Taxes-Select Payment will provide \$2,630,450 in funding to Mansfield for FY 2016/17. In addition, the State Revenue Sharing grant will provide \$756,130. As in the past, we do not know whether these grant amounts will hold as the State works to adopt its budget. The graph below illustrates that state revenue, particularly the PILOT grant, can fluctuate significantly from year-to-year. (Please see the issue paper on State Revenue for more information on this important topic.) Other revenue factors include an estimated decrease in conveyance fees and police service billing.

State Aid Comparison



General Fund Budget

I will now transition to a review of proposed expenditures. The recommended total general fund budget for the Town of Mansfield of \$41,655,430 represents an increase of \$3,211,310 or 8.4 percent over the current year. When Mansfield's estimated contribution of \$10,549,410 to Region 19 is added to this figure, the budget totals \$52,204,840. Under this proposed budget, total spending would increase by \$3,572,570 or 7.3 percent. (Please note that the proposed \$900,000 contribution to fund balance would not constitute an expenditure.)

The Town of Mansfield's general fund budget is made up of two major components: general government operations and the Mansfield Board of Education budget. General government operations include the operating budget for municipal functions (exclusive of PreK-12 education) and contributions to the capital fund and the debt service fund.

- 1) General government operations – Proposed funding for general government operations has increased by 5.0 percent or \$730,300 over the adopted budget. The more significant cost drivers leading to this increase include:
 - An increase of \$260,745 to fund employee benefits, primarily health insurance (\$206,910);
 - An increase of \$214,625 in salaries and wages for contractual step increases and proposed additional staffing; and
 - An increase of \$93,190 to fund purchased services, primarily the Resident State Trooper program.

Management has worked to control expenditures, but some costs (e.g. employee benefits, purchased services, repairs and maintenance) do continue to increase and we believe the additional staffing is warranted. We have also budgeted funds to allocate resources to the construction and maintenance of Storrs Center, and have charged direct one-time expenditures against the Storrs Center reserve fund that is financed through grants, permit fees and tax

revenue from the project. Further, it is important to note that while the debt services fund and capital fund are budgeted under general government operation, both of these funds support the Mansfield Public Schools in addition to municipal operations.

- 2) Mansfield Board of Education - The other major segment of the Town budget is the Mansfield Board of Education budget. The budget as adopted by the Board of Education reflects an increase of \$957,750, or 4.3 percent, for a total budget of \$22,980,500. The major drivers for the Board budget include contractual salary increases (\$361,670), a significant increase in the cost of health insurance (\$495,060), and staffing and programming needs (\$151,360). Reductions in energy costs, unemployment compensation and purchased services helped to offset these increases. The Mansfield Board's budget is based on discussions with Town and Region 19 officials regarding revenues and expenditures, as well as a commitment to maintain reasonable and appropriate class sizes while addressing issues related to enrollment shifts. The Board's budget seeks to maintain the current level of programming in a cost effective manner.

Region 19 Budget

The Region 19 Board of Education is presently reviewing Superintendent Silva's proposed budget. We are anticipating Mansfield's general fund proportionate share to total \$10,549,410, an increase of \$361,260 or 3.5 percent over the current year. The member town contributions to the Region 19 budget reflect an increase of 1.7 percent, and Mansfield's share reflects both this adjustment and an increase in our *pro-rata* share.

Neither the Town Council nor I have any legal authority to make any changes to the Region 19 Board of Education Budget. For this reason, we have traditionally excluded Mansfield's proportionate share of Region 19's budget from the resolutions adopting the Town's budget. Nonetheless, the Region 19 budget has a major impact on Town government, our tax rate and our citizens.

Capital Fund Budget and Capital and Nonrecurring Reserve (CNR) Fund

The proposed capital fund budget of \$4,897,170 is financed primarily from the capital and nonrecurring reserve (CNR) fund (\$2,945,000) with the balance coming from proposed bond proceeds (\$1,323,000), Assistance to Firefighters grant (\$269,380), the LoCIP grant (\$184,000), the Town Aid Road grant (\$130,000) and other funds (\$45,790). Management is proposing to fund two school facility projects with bond funding – renovations to the Mansfield Middle School gymnasium and a boiler replacement at Vinton Elementary School. The proposed expenditures are detailed in the capital projects fund budget and financing plan, also referred to as the capital improvement program (CIP).

The proposed CNR Fund budget of \$3,145,000 is funded mainly by the general fund (\$3,160,640), ambulance user fees (\$250,000) and the Pequot/Mohegan grant (\$205,660). The proposed expenditures include: a transfer to the capital fund of \$2,945,000 to fund current year projects and a transfer to the management services fund of \$200,000 for technology equipment.

Other Funds

Staff has included in this budget information on the other major operating funds of the Town government. These include town road aid, internal service funds, enterprise funds, the daycare fund, the recreation program fund, the cemetery fund, the health district fund and the Mansfield Downtown Partnership budget. All of these funds either receive support from the tax base or

support significant activities affecting the Town. I would note that while we are seeing a rather large increase in our health insurance premiums (average 17 percent) for the second year in a row, our average claims experience for the past five years is 9.9 percent, slightly below industry trend.

Impact on the Taxpayer

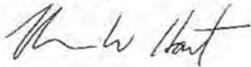
The proposed budgets for the Town, Region 19 and the Mansfield Public Schools have collectively increased by \$3,572,570. However, due to the property tax growth resulting from our economic development efforts as well as a projected increase in State aid, no tax increase is required to support this budget and the mill rate would remain 29.87 on real estate and personal property. Motor vehicles would be taxed at 29.36, the state maximum tax rate for vehicles. In addition, we will be able to increase our Fund Balance by \$900,000, without a tax increase, bringing our general fund reserve to 9.1 percent.

Conclusion

In management's view, the Proposed FY 2016/17 Budget is a responsible spending plan that is designed to support current services, advance key Council policy goals and objectives, appropriate new state aid in a conservative manner, and build capacity to address operational and budgetary concerns, without an increase in the mill rate. Our major uncertainty that we will need to address, to the extent we are able, is whether state revenue will hold.

The preparation of this document requires a great deal of time and effort. I would like to thank our various department heads and the members of the budget team – Cherie Trahan, Alicia Ducharme, Maria Capriola, and Emily Wilson - for their patient work in preparing this submission.

Sincerely,



Matthew W. Hart
Town Manager

Town of Mansfield
General Fund
Major Cost Drivers - FY 2016/17

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	%
Trans Out-Capital Proj	2,333,450	1,637,380	1,637,380	3,160,640	1,523,260	93.03%
Employee Benefits	2,784,879	2,944,805	2,941,475	3,205,550	260,745	8.85%
Salaries and Wages	6,601,132	6,678,075	6,737,230	6,892,700	214,625	3.21%
Contingency	-	174,990	97,000	250,830	75,840	43.34%
Other Purch Services	1,719,706	1,943,045	1,962,110	1,998,270	55,225	2.84%
Trans Out-Spec Rev Fund	610,430	637,450	637,450	677,950	40,500	6.35%
Repairs/Maintenance	144,378	140,350	156,500	168,480	28,130	20.04%
Purch Property Services	118,232	111,400	111,380	133,400	22,000	19.75%
Equipment	85,638	90,985	91,715	104,050	13,065	14.36%
Rolling Stock Supplies	184,115	212,000	246,000	225,000	13,000	6.13%
Trans Out Enterprise Fnd	138,560	132,050	132,050	142,050	10,000	7.57%
Office Supplies	57,030	62,400	59,170	72,360	9,960	15.96%
Insurance	201,770	211,830	220,920	219,440	7,610	3.59%
Other Supplies	55,671	69,880	75,890	77,460	7,580	10.85%
Building Supplies	34,624	55,110	55,500	60,840	5,730	10.40%
Instructional Supplies	3,832	3,450	3,450	7,450	4,000	115.94%
School/Library Books	108,339	106,570	106,770	110,450	3,880	3.64%
Food Service Supplies	68	300	300	300	-	0.00%
Misc Expenses & Fees	87,464	81,900	81,900	81,900	-	0.00%
Trans Out-Debt Serv Fd	325,000	285,000	285,000	285,000	-	0.00%
Trans Out-Trust Agency	78,000	62,000	62,000	62,000	-	0.00%
Contrib to Area Agencies	57,050	45,050	45,050	44,400	(650)	(1.44%)
Prof & Tech Services	198,602	271,150	257,430	267,810	(3,340)	(1.23%)
Land/Rd Maint Supplies	1,160	18,300	6,200	6,100	(12,200)	(66.67%)
Energy	437,716	445,900	411,500	420,500	(25,400)	(5.70%)
Total:	16,366,846	16,421,370	16,421,370	18,674,930	2,253,560	13.72%

ISSUE PAPER

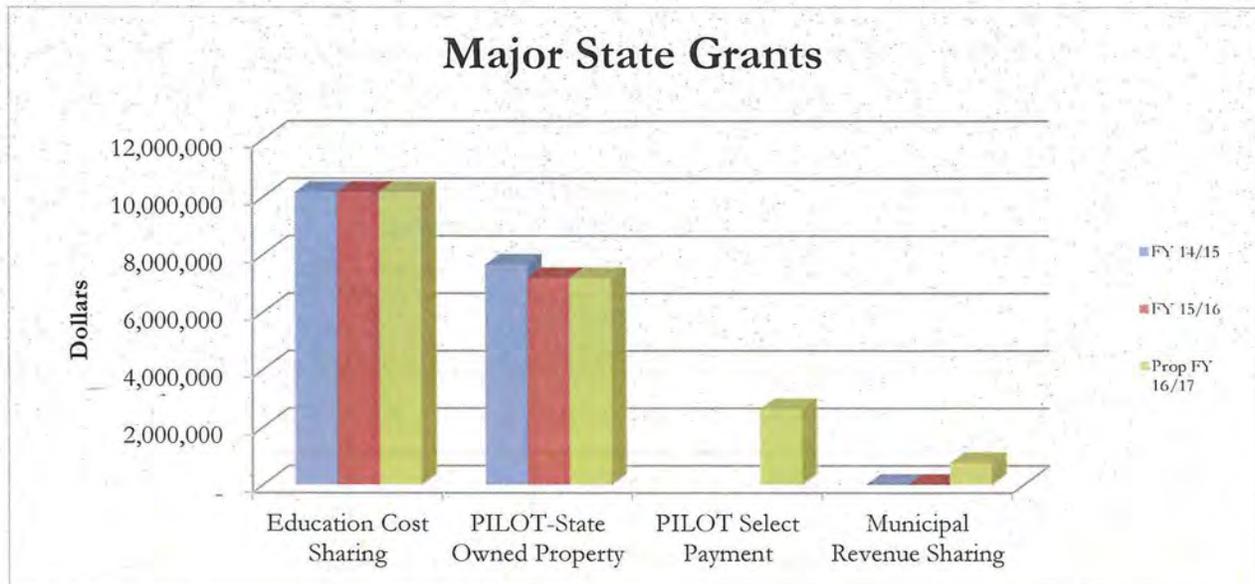
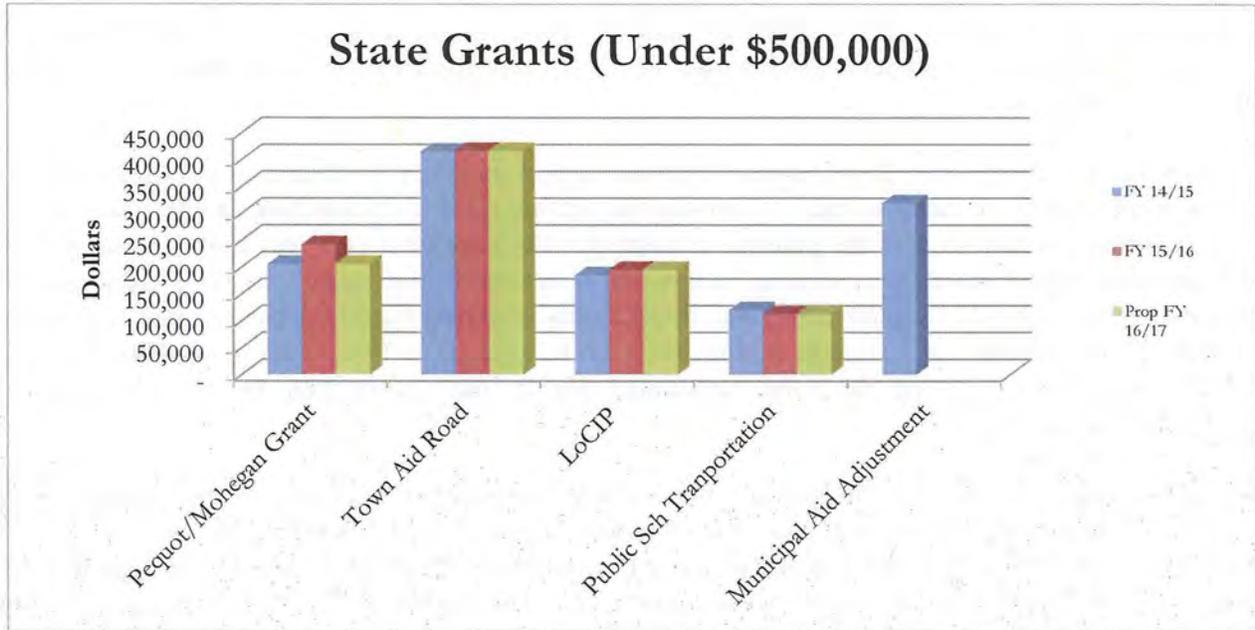
STATE REVENUE

For purposes of the Proposed FY 2016/17 Budget management has included the Governor's proposed estimates for municipal aid. In aggregate, the Governor's estimates would increase state revenue to Mansfield by \$3,345,310 above current year levels. The major component of this increase is the inclusion of a new grant to municipalities that host the largest share of State-owned property. Per the Governor's proposed budget, the new Payment In Lieu of Taxes-Select Payment will provide \$2,630,450 in funding to Mansfield for FY 2016/17. In addition, the State Revenue Sharing grant will provide \$756,130. As in the past, we do not know whether these grant amounts will hold as the State works to adopt its budget.

In February, staff testified at the state legislature regarding House Bill No. 5049, specifically those elements of the bill that relate to the payment in lieu of taxes program (PILOT). Highlights of our testimony are as follows:

- Last year, the Town of Mansfield was pleased to support those elements of Senate Bill No. 1 designed to adequately fund and stabilize the PILOT grant for those towns that host a significant amount of state property. With the presence of UCONN and the former Bergin Correctional Institute, Mansfield is very reliant on the PILOT grant, receiving approximately \$7.19 million in FY 2015/16 under this program. Mansfield is unique in that the value of state-owned property, at approximately \$1.2 billion, actually exceeds the value of private property in town (our most recent grand list totals approximately \$1.1 billion).
- Under statute, Mansfield should be receiving 45% on the assessed value of state property (32% beginning in FY 2017/18). The actual grant amount is closer to 22% of assessed value for FY 2015/16. Mansfield's PILOT grant has fluctuated over the past 10 years and has not approached the statutory calculation of 45% of assessed value. State property certainly has an impact on the host municipality. While UCONN offers many benefits to Mansfield in terms of employment, arts and culture and other university-related amenities, it also has a real impact on our municipal services, including code enforcement, community services, education, public safety and public works.
- As a result of last year's reform to the PILOT, under the Governor's Proposed FY 2016/17 Budget Mansfield's PILOT payment is expected to increase to \$9.8 million, or 26.77% of the assessed value of state property in town. This demonstrates real progress on the part of the General Assembly and Governor. HB 5049 does not specifically modify the Governor's Proposed FY 17 allocation for the PILOT grant. However, the law currently prohibits a reduction in PILOT below what was received prior to June 30, 2015. HB 5049 would remove that prohibition and allow a reduction below the FY 2014/15 figure. Given the recent progress made with last year's SB 1, we ask the legislature to oppose this change permitting a reduction in PILOT below what was received prior to June 30, 2015. Falling below FY 2014/15 levels would clearly be a move in the wrong direction.
- To summarize, we ask that the legislature do nothing to endanger last year's reforms to the PILOT that were designed to adequately fund and to stabilize the PILOT grant for municipalities that are the most significantly impacted by state property. A town like Mansfield is not going to be able to grow its grand list to a size that will adequately fund the service demands associated with both our year-round population and a major state institution such as UCONN. Over the past two decades the state has invested billions into UCONN and it is now

one of the nation's premier public institutions. In order for the state to maximize the investment that it has made in our community, it is important to ensure that the town receives an adequate and stable PILOT grant from the state.



ISSUE PAPER

FUND BALANCE

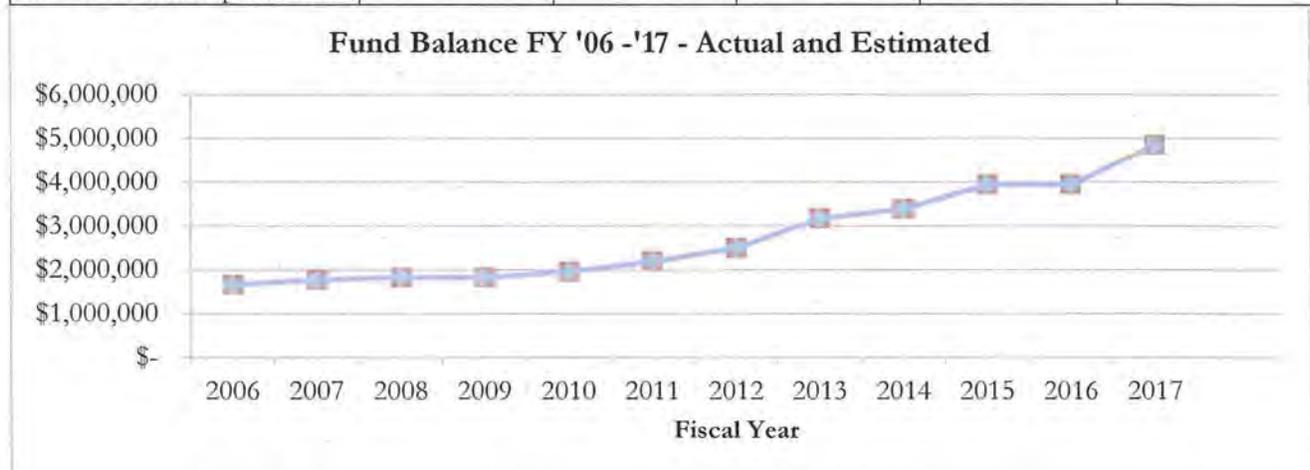
Fund balance is a measure of the Town's capacity to withstand financial emergencies or to undertake unforeseen but necessary projects. Rating agencies place special emphasis on fund balance when assigning bond ratings to municipalities and view adequate fund balance as an indication of sound financial management.

A number of years ago, the Town Council adopted a plan in which the Town would no longer utilize an appropriation from fund balance to balance the general fund operating budget. Management made this recommendation because the practice of using fund balance on a one-time basis has an inherently destabilizing impact upon the operating budget and could result in a negative outlook from the rating agencies. More recently (August 2012), the Town Council revised the Fund Balance Policy to provide that the Town will strive to maintain an unrestricted fund balance of 17% of the general fund operating budget with up to 2% of the same accounted for in the unrestricted fund balance of other governmental funds.

The Proposed FY 2015/16 Budget did not include an increase to fund balance because of the significant reductions in state aid. However, since the Town did receive additional revenue from the State in FY 2014/15, the Town Council was able to make a contribution of \$555,148 to fund balance at June 30, 2015, putting the fund balance reserve over 8%. The Proposed FY 2016/17 Budget includes a \$900,000 contribution to fund balance that would increase the reserve balance to 9.1% of expenditures.

This action is important in order to provide the Town with sufficient reserve to meet unforeseen circumstances. The Town plans to continue to increase fund balance gradually over time until we reach the recommended level of fund balance by the rating agencies.

	General Fund Balance (GAAP Basis)				
	6/30/2013	6/30/2014	6/30/2015	6/30/2016	6/30/2017
Assigned	\$ 424,907	\$ 140,010	\$ 65,368	\$ 65,000	\$ 65,000
Unassigned	2,749,756	3,246,024	3,875,814	3,876,182	4,776,182
Total Fund Balance	\$ 3,174,663	\$ 3,386,034	\$ 3,941,182	\$ 3,941,182	\$ 4,841,182
GAAP Expenditures and Other Financing Uses	\$ 47,407,532	\$ 46,952,776	\$ 47,634,352	\$ 48,632,270	\$ 52,204,840
Unrestricted Fund Balance as % of Total Expenditures	6.70%	7.21%	8.27%	8.10%	9.15%



ISSUE PAPER

STAFFING CHANGES FY 2016/2017

A summary of staffing changes for FY 2016/2017 is as follows:

Facilities Management

- Management recommends the addition of a Maintainer position to be filled in January 2017. This position is needed to help complete the back log of work orders that have accumulated from being understaffed for some time and to help with our preventative maintenance program. The cost of this full-time position would be shared with the Mansfield Board of Education. Cost to the General Fund: \$19,500 for salaries and benefits.

Fire and Emergency Services

- Management recommends the addition of one full-time firefighter/EMT, as part of a multi-year plan to reduce turnover and overtime expenditures by stabilizing the department's combination workforce comprised of full-time, part-time and volunteer members. The declining volunteer membership and the turnover of part-time fire fighters have increased the amount of overtime paid to full-time staff as well as recruitment expenditures and resources. The addition of a full-time firefighter/EMT in FY17 would bring the complement of full-time personnel to 14 staff members. If approved, management would plan to hold the full-time workforce at 14 firefighters for at least a few years to assess the impact of the additional staffing. Cost to the General Fund: \$76,320 for salaries and benefits.

Human Services

- Management recommends the increase in the general fund contribution for the Early Childhood Services Coordinator position due to the possible loss of grant funding from the William Casper Graustein Memorial Fund. The Coordinator's position is an integral part of the School Readiness Program and staffs the Mansfield Advocates for Children. At this time it is uncertain whether the Memorial Fund will be able to continue its contribution; consequently, management has increased the general fund contribution in the proposed budget by 6 hours per week. If grant funding is received, the additional Town funding will be transferred to the Contingency account. Cost to the General Fund: \$11,900 for salaries and benefits.

ISSUE PAPER

RESIDENT TROOPER PROGRAM

In late 2011 the Town conducted a police services study and in 2012 the Town Council subsequently endorsed the alternative to enhance the resident trooper program. The objective of this plan was to increase staffing from nine to 13 troopers over time.

However, in the ensuing years the state has increased the cost of the resident trooper program in a significant way. One component is the employee benefits or “fringe” rate charged to participating municipalities, which is approximately 90% of salary. Secondly, last year the state increased the reimbursement rate paid by resident trooper towns to the state from 70% of applicable costs to 85% of costs for the two highest paid troopers and 100% of costs for any additional troopers. These two changes led the Town to reduce the number of troopers assigned to Mansfield from 10 to eight. The Town Council also established its Ad hoc Committee on Police Services to review options for the delivery of police services and to ultimately develop a recommendation for the Town Council as a whole.

Over the past year, the Ad hoc Committee has met with representatives of other area municipalities and police agencies, including Coventry, Tolland, Windham and the University of Connecticut. In addition, the committee toured the UCONN and Willimantic Public Safety complexes.

For next year, management has budgeted for the services of the current contingent of eight troopers and one part-time constable. With steps and general wage increases, the cost of the resident trooper program has increased by 7.4% percent for next year, which is a major cost driver for the Town. We have also budgeted \$60,000 in the FY 2016/17 capital fund for professional and technical services to assist the Ad hoc Committee with a more detailed review and analysis of police service delivery options, if the Committee chooses to take that step.

ISSUE PAPER

STORRS CENTER RESERVE ACCOUNT

In FY 2010/11 the Town established a reserve account to accumulate permitting fees for the Storrs Center development project and the net tax revenue generated during the tax abatement period for the project. Management is reserving these revenues to cover the one-time costs and the public infrastructure improvements related to the project.

The permitting fees have been appropriated and are recorded directly into the reserve account; the estimated balance in the reserve account as of June 30, 2017 totals \$189,972. The Proposed FY 2016/17 budget reflects the net tax revenues (taxes less the abatement) in the general fund where the operating costs related to Storrs Center will be charged and covered by the tax revenues from Storrs Center. The remaining balance is then included as a transfer out to the Storrs Center reserve account in the capital fund, to cover one-time expenditures such as code enforcement activities planned for FY17. The estimates provided reflect current and planned construction through FY 2016/17.

The breakdown of the activity in the 2016/17 General Fund Proposed Budget is as follows:

Estimated Storrs Center Tax Revenue		\$2,951,470
Less: Tax Abatement		<u>(671,000)</u>
Net Taxes		2,280,470
Less Operating Costs:		
Mansfield Downtown Partnership Support	\$ 125,000	
Full-time Firefighter	97,380	
Crew Leader/Overtime	24,540	
Groundskeeper/Overtime	22,780	
Laborer/Overtime	20,050	
Cost of Fire Hydrants	<u>6,500</u>	
Total Operating Costs		(296,250)
Less Tax Relief for General Fund		<u>(1,609,220)</u>
Balance - Transfer to Storrs Center Reserve Account		<u>\$ 375,000</u>

The following schedule reflects the activity in the Storrs Center Reserve Account in the Capital Fund for FY 2013/14 through projections for FY 2016/17. The Reserve Account will continue to fund one-time costs for fire and building inspections, potential legal expenses for Storrs Center, capital equipment costs, operating costs for the Nash-Zimmer Transportation Center, and the contribution for the Garage Repair and Maintenance Reserve. In addition, in FY 16/17 the Reserve Account will make a payment of \$400,000 to cover cost overruns on the infrastructure improvements for Storrs Center.

Storrs Center Reserve Account - Fund 400-84103
Estimated Account Balance

	FY 13/14 Actuals	FY 14/15 Actuals	FY 15/16 Estimated	FY 16/17 Projected
Funding Sources:				
Storrs Center Gross Taxes	\$ 786,000	\$ 1,273,300	\$ 2,351,470	\$ 2,951,470
Less: Tax Abatement	(321,000)	(715,000)	(728,000)	(671,000)
Net Storrs Center Tax	465,000	558,300	1,623,470	2,280,470
Less: Operating Costs	(206,640)	(217,400)	(291,450)	(171,250)
Less: Tax Relief	(90,000)	(112,300)	(1,103,380)	(1,734,220)
Net Transfer to Reserve	168,360	228,600	228,640	375,000
Permitting Fees	329,827	357,246	119,391	15,000
Other Local		50,000	84,116	51,000
Capital Non-recurring Fund				
Total Project Funding	\$ 498,187	\$ 635,846	\$ 432,147	\$ 441,000
Project Expenditures:				
Infrastructure Improvements		\$ 3,021	\$ 25,000	\$ -
Fire Inspec. One-time Costs	61,716	62,155	43,461	39,340
Building Inspec. One-time	86,737	116,781	74,827	76,220
Professional & Technical	7,650	9,500		
Legal Services	60,016	11,811	10,000	10,000
Capital Equipment		65,000	65,000	
Architects & Engineers				
Relocation Costs				
Permit Bond				
Intermodal Capital Costs	27,035			
Intermodal Operating	48,474	105,136	100,000	115,000
Construction Overruns				400,000
Garage Repair Reserve		50,000	50,000	51,000
Total Project Expenses	\$ 291,628	\$ 423,404	\$ 368,288	\$ 691,560
Net Activity Incr/(Decr)	206,559	212,442	63,859	(250,560)
Beginning Balance	(42,328)	164,231	376,673	440,532
Ending Balance	\$ 164,231	\$ 376,673	\$ 440,532	\$ 189,972

ISSUE PAPER

SCHOOL BUILDING PROJECT

The Town Council spent a significant amount of time reviewing the recommended School Building Project presented to them by the Board of Education – build two new elementary schools to replace the three existing elementary schools and to do select repairs and alterations to the middle school. On January 23, 2013, the Council unanimously approved the following motion:

1. That the Council not send the proposal for two new schools to a referendum at the present time; and
2. That the issue of repairs to the three elementary schools, as well as the Mansfield Middle School, be referred to the Board of Education, which is within their expertise and jurisdiction, for their prioritization of repairs and improvements needed to maintain the schools.

On February 12, 2013 the Town Council held a special joint meeting with the Board of Education to discuss the council's action and its expectations for the Board. The Council reviewed the reasons behind the decision, including but not limited to, concerns about the cost of the project, particularly during difficult economic times, and whether the proposed project had strong support from the community at-large. The Board provided the Council a list of proposed capital items for both information technology needs and facility repairs and maintenance needs. An allocation of \$200,000 per year for each of these areas over a five-year period was requested, for a total of \$2,000,000, to maintain the schools and provide for technology for the next five years. The Board recommended that by FY 2017/18 the discussion should begin as to whether to make a long-term commitment to the existing elementary schools or to again consider new construction.

On March 11, 2013 the Council discussed the Board's recommendations and passed a motion endorsing the Board's plan for ongoing maintenance for the four school buildings of \$200,000 per year for the next five years and for computer infrastructure of \$200,000 per year for the next five years.

Consequently, the Proposed FY 2016/17 Capital Fund Budget includes \$200,000 for school building maintenance and \$200,000 for school technology infrastructure funded by a transfer from the General Fund, the fourth year of the planned funding.

In addition, the Board of Education has requested that three facility projects be included in the Capital Improvement Program (CIP) for FY 2016/17:

- | | |
|--|-----------|
| • Facility Planning Study | \$160,000 |
| • Boiler Replacement at Vinton Elementary School | \$450,000 |
| • Renovations to the Middle School Gymnasium | \$873,000 |

The Proposed CIP funds the facility planning study in cash and the boiler replacement and renovations to the Middle School gymnasium in bonds. More information on these projects can be found in the Capital Fund Budget section.

ISSUE PAPER

HEALTH INSURANCE

The Town finances its health insurance on a self-insured basis to control costs. The Health Insurance Fund covers the employees and retirees of the following entities: Town of Mansfield, Mansfield Board of Education, Region 19 Board of Education, Eastern Highlands Health District and several smaller agencies.

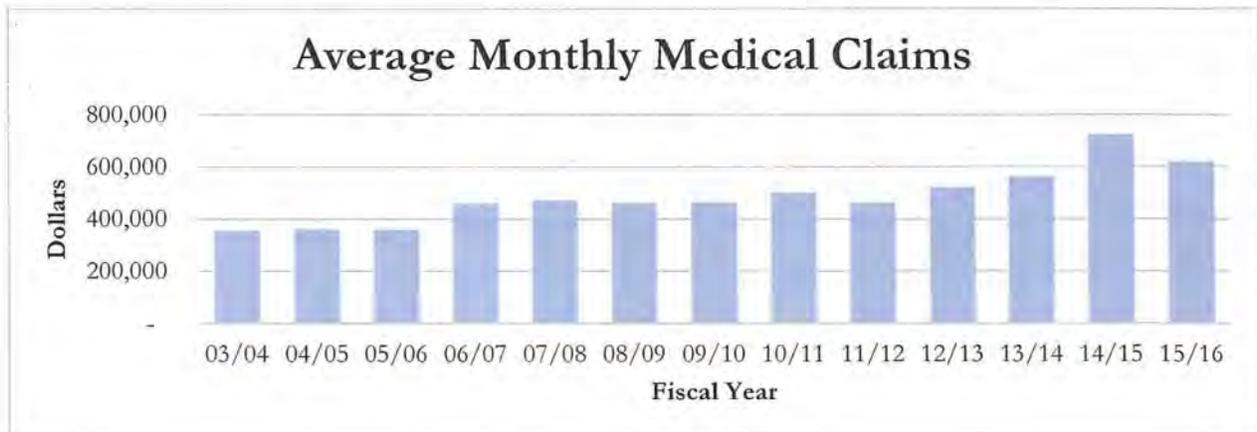
In the spring of 2007 the Town revamped its Employee Wellness Program and realized a very positive impact on medical claims experience for the next five years. The average increase from FY 07/08 to FY 11/12 averaged an incredible 0.29%, and during this time we were able to rebuild fund balance from \$354,547 at June 30, 2008 to a high of \$3,905,066 at June 30, 2012.

During FY 12/13, FY 13/14, and FY 14/15 claims experience increased by 12.6%, 7.7%, and 29.0% respectively. This increase, which far exceeded projected claims from our insurance carrier, had a significant impact on fund balance, drawing it down to \$729,603 or 9.1% of claims for the year. Since the management team strives to maintain a reserve of 25% of expected claims, it set insurance rates for FY 15/16 with the goal of rebuilding reserve by approximately \$400,000. This would bring fund balance to 14% of expected claims with the ultimate goal of returning to 25% in the following years. After eight months of activity, FY 15/16 monthly claims have decreased by 14.4%, from a monthly average of \$725,239 to \$620,603. Given the increase in insurance rates and the decrease in claims activity, we are pleased to report that fund balance has risen to \$1,385,032 or 16% of expected claims.

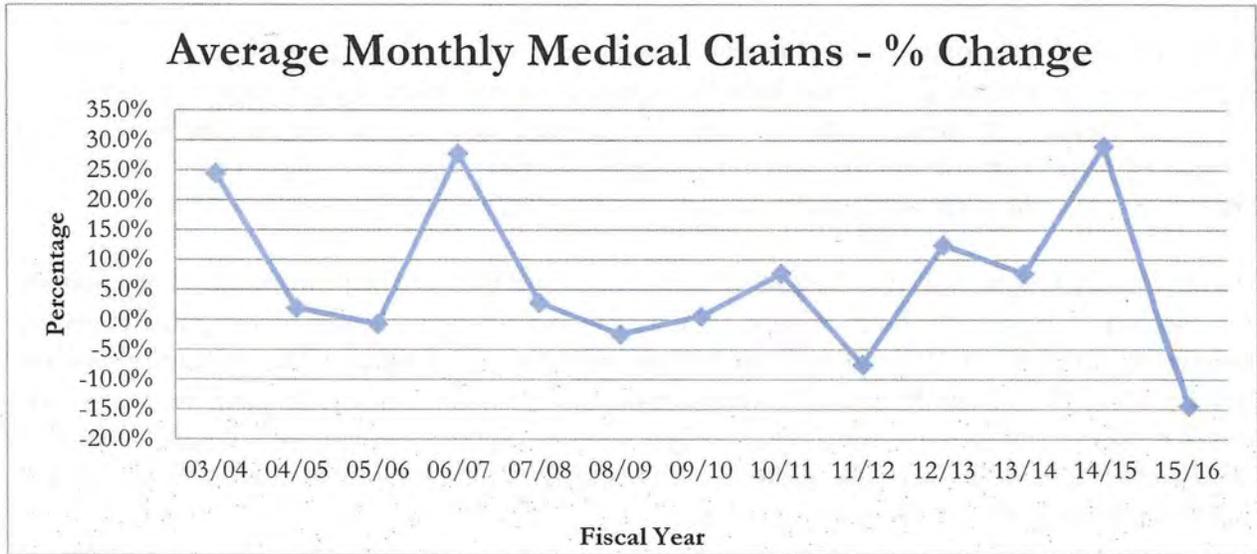
Management has increased insurance premiums for FY 16/17 to further our goal of maintaining a fund balance of 25% of expected claims. If projected claims hold, fund balance will increase to 19.5% of expected claims by June 30, 2017.

The management team comprised of town and school district representatives continues to look for ways to control health care costs. For more information on the management team's goals and objectives, please see the Health Insurance Fund summary page.

The chart below depicts the average monthly claims history. Note the relatively flat period from 06/07 to 11/12, followed by three years of trend increases and finally the moderation we are experiencing in FY 15/16.



The chart below depicts the percentage change in average monthly medical claims from 2003/04 to 2015/16. Note the extreme volatility from year to year.



Budget Process

Budget Guidelines:

The goal of this budget is to preserve services, promote Council goals and objectives, increase our contribution to fund balance, continue our pay-as-you-go capital program, as well as present a balanced budget – one that ensures that we do not spend beyond our means. At the same time, we must be highly sensitive to the impact on the taxpayer. Therefore, the following guidelines will be used in preparing this budget.

The proposed budget will use the Governor's proposed budget for municipal aid. Mansfield is projected to receive \$2.6mil from the PILOT Select Payment grant. This grant supports the communities most affected by State owned property. In addition, Mansfield is projected to receive \$756k in State Revenue Sharing funds. While this is extremely good news, caution must be taken in how these funds are used given the volatility of State aid. Therefore, every effort is being made to use this additional funding for increasing fund balance reserves and capital needs rather than operating expenses.

New positions will only be authorized based on demonstrated need. Each department should look primarily to savings from more efficient operating methods if expansion or improvements in services are to be instituted. However, new positions which are grant funded or promote Council goals and objectives or which constitute a clear improvement in service may be approved by the Town Manager. In either instance, it will be necessary to justify the request on the basis of improved workload measurements.

Estimates for contractual services and commodities should be based on prices in effect at the present time, unless the Finance Director provides official notification of a change.

Since the budget is a program of services as well as a financial plan, each department is requested to give special attention to justification on the basis of performance data. This information will give Council and citizens a better yardstick for evaluation and determination of the relative costs and benefits of their municipal services.

Basis of Budgeting:

1. Formal budgetary integration is employed by the Town Council as a management control device during the year for the General Fund, Capital Fund, and Capital and Non-Recurring Reserve Fund, which are the only funds with a legally adopted annual budget. Budgetary comparisons on a legal basis are included in the appropriate financial statements and schedules.
2. Prior to March 1, each department head, office, agency, board or commission of the Town, supported wholly or in part from Town funds, shall submit budget requests in the

form requested by the Town Manager so as to indicate the program, activities, and work accomplished in the current fiscal year and to be accomplished during the ensuing year. These shall be accompanied by detailed estimates of expenditures to be made and of revenues other than taxes to be collected during the ensuing fiscal year, along with such other information as may be requested by the Council or the Manager.

3. Based on a schedule approved by the Town Council, the Town Manager shall present to the Council a budget consisting of:
 - (a) A budget message outlining the financial situation of the Town government and describing the important features of the budget plan;
 - (b) The budget of the Board of Education as submitted to the Manager, along with whatever analysis or comment the Manager wishes to provide;
 - (c) Statements of the Manager's proposed operating program and expenditures for the Town functions and Town-supported functions, other than those of the Board of Education, along with comparisons of amounts expended in the last completed fiscal year and estimated amounts to be expended in the current fiscal year;
 - (d) Information on amounts of revenue by source, other than property taxes collected, in the last completed fiscal year, estimates for the current year and for the ensuing year, along with information and estimates regarding property tax revenues for the same periods;
 - (e) Statements of the condition and estimated condition of the Town funds and of the debt service obligations of the Town, proposed capital improvements to be undertaken during the ensuing fiscal year or later years, and the proposed methods of financing them;
 - (f) And such other information as will assist the Town Council and the voting residents of Mansfield in deciding on an annual appropriation and a capital improvement program.
4. During the budget adoption process, the Town Council shall hold at least two Town Budget Information Meetings. At least 10 days prior to each meeting, the Town Council shall widely distribute budget information and notices of the meetings. The Town Council shall adopt a proposed budget, including a recommended appropriation act, by May 1.
5. An annual Town Meeting for budget consideration shall be held on the second Tuesday in May. This meeting shall consider the budget presented to it by the Council and may approve, lower, or raise the budget of any item. If the annual Town Meeting refuses or

neglects to adopt a budget, the budget will be returned to the Council for its consideration. The Council shall return the same or a revised budget to a Town Meeting called by the Council for a date no later than ten days after the first meeting. This Town Meeting shall also approve, lower, or raise the budget of any program. Should the Town Meeting then fail or refuse to adopt a budget, the budget appropriation last proposed by the Council shall be in full effect.

6. The budget approved by the Town Meeting or adopted by the Town Council shall be subject to appeal if:

- Within 21 days after approval, electors present a petition requesting the budget be repealed and replaced by a substitute budget. The petition shall be in certain form and signed by not less than 2% of the electors as determined by the revised registry list last completed.
- The Town Clerk determines the petition to be sufficient. If found to be sufficient, the Town Clerk shall so certify to the Town Council within five days after receipt of the petition. If insufficient, a legal notice shall be placed in a newspaper of general circulation in the Town, and no further proceedings will be necessary.
- After certification, the question shall be submitted to a referendum of eligible voters at the budget Town Meeting. At least 10 days prior to the referendum, the Town Council shall publish notice of the referendum in a newspaper having circulation in the Town. The notice shall state the date and hours the referendum will be held, and the text of the question as it will appear. The referendum shall be held on a Tuesday.
- A majority of those voting in the referendum vote against the budget.

7. The level of control for all legally adopted budgets (the level at which expenditures may not legally exceed appropriations without Council and/or Town Meeting approval) is at the department level for the General Fund. The Council may make budgetary transfers from one department to another within the General Fund, not to exceed 0.5 percent of the annual budget in any one fiscal year. Transfers or new appropriations in an amount from 0.5 percent to an aggregate amount not to exceed one percent of the annual approved budget in any one fiscal year, may be approved by consecutive actions of the Council and a Town Meeting which shall be called by the Council following its action on the new spending proposal.

An appropriation or transfer of over one percent of the annual budget for an expenditure not provided for in the adopted budget may be approved by consecutive favorable actions of the Council and a referendum of the voters of the Town.

Notwithstanding the foregoing, the Council may approve appropriations without limitation as to amount if such appropriations are to be funded from revenues other than receipt of taxes or proceeds of borrowings authorized pursuant to Sections 406 and 407

of the Charter, unanticipated in the annual budget. The Council is authorized to establish special funds with respect to such appropriations.

8. Except for encumbrance accounting in the General Fund, all budgets are prepared on the modified accrual basis of accounting. Encumbrance accounting, under which purchase orders, contracts, and other commitments are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration. Since the Town intends to honor contracts in process at year-end, encumbrances outstanding at June 30 are reported as assignments of fund balance, since they do not constitute expenditures or liabilities.
9. Except for capital projects, whose budgets remain in effect until completion of the project, even when projects extend more than one year, unencumbered appropriations lapse at year-end.

FY 2016/17 Budget Review Schedule

March 28 Monday 5:30pm – 7:00pm	Budget Presentation Budget Message Budget in Brief Guide to the Budget Revenue Summaries Expenditure Summaries	Council Chambers Beck Building
March 30 Wednesday 6:30pm – 9:30pm	Budget Review General Government Public Safety	Council Chambers Beck Building
April 05 Tuesday 6:30pm – 9:30pm	Budget Review Community Services Community Development Public Works	Council Chambers Beck Building
April 07 Thursday 6:30pm – 9:30pm	Budget Review Board of Education Town Wide Operating Transfers Capital Improvement Program	Council Chambers Beck Building
April 12 Tuesday 7:00pm – 8:30pm	Public Information Session Manager's Proposed Budget Review	Council Chambers Beck Building
April 14 Thursday 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

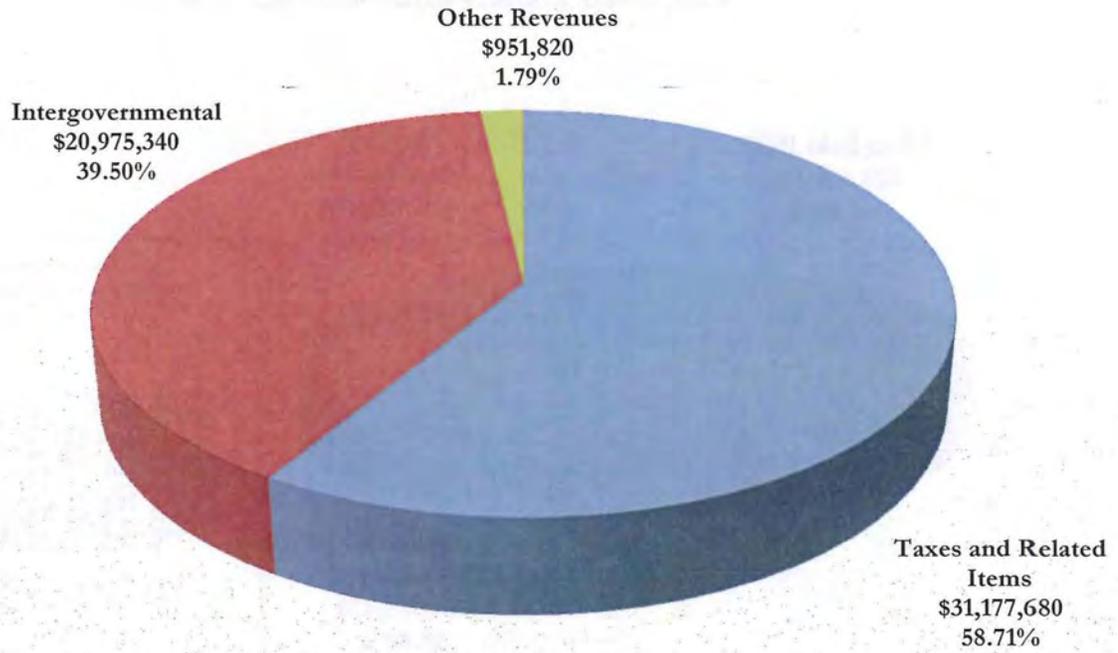
April 20 Wednesday 6:30pm – 9:30pm	Budget Review Internal Service Funds Cemetery Fund/Long Term Investments Eastern Highlands Health District Fund Mansfield Downtown Partnership Fund Supplementary Data	Council Chambers Beck Building
April 21 Thursday 6:30pm – 9:30pm	Budget Discussion Flagged Items Additions and Reductions	Council Chambers Beck Building
April 25 Monday 7:00pm	Public Hearing on Budget at Regular Council Meeting	Council Chambers Beck Building
April 27 Wednesday 6:30pm – 9:30pm	Adoption of Budget	Council Chambers Beck Building
May 02 Monday 7:00pm	Region 19 Annual Meeting on Budget	EO Smith Media Center
May 3 Tuesday	Region 19 Budget Referendum	Ashford, Mansfield, Willington
May 04 Wednesday 7:00pm – 8:30pm	Public Information Session Town Council Adopted Budget	Council Chambers Beck Building
May 10 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

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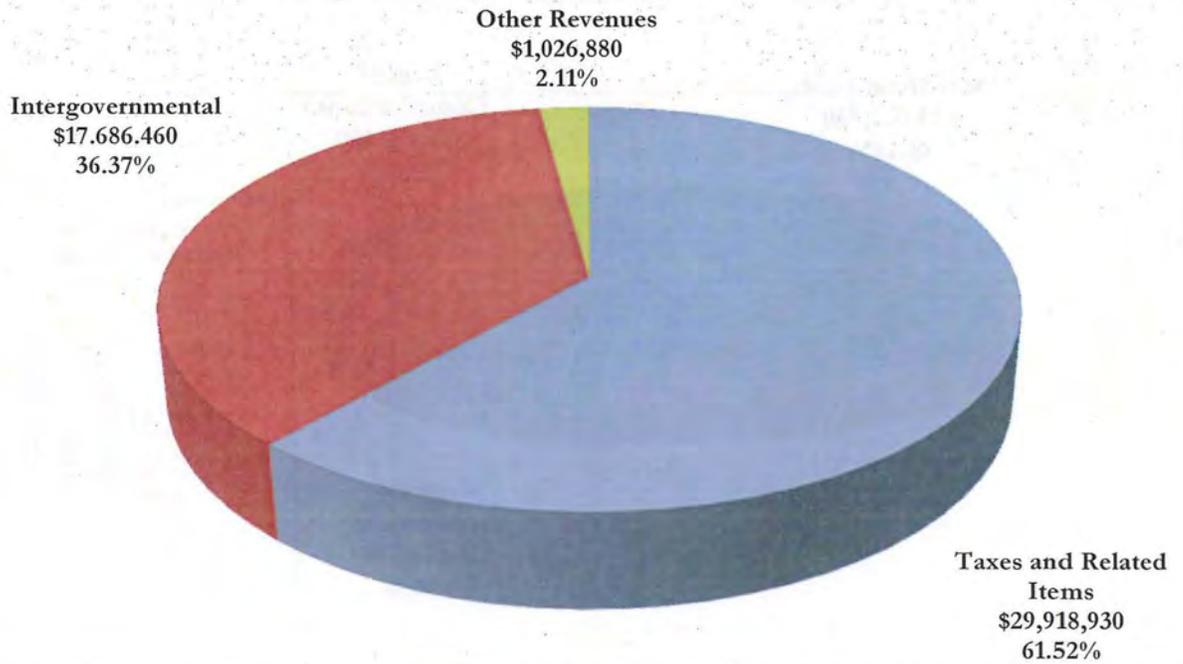
BUDGET IN BRIEF

Town of Mansfield
Budget in Brief

General Fund
Proposed Revenue Budget 2016/17



General Fund
Amended Revenue Budget 2015/16

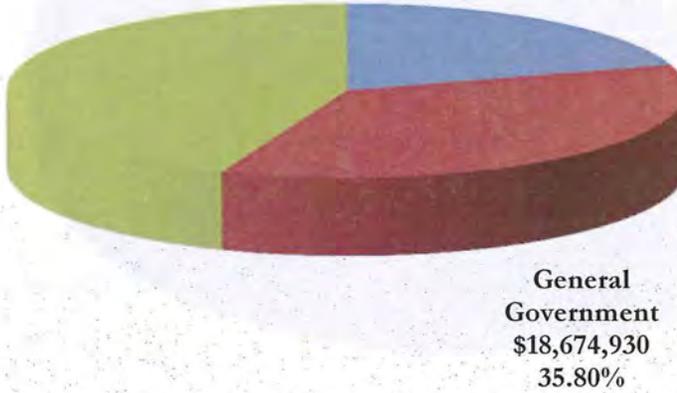


Town of Mansfield
Budget in Brief

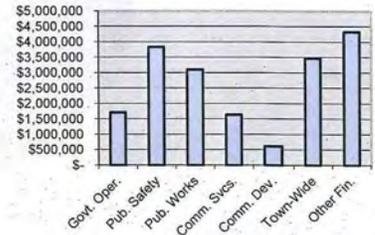
General Fund
Proposed Expenditure Budget 2016/17

Mansfield BOE
\$22,980,500
44.00%

Reg. 19
Contributions
\$10,549,410
20.20%



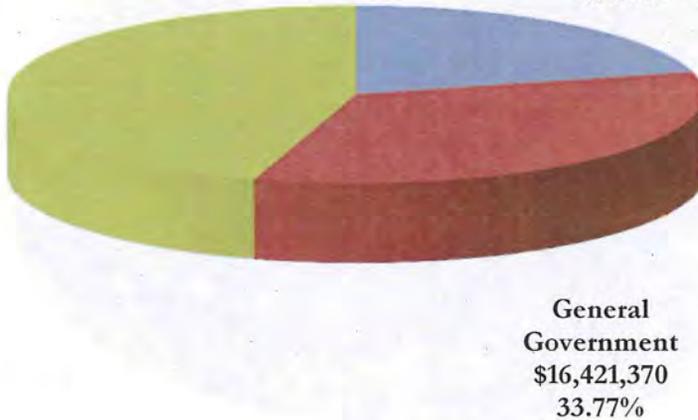
General Government
Expenditures by Major Category



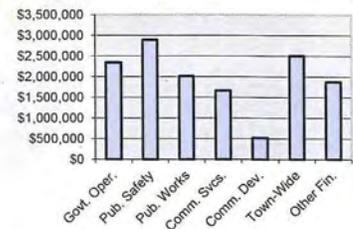
General Fund
Amended Expenditure Budget 2015/16

Mansfield BOE
\$22,022,750
45.28%

Reg. 19
Contributions
\$10,188,150
20.95%



General Government
Expenditures by Major Category



**Town of Mansfield
Budget in Brief
Budget Highlights
2016/17**

- The combined proposed budget for the Town General Government, Mansfield Board of Education and Contribution to Region 19 increased from \$48,632,270 to \$52,204,840 or by 7.3 percent.
- The proposed Town of Mansfield budget for fiscal year 2016/17, including the Mansfield Board of Education, is \$41,655,430 an 8.4 percent increase over fiscal year 2015/16.
- The proposed General Government portion of the budget has increased by \$2,253,560, from \$16,421,370 to 18,674,930, a 13.7 percent increase. The increase is reflective of an increase of \$1,523,260 for Capital projects and an increase of \$730,300 for operating expenses.
- The proposed Mansfield Board of Education portion of the budget has an increase of \$957,750 or 4.3 percent.
- The proposed Region 19 Board of Education proportionate share for the Town of Mansfield \$10,549,410 has increased 3.5 percent. This is reflective of an increase in Mansfield student enrollment compared to total enrollment and a 1.7% increase in education expenditures.
- The total tax rate needed to fund both the Town of Mansfield budget and the Region 19 budget (Mansfield's General Fund share) is 29.87 mills for real estate and personal property, a zero increase from fiscal year 2015/16. Tax on motor vehicles is capped at 29.36 by State statute, a .51 decrease from fiscal year 2015/16.
- The Grand List has increased by 4.51 percent, from \$1,026,856,306 to \$1,073,133,789. Personal Property saw an unprecedented increase of 31.19% or \$16,657,150. Real Estate also saw a significant increase, 3.29% or \$29,479,020.

**Town of Mansfield
Budget in Brief
Expenditure Budget Summary**

	<u>FY 15/16 Amended</u>	<u>FY 16/17 Proposed</u>	<u>Increase/Decrease</u>	
			Amount	Percentage
Town:				
General Government:				
Operating Budget	\$ 14,498,990	\$ 15,229,290	\$ 730,300	5.0%
Capital Contribution	1,637,380	3,160,640	1,523,260	93.0%
Debt Contribution	285,000	285,000	-	
Total General Government	16,421,370	18,674,930	2,253,560	13.7%
Mansfield Board of Education	22,022,750	22,980,500	957,750	4.3%
Total Town of Mansfield	<u>\$ 38,444,120</u>	<u>\$ 41,655,430</u>	<u>\$ 3,211,310</u>	<u>8.4%</u>

	<u>FY 15/16 Amended</u>	<u>FY 16/17 Proposed</u>	<u>Increase/Decrease</u>	
			Amount	Percentage
Recap:				
Contribution to Region 19	\$ 10,188,150	\$ 10,549,410	\$ 361,260	3.5%
Town Expenditures	38,444,120	41,655,430	3,211,310	8.4%
Total Commitments	<u>\$ 48,632,270</u>	<u>\$ 52,204,840</u>	<u>\$ 3,572,570</u>	<u>7.3%</u>

Town of Mansfield
Budget in Brief
Summary of Revenues and Expenditures

2016/17 over 2015/16

	FY 15/16 Amended	FY 16/17 Proposed	Increase/Decrease	
			Amount	Percentage
<u>Revenues:</u>				
Taxes and Related Items	\$ 29,918,930	\$ 31,177,680	\$ 1,258,750	4.2%
Intergovernmental	17,686,460	20,975,340	3,288,880	18.6%
Other Revenues	1,026,880	951,820	(75,060)	(7.3%)
Total Revenues	<u>\$ 48,632,270</u>	<u>\$ 53,104,840</u>	<u>\$ 4,472,570</u>	<u>9.2%</u>
<u>Expenditures:</u>				
General Government	\$ 1,670,430	\$ 1,703,130	\$ 32,700	2.0%
Public Safety	3,689,340	3,827,740	138,400	3.8%
Public Works	2,984,480	3,095,010	110,530	3.7%
Community Services	1,560,670	1,638,610	77,940	5.0%
Community Development	626,140	615,600	(10,540)	(1.7%)
Mansfield Board of Education	22,022,750	22,980,500	957,750	4.3%
Town-Wide Expenditures	3,136,430	3,467,200	330,770	10.5%
Other Financing Uses	2,753,880	4,327,640	1,573,760	57.1%
Total Town of Mansfield	38,444,120	41,655,430	3,211,310	8.4%
Contributions to Region 19	10,188,150	10,549,410	361,260	3.5%
Total General Fund	<u>\$ 48,632,270</u>	<u>\$ 52,204,840</u>	<u>\$ 3,572,570</u>	<u>7.3%</u>
Net Increase to Fund Balance	<u>\$ -</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	

Town of Mansfield
Budget in Brief
Significant Features - Revenues
Change in Composition of General Fund Revenues

	FY 14/15 Actual	FY 15/16 Amended	% of Total	FY 16/17 Proposed	% of Total
Taxes and Related Items	\$ 28,725,801	\$ 29,918,930	61.5%	\$ 31,177,680	58.7%
Licenses and Permits	541,140	519,790	1.1%	513,120	1.0%
Federal Support	7,579	3,470	0.0%	-	0.0%
State Support - Education	10,301,228	10,308,210	21.2%	10,298,910	19.4%
State Support - Gen. Govt.	8,121,334	7,374,780	15.2%	10,676,430	20.1%
Charges for Services	375,099	386,500	0.8%	318,760	0.6%
Fines & Forfeitures	48,501	33,050	0.1%	25,400	0.0%
Miscellaneous	86,574	84,990	0.2%	91,990	0.2%
Operating Transfers In	2,500	2,550	0.0%	2,550	0.0%
	<u>\$ 48,209,756</u>	<u>\$ 48,632,270</u>	100.0%	<u>\$ 53,104,840</u>	100.0%

**Town of Mansfield
Budget in Brief
Significant Features - Expenditures**

Description	FY 15/16 Amended	FY 16/17 Proposed	Increase or (Decrease)	%
GENERAL GOVERNMENT	\$1,670,430	\$1,703,130	\$32,700	2.0

General Government shows a net increase of \$32,700. This increase is due to an \$11,840 increase in the cost of the Registrars and Election workers for the Presidential election; mandatory training for the Registrars of \$6,520; new Computer Hardware/Software for the Registrars of \$4,350; and, in the Finance Department, step increases and the cost of a full year of the Accountant position as compared to a partial year in 15/16 of \$21,110. These increases are offset by the reduction in Professional & Technical Services (\$4,500) and System Support (\$5,000) in Finance.

PUBLIC SAFETY	\$3,689,340	\$3,827,740	\$138,400	3.75
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The increase in Public Safety of \$138,400 is primarily due to an increase in the cost of the Resident State Troopers program of \$93,190 for general wage and step increases; a reduction of reimbursable over-time for police services (\$51,250); an increase to the Fire Volunteer Incentive Program of \$10,005; and the proposed addition of a 14th Fire Fighter position for \$51,560 (net cost).

PUBLIC WORKS	\$2,984,480	\$3,095,010	\$110,530	3.7
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Public Works reflects an increase of \$110,530. This increase is due to the salary cost of a full year of the Public Works Specialist compared to a partial year in 2015/16, approximately \$38,100; a proposed new shared Maintainer position with an anticipated hire date of January 2017, estimated cost of \$14,000; and the reorganization of Public Works operations staff for \$5,170. Other line items that have been increased are Auto Parts \$9,000, Building Maintenance Services \$19,450, Building Repairs \$7,500, and Electricity \$11,000.

**Town of Mansfield
Budget in Brief
Significant Features – Expenditures
(Continued)**

Description	FY 15/16 Amended	FY 16/17 Proposed	Increase Or (Decrease)	%
COMMUNITY SERVICES	\$1,560,670	\$1,638,610	\$77,940	5.0

The increase in Community Services of \$77,940 is primarily due to salaries and wages for a few positions. It reflects a full year of the Youth Counselor as compared to a partial year in 2015/16 for \$32,835; an increase in hours for the Parent Education Coordinator \$17,360, in anticipation of the loss of grant funding; an increase in hours for Library pages of \$5,650 to relieve librarians and higher level paraprofessional staff of some circulation desk coverage, allowing them to work on selected projects; and restoring some funding for adult and youth materials for the Library \$6,900.

COMMUNITY DEVELOPMENT	\$621,140	\$615,600	(\$10,540)	(1.7)
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The net decrease of \$10,540 for Community Development is due to savings in salaries from the Assistant Planner position that was filled in 2015/16.

TOWN-WIDE EXPENDITURES	\$3,136,430	\$3,467,200	\$330,770	10.5
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The increase in Town-wide Expenditures of \$330,770 is made up of an increase in the cost of employee benefits, most notably medical insurance \$206,910; an increase in MERS – Firefighters \$22,960; a reduction in the deduction line to Enterprise Funds (Solid Waste Fund) for insurance \$34,910; and an increase in contingency of \$75,840 for potential general wage increases for all staff.

OPERATING TRANSFERS OUT	\$2,753,880	\$4,327,640	\$1,573,760	57.1
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The increase in Operating Transfers of \$1,573,760 reflects an increase in transfers out to the Capital Improvement Program of \$1,376,900; Parks and Recreation of \$40,500; Storrs Center Reserve Fund \$146,360; and an increase to the Transit Services Fund of \$10,000.

Town of Mansfield
 Budget in Brief
 Significant Features – Expenditures
 (Continued)

Description	FY 15/16 Amended	FY 16/17 Proposed	Increase or (Decrease)	%
MANSFIELD BOARD OF EDUCATION	\$22,022,750	\$22,980,500	\$957,750	4.3

The Board of Education adopted a budget of \$22,980,500, an increase of \$957,750. This increase reflects contractual salaries increases, an increase in staffing and program needs, and the increase in the cost of employee benefits, most notably medical insurance, offset by savings in energy costs.

Town of Mansfield
Budget in Brief
Grand List Comparison
Fiscal Year 2016/17

	Net Abstract 10/1/2014	Net Abstract * 10/1/2015	Change	% Change
Real Estate	\$ 895,811,970	\$ 925,290,990	\$ 29,479,020	3.29%
Personal Property	53,412,532	70,069,682	16,657,150	31.19%
Motor Vehicles	77,631,804	77,773,117	141,313	0.18%
Grand Totals	<u>\$1,026,856,306</u>	<u>\$1,073,133,789</u>	<u>\$46,277,483</u>	<u>4.51%</u>

* The Grand List totals are the final figures signed by the Assessor *before* changes made by the Board of Assessment Appeals.

	Net Abstract 10/1/2013	Net Abstract 10/1/2014	Change	% Change
Real Estate	\$ 919,603,880	\$ 895,811,970	\$ (23,791,910)	(2.59%)
Personal Property	41,126,173	53,412,532	12,286,359	29.87%
Motor Vehicles	75,522,327	77,631,804	2,109,477	2.79%
Grand Totals	<u>\$1,036,252,380</u>	<u>\$1,026,856,306</u>	<u>(\$9,396,074)</u>	<u>(0.91%)</u>

Town of Mansfield
 Estimated Tax Warrant and Levy
 FY 2016/17

Amount to Raise by Taxation	Dollars	Equiv. Mill Rate
1. Proposed Budget		
Mansfield School Board	\$ 22,980,500	
Town General Government	18,674,930	
Total Town	41,655,430	
Region 19 General Fund Contribution	10,549,410	
Total Expenditure Budgets	\$ 52,204,840	48.65
2. Plus: Fund Balance Reserve	900,000	0.84
3. Less:		
Tax Related Items	612,500	
Non-Tax Revenues	21,927,160	
App. Of Fund Balance	-	
Total Other Revenues	22,539,660	21.00
Amount to Raise by Taxes (current levy)	\$ 30,565,180	28.48
Tax Warrant Computation		
1. Amount to Raise by Taxes (current levy)	\$ 30,565,180	28.48
2. Amount of Abatement	671,000	0.63
3. Reserve for Uncollected Taxes	524,890	0.49
4. Reserve for Tax Appeals	200,000	0.19
5. Elderly Programs	51,000	0.05
Total Tax Warrant	\$ 32,012,070	29.83
Mill Rate Computation		
1. Motor Vehicle Tax Calculation:		
Taxable MV Grand List	77,773,117	
Capped Mill Rate per Substitute SB-1	29.36	
Motor Vehicle Taxes	2,283,418.72	
2. Property Tax Warrant (Total Warrant-MV Taxes)	\$ 29,728,651	
3. Tax Warrant	29,728,651	
		= 29.87
4. Taxable Grand List - RE & PP	995,360,672	
Proposed Mill Rate	29.87	
Current Mill Rate	29.87	
Increase (Decrease)	0.00	
Percent Increase (Decrease)	0.00%	

Town of Mansfield
 General Fund
 Schedule of Estimated Changes in Fund Balance - Budgetary Basis
 For the Year Ended June 30, 2016

Assigned for 2015/2016 Budget						\$ -
Unassigned						3,852,042
						<u>3,852,042</u>
Fund Balance, July 1, 2015						\$ 3,852,042
	Original Budget	Amend.	Final Budget	Estimated Actual	Budget Comparison	
Total revenues and transfers in	\$ 48,632,270	\$ -	\$ 48,632,270	\$ 48,632,270	\$ -	
Appropriation of fund balance						
Total Sources	<u>48,632,270</u>	<u>-</u>	<u>48,632,270</u>	<u>48,632,270</u>	<u>-</u>	
Total expenditures and transfers:						
Town	16,421,370		16,421,370	16,421,370	-	
Mansfield Board of Education	22,022,750		22,022,750	22,022,750	-	
Contribution to Region #19	10,188,150		10,188,150	10,188,150	-	
Total expenditures	<u>48,632,270</u>	<u>-</u>	<u>48,632,270</u>	<u>48,632,270</u>	<u>-</u>	
Budgetary results	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>
Fund balance, June 30, 2016						<u>\$ 3,852,042</u>
Fund balance:						
Assigned						\$ -
Unassigned						<u>3,852,042</u>
						<u>\$ 3,852,042</u>

Town of Mansfield
Budget in Brief
Fiscal Year 2016/2017
Summary of Sources and Uses - All Funds

	General Fund	Town-Aid Fund	Capital Non-Recurring Fund	Recreation Fund	Debt Service Fund	Capital Projects Fund
REVENUES:						
Property Taxes	\$ 31,177,680					
Intergovernmental	20,975,340	416,520				583,380
Investment Income						
Charges for Services	318,760					
Other Local Revenues	630,510		456,160	1,902,820		
Bonds & Lease Purchase						1,323,000
Premium Income						
TOTAL REVENUES	53,102,290	416,520	456,160	1,902,820		1,906,380
OTHER RESOURCES:						
Operating Transfers In	2,550		3,160,640	522,950	285,000	2,875,790
TOTAL REVENUES AND OTHER SOURCES	53,104,840	416,520	3,616,800	2,425,770	285,000	4,782,170
EXPENDITURES:						
Government Operations	1,703,130					163,830
Public Safety	3,827,740					578,550
Public Works	3,095,010	279,400				3,460,000
Community Services	1,638,610			2,404,550		119,790
Community Development	615,600					260,000
Town-Wide Expenditures	3,467,200					
Education	33,529,910					200,000
Debt Service					293,725	
TOTAL EXPENDITURES	47,877,200	279,400		2,404,550	293,725	4,782,170
OTHER USES:						
Operating Transfers Out	4,327,640	130,000	3,030,000			
TOTAL EXPENDITURES AND OTHER USES	52,204,840	409,400	3,030,000	2,404,550	293,725	4,782,170
Excess/(Deficiency) - Revenues and Other Resources Over Expenditures and Other Uses	900,000	7,120	586,800	21,220	(8,725)	
Fund Balance, July 1	3,941,182	18,621	63,539	82,062	46,426	(1,036,343)
Fund Balance, June 30	\$4,841,182	\$25,741	\$650,339	\$103,282	\$37,701	(\$1,036,343)
Retained Earnings Fund Balance:						
Reserved for Perpetual Care						
Reserved for Future Claims						
Design for Specific Projects						(1,036,343)
Available for Appropriation	4,841,182	25,741	650,339	103,282	37,701	
Total Retained Earnings and Fund Balance, June 30	\$4,841,182	\$25,741	\$650,339	\$103,282	\$37,701	(\$1,036,343)

Operating transfers in and out may not balance since some transfers are from funds not included.

Town of Mansfield
Budget in Brief
Fiscal Year 2016/2017
Summary of Sources and Uses - All Funds

	Cemetery Fund	Enterprise Funds	Internal Service Funds	Other Agencies	Total All Funds
REVENUES:					
Property Taxes					\$ 31,177,680
Intergovernmental			300,730	833,120	23,109,090
Investment Income	5,000		2,500		7,500
Charges for Services		1,323,270	2,017,120	1,775,895	5,435,045
Other Local Revenues	14,400		208,340	38,200	3,250,430
Bonds & Lease Purchase					1,323,000
Premium Income			10,859,720		10,859,720
TOTAL REVENUES	19,400	1,323,270	13,388,410	2,647,215	75,162,465
OTHER RESOURCES:					
Operating Transfers In	20,000	269,050	223,000		7,358,980
TOTAL REVENUES AND OTHER SOURCES	39,400	1,592,320	13,611,410	2,647,215	82,521,445
EXPENDITURES:					
Government Operations					1,866,960
Public Safety					4,406,290
Public Works		1,556,960			8,391,370
Community Services	37,950			2,713,498	6,914,398
Community Development					875,600
Town-Wide Expenditures			13,147,135		16,614,335
Education					33,729,910
Debt Service					293,725
TOTAL EXPENDITURES	37,950	1,556,960	13,147,135	2,713,498	73,092,588
OTHER USES:					
Operating Transfers Out					7,487,640
TOTAL EXPENDITURES AND OTHER USES	37,950	1,556,960	13,147,135	2,713,498	80,580,228
Excess/(Deficiency) - Revenues and Other Resources Over Expenditures and Other Uses	1,450	35,360	464,275	(66,283)	79,807,947
Fund Balance, July 1	265,151	13,703,355	4,283,571	733,735	22,101,299
Fund Balance, June 30	\$266,601	\$13,738,715	\$4,747,846	\$667,452	24,042,516
Retained Earnings		13,738,715	4,747,846		18,486,561
Fund Balance:					
Reserved for Perpetual Care	266,601				266,601
Reserved for Future Claims					
Design for Specific Projects					(1,036,343)
Available for Appropriation				667,452	6,325,697
Total Retained Earnings and Fund Balance, June 30	\$266,601	\$13,738,715	\$4,747,846	\$667,452	\$ 24,042,516

Operating transfers in and out may not balance since some transfers are from funds not included.

GUIDE TO THE BUDGET

Guide to the Budget

Introduction to the Budget Document

The annual budget is comprised of legally required budget information as well as a significant amount of additional information that may be helpful to the reader in understanding the full scope of the activities for which the town government is responsible. It is a dynamic document that has four primary functions:

- It is a **policy document** because it sets a coherent statement of entity wide short- and long-term financial policies.
- It is a **financial plan** which provides an overview of the resources and spending budgeted by the Town.
- It is a **communications device** which informs about significant budgetary issues conveyed in an easy to read format.
- It is an **operations guide** which describes services with efficiency and effectiveness measures.

The Budget as a Policy Document:

As a policy document, the budget indicates what services the Town of Mansfield will provide for the upcoming fiscal year. It provides goals and objectives, and accomplishments for each department within the organization which are based on the short- and long-term goals and financial policies set forth by the Town Council. The details of these policies and goals are included later in this section.

The Budget as a Financial Plan:

As a financial plan, the budget outlines the costs of services and how they are funded. The revenue and expenditure sections provide an overview of the funding sources and the services they support. Detail of all expenditures, including Capital Improvement projects, is presented by service unit and department following the summaries.

The Budget as a Communications Device:

As a communications device, the budget is designed to be an easy to read document with summary information in the form of text, graphs and charts. It begins with a table of contents to provide a listing of sections in the order in which they appear in the budget. The budget begins with a message from the Town Manager which outlines the overall budget and includes budgetary issues, trends and choices. The Guide to the Budget provides an overview of the Town, its mission statements, its personnel, services, policies and budget process. The Statistical section includes supplemental information that is relevant to the Town. A glossary of financial budget terms can be found at the end of the budget and has been provided as a reference guide.

The Budget as an Operations Guide:

As an operations guide, the budget shows how the departments are organized in order to provide services that will be delivered to the community. It is organized into the five major service units with an organizational chart and overview of their total budget followed by a detailed budget, goals and accomplishments for each department. Following the operating budgets are sections for the Capital Improvement Program, Special Revenue Funds, Debt Service, Proprietary Funds, and Trust Funds. Also included are the operating budgets for the Eastern Highlands Health District, Mansfield Discovery Depot and the Mansfield Downtown Partnership.

The major portion of information contained in this budget deals with the Town of Mansfield General Government operations. However, the total expenditures which must be funded also include the costs of the Mansfield Board of Education and Mansfield's proportionate share to fund the Region 19 School District. More complete details of both Boards of Education budgets can be found in the budget documents prepared by those entities.

Format of the Budget Document

The budget is divided into the following sections:

Budget Message Section:

This section includes the budget message which provides budget highlights and an overview of revenues and expenditures. The issue papers describe any major issues and options facing the Town.

Budget in Brief:

This section contains significant revenue and expenditure features of the budget, the estimated tax warrant and the estimated changes in fund balance.

Guide to the Budget:

This section provides information on the budget document, how to use it and where to find information. It also provides an overview of the Town, its history, organization, staffing and policies.

Revenue and Expenditure Summaries:

This portion of the budget document is organized by the major service units of government (General Government, Public Works, Public Safety, etc.) and within service unit by departments or programs (Legislative, Municipal Management, etc.). Within each program, information is provided

on specific categories of expenditure (salaries, supplies, services, etc.) for the expenditure budget and specific sources of revenue for the revenue budget.

The revenue and expenditure summaries aggregate revenues by source and activity and expenditure by object and activity.

Town Departmental Activities:

This section of the budget deals with the major service unit of government and within those service units the individual departments (cost centers or programs). Within each department are the specific classes of expenditure. The expenditure data is accompanied by narrative describing the program and the changes therein.

The Capital Program:

This section deals with the Town's Capital Budget for the coming fiscal year and the Capital Improvement Program for the ensuing four years. Included in the Capital Program is the Capital and Non-Recurring Reserve Fund which is used to accumulate funds for capital projects, and other programs which are of a one-time nature, or can be phased out over a relatively short period of years.

The Capital Projects Fund defines its programs by the major service unit of government (General Government, Public Works, Public Safety, etc.)

The Capital Nonrecurring Fund defines its programs by the recipient of the fund transfer (Debt Service Fund, Property Tax Revaluation Fund, etc.)

The Budget Resolutions:

This section deals with the legislative actions necessary for the Town Council to formally forward the General Fund Budget, Capital Fund Budget, and Capital Nonrecurring Fund Budget on to the Annual Town Meeting for Budget Adoption.

Other Operating Funds:

This section of the budget contains information on the other major funds of the government.

Statistical Data:

This section of the budget provides important background information for the reader, including miscellaneous statistics, historical data, principal taxpayers, and a glossary of terms.

Description and History of the Town

The Town of Mansfield encompasses approximately 45.1 square miles. The Town is bounded on the east by Chaplin, on the north by Willington and Ashford, on the south by Windham, and on the west by Coventry. The Town of Mansfield was first settled in 1692 as part of Windham. In October 1702, the Connecticut General Assembly granted a charter of incorporation to the Town of Mansfield, which was formed out of Windham.

The Town operates under the provisions of its Charter and the General Statutes of the State of Connecticut. Since 1970, when the Town established the Town Manager/Council form of government, the legislative power of the Town is vested in a nine-member council, elected at large for terms of two years, and the Town Meeting. The Mayor is elected by majority vote of the council. The Town Manager, who is the chief executive officer, manages the operations of the Town. The Town Manager appoints department heads. The Town Manager and the Director of Finance are responsible for the financial management of the Town.

The Town hosts the University of Connecticut's main campus. The University is a land grant University that was founded in 1881 as Storrs Agricultural School. With over 4,000 employees, the University is a major employer for the Town and the surrounding region.

The Town of Mansfield provides a full range of services, including police and fire protection; the construction and maintenance of highways, streets, and other infrastructure; education, pre-kindergarten through eighth grade and high school through the Regional School District No. 19; human services including a day care center, a youth service bureau and a senior center; public health services through the Eastern Highlands Health District; recreation services and adult education including a community center; library services; and affordable housing through a Town housing authority.

Town Organization

The Town administration is organized by five major service units:

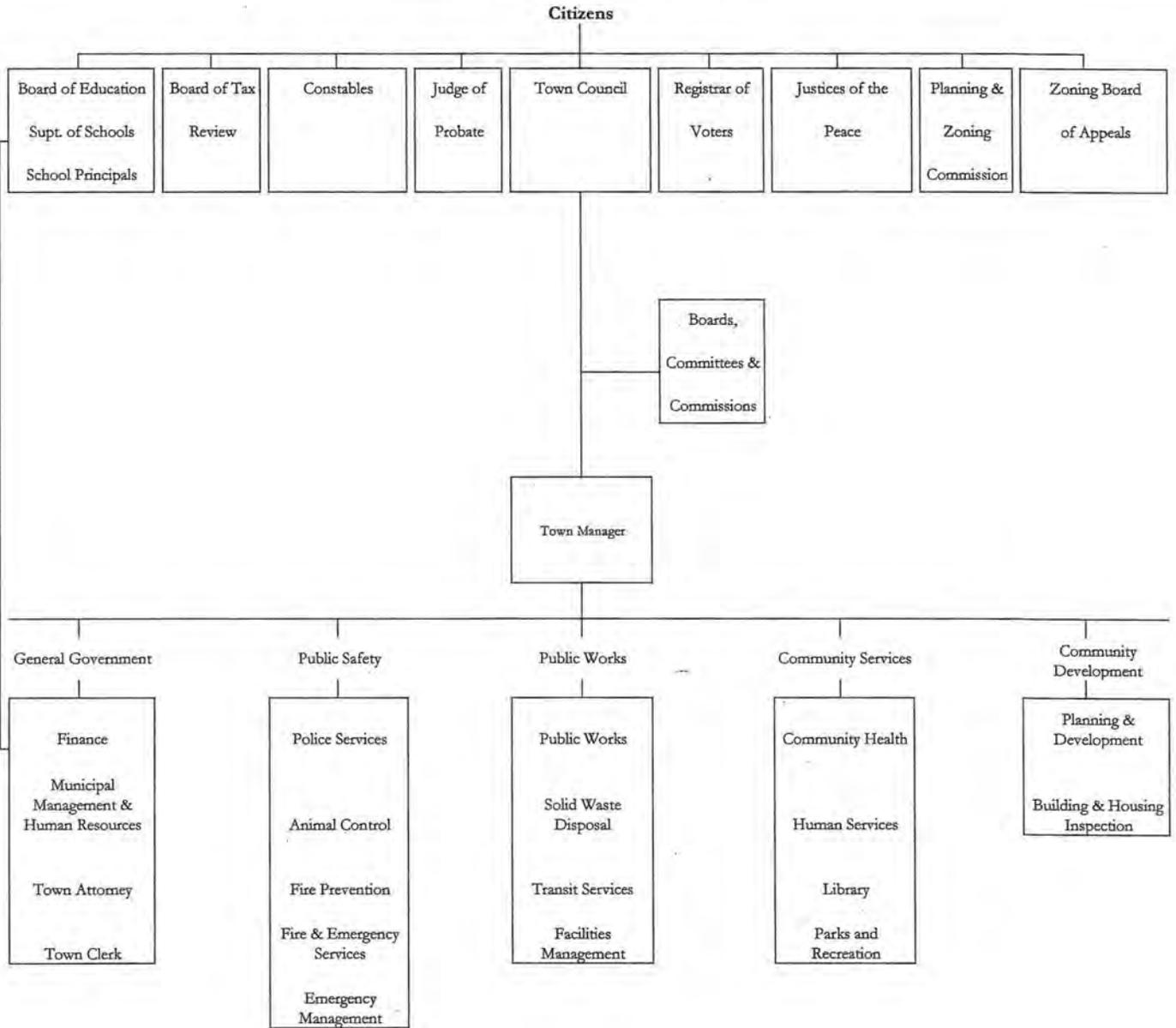
- **General Government** - Mission: To maintain a level of management excellence that will achieve the most efficient and effective use of the resources allocated to municipal government for the benefit of the citizens of the Town of Mansfield.
- **Public Safety** - Mission: To create an environment in which people can move about safely and feel confident that they and their property are protected from harm, through programs that reduce crime and fire, provide emergency medical services to the sick and injured, and minimize the impact of technological and natural disaster.

- **Public Works** - Mission: To support and assure the balanced development, improvement and protection of the physical resources of the Town of Mansfield and to provide for the operation, maintenance and report of the Town's infrastructure.
- **Community Services** - Mission: To plan and assist in the development and maintenance of harmonious personal relationships between residents and groups and to improve and enrich the lives of our citizens through activities, programs and facilities designated to foster creativity, help resolve and prevent problems, provide healthy recreational activity and build cultural and aesthetic appreciation.
- **Community Development** - Mission: To provide residents and stakeholders with a community that promotes and protects public safety, health and welfare, environmental quality, encourages economic activity and full employment, rewards creative enterprise, fosters full citizen participation and offers the means to realize the other goals herein.

Education Organization:

The public schools of Mansfield consist of three elementary schools for students in grades pre-kindergarten through fourth grade and a middle school for grades five through eight. The District is governed by a nine-member Board of Education that meets the second and fourth Thursday evenings of the month at the municipal building.

Town of Mansfield
ORGANIZATIONAL CHART



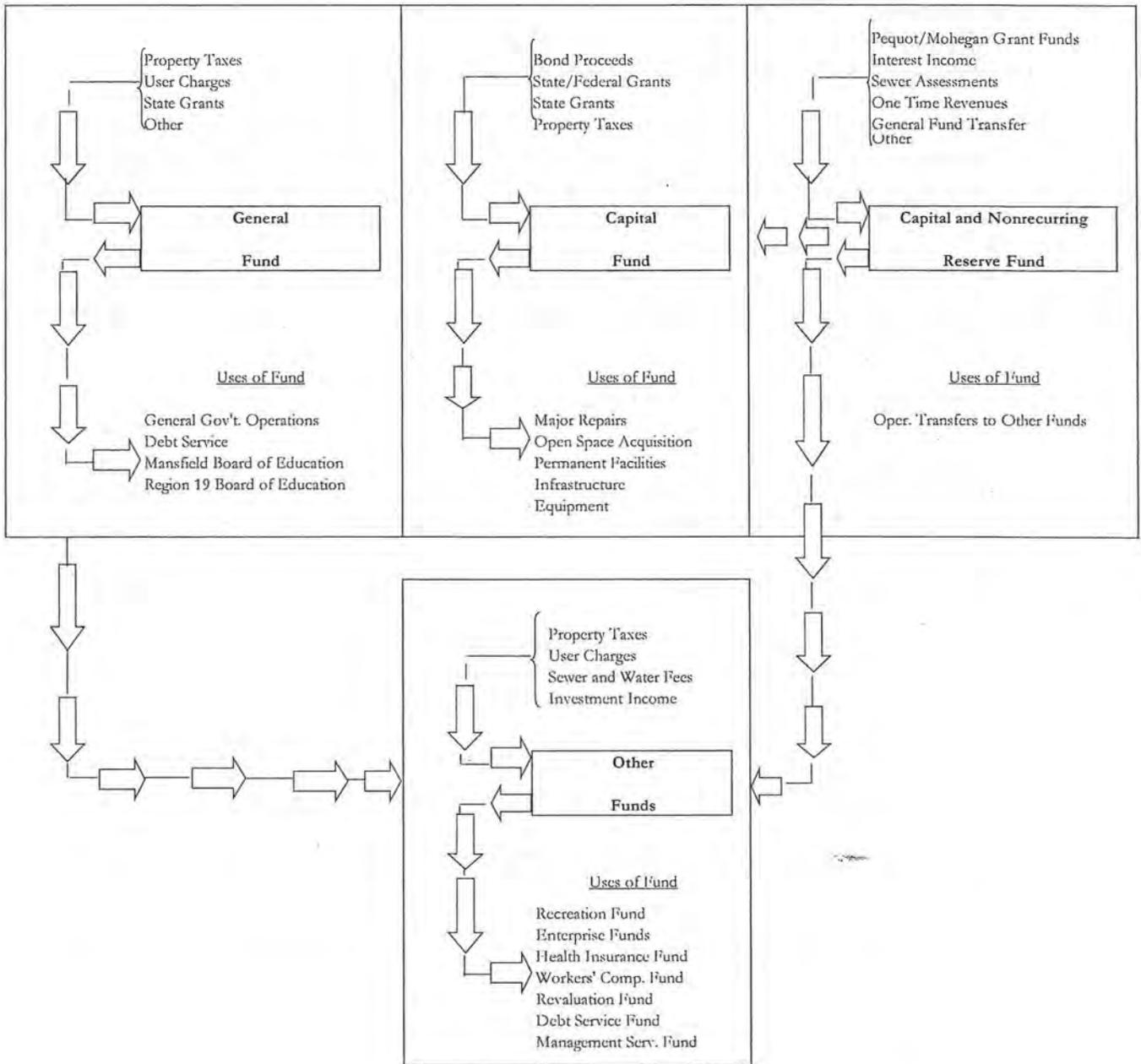
Town of Mansfield
Town and School Personnel by Department
Full Time Equivalent Positions

Department	Budget 2016/17			Total employees	
	General Fund	Other Funds	Total Employees	Est. 2015/16	Actual 2014/15
General Government:					
Municipal Management/HR	3.07	0.73	3.80	3.80	3.80
Town Clerk	3.00		3.00	3.00	3.00
Registrars	1.12		1.12	0.94	0.76
Finance	10.50	6.00	16.50	16.50	15.50
Total General Government	17.69	6.73	24.42	24.24	23.06
Public Safety:					
Police	9.03		9.03	8.94	11.26
Animal Control	1.71		1.71	1.71	1.71
Fire Marshal/Emerg. Mgmt	2.04	0.46	2.50	2.50	3.10
Fire & Emergency Services	18.05	0.45	18.50	20.00	18.50
Total Public Safety	30.83	0.91	31.74	33.15	34.57
Public Works:					
Public Works	24.92	2.50	27.42	27.65	29.10
Facilities Management	6.89	1.85	8.74	7.74	7.40
Total Public Works	31.81	4.35	36.16	35.39	36.50
Community Services:					
Human Services	10.55	0.48	11.03	10.43	11.08
Library	10.61	0.50	11.11	10.63	10.63
Parks and Recreation		39.13	39.13	39.30	39.51
Total Community Services	21.16	40.11	61.27	60.36	61.22
Community Development:					
Building & Housing Inspection	4.20	0.89	5.09	5.09	5.09
Planning & Development	3.43		3.43	3.43	3.43
Total Comm. Development	7.63	0.89	8.52	8.52	8.52
Total Town Personnel	109.12	52.99	162.11	161.66	163.87

**Town of Mansfield
Town and School Personnel by Department
Full Time Equivalent Positions**

Department	Budget 2016/17			Total employees	
	General Fund	Other Funds	Total Employees	Est. 2015/16	Actual 2014/15
Classroom Instruction	120.35		120.35	121.35	125.30
Administrators	8.00		8.00	7.00	7.00
Library - Certified	1.00		1.00	1.00	1.00
Guidance - Certified	2.00		2.00	2.00	2.00
Classroom Aides	61.00		61.00	60.00	63.00
Secretaries/Singletons	16.30		16.30	16.30	16.30
Maintenance	12.75	9.00	21.75	21.75	21.75
Nurses	4.00		4.00	4.00	4.00
Library and Media	5.90		5.90	5.90	6.90
Finance and IT	4.23		4.23	4.23	2.90
Total School Personnel	235.53	9.00	244.53	243.53	250.15
Total Paid Personnel	344.65	61.99	406.64	405.19	414.02

**Town of Mansfield
Fund Structure
For Legally Adopted Budgets**



Description of Funds

Fund Categories

1. Governmental Funds – Budgetary and Accounting Basis

The budgeting and accounting policies of the Town of Mansfield conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

Those funds included in this category are:

General Fund - The General Fund is the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is legally adopted by resolution at the annual Town Meeting.

SPECIAL REVENUE FUNDS

Capital Nonrecurring Fund - This fund was established pursuant to Connecticut State Law as a reserve fund for future capital projects and other nonrecurring expenditures. This fund is legally adopted by resolution at the annual Town Meeting.

Recreation Program Fund - This fund was established to record the activity of various recreation programs sponsored by the Town.

Other Operating Funds - Miscellaneous programs of the Town are accounted for in this fund.

Town Aid Road Fund - The administration of the State of Connecticut Department of Transportation Town Aid Road program is controlled through this fund.

Debt Service Fund - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

Capital Projects Fund - The Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds).

This fund is legally adopted on a project length basis by resolution at the annual Town Meeting. Any such project shall be deemed to have been abandoned if three years shall elapse without any expenditure or encumbrance of the appropriation.

2. Proprietary Funds – Budgetary and Accounting Basis

The Town's Proprietary Funds apply all GASB pronouncements, as well as the following pronouncements issued before November 30, 1989, unless they contradict GASB pronouncements: Statements and Interpretations of the Financial Accounting Standards Board, Accounting Principles Board Opinions and Accounting Research Bulletins of the Committee on Accounting Procedures.

The funds included in this category are:

ENTERPRISE FUNDS – Enterprise Funds are used to account for operations that (a) are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

UConn Sewer Operating Fund – To account for water and sewer services provided by the University of Connecticut to certain residents of the Town. All activities necessary to provide services are accounted for in this fund.

Willimantic Sewer Operating Fund – To account for sewer services provided by the Willimantic Water Company to certain residents of the town. All activities necessary to provide such services are accounted for in this fund.

Solid Waste Disposal Fund – To account for solid waste management for the Town. All the activities necessary to provide such services are accounted for in this fund. It is the intention of management that disposal fees will pay the cost of the tipping fees at the various disposal sites in use.

Transit Services Fund – To account for the transit services provided by the Town. All activities necessary to provide such services are accounted for in this fund. In addition to payments made to the Windham Regional Transit District for services they provide, all services provided at the Nash-Zimmer Transportation Center and the Storrs Center Parking garage are accounted for in this fund.

INTERNAL SERVICE FUNDS – Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit and to account for risk financing activities as allowed by GASB Statement No. 10.

Health Insurance Fund – To account for the provision of Health Insurance for the Town. All activities necessary to provide such coverage are accounted for in this fund.

Workers' Compensation Insurance Fund – To account for the provision of Workers' Compensation Insurance for the Town. All activities necessary to provide such coverage are accounted for in this fund.

Management Services Fund – To account for the provision of certain land, buildings, equipment and related supplies which benefit Town departments and schools.

3. Fiduciary Funds – Budgetary and Accounting Basis

Those funds included in this category are:

Trust and Agency Funds – Trust and Agency Funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. These include Nonexpendable Trust, Pension Trust and Agency Funds. Nonexpendable Trust and Pension Trust Funds are accounted for in a manner similar to private business enterprises. Agency Funds are accounted for in essentially the same manner as Governmental Funds.

NONEXPENDABLE TRUST FUNDS

Those funds included in this category are:

Cemetery Fund – This fund is used to account for revenues and expenses dealing with the operation of all the active and inactive cemeteries in Town.

4. Component Units/Jointly Governed Organizations

a. Mansfield Discovery Depot, Inc.

This component unit records the operations of a day care center, which is funded by a grant received from the State of Connecticut Department of Social Services, parent fees and other local revenues. The budgeting and accounting policies of the day care agency conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

b. Eastern Highlands Health District

The Town of Mansfield and three other local municipalities each appoint a member to the governing board of Eastern Highlands Health District, which provides health services to member towns. The budgeting and accounting policies of the district conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and

expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

c. Mansfield Downtown Partnership

The Mansfield Downtown Partnership is an independent, non-profit organization comprised of the Town of Mansfield, the University of Connecticut, and individual business members and residents. The Partnership has been working tirelessly with master developer Leyland Alliance to create a mixed-use, pedestrian-oriented downtown for Mansfield, Storrs Center. The budgeting and accounting policies of the Partnership conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

Financial Planning Framework

Mansfield Tomorrow: Plan of Conservation and Development

In October 2015, the Town of Mansfield adopted a new Plan of Conservation and Development. The Plan was developed through an extensive community engagement process and serves as a single, unified framework of values, goals, strategies and actions that will guide the Town Council and Planning and Zoning Commission as they make decisions about the town's physical, social and economic development.



Mansfield's Vision for Tomorrow

In 2035, the Town of Mansfield will be a community of historic rural villages, flourishing farms, and protected open spaces, and the home of the University of Connecticut's flagship campus. Through a smart growth approach, Mansfield will accommodate growth in designated areas of compact development, avoiding sprawl and preserving rural character. The compact development areas include a vibrant town center and neighborhoods with diverse housing adjacent to campus, attractive mixed-use centers at Four Corners and in southern Mansfield, as well as room for new businesses at Perkins Corner and the Depot Campus area. These areas will provide compact and walkable locations for growth. Outside of these designated areas, Mansfield will promote rural character, agriculture, and natural open space, through preservation and stewardship.

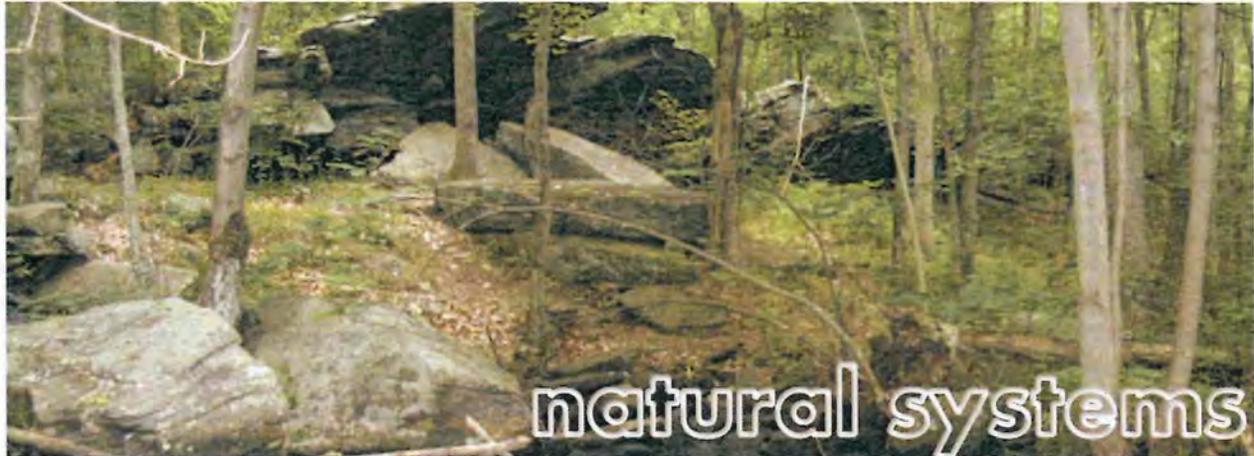
We are committed to supporting diversity, sustainability, arts and culture, economic viability, an excellent public school system, and a high quality of life and sense of community for all residents. These commitments are reflected in our community institutions such as our library, public education system, recreational programs, and town events. We value our natural resources and our cultural and historic heritage. Our goal is to pass them on to future generations. As the University's host community, our town has a mutually beneficial and respectful relationship with the University as an institution, a campus and an academic community rooted in Mansfield. As we look to the future, we are guided by community values and aspirations:

- Principles of **sustainability**, including green building, energy- and resource-efficiency, and smart growth guide development and Town policies, making Mansfield a leader in Connecticut.
- We are a **resilient community**, safeguarding our values while adapting to the future challenges of climate change.
- We are good stewards of our **natural and cultural heritage**, working to preserve a clean, green and healthy community with open space lands that support wildlife, recreation, clean air and water resources in connected networks. We value the homes and other buildings built by previous generations and adapted to contemporary uses in order to preserve our historic heritage.
- Our **economic viability** is based on technology- and research-based businesses, local retail and services, a growing agricultural and recreational business sector, and university-affiliated activities. We welcome businesses that are aligned with Mansfield's smart growth development patterns and rural character, while helping to support Town services.
- We celebrate art and our diversity, taking pride in our **cultural offerings and amenities**.
- Our public education system, recreational opportunities, and community events offer unparalleled **quality of life** to residents.
- We promote **transportation alternatives** to connect people to destinations within Mansfield, surrounding communities and regional employment centers through increased access to public transportation, networks of walking and bicycle routes and innovative car sharing opportunities.
- We support **diversity** through a variety of attractive and affordable housing choices for people throughout the life cycle, from single young adults and couples to families, empty-nesters and retirees.
- Town residents who need **supportive services** to meet social, economic, and emotional needs find that Mansfield is a resource.
- Our **sense of community** on the neighborhood and town level is enriched by a variety of village, school, and joint town-university activities.
- We pursue **high standards of quality in design** and development.
- We work with our **neighboring communities and regional partners** to foster communication and collaboration.
- We value and promote **communication, transparency, and community participation** in town decision-making.
- We invest and take pride in our **municipal services and facilities**, providing our residents and taxpayers with excellent service and a strong return on their investment.
- We are **financially responsible**, ensuring that decisions made today do not burden future generations.

Combining enjoyment of rural character and the benefits of a university community, Mansfield in 2035 will be a place of environmental stewardship, active farming, advanced learning, cultural enrichment, innovative businesses, walkable villages, rural settlements, natural beauty, and the best schools in the region.

Plan Goals

The Plan identifies the following goals for Mansfield over the next twenty years.



The following goals focus on conservation and enhancement of Mansfield's natural resources while adapting to a changing climate:

- Mansfield residents and officials actively participate in conserving and protecting the Town's natural resources.
- Mansfield has healthy watersheds with high-quality ground and surface water resources and aquatic habitats.
- Mansfield's soil, plant and wildlife habitats are healthy and diverse.
- The Town is taking steps to moderate or adapt to the impacts of climate change.
- Mansfield has increased community resilience and mitigated the impacts of natural hazards.
- Mansfield's land use regulations promote the protection and enhancement of natural systems.



The following goals address how we interact with natural resources and features through passive open space, active recreation, and farming:

- Natural resources within Mansfield's public and private open spaces are protected and well-managed.
- Mansfield has more land being used for agriculture.
- Mansfield's park and preserve system, including natural and active recreation areas, provides access to residents and meets the needs of the population.
- Mansfield's land use policies and regulations for public and private open spaces protect natural resources, preserve scenic views, and expand opportunities for agriculture and active recreation.



The following goals focus on how we preserve the features and resources that contribute to Mansfield's sense of place and community character, including historic buildings and villages:

- Mansfield honors and preserves its historic resources by protecting them for future generations.
- Mansfield's land use regulations maintain rural character in the majority of town, protect historic resources and accommodate future growth in smart growth, compact patterns in designated Mixed Use Centers and Compact Residential areas.



These following goals address the variety of community services and amenities provided by the town and the facilities needed to support those services:

- Mansfield provides high-quality services that connect residents to each other and the community.
- Mansfield is a lifelong learning community and continues to provide high-quality public education for children and youth.
- Mansfield public safety services—police, fire and EMS—protect life and property through a robust program of education, enforcement, and preparedness.
- Mansfield is a healthy, active community.
- Mansfield maintains high-quality public facilities that support town goals.
- Mansfield’s policies, programs, and land use regulations support community service and health/wellness goals.



The following goals focus on efforts to grow and diversify Mansfield’s economy:

- Mansfield has balanced economic development efforts with sensitivity to preserving the town’s unique blend of rural character and college town amenities to create an attractive location for businesses, workers, and residents.
- Mansfield has an entrepreneurial environment that supports business formation, expansion, and retention.
- Mansfield has a growing and diversified economy that helps to maintain the high-quality services desired by residents.
- Agriculture is valued by the community and expanding with increased acreage, higher production and growing market opportunities.
- Mansfield’s land use regulations are farm-friendly and support business retention and expansion efforts while protecting community character.

- Mansfield’s land use regulations and development review procedures help to achieve the vision and goals identified in this Plan and promote high-quality design appropriate to the area context.



The following goals address strategies for improving Mansfield’s infrastructure in support of the overall vision:

- Mansfield has a balanced, integrated transportation system that provides residents with viable options in getting from one place to another.
- Water and wastewater infrastructure improvements conserve natural resources and support smart growth patterns to help preserve rural character.
- Mansfield is working toward carbon neutrality and reducing reliance on the grid by conserving energy and increasing use of renewable energy resources.
- Mansfield promotes waste reduction and resource conservation.
- Mansfield’s land use policies and regulations ensure that infrastructure systems support smart growth, protect rural character and promote resource conservation.



The following goals include strategies to address fiscal health and ensure that this Plan is a living document:

- The Mansfield Plan of Conservation and Development is periodically reviewed and updated to address changing conditions and trends.
- The Mansfield Plan of Conservation and Development is integrated into decision making at multiple levels.
- Mansfield's long-term financial stability underlies implementation of this Plan.
- Mansfield advances Town sustainability objectives through Plan implementation, public education, and partnerships.
- Mansfield is a model of inclusive, transparent government.
- Mansfield collaborates with area communities and UConn to achieve common goals and develop regional service sharing models for mutual benefit.

Financial Planning Framework (Continued)

Town Council Goals – 2014/15*

1. Establish policies, procedures, relationships and infrastructure that support a vibrant, diverse and sustainable business community in Mansfield.
2. Maintain high quality, holistic education for all of Mansfield's youth while celebrating the individuality of each child.
3. Responsibly manage available financial resources to maintain quality services that are responsive to community needs.
4. Work with stakeholders to preserve and maintain open space and viable working farms.
5. Improve quality of life for all residents and stakeholders regardless of (dis)abilities, gender, race, religion, ethnicity, or socio-economic status.
6. Provide a range of quality services for quality living.
7. Embrace sustainability as a principle in decision making.

*The Town Council is currently working on goals for 2015/16. These will be updated once the Council adopts their goals.

Mansfield Public Schools: Board of Education Goals: 2014/2015 – 2015/16

- 1. Engage, motivate and support each student to become confident and successful learners through differentiated instruction and holistic support. Monitor student progress to ensure growth.**
 - a. Improve the mathematics, reading, science and writing skills of each student to support college and career readiness.
 - b. Align our current Language Arts/Reading, Science and Mathematics curriculum with the Common Core State Standards (CCSS).
 - c. Promote the cognitive, social, and emotional development of each student while cultivating character and fostering civic engagement.
 - d. Support the full breadth of the district's programs, foster environmental awareness and sustainability, systematically review program offerings, and explore other programs.
 - e. Provide a positive school climate through constructive behavior support systems to ensure student safety, health, physical and emotional well-being.
 - f. Promote the engagement and participation of parents/guardians in the education of their children.
 - g. Integrate relevant technology into the instructional program to enhance student learning of subject matter, technology and its use.
 - h. Help connect students and families with community support services.
 - i. Ensure student transitions are supportive and successful.
 - j. Acknowledge student achievements.
- 2. Attract, support and retain qualified, motivated and diverse professional staff by fostering positive, professional learning communities.**
 - a. Foster a climate of mutual respect and regularly recognize staff leadership, effort and success.

Mansfield Board of Education Goals - 2014/2015 – 2015/16 (Continued)

- b. Maintain superior educational programs, adjusting staff levels and resources as required.
 - c. Support administrative leadership to maintain and surpass current levels of student achievement.
 - d. Implement, with input and collaboration from certified staff, an effective professional development and evaluation program that supports the growth and confidence of our students and promotes staff success.
 - e. Seek input from staff regarding important issues affecting the district.
- 3. Monitor the district's quality of facilities, sufficiency of space, level of security, adequacy of maintenance and efficiency of student transportation.**
- a. Communicate quarterly with Town Council about ongoing needs for infrastructure, security and technology.
 - b. In collaboration with the Town Council, develop and implement a long-term plan, supported by voters, to address prek-8 building needs.
 - c. Implement school security and technology improvements as approved by the Board.
- 4. Increase the effectiveness of the Board of Education.**
- a. Provide Board members with appropriate professional development opportunities to promote effectiveness.
 - b. Encourage communication and collaboration between the Board and our community.
 - c. Collaborate with community members and organizations – including E. O. Smith High School's Region 19 Board -- to support the district's students.
 - d. Review prekindergarten educational opportunities for Mansfield children.
 - e. Evaluate the Board's goal-setting process.
- 5. Plan for long-term fiscal sustainability.**
- a. Meet periodically with our state legislators to advocate for continued Education Cost Sharing; develop a plan to address changes to current funding level.
 - b. Continue to explore partnerships with other groups to maximize program effectiveness while containing costs.
 - c. Investigate alternative revenue, including public and private funding sources and grant opportunities.
 - d. Continue to educate ourselves and the public about long-term financial ramifications of balancing Board goals and priorities.
 - e. Improve the readability of our budget.

Fiscal Performance Goals

The Fiscal Performance Goals adopted by the Town Council on March 9, 1987 as amended November 25, 1996 represent an effort to establish written policies for guiding the Town's financial management practices. These goals are not intended in any way to limit the authority of the Council to act, but rather to form a framework within which to make financial decisions and to monitor financial activity in a consistent manner. The adoption of these goals will not restrict the Town Council's ability and responsibility to respond to emergency or service delivery needs above or beyond the suggested limitations herein established.

1. Financial Reporting Performance Goals

- a. A policy of full and open disclosure of all financial activity will be adhered to.
- b. Records will be maintained on a basis consistent with accepted municipal accounting standards. -
- c. The Director of Finance will prepare monthly, quarterly and annual financial reports, presenting a summary of financial activity by major types of funds and programs.
- d. The Comprehensive Annual Financial Report will be prepared in conformity with generally accepted governmental accounting principles and financial reporting practices.
- e. An independent public accounting firm will be employed to perform an annual audit of all Funds, Authorities, Agencies and Grant Programs, and the annual audited report will be made available to the general public, bond and financial consultants, and other interested citizens and organizations. The audit will be completed and submitted to a Town Council within one hundred fifty (150) days of the close of the Town's fiscal year.

2. Reserve Performance Goals

- a. A contingency account will be established annually in the operating budget to:
 - 1) provide for settlement of pending labor contract negotiations;
 - 2) provide for temporary funding of unforeseen needs of an emergency or nonrecurring nature;
 - 3) permit orderly budgetary adjustments when revenues are lost through the action of other governmental bodies;
 - 4) provide the local match for public or private grants;
 - 5) meet unexpected small increases in service delivery costs.
- b. The contingency account will be budgeted at a level sufficient to provide for settlement of pending labor contract negotiations plus an amount not to exceed one half of one percent (.5%) of the proposed Town budget. The Town's budget will be amended at the time such contingency funds are committed. The contingency account will be separate from the carryover fund balance.

3. Capital Improvements Performance Goals

- a. Capital improvements will be based on long-range projected needs rather than on immediate needs, in order to minimize future maintenance, replacement and capital costs.
- b. All capital improvements should be made in accordance with the Town's five-year capital improvement program. The capital improvement program shall be revised annually.

Fiscal Performance Goals (continued)

- c. The development of the capital improvements program will be coordinated with the operating budget in order to maintain a reasonably stable total tax levy.
- d. Before submission to the Town Council, the Town Manager will identify the estimated cost and potential funding sources for each capital project proposed. Future operating costs associated with a proposed capital improvement will be estimated before a decision is made to implement a project.
- e. Federal, State and other intergovernmental and private funding sources will be sought out and used as available to assist in financing capital improvements.

4. Investment Performance Goals

- a. A cash flow analysis of all funds will be developed on a regular basis. Collections, deposits and disbursement of all funds will be scheduled in a way as to ensure maximum cash availability.
- b. Where permitted by law, cash from separate funds and sources will be pooled to maximize investment yields. Interest will be credited to the General Fund except where prohibited by law or where the source of the cash is from an individual or corporation to insure performance. Interest will be credited to the Capital and Nonrecurring Expenditure Fund (CNR) on cash held in the CNR Fund and the Capital Fund. The interest income will be used for future capital projects or debt service.
- c. Investment policy will be consistent with State law and will provide for security of principal as well as needed liquidity.

5. Debt Performance Goals

- a. Long-term debt will be limited to those capital improvements that should not be financed from current revenues.
- b. The maturity date for any debt will not exceed the reasonably expected useful life of the project so financed.
- c. The total direct general obligation debt will not exceed three percent (3%) of the full assessment value of taxable property.
- d. As a means of further minimizing the impact of debt obligations of the taxpayers:
 - 1) long-term net debt will not exceed \$500 per capita;
 - 2) these limitations will not apply to any debt incurred for emergency purposes.
- e. The issuance of Bond, Tax and Revenue Anticipation Notes will be avoided.
- f. Special assessments, revenue bonds and/or any other available self-liquidating debt measures will be used instead of general obligation bonds where and when possible and applicable.
- g. An official statement will be prepared to be used in connection with all sales of bonds and notes.
- h. Good relations will be maintained with financial and bond rating agencies and a policy of full and open disclosure on every financial report and bond prospectus will be followed.

6. Operating Expenditures Performance Goals

- a. The Town Manager will propose and the Town Council will adopt and maintain a balanced budget in which expenditures will not be allowed to exceed reasonable estimated resources and revenues.

b. Fiscal Performance Goals (continued)

- c. All current operation and maintenance expenses will be paid from the current revenue sources.
- d. The operating budget will provide for the adequate maintenance of capital assets and equipment.
- e. The budget will provide for adequate funding of all employee benefit programs and retirement systems.
- f. A budgetary control system will be maintained to enable adherence to the adopted budget. This will include a record keeping system to be adhered to by all programs and activities receiving annual Town Council appropriations.
- g. A system of regular monthly fiscal reports comparing actual revenues and expenditures to budgeted amounts will be prepared and maintained.
- h. An effective risk management program to minimize loss and reduce costs will be developed and implemented. The Town Manager will ensure that adequate insurance programs are in place, including unemployment and workers' compensation insurance.
- i. Delivery of services by other public and private organizations will be encouraged whenever and wherever greater efficiency and effectiveness can be expected. Technology and productivity advancements that will help reduce or avoid increasing personnel costs as a proportion of the total budget, to use available resources more productively and creatively, and to avoid duplication of effort and resources.
- j. A Reserve Fund for Capital and Nonrecurring Expenditures will be maintained and will be adequately funded each year by a transfer from the General Fund Budget and by unanticipated one-time revenues.

7. Revenue Performance Goals

- a. A diversified and stable revenue system will be maintained as protection from short-run fluctuations.
- b. Annual revenues will be estimated on an objective and reasonable basis. The Town Manager will develop a method to project revenues on a multi-year basis.
- c. One-time or special purpose revenues will be used only for capital expenditures or for expenditures required by the revenue and not to subsidize recurring personnel, operation or maintenance costs.
- d. All user charges and fees will be annually re-evaluated at a level related to the cost of providing the services.
- e. Appropriate expansion and diversification of the tax base will be encouraged and additional Federal and State revenues will be sought in order to reduce the reliance on the property tax as it affects individual homeowners.

Fund Balance Policy (Adopted 8/27/2012)

Purpose

The purpose of this policy is to set guidelines for fund balance to ensure financial security through the maintenance of a healthy reserve fund. The primary objective is to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. The Town also seeks to maintain the highest possible credit ratings which are dependent, in part, on the Town's maintenance of a healthy fund balance.

General Policy

The following fund type definitions will be used in reporting activity in the governmental funds for the Town:

- General Fund is used to account for all financial resources not accounted for and reported in another fund.
- Special revenue funds are used to account and report the proceeds of *specific revenue sources* that are *restricted* or *committed* to expenditure for *specific purposes* other than debt service or capital projects.
- Debt service funds are used to account for all financial resources restricted, committed or assigned to expenditure for principal and interest.
- Capital projects funds are used to account for all financial resources restricted, committed or assigned to expenditure for the acquisition or construction of capital assets.
- Permanent funds are used to account for resources restricted to the extent that only earnings, and not principal, may be used for purposes that support the Town's needs.

Fund Balance is essentially the difference between the assets and liabilities reported in a governmental fund. There are five separate components of fund balance, each of which identifies the extent to which the Town is bound to honor constraints on the specific purpose for which amounts can be spent.

- Non-spendable fund balance (inherently non-spendable, i.e. inventory)
- Restricted fund balance (externally enforceable limitations on use, i.e. grants)
- Committed fund balance (self-imposed limitations on use)
- Assigned fund balance (limitation resulting from intended use)
- Unassigned fund balance (residual net resources)

The first two components listed above are not addressed in this policy due to the nature of their restrictions. This policy is focused on the last three components comprising the unrestricted fund balance.

Fund Balance Policy (Adopted 8/27/2012) (continued)

Provisions

The Town will strive to maintain an unrestricted fund balance of seventeen (17) percent of the General Fund operating budget, with up to two (2) percent of the General Fund operating budget accounted for in unrestricted fund balance of other governmental funds. Any year-end operating surpluses will revert to unassigned fund balance for use in maintaining reserve levels.

1. Committed Fund Balance

The Town Council, as the Town's highest level of decision-making authority, may commit fund balance for specific purposes pursuant to constraints imposed by the formal actions taken, such a majority vote or resolution. These committed amounts cannot be used for any other purpose unless the Town Council removes or changes the specific use through the same type of formal action taken to establish the commitment. Town Council action to commit fund balance needs to occur within the fiscal reporting period, no later than June 30th; however, the amount can be determined subsequent to the release of the financial statements.

2. Assigned Fund Balance

Assigned Fund Balance includes amounts *intended* to be used for a specific purpose. The Finance Director is the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy for the purpose of reporting these amounts in the annual financial statements. The primary use of this category for the General Fund is open encumbrances.

3. Unassigned Fund Balance

This is the residual classification of the general fund and includes all amounts not contained in the other classifications. Unassigned amounts are technically available for any purpose.

If the unrestricted fund balance falls below the goal or has a deficiency, the Town will develop a budgetary plan to return the reserve to the minimum level as soon as economic conditions allow. Revenue sources that will be considered to aid in the replenishment of fund balance will include but not be limited to: non-recurring revenues and yearend budget surpluses. The budgetary plan shall also identify the target timeframe, including milestones until reaching full replenishment. The Town recognizes that at its current level of fund balance, it will take a number of years to reach the desired goal.

REVENUE SUMMARIES

**Town of Mansfield
Revenue Budget Summary by Department**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
15100 Town Clerk	228,007	256,900	243,850	243,970	(12,930)	(5.03%)
16000 Finance	37,018,043	37,467,360	37,434,674	42,022,860	4,555,500	12.16%
Total General Govt.	37,246,050	37,724,260	37,678,524	42,266,830	4,542,570	12.04%
21200 Police Services	154,679	141,210	130,900	81,860	(59,350)	(42.03%)
21300 Animal Control	1,456	1,920	1,920	1,920	-	
22101 Fire Prevention	16,770	20,540	20,400	15,200	(5,340)	(26.00%)
23100 Emergency Mgmt	26,167	12,820	12,820	12,820	-	
Total Public Safety	199,072	176,490	166,040	111,800	(64,690)	(36.65%)
30000 Public Works	37,423	36,010	46,150	20,680		
30900 Facilities Mgmt	6,398	12,470	12,470	12,470	-	
Total Public Works	43,821	48,480	58,620	33,150	(15,330)	(31.62%)
42100 Human Services	3,527	3,470	3,470		(3,470)	(100.00%)
43100 Library Services	20,669	21,140	21,140	23,460	2,320	10.97%
Total Comm. Services	24,196	24,610	24,610	23,460	(1,150)	(4.67%)
30800 Building & Housing	370,642	326,170	330,940	330,340	4,170	1.28%
51100 Planning & Devlp	24,747	24,050	40,550	40,350	16,300	67.78%
Total Comm. Develop.	395,389	350,220	371,490	370,690	20,470	5.84%
60001 Education	10,301,228	10,308,210	10,308,210	10,298,910	(9,300)	(0.09%)
Total Education	10,301,228	10,308,210	10,308,210	10,298,910	(9,300)	(0.09%)
Total General Fund	48,209,756	48,632,270	48,607,494	53,104,840	4,472,570	9.20%

**Town of Mansfield
Revenue Summary by Object**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40101 Current Year Levy	27,367,545	27,675,460	27,675,460	28,046,160	370,700	1.34%
40102 Prior Year Levy	258,720	200,000	200,000	200,000	-	
40103 Interest & Lien Fees	204,729	175,000	140,000	140,000	(35,000)	(20.00%)
40104 MV Supplement	257,925	220,000	273,900	255,000	35,000	15.91%
40105 Susp. Coll. Taxes - Trnsc.	10,841	10,000	6,000	6,000	(4,000)	(40.00%)
40106 Susp. Coll. Int. - Trnsc.	12,355	13,000	4,000	4,000	(9,000)	(69.23%)
40109 Collection Fees	9,700	2,000	7,000	7,500	5,500	100.00%
40110 CY Levy-Storrs Ctr	1,318,986	2,351,470	2,351,470	3,190,020	838,550	35.66%
40111 CY Levy-SC Abate.	(715,000)	(728,000)	(728,000)	(671,000)	57,000	(7.83%)
Total Taxes & Related	28,725,801	29,918,930	29,929,830	31,177,680	1,258,750	4.21%

This section contains revenues received from taxes paid by citizens on real estate, personal property and automobiles. Interest and lien fees are payments received on delinquent accounts. Motor vehicle supplements are taxes received on automobiles purchased after the tax preparation date. The addition of two line items for the current levy and tax abatement specific to the development of Storrs Center has been added for transparency and information. A reduction in Interest and Lien Fees is projected for next year based on increased collections efforts in prior years.

Town of Mansfield

The proposed Town of Mansfield's net general fund expenditures for fiscal year 2016/17 totals \$41,655,430 of that amount, \$20,015,770 will come from the current tax levy, \$612,500 from tax related items as listed above and \$21,927,160 from non-tax revenues. The proposed tax warrant and levy for Town expenditures is calculated as follows:

Town of Mansfield/Mansfield Board of Education			
Amount to Raise by Taxation		Dollars	Eq. Mill
Adopted Budget			
Mansfield School Board	22,980,500		
Town General Government	18,674,930		
Total Expenditure Budgets		\$41,655,430	38.82
Plus: Fund Balance Reserve		900,000	0.84
Less: Tax Related Items	612,500		
Non-Tax Revenues	21,927,160		
App. Of Fund Balance	-		
Total Other Revenues		22,539,660	21.00
Amount to Raise by Taxes (current levy)		<u>\$20,015,770</u>	<u>18.65</u>

Tax Warrant Computation		
Amount to Raise by Taxes (current levy)	\$20,015,770	18.65
Amount of Abatement	671,000	0.63
Reserve for Uncollected Taxes	524,890	0.49
Reserve for Tax Appeals	200,000	0.19
Elderly Programs	51,000	0.05
Tax Warrant	<u>\$21,462,660</u>	<u>20.00</u>

Mill Rate Computation

Total Tax Warrant	21,462,660	20.00
<u>Motor Vehicle Tax Calculation:</u>		
Taxable MV Grand List	77,773,117	
Capped Mill Rate per Substitute SB-1	<u>29.36</u>	
Motor Vehicle Taxes	<u>2,283,419</u>	0.73
Property Tax Warrant (Total Warrant-MV Taxes)	\$ 19,179,241	
Tax Warrant	19,179,241	
Taxable Grand List - RE & PP	995,360,672	= 19.27

Region 19

The proposed proportionate share of Region 19 school expenditures to be raised by taxes from the Town of Mansfield is \$10,549,410.

In arriving at this proposed tax warrant, Region 19 expenditures have not been offset by any educational grants received by the Town of Mansfield. This approach, which clearly inflates the Region's share, has been proposed for two reasons: First, there is no accepted way to prorate the grants between the K-8 local board and the 9-12 Regional board. Second, the Region has the power to bill the Town regardless of the amount of grants received.

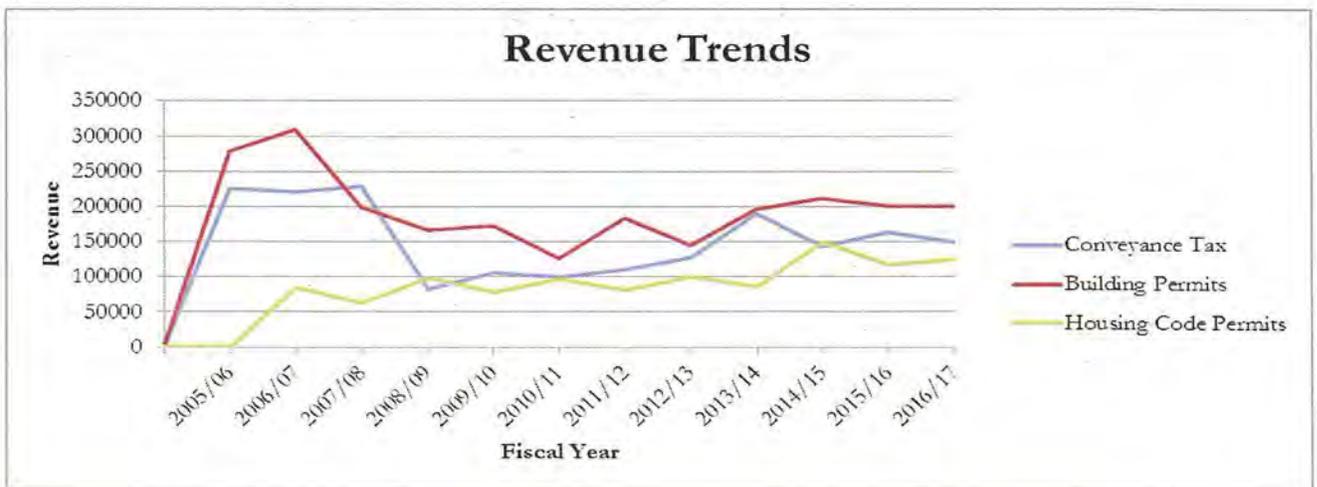
Once the Regional School District has adopted a budget and the Regional School Board has calculated the estimated proportionate share of each member town, those actions cannot be undone by any legislative or executive action of the member towns. The authority of the Regional School District is complete and the proportionate share of each town as calculated by the Board, has the same effect as a tax warrant. The proposed tax warrant and levy for Region 19 expenditures is calculated as follows:

Region 19		
Amount to Raise by Taxation	Dollars	Eq. Mill
Adopted Proportionate Share		
Region 19 School Board	10,549,410	
Tax Warrant Computation		
Amount to Raise by Taxes (current levy)	10,549,410	9.83
Adjustments		
Tax Warrant	<u>\$10,549,410</u>	<u>9.83</u>
Mill Rate Computation		
Tax Warrant	10,549,410	
Taxable Grand List	1,073,133,789	= 9.83

Town of Mansfield
Revenue Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40201 Misc Licenses & Permits	3,418	3,040	2,900	2,970	(70)	(2.30%)
40202 Sport Licenses	214	300	250	200	(100)	(33.33%)
40203 Dog Licenses	5,901	8,000	8,000	8,000	-	
40204 Conveyance Tax	143,881	163,000	150,000	150,000	(13,000)	(7.98%)
40210 Subdivision Permits	1,950	2,000	2,000	2,000	-	
40211 Zoning/Special Permits	15,175	17,000	17,000	17,000	-	
40212 Zba Applications	2,400	2,000	1,200	2,000	-	
40214 Iwa Permits	4,495	2,750	3,650	2,750	-	
40224 Road Permits	1,500	1,500	1,500	1,500	-	
40230 Building Permits	211,563	200,000	200,000	200,000	-	
40231 Adm Cost Reimb-permits	208	200	200	200	-	
40232 Housing Permits	149,010	117,000	125,000	125,000	8,000	6.84%
40233 Housing Penalties		1,000	500	500	(500)	(50.00%)
40234 Landlord Registrations	1,425	2,000	1,000	1,000	(1,000)	(50.00%)
Total Licenses and Permits	541,140	519,790	513,200	513,120	(6,670)	(1.28%)

Conveyance taxes and building fees are the two largest items in this category. Based on the current year building and property sales activity, a slight reduction in conveyance tax and a slight increase in housing permit revenue is anticipated.



Town of Mansfield
Revenue Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40352 Pymt In Lieu Of Taxes	4,052		350		-	
40357 Social Serv Block Grant	3,527	3,470	3,470		(3,470)	(100.00%)
Total Fed. Support Gov	7,579	3,470	3,820		(3,470)	(100.00%)

Mansfield has been receiving a nominal Payment in Lieu of Taxes for the Mansfield Hollow Dam flood control area. This payment was eliminated by the State. The Town also receives federal pass through grants for Child and Youth Services, a Social Services block grant for counseling. This grant is expected to be eliminated in FY 2016/17.

Town of Mansfield
Revenue Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40401 Educ. Assistance	10,181,241	10,186,650	10,186,650	10,186,510	(140)	(0.00%)
40402 School Transp.	119,987	121,560	121,560	112,400	(9,160)	(7.54%)
Total State Support Edu	10,301,228	10,308,210	10,308,210	10,298,910	(9,300)	(0.09%)

This section includes State grants received by the Town for operating support for local education.

The Education Cost Sharing Grant (ECS) is a single consolidated education block grant. The adopted budget reflects current State estimates for this grant. The School Transportation Grant is a reimbursable grant based upon prior year school transportation costs. While current State statute provides for a 55% reimbursement, this grant has been capped at approximately 28% of our entitlement for FY 2015/16. The proposed budget reflects the current State estimates for grant payments for FY 2016/17.

Town of Mansfield
Revenue Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40450 State Support - Town			100	200	200	100.00%
40451 Pilot - State Property	7,656,351	7,275,530	7,192,804	7,187,600	(87,930)	(1.21%)
40452 Pilot- Select Payment				2,630,450	2,630,450	100.00%
40454 Circuit Crt-parking Fines	1,150	500	500	500	-	
40455 Circuit Breaker	52,551	45,000	45,000	54,900	9,900	22.00%
40456 Tax Relief For Elderly		2,000	51,000	2,000	-	
40457 Library - Connecticut	11,205	12,370	12,370	10,080	(2,290)	(18.51%)
40458 Library - Basic Grant	1,158	1,160	1,160	1,020	(140)	(12.07%)
40462 Disability Exempt Reimb	1,340	1,200	1,330	1,200	-	
40465 Emerg Mgmt Perf. Grant	26,167	12,820	12,820	12,820	-	
40469 Veterans Reimb	6,626	6,860	6,860	7,530	670	9.77%
40470 State Revenue Sharing		6,840		756,130	749,290	10954.53%
40485 State Support-MunAidAdj	319,207				-	
40494 Judicial Revenue Dstrbtn	13,090	10,500	12,000	12,000	1,500	14.29%
40496 Pilot-Holinko Estates	32,489				-	
Total State Support Gov	8,121,334	7,374,780	7,335,944	10,676,430	3,301,650	44.77%

This section includes the State grants received by the Town to support general government activities. As home to the University of Connecticut and previously Bergin Correctional Institute, Mansfield receives a payment in lieu of taxes (PILOT). The proposed budget reflects the Governor's proposed budget estimates for this grant. As a result of last year's reform to the PILOT grant, designed to adequately fund and stabilize the PILOT grant for municipalities that are the most significantly impacted by state property, Mansfield is expected to receive an additional payment of \$2,630,450.

The property tax relief programs (circuit breaker, tax relief – elderly, and veterans' reimbursement grants) were included in the State's budget and are reflected here. The circuit breaker grant reflects a increase over current year estimates.

The State Revenue Sharing program provides for municipalities to share in the State sales tax (0.1%). The Governor's proposed budget reflects an estimated payment to Mansfield of \$756,130.

Previously, the State provided the Town with a PILOT payment for Holinko Estates, a moderate income housing project operated by the Mansfield Housing Authority. This funding was eliminated in FY 2014/15.

Town of Mansfield
Revenue Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40605 Region 19 Financial Serv	95,200	96,530	96,530	97,500	970	1.00%
40606 Health District Services	27,400	27,820	27,820	28,000	180	0.65%
40610 Recording	52,404	60,000	60,000	60,000	-	
40611 Copies Of Records	12,014	12,580	12,800	12,320	(260)	(2.07%)
40612 Vital Statistics	11,845	12,000	12,000	12,000	-	
40620 Police Service	108,219	111,250	111,250	60,000	(51,250)	(46.07%)
40622 Redemption/Release Fees	1,070	1,000	1,000	1,000	-	
40625 Animal Adoption Fees	380	900	900	900	-	
40640 Lost Dmgd Bks/Materials				910	910	100.00%
40641 Fines on Overdue Books	8,306	7,610	7,610	8,940	1,330	17.48%
40644 Parking Plan Review Fee	5,120	2,200	1,000	500	(1,700)	(77.27%)
40650 Blue Prints	35	200	200	200	-	
40656 Reg Dist 19 Grnds Mntnce	17,300	17,840	17,840		(17,840)	(100.00%)
40663 Zoning Regulations	519	100	300	200	100	100.00%
40671 Day Care Grounds Maint	12,580	12,770	12,770	12,580	(190)	(1.49%)
40674 Charge for Services	3,566	1,000	5,000	5,860	4,860	486.00%
40678 Celeron Square Bikepath Mnt	2,700	2,700	8,740	2,700	-	
40683 Sale of Merchandise				150	150	100.00%
40684 Cash Overage/Shortage	(40)				-	
40699 Fire Safety Code Fees	16,470	20,000	20,000	15,000	(5,000)	(25.00%)
Total Charge for Services	375,088	386,500	395,760	318,760	(67,740)	(17.53%)

This section includes revenues derived from services provided to individuals or other entities. The Town has contractual agreements with the Regional School District 19 for financial management services, risk management, and grounds maintenance. Region 19 maintains their own grounds through their vocational agriculture program, providing an educational experience to their students. The Town will continue to provide parking lot maintenance and plowing services for Region, but the revenue has been transferred to the Town Aid Road Fund where all costs for snow removal are now recorded.

Recording is the fee received through the Town Clerk's Office for the recording of legal documents. The revenue for Police Services is to reimburse the Town when personnel are requested by individuals or corporations for special duty. It is projected to decrease based on current year experience. Finally, the Town is also providing grounds maintenance services to the Discovery Depot Child Care Center. The Center is located in a rent free Town owned building. Other changes in budgeted revenues are reflective of demand for services.

Town of Mansfield
Revenue Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40702 Parking Tickets - Town	4,273	4,500	4,500	4,500	-	
40705 Town Parking Fines-SC	20,157				-	
40710 Building Fines	500	1,000	250	250	(750)	(75.00%)
40711 Landlord Reg Penalty	180	90	90	90	-	
40713 Nuisance Ordinance	9,760	9,500	11,500	9,500	-	
40715 Ord Violation Penalty	2,511	2,500	2,500	2,500	-	
40716 Noise Ordinance Violation		160	160	160	-	
40717 Poss Alcohol Ordinance	6,570	9,900	1,540	4,500	(5,400)	(54.55%)
40718 Open Liquor Cont Ordin	4,550	5,400	1,450	2,700	(2,700)	(50.00%)
40723 Citations and Fines			1,200	1,200	1,200	100.00%
Total Fines and Forfeitures	48,501	33,050	23,190	25,400	(7,650)	(23.15%)

Parking ticket revenue is received for illegally parked vehicles. Fines for violation of the Possession of Alcohol Ordinance and the Open Liquor Container Ordinance are reflecting adjustments based on current year activity and results from additional party patrols related to community policing activities.

Town of Mansfield
Revenue Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40804 Rent - Historical Soc	3,300	2,000	2,000	2,000	-	
40807 Rent - Town Hall	50	7,580	7,580	7,580	-	
40808 Rent - Senior Center		100	100	100	-	
40817 Telecom Services Pymt	44,546	45,000	45,000	42,000	(3,000)	(6.67%)
40820 Interest Income	19,826	25,000	20,000	20,000	(5,000)	(20.00%)
40824 Sale Of Supplies	6	20	20	20	-	
40825 Rent - R19 Maintenance	2,790	2,790	2,790	2,790	-	
40890 Other	16,056	2,500	2,500	2,500	-	
40895 Consultant Fee Reimb			15,000	15,000	15,000	100.00%
Total Miscellaneous	86,574	84,990	94,990	91,990	7,000	8.24%

There are two major revenues in this category: interest income and the telecommunications payment. The Town also rents building and/or space to a variety of nonprofit entities and receives minimal compensation in return. The Telecommunications Services Payment is a form of tax equalization whereby the value of certain personal property owned on the October 1 assessment date by certain telecommunications providers is taxed at a uniform mill rate of 47 mills. The amount of tax due each town is determined by multiplying the value of the property located in each town by 70 percent. The product of that calculation is then multiplied by 47 mills. The tax is received in April following the October assessment. Because the State has approved a four year depreciation schedule with a residual value of zero, this payment is quite volatile. The tax payment is received directly from each company. Reduced investment in new communications equipment over the last several years has reduced this payment significantly and we are not anticipating any significant change in the upcoming year.

In preparing the current year budget we had anticipated that short-term interest rates would remain low and we expect that they will remain low for the coming fiscal year. For FY 2016/17 we have anticipated interest income of \$20,000.

Finally, an additional revenue line has been added to reflect reimbursements from property owners for requested independent reviews.

Town of Mansfield
Revenue Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40928 School Cafeteria	2,500	2,550	2,550	2,550		
Total Operating Transf	2,500	2,550	2,550	2,550		

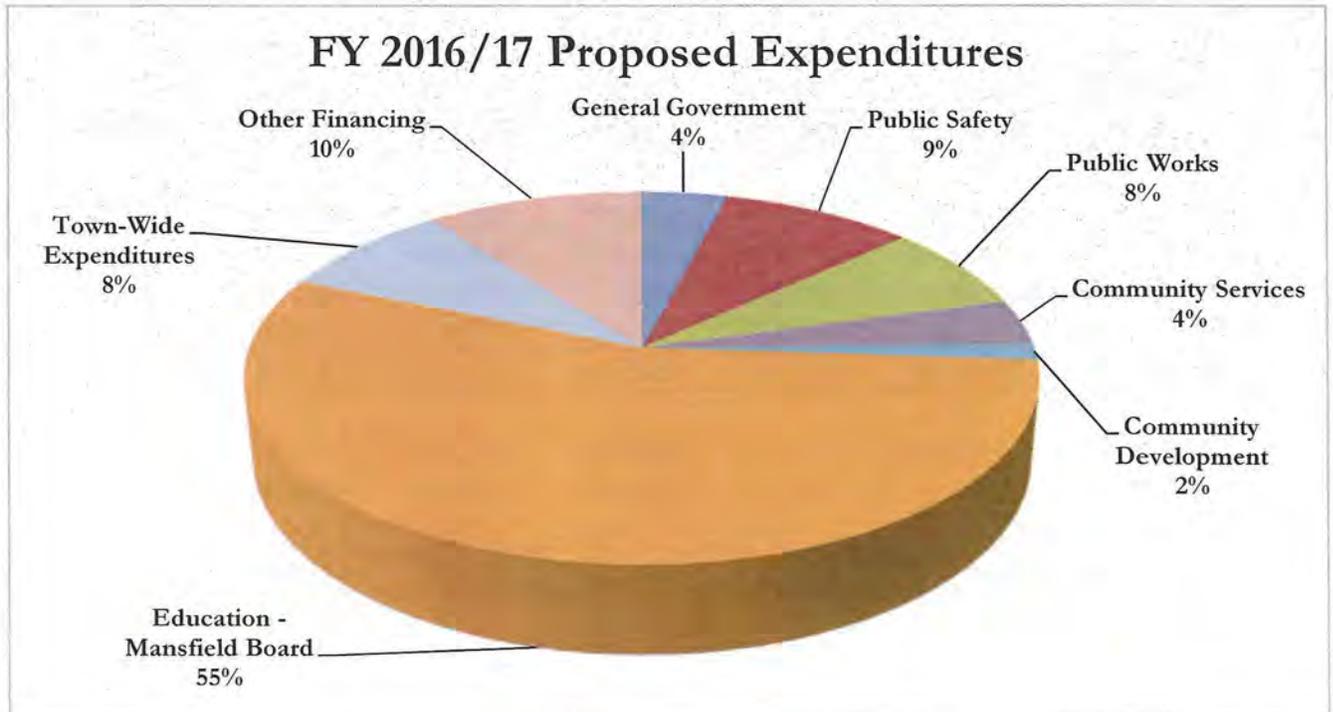
This revenue reflects the payment the school cafeteria fund makes for informational technology services.

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EXPENDITURE SUMMARIES

**Town of Mansfield/Mansfield Board of Education
Expenditure Budget Summary**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
General Government	\$ 1,548,286	\$ 1,670,430	\$ 1,661,450	\$ 1,703,130	\$ 32,700	1.96%
Public Safety	3,582,268	3,689,340	3,759,570	3,827,740	138,400	3.75%
Public Works	2,943,991	2,984,480	2,977,820	3,095,010	110,530	3.70%
Community Services	1,529,242	1,560,670	1,562,810	1,638,610	77,940	4.99%
Community Dev.	520,351	626,140	638,580	615,600	(10,540)	(1.68%)
Education - MBOE	21,251,885	22,022,750	22,022,750	22,980,500	957,750	4.35%
Town-Wide Expend.	2,757,268	3,136,430	3,067,260	3,467,200	330,770	10.55%
Other Financing	3,485,440	2,753,880	2,753,880	4,327,640	1,573,760	57.15%
Total General Fund	\$ 37,618,731	\$ 38,444,120	\$ 38,444,120	\$ 41,655,430	3,211,310	8.35%



**Town of Mansfield
Expenditure Budget Summary by Department**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
11100 Legislative	99,614	108,600	107,470	105,600	(3,000)	(2.76%)
12200 Mun Mgmt/HR	334,637	348,830	349,860	349,600	770	0.22%
13100 Town Attorney	74,071	96,030	83,000	85,000	(11,030)	(11.49%)
13200 Probate	7,010	7,010	7,770	8,240	1,230	17.55%
15100 Town Clerk	229,214	218,550	218,560	223,360	4,810	2.20%
15200 Registrars/Elections	49,182	54,585	61,520	78,920	24,335	44.58%
16000 Finance	754,558	836,825	833,270	852,410	15,585	1.86%
Total Gen. Gov't	1,548,286	1,670,430	1,661,450	1,703,130	32,700	1.96%
21200 Police Services	1,311,877	1,488,840	1,502,890	1,535,590	46,750	3.14%
21300 Animal Control	91,918	90,920	90,970	95,870	4,950	5.44%
22101 Fire Prevention	127,606	154,075	154,400	159,310	5,235	3.40%
22160 Fire & Emg Services	1,990,250	1,889,345	1,944,600	1,967,420	78,075	4.13%
23100 Emergency Mgmt	60,617	66,160	66,710	69,550	3,390	5.12%
Total Public Safety	3,582,268	3,689,340	3,759,570	3,827,740	138,400	3.75%
30000 Public Works	2,147,756	2,190,760	2,184,100	2,215,010	24,250	1.11%
30900 Facilities Mgmt	796,235	793,720	793,720	880,000	86,280	10.87%
Total Public Works	2,943,991	2,984,480	2,977,820	3,095,010	110,530	3.70%
41200 Health Regs & Inspe	123,751	130,800	130,800	138,590	7,790	5.96%
42100 Human Services	663,268	666,410	668,550	710,870	44,460	6.67%
43100 Library Services	685,173	718,410	718,410	744,750	26,340	3.67%
45000 Cont.To Area Agenc	57,050	45,050	45,050	44,400	(650)	(1.44%)
Total Comm. Services	1,529,242	1,560,670	1,562,810	1,638,610	77,940	4.99%
30800 Building & Housing	257,520	298,060	298,300	292,280	(5,780)	(1.94%)
51100 Planning & Dev	258,039	321,680	333,880	316,920	(4,760)	(1.48%)
58000 Boards & Comm	4,792	6,400	6,400	6,400	-	
Total Comm. Dev.	520,351	626,140	638,580	615,600	(10,540)	(1.68%)

**Town of Mansfield
Expenditure Budget Summary by Department**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
71000 Employee Benefits	2,622,352	2,757,420	2,757,420	3,005,010	247,590	8.98%
72000 Insurance	134,916	204,020	212,840	211,360	-7,340	3.60%
73000 Contingency		174,990	97,000	250,830	75,840	43.34%
Total Town-Wide Exp.	2,757,268	3,136,430	3,067,260	3,467,200	330,770	10.55%
92000 Other Fin. Uses	3,485,440	2,753,880	2,753,880	4,327,640	1,573,760	57.15%
Total Other Financing	3,485,440	2,753,880	2,753,880	4,327,640	1,573,760	57.15%
Total General Fund	16,366,846	16,421,370	16,421,370	18,674,930	2,253,560	13.72%

**Town of Mansfield
Expenditure Budget Summary by Object**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
51027 Yth Serv Bur Deduct.	(16,385)	(16,340)	(16,340)	(16,430)	(90)	0.55%
51405 Town Aid Deduct.	(56,200)	-	-	-	-	-
Total Cert Wages	(72,585)	(16,340)	(16,340)	(16,430)	(90)	-
51103 Maintenance Prsnl	206,504	196,440	196,440	217,720	21,280	10.83%
51111 Other Salaries	1,091	720	720	1,000	280	100.00%
51113 Subs-Mntnc Prsnl	7,931	6,440	6,440	2,440	(4,000)	(62.11%)
51117 Temporary	106	-	-	-	-	-
51118 Temporary-Students	698	1,500	1,500	1,500	-	-
51120 Overtime - Straight	770	2,300	2,300	2,300	-	-
51121 Overtime - Double	1,735	1,000	1,000	1,000	-	-
51122 Overtime-1 1/2	15,528	14,000	14,000	14,000	-	-
Total Noncertif.	234,363	222,400	222,400	239,960	17,560	7.90%
51029 TVCCA Sr Srvc Ddctn	(2,580)	(2,580)	(2,580)	(2,580)	-	-
51046 Amb Serv Fund Ddctn	(28,490)	(29,900)	(29,900)	(30,530)	(630)	2.11%
51047 HUD Grant Ddctn	(27,821)	-	-	-	-	-
51049 SC Prgrm Inc Ddctn	(4,219)	(5,000)	(5,000)	-	5,000	(100.00%)
51054 Tranp Grant Ddctn	(21,677)	(11,490)	(11,490)	(11,720)	(230)	2.00%
51201 Reg Payroll-CSEA	1,606,073	1,612,600	1,612,600	1,676,360	63,760	3.95%
51202 Part-time (B) - CSEA	57,708	45,540	45,540	63,450	17,910	39.33%
51204 Overtime-1 1/2 CSEA	1,172	3,290	3,290	3,090	(200)	(6.08%)
51205 Overtime - Straight CSE	13,882	14,070	14,520	8,250	(5,820)	(41.36%)
51302 Part-time (NB)	29,976	15,340	15,340	13,530	(1,810)	(11.80%)
51401 Regular-Public Works	1,036,338	1,076,060	1,076,060	1,093,420	17,360	1.61%
51402 Overtime - 1-1/2 PW	228,179	37,900	41,750	46,310	8,410	22.19%
51403 Overtime - Dble PW	2,748	-	-	-	-	-
51404 Overtime - Straight	184	-	-	-	-	-
51501 Regular-Fire Services	858,738	813,280	813,280	942,750	129,470	-
51503 Part-time-Fire Services	223,593	226,530	226,530	119,030	(107,500)	(47.46%)
51504 Training Salaries-Fire	47,212	25,000	30,000	25,000	-	-
51505 Overtime-1 1/2 Fire	235,580	233,540	279,345	262,420	28,880	12.37%
51508 Vol Incentive Prg-Fire	63,300	68,175	68,175	78,180	10,005	14.68%
51601 Reg Payroll-NonUnion	1,817,893	1,907,300	1,907,300	1,978,890	71,590	3.75%

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
51602 Part-time(B)-NonUnion	86,134	82,760	83,370	82,170	(590)	(0.71%)
51603 Temporary-NonUnion	47,775	136,820	140,220	91,770	(45,050)	(32.93%)
51604 Elected Officials	25,670	36,600	36,600	43,920	7,320	20.00%
51605 Part-time(NB)NonUnio	141,986	186,180	186,220	185,460	(720)	(0.39%)
Total Salaries and Wages	6,439,354	6,472,015	6,531,170	6,669,170	197,155	3.05%
52001 Social Security	411,906	399,970	399,970	398,510	(1,460)	(0.37%)
52002 Workers Comp	330,000	322,670	322,670	322,670	-	
52003 MERS	663,757	596,850	596,850	587,600	(9,250)	(1.55%)
52004 MERS/Adjustments	565	600	600	600	-	
52005 Unemployment Comp	9,359	29,120	29,120	29,120	-	
52007 Medicare	107,477	102,570	102,570	100,370	(2,200)	(2.14%)
52008 MERS/Admin Asssmt	22,100	22,760	22,760	22,760	-	
52009 Salary Related Benefits	(14,219)		-		-	
52011 MERS - Firefighters	197,409	171,970	171,970	194,930	22,960	13.35%
Total Benefits	1,728,354	1,646,510	1,646,510	1,656,560	10,050	0.61%
52013 Soc Sec Alt ICMA 2%	22,213	18,100	18,100	13,820	(4,280)	(23.65%)
52103 Town - Life Ins	24,924	24,480	24,480	24,480	-	
52105 Town-Medical Ins	823,430	1,064,170	1,064,170	1,271,080	206,910	19.44%
52106 Employee Assist Prog	4,760	5,030	5,030	5,030	-	
52112 Long Term Disability In	42,669	43,100	43,100	43,100	-	
52113 Short Term Disability Ir	41,002	41,860	41,860	41,860	-	
52120 Trans To Enter. Fund	(60,000)	(80,830)	(80,830)	(45,920)	34,910	(43.19%)
Total Medical Benefits	898,998	1,115,910	1,115,910	1,353,450	237,540	21.29%
52201 Prof Improv Reimb	1,200	1,000	1,600		(1,000)	(100.00%)
52202 Travel/Conf Fees	18,203	26,370	23,985	32,610	6,240	23.66%
52203 Memb Fees/Prof Dues	59,191	67,245	67,470	65,780	(1,465)	(2.18%)
52204 Uniform Maintenance	1,085	2,820	1,320	2,820	-	
52205 Work Clothing	12,488	16,750	16,750	15,000	(1,750)	(10.45%)
52206 Protective Clothing	29,414	18,905	21,215	22,850	3,945	20.87%
52209 Staff Development	2,163	3,150	3,150	6,250	3,100	98.41%
52210 Training	21,562	29,590	27,010	33,480	3,890	13.15%

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
52211 Uniform Allowance	449	8,540	9,150	9,200	660	7.73%
52212 Mileage Reimb	1,065	2,615	2,055	2,150	(465)	(17.78%)
52213 Meal Reimb	9,977	4,400	4,350	4,400	-	
52215 Recruitment Expense	730	1,000	1,000	1,000	-	
Total Misc Benefits	157,527	182,385	179,055	195,540	13,155	7.21%
53111 Medical Services	13,114	15,300	15,700	15,300	-	
53119 LAN/WAN Expend	10,610	11,000	11,000	11,330	330	3.00%
53120 Prof & Tech Services	36,249	77,110	79,090	83,180	6,070	7.87%
53122 Legal Services	58,239	53,000	53,000	55,000	2,000	3.77%
53123 Veterinary Service	1,470	3,000	3,000	3,000	-	
53124 Consultants	4,168	2,500	2,500	2,500	-	
53125 Audit Expense	39,200	42,510	42,500	43,500	990	2.33%
53130 Bank Mgmt Fee	16,921	18,700	18,000	18,000	(700)	(3.74%)
53133 Drug Testing	2,799	5,000	2,640	6,000	1,000	20.00%
53156 HR Legal Services	15,832	43,030	30,000	30,000	(13,030)	100.00%
Total Prof & Tech Serv	198,602	271,150	257,430	267,810	(3,340)	(1.23%)
53201 Hazardous Waste		930	930	1,000	70	7.53%
53213 Refuse Collection	9,728	12,000	12,000	13,500	1,500	12.50%
53222 Outdoor Maint		2,100	2,100	2,100	-	
53230 Water/Sewer	40,172	28,500	28,500	29,500	1,000	3.51%
53231 Water Hydrants	23,805	35,000	35,000	35,000	-	
53232 Bldg Maint Service	44,527	25,550	25,550	45,000	19,450	76.13%
53321 Cleaning		7,320	7,300	7,300	(20)	(0.27%)
Total Purch Prop Services	118,232	111,400	111,380	133,400	22,000	19.75%
53301 Building Repairs	24,303	22,500	22,500	30,000	7,500	33.33%
53302 Equipment Repair	21,921	33,950	32,400	35,950	2,000	5.89%
53303 Veh Repairs & Maint	40,647	55,000	60,000	60,000	5,000	9.09%
53304 Equip Maint Contract			2,000	2,000	2,000	100.00%
53308 Ambulance Repairs	44,901	15,000	25,000	25,400	10,400	69.33%
53314 Equipment Testing	12,606	13,900	14,600	15,130	1,230	8.85%
Total Repairs/Maint	144,378	140,350	156,500	168,480	28,130	20.04%

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
53707 United Services, Inc	8,000	8,000	8,000	8,000	-	
53709 Meals On Wheels	2,350	2,350	2,350	3,000	650	27.66%
53711 Sexual Assault Crisis Ser	4,500	4,500	4,500	4,000	(500)	(11.11%)
53712 CT Legal Services	6,500	6,500	6,500	6,500	-	
53718 NECASA	800	800	800	400	(400)	(50.00%)
53727 CommComp & Home	4,000	4,000	4,000	4,000	-	
53735 Sec 8 Housing Prog	12,000				-	
53737 Holy Family Shelter	3,000	3,000	3,000	2,500	(500)	(16.67%)
53739 Veterans' Services	10,000	10,000	10,000	10,000	-	
53740 Windham Area Interfait	3,000	3,000	3,000	3,000	-	
53741 Perception House	1,400	1,400	1,400	1,500	100	7.14%
53745 Windham Area No Free	1,500	1,500	1,500	1,500	-	
Total Contrib to Area Agen	57,050	45,050	45,050	44,400	(650)	(1.44%)
53801 Gen Liability Ins	200,925	206,830	215,920	214,440	7,610	3.68%
53808 LAP Reimb Deduct	845	5,000	5,000	5,000	-	
Total Insurance	201,770	211,830	220,920	219,440	7,610	3.59%
53733 Eastern Highlands Heal	123,751	130,800	130,800	138,590	7,790	5.96%
53920 Vital Statistics	270	400	400	400	-	
53921 Alarm Service	56,621	54,770	54,770	58,250	3,480	6.35%
53923 Middle School Yth Emp		500	500	500	-	
53924 Advertising	20,099	19,380	21,540	20,410	1,030	5.31%
53925 Printing & Binding	20,561	32,240	31,895	28,150	(4,090)	(12.69%)
53926 Postage	36,981	31,550	33,350	32,500	950	3.01%
53927 Indexing & Recording	2,285	3,900	3,900	3,900	-	
53933 Resident State Trooper	1,085,972	1,267,470	1,281,520	1,360,660	93,190	7.35%
53934 Election Workers	11,237	6,700	7,500	11,220	4,520	67.46%
53939 Other Prog Expenses	7,010	7,010	7,770	8,240	1,230	17.55%
53940 Copier Maint Fees	36,000	36,700	36,700	31,000	(5,700)	(15.53%)
53943 Phone Service		400	1,350	500	100	25.00%
53949 Community Events	10,194	10,000	10,000	10,000	-	
53950 Bonus	99	200	200	200	-	

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
53960 Other Purchased Service	3,115	31,550	32,240	35,240	3,690	11.70%
53961 Microfilm & Photo Serv	673	700	700	700	-	
53964 Voice Comm	106,120	105,810	102,810	102,810	(3,000)	(2.84%)
53967 Vol Firefighters Pension	40,500	40,500	40,500	40,500	-	
53973 Res Trooper Reimb OT	87,033	111,250	111,250	60,000	(51,250)	(46.07%)
53974 Res Trooper Overtime	70,703	50,000	50,000	52,500	2,500	5.00%
54919 Activity Expenses	482	1,215	2,415	2,000	785	64.61%
Total Other Purch Serv	1,719,706	1,943,045	1,962,110	1,998,270	55,225	2.84%
54102 Library Supplies	2,691	2,700	2,700	6,600	3,900	144.44%
54105 Art & Drafting	1,141	750	750	850	100	13.33%
Total Instructional Supp	3,832	3,450	3,450	7,450	4,000	115.94%
54214 Ref Bks & Periodicals	3,087	6,480	6,680	7,360	880	13.58%
54285 Juvenile Materials	29,541	25,360	25,360	26,360	1,000	3.94%
54286 Adult Materials	75,711	74,730	74,730	76,730	2,000	2.68%
Total School/Library Bk	108,339	106,570	106,770	110,450	3,880	3.64%
54301 Office Supplies	22,403	26,890	28,230	27,560	670	2.49%
54302 Copier Supplies	3,877	3,600	3,600	3,600	-	
54303 Parks Supplies		1,000	1,000	4,000	3,000	300.00%
54304 Medical Supplies	28,089	24,070	19,500	23,500	(570)	(2.37%)
54308 Computer Software	2,149	6,340	6,340	13,200	6,860	108.20%
54310 Emergency Supplies	512	500	500	500	-	
Total Office Supplies	57,030	62,400	59,170	72,360	9,960	15.96%
54410 Pet Food	68	300	300	300	-	
Total Food Serv Supplies	68	300	300	300	-	
54502 Street Cleaning Supplies		4,300	4,000	4,000	(300)	100.00%
54504 Sand/Gravel/Cement		6,000	1,000	1,000	(5,000)	(83.33%)
54510 Signs & Signals	1,160	8,000	1,200	1,100	(6,900)	(86.25%)
Total Land/Rd Maint Supj	1,160	18,300	6,200	6,100	(12,200)	(66.67%)

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
54601 Gasoline - Unleaded	72,530	74,000	65,000	66,000	(8,000)	(10.81%)
54602 Diesel Fuel	99,260	100,000	75,000	68,000	(32,000)	(32.00%)
54603 Fuel Oil	46,194	56,200	56,200	57,000	800	1.42%
54604 Electric	122,950	119,000	119,000	130,000	11,000	9.24%
54605 Propane	8,552	8,700	8,300	8,500	(200)	(2.30%)
54606 Natural Gas	27,600	28,000	28,000	30,000	2,000	7.14%
54607 Street Lighting	60,630	60,000	60,000	61,000	1,000	1.67%
Total Energy	437,716	445,900	411,500	420,500	(25,400)	(5.70%)
54701 Building Supplies	27,137	37,930	37,000	38,000	70	0.18%
54702 Custodial Supplies	696	1,150	1,150	1,150	-	
54704 Paint Supplies	3,318	10,200	10,290	13,100	2,900	28.43%
54705 Hand Tools	1,790	2,200	3,430	4,850	2,650	120.45%
54706 Non Cap Equipment	1,683	3,630	3,630	3,740	110	3.03%
Total Building Supplies	34,624	55,110	55,500	60,840	5,730	10.40%
54802 Lubrication & Anti-freeze	7,475	9,000	16,000	13,000	4,000	44.44%
54806 Auto Parts	8,546	20,000	30,000	160,000	140,000	700.00%
54807 Truck Parts	100,222	123,000	125,000	52,000	(71,000)	(57.72%)
54808 Equipment Parts	67,872	60,000	75,000		(60,000)	(100.00%)
Total Rolling Stock Supplies	184,115	212,000	246,000	225,000	13,000	6.13%
54402 Food	3,271	4,480	8,730	5,340	860	19.20%
54511 Grounds Supplies	24,658	33,300	33,300	37,500	4,200	12.61%
54901 Firefighting Supplies	14,148	12,900	15,000	13,000	100	0.78%
54906 Police Supplies		1,000	500	1,000	-	
54909 Welding Supplies	2,227	2,500	2,500	2,500	-	
54911 Other Prog Supplies	3,017	6,200	6,260	6,370	170	2.74%
54921 Fire Prev Public Educ N	4,278	4,500	4,600	4,750	250	5.56%
54922 Positive Yth Dev Progr	4,072	5,000	5,000	5,000	-	
54923 Employee Events				2,000	2,000	100.00%
Total Other Supplies	55,671	69,880	75,890	77,460	7,580	10.85%

**Town of Mansfield
Expenditure Budget Summary by Object**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
55420 Office Equipment	897	700	700	1,580	880	125.71%
55421 Comp Hardware/Softw:				4,350	4,350	100.00%
55422 Furniture/Furnishings	6,342	400	400	1,000	600	150.00%
55423 System Support	60,618	71,735	71,735	78,220	6,485	9.04%
55430 Equipment - Other	17,781	18,150	18,880	18,900	750	4.13%
Total Equipment	85,638	90,985	91,715	104,050	13,065	14.36%
56306 Fee Waivers	80,887	75,000	75,000	75,000	-	
56312 Contingency		174,990	97,000	250,830	75,840	43.34%
56350 Board of Assmt Appeals	804	700	700	700	-	
56351 Comm on Sens&Phys Ii		100	100	100	-	
56352 Comm on Aging		100	100	100	-	
56353 Parks & Advisory Comr	1,640	2,000	2,000	2,000	-	
56354 Zoning Board of Appea	1,626	1,500	1,500	1,500	-	
56355 Conservation Comm		100	100	100	-	
56356 Beautification Comm	60	500	500	500	-	
56357 Historic District Comm		150	150	150	-	
56358 Arts Advisory Comm	47	500	500	500	-	
56359 Agriculture Comm	615	750	750	750	-	
56610 OSHA Fine	1,785	500	500	500	-	100.00%
Total Misc Exp & Fees	87,464	256,890	178,900	332,730	75,840	29.52%
58219 Other Operating	5,000	5,000	5,000	5,000	-	
58220 Other Oper-Reval	25,000	25,000	25,000	25,000	-	
58226 Other Oper-Dwntwn Pt	125,000	125,000	125,000	125,000	-	
58227 Parks & Rec Fund	455,430	482,450	482,450	522,950	40,500	8.39%
Total Trans Out-Spec Rev	610,430	637,450	637,450	677,950	40,500	6.35%
58300 Debt Service Fund	325,000	285,000	285,000	285,000	-	
Total Trans Out-Debt Serv	325,000	285,000	285,000	285,000	-	
58400 Capital Projects Fund	2,104,810	1,408,740	1,408,740	2,785,640	1,376,900	97.74%
58401 Storrs Center Reserve	228,640	228,640	228,640	375,000	146,360	64.01%
Total Trans Out-Capital Pr	2,333,450	1,637,380	1,637,380	3,160,640	1,523,260	93.03%

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
58715 Transit Services Fund	138,560	132,050	132,050	142,050	10,000	7.57%
Total Trans Out-Enterprise	138,560	132,050	132,050	142,050	10,000	7.57%
58711 Cemetery Fund	36,000	20,000	20,000	20,000	-	
58714 Med Pens Trust Fund	42,000	42,000	42,000	42,000	-	
Total Trans Out-Trust Age	78,000	62,000	62,000	62,000	-	
Total General Fund	16,366,846	16,421,370	16,421,370	18,674,930	2,253,560	13.72%

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**DEPARTMENTAL
ACTIVITIES**

**Town of Mansfield
Expenditure Budget Summary
General Government**

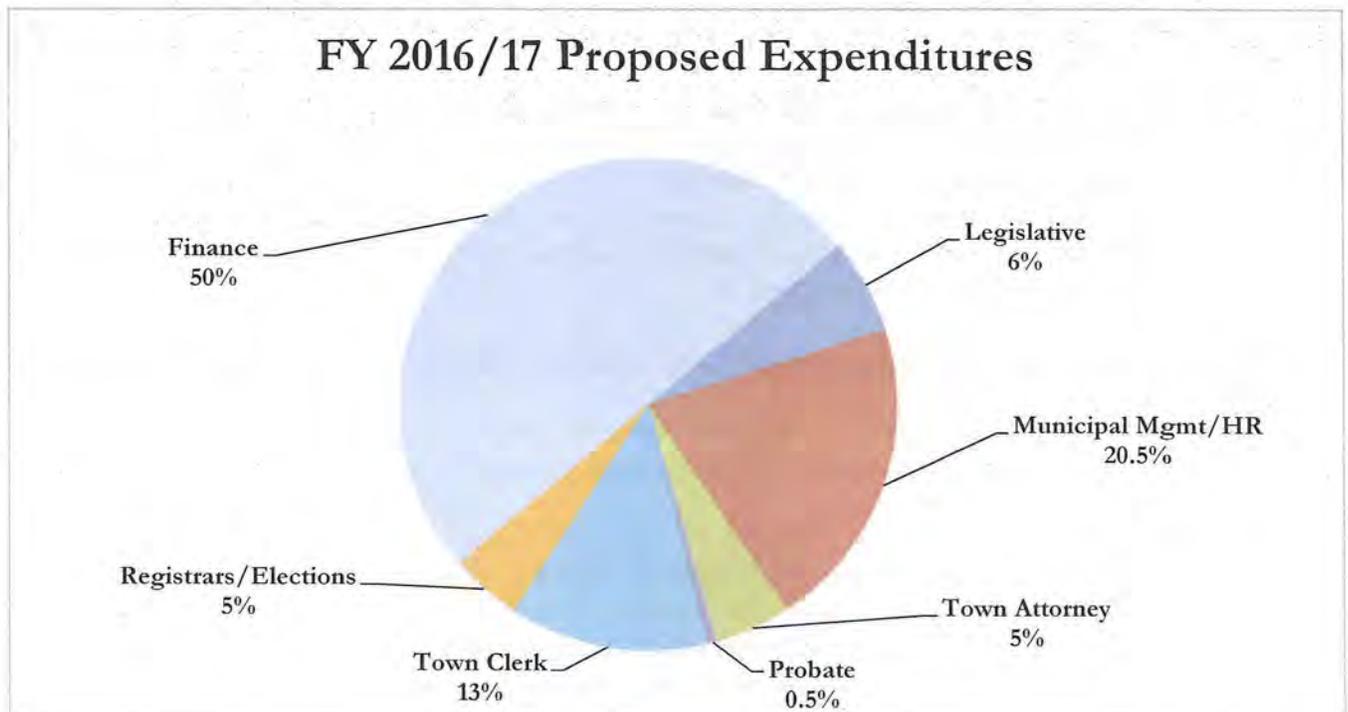
Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Legislative	99,614	108,600	107,470	105,600	(3,000)	(2.76%)
Municipal Mgmt/HR	334,637	348,830	349,860	349,600	770	0.22%
Town Attorney	74,071	96,030	83,000	85,000	(11,030)	(11.49%)
Probate	7,010	7,010	7,770	8,240	1,230	17.55%
Town Clerk	229,214	218,550	218,560	223,360	4,810	2.20%
Registrars/Elections	49,182	54,585	61,520	78,920	24,335	44.58%
Finance	754,558	836,825	833,270	852,410	15,585	1.86%
TOTAL EXPEND.	1,548,286	1,670,430	1,661,450	1,703,130	32,700	1.96%

Mission

To maintain a level of management excellence that will achieve the most efficient and effective use of the resources allocated to the municipal government, for the benefit of the citizens of the Town of Mansfield.

Program Purpose and Description

The General Government departments listed above, includes those activities that are required by law or policy to support municipal government administration and operations. Also included are membership fees to organizations such as the Capitol Region Council of Governments (CROG) and the Connecticut Conference of Municipalities (CCM).



LEGISLATIVE – 11100

The Town of Mansfield operates under the Council-Manager form of local government, with the Town Council acting as the legislative and policy-making body and exercising all powers of the Town except those specifically vested elsewhere by Town Charter or state statutes. The nine-member Town Council is elected biennially on an at-large basis. Council members serve without pay and elect one of their fellow members to serve as Mayor. The Town Council conducts its regular meetings on the second and fourth Monday of each month and holds special meetings as needed. The Council also has three standing committees - Committee on Committees, Finance, and Personnel. Ad hoc committees are appointed to review particular issues and to submit recommendations to the full Council.

FY 2015/2016 Accomplishments

- Adopted *Mansfield Tomorrow*, which serves as both a strategic plan and the Town's Plan of Conservation and Development. *Mansfield Tomorrow* has replaced *Mansfield 2020* as the Town's strategic plan. ♦
- Maintained active involvement with the Mansfield Downtown Partnership (three Council members currently sit on the Partnership's Board of Directors). Completed construction of the Town Square. ♦
- Reviewed, amended, or created the following ordinances: alcoholic beverages; dog waste control; Parking Ordinance and towing; Relocation Ordinance (forthcoming); storage, disposal, or use of fracking waste; use of the Town Square. ♦
- Reviewed and evaluated police service delivery options through the work of the ad hoc Committee on Police Services. ♦
- Established an ad hoc committee on rental housing to review applicable policies, regulations, and the enforcement of those regulations. ♦
- Continued to review the Town's Ethics Code gift provision applicability to Mansfield Board of Education employees. ♦
- Completed a review and analysis of recent amendments to the Fee Waiver Program. ♦
- In collaboration with UCONN, completed a joint fiscal impact study regarding the NextGenCT initiative.
- Approved open space acquisition of Meadowbrook Lane parcel. ♦
- Published a *Citizen's Guide to the Budget – 2016 Edition* and the 2016 Town Meeting mailer, an expanded version of the *Mansfield Minute*. ♦
- Launched the OpenGov initiative. OpenGov provides extensive Town financial data to the public on the Town's website. OpenGov supports the Council's policy goal of promoting open and transparent government. ♦

FY 2016/2017 Goals & Objectives (To be updated following Council's 2016 goal setting sessions)

Goal: Establish policies, procedures, relationships and infrastructure that support a vibrant, diverse and sustainable business community in Mansfield, in accordance with sound land use and Smart Growth principles. ♦

Objectives:

- Focus development and redevelopment efforts in areas designated as appropriate under Plan of Conservation and Development or zoning (e.g. Storrs Center; Four Corners; Perkins Corners; Eastbrook Mall area; Frontage Road).
- Make progress on Four Corners water and wastewater project.

- Increase tax base (new growth), including completion of Storrs Center, in a responsible manner.
- Leverage UCONN Tech Park for job and business growth.
- Participate in UCONN development plans.
- Provide quality customer service to the business community and implement a streamlined permitting process consistent with zoning and other regulations.
- Research the feasibility of allocating resources for a dedicated economic development staff member under Planning and Development.

Goal: Maintain high quality, holistic education for all of Mansfield's youth while celebrating the individuality of each child. ♦

Objectives:

- Identify PreK-8 school infrastructure needs.
- Utilize enrollment projections, including anticipated impact associated with UCONN's expansion, to plan for infrastructure needs.

Goal: Responsibly manage available financial resources to maintain quality services that are responsive to community needs. ♦

Objectives:

- Engage in responsible budgeting; balance service needs with revenue constraints.
- Diversify revenue base in response to declining state revenues.
- Identify replacement schedules for capital needs and allocate resources through the capital budgeting process.
- Review infrastructure needs for the Town and schools; identify capital maintenance needs and lifespan for major buildings and facilities and allocate resources through the capital budgeting process.
- Review financial, human resources, and other policies as needed.

Goal: Work with stakeholders to preserve and maintain open space and viable working farms. ♦

Objectives:

- Preserve working farms and enhance agricultural opportunities.
- Acquire, preserve, and maintain open space.

Goal: Improve quality of life for all residents and stakeholders regardless of (dis)abilities, gender, race, religion, ethnicity, or socio-economic status. ♦

Objectives:

- Reduce blight in neighborhoods town-wide.
- Build a community supportive of young children and families.
- Enhance and maintain athletic fields.
- Ensure Storrs Center owner occupied housing is built to community vision.

Goal: Provide a range of quality services for quality living. ♦

Objectives:

- Re-define core services.
- Research and identify service sharing opportunities.
- Continue to improve positive Town-University relationships and partnerships.

- Continue to provide Human Services, with a focus on seniors and low to moderate income families.
- Provide support for recreation, health, and wellness.
- Build organizational capacity for program evaluation, including a commitment to performance measurement.
- Continue review and implementation of the police services study, as resources permit.
- Evaluate service delivery for Fire and Emergency Services.
- Complete study of impact of Next Generation Connecticut and related UCONN initiatives on Mansfield.
- Consolidate and/or reduce the number of citizen advisory committees; review membership composition and engage residents aged 20-40.
- Review the Town's role in the Storrs Center project to determine what lessons have been learned.

Goal: Embrace sustainability as a principle in decision making. ♦

Objectives:

- Embrace sustainability and energy conservation as part of economic development strategy.
- Reduce municipal government's carbon footprint.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan. *Legislative = linkage to Natural Systems; Open Space, Parks and Recreation; Community Heritage and Sense of Place; Community Life; Diversifying the Economy; Housing; Future Land Use and Community Design; Infrastructure; Stewardship and Implementation*

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Noncertif.	1,197	720	720	1,000	280	100.00%
Misc Benefits	43,085	43,540	43,510	43,510	(30)	(0.07%)
Prof & Tech Services	40,400	43,710	43,700	44,700	990	2.26%
Other Purch Services	14,094	19,200	14,890	14,890	(4,310)	(22.45%)
Office Supplies	158		220	200	200	100.00%
Other Supplies	680	1,430	4,430	1,300	(130)	(9.09%)
TOTAL EXPEND.	99,614	108,600	107,470	105,600	(3,000)	(2.76%)

MUNICIPAL MANAGEMENT/HUMAN RESOURCES - 12200

The Town Manager is appointed by the Town Council to serve as the chief executive officer of the Town, and is charged with implementing Council policy and overseeing the work of all municipal departments. In addition, the Town Manager serves as the Director of Public Safety, the Personnel Officer, and the legal Traffic Authority. The Town Manager's staff is directly responsible for human resources and risk management and provides staff support to the Town Council and various advisory boards and committees.

Components of the Human Resources Program include but are not limited to: classification and compensation; employee benefits administration; employee training and development; labor relations; policy development and compliance; recruitment and retention of employees; and risk management. Specific rules and regulations governing the Human Resources program are set forth in section C601 of the Charter, relevant state and federal regulations, the Personnel Rules, collective bargaining agreements, and other personnel policies of the Town.

FY 2015/2016 Accomplishments

- Developed proposed FY 2016/17 operating and capital budgets. The budget document is a policy and communications tool that also serves to promote open and transparent government. ♦
- Led project team responsible for Four Corners sanitary sewer project, with a focus on state-required environmental impact evaluation (EIE). Negotiated comprehensive sewer agreement with UCONN. ♦
- Monitored various aspects of Storrs Center project, including construction of Phase II and remaining elements of Town Square, and completion of state-required grant paperwork for public infrastructure projects. Led management team responsible for overseeing operations of the Nash-Zimmer Transportation Center, with an emphasis on programming, budget, human resources, risk management, maintenance, and other operational concerns. ♦
- Served as Vice-Chair of Windham Region Transit District (WRTD) and took lead on negotiating management agreement with First Transit, and resolving WRTD financial issues.
- Completed construction of Mansfield Community Playground.
- Continued assessment and refinement of Town's performance measurements. ♦
- Assisted the Council in its review of police service delivery options; staffed the ad hoc Committee on Police Services. ♦
- Completed NextGenCT fiscal impact study, a collaborative effort with UCONN. ♦
- Completed program evaluation of revisions to the Fee Waiver Program. ♦
- Worked with staff to enhance enforcement of zoning regulations and town ordinances related to rental properties; assisted Town Council with formation of Ad hoc Committee on Rental Regulations and Enforcement. ♦
- Assembled project team and used quality-based selection process to choose firm to conduct comprehensive needs assessment for municipal buildings. ♦
- Conducted retreat with staff leadership team to begin development of organizational development program for Town employees. ♦
- Conducted 14 recruitments fiscal year-to-date resulting in the appointment or promotion of 10 regular employees.
- Issued a RFP for recruitment software. Selected vendor and implemented software (forthcoming). ♦

- Completed negotiations for the successor collective bargaining agreement with the Firefighters union. ♦
- Updated the following policies: Contractor Insurance Requirements (anticipated); Fraud Prevention; Mileage Reimbursement; Professional Travel; Tobacco Free Campus (in process); Whistleblower; Public Works departmental policies (Leaving the Worksite, Tardiness). ♦

FY 2016/2017 Trends & Key Issues

For FY 2016/2017 the program budgets for Municipal Management and Human Resources have been consolidated into one budget to reflect the work of the Town Manager's Office Department as a whole. Savings from labor attorney costs have been reallocated to support organization-wide training and professional development initiatives (staff development line item) and to support the annual maintenance fee for recently acquired recruitment software (computer software line item). As presented, the employee tuition reimbursement line item has been consolidated with the staff development line item. Lastly, costs associated with employee events have been separated from the staff development line item to distinguish those expenses as separate from professional development and training initiatives.

If the capital service improvement request for the employee classification and compensation study is approved, significant work on the project would occur during FY 2016/2017. Approximately 81 separate regular classifications will be reviewed as part of the process. The last organization-wide classification and compensation study was completed in 2005.

Management will be negotiating with both labor unions represented by CSEA, the professional/technical employees union and the public works employees union, in spring 2016. These two unions collectively represent approximately 55 of the Town's regular full and part time employees.

FY 2016/2017 Goals & Objectives

Goal: Continue oversight of Storrs Center project. ♦

Objectives:

- In collaboration with development team, coordinate construction of Storrs Center Phase 3 and tenant fit-out of leasable space in Phase 2.
- Develop programming for tenant space at the Nash-Zimmer Transportation Center.

Goal: Continue coordination of various environmental initiatives. ♦

Objectives:

- Complete design and scoping/EIE process for Four Corners sanitary sewer project; negotiate any necessary easements and prepare for construction.
- Complete negotiations of comprehensive wastewater agreement with UCONN.
- Complete facilities master plan.
- Evaluate additional opportunities for solar and other renewable energy systems.

Goal: Coordinate measures designed to enhance community quality of life in neighborhoods around town. ♦

Objectives:

- Assist Ad hoc Committee on Police Services in developing a long-term model for delivery of police services in Mansfield.
- Assist Ad hoc Committee on Rental Regulations and Enforcement with review and potential revision of zoning regulations and town ordinances related to rental housing.

Goal: Enhance organizational development program activities to build capacity within the organization and support employees in achieving their professional goals.

Objectives:

- Sponsor at least one training seminar of general interest to the workforce at-large every four months.
- Establish a young professionals group for Town staff.
- Increase financial resources for professional development; focus on leadership and supervisory training.

Goal: Update personnel policies to promote a culture of ethical behavior, fair and equitable treatment of employees, and compliance with state and federal regulations.

Objectives:

- Revise ADA, Technology Use and Work Attire policies.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan. *Municipal Management = linkage to Community Life; Diversifying the Economy; Stewardship and Implementation*

Human Resources	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Recruitments			
Number of internal recruitments conducted	7	2	5
Number of external recruitments conducted	11	15	8
Applicants tested/interviewed (regular positions)	68	152	70
New hires, full-time & part-time (regular positions)	16	17	11
Internal promotions, full-time & part-time (regular positions)	8	3	6
Grievances Filed	1	7	4
Number of full-time regular employees that left municipal service (excluding retirements)	2	8	2
Number of Number of full-time regular employees that left municipal service for retirement	6	5	6
Personnel and administrative policies reviewed/updated or drafted/adopted	4	8	3
Training workshops offered to the workforce at large	1	6	4

Town of Mansfield
Department: Municipal Mgmt/HR - 12200

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	296,405	312,150	312,190	304,640	(7,510)	(2.41%)
Misc Benefits	15,465	13,410	14,360	15,720	2,310	17.23%
Prof & Tech Services	14,693	17,750	15,850	16,750	(1,000)	(5.63%)
Other Purch Services	5,372	3,000	4,500	3,000	-	
School/Library Books		200	200	200	-	
Office Supplies	2,185	2,220	2,620	7,290	5,070	228.38%
Other Supplies	138	100	140	2,000	1,900	1900.00%
Equipment	379				-	
TOTAL EXPEND.	334,637	348,830	349,860	349,600	770	0.22%
TOTAL REVENUES						
EMPL. BENEFITS	117,660	122,916	127,679	132,718	9,802	7.97%
Positions:						
Town Manager	1.00	1.00	1.00	1.00	-	
Assistant Town Mgr	1.00	1.00	1.00	1.00	-	
Executive Assistant	1.00	1.00	1.00	1.00	-	
HR Associate	0.80	0.80	0.80	0.80	-	
Total Full Time Equiv.	3.80	3.80	3.80	3.80	-	
Paid from Other Funds	0.73	0.73	0.73	0.73	-	
Paid from General Fund	3.80	3.80	3.80	3.80	-	

TOWN ATTORNEY - 13100

The Town Council appoints the Town Attorney, who must be an attorney-at-law admitted to practice in the State of Connecticut. It is his or her responsibility to appear for and to protect the rights of the Town in all actions, suits or proceedings brought by or against the Town or any of its agents. The Town Attorney renders written opinions on questions of law involving the powers and duties of the Town Council, Town Manager, Town officers, boards and commissions. The Town Attorney also prepares or approves ordinances, resolutions, forms of contracts and agreements, and appeals orders, decisions and judgments.

In special circumstances, such as labor and employment law, environmental law and bond proceedings, the Town may employ the services of another attorney. The Town is currently represented by the firm of Kainen, Escalera, and McHale PC for labor and employment matters.

Beginning in FY 2016/17, management has included the budget for Labor Attorney services (previous budgeted in Human Resources) in the Town Attorney program budget.

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
HR Attorney	15,832	43,030	30,000	30,000	(13,030)	(30.28%)
Town Attorney	58,239	53,000	53,000	55,000	2,000	3.77%
TOTAL EXPEND.	74,071	96,030	83,000	85,000	(11,030)	(11.49%)

PROBATE COURT – 13200

Effective January 5, 2011, the Mansfield Probate Court consolidated with the Tolland Probate Court and is now known as the Tolland-Mansfield Probate District. The Court serves the Towns of Coventry, Mansfield, Tolland and Willington and is located in the Tolland Town Hall, 21 Tolland Green, Tolland, CT 06084.

In November 2014, Barbara Gardner Riordan was elected to a four-year term as Judge of Probate for the Tolland-Mansfield Probate District.

The Probate Court has jurisdiction over decedents' estates, testamentary trusts, guardianships of minors' estates, conservatorships of the estate and person of incapacitated adults, voluntary conservatorships, guardianships of persons with mental retardation, commitments of the mentally ill, and changes of names for adults and minors. The Probate Court is also responsible for terminations of parental rights, removal of guardians of minors, emancipation of minors, and adoptions. As of January 1, 2015, the Court no longer accepts applications for passports.

The Probate Court carries out its duties by holding hearings on the various types of applications filed with the Court and as a means of reviewing the work of fiduciaries appointed by the Court. State law mandates that all Court filings be recorded and indexed, much the same as land records are maintained by town clerks. Although many of the Court's proceedings and records are open to the public, certain types are mandated confidential by state law, such as adoptions, most other children's matters, commitments and mental retardation guardianship matters occurring after the year 2000.

The four municipalities in the district support the Probate Court with office facilities, utilities and supplies. The towns also fund the microfilming and preservation of Court records. Other financial support comes through fees that are paid by petitioners filing applications and fees assessed against decedents' estates. All fees are established by state law. These fees provide the funds to cover the judge's compensation, also set by statute, and other Court expenses, such as staff salaries and minor miscellaneous expenses.

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Other Purch Services	7,010	7,010	7,770	8,240	1,230	17.55%
TOTAL EXPEND.	7,010	7,010	7,770	8,240	1,230	17.55%

TOWN CLERK - 15100

The duties of the Town Clerk's Office include: recording, indexing and maintaining all land records and maps; issuing dog and sport licenses; maintaining a record of elected and appointed officials; registering voters; conducting the absentee ballot program; reporting and verification of election results; providing copies of documents and records as requested; filing liquor permits, veteran discharge papers and trade name certificates; recording and certifying the appointments of other notaries; and filing and maintaining all agendas, schedules and minutes for the Boards and Commissions in Town. The Town Clerks also serve as Registrars of Vital Statistics issuing birth, marriage and death records, and burial permits. The Connecticut General Statutes set the fees for Town Clerk services, and the revenue received is deposited in the General Fund of the Town, or remitted to the state when applicable.

The Town Clerk's Office performs several additional duties for the Town including: overseeing the records management program; processing Freedom of Information (FOI) requests; maintaining and assisting both staff and public with the Town Calendar of meetings; providing notary services; assisting with the permitting of raffles and games of chance; processing all Town mail; and updating the code of ordinances. 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. The Town Clerk serves as the Clerk to the Town Council and is responsible for all minutes, legal notices, certification of documents and serves as staff to the Committee on Committees and the Cemetery Committee. The Office of the Town Clerk is a major source of information for both residents and visitors.

FY 2015/2016 Accomplishments

- Received a \$4,000 Historic Preservation Grant, which was supplemented by funds from the Town Clerk's 270 Document Preservation Fund and used to computerize land records back to 1984. ♦
- Began work on a Master Plan for Town Records Preservation, identifying existing documents, their current condition, and the protective actions required. ♦
- Worked with the Library Director to develop a Special Collections Policy and began to assemble a database of materials. ♦
- Began creating an electronic index for land records prior to 1984. ♦

FY 2016/2017 Trends & Key Issues

The absentee ballot distribution for the 2016 Presidential Election will be a major undertaking. Because Mansfield is often the last place in the U.S. that people live prior to going overseas, the Office sends hundreds of electronic and printed ballots all over the world. The Office continues to review and implement new electronic systems, where feasible, including a new state birth registry program.

FY 2016/2017 Goals & Objectives

Goal: Protect and promote access to Town records. ♦

Objectives:

- If money is available in the FY 2016/17 cycle, apply for a Historic Preservation Grant seeking funding to restore or microfilm records. The ongoing efforts to create a Master Plan for Town Records Preservation will help inform our use of these funds.

- In collaboration with the Mansfield Library, continue to collect and preserve documents relevant to the history of Mansfield and provide community access to these records. Create a database of available records.
- Using the Cott system, continue creating an index for land records from 1974 to 1984. Upon the completion of this project investigate the most efficient way to link the documents to the index making it available on line through both the Clerk's Office and the Cott portal.

Goal: Protect and maintain Mansfield's cultural history. ♦

Objectives:

- Continue to create better access to local history resources via the Town's website by posting and linking archived indexes and documents, and by implementing the Special Collections Policy.
- Continue the review of historical records to create indexes of cross filed items in order to be able to complete sets of records and be able to locate information when needed.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.

Town Clerk = linkage to Community Heritage and Sense of Place; Stewardship and Implementation

Town Clerk	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Open and Transparent Government			
Total number of freedom of information (FOI) requests processed	27	38	36
Record Series and Indexes digitized	22	35	37
Percentage of permitted records/indexes available on line	47%	43%	43%
Percentage of restricted access records/indexes on line	17%	17%	16%
Statistics			
Vital statistics filed	244	250	250
Land transaction documents recorded	2,030	2,130	2,150
Total number of all licenses (dog, hunting, fishing, etc.) issued	1,825	1,850	1,850
Board and Committees (as of June 30th)			
Total number of elected boards	6	6	6
Total number of elected officials	45	45	45
Total number of appointed boards and commissions	36	36	35
Total number of appointed board and commission members	257	260	265

Town of Mansfield
Department: Town Clerk - 15100

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	198,318	186,030	186,030	190,780	4,750	2.55%
Misc Benefits	620	910	740	940	- 30	3.30%
Prof & Tech Services	4,180	4,000	4,000	4,000	-	
Other Purch Services	9,962	11,000	11,000	11,000	-	
School/Library Books	178	190	190	190	-	
Office Supplies	956	720	900	750	30	4.17%
Equipment	15,000	15,700	15,700	15,700	-	
TOTAL EXPEND.	229,214	218,550	218,560	223,360	4,810	2.20%
TOTAL REVENUES	228,007	256,900	243,850	243,970	(12,930)	(5.03%)
EMPL. BENEFITS	78,724	82,419	76,082	83,114	695	0.84%
Positions:						
Town Clerk	1.00	1.00	1.00	1.00	-	
Assistant Town Clerk	2.00	2.00	2.00	2.00	-	
Total Full Time Equiv.	3.00	3.00	3.00	3.00	-	
Paid from General Fund	3.00	3.00	3.00	3.00	-	

REGISTRARS OF VOTERS/ELECTIONS - 15200

Under Section 9-32 of the Connecticut General Statutes, the Registrars of Voters are mandated to maintain the voter registration records for the Town of Mansfield. The staff consists of two Registrars, one Democrat and one Republican, plus one deputy for each party. The Registrars are elected every two years. At the time of the 2015 municipal election, there were 11,056 registered voters (active) in town. The duties of the Registrars include: registering new voters; ensuring the accuracy of the official registry list (manual and electronic); running mandated registration sessions; managing elections, primaries and referenda; implementing Election Day Registration; securing and training poll workers; testing and preparing the OpticalScan Voting system and Independent Voting System; formatting and ordering ballots and certifying the number with the Secretary of the State; organizing paperwork for moderators and poll workers; conducting the annual canvass of registered voters certifying petitions; organizing and supervising check-in for the Annual Town Meeting and all special town meetings; and conducting voter outreach in the local high school, nursing home and University. In September of 2015, Jeanne Ahern Mogayzel assumed the duties of the Democrat Registrar.

FY 2015/2016 Accomplishments

- Recruited Moderators to fulfill the requirement of one moderator per polling place. Also recruited new moderators with anticipation of a pool of 10 certified moderators residing/available to work in Mansfield at any given time. ♦
- Re-opened dialogue with UCONN administration regarding partnering with on campus agencies to get graduates and other students leaving campus to register in their new domain. This will help to reduce the number of inactive voters on Mansfield's records. ♦
- Opened dialogue with UCONN social awareness groups that intend to register students for 2016 Primary and Federal elections. Hosted first meeting of this group in January 2016. ♦

FY 2016/2017 Trends & Key Issues

In addition to the November Presidential election, FY 2016/17 will be a year full of training and certification for Mansfield's Registrars and election officials. The Registrars will attend training for new regulations/programs including E-Poll Books, and the new Election Management System. Registrars and their deputies will also attend (new) state mandated training to become certified Registrars and will also be trained as certified Moderators. Once certified, Registrars are required to attend a minimum of 8 hours of additional training throughout the year. Registrars and their deputies will also train all poll workers in the use of E-Poll Books.

The Registrars of Voters will continue with education and outreach to the community and to the University of Connecticut community to ensure participation in all elections.

FY 2016/2017 Goals and Objectives

Goal: To bring the operations of the office and elections to a higher level of efficiency. ♦

Objectives:

- Streamline processes for everyday office tasks.
- Create an equipment supply inventory and storage location map, as well as clear directions for use of all equipment.
- Hire, train, and assign election workers to fit the best interest of the worker, the voter, and the polling location.

- Seek the assistance and expertise of the Registrar of Voters Association of Connecticut (ROVAC), Mansfield residents, Town resources, and departments as available.
- Participate in (ROVAC) county and state meetings/programs and use the tools offered by this group.

Goal: To promote fair, responsible and accessible elections. ♦

Objectives:

- Conduct the 2016 Presidential Election and the May 2017 Regional School District No. 19 Budget Referendum.
- Monitor changes in election laws.
- Ensure all polling places are easily accessible and provide accurate and concise election information (either through poll workers or signs) for voters.

Goal: Increase public outreach, awareness and participation. ♦

Objectives:

- Provide information to the public regarding all aspects of voting, registering, and elections.
- Encourage more resident participation for Election Day preparations.
- Work closely with administration and organizations from UCONN regarding voter information and registration drives.
- Work with the Town IT Department to procure suitable and up to date equipment and communications
- Continue to organize the annual May tri-town registration drive for students attending Regional School District No. 19.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Registrars of Voters = linkage to Community Life; Stewardship and Implementation

Town of Mansfield
Department: Registrars/Elections - 15200

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	27,096	38,000	38,000	45,320	7,320	19.26%
Misc Benefits	55	375	805	6,970	6,595	1758.67%
Repairs/Maintenance	2,000	2,000	2,000	2,000	-	
Other Purch Services	19,108	13,700	18,795	18,750	5,050	36.86%
Office Supplies		510	710	530	20	3.92%
Other Supplies	923		1,210	1,000	1,000	100.00%
Equipment				4,350	4,350	100.00%
TOTAL EXPEND.	49,182	54,585	61,520	78,920	24,335	44.58%
TOTAL REVENUES						
EMPL. BENEFITS	10,756	15,451	15,541	19,744	4,293	27.78%
Elected Officials:						
Registrars	0.76	0.94	0.94	1.12	0.18	19.15%
Total Full Time Equiv.	0.76	0.94	0.94	1.12	0.18	19.15%
Paid from General Fund	0.76	0.94	0.94	1.12	0.18	19.15%

FINANCE - 16000

The Finance Department consists of four Divisions: Administration, Accounting and Disbursement, Assessment, and Revenue Collection. Finance Administration provides centralized financial management services for the Town of Mansfield and the Mansfield Board of Education. Accounting and Disbursements handles accounting and bookkeeping, payroll, accounts payable, treasury management, and financial reporting services. The Assessor's Office administers the Town's property tax program in accordance with the Connecticut General Statutes. On an annual basis, the Assessor's Office compiles the Grand List of taxable and tax exempt property. This listing is comprised of real estate (residential and commercial), motor vehicles, and personal property owned or leased by businesses located in Mansfield. Revenue Collection is responsible for the administration of billing and collecting taxes, sewer assessments, sewer use charges, special assessments, refuse removal fees, Eastern Highlands Health District quarterly bills, self-pay medical and life insurance bills for both Town and Board of Education retirees; parking ticket processing and collection; and other miscellaneous collectibles.

By contract the Finance Department also provides financial management and services for several additional entities - Regional School District No. 19, Eastern Highlands Health District, Mansfield Discovery Depot (day care center) and the Mansfield Downtown Partnership. Other services provided for all entities include budget preparation and monitoring, debt management, and capital improvement projects administration and reporting.

Town-wide copying, central services, and LAN-WAN expenditures are also included within the Finance Department budget.

FY 2015/2016 Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2015/16 Budget. ♦
- Closed Fiscal Year 2014/15 with an increase to Fund Balance of \$576,000. ♦
- Completed the annual financial audit for FY 2014/15 with an unmodified opinion from the audit firm of Blum, Shapiro & Co., the highest opinion possible. ♦
- Implemented the updated Financial Policies and Procedures recommended by BlumShapiro to be consistent with best practice and to protect the resources of all entities served. ♦
- Processed 377 real property ownership changes for the October 1, 2015 real estate Grand List. The total net taxable 2015 Grand List, which includes business personal property and motor vehicles, will be completed by January 31, 2016. The total net taxable 2014 Grand List was \$1,026,856,306. ♦
- Conducted field inspections for the October 1, 2015 Grand List. Inspections were for sales transactions as well as permits for new construction, additions, remodels, decks, sheds, garages, etc. ♦
- Prepared the FY 2014/15 Comprehensive Annual Financial Report in accordance with the GFOA certificate program and received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for FY 2013/14. ♦
- Successfully passed the second round of internal control testing completed by Blum Shapiro in November 2015. ♦
- Continued effort to implement state-required uniform chart of accounts. Implementation is expected by June 30, 2016.

- Continued effective treasury management, including effective cash mobilization and investment, payroll direct deposit, ACH payments, positive pay and debit block for fraud protection, and internal control and audits of cash disbursements. ♦
- Tightened processes for utilities billing and parking ticket collections. This includes follow up on late accounts, service shutoffs, and enhancing controls on processing payments in the ticket collection system. ♦
- Improved communication with internal depositing departments and reviewed processes to enhance overall efficiency including deposit accuracy, paperwork refinement, document controls, and timing of deposits. ♦
- Maintained stability of tax collections rate while providing pleasant and efficient service to taxpayers. ♦

FY 2016/2017 Trends & Key Issues

Continued analysis and monitoring of Storrs Center tax revenues to ensure that infrastructure funding shortages are covered by the Developer's tax payments. In addition, every effort will be made to continue the Council's current initiatives to increase fund balance and continue the pay-as-you-go capital program.

Pursuant to state law, the Town is required to conduct a revaluation of all property once every five years. Unless there is a change in state statutes, the next Town-wide revaluation will be October 1, 2019. All properties must be inspected at least once within the ten year period beginning October 1, 2014 – October 1, 2024. The Assessor's Office is keeping up with the ongoing construction of Storrs Center as well as other projects in Town, including the Meadowbrook Gardens Apartments on Meadowbrook Road.

The Office of Fiscal Analysis is reporting the State of CT's budget deficit will be about \$1.1 billion in FY16/17; this is being monitored in the event there is a decrease in municipal funding.

FY 2016/2017 Goals & Objectives

Goal: Maintain Mansfield's Aa2 bond rating and strive to obtain the highest rating possible, Aaa. ♦

Objectives:

- Maintain or increase unassigned Fund Balance level.
- Reduce reliance on state aid by pursuing additional sources of revenue and increasing the tax base.
- Continue to review all financial management policies to ensure compliance with best practices and consistency with Council's goals and objectives.

Goal: Provide responsible financial management and accurate financial reporting for all agencies served. ♦

Objectives:

- Maintain an unmodified opinion on the annual audit through accurate and timely financial transaction reporting.
- Prepare a Comprehensive Annual Financial Report and apply for the Government Finance Officers Association Certificate for Excellence in Financial Reporting.
- Assist all agencies with budget preparation and responsible estimates.
- Apply for the Government Finance Officers Association Distinguished Budget Presentation Award.

Goal: Maintain accurate Grand List data and continue inspections for the 2016 Grand List. Continue to process and submit reports on all state mandated and local ordinance tax relief programs.



Objectives:

- Conduct field inspections in preparation of the October 1, 2016 Grand List for new construction, additions, remodels, decks, sheds, garages, etc. Maintain assessment data on the Town's municipal website, including recent sales transfers and sales ratio information.
- Provide informational services to the public as outlined by Connecticut General Statutes.
- Finalize and certify 2015 Grand List.

Goal: Maintain a policy of full and open disclosure of all financial activity. ◆

Objectives:

- Continue to provide comprehensive quarterly financial reports for the Town of Mansfield, Mansfield Board of Education, Region 19, and the Eastern Highlands Health District.
- Prepare the 2015/16 Comprehensive Annual Financial Report and apply for the GFOA Certificate for Excellence in Financial Reporting for the Town and Region 19.
- Improve *OpenMansfield* website based on citizen feedback/questions.

Goal: Provide efficient cash management and investments for safety, liquidity, and income. ◆

Objectives:

- Seek opportunities for expanding and diversifying investments to increase income without diminishing safety.

Goal: Maintain and update current financial policies and procedures manual. ◆

Objective:

- Evaluate current policies and procedures as it relates to the current manual and find efficiencies where necessary. Add additional policies for grant management and going out to bid.
- Implement Fraud Prevention and Reporting Policy.

Goal: Improve documentation of collection actions on tax accounts while utilizing effective tools developed for collections while reducing paper output and utilization. ◆

Objectives:

- Improve documentation process for individual late accounts, electronically when possible for better follow up and maintenance on specific accounts.
- Create efficient process for continued follow up on customers needing reminders to make payments.

Goal: Increase overall collection rate to 99% or higher. ◆

Objectives:

- Research and gain understanding of reasons for repeated delinquencies and coordinate with stakeholders and taxpayers to find solutions.
- Improve communication with outside entities such as probate and bankruptcy courts, UCONN, and mobile home communities to solve long-standing collection issues.

◆ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Finance = linkage to Stewardship and Implementation

Finance Administration	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Financial Health			
General Fund – fund balance percentage as of June 30th	7.3%	8.0%	9.0%
All Governmental funds - fund balance percentage as of June 30th	11.3%	11.8%	13.0%
Bond rating	Aa2	Aa2	Aa2

Accounting and Disbursements	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Financial Reporting			
Quarterly financial reports prepared (all entities)	16	28	28
Percentage of quarterly financial reports completed within 45 calendar days from the date in which the quarter was closed	100%	100%	100%
Required quarterly payroll filings	24	24	24
Comprehensive Annual Financial Reports completed	3	3	3
Government Finance Officers Association Awards	2	2	2
Bank reconciliations completed	108	117	144
Investments			
Total dollar value of investments - Town only	\$10,731,110	\$12,000,000	\$15,000,000

Revenue Collection	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Accounts			
Total number of tax accounts	18,942	19,020	19,020
Total number of billings	31,170	31,347	31,347
Total number of delinquent accounts	6,569	6,600	6,600
Collections			
Collection rate on current levy	98.9%	98.8%	98.8%
Payments received online or electronically	\$1,191,281	\$1,718,000	\$1,718,000
Payments received in-person or by mail	\$33,502,426	\$35,555,000	\$35,555,000
Percentage of total payments received online or electronically	3.56%	4.83%	4.83
Total dollar value of delinquent tax collections	\$571,933	\$340,000	\$340,000
Delinquent accounts sent to the collection agency or marshal	1,775	858	858

Property Assessment	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Inspections and Assessment			
Residential inspections conducted	All Reviewed	290	300
% of residences inspected in preparation of the 2014 revaluation	100%	6%	6%
Commercial inspections conducted	All Reviewed	20	25
Real property ownership changes processed	467	377	425
Pro-rates of new construction	16	14	20
Assessment Appeals			
Tax assessment appeals received	16	41	20
Percentage of tax assessment appeals resulting in an adjustment to assessed value of property	94%	90%	TBD March 2016
State Mandated Exemptions and Programs			
Additional Veterans exemption applications received/renewed	54	58	60
Percentage of veterans exemption applications approved for exemptions	100%	100%	100%
Elderly Homeowners applications received/renewed	118	113	120
Percentage elderly homeowners of applications approved for tax reductions	100%	100%	100%
All other exemption applications and/or carryovers	1,490	1,527	1,530
Local Option Exemptions and Programs			
Total ambulatory, disabled, homeowners, veterans exemptions granted	126	123	125
Total farm/forest exemptions granted	257	259	260
Town-wide Data			
Total assessed dollar value of net Grand List	\$1,036,252,379*	\$1,026,856,306*	TBD May 2016
Mill rate	27.95	29.87	TBD
*Figure is <i>before</i> Fixed Assessment Agreement applied for EDR properties			

Town of Mansfield
Department: Finance

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	607,359	675,010	675,410	692,230	17,220	2.55%
Misc Benefits	4,946	7,675	6,920	7,840	165	2.15%
Prof & Tech Services	37,695	43,560	37,910	49,430	5,870	13.48%
Other Purch Services	81,068	80,450	83,270	76,230	(4,220)	(5.25%)
School/Library Books	929	1,490	1,490	1,570	80	5.37%
Office Supplies	12,067	14,640	14,270	14,610	(30)	(0.20%)
Equipment	10,494	14,000	14,000	10,500	(3,500)	(25.00%)
TOTAL EXPEND.	754,558	836,825	833,270	852,410	15,585	1.86%
TOTAL REVENUES						
	37,015,543	37,464,810	37,432,124	42,020,310	4,555,500	12.16%
EMPL. BENEFITS						
	241,096	257,977	276,227	301,573	43,596	16.90%
Positions:						
Director of Finance	1.00	1.00	1.00	1.00	-	
Budget Analyst	1.00	1.00	1.00	1.00	-	
Acctg Mgr/Treasurer	1.00	1.00	1.00	1.00	-	
Accountant	1.00	2.00	2.00	2.00	-	
Payroll Administrator	1.00	1.00	1.00	1.00	-	
Finance Clerk	2.00	2.00	2.00	2.00	-	
Collector of Revenue	1.00	1.00	1.00	1.00	-	
Revenue Specialist	1.00	1.00	1.00	1.00	-	
Revenue Clerk	0.50	0.50	0.50	0.50	-	
Assessor	1.00	1.00	1.00	1.00	-	
Property Appraiser	1.00	1.00	1.00	1.00	-	
Ass't. to the Assessor	1.00	1.00	1.00	1.00	-	
Total Full Time Equiv.	12.50	13.50	13.50	13.50	-	
Paid from Other Funds	3.00	3.00	3.00	3.00	-	
Paid from General Fund	9.50	10.50	10.50	10.50	-	

**Town of Mansfield
Expenditure Budget Summary by Activity
Public Safety**

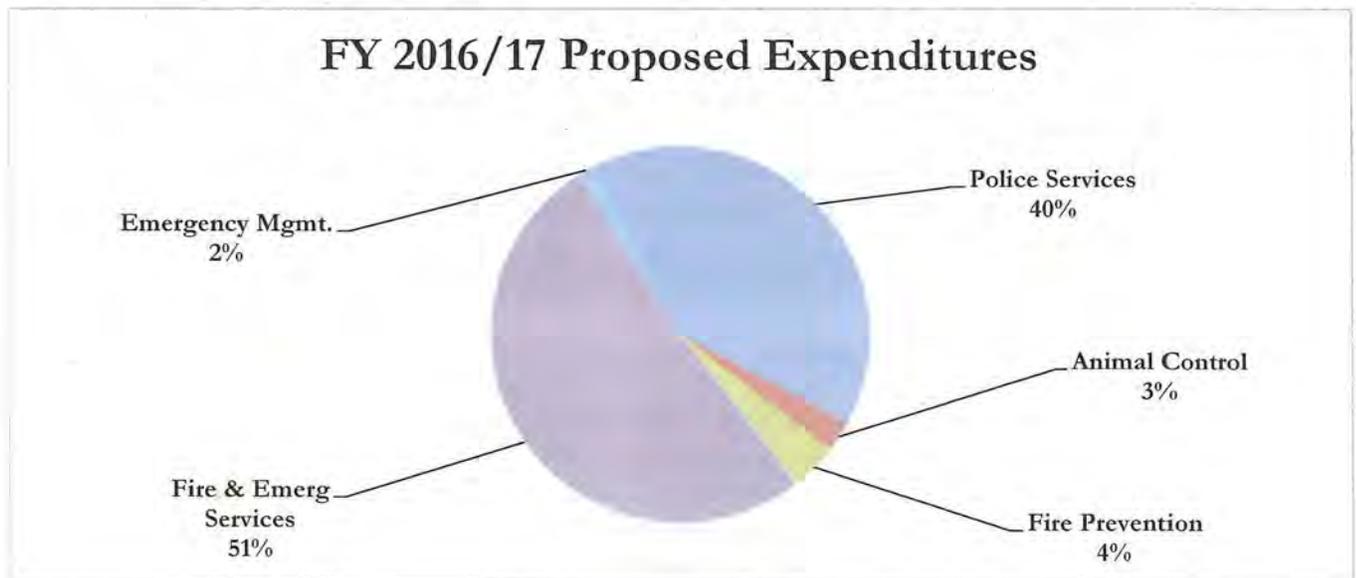
Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Police Services	1,311,877	1,488,840	1,502,890	1,535,590	46,750	3.14%
Animal Control	91,918	90,920	90,970	95,870	4,950	5.44%
Fire Prevention	127,606	154,075	154,400	159,310	5,235	3.40%
Fire & Emerg Services	1,990,250	1,889,345	1,944,600	1,967,420	78,075	4.13%
Emergency Mgmt.	60,617	66,160	66,710	69,550	3,390	5.12%
TOTAL EXPEND.	3,582,268	3,689,340	3,759,570	3,827,740	138,400	3.75%

Mission

To create an environment in which people can move about safely and feel confident that they and their property are protected from harm through programs that reduce crime and fire, provide emergency medical services to the sick and injured, and minimize the impact of technological and natural disaster.

Program Purpose and Description

The Public Safety function serves to preserve peace and good order, to protect persons and property, and to ensure the safety of the Town's inhabitants. The Town Manager, as Director of Public Safety, organizes and directs the work of the Department through its service components of police protection, animal control, emergency management, and fire and emergency services. The town uses the Resident State Trooper program to provide police protection services. Fire and Emergency Services provides fire protection and emergency medical services through a combination of paid and volunteer firefighters/EMTs, as well as fire prevention services. The Fire Prevention program is also responsible for administering the Emergency Management Program.



POLICE SERVICES (MANSFIELD RESIDENT TROOPER'S OFFICE) - 21200

The Mansfield Resident Trooper's Office is composed of one Trooper Supervisor (SGT), seven patrol Troopers, one part-time Town Officer, and one part-time Administrative Assistant. The Trooper's Office enforces all state and local laws, provides assistance to other Town departments, and ensures that the quality of life of Mansfield citizens remains at a very high standard. The officers accomplish these tasks by utilizing a variety of techniques such as marked cruiser patrol, under cover vehicle patrol, bike patrol, foot patrol, and community policing efforts.

FY 2015/2016 Accomplishments

- Enforced the Nuisance Ordinance and wrote 65 Nuisance tickets during the school year. The enforcement of this Ordinance has helped curb problematic behavior, particularly in neighborhoods adjacent to campus. The Troopers further utilized the Ordinance as a communication and education tool and enhanced relationships with off-campus students. ♦
- Improved and enhanced relationships with the Mansfield Community Campus Partnership, the Office for Off-Campus Student Services and local landlords. This effort has been extremely beneficial and demonstrates a consistent united front. ♦
- Joined the Incident Response Team (IRT) as a committee member working directly with University Officials on student behavioral issues. This committee is headed by the Dean of Students and meets weekly. ♦
- Received an enhanced DWI Grant which enabled Mansfield to add patrols the entire year. This year 112 extra shifts were conducted, which included 2 dedicated DUI spot checks conducted in the spring. ♦
- Received an expanded Prevention of Underage Drinking Grant that allows staff to visit local bars and package stores annually, develop professional relationships with all bar and package store owners, and expand efforts to prevent underage drinking. This grant allowed the Resident Trooper's Office to conduct compliance checks on every bar and package store in Mansfield. These efforts reduced the amount of underage drinking and public drinking. ♦
- Improved relationship with UCONN Police has benefited both departments and improved lines of communication as it pertains to open and active cases. The UCONN Police Department and Mansfield Resident Troopers co-trained on the University of Connecticut Property. The training was for an active shooter scenario and also served as familiarization training to the dorms located on campus. ♦
- UCONN Police and Mansfield Resident Troopers worked joint patrols during fall and spring weekends. This effort forged a stronger working relationship between the two departments. ♦
- Worked with the Mansfield School system and Regional School District No. 19 to incorporate the new school safety plans. These plans are in compliance with the new state statute and standard. ♦
- Created a bicycle patrol for Storrs Center on busy spring/summer evenings. ♦

FY 2016/2017 Trends & Key Issues

The completion of Storrs Center Phase 2 will add to the jurisdiction area of the Resident Trooper's Office. This development will contain both residential and commercial properties and will increase calls for service. In addition, state law now requires a police officer to serve on multiple committees for school safety. These new requirements, coupled with the community policing efforts of dedicating troopers to Youth Services and the Senior Center (Neighborhood Watch Coordinator), will require additional manpower to maintain current service levels.

FY 2016/2017 Goals & Objectives

Goal: Improve quality of life for residents adjacent to campus. ♦

Objective:

- Hold all citizens of Mansfield accountable for their actions.
- Through community visits and enforcement of the Nuisance Ordinance, educate university students and others to achieve compliance with state law and Town ordinances.
- Review the Nuisance Ordinance to consider more stringent provisions for unresponsive/absentee landlords.

Goal: Improve communication with University of Connecticut students. ♦

Objective:

- Become a visible and active part of UCONN First Year student orientation.
- Continue to educate UCONN students that their student code of conduct is monitored and applies to both on and off campus behavior by increasing attendance at University off-campus housing functions and working together with UCONN Police.

Goal: Encourage and engage Mansfield’s youth and seniors to become active in the community through police services programming. ♦

Objectives:

- Dedicate a Trooper or Town officer to serve on a committee to serve the senior citizens of Mansfield.
- Dedicate a Trooper to serve on a Board for Youth Services.

Goal: Create a safe walking and shopping area in Storrs Center. ♦

Objective:

- Continue to enhance visibility by dedicating a Trooper to patrol Storrs Center on bicycle during busy spring/summer evenings.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town’s strategic plan.

Police = linkage to Community Life; Housing

Police	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Activity			
Calls for service	16,314	14,845	18,000
Burglaries	62	38	60
Larcenies	152	134	165
Assaults	12	9	15
Sexual Assaults	8	8	6
Domestic violence incidents	15	21	12
Traffic accidents involving fatalities	0	3	1
DUI arrests	159	103	135
Motor vehicle activity (citations and warnings)	6,720	6,277	7,000
Number of citations issued for local ordinance violations	309	205	300
Citizen engagement programs provided to the community	2	2	2
Trooper assignments to citizen advisory committees and civic groups	2	2	2

Town of Mansfield
Department: Police Services - 21200

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	60,269	48,750	48,750	50,570	1,820	3.73%
Misc Benefits	4,149	5,010	5,010	4,710	(300)	(5.99%)
Repairs/Maintenance		900	900	1,400	500	55.56%
Other Purch Services	1,245,508	1,430,520	1,444,570	1,474,960	44,440	3.11%
Office Supplies	251	630	630	650	20	3.17%
Other Supplies	121	630	630	650	20	3.17%
Equipment	1,579	2,400	2,400	2,650	250	10.42%
TOTAL EXPEND.	1,311,877	1,488,840	1,502,890	1,535,590	46,750	3.14%
TOTAL REVENUES	154,679	141,210	130,900	81,860	(59,350)	(42.03%)
EMPL. BENEFITS	23,924	27,970	19,938	22,031	(5,939)	(21.23%)
Positions:						
State Troopers	10.00	8.00	8.00	8.00	-	
Part-time Officer	0.55	0.23	0.23	0.23	-	
Administrative Ass't	0.71	0.71	0.71	0.80	0.09	12.68%
Total Full Time Equiv.	11.26	8.94	8.94	9.03	0.09	1.01%
Paid from General Fund	11.26	8.94	8.94	9.03	0.09	1.01%

ANIMAL CONTROL - 21300

The Animal Control Division promotes and maintains a safe environment for Mansfield residents through enforcement of state statutes concerning canines and felines. Animal Control handles complaints, impounds stray and injured pets, adopts out unclaimed pets through the Mansfield Animal Shelter, and conducts the annual canvass for unlicensed dogs, unvaccinated pets and unaltered cats. The Division also provides information to Town residents regarding animal behavior, care and diseases (e.g. rabies).

FY 2015/2016 Accomplishments

- Cooperated with the Friends of the Mansfield Animal Shelter, Inc. (FOMAS) to support the Shelter with the following services: testing adult cats for FIV and leukemia and dogs for heartworm and tick-borne diseases; vaccinating; spaying/neutering; micro chipping; and grooming. All adoptable pets aged 3 months and older are spayed and neutered before they leave the Shelter. ♦
- Continued volunteer and community service programs. The Shelter provides an important social function and learning experience for the young; 17 new volunteers were welcomed in 2015. ♦
- Continued educational program at elementary schools regarding dog bite prevention and responsible pet ownership. ♦
- Continued to utilize the successful nationwide website – www.mansfield.petfinder.com – to advertise dogs and cats for adoption, resulting in an adoption rate of 93%. Only very sick or aggressive pets are humanely euthanized. Staff found good homes for 80 pets. ♦
- Maintained an internship program for UCONN students. ♦
- Completed the annual door to door survey for unlicensed dogs, unaltered cats, and unvaccinated pets.

FY 2016/2017 Trends & Key Issues

A trend in Animal Control is to provide services on a regional level. Animal Control will continue to monitor developments regarding a regional animal control operation. Pursuant to a new state law, all animal control officers must be certified through training offered by the Department of Agriculture (Animal Control Division) within 12 months of appointment. 6 hours of continuing education is required annually. Animal Control Officers also need to be licensed by the state annually. The Animal Control Division will continue to provide internal and external professional development opportunities for staff to ensure compliance with state regulations.

FY 2016/2017 Goals & Objectives

Goal: Continue to operate a clean, safe Animal Shelter. ♦

Objectives:

- Closely work with FOMAS to provide Shelter services; maintain or increase the number of active volunteers.
- Maintain or increase the adoption rate at 90% or higher.

Goal: Continue to provide quality educational and informational resources to Town residents regarding animal behavior, care and diseases (rabies). ♦

Objectives:

- Successfully complete the annual survey for unlicensed dogs, unaltered cats and unvaccinated pets by covering 20% of Mansfield annually.

- Educate the public about the cat overpopulation problem and responsible pet ownership.

Goal: Develop a regional emergency pet sheltering plan. ♦

Objectives:

- In cooperation with the Director of Emergency Management develop an emergency pet shelter plan with the towns of Ashford, Willington and Coventry.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Animal Control = linkage to Community Life; Stewardship and Implementation

Animal Control	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Operations			
Dog licenses issued	1,647	1,700	1,700
Pets impounded	144	140	140
Pets adopted	80	75	75
Save rate=adopted+redeemed pets/all impounded alive pets	93.3%	94%	94%
Enforcement			
Percentage of the Town covered during annual survey for unlicensed dogs, unaltered cats, and unvaccinated pets	20%	20%	20%
Complaints investigated	1,429	1,450	1,450
Citations issued	19	20	20
Number of cases resolved through voluntary compliance (i.e. door hangers, warnings)	509	400	400
Number of cases resolved through forced compliance (i.e. hearings, legal proceedings)	0	1	1
Community Engagement			
Weekly volunteers	9	9	9
Public education and outreach programs conducted (including school programs)	4	4	4

Town of Mansfield
Department: Animal Control - 21300

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:		*				
Salaries and Wages	87,927	83,100	83,150	88,050	4,950	5.96%
Misc Benefits	(361)	960	960	960	-	
Prof & Tech Services	1,470	3,000	3,000	3,000	-	
Repairs/Maintenance	328				-	
Other Purch Services	2,105	2,370	2,370	2,370	-	
Food Service Supplies	68	300	300	300	-	
Building Supplies	221	650	650	650	-	
Other Supplies	160	540	540	540	-	
TOTAL EXPEND.	91,918	90,920	90,970	95,870	4,950	5.44%
TOTAL REVENUES	1,456	1,920	1,920	1,920	-	
EMPL. BENEFITS	34,903	36,220	34,006	38,359	2,139	5.91%
Positions:						
Animal Control Officer	1.00	1.00	1.00	1.00	-	
Ass't. Animal Cntrl Off.	0.71	0.71	0.71	0.71	-	
Kennel Cleaner					-	
Total Full Time Equiv.	1.71	1.71	1.71	1.71	-	
Paid from General Fund	1.71	1.71	1.71	1.71	-	

FIRE PREVENTION (FIRE MARSHAL) – 22101

The Fire Prevention Division performs the following functions for the Town and its residents: fire and explosion investigations; fire hazard and code complaint investigations; plan reviews for new construction and renovations; fire, life safety and injury prevention education; inspections of new and existing public buildings; enforcement of the CT State Fire Safety and Fire Prevention Codes as required by law and statute; enforcement of town ordinances, including but not limited to open burning, underground storage tanks, fire lanes and emergency vehicle access. The primary goal of these services is to reduce the incidence of fire and its severity and to diminish the risk of injury from fire. The Fire Prevention Division is part of Fire and Emergency Services.

FY 2015/2016 Accomplishments

- In partnership with the Mansfield Board of Education and private schools, presented age appropriate fire, life safety and injury prevention education programs in all pre-K through 5th grade classrooms. The programs are designed to give students lifelong fire and life safety knowledge and skills. ♦
- Developed, enhanced and provided fire, life safety and injury prevention education programs for the community at large. ♦
- Conducted plan reviews for all new construction and renovation projects Town-wide, including but not limited to Storrs Center development. ♦
- Worked with the University of Connecticut (Connecticut Water) and the Willimantic Water Works to manage fire hydrants and water supplies for fire protection. ♦
- Managed Deputy Fire Marshal inspection program. ♦
- Conducted fire safety inspections for all required occupancies on schedule to meet mandated requirements. ♦
- Continued implementation of code enforcement, inspection, and permitting software. ♦
- Completed fire investigations and complaint investigations. ♦

FY 2015/2016 Trends & Key Issues

Increased inspection and plan review workload throughout the Town continues to challenge staff to maintain Town-wide services and existing levels of customer service. An emphasis on creating efficiencies within core functions and duties continues to be a focus of the Division.

FY 2016/2017 Goals & Objectives

Goal: Further develop the construction code compliance and inspection program to ensure that all new construction (new buildings, renovations, alterations and additions to buildings) is designed and built in compliance with applicable codes. ♦

Objectives:

- Conduct construction document review and approvals (plan review) in 15 days.
- Conduct new construction progress inspections to ensure that construction is in compliance with the approved plans.
- Conduct system acceptance and Certificate of Occupancy inspections within 24 hours of the request.

Goal: Continue to enhance the inspection program for existing buildings and occupancies to ensure compliance with the Connecticut Fire Safety Code and Fire Prevention Code and work with customers to correct violations. ♦

Objectives:

- Implement new inspection, permitting, and enforcement software system; improve data collection and analysis.
- Work with owners/occupants to develop acceptable plans of correction for cited violations.
- Optimize the use of career Captains/Deputy Fire Marshals to help keep up with inspection schedule.

Goal: Establish and implement standardized fire investigation procedures and reporting among all Fire Marshal staff. ♦

Objectives:

- Develop forms and obtain equipment.
- Provide staff with training opportunities.
- Implement standard operating procedures.

Goal: Develop a “Lead Investigator” role for fire investigations. ♦

Objectives:

- Develop written description and guidelines.
- Provide training opportunity to qualified staff.
- Implement into standard operating procedures.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town’s strategic plan.
Fire Prevention = linkage to Community Life

Fire Prevention	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Residential Structures - Existing Occupancies			
All residential structures per Assessor	4,534	4,534	4,534
Residential inspections conducted	1,696	1,700	1,700
Commercial Structures - Existing Occupancies			
Commercial/industrial structures per Assessor	349	363	363
Commercial structures - inspection required annually	–	68	68
Commercial structures – inspection required every two years	36	36	40
Commercial structures - inspection required every three years	241	241	245
Commercial structures - inspection required every four years	9	9	10
Commercial/industrial structures inspected	150	150	160
Total number of residential and commercial inspections conducted	1,846	2,100	2,100

Fire Prevention (continued)	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Plan Review and Inspections			
Average number of business days from receipt of plans to Code review response	15	15	15
Number of plan reviews	111	88	88
Fire watch and site safety walkthrough	25	25	25
Investigations			
Fire investigations	21	26	26
Complaint investigations	19	21	21
Other assist Fire Department	31	31	31
Permits			
Open Burn Permits	73	75	75
Blasting Permits	4	8	8
Fireworks	1	1	1
Underground Storage Tank (UST) Removals	9	7	7
Public Education			
Presentation of programs to schools and community	54	31	31
Code Enforcement Cases			
Resolved through voluntary compliance (i.e. warnings or notice)	--	10	10
Resolved through forced compliance (i.e. citations, hearings, legal proceedings)	6	8	8
Total cases brought into compliance/closed during reporting period	--	18	18

Town of Mansfield
Department: Fire Prevention - 22101

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	92,886	102,840	102,840	104,970	2,130	2.07%
Misc Benefits	4,557	6,170	6,275	6,450	280	4.54%
Purch Property Services	23,805	35,000	35,000	35,000	-	
Repairs/Maintenance	21	300	300	300	-	
Other Purchased Services		1,200	1,200	1,200	-	
School/Library Books	1,468	1,350	1,350	1,650	300	22.22%
Office Supplies	591	1,080	1,200	1,110	30	2.78%
Other Supplies	4,278	4,500	4,600	4,750	250	5.56%
Equipment		1,635	1,635	3,880	2,245	137.31%
TOTAL EXPEND.	127,606	154,075	154,400	159,310	5,235	3.40%
TOTAL REVENUES	16,770	20,540	20,400	15,200	(5,340)	(26.00%)
EMPL. BENEFITS	36,872	42,018	42,059	45,731	3,713	8.84%
Positions:						
Dpty Chf/Fr Mrshl/EM Dir	0.60	0.60	0.60	0.60	-	
Ass't Fire Marshal/EM Dir.	0.96	0.86	0.86	0.86	-	
Temp Fire Inspector/Dep FM	0.50					
Administrative Ass't	0.25	0.25	0.25	0.25	-	
Total Full Time Equiv.	2.31	1.71	1.71	1.71	-	
Paid from Other Funds	0.96	0.46	0.46	0.46	-	
Paid from General Fund	1.35	1.25	1.25	1.25	-	

FIRE AND EMERGENCY SERVICES - 22160

The Department of Fire and Emergency Services provides fire and life safety education, fire suppression, rescue, and Emergency Medical Services (EMS) to the community. The combination workforce of volunteer and career personnel is supported in its mission by the Mansfield Firefighters Association. The Department operates out of three strategically placed fire stations and responds to over 2,000 calls for service each year.

FY 2015/2016 Accomplishments

- Contracted for replacement of ET 507 with a 3,000 gallon Tanker.
- Conducted an entry-level firefighter hiring process for both part-time and full-time firefighters. Hired two+ part-time and two full-time firefighters to fill vacancies created by resignations and retirements. ♦
- Adjusted the membership of the Volunteer Personnel Committee; added a 2nd recruitment period in the spring in an effort to improve volunteer recruitment/retention. ♦
- Introduced a Personnel Accountability System that effectively tracks personnel and emergency incidents and is fully compatible with regional accountability systems for larger incidents.
- Continued to staff the EMS (Emergency Medical Service) Volunteer Duty Crew Program during select periods and based on volunteer availability. The program affords greater participation for volunteer members, a reduction in the Department's reliance on mutual aid ambulances, and an increase in ambulance revenue. ♦
- Continued the GIS (Geographic Information System) mapping project. Using GIS, this year the Department worked to improve response times to certain types of emergencies by targeting response district border areas that would benefit from automatic mutual aid with the UCONN Fire Department (both given and received). The Department continues to identify and prioritize water sources for firefighting using GIS. ♦
- Continued to familiarize members with the on-going construction and changes to Storrs Center through training walkthroughs of the construction site. Conducted walkthroughs at other construction sites to improve responders' effectiveness when answering calls for service. ♦

FY 2016/2017 Trends & Key Issues

Multiple and overlapping calls for emergency services will continue to strain the Department's ability to provide service in a timely manner, especially during weekday daytime hours. Staffing improvements, training, mutual aid partnerships, response protocols, and apparatus and equipment needs must be continually assessed to ensure effective use of resources. Continued support for the pay-as-you-go capital plan is critical to maintaining reliability of the Department's fleet and to control apparatus maintenance costs. Replacement of Engine Tank 507 with a Tanker will enhance Department operations in areas without pressurized hydrants and address one of the three legs of the ongoing water supply for fire protection improvement project. The need to improve the Department's rank structure persists in both the career and volunteer areas. Officer positions remain unfilled in the volunteer group and the lack of adequate supervisory staff can hinder effective emergency scene management. The Department will address this by providing opportunities for professional development, evaluating position duties and responsibilities, assessing promotional qualifications, and seeking financial enhancements to the Volunteer Benefits Program.

FY 2016/2017 Goals & Objectives

Goal: Continue to evaluate the impact of part-time and full-time personnel on shift staffing models. Assess the impact of factors related to staffing that influence emergency response and incident management. ♦

Objectives:

- Analyze shift staffing assignments for FY 2016/17.
- Assess response times, call types, responding personnel, and emergency incident management and operations.
- Assess how utilizing full-time and part time positions impact salary expenditures.

Goal: Evaluate shift staffing models that provide the efficient assignment of full and part-time personnel. ♦

Objectives:

- Investigate Fire Department staffing models.
- Determine the most efficient assignment of full-time and part-time personnel.
- Evaluate impact of various staffing models on Department operations.

Goal: Review and update existing and identify new Standard Operating Guidelines. ♦

Objectives:

- Standardize response to managing emergency incidents.
- Incorporate safe practices into Department activities.
- Formalize Department expectations of all personnel operating in emergency and non-emergency circumstances.

Goal: Continue development of Geographic Information System mapping. ♦

Objectives:

- Enhance incident management planning.
- Continue on-going assessment of resource allocation and timely service delivery.
- Link inspection activity and pre-fire planning.
- Identify and prioritize water source improvements.

Goal: Expand and support Volunteer EMS Duty Crew program. ♦

Objectives:

- Maintain up to three ambulances in service during times of increased call volume.
- Increase participation in EMS Duty Crew program; maximize response to both EMS and Fire incidents through increased available personnel.
- Promote volunteer ownership of EMS Duty Crew program.
- Improve volunteer recruitment and retention.

Goal: Improve professional development of members through targeted training opportunities. ♦

Objectives:

- Provide support to employees and volunteers in achieving their professional goals.
- Prepare personnel to become officers of the Department.
- Conduct officer promotional processes to fill in the Department's rank structure.
- Identify areas of weaknesses to improve capability.
- Improve quality of service to the community.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Fire and Emergency Services = linkage to Community Life

Fire and Emergency Services	FY 14/15 Actual	FY15/16 Projected	FY 16/17 Proposed
Fire Incidents			
Structure fire incidents	8	15	12
1 and 2 family structure fire incidents where flame spread was confined to object or room of origin	5	8	8
1 and 2 family structure fire incidents where flame spread was confined to floor or structure of origin	0	2	2
Percentage of fire calls responded to within 5 minutes from conclusion of dispatch to arrival on scene	36%	36%	36%
Fire incidents involving non-structures	23	30	30
False Alarm Calls	212	240	200
EMS			
EMS responses	1,351	1,400	1,400
Percentage of patients in cardiac arrest from medical causes delivered to a medical center with a pulse	17%	25% *	25% *
Percentage of EMS emergency responses within 8 minutes from PSAP to arrival on scene	72%	75%	75%

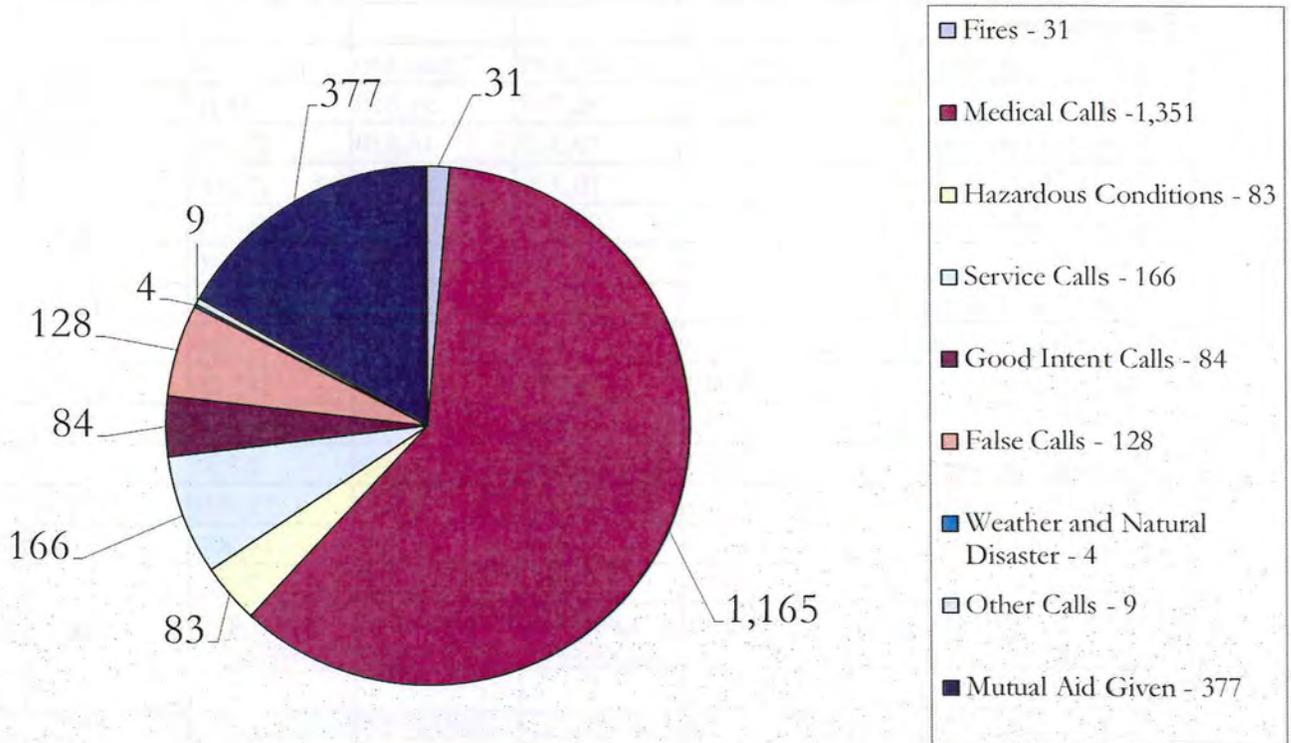
**Each year approximately 300,000 persons in the United States experience an out-of-hospital cardiac arrest (OHCA); approximately 92% of persons that experience an OHCA event die. However, if a person experiencing an OHCA receives resuscitation efforts the survival rate to medical center admission was 26.3%.*

The Town's Emergency Medical Services (EMS) system includes Basic Life Support (BLS) and Advanced Life Support (ALS) response, availability of Automated External Defibrillators (AEDs) at many locations throughout Town, and Chest Compression Units on Fire Department ambulances. All of these factors contribute to the department's ability to improve prehospital survival rates.

Town of Mansfield
Department: Fire & Emergency Services - 22160

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	1,568,030	1,505,535	1,556,340	1,566,690	61,155	4.06%
Misc Benefits	46,930	56,260	51,870	55,610	(650)	(1.16%)
Prof & Tech Services	14,701	19,310	16,670	19,530	220	1.14%
Purch Property Services	-	10,350	10,330	10,400	50	0.48%
Repairs/Maintenance	101,573	89,000	104,700	105,130	16,130	18.12%
Insurance	66,854	7,810	8,080	8,080	270	3.46%
Other Purch Services	97,062	99,210	99,210	100,440	1,230	1.24%
School/Library Books	214	400	400	400	-	
Office Supplies	28,919	26,990	21,000	24,940	(2,050)	(7.60%)
Energy	752	900	500	700	(200)	(22.22%)
Building Supplies	9,782	4,680	2,500	2,500	(2,180)	(46.58%)
Rolling Stock Supplies	33,105	48,000	50,000	52,000	4,000	8.33%
Other Supplies	14,730	13,900	15,500	14,000	100	0.72%
Equipment	7,598	7,000	7,500	7,000	-	
TOTAL EXPEND.	1,990,250	1,889,345	1,944,600	1,967,420	78,075	4.13%
TOTAL REVENUES						
EMPL. BENEFITS	622,441	633,022	636,508	682,535	49,513	7.82%
Positions:						
Fire Chief	1.00	1.00	1.00	1.00	-	
Admin. Analyst	1.00	1.00	1.00	1.00	-	
Firefighters - Fulltime	12.00	13.00	13.00	14.00	1.00	7.69%
Firefighters - Parttime	4.50	5.00	5.00	2.50	(2.50)	(50.00%)
Total Full Time Equiv.	18.50	20.00	20.00	18.50	(1.50)	(7.50%)
Paid from Other Funds	0.45	0.45	0.45	0.45	-	
Paid from General Fund	18.05	19.55	19.55	18.05	(1.50)	(7.67%)

Actual Calls for Fire and Emergency Medical Services in 14/15



EMERGENCY MANAGEMENT – 23100

The goals of the Office of Emergency Management are to: prevent and minimize the loss of life and property due to natural or technical disaster; reduce the amount of personal hardship; ensure that essential services are provided to all residents during and after an emergency or disaster; and encourage the use of preplanning and preparedness to mitigate the effects of disasters and emergencies. To accomplish these goals the Office of Emergency Management reviews and assist with the development of emergency plans for the Town, Mansfield Board of Education, Region 19, and key facilities/businesses. Emergency Management coordinates with the state Department of Emergency Management & Homeland Security for emergency planning, response, grant administration, and disaster recovery and conducts drills to evaluate plans and performance. The office also develops and administers the Town's Emergency Operations Plan and Hazard Mitigation Plan, and coordinates the Town's response to emergencies, disasters, and major incidents. In addition, the Office of Emergency Management administers the Town's Voice Communications Fund and oversees the operation of the Town's two communications tower sites. Emergency Management is administered by the Fire Prevention Division of Fire and Emergency Services.

FY 2015/2016 Accomplishments

- Planned, prepared and participated in multiple agency state-wide disaster training exercise, with focus on mass care and school facilities response, sheltering and recovery. ♦
- Managed the Town's Emergency Operations Center. ♦
- Performed severe weather watches and warnings during the year. ♦
- Managed the Town's mass notification system (Code Red). ♦
- Administered and coordinated the Town's AED program (defibrillators). ♦
- Partnered with the University of Connecticut to coordinate its Millstone Host Community Program. ♦
- Coordinated the update of Town's communications equipment at UCONN cell tower. ♦
- Worked with the Mansfield Board of Education and Region 19 to update and submit state mandated All Hazards Emergency Plans. ♦
- Chaired staff committee to evaluate safety and security in town buildings and provide recommendations for improvements. ♦
- Implemented Town-wide safety and security procedures guide. ♦
- Managed municipal wireless telecommunications and equipment. ♦
- Partnered with Eastern Highlands Health District to coordinate a training exercise for the regional Medical Reserve Corp and Ashford/Coventry/Mansfield/Wilmington Community Emergency Response Team. ♦
- Conducted and managed joint refresher CPR, AED and first aid training and response procedure drill exercise for Town Hall and Library Medical Emergency Response Teams. ♦
- Oversaw various scenario crisis drills at all of the schools. ♦
- Provided emergency management programs in the community. ♦

FY 2015/2016 Trends & Key Issues

The role of Emergency Management has greatly magnified in scope. Coordination of required emergency plans and procedures for Town, schools, and key facilities/businesses continue to mandate large amounts of staff attention. Planning, response and recovery for disasters and major incidents as well as administrative requirements for grant funding places greater demand on staffing resources. Staff will continue to meet these challenges and look for creative ways to meet obligations.

FY 2016/2017 Goals & Objectives

Goal: Continue to work with local and state agency emergency management partners to provide for effective response and recovery during disasters and major incidents. ♦

Objectives:

- Work with the DEMHS Region IV Regional Emergency Planning Team to implement updates to the regional Emergency Operations Plan and continue to serve as a member of the DEHMS Region IV and the Capital Region EMD group.
- Update the Town's Emergency Operations Plan.
- Maintain Town's emergency operations center; participate in all mandated drills and training, and continue to train staff to support the Emergency Operations Plan.
- Continue to seek funding opportunities (FEMA, EMPG, Homeland Security, Nuclear Safety) for emergency planning and preparedness initiatives.

Goal: Improve Town-wide communications and radio systems. ♦

Objectives:

- Further develop the Town's emergency notification system (CodeRed) and encourage residents to register.
- Continue monitoring and managing Town's communications tower sites and frequencies licensing.
- Establish funding source to assist with maintenance of Town-owned tower sites and upgrading of equipment.
- Replace outdated and failing communications equipment at the Town cell tower site.

Goal: Further develop partnership with regional Emergency Management Directors of surrounding towns (including but not limited to Ashford, Coventry and Willington) for delivery of basic needs during and following emergencies or disasters. ♦

Objectives:

- Develop and execute a written regional agreement with Ashford, Coventry and Willington to operate a shared public shelter and to provide for commodities acquisition and distribution.
- Provide training to municipal staff and Community Emergency Response Team volunteers to provide public shelter operations or other assistance in event of an emergency.
- Develop an animal sheltering plan in cooperation with regional Animal Control Officers.

Goal: Provide support, guidance and assistance to the Mansfield Board of Education and Regional School District #19 with implementation of state mandated All Hazards Emergency Plans. ♦

Objectives:

- Continue to implement approved recommendations on school security and safety.
- Provide training and support to school administration and staff.
- Establish procedures for interoperability and unified command at incidents.

Goal: Coordinate safety and security plans for municipal buildings. ♦

Objectives:

- Implement safety and security improvements for all municipal buildings.
- Provide additional training to staff and conduct drills.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan. *Emergency Management = linkage to Community Life; Stewardship and Implementation*

Emergency Management

	FY 15/16 Projected	FY 16/17 Proposed
Community Outreach		
Preparedness education programs and events	8	8
CodeRed messaging - number of citizen subscribers for alerts	1,000	1,000
CodeRed alerts issued	6	6
Emergency Management Advisory Committee meetings held	2	2
Disaster Event Preparedness, Response and Recovery (i.e. tornado, snow/ice storm, excessive heat)		
Hazard Mitigation Plan reviewed and adopted	1	1
Town Emergency Operations Plan reviewed and adopted	1	1
Emergency Operations Center activations	3	3
Number of heating, cooling, shelter facilities maintained	4	4
# of Instances heating or cooling centers opened	6	6
# of Instances community, local area, or regional shelters opened	1	1
Activation of MERT, CERT and/or MRC teams	2	2
Voice Communications - # units Equipment Maintenance		
Cell phones issued - all Departments	87	87
Ipads issued - all Departments	23	23
Desktop radios - Emergency Management/EOC Communications	10	10
Alpha/numeric pagers issued - Fire Department	75	75
Tone & voice pagers issued - Fire Department	65	65
Portable radios issued - Fire Department	65	65
Mobile radios issued - Fire Department	25	25
Station radio systems issued - Fire Department	3	3
Portable radios issued - Public Works	6	6
Garage radio system, # of radios issued - Public Works	6	6
Cell tower site management inspections (2 locations)	30	30
Public Safety & Security		
Town facilities with Automated External Defibrillator (AED)	23	23
Town facilities with First Aid kit/cabinet	2	2
Crisis drills conducted	16	16
Safety and security review/assessments of Town facilities plans	10	10
Emergency Preparedness Guides posted at Town facilities	10	10
Procedures/staff training	2	2
Improvements	6	6

Town of Mansfield
 Department: Emergency Management - 23100

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	58,868	62,840	63,090	65,710	2,870	4.57%
Misc Benefits	400	200	500	700	500	250.00%
Repairs/Maintenance	488	1,900	1,900	1,900	-	
Office Supplies	512	500	500	500	-	
Other Supplies	349	720	720	740	20	2.78%
TOTAL EXPEND.	60,617	66,160	66,710	69,550	3,390	5.12%
TOTAL REVENUES	26,167	12,820	12,820	12,820	-	
EMPL. BENEFITS	23,368	25,754	25,802	28,627	2,873	11.15%
Positions:						
Dpty Chf/Fr Mrshl/EM Dir	0.40	0.40	0.40	0.40	-	
Dpty Fr Mrshl/Asst EM Dir	0.14	0.14	0.14	0.14	-	
Administrative Assistant	0.25	0.25	0.25	0.25	-	
Total Full Time Equiv.	0.79	0.79	0.79	0.79	-	
Paid from Other Funds						
Paid from General Fund	0.79	0.79	0.79	0.79	-	

**Town of Mansfield
Expenditure Budget Summary
Public Works**

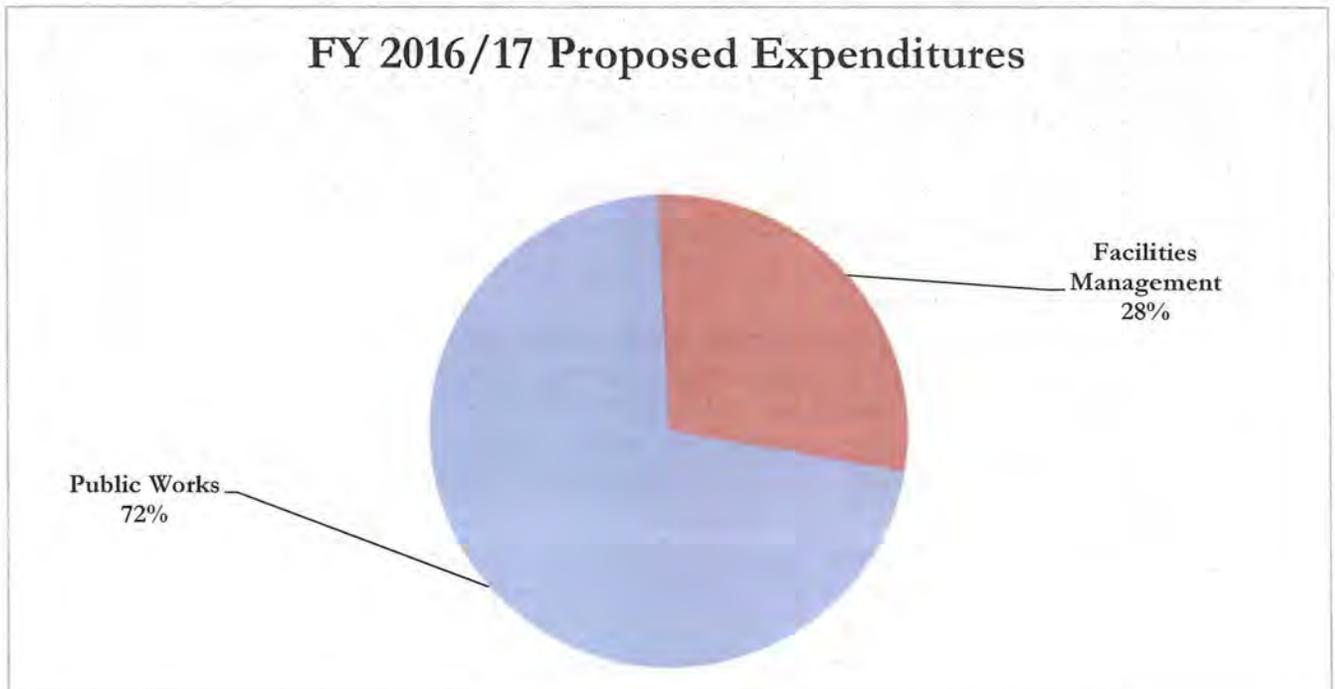
Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Public Works	2,147,756	2,190,760	2,184,100	2,215,010	24,250	1.11%
Facilities Management	796,235	793,720	793,720	880,000	86,280	10.87%
TOTAL EXPEND.	2,943,991	2,984,480	2,977,820	3,095,010	110,530	3.70%

Mission

To support and assure the balanced development, improvement, and protection of the physical resources of the Town of Mansfield, and to provide for the operation, maintenance and report of the Town's infrastructure.

Program Purpose and Description

The Department of Public Works (DPW) provides services for the operation, maintenance and repair of the Town's infrastructure -- its roads, bridges, solid waste facilities, park and recreation areas, school athletic fields, sewers and sewer pump stations, and vehicles and equipment. The divisions of Public Works include: Engineering; Equipment Maintenance; Grounds Maintenance; Road Services; and Solid Waste (reflected in a separate fund). Additionally, department program expenditures are also reflected for administrative and supervision costs and sewer costs (reflected in a separate fund).



PUBLIC WORKS - 30000

The Public Works Department consists of two divisions: Engineering and Operations. The Operations Division is responsible for roads, grounds, and equipment/fleet maintenance and management of the Town's solid waste system, including the Transfer Station. Additionally, the Department is responsible for several sewer pump stations, and the soon-to-be constructed Four Corners sanitary sewer system. The Department also assists with transit related issues such as the Traffic Authority and staffing the Transportation Advisory Committee.

Engineering activities include: determining right-of-way boundaries; investigating concerns about roads, drainage and traffic; coordinating the maintenance of the Town's computerized parcel mapping system and road map; preparing plans and specifications for road, bridge, drainage, and walkway construction projects; reviewing and approving permits and site plans for wetlands, Department of Planning and Zoning and DPW; providing construction inspection for most public improvement projects; and laying out athletic fields for school and recreational use.

Operations roads maintenance activities include: snow and ice control; road construction; road surface improvements and maintenance; sidewalks; curbing; drainage construction and maintenance; sign maintenance; street sweeping; line striping; street lighting; bridge maintenance; roadside vegetation control; and emergency storm cleanup. Through an annual contract, the Division provides snow removal operations to Regional School District #19.

Operations grounds maintenance activities include: maintaining Town-owned and operated parks and recreational facilities, including athletic fields, trees, ponds, beaches, lawns, and trails; caring for the large turf areas around Town buildings; maintaining and repairing walkways; maintaining landscaping and controlling vegetation in traffic islands, the Town Square, and Storrs Center.

Operations equipment and fleet maintenance activities include: repairing, servicing and preventative maintenance (PM) checks for Town owned vehicles and heavy equipment (excluding fire apparatus); and procuring all fuels, parts and supplies for the entire fleet (excluding fire apparatus).

Solid waste activities, including the Transfer Station and sewer activities are accounted for respectively in the Solid Waste and Sewer Funds.

FY 2015/2016 Accomplishments

- Continued efforts to provide sewer service to the Four Corners area of Town. Completed Environmental Impact Evaluation and final design. Coordinated easement appraisals. Town will receive \$3 million grant that will be administered through DEEP. ♦
- Completed engineering/inspection efforts and grant support for the Storrs Center public improvement projects, which included the Transportation Center, streetscape improvements, and the Town Square. ♦
- Completed the Town Square by adding lighting and a stage pavilion. ♦
- Completed construction of the Storrs Road Streetscape extension to Liberty Bank and Storrs Heights neighborhood. ♦
- Coordinated the contract for the environmental assessment of the Fern Road bus property. ♦
- Began updating the Department's Engineering Standards. ♦
- Established an on-call surveying contract.

- Selected engineering contractor for the design and bid of the highway garage vehicle fueling station and began construction of the same. ♦
- Conducted a Pavement Management Study to rate pavement condition of all roads which will assist in budget planning, pavement maintenance, repair, and replacement. ♦
- Paved portions of Mansfield City Road and Hunting Lodge Road to include replacing all drainage structures. ♦
- Replaced and installed street signs with ones in compliance with the Manual of Uniform Traffic Control Devices. ♦
- Converted to treated salt for snow removal road treatment. ♦
- Beautified traffic islands by replacing seasonal grasses with flowers. ♦
- Continued using soy-based fertilizer products on Town turf areas. ♦
- Upgraded the maintenance of the grounds adjacent to Town buildings. ♦
- Converted a baseball field from a 60 foot diamond into a 70 foot diamond. ♦
- Assumed responsibility for hauling dumpsters from the Transfer Station to the waste facility. ♦
- Supported the construction of the Community Playground by helping to prepare the site design/layout and installing the driveway, sidewalks, landscaping and lighting. ♦
- Wrote Emergency Action Plan for Bicentennial Pond Dam. ♦

FY 2016/2017 Trends & Key Issues

The Department has three large scale projects planned for FY 2016/17 which will require staff time and resources: Completing the first year of construction on the Four Corners Sanitary Sewer project; completing the Public Works garage fueling station project; and completing the design and bidding process for the Safe Routes to School (SRTS) walkway project, which starts at Route 195 and ends at Southeast School.

The aging infrastructure of roads and drainage systems is a critical issue that must be addressed with long term solutions. Implementation of the pavement management study will maximize use of limited paving funds. Roads that have a pavement condition index (PCI) rating of less than 55 will require reconstruction of the road base and therefore may not be priority to repair, as it will cost the same whether fixed now or later. The key is to prevent roads from getting to a PCI of 55. The Town has approximately 100 miles of paved roadways which have a value between \$25 million and \$30 million. Poor drainage systems are a continuing problem on Town roads – Mountain Road, Wormwood Hill Road, Mansfield City Road and Mount Hope Road in particular. A catch basin repair team will replace deteriorating catch basins and drainage pipes throughout Town, working ahead of the paving schedule.

The first time Town-wide use of treated salt during the previous winter will be evaluated to ensure results were as expected and to make improvements where needed.

Managing a wide variety of operational and engineering missions with limited second level supervisory support remains a key issue. Reorganization of Roads and Grounds staff into working teams will maximize productivity while minimizing costs. Planning the work and working the plan, team building, and cross training between divisions will be important issues.

The Department will continue to track personnel and equipment hours involved in routine services for Storrs Center. Maintenance efforts for Storrs Center (area from Community Center to Dog Lane) will continue to evolve as staff develops a program to maintain the area in a first-class manner.

The average age of the fleet is increasing, which creates the potential for a significant rise in maintenance costs. Additional replacement vehicles remain a considerable need. The Town also needs a better facility for washing its vehicles; the feasibility of a future capital project or regional wash facility should be explored.

FY 2016/2017 Goals & Objectives

Goal: Administer Town construction projects in an efficient and cost effective way. ♦

Objectives:

- Reorganize Operations Division into working teams.
- Partner with contractors and customers to ensure issues are resolved at the lowest level and with minimal impact on the construction schedule.
- Communicate frequently with DOT, DEEP, DECD, and other funding agencies.
- Utilize project tracking software to track projects, document work progress and communicate with all parties (designers, contractors, inspectors, etc.).
- Utilize social media to update interested parties on construction progress.
- Institute a tracking system for types of engineering work performed.

Goal: Implement a comprehensive Pavement Management System (PMS). ♦

Objectives:

- Develop a list of roads needing maintenance and rehabilitation; create a budget forecast for annual road maintenance and rehabilitation.
- Program out a ten-year paving plan to ensure the best use of funds with greatest impact on the community.
- Produce a list of other needs for the road network, such as drainage and traffic control devices.
- Use pavement management study to ensure best use of resources by determining roads that require crack sealing, full depth patching, milling, and full depth reclamation.
- Competitively bid all pavement projects to include hot mix asphalt.
- Evaluate and monitor recent methods of pavement management for their cost effectiveness.

Goal: Provide engineering and survey assistance to Town departments and residents. ♦

Objectives:

- Use on-call contractor for larger projects.
- Coordinate pavement markings for the Town roads and Town parking areas.
- Conduct layout for public works road repair and drainage projects.
- Issue right-of-way permits to residents desiring to work within the Town's right of way.

Goal: Reorganize the responsibilities with the Roads and Grounds programs. ♦

Objectives:

- Create a program leader for roads and another for grounds, with two working teams assigned to each program.

- Increase productivity by empowering employees, using the small team concept as often as possible.

Goal: Update operational manuals and standard operating procedures. ♦

Objectives:

- Review existing manuals and procedures to ensure current applicability.
- Incorporate members from each program into the process to achieve ownership and commitment.
- Update Department snow and safety manuals.
- Create plans and procedures for increasing drainage improvements and paving upgrades to Town roadways.

Goal: Maintain a high level of service for public grounds in Storrs Center. ♦

Objectives:

- Inspect the area daily.
- Utilize Storrs Center Ambassadors from Nash Zimmer Transportation Center to augment litter pickup.
- Develop maintenance check lists for employee usage.
- Ensure all roads and grounds employees understand the requirements for Storrs Center.

Goal: Reduce fuel usage. ♦

Objectives:

- Use energy tracking programs to develop and confirm fuel saving measures.
- Replace general government vehicles with higher-mpg models.
- Enforce no-idling policies.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
 PW = linkage to *Natural Systems; Open Space, Parks and Agricultural Lands; Community Life; Infrastructure*

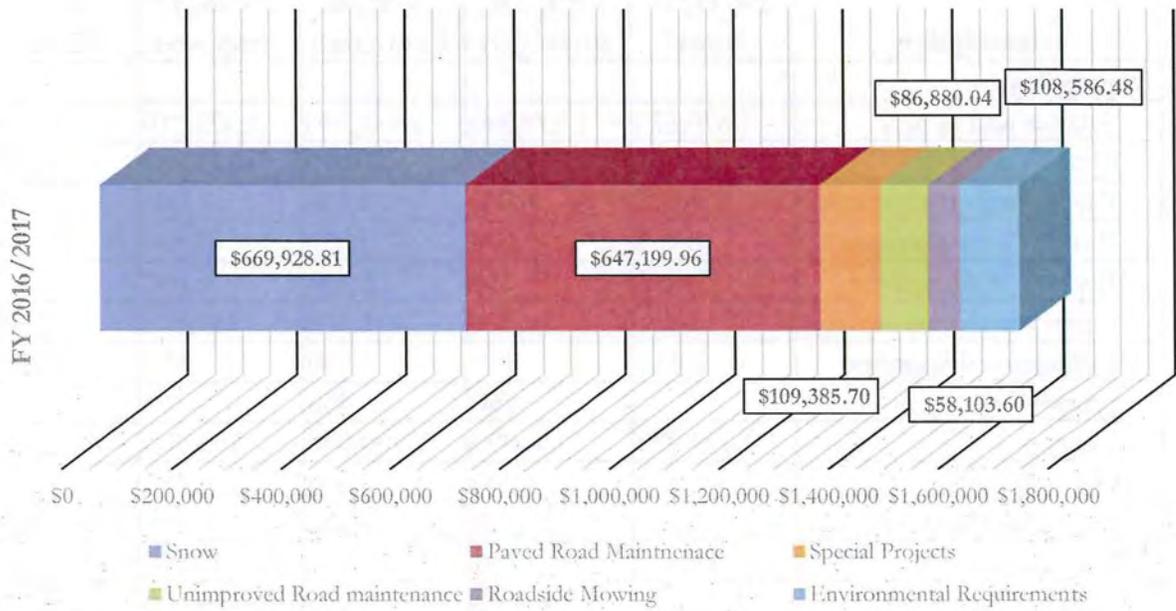
Road Services	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Lane Miles			
Total paved lane miles	201	201	201
Total unpaved lane miles	15.4	15.4	15.4
Paved lane miles for which condition was assessed	201	201	201
Paved lane miles assessed as satisfactory or better (rating of 50 or higher on 100 point scale)	68%	67%	67%
Paved lane miles swept	232	232	232
Hours spent leveling and patching roads	1,800	1,500	1,500
Catch basins installed	25	30	35
Catch basins cleaned	700	700	800
Snow Removal			
Cubic yards of sand applied to roads	6,000	0	0
Tons of salt applied to roads	2,000	1,400	1,400
Accumulated snowfall removed from roads (in inches)	80	50	50
Hours spent plowing, sanding, and removing snow	5,200	3,800	3,800

Grounds Maintenance	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Grounds Maintenance			
Athletic single or multi-sport fields maintained	17	17	17
% of athletic fields using soy-based fertilizer products	100%	100%	100%
Number of Town grounds facilities maintained	14	14	14
Acres mowed	70	70	70
Landscaping			
Trees planted	50	20	20
Bikeways and walkways maintained (in miles)	7.0	8.0	9.0

Equipment Maintenance	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Fleet Inventory			
Vehicles	60	60	60
Heavy equipment	25	25	26
Other insured pieces of equipment	11	11	11
Fleet Energy Consumption			
Hybrid vehicles and vehicles using alternative fuel	4	5	6
Gasoline used for Town vehicles (gallons)	36,000	37,000	35,000
Diesel fuel used for Town vehicles (gallons)	37,500	37,000	37,000
Services Performed			
Preventive maintenance services performed on all vehicles, heavy equipment, and other equipment	900	880	900
Total services performed on all vehicles, heavy equipment, and other equipment	2,000	1,940	2,000

In addition to General Fund expenditures, funds have been included in the capital budget proposal as follows: road related equipment \$342,000; transportation enhancements \$190,000; and road resurfacing \$750,000. The proposed FY 2016/17 road maintenance activities funded here and in the capital improvement program have been broken down into individual program costs:

Roads Division Expenditures by Activity



Town of Mansfield
Department: Public Works

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	1,670,676	1,637,580	1,641,350	1,673,910	36,330	2.22%
Misc Benefits	23,358	17,770	18,690	21,880	4,110	23.13%
Purch Property Services	1,927	4,500	4,500	4,000	(500)	(11.11%)
Prof & Tech Services	6,763	3,000	3,000	3,500	500	16.67%
Repairs/Maintenance	423	750	1,200	1,000	250	33.33%
Other Purchased Services	8,621	37,600	35,500	39,100	1,500	3.99%
Instructional Supplies	1,141	750	750	850	100	13.33%
School/Library Books		450	450	700	250	55.56%
Energy	232,420	234,000	200,000	195,000	(39,000)	(16.67%)
Office Supplies	570	1,900	3,500	6,650	4,750	250.00%
Land/Rd Maint Supplies	1,160	18,300	6,200	6,100	(12,200)	(66.67%)
Building Supplies	11,829	17,510	20,080	22,850	5,340	30.50%
Rolling Stock Supplies	151,010	164,000	196,000	173,000	9,000	5.49%
Other Supplies	26,885	35,800	35,800	39,500	3,700	10.34%
Equipment	10,973	16,850	17,080	26,970	10,120	60.06%
TOTAL EXPEND.	2,147,756	2,190,760	2,184,100	2,215,010	24,250	1.11%
TOTAL REVENUES	37,423	36,010	46,150	20,680	(15,330)	(42.57%)
EMPL. BENEFITS	663,187	679,441	671,275	729,245	49,804	7.33%

Town of Mansfield
Department: Public Works

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Positions:						
Public Works Director	1.00	1.00	1.00	1.00	-	
Ass't Town Engineer	1.00	1.00	1.00	1.00	-	
Project Engineer	1.00	1.00	1.00	1.00	-	
Clerk of the Works	1.00				-	
Temp. Eng. Inspector	1.00				-	
Public Works Specialist	0.67	1.33	1.33	1.33	-	
Office Assistant	0.11				-	
Engineering Intern	1.32	1.32	1.32	1.09	(0.23)	
Operations Manager	1.00	1.00	1.00	1.00	-	
Roads Crew Leader	2.00	1.00	1.00	1.00	-	
Equipment Operator				2.00	2.00	
Truck Driver	8.00	8.00	8.00	6.00	(2.00)	
Grounds Crew Leader	1.00	1.00	1.00	1.00	-	
Groundskeeper	2.00	2.00	2.00	2.00	-	
Laborer	3.00	4.00	4.00	4.00	-	
Lead Mechanic	1.00	1.00	1.00	1.00	-	
Mechanic	2.00	2.00	2.00	2.00	-	
Transfer Station Sprvsr	1.00	1.00	1.00	1.00	-	
Recycling Coordinator	1.00	1.00	1.00	1.00	-	
Total Full Time Equiv.	29.10	27.65	27.65	27.42	(0.23)	(0.83%)
Paid from Other Funds	4.50	2.50	2.50	2.50		
Paid from General Fund	24.60	25.15	25.15	24.92	(0.23)	(0.91%)

FACILITIES MANAGEMENT - 30900

The Facilities Management Department is responsible for the maintenance and cleaning of all town buildings. Examples include maintaining equipment and systems such as boilers, air conditioners, pumps, toilets, septic systems, water wells, electrical systems and roofs. The Department has instituted an extensive Preventive Maintenance (PM) Program to help eliminate emergency repairs. The Department uses outside contractors to conduct maintenance and repairs when special licensing is required or special skills are necessary. The Department also assists in identifying energy efficiency improvements for buildings that help to reduce costs and the Town's carbon footprint.

FY 2015/2016 Accomplishments

- Repaired sidewalk, replaced dining room flooring, installed new grease trap, and installed new ice machine at the Senior Center. ♦
- Replaced burner on boiler to LP (liquid propane), added "on demand" hot water maker; and removed underground oil tank at Fire Station #307. ♦
- Replaced roofing and gutters at Fire Station #207. ♦
- Conducted upgrades to the Council Chamber back wall and table, including access wiring for technology needs. ♦
- Replaced flooring and installed new lockers at the Mansfield Community Center. ♦
- Installed new bottle dispensing water fountains at several locations. ♦
- Replaced carpets in the libraries at all three elementary schools. ♦
- Coated the metal roofing (green polymer paint) at Mansfield Middle School. ♦
- Replaced aging sidewalk at the Mansfield Middle School. ♦
- Replaced carpeting in Mansfield Middle School Chorus Room, Rooms 99 and 100, and Office Suite; replaced flooring in work room with carpet squares. ♦
- Replaced hydraulic cylinder on the elevator and new hydraulic pump at the Mansfield Middle School. ♦
- Replaced fire alarm and security system at the Mansfield Public Library. ♦

FY 2016/2017 Trends & Key Issues

A number of roofs on Town buildings are nearing the end of their useful life expectancy and, as a result, are requiring maintenance. Funds will be needed in the capital budget for roof repairs and replacement. Underground storage tanks for fuel oil, diesel and gasoline at several town buildings will need to be removed and replaced with above ground tanks. A Facilities Study is under way for Town buildings and capital funds will be needed to implement the plan as it nears completion.

FY 2016/2017 Goals & Objectives

Goal: Efficiently and effectively maintain the Town's facilities in good condition. ♦

Objectives:

- Continue Preventive Maintenance Program at all facilities, including life cycle and routine repairs that minimize equipment downtime and maximize the equipment's useful life.
- Continue to maintain facility audit reports to prepare for and address needed repairs and improvements.
- Complete Facilities Needs Assessment of Town buildings

Goal: Improve energy efficiency of the Town's facilities. ♦

Objectives:

- Identify energy conservation projects with a good return on investment.
- Research solar panel installations, reducing the reliance on fossil fuels.

Goal: Maintain excellent customer service and prompt response time, providing clean and safe facilities. ♦

Objectives:

- Continue to improve customer service with staff.
- Increase staff efficiency through professional development opportunities, improved employee recruitment, selection, retention and training.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Facilities Management = linkage to Community Life; Infrastructure

Facilities Management	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Square Footage of Facilities Maintained			
Square footage of all facilities maintained	423,000	423,000	423,000
Square footage of administrative/office facilities maintained	52,813	52,813	52,813
Work Orders			
Work orders received	3,120	3,400	3,600
Work orders completed	2,900	3,100	3,400
Percentage of work orders completed within fifteen business days of receipt of work order	81%	81%	82%
Inspections			
Fire extinguisher inspections (non-certified)	2,028	2,028	2,028
Percentage of monthly fire extinguisher inspections completed	98%	98%	100%
Annual certified fire extinguisher inspections	169	169	169
Percentage of annual certified fire extinguisher inspections completed	100%	100%	100%
Testing for well water systems	28	28	28
Energy Improvements			
Annual electricity usage at all Town facilities (in kwh)	5,000,000	4,800,000	4,600,000
Replacements of existing boilers with energy efficient boilers	1	1	1
Removal of underground storage tanks	2	1	2
Safety workshops provided to Facilities Management staff	4	4	4

Town of Mansfield
Department: Facilities Management - 30900

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Noncertif.	232,468	220,180	220,180	237,460	17,280	7.85%
Salaries and Wages	116,134	130,530	130,530	140,590	10,060	7.71%
Misc Benefits	1,598	3,680	3,680	5,320	1,640	44.57%
Purch Property Services	92,500	61,550	61,550	84,000	22,450	36.47%
Repairs/Maintenance	39,545	45,500	45,500	56,750	11,250	24.73%
Other Purch Services	94,249	90,250	90,250	92,500	2,250	2.49%
Office Supplies	2,303	1,530	1,530	6,080	4,550	297.39%
Energy	204,544	211,000	211,000	224,800	13,800	6.54%
Building Supplies	11,109	29,000	29,000	31,500	2,500	8.62%
Other Supplies				500	500	100.00%
Misc Expenses & Fees	1,785	500	500	500	-	100.00%
TOTAL EXPEND.	796,235	793,720	793,720	880,000	86,280	10.87%
TOTAL REVENUES	6,398	12,470	12,470	12,470	-	
EMPL. BENEFITS	138,380	145,840	143,432	164,699	18,859	12.93%
Positions:						
Facilities Mgmt Dir.	1.00	1.00	1.00	1.00	-	
Administrative Assist.	1.00	1.00	1.00	1.00	-	
Custodians	3.40	3.40	3.40	3.40	-	
Maintenance Staff	2.00	2.00	2.00	3.00	1.00	50.00%
Public Works Specialist		0.34	0.34	0.34	-	
Total Full Time Equiv.	7.40	7.74	7.74	8.74	1.00	12.92%
Paid from Other Funds	1.35	1.35	1.35	1.85	0.50	37.04%
Paid from General Fund	6.05	6.39	6.39	6.89	0.50	7.82%

**Town of Mansfield
Expenditure Budget Summary by Activity
Community Services**

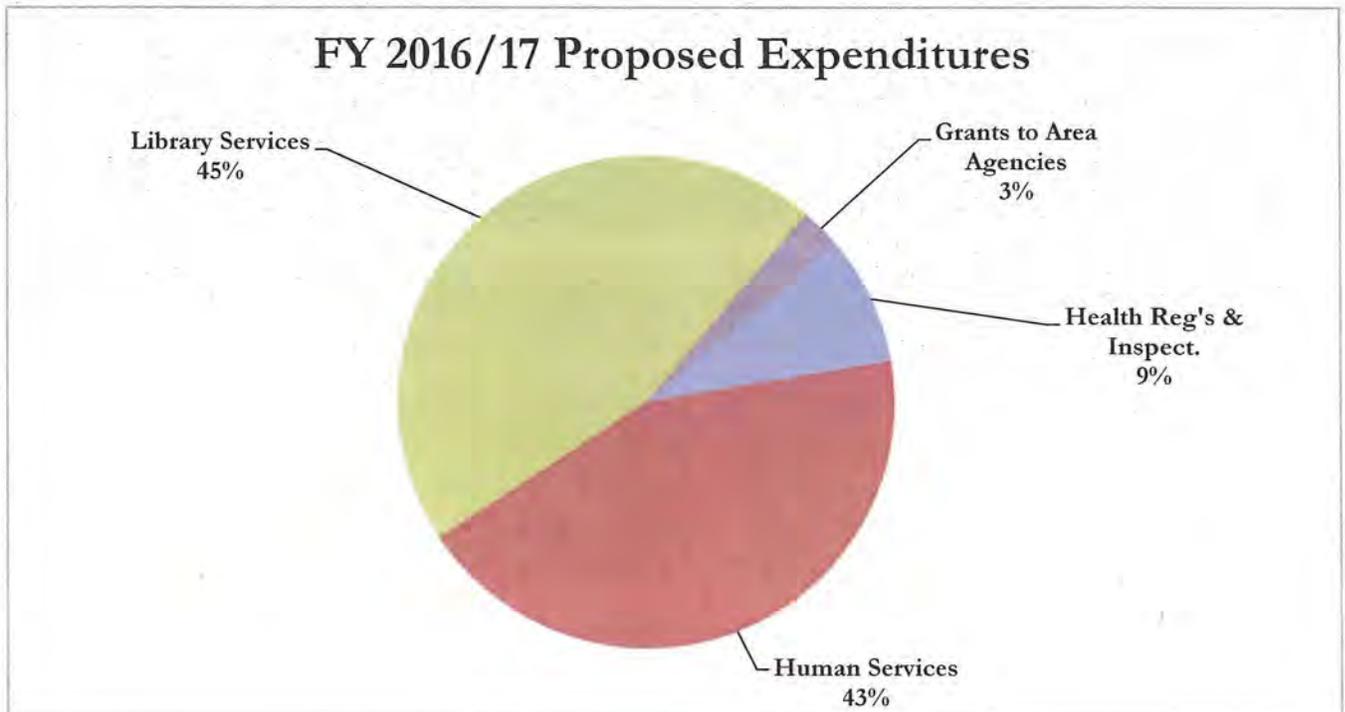
Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Health Reg's & Inspect.	123,751	130,800	130,800	138,590	7,790	5.96%
Human Services	663,268	666,410	668,550	710,870	44,460	6.67%
Library Services	685,173	718,410	718,410	744,750	26,340	3.67%
Grants to Area Agencies	57,050	45,050	45,050	44,400	(650)	(1.44%)
TOTAL EXPEND.	1,529,242	1,560,670	1,562,810	1,638,610	77,940	4.99%

Mission

To plan and assist in the development and maintenance of harmonious personal relationships between residents and groups, and to improve and enrich the lives of our citizens through activities, programs and facilities designed to foster creativity, help resolve and prevent problems, provide healthy recreational activity and build cultural and aesthetic appreciation.

Program Purpose and Description

The Community Services Division provides health services, human services, library and recreation services to residents of Mansfield. Also included are grants to area nonprofits that provide human services to Mansfield residents.



HEALTH REGULATION & INSPECTION - 41200

This program funds various professional and technical services related to health regulation and inspection. Also included is the Town's contribution to the Eastern Highlands Health District. The Eastern Highlands Health District is a separate agency; their budget is reflected in a separate Fund as a result.

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Other Purch Services	123,751	130,800	130,800	138,590	7,790	5.96%
TOTAL EXPEND.	123,751	130,800	130,800	138,590	7,790	5.96%

HUMAN SERVICES - 42100

The primary mission of the Human Services Department is to promote independence, personal enrichment and an enhanced quality of life for Mansfield residents of all ages through a variety of programs and services. The Department is organized into three service areas: Youth & Early Childhood Services, Social Services, and Senior Services.

The Youth Services Bureau provides programs that respond to the needs of Mansfield youth and their families. These programs support and advocate for the social and emotional development of the Town's youth. Services include: individual, family and group counseling; crisis intervention; psychiatric assessment; medication management; and multi-family therapy group. Staff also serves as the school social workers for Mansfield Public Schools. Early Childhood Services focus specifically on the needs of families with young children ages birth through eight, and includes information and referral, community planning, and parent engagement and leadership training. Staff oversees the School Readiness Grant and several other grant initiatives.

Social Services coordinates Town programs and services for individuals and families at economic risk in the community by providing information and referral, case management, and crisis intervention services. This service area also coordinates the community holiday giving programs, food pantry and special needs funds, and processes the elderly/disabled tax relief programs.

Senior Services provides opportunities for seniors aged fifty-five and over to maintain and improve their physical, mental, social, and emotional well-being. The Mansfield Senior and Wellness Center is the community focal point for a wide range of services and programs including enrichment classes, support groups, educational and informational presentations, recreational groups, meals, fitness classes, health screenings, medical and social work services, travel, and volunteer opportunities.

The Director serves as the Town's Municipal Agent for Elderly, Veteran's Advocate, Emergency Shelter Coordinator, and the Fair Housing Officer. Emergency assistance is provided to residents from the Special Needs Fund, which is supported by private donations. The administrative staff oversee grant writing and grant management, and supports numerous citizen advisory committees.

FY 2015/2016 Accomplishments

- Awarded grant funding from the NECASA program to support prevention of alcohol, tobacco and other drug use. ♦
- Awarded grant funding from the State Department of Education to promote positive youth development programs. ♦
- Continued various support groups and programs including Grief Matters, Multifamily, Grandparents Raising Grandchildren, Mommy and Me, and the Women in Transition. ♦
- Continued weekly in school counseling services at the Middle School and COPE program at the elementary schools. ♦
- Offered parent education and support programs to parents of preschoolers. ♦
- Awarded grant funds for school readiness and early childhood initiatives by the state Office of Early Childhood Services and the Graustein Foundation. ♦
- Successfully recruited several new staff members including the Parent Education and Early Childhood Services Coordinator, Senior Outreach Social Worker, and Senior Center Program Coordinator.

- Restructured the municipal out-of-region medical transportation grant to include 19 hours a week of a paid van driver. Program began in July 2015. ♦
- Coordinated the community build of the Jeffrey P. Ossen Family Foundation Community Playground, which opened on October 31, 2015. ♦
- Promoted health awareness through various screening opportunities and health promotion talks. ♦
- Began the Self-Assessment process for National Senior Center Accreditation. ♦
- Accomplished a number of critical Senior Center facility improvements, including the installation of a new dining room floor, replacement of broken dining room tables, and repair work to the outside walkway. ♦
- Improved Senior Center marketing through the development of a Mansfield Senior & Wellness Center Facebook page, as well as stronger collaboration with other Town publications. ♦
- Celebrated the Senior Center's 40th Anniversary and National Senior Center month with a variety of enriching activities throughout September, including an Open House week with free classes and a well-attended Celebration Luncheon with Seniors, Town staff, members of the Town Council, the State Commission on Aging, and local & state representatives. ♦
- Expanded the Day Trip program with the Town van; 72 trips in FY 2014/15. ♦
- Expanded the use of volunteers at the Senior Center. Volunteers provided 8,702 hours of volunteer service during FY 2014/15. ♦
- Provided a summer evening program for the fifth year from June 2015 to September 2015. ♦
- Sponsored six successful Intergenerational Programs through improved collaboration with a number of local groups, including Mansfield Middle School, E.O. Smith High School, the Mansfield Public Library, the Mansfield Community Center, VITAS, and local businesses. ♦

FY 2016/2017 Trends & Key Issues

Mansfield residents are struggling with a variety of needs. There are increased numbers of persons of all ages dealing with a variety of mental health issues and limited services to address these needs. Youth Services continues to serve families in the community who do not have insurance coverage for outpatient mental health services.

Mansfield Advocates for Children (MAC) continues to work on building collaborative relationships with the local Board of Education, community providers, and the community as a whole. With the ending of the grant funding that supported the collaborative, program sustainability and the need to expand volunteers and developing leaders will be a priority for 2016/17.

The continued slow economy, as well as changes in health insurance and state programs for people in financial need, has put a heavy demand on municipal social work services. Advocacy for clients having difficulty accessing services that they should qualify for has become more challenging. Management will continue to work with staff to prioritize workload, review policies and procedures to maximize efficiency and effectiveness, and to recruit high quality interns to compliment professional staff.

The population of individuals 55 years or older continues to grow, thereby increasing the need for programs and services. Based on program space and available resources, the Senior Center has reached capacity. As a result, the Senior Center will need to focus on those programs that meet the greatest need and provide the best return. The composition of the aging population is changing;

programs and services will need to be reviewed to ensure that resources are being allocated based on demand and need.

FY 2016/2017 Goals & Objectives

Goal: Expand the level of services provided to youth and families by building the capacity of the program to respond to an increased demand for services and ensure continuity of care. ♦

Objectives:

- Develop two new programs in collaboration with the Library, and Parks and Recreation.

Goal: Successfully implement Mansfield's Plan for Young Children.

Objectives:

- Identify funding to continue the work of Mansfield Advocates for Children (MAC), either through increased Town funds or through outside sources.
- Fully implement Results Based Scorecard to help collect, track and understand data and its influence on the work of MAC.
- Develop performance measures for all MAC initiatives that can aide in the implementation of the Plan.

Goal: Increase awareness of the School Readiness Grant so that all children in Mansfield have the opportunity to have a high quality early care experience. ♦

- Provide information at all preschool screening events held by the Mansfield School District.
- Widely publicize the grant through the newspaper, library, public school system, and all NAEYC accredited programs in Mansfield.
- Ensure that all slots are filled and all programs have waiting lists with at least one child per slot.

Goal: Review Departmental policies and procedures to maximize efficiency, effectiveness, quality performance, and responsiveness to the residents served by human service programs and services. ♦

Objectives:

- Continue with review, development and evaluation of all Departmental policies and procedures.
- Continue to introduce more outcome-based measurement tools for Department programs and services.

Goal: Continue to coordinate and improve fund development initiatives for all program areas including special needs, camperships, and holiday donations. ♦

Objectives:

- Seek out new fund development opportunities to support Department programs and services.
- Integrate existing fundraising initiatives when feasible.

Goal: Provide programs that promote and stimulate healthy living options for the senior residents of Mansfield. ♦

Objectives:

- Increase total participation at the Mansfield Senior Center.

- Continue with the National Council on Aging self-assessment process to look at the Mansfield Senior & Wellness Center operation as a whole by July 2017.

◆ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Human Services = linkage to Open Space, Parks and Agricultural Lands; Community Life; Housing; Infrastructure; Stewardship and Implementation

Youth Services	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Counseling Services			
Participants served by programs	297	375	375
Volunteers assisting with programs and services	65	65	65
Early Childhood Services			
School readiness slots for children	18	18	18
Quality enhancement programs offered	4	4	4

Human Services Administration	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Fee Waiver Program			
Fee waiver applications received (town-wide)	155	155	155
Total fee waiver dollars distributed to participants (town-wide) (prior to FY 13/14, value does not include fee waivers from the Solid Waste Fund)	\$64,197	\$75,000	\$75,000
Special Funds			
Total dollars donated to the Holiday, Special Needs and Campership Funds	\$27,923	\$25,000	\$25,000
Persons receiving assistance through the Holiday or Special Needs Funds	387	350	350
Case management clients (unduplicated)			
Persons receiving case management services (excluding youth and seniors)	612	500	500

Senior Services	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Programming			
- Senior Center visits	13,130	14,000	15,000
Total number of Senior Center program participants	667	700	700
Lunch meals provided to seniors	9,162	10,000	10,000
Rides provided to seniors through the Transportation Program (Individual = one way rides; Van = trips)	Indiv = 239 Van = 43	Indiv = 268 Van = 52	Indiv = 300 Van = 100
Total ridership in the Transportation Program (Van + Indiv.)	168	175	200
Seniors receiving social work services	216	200	200

Town of Mansfield
Department: Human Services

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	551,710	550,500	552,850	594,100	43,600	7.92%
Misc Benefits	4,947	8,800	8,210	8,750	(50)	(0.57%)
Prof & Tech Services	3,647	8,500	8,500	8,500	-	
School/Library Books	218	500	500	550	50	10.00%
Other Purch Services	2,607	4,300	4,300	4,500	200	4.65%
Office Supplies	5,463	5,690	6,070	6,100	410	7.21%
Building Supplies	1,024	1,300	1,300	1,340	40	3.08%
Other Supplies	7,241	11,820	11,820	12,030	210	1.78%
Misc Expenses & Fees	80,887	75,000	75,000	75,000	-	
Equipment	5,524	-	-	-		
TOTAL EXPEND.	663,268	666,410	668,550	710,870	44,460	6.67%
TOTAL REVENUES						
EMPL. BENEFITS	219,005	241,494	226,103	258,822	17,328	7.18%
Positions:						
Director	1.00	1.00	1.00	1.00	-	
Youth Services Coord.	1.00	1.00	1.00	1.00	-	
Youth Counselor	1.00	1.00	1.00	1.00	-	
Early Childhd Srv Crd	0.86	0.86	0.86	0.69	(0.17)	(19.77%)
Administrative Asst.	1.00	1.00	1.00	1.00	-	
Program Assistant	0.43	0.43	0.43		(0.43)	(100.00%)
Senior Services Coord.	1.00	1.00	1.00	1.00	-	
Social Worker	1.00	1.00	1.00	1.00	-	
Outreach Soc. Worker	0.54	0.54	0.54	0.54	-	
Senior Prog. Coord.	1.00	1.00	1.00	1.00	-	
Receptionist	1.00	1.00	1.00	1.00	-	
Kitchen Aide	0.71	0.71	0.71	0.71	-	
Transportation Coord.	0.54	0.54	0.54	0.54	-	
Van Drivers		0.55	0.55	0.55	-	
Total Full Time Equiv.	11.08	11.63	11.63	11.03	(0.60)	(5.16%)
Paid from Other Funds	1.28	1.28	1.20	0.48	(0.80)	(62.50%)
Paid from General Fund	9.80	10.35	10.43	10.55	0.20	1.93%

LIBRARY SERVICES - 43100

The mission of Mansfield Library is to provide guidance and access to materials and information that enhance and enrich the lives of people of all ages. The goals of Mansfield Library are to: provide a broad range of materials in a variety of formats; promote and stimulate active use of its resources; facilitate the use of its resources and services with trained library personnel; and offer programs and services to encourage lifelong learning.

FY 2015/2016 Accomplishments

- Opened Library Express, a limited service branch in the Nash Zimmer Transportation Center, which provides service to people who live and work in the Storrs area. ♦
- Completed an analysis of purchasing practices in order to ensure compliance with new Town financial policies and procedures.
- Participated in an interdisciplinary team that rolled out OpenMansfield, our online financial transparency portal. ♦
- Created two new library gardens (Children's, Butterfly), renovated the Doris Davis garden, added outdoor seating, and installed a story walk at the playground. This led to increased use of the Library's outdoor spaces during the warmer months. ♦
- Added two new collections in spring 2016 – a Tool Library and a Cake Pan Library. These collections reflect the Town's commitment to reusing resources by providing the community with shared access to tools they need and a place to store them. ♦
- Continued to work collaboratively with local and state-wide organizations such as the Senior Center, UCONN League, and local schools to provide a broad array of programs and services, such as the Reel to Real Film Series. ♦

FY 2016/2017 Trends & Key Issues

The library continues its quest to provide services however, whenever, and wherever they are required. Staff travels to many locations in Town performing outreach service. The Library campus has been expanded to include outdoor spaces for public use, and a mini-branch has been established at Storrs Center. Online services are available around the clock. The Library works to expand its collections and services to reflect the needs of the community. We will continue to seek out the most effective ways to provide service to our community, respecting the value of traditional library services, and implementing new services as required.

FY 2016/2017 Goals & Objectives

Goal: Expand the Library presence beyond its physical location to provide better service for citizens. ♦

Objectives:

- Explore the possibility of satellite locations and services in other areas of Mansfield, including cooperative ventures with other Town departments or outside entities.

Goal: Maintain the provision of “traditional” library services while adapting to changing times. ♦

Objectives:

- Participate in the Town facilities study with an eye to maintaining a friendly, welcoming atmosphere while accommodating changing technologies, collections, and services.
- Maintain a welcoming atmosphere through annual staff customer service training.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Library = linkage to Community Life

Library	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Circulation			
Downloadable and e-books circulation	5,928	8,032	10,000
Circulation (all other)	210,539	209,000	208,000
Total annual circulation	216,467	217,032	218,000
Patrons entering the Library	78,943	82,564	83,000
Total Collection Size			
Total Collection Size	81,138	83,000	84,000
Internet Access and Usage			
Terminals with internet access available to the public at the Library	12	13	13
Patrons who accessed the internet through Library terminals	10,228	9,400	9,000
Patrons using wi-fi at the Library (*upgrade to counting method in Q2 F16, no drop in use)	12,986	4,800*	5,000
Database Sessions	1,620	1,500	1,500
Programming			
Youth programs offered	164	165	170
Youth program participants	6,186	6,200	6,500
Adult programs offered	30	40	45
Adult program participants	620	900	1,000
Outreach programs conducted	215	210	215
Outreach program participants	2,698	2,700	3,000
Special community events offered	4	10	10
Special community events participants	607	1,000	1,000
Total annual program and event attendance	10,111	11,000	11,500

Town of Mansfield
Department: Library Services - 43100

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:					-	
Salaries and Wages	538,117	575,920	575,920	595,550	19,630	3.41%
Misc Benefits	2,592	3,650	3,650	3,380	(270)	(7.40%)
Prof & Tech Services	877	1,500	1,500	1,500	-	
Other Purch Services	1,891	650	650	700	50	7.69%
Instructional Supplies	2,691	2,700	2,700	6,600	3,900	144.44%
School/Library Books	105,252	100,090	100,090	103,090	3,000	3.00%
Building Supplies	504	900	900	930	30	3.33%
Equipment	33,249	33,000	33,000	33,000	-	
TOTAL EXPEND.	685,173	718,410	718,410	744,750	26,340	3.67%
TOTAL REVENUES	20,669	21,140	21,140	23,460	2,320	10.97%
EMPL. BENEFITS	213,609	234,171	235,538	259,454	25,283	10.80%
Positions:						
Library Director	1.00	1.00	1.00	1.00	-	
Librarian	3.00	4.00	4.00	4.00	-	
Library Associate	3.00	3.00	3.00	3.00	-	
Library Assistant	2.48	1.48	1.48	1.48	-	
Pages	1.15	1.15	1.15	1.63	0.48	41.74%
Total Full Time Equiv.	10.63	10.63	10.63	11.11	0.48	4.52%
Paid from Other Funds	0.50	0.50	0.50	0.50	-	
Paid from General Fund	10.13	10.13	10.13	10.61	0.48	4.74%

GRANTS TO AREA AGENCIES - 45000

As part of its operating budget, the Town traditionally makes financial contributions to various non-profit agencies that serve Mansfield residents. Staff and the Human Services Advisory Committee evaluate the requests that the Town receives from various social service agencies in the region and makes funding recommendations to the Town Council.

COMMUNITY COMPANIONS & HOMEMAKERS. Provides in-home services to elderly and disabled residents in twelve-town area.

CONNECTICUT LEGAL SERVICES. Provides free civil legal services to low income persons.

HOLY FAMILY HOME & SHELTER. Helps support emergency shelter program for homeless families in the region.

MEALS ON WHEELS (TVCCA). Provides and delivers meals on a regular basis to homebound Mansfield residents.

NORTHEAST COMMUNITIES AGAINST SUBSTANCE ABUSE (NECASA). Coordinates and advocates for substance abuse programs and services in northeastern Connecticut.

PERCEPTION PROGRAMS. Provides substance abuse and mental health services.

SEXUAL ASSAULT CRISIS CENTER. Offers counseling and related services to victims of domestic violence and sexual assault.

UNITED SERVICES, INC. Offers a wide range of mental health services, including counseling, therapy and 24-hour emergency service to adults and children in 21 northeastern Connecticut towns.

VETERANS' SERVICES. Assists Veterans with information and access to veteran's benefits.

WINDHAM AREA INTERFAITH MINISTRIES (WAIM). Provides free redistribution of clothing, household goods, and furniture to people in need. Also assists with the provision of energy assistance and funds to prevent homelessness.

WINDHAM AREA NO FREEZE PROJECT. Provides emergency shelter for homeless people.

Town of Mansfield
 Department: Grants to Area Agencies - 45000

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Agencies:						
Comm Companion & Homemaker	4,000	4,000	4,000	4,000	-	
CT Legal Services	6,500	6,500	6,500	6,500	-	
Holy Family Shelter	3,000	3,000	3,000	2,500	(500)	(16.67%)
Meals On Wheels	2,350	2,350	2,350	3,000	650	27.66%
NECASA	800	800	800	400	(400)	(50.00%)
Perception Programs	1,400	1,400	1,400	1,500	100	7.14%
Section 8 Housing	12,000				-	
Sexual Assault Crisis Services	4,500	4,500	4,500	4,000	(500)	(11.11%)
United Services, Inc	8,000	8,000	8,000	8,000	-	
Veterans' Services	10,000	10,000	10,000	10,000	-	
Windham Area Interfaith Minist	3,000	3,000	3,000	3,000	-	
Windham Area No Freeze Project	1,500	1,500	1,500	1,500	-	
TOTAL EXPEND.	57,050	45,050	45,050	44,400	(650)	(1.44%)

**Town of Mansfield
Expenditure Budget Summary by Activity
Community Development**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Building & Housing Insp.	257,520	298,060	298,300	292,280	(5,780)	(1.94%)
Planning & Development	258,039	321,680	333,880	316,920	(4,760)	(1.48%)
Boards and Comm.	4,792	6,400	6,400	6,400	-	
TOTAL EXPEND.	520,351	626,140	638,580	615,600	(10,540)	(1.68%)

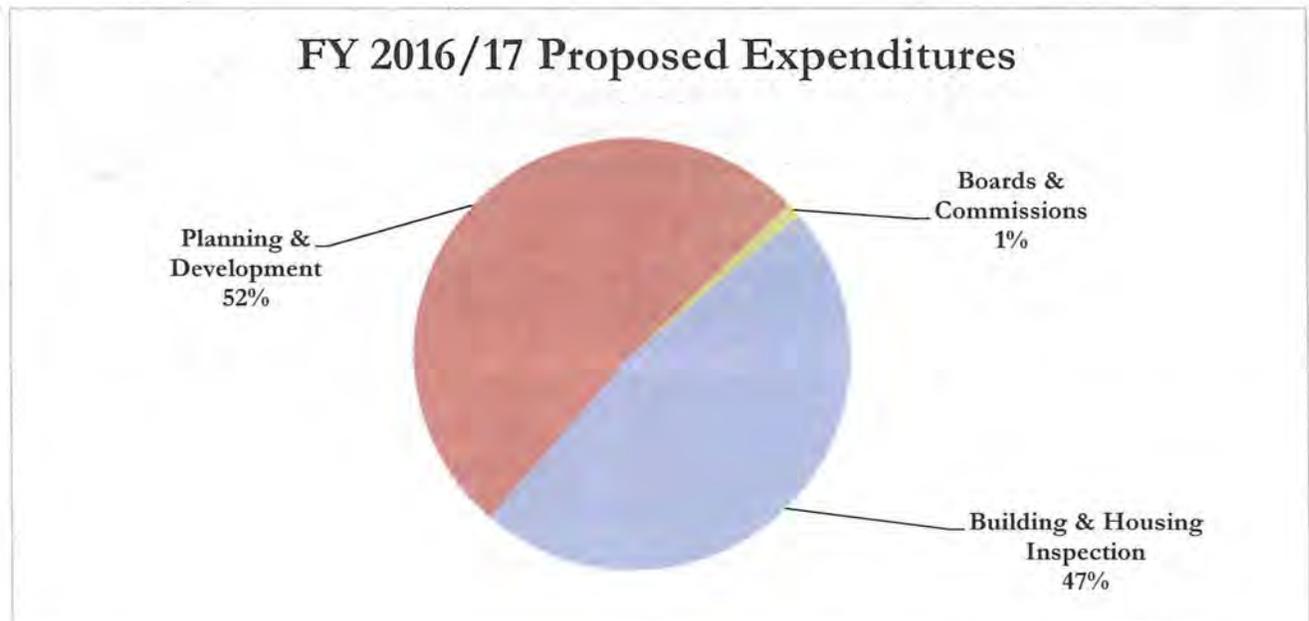
Mission

To provide residents and stakeholders with a community that promotes and protects public safety, health and welfare, environmental quality, encourages economic activity and full employment, rewards creative enterprise, fosters full citizen engagement.

Program Purpose and Description

Community Development departments play a crucial role in determining the present and future direction of the Town and the overall quality of life of its residents. These departments fulfill a number of statutory building and land use responsibilities. Sample duties include: the administration and enforcement of state and local regulations and ordinances; research and data gathering; encouraging public engagement; the formulation of reports and studies, such as a Plan of Conservation and Development that documents land use goals and policies; developing and enforcing the Town's land use regulations; and making recommendations to the Town Council, other municipal officials and to federal, regional, and state organizations.

Elected boards/commissions and appointed citizen committees, along with the Town's professional staff, must balance goals, economic, social and environmental needs of the Town along with statutory requirements when executing their duties and responsibilities.



BUILDING AND HOUSING INSPECTION – 30800

The Building and Housing Inspection Department enforces the Connecticut Basic Building Code, the National Electric Code and the International Mechanical and Plumbing Codes as required by section 29-252 of the Connecticut General Statutes. The codes are designed to promote public safety, health, and welfare as they are affected by building construction issues such as structural strength, adequate means of egress, sanitary equipment, light, ventilation and fire safety. The Department's goal is to ensure safety to life and property from all hazardous incidents related to the design, erection, repair, removal, demolition or use and occupancy of buildings and structures. Inspections are made at various stages of construction to verify compliance with applicable codes and no building is issued a Certificate of Occupancy until staff is certain that the work has been satisfactorily completed. Staff also consults with architects, contractors and homeowners who seek advice and assistance. In addition, the Department enforces the State Demolition Code, assigns and maintains a record of street numbers, and is on call to conduct inspections following fires or other disasters. The Department also conducts regular housing inspections of rental dwelling units once every two years and is tasked with enforcing many Town ordinances that deal with quality of life issues.

FY 2015/2016 Accomplishments

- Attended code-related courses and seminars required to maintain staff licenses. ♦
- Continued to provide timely and quality permitting and inspection services to our larger Mansfield community while construction of Storrs Center continues. ♦
- Worked cooperatively with all stakeholders regarding Building Code provisions of the Storrs Center project. Conducted plan review and consultations with the owners, designers and builders of the project. Conducted inspections as requested, usually on a daily basis. Reviewed and approved third party inspector's activities as required pursuant to applicable Building Code provisions. ♦
- In conjunction with Information Technology, Planning and Development, and Fire and Emergency Services, began implementation of a software system that allows for online permitting and electronic tracking of inspection and code enforcement activities. ♦
- Began working with the Planning and Development to enforce over occupancy issues. ♦

FY 2016/2017 Trends & Key Issues

The Storrs Center project will continue to require a large commitment of staff time to enforce the Building Code. Due to the increased workload associated with Storrs Center and other construction activities the full-time regular Housing Inspector remains partially reassigned to building inspections. Part-time Housing Inspectors perform housing inspections and help enforce the zoning regulations and associated ordinances.

Staff will continue implementation of the selected permitting and code enforcement software system. The software supports an efficient work flow to maximize staff productivity, as well as enhanced information access for the public. Some of the capabilities include online permit filing, status checking and payment of select permits, and tracking of information such as inspections, investigations, and citations. Inspectors in the field will continue using tablets to record inspections and enforcement activities.

FY 2016/2017 Goals & Objectives

Goal: Ensure safe, sanitary and energy efficient construction in Mansfield pursuant to the State Building Code. ♦

Objectives:

- Conduct plan review as needed with a target review period of 10 business days whenever possible.
- Consult with contractors, owners and architects to proactively ensure code compliant construction.
- Inspect Storrs Center project at various stages as required by the Building Code.
- Complete process of implementing new software system to allow for electronic permitting and code enforcement activities.
- Implement updated State Building Code (if adopted).
- Work with Planning and Development to enforce occupancy provision of zoning regulations.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Building Inspection = linkage to Community Life; Diversifying the Economy; Housing; Future Land Use and Community Design

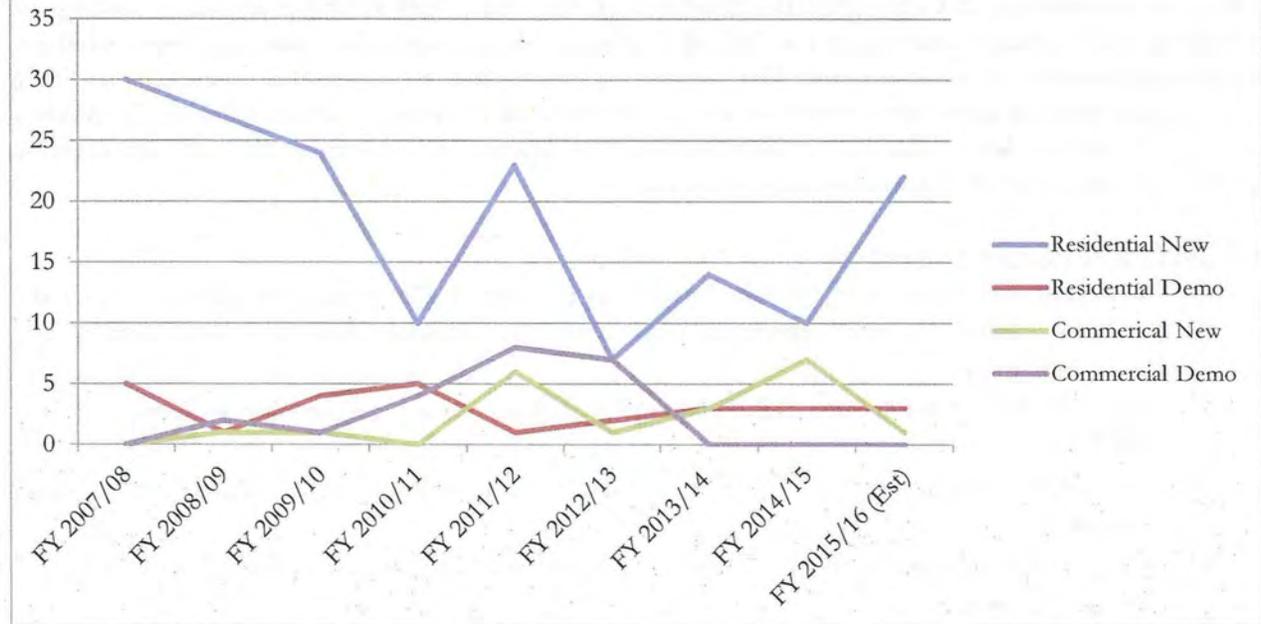
Building and Housing Inspection	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Building Permits			
Residential building permits issued	687	606	700
Commercial building permits issued	172	152	150
Total annual building permits issued	859	758	850
Inspections			
Building inspections conducted	2,472	2,326	2,500
Housing Code inspections conducted*	1,995	1,300	1,600
Blight inspections	47	75	75
Parking inspections*	52	30	20
Certificates			
Certificates of occupancy issued	32	30	30
Certificates of approval issued	574	540	550
Building permits revoked	2	8	8
Housing Code certificates issued*	990	610	800
Total Code Enforcement (Violation) Cases			
Number of citations issued for local ordinance violations	78	140	150

*Zone Expansion impacts FY14/15 and FY 15/16 actuals

Town of Mansfield
Department: Building & Housing Inspection - 30800

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	251,353	286,230	286,230	280,660	(5,570)	(1.95%)
Misc Benefits	2,072	3,800	3,700	3,700	(100)	(2.63%)
Prof & Tech Services		1,000	1,000	1,000	-	
Other Purch Services	400	1,750	1,800	1,800	50	2.86%
School/Library Books	80	1,800	2,000	2,000	200	11.11%
Office Supplies	1,870	1,570	1,600	1,600	30	1.91%
Building Supplies	155	1,070	1,070	1,070	-	
Other Supplies	748	440	500	450	10	2.27%
Equipment	842	400	400		(400)	(100.00%)
TOTAL EXPEND.	257,520	298,060	298,300	292,280	(5,780)	(1.94%)
TOTAL REVENUES	370,642	326,170	330,940	330,340	4,170	1.28%
EMPL. BENEFITS	99,776	116,496	117,062	122,271	5,775	4.96%
Positions:						
Building Official	1.00	1.00	1.00	1.00	-	
Administrative Asst.	1.25	1.25	1.25	1.25	-	
Asst. Building Official	1.00	1.00	1.00	1.00	-	
Housing Inspector	1.00	1.00	1.00	1.00	-	
Temp. Building Insp.	0.84	0.84	0.84	0.84	-	
Total Full Time Equiv.	5.09	5.09	5.09	5.09	-	
Paid from Other Funds	0.89	0.89	0.89	0.89	-	
Paid from General Fund	4.20	4.20	4.20	4.20	-	

Building Permits - New & Demolition



PLANNING AND DEVELOPMENT - 51100

The Planning and Development Department administers and coordinates activities related to the physical, community, and economic development of the Town. Key activities include: assisting the Planning and Zoning Commission and Inland Wetlands Agency with their statutory responsibilities; providing guidance to the Economic Development Commission, Conservation Commission, Town Council and various advisory committees such as Sustainability, Transportation Advisory Committee and Four Corners Sewer and Water; implementing the Mansfield Tomorrow Plan of Conservation and Development (POCD); and zoning enforcement.

FY 2015/2016 Accomplishments

- Facilitated the adoption of the new Mansfield Tomorrow Plan. This new plan combines the previous Mansfield 2020 strategic plan with the official Plan of Conservation and Development. ♦
- Prepared new Zoning and Subdivision Regulations based on recommendations in the POCD. ♦
- Assisted in the preservation of over 700 acres of agricultural land owned by Mountain Dairy. ♦
- Assisted in the preparation of the Environmental Impact Evaluation for the Four Corners Sanitary Sewer project. ♦
- Developed a comprehensive guide to the permitting process in Mansfield. ♦
- Updated the Town's business and economic development webpages. ♦
- Increased enforcement of occupancy regulations for rental housing units. ♦
- Participated in implementation of the software system that allows for online permitting and electronic tracking of inspection and code enforcement activities. ♦
- Continued to provide assistance to low and moderate income homeowners through the Housing Rehabilitation Revolving Loan Program. ♦
- Issued zoning permits for Phase 3 buildings at Storrs Center and monitored construction for compliance with conditions of approval. ♦
- Continued to monitor new construction at UCONN. ♦

FY 2016/2017 Trends & Key Issues

Completion of the CWC water pipeline in 2016 and the Four Corners Sanitary Sewer Project in 2017, and impacts from UCONN's *Next Generation Connecticut* initiative are expected to increase development pressure in northern Mansfield in coming years. In particular, demand for off-campus housing is expected to increase as UCONN grows. This increase will put continued pressure on single-family neighborhoods unless new multi-family housing is developed. Enhanced enforcement of occupancy regulations to maintain neighborhood stability will continue to be a significant effort. While residential development is expected to increase in FY 2016/17, new commercial development is expected to be minimal until the installation of infrastructure is complete at the Four Corners.

To ensure new development is consistent with the vision and goals identified in the new POCD, a complete rewrite of zoning and subdivision regulations is underway and expected to be completed during the first half of FY 2016/17. Some regulations are slated for adoption in advance of the overall rewrite, particularly those related to preventing induced growth along the new water line,

updated standards and affordability requirements for multi-family development, and minimum sustainability requirements.

Another significant focus area for FY 2016/17 and future years will be review of new construction projects at UCONN. Based on the campus master plan completed in 2015, staff anticipates UCONN will be constructing numerous buildings in the coming years. Staff will continue to assist the Planning and Zoning Commission and Town Council with review of these projects through the environmental impact evaluation (EIE) process.

In addition to local initiatives, there are several regional initiatives related to transportation that bear monitoring, including a corridor study of Routes 195 and Route 44 (Gateways to UCONN study), the potential eastward extension of the Fast Track bus system, and the NEC Future project that is studying the potential of developing passenger rail service between Hartford and Providence.

FY 2016/2017 Goals & Objectives

Goal: Ensure effective implementation of the Mansfield Tomorrow Plan of Conservation and Development. ♦

Objectives:

- Pursue relevant grant opportunities to implement various Town objectives.
- Complete updates to Zoning and Subdivision Regulations.
- Prepare annual report on Plan implementation.

Goal: Continue to support community development programs and initiatives. ♦

Objectives:

- Continue to implement the housing rehabilitation revolving loan fund and complete new projects as funds allow.
- Improve neighborhood stability through more proactive enforcement of zoning regulations.
- Implement land development module of new permitting and code enforcement software.

Goal: Continue efforts to retain and grow local businesses. ♦

Objectives:

- Assist Economic Development Commission in review of draft changes to zoning regulations.
- Assist Economic Development Commission in implementation of its work plan.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan. *Planning and Development = linkage to Natural Systems; Open Space, Parks and Agricultural Lands; Community Heritage and Sense of Place; Diversifying the Economy; Housing; Future Land Use and Community Design; Infrastructure; and Stewardship and Implementation.*

Planning & Development	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Operations			
Plan reviews conducted (Planning and Zoning)	135	160	170
Zoning permits issued	109	130	140
Total Code Enforcement Cases			
Zoning citations issued	9	20	25
Zoning violations issued	23	30	40
Complaints investigated	47	60	65
Percentage of investigated complaints resulting in Zoning Code violation	57%	70%	70%
Total Code Enforcement (Violation) Cases Resolved			
Resolved through voluntary compliance (i.e. door hangers, warnings)	70	70	75
Resolved through forced compliance (i.e. hearings, legal proceedings)	2	5	5
Total cases brought into compliance/closed during the reporting period	72	75	80
Affordable Housing			
Housing rehabilitation applications received	5	3	3
Housing rehabilitation projects completed	5	5	2
Total dollar value of housing rehabilitation loan portfolio	\$1,351,984	\$1,390,000	\$1,425,000
Community Engagement			
Community workshops for <i>Mansfield Tomorrow</i>	15*	5*	5*
Participants in community workshops for <i>Mansfield Tomorrow</i>	143*	50*	50*

*Includes Advisory Group/Focus Group Meetings

Town of Mansfield
Department: Planning & Development - 51100

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	247,319	267,160	268,650	265,470	(1,690)	(0.63%)
Misc Benefits	3,114	10,175	10,175	9,100	(1,075)	(10.57%)
Prof & Tech Services	105	29,790	39,300	30,900	1,110	100.00%
Other Purch Services	6,898	10,035	11,235	10,000	(35)	(0.35%)
School/Library Books		100	100	100	-	
Office Supplies	603	4,420	4,420	1,350	(3,070)	(69.46%)
TOTAL EXPEND.	258,039	321,680	333,880	316,920	(4,760)	(1.48%)
TOTAL REVENUES	24,747	24,050	40,550	40,350	16,300	67.78%
EMPL. BENEFITS	98,175	111,125	109,872	115,653	4,528	4.07%
Positions:						
Town Planner/Director	1.00	1.00	1.00	1.00		
Plan. & Comm Dev Ass't	1.00	1.00	1.00	1.00		
Environmental Planner	0.43	0.43	0.43	0.43		
Zoning Agent	1.00	1.00	1.00	1.00		
Total Full Time Equiv.	3.43	3.43	3.43	3.43		
Paid from Other Funds	0.41	0.41	0.09			
Paid from General Fund	3.02	3.02	3.34	3.43		

BOARDS & COMMISSIONS - 58000

AGRICULTURE COMMITTEE. The Agriculture Committee consists of six regular members and four alternate members appointed by the Town Council, plus one liaison from the Open Space Preservation Committee. The Committee advises the Council and other Town committees on matters related to preserving farmland and agricultural activity in Mansfield.

ARTS ADVISORY COMMITTEE. The seven-member Arts Advisory Committee is charged with advising the Town Council and Manager on issues related to the arts. The Committee promotes and encourages interest and participation in the arts and works to complement activities and events sponsored by private organizations having the same goal.

BEAUTIFICATION COMMITTEE. The Beautification Committee consists of nine members committed to improving the aesthetic appearance of Mansfield by cleaning up unattractive areas, and by locating flowering plants in key locations. The Committee awards certificates of merit to individuals and businesses that contribute to the beautification of the Town.

BOARD OF ASSESSMENT APPEALS. Voters elect the three-member Board of Assessment Appeals for a two-year term. The Board, by statute, meets annually to hear taxpayer appeals regarding assessments. Decisions rendered by the Board are binding upon the Assessor for the current Grand List.

COMMISSION ON AGING. The nine-member Commission on Aging was established to identify the needs of older residents of Mansfield, inform others of such needs and to promote positive responses on the part of the community.

COMMITTEE ON PERSONS WITH DISABILITIES. This Committee of ten members seeks to identify the needs of Mansfield residents with disabilities who have barriers that limit their accessibility to available services, programs, resources and facilities in the community. The Committee makes recommendations on actions needed to expand the opportunities of persons with disabilities to achieve their full participation in society. The Committee also serves as the Town's ADA Grievance Committee.

CONSERVATION COMMISSION. The Conservation Commission consists of seven members and two alternates appointed by the Town Manager. It strives to develop and conserve natural resources in order to protect the integrity of the environment within Mansfield, and acts in an advisory capacity to the Inland/Wetland Agency by reviewing and making recommendations on applications.

HISTORIC DISTRICT COMMISSION. The Historic District Commission was established to encourage the preservation and restoration of those building sites and neighborhoods of greatest historical and architectural significance to the Town, and to secure preservation of the buildings and sites that contribute to the educational, architectural and aesthetic value of the four historic districts. The Commission also judges, within the limits of the districts, new construction, alterations and additions to existing buildings on the basis of their compatibility in scale, mass and materials to adjacent buildings.

PARKS ADVISORY COMMITTEE. The Town Council appoints five regular members and three alternate members to the Parks Advisory Committee. This Committee is charged with meeting and evaluating park needs, making recommendations for the acquisition and operation of parks and gardens, and promoting interest and participation in park use and programs.

ZONING BOARD OF APPEALS. The ZBA consists of five members who are elected for four-year overlapping terms and three alternates elected for four-year terms. The Board hears and decides special exceptions and may vary the application of the zoning regulations with due consideration of factors related to conserving public health, safety, convenience, welfare and property values. The Board also considers appeals from any person who alleges that there is an error in any order, requirement or decision made by the Zoning Agent. The Board has the authority to reverse, affirm or modify, in whole or in part, an order, requirement or decision of the Zoning Agent.

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Boards and Commissions:						
Agriculture Committee	615	750	750	750	-	
Arts Advisory Committee	47	500	500	500	-	
Beautification Committee	60	500	500	500	-	
Board of Assessment Appeals	804	700	700	700	-	
Commission on Aging		100	100	100	-	
Comm on Persons with Disabilities		100	100	100	-	
Conservation Commission		100	100	100	-	
Historic District Commission		150	150	150	-	
Parks & Advisory Committee	1,640	2,000	2,000	2,000	-	
Zoning Board of Appeals	1,626	1,500	1,500	1,500	-	
TOTAL EXPEND.	4,792	6,400	6,400	6,400	-	

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**MANSFIELD BOARD
OF
EDUCATION**

Mansfield Board of Education Overview

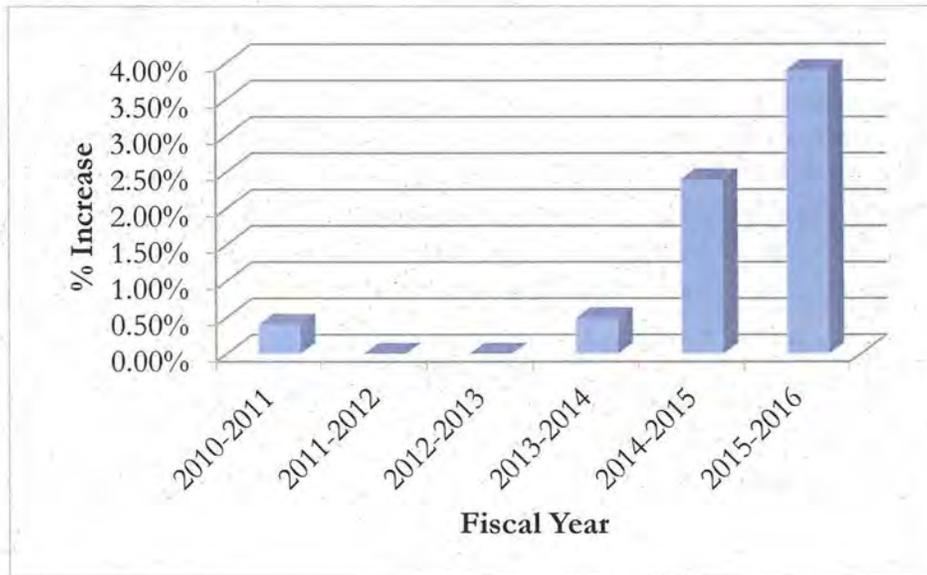
Proposed Budget

The proposed budget for the Mansfield Board of Education for 2016-2017 is \$22,980,500 representing a 4.35% increase from the adopted 2015-2016 budget of \$22,022,750.

Budget History

Expenditures:

Year	Approved Budget	% Increase/(Decrease)
2010-2011	\$20,588,160	(0.4%)
2011-2012	\$20,588,160	0%
2012-2013	\$20,588,160	0%
2013-2014	\$20,688,160	.49%
2014-2015	\$21,193,884	2.4%
2015-2016	\$22,022,750	3.9%



Enrollment:

Year	District Enrollment	Enrollment # Change	Enrollment % Change
2010-2011	1330	57	4.48%
2011-2012	1330	0	0.00%
2012-2013	1321	(9)	(0.68%)
2013-2014	1260	(61)	(4.62%)
2014-2015	1260	0	0.00
2015-2016	1266	6	0.59%

Return on Investment

- Vex Robotics Teams regularly qualify for the Southern New England Regional Tournament.
- Scholastic Art and Writing Awards for 2015 include:
 - 1 Regional Silver Key Award
 - 2 Regional Gold Key Awards
 - 1 National Silver Medal Award
- CT Writing Project recognized 8 students with awards and publications
- 2014-20158 National Latin Exam High School Level I
 - 8 Gold Awards
 - 4 Silver Awards
 - 2 Cum Laude Awards
 - 7 Magna Cum Laude Awards
- CT History Day Project recognized six students to move on to the National History Day Competition.
- Four students were selected to participate in the Eastern Regional Music Festival.
- Percentage of students meeting or exceeding achievement levels on Smarter Balanced Assessments in mathematics and language arts greater than the average of students in like districts (DRG C) in five of six grade levels.
- Percentage of students meeting or exceeding achievement levels on Connecticut Mastery Test Science Assessment greater than the average of students in like districts (DRG C) in both grade five and eight (only grades tested).
- Teachers regularly present at local, national, and international conferences including in 2015-2016 thus far three national level presenters and one international presenter.
- Goodwin School recognized as a National Blue Ribbon School by the Department of Education.

Budget Drivers

Obligated Expenses:

- Negotiated salary increases
- Health insurance
- Transportation
- Energy
- Special Education

Assumptions:

- Maintain class size in agreement with Board of Education guidelines.
- Ensure safety, security, and health standards.
- Provide an educational experience rich in academics and the arts.
- Provide programs and supports to meet the needs of all students.
- Update and deliver curricula that meets Connecticut State Standards.
- Present students with learning experiences which prepare them for the 21st century.
- Maintain Healthy Environment

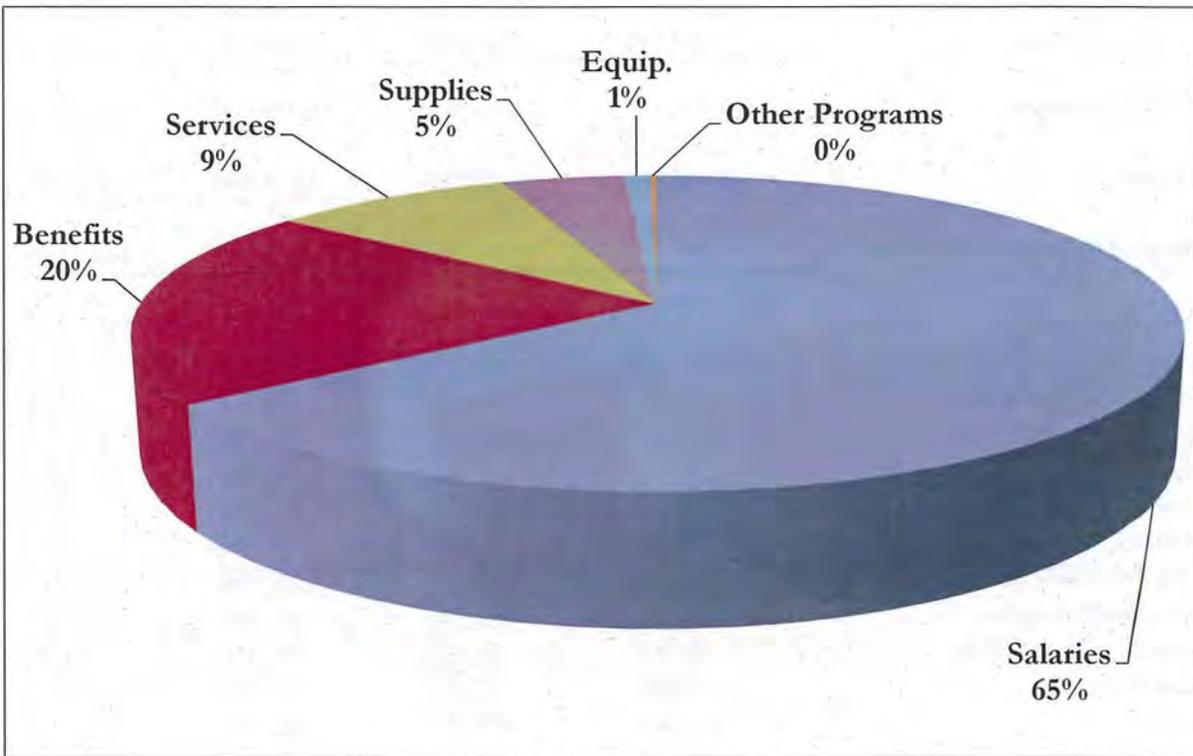
Implications:

- Reduce grade five class size by adding one teacher.
- Address grade 5 World Language staffing needs by adding .2 teacher

Implications Continued:

- Promote 21st Century Learning through enhancement of the library media program by adding professional librarian staffing.
- Ensure on-going curriculum evaluation and improvement through the addition of stipends for teacher leaders.
- Return funding for curriculum development.
- Promote embedded professional learning.
- Increase maintenance staff.

Budget Overview



2016-17 Proposed	\$22,980,500
2015-16 Budget	\$22,022,750
Increase	\$ 957,750
% Increase	4.35%

Major Cost Drivers

- Obligated Salary Increases - \$361,670
- Staffing and Program Needs - \$151,360
- Health Insurance Premium - \$495,060
- Energy Reductions – (\$135,180)
- Unemployment Compensation – (\$58,550)
- Copier Maintenance Fees – (\$15,400)
- Special Education – no increase

**Mansfield Board of Education
Budget in Brief**

The proposed budget for the Mansfield Board of Education for 2016-2017 is \$22,980,500. It represents a 4.35 percent increase over the current year. Of the total, salaries and benefits increased by \$1,137,305 or 6.1%. Salaries and benefits account for approximately 85 percent of the total budget. All other expenditures decreased by \$47,915 or 1.4 percent. A comparison of the FY 2015-16 to 2016-17 budget follows:

	2014-2015 Actual	2015-2016 Amended	2016-2017 Proposed	Increase/ (Decrease)	Percent Change
Salaries & Benefits					
Certified Salaries	\$ 10,674,692	\$ 10,936,490	\$ 11,366,180	\$ 429,690	3.9%
Non-Cert. Salaries	3,418,535	3,465,480	3,548,820	83,340	2.4%
Sub-total Salaries	14,093,227	14,401,970	14,915,000	513,030	3.6%
Benefits	3,845,567	4,181,025	4,673,660	492,635	11.8%
Sub-total Salaries & Benefits	17,938,794	18,582,995	19,588,660	1,005,665	5.4%
Operating Expenses					
Prof & Tech Services	680,198	581,530	466,260	(115,270)	(19.8%)
Purchased Property Services	76,594	69,000	88,550	19,550	28.3%
Repairs	60,815	114,020	97,300	(16,720)	(14.7%)
Rentals	-	460	340	(120)	(26.1%)
Tuition	110,637	205,000	205,000	-	
Insurance	74,010	74,080	76,300	2,220	3.0%
Other Purchased Services	968,748	977,720	1,092,660	114,940	11.8%
Instructional Supplies	229,443	281,120	267,800	(13,320)	(4.7%)
School & Library Books	85,606	99,800	112,810	13,010	13.0%
Office Supplies	27,008	33,050	46,210	13,160	39.8%
Energy	615,807	629,290	492,700	(136,590)	(21.7%)
Building Supplies	43,157	61,340	72,780	11,440	18.7%
Other Supplies	49,005	68,030	61,190	(6,840)	(10.1%)
Equipment	144,428	171,345	227,640	56,295	32.9%
Miscellaneous Exp & Fees	20,056	27,120	31,710	4,590	16.9%
Transfers Out to Other Funds	127,579	46,850	52,590	5,740	12.3%
Sub-total Operating Expenses	3,313,091	3,439,755	3,391,840	(47,915)	(1.4%)
Total Expenditures	\$ 21,251,885	\$ 22,022,750	\$ 22,980,500	\$ 957,750	4.35%

Mansfield Board of Education – Significant Features

Certified Staff - \$11,366,180

Total certified salaries have increased by \$429,690 over the present year. This increase is due to contracted salary increases, the addition of one teaching position at the Middle School and one librarian position.

Non-certified Staff - \$3,548,820

Total non-certified salaries have increased by \$83,340, primarily due to contracted salary increases.

Benefits - \$4,673,660

Benefits for staff reflect an increase of \$492,635, primarily a due to an increase in medical insurance premiums due to a significant increase in claims experience. Other salary-related benefits reflect an increase commensurate with the increase in salaries.

Professional & Technical Services - \$466,260

The decrease of \$115,270 reflects a reclassification to a new account called Program Services in the Purchased Services category. This is a more appropriate classification for the types of services provided. In total, all remaining accounts remain relatively unchanged.

Purchases Property Services - \$88,550

The increase of \$19,550 is reflective of a \$4,000 increase for refuse collection and \$15,550 for building maintenance services which have been underfunded in past years.

Repairs & Maintenance Services – \$97,300

A decrease of \$16,720 is reflection of a reduction in anticipated equipment repair needs.

Rentals - \$340

Minor reduction from current year.

Tuition - \$205,000

No change from current year.

Insurance – \$76,300

An increase of \$2,220 is in anticipation of an increase in liability, auto and property insurance rates.

Other Purchases Services - \$1,092,660

The increase of \$114,940 is due to the reclassification of services from the Professional & Technical Services category. Included here is the cost of assessments.

Instructional Supplies - \$267,800

A \$13,320 decrease from the current year reflective of current needs.

School & Library Books - \$112,810

The increase of \$13,010 is reflective of the need for textbooks for English at the elementary schools.

Mansfield Board of Education – Significant Features (continued)

Supplies - \$46,210

The majority of the \$13,160 increase is a reclassification of medical supplies from Other Program Supplies.

Energy - \$492,700

The decrease of \$136,590 is primarily the result of a significant decrease in the cost of diesel fuel and fuel oil for the current year, which is anticipated to continue into the proposed fiscal year. This account also includes an adjustment for prior year actual consumption to budget.

Building Supplies - \$72,780

An increase of \$11,440 for building supplies from the current year is reflective of current needs.

Other Supplies - \$61,190

This category reflects a decrease of \$6,840 from the current year budget. The two significant accounts are food and program supplies.

Equipment - \$227,640

An increase of \$56,295 is primarily due to the reclassification of District-wide system support costs of \$44,820, and the need for physical education equipment replacement, music equipment replacement, and the replacement of worn and broken chairs.

Miscellaneous Fees and Expenditures - \$31,710

This is an increase of \$4,590 primarily for field trips.

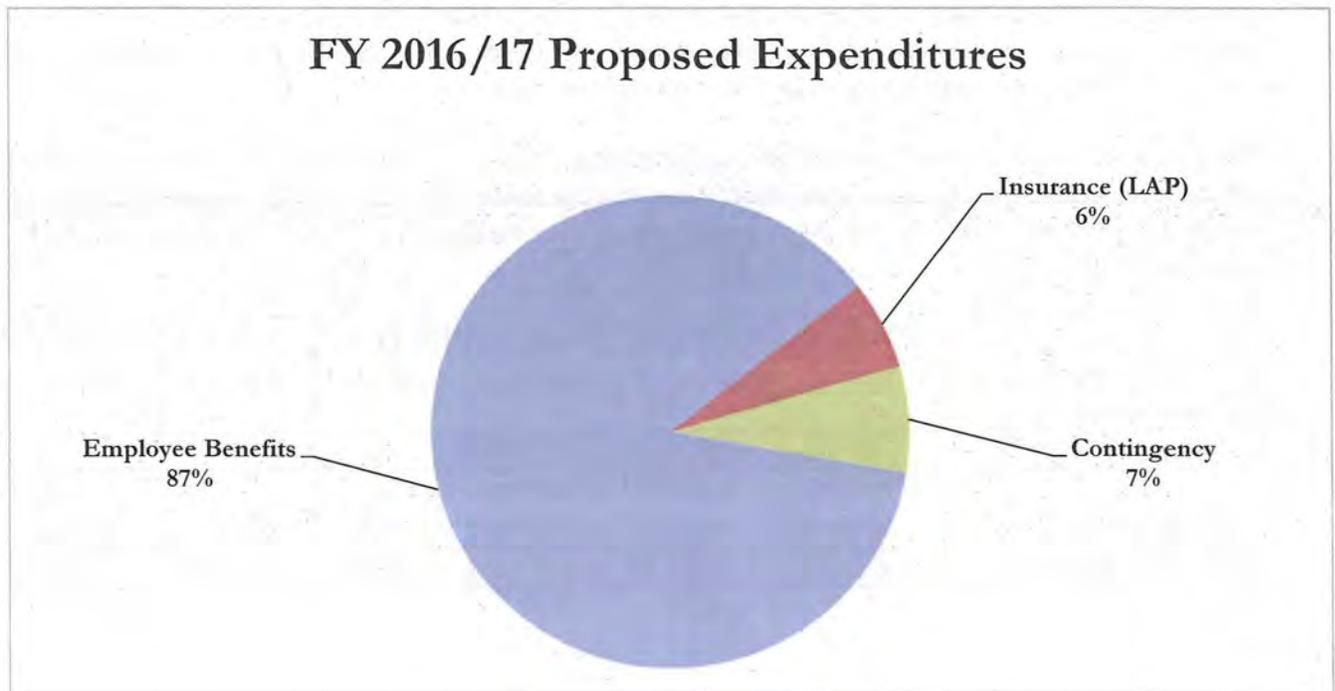
Transfers Out to Other Funds - \$52,590

The increase of \$5,740 is reflective of an increase in the required annual contribution for other post-employment benefits.

TOWN-WIDE

**Town of Mansfield
Expenditure Budget Summary by Activity
Townwide Expenditures**

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Employee Benefits	2,622,352	2,757,420	2,757,420	3,005,010	247,590	8.98%
Insurance (LAP)	134,916	204,020	212,840	211,360	7,340	3.60%
Contingency		174,990	97,000	250,830	75,840	43.34%
TOTAL EXPEND.	2,757,268	3,136,430	3,067,260	3,467,200	330,770	10.55%



EMPLOYEE BENEFITS - 71000

This Program funds employee benefits including: health insurance; life insurance; disability insurance; social security; pension (MERS); workers compensation; unemployment coverage; and the employee assistance program (EAP). The largest single item in this category is health insurance. Health insurance and workers compensation are represented in separate funds respectively.

FY 2016/2017 Trends & Key Issues

Employer contribution rates to the Municipal Employees Retirement System (MERS), which has been a significant cost driver in the past several years, will remain flat for FY 2016/17. Employer contribution rates will remain at 11.38% for regular employees and 16.73% for uniformed career firefighters. The State Retirement Commission sets the employers' rates based on actuarial analysis of member census data and projected benefits for current and future retirees.

Health insurance claims have stabilized after a 14-month period in which the Town experienced significantly higher than normal claims expenditures. Many of these claims were episodic in nature, not chronic conditions. Plan Year 2015 saw claims expenditures reduced by 7.7% from the previous plan year and Fiscal-Year-to-Date claims are 15.4% lower than the previous fiscal year. Staff will continue to educate employees about plan design and health care options and to negotiate plan design changes when appropriate in an effort to manage claims costs.

Staff plans to research the feasibility of implementing a group supplementary life insurance option available to employees through the Town's current life insurance carrier. The benefit, if offered, would be paid for 100% by the participating employee; participation by any employee would be voluntary.

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	(5,000)	(5,000)	(5,000)	(5,000)	-	
Benefits	1,728,354	1,646,510	1,646,510	1,656,560	10,050	0.61%
Medical Ben.	898,998	1,115,910	1,115,910	1,353,450	237,540	100.00%
TOTAL EXPEND.	2,622,352	2,757,420	2,757,420	3,005,010	247,590	8.98%

LIABILITY, AUTOMOBILE, AND PROPERTY (LAP) INSURANCE – 72000

This program funds general liability insurance, which provides coverage for property, general liability, automobile, bonds, and other special insurance coverage. The Town secures its liability-automobile-property (LAP) insurance through CIRMA, with the exception of insurance coverage for Fire Department apparatus. Staff in the Town Manager's Office, working with the Town Attorney, other legal counsel, and/or CIRMA staff, represent the Town's interests in claims and litigation related to LAP matters.

FY 2015/2016 Accomplishments

- To help represent the insurance needs and interests of Mansfield, continued to serve as a member of CIRMA's Underwriting and Operations Committee. ♦
- Conducted quarterly meetings with CIRMA staff to review various areas of insurance and risk management. ♦
- Updated Town's statement of values; ensured that buildings, vehicles, and equipment are insured for proper replacement values. ♦
- Updated policy on contractor insurance requirements. ♦
- Ensured adequate renewal coverage for aging underground oil tanks to meet statutory requirements that went into effect 10/1/2013. ♦

FY 2016/2017 Trends & Key Issues

Beginning with FY 2015/16, LAP insurance costs associated with fire stations and apparatus will be included in this program budget; all General Fund LAP insurance costs are now reflected in this program budget.

Due to positive claims experience, the CIRMA LAP insurance premium for FY 2016/17 is expected to remain flat except for any increases associated with exposure (e.g. new equipment or vehicle that is an addition, not a replacement, to Town's inventory).

FY 2016/2017 Goals & Objectives

Goal: Maintain accurate records for LAP related matters. ♦

Objectives:

- Complete by the end of May 2016 the 2016 statement of values for the Town-MBOE-Region 19-Eastern Highlands Health District.
- Maintain accurate records for claims in litigation; in collaboration with the Town's legal counsel, respond to requests for information in a timely manner.
- Report LAP claims and occurrences within two working days of the occurrence.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
LAP Insurance = linkage to Community Life; Infrastructure; Stewardship and Implementation

LAP Insurance	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Experience (Town and BOE)			
Claims (with losses)	7	7	6
Claims/Occurrences (no losses)	18	5	5
Total Claims/Occurrences	25	12	11
Median number of working days from date in which the claim/loss occurs to when the claim/loss is reported to the insurance carrier	4	4	4
Premium dollars expended (all funds Town)	\$202,314	\$218,603	\$217,199

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Insurance	134,916	204,020	212,840	211,360	7,340	3.60%
TOTAL EXPEND.	134,916	204,020	212,840	211,360	7,340	3.60%

CONTINGENCY - 73000

The Town makes an annual appropriation to provide for emergency and/or unforeseen expenditures not budgeted elsewhere. This appropriation is referred to as the “contingency account.”

This year’s appropriation primarily provides for unsettled employment contract costs.

As this is account is for contingencies, actual expenditures are not recorded here. Rather, as the need arises throughout the year, the Town Council authorizes transfers from this program to the appropriate budget expenditure account.

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Misc Expenses & Fees		174,990	97,000	250,830	75,840	43.34%
TOTAL EXPEND.		174,990	97,000	250,830	75,840	43.34%

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**OPERATING TRANSFERS
TO OTHER FUNDS**

OTHER FINANCING USES - 92000

This program represents the General Fund contribution to other Town funds (accounting entities) where Generally Accepted Accounting Principles would expect the accounting activity to be recorded in a fund other than the General Fund. Usually these funds have significant sources of revenues, other than taxes, which are dedicated to a specific activity.

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Other Financing Uses:						
Other Operating	5,000	5,000	5,000	5,000	-	
Revaluation	25,000	25,000	25,000	25,000	-	
Downtown Partnership	125,000	125,000	125,000	125,000	-	
Parks & Recreation Fund	455,430	482,450	482,450	522,950	40,500	8.39%
Debt Service Fund	325,000	285,000	285,000	285,000	-	
Capital Projects Fund	2,104,810	1,408,740	1,408,740	2,785,640	1,376,900	97.74%
Storrs Center Reserve	228,640	228,640	228,640	375,000	146,360	64.01%
Cemetery Fund	36,000	20,000	20,000	20,000	-	
Medical Pension Trust Fund	42,000	42,000	42,000	42,000	-	
Transit Services Fund	138,560	132,050	132,050	142,050	10,000	7.57%
TOTAL EXPEND.	3,485,440	2,753,880	2,753,880	4,327,640	1,573,760	57.15%

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CAPITAL PROGRAM

Town of Mansfield
Capital Improvement Program
Introduction

For FY 2016/17 to 2020/21

What is a capital improvement program? A capital improvement program (CIP) such as that used in Mansfield and by other government entities serves as a multi-year planning instrument designed to identify needed capital projects and to coordinate the financing and timing of the improvements.

The first year of the CIP is the proposed capital fund budget. The proposed capital fund budget is reviewed and amended, if necessary, by the Council and then presented to the Town Meeting for adoption along with the general fund budget. Projects slated for subsequent years in the program are approved on a planning basis and do not receive ultimate expenditure authority until they are eventually incorporated in a capital budget. The CIP is a “rolling” process, because subsequent-year items in the initial capital program are moved up in each future year. Each project must, however, be reconsidered in subsequent years. As discussed, many of the Town’s projects are really maintenance in nature and new items will appear from time-to-time. Projects can be moved up or moved back in the plan depending upon priorities and monetary constraints.

Why does the Town need a CIP? Many governments go about the process of considering and approving capital projects in an undisciplined and uncoordinated manner. Such ad hoc procedures inevitably waste public funds, fail to consider available information and sometimes result in poor project timing. Optimal results require an orderly, comprehensive process that: 1) considers all projects at a single time; and 2) produces a planning document that considers available financing sources and feasible timing. With a CIP, opportunities for public input can be enhanced, while complaints are minimized about projects that seemingly “come from nowhere.”

A CIP ensures some continuity when decision makers change because of expiring terms or personnel changes. Most importantly, projects of dissimilar character are compared and evaluated by elected officials who represent the public in choosing between various facilities and services.

Can capital programming save the Town money? Investors and bond rating agencies stress the value of a CIP to a government seeking to borrow funds. In fact, a copy of the five (5) year plan is generally included in the offering statement for every bond issuance. The absence of rational, long-term planning weighs negatively against the bond ratings issued by rating agencies. The result is a higher interest rate on bond issues sold by governments that do not document and disclose their long-term capital financing needs and plans. Thus, a government entity realizes tangible cost savings results when it utilizes capital improvement programming.

Another financial benefit from the capital programming process is the avoidance of poorly timed projects. Far too often, governments install capital facilities only to find that these facilities soon must be replaced by other installations. Good planning can ensure that these efforts are coordinated and costly duplications avoided. Finally, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, but at good times during the economic cycle. A sound capital planning process helps to promote such practices.

Will a CIP show local government officials anything that they do not already know? Many governments have failed to engage in long-term financial planning, and are unaware of how their capital financing requirements will accumulate over future years. As a result, some jurisdictions unfortunately have deferred maintenance and capital replacement projects in order to sustain operations beyond their financial capabilities. The CIP process can help to identify financial imbalances and begin the steps necessary to assure sound, long-term operations and capital financing strategies. In some cases, the CIP process helps to identify long-term financing needs that require specific public attention in a purely financial context.

What is the relationship of the capital budget to the general fund budget? An appropriation should be included in the general fund budget annually for capital expenditures. This appropriation becomes one of several sources of funds to finance individual specific projects that are accounted for within the capital projects fund. In Mansfield that appropriation is made from the capital and nonrecurring reserve (CNR) fund.

Other sources of financing for the capital budget include state and federal grants, transfers from other funds and miscellaneous items such as a one-time sale of land, and the sale of debt.

Most elements of the capital budget will be included in the capital fund as an authorized project once approved by the voters at the annual Town Meeting. However, items to be financed from bond issues may not be included in the capital fund as an approved project until such time as a successful bond referendum is held.

In addition to the CIP, the Town of Mansfield has established the afore-mentioned CNR fund. The purpose of the CNR fund is to accumulate over a period of years a reserve out of which a portion of the capital budget can be financed. Under ideal conditions, payments would be made from the general fund using the unexpended balance of completed capital projects, and from other sources contributed to the reserve fund each year. Expenditures, on the other hand, would rise and fall with need, but over the long run would be expected to equal revenues.

Finally, the capital projects committee, which is a management committee created by the Town Manager, is responsible for developing the CIP and the CNR Budget for the coming budget year.

The CIP, submitted herewith by the capital projects committee, constitutes only a recommendation to the Town Council to undertake certain projects. Actual authorization to begin a project requires formal budgetary approval by the Council and the Town Meeting and, in the case where the project is to be financed by the issuance of debt, a Town referendum.

In addition to presenting the updated CIP each year, the committee meets periodically during the fiscal year to review projects under construction for the purpose of comparing the actual construction costs with original estimates, as well as to ensure that the Town is completing projects in a timely manner.

The attached CIP recognizes the Town's long term goals, objectives, and ongoing responsibility to maintain its capital investment in facilities, equipment and infrastructure and to improve those facilities to meet the demands of a dynamic community. The program also recognizes the Town's responsibility to limit such undertakings to a level that will preserve the financial integrity of the organization. To that end, the capital projects committee supports a program that will allow for a level or decreasing combined capital and debt burden, a systematic application of "cash to capital", and the use of the CNR Fund to acquire the funds prior to meeting the costs of a capital project.

It is the conclusion of this committee that a proper mix of borrowing, “cash to capital”, and savings to establish a reserve will ensure that: 1) the Town’s overall debt remains well within statutory limits; 2) the Town’s annual capital and debt service payments will consume a level or declining percentage of the Town’s operating budget; 3) the Town’s credit rating will be preserved; and 4) that funding will be available so that capital improvements can be undertaken on a timely basis.

**Town of Mansfield
Capital Fund Budget Summary
FY 2016/17**

	<u>FY 15/16 Amended</u>	<u>FY 16/17 Proposed</u>
Estimated Revenues:		
Capital Non-Recurring Reserve Fund (CNR)	\$ 1,900,470	\$ 2,830,000
Town Aid Road Grant	130,000	130,000
Infrastructure Grant (LOCIP)	184,930	184,000
Federal and State Grants		269,380
Other	108,500	45,790
Bonds		1,323,000
	<u>\$ 2,323,900</u>	<u>\$ 4,782,170</u>

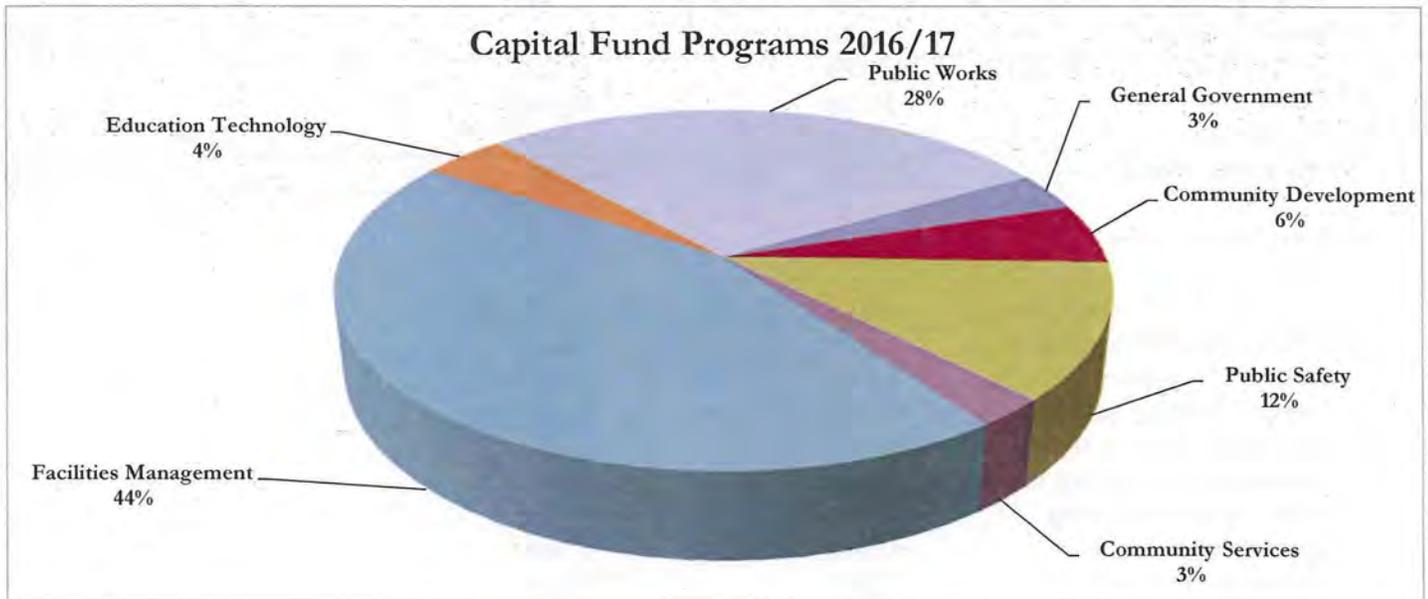
	<u>FY 15/16 Amended</u>	<u>FY 16/17 Proposed</u>
Estimated Expenditures:		
General Government	\$ 91,100	\$ 163,830
Public Safety	130,000	578,550
Public Works	969,000	1,358,000
Facilities Management (Town/Schools)	616,700	2,102,000
Community Services	88,500	119,790
Community Development	228,600	260,000
Education	200,000	200,000
	<u>\$ 2,323,900</u>	<u>\$ 4,782,170</u>

Town of Mansfield
Proposed Capital Projects Fund Financing Plan - 2016/17

	Budget 2016/17	LOCIP	CNR Fund	Bonds	Other Funds	State and Federal Grants	Town Aid Road Fund
General Government							
Classification & Compensation St	30,000		30,000				
Fleet Vehicle	17,000		17,000				
Furniture & Fixtures	15,000		15,000				
Police Service Consulting Assistar	60,000		60,000				
Pool Cars	17,000		17,000				
Software	24,830		24,830				
Total General Government	163,830	-	163,830	-	-	-	-
Public Safety							
Fire and Emergency Services							
Personal Protective Equip.	15,000		15,000				
Replacement 83MF	35,000		35,000				
Replacement Ambulance 607	245,000		245,000				
Replacement of SCBA	283,550		14,170			269,380	
Total Public Safety	578,550	-	309,170	-	-	269,380	-
Public Works							
Engineering CAD Upgrades	30,000		30,000				
Guiderails Imprv/Replacements	50,000		50,000				
Large Dump Trucks w/Plows	200,000		200,000				
Medium Dump Trucks	47,000		47,000				
Pickup/Small Dump Truck	25,000		25,000				
Ravine Road Improvements	110,000		110,000				
Road Drainage & MS4 Requirem	70,000		70,000				
Road/Resurfacing	750,000	184,000	436,000				130,000
Transp/Walkways per Town's Pri	30,000		30,000				
Trees	35,000		35,000				
Vac all Truck	11,000		11,000				
Total Public Works	1,358,000	184,000	1,044,000	-	-	-	130,000
Facilities Management							
Town							
Animal Shelter Building Repairs	2,000		2,000				
Comm Center Building Repairs	35,000		35,000				
Custodial Equipment	10,000		10,000				
Day Care Building Repairs	20,000		20,000				
Fire Stations Building Repairs	60,000		60,000				
Historical Society Building Repair	35,000		35,000				
Indoor Air Quality Testing	5,000		5,000				
Library Building Repairs	45,000		45,000				
Maintenance Projects	10,000		10,000				
Park Building Repairs	12,000		12,000				
Public Works Building Repairs	65,000		65,000				
Roof Repairs	15,000		15,000				
Security Improvements	10,000		10,000				
Town Hall Building Repairs	25,000		25,000				
Work Trucks	70,000		70,000				

Town of Mansfield
Proposed Capital Projects Fund Financing Plan - 2016/17

	Budget 2016/17	LOCIP	CNR Fund	Bonds	Other Funds	State and Federal Grants	Town Aid Road Fund
Facilities Management (cont'd)							
Education							
Facilities Study	160,000		160,000				
Mansfield Middle School Gym	873,000			873,000			
School Building Maintenance	200,000		200,000				
Vinton Boiler	450,000			450,000			
Total Facilities Management	2,102,000	-	779,000	1,323,000	-	-	-
Community Services							
Fitness - Equipment	45,790						
Invasive Control	14,000		14,000				
Park Improvements	20,000		20,000				
Playscapes and Playground Surfac	40,000		40,000				
Total Community Services	74,000	-	74,000	-	-	-	-
Community Development							
Storrs Center Reserve	260,000		260,000				
Total Community Develop.	260,000	-	260,000	-	-	-	-
Education							
Technology Infrastructure	200,000		200,000				
Total Education	200,000	-	200,000	-	-	-	-
TOTAL C.I.P. 2015/16	\$ 4,736,380	\$ 184,000	\$ 2,830,000	\$ 1,323,000	\$ -	\$ 269,380	\$ 130,000



Town of Mansfield
Capital Improvements Program Narrative
FY 2016/17

Classification & Compensation Study - \$30,000

This appropriation will fund a classification and compensation study to review employee compensation and to provide updated job descriptions. The Town completed its last study in 2005 and best practices call for an analysis every 10 to 15 years. This study will also assist management in its review of a possible broad band pay plan system for non-union staff.

Fleet Vehicle – \$17,000

This appropriation will fund the replacement of a 2006 Ford Pickup truck with approximately 108,000 miles and increasing maintenance costs. This vehicle is assigned to the Department of Building and Housing Inspection.

Furniture & Fixtures - \$15,000

This appropriation will be used to replace older furniture in the Beck Municipal Building.

Police Service Consulting Assistance - \$60,000

This appropriation will be used for professional & technical services to assist with the Council's review and evaluation of options for police services.

Pool Cars - \$17,000

This appropriation will fund the replacement of a 2002 Honda Sedan. This vehicle is assigned as a pool car supporting a number of departments and has significant body and frame rust, which is a potential safety hazard.

Software - \$24,830

There are four components to this project. First, the appropriation will allow our permitting and code software (CSI) to be deployed to the Fire, and Planning and Development Departments. CSI enhances information access for the public through optional online filing, which provides the citizen the ability to check the status of an application and make payments at any time. It also maximizes staff's ability to update records in the field and work collaboratively across departments. Second, the appropriation will fund document management software to enhance public and staff access to records and data starting with the Planning and Development Department. The software will allow for quick retrieval of information through a variety of search options for the public and staff. It will also safely store records that will be readily accessible, while also reducing physical space needs. Third, the appropriation will complete the implementation of recruitment management software to best manage the hiring process and accompanying data.

Animal Shelter Building Repairs - \$2,000

This appropriation will fund the replacement of the hot water maker at the Mansfield Animal Shelter.

Community Center Building Repairs & Improvements - \$35,000

This appropriation will fund the second phase of the locker replacements; replace a water fountain; and replace flooring in the stairways.

Custodial Equipment - \$10,000

This appropriation will be used to replace outdated and broken equipment.

Day Care Building Repairs & Improvements - \$20,000

This appropriation will be used to replace interior carpeting that is well beyond its useful life.

Fire Stations Building Repairs & Improvements - \$60,000

This appropriation will be used at Station 107 to replace the well system and to replace the roof.

Historical Society Building Repairs - \$35,000

This appropriation will be used to remove an underground fuel tank that is close to its rated life. Funding will also cover the cost to install a propane tank and converting the system to gas.

Indoor Air Quality Testing - \$5,000

This appropriation will be used to establish an account to be used for air quality testing and to purchase testing equipment. This would also include duct work cleaning that should be completed on a regular basis.

Library Building Repairs & Improvements - \$45,000

This appropriation will fund the future local share of a Library Construction Grant through the Connecticut State Library. Planned renovations include the replacement of carpet throughout the building; circulation desk replacement; and reconfiguration of space.

Maintenance Projects - \$10,000

This appropriation will fund small projects and emergency repairs that come up throughout the year.

Park Building Repairs - \$12,000

This appropriation will be used to replace the well at the Southeast ball field.

Public Works Building Repairs & Improvements - \$65,000

This appropriation will be used to upgrade the well system and to replace the roof on the garage. Also included in this appropriation is funding to install insulation in the storage garage.

Roof Repairs – Town Buildings - \$15,000

This appropriation will fund minor roof maintenance throughout town buildings.

Security Improvements - \$10,000

This appropriation will be used to finish installation of security lighting at the parks and for additional lock enhancements and camera installations.

Town Hall Building Repairs & Improvements - \$25,000

This appropriation will be used to replace the hallway carpeting in the Beck Municipal Building that, due to age, has become a safety hazard in some places.

Work Trucks - \$70,000

This appropriation will fund the replacement of two fleet vehicles in Facilities Management. The first vehicle to be replaced is a small box truck that has severe frame issues and is not safe to travel long distances. The second vehicle to be replaced is a 25 year old service truck that needs numerous repairs and a new truck cab.

Facilities Study for Mansfield Schools - \$160,000

This appropriation will fund a comprehensive facility planning study for the Mansfield Public Schools. The study will look at the interior, exterior, HVAC, safety systems, and accessibility of the buildings, prioritizing the most critical issues, estimating project costs and potential grant opportunities. In addition, the firm will assist with community involvement and assessing future building needs based on current educational standards.

Mansfield Middle School Gym - \$873,000

This appropriation will fund the replacement of the gym floor, bleachers, large divider door, score board, wall mats, renovation of the boys and girls locker rooms, installation of a sound system, and air conditioning and duct work.

School Building Maintenance - \$200,000

This appropriation represents the fourth year of a five-year plan to address critical maintenance and infrastructure needs in the Mansfield Public Schools. This appropriation will fund preventative roof maintenance; upgrade a bathroom at Goodwin Elementary School as well as other school bathrooms; improvements to the ropes challenge course; and other routine items that may arise over the year. A portion of the appropriation will also be used to create a replacement reserve for the Vinton playground.

Vinton Boilers - \$450,000

This appropriation will replace the boiler system at Annie Vinton Elementary School. Both boilers are older than their recommended age and are due for replacement. Current boilers produce steam and the replacement boilers will be more energy efficient, lowering emissions and saving energy costs.

Personal Protective Equipment - \$15,000

This appropriation will fund the routine replacement of Personal Protective Equipment (PPE) replacement. PPE replacement for interior structural firefighters occurs on a five to ten-year cycle. This request maintains annual funding to replace a select number of PPE that has reached the end of its service life.

Replacement of 83MF - \$35,000

This appropriation will fund the replacement of a 2007 Ford Explorer with 89,000+ miles used by the Deputy Fire Marshal to conduct inspections and to respond to fires. Replacement is consistent with the department's effort to maintain its fleet. The replacement vehicle will satisfy the requirements of the fire prevention division and provide the opportunity to serve in an operational capacity, if needed.

Replacement of Ambulance 607 - \$245,000

This appropriation will be used to replace a 2008 GMC 4500 ambulance and is consistent with the Fire Department's plan to adjust to a four (4) year ambulance replacement cycle. The reliability of the ambulance fleet is critical to ensuring the department is able to respond to multiple and overlapping calls for service, support the EMS Duty Crew program, and control maintenance costs.

Replacement of SCBA - \$283,550

This appropriation includes federal grant funding of \$269,370 and the 5% local match of \$14,178 for the replacement of Self Contained Breathing Apparatus that is outdated and in need of replacement. The features available on SCBA today improve firefighter safety and provide for more effective communication between personnel.

Engineering CAD Upgrades - \$30,000

This appropriation will provide funds to support the CAD (Computer Assisted Drafting) systems in the Engineering office as well as some funds to further GIS (Geographical Information Systems) development within various Town departments.

Guiderails Improvements/Replacement - \$50,000

This appropriation will fund the replacement metal-beam guiderails and wooden guideposts along Town roadways.

Large Dump Trucks with Plows - \$200,000

This appropriation will be used to replace a 2001 International with 99,000 miles on it. In addition to the truck purchase, a new plow, salt distribution system and liquid salt tank will be purchased to outfit the truck for the winter months.

Medium Dump Trucks - \$47,000

This appropriation will fund the replacement of a 2000 Ford F450 with 124,000 miles that is used daily for tasks ranging from snow plowing to small hauling operations.

Pickup/Small Dump Trucks - \$25,000

This appropriation will be used to purchase a small pickup truck to assist with daily tasks such as trash pickup that does not require a heavy duty medium or large dump truck.

Ravine Road Improvements - \$110,000

This appropriation will fund the construction necessary to make the road safe to the traveling public. Construction will include guide rails, tree trimming and removal, drainage improvements, rock/ledge removal, gravel, signs, grates, and asphalt.

Road Drainage & MS4 Requirements - \$70,000

This appropriation will fund the purchase of drainage pipe, precast catch basins, inlet and underdrains needed in the regular course of responding to drainage maintenance and complaints along Town roads. This is the only source that pays for drainage materials for the department. Also included in this appropriation is funding for the Tier 1 permit required by the State DEEP. Under this new permit the Town will be required to do more than in the past, which may require contracting out the Town's storm water management plan.

Road Resurfacing - \$750,000

These funds will be used to resurface some Town roads as part of the Town's continuing road surface maintenance program. These funds also are used to purchase all the materials used by the DPW in patching roads (including unimproved roads), paving over trenches and leveling roads prior to resurfacing.

Transportation/Walkways per Town's Priority List - \$30,000

This appropriation will provide funds to assist in the design, inspection, maintenance, construction, and right-of-way purchases for various transportation facilities that are not auto-related, such as bus stops, priority walkways, and bikeways.

Trees - \$35,000

This appropriation will fund the removal of public trees that have become hazards and planting new Town trees.

Vac All Truck - \$11,000

This appropriation will fund the Town's participation in the State's Inter-town Capital Equipment Purchase Incentive (ICE) Program with Coventry. Coventry and Mansfield will purchase a new Vac All Truck (catch basin cleaner) to replace the one jointly purchased over 10 years ago. The State will fund 30% and Mansfield and Coventry would split the remainder equally (35% each) and continue to share use per current arrangement.

Invasive Control - \$14,000

This appropriation will be used for aquatic invasive control at Eagleville Lake, in partnership with the town of Coventry, and at Bicentennial Pond, if funds allow. In subsequent years as the infestation is better controlled, the cost may decrease.

Fitness Equipment - \$45,790

This appropriation will fund the replacement of exercise equipment that is beyond normal depreciation and life expectancy, and is scheduled to be upgraded.

Park Improvements - \$20,000

This appropriation will fund an ongoing effort to replace and repair equipment and facilities throughout the Town's park system. This includes playground equipment, picnic areas, ball fields, trail network, signage, fencing, etc. Facility repair and equipment replacement helps to limit the Town's potential liability and provides for safe areas for use by the public. This fund is also used to supplement any outside funding sources such as grants and donations that are obtained to make improvements to the Town's parks.

Playscapes and Playground Surfacing - \$40,000

This appropriation will continue building reserves necessary for the replacement of all Town playscapes. Also, included in this appropriation are funds to replace the specialty engineered wood fiber at the Town's playscapes with a poured in place rubber material to meet current safety standards.

Storrs Center Reserve - \$260,000

This appropriation will be used for one time expenditures such as building inspection and fire prevention personnel for Storrs Center projects. In addition, this year the Storrs Center Reserve account will begin paying off the infrastructure overruns on the project.

Technology Infrastructure - \$200,000

This appropriation represents the fourth year of a five-year plan to address critical technology infrastructure needs in the Mansfield Public Schools. Planned projects include critical network infrastructure updates in our local schools including 10-gigabit data and telephone network backbone components, UPS electrical updates, and selected switches, servers, and wireless end points. Additionally, the funding will be used to improve school security and school communications needs, and to implement overdue equipment replacement cycle needs at the four schools.

Town of Mansfield
Impact of 2016/17 Capital Expenditures
Future Operating Budgets

The Town's capital expenditures largely consist of maintenance items or recurring replacements and are intended to extend the useful life of a building or facility, or to reduce operating costs by replacing equipment or rolling stock on a scheduled basis.

Town of Mansfield
 Capital Projects Committee
 Proposed Five Year Capital Improvements Program
 2016/17 - 2020/21

	Adopted 2015/16	Proposed 2016/17	Future Projects			
			2017/18	2018/19	2019/20	2020/21
SUMMARY OF PROGRAMS						
General Government	\$ 91,100	\$ 163,830	\$ 108,000	\$ 99,000	\$ 99,000	\$ 99,000
Public Safety	130,000	578,550	787,000	967,000	661,000	612,000
Public Works	969,000	1,358,000	1,425,000	1,629,000	1,817,000	2,008,000
Facilities Management	616,700	2,102,000	750,000	750,000	789,500	729,000
Community Services	88,500	119,790	151,090	139,660	125,700	134,440
Community Development	228,600	260,000	500,000	500,000	500,000	300,000
Education	200,000	200,000	200,000	-	-	-
Total CIP	\$ 2,323,900	\$ 4,782,170	\$ 3,921,090	\$ 4,084,660	\$ 3,992,200	\$ 3,882,440

SUGGESTED SOURCES OF FINANCING

Bonds	\$ -	\$ 1,323,000	\$ -	\$ -	\$ -	\$ -
Capital Nonrecurring Reserve Fund	1,900,470	2,830,000	3,550,000	3,711,000	3,632,500	3,514,000
Federal & State Grants	-	269,380	-	-	-	-
LOCIP Grant	184,930	184,000	184,000	184,000	184,000	184,000
Town Aid Road Fund	130,000	130,000	130,000	130,000	130,000	130,000
Other	108,500	45,790	57,090	59,660	45,700	54,440
Total Financing	\$ 2,323,900	\$ 4,782,170	\$ 3,921,090	\$ 4,084,660	\$ 3,992,200	\$ 3,882,440

Town of Mansfield
Proposed Five Year Capital Improvement Program
2017/2021

	Adopted		Future Projects			
	2015/2016	2016/17	2017/18	2018/19	2019/20	2020/21
GENERAL GOVERNMENT						
Fleet Vehicle	26,100	17,000	18,000	24,000	24,000	24,000
Classification & Compensation Study		30,000				
Furniture	15,000	15,000	15,000	15,000	15,000	15,000
Performance Eval Software			15,000			
Police Service Consulting Assistance		60,000				
Pool Cars		17,000	20,000	20,000	20,000	20,000
Software	45,000	24,830	30,000	30,000	30,000	30,000
Strategic Planning	- 5,000		10,000	10,000	10,000	10,000
Total Gen. Govt.	91,100	163,830	108,000	99,000	99,000	99,000
PUBLIC SAFETY						
Fire and Emergency Services						
Automated Chest Compression Units	48,000	-				
Commerical Gear Washer	8,000	-				
Communication Equipment	6,000		18,000	10,000	10,000	10,000
Fire Hose	10,000	-	-	-	-	-
Fire Ponds	6,000		14,000	7,000	8,000	10,000
Vehicle Exhaust Systems			100,000			
Personal Protective Equipment	20,000	15,000	15,000	15,000	16,000	20,000
Personnel Accountability System	12,000	-				
Replacement of 83MF		35,000	-			
Replacement of Service 107					60,000	
Replacement of Ambulance 607		245,000		60,000	90,000	100,000
Replacement of ET 107		-	300,000	300,000		
Replacement of Squad 207				200,000	200,000	250,000
Replacement of Rescue 107			250,000	250,000	165,000	
Replacement of Rescue 207				50,000	50,000	100,000
Replacement of SCBA		283,550	90,000	50,000	50,000	110,000
Rescue Equipment	20,000	-			-	
Thermal Imager Cameras					12,000	12,000
Animal Control						
Van				25,000	-	
Total Public Safety	130,000	578,550	787,000	967,000	661,000	612,000
PUBLIC WORKS						
Backhoe				60,000	75,000	
Bridges					5,000	5,000
Bucket Loader			98,000	122,000	110,000	110,000
Engineering CAD Upgrades		30,000	20,000	25,000	25,000	25,000
Engineering File Storage				10,000		
Engineering Plotter/Scanner/Copier						10,000
Engineering Project Software						25,000
Fueling Station	500,000					
Guiderails Imprv/Replace		50,000	25,000	25,000	25,000	50,000
Large Dump Trucks w/plows		200,000	200,000	100,000	105,000	105,000

Town of Mansfield
Proposed Five Year Capital Improvement Program
2017/2021

	Adopted		Future Projects			
	2015/2016	2016/17	2017/18	2018/19	2019/20	2020/21
PUBLIC WORKS continued						
Medium Dump Trucks		47,000	47,000	47,000	47,000	
Mini Excavator				50,000		
Mowers and Attachments				30,000		
Pickup/small dump trucks		25,000	25,000	25,000	25,000	33,000
Road Drainage & MS4 Requirements		70,000	60,000	60,000	60,000	70,000
Road Grader					50,000	50,000
Road/Resurfacing	373,000	750,000	900,000	1,000,000	1,100,000	1,300,000
Scale for Front End Loader	10,000					
Storrs Center Equipment	10,000					
Street Sweeper					100,000	100,000
Transp/Walkways per Town's Priority listing		30,000	25,000	50,000	60,000	75,000
Trees	6,000	35,000	25,000	25,000	30,000	50,000
Vac all Truck (share with Coventry)	70,000	11,000				
Wincog Equipment - Regional						
Ravine Road Improvements		110,000				
Total Public Works	969,000	1,358,000	1,425,000	1,629,000	1,817,000	2,008,000
FACILITIES MANAGEMENT						
Town						
Animal Shelter Building Repairs		2,000	20,000	35,000	5,000	5,000
Comm Center Building Repairs	39,200	35,000	45,000	45,000	50,000	45,000
Custodial Equipment		10,000	8,000	10,000	10,000	10,000
Daycare Building Repairs	20,000	20,000	30,000	60,000	50,000	50,000
Emergency Generators			15,000	20,000	25,000	25,000
Fire Stations Building Repairs	100,000	60,000	45,000	80,000	35,000	35,000
Historical Society Building Repairs		35,000	55,000	-	100,000	50,000
Indoor Air Quality testing		5,000	5,000	5,000	5,000	5,000
Joshua's Trust Building Repairs	2,500		35,000	50,000	-	-
Library Building Repairs	100,000	45,000	25,000	100,000	100,000	55,000
Maintenance Projects	15,000	10,000	10,000	10,000	34,500	69,000
Oil Tank Removal			15,000	15,000	20,000	20,000
Park Buildings		12,000	12,000	12,000	15,000	5,000
Public Works Building Repairs	10,000	65,000	20,000	20,000	20,000	20,000
Repairs to loading dock and equipment					10,000	25,000
Replacement forklift				7,000		30,000
Roof Repairs - All Town Buildings	30,000	15,000	10,000	10,000	15,000	15,000
Scissor Lifts			35,000			
Security Improvements		10,000	10,000	10,000	10,000	10,000
Senior Center Building Repairs	40,000	-	20,000	45,000	53,000	50,000
Storage Upgrades			-	10,000		
Town Hall Building Repairs	60,000	25,000	40,000	62,000	62,000	60,000
Tractor Replacement			20,000		20,000	
Vault Climate Control						
Work Trucks		70,000	75,000	30,000	35,000	30,000
Education						
Facilities Study		160,000				
MMS Gym		873,000				
School Building Maintenance	200,000	200,000	200,000	114,000	115,000	115,000
Vinton Boiler		450,000				
Total Facilities Management	616,700	2,102,000	750,000	750,000	789,500	729,000

Town of Mansfield
Proposed Five Year Capital Improvement Program
2017/2021

	Adopted		Future Projects			
	2015/2016	2016/17	2017/18	2018/19	2019/20	2020/21
COMMUNITY SERVICES						
Community Center - Misc/Other						
Fitness - Equipment	43,500	45,790	57,090	59,660	45,700	54,440
Invasive Control	-	14,000	14,000			
Park Improvements	20,000	20,000	30,000	30,000	30,000	30,000
Playscapes and Playground Surfacing	5,000	40,000	50,000	50,000	50,000	50,000
Senior Center - Chairs	20,000					
Total Community Services	88,500	119,790	151,090	139,660	125,700	134,440
COMMUNITY DEVELOPMENT						
Storrs Center Reserve	228,600	260,000	500,000	500,000	500,000	300,000
Total Community Development	228,600	260,000	500,000	500,000	500,000	300,000
EDUCATION						
Technology Infrastructure	200,000	200,000	200,000	-	-	-
Total Education	200,000	200,000	200,000	-	-	-
TOTAL C.I.P.	\$ 2,323,900	\$ 4,782,170	\$ 3,921,090	\$ 4,084,660	\$ 3,992,200	\$ 3,882,440
Funding:						
Bonds	-	1,323,000		-	-	-
CNR Fund	1,671,870	2,455,000	3,050,000	3,211,000	3,132,500	3,214,000
CNR Fund - Storrs Center Reserve	228,600	375,000	500,000	500,000	500,000	300,000
Federal and State Grants		269,380				
LoCIP	184,930	184,000	184,000	184,000	184,000	184,000
Town Aid Road Fund	130,000	130,000	130,000	130,000	130,000	130,000
Other Funds - P & R	43,500	45,790	57,090	59,660	45,700	54,440
Other Funds - Storrs Ctr Reserve	65,000					
TOTAL FUNDING:	\$ 2,323,900	\$ 4,782,170	\$ 3,921,090	\$ 4,084,660	\$ 3,992,200	\$ 3,882,440

CAPITAL AND NONRECURRING (CNR) FUND – 250 Fund

This fund was created pursuant to Connecticut General Statutes 7-148 (Municipal Powers). This Fund is used for capital and one-time expenditures.

FY 2015/2016 Accomplishments

- Revenue highlights of the Fund are as follows: General Fund contribution of \$1,637,380; Pequot/Mohegan grant funding of \$209,560; ambulance service fees projected at \$275,000.
- Planned (transferred) uses of the Fund are as follows: \$1,900,470 to the Capital Fund for capital projects; and \$185,000 to the Management Services Fund for technology equipment replacement.

FY 2016/2017 Trends & Key Issues

The FY 2016/17 Budget proposes only capital items to be financed through the CNR Fund. The Governor's budget proposes continued funding for the Pequot/Mohegan grant.

Programs planned for funding in the upcoming fiscal year include:

- \$2,830,000 to fund capital projects.
- \$200,000 for Management Services Fund – technology replacement. ♦

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
CNR = *linkage to Government*

Town of Mansfield
Capital and Nonrecurring Reserve Fund Budget
Estimated Revenues, Expenditures and Changes in Fund Balance
Fiscal Year 2016/17

	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
	Actual	Budget	Proposed	Projected	Projected	Projected	Projected
Sources:							
General Fund Contribution	\$ 2,333,450	\$ 1,637,380	\$ 3,160,640	\$ 3,175,000	\$ 3,175,000	\$ 3,200,000	\$ 3,225,000
Board Contribution	50,000						
Ambulance User Fees	250,769	275,000	250,000	250,000	250,000	250,000	250,000
Other	38,606						
Sewer Assessments	913	500	500	500	500	500	500
Pequot Funds	205,662	209,560	205,660	205,660	205,660	205,660	205,660
Total Sources	2,879,400	2,122,440	3,616,800	3,631,160	3,631,160	3,656,160	3,681,160
Uses:							
Operating Transfers Out:							
Management Services Fund	185,000	185,000	200,000	200,000	200,000	200,000	200,000
Capital Fund	2,398,506	1,671,870	2,455,000	3,050,000	3,211,000	3,132,500	3,214,000
Capital Fund - Storrs Center Reserve	228,600	228,600	375,000	500,000	500,000	500,000	300,000
Compensated Absences Fund	36,000						
Total Uses	2,848,106	2,085,470	3,030,000	3,750,000	3,911,000	3,832,500	3,714,000
Excess/(Deficiency)	31,294	36,970	586,800	(118,840)	(279,840)	(176,340)	(32,840)
Fund Balance/(Deficit) July 1	(4,725)	26,569	63,539	650,339	531,499	251,659	75,319
Fund Balance, June 30	\$ 26,569	\$ 63,539	\$ 650,339	\$ 531,499	\$ 251,659	\$ 75,319	\$ 42,479

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BUDGET RESOLUTIONS

**NOTICE AND WARNING OF ANNUAL TOWN MEETING
TOWN OF MANSFIELD**

The Electors of the Town of Mansfield and all persons who are entitled to vote in Town Meeting mentioned in the following warning are hereby warned and notified that the Annual Town Meeting for Budget Consideration will be held on Tuesday, May 10, 2016 at the Mansfield Middle School Auditorium, at 7:00 p.m. for the following purpose:

To act upon the Proposed Budgets for the Town's fiscal year of July 1, 2016 to June 30, 2017, which Proposed Budgets were adopted by the Town Council on April XX, 2016 and to appropriate the sums estimated and set forth in said Budgets to the purposes indicated.

Dated and signed at Mansfield, Connecticut this ____ day of May 2016.
Mary Stanton, Town Clerk

RESOLVED: That the General Fund Budget for the Town of Mansfield, appended totaling \$_____ is hereby adopted as the proposed operating budget for the Town of Mansfield for the fiscal year July 1, 2016 to June 30, 2017.

RESOLVED: That the Capital Fund Budget for the Town of Mansfield, appended totaling \$_____ is hereby adopted as the capital improvements to be undertaken during fiscal year 2016/17 or later years.

RESOLVED: That the proposed Capital and Non-Recurring Reserve Fund Budget for fiscal year July 1, 2016 to June 30, 2017 in the amount of \$_____ be adopted.

APPROPRIATIONS ACT

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

RESOLVED: That the proposed General Fund Budget for the Town of Mansfield for fiscal year July 1, 2016 to June 30, 2017 in the amount of \$_____ which proposed budget was adopted by the Council on April XX, 2016, be adopted and that the sums estimated and set forth in said budget be appropriated for the purpose indicated.

RESOLVED: That in accordance with Connecticut General Statutes Section 10-51, the proportionate share for the Town of Mansfield of the annual budget for Regional School District No. 19 shall be added to the General Fund Budget appropriation for the Town of Mansfield for fiscal year July 1, 2016 to June 30, 2017 and said sums shall be paid by the Town to the Regional School District as they become available.

RESOLVED: That the proposed Capital Projects Budget for fiscal year July 1, 2016 to June 30, 2017 in the amount of \$_____ be adopted provided that the portion proposed to be funded by bonds or notes shall, at the appropriate times, be introduced for action by the Town Council subject to a vote by referendum as required by Section 407 of the Town Charter.

RESOLVED: That the proposed Capital and Non-Recurring Reserve Fund Budget for fiscal year July 1, 2016 to June 30, 2017 in the amount of \$_____ be adopted.

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TOWN AID ROAD

Town Aid Road - Fund 240
Revenues, Expenditures and Changes in Fund Balance

	FY 14/15 Actual	FY 15/16 Adopted	FY 15/16 Estimated	FY 16/17 Proposed
Revenues:				
Town Aid - Grant	\$ 415,303	\$ 400,000	\$ 416,520	\$ 416,520
Total Revenues	415,303	400,000	416,520	416,520
Expenditures:				
Snow Overtime		120,000	120,000	122,400
Temporary Help	29,000			
Overtime	27,200			
Chemicals	146,007	120,000	120,000	126,000
Signs and Signals	8,668			
Grounds Supplies	2,780			
Equipment Rental (Snow Hauling)	9,744	30,000	30,000	31,000
Transfer to Capital	242,000	130,000	130,000	130,000
Total Expenditures	465,399	400,000	400,000	409,400
Revenues (Over)/Under Expenditures	(50,096)	-	16,520	7,120
Fund Balance, July 1	52,197	2,101	2,101	18,621
Fund Balance, June 30	\$ 2,101	\$ 2,101	\$ 18,621	\$ 25,741

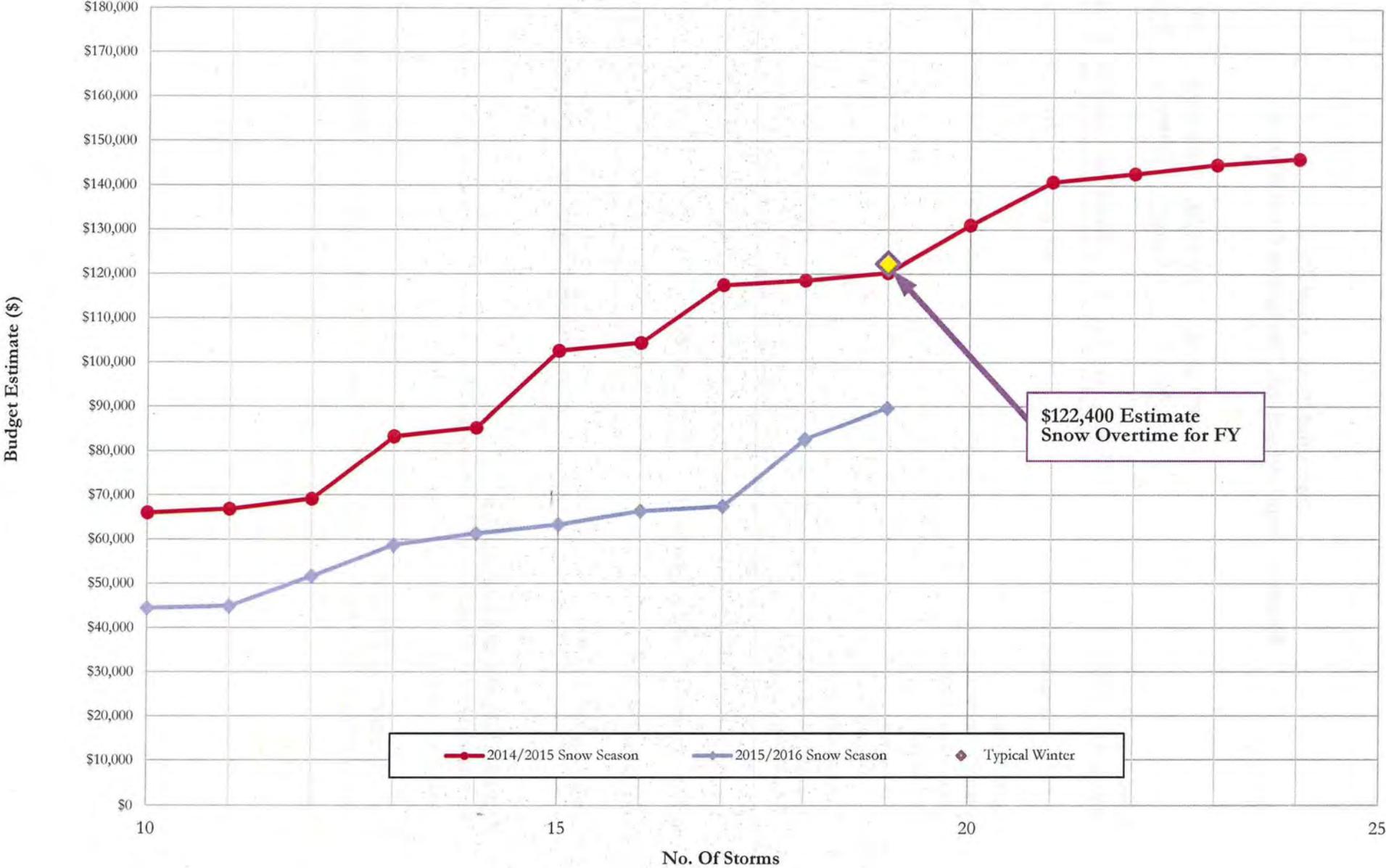
Program Purpose and Description

The administration of the State of Connecticut Department of Transportation Town Aid Road Program is controlled through this fund.

Major Changes and Issues

The Town Aid Road grant for FY 2016/17 reflects the Governor's Proposed Budget for State Aid.

Snow Removal Budget Analysis (FY 16/17)



PARKS & RECREATION
PROGRAM FUND

PARKS AND RECREATION – FUND 260

The mission of the Department of Parks and Recreation is to enhance the quality of life for the community by providing a variety of leisure opportunities, promoting health and wellness, increasing cultural awareness, protecting natural resources, and developing the recreational needs and interests of area residents. Additional responsibilities consist of: providing administrative support for all Departmental activities and co-sponsored organizations; serving as liaison to assigned Town advisory committees (Agriculture, Arts Advisory, Open Space Preservation, Parks Advisory, Recreation Advisory); planning, acquiring, and managing plans for open space, parks and agricultural lands; and supervision and operation of the Community Center.

The mission of the Community Center is to provide area residents with a friendly and vibrant recreational facility by promoting health and wellness, encouraging family activity, strengthening sense of community, and stimulating active living.

FY 2015/2016 Accomplishments

- Visitation to the Community Center remained high, with total attendance at 205,991. ♦
- Supervised comprehensive summer day camp program, vacation camps, and specialty camps. ♦
- Operated before and after school programs at Vinton and Southeast Elementary Schools, and an after-school program at the Community Center. ♦
- Provided a variety of special events, programs, activities, and courses for all age groups. ♦
- Oversaw planning, acquisition, and management of Town parks and park improvement projects. ♦
- Supervised comprehensive youth basketball program and provided oversight to co-sponsored youth sport programs. ♦
- Supervised construction of a new Community Playground. ♦
- Managed the Fee Waiver Program and implemented numerous administrative changes to improve resident access to the Program while containing costs. ♦

FY 2016/2017 Trends & Key Issues

The Community Center continues to be a vital resource for the community. Demands for community use of the facility continue to grow. Facility scheduling for community use of the Center must be carefully balanced with member use. Staff will continue its focus on re-establishing base program and membership participation, and increasing awareness of the immediate health value from activity participation.

Town-wide parks are actively used and require regular maintenance and improvements to keep visitors safe. While the Town has been able to make investments in its playgrounds, capital improvements to parks in recent years have been limited causing a growing need to make more significant improvements in future years.

FY 2016/2017 Goals & Objectives

Goal: Improve health and wellness of Mansfield residents. ♦

Objectives:

- Encourage active lifestyles by increasing Community Center membership base.
- Promote Community Center through marketing and provide incentives for residents to stay healthy.
- Provide opportunities for families and individuals to stay active through programs, events and activities.

- Continue to promote new Silver Sneakers program partnership to improve access to Community Center resources.

Goal: Acquire appropriate open space and park areas to improve quality of life. ♦

Objectives:

- Promote use of parks through educational programs and guided hikes in natural areas.
- Review and prioritize with Open Space Preservation Committee and/or Parks Advisory Committee potential property acquisitions.
- Create and update management plans for Town open space and park areas.
- Inventory park resources and develop improvement needs list.
- Improve open space and park areas to ensure safe and wholesome experiences.
- Continue to work with the Open Space Preservation Committee and the Town Council to adopt an open space action plan to highlight priority preservation projects.
- Replace and repair playscapes throughout Town to ensure a safe play environment for children.

Goal: Provide a safe and supportive environment for children to participate in quality before and after school programs. ♦

Objective:

- Increase awareness of before and after school program opportunities.
- Work with school officials to improve communication and site security for before and after school programs.

Goal: Work with area colleagues and agencies to increase regional cooperation. ♦

Objectives:

- Meet quarterly with area Parks and Recreation departments to plan seasonal staff training opportunities, generate opportunities for equipment sharing, and to promote area-wide seasonal events.
- Seek opportunities for programming partnerships.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan. *Parks and Recreation = linkage to Natural Systems; Open Space, Parks and Agricultural Lands; Community Life; Stewardship and Implementation*

Parks and Recreation

	FY 14/15 Actual	FY 15/16 Estimated	FY 16/17 Proposed
Parks			
Open space and passive recreation (in acres)	1,963.34	2,042.34	2,042.34
Active recreation parks (in acres)	100.10	100.10	100.10
Total parks - including land and water (in acres)	2,063.44	2,142.44	2,142.44
Recreation			
Community Center members	4,653	4,350	4,612
Community Center memberships	2,216	2,026	2,148
Community Center visits	205,991	210,000	212,000
Youth programs offered	411	400	415
Youth program participants	4,090	4,000	4,200
Aquatics programs offered	195	200	210
Aquatics program participants	1,449	1,500	1,530
Fitness programs offered	354	350	360
Fitness program participants	2,106	2,100	2,200
Adult programs offered	78	70	80
Adult program participants	485	450	500
Special community events offered	8	10	12
Special community event participants	1,074	1,500	1,500

**Mansfield Parks and Recreation Fund
Staffing**

	FY 14/15 Actual	FY 15/16 Budget	FY 15/16 Estimated	FY 16/17 Projected
<u>Full time & Part-time with benefits</u>				
Director of Parks & Recreation	1.00	1.00	1.00	1.00
Assistant Director of Parks & Recreation	1.00	1.00	1.00	1.00
Recreation Supervisor - Health & Fitness	1.00	1.00	1.00	1.00
Aquatic Director	0.25	-	-	-
Recreation Supervisor - Aquatics	0.75	1.00	1.00	1.00
Recreation Supervisor	1.00	-	-	-
Recreation Coordinator	1.00	2.00	2.00	2.00
Member Services Coordinator	1.00	1.00	1.00	1.00
Administrative Services Specialist	1.00	1.00	1.00	1.00
Head Custodian	1.00	1.00	1.00	1.00
Custodian	1.00	1.00	1.00	1.00
Environmental Planner	0.58	0.58	0.58	0.58
Receptionist	0.71	0.71	0.71	0.71
TOTAL	11.29	11.29	11.29	11.29
<u>Part time NB, FTE</u>				
Weekend/Evening Facility Supervisors	1.15	1.05	1.05	1.02
Receptionists	2.65	2.47	2.44	2.55
Custodians	1.07	0.99	1.12	1.06
Teen Center	0.70	0.61	0.61	0.70
Lifeguards	7.90	8.08	8.03	7.95
Fitness Attendants	3.05	2.80	2.68	2.92
TOTAL	16.52	16.00	15.93	16.20
<u>PROGRAM STAFF-Part time NB, FTE</u>	11.70	12.72	12.08	11.64
TOTAL Parks & Recreation Fund FTE	39.51	40.01	39.30	39.13

Mansfield Parks and Recreation Fund
Estimated Balance Sheet
As of June 30, 2016 and June 30, 2017
(with comparative totals for June 30, 2015)

	June 30,		
	2015 Actual	2016 Estimated	2017 Projected
<u>Assets</u>			
Cash	\$ 269,169	\$ 182,062	\$ 203,282
Accounts Receivable	15,229		
Total Assets	\$ 284,398	\$ 182,062	\$ 203,282
 <u>Liabilities and Fund Balance</u>			
Liabilities:			
Accounts Payable	\$ 20,349	\$ -	\$ -
Due to Other Funds	6,765		
Total Liabilities	27,114	-	-
Fund Balance:			
Deferred Revenue	167,442	100,000	100,000
Unassigned	89,842	82,062	103,282
Total Fund Balance	257,284	182,062	203,282
Total Liabilities and Fund Balance	\$ 284,398	\$ 182,062	\$ 203,282

Mansfield Parks and Recreation Fund
Estimated Revenues, Expenditures, and Changes in Fund Balance
As of June 30, 2016 and June 30, 2017
(With comparative totals as of June 30, 2015)

	FY 14/15 Actual	FY 15/16 Budget	FY 15/16 Estimated	FY 16/17 Projected
Revenues:				
Membership Fees	\$ 809,079	\$ 859,640	\$ 859,640	\$ 859,640
Program Fees	729,970	779,340	768,940	808,280
Fee Waivers	64,196	70,220	70,220	74,820
Daily Admission Fees	55,353	51,680	51,680	62,340
Rent - Facilities/Parties	37,075	38,310	38,310	35,310
Employee Wellness	16,473	20,160	20,160	18,000
Rent - E.O. Smith	16,875	16,880	16,880	16,880
Charge for Services	16,555	10,000	16,500	10,000
Contributions	6,830	5,000	5,890	5,750
Sale of Merchandise	3,359	4,000	4,000	4,000
Sale of Food	2,728	3,400	3,000	3,400
Other	6,229	4,400	6,200	4,400
Total Revenues	1,764,722	1,863,030	1,861,420	1,902,820
Operating Transfers In:				
General Fund - Recreation Admin	332,430	352,450	352,450	367,950
General Fund - Community Programs	75,000	75,000	75,000	105,000
General Fund - Bicentennial Pond	25,000	25,000	25,000	25,000
General Fund - Teen Center	25,000	25,000	25,000	25,000
Total Rev. & Op Trans	2,222,152	2,340,480	2,338,870	2,425,770
Expenditures:				
Salaries & Wages	1,334,150	1,343,830	1,359,930	1,377,510
Benefits	256,500	320,410	291,420	307,100
Professional & Technical	182,781	162,780	177,590	184,940
Purchased Property Services	39,441	35,200	42,000	36,200
Repairs & Maintenance	25,385	22,500	22,500	26,000
Other Purchased Services/Rentals	108,534	119,770	109,770	115,820
Other Supplies	50,738	55,100	53,680	69,410
Energy	165,000	172,070	145,000	156,000
Building Supplies	29,299	42,000	42,000	34,000
Recreation Supplies	59,274	48,710	47,460	39,780
Equipment	43,631	55,300	55,300	57,790
Improvements				
Total Expenditures	2,294,733	2,377,670	2,346,650	2,404,550
Excess/(Deficiency)	(72,581)	(37,190)	(7,780)	21,220
Fund Balance, July 1	162,423	89,842	89,842	82,062
Fund Balance, End of Period	\$ 89,842	\$ 52,652	\$ 82,062	\$ 103,282

**MANSFIELD DISCOVERY
DEPOT, INC.**

Daycare Combined Program Fund
Estimated Revenues, Expenditures and Changes in Fund Balance

	FY 14/15 Actual	FY 15/16 Budget	FY 15/16 Estimated	FY 16/17 Budget
Revenues:				
Fees	\$ 827,477	\$ 1,042,400	\$ 916,880	\$ 1,088,780
Daycare Grant	339,051	319,119	345,800	345,790
National School Lunch Grant	29,107	24,000	30,290	24,000
State Support _ Other	7,500			
DSS Subsidies	65,178	42,500	66,880	42,500
UConn	78,750	52,500	52,760	26,250
School Readiness Program	17,340	18,024	33,030	44,620
Fees - Extended Care	-	18,000		18,200
Fundraising	-	5,000		5,000
Total Revenues	1,364,403	1,521,543	1,445,640	1,595,140
Expenditures:				
Administrative	174,577	211,870	143,720	222,670
Direct Program	1,063,196	1,147,220	1,032,990	1,205,650
Purchased Property Services	19,067	20,560	22,080	22,930
Repairs & Maintenance	14,904	6,800	6,800	6,800
Insurance	7,971	10,830	8,400	10,830
Other Purchased Services	13,809	13,360	11,850	10,910
Food Service Supplies	45,680	42,250	42,000	47,250
Energy	47,000	51,700	51,700	51,700
Supplies & Miscellaneous	11,898	18,250	14,650	18,400
Equipment	227	3,000	1,000	3,000
Total Expenditures	1,398,329	1,525,840	1,335,190	1,600,140
Excess/(Deficiency)	(33,926)	(4,297)	110,450	(5,000)
Fund Balance, July 1	251,534	217,608	217,608	328,058
Fund Balance, June 30	<u>\$ 217,608</u>	<u>\$ 213,311</u>	<u>\$ 328,058</u>	<u>\$ 323,058</u>

This fund is used to record the operations of the Mansfield Discovery Depot, a not-for-profit day care center. The Center is funded by a combination of revenues, including a grant received from the State of Connecticut Department of Social Services, parent fees and other local revenues.

The goal of the Discovery Depot is to provide quality daycare at affordable prices for the residents of Mansfield.

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OTHER OPERATING FUND

Town of Mansfield
Other Operating Fund 270
March 10, 2016

Activity	Balance 7/1/2015	Revenues	Expenditures	Balance 3/10/16
11155 Goodwin Bequest	8,078.65		(524.73)	7,553.92
11160 The Blueberry Fund	(0.04)			(0.04)
12120 Mansfield Uniform Shirts	34.45	40.00	(40.00)	34.45
12152 Retirement Reception	10.50			10.50
15110 Historic Document Preservation	15,184.50	6,860.00	(10,226.79)	11,817.71
16404 Property Revaluation	2,153.00	12,500.00	(119.99)	14,533.01
21308 Neuter Assist/Education Fund	1,195.21			1,195.21
22180 Restitution Fees	709.50			709.50
22201 Ambulance Services	-	378,248.56	(100,173.24)	278,075.32
23111 Nuclear Safety EMG Preparedness Grant	-	17,659.23	(17,659.22)	0.01
23112 Connecticut Fair Plan	-	450.00	(450.00)	-
30805 Permitting/Enforcement Software	7,403.96	14,764.50	(18,272.19)	3,896.27
30901 Maintenance-Sale of property	2,741.46	2,249.59	(944.60)	4,046.45
40359 High Risk Rural Roads Speed Enhancement	-	34,275.03	(33,916.39)	358.64
40360 Town Square Activities	-	666.67		666.67
40370 Downtown Partnership	-	150.00	(350.00)	(200.00)
40372 MDP - Festival on the Green	26,313.20	12,150.00	(15,901.97)	22,561.23
40376 Holiday DUI Enforcement	-	32,432.04	(15,779.75)	16,652.29
40380 Underage Drinking Grant 2013-14	-	39,107.11	(22,297.11)	16,810.00
40381 Neighborhood Assist.Act-Energy	13,596.47			13,596.47
40382 Neighborhood Assist.Act-Water Harvesting	20,894.71	4,000.00		24,894.71
40384 CL&P Clean Energy Program	2,019.00			2,019.00
40397 Beautification Committee	420.65			420.65
40398 Mansfield Bike Tour	4,557.26		(271.25)	4,286.01
40441 Elderly Disabled Responsive Transp	-	16,314.34	(8,840.58)	7,473.76
40512 CL&P Neighbor to Neighbor Energy Challenge	4,597.50			4,597.50
41236 ACHIEVE	406.47			406.47
42154 Mansfield Holiday Fund - Niagara	1,490.00	345.00	(1,825.00)	10.00
42157 Children's Grief Group	1,345.71			1,345.71
42158 Holiday Fund	10,311.51	11,036.00	(1,088.00)	20,259.51
42159 Camperships	5,401.82	1,592.00	(3,792.50)	3,201.32
42209 NECASA	-	5,323.00	(844.00)	4,479.00
42218 Rec. Program Scholarship Fund	4,527.78	182.80		4,710.58
42260 Special Needs - General	20,999.14	6,018.85	(2,809.74)	24,208.25
42301 Senior Programs	13,644.92	18,992.74	(14,267.31)	18,370.35
42306 TVCCA Senior Nutrition	-	1,935.00		1,935.00
42308 Senior Ctr Veteran's Day	1,798.37	500.00	(2,003.46)	294.91
42309 Senior Ctr - Herrmann Trust	2,769.37			2,769.37
42311 Senior Newsletter	900.00	200.00		1,100.00
43200 Friends of Library	21,067.50	9,720.84	(17,779.79)	13,008.55
43202 Hall Bequest - Mansfield Public Library	12,155.22			12,155.22
43203 Hall Bequest - Doris Davis Garden	15,321.88		(7,250.00)	8,071.88
43204 Library Re-Sale/Contribution	-	1,007.15	-	1,007.15
43332 Library Connection Technology Grant	-	6,638.00	(838.00)	5,800.00
44109 Land Protection Program	4,662.47	3,075.00		7,737.47
44110 Comm Ctr Accessibility	36.82			36.82
44111 Eagleville Preserve	-	4,705.36		4,705.36
44112 Mount Hope Park	-	6,121.49		6,121.49
44113 Old Spring Hill	-	(4,518.48)		(4,518.48)
44115 Schoolhouse Brook Park	-	19,698.24	(305.80)	19,392.44

**Town of Mansfield
Other Operating Fund 270
March 10, 2016**

Activity	Balance 7/1/2015	Revenues	Expenditures	Balance 3/10/16
44116 River Park NEPA Tree Grant	314.00			314.00
44117 Moss Sanctuary	242.50			242.50
47001 Day Care Non-Grant	235.57	1,862.19		2,097.76
60210 CT Association for the Gifted	86.93			86.93
61209 Goodwin Special Ed Donations	1,140.00			1,140.00
62115 MMS Summer School Program	-	2,500.00	(8,715.53)	(6,215.53)
62120 Oak Grove School	4,808.02	14,560.00	(9,106.97)	10,261.05
62144 CT Writing Project	464.98			464.98
62145 Enhancing Student Achievement	41,844.79		(15,762.90)	26,081.89
62151 Goodwin Donations	777.97	1,541.00	(1,479.40)	839.57
62160 Southeast School Donations	439.20	362.24	(669.60)	131.84
62215 MMS Book Fund	20.00			20.00
62222 Chris Rogers Award-Junior Robotics	1.45			1.45
62263 Special Education Grants/Tuition	243,999.65	146,874.52		390,874.17
62265 Preschool Tuition	51,592.34			51,592.34
62272 Crepeau MMS Spec. ED.	991.40			991.40
62275 Early Childhood Fund	2,494.63	1,244.49		3,739.12
62276 Goodwin Greenhouse Fund	205.12			205.12
62278 Mohegan Tribe Challenge	360.12			360.12
62280 Graustein Memorial Fund	-	15,741.00	(27,250.78)	(11,509.78)
62282 MPS Birthday Book Buddies	3,821.02	1,200.00	(196.50)	4,824.52
62283 Tim Quinn Music Program	121.77			121.77
62286 AASL Research Grant-Bark if you can read	40.00			40.00
62289 Mary Turcotte Fund	855.00			855.00
62291 CAS Foundation-Endowment/Flanagan Grant	860.00		(300.00)	560.00
62292 Southeast Buddy Bench	505.50		(129.82)	375.68
62294 NE Dairy & Food Council Grant	389.54			389.54
62297 IMLS Sparks Grant	-	(1,260.00)	(8,899.00)	(10,159.00)
62298 Pinnacle School Breakfast Grant	-	1,000.00	(733.48)	266.52
63403 Suzuki	30,500.47	43,100.00	(38,119.38)	35,481.09
63404 Dorothy C. Goodwin Program	554.90			554.90
63405 School Use Fund (62609)	793.66	365.00		1,158.66
	<u>615,634.50</u>	<u>894,230.35</u>	<u>(409,934.77)</u>	<u>1,099,930.08</u>

The 270 Fund is used to account for miscellaneous programs for the Town and School Board.

DEBT SERVICE

DEBT SERVICE FUND – LONG TERM DEBT

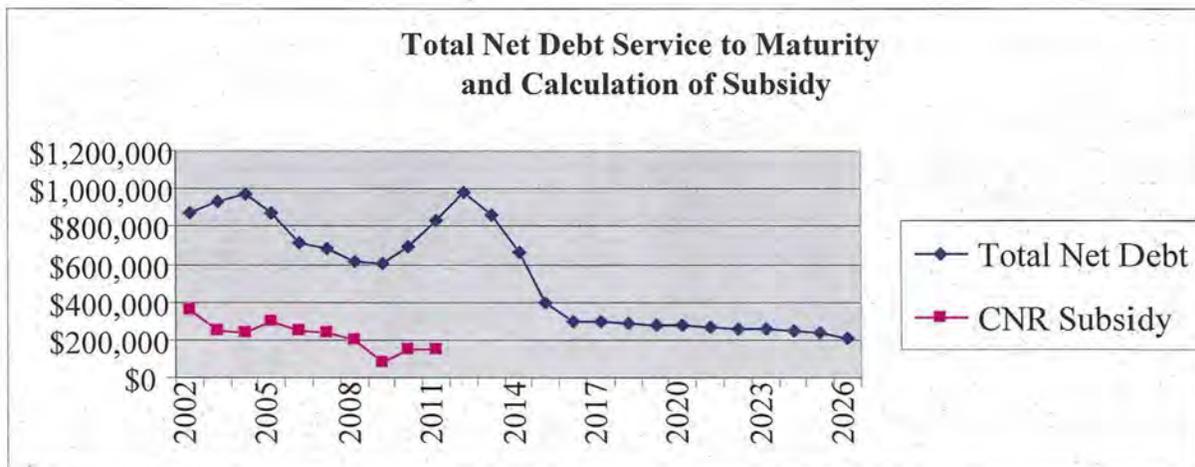
The Debt Service Fund is used to account for the accumulation of resources and the payment of general long-term debt principal, interest and related costs.

FY 2015/2016 Accomplishments

- Ended Fiscal Year 2014/15 with a Fund Balance of \$61,751. ♦
- Anticipate ending Fiscal Year 2015/16 with a Fund Balance of \$46,426 after reducing outstanding bonded debt by \$220,000. ♦

FY 2016/2017 Trends & Key Issues

The FY 2016/17 Debt Service payment from the General Fund is \$285,000; no change from FY 2015/16. This budget includes debt service payments for the 2011 G.O. bond issue and further reducing other outstanding bonded debt by \$220,000. Principal outstanding as of June 30, 2016 is \$2,180,000, with \$1,040,000 of authorized but unissued debt for Open Space and \$9,000,000 of authorized but unissued debt for the Four Corners Sewer project.



Note: Future debt offerings are not projected in the above graph.

**Town of Mansfield
Debt Service Fund
Estimated Revenues, Expenditures and Changes in Fund Balance**

	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Projected	FY 17/18 Projected	FY 18/19 Projected	FY 19/20 Projected
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds						
Total Revenues	-	-	-	-	-	-
Operating Transfers In - General Fund	325,000	285,000	285,000	285,000	275,000	275,000
Total Revenues and Operating Transfers In	325,000	285,000	285,000	285,000	275,000	275,000
Expenditures:						
Principal Retirement - GOB 2011	220,000	220,000	220,000	220,000	220,000	220,000
Interest - GOB 2011	86,925	80,325	73,725	67,125	60,525	53,925
Lease Purchase - CIP Equip 09/10	58,019					
Total Expenditures	364,944	300,325	293,725	287,125	280,525	273,925
Revenues and Other Financing Sources Over/(Under) Expend	(39,944)	(15,325)	(8,725)	(2,125)	(5,525)	1,075
Fund Balance, July 1	101,695	61,751	46,426	37,701	35,576	30,051
Fund Balance, June 30	\$ 61,751	\$ 46,426	\$ 37,701	\$ 35,576	\$ 30,051	\$ 31,126

**Town of Mansfield
Debt Service Fund
Estimated Revenues, Expenditures and Changes in Fund Balance**

	<u>FY 20/21</u>	<u>FY 21/22</u>	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>FY 24/25</u>	<u>FY 25/26</u>
	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds						
Total Revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating Transfers In - General Fund	275,000	255,000	250,000	250,000	240,000	210,000
Total Revenues and Operating Transfers In	<u>275,000</u>	<u>255,000</u>	<u>250,000</u>	<u>250,000</u>	<u>240,000</u>	<u>210,000</u>
Expenditures:						
Principal Retirement - GOB 2011	220,000	220,000	220,000	220,000	220,000	200,000
Interest - GOB 2011	47,325	40,725	33,850	25,600	16,800	8,000
Lease Purchase - CIP Equip 09/10						
Total Expenditures	<u>267,325</u>	<u>260,725</u>	<u>253,850</u>	<u>245,600</u>	<u>236,800</u>	<u>208,000</u>
Revenues and Other Financing Sources Over/(Under) Expend	7,675	(5,725)	(3,850)	4,400	3,200	2,000
Fund Balance, July 1	<u>31,126</u>	<u>38,801</u>	<u>33,076</u>	<u>29,226</u>	<u>33,626</u>	<u>36,826</u>
Fund Balance, June 30	<u>\$ 38,801</u>	<u>\$ 33,076</u>	<u>\$ 29,226</u>	<u>\$ 33,626</u>	<u>\$ 36,826</u>	<u>\$ 38,826</u>

Town of Mansfield
 Summary of Total Debt Service Payable
 and
 Budget Projections for FY 16/17

Description	FY 14/15 Actual	FY 15/16 Estimated	Budget Projections FY 16/17			Funds To/ From Fund Balance	Net Payable
			Principal	Interest	Total		
School Projects:							
Serial Bonds	\$ 109,104	\$ 104,454	\$ 77,500	\$ 26,954	\$ 104,454	\$ 8,725	\$ 95,729
	109,104	104,454	77,500	26,954	104,454	8,725	95,729
General & Sewer Purpose:							
Serial Bonds	\$ 197,821	\$ 189,271	\$ 142,500	\$ 46,771	\$ 189,271		\$ 189,271
Lease Purchase	58,019	-			-		-
	255,840	189,271	142,500	46,771	189,271	-	189,271
Total Debt Service	\$ 364,944	\$ 293,725	\$ 220,000	\$ 73,725	\$ 293,725	\$ 8,725	\$ 285,000

Town of Mansfield
Estimated Serial Bonds Payable
FY 2016/17

<u>School Issues</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Net Payable</u>
March 22, 2011	\$ 77,500	\$ 26,954	\$ 104,454	\$ 104,454
<u>Town Issues</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Net Payable</u>
March 22, 2011	\$ 142,500	\$ 46,771	\$ 189,271	\$ 189,271
Grand Total	<u>\$ 220,000</u>	<u>\$ 73,725</u>	<u>\$ 293,725</u>	<u>\$ 293,725</u>

**Town of Mansfield
Serial Bonds Summary
Schools and Town
Estimated as of June 30, 2016**

	<u>Schools</u>	<u>Town</u>	<u>Total</u>
Balance at July 1, 2015	\$ 871,000	\$ 1,529,000	\$ 2,400,000
Issued During Period			
Retired During Period	77,500	142,500	220,000
Balance at June 30, 2016	<u>\$ 793,500</u>	<u>\$ 1,386,500</u>	<u>\$ 2,180,000</u>

Changes in Bonds and Notes Outstanding

	<u>Serial Bonds</u>	<u>BAN's</u>	<u>Promissory Note</u>	<u>Total</u>
Balance at July 1, 2015	\$ 2,400,000	\$ -	\$ -	\$ 2,400,000
Debt Issued				
Debt Retired	220,000			220,000
Balance at June 30, 2016	<u>\$ 2,180,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,180,000</u>

<u>Description</u>	<u>Original Amount</u>	<u>Payment Date</u>		<u>Bonds</u>	<u>BAN's</u>	<u>Total</u>
	<u>P & I</u>	<u>I</u>				
2011 Town General Oblig. Bond	1,485,000	3/15	9/15	\$ 1,127,750		\$ 1,127,750
2011 Town Sewer Purpose Bond	330,000	3/15	9/15	258,750		258,750
2011 School General Oblig. Bond	1,025,000	3/15	9/15	793,500		793,500
	<u>\$ 2,840,000</u>			<u>\$ 2,180,000</u>	<u>\$ -</u>	<u>\$ 2,180,000</u>

Town of Mansfield
 Estimated Detail of Debt Outstanding
 Schools and Town
 As of June 30, 2016

	<u>Original Amount</u>	<u>Estimated Balance 06/30/16</u>
Schools:		
Consists of -		
2011 General Obligation Bonds:		
MMS Heating Conversion	\$ 1,025,000	\$ 793,500
Schools Outstanding Debt	1,025,000	793,500
Town:		
Consists of -		
2011 General Obligation Bonds:		
Community Center Air Conditioning	\$ 173,620	\$ 134,500
Hunting Lodge Road Bikeway	105,250	80,750
Salt Storage Shed	263,130	203,000
Storrs Rd/Flaherty Rd Streetscape Improvements	302,000	233,000
Various Equipment Purchases	93,000	57,500
Facility Improvements	40,000	25,000
Transportation Facility Improvements	130,000	101,500
Stone Mill Rd/Laurel Lane Bridge Replacements	378,000	292,500
2011 Sewer Purpose Obligation Bonds:		
Four Corners Sewer & Water Design	330,000	258,750
Town Outstanding Debt	1,815,000	1,386,500
Total Debt Outstanding	\$ 2,840,000	\$ 2,180,000

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ENTERPRISE FUNDS

PUBLIC WORKS - SEWER OPERATING ENTERPRISE – 811 FUND

UCONN Water/Sewer Fund – This Fund accounts for the provision of water and sewer services provided by the University of Connecticut to certain residents of the Town. All activities necessary to provide such services are accounted for in this Fund.

Willimantic Sewer Fund – This Fund accounts for the provision of sewer service in southern Mansfield, which sewers connect to the Town of Windham’s sewers and wastewater treatment facility. All activities necessary to provide such services are accounted for in this Fund.

FY 2015/2016 Accomplishments

- Completed the fifth year under an agreement with the Town of Windham for Mansfield’s participation in the reconstruction of the Windham Water Pollution Control Facility, which pays for facility upgrades as well as Windham’s operation of the southerly Mansfield sewers. ♦
- Completed Four Corners sanitary sewer system and sewer pump station design. ♦
- Completed state scoping and environmental impact evaluation process for Four Corners project, required in order to receive \$3 million state grant. ♦
- Completed negotiations with UCONN for a comprehensive sewer service agreement replacing the previous agreement from 1989. ♦

FY 2016/2017 Trends & Key Issues

Quarterly payments to Windham for Mansfield’s flow proportionate share of the Windham sewage treatment plant upgrade will continue through 2032. These payments are approximately \$21,250 per quarter. Four Corners sewer system construction and financing will commence. Monitoring of the contract operations of the South Eagleville and Storrs Center pump stations (including emergency responses) will continue.

FY 2016/2017 Goals & Objectives

Goal: Prepare for construction of the Four Corners sanitary sewer system. ♦

Objectives:

- Coordinate and negotiate all required easements.
- Advertise and bid construction.

Goal: Evaluate contract operations of the Town’s two pump stations. ♦

Objectives:

- Receive and review inspection and operations reports.
- Provide annual report evaluating this service.

Goal: Provide northern sewer customers with better predictability on sewer rates. ♦

Objectives:

- Establish a larger fund to absorb unforeseen necessary expenditures to maintain the sewer system.
- Establish long-term testing and repair schedule.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town’s strategic plan.
Sewer Fund = linkage to Infrastructure; Stewardship and Implementation

Town of Mansfield
Uconn Water/Sewer Enterprise Fund
Estimated Revenues, Expenditures and Changes in Fund Balance

To be inserted at a future date

Town of Mansfield
Willimantic Sewer Enterprise Fund
Estimated Revenues, Expenditures and Changes in Fund Balance

To be inserted at a future date

UCONN WATER/SEWER FUND
COMPARISON OF PROPOSED WATER/SEWER BILLING
BY CUSTOMER 15/16 VERSUS ACTUAL 14/15

To be inserted at a future date

PUBLIC WORKS – SOLID WASTE MANAGEMENT – 812 FUND

The Solid Waste Fund provides for the operation of the Town's refuse collection and disposal system, recycling program, and the Transfer Station. The Solid Waste Fund is a self-supporting enterprise fund, maintained by user fees and revenues generated from salvaging and recycling efforts. The Town has single-stream recycling where all curbside recyclables are collected together. Additionally, the Town recycles all rigid plastic containers, except Styrofoam. Residential refuse collection is contracted out to Willimantic Waste. Assigned staff supports the Town's energy conservation and sustainability efforts.

The Town participates in the Mid Northeast Recycling Operating Committee for contracts for recovered materials, the administration of the regional household hazardous waste collection facility, and the state program for recycling household electronics, paint, mattresses and box springs.

FY 2015/2016 Accomplishments

- Hauled refuse and bulky waste to the Willimantic Waste Paper facility in Windham. Current tipping fees are \$63.04/ton and \$72.00/ton respectively. ♦
- Began a food scrap demonstration project at the Transfer Station. ♦
- Supported the Town's "Festival on the Green" as a low-waste event with a 55% reduction of waste. ♦
- Expanded multi-family refuse collection service with the completion of Phase 2 of Storrs Center. ♦
- Expanded recycling at the Transfer Station by collecting mattresses and box springs. ♦
- Purchased roll-off containers for the Transfer Station.
- Purchased a truck to haul bulky waste, trash, recyclables, and scrap metal items from the Transfer Station.
- Continued active management of the four schools' on-site composting system. ♦
- Continued organizing quarterly Repair Cafes in collaboration with the Access Agency. ♦
- Awarded \$21,290 from CT DEEP to use for waste prevention programs; \$6,800 will be used for a Food Too Good To Waste school program. ♦
- Formed an ad hoc Climate Action Task Force to identify and prioritize climate-related actions in the Mansfield Tomorrow Plan. ♦

FY 2016/2017 Trends & Key Issues

The Town's Sustainability Committee will work closely with the Ad Hoc Climate Action Task Force to help implement the climate action priorities identified by the task force.

Staff will assist the Solid Waste Advisory Committee in carrying out zero waste strategies. Waste removal efforts in the public spaces of Storrs Center continue to expand with the completion of new construction. Trash and recyclables removal will continue to be evaluated and adjusted with further growth.

FY 2016/2017 Goals & Objectives

Goal: Capture 22 tons of residential/municipal food scraps for composting. ♦

Objectives:

- Promote and evaluate food scrap composting demonstration project at the Mansfield Transfer Station leaf compost pile. Increase participation from 40 to 60 households and establish protocol for municipal low waste functions.

- Offer one composting workshop with the sale of compost bins to 30 residents.

Goal: Increase multi-family residential collection recycling rates from 12% to 20%. ♦

Objectives:

- Measure trash dumpster for recycling contamination once every few months at randomly selected multi-family residences and enforce violations.
- Electronically distribute recycling information to apartment managers once per quarter for distribution to tenants.
- Enhance the webpages at www.mansfieldct.gov/trash to make it easier for residents to find out how to recycle specific items. Continue to evaluate effectiveness of the website enhancement tool purchased through ReCollect.

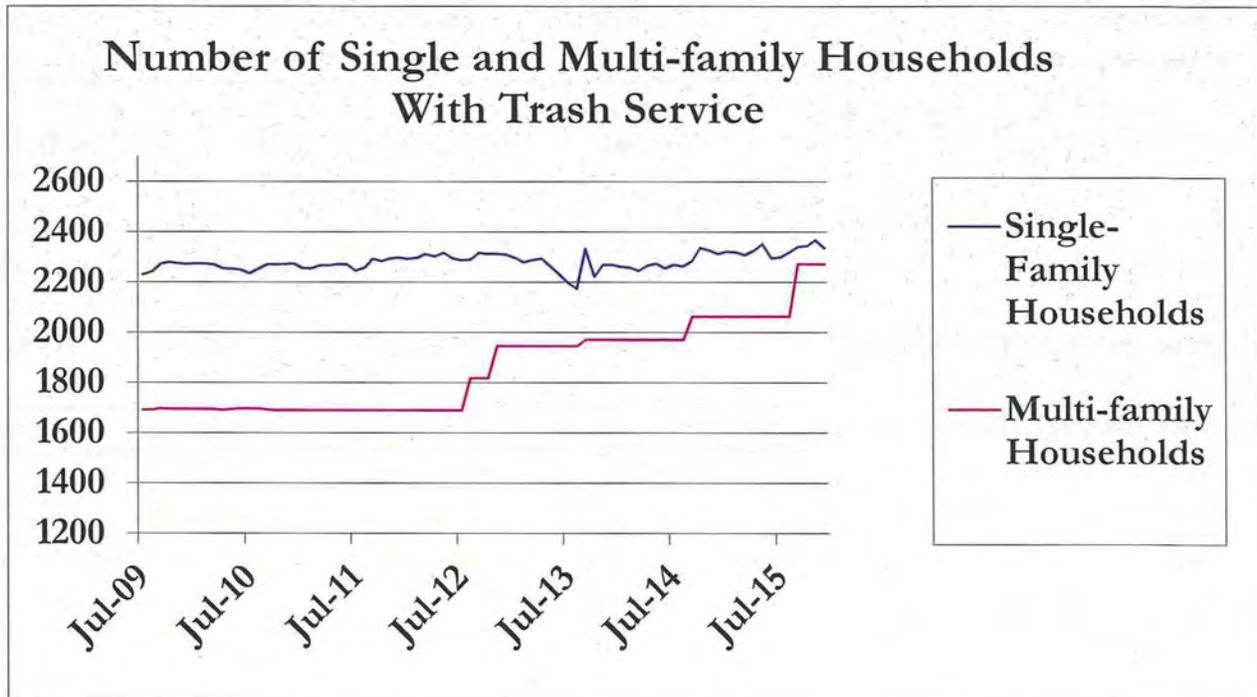
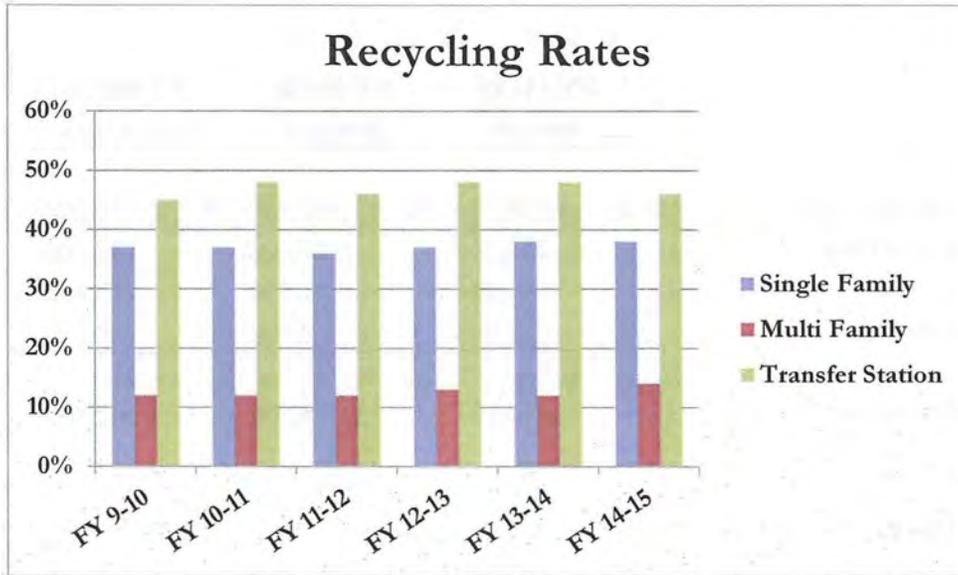
Goal: Facilitate initiatives that focus on waste prevention and reuse. ♦

Objectives:

- Continue to organize quarterly Repair Cafés.
- Evaluate Town Hall paper reduction pilot program to reduce paper consumption by 20% as of June 2016 using paper purchases to measure results. Expand pilot to other municipal buildings.
- Evaluate Food Too Good To Waste program offered at participating schools. Success will be measured by the number of families that participate in the challenge.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Solid Waste = linkage to Infrastructure

Solid Waste	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Residential Refuse			
Residential refuse accounts	4,412	4,691	4,900
Tons of residential refuse collected from residential accounts	2,460	2,580	2,700
Tons of residential refuse collected from central drop-off location (Transfer Station)	302	320	340
Tons of refuse to the incinerator	2,762	2,900	3,040
Tons of bulky waste transferred	395	320	340
Recycling			
Residential recycling accounts	4,412	4,691	4,900
Tons of recycling collected from residential accounts	1,063	1,160	1,300
Tons of recycling collected from central drop-off location (Transfer Station)	265	280	300



Solid Waste Management Fund - Fund 812
Revenues, Expenditures and Changes in Retained Earnings

	FY 14/15 Actual	FY 15/16 Budget	FY 15/16 Estimated	FY 16/17 Proposed
Revenues:				
Garbage Collection Fees	\$ 1,155,163	\$ 1,162,300	\$ 1,170,000	\$ 1,170,000
Transfer Station Fees	115,705	120,000	115,000	120,000
Other	44,214	11,900	13,800	11,350
Sale of Recyclables	7,045	4,000	4,000	8,000
Total Revenues	1,322,127	1,298,200	1,302,800	1,309,350
Operating Expenses:				
Tipping Fees	187,820	223,000	202,290	212,400
Contract Pickup	524,975	573,160	552,650	583,800
Wage and Fringe Benefits	312,455	359,385	335,765	341,980
Supplies and Services	100,271	79,090	143,890	82,790
Equipment	24,505	48,200		48,200
Depreciation Expense	12,338	11,000	12,340	12,340
Total Expenses	1,162,364	1,293,835	1,246,935	1,281,510
Net Income/(Loss)	159,763	4,365	55,865	27,840
Retained Earnings/(Deficit), July 1	297,898	457,661	457,661	513,526
Retained Earnings/(Deficit), June 30	\$ 457,661	\$ 462,026	\$ 513,526	\$ 541,366

PUBLIC WORKS – Transit Fund

The Transit Fund budget accounts for transit related expenditures and revenues associated with the Nash-Zimmer Transportation Center (NZTC) and various contributions the Town makes to Windham Region Area Transit (WRTD). The Town's contributions to WRTD help support their services in Mansfield: Special Fare Program; Storrs-Willimantic route; ADA transport; and Dial-A-Ride. Town Manager Hart and Councilor Marcellino serve on the WRTD Board of Directors. Manager Hart is the Vice Chair of the Board and Chair of the Personnel Committee; Councilor Marcellino serves on the Finance Committee.

FY 2015/2016 Accomplishments

- Established an agreement with Mansfield Downtown Partnership (MDP) for MDP to manage NZTC on behalf of the Town. MDP hired part-time Transportation Coordinator to oversee Nash-Zimmer Transportation Center. ♦
- Implemented bike commuter club program. Created promotion plan to increase membership in bike commuter club. ♦
- Hired additional Storrs Center Ambassadors and refined personnel policies for Ambassadors.
- Worked with Alpine Systems to understand origin of all bus service data for the bus tracking software system. Worked with Alpine, WRTD, UCONN Transportation, and Peter Pan to ensure schedules and arrival times are as accurate as possible on display screens. ♦
- Worked with Town IT Department to update NZTC website. ♦
- Promote WRTD and Peter Pan bus service to interested local and regional community members. ♦
- Work with Mansfield Public Library, Community Center, and others to provide flexible community programming space in first floor of Transportation Center. ♦

FY 2016/2017 Trends & Key Issues

The state Department of Transportation has expressed interest in expanding CT Fastrak east of the river including Storrs. Staff will follow progress and evaluate how best to capitalize on this potential. If service is extended to Storrs, the Transportation Center should be a stop for the buses.

Public transportation users expect to have accurate, easy-to-access information about buses readily available via their smart phones. Staff will determine how the Transportation Center's bus information system can evolve to meet this expectation while anticipating future service expansion such as CT Fastrak and other providers.

Main Street Homes in Storrs Center will bring a mature population within walking distance of the Transportation Center. Staff will evaluate their transportation needs and work towards meeting them.

Transportation Center staff will coordinate with Mansfield Public Library staff to expand on the success of the Mansfield Library Express by implementing a tool lending library and community programming geared towards the late 20s to early 40s demographic, which has been challenging to reach at the main library.

FY 2016/2017 Goals & Objectives

Goal: Develop and implement programs and services for the Transportation Center that meet the needs of the community. ♦

Objectives:

- Increase ridership for Peter Pan and WRTD.
- Increase bicycle commuter club membership.
- Increase use of Mansfield Library Express working with Mansfield Public Library.
- Support and promote community programs created by NZTC, Library, Mansfield Community Center, and others.

◆ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Transit Fund = linkage to Community Life; Infrastructure

Transit Services Fund - Fund 816
Revenues, Expenditures and Changes in Retained Earnings

	Actual 14/15			Budget 15/16			Projected 16/17		
	SC Parking Garage	Intermodal Center	WRTD	SC Parking Garage	Intermodal Center	WRTD	SC Parking Garage*	Intermodal Center	WRTD
Revenues:									
Transient Parking Fees	\$ 166,220	\$ -	\$ -	\$ 56,069	\$ -	\$ -	\$ -	\$ -	\$ -
Monthly Parking Fees	319,573			311,491					
Violation Revenue	25,956			9,000					
Rental Income		35,400			19,720			13,920	
Miscellaneous Income	4,191	350							
General Fund Contribution			138,560			132,050		115,000	142,050
Storrs Center Reserve					100,000				
Capital Non-recurring Contrib						25,000			
Capital Contribution		150,005							
Total Revenues	515,940	185,755	138,560	376,560	119,720	157,050	-	128,920	142,050
Operating Expenses:									
Salaries and Benefits	105,917	24,425		116,310	37,000			45,480	
Professional & Technical	27,914	2,346		21,048	23,500			-	
Repairs & Maintenance	33,696	10,933		4,896				28,000	
Insurance	8,080	6,124		8,772	1,000			7,210	
Purchased Services	23,120	25,080		26,254	30,000			2,700	
Dial-A-Ride			41,212			63,956			63,960
Fixed Route			34,718			39,783			39,780
Disabled Transport			17,397			18,267			18,270
Pre-paid Fare (Fare-free)			44,940			32,000			20,000
Utilities	35,371	55,975		51,758	11,000			10,000	
Supplies & Miscellaneous	3,905	12,965		5,404	4,500			24,000	
Other	9,750							4,050	
Depreciation	248,253	58,426							
Transfer Out to Capital	180,121								
Total Expenses	676,127	196,274	138,267	234,442	107,000	154,006	-	121,440	142,010
Net Income/(Loss)	(160,187)	(10,519)	293	142,118	12,720	3,044	-	7,480	40
Retained Earnings/(Deficit), July 1	10,866,709	2,335,651	-	10,706,522	2,325,132	293	10,848,640	2,337,852	3,337
Retained Earnings/(Deficit), June 30	\$ 10,706,522	\$ 2,325,132	\$ 293	\$ 10,848,640	\$ 2,337,852	\$ 3,337	\$ 10,848,640	\$ 2,345,332	\$ 3,377

* SC Parking Garage budget is not available at this time. A revised page will be distributed once it is finalized.

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HEALTH INSURANCE FUND

HEALTH INSURANCE – 831 FUND

The Health Insurance Fund is an internal service fund used to finance the costs of health insurance benefits. The goal of the fund is to provide health insurance in the most efficient and cost-effective manner possible. To reduce costs, the Town finances health insurance on a self-insured basis. The self-insured fund covers the employees and some retirees of the following entities: Town of Mansfield; Mansfield Board of Education; Regional School District No. 19; Eastern Highlands Health District; Mansfield Discovery Depot; Mansfield Downtown Partnership; Mansfield Housing Authority; and the Windham Regional Transit District.

FY 2015/2016 Accomplishments

- Implemented a number of new health insurance plans for Town, MBOE and Region 19 employee groups; implemented a HDHP health insurance plan with HSA bank accounts for approximately 95 Region 19 employees.
- Completed a health insurance claims audit of Anthem's administration of the Town-MBOE-Region 19 health insurance plans.
- Implemented the new 1095-C reporting requirement, as mandated by the Affordable Care Act.
- Implemented the new "30 hour" rule for offering health insurance coverage to employees, as mandated by the Affordable Care Act.
- Continued to contract with the Eastern Highlands Health District (EHHD) to coordinate employee wellness program *Be Well* at the local level. Engaged in a number of site specific wellness programming at the Town-MBOE-Region 19 facilities such as fitness programs, yoga, and healthy eating. ♦
- Completed 6th year of the Wellness Rewards Program, which is aimed at encouraging health behaviors and preventive screenings; 53% of eligible Town-MBOE-Region 19 employees participated in the program and 58% of those participating earned a Be Well Reward. ♦
- Conducted an employee wellness and benefits fair for Town-MBOE-Region 19 employees. 175 people participated; of those participants over 110 received flu shots and over 100 employees received health screenings at the event. ♦
- Conducted a new on-site health screening and flu shot clinic in December 2015 for people who could not attend the health fair; 16 people received flu shots and over 40 people received health screenings. ♦

FY 2016/2017 Trends & Key Issues

The Town continues to implement changes to its health insurance plan design and administration to ensure compliance with the Affordable Care Act (ACA). For FY 2016/17 there are a number of taxes/fees related to the ACA that will have a budgetary impact for the Mansfield Health Insurance pool. The Town will monitor its plan design and costs to safeguard the Town against triggering the Cadillac Tax provision of the ACA.

Health insurance claims have stabilized after a 14-month period in which the Town experienced significantly higher than normal claims expenditures. Many of these claims were episodic in nature, not chronic conditions. Plan Year 2015 saw claims expenditures reduced by 7.7% from the previous plan year and Fiscal-Year-to-Date claims are 15.4% lower than the previous fiscal year. Staff will continue to educate employees about plan design and health care options and to negotiate plan design changes when appropriate in an effort to manage claims costs.

FY 2015/2016 Goals & Objectives

Goal: Provide an employee wellness program that promotes healthy lifestyles. ♦

Objectives:

- Maintain or lower the five-year health insurance claims experience trend.
- Increase participation in the Be Well Rewards Program to 55% (or more) of eligible Town-MBOE-Region 19 employees.
- Maintain or increase percentage of Be Well Rewards Program participants receiving a reward to 60% (or more) of Program participants.
- Implement a monthly compliance tracking system for the Be Well Fitness Program.

Goal: Maintain the Health Insurance Fund balance to an amount equivalent to being fully insured. ♦

Objectives:

- Maintain fund balance for the Health Insurance Fund at 125% of expected claims or higher.
- Conduct audits for Health Insurance Fund (payment in lieu, active and retiree insurances) to ensure accuracy in billing, payments, and employee/retiree program eligibility.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town’s strategic plan.
Health Insurance = linkage to Community Life; Stewardship and Implementation

Health Insurance	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Employee Wellness			
Percentage of eligible employees participating in the Be Well Rewards Program	49%	53%	55%
Percentage of Be Well Rewards Program participants receiving a reward	60%	58%	60%
Number of employees participating in the Be Well Fitness Program	76	73	70
Health Insurance Claims Experience			
5 year average claims increase/decrease	9.9%	6.0%	6.0%
Fund balance maintained at 125% of expected claims or higher	34%	70%	77.9%

**Town of Mansfield
Health Insurance Fund
Estimated Revenues, Expenditures and Changes in Fund Balance
FY 13/14 - 16/17**

	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Adopted	FY 15/16 Estimated	FY 16/17 Proposed
Revenues:					
Premiums	\$ 6,623,368	\$ 7,983,232	\$ 9,301,190	\$ 9,568,350	\$ 10,331,100
Interest Income	4,464	3,997	2,500	2,500	2,500
Insurance Refunds					
Transfers In - CNR Fund					
Total Revenues	6,627,832	7,987,229	9,303,690	9,570,850	10,333,600
Expenditures:					
Salaries and Benefits	127,501	140,821	126,940	132,330	135,640
Retention/Access Fees (Admin)	732,254	794,730	701,590	701,590	706,980
Employee Wellness Program	98,187	101,240	101,000	105,000	106,650
Consultants	-	66,759	27,000	17,000	35,000
LAN/WAN Expenditures	10,000	10,000	10,000	10,000	10,000
PPACA Fee	-	80,892	60,500	60,500	60,500
Medical Claims	6,593,095	8,714,289	7,972,970	7,944,150	8,924,940
Total Expenditures	7,561,037	9,908,731	9,000,000	8,970,570	9,979,710
Revenues Over/(Under) Expenditures	(933,205)	(1,921,502)	303,690	600,280	353,890
Fund Balance, July 1	3,584,310	2,651,105	729,603	729,603	1,329,883
Fund Balance, June 30 (Res. for Future Claims)	\$ 2,651,105	\$ 729,603	\$ 1,033,293	\$ 1,329,883	\$ 1,683,773

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**WORKERS'
COMPENSATION FUND**

WORKERS' COMPENSATION INSURANCE – 832 FUND

The Workers Compensation Insurance Fund is an internal service fund used to make payments for workers compensation insurance premiums for the Town and Mansfield Board of Education. The Town, Mansfield Board of Education, Regional School District #19, and the Eastern Highlands Health District currently purchase its workers compensation insurance through the Connecticut Interlocal Risk Management Agency (CIRMA). By participating in this insurance pool, the goal is to control swings in premium costs. The Fund also designates the balance in retained earnings for future expenses and claims.

FY 2015/2016 Accomplishments

- Conducted Safety and Wellness Committee meetings and safety site walk-throughs with Town and school personnel. Continued guest speaker series for committee meetings with topics focused on safety and/or wellness areas of interest. ♦
- Published seasonal safety publications during the year. ♦
- Completed OSHA 300 reports for Town-MBOE-Region. ♦
- Conducted quarterly meetings with CIRMA staff to review various matters related to workers compensation claims. ♦

FY 2016/2017 Goals & Objectives

Goal: Provide training and programs designed to promote workplace safety and employee wellness. ♦

Objectives:

- Conduct quarterly safety walk-throughs of four Town/School buildings.
- Conduct in-depth health insurance claims review as part of the Safety and Wellness Committee guest speaker series.

Goal: Maintain accurate records for safety related matters. ♦

Objectives:

- Track Town-wide safety training and other training in an electronic database.
- Complete 2016 OSHA reports for Town-MBOE-Region by the end of January 2016.
- Complete update to informational materials regarding worker's compensation initial reporting procedures for supervisors and initial treatment procedures for employees.
- Assess feasibility of adding a second medical care facility for initial treatment procedures for employees.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan. *Worker's Compensation = linkage to Community Life; Stewardship and Implementation*

Workers Compensation	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Workers Compensation Claims (Town Only)			
Claims (with losses)	9	12	11
Claims/Occurrences (no losses)	3	10	5
Total Claims/Occurrences	12	22	16
Lost work days from OSHA 300 recordable cases*	17	104	82
Safety Walk-Throughs of Town Facilities Conducted	3	4	4

*OSHA 300 data is reported on a calendar year basis (FY 14/15 reflects CY 2014 actuals, FY 15/16 reflects CY 2016 actuals)

Workers Compensation Fund 832
Estimated Revenues, Expenditures and Changes in Fund Balance

	FY 14/15 Actual	FY 15/16 Budget	FY 15/16 Estimated	FY 16/17 Projected
Revenues:				
CIRMA Equity Distribution	\$ 20,766	\$ -	\$ 18,000	\$ 18,000
Board of Education	172,060	178,890	178,890	187,950
Town of Mansfield	330,000	322,670	322,670	322,670
Total Revenues	<u>522,826</u>	<u>501,560</u>	<u>519,560</u>	<u>528,620</u>
Expenditures:				
Board of Education	180,278	178,890	180,720	187,950
Town of Mansfield	322,627	322,670	341,956	349,650
Total Expenditures	<u>502,905</u>	<u>501,560</u>	<u>522,676</u>	<u>537,600</u>
Excess/(Deficiency)	19,921		(3,116)	(8,980)
Fund Balance, July 1	<u>13,387</u>	<u>33,308</u>	<u>33,308</u>	<u>30,192</u>
Fund Balance, June 30	<u>\$ 33,308</u>	<u>\$ 33,308</u>	<u>\$ 30,192</u>	<u>\$ 21,212</u>

MANAGEMENT SERVICES FUND

MANAGEMENT SERVICES FUND (MSF)

The Management Services Fund is an internal service fund, which provides the following service activities to Town departments and schools: copier services; Information Technology services; Town school bus facility; voice communication services; postal processing center for Town and Mansfield School departments; and the provision of energy for Town and school departments. The Information Technology Department activities reflect the following highlights and initiatives:

FY 2015/2016 Accomplishments

- Collaborated with the Finance and Library Departments to implement <http://open.mansfieldct.gov>, an online financial transparency website. OpenMansfield provides open access to citizens, policy makers, and staff with customizable graphs and spreadsheets of all of Mansfield's revenues and expenses. The website includes five years of prior data as well as budget data for the upcoming year. ♦
- Supported the successful addition of Inland Wetlands and Planning and Zoning Meetings to the standard video broadcast schedule of public meetings. Continued to broadcast Town Council and Budget Meetings. Citizens can view meetings live and on-demand through our Town website. Broadcasts are also live on Charter Cable Channel 191 and through a rebroadcast schedule. ♦
- Worked closely with the Facilities Management Department, Emergency Management Office, Town Manager's Office, and the Schools to implement safety and security technologies. Specifically, this included emergency panic communication buttons, electronic building access locks, and security cameras. In each case, Department staff worked carefully with building staff to ensure it both supported public and staff safety, while at the same time did not impede each Department's services to citizens. ♦
- Collaborated with Building and Housing Inspection and Fire Prevention (Marshal) to expand the use of the Magnet database. This software facilitates electronic recording of data and photographs to quickly provide feedback to permit and inspection applicants. Additionally, it includes integrated report generation and tracking of associated data such as payments and allows for collaboration between Departments. ♦
- Followed best practices for sustainability when implementing and disposing of technology. Key components included: the use of energy management settings on nearly all of our computers; collaboration with the Town's Recycling Coordinator and the State Electronics Challenge Partnership to educate Town staff on best environmental technology practices; utilization of cloud computing and virtualization to limit physical components; purchased equipment with low energy use ratings; implementation of paper and ink consumption reduction strategies, and use of an environmentally rated source for equipment disposals. ♦
- Expanded the effective capacity of our fiber-optic network links to meet the rapidly increasing use of these connections that support our network and telecommunications connectivity. Specifically, implemented fiber changes on the Senior and Wellness Center, Beck Municipal Building, Middle School, Vinton School, and Goodwin School fiber link routes. ♦
- Awarded financial grants to reduce dependence on local funds for technology: specifically, awarded a CRCOG grant through the M.O.R.E. Commission initiative to support our online and Channel 191 government access channel; received a Universal Service Fund grant to support fiber-optic, internet, and telecommunications connectivity; and leveraged regional shared infrastructure provided by the Nutmeg Network. ♦

- Continued to implement the Four Schools capital improvement technology project as planned. Major items in FY 2015/16 included fiber optic cabling deployment where needed, school security initiatives, network infrastructure work including SAN storage, selected 10 gig connectivity programing, and certain end user equipment. ♦
- Managed equipment to maximize the life and use of existing resources. Where appropriate, extended the life of existing equipment by transferring data to replacement solid state drives instead of replacing computers. Additionally, implemented repairs and maintenance as needed to keep existing equipment in active service. Managed the budget by limiting expenses and holding expenditures flat. ♦
- Continued to support a variety of methods for communicating with the public including the website, QNotify, Channel 191, e-mail, Code Red, social media, and telecommunications. ♦
- Responded to 1,100 formal service tickets from municipal locations. Supported over 2,000 informational webpages, provided free public Wi-Fi Internet at municipal and school buildings, and managed 34 public access computer terminals.

FY 2016/2017 Trends & Key Issues

New technology increasingly provides opportunities to support transparent government through expanded information access and communication tools, as well as access to in-person and online services. Additionally, the continued expansion of technology necessitates careful management of the financial and environmental impact of equipment, while still meeting the demands of expanded technology use.

FY 2016/2017 Goals & Objectives

Goal: Support transparent government by expanding access to information resources and communication tools. ♦

Objectives:

- Re-Launch the MansfieldCT.gov website with a completely new design and set of templates and html coding that support a more intuitive and user friendly format, better meet requirements for viewing on mobile devices as well as computers, and best ensures citizen access to online information in a modern format that meets current and future expectations.
- To provide online and quality access to the live and recorded video of our major public meetings, utilize HTML 5 coding that is 100% compatible with all mobile devices and all computer browsers.
- Expand the use of technology tools for communication such as online posting of documents and webpages, self-selected automated notifications, and social media options.

Goal: Utilize technology to enhance the Town's ability to provide the public with in-person and online access to essential and reliable services. ♦

Objectives:

- Support and deploy five additional public access terminals in proximity to public offices and buildings to provide online options for citizen access to resources such as permits, online payments, and information materials.
- Support Departments in their planned enhancements of specific online software systems such as the Magnet permitting and database software across select Departments, online posting of information and resources, document management and access software, and

recruitment management software. Implement 100% of planned technology capital projects for the Town and school buildings in accordance with the 2016-17 CIP budget.

- Expand the use of the OpenGov software to include experimenting with two additional data categories beyond the current financial database tables.

Goal: Demonstrate effective stewardship of municipal resources by leveraging opportunities to reduce both the financial cost and the environmental impact of technology, while at the same time meeting Town priorities. ♦

Objectives:

- Limit expenditures to at or below the previous year's spending levels.
- Collaborate with the Town's Recycling Coordinator at least once per quarter to follow and expand the use of best practices for sustainability in the purchasing, implementation, and disposal of technology.
- Continue to aggressively seek out cost savings through competitive selection of vendors, collaboration on purchases, and use of internal staff to complete tasks and limit expenditures on professional and technical services.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan. *Information Technology = linkage to Community Life; Infrastructure; Stewardship and Implementation*

Information Technology	FY 14/15 Actual	FY 15/16 Projected	FY 16/17 Proposed
Community Engagement			
Number of Facilities with free Wi-Fi	14	15	15
Terminals with computer access available to the public (excluding schools)	33	34	36
Public meetings video-recorded and televised on the Government Access Channel and the Town's official website.	47	58	58
Total number of page views of mansfieldct.gov resources	1,730,184	1,790,000	1,850,000
Percentage of systems using thin client computing.			
	10%	10%	10%
Systems still dependent on the Alpha System.			
	1	0	0
IT Support Requests			
Support tickets received	1,035	1,101	1,100
Support tickets completed	1,056	1,120	1,100
Percentage of support tickets completed within seven calendar days of receipt of ticket	87%	88%	88%

Management Services Fund
Estimated Revenues, Expenditures and Changes in Fund Balance
Fiscal Year 2016/17

	FY 14/15 Actual	FY 15/16 Budget	FY 15/16 Estimated	FY 16/17 Proposed
Revenues:				
Mansfield Board of Education	\$ 104,290	\$ 166,300	\$ 166,300	\$ 171,290
Region 19	112,420	114,670	114,670	118,110
Town of Mansfield	10,610	11,000	11,000	11,330
Communication Service Fees	224,823	223,330	223,560	219,380
Copier Service Fees	210,740	215,440	212,240	175,000
Energy Service Fees	1,745,980	1,788,030	1,692,630	1,549,200
Rent	72,450	72,450	72,450	
Rent - Telecom Tower	173,821	165,000	185,000	180,000
Sale of Supplies	43,552	57,000	13,200	
CNR Fund	185,000	185,000	185,000	200,000
Health Insurance Fund	10,000	10,000	10,000	10,000
Solid Waste Fund	10,000	10,000	10,000	10,000
Sewer Operating Fund		3,000	3,000	3,000
Local Support				
Postal Charges	87,140	82,040	82,040	73,540
Universal Services Fund	38,801	28,340	34,435	28,340
Total Revenues	<u>3,029,627</u>	<u>3,131,600</u>	<u>3,015,525</u>	<u>2,749,190</u>
Expenditures:				
Salaries & Benefits	419,411	463,770	446,370	457,630
Training	911	6,750	3,550	3,550
Repairs & Maintenance	14,109	31,950	32,170	26,850
Professional & Technical	28,500	38,450	13,950	13,950
System Support	93,237	118,910	108,150	117,410
Copier Maintenance Fees	80,900	82,000	82,000	82,000
Communications	179,042	178,535	157,890	140,995
Supplies and Software Licensing	8,553	36,610	11,645	12,650
Equipment	38,161	191,840	185,254	153,700
Postage	65,907	60,000	60,000	60,000
Energy	1,875,440	1,668,200	1,503,700	1,490,700
Equipment Rental/Cost of Sales	58,351	63,800	32,850	19,370
Total Expenditures	<u>2,862,522</u>	<u>2,940,815</u>	<u>2,637,529</u>	<u>2,578,805</u>
Add: Depreciation	226,889	205,030	220,040	204,720
Less: Equipment Capitalized		(191,840)	(185,254)	(153,700)
Operating Expenditures	<u>3,089,411</u>	<u>2,954,005</u>	<u>2,672,315</u>	<u>2,629,825</u>
Net Income (Loss)	(59,784)	177,595	343,210	119,365
Total Equity & Contributed Capital, July 1	<u>2,640,070</u>	<u>2,580,286</u>	<u>2,580,286</u>	<u>2,923,496</u>
Total Equity & Contributed Capital, June 30	<u>\$ 2,580,286</u>	<u>\$ 2,757,881</u>	<u>\$ 2,923,496</u>	<u>\$ 3,042,861</u>

Management Services Fund
Estimated Balance Sheet
June 30, 2016 and June 30, 2017
(With comparative totals for June 30, 2015)

	June 30,		
	2015	2016	2017
<u>ASSETS</u>			
Current Assets:			
Cash and Cash Equivalents	\$ 1,385,900	\$ 1,686,478	\$ 1,856,863
Due from Other Funds	13,189		
Accounts Receivable	58,825		
Inventory	5,479		
Total Current Assets	1,463,393	1,686,478	1,856,863
Fixed Assets:			
Construction in Progress			
Land	145,649	145,649	145,649
Buildings	226,679	226,679	226,679
Office Equipment	2,277,627	2,462,881	2,616,581
Construction in Progress	-	-	-
Accum. Depreciation	(1,378,151)	(1,598,191)	(1,802,911)
Net Fixed Assets	1,271,804	1,237,018	1,185,998
Total Assets	\$ 2,735,197	\$ 2,923,496	\$ 3,042,861
<u>LIABILITIES AND EQUITY</u>			
Liabilities:			
Accounts Payable	\$ 151,391	\$ -	\$ -
Lease Purchase Payable			
Due to Internal Service Fund	3,520		
Total Liabilities	154,911	-	-
Equity:			
Contributed Capital	146,000	146,000	146,000
Retained Earnings	2,434,286	2,777,496	2,896,861
Total Equity	2,580,286	2,923,496	3,042,861
Total Liabilities and Equity	\$ 2,735,197	\$ 2,923,496	\$ 3,042,861

Management Services Fund
Estimated Statement of Cash Flows
June 30, 2016 and June 30, 2017

	June 30,	
	2016	2017
Cash from Operating Activities:		
Operating income	\$ 343,210	\$ 119,365
Adjustments to Reconcile Operating Income to Net Cash Provided by Operating Activities:		
Depreciation Expense	220,040	204,720
(Increase) decrease in:		
Other Receivables	58,825	
Due from other funds	13,189	
Inventory	5,479	
Increase (decrease) in:		
Accounts payable	(151,391)	
Due to other funds	(3,520)	
	485,832	324,085
Net Cash Provided by Operating Activities		
Cash Flows Used In Capital and Related Financing Activities:		
Disposal of fixed assets		
Purchase of fixed assets	(185,254)	(153,700)
	300,578	170,385
Net Increase (Decrease) in Cash and Cash Equivalents		
Cash and Cash Equivalents, July 1	1,385,900	1,686,478
Cash and Cash Equivalents, June 30	\$ 1,686,478	\$ 1,856,863

**LONG -TERM
INVESTMENT POOL**

Funds included in the Long-Term Investment Pool:

CEMETERY FUND

This Fund accounts for the maintenance of both active and inactive cemeteries in the Town of Mansfield.

SCHOOL TRUST FUND

Income from this fund is restricted to use for school purposes.

MEDICAL PENSION TRUST FUND

This fund is used to account for post-employment benefits of full-time union and non-union employees.

COMPENSATED ABSENCES FUND

This fund is used to account for the accumulation of resources and the payment of accrued compensated absences for employees, such as sick leave and vacation.

Town of Mansfield
Investment Pool - As of December 31, 2015

	Equity Percent.	Equity In Investments
Cemetery Fund	99.0%	\$ 274,772.35
School Non-Expendable Trust Fund	1.0%	2,775.48
Total Equity by Fund	100.0%	\$ 277,547.83

Investments	Market
<u>Bond Funds:</u>	
Wells Fargo Advantage -Income Plus	74,349.11
T. Rowe Price - U. S. Treasury Long-Term	90,603.48
Vanguard - GNMA Fund	112,595.24
Sub-Total Bond Funds	277,547.83
Total Investments	\$ 277,547.83

Allocation	Amount
Stocks	\$ -
Bonds	277,547.83
Total Investments	\$ 277,547.83

Non-Expendable Cemetery Trust Fund 612
Estimated Revenues, Expenditures and Changes in Fund Balance

	FY 14/15 Actual	FY 15/16 Adopted	FY 15/16 Estimate	FY 16/17 Proposed
Revenues:				
Sales of Plots	\$ 6,300	\$ 2,400	\$ 2,400	\$ 2,400
Interest/Dividend Income	18,732	12,000	12,000	12,000
Increase(Decrease) in Market Value	(23,862)	5,000	5,000	5,000
Other				
Transfer from the General Fund	36,000	20,000	20,000	20,000
Total Revenues	37,170	39,400	39,400	39,400
Expenditures:				
Salaries - Part-Time	5,896	5,200	5,200	5,200
Cemetery Maintenance	13,246	12,000	16,000	14,000
Outdoor Maintenance (Mowing)	12,840	18,750	18,750	18,750
Other Purchased Services				
Total Expenditures	31,982	35,950	39,950	37,950
Net Income/ (Loss)	5,188	3,450	(550)	1,450
Fund Balance, July 1	260,513	265,701	265,701	265,151
Fund Balance, June 30	<u>\$ 265,701</u>	<u>\$ 269,151</u>	<u>\$ 265,151</u>	<u>\$ 266,601</u>
Details of Fund Balance:				
Reserved for Non-expendable	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Reserved for Perpetual Care	264,501	267,951	263,951	265,401
Unassigned				
Total Fund Balance	<u><u>\$ 265,701</u></u>	<u><u>\$ 269,151</u></u>	<u><u>\$ 265,151</u></u>	<u><u>\$ 266,601</u></u>

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HEALTH DISTRICT

EASTERN HIGHLANDS HEALTH DISTRICT - 41200

The Eastern Highlands Health District (EHHD) provides full-time public health services to Andover, Ashford, Bolton, Chaplin, Columbia, Coventry, Mansfield, Scotland, Tolland, and Willington. Services provided directly include public health education and promotion, communicable disease control, public health emergency preparedness, and environmental health services. Environmental health services include restaurant inspection, enforcement of on-site waste water disposal regulations, bathing water quality monitoring, nuisance complaint follow-up, well drilling permitting, consulting to citizens on environmental or other public health issues, and general enforcement of local and state public health regulations.

FY 2015/2016 Accomplishments

- Completed major re-organization of main office space and storage (Mansfield).
- Completed community wide well-being survey generating valuable public health data on a number of health and wellness indicators. ♦
- Implemented an ongoing regional campaign to improve community awareness of Health District services. ♦
- Developed and launched a web-based toolkit providing resources and support to local Planning and Zoning Commissions for policy decisions that affect public health. ♦

FY 2016/2017 Trends & Key Issues

Staff anticipates that additional funding in chronic disease prevention will continue into FY 2016/17. The launch of cloud-based permit tracking and inspections services is anticipated. Efforts to enhance coordination of community wide wellness initiatives may be increased with the anticipated completion of a community health assessment and community health action plan.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Health District Fund = linkage to Community Life

Eastern Highlands Health District
 Estimated Statement of Revenues, Expenditures and Changes in Fund Balance
 Fiscal Year 2016/17

	FY 14/15 Actual	FY 15/16 Adopted	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Adopted
Revenues:					
Member Town Contributions	\$ 390,841	\$ 405,810	\$ 405,810	\$ 405,810	\$ 421,880
State Grant-in-Aid	149,857	149,850	149,850	142,233	142,460
Services Fees	197,797	206,170	206,170	211,090	222,735
Total Revenues	<u>738,495</u>	<u>761,830</u>	<u>761,830</u>	<u>759,133</u>	<u>787,075</u>
Expenditures:					
Salaries & Benefits	656,060	699,595	699,595	692,298	725,114
Insurance	15,607	15,800	15,800	15,800	15,800
Professional & Tech. Services	14,961	52,146	52,146	52,146	52,394
Purch Services & Supplies	43,382	22,700	22,700	22,700	25,900
Equipment	645	1,450	1,450	1,450	1,450
Total Expenditures	<u>730,655</u>	<u>791,691</u>	<u>791,691</u>	<u>784,394</u>	<u>820,658</u>
Other Financing Uses:					
Operating Transfers Out	-	-	-	-	-
Total Expenditures and Operating Transfers Out	<u>730,655</u>	<u>791,691</u>	<u>791,691</u>	<u>784,394</u>	<u>820,658</u>
Excess/(Deficiency) of Revenues over Expenditures	7,840	(29,861)	(29,861)	(25,261)	(33,583)
Fund Balance, July 1	<u>247,151</u>	<u>254,991</u>	<u>254,991</u>	<u>254,991</u>	<u>229,730</u>
Fund Balance, June 30	<u>\$ 254,991</u>	<u>\$ 225,130</u>	<u>\$ 225,130</u>	<u>\$ 229,730</u>	<u>\$ 196,147</u>

**MANSFIELD DOWNTOWN
PARTNERSHIP**

MANSFIELD DOWNTOWN PARTNERSHIP

The Mansfield Downtown Partnership is an independent, non-profit organization with the mission to foster the continued development and management of Storrs Center – a vibrant and economically successful mixed-use downtown in the heart of the Mansfield community. A 19-member Board of Directors composed of representatives from the community, business, Town of Mansfield and the University of Connecticut governs the organization. The Partnership has members who pay annual dues.

FY 2015/2016 Accomplishments

- Completed construction of Phase 2 (Wilbur Cross Way) of Storrs Center, which includes 204 fully leased apartments and 34,500 square feet of commercial space, in August 2015. Half of the commercial spaces on Wilbur Cross Way are leased as of January 2016. ♦
- Forty-one businesses are open in Storrs Center including Educational Playcare, BLiSS Boutique, Dunkin' Donuts, Hair Cuttery, the UPS Store, and Wingstop all of which opened within the last year. ♦
- Completed construction of Mansfield Town Square in May 2015. The Square has played host to numerous Partnership events including Live Music Wednesdays, the 12th Annual Celebrate Mansfield Festival, and Winter Welcome, as well as events sponsored by other organizations such as the 2015 Puppeteers of America's National Puppetry Festival parade and performance. ♦
- Facilitated zoning permit approval for Storrs Center Phase 3 – Main Street Homes (42 townhomes and condominiums). ♦
- Provided oversight and management of Nash-Zimmer Transportation Center (hired Transportation Coordinator), Town Square, and public parking. ♦
- Implemented plan to begin three year operational strategic planning process. Hired a professional consultant to guide strategic planning process with the Partnership's Board of Directors.

FY 2016/2017 Trends & Key Issues

The Partnership's role has evolved over the last few years. With construction of Storrs Center expected to be completed in 2016, the Partnership is focusing on the management, support, and maintenance of the downtown. A Partnership transition team has been formed to address the goal of preserving, protecting, and promoting Storrs Center. A three-year Partnership organizational strategic plan will be completed in mid-2016.

The Partnership will continue to increase its efforts to promote the entire downtown area including Storrs Center, other commercial plazas, Moss Sanctuary, Whetten Woods, and the Mansfield Community Center.

The sale of the commercial property in Storrs Center is likely to continue and include new players as partners in Downtown Storrs.

FY 2016/2017 Goals & Objectives

Goal: Create a vital downtown for residents, visitors, and UCONN faculty, staff, and students. ♦

Objectives:

- Assist master developer LeylandAlliance with opening all commercial businesses on Wilbur Cross Way and Main Street Homes – completing Storrs Center current footprint.

- Continue to develop Nash-Zimmer Transportation Center as regional hub for alternative transportation options.
- Implement policies for Storrs Center that provide both guidance to people who want to use the public spaces and the means to protect the Town Square and the public sidewalks, parks, alleyways, etc.
- Continue to promote downtown businesses through events, marketing, and social media. Assist businesses in Downtown Storrs with tools to help them succeed.

Goal: Enhance quality of life in Mansfield. ♦

Objectives:

- Implement public spaces plan for Storrs Center.
- Plan cultural, arts, and recreational events for the Town Square and other Storrs Center public spaces, including annual Festival and holiday events; and summer music and movie series.
- Support and facilitate other organizations that hold events on the Town Square or other public spaces.

♦ Denotes accomplishment, goal, or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Mansfield Downtown Partnership = linkage to Open Space, Parks and Agricultural Lands; Community Life; Diversifying the Economy; Future Land Use and Community Design; Infrastructure

Mansfield Downtown Partnership
Estimated Revenues, Expenditures and Changes in Fund Balance

	FY 14/15 Actual	FY 15/16 Adopted	FY 15/16 Estimated	FY 16/17 Proposed
Revenues:				
Intergovernmental:				
Mansfield General Fund	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
UConn	125,000	125,000	125,000	125,000
Membership Fees	15,490	15,000	15,000	15,000
Total Revenues	<u>265,490</u>	<u>265,000</u>	<u>265,000</u>	<u>265,000</u>
Operating Expenditures:				
Salaries and Benefits	196,112	209,363	209,542	217,030
Professional & Technical	22,936	32,000	37,000	21,500
Office Rental	9,344	13,840	13,840	13,920
Insurance	2,950	3,920	3,900	4,050
Purchased Services	9,254	10,750	10,750	10,450
Supplies & Services	3,768	750	750	750
Contributions	100,000			
Contingency	-	25,000	25,000	25,000
Total Operating Expend.	<u>344,364</u>	<u>295,623</u>	<u>300,782</u>	<u>292,700</u>
Operating Income/(Loss)	(78,874)	(30,623)	(35,782)	(27,700)
Fund Balance, July 1	290,603	211,729	211,729	175,947
Fund Balance, End of Period	<u>\$ 211,729</u>	<u>\$ 181,106</u>	<u>\$ 175,947</u>	<u>\$ 148,247</u>

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SUPPLEMENTARY

DATA

Town of Mansfield
General Fund
Revenue and Expenditure
Budget Forecast

	Actual 2014-15	Adopted 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21
REVENUES AND TRANSFERS:							
Property Taxes	\$ 27,971,531	\$ 29,298,930	\$ 30,565,180	\$ 31,882,774	\$ 32,998,912	\$ 34,410,306	\$ 35,734,668
Tax Related Items	754,270	620,000	612,500	612,500	618,625	624,811	631,059
Licenses and Permits	541,140	519,790	513,120	513,120	518,251	523,434	528,668
Federal Support - Government	7,579	3,470	-	-	-	-	-
State Support - Education	10,301,228	10,308,210	10,298,910	10,298,910	10,401,899	10,505,918	10,610,977
State Support - Government	8,121,333	7,374,780	10,676,430	10,676,430	10,783,194	10,891,026	10,999,937
Charge for Services	375,099	386,500	318,760	318,760	321,948	325,167	328,419
Fines and Forfeitures	48,502	33,050	25,400	25,400	25,654	25,911	26,170
Miscellaneous	95,383	84,990	91,990	91,990	92,910	93,839	94,777
Transfers from Other Funds	2,500	2,550	2,550	2,550	2,550	2,550	2,550
Total Revenues and Transfers	48,218,565	48,632,270	53,104,840	54,422,434	55,763,944	57,402,962	58,957,225
EXPENDITURES AND TRANSFERS:							
General Government	2,344,734	2,477,080	1,703,130	1,754,224	1,806,851	1,861,056	1,916,888
Public Safety	3,582,399	3,692,450	3,827,740	3,942,572	4,060,849	4,182,675	4,308,155
Public Works	2,147,757	2,221,690	3,095,010	3,187,860	3,283,496	3,382,001	3,483,461
Community Services	1,529,242	1,586,900	1,638,610	1,687,768	1,738,401	1,790,553	1,844,270
Community Development	548,745	622,930	615,600	634,068	653,090	672,683	692,863
Education (K-8)	21,192,846	22,022,750	22,980,500	23,669,915	24,380,012	25,111,413	25,864,755
Education (9-12)	10,045,920	10,188,150	10,549,410	10,853,176	11,301,317	11,712,068	12,002,116
Town-Wide Expenditures	2,757,267	3,066,440	3,467,200	3,571,216	3,678,352	3,788,703	3,902,364
Transfers to Other Funds	3,485,440	2,753,880	4,327,640	4,371,635	4,361,574	4,401,810	4,442,353
Total Expenditures and Transfers	47,634,350	48,632,270	52,204,840	53,672,434	55,263,944	56,902,962	58,457,225
RESULTS OF OPERATIONS	584,215	-	900,000	750,000	500,000	500,000	500,000
FUND BALANCE - BEGINNING	3,356,967	3,941,182	3,941,182	4,841,182	5,591,182	6,091,182	6,591,182
FUND BALANCE - ENDING	\$ 3,941,182	\$ 3,941,182	\$ 4,841,182	\$ 5,591,182	\$ 6,091,182	\$ 6,591,182	\$ 7,091,182

Town of Mansfield
General Fund
Revenue and Expenditure
Budget Forecast

	Actual 2014-15	Adopted 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21
SUPPLEMENTAL INFORMATION:							
Mill Rate	27.64	29.87	29.87	30.42	30.97	31.77	32.25
Mill Rate Change	(0.31)	2.23	0.00	0.55	0.56	0.80	0.48
Percentage Increase (Decrease)	(1.11%)	8.08%	0.00%	1.84%	1.82%	2.58%	1.52%
Grand List	1,010,670,984	1,027,424,592	1,073,133,789	1,089,230,796	1,105,569,258	1,122,152,797	1,138,985,089
Taxes-Median Assessed Value Increase	4,696 (53)	4,660 (36)	4,660 (0)	4,745 85	4,832 87	4,956 124	5,031 75
Current Year Taxes	27,387,316	29,298,930	30,565,180	31,882,774	32,998,912	34,410,306	35,734,668
Elderly Programs	51,000	51,000	51,000	34,300	34,300	34,300	34,300
Tax Abatement		728,000	671,000	606,000	581,000	554,000	291,000
Reserve for Tax Appeals		100,000	230,000	50,000	50,000	50,000	50,000
Reserve for Uncollected Taxes	497,000	516,230	534,891	557,949	577,481	602,180	625,357
Tax Levy	27,935,316	30,694,160	32,052,071	33,131,023	34,241,693	35,650,786	36,735,325
Percent Uncollected	1.78%	1.68%	1.67%	1.68%	1.69%	1.69%	1.70%
Increase in Tax Levy							
Dollars	75,782	2,758,844	1,357,911	1,078,952	1,110,671	1,409,093	1,084,539
Percentage	0.27%	9.88%	4.42%	3.37%	3.35%	4.12%	3.04%

ASSUMPTIONS:

- 1 Tax Related Items are projected to increase an average of 1% per year
- 2 State and Other Revenues are projected to increase 1% per year
- 3 Expenditures for Education (Grades K-8) are projected to increase 3% annually after FY 2016/17
- 4 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
- 5 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 1.5% annually after 15/16.
- 6 Expenditures for Town are projected to increase 3%
- 7 Reserve for Uncollected taxes is 1.75% of the total levy.

9 Transfers to Other Funds:	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Other Operating	30,000	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	455,430	482,450	522,950	533,407	544,076	554,959	566,059
Debt Service - Current	325,000	285,000	285,000	300,000	275,000	275,000	275,000
Capital Projects	2,333,450	1,637,380	3,160,640	3,175,000	3,175,000	3,200,000	3,225,000
Cemetery Fund	36,000	20,000	20,000	20,497	21,014	21,542	22,082
Transit Services Fund	138,560	132,050	142,050	144,887	147,788	150,740	153,752
Medical Pension Trust Fund	42,000	42,000	42,000	42,843	43,696	44,569	45,459
	3,485,440	2,753,880	4,327,640	4,371,635	4,361,574	4,401,810	4,442,353

10 Median Assessed Value 10/1/15 - \$155,700

11 Revaluation of 10/1/14 – affected grand list for 2015/16

REGIONAL SCHOOL DISTRICT #19
FIVE YEAR BUDGET FORECAST

Agency	Actual 2014-2015	Adopted 2015-2016	Projected 2016-2017	Projected 2017-2018	Projected 2018-2019	Projected 2019-2020	Projected 2020-2021
Operating Budget	19,207,007	20,068,770	20,846,520	21,219,236	21,792,633	22,383,168	22,991,418
Proforma Debt Service	900,000	600,000	475,000	425,000	425,000	425,000	425,000
Lease Purchase	344,210	225,000	225,000	225,000	225,000	225,000	225,000
Adopted Budgets	20,451,217	20,893,770	21,546,520	21,869,236	22,442,633	23,033,168	23,641,418
Annual Percent Increase (Decrease)	2.69%	2.16%	3.12%	1.50%	2.62%	2.63%	2.64%
Revenue Source							
Tax Levy	17,728,070	17,935,580	18,231,930	18,431,864	18,963,952	19,512,351	20,077,622
Ashford	3,523,961 (2.42%)	3,550,135 0.74%	3,429,027 (3.41%)	3,377,459 (1.50%)	3,488,854 3.30%	3,562,518 2.11%	3,469,919 (2.60%)
Mansfield	10,045,920 0.40%	10,188,149 1.42%	10,549,411 3.55%	10,853,176 2.88%	11,301,317 4.13%	11,712,068 3.63%	12,002,116 2.48%
Wilmington	4,155,119 1.14%	4,197,296 1.02%	4,253,492 1.34%	4,201,229 (1.23%)	4,173,782 (0.65%)	4,237,766 1.53%	4,040,316 (4.66%)
Total Tax Levy	17,725,000	17,935,580 1.19%	18,231,930 1.65%	18,431,864 1.10%	18,963,952 2.89%	19,512,351 2.89%	19,512,351
State & Other Revenue:							
Transportation Grant	129,724	152,820	131,100	137,440	137,440	137,440	137,440
Agriculture Education Grant	358,015	255,750	351,000	384,200	384,200	384,200	384,200
Agriculture Education Tuition	590,216	635,380	655,010	655,872	655,872	655,872	655,872
Columbia Tuition	1,558,168	1,719,860	2,024,980	2,065,480	2,106,789	2,148,925	2,191,903
Special Education Tuition	84,102	191,880	150,000	191,880	191,880	191,880	191,880
Interest Income	2,922	2,500	2,500	2,500	2,500	2,500	2,500
Total State & Other Revenue:	2,723,147	2,958,190	3,314,590	3,437,372	3,478,681	3,520,817	3,563,795
Fund Balance							
Total Revenue	20,448,147	20,893,770	21,546,520	21,869,236	22,442,633	23,033,168	23,076,147
Annual Percent Increase (Decrease)	2.89%	2.18%	3.12%	1.50%	2.62%	2.63%	0.19%
Member Town Projected Enrollment							
	2014-2015 10/1/2013	2015-2016 10/1/2014	2016-2017 10/1/2015	2017-2018 10/1/2016	2018-19 10/1/2017	2019-20 10/1/2018	2020-21 10/1/2019
Ashford	201 19.88%	192 19.79%	183 18.81%	164 18.32%	163 18.40%	153 18.26%	146 17.78%
Mansfield	573 56.68%	551 56.80%	563 57.86%	527 58.88%	528 59.59%	503 60.02%	505 61.51%
Wilmington	237 23.44%	227 23.40%	227 23.33%	204 22.79%	195 22.01%	182 21.72%	170 20.71%
Total Enrollment	1,011	970	973	895	886	838	821
Ashford	(17) (7.80%)	(9) (4.48%)	(9) (4.69%)	(19) (10.38%)	(1) (0.61%)	(10) (6.13%)	(7) (4.58%)
Mansfield	(31) (5.13%)	(22) (3.84%)	12 2.18%	(36) (6.39%)	1 0.19%	(25) (4.73%)	2 0.40%
Wilmington	(11) (4.44%)	(10) (4.22%)	-	(23) (10.13%)	(9) (4.41%)	(13) (6.67%)	(12) (6.59%)
Enrollment Increase (Decrease)	(59)	(41)	3	(78)	(9)	(48)	(17)

TOWN OF MANSFIELD, CONNECTICUT

GOVERNMENTAL FUNDS REVENUES AND OTHER FINANCING SOURCES
BY SOURCE - LEGAL BASIS
LAST TEN YEARS
(UNAUDITED)

YEAR ENDED JUNE 30,	PROPERTY TAXES	INTER-GOVERNMENTAL	INVESTMENT INCOME	CHARGES FOR SERVICES	NET INCREASE IN FAIR VALUE OF INVESTMENTS	CONTRIBUTIONS	OTHER FINANCING SOURCES	TOTAL
2006	19,380,701	21,305,763	534,578	3,700,284	-	190,647	35,662	45,147,635
2007	20,551,473	20,916,784	700,844	3,853,672	-	183,453	81,041	46,287,267
2008	21,921,177	26,468,325	487,192	4,004,829	-	237,263	64,853	53,183,639
2009	23,498,662	24,649,283	103,014	3,762,189	-	55,334	152,543	52,221,025
2010	23,989,637	24,268,726	76,173	3,711,409	-	51,503	160,736	52,258,184
2011	25,422,441	22,821,241	64,724	3,947,712	-	71,659	196,231	52,524,008
2012	25,991,047	33,900,538	75,122	4,190,596	-	79,529	218,556	64,455,388
2013	26,975,001	30,543,317	11,826	5,098,251	-	1,448,082	776,303	64,852,780
2014	28,291,076	27,148,660	63,081	5,090,111	-	1,176,291	150,705	61,919,924
2015	28,770,347	24,048,798	27,585	5,250,352	-	652,613	297,893	59,047,588

TOWN OF MANSFIELD, CONNECTICUT

ALL FUNDS EXPENDITURES AND OTHER FINANCING USES BY FUNCTION - BUDGETARY BASIS
LAST TEN YEARS
(UNAUDITED)

YEAR ENDED JUNE 30,	GENERAL GOVERNMENT	PUBLIC SAFETY	PUBLIC WORKS	COMMUNITY SERVICES	COMMUNITY DEVELOPMENT	TOWNWIDE EXPENDITURES	EDUCATION	CAPITAL OUTLAY	DEBT SERVICE	TOTAL
2006	1,445,792	2,423,765	2,678,305	3,637,669	399,712	2,647,899	29,086,170	2,250,753	1,046,239	45,616,304
2007	1,830,252	2,561,450	2,896,753	3,804,230	462,318	2,124,445	29,991,931	2,152,606	981,482	46,805,467
2008	1,483,648	2,959,562	3,169,271	4,081,152	450,656	2,297,118	35,562,697	2,309,124	796,082	53,109,310
2009	1,499,878	2,928,387	3,225,131	4,091,147	792,917	2,521,997	33,711,808	3,492,470	712,336	52,976,071
2010	2,294,768	2,825,567	2,019,252	3,793,081	675,780	2,475,155	33,493,250	4,333,824	663,947	52,574,624
2011	2,493,342	3,176,632	2,135,618	3,924,752	644,361	2,353,028	34,114,493	2,767,464	810,303	52,419,993
2012	2,352,021	3,378,176	2,094,351	3,906,060	654,674	2,372,776	34,718,647	14,690,759	876,998	65,044,462
2013	2,409,250	3,596,832	2,157,691	5,370,430	736,118	2,611,262	34,530,737	13,288,309	842,086	65,542,715
2014	2,481,080	3,677,938	2,388,417	5,425,108	772,939	2,593,068	35,494,091	6,903,447	635,650	60,371,738
2015	2,396,709	3,935,458	2,376,079	5,429,083	822,884	2,804,489	35,597,880	5,205,400	364,944	58,932,926

TOWN OF MANSFIELD, CONNECTICUTTAX RATES, LEVIES AND CASH COLLECTIONS
LAST TEN YEARS
(UNAUDITED)

YEAR ENDED JUNE 30,	GENERAL FUND MILL RATE	ADJUSTED TOTAL LEVY	CURRENT TAX COLLECTIONS AT JUNE 30,	PERCENTAGE OF CURRENT TAXES COLLECTED	COLLECTIONS IN SUBSEQUENT YEARS	TOTAL COLLECTIONS	PERCENT OF LEVY COLLECTED	CURRENT DELINQUEN BALANCE
2006	22.01	19,140,949	18,876,286	98.62%	263,414	19,139,700	99.99%	1,249
2007	22.88	20,343,456	20,035,289	98.49%	304,584	20,339,873	99.98%	3,583
2008	23.87	21,752,811	21,423,169	98.48%	323,505	21,746,674	99.97%	6,137
2009	25.42	23,373,465	22,991,472	98.37%	374,073	23,365,545	99.97%	7,920
2010	25.71	23,957,562	23,567,914	98.37%	378,374	23,946,288	99.95%	11,274
2011	25.71	24,661,568	24,365,981	98.80%	263,259	24,629,240	99.87%	32,328
2012	26.68	26,037,701	25,626,839	98.42%	353,740	25,980,579	99.78%	57,122
2013	27.16	26,718,687	26,284,127	98.37%	332,335	26,616,462	99.62%	102,225
2014	27.95	27,746,958	27,386,897	98.70%	200,139	27,587,036	99.42%	159,922
2015	27.95	28,503,460	28,189,833	98.90%		28,189,833	98.90%	313,627

Source: Town audit reports.

TOWN OF MANSFIELD, CONNECTICUT

Table 6

TAXABLE GRAND LIST
LAST TEN YEARS
(UNAUDITED)

GRAND LIST AS OF OCTOBER 1, *	RESIDENTIAL REAL ESTATE		UTILITIES COMMERCIAL AND INDUSTRIAL REAL		ALL LAND	PERSONAL		MOTOR VEHICLE **	PERCENT	GROSS TAXABLE GRAND LIST	LESS EXEMPTIONS	NET TAXABLE GRAND LIST	TOTAL DIRECT RATE	
	PROPERTY	PERCENT	PROPERTY	PERCENT		PERCENT	PROPERTY							PERCENT
2004	658,941,733	75%	106,028,890	12%	8,116,630	1%	32,199,575	4%	74,895,444	9%	880,182,272	5,186,612	874,995,660	22.01
2005	670,168,950	75%	107,835,200	12%	7,727,790	1%	33,853,075	4%	78,529,205	9%	898,114,220	5,844,410	892,269,810	22.88
2006	689,970,600	75%	108,312,710	12%	7,044,070	1%	35,057,720	4%	80,038,570	9%	920,423,670	6,232,636	914,191,034	23.87
2007	702,597,450	75%	108,694,140	12%	6,889,300	1%	36,401,718	4%	79,514,897	9%	934,097,505	6,347,879	927,749,626	25.24
2008	712,378,920	76%	108,803,970	12%	6,792,910	1%	35,487,753	4%	79,279,666	8%	939,743,219	6,462,259	933,280,960	25.71
2009	730,833,500	75%	129,850,480	13%	7,307,020	1%	34,955,764	4%	77,516,289	8%	980,463,053	6,418,378	974,044,675	25.71
2010	735,749,080	75%	12,982,260	13%	7,228,620	1%	35,730,116	4%	77,916,804	7%	980,446,880	6,007,704	974,439,176	25.71
2011	738,105,450	75%	130,229,800	13%	7,125,370	1%	35,552,335	4%	74,750,285	7%	985,763,240	5,365,505	980,397,735	27.16
2012	742,458,660	73%	152,860,610	15%	7,080,780	1%	39,798,226	4%	75,060,137	7%	1,017,258,413	5,542,700	1,011,715,713	27.95
2013	745,144,620	71%	169,873,660	16%	7,234,500	1%	44,979,492	4%	76,372,344	7%	1,043,604,621	7,352,242	1,036,252,379	27.95

* Total after changes by Board of Tax Review.

** The Supplemental Motor Vehicle Grand List is included in the Motor Vehicle Totals.

TOWN OF MANSFIELD, CONNECTICUT

ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
LAST TEN YEARS
(UNAUDITED)

AS OF OCTOBER 1,	REAL ESTATE ASSESSED VALUATION	REAL ESTATE ESTIMATED TRUE VALUE	MOTOR VEHICLES ASSESSED VALUATION	PERSONAL PROPERTY ASSESSED VALUATION	TOTAL MOTOR VEHICLES AND PERSONAL PROPERTY ASSESSED VALUATION	TOTAL MOTOR VEHICLES AND PERSONAL PROPERTY ESTIMATED TRUE VALUE	TOTAL GROSS ASSESSED VALUATION	TOTAL EXEMPTIONS	TOTAL NET ASSESSED GRAND LIST *	TOTAL ESTIMATED TRUE VALUE	RATIO ASSESSED VALUE TO TRUE VALUE TOTAL **
2004	773,087,253	1,104,410,361	74,895,444	32,199,575	107,095,019	152,902,884	880,182,272	5,186,612	874,995,660	1,257,403,245	69.6%
2005	785,731,940	1,122,474,200	78,529,205	33,853,075	112,382,280	218,561,263	898,114,220	5,844,410	892,269,810	1,341,035,463	66.5%
2006	805,327,380	1,337,753,123	80,038,570	35,057,720	115,096,290	164,423,271	920,423,670	6,232,636	914,191,034	1,502,176,394	60.9%
2007	818,180,890	1,302,835,812	79,514,897	36,401,718	115,916,615	165,595,164	934,097,505	6,347,879	927,749,626	1,468,430,976	63.2%
2008	827,975,800	1,304,596,218	76,279,666	35,487,753	111,767,419	159,667,741	939,743,219	6,462,259	933,280,960	1,457,801,700	64.0%
2009	867,991,000	1,239,987,143	77,516,289	34,955,764	112,472,053	160,674,361	980,463,053	6,418,378	974,044,675	1,391,492,393	70.0%
2010	872,799,960	1,298,809,464	71,916,804	35,730,116	107,646,920	153,781,314	980,446,880	6,007,704	974,439,176	1,443,630,905	67.5%
2011	875,460,620	1,188,390,982	74,750,285	35,552,335	110,302,620	160,512,176	985,763,240	5,042,505	980,720,735	1,339,347,646	73.2%
2012	902,400,050	1,210,008,142	75,060,137	39,798,226	114,858,363	164,083,376	1,017,258,413	5,205,700	1,012,052,713	1,369,554,704	73.9%
2013	922,252,780	1,373,012,922	76,372,349	44,979,492	121,351,841	173,359,773	1,043,604,621	7,352,242	1,036,252,379	1,546,372,695	67.0%

* Total net Grand List is the final Grand List figure after all changes are made by the Board of Tax Review.

** This figure is based on the ratio of assessments for a given Grand List year to actual fair market value for that given Grand List year.

TOWN OF MANSFIELD, CONNECTICUT

PRINCIPAL PROPERTY TAXPAYERS
CURRENT YEAR AND NINE YEARS AGO
(UNAUDITED)

TAXPAYER	NATURE OF BUSINESS	GRAND LIST YEAR					
		2015			2006		
		ASSESSED VALUE	RANK	% OF TAXABLE GRAND LIST (1)	ASSESSED VALUE	RANK	% OF TAXABLE GRAND LIST (1)
Connecticut Light & Power Co.	Public Utility	\$ 15,943,050	1	1.54%	\$ 8,963,410	1	1.02%
Storrs Acquisitions, fka U of C LLC	Apartments	10,798,720	2	1.04%	6,843,270	2	0.78%
Eastbrook F LLC	Eastbrook Mall	10,104,920	3	0.98%	5,600,000	4	0.64%
EDR Storrs LLC**	Apartment - Condos	8,457,670	4	0.82%			
157-35 OAP Holdings LLC	Apartments	7,906,840	5	0.76%	3,774,230	9	0.43%
Celeron Square Associates	Apartments	7,510,580	6	0.72%	6,496,280	3	0.74%
EDR Storrs LLC	Apartments	6,877,276	7	0.66%			
Colonial BT, LLC*	Apartments	5,390,000	8	0.52%	5,141,430	6	0.59%
Glen Ridge Cooperative Inc.	Housing Co-Op	5,306,770	9	0.51%	4,270,490	7	0.49%
Uconn Carriage LLC	Apartments	4,895,240	10	0.47%	3,956,470	8	0.45%
New Samaritan Corp	Nursing Home				5,318,250	5	0.61%
Hayes-Kaufman Mansfield Assoc.	Shopping Plaza				3,713,920	10	0.42%
TOTAL		\$ 83,191,066.00		8.20%	\$ 54,077,750		6.17%

Source: Town Assessor Department.

(1) Based on a Net Taxable Grand List for October 1, 2013 and October 1, 2004 of \$1,036,252,379 and \$874,995,660, respectively after Board of Tax Review

**After fix assessment agreement with EDR Storrs LLC. (Assessment prior to agreement was \$32,458,670)

TABLE 9

TOWN OF MANSFIELD, CONNECTICUT

RATIOS OF GENERAL BONDED DEBT OUTSTANDING
LAST TEN YEARS
(UNAUDITED)

YEAR ENDED JUNE 30	GENERAL OBLIGATION BONDS	PERCENTAGE OF ACTUAL TAXABLE VALUE OF PROPERTY	PERCENTAGE OF PERSONAL INCOME	PER CAPITA
2006	3,830,640	0.32%	1.00%	154
2007	3,043,060	0.24%	N/A	123
2008	2,400,480	0.17%	N/A	97
2009	1,887,900	0.13%	N/A	72
2010	1,450,320	0.10%	N/A	55
2011	3,904,811	0.28%	N/A	147
2012	3,458,760	0.24%	N/A	138
2013	3,012,709	0.22%	N/A	120
2014	2,661,658	0.19%	N/A	106
2015	2,438,187	0.16%	N/A	92

NOTE: Details regarding the Town's outstanding debt can be found in the notes to the financial statement.

N/A- Information is not available.

TOWN OF MANSFIELD, CONNECTICUT

COMPUTATION OF DIRECT AND OVERLAPPING INDEBTEDNESS
 JUNE 30, 2015
 (UNAUDITED)

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Percentage Applicable to Mansfield</u>	<u>Mansfield Share of Debt</u>
Town of Mansfield	\$ 2,438,187	100.00%	\$ 2,438,187
Regional School District No. 19	2,932,709 *	56.80%	** <u>1,665,779</u>
Net Direct and Overlapping Indebtedness			\$ <u><u>4,103,966</u></u>

* Debt is net of school grants receivable of \$3,133,096.

** Note: The percentage applicable to Mansfield of the Regional School District No. 19's debt is based the Town's prorated share of student enrollment in the District at October 1 of the preceeding year.

TOWN OF MANSFIELD, CONNECTICUT

SCHEDULE OF DEBT LIMITATION

JUNE 30, 2015
(UNAUDITED)

Total Tax Collections (including interest and lien fees) for the year ended June 30, 2015	\$ 28,784,595
Reimbursement for Revenue Loss: Tax relief for elderly freeze	<u>0</u>
Base for Debt Limitation Computation	<u>\$ 28,784,595</u>

	<u>General Purpose</u>	<u>Schools</u>	<u>Sewers</u>	<u>Urban Renewal</u>	<u>Pension Deficit</u>
Debt Limitation:					
2 1/4 times base	\$ 64,765,339	\$	\$	\$	\$
4 1/2 times base		129,530,678			
3 3/4 times base			107,942,231		
3 1/4 times base				93,549,934	
3 times base					<u>86,353,785</u>
Total Debt Limitation	<u>64,765,339</u>	<u>129,530,678</u>	<u>107,942,231</u>	<u>93,549,934</u>	<u>86,353,785</u>
Indebtedness:					
Bonds payable	871,000	1,246,500	282,500		
Bonds authorized unissued	1,040,000				
Town portion of Regional School District No. 19 bonds payable - net		<u>1,665,779</u>			
Net Indebtedness (1)	<u>1,911,000</u>	<u>2,912,279</u>	<u>282,500</u>		
Debt Limitation in Excess of Indebtedness	<u>\$ 62,854,339</u>	<u>\$ 126,618,399</u>	<u>\$ 107,659,731</u>	<u>\$ 93,549,934</u>	<u>\$ 86,353,785</u>

(1) The total of the above net indebtedness amounts to: \$ 5,105,779

In no event shall total indebtedness exceed seven times the base for debt limitation computation: \$ 201,492,165

TOWN OF MANSFIELD
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL ISSUES

Fiscal Year	Schools		General Purpose		Sewer Purpose		Total Debt
	Principal	Interest	Principal	Interest	Principal	Interest	
2017	\$ 77,500	\$ 26,954	\$ 118,750	\$ 37,918	\$ 23,750	\$ 8,854	\$ 293,726
2018	77,500	24,628	118,750	34,356	23,750	8,140	287,124
2019	77,500	22,304	118,750	30,793	23,750	7,427	280,524
2020	77,500	19,979	118,750	27,230	23,750	6,716	273,925
2021	77,500	17,654	118,750	23,668	23,750	6,004	267,326
2022	81,000	15,328	111,500	20,105	27,500	5,290	260,723
2023	81,000	12,799	111,500	16,622	27,500	4,432	253,853
2024	81,000	9,760	111,500	12,440	27,500	3,400	245,600
2025	81,000	6,520	111,500	7,980	27,500	2,300	236,800
2026	82,000	3,280	88,000	3,520	30,000	1,200	208,000
Total	\$ 793,500	\$ 159,206	\$ 1,127,750	\$ 214,632	\$ 258,750	\$ 53,763	\$ 2,607,601

TOWN OF MANSFIELD, CONNECTICUT

LEGAL DEBT MARGIN INFORMATION
LAST TEN YEARS

<u>Year Ended June 30</u>	<u>Debt Limit</u>	<u>Net Debt Applicable to Limit</u>	<u>Legal Debt Margin</u>	<u>Total Net Debt Applicable</u>
2006	134,734,047	6,808,645	127,925,402	5%
2007	142,741,830	6,143,040	136,598,790	4%
2008	152,468,890	5,475,355	146,993,535	4%
2009	164,332,504	8,897,611	155,434,893	5%
2010	167,515,187	8,997,414	158,517,773	5%
2011	181,077,596	8,144,509	172,933,087	4%
2012	181,160,987	7,666,612	173,494,375	4%
2013	188,389,915	6,889,939	181,499,976	4%
2014	198,388,673	5,699,020	192,689,653	3%
2015	201,492,165	5,105,779	196,386,386	3%

SUMMARY OF GENERAL FUND AND CNR FUND CONTRIBUTIONS
FOR CAPITAL AND DEBT SERVICE

	CNR Fund Contribution to Capital (incl. Mgmt. Services)	General Fund Contribution to Capital	CNR and General Fund Contribution to Debt Service	Total	Current Year Levy	Percent of * Current Levy
<u>Actual:</u>						
1994/95	1,316,478	137,000	729,650	2,183,128	11,394,820	20.2
1995/96	1,835,402	60,500	605,090	2,500,992	11,732,830	22.0
1996/97	1,689,170	15,000	605,090	2,309,260	11,984,320	19.3
1997/98	1,369,058		684,500	2,053,558	12,265,370	16.7
1998/99	3,591,529		760,000	4,351,529	12,622,419	34.5
1999/00	3,449,200		675,000	4,124,200	12,910,418	31.9
2000/01	2,772,660		1,297,000	4,069,660	13,158,960	30.9
2001/02	3,361,682		855,000	4,216,682	13,916,430	30.3
2002/03	1,694,916		650,000	2,344,916	15,066,233	15.6
2003/04	830,034		635,000	1,465,034	16,940,806	8.6
2004/05	962,137		695,000	1,657,137	17,843,985	9.3
2005/06	1,271,109		650,000	1,921,109	18,746,740	10.2
2006/07	1,158,534	100,000	615,000	1,873,534	19,889,070	9.4
2007/08	84,300	644,000	600,000	1,328,300	21,253,018	6.2
2008/09	372,124	85,000	490,000	947,124	22,888,695	4.1
2009/10	316,000	685,000	650,000	1,651,000	23,364,477	7.1
2010/11	312,669	387,500	910,000	1,610,169	24,461,355	6.6
2011/12	369,079	476,000	825,000	1,670,079	26,016,649	6.4
2012/13	440,426	1,349,886	825,000	2,615,312	26,371,112	9.9
2013/14	454,896	2,452,690	675,000	3,582,586	27,350,234	13.1
2014/15	545,950	2,333,450	325,000	3,204,400	27,703,004	11.6
<u>Estimated:</u>						
2015/16	485,060	1,637,380	285,000	2,407,440	29,298,930	8.2
2016/17	485,060	3,160,640	285,000	3,930,700	30,565,180	12.9
2017/18	485,060	3,175,000	285,000	3,945,060	31,882,774	12.4
2018/19	485,060	3,175,000	275,000	3,935,060	32,998,912	11.9
2019/20	485,060	3,200,000	275,000	3,960,060	34,410,306	11.5
2020/21	485,060	3,225,000	275,000	3,985,060	35,734,668	11.2

Glossary of Budget Terms

There are many specialized terms used in governmental budgeting and accounting. The following is an abbreviated list of some of the more common terms one may find in reviewing Mansfield's budget.

ACCRUAL BASIS OF ACCOUNTING – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

ACTIVITY CLASSIFICATION – A grouping of expenditures on the basis of specific functions performed by an organizational unit. Examples of activities are road services, revenue collection, youth services and property assessment, etc.

APPROPRIATION – An authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, and which is usually limited in amount and to the time during which it may be expended.

ASSESSMENT/ASSESSED VALUATION – A valuation set upon real estate or other property by a government as a basis for levying taxes.

BALANCED BUDGET – A basic budgetary constraint intended to ensure that an entity does not spend beyond its means. A government's use of resources for operating purposes does not exceed available resources over a defined budget period.

BOND – A written promise to pay a specified sum of money at a specified date or dates in the future.

BOND ANTICIPATION NOTE – Short-term interest bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from the proceeds of the bond issue to which they are related.

BUDGET – A plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means of financing them.

CAPITAL ASSETS – Assets with a value of \$5,000 or more and having a useful life of more than one year. Capital assets are also called fixed assets.

CAPITAL EXPENDITURES – An expenditure that acquires, improves, expands, replaces, or extends the life of a capital asset.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CAPITAL NONRECURRING FUND (CNR FUND) – A reserve fund for future capital projects and other nonrecurring expenditures.

CASH BASIS OF ACCOUNTING – The basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

DEFICIT – (1) The excess of an entity's liabilities over its assets. (2) The excess of expenditures or expenses over revenues during a single audit account period.

DEPRECIATION – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

ENCUMBRANCE – Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

FISCAL YEAR – A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and result of its operations. The fiscal year for the Town of Mansfield begins July 1 and ends on June 30.

FUNCTION – a group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of functions are: General Government, Public Safety, Public Works, Education.

FUND – An independent fiscal and accounting entity with a self balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations. The Town administers a total of 39 separate funds, including the General Fund, the Risk Management Fund and the Capital Projects Fund. Appropriations are legally adopted by the Annual Town Meeting for the General Fund, the CNR Fund and the Capital Fund. Those funds are described in the DESCRIPTION OF OTHER FUNDS section at the end of the Glossary.

FUND BALANCE – The excess of fund assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND – A fund that accounts for all resources not otherwise accounted for in other funds. It is supported by tax revenues and is the largest and most important fund in the Town of Mansfield's budget.

GRAND LIST – The basis upon which the property tax levy is allocated among the property owners in a jurisdiction with taxing powers. It is the official list of taxable real property in the Town.

GRANT – A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specific purposes.

INTERFUND LOANS OR TRANSFERS – Loans or transfer amounts made from one fund to another.

INTERGOVERNMENTAL REVENUE – Revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

INTERNAL SERVICES FUND – A fund separate from the General Fund used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis, e.g., the Risk Management Fund.

LEVY – The total amount of taxes imposed by a governmental unit.

LoCIP – A local capital improvement grant program administered by the state. Towns apply annually for reimbursement of up to a formula generated entitlement amount.

MILL – The amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth (1/10th) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

MILL RATE – The rate applied to assessed valuation to determine property taxes. The mill rate for the proposed fiscal year 2016/2017 budget is 29.87 mills. This means that \$29.87 in property taxes must be paid for every \$1,000 of assessed value of property.

MODIFIED ACCRUAL BASIS – The basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for available revenues which should be accrued to reflect revenues earned and available for expenditure.

OBJECT – As used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, clothing allowance, medical supplies and advertising, etc.

OBLIGATIONS – Amounts which a governmental unit may be required legally to meet out of its resources. This includes actual liabilities and unliquidated encumbrances..

ORDINANCE – A formal-legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status.

PROGRAM – An activity (department or cost center) within one of the government's major functions. For example, within the Public Safety function, there are the following programs - Police, Animal Control, Fire & Emergency Services.

PROPERTY TAX – A locally levied tax based on the market value of property assessed at 70% during a given year by the local municipality. The revenues from property taxes represent the largest funding source for Mansfield municipal expenditures. By state law, all municipalities must revalue the market value of property every five years. Mansfield's next revaluation is October 1, 2019.

PROPERTY TAX EXEMPTION – A statutory provision that excuses certain types of property uses (e.g., religious, industrial uses) or property owners (e.g., veterans & elderly) from property tax, either partially or completely.

PROPERTY TAX LEVY – The net amount to be raised by general property taxes (e.g., less reserves for uncollected and tax credits for the elderly).

PROPERTY TAX WARRANT – The total estimated dollars to be raised by property taxes for the year including reserves for uncollected taxes and tax credits for the elderly.

RESERVE – An account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

REVENUE – This term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

SOURCE – A budgeting code used to describe the origin of Town revenues. In other words, where the money comes from (e.g., rent, interest income).

SPECIAL REVENUE FUND – Used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. The Recreation Fund for example was created specifically to account for revenues and expenditures generated by recreation programs.

SUBSIDY – An appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

TAXABLE GRAND LIST – The total assessed value of all taxable real and personal property. In Mansfield the assessed value of real property is 70 percent of market value as set by revaluation every four years.

TOWN AID ROAD FUND – An annual formal grant from the State to be used for local road, bridge and sewer reconstruction. The amount of the grant is based on population, road miles and other demographic factors.

TRUST FUND – A Fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g., the Cemetery Fund and the Pension Fund.

UNASSIGNED FUND BALANCE – Available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e. commitments)

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