

Town of Mansfield

Adopted Budget for 2015/2016



Town Meeting – May 12, 2015
Town Referendum – June 16, 2015
Town Council Adoption – June 22, 2015

TOWN OF MANSFIELD, CONNECTICUT

Town Council

**Elizabeth Paterson, Mayor
Paul Shapiro, Deputy Mayor
Stephen Kegler
Peter Kochenburger
Alexander Marcellino
Antonia Moran
Virginia Raymond
William Ryan
Elizabeth Wassmundt**

**Matthew W. Hart
Town Manager**

**Maria E. Capriola
Assistant Town Manager**

**Cheryl A. Trahan
Director of Finance**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Mansfield
Connecticut**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

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BUDGET MESSAGE

TOWN OF MANSFIELD
OFFICE OF THE TOWN MANAGER



Matthew W. Hart, Town Manager

AUDREY P. BECK BUILDING
FOUR SOUTH EAGLEVILLE ROAD
MANSFIELD, CT 06268-2599
(860) 429-3336
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June 22, 2015

Dear Mansfield Citizens:

The Town Council worked to adopt a prudent spending plan that is designed to support current services, to advance key Council policy goals and objectives, and to build capacity to address operational and budgetary concerns. Furthermore, this budget is structured to maintain our multi-year plan to fund the capital improvement program (CIP) on a *pay-as-you-go* basis.

On April 28, 2015, after careful review and consideration, the Town Council voted to adopt a General Fund Budget totaling \$48,741,870 (including a contribution of \$10,188,150 to Regional School District No. 19) for Fiscal Year 2015/16. On May 12, 2015, the Council presented its budget to the voters at the Annual Town Meeting for budget consideration. At the Town Meeting, the voters approved a motion to increase the Board of Education budget by \$92,400. On June 16, 2015, following a successful petition to referendum, this budget was defeated. The Town Council held a Special Meeting on June 17, 2015 to discuss the results of the referendum and to discuss potential reductions to the budget. On June 22, 2015 at their Regular Meeting, the Council adopted the following substitute budget:

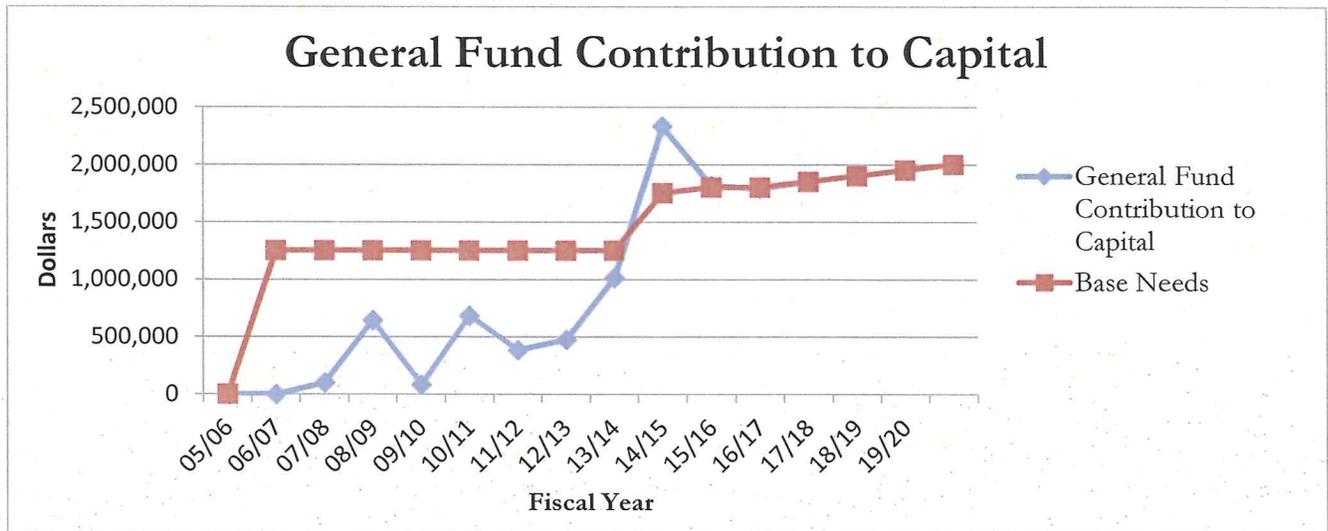
1. The adopted general fund budget for fiscal year (FY) 2015/16 totaling \$38,444,120 plus Mansfield's general fund contribution of \$10,188,150, to the Regional School District 19 (Region 19) budget. The general fund budget and the Region 19 contribution together total \$48,632,270, which would require a mill rate of 29.87 on all taxable property in Mansfield.
2. The adopted capital fund budget for FY 2015/16 totaling \$2,323,900.
3. The adopted capital nonrecurring reserve fund (CNR) budget for FY 2015/16 totaling \$2,085,470. Of that amount, \$1,900,470 is a transfer to the capital fund budget.

Budget Policy Objectives

The Adopted FY 2015/16 Budget is designed to achieve four primary objectives. The first objective is to maintain current services and programs. Under the adopted budget, all of our core services – education, general government, community services, community development, public safety and public works - remain intact.

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 all regular, recurring capital projects and initiatives on a *pay-as-you-go* or cash basis. For the FY 2015/16 CIP, we have included a general fund contribution of \$1,637,380 that will provide \$200,000 in cash-to-capital funding for school building

infrastructure and \$200,000 for information technology needs. The CIP also includes an upgrade to the Public Works fueling station, estimated at \$500,000, with funding on a cash basis as opposed to issuing debt.



Please note that in light of a significant decrease in state aid, the FY 2015/16 budget does not include a contribution to fund balance. However, the Town Council approved an additional contribution of \$148,000 to fund balance from FY 2014/15 revenues in excess of budget. This provides the sixth 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 adopted budget is designed to promote key Council policy goals and initiatives. For example, an additional \$9,000 has been budgeted for the economic development program to add a graduate student intern position for the Office of Planning and Development. We plan to use the position to assist with economic development initiatives, including the development of marketing materials and a business resource guide. Also, the adopted CIP includes funding for the Four Corners Sanitary Sewer initiative and the operating budget continues funding for the Storrs Center project. For Storrs Center, I wish to emphasize that the adopted budget funds all *direct* costs associated with the project with revenue coming from the project itself. This includes one-time expenditures for temporary personnel charged against the Storrs Center reserve fund and ongoing expenditures such as the Town’s contribution to the Downtown Partnership’s operating budget, which is charged to the general fund and funded with tax revenue from Storrs Center. The Public Works Department, my office and other Town staff continue to provide in-kind services towards Storrs Center, as we do for the Four Corners project and other major initiatives.

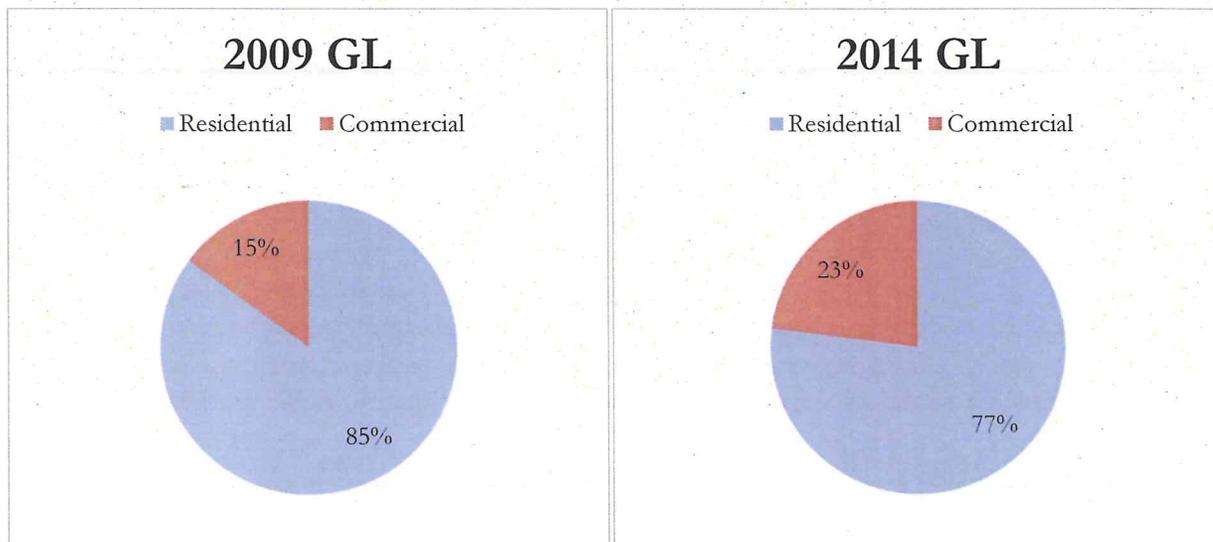
The fourth major objective of the Adopted FY 2015/16 Budget is to add capacity to address operational and budgetary concerns. This budget eliminates a part-time Office Assistant position and adds a full-time Public Works Specialist to support both the Public Works and the Facilities Management Departments. In management’s opinion, the position would help reduce and control expenditures by focusing on asset management, contracts and purchasing. The shared position would also enhance the productivity of managerial and professional staff by eliminating the time these positions expend on administrative and budgetary tasks. Lastly, as part of its Financial &

Operational Controls assessment our auditing firm Blum Shapiro has recommended one additional accounting position for the Finance Department. While our Finance Department supports a greater number of entities than other towns that provide shared financial management services, our staffing is low in comparison to those communities. In line with the consultant's recommendation, funding is included in this budget for an additional position in Finance. (Please see the Staffing Issue Papers for more detail on these proposals.)

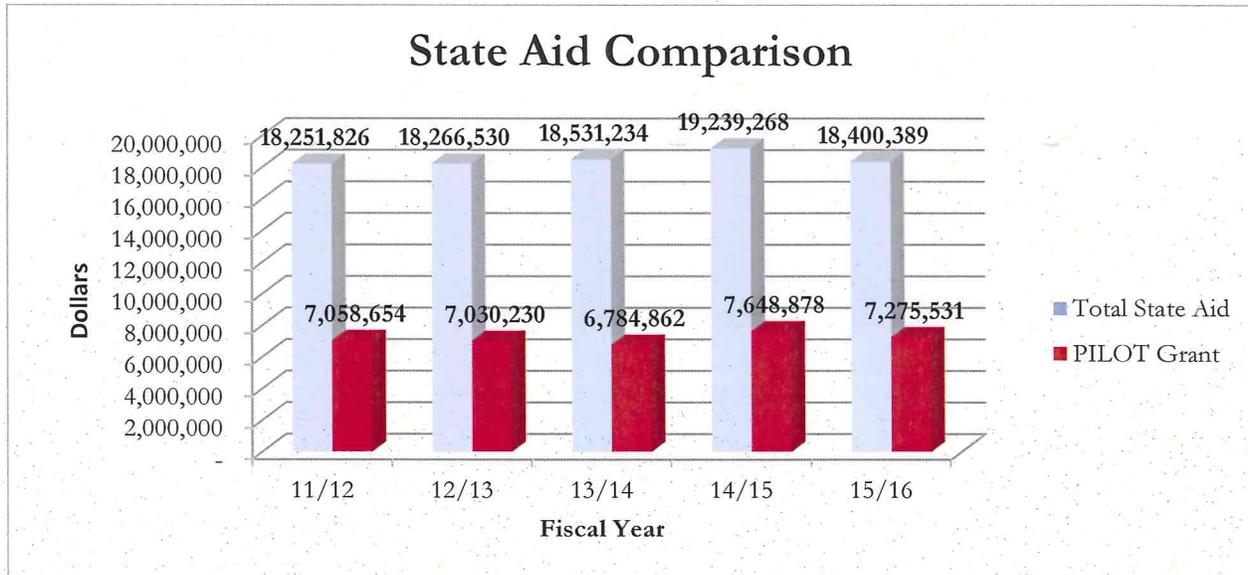
Town	Shared Services?	Total 2014/15 Budget	Number of Entities Supported	Population	Number of Finance Staff
Newtown, CT	Yes	\$111,066,204	2	27,543	12
North Haven, CT	Yes	\$88,857,841	n/a	23,035	15
Madison, CT	Yes	\$75,751,043	2	17,858	8
Rocky Hill, CT	No	\$70,894,850	3	19,729	9
Mansfield, CT	Yes	\$57,112,694	6	25,648	7
Plainville, CT	Yes	\$55,424,977	2	17,328	5
Suffield, CT	No	\$55,300,389	3	15,692	7
Plainfield, CT	No	\$45,193,803	2	15,358	7
East Hampton, CT	Yes	\$40,285,926	3	13,352	7

Revenue Outlook

With the October 1, 2014 revaluation, the preliminary grand list has decreased by \$8,827,788 or 0.85 percent. Like many communities have experienced, the value of residential properties in Mansfield has decreased, by 8.7% in our case, with the most recent revaluation. Fortunately, due primarily to growth in Storrs Center the value of commercial properties has increased by 22.26%. From 2013 to 2014, the assessment for Storrs Center alone increased by 75 percent, from \$44.6 million to \$78.1 million. With the 2009 revaluation the split between residential and commercial properties was 85 percent and 15 percent, respectively. For the 2014 revaluation, the split is now 77 percent residential and 23 percent commercial, a much healthier mix for our community. This shift in reliance from residential to commercial properties will relieve the tax burden for most homeowners in Mansfield.



Non-tax revenue is projected to decrease by \$352,450 or 1.85 percent over the current year *amended* budget. For this fiscal year, we did receive \$806,516 in unanticipated state funding. Consequently, in comparison to FY 2014/15 state aid is scheduled to decrease by \$838,879 for FY 2015/16. As we all know, Mansfield is extremely reliant upon state statutory formula grants, which comprise approximately 36 percent of general fund revenue for FY16. Our state representatives have worked hard to protect this important source of revenue for us. As the graph below illustrates, state revenue, particularly the PILOT grant, can fluctuate from year-to-year. (Please see the issue paper on State Revenue for more information on this important topic.) Other revenue factors include a slight increase in building and housing code permit revenue.



General Fund Budget

The general fund budget for the Town of Mansfield of \$38,444,120 represents an increase of \$1,236,246 or 3.3 percent over the current year as amended. When Mansfield’s contribution of \$10,188,150 to Region 19 is added to this figure, the budget totals \$48,632,270. Under this budget, total spending would increase by \$1,378,476 or 2.9 percent.

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 – Funding for general government operations has increased by 2.5 percent or \$407,380 over the amended budget. Some of the primary cost drivers leading to this increase include:
 - An increase of \$280,910 in salaries and wages for contractual step increases and proposed additional staffing;
 - An increase of \$254,820 to fund employee benefits, primarily health insurance (\$238,110);
 - An increase of \$216,190 to fund purchased services, primarily the Resident State Trooper program;
 - Reductions in other areas helped to offset these drivers.

Management has worked to control expenditures, but some costs (e.g. 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. It is also important to note that while the debt services fund and capital fund are budgeted under general government operations, both of these funds support the Mansfield Public Schools in addition to general government.

One issue that had a significant impact on the development of this budget was the Governor's proposal to increase the statutory reimbursement rate from 70 to 100 percent for towns participating in the resident trooper program (we are already charged 100% for overtime expenses). The Governor's proposal would have impacted Mansfield in a substantial way and our costs would increase by approximately \$500,000 per year on a budget of \$1.2-\$1.3 million. Ultimately, the reimbursement rate was increased to 85 percent for the first two troopers and increased to 100 percent on all additional troopers. Adjustments were made in other areas of the budget in order to increase the Resident State Trooper Program budget by \$135,000. The adopted budget would fund (8) 12-month troopers. Given the significance of this matter, I advised the Town Council to begin to discuss service alternatives; the Council has referred this issue to an *ad hoc* committee.

- 2) Mansfield Board of Education - The other major segment of the Town budget is the Mansfield Board of Education budget. The budget as adopted reflects an increase of \$828,866, or 3.9 percent, for a total budget of \$22,022,750. 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 slightly declining enrollment. 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 budget was approved at referendum on May 5, 2015. Mansfield's general fund proportionate share is \$10,188,150, an increase of \$142,230 or 1.4 percent over the current year. The member town contributions to the Region 19 budget reflect an increase of 1.2%, and Mansfield's share reflects this adjustment and a slight increase in our pro-rational 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's 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 adopted capital fund budget of \$2,323,900 is financed primarily from the capital and nonrecurring reserve (CNR) fund (\$1,900,470) with the balance coming from the LoCIP grant (\$184,930), the Town Aid Road grant (\$130,000) and other funds (\$108,500). No bond funding is included for new projects. The estimated expenditures are detailed in the capital projects fund budget and financing plan, also referred to as the capital improvement program (CIP).

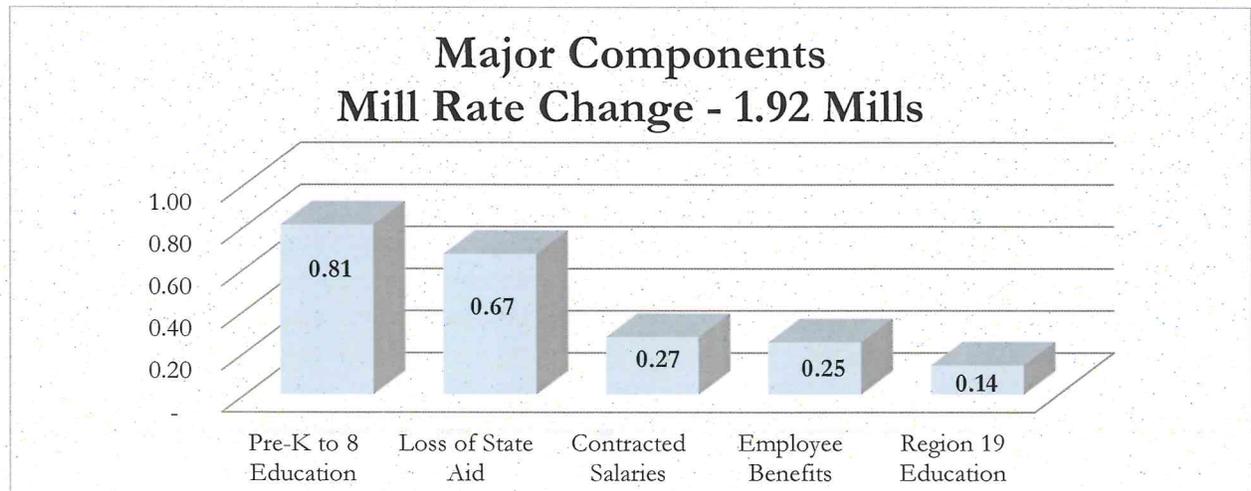
The adopted CNR Fund budget of \$2,085,470 is funded mainly by the general fund (\$1,637,380), ambulance user fees (\$275,000) and the Pequot/Mohegan grant (\$209,560). The estimated expenditures include: a transfer to the capital fund of \$1,900,470 to fund current year projects and a transfer to the management services fund of \$185,000 for technology equipment.

Other Funds

Included in this budget is 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 16 percent), our average claims experience for the past five years is 8.4 percent, slightly below industry trend.

Impact on the Taxpayer

The budgets for both Region 19 and the Mansfield Public Schools have collectively increased by \$1,378,476 or 1.34 mills. The proposed General Government budget is up by \$407,380 or 0.40 mills. However, due to the proposed loss in State aid the proposed tax increase is 1.92 mills, representing a 6.86 percent increase.



As stated above, the Adopted FY 2015/16 Budget would require a mill rate of 29.87 on all taxable property in Mansfield. With the most recent revaluation, the median single family home has decreased from \$169,900 to \$156,000. Yet, with the strong growth in the value of commercial properties, staff estimates that under the FY 2015/16 Budget taxes for the median single family home in Mansfield would *decrease* by 1.9 percent or \$89 per year.

Conclusion

The Adopted FY 2015/16 Budget is a responsible spending plan that is designed to support current services, to advance key Council policy goals and objectives, and to build capacity to address operational and budgetary concerns. Furthermore, the adopted budget provides modest tax relief to the average homeowner.

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, and Jay Ghassem-Zadeh - for their patient work in preparing this submission.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew W. Hart". The signature is fluid and cursive, with the first name being the most prominent.

Matthew W. Hart
Town Manager

Town of Mansfield
General Fund
Major Cost Drivers - FY 2015/16

Description	FY 13/14 Actual	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted	Incr/ (Decr)	%
Employee Benefits	\$ 2,506,587	\$ 2,714,120	\$ 2,700,606	\$ 2,944,805	\$ 230,685	8.50%
Salaries and Wages	6,262,188	6,533,045	6,669,575	6,762,055	229,010	3.51%
Other Purch Services	1,604,373	1,726,855	1,717,740	1,943,045	216,190	12.52%
Prof & Tech Services	220,169	224,440	228,958	257,160	32,720	14.58%
Trans Out-Spec Rev Fund	572,000	610,430	610,430	637,450	27,020	4.43%
Land/Rd Maint Supplies	-	600	550	18,300	17,700	2950.00%
Trans Out Enterprise Fnd	127,825	117,560	124,830	132,050	14,490	12.33%
Rolling Stock Supplies	191,558	199,000	184,000	212,000	13,000	6.53%
Repairs/Maintenance	150,387	131,900	155,813	140,350	8,450	6.41%
Energy	682,880	437,800	437,800	445,900	8,100	1.85%
Office Supplies	52,313	56,750	52,729	63,330	6,580	11.59%
Insurance	201,869	206,030	204,855	211,830	5,800	2.82%
Other Supplies	53,609	68,800	63,480	71,980	3,180	4.62%
Food Service Supplies	37	400	400	300	(100)	(25.00%)
Building Supplies	45,757	62,550	61,871	62,430	(120)	(0.19%)
Instructional Supplies	3,278	3,750	3,900	3,450	(300)	(8.00%)
Purch Property Services	66,343	105,400	104,500	101,050	(4,350)	(4.13%)
Equipment	112,106	96,250	92,533	90,985	(5,265)	(5.47%)
Misc Expenses & Fees	176,624	194,290	26,400	186,900	(7,390)	(3.80%)
School/Library Books	99,335	114,520	113,520	106,570	(7,950)	(6.94%)
Contrib to Area Agencies	43,200	57,050	57,050	45,050	(12,000)	(21.03%)
Trans Out-Trust Agency	80,000	78,000	78,000	62,000	(16,000)	(20.51%)
Trans Out-Debt Serv Fd	675,000	325,000	325,000	285,000	(40,000)	(12.31%)
Trans Out-Capital Proj	2,332,690	1,949,450	1,949,450	1,637,380	(312,070)	(16.01%)
Total:	\$ 16,260,128	\$ 16,013,990	\$ 15,963,990	\$ 16,421,370	\$ 407,380	2.54%

ISSUE PAPER

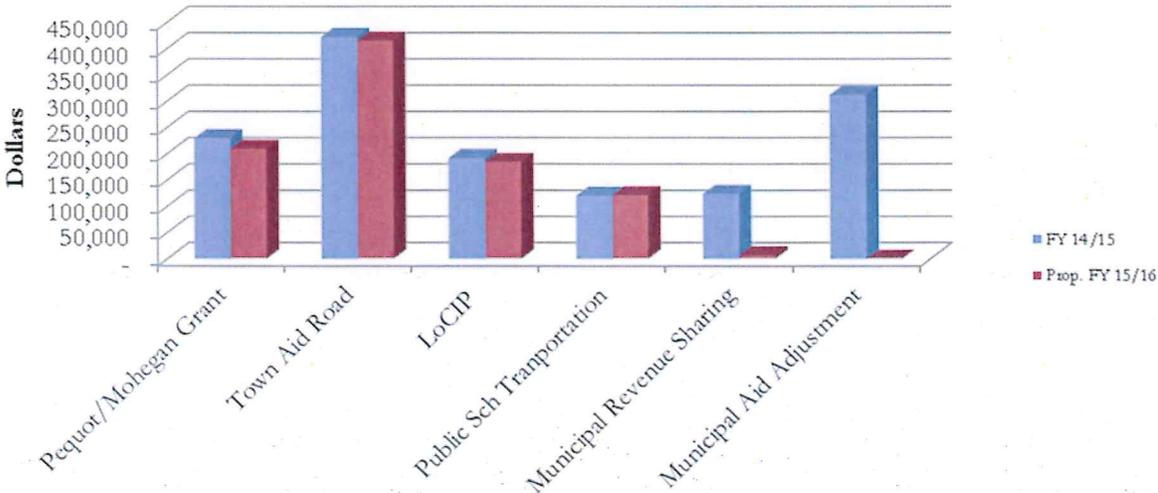
STATE REVENUE

For purposes of the Adopted FY 2015/16 Budget management has included the State's adopted budget estimates for municipal aid. In aggregate, the current estimates would decrease state revenue to Mansfield by \$838,879 below current year levels.

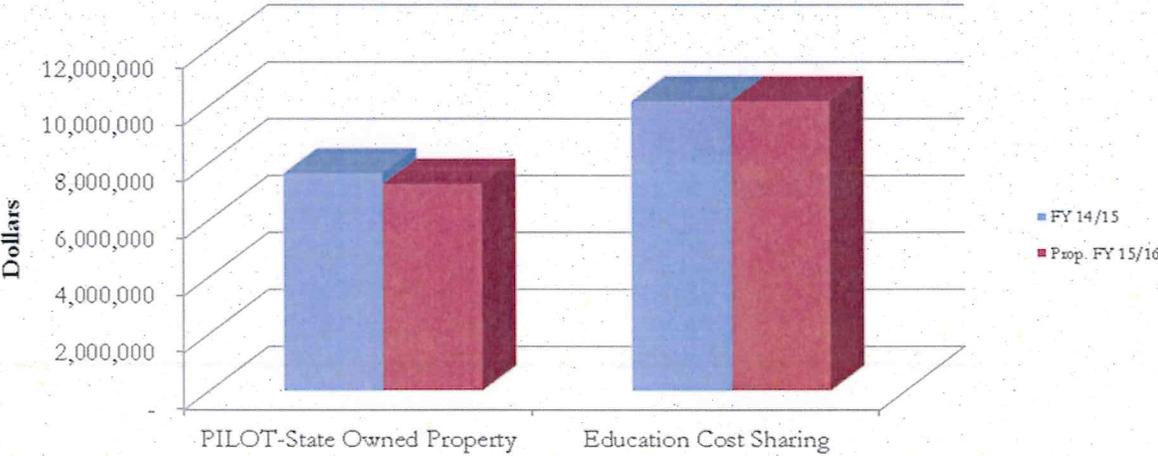
Throughout February and March, staff and Council leadership has testified at the state legislature regarding the potential impact of the Governor's proposed state budget on Mansfield. Highlights of our testimony are as follows:

- Mansfield is home to the University of Connecticut's main campus in Storrs, with a total population of 26,543 and a year-round population closer to 13,000. Outside of the university, we are still in many ways a rural community with a *limited* tax base consisting of residential and some commercial properties. With state support, we are building the mixed-use Storrs Center project to serve as our downtown, and this initiative has positively impacted our grand list.
- We support legislation to adequately fund and to 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 \$7.65 million in FY 2014/15 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 billion).
- Under statute, Mansfield should be receiving 45% on the assessed value of state property but the actual grant amount is closer to 24% of that figure for FY 2014/15 and is expected to decline to 22% for FY 2015/16. Mansfield's PILOT grant has fluctuated and has not approached the statutory calculation of 45% of assessed value over the past 10 years.
- 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.
- 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.

State Grants (Under \$500,000)



Major State Grants



ISSUE PAPER

FUND BALANCE

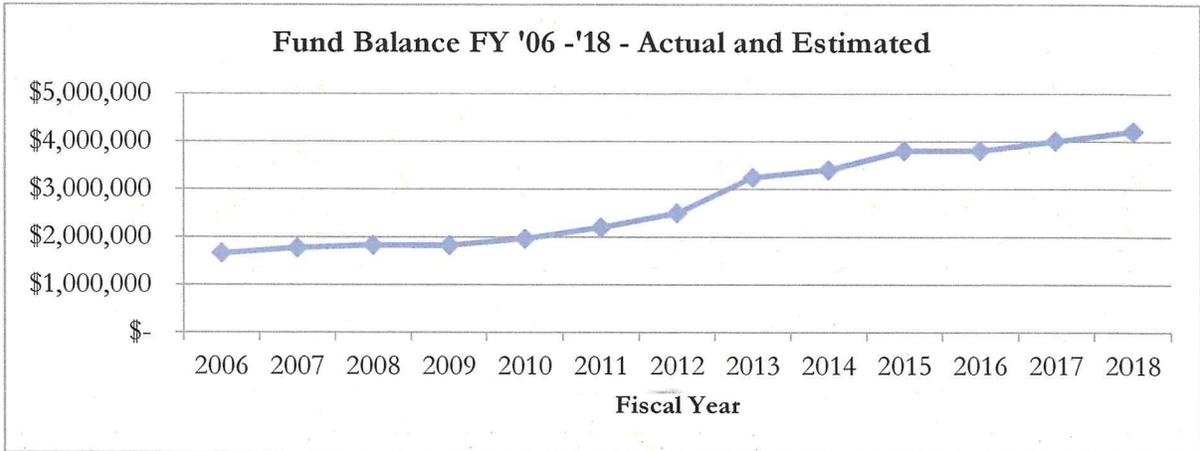
Fund balance is a measure of the Town’s capacity to withstand financial emergencies or to undertake unforeseen but necessary projects. Rating agencies place special emphasis on fund balance when assigning bond ratings to municipalities and view adequate fund balance as an indication of sound financial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

A number of years ago, the Town Council adopted a plan whereby the general fund operating budget would no longer rely on an appropriation from fund balance to balance the budget. This recommendation was made 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.

Due to unanticipated state revenue, this fiscal year we will be able to contribute \$400,000 to fund balance. The Proposed FY 2015/16 Budget does not include an increase to fund balance because of the significant reductions in state aid proposed in the Governor’s budget. However, if the General Assembly restores a portion of this state aid for FY16 management recommends directing all or some of the additional state revenue to fund balance. While maintaining fund balance is difficult in troubled financial times, the case for preserving a healthy fund balance as recommended by the rating agencies is clearly in the Town’s best interest.

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)				
	6/30/2012	6/30/2013	6/30/2014	6/30/2015 Est	6/30/2016 Est
Assigned	\$ 253,527	\$ 424,901	\$ 140,010	\$ 140,010	\$ 140,010
Unassigned	2,241,568	2,823,216	3,267,842	3,667,842	3,667,842
Total Fund Balance	\$2,495,095	\$ 3,248,117	\$ 3,407,852	\$ 3,807,852	\$ 3,807,852
GAAP Expenditures and Other Financing Uses	\$46,451,383	\$ 47,407,532	\$ 46,812,752	\$ 46,884,224	\$ 48,832,250
Unrestricted Fund Balance as % of Total Expenditures	5.37%	6.70%	7.28%	8.10%	7.80%



ISSUE PAPER

STAFFING CHANGES FY 2015/2016

A summary of staffing changes for FY 2015/2016 is as follows:

Finance

- As part of its Financial & Operational Controls assessment, Blum Shapiro has recommended one additional accounting position for the Finance Department. The consultant's recommended duties for the position include assisting with the oversight of financial controls; performing financial analysis, and assisting with the budget and grants management processes. Management has included funding in the contingency budget as a place holder for this additional position in the Finance Department. Budgeted cost to the General Fund: \$68,940.

Fire and Emergency Services

- Management recommended 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. For FY 2014/15, the Town added one full-time firefighter/EMT; this position has helped to fill a vacancy caused by a long-term medical leave and has served to limit overtime exposure. The addition of a full-time firefighter/EMT in FY16 would bring the complement of full-time personnel to 14 staff members. (Please see the Fire and Emergency Services Staffing issue paper for more detail.) Net cost to the General Fund: \$66,250. The Council decided to defer the addition of a firefighter when adopting this budget.

Public Works/Facilities Management

- Currently, the Engineering Division in Public Works receives clerical/administrative support from an Office Assistant working 14 hours per week. In the proposed budget, management proposed to eliminate the part-time position and to add a full-time Public Works Specialist to support both Public Works and the Facilities Management Department. (Previously, the Engineering Division and the Planning Office shared a full-time administrative assistant; this position was reduced to part-time status during the economic downturn.) Duties for the shared Public Works Specialist position would include tracking and analyzing budgets, managing utility and service contracts, capital projects coordination and asset management. In management's opinion, the position is necessary and has great potential to reduce expenditures by focusing on asset management, contracts and purchasing. The shared position would also enhance the productivity of managerial and professional staff by eliminating the time these positions expend on administrative and budgetary tasks. Budgeted cost to the General Fund: \$49,390.

ISSUE PAPER

FIRE AND EMERGENCY SERVICES STAFFING

Fire and Emergency Services overtime expenditures consistently exceed the budget. Staff believes that the reasons are due to several trends and a structural deficit. Firefighter/EMT staffing is comprised of four work groups currently at four paid staff members per shift, assigned to three fire stations. There are two 12-hour shifts per day, 365 days per year. All the shifts on three of the four work groups for one of the four paid staff positions as well as all shift vacancies (e.g. for sick leave, vacation leave) on all four work groups, are first offered to part-time employees. Part-time employees are compensated at 75% the pay rate of a full-time employee. Full-time employees earn overtime at 1.5 times their rate of pay for all hours worked in addition to their full-time schedule, which averages 42 hours per week.

The number of part-time firefighters available to staff duty shifts changes frequently, fluctuates seasonally and is fundamentally unstable. Since 2005 the fire department has conducted seven entry-level part-time firefighter hiring processes. The estimated cost to hire five part-time employees in 2014, from the time the process was initiated until the appointed employees were capable of staffing shifts, was \$54,230.

A long term trend facing this department and many others is declining volunteer membership. Volunteer members represent an essential element of the department's emergency response personnel and our service delivery system. Availability of qualified volunteer members to respond to emergencies during certain periods, such as weekdays, is very limited. Limited availability places a greater reliance on full-time and part-time employees to respond to certain types of calls while off duty resulting in additional straight-time and overtime costs.

Other recent trends that are challenging the department's ability to meet service-level expectations are overlapping and multiple calls for service, Emergency Medical Services responses and the challenges of responding to calls in both areas with more density (e.g. Storrs Center and neighborhoods adjacent to campus) and those that are more semi-rural in character.

Due to current economic restraints, management recommends a multi-faceted approach that includes incremental increases in funding to adjust the make-up of full-time and part-time career staff, continued improvements to volunteer benefits and exploring partnerships with neighboring departments regarding mutual aid response strategies. We believe that this approach will improve the number of career and volunteer members that are available to respond to emergencies and expand volunteer participation in non-emergency activities.

Management proposes to continue the steps taken last year when one full-time firefighter was added to the department; that additional full-time firefighter position did result in salary expenditure savings. The department believes that continuing a program of incremental increases to full-time staff will serve to stabilize the department's combination workforce and reduce overtime liabilities.

For this budget, staff recommends the addition of one full-time firefighter, at a net cost of \$66,000. The adjustment would increase the regular salary line but would reduce the reliance on part-time employees whose numbers fluctuate dramatically, help stabilize overtime expenditures and diminish the need for annual budget adjustments. This issue is somewhat complex and will be addressed more thoroughly during budget workshops.

The Council decided to defer the addition of a firefighter when adopting this budget.

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 is to increase staffing to 13 troopers as resources allow. The Town did add a trooper in FY 2012/13, bringing us to the current staffing level of nine troopers and one state police sergeant. With ten troopers, we are able to provide limited staffing for all three shifts most days of the year. However, unless we know that we are looking at a period of increased activity, such as fall and spring weekends, we generally do not back-fill shifts when a trooper has a scheduled day off or is away from town for another purpose. This means that there are shifts where there may be only one trooper working from the Mansfield office or that coverage is exclusively provided by Troop C in Tolland. If the Mansfield Resident Trooper's Office did not have the affiliation with Troop C, we would need to backfill these shifts.

Primarily due to the employee benefits or "fringe" rate charged to participating municipalities (in excess of 90%), we have not increased staffing beyond 10 troopers in aggregate.

For FY 2015/16, there was a new development on the state level and it is significant. As I have discussed with the Town Council, as part of his FY16 Budget package the Governor has proposed increasing the statutory reimbursement rate from 70 to 100% for towns participating in the resident trooper program (we are already charged 100% for overtime expenses). The Governor's proposal would impact Mansfield in a substantial way and our costs would increase by approximately \$500,000 per year on a budget of \$1.2-\$1.3 million. If this proposal is approved, the resident trooper program would lose much of its competitive advantage. Ultimately the reimbursement rate was increased to 85% for the first (2) troopers and 100% on all additional troopers. Adjustments were made to other areas of the budget to allocate an additional \$135,000 to this program. The adopted budget will fund (8) 12 month troopers.

Given the significance of this matter, I have advised the Council to begin to discuss service alternatives in the event that the Governor's proposal is approved. Options would include substituting town officers for troopers, reducing the number of assigned personnel or contracting with another service provider. The Town Council has referred this issue to an *ad hoc* committee of three councilors.

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, 2016 totals \$289,042. The Proposed FY 2015/16 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 FY16. The estimates provided reflect current and planned construction through FY 2015/16.

The breakdown of the activity in the 2015/16 General Fund Proposed Budget is as follows:

Estimated Storrs Center Tax Revenue		\$2,351,470
Less: Tax Abatement		(728,000)
Net Taxes		<u>1,623,470</u>
Less Operating Costs:		
Mansfield Downtown Partnership Support	\$ 125,000	
Full-time Firefighter	94,540	
Crew Leader/Overtime	23,820	
Groundskeeper/Overtime	22,120	
Laborer/Overtime	19,470	
Cost of Fire Hydrants	<u>6,500</u>	
Total Operating Costs		(291,450)
Less Tax Relief for General Fund		<u>(1,103,380)</u>
Balance - Transfer to Storrs Center Reserve Account		<u>\$ 228,640</u>

The following schedule reflects the activity in the Storrs Center Reserve Account in the Capital Fund from the inception of the account through projections for FY 2015/16.

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

	Prior Year Cummulative Actuals	FY 13/14 Actuals	Current Year FY 14/15 Estimated	FY 15/16 Projected
Funding Sources:				
Storrs Center Gross Tax Calculation	\$ 190,606	\$ 786,000	\$ 1,273,300	\$ 2,351,470
Less: Tax Abatement	-	(321,000)	(715,000)	(728,000)
Net Storrs Center Tax Revenue	190,606	465,000	558,300	1,623,470
Less: Operating Costs	(70,790)	(206,640)	(217,400)	(291,450)
Less: Tax Relief for General Fund		(90,000)	(112,260)	(1,103,380)
Net Fiscal Impact-Transfer from GF	119,816	168,360	228,640	228,640
Permitting Fees	928,149	329,827	351,080	92,100
Other Local	226,220			
Capital Non-recurring Fund	625,000			
Total Project Funding	\$ 1,899,185	\$ 498,187	\$ 579,720	\$ 320,740
Project Expenditures:				
Infrastructure Improvements	\$ 372,000		\$ -	\$ -
Fire Prevention Inspection One-time Costs	145,302	61,716	64,950	43,460
Building Inspection One-time Costs	101,732	86,737	110,530	74,830
Professional & Technical Services	193,150	7,650	9,500	
Legal Services	377,903	60,016	20,000	20,000
Capital Equipment			65,000	65,000
Architects & Engineers	128,083			
Relocation Costs	522,441			
Permit Bond	96,000			
Intermodal Capital Costs	4,902	27,299	615	
Intermodal Operating Costs		48,474	100,000	100,000
Garage Repair & Replacement Reserve			50,000	51,500
Total Project Expenses	\$ 1,941,513	\$ 291,892	\$ 420,595	\$ 354,790
Net Activity Increase/(Decrease)	(42,328)	206,295	159,125	(34,050)
Beginning Account Balance	-	(42,328)	163,967	323,092
Ending Account Balance	\$ (42,328)	\$ 163,967	\$ 323,092	\$ 289,042

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 Adopted FY 2015/16 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 third year of the planned funding.

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.

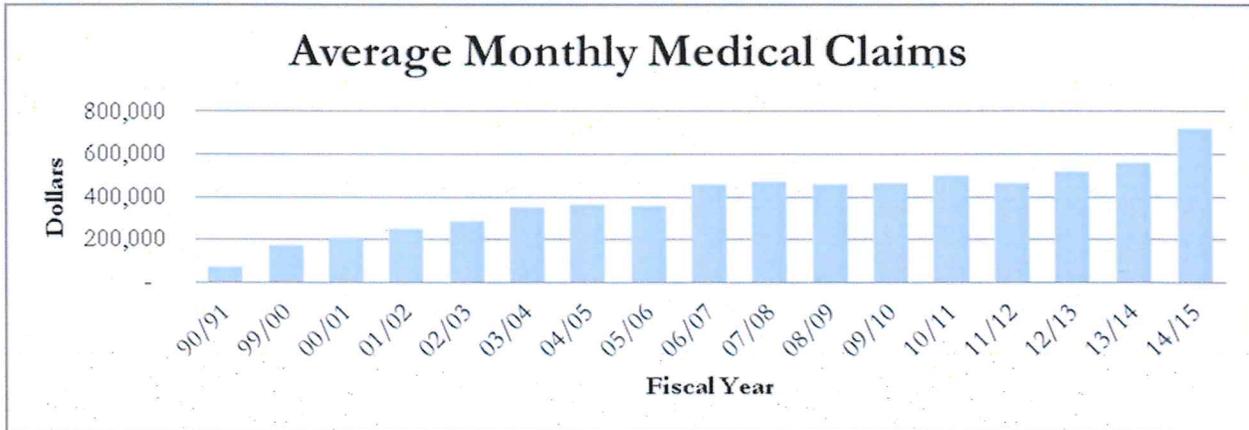
During FY 12/13 and FY 13/14, claims experience increased by 12.6% and 7.7, much closer to industry trend. Costs during the current fiscal year have increased more significantly, with an average monthly claims experience of approximately \$720,500, running at an increase of 28.1% above the previous year. Following discussions with our insurance carrier and our benefits consultant, it appears the following factors are contributing to the increase for the current year:

- 1) We have seen a significant increase in the number of claims that exceed \$50,000 but do not exceed the individual stop loss threshold of \$175,000. For many years we averaged approximately six high cost claimants; this fiscal year we have approximately 22 high cost claimants. At a minimum of \$50,000 per claim, this factor represents an increase of \$800,000 and any claims are in the range of \$75,000 or more. While this is concerning, most of these claims do not appear to be long-term illnesses, but more of a single health occurrence.
- 2) The pool seems to be returning to the norm for average claims per member. Currently we are averaging approximately \$1,350 per employee per year. Other comparable groups are averaging \$1,500 - \$1,790 per employee per year.

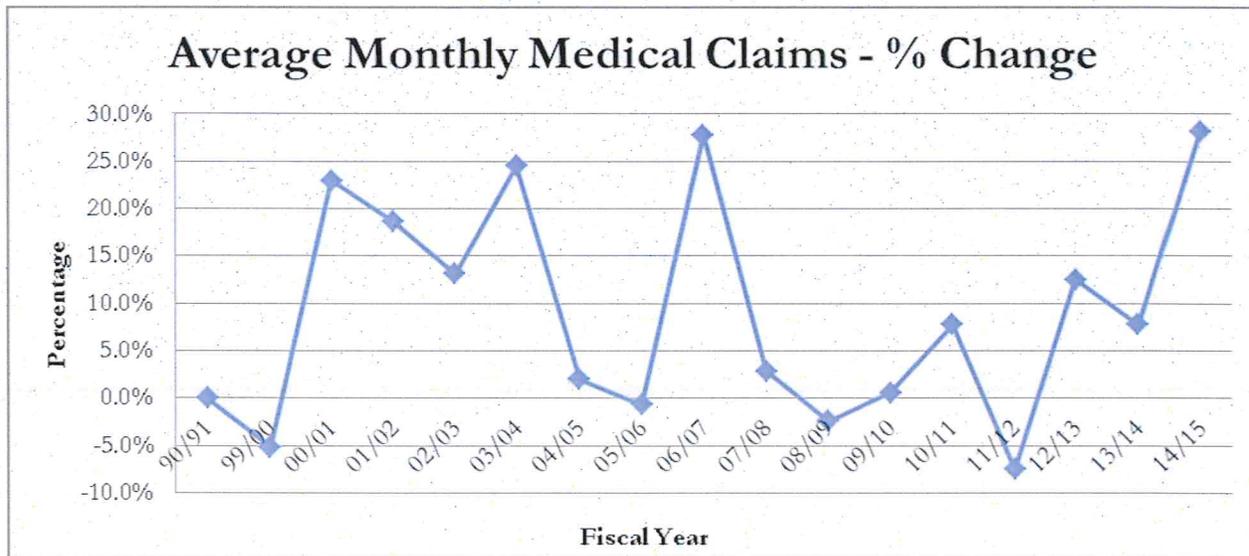
Fortunately, we began the year with a strong fund balance and have been able to absorb these claims without significantly depleting our reserves. The pool is currently maintaining a fund balance of \$2,064,664. With four months remaining to the fiscal year, at our current trend we could draw fund balance down to approximately \$1,250,000. This experience would reduce our reserve to approximately 16% of expected claims. Since the management team strives to maintain a reserve of 25% of expected claims, we have set insurance rates with the goal of rebuilding reserve by approximately \$300,000 or 20% of expected claims with the ultimate goal of returning to 25% in the following year.

The management team comprised of town and school district representatives is tracking this issue closely in consultation with our benefits consultant and carrier. We have put the health insurance out to bid and reduced administrative expenses through that process. We also continue to revise plan design offerings to lower costs and to increase participation in the employee wellness program. We are willing to change carriers if that will lead to significant savings for the pool.

The chart below depicts the average monthly claims history. Note the relatively flat period from 06/07 to 11/12, followed by two years of trend increases and finally the significant increase we are experiencing in FY 14/15



The chart below depicts the percentage change in average monthly medical claims from 1990/91 to 2014/15. 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 adopted budget uses the Governor's proposed budget for municipal aid. Under this scenario, Mansfield's estimate reflects a loss of approximately \$839,000 in State aid. While we are hopeful that the Legislature will make changes to the proposed budget, we believe the most prudent action at this time is to base the budget on current estimates.

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 2015/16 Budget Review Schedule

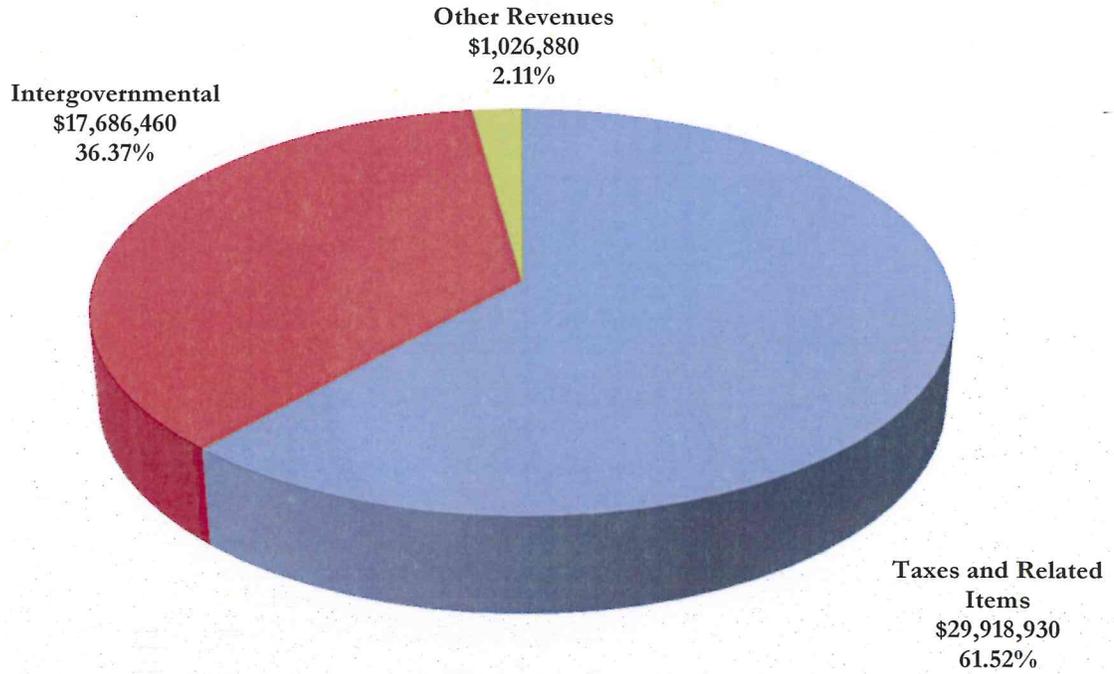
March 30 Monday 6:30pm – 9:30pm	Budget Presentation Budget Message Budget in Brief Guide to the Budget Revenue Summaries Expenditure Summaries	Council Chambers Beck Building
April 1 Wednesday 6:30pm – 9:30pm	Budget Review General Government Community Services – Human Services Public Safety	Council Chambers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

(Budget Review Schedule
Continued)

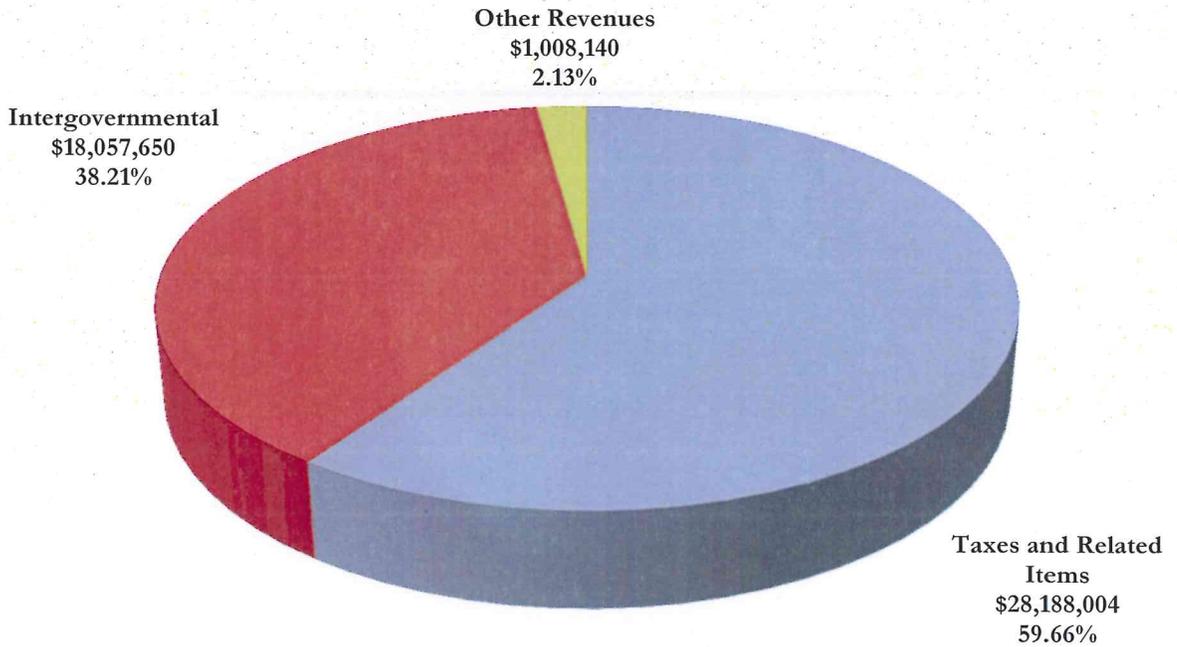
April 23 Thursday 6:30pm – 9:30pm	Budget Review Internal Service Funds Cemetery Fund/Long Term Investments Eastern Highlands Health District Fund Mansfield Downtown Partnership Fund Supplementary Data	Council Chambers Beck Building
April 27 Monday 6:30pm – 7:30pm	Adoption of Budget (Prior to Regular Meeting)	Council Chambers Beck Building
April 29 Wednesday 6:30pm – 9:30pm	Adoption of Budget (if needed)	Council Chambers Beck Building
May 4 Monday 7:00pm	Region 19 Annual Meeting on Budget	EO Smith Media Center
May 5 Tuesday	Region 19 Budget Referendum	Ashford, Mansfield, Wilmington
May 6 Wednesday 7:00pm – 8:30pm	Public Information Session Town Council Adopted Budget	Council Chambers Beck Building
May 12 Tuesday 7:00pm	Annual Town Meeting	Mansfield Middle School Auditorium
June 16 Tuesday	Budget Referendum	Council Chambers Beck Building
June 22 Monday	Special Town Council Meeting	Council Chambers Beck Building

BUDGET IN BRIEF

**Town of Mansfield
General Fund
Adopted Revenue Budget 2015/16**



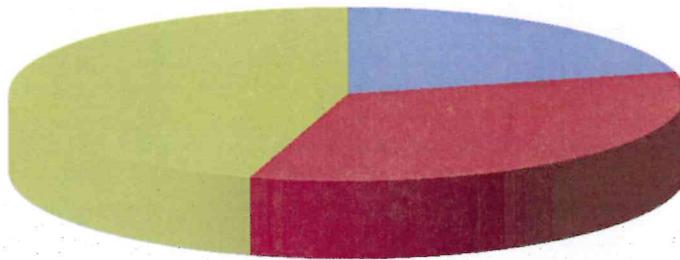
**Town of Mansfield
General Fund
Amended Revenue Budget 2014/15**



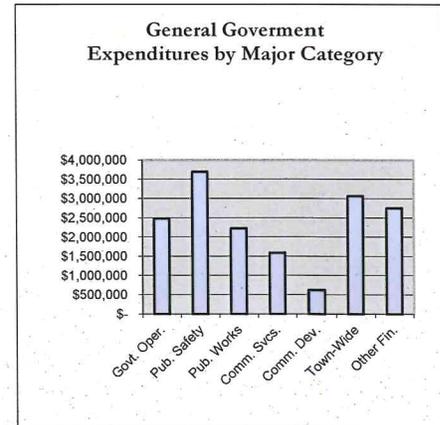
Town of Mansfield General Fund Adopted Expenditure Budget 2015/16

Mansfield BOE
\$22,022,750
45.3%

**Reg. 19
Contributions**
\$10,188,150
20.9%



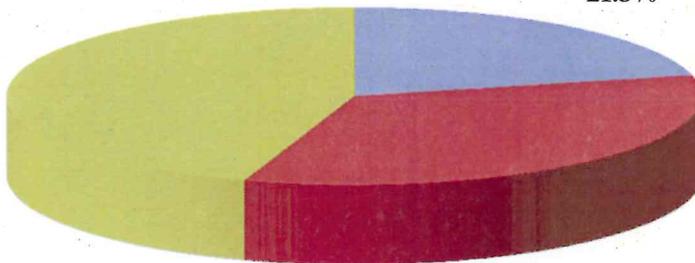
**General
Government**
\$16,421,370
33.8%



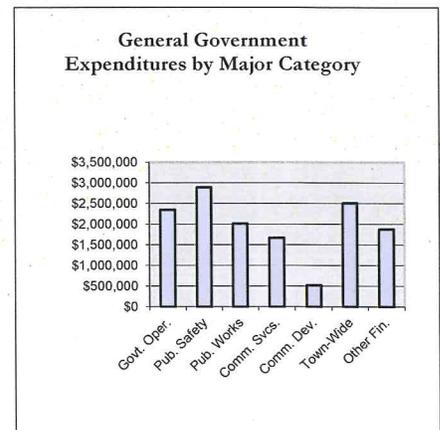
Town of Mansfield General Fund Amended Expenditure Budget 2014/15

Mansfield BOE
\$21,193,884
44.8%

**Reg. 19
Contributions**
\$10,045,920
21.3%



**General
Government**
\$16,013,990
33.9%



**Town of Mansfield
Budget in Brief
Budget Highlights
2015/16**

- The combined adopted budget for the Town General Government, Mansfield Board of Education and Contribution to Region 19 increased from \$47,253,794 to \$48,632,270 or by 2.9 percent.
- The adopted Town of Mansfield budget for fiscal year 2015/16, including the Mansfield Board of Education, is \$38,444,120 a 3.3 percent increase over fiscal year 2014/15.
- The adopted General Government portion of the budget has increased by \$407,380, from \$16,013,990 to \$16,421,370, a 2.5 percent increase. The net increase is reflective of a decrease of \$312,070 for Capital projects, an increase of \$759,450 for operating expenses and a decrease in the contribution to debt of \$40,000.
- The adopted Mansfield Board of Education portion of the budget has an increase of \$828,866 or 3.9 percent.
- The adopted Region 19 Board of Education proportionate share for the Town of Mansfield \$10,188,150 has increased 1.4 percent. This is reflective of an increase in Mansfield student enrollment compared to total enrollment.
- The total tax rate needed to fund both the Town of Mansfield budget and the Region 19 budget (Mansfield's General Fund share) 29.87 mills, an increase of 1.92 mills from 2014/15.
- The Grand List has decreased by .85 percent, from \$1,036,252,380 to \$1,027,424,592. The value of commercial properties has increased by 22.2%, which will alleviate the tax burden for the typical homeowner.

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

	FY 14/15 Amended	FY 15/16 Adopted	Increase/Decrease	
			Amount	Percentage
Town:				
General Government:				
Operating Budget	\$ 13,739,540	\$ 14,498,990	\$ 759,450	5.5%
Capital Contribution	1,949,450	1,637,380	(312,070)	(16.0%)
Debt Contribution	325,000	285,000	(40,000)	(12.3%)
Total General Government	16,013,990	16,421,370	407,380	2.5%
Mansfield Board of Education	21,193,884	22,022,750	828,866	3.9%
Total Town of Mansfield	\$ 37,207,874	\$ 38,444,120	\$ 1,236,246	3.3%

	FY 14/15 Amended	FY 15/16 Adopted	Increase/Decrease	
			Amount	Percentage
Recap:				
Contribution to Region 19	\$ 10,045,920	\$ 10,188,150	\$ 142,230	1.4%
Town Expenditures	37,207,874	38,444,120	1,236,246	3.3%
Total Commitments	\$ 47,253,794	\$ 48,632,270	\$ 1,378,476	2.9%

**Town of Mansfield
Budget in Brief
Summary of Revenues and Expenditures**

2015/16 over 2014/15

	FY 14/15 Amended	FY 15/16 Adopted	Increase/Decrease	
			Amount	Percentage
<u>Revenues:</u>				
Taxes and Related Items	\$ 28,188,004	\$ 29,918,930	\$ 1,730,926	6.1%
Intergovernmental	18,057,650	17,686,460	(371,190)	(2.1%)
Other Revenues	1,008,140	1,026,880	18,740	1.9%
Total Revenues	<u>\$ 47,253,794</u>	<u>\$ 48,632,270</u>	<u>\$ 1,378,476</u>	<u>2.9%</u>
<u>Expenditures:</u>				
General Government	\$ 2,369,325	\$ 2,477,080	\$ 107,755	4.5%
Public Safety	3,544,775	3,692,450	147,675	4.2%
Public Works	2,111,500	2,221,690	110,190	5.2%
Community Services	1,617,640	1,586,900	(30,740)	(1.9%)
Community Development	555,490	622,930	67,440	12.1%
Mansfield Board of Education	21,193,884	22,022,750	828,866	3.9%
Town-Wide Expenditures	2,734,820	3,066,440	331,620	12.1%
Other Financing Uses	3,080,440	2,753,880	(326,560)	(10.6%)
Total Town of Mansfield	37,207,874	38,444,120	1,236,246	3.3%
Contributions to Region 19	10,045,920	10,188,150	142,230	1.4%
Total General Fund	<u>\$ 47,253,794</u>	<u>\$ 48,632,270</u>	<u>\$ 1,378,476</u>	<u>2.9%</u>
Net Increase to Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

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

	FY 13/14 Actual	FY 14/15 Amended	% of Total	FY 15/16 Adopted	% of Total
Taxes and Related Items	\$ 28,244,835	\$ 28,188,004	59.7%	\$ 29,918,930	61.5%
Licenses and Permits	504,790	494,450	1.0%	519,790	1.1%
Federal Support	7,954	3,470	0.0%	3,470	0.0%
State Support - Education	10,282,968	10,307,440	21.8%	10,308,210	21.2%
State Support - Gen. Govt.	7,807,110	7,746,740	16.4%	7,374,780	15.2%
Charges for Services	324,976	370,880	0.8%	386,500	0.8%
Fines & Forfeitures	47,703	45,270	0.1%	33,050	0.1%
Miscellaneous	86,141	94,990	0.2%	84,990	0.2%
Operating Transfers In	2,550	2,550	0.0%	2,550	0.0%
	<u>\$ 47,309,027</u>	<u>\$ 47,253,794</u>	100.0%	<u>\$ 48,632,270</u>	100.0%

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

Description	FY 14/15 Amended	FY 15/16 Adopted	Increase or (Decrease)	%
GENERAL GOVERNMENT	\$2,369,325	\$2,447,080	\$107,755	4.5

General Government has a net increase of \$107,755. This is primarily due to general wage and step increases of \$37,880; a new Accountant position at the cost of \$46,670, an increase of \$10,070 for the purchase of fuel oil; an increase for legal services by the Town Attorney of \$8,000 for anticipated tax appeals; an increase in the cost of membership fees of \$5,030 primarily for CRCOG; and an increase of \$5,210 for software support for the Assessor's office as we move new software support costs into the operating budget.

PUBLIC SAFETY	\$3,544,775	\$3,692,450	\$147,675	4.2
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The increase in Public Safety of \$147,675 is primarily due to: an increase in the cost of the Resident State Troopers program of \$170,210 for general wage increases and anticipated contribution rate, this increase is offset by a reduction of part-time salary costs of \$21,000; an increase of \$24,000 for vehicle/ambulance repairs and truck parts based on current experience; general wage and step increases for town employees of \$15,920; an increase of \$8,760 for the purchase of work & protective clothing; and an offset of \$55,020 in liability insurance which has been reclassified to Town-Wide Expenditures.

PUBLIC WORKS	\$2,111,500	\$2,221,690	\$110,190	5.2
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Public Works reflects an increase of \$110,190. This is primarily due to general wage and step increases of \$62,420; the proposed addition of a public works specialist position at a net increase of \$37,860 (offset by the elimination of a part time office assistant at \$14,370); \$17,800 to fund an engineering consultant for the preparation of an emergency action plan for the Bicentennial Pond dam; offset by a reduction in the cost of water/sewer of \$5,900. Also proposed is the dedication of the Town Aid grant for snow removal. This would move the cost of sand/gravel/cement for \$5,600 and the cost of signs & signals for \$7,800 to the General Fund.

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

Description	FY 14/15 Amended	FY 15/16 Adopted	Increase or (Decrease)	%
COMMUNITY SERVICES	\$1,617,640	\$1,586,900	(\$30,740)	(1.9)

The net decrease in Community Services of \$30,740 is primarily due to reduction in fee waivers (\$50,000); the elimination of funding for Section 8 Housing (\$12,000); offset by general wage step increases of \$35,200

COMMUNITY DEVELOPMENT	\$555,490	\$622,930	\$67,440	12.1
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The increase of \$67,440 for Community Development is due to: the expiration of the HUD grant deduction which has been temporarily covering salary costs of \$21,200; general wage/step increases of \$16,680; an additional 10 hours of housing inspector costs \$10,920, which are funded by the housing code permit fees; an increase of \$8,000 for the Economic Development program; and computer software costs of \$3,660 for Planning & Zoning.

TOWN-WIDE EXPENDITURES	\$2,734,820	\$3,066,440	\$331,620	12.1
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The increase in Town-wide Expenditures of \$331,620 is made up of an increase in the cost of employee benefits, most notably medical insurance \$238,110; an increase in general liability insurance of \$60,820 primarily due to the reclassification of the fire service general liability insurance; and an increase in contingency of \$28,130 for the fire services contract settlement.

OPERATING TRANSFERS OUT	\$3,080,440	\$2,753,880	(\$326,560)	(10.6)
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The decrease in Operating Transfers of \$326,560 reflects a reduction in transfers out to: the Capital Improvement Program of \$312,070; Debt Service of \$40,000; the Cemetery Fund of \$16,000; offset by an increase to Parks and Recreation of \$27,020; and an increase to the Transit Services Fund of \$14,490.

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

Description	FY 14/15 Amended	FY 15/16 Adopted	Increase or (Decrease)	%
MANSFIELD BOARD OF EDUCATION	\$21,193,884	\$22,022,750	\$828,866	3.9

The Board of Education adopted a budget of \$22,022,750 an increase of \$828,866. This is reflective of contracted salaries increases, an increase in the cost of employee benefits offset by a number of staffing reductions, and a reduction in the cost of energy.

**Town of Mansfield
Budget in Brief
Grand List Comparison
Fiscal Year 2015/16**

	Net Abstract 10/1/2013	Net Abstract * 10/1/2014	Change	% Change
Real Estate	\$ 919,603,880	\$ 896,309,360	\$ (23,294,520)	(2.5%)
Personal Property	41,126,173	53,405,082	12,278,909	29.86%
Motor Vehicles	75,522,327	77,710,150	2,187,823	2.90%
Grand Totals	<u>\$1,036,252,380</u>	<u>\$1,027,424,592</u>	<u>(\$8,827,788)</u>	<u>(0.85%)</u>

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

	Net Abstract 10/1/2012	Net Abstract 10/1/2013	Change	% Change
Real Estate	\$ 900,054,120	\$ 919,603,880	\$ 19,549,760	2.17%
Personal Property	37,266,256	41,126,173	3,859,917	10.36%
Motor Vehicles	74,395,337	75,522,327	1,126,990	1.51%
Grand Totals	<u>\$1,011,715,713</u>	<u>\$1,036,252,380</u>	<u>\$24,536,667</u>	<u>2.43%</u>

**Town of Mansfield
Adopted Tax Warrant and Levy
FY 2015/16**

Amount to Raise by Taxation	Dollars	Equiv. Mill Rate
1. Adopted Budget		
Mansfield School Board	\$ 22,022,750	
Town General Government	16,421,370	
Total Town	38,444,120	
Region 19 General Fund Contribution	10,188,150	
Total Expenditure Budgets	\$ 48,632,270	47.33
2. Plus: Fund Balance Reserve		
3. Less:		
Tax Related Items	620,000	
Non-Tax Revenues	18,713,340	
App. Of Fund Balance	-	
Total Other Revenues	19,333,340	18.82
Amount to Raise by Taxes (current levy)	\$ 29,298,930	28.52
Tax Warrant Computation		
1. Amount to Raise by Taxes (current levy)	\$ 29,298,930	28.52
2. Amount of Abatement	728,000	0.71
3. Reserve for Uncollected Taxes	511,800	0.50
4. Reserve for Tax Appeals	100,000	0.10
5. Elderly Programs	51,000	0.05
Tax Warrant	\$ 30,689,730	29.87

Mill Rate Computation		
1. Tax Warrant	30,689,730	
		=
2. Taxable Grand List	1,027,424,592	29.87
Proposed Mill Rate	29.87	
Current Mill Rate	27.95	
Increase (Decrease)	1.92	
Percent Increase (Decrease)	6.86%	

Town of Mansfield
 General Fund
 Schedule of Estimated Changes in Fund Balance - Budgetary Basis
 For the Year Ended June 30, 2015

Assigned for 2014/2015 Budget	\$	-
Unassigned		3,267,842
Fund Balance, July 1, 2014	\$	3,267,842

	Original Budget	Amend.	Final Budget	Estimated Actual	Budget Comparison	
Total revenues and transfers in	\$ 46,884,224	\$ 369,570	\$ 47,253,794	\$ 47,653,794	\$ (400,000)	
Appropriation of fund balance						
Total Sources	46,884,224	369,570	47,253,794	47,653,794	(400,000)	
Total expenditures and transfers:						
Town	15,644,420	369,570	16,013,990	16,013,990	-	
Mansfield Board of Education	21,193,884		21,193,884	21,193,884	-	
Contribution to Region #19	10,045,920		10,045,920	10,045,920	-	
Total expenditures	46,884,224	369,570	47,253,794	47,253,794	-	
Budgetary results	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000	400,000
Fund balance, June 30, 2015						\$ 3,667,842
Fund balance:						
Assigned						\$ -
Unassigned						3,667,842
						\$ 3,667,842

Town of Mansfield
Budget In Brief
Fiscal Year 2015/2016
Summary of Sources and Uses - All Funds

	General Fund	Daycare Fund	Town-Aid Fund	Capital Non-Recurring Fund	Recreation Fund	Eastern Highlands Health District
REVENUES:						
Property Taxes	\$ 29,918,930					
Intergovernmental	17,686,460	413,643	400,000			149,850
Investment Income						
Charges for Services	386,500	1,084,900				611,980
Other Local Revenues	637,830	23,000		485,060	1,955,730	
Bonds & Lease Purchase						
Premium Income						
TOTAL REVENUES	48,629,720	1,521,543	400,000	485,060	1,955,730	761,830
OTHER RESOURCES:						
Operating Transfers In	2,550			1,637,380	477,450	
TOTAL REVENUES AND OTHER SOURCES	48,632,270	1,521,543	400,000	2,122,440	2,433,180	761,830
EXPENDITURES:						
Government Operations	2,477,080					
Public Safety	3,692,450					
Public Works	2,221,690		270,000			
Community Services	1,586,900	1,525,840			2,426,880	791,691
Community Development	622,930					
Town-Wide Expenditures	3,066,440					
Education	32,210,900					
Debt Service						
TOTAL EXPENDITURES	45,878,390	1,525,840	270,000		2,426,880	791,691
OTHER USES:						
Operating Transfers Out	2,753,880		130,000	2,085,470		
TOTAL EXPENDITURES AND OTHER USES	48,632,270	1,525,840	400,000	2,085,470	2,426,880	791,691
Excess/(Deficiency) - Revenues and Other Resources Over Expenditures and Other Uses		(4,297)		36,970	6,300	(29,861)
Fund Balance, July 1	3,667,842	180,314	10,146	(14,226)	122,862	233,272
Fund Balance, June 30	<u>\$3,667,842</u>	<u>\$176,017</u>	<u>\$10,146</u>	<u>\$22,744</u>	<u>\$129,162</u>	<u>\$203,411</u>
Retained Earnings Fund Balance:						
Reserved for Perpetual Care						
Reserved for Future Claims						
Design for Specific Projects						
Available for Appropriation	3,667,842	176,017	10,146	22,744	129,162	203,411
Total Retained Earnings and Fund Balance, June 30	<u>\$3,667,842</u>	<u>\$176,017</u>	<u>\$10,146</u>	<u>\$22,744</u>	<u>\$129,162</u>	<u>\$203,411</u>

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

Town of Mansfield
Budget In Brief
Fiscal Year 2015/2016
Summary of Sources and Uses - All Funds

	Debt Service Fund	Capital Projects Fund	Cemetery Fund	Enterprise Funds	Internal Service Funds	Total All Funds
REVENUES:						
Property Taxes						\$29,918,930
Intergovernmental		314,930			291,970	19,256,853
Investment Income			5,000		2,500	7,500
Charges for Services				1,317,920	2,365,840	5,767,140
Other Local Revenues			14,400		265,790	3,381,810
Bonds & Lease Purchase						
Premium Income					9,820,000	9,820,000
TOTAL REVENUES		314,930	19,400	1,317,920	12,746,100	68,152,233
OTHER RESOURCES:						
Operating Transfers In	285,000	2,008,970	20,000	100,000	208,000	4,739,350
TOTAL REVENUES AND OTHER SOURCES	285,000	2,323,900	39,400	1,417,920	12,954,100	72,891,583
EXPENDITURES:						
Government Operations		707,800				3,184,880
Public Safety		130,000				3,822,450
Public Works		969,000		1,406,355		4,867,045
Community Services		88,500	35,950			6,455,761
Community Development		228,600				851,530
Town-Wide Expenditures					12,472,815	15,539,255
Education		200,000				32,410,900
Debt Service	300,325					300,325
TOTAL EXPENDITURES	300,325	2,323,900	35,950	1,406,355	12,472,815	67,432,146
OTHER USES:						
Operating Transfers Out						4,969,350
TOTAL EXPENDITURES AND OTHER USES	300,325	2,323,900	35,950	1,406,355	12,472,815	72,401,496
Excess/(Deficiency) - Revenues and Other Resources Over Expenditures and Other Uses	(15,325)		3,450	11,565	481,285	490,087
Fund Balance, July 1	36,751	(802,007)	286,908	13,676,140	3,774,596	21,172,598
Fund Balance, June 30	\$21,426	(\$802,007)	\$290,358	\$13,687,705	\$4,255,881	21,662,685
Retained Earnings				13,687,705	4,255,881	17,943,586
Fund Balance:						
Reserved for Perpetual Care			290,358			290,358
Reserved for Future Claims						
Design for Specific Projects		(802,007)				(802,007)
Available for Appropriation	21,426					4,230,748
Total Retained Earnings and Fund Balance, June 30	\$21,426	(\$802,007)	\$290,358	\$13,687,705	\$4,255,881	\$ 21,662,685

Note: Operating transfers in and out may not

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 or functions 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 division 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 functions 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 functions of government (General Government, Public Works, Public Safety, etc.) and within functions by activities 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 functions of government and within those functions the individual departments (cost centers or programs). Within each program 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 functions 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 functions:

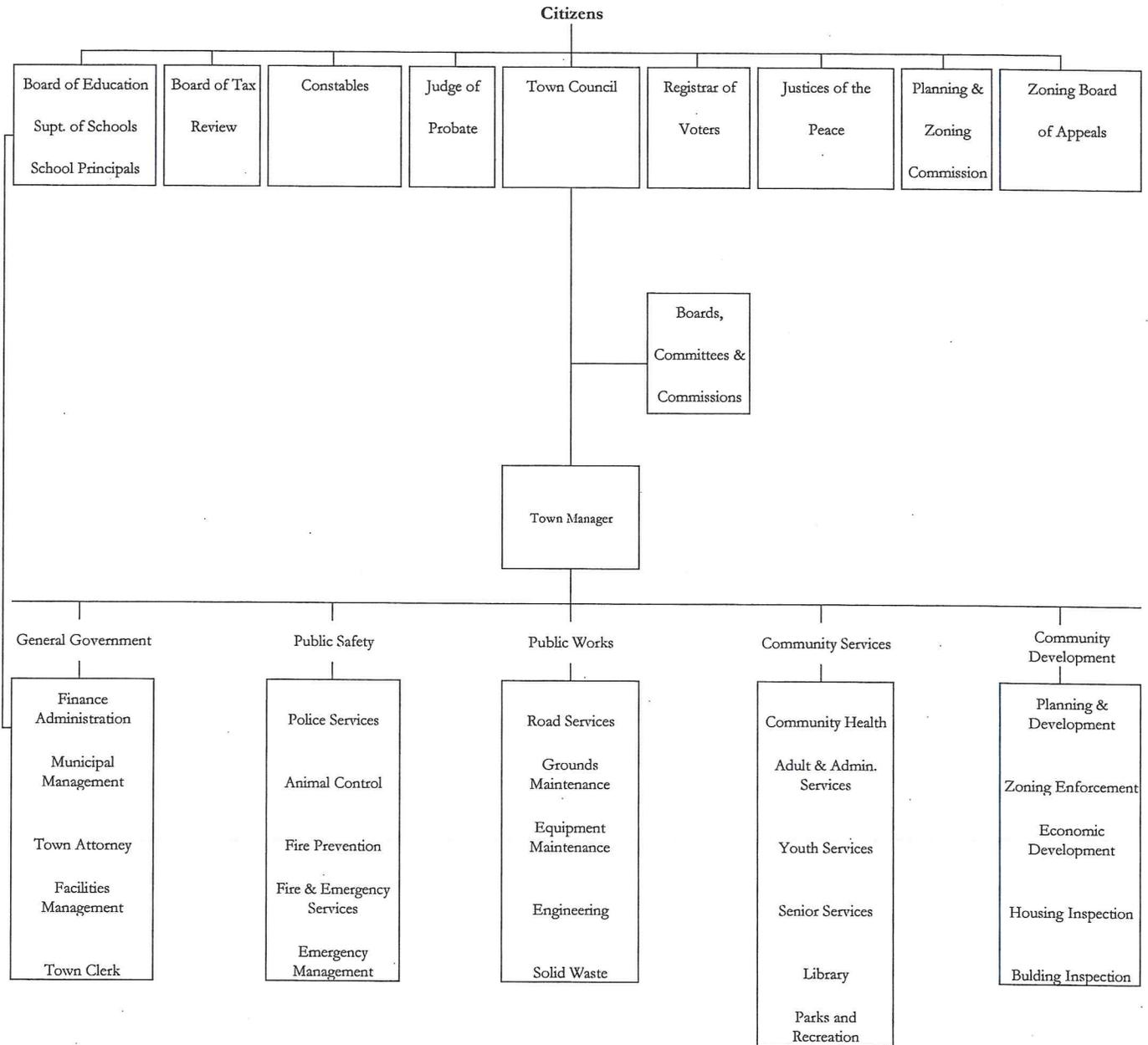
- **General Government** - Mission: To maintain a level of management excellence that will achieve the most efficient and effective use of the resources allocated to municipal government for the benefit of the citizens of the Town of Mansfield.
- **Public Safety** - Mission: To create an environment 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



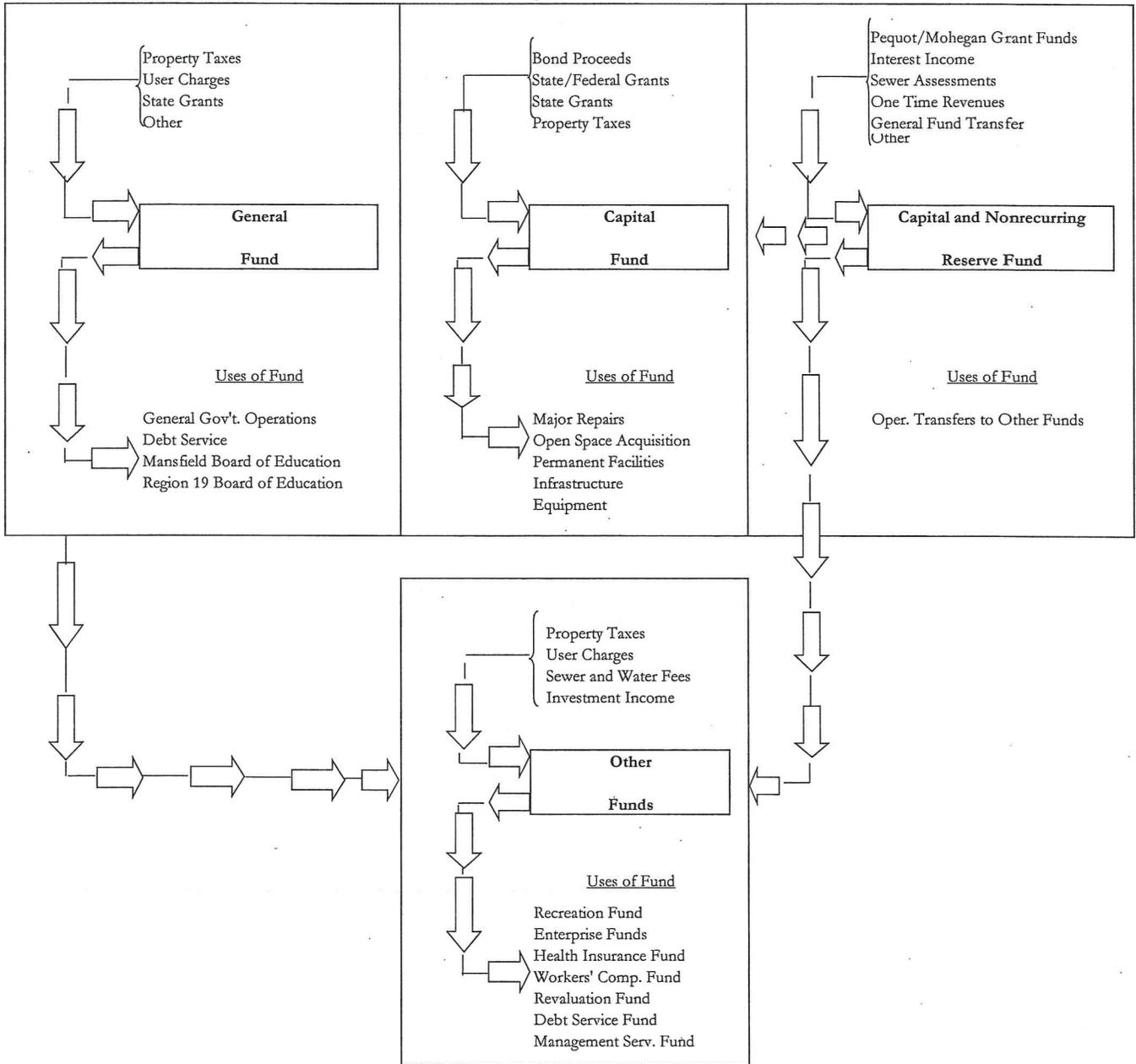
**Town of Mansfield
Town and School Personnel by Department
Full Time Equivalent Positions**

Department	Budget 2015/16			Total employees	
	General Fund	Other Funds	Total Employees	Est. 2014/15	Actual 2013/14
General Government:					
Town Manager	2.00		2.00	2.00	2.00
Human Resources	1.07	0.73	1.80	1.80	1.80
Registrars	0.94		0.94	0.76	0.76
Town Clerk	3.00		3.00	3.00	3.00
Finance	3.90	3.10	7.00	7.00	7.00
Revenue Collection	2.00	0.50	2.50	2.50	2.50
Assessor	3.00		3.00	3.00	3.00
Information Technology		3.00	3.00	3.00	3.00
Facilities Management	6.39	1.35	7.74	7.40	7.40
Total General Government	22.30	8.68	30.98	30.46	30.46
Public Safety:					
Police	8.94		8.94	8.94	11.26
Animal Control	1.71		1.71	1.71	1.80
Fire Marshal/Emerg. Man. Dir.	2.04	0.46	2.50	3.00	3.00
Fire & Emergency Serv Admin	1.55	0.45	2.00	2.00	2.00
Fire & Emergency Services	18.00		18.00	18.00	16.50
Total Public Safety	32.24	0.91	33.15	33.65	34.56
Public Works:					
Administration	1.91		1.91	1.54	1.25
Supervision/Operations	1.42		1.42	1.42	1.42
Road Services	10.00		10.00	10.00	10.00
Grounds Maintenance	5.60	0.40	6.00	6.00	6.00
Equipment Maintenance	3.00		3.00	3.00	3.00
Solid Waste		2.00	2.00	2.00	2.00
Engineering	3.05	2.00	5.05	5.16	4.73
Total Public Works	24.98	4.40	29.38	29.12	28.40

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

Department	Budget 2015/16			Total employees	
	General Fund	Other Funds	Total Employees	Est. 2014/15	Actual 2013/14
Community Services:					
Adult & Administrative Services	3.00		3.00	3.00	3.00
Youth Services	2.37	0.92	3.29	3.29	3.29
Senior Services	4.43	0.79	5.22	5.22	4.79
Library	10.13	0.50	10.63	10.63	10.48
Parks and Recreation		39.86	39.86	41.52	39.93
Total Community Services	19.93	42.07	62.00	63.66	61.49
Community Development:					
Building & Housing Inspection	4.20	0.89	5.09	5.09	4.75
Planning/Zoning	3.33	0.10	3.43	3.43	3.43
Total Comm. Development	7.53	0.99	8.52	8.52	8.18
Total Town Personnel	106.98	57.05	164.03	165.41	163.09
Schools:					
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	342.51	66.05	408.56	408.94	413.24

**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 2020: A Unified Vision Strategic Plan

This strategic planning initiative was initiated by the Mansfield Town Council in cooperation with residents and stakeholders to identify a strategic direction for the future. In addition to articulating the desired future, the plan would also establish the basis for decision making and resource allocation by the Mansfield Town Council and member of the community to the year 2020. The process resulted in a unified vision and priority vision points.



Unified Vision

Mansfield is a vibrant, diverse and caring community that offers its residents and the region unique cultural, recreational and educational opportunities. Known for its excellent public schools, community-wide events, inclusive and efficient government, working farms and protected open spaces, the town is home to the main campus of the University of Connecticut. Principles of sustainability guide zoning and development, preserving the town's

historic character and providing for economic vitality. Mansfield is a proud historic community: A great place to live, work and play.

Priority Vision Points



K – 12 Education and Early Childhood Development

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



Historic and Rural Character, Open Space and Working Farms

Mansfield's cultural history together with its woodlands, open fields, and working farmlands, remain an integral part of the Town's character providing locally produced food, abundant

Priority Vision Points (continued)

wildlife habitat, scenic views and inviting recreational opportunities. Through collaboration with the University of Connecticut and the Connecticut Department of Agriculture, Mansfield is known as an incubator site for a growing number of entrepreneurial farms and farmers.



Housing

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



Public Safety

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



Recreation, Health and Wellness

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



Regionalism

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

Priority Vision Points (continued)



Senior Services

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



Sustainability and Planning

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



University/Town Relations

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

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.

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

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.
 - b. Maintain superior educational programs, adjusting staff levels and resources as required.

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

- 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

Fiscal Performance Goals (continued)

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.
- 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.

Fiscal Performance Goals (continued)

- 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. All current operation and maintenance expenses will be paid from the current revenue sources.

Fiscal Performance Goals (continued)

- c. The operating budget will provide for the adequate maintenance of capital assets and equipment.
- d. The budget will provide for adequate funding of all employee benefit programs and retirement systems.
- e. 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.
- f. A system of regular monthly fiscal reports comparing actual revenues and expenditures to budgeted amounts will be prepared and maintained.
- g. 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.
- h. 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.
- i. 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

Fund Balance Policy (continued)

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.

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

Fund Balance Policy (continued)

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 Activity

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
15100 Town Clerk	275,862	259,470	259,470	259,470	256,900
16200 Accounting & Disbursements	7,920,949	7,481,910	7,851,480	8,285,162	7,479,220
16300 Revenue Collections	28,263,998	28,200,504	28,200,504	28,482,679	29,932,730
16402 Property Assessment	51,170	58,890	58,890	58,890	52,860
16600 Information Technology	2,550	2,550	2,550	2,550	2,550
30900 Facilities Management	12,265	12,470	12,470	12,470	12,470
Total General Government	36,526,794	36,015,794	36,385,364	37,101,221	37,736,730
21100 Police Supervision					
21200 Police Services	105,668	139,480	139,480	139,480	141,210
21300 Animal Control	1,796	1,920	1,920	1,920	1,920
22101 Fire Prevention	14,192	20,480	20,480	20,360	20,540
23100 Emergency Management	662	14,500	14,500	12,824	12,820
Total Public Safety	122,318	176,380	176,380	174,584	176,490
30100 Public Works Administration	1,225	750	750	1,700	1,700
30400 Grounds Maintenance	32,200	32,580	32,580	32,580	33,310
30600 Equipment Maintenance	1,959	3,000	3,000	3,000	1,000
Total Public Works	35,384	36,330	36,330	37,280	36,010
42100 Human Services Admin	3,505	3,470	3,470	3,470	3,470
43100 Library Services	21,897	24,820	24,820	24,820	21,140
Total Community Services	25,402	28,290	28,290	28,290	24,610
30800 Building Inspection	196,177	201,030	201,030	200,150	201,350
30810 Housing Inspection	97,691	94,910	94,910	107,130	124,820
51100 Planning & Development	22,293	24,050	24,050	22,750	24,050
Total Community Developmt.	316,161	319,990	319,990	330,030	350,220
60001 Education	10,282,968	10,307,440	10,307,440	10,307,440	10,308,210
Total Education	10,282,968	10,307,440	10,307,440	10,307,440	10,308,210
Total General Fund - Town	47,309,027	46,884,224	47,253,794	47,978,845	48,632,270

**Town of Mansfield
Revenue Summary by Object**

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40101 Current Year Levy	27,121,192	27,144,714	27,144,714	27,144,714	27,675,460
40102 Prior Year Levy	219,140	175,000	175,000	300,000	200,000
40103 Interest & Lien Fees	183,689	135,000	135,000	175,000	175,000
40104 Motor Vehicle Supplement	223,066	165,000	165,000	220,000	220,000
40105 Susp. Coll. Taxes - Trnsc.	16,131	6,000	6,000	10,000	10,000
40106 Susp. Coll. Int. - Trnsc.	15,739	4,000	4,000	13,000	13,000
40109 Collection Fees	875			2,000	2,000
40110 Current Yr Levy-Storrs Ctr	786,003	1,273,290	1,273,290	1,318,980	2,351,470
40111 CY Levy-Storrs Ctr Abate.	(321,000)	(715,000)	(715,000)	(715,000)	(728,000)
Total Taxes and Related Items	28,244,835	28,188,004	28,188,004	28,468,694	29,918,930

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. No major variance from current year collections is anticipated for next year.

Town of Mansfield

The adopted Town of Mansfield's net general fund expenditures for fiscal year 15/16 totals \$38,644,100 of that amount, \$19,333,340 will come from the current tax levy, \$620,000 from tax related items as listed above and \$18,713,340 from non-tax revenues. The adopted 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	22,022,750	
Town General Government	16,421,370	
Total Expenditure Budgets	\$38,444,120	37.42
Plus: Fund Balance Reserve		
Less: Tax Related Items	620,000	
Non-Tax Revenues	18,713,340	
App. Of Fund Balance	-	
Total Other Revenues	19,333,340	18.82
Amount to Raise by Taxes (current levy)	\$19,110,780	18.60
Tax Warrant Computation		
Amount to Raise by Taxes (current levy)	\$19,110,780	18.60
Amount of Abatement	728,000	0.71
Reserve for Uncollected Taxes	511,800	0.50
Reserve for Tax Appeals	100,000	0.10
Elderly Programs	51,000	0.05
Tax Warrant	\$20,501,580	19.95
Mill Rate Computation		
Tax Warrant	20,501,580	
-----	-----	=
Taxable Grand List	1,027,424,592	19.95

Region 19

The Adopted proportionate share of Region 19 school expenditures to be raised by taxes from the Town of Mansfield is \$10,188,150.

In arriving at this adopted 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 adopted 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	10,188,150	
Tax Warrant Computation		
Amount to Raise by Taxes (current levy)	10,188,150	9.92
Adjustments		
Tax Warrant	<u>\$10,188,150</u>	<u>9.92</u>
Mill Rate Computation		
Tax Warrant	10,188,150	
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Taxable Grand List	1,027,424,592	9.92

Town of Mansfield
Revenue Summary by Object

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40201 Misc Licenses & Permits	3,817	2,980	2,980	2,860	3,040
40202 Sport Licenses	(330)	300	300	300	300
40203 Dog Licenses	4,263	8,000	8,000	8,000	8,000
40204 Conveyance Tax	189,964	165,570	165,570	165,570	163,000
40210 Subdivision Permits	2,000	2,000	2,000	4,500	2,000
40211 Zoning/Special Permits	15,202	17,000	17,000	12,000	17,000
40212 Zba Applications	3,200	2,000	2,000	2,000	2,000
40214 Iwa Permits	1,560	2,750	2,750	3,750	2,750
40224 Road Permits	1,000	550	550	1,500	1,500
40230 Building Permits	195,553	200,000	200,000	200,000	200,000
40231 Adm Cost Reimb-permits	236	200	200	200	200
40232 Housing Code Permits	85,785	90,000	90,000	100,000	117,000
40233 Housing Code Penalties	100	1,100	1,100	1,000	1,000
40234 Landlord Registrations	2,440	2,000	2,000	2,000	2,000
Total Licenses and Permits	504,790	494,450	494,450	503,680	519,790

Conveyance taxes and building fees are the two largest items in this category. Based on the current year building and property sales activity, no major change in revenue is anticipated for FY 2015/16.

Town of Mansfield
Revenue Summary by Object

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40352 Payment In Lieu Of Taxes	4,449				
40357 Social Serv Block Grant	3,505	3,470	3,470	3,470	3,470
Total Fed. Support Gov	7,954	3,470	3,470	3,470	3,470

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 and is anticipated to be fund at the current level.

Town of Mansfield
Revenue Summary by Object

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40401 Education Assistance	10,158,428	10,186,650	10,186,650	10,186,650	10,186,650
40402 School Transportation	124,540	120,790	120,790	120,790	121,560
Total State Support Education	10,282,968	10,307,440	10,307,440	10,307,440	10,308,210

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 2014/15. The adopted budget reflects the current State estimates for grant payments for FY 2015/16

Town of Mansfield
Revenue Summary by Object

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40451 Pilot - State Property	6,784,862	6,957,610	7,327,180	7,656,351	7,275,530
40454 Circuit Crt-parking Fines	1,070	500	500	500	500
40455 Circuit Breaker	43,610	50,920	50,920	50,920	45,000
40456 Tax Relief For Elderly	2,000	2,000	2,000	2,000	2,000
40457 Library - Connecticut/ill	13,015	13,790	13,790	13,790	12,370
40458 Library - Basic Grant	1,235	1,230	1,230	1,230	1,160
40462 Disability Exempt Reimb	1,330	1,200	1,200	1,340	1,200
40465 Emerg Mgmt Perf. Grant	662	14,500	14,500	12,824	12,820
40469 Veterans Reimb	6,607	7,220	7,220	7,220	6,860
40470 State Revenue Sharing	281,154	6,430	6,430	124,438	6,840
40485 State Support - Munic. Aid Adj	631,979	312,770	312,770	312,773	
40494 Judicial Revenue Distribution	11,268	9,000	9,000	10,500	10,500
40496 Pilot-Holinko Estates	28,318				
Total State Support Gov	7,807,110	7,377,170	7,746,740	8,193,886	7,374,780

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 adopted budget reflects the Governor's proposed budget estimates for this grant and reflects a significant decrease (\$380,821) from the current year.

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 decrease over current year estimates.

The State Revenue Sharing program went into effect for FY 2011/12 and FY 2012/13. It provided for municipalities to share in the State sales tax (0.1%), and provided for an increase in the conveyance tax from 0.25 to 0.50 percent. The final payment for this grant was received in the current year. The State's proposed budget virtually eliminates this grant and completely eliminates the Municipal Aid Adjustment grant for a total proposed loss of State revenue of \$430,367.

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 2013/14.

Town of Mansfield
Revenue Summary by Object

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40605 Region 19 Financial Serv	93,790	95,200	95,200	95,200	96,530
40606 Health District Services	27,000	27,400	27,400	27,400	27,820
40610 Recording	55,318	60,000	60,000	60,000	60,000
40611 Copies Of Records	12,690	12,100	12,100	11,540	12,580
40612 Vital Statistics	12,333	12,000	12,000	12,000	12,000
40613 Sale Of Maps/regs	25	100	100	100	
40620 Police Service	65,491	96,000	96,000	96,000	111,250
40622 Redemption/Release Fees	1,310	1,000	1,000	1,000	1,000
40625 Animal Adoption Fees	456	900	900	900	900
40641 Fines on Overdue Books	7,647	9,800	9,800	9,800	7,610
40644 Parking Plan Review Fee	735	500	500	1,500	2,200
40650 Blue Prints	225	200	200	200	200
40656 Reg Dist 19 Grnds Mntnce	17,100	17,300	17,300	17,300	17,840
40663 Zoning Regulations	95	100	100	300	100
40671 Day Care Grounds Maint	12,400	12,580	12,580	12,580	12,770
40674 Charge for Services	1,959	3,000	3,000	3,000	1,000
40678 Celeron Square Bikepath Maint	2,700	2,700	2,700	2,700	2,700
40684 Cash Overage/Shortage	(10)			45	
40699 Fire Safety Code Fees	13,712	20,000	20,000	20,000	20,000
Total Charge for Services	324,976	370,880	370,880	371,565	386,500

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 will maintain their own grounds through their vocational agriculture program, providing an educational experience to their students. However the Town would continue to provide parking lot maintenance and plowing services for Region. 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 increase 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 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40702 Parking Tickets - Town	6,050	4,500	4,500	4,500	4,500
40705 Town Parking Fines-Storrs Ctr	2,161				
40710 Building Fines		1,000	1,000	500	1,000
40711 Landlord Registration Penalty		90	90	90	90
40713 Nuisance Ordinance	8,835	8,000	8,000	8,000	9,500
40715 Ordinance Violation Penalty	8,596	1,380	1,380	2,680	2,500
40716 Noise Ordinance Violation	616	300	300	300	160
40717 Possession Alcohol Ordinance	10,005	20,000	20,000	20,000	9,900
40718 Open Liquor Container Ordin	11,440	10,000	10,000	10,000	5,400
Total Fines and Forfeitures	47,703	45,270	45,270	46,070	33,050

Parking ticket revenue is received for illegally parked vehicles. The Town's Nuisance Ordinance, adopted in July, 2011 reflects a \$1,500 increase in anticipated revenues reflective of current and prior year experience. 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 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40804 Rent - Historical Soc	3,300	2,000	2,000	2,000	2,000
40807 Rent - Town Hall	6,175	7,580	7,580	7,580	7,580
40808 Rent - Senior Center		100	100	100	100
40817 Telecom Services Payment	46,243	55,000	55,000	45,000	45,000
40820 Interest Income	18,176	25,000	25,000	20,000	25,000
40824 Sale Of Supplies	30	20	20	20	20
40825 Rent - R19 Maintenance	2,790	2,790	2,790	2,790	2,790
40890 Other	9,427	2,500	2,500	4,000	2,500
Total Miscellaneous	86,141	94,990	94,990	81,490	84,990

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 2015/16 we have anticipated interest income of \$25,000.

**Town of Mansfield
Revenue Summary by Object**

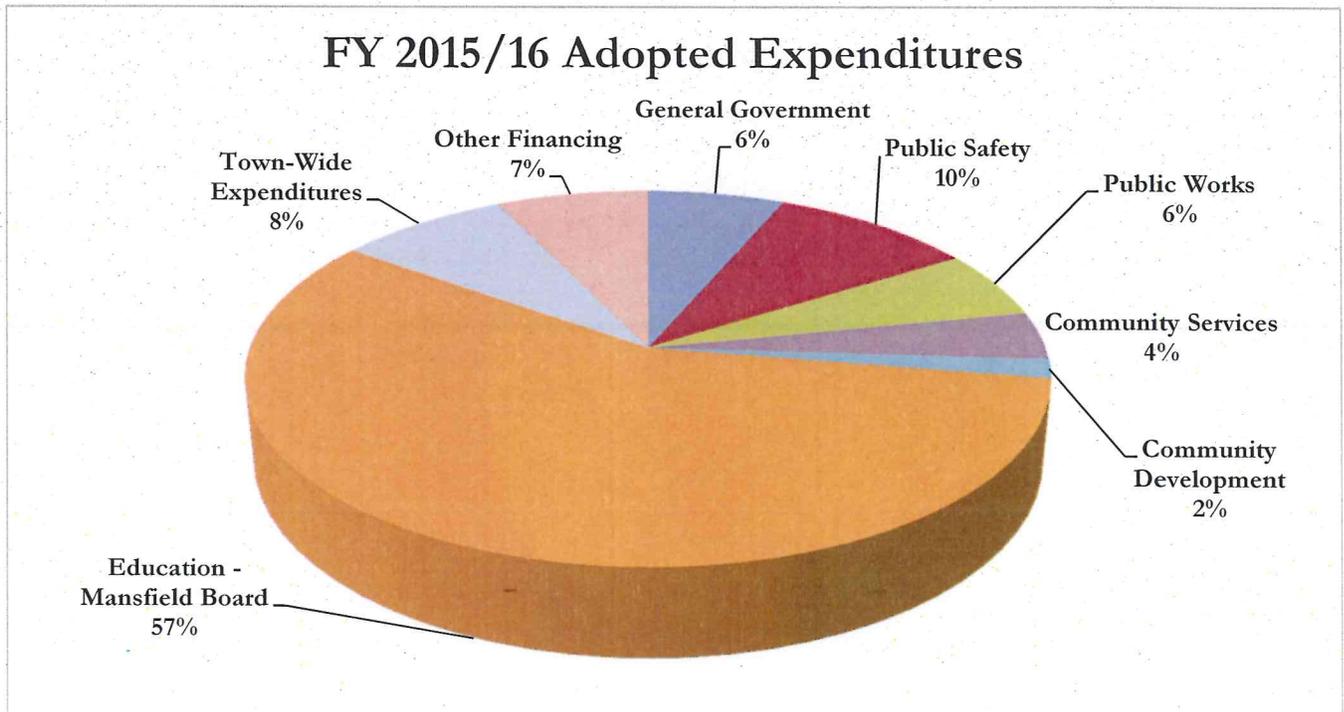
Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
40928 School Cafeteria	2,550	2,550	2,550	2,550	2,550
Total Operating Transfers In	2,550	2,550	2,550	2,550	2,550

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

EXPENDITURE SUMMARIES

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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
General Government	\$ 2,431,148	\$ 2,332,365	\$ 2,369,325	\$ 2,348,599	\$ 2,477,080
Public Safety	3,343,827	3,532,325	3,544,775	3,632,087	3,692,450
Public Works	2,138,281	2,053,800	2,111,500	2,127,674	2,221,690
Community Services	1,657,603	1,584,960	1,617,640	1,607,888	1,586,900
Community Development	530,013	557,270	555,490	555,838	622,930
Education - Mansfield Board	20,686,374	21,193,884	21,193,884	21,193,884	22,022,750
Town-Wide Expenditures	2,499,566	2,872,830	2,734,820	2,654,194	3,066,440
Other Financing	3,659,690	2,710,870	3,080,440	3,087,710	2,753,880
Total General Fund - Town	\$ 36,946,502	\$ 36,838,304	\$ 37,207,874	\$ 37,207,874	\$ 38,444,120



Town of Mansfield
Expenditure Budget Summary by Activity

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
11100 Legislative	75,862	102,500	102,500	102,460	108,600
12100 Municipal Management	212,902	222,460	228,950	234,080	235,500
12200 Human Resources	150,655	142,370	145,270	145,220	146,510
13100 Town Attorney	41,374	45,000	45,000	45,000	53,000
13200 Probate	5,123	7,010	7,010	7,010	7,010
14200 Registrars	31,884	50,320	45,560	32,175	40,650
15100 Town Clerk	226,114	223,770	230,790	230,790	228,600
15200 General Elections	13,497	22,900	22,900	19,502	13,935
16100 Finance Administration	126,215	123,630	127,880	127,880	132,560
16200 Accounting & Disbursements	163,213	168,740	174,130	173,427	230,795
16300 Revenue Collections	165,217	159,930	163,740	164,490	167,260
16402 Property Assessment	214,212	216,525	224,185	224,185	231,100
16510 Central Copying	39,569	39,000	39,000	39,000	39,300
16511 Central Services	29,642	34,000	34,000	32,000	32,500
16600 Information Technology	11,150	10,610	10,610	10,610	11,000
30900 Facilities Management	924,519	763,600	767,800	760,770	798,760
Total General Government	2,431,148	2,332,365	2,369,325	2,348,599	2,477,080
21200 Police Services	1,201,322	1,310,130	1,311,200	1,309,750	1,488,840
21300 Animal Control	89,310	93,070	94,400	94,400	94,030
22101 Fire Prevention	134,171	145,900	149,070	150,835	154,075
22155 Fire & Emerg Services Admin	224,006	243,595	248,325	247,975	252,515
22160 Fire & Emergency Services	1,637,067	1,678,360	1,678,360	1,765,657	1,636,830
23100 Emergency Management	57,951	61,270	63,420	63,470	66,160
Total Public Safety	3,343,827	3,532,325	3,544,775	3,632,087	3,692,450
30100 Public Works Administration	75,195	87,260	92,150	91,075	170,960
30200 Supervision & Operations	118,574	121,980	122,170	127,790	127,170
30300 Road Services	787,438	725,070	756,490	755,727	763,390
30400 Grounds Maintenance	348,150	379,420	411,060	425,690	411,430
30600 Equipment Maintenance	635,030	538,410	545,040	542,411	545,140
30700 Engineering	173,894	201,660	184,590	184,981	203,600
Total Public Works	2,138,281	2,053,800	2,111,500	2,127,674	2,221,690

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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
41200 Health Regulations & Inspect.		123,750	123,750	123,750	130,800
42100 Adult & Administrative Serv.	355,203	340,400	348,810	299,060	307,380
42210 Youth Services	155,045	172,050	173,080	168,079	163,970
42300 Senior Services	169,888	213,980	225,160	220,159	221,290
43100 Library Services	660,534	677,730	689,790	689,790	718,410
45000 Contributions To Area Agency	316,933	57,050	57,050	57,050	45,050
Total Community Services	1,657,603	1,584,960	1,617,640	1,557,888	1,586,900
30800 Building & Housing Inspection	287,534	287,550	276,150	276,780	298,340
51100 Planning & Development	230,223	242,420	252,040	251,990	287,100
52100 Planning/Zoning I/W	8,544	9,680	9,680	9,500	11,890
53100 Economic Development		11,220	11,220	11,168	19,200
58000 Boards and Commissions	3,712	6,400	6,400	6,400	6,400
Total Community Development	530,013	557,270	555,490	555,838	622,930
71000 Employee Benefits	2,356,851	2,528,730	2,528,730	2,514,384	2,757,420
72000 Insurance	142,715	143,200	143,200	139,810	204,020
73000 Contingency		200,900	62,890		105,000
Total Town-Wide Expenditures	2,499,566	2,872,830	2,734,820	2,654,194	3,066,440
92000 Other Financing Uses	3,659,690	2,710,870	3,080,440	3,087,710	2,753,880
Total Other Financing	3,659,690	2,710,870	3,080,440	3,087,710	2,753,880
Total General Fund - Town	16,260,128	15,644,420	16,013,990	15,963,990	16,421,370

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
51027 Youth Service Bureau-Deduct.	(16,385)	(16,340)	(16,340)	(16,340)	(16,340)
51405 Town Aid Deduction	(69,900)	(56,200)	(56,200)	(56,200)	
Total Cert Wages	(86,285)	(72,540)	(72,540)	(72,540)	(16,340)
51103 Maintenance Personnel	211,013	195,220	195,220	195,220	201,070
51111 Other Salaries	648			720	720
51113 Substitutes - Maintenance Pers	2,205	1,200	1,200	1,200	2,440
51117 Temporary	126				
51118 Temporary - Students		1,500	1,500	1,500	1,500
51120 Overtime - Straight Time	(810)	2,300	2,300	2,300	2,300
51121 Overtime - Double Time	123	1,000	1,000	1,000	1,000
51122 Overtime - Time And One Half	11,321	14,000	14,000	14,000	14,000
51123 Summer Help	580				
Total Noncertif.	225,206	215,220	215,220	215,940	223,030
51029 TVCCA Senior Service Deduct.	(2,580)	(2,580)	(2,580)	(2,580)	(2,580)
51046 Ambulance Serv Fund Deduct.	(26,920)	(27,690)	(28,490)	(28,490)	(29,900)
51047 HUD Grant Deduction	(28,819)	(27,530)	(27,530)	(27,530)	
51049 SC Program Income Deduct.	(6,462)	(5,000)	(5,000)	(5,000)	(5,000)
51054 Transportation Grant Deduct.		(9,440)	(9,610)	(9,610)	(9,440)
51201 Regular Payroll - CSEA	1,543,820	1,564,130	1,606,420	1,604,890	1,690,480
51202 Part-time (B) - CSEA	81,629	57,020	57,040	57,040	57,840
51204 Overtime - 1-1/2 Time - CSEA	666	4,790	4,790	4,790	3,290
51205 Overtime - Straight Time-CSEA	13,614	15,190	15,190	15,190	14,070
51302 Part-time (nb)	26,414	34,880	34,880	34,880	15,340
51303 Overtime - 1-1/2 Time Police		500	500	500	
51401 Regular - Public Works	990,873	1,007,530	1,077,220	1,077,220	1,100,320
51402 Overtime - 1-1/2 Public Works	188,947	96,590	96,590	177,870	37,900
51403 Overtime - Dble. Public works	729			2,770	
51501 Regular - Fire Services	799,761	884,450	884,450	900,890	885,920
51503 Part-time - Fire Services	253,795	290,540	290,540	296,350	226,530
51504 Training Salaries - Fire Services	35,084	25,000	25,000	25,500	25,000
51505 Overtime - 1-1/2 Time Fire Serv	195,989	116,270	116,270	156,270	160,900
51508 Volunteer Incentive Prog-Fire	46,950	68,175	68,175	68,175	68,175
51601 Regular Payroll - Non-Union	1,726,246	1,804,530	1,816,050	1,819,170	1,951,800
51602 Part-time (B) - Non-Union	104,275	84,820	85,810	85,810	78,230
51603 Temporary - Non-Union	38,266	53,990	73,660	73,660	74,480

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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
51604 Elected Officials	29,559	45,720	40,960	28,380	36,600
51605 Part-time (NB) - Non-Union	111,431	170,470	170,030	170,030	175,410
Total Salaries and Wages	6,123,267	6,252,355	6,390,365	6,526,175	6,555,365
52001 Social Security	380,706	382,000	382,000	395,380	399,970
52002 Workers Compensation	315,000	330,000	330,000	330,000	322,670
52003 MERS	632,091	604,000	604,000	612,550	596,850
52004 MERS/Adjustments	565	600	600	565	600
52005 Unemployment Compensation	13,501	25,000	25,000	12,000	29,120
52006 Pension-Annuity	1,927				
52007 Medicare	98,228	98,000	98,000	102,360	102,570
52008 MERS/Administrative Assesment	20,800	20,800	20,800	22,100	22,760
52009 Salary Related Benefits	(7,121)			(18,000)	
52011 MERS - Firefighters	169,371	180,000	180,000	183,620	171,970
Total Benefits	1,625,068	1,640,400	1,640,400	1,640,575	1,646,510
52013 Soc Security Altern ICMA 2%	19,890	26,000	26,000	24,401	18,100
52103 Town - Life Insurance	21,538	22,260	22,260	24,000	24,480
52105 Town-Medical Insurance	673,140	823,430	823,430	823,430	1,064,170
52106 Employee Assist Prog (USMHS)	4,930	5,080	5,080	4,930	5,030
52112 Long Term Disability Insurance	40,152	41,340	41,340	42,239	43,100
52113 Short Term Disability Insuranc	40,133	41,550	41,550	41,039	41,860
52120 Trans To Enterprise Fund	(63,000)	(61,000)	(61,000)	(75,900)	(80,830)
Total Medical Ben.	736,783	898,660	898,660	884,139	1,115,910
52201 Prof Improv Reimbursement	734	2,250	2,250	2,250	1,000
52202 Travel/Conference Fees	17,671	30,550	32,350	30,960	26,370
52203 Membership Fees/Prof Dues	58,366	55,965	55,965	58,357	67,245
52204 Uniform Maintenance	1,022	2,600	2,600	1,400	2,820
52205 Work Clothing	10,647	12,000	12,000	12,000	16,750
52206 Protective Clothing	23,319	26,100	26,100	29,955	18,905
52209 Staff Development	3,874	3,500	3,500	3,500	3,150
52210 Training	19,493	31,240	31,240	28,365	29,590
52211 Uniform Allowance	368	400	400	900	8,540

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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
52212 Mileage Reimbursement	1,200	3,405	3,405	3,005	2,615
52213 Meal Reimbursement	6,335	4,250	4,250	4,200	4,400
52215 Recruitment Expense	1,707	1,000	1,000	1,000	1,000
Total Misc Benefits	144,736	173,260	175,060	175,892	182,385
53111 Medical Services	13,548	15,300	15,300	14,800	15,300
53119 LAN/WAN Expenditures	11,150	10,610	10,610	10,610	11,000
53120 Prof & Tech Services	37,657	39,700	39,700	45,250	63,120
53122 Legal Services	88,414	88,030	88,030	84,730	96,030
53123 Veterinary Service	2,104	3,500	3,500	3,500	3,000
53124 Consultants	8,708	2,700	2,700	5,668	2,500
53125 Audit Expense	38,705	40,800	40,800	40,800	42,510
53130 Bank Management Fee	17,781	18,000	18,000	18,000	18,700
53133 Drug Testing	2,102	5,700	5,700	5,500	5,000
53146 Court Filing Fee		100	100	100	
Total Prof & Tech Services	220,169	224,440	224,440	228,958	257,160
53213 Refuse Collection	10,165	11,000	11,000	11,000	12,000
53230 Water/Sewer	4,394	34,400	34,400	33,500	28,500
53231 Water Hydrants	26,273	35,000	35,000	35,000	35,000
53232 Bldg Maintenance Service	25,511	25,000	25,000	25,000	25,550
Total Purch Property Services	66,343	105,400	105,400	104,500	101,050
53301 Building Repairs	27,518	24,600	24,600	24,600	22,500
53302 Equipment Repair	30,573	34,450	34,450	32,173	33,950
53303 Veh Repairs & Maintenance	60,056	50,000	50,000	60,000	55,000
53308 Ambulance Repairs	22,954	9,000	9,000	25,920	15,000
53314 Equipment Testing	9,286	13,850	13,850	13,120	13,900
Total Repairs/Maintenance	150,387	131,900	131,900	155,813	140,350
53707 United Services, Inc	8,000	8,000	8,000	8,000	8,000
53709 Meals On Wheels	2,700	2,350	2,350	2,350	2,350
53711 Sexual Assault Crisis Services	4,000	4,500	4,500	4,500	4,500
53712 CT Legal Services	6,000	6,500	6,500	6,500	6,500
53718 NECASA	800	800	800	800	800
53727 Community Companion & Home	4,000	4,000	4,000	4,000	4,000
53735 Section 8 Housing Program		12,000	12,000	12,000	

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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
53737 Holy Family Shelter	3,000	3,000	3,000	3,000	3,000
53739 Veterans' Services	10,000	10,000	10,000	10,000	10,000
53740 Windham Area Interfaith Ministries	2,500	3,000	3,000	3,000	3,000
53741 Perception House	1,000	1,400	1,400	1,400	1,400
53745 Windham Area No Freeze Project	1,200	1,500	1,500	1,500	1,500
Total Contrib to Area Agencies	43,200	57,050	57,050	57,050	45,050
53801 General Liability Insurance	191,426	201,030	201,030	199,855	206,830
53808 LAP Reimbursable Deductible	10,443	5,000	5,000	5,000	5,000
Total Insurance	201,869	206,030	206,030	204,855	211,830
53733 Eastern Highlands Health District	122,010	123,750	123,750	123,750	130,800
53920 Vital Statistics	387	400	400	400	400
53921 Alarm Service	57,266	52,650	52,650	52,222	54,770
53923 Middle School Yth Employment	1,000	500	500	500	500
53924 Advertising	19,401	20,050	20,050	21,198	19,380
53925 Printing & Binding	23,153	34,265	34,265	30,817	32,240
53926 Postage	36,262	36,370	36,370	33,270	31,550
53927 Indexing & Recording	1,808	3,800	3,800	3,800	3,900
53933 Resident State Trooper	1,001,850	1,097,260	1,097,260	1,097,260	1,267,470
53934 Election Workers	6,355	10,000	10,000	10,000	6,700
53939 Other Program Expenses	5,123	7,010	7,010	7,010	7,010
53940 Copier Maintenance Fees	36,000	36,000	36,000	36,000	36,700
53943 Phone Service	64	300	300	300	400
53949 Community Events	7,000	11,000	9,200	9,000	10,000
53950 Bonus	149	350	350	350	200
53960 Other Purchased Services	3,801	1,650	1,650	1,550	31,550
53961 Microfilm & Photo Service	673	680	680	680	700
53964 Voice Communications	106,120	106,120	106,120	103,633	105,810
53967 Vol Firefighters Pension	40,500	40,500	40,500	40,500	40,500
53973 Resident Trooper Reimb OT	89,427	96,000	96,000	96,000	111,250
53974 Resident Trooper Overtime	46,024	40,000	40,000	40,000	50,000
54919 Activity Expenses		10,000	10,000	9,500	1,215
Total Other Purch Services	1,604,373	1,728,655	1,726,855	1,717,740	1,943,045

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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
54102 Library Supplies	2,853	3,000	3,000	3,000	2,700
54105 Art & Drafting	425	750	750	900	750
Total Instructional Supplies	3,278	3,750	3,750	3,900	3,450
54214 Reference Bks & Periodicals	4,723	7,430	7,430	6,430	6,480
54285 Juvenile Materials	28,182	28,360	28,360	28,360	25,360
54286 Adult Materials	66,430	78,730	78,730	78,730	74,730
Total School/Library Books	99,335	114,520	114,520	113,520	106,570
54301 Office Supplies	21,869	28,450	28,450	24,630	26,890
54302 Copier Supplies	4,569	4,000	4,000	4,000	3,600
54303 Parks Supplies		550	550	450	1,000
54304 Medical Supplies	24,875	21,000	21,000	21,000	25,000
54308 Computer Software	1,000	2,250	2,250	2,149	6,340
54310 Emergency Supplies		500	500	500	500
Total Office Supplies	52,313	56,750	56,750	52,729	63,330
54410 Pet Food	37	400	400	400	300
Total Food Service Supplies	37	400	400	400	300
54502 Street Cleaning Supplies					4,300
54504 Sand/Gravel/Cement		400	400	350	6,000
54510 Signs & Signals		200	200	200	8,000
Total Land/Rd Maint Supplies		600	600	550	18,300
54601 Gasoline - Unleaded	133,900	72,530	72,530	72,530	74,000
54602 Diesel Fuel	120,000	99,260	99,260	99,260	100,000
54603 Fuel Oil	118,000	46,130	46,130	46,130	56,200
54604 Electric	185,000	122,950	122,950	122,950	119,000
54605 Propane	15,180	8,700	8,700	8,700	8,700
54606 Natural Gas	35,000	27,600	27,600	27,600	28,000
54607 Street Lighting	63,300	60,630	60,630	60,630	60,000
54610 Clean Energy	12,500				
Total Energy	682,880	437,800	437,800	437,800	445,900
54701 Building Supplies	35,110	44,750	44,750	44,300	45,250
54702 Custodial Supplies	784	1,250	1,250	1,250	1,150

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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
54704 Paint Supplies	5,107	10,200	10,200	10,200	10,200
54705 Hand Tools	1,985	2,250	2,250	2,121	2,200
54706 Non Capitalized Equipment	2,771	4,100	4,100	4,000	3,630
Total Building Supplies	45,757	62,550	62,550	61,871	62,430
54802 Lubrication & Anti-freeze	7,884	9,000	9,000	9,000	9,000
54806 Auto Parts	17,139	20,000	20,000	20,000	20,000
54807 Truck Parts	86,635	110,000	110,000	95,000	123,000
54808 Equipment Parts	79,900	60,000	60,000	60,000	60,000
Total Rolling Stock Supplies	191,558	199,000	199,000	184,000	212,000
54402 Food	2,004	2,700	2,700	2,830	4,480
54511 Grounds Supplies	29,890	28,300	28,300	28,300	33,300
54901 Firefighting Supplies	10,158	15,000	15,000	15,000	15,000
54906 Police Supplies	491	1,500	1,500	1,000	1,000
54909 Welding Supplies	3,539	2,500	2,500	2,500	2,500
54911 Other Program Supplies	3,745	4,300	4,300	4,350	6,200
54918 Merchandise for Resale	64				
54921 Fire Prevention Public Educ Materi	3,718	4,500	4,500	4,500	4,500
54922 Positive Youth Development Progr		10,000	10,000	5,000	5,000
Total Other Supplies	53,609	68,800	68,800	63,480	71,980
55420 Office Equipment		700	700	524	700
55422 Furniture/Furnishings	28,501	5,400	5,400	5,680	400
55423 System Support	69,684	67,000	67,000	64,829	71,735
55430 Equipment - Other	13,921	23,150	23,150	21,500	18,150
Total Equipment	112,106	96,250	96,250	92,533	90,985
56306 Fee Waivers	165,334	125,000	125,000	75,000	75,000
56312 Contingency		200,900	62,890		105,000
56350 Board of Assessment Appeals	529	700	700	700	700
56351 Comm. on Sens. & Phys Impaired		100	100	100	100
56352 Commission on Aging		100	100	100	100
56353 Parks & Advisory Committee	308	2,000	2,000	2,000	2,000
56354 Zoning Board of Appeals	2,409	1,500	1,500	1,500	1,500
56355 Conservation Commission		100	100	100	100
56356 Beautification Committee	421	500	500	500	500

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
56357 Historic District Commission		150	150	150	150
56358 Arts Advisory Committee		500	500	500	500
56359 Agriculture Committee	45	750	750	750	750
56361 Disaster Costs/FEMA Reimb.	7,578			(55,000)	
56610 OSHA Fine					500
Total Misc Expenses & Fees	176,624	332,300	194,290	26,400	186,900
58219 Other Operating	5,000	5,000	5,000	5,000	5,000
58220 Other Operating-Revaluation		25,000	25,000	25,000	25,000
58226 Other Operating-Downtown Partn	125,000	125,000	125,000	125,000	125,000
58227 Parks & Recreation Fund	442,000	455,430	455,430	455,430	482,450
Total Trans Out-Spec Rev Fund	572,000	610,430	610,430	610,430	637,450
58300 Debt Service Fund	675,000	325,000	325,000	325,000	285,000
Total Trans Out-Debt Serv Fd	675,000	325,000	325,000	325,000	285,000
58400 Capital Projects Fund	2,164,330	1,351,240	1,720,810	1,720,810	1,408,740
58401 Storrs Center Reserve	168,360	228,640	228,640	228,640	228,640
Total Trans Out-Capital Proj	2,332,690	1,579,880	1,949,450	1,949,450	1,637,380
58715 Transit Services Fund	127,825	117,560	117,560	124,830	132,050
Total Trans Out-Enterprise Fund	127,825	117,560	117,560	124,830	132,050
58711 Cemetery Fund		36,000	36,000	36,000	20,000
58714 Medical Pension Trust Fund	80,000	42,000	42,000	42,000	42,000
Total Trans Out-Trust Agency	80,000	78,000	78,000	78,000	62,000
Total General Fund - Town	16,260,128	15,644,420	16,013,990	15,963,990	16,421,370

**DEPARTMENTAL
ACTIVITIES**

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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Departments:					
Legislative	75,862	102,500	102,500	102,460	108,600
Municipal Management	212,902	222,460	228,950	234,080	235,500
Human Resources	150,655	142,370	145,270	145,220	146,510
Town Attorney	41,374	45,000	45,000	45,000	53,000
Probate	5,123	7,010	7,010	7,010	7,010
Registrars	31,884	50,320	45,560	32,175	40,650
Town Clerk	226,114	223,770	230,790	230,790	228,600
General Elections	13,497	22,900	22,900	19,502	13,935
Finance Administration	126,215	123,630	127,880	127,880	132,560
Accounting & Disbursements	163,213	168,740	174,130	173,427	230,795
Revenue Collections	165,217	159,930	163,740	164,490	167,260
Property Assessment	214,212	216,525	224,185	224,185	231,100
Central Copying	39,569	39,000	39,000	39,000	39,300
Central Services	29,642	34,000	34,000	32,000	32,500
Information Technology	11,150	10,610	10,610	10,610	11,000
Facilities Management	924,519	763,600	767,800	760,770	798,760
TOTAL EXPENDITURES	2,431,148	2,332,365	2,369,325	2,348,599	2,477,080

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 includes those activities required by law or policy to support municipal government administration and operations. Also included are membership fees to organizations such as the Captiol 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 2014/2015 Accomplishments

- Maintained active involvement with the Mansfield Downtown Partnership (three Council members currently sit on the Partnership's Board of Directors). Completed initial construction of the Town Square. ♦
- Continued to serve on a number of Council advisory committees such as but not limited to Sustainability, Four Corners Sewer Advisory and Town-University Relations. Ad hoc Council Sub-Committees such as Ordinance Review met on an as-needed basis.
- Completed review of the feasibility of implementing a Responsible Contracting Ordinance. Council accepted the recommendations of the ad hoc Committee on Responsible Contracting, which supported making modifications to administrative purchasing procedures. Council opted not to adopt a Responsible Contracting Ordinance.
- Continued to help lead the Mansfield Community-Campus Partnership (MCCP), which strives to improve the quality of life for all members of the community and to promote positive community-campus relations.
- Reviewed options for the Four Corners Area Sanitary Sewer project. Preferred option presented to the community through a series of information sessions. Funding for the project was approved at referendum on November 4, 2014. ♦
- Reviewed and commented on DEEP Notice of Tentative Determination for CWC/UCONN diversion permit application. ♦
- Reviewed the Town's Transfer Station operation; due to a favorable payback period, endorsed a fleet acquisition to reduce Transfer Station hauling costs.
- Reviewed the Town's public transit bus shelters and citizen requests for an additional shelter located on South Eagleville Road in front of the Mansfield Community Center. Provided funding to construct the requested bus shelter which will be accessible to persons with disabilities. ♦
- Participated in the dissolution of the Windham Region Council of Governments (WINCOG) and joined the Capitol Region Council of Governments (CRCOG).
- Reviewed and approved expansion of Mansfield's rental certification zone town-wide; approved amendments to the Town's Housing Code. ♦
- Reviewed the Town's Ethics Code gift provision applicability to Mansfield Board of Education employees.
- Approved updates to the Town's Parks Rules and Regulations, including a prohibition on the use of tobacco products in parks. ♦
- Approved open space acquisition of Sawmill Brook parcel. ♦
- Conducted a controls assessment of the Town's financial operations.

- Reviewed and commented on the Town's *Mansfield Tomorrow* initiative, which will serve as both a strategic plan and the Town's Plan of Conservation and Development. ♦
- Reviewed and commented on UCONN's draft Master Plan. ♦
- Secured funding for and engaged in a joint fiscal impact study with UCONN regarding the NextGenCT initiative. ♦
- Published a *Citizen's Guide to the Budget – 2015 Edition* and the 2015 Town Meeting mailer, an expanded version of the *Mansfield Minute*.

FY 2015/2016 Goals & Objectives

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 portion of 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 the Town's nine strategic vision points.

Legislative = linkage to Sustainability; Education; Historic Character, Open Space & Working Farms; Housing; Regionalism; Town-University Relations.

Town of Mansfield
 Department: Legislative - 11100

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Noncertif.	774			720	720
Misc Benefits	20,653	38,800	40,600	40,950	43,540
Prof & Tech Services	39,905	42,000	42,000	42,000	43,710
Other Purch Services	13,411	20,200	18,400	17,200	19,200
Office Supplies	326			160	
Other Supplies	793	1,500	1,500	1,430	1,430
TOTAL EXPENDITURES	75,862	102,500	102,500	102,460	108,600

MUNICIPAL MANAGEMENT - 12100

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.

FY 2014/2015 Accomplishments

- Developed proposed FY 2015/16 operating and capital budgets. The budget document is a policy and communications tool that also serves to promote open and transparent government. ♦
- Continued participation in ICMA's Center for Performance Measurement Insights Program; continued assessment and refinement of Town's performance measurements. ♦
- Provided oversight of water and wastewater initiatives in the Four Corners area. Participated in meetings of CT Water Advisory Committee (CWC). Conducted community education campaign for Four Corners Sanitary Sewer Project; received approval to fund the project at the November 2014 bond referendum. ♦
- Coordinated construction of Storrs Center Phase 1C and Price Chopper in collaboration with members of development team. Completed initial construction of Town Square. ♦
- Conducted impact study regarding the potential impacts of UCONN's NextGenCT initiative on Mansfield. ♦
- Led management team responsible for overseeing operations of the Nash-Zimmer Transportation Center, with an emphasis on programming, budget, procurement, human resources, risk management, maintenance and other operational concerns. Developed and implemented Commuter Club program for cyclists. ♦
- Participated in development of the *Mansfield Tomorrow* project; *Mansfield Tomorrow* will serve as the Town's Plan of Conservation and Development and strategic plan. ♦
- Assisted Personnel Committee with review of Ethics Code gift provision applicability to MBOE employees.
- Assisted Responsible Contracting Committee with completing its review of a Responsible Contracting Ordinance, Purchasing Ordinance amendments, and/or amendments to administrative purchasing procedures.
- Provided oversight of the Fee Waiver Program administration, with Parks and Recreation handling the day-to-day administration of the program. Year-to-date, 123 applications (which covers 369 household members), have been approved for this program. Numerous administrative changes were implemented to control and track costs and comply with Fee Waiver Ordinance changes adopted in April 2014.
- Assisted Council with executing an agreement with new Town Attorney. Adopted and issued new Use of Town Attorney Policy.
- Coordinated renovations to Council Chambers, improving technology and functionality of the meeting space.

FY 2015/2016 Trends & Key Issues

The Manager's Office will continue to have a busy year as construction activity continues on Storrs Center. Recent initiatives such as the *Mansfield Tomorrow* and the Four Corners water and wastewater project will require continued attention to ensure effective implementation of those initiatives. Staff will continue to evaluate programs and services and identify opportunities to make improvements that benefit our residents and internal customers.

FY 2015/2016 Goals & Objectives

Goal: Continue oversight of Storrs Center project. ♦

Objectives:

- Coordinate construction of Storrs Center Phase 2 and tenant fit-out of market square building, in collaboration with development team.
- Assist development team with planning of Phase 3, Mainstreet Homes.
- Complete construction of additional elements (stage roof and light pylons) for Town Square.
- Develop additional programming for Nash-Zimmer Transportation Center; explore shared management options with Mansfield Downtown Partnership.

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.
- Negotiate comprehensive wastewater agreement with UCONN.
- Make progress on open space and farmland preservation projects.
- Complete greenhouse gas inventory for municipal facilities; conduct facilities master plan and evaluate additional opportunities for solar and other renewable energy systems.

Goal: Continue preparation of a comprehensive economic development program for the Town of Mansfield. ♦

Objectives:

- Continue to staff Economic Development Commission (EDC) and focus on business retention and recruitment; enhance staff resources to implement goals and objectives.

Goal: Monitor and prepare for growth associated with UCONN Tech Park, *Next Generation Connecticut* and other university initiatives. ♦

Objective:

- Complete impact study for UCONN's *NextGenCT* initiative.
- Participate in CRCOG *Gateways to UConn* corridor study of Routes 195 and 44.

Goal: Improve tradition of open and transparent government. ♦

Objective:

- Publish the *Mansfield Minute* monthly, with an expanded May edition focused on the FY 15/16 budget and annual Town Meeting.
- Publish the 2015 edition of the *Citizen's Budget Guide*.
- Enhance website and social media presence for the Nash-Zimmer Transportation Center.
- Improve citizen access to Town's financial records through implementation of the "OpenGov" system on Town website.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Municipal Management = linkage to Government; Sustainability & Planning; Town-University Relations.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	204,272	200,260	206,750	206,750	211,680
Misc Benefits	6,208	5,950	5,950	10,880	5,670
Prof & Tech Services	995	14,250	14,250	14,350	16,250
Office Supplies	1,317	2,000	2,000	2,000	1,800
Other Supplies	110			100	100
TOTAL EXPENDITURES	212,902	222,460	228,950	234,080	235,500
TOTAL REVENUES					
EMPLOYEE BENEFITS	76,819	79,047	79,047	77,820	86,070
Positions:					
Town Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalent	2.00	2.00	2.00	2.00	2.00
Paid from General Fund	2.00	2.00	2.00	2.00	2.00

HUMAN RESOURCES - 12200

The Town Manager's Office is responsible for administering the Human Resources Program for the Town. 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 2014/2015 Accomplishments

- Recruited and filled numerous full-time and part-time Town staff positions including several leadership positions such as Facilities Management Director, Assistant Town Engineer, Public Works Operations Manager and Recreation Supervisor (Aquatics). Year-to-date, staff has conducted approximately 11 recruitments resulting in the appointment or promotion of 21 regular employees.
- Counseled retiring employees on available benefits and transitioned five employees into retirement.
- Completed negotiations for the successor collective bargaining agreements (FY 2013/14 – FY 2015/16) with the Professional/Technical employees and Firefighters unions (anticipated completion spring 2015).
- Updated the following personnel policies: Professional Travel; Cell Phone Use; Mileage Reimbursement (anticipated spring 2015). ♦
- Assisted the Eastern Highlands Health District with design and implementation of a broadband pay plan for staff as well as recruitments for several regular positions.

FY 2015/2016 Trends & Key Issues

If the capital service improvement request for the acquisition of recruitment software is approved, implementation of the system would occur during FY 2015/16. The software will help modernize and automate the recruitment process such as improving the application process and providing new applicant tracking and data gathering capabilities.

FY 2015/2016 Goals & Objectives

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.
- Require all new supervisors to attend training (prevention of sexual harassment, general supervisor training, and ethics) within one year of their appointment.

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 the Town's nine strategic vision points.

Human Resources = linkage to Government.

Human Resources	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Recruitments			
Number of internal recruitments conducted	4	4	4
Number of external recruitments conducted	12	9	4
Applicants tested/interviewed (regular positions)	116	60	40
New hires, full-time & part-time (regular positions)	13	17	4
Internal promotions, full-time & part-time (regular positions)	13	7	4
Grievances Filed	3	3	3
Number of full-time regular employees that left municipal service (excluding retirements)	1	2	2
Number of Number of full-time regular employees that left municipal service for retirement	8	5	4
Personnel and administrative policies reviewed/updated or drafted/adopted	0	5	3
Training workshops offered to the workforce at large	3	2	3

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	91,376	84,490	87,390	87,390	90,620
Misc Benefits	6,964	9,650	9,650	9,600	7,740
Prof & Tech Services	47,322	44,530	44,530	43,030	44,530
Other Purch Services	4,569	3,000	3,000	4,500	3,000
School/Library Books	181	200	200	200	200
Office Supplies	243	500	500	500	420
TOTAL EXPENDITURES	150,655	142,370	145,270	145,220	146,510
TOTAL REVENUES					
EMPLOYEE BENEFITS	34,363	33,350	33,350	32,893	36,846
Positions:					
Assistant Town Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Associate	0.80	0.80	0.80	0.80	0.80
Total Full Time Equivalent	1.80	1.80	1.80	1.80	1.80
Paid from Other Funds	0.73	0.73	0.73	0.73	0.73
Paid from General Fund		1.07	1.07	1.07	1.07

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 2014, the Town Council issued a request for qualifications for Town Attorney Services. Following a review process, selection and appointment of a new Town Attorney occurred in June 2014. Current Town Attorney services are provided by the firm of O'Malley, Deneen, Leary, Messina, & Oswecki.

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; expenditures related to that service are reflected in the Human Resources program budget.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Prof & Tech Services	41,374	45,000	45,000	45,000	53,000
TOTAL EXPENDITURES	41,374	45,000	45,000	45,000	53,000

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.

The Tolland-Mansfield Probate judge retired in summer 2014. From summer to November 2014, judges of probate from the Northeast and Windham-Colchester probate courts provided service on an interim basis to residents of the Tolland-Mansfield Probate District. In November 2014, Barbara Gardner Riordan was elected Judge of Probate for the Tolland-Mansfield Probate District; Judge Gardner Riordan's appointment will last for four years.

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 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Other Purch Services	5,123	7,010	7,010	7,010	7,010
TOTAL EXPENDITURES	5,123	7,010	7,010	7,010	7,010

REGISTRARS OF VOTERS- 14200

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. There are currently 11,660 registered voters in town. The duties of the Registrars include: registering new voters; ensuring the accuracy of the official registry list (manual and computer); 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.

FY 2014/2015 Accomplishments

- Conducted the August 2014 Republican State Primary (all districts) and the District-4 Democratic State Representative Primary, the November 2014 State Election and the May 2015 Region 19 School District Budget Referendum.
- Registered new voters (net gain) during calendar year 2014, including 388 Election Day Registrations obtained during the November State Election.
- Completed the annual canvass of voters.
- Implemented Election Day Registration for the State Election.
- Implemented the newly formatted On-Line Registration, which is linked to Connecticut DMV for signature verification.
- Created a Permanent Absentee Ballot Report and sent mandated yearly letters to electors listed on such report.

FY 2015/2016 Trends & Key Issues

In conjunction with the efforts made by the Office of the Secretary of the State, this office will continue to offer information to electors regarding Election Day Registration (EDR) and On-Line Registration. The Registrars will attend meetings addressing new regulations for EDR and On-Line Registration set by the Secretary of the State. The Registrars of Voters will continue with outreach to the community and to the University of Connecticut to ensure participation in all elections.

FY 2015/2016 Goals and Objectives

Goal: To promote fair and responsible elections ♦

Objectives:

- Conduct the November 2015 Municipal Election and the May 2016 Region 19 School District Budget Referendum.
- Monitor changes in election laws.
- Register new voters and maintain voter lists.
- Train poll workers and Election Day Registration workers.
- Attend educational and informational state conventions and county conferences.

Goal: Maintain public outreach. ♦

Objectives:

- Provide information to the public regarding all aspects of voting, registering and elections
- Work closely with organizations from the University of Connecticut regarding voter registration drives and EDR.
- Work with the Town Information Technology Department to procure equipment for EDR and assist in training individuals selected to execute EDR.
- Continue to organize the annual May tri-town registration drive for students attending Regional School District 19.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
Human Resources = linkage to Recreation/Health/Wellness, Town-University Relations, Government.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	29,834	47,120	42,360	29,780	38,000
Misc Benefits	243	550	550	295	375
Other Purch Services	1,582	2,250	2,250	1,900	2,075
Office Supplies	225	400	400	200	200
TOTAL EXPENDITURES	31,884	50,320	45,560	32,175	40,650
TOTAL REVENUES					
EMPLOYEE BENEFITS	11,219	18,599	18,599	11,209	15,451
Elected Officials:					
Registrars	0.76	1.16	1.08	0.76	0.94
Total Full Time Equivalents	0.76	1.16	1.08	0.76	0.94
Paid from General Fund	0.76	1.16	1.08	0.76	0.94

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; acting as notaries public; assisting with the permitting of raffles and games of chance; processing all Town mail, and updating the code of ordinances. The staff also processes petty cash vouchers. 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 2014-2015 Accomplishments

- Received a \$7,500 Historic Preservation Grant, which was supplemented by funds from the Town Clerk's 270 Document Preservation Fund and used to backfill land records to 1996 ♦
- Completed the re indexing of 38 volumes and 553 tube files of Town maps and surveys. Instituted the in-house scanning of boundary and survey maps into the Cott system, allowing for immediate public access via the Cott portal. ♦
- Restructured the dog licensing system saving both money and time. ♦
- Working with the Registrars of Voters and the Head Moderator, implemented new mandated procedures for certifying elections results. ♦

FY 2015/2016 Trends & Key Issues

Activity in the Town Clerk's office continues to be brisk. Housing sales have begun to rebound causing an increase in conveyance and recording revenues. The new operating system is providing the office with increased indexing and accounting capabilities. Due to recent events, changes in the administration of election duties are expected with increased town clerk responsibilities anticipated. Our current needs budget should be adequate to accomplish stated goals.

FY 2015/2016 Goals & Objectives

Goal: Protect and promote access to Town records. ♦

Objectives:

- Evaluate Historic Preservation Grant funding and, if money is available in the FY 2015/16 cycle, prepare a grant submission to back file land records. Our goal is to eventually scan land records back to 1984, which is the beginning of our electronic index. ♦

- Institute e-recording which will allow our office to electronically receive and record land records by September 2015. ♦
- Evaluate all permanent Town records and prepare an overall master plan to prioritize those records which require additional preservation efforts. Begin implementation of the plan using the Town Clerk's 270 Document Preservation Fund ♦
- Using the Cott system, begin to link documents to existing or newly created indexes in-house, thereby providing enhanced search and retrieval capabilities for a variety of indexes in a cost effective manner. The scanning and creation of an index for land records from 1974 to 1984 will be our first project. Upon the completion of this project and the aforementioned scanning project, within two years we will have an electronic index and scanned images for 40 years of land records (title search standard). ♦

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

Objectives:

- Continue to work to create better access to local history resources via the Town's website by posting and linking archived indexes and documents. While this will be an ongoing project, identification of resources should commence this fiscal year. ♦
- 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 the Town's nine strategic vision points.

Town Clerk = linkage to Town-University Relations; Rural Character, Open Space & Working Farms; Government.

Town Clerk	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Open and Transparent Government			
Total number of freedom of information (FOI) requests processed	36	35	35
Record Series and Indexes digitized	22	35	35
Percentage of permitted records/indexes available on line	47%	43%	48%
Percentage of restricted access records/indexes on line		17%	17%
Statistics			
Vital statistics filed	280	250	250
Land transaction documents recorded	2,209	2,230	2,250
Total number of all licenses (dog, hunting, fishing, etc.) issued	1,931	2,000	2,000
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	42	41	40
Total number of appointed board and commission members	226	230	230

Town of Mansfield
Department: Town Clerk - 15100

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	194,684	191,000	198,020	198,020	196,080
Misc Benefits	766	900	900	900	910
Prof & Tech Services	4,042	4,000	4,000	4,000	4,000
Other Purch Services	9,127	10,880	10,880	10,880	11,000
School/Library Books	272	190	190	190	190
Office Supplies	973	800	800	800	720
Equipment	16,250	16,000	16,000	16,000	15,700
TOTAL EXPENDITURES	226,114	223,770	230,790	230,790	228,600
TOTAL REVENUES	275,862	259,470	259,470	259,470	256,900
EMPLOYEE BENEFITS	73,213	75,392	75,392	74,534	82,419
Positions:					
Town Clerk	1.00	1.00	1.00	1.00	1.00
Assistant Town Clerk	2.00	2.00	2.00	2.00	2.00
Total Full Time Equivalents	3.00	3.00	3.00	3.00	3.00
Paid from General Fund	3.00	3.00	3.00	3.00	3.00

GENERAL ELECTIONS - 15200

This program covers the expense of conducting elections, primaries, audits and referenda in accordance with the Connecticut General Statutes. The program budget includes funds for one municipal election and one Region 19 budget referendum.

Services provided by the Registrars of Voters for the supervision of elections, registration of voters and other duties are shown in the Registrar of Voters program budget (14200). Services provided by the Town Clerk include the issuance of absentee ballots and other needed funds shown in the Town Clerk's program budget (15100).

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Repairs/Maintenance		2,000	2,000	2,000	2,000
Other Purch Services	11,212	19,100	19,100	16,402	11,625
Office Supplies	1,769	800	800	100	310
Other Supplies	516	1,000	1,000	1,000	
TOTAL EXPENDITURES	13,497	22,900	22,900	19,502	13,935

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 2014/2015 Accomplishments

- Built new walk-in refrigerator and freezer at Mansfield Middle School.
- Built new walk-in freezer at Goodwin School.
- Installed new water conditioner at Fire Station 207.
- Replaced faulty air conditioning compressors and controls at Library.
- Removed fuel oil tank at the Town Hall.
- Completed interior upgrades (Painting, counters, trim) at the Senior Center.
- Installed new lighting for pool at Community Center.
- Replaced carpeting in Mansfield Middle School Library with carpet squares.

FY 2015/2016 Trends & Key Issues

A number of roofs on Town buildings are nearing the end of their useful life and are requiring maintenance as a result. Funds will need to be budgeted 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 new Director started in the end of December and we as a Department are critiquing our services and working on building condition statements along with short and long term budgeting plans.

FY 2015/2016 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. Looking to have all equipment listed by the end of 2015.
- Continue to maintain facility audit reports to prepare for and address needed repairs and improvements.
- Working on a Facilities Master Plan first draft for summer 2015.

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. Working to have done by the summer of 2015.
- Review Siemens report to look for energy opportunities for all of our buildings.

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

Objectives:

- Implement enhanced work order and facility management software.
- Increase staff efficiency through professional development opportunities, improved employee recruitment, selection, retention and training.
- Working on a customer satisfaction survey to be completed by the end of February 2015

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Facilities Management = linkage to Sustainability & Planning

Facilities Management	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Square Footage of Facilities Maintained			
Square footage of all facilities maintained	418,500	423,000	423,000
Square footage of administrative/office facilities maintained	51,643	52,813	52,813
Work Orders			
Work orders received	1,800	3,120	3,500
Work orders completed	1,650	2,900	3,000
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%	96%	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	5	1	1
Removal of underground storage tanks	2	2	2
Safety workshops provided to Facilities Management staff	4	4	4

Town of Mansfield
Department: Facilities Management - 30900

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Noncertif.	224,432	213,720	213,720	213,720	220,810
Salaries and Wages	124,557	117,090	121,290	114,260	134,940
Misc Benefits	3,389	2,760	2,760	2,760	3,680
Purch Property Services	36,379	60,000	60,000	60,000	61,550
Repairs/Maintenance	54,742	47,600	47,600	47,600	45,500
Other Purch Services	95,156	90,250	90,250	90,250	90,250
Office Supplies	518	700	700	700	1,530
Energy	365,500	204,480	204,480	204,480	211,000
Building Supplies	19,846	27,000	27,000	27,000	29,000
Misc Expenses & Fees					500
TOTAL EXPENDITURES	924,519	763,600	767,800	760,770	798,760
TOTAL REVENUES	12,265	12,470	12,470	12,470	12,470
EMPLOYEE BENEFITS	131,241	130,578	130,578	123,450	145,840
Positions:					
Facilities Mgmt Director	1.00	1.00	1.00	1.00	1.00
Maintenance Staff	2.00	2.00	2.00	2.00	2.00
Custodians	3.40	3.40	3.40	3.40	3.40
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Public Works Specialist					0.34
Total Full Time Equivalents	7.40	7.40	7.40	7.40	7.74
Paid from Other Funds	1.35	1.35	1.35	1.35	1.35
Paid from General Fund	6.05	6.05	6.05	6.05	6.39

Town of Mansfield
Expenditure Budget Summary by Activity
General Government - Finance

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Departments:					
Finance Administration	126,215	123,630	127,880	127,880	132,560
Accounting & Disbursements	163,213	168,740	174,130	173,427	230,795
Revenue Collections	165,217	159,930	163,740	164,490	167,260
Property Assessment	214,212	216,525	224,185	224,185	231,100
Central Copying	39,569	39,000	39,000	39,000	39,300
Central Services	29,642	34,000	34,000	32,000	32,500
Information Technology	11,150	10,610	10,610	10,610	11,000
TOTAL EXPENDITURES	749,218	752,435	773,545	771,592	844,515

The Department of Finance, under the supervision of its Director, is responsible for managing the Town's financial matters in a manner consistent with established laws, ordinances and generally accepted accounting principles.

The Department is a service-oriented entity and provides the Town, Mansfield Board of Education, Region 19 Board of Education, Eastern Highlands Health District, Mansfield Discovery Depot and Mansfield Downtown Partnership with the following services:

- Purchasing
- Accounts Payable
- Financial Planning and Policy Making
- Accounting and Bookkeeping
- Financial Statement Preparation
- Treasury Management
- Debt Management
- Revenue Collection
- Budgeting
- Capital Projects Administration

The Department is comprised of seven programs: Administration, Accounting and Disbursements, Revenue Collection, Property Assessment, Central Services, Copy Center, and Capital Projects.

FINANCE - ADMINISTRATION - 16100

Finance Administration provides centralized financial management services for the Town of Mansfield and the Mansfield Board of Education. By special agreement 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.

FY 2014/2015 Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the Town's 2014/15 Budget. ♦
- Closed Fiscal Year 2013/14 with an increase to fund balance of approximately \$490,000. ♦
- Completed the annual financial audit for FY 2013/14 with an unmodified opinion from the audit firm of Blum, Shapiro & Co., the highest opinion possible. ♦
- Provided funding analysis and guidance on infrastructure improvements, and financial reporting and drawdown requests on Storrs Center grants. ♦
- Prepared salary estimates and various financial statements and schedules for all agency budgets for FY 2015/16 providing reasonable projections for the coming year.
- Continued to provide analysis of the Town's financial condition, status of current budget and ongoing financial reporting. ♦
- Continued work with the Sustainability Management Team to control energy costs and usage for all agencies. ♦

FY 2015/2016 Trends & Key Issues

Supported the Internal Financial Control Review by BlumShapiro to improve fiscal policies and procedures to meet best practices and protect town resources. Continued analysis and monitoring of Storrs Center tax revenues will be needed to ensure that infrastructure revenue 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.

FY 2015/2016 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: Develop Finance Department staff to increase efficiency and accuracy in financial reporting.

Objectives:

- Provide at least one training opportunity for all staff in one of the following areas: Government Finance Officers training for financial reporting, budget analysis or customer service.

♦ Denotes accomplishment, goal or objective links to the Town’s nine strategic vision points.
Finance = linkage to Education & Early Childhood Services; Sustainability & Planning.

Finance Administration	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Financial Health			
General Fund – fund balance percentage as of June 30th	7.3%	8.1%	7.8%
All Governmental funds - fund balance percentage as of June 30th	11.0%	11.5%	12.0%
Bond rating	Aa2	Aa2	Aa2

Town of Mansfield
 Department: Finance Administration - 16100

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	124,518	121,300	125,550	125,550	130,510
Misc Benefits	1,667	2,230	2,230	2,230	1,950
School/Library Books	30	100	100	100	100
TOTAL EXPENDITURES	126,215	123,630	127,880	127,880	132,560
TOTAL REVENUES					
EMPLOYEE BENEFITS	46,826	47,880	47,880	47,256	53,066
Positions:					
Director of Finance	1.00	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalents	2.00	2.00	2.00	2.00	2.00
Paid from Other Funds	0.60	0.60	0.60	0.60	0.60
Paid from General Fund	1.40	1.40	1.40	1.40	1.40

FINANCE - ACCOUNTING AND DISBURSEMENTS - 16200

Accounting and Disbursements, a Division of Finance, operates under the direction of the Accounting Manager/Treasurer. The Division is comprised of accounting and bookkeeping, payroll, accounts payable, treasury management and financial reporting services. Program services are provided for the Town government, Mansfield Board of Education, Region 19 Board of Education, Eastern Highlands Health District, Mansfield Discovery Depot (day care center) and the Mansfield Downtown Partnership.

FY 2014/2015 Accomplishments

- Completed the annual financial audit for the Town of Mansfield, Regional School District No. 19 and Eastern Highlands Health District. ♦
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for FY 2012/13. ♦
- Prepared the FY 2013/14 Comprehensive Annual Financial Report in accordance with the GFOA certificate program. ♦
- Continued effort to implement State required uniform chart of accounts. Blum Shapiro is spearheading the project for the State and implementation is expected by June 30, 2015. As of the time of this narrative, the uniform chart of accounts has not been implemented.
- Hired consulting firm, Blum Shapiro, to evaluate all internal controls, procedures and cost analysis of shared services from which a policy and procedures manual is projected to be completed by June 30, 2015.
- Began implementation on updated policies and procedures.
- Created employee benefit statements, which breaks down employee/employer contributions of employee benefits.
- 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.
- Maintained a centralized energy management system to assist with budgeting energy costs and monitoring and analyzing energy usage by building and commodity. ♦

FY 2015/2016 Trends & Key Issues

The Office of Fiscal Analysis is reporting the State of CT's budget deficit will be about \$1.3 billion in FY15/16. We are monitoring this in the event there is a decrease in municipal funding.

FY 2015/2016 Goals & Objectives

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 2014/15 Comprehensive Annual Financial Report and apply for the GFOA Certificate for Excellence in Financial Reporting for the Town and Region 19.
- Rollout OpenGov link on the Town of Mansfield website where citizens will be able to access Town budget activity.

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: Convert as many functions as possible to paperless for efficiency and longer record retention.

Objective:

- Evaluate current functions and analyze which procedures can be successfully converted to paperless.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Accounting & Disbursements = linkage to Education & Early Childhood Services; Government; Sustainability & Planning.

Accounting and Disbursements	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
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	108	108
Investments			
Total dollar value of investments - Town only	\$13,538,497	\$15,000,000	\$17,000,000

Town of Mansfield
 Department: Accounting & Disbursements - 16200

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	143,251	148,650	154,040	154,040	209,850
Misc Benefits	1,284	1,390	1,390	887	1,575
Prof & Tech Services	17,781	18,000	18,000	18,000	18,700
Office Supplies	897	700	700	500	670
TOTAL EXPENDITURES	163,213	168,740	174,130	173,427	230,795
TOTAL REVENUES	7,920,949	7,481,910	7,851,480	8,285,162	7,479,220
EMPLOYEE BENEFITS	53,871	58,675	58,675	57,980	65,105
Positions:					
Accounting Manager/Treas.	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	2.00
Finance Clerk	2.00	2.00	2.00	2.00	2.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalents	5.00	5.00	5.00	5.00	6.00
Paid from Other Funds	2.50	2.50	2.50	2.50	2.50
Paid from General Fund	2.50	2.50	2.50	2.50	3.50

FINANCE - REVENUE COLLECTION - 16300

Revenue Collection, a Division of the Department of Finance, 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, and other miscellaneous collectibles. Division procedures are in accordance with State of Connecticut General Statutes and regulations adopted by Town Council. The Division is also responsible for processing and collecting parking tickets issued for parking violations on Town roads and property. All monies received by other departments and schools are submitted to the Revenue Collection Division for verification and deposit.

FY 2014/2015 Accomplishments

- Documented process to be followed on late accounts, including timeline of when notices are sent, templates for various scenarios of late accounts and resulting consequences for non-payment. Presented practices to Town Council. Process document is still a working document. ♦
- Educated residents of their options to make payments in a timely manner, in order to improve collection rate and taxpayer satisfaction. Education is an ongoing effort. ♦
- Maintained a high, stable collection rate while providing pleasant efficient service to taxpayers.

FY 2015/2016 Trends & Key Issues

Improve on documentation processes for specific individual collection actions and other multi-step processes. Review areas that may be able to utilize paperless documentation processes as part of this improvement. As part of this process, clean up electronic files to get rid of multiple drafts of items and streamline for more effective use.

FY 2015/2016 Goals & Objectives

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

Objectives:

- Set up better 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 towards 99% or higher.

Objectives:

- Research and gain understanding of reasons for repeated delinquencies and work to effect change by working 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 the Town's nine strategic vision points.

Revenue = linkage to Government.

Revenue	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Accounts			
Total number of tax accounts	18,896	18,919	18,919
Total number of billings	31,049	31,206	31,206
Total number of delinquent accounts	5,971	5,971	5,971
Collections			
Collection rate on current levy	98.7%	98.8%	98.8%
Payments received online or electronically	\$775,304	\$1,087,000	\$1,087,000
Payments received in-person or by mail	\$34,639,691	\$34,639,691	\$34,639,691
Percentage of total payments received online or electronically	2.24%	3.14%	3.14%
Total dollar value of delinquent tax collections	\$560,195	\$475,000	\$375,000
Delinquent accounts sent to the collection agency or marshal	1,997	1,150	1,150

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	124,620	118,070	121,880	123,470	127,230
Misc Benefits	350	710	710	720	910
Prof & Tech Services	6,610	6,400	6,400	9,450	5,650
Other Purch Services	23,608	23,750	23,750	20,050	19,200
Office Supplies	29	300	300	300	270
Equipment	10,000	10,700	10,700	10,500	14,000
TOTAL EXPENDITURES	165,217	159,930	163,740	164,490	167,260
TOTAL REVENUES					
	28,263,998	28,200,504	28,200,504	28,482,679	29,932,730
EMPLOYEE BENEFITS					
	46,865	46,605	46,605	46,473	51,935
Positions:					
Collector of Revenue	1.00	1.00	1.00	1.00	1.00
Revenue Clerk	0.50	0.50	0.50	0.50	0.50
Revenue Specialist	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalent	2.50	2.50	2.50	2.50	2.50
Paid from Other Funds					
	0.50	0.50	0.50	0.50	0.50
Paid from General Fund					
	2.00	2.00	2.00	2.00	2.00

FINANCE - PROPERTY ASSESSMENT – 16402

The Town Assessor's Office, a division of Finance, 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.

FY 2014/2015 Accomplishments

- Processed 416 real property ownership changes for the October 1, 2014 real estate Grand List. The total net taxable 2014 Grand List, which includes business personal property and motor vehicles, will be completed by January 31, 2015. The total net taxable 2013 Grand List was \$1,036,252,379.
- In concert with our Revaluation Vendor, Vision Government Solutions, Inc., the Assessor's Office conducted field inspections for the October 1, 2014 Grand List. Inspections were for sales transactions as well as permits for new construction, additions, remodels, decks, sheds, garages, etc.
- Completed 2014 Revaluation Project on schedule. Conversion to Vision Gov't. Solutions, Inc. CAMA database also completed.
- Processed applications for the Elderly/Disabled Homeowners and Additional Veterans State tax exemption programs. ♦
- Continued utilization of assessment data administration software package to improve the efficiency and effectiveness of the Assessor's Office, especially in the area of customer service. ♦
- Provided assistance to the Engineering Department and MainStreetGIS, our online GIS map vendor, by keeping up-to-date records of new subdivisions and ownership changes.

FY 2015 /2016 Trends & Key Issues

Pursuant to state law, the Town is required to conduct a revaluation of all property once every five years. The October 1, 2014 Revaluation for Mansfield was completed in FY 2014/15. Vision Appraisal staff conducted 200 inspections per contract, including recent sales transfers, as part of their 2014 Revaluation consulting services. All properties must be inspected at least once within the ten year period of October 1, 2009 – October 1, 2019. Since data mailers were sent to all residential taxpayers and all properties in town were viewed by physical observation, the inspection requirement has been met and the inspection cycle begins again. Under the new cycle, all properties will be inspected between October 1, 2014 – October 1, 2019.

FY 2015/2016 Goals & Objectives

Goal: Maintain accurate grand list data and continue inspections for the 2015 Grand List. Continue to process all state mandated as well as local programs and submit reports for each.

Objectives:

- Beginning in late 2014, switch to CAMA (Computer Aided Mass Appraisal) database/software from Vision Government Solutions, Inc. for updating records for all new construction, including the Downtown Storrs project and UConn buildings.
- Conduct field inspections in preparation of the October 1, 2015 Grand List per building permit records 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 the Connecticut General Statutes.
- Finalize and certify 2014 Town-wide Revalued Grand List.

◆ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Assessor's = linkage to Senior Services; Government

Property Assessment	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Inspections and Assessment			
Residential inspections conducted	184	All Reviewed	250
% of residences inspected in preparation of the 2014 revaluation	4 %	100 %	5 %
Commercial inspections conducted	14	All Reviewed	125
Real property ownership changes processed	428	467	430
Pro-rates of new construction	15	16	20
Assessment Appeals			
Tax assessment appeals received	38	16	50
Percentage of tax assessment appeals resulting in an adjustment to assessed value of property	70%	94 %	TBD
State Mandated Exemptions and Programs			
Additional Veterans exemption applications received/renewed	65	54	60
Percentage of applications approved for exemptions	100%	100%	100%
Elderly Homeowners applications received/renewed	119	118	125
Percentage of applications approved for tax reductions	100%	100%	100%
All other exemption applications and/or carryovers	1,430	1,435	1,440
Local Option Exemptions and Programs			
Ambulatory, disabled, homeowners, veterans	100	101	101
Farm/Forest	247	257	265
Town-wide Data			
Total assessed dollar value of net Grand List	\$1,011,715,713*	\$1,036,252,379*	\$1,027,424,592*
Mill rate	27.95	27.95	30.07
*Figure is <i>before</i> Fixed Assessment Agreement applied for EDR properties			

Town of Mansfield
Department: Property Assessment - 16402

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	200,048	204,530	212,190	212,190	215,110
Misc Benefits	2,434	4,220	4,220	4,220	3,240
Prof & Tech Services	8,200	3,000	3,000	3,000	8,210
Other Purch Services	2,187	2,015	2,015	2,015	2,050
School/Library Books	1,054	1,540	1,540	1,540	1,390
Office Supplies	289	1,220	1,220	1,220	1,100
TOTAL EXPENDITURES	214,212	216,525	224,185	224,185	231,100
TOTAL REVENUES	51,170	58,890	58,890	58,890	52,860
EMPLOYEE BENEFITS	75,230	80,732	80,732	79,867	87,871
Positions:					
Assessor	1.00	1.00	1.00	1.00	1.00
Assistant to the Assessor	1.00	1.00	1.00	1.00	1.00
Property Appraiser	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalent	3.00	3.00	3.00	3.00	3.00
Paid from General Fund	3.00	3.00	3.00	3.00	3.00

CENTRAL COPYING - 16510

The Town, the Mansfield Board of Education, the Regional School District No. 19 and other associated entities, purchase copying services from the Town's Management Services Fund, which operates as an internal service fund. Under the Management Services Fund, staff purchases or leases copiers, copier supplies and maintenance service agreements from various vendors and resells copying services to Town and school departments at less than \$.02 per copy.

The total estimated cost of copies to be made by Town departments is expensed here and transferred to the Management Services Fund.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Other Purch Services	35,000	35,000	35,000	35,000	35,700
Office Supplies	4,569	4,000	4,000	4,000	3,600
TOTAL EXPENDITURES	39,569	39,000	39,000	39,000	39,300

CENTRAL SERVICES - 16511

This program funds major services and supplies for all Town departments. Postage, paper supplies, printing of budget documents and other forms, and most office supplies are included in the program.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Other Purch Services	23,183	24,000	24,000	24,000	23,500
Office Supplies	6,393	10,000	10,000	8,000	9,000
Equipment	66				
TOTAL EXPENDITURES	29,642	34,000	34,000	32,000	32,500

INFORMATION TECHNOLOGY - 16600

This program has been restructured to present the Town's share of the operating costs associated with providing the information technology services for Town government. The Information Technology Department has been consolidated within the Management Services Fund. All costs related to the local and wide area network, information technology infrastructure and administration are reported in the Management Services Fund and are shared with the Mansfield Board of Education and the Region 19 Board of Education. Fiscal year 2014/15 highlights and fiscal year 2015/16 major initiatives can be found in the Management Services Fund budget.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Prof & Tech Services	11,150	10,610	10,610	10,610	11,000
TOTAL EXPENDITURES	11,150	10,610	10,610	10,610	11,000
TOTAL REVENUES	2,550	2,550	2,550	2,550	2,550

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

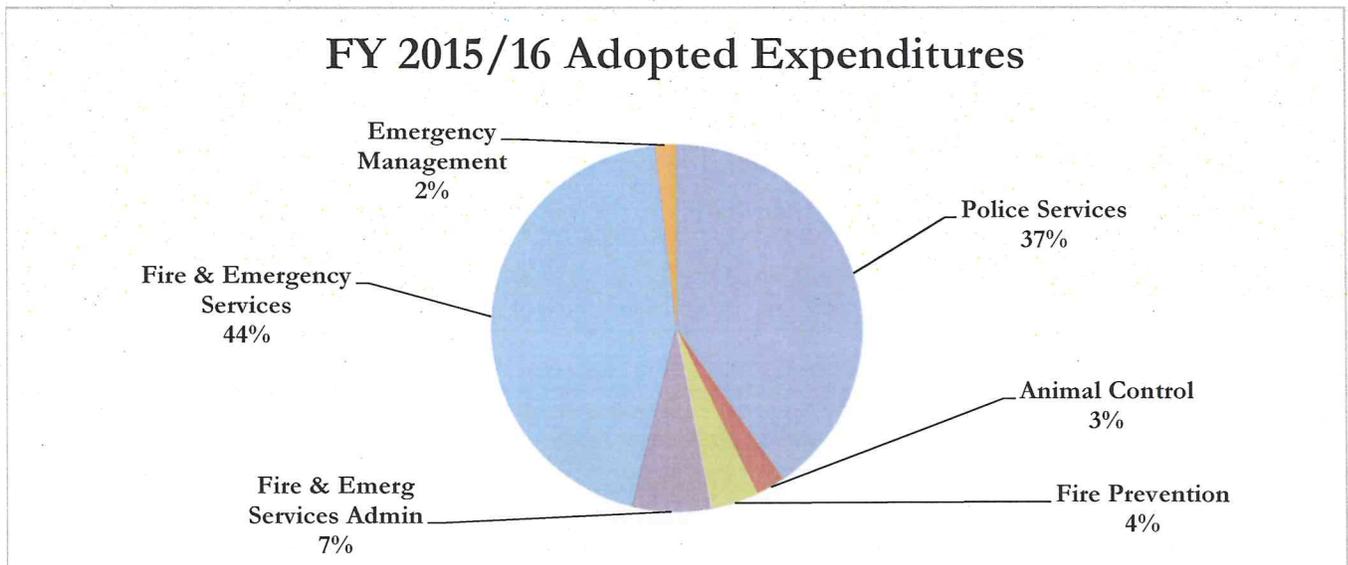
Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Departments:					
Police Services	1,201,322	1,310,130	1,311,200	1,309,750	1,488,840
Animal Control	89,310	93,070	94,400	94,400	94,030
Fire Prevention	134,171	145,900	149,070	150,835	154,075
Fire & Emerg Services Admin	224,006	243,595	248,325	247,975	252,515
Fire & Emergency Services	1,637,067	1,678,360	1,678,360	1,765,657	1,636,830
Emergency Management	57,951	61,270	63,420	63,470	66,160
TOTAL EXPENDITURES	3,343,827	3,532,325	3,544,775	3,632,087	3,692,450

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), nine 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 2014/2015 Accomplishments

- Enforced the Nuisance Ordinance and wrote 73 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. ♦
- Received an enhanced DWI Grant which enabled Mansfield to add patrols the entire year. This year over 135 extra shifts were conducted. Mansfield was the only town in Troop C's jurisdiction that did not suffer a fatal motor vehicle accident.
- Received an expanded Prevention of Underage Drinking Grant which 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 dramatically. ♦
- 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/Spring weekends. This effort forged a stronger working relationship between the two departments.
- Worked with the Mansfield School system and Region 19 School District to establish and incorporate the new school safety plans. This plan is in compliance with the new State Statute and standard. ♦
- Created a bicycle patrol for Storrs Center on busy Spring/Summer evenings.

FY 2015/2016 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 our calls for service. In addition, State law now requires a police officer 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) as well as all the other community policing efforts that have been made over the past three years, require additional manpower to maintain.

(Please see the issue paper concerning the resident trooper program for information regarding the Governor's proposal to increase the reimbursement rate for resident trooper services from 70% to 100% of applicable costs.)

FY 2015/2016 Goals & Objectives

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

Objectives:

- All citizens of Mansfield, whether a student or not, will be accountable for their actions.
- Achieve compliance with state law and town ordinances by increasing education of students through community visits and enforcement of the Nuisance Ordinance.
- By June of 2016, review the Nuisance Ordinance to consider more stringent provisions for unresponsive/absentee landlords.

Goal: Improve communication with University of Connecticut students. ♦

Objectives:

- Become a visible and active part of University of Connecticut 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, working together with UCONN PD, and, continued service on Town/University Relations and similar committees.

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

Objectives:

- Develop a Juvenile Review Board to better serve the youth in Mansfield vs. placing them into the Criminal Justice System. A trooper has been dedicated as a liaison for this objective.
- 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 the Town's nine strategic vision points.
Police = linkage to Public Safety; Education & Early Childhood Services; Housing; Recreation, Health & Wellness; Town-University Relations.

Police	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Activity			
Calls for service	16,314	17,000	18,000
Burglaries	62	65	60
Larcenies	152	160	165
Assaults	12	15	15
Sexual Assaults	8	6	6
Domestic violence incidents	15	12	12
Traffic accidents involving fatalities	0	1	1
DUI arrests	159	130	135
Motor vehicle activity (citations and warnings)	6,720	6,900	7,000
Number of citations issued for local ordinance violations	309	300	300
Citizen engagement programs provided to the community	2	2	2
Trooper assignments to citizen advisory committees and civic groups	2	2	2

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Proposed
Expenditures:					
Salaries and Wages	54,517	63,720	64,790	64,790	68,790
Misc Benefits	3,733	5,000	5,000	5,000	5,210
Prof & Tech Services		100	100	100	
Repairs/Maintenance	201	850	850	850	900
Other Purch Services	1,139,101	1,235,060	1,235,060	1,235,060	1,295,520
Office Supplies	435	500	500	500	700
Other Supplies	844	700	700	700	700
Equipment	2,491	4,200	4,200	2,750	2,400
TOTAL EXPENDITURES	1,201,322	1,310,130	1,311,200	1,309,750	1,374,220
TOTAL REVENUES	105,668	139,480	139,480	139,480	141,210
EMPLOYEE BENEFITS	20,502	25,152	25,152	24,387	27,970
Positions:					
State Troopers	10.00	10.00	10.00	10.00	8.00
Part-time Officer	0.55	0.55	0.55	0.55	0.23
Administrative Assistant	0.71	0.71	0.71	0.71	0.71
Total Full Time Equivalents	11.26	11.26	11.26	11.26	8.94

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 2014/2015 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; 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; 19 new volunteers were welcomed in 2014. ♦
- 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 87.5%. Only very sick or aggressive pets are humanely euthanized. Staff found good homes for 114 pets.
- Maintained an internship program for UCONN students. Welcomed 1 intern. ♦
- Completed the annual door to door survey for unlicensed dogs, unaltered cats and unvaccinated pets.

FY 2015/2016 Trends & Key Issues

A recent 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 new state law, all animal control officers must be certified by the National Animal Control Officers Association (NACA) at Level I and Level II within 12 months of appointment; 6 hours of continuing education is required annually. Animal Control Officers also need to be licensed by the State. The Animal Control Officer will continue to provide internal and external professional development opportunities for staff to ensure compliance with state regulations.

FY 2015/2016 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 shelter plan with the towns of Ashford, Willington and Coventry.

◆ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
Animal Control = linkage to Education & Early Childhood Services; Public Safety; Town-University Relations.

Animal Control	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Operations			
Dog licenses issued	1,707	1,715	1,720
Pets impounded	187	185	185
Pets adopted	114	115	115
Save rate=adopted+redeemed pets/all impounded alive pets	92.3%	95%	95%
Enforcement			
Percentage of the Town covered during annual survey for unlicensed dogs, unaltered cats, and unvaccinated pets	20%	20%	20%
Complaints investigated	1,822	1,900	1,900
Citations issued	11	15	15
Number of cases resolved through voluntary compliance (i.e. door hangers, warnings)	380	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)	7	5	5

Town of Mansfield
Department: Animal Control - 21300

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	83,584	84,610	85,940	85,940	86,210
Misc Benefits	684	940	940	940	960
Prof & Tech Services	2,104	3,500	3,500	3,500	3,000
Repairs/Maintenance	51	50	50	50	
Other Purch Services	2,166	2,620	2,620	2,620	2,370
Food Service Supplies	37	400	400	400	300
Building Supplies	448	800	800	800	650
Other Supplies	236	150	150	150	540
TOTAL EXPENDITURES	89,310	93,070	94,400	94,400	94,030
TOTAL REVENUES	1,796	1,920	1,920	1,920	1,920
EMPLOYEE BENEFITS	31,433	33,397	33,397	32,347	36,220
Positions:					
Animal Control Officer	1.00	1.00	1.00	1.00	1.00
Ass't. Animal Control Officer	0.71	0.71	0.71	0.71	0.71
Kennel Cleaner	0.09	0.09	0.09		
Total Full Time Equivalents	1.80	1.80	1.80	1.71	1.71
Paid from General Fund	1.80	1.80	1.80	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 2014/2015 Accomplishments

- Received a Life Safety Achievement Award for excellence in Fire Prevention.
- 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 life long 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.
- Continued development of Deputy Fire Marshal inspection program.
- Created a fire safety inspection list for all required occupancies and implemented a schedule to meet mandated requirements.

FY 2015/2016 Trends & Key Issues

The increased inspection and plan review workload associated with Storrs Center continues to challenge staff to maintain Town-wide services and existing levels of customer service. The Division has experienced a large increase in the amount of required inspections throughout the town. An emphasis on creating efficiencies within core functions and duties will be a focus of the Division.

FY 2015/2016 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 software program
- Work with owners/occupants to develop acceptable plans of correction for cited violations.
- Optimize use of career Captains/Deputy Fire Marshals to help keep up with inspection schedule.

Goal: Provide more refined system to collect data on all Fire Marshal activities.

Objectives:

- Implement new software system.
- Establish recording procedures and train staff.
- Continue to update information databases.

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 guideline (SOG) 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 the Town’s nine strategic vision points.
Fire Prevention = linkage to Education & Early Childhood Services; Government, Public Safety; Sustainability & Planning.

Fire Prevention	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Structures			
All residential structures 3-units or greater per Assessor	883	883	883
Commercial structures per Assessor	343	360	363
Inspections, Investigations, and Plan Review			
Total number of residential and commercial inspections conducted	1,519	1,950	2,100
Fire investigations	35	26	26
Complaints investigated	15	21	21
Plan reviews	99	88	88
Underground Storage Tank Removals	2	7	7
Permits			
Open Burn Permits	82	75	75
Blasting Permits and Fireworks Permits	10	9	9
Public Education	46	31	31

Town of Mansfield
Department: Fire Prevention - 22101

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	97,908	95,590	98,760	98,760	102,840
Misc Benefits	2,634	5,810	5,810	6,740	6,170
Purch Property Services	26,273	35,000	35,000	35,000	35,000
Repairs/Maintenance				300	300
Other Purchased Services		1,200	1,200	1,200	1,200
School/Library Books	1,334	1,500	1,500	1,500	1,350
Office Supplies	860	1,200	1,200	1,200	1,080
Other Supplies	3,718	4,500	4,500	4,500	4,500
Equipment	1,444	1,100	1,100	1,635	1,635
TOTAL EXPENDITURES	134,171	145,900	149,070	150,835	154,075
TOTAL REVENUES	14,192	20,480	20,480	20,360	20,540
EMPLOYEE BENEFITS	36,819	37,731	37,731	37,173	42,018
Positions:					
Dpty Chf/Fr Mrshl/EM Dir	0.60	0.60	0.60	0.60	0.60
Ass't Fire Marshal/EM Dir.	0.96	0.86	0.86	0.86	0.86
Temp Fire Inspector/Dep FM	0.50	0.50	0.50	0.50	
Administrative Assistant	0.25	0.25	0.25	0.25	0.25
Total Full Time Equivalent	2.31	2.21	2.21	2.21	1.71
Paid from Other Funds	0.96	0.96	0.96	0.96	0.46
Paid from General Fund	1.35	1.25	1.25	1.25	1.25

FIRE AND EMERGENCY SERVICES - 22160

The Division 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 Division operates out of three strategically placed fire stations and responds to approximately 2,000 calls for service each year.

FY 2014/2015 Accomplishments

- The department received funding for one additional full time firefighter in FY 2014/15. The total number of full time firefighters is now thirteen.
- Received delivery of a replacement Engine Tank. ♦
- Conducted an entry level firefighter hiring process for both part time and full time firefighters. ♦
- Adjusted the membership of the Volunteer Personnel Committee to improve recruitment and retention of volunteer membership. ♦
- Continued to staff the EMS (Emergency Medical Service) Duty Crew Program during select periods and volunteer availability. The program affords greater participation for volunteer members, a reduction in the Division's reliance on mutual aid ambulances, and an increase in ambulance revenue. ♦
- Added a third ambulance to the fleet to ensure adequate EMS response capability. ♦
- Improvements were made to the Department's communication system with the installation of a base station radio at Stations 107 and 207; all three fire stations have now been upgraded. ♦
- Continued the GIS (Geographic Information System) mapping project. The maps provide detailed information on infrastructure critical to service delivery. GIS has enabled the Department to prioritize locations for dry hydrant installations as part of the Water Supply Improvement project. ♦
- Installed four dry hydrants as part of the Water Supply for Fire Protection Improvement project. ♦
- Continued to familiarize members with the on-going changes to Storrs Center through training walkthroughs of the construction site. Walkthroughs improve responders' effectiveness when answering calls for service. ♦

FY 2015/2016 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. Continued support for the pay-as-you-go capital plan is critical to maintaining reliability of the Division'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 component of the ongoing water supply for fire protection improvement project. The need to improve the Division's rank structure persists as many volunteer officer positions remain unfilled. The Division 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 2015/2016 Goals & Objectives

Goal: Determine impact on shift staffing following the appointment of the 13th full-time firefighter position for which the department received funding in 2014/15. ♦

Objectives:

- Analyze shift staffing assignments for FY 2014/15.
- Determine how 13th full-time position has impacted 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 Division activities.
- Formalize Division 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 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 3 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 a Department program.
- Improve volunteer recruitment and retention.

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

Objectives:

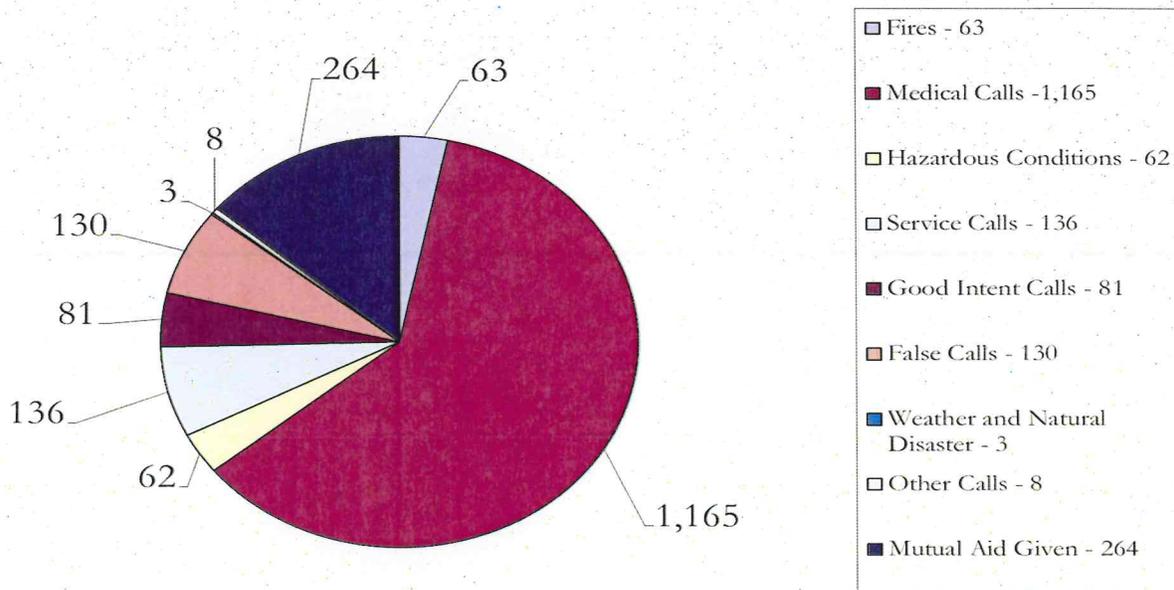
- Provide support to employees and volunteers in achieving their professional goals.
- Prepare personnel to become officers of the Department.
- Conduct officer promotional processes to fill in the Department's rank structure.
- Identify areas of weaknesses to improve capability.
- Improve quality of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

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Fire and Emergency Services = linkage to Public Safety

Fire and Emergency Services	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Fire Incidents			
Structure fire incidents	22	16	14
1 and 2 family structure fire incidents where flame spread was confined to object or room of origin	9	10	10
1 and 2 family structure fire incidents where flame spread was confined to floor or structure of origin	6	4	4
Percentage of fire calls responded to within 5 minutes from conclusion of dispatch to arrival on scene	36%	38%	38%
Fire incidents involving non-structures	39	30	30
False Alarm Calls			
	211	200	200
EMS			
EMS responses	1,165	1,370	1,300
Percentage of patients in cardiac arrest from medical causes delivered to a medical center with a pulse	0%	25%	45%
Percentage of EMS emergency responses within 8 minutes from PSAP to arrival on scene	79.8%	78%	78%

**Actual Calls for Fire and
Emergency Medical Services in 13/14**



Town of Mansfield
 Department: Fire & Emergency Services Administration - 22155

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	179,341	198,145	202,875	202,875	207,185
Misc Benefits	2,098	2,000	2,000	1,850	1,850
Prof & Tech Services	1,540	2,000	2,000	2,000	2,310
Other Purch Services	40,500	40,500	40,500	40,500	40,500
School/Library Books		200	200		
Office Supplies	527	750	750	750	670
TOTAL EXPENDITURES	224,006	243,595	248,325	247,975	252,515
TOTAL REVENUES					
EMPLOYEE BENEFITS	67,443	78,212	78,212	76,361	84,242
Positions:					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalents	2.00	2.00	2.00	2.00	2.00
Paid from Other Funds	0.45	0.45	0.45	0.45	0.45
Paid from General Fund	1.55	1.55	1.55	1.55	1.55

Town of Mansfield
Department: Fire & Emergency Services - 22160

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	1,284,629	1,316,260	1,316,260	1,379,010	1,298,350
Misc Benefits	37,801	48,780	48,780	46,550	54,410
Prof & Tech Services	13,440	17,500	17,500	17,300	17,000
Repairs/Maintenance	93,319	78,000	78,000	102,690	89,000
Insurance	59,154	62,830	62,830	65,045	7,810
Other Purch Services	56,300	56,590	56,590	56,162	58,710
School/Library Books	15	500	500		400
Office Supplies	26,304	23,500	23,500	22,000	27,250
Energy	180	900	900	900	900
Building Supplies	11,748	14,000	14,000	12,000	12,000
Rolling Stock Supplies	38,303	35,000	35,000	40,000	48,000
Other Supplies	10,649	16,500	16,500	16,000	16,000
Equipment	5,225	8,000	8,000	8,000	7,000
TOTAL EXPENDITURES	1,637,067	1,678,360	1,678,360	1,765,657	1,636,830
TOTAL REVENUES					
EMPLOYEE BENEFITS	483,100	519,556	519,556	519,052	548,780
Positions:					
Firefighters - Fulltime	12.00	13.00	13.00	13.00	13.00
Firefighters - Parttime	4.50	5.00	5.00	5.00	5.00
Total Full Time Equivalent	16.50	18.00	18.00	18.00	18.00
Paid from General Fund	16.50	18.00	18.00	18.00	18.00

EMERGENCY MANAGEMENT - 23100

The goals of the Office of Emergency Management are to: prevent and minimize the loss of life and property due to a 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 assists with the development of emergency plans for the Town, Mansfield Board of Education/Region 19 and key facilities/businesses. The department 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 department 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.

FY 2014/2015 Accomplishments

- Planned, prepared and participated in multiple agency State-wide Disaster training exercise.
- The Town's Emergency Operations Plan and Hazard Mitigation Plan were audited by DEMHS to ensure that it was current with state and federal plans. ♦
- Managed the Town's Emergency Operations Center.
- Performed several watches and warnings during the year such as flash flood, flood, severe thunderstorms and ice storm watches. ♦
- Implemented the Town's mass notification system (Code Red). ♦
- Administered and coordinated the town's AED program (defibrillators).
- Partnered with the University of Connecticut for their Millstone Host Community Program. ♦
- Coordinated the update of communications equipment at Fire Stations 107 and 207.
- Entered into an agreement with DEMHS and the Red Cross to host one of the State's Multi-jurisdictional Shelters and established an Emergency Management working group to coordinate resources between the towns of Ashford, Coventry, Mansfield and Willington.
- Worked with the Mansfield BOE and Region 19 to develop and submit state mandated All Hazards Emergency Plans to the State. Plans were reviewed and accepted. ♦
- Chaired a committee to evaluate safety and security in town buildings and provided recommendations for improvements. ♦
- Converted municipal wireless telecommunications to governmental account resulting in monetary savings and management efficiencies.
- Established town Community Emergency Response Team and merge with others from Ashford, Coventry and Willington for regional team. ♦
- Worked with CL&P liaison to coordinate response during power outages, fostered meetings with neighborhood resident groups to address concerns, and transition from Willimantic to Tolland service area.

FY 2015/2016 Trends & Key Issues

The role of Emergency Management has greatly magnified in scope. Coordination of required emergency plans and procedures for towns, school districts 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. The department will continue to meet these challenges and look for creative ways to meet obligations; however future planning must be considered.

FY 2015/2016 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.
- Work with Capital Region Council of Governments to complete revision of the Hazard Mitigation Plan. ♦
- Maintain town emergency operations center, participate in all mandated drills and training and continue to train staff to support the Emergency Operations Plan.

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

Objectives:

- Continue development of Town's emergency notification system (CodeRed) and encourage residents to register. ♦
- Continue monitoring and management of town's communications tower sites and frequencies licensing and review of existing agreements.
- Establish funding source to assist with maintenance of town-owned tower sites and equipment.
- Obtain funding to place equipment on the University of Connecticut communications tower to improve the Town's interoperability and communications.
- Apply for grant funding, purchase equipment and coordinate installation on the UConn tower.

Goal: Further partnership with 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.
- Develop an animal sheltering plan in cooperation with Animal Control Officers of the local regional area. ♦

Goal: Assist the Mansfield Board of Education and Regional School District #19 with implementation of State-mandated school emergency plans. ♦

Objectives:

- Provide support and guidance to the Mansfield Board of Education and Region 19 schools for their mandated All Hazards Emergency Plans. ♦
- Continue to implement approved recommendations for school security and safety.
- Provide training and support to school administration and staff.
- Establish procedures for interoperability and unified command at incidents.

Goal: Establish and coordinate safety and security plans for municipal buildings. ♦

Objectives:

- Develop an Emergency Procedures Guide.
- Implement safety and security procedures for all municipal buildings.
- Provide training to staff.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Emergency Management = linkage to Education & Early Childhood Development; Public Safety; Regionalism; Sustainability & Planning.; University/Town Relations.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	55,867	58,420	60,570	60,570	62,840
Misc Benefits	75	150	150	200	200
Repairs/Maintenance	1,944	1,900	1,900	1,900	1,900
Office Supplies	-	500	500	500	500
Other Supplies	65	300	300	300	720
TOTAL EXPENDITURES	57,951	61,270	63,420	63,470	66,160
TOTAL REVENUES	662	14,500	14,500	12,824	12,820
EMPLOYEE BENEFITS	21,009	23,060	23,060	22,798	25,754
Positions:					
Dpty Chf/Fr Mrshl/EM Dir	0.40	0.40	0.40	0.40	0.40
Dpty Fr Mrshl/Asst EM Dir	0.14	0.14	0.14	0.14	0.14
Administrative Assistant	0.25	0.25	0.25	0.25	0.25
Total Full Time Equivalent	0.79	0.79	0.79	0.79	0.79
Paid from Other Funds					
Paid from General Fund	0.79	0.79	0.79	0.79	0.79

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

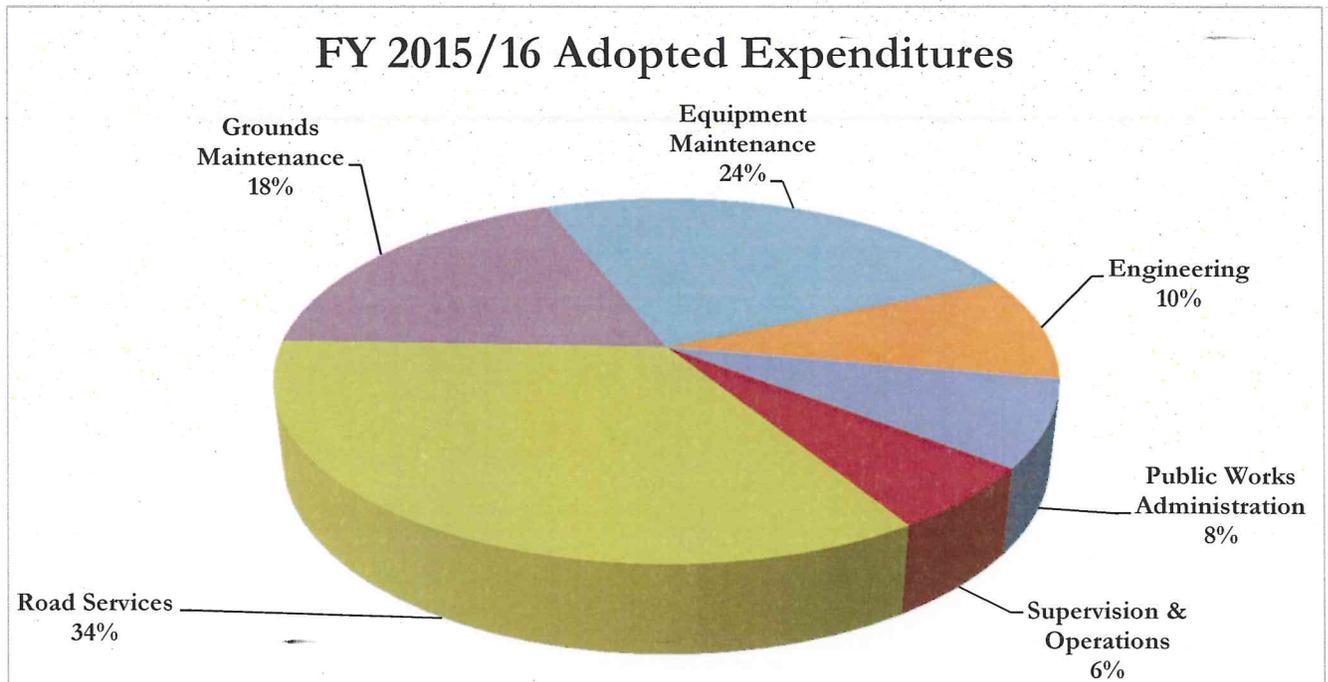
Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Departments:					
Public Works Administration	75,195	87,260	92,150	91,075	170,960
Supervision & Operations	118,574	121,980	122,170	127,790	127,170
Road Services	787,438	725,070	756,490	755,727	763,390
Grounds Maintenance	348,150	379,420	411,060	425,690	411,430
Equipment Maintenance	635,030	538,410	545,040	542,411	545,140
Engineering	173,894	201,660	184,590	184,981	203,600
TOTAL EXPENDITURES	2,138,281	2,053,800	2,111,500	2,127,674	2,221,690

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 – ADMINISTRATION - 30100

This program budget accounts for administrative costs associated with managing the Department of Public Works (Engineering and all operations divisions). Sample duties include: planning and coordinating work of the Department; evaluating service delivery; financial management; personnel/labor relations work; project management; staffing advisory committees; and conducting professional engineering work.

FY 2014/2015 Accomplishments

- Continued efforts to provide sewer service for the Four Corners area of Town; project successfully passed referendum. Town received \$3 million grant that will be administered through DEEP; final design completed by Weston and Sampson Engineers. ♦
- 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.
- Opened the Town Square and continued to improve the area by adding lighting and a stage pavilion.
- Completed construction of the North Eagleville walkway.
- Completed design and began construction of the Storrs Road walkways extension.
- Operated new Nash-Zimmer Transportation Center, established procedures, implemented cycling commuter club and coordinated with bus providers for real time information.
- Implemented a Pavement Management Study to assist in budgeting plan.

FY 2015/2016 Trends & Key Issues

Managing a wide variety of operational and engineering missions with limited administrative and supervisory support remains a key issue. The Department will need to track personnel and equipment hours involved in routine services for Storrs Center and minimize their impact on other operations. The aging infrastructure of roads and drainage systems is a critical issue that must be addressed with a long term solutions.

FY 2015/2016 Goals & Objectives

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

Objectives:

- Partner with contractors and customers to ensure issues are resolved at the lowest level and with minimal impact on the construction schedule.
- Ensure the appropriate amount of staff is involved in each project to ensure proper and timely completion of the required paperwork.
- Communicate frequently with DOT, DEEP, DECD, FTA and other funding agencies.

Goal: Develop and implement programs and services for the Transportation Center that meet the needs of the community. ♦

Objectives:

- Promote Center use and information sharing among pedestrians, bicyclists, bus riders and visitors by utilizing UConn student interns to increase marketing by end of FY 2015/16.
- Review potential uses to occupy the retail space within the Center.
- In conjunction with UConn develop cooperative transportation research programs that will benefit the operation of the Transportation Center.

Goal: Convert winter snow plowing operations to treated salt use only, eliminating sand.

Objectives:

- Improve cost-effectiveness by using treated salt as it requires fewer applications, provides greater snow melt and less snow pack on roadways, and eliminates sand and its associated cleanup costs (sweeping, catch basin cleaning and drainage).
- Equip all large dump trucks snow removal equipment to ensure efficient use of treated salt by beginning of FY 2015/16 snow season (pending budget approval of treated salt).

◆ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

PW Admin = linkage to Sustainability & Planning.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	74,243	84,850	89,740	89,740	168,970
Misc Benefits	411	2,030	2,030	435	1,340
Other Purch Services	65	100	100		100
School/Library Books		100	100		100
Office Supplies	476	180	180	900	450
TOTAL EXPENDITURES	75,195	87,260	92,150	91,075	170,960
TOTAL REVENUES	1,225	750	750	1,700	1,700
EMPLOYEE BENEFITS	27,920	33,492	33,492	33,778	69,724
Positions:					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Public Works Specialist	0.25	0.25	0.25	0.25	0.91
Office Assistant		0.29	0.29	0.29	
Total Full Time Equivalent	1.25	1.54	1.54	1.54	1.91
Paid from Other Funds					
Paid from General Fund	1.25	1.54	1.54	1.54	1.91

PUBLIC WORKS – SUPERVISION AND OPERATIONS – 30200

This program details the costs for supervising the employees and the work of the four Public Works operations divisions: roads; grounds; solid waste management; and equipment/fleet management. Program expenditures include costs associated with: scheduling, planning and overseeing the work of all operations divisions; personnel administration; procurement of materials and supplies; and overseeing the Town's Transfer Station and solid waste operation.

FY 2014/2015 Accomplishments

- Hired a new Operations Manager (Superintendent).
- Evaluated treated salt on two snow removal routes.
- Hired and trained a laborer for the Transfer Station.
- Continued increased efforts to upgrade the Town's grounds maintenance efforts around Town buildings. ♦

FY 2015/2016 Trends & Key Issues

The new Operations Manager will evaluate operations and make improvements where necessary. The number one priority will be the switching to treated salt throughout Town for snow removal operations. Use available training from the UCONN Technology Transfer Center to train Union staff on current technologies and procedures. Planning the work and working the plan, team building and cross training between the four divisions will be important issues. Staff will begin a high-level maintenance program for facilities in Storrs Center.

FY 2015/2016 Goals & Objectives

Goal: Train new Operations Manager and Grounds Crew Leader as Tree Warden and Deputy Tree Warden.

Objectives:

- Utilize UConn Extension Tree Warden Outreach Program for training.

Goal: Train new hires in Departmental procedures, particularly in plow route-related maintenance.

Objectives:

- Utilize UConn Technology Transfer Center Road Master Program for training.
- Utilize senior employee mentoring.

Goal: Update operational manuals and standard operating procedures.

Objectives:

- Review existing manuals and procedures to ensure current applicability.
- Incorporate members from each Division 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.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
PW Supervision = linkage to Sustainability & Planning.

Town of Mansfield
 Department: Supervision & Operations - 30200

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	115,371	113,450	113,640	123,790	122,420
Misc Benefits	580	2,330	2,330	300	1,350
Prof & Tech Services	1,643	2,200	2,200	2,200	2,000
Equipment	980	4,000	4,000	1,500	1,400
TOTAL EXPENDITURES	118,574	121,980	122,170	127,790	127,170
TOTAL REVENUES					
EMPLOYEE BENEFITS	43,387	44,781	44,781	46,594	49,776
Positions:					
Superintendent	1.00	1.00	1.00	1.00	1.00
Public Works Specialist	0.42	0.42	0.42	0.42	0.42
Total Full Time Equivalents	1.42	1.42	1.42	1.42	1.42
Paid from General Fund	1.42	1.42	1.42	1.42	1.42

PUBLIC WORKS – ROAD SERVICES – 30300

The Road Services program includes funds for snow and ice control, road surface maintenance, drainage facility maintenance, sign maintenance, drainage construction, road construction, road surface improvements, street sweeping, striping, street lighting, bridge maintenance, roadside vegetation control and emergency storm cleanup.

FY 2014/2015 Accomplishments

- Resurfaced one mile of Bassetts Bridge Road using cold in-place recycling of the existing asphalt surface.
- Resurfaced the southeastern portion of the Town hall parking lots using full depth reclamation of existing asphalt.
- A portion of Gurleyville Road was chip sealed as part of a warranty requirement.
- Performed routine, seasonal maintenance on all Town roads and parking lots, including snowplowing/sanding, roadside mowing, street sweeping, grading dirt roads, cleaning ditches and catch basins, and curb (re)placement.

FY 2015/2016 Trends & Key Issues

The Town is not keeping pace with the continual roadway deterioration caused by the lack of adequate road bases on most of the Town's roads and the freeze-thaw cycles of the New England winter. Roads that have a pavement condition rating of less than 50 will require reconstruction of the road base and therefore may not be priority to repair as they have already crossed the pavement condition threshold rating of 50. The Town has approximately 100 miles of paved roadways which have a value between \$25 million and \$30 million. Funding needs to be on a 25 year life cycle

Drainage is needed at continuing problem spots 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 throughout Town.

Treated salt will be used for snow removal operations throughout Town.

Staff will continue to incorporate the new road maintenance activities in the Storrs Center development area as the new roadways and facilities are completed.

FY 2015/2016 Goals & Objectives

Goal: Establish a pavement management program.

Objectives:

- Use pavement management study to properly address road paving 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.
- Evaluate and monitor recent methods of pavement management for their cost effectiveness.

Goal: Replace regulatory, warning and street name road signs ensuring compliance with the Manual of Uniform Traffic Control Devices.

Objectives:

- Determine if current signs are needed and consistent.
- Determine if proper size lettering and colors are being used on signs, especially street name signs.

Goal: Use treated salt, which is environmentally safe and performs de-icing at lower roadway temperatures, as the only material to be placed on roads during snow removal operations. ♦

Objectives:

- Educate staff and public on the benefits of using treated salt versus a sand and salt mixture prior to snow season.
- Equip all snow removal vehicles prior to snow season so they can disperse the minimum amount of salt necessary to be effective while also allowing the addition of liquid salt to enhance melting capability.
- When practicable, pretreat all roads prior to a storm's arrival.
- Take and test samples from grassy areas near curb line to determine effect of treated salt on soil in Town right of way. Minimum of one sample point on each route (eight routes) and one sample prior to the season and one after the season (October and April).

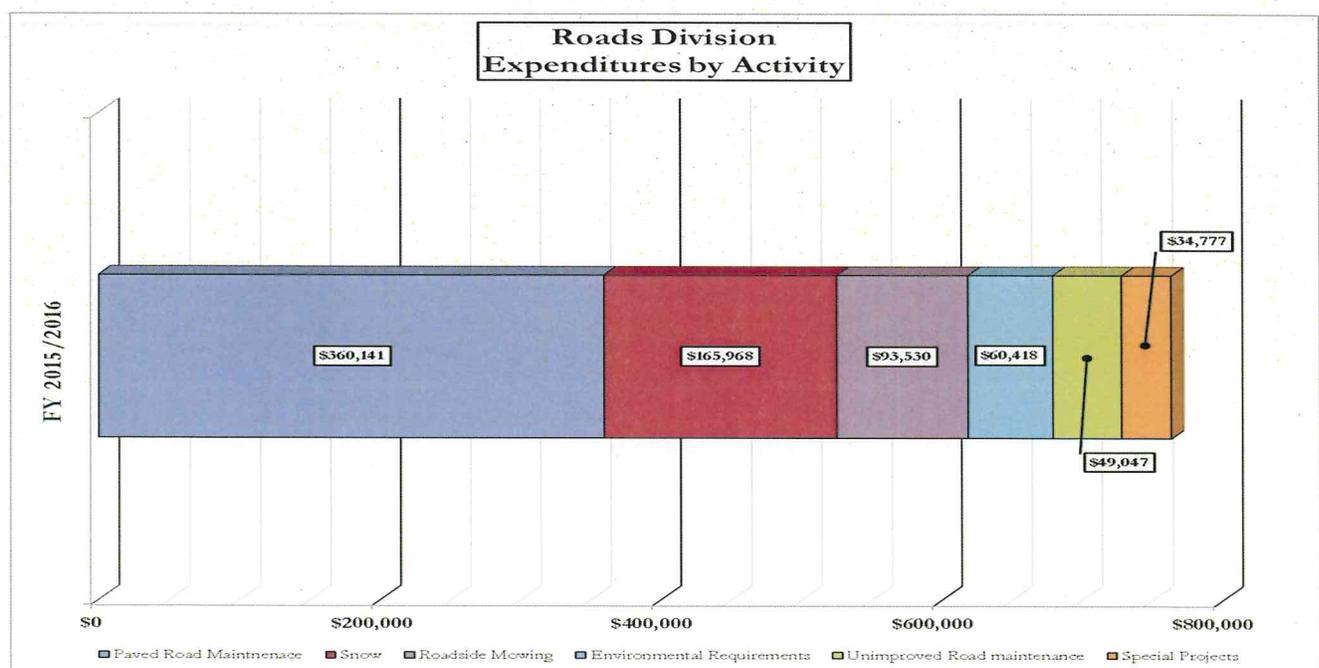
♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

PW Roads = linkage to Sustainability & Planning.

Road Services	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Lane Miles			
Total paved lane miles	200.1	201	201
Total unpaved lane miles	15.4	15.4	15.4
Paved lane miles for which condition was assessed	200.1	201	201
Paved lane miles assessed as satisfactory or better (rating of 50 or higher on 100 point scale)	40%	38%	37%
Paved lane miles swept	230	232	232
Hours spent leveling and patching roads	1,775	1,800	1,800
Catch basins installed	22	25	25
Catch basins cleaned	500	1,000	1,000
Snow Removal			
Cubic yards of sand applied to roads	4,000	2,000	0
Tons of salt applied to roads	1,100	1,900	1,700
Accumulated snowfall removed from roads (in inches)	50	65	50
Hours spent plowing, sanding, and removing snow	3,800	5,200	3,800

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	698,336	644,210	675,630	729,180	640,930
Misc Benefits	11,991	10,100	10,100	10,100	8,410
Other Purch Services	5,580	5,580	5,580	3,923	36,000
Land/Rd Maint Supplies					4,300
Energy	63,300	60,630	60,630	60,630	60,000
Building Supplies	301	250	250	1,300	250
Other Supplies	352	300	300	300	5,300
Equipment		4,000	4,000	5,294	8,200
Misc Expenses & Fees	7,578			(55,000)	
TOTAL EXPENDITURES	787,438	725,070	756,490	755,727	763,390
TOTAL REVENUES					
EMPLOYEE BENEFITS	262,618	254,284	254,284	274,459	260,604
Positions:					
Crew Leader	2.00	2.00	2.00	2.00	2.00
Truck Driver	8.00	8.00	8.00	8.00	8.00
Total Full Time Equivalents	10.00	10.00	10.00	10.00	10.00
Paid from General Fund	10.00	10.00	10.00	10.00	10.00

In addition to General Fund expenditures, funds have been included in the capital budget adopted as follows: road related equipment \$80,000; transportation enhancements \$45,000; and road resurfacing \$410,000. The adopted FY 2015/16 road maintenance activities funded here and in the capital improvement program have been broken down into individual program costs:



PUBLIC WORKS – GROUNDS MAINTENANCE – 30400

The Grounds Maintenance Division maintains Town-owned and operated parks and recreational facilities, including athletic fields, roads, trees, ponds, beaches, lawns, orchards, trails, equipment and buildings. The program also includes costs for care of the large turf areas around Town buildings, and the maintenance of Bicentennial Pond and the other active Town parks. Through an annual contract, the Division provides snow removal operations to the Mansfield Discovery Depot Day Care Center and Regional School District #19(E.O. Smith).

FY 2014/2015 Accomplishments

- Continued using soy-based fertilizer products on Town turf areas. ♦
- Continued efforts to upgrade the maintenance of the grounds adjacent to Town buildings, including some work on overtime.
- Incorporated maintenance requirements of Storrs Center area into the work load, spending 20 personnel hours per week April – October; work includes median plantings, Town Square maintenance, Town Hall and Community Center maintenance, sidewalk maintenance, and trash pickup and removal.
- Converted a baseball field from a 60 foot diamond into a 70 foot diamond. ♦
- Continued bike path maintenance of existing Town bike paths including shared maintenance with UConn of the bike path connecting the Hunting Lodge Road bike path with the main campus. ♦

FY 2015/2016 Trends & Key Issues

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. Staff will continue the athletic fields turf mowing schedule of twice per week during the peak growing season.

FY 2015/2016 Goals & Objectives

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

Objectives:

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

Goal: Improve service provided to Parks and Recreation for other than athletic fields projects. ♦

Objectives:

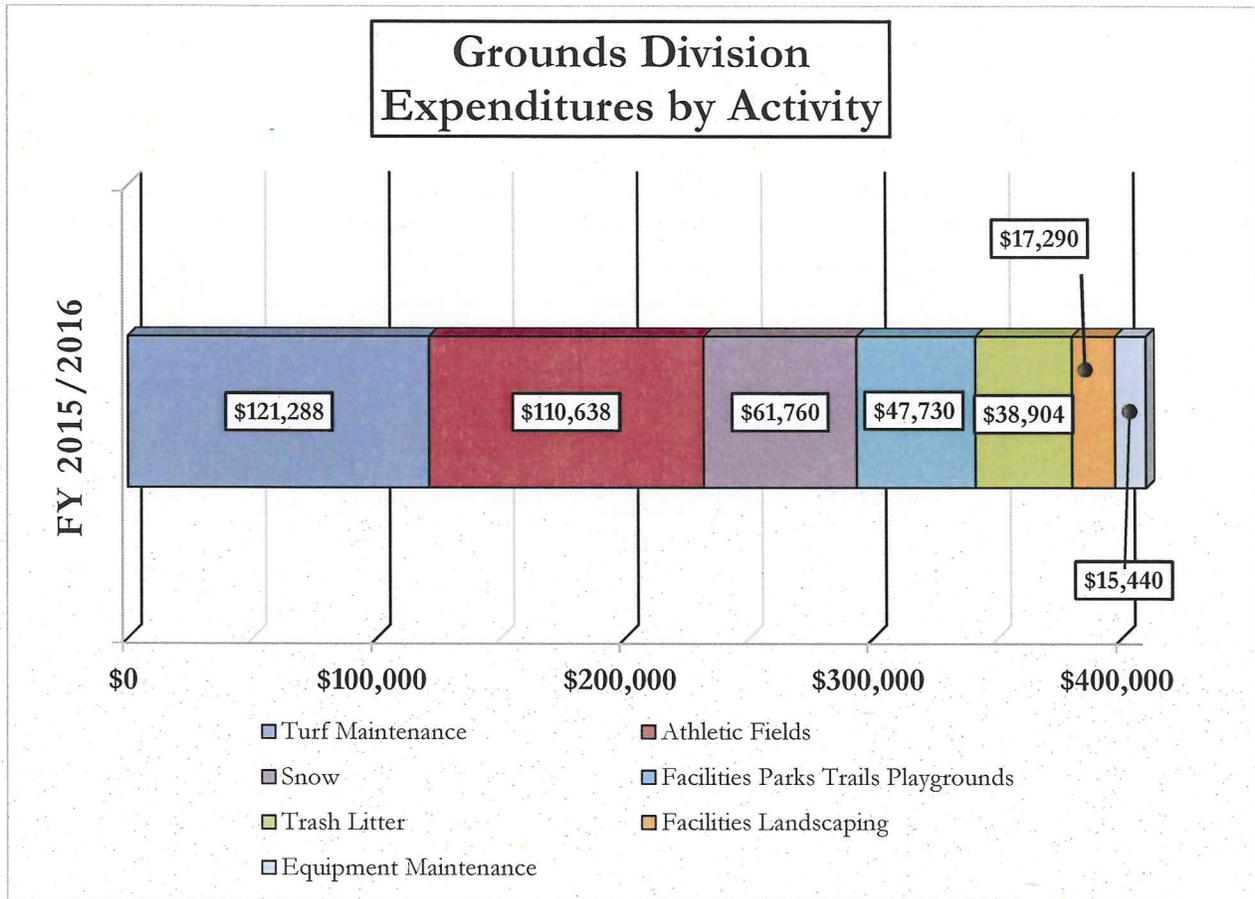
- Provide weekly list of tasks.
- Complete high priority tasks first.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
PW Grounds Maintenance = linkage to Recreation/Health/Wellness; Sustainability & Planning.

Grounds Maintenance	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Grounds Maintenance			
Athletic single or multi-sport fields maintained	20	17	17
% of athletic fields using soy-based fertilizer products	100%	100%	100%
Number of Town grounds facilities maintained	13	14	14
Acres mowed	95	70	70
Landscaping			
Trees planted	45	50	20
Bikeways and walkways maintained (in miles)	6.5	7.0	8.0

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	306,462	323,410	355,050	369,580	346,100
Misc Benefits		260	260	1,460	2,230
Purch Property Services	3,691	10,400	10,400	9,500	4,500
Office Supplies		550	550	450	1,000
Land/Rd Maint Supplies		600	600	550	14,000
Building Supplies	8,050	13,600	13,600	13,550	13,600
Other Supplies	29,538	28,000	28,000	28,000	28,000
Equipment	409	2,600	2,600	2,600	2,000
TOTAL EXPENDITURES	348,150	379,420	411,060	425,690	411,430
TOTAL REVENUES	32,200	32,580	32,580	32,580	33,310
EMPLOYEE BENEFITS	115,249	127,657	127,657	139,108	140,725
Positions:					
Grounds Crew Leader	1.00	1.00	1.00	1.00	1.00
Groundskeeper	2.00	2.00	2.00	2.00	2.00
Laborer	3.00	3.00	3.00	3.00	3.00
Total Full Time Equivalent	6.00	6.00	6.00	6.00	6.00
Paid from Other Funds	0.60	0.60	0.60	0.40	0.40
Paid from General Fund	5.40	5.40	5.40	5.60	5.60

The adopted FY 2015/16 grounds maintenance activities as funded here and in the Capital Program have been broken down into individual program costs:



PUBLIC WORKS – EQUIPMENT MAINTENANCE – 30600

The Equipment Maintenance program funds the operation and the maintenance of all Public Works/General Government vehicles and heavy equipment. Division activities include repairs, service and preventative maintenance (PM) checks, as well as the procurement of all fuels, parts and supplies for the entire Town fleet (excluding fire vehicles). The fleet includes 85 road vehicles and over 75 off-road pieces of equipment.

FY 2014/2015 Accomplishments

- Fuel costs remained relatively same as previous fiscal year 2013/14.
- Auctioned two cars, air compressor and a large dump truck.
- Purchased a large dump truck and placed in service. ♦
- Purchase a multi-purpose tractor and a snow blower for servicing Storrs Center.
- Purchased two sedans to replace two that were beyond service life.
- Purchased a Ford Transit Van to downsize fleet and become more fuel efficient.
- Set aside funds in the capital budget for a replacement plow truck, loader and sweeper.
- The equipment maintenance crew continued with only three mechanics, using some weekend overtime to prepare vehicles prior to the winter season.

FY 2015/2016 Trends & Key Issues

The fleet is in good shape as recent acquisition of similar pieces of equipment creates efficiency. Costs are staying relatively the same as previous fiscal year. The average age of the fleet is increasing, which creates potential for a significant rise in maintenance costs. Additional replacement vehicles remain a considerable need. The Town needs a better facility for washing our vehicles.

FY 2015/2016 Goals & Objectives

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.

Goal: Retain qualified in-house mechanics.

Objectives:

- Offer out-of-the shop training classes to mechanics.
- Emphasize to operations employees the importance of proper equipment care (through periodic training sessions).
- Utilize overtime to accomplish seasonal equipment maintenance to make up for the lack of a 4th mechanic.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

PW Equipment Maintenance = linkage to Sustainability & Planning.

Equipment Maintenance	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
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	900	900
Total services performed on all vehicles, heavy equipment, and other equipment	2,000	2,000	2,000

Town of Mansfield
Department: Equipment Maintenance - 30600

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	209,452	187,600	194,230	210,200	193,190
Medical Ben.		(1,000)	(1,000)	(1,000)	-
Misc Benefits	3,356	3,240	3,240	5,150	1,950
Other Purch Services	1,730	1,730	1,730	900	1,000
School/Library Books		250	250	250	200
Energy	253,900	171,790	171,790	171,790	174,000
Building Supplies	2,593	2,800	2,800	3,221	3,300
Rolling Stock Supplies	153,255	164,000	164,000	144,000	164,000
Other Supplies	3,539	2,500	2,500	2,500	2,500
Equipment	7,205	5,500	5,500	5,400	5,000
TOTAL EXPENDITURES	635,030	538,410	545,040	542,411	545,140
TOTAL REVENUES	1,959	3,000	3,000	3,000	1,000
EMPLOYEE BENEFITS	78,767	74,050	74,050	79,118	78,552
Positions:					
Lead Mechanic	1.00	1.00	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00	2.00	2.00
Total Full Time Equivalentents	3.00	3.00	3.00	3.00	3.00
Paid from General Fund	3.00	3.00	3.00	3.00	3.00

PUBLIC WORKS – ENGINEERING – 30700

Engineering, a division of Public Works, provides technical support to many Town agencies and departments. The Division conducts the following work: investigates street line questions, road/drainage complaints and traffic related problems; coordinates the maintenance of the Town's computerized parcel mapping system and the Town's road map; prepares plans and specifications for road, bridge, drainage and walkway construction projects; provides construction inspection for most public improvement projects; and lays out athletic fields for school and recreational use.

FY 2014/2015 Accomplishments

- Served as Clerk of the Works coordinating all construction inspection and grant administration (with assistance from Finance) for the public improvement projects at Storrs Center and the Town Square. ♦
- Coordinated Town's mapping efforts for GIS switch from WINCOG to CRCOG.
- Sampled the former landfill's monitoring wells (quarterly).
- Provided field inspection and grant administration work for the North Eagleville Road walkway project.
- Completed design revisions required by the state for the enhancement grant walkway project on the west side of Storrs Road (South Eagleville Road to the Liberty Bank plaza). ♦
- Assisted Downtown Partnership staff in completing the administration of the large Federal Transit Administration grant for Storrs Center Village Street and Transportation Center. ♦
- Completed topographic field survey and design work for Four Corners sanitary sewer. ♦
- Constructed a walkway on North Eagleville Road from Hunting Lodge Road to Northwood Apartments. ♦

FY 2015/2016 Trends & Key Issues

Completing the first year of construction on the Four Corners Sanitary Sewer project will be the most important issue for the Engineering Division.

Administering the grants and inspecting the work for the South Eagleville Road to the Liberty Bank plaza walkway project and the Four Corners Sanitary Sewer will be a major effort in 2015/16. Additional temporary inspection employees/services may be necessary to keep up with the projects.

In conjunction with the Town's *Mansfield Tomorrow* project, staff anticipates that the Engineering Division will assist in creating new Town walkway and bikeway maps and plans.

Complete the design of the Safe Routes to School (SRTS) walkway project, which starts at Route 195 and ends at Southeast School. Upon completion, secure easements and then commence the public bidding process; the construction of this project is State funded up to \$475,000.

FY 2015/2016 Goals & Objectives

Goal: Carry out effective administration of multiple grant-funded construction projects including keeping up with the required paperwork.

Objectives:

- Utilize web-based project tracking software to track projects, document work progress and communicate with all parties (designers, contractors, inspectors, etc.) by end FY 15/16.
- Utilize social media to update interested parties on construction progress.
- Institute a tracking system for types of Engineering work performed.
- Train admin/clerical help to complete forms and reports.

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

Objectives:

- Develop a listing 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, like drainage and traffic control devices.
- Determine a defined desirable level of pavement performance while optimizing the expenditure of limited fiscal resources.

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

Objectives:

- 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.

◆ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Engineering = linkage to Sustainability & Planning.

Town of Mansfield
Department: Engineering - 30700

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	172,805	192,310	175,240	177,070	196,900
Misc Benefits	500	3,100	3,100	1,570	2,490
Prof & Tech Services		1,200	1,200	4,168	1,000
Repairs/Maintenance	130	1,500	1,500	423	750
Other Purchased Services	(193)				500
Instructional Supplies	425	750	750	900	750
School/Library Books		150	150	100	150
Office Supplies	108	500	500	300	450
Building Supplies	119	400	400	300	360
Equipment		1,750	1,750	150	250
TOTAL EXPENDITURES	173,894	201,660	184,590	184,981	203,600
TOTAL REVENUES					
EMPLOYEE BENEFITS	64,985	75,909	75,909	66,648	80,060
Positions:					
Ass't Town Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Intern	0.44	1.05	1.05	1.05	1.05
Office Assistant	0.29			0.11	
Project Engineer	1.00	1.00	1.00	1.00	1.00
Temporary Eng. Inspector	1.00	1.00	1.00	1.00	1.00
Clerk of the Works	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalent	4.73	5.05	5.05	5.16	5.05
Paid from Other Funds	2.29	2.00	2.00	2.00	2.00
Paid from General Fund	2.44	3.05	3.05	3.16	3.05

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

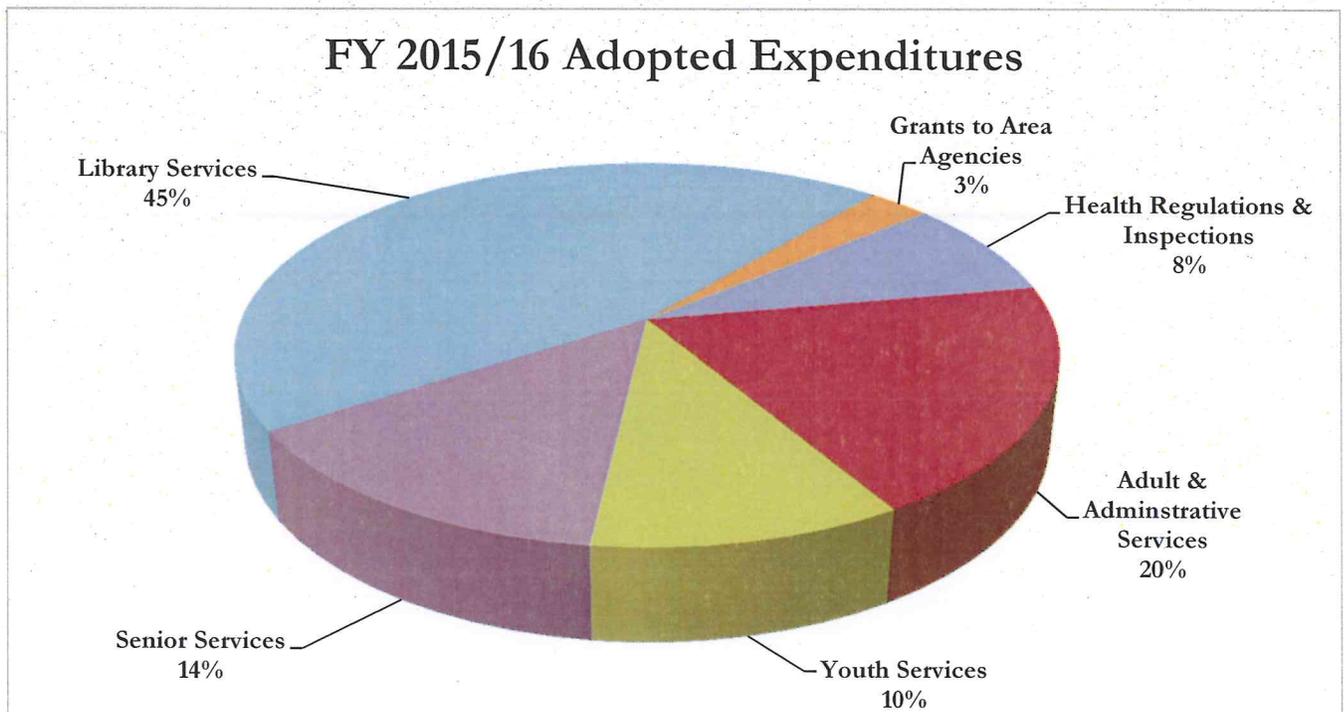
Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Departments:					
Health Regulations & Inspecti		123,750	123,750	123,750	130,800
Adult & Adminstrative Service	355,203	340,400	348,810	299,060	307,380
Youth Services	153,595	172,050	173,080	168,079	163,970
Senior Services	169,888	213,980	225,160	220,159	221,290
Library Services	660,534	677,730	689,790	689,790	718,410
Grants to Area Agencies	316,933	57,050	57,050	57,050	45,050
TOTAL EXPENDITURES	1,656,153	1,584,960	1,617,640	1,557,888	1,586,900

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 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Other Purch Services		123,750	123,750	123,750	130,800
TOTAL EXPENDITURES		123,750	123,750	123,750	130,800

Town of Mansfield
Expenditure Budget Summary by Activity
Community Services - Human Services

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Departments:					
Adult & Administrative Services	355,203	340,400	348,810	299,060	307,380
Youth Services	153,595	172,050	173,080	168,079	163,970
Senior Services	169,888	213,980	225,160	220,159	221,290
TOTAL EXPENDITURES	678,686	726,430	747,050	687,298	692,640

The Human Services Department exists to enhance the well-being and to help meet the basic human needs of all residents. This is accomplished by offering a wide range of services and by working in collaboration with other community and area agencies. The department pays particular attention to the needs and empowerment of residents who are potentially at risk or in need of services.

Citizen guidance is provided by the following: Human Services Advisory Committee; Youth Service Bureau Advisory Committee; Mansfield Senior Center Association; Commission on Aging; Mansfield Advisory Committee on the Needs of Persons with Disabilities; and Mansfield Advocates for Children (formerly the Mansfield School Readiness Council).

General Fund expenditures are supplemented by grants and contributions from many public and private sources that provide support for several programs as well as individuals with emergency financial needs.

HUMAN SERVICES - ADULT AND ADMINISTRATIVE SERVICES – 42100

The Adult and Administrative Services Division provides administrative and supervisory oversight to the Department. Staff conducts grant writing and grants management; information, referral and case management services for adult residents; processes elderly/disabled tax relief applications; coordinates community holiday giving programs; and supports numerous citizen advisory committees. In addition, 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.

FY 2014/2015 Accomplishments

- Successfully recruited several new staff members including the Parent Education and Early Childhood Services Coordinator, Senior Outreach Social Worker and Senior Center Program Coordinator. Reorganized Senior Services staffing to better meet service needs of the senior population.
- Restructured the municipal out-of-region medical transportation grant to include 15 hours a week of a paid van driver. Program began in January 2015. ♦
- Increased participation in the Mobile Food Share program, supporting the distribution of fresh produce and other food to approximately 110 residents every two weeks.
- Continued to work with staff and volunteers (sub-committee of Mansfield Advocates for Children) to develop a community playground. ♦
- Reviewed various policies and procedures regarding the holiday and special needs fund programs and made process improvements.
- Developed new tools to evaluate outcome measures in the various department programs. Several new outcome based measures will be utilized to evaluate winter and spring programming.

FY 2015/2016 Trends & Key Issues

The continued slow economy, as well as changes in the 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.

FY 2015/2016 Goals & Objectives

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.

◆ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Human Services = linkage to Recreation/Health/Wellness; Senior Services.

Human Services Administration	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Fee Waiver Program			
Fee waiver applications received (town-wide)	221	150	150
Total fee waiver dollars distributed to participants (town-wide) <i>(prior to FY 13/14, value does not include fee waivers from the Solid Waste Fund)</i>	\$165,334	\$75,000	\$75,000
Special Funds			
Total dollars donated to the Holiday, Special Needs and Campership Funds	\$24,963	\$25,000	\$25,000
Persons receiving assistance through the Holiday or Special Needs Funds	391	400	400
Case management clients (unduplicated)			
Persons receiving case management services (excluding youth and seniors)	379	400	400

Town of Mansfield
 Department: Adult & Administrative Services - 42100

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	186,812	211,200	219,610	219,610	227,870
Misc Benefits	1,412	2,750	2,750	2,900	2,760
School/Library Books	510	100	100	100	100
Office Supplies					270
Misc Expenses & Fees	165,334	125,000	125,000	75,000	75,000
TOTAL EXPENDITURES	355,203	340,400	348,810	299,060	307,380
TOTAL REVENUES	3,505	3,470	3,470	3,470	3,470
EMPLOYEE BENEFITS	70,253	83,365	83,365	82,660	92,653
Positions:					
Director	1.00	1.00	1.00	1.00	1.00
Social Worker	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalent	3.00	3.00	3.00	3.00	3.00
Paid from General Fund	3.00	3.00	3.00	3.00	3.00

HUMAN SERVICES - YOUTH SERVICES - 42210

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. Clinical services include: individual counseling, family counseling, 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 playground development and oversight, information and referral and community planning and parent engagement and leadership training. Staff oversees the School Readiness grant, the William Caspar Graustein Memorial Fund Discovery grant and several other local grants.

FY 2014/2015 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. ♦
- Enhanced positive youth development programs by relocating those programs to the Mansfield Middle School, allowing more students to participate with better involvement and communication with school personnel. ♦
- Utilized Kidtrax Computer Software to track and evaluate services and programs.
- Continued various support groups and programs including Grief Matters, Multifamily, Grandparents Raising Grandchildren and Women in Transition. ♦
- Developed new adventure based programs cooperatively with Parks and Recreation and the schools.
- Continued weekly in school counseling services at the middle school and COPE program at the elementary schools. ♦
- Received \$4,000 in Quality Enhancement grant funds for the development of a supportive network of area homecare providers.
- 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. ♦
- Updated Mansfield's Plan for Young Children. ♦

FY 2015/2016 Trends & Key Issues

There are increased numbers of students dealing with anxiety and depression, needing both in school support and family counseling services. Bullying continues to be a complicated issue in the youth population. There is a need for in-school and after-school positive youth development, skill building programs. The Division 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. A focus on gaining new volunteers and developing leaders will be a priority for 2015/16. Committed to implementing Mansfield's Plan for Young Children, MAC is looking to expand its services to include PEP (People Empowering People) training for area parents. Sustainability issues regarding

potential loss of funding to support MAC initiatives from outside grant sources is a concern for the collaborative. The Mansfield Community Playground continues its fundraising and planning efforts. Construction on the playground is anticipated for fall 2015.

FY 2015/2016 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:

- Collect data through participant surveys for two programs to enhance the effectiveness of YSB programs and services.
- Develop two new programs in collaboration with Parks and Recreation.
- Identify unmet needs of Mansfield children through the review of Holiday Applications and refer to YSB programs.

Goal: Successfully implement Mansfield’s Plan for Young Children. ♦

Objectives:

- Identify funding to continue the work of Mansfield Advocates for Children (MAC), either through increasing funds from the Town and the Board of Education or through outside sources.
- 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.
- Include updated information on the MAC and Town websites.
- Through these efforts, ensure that all slots are filled and all programs have waiting lists with at least one child per slot.

♦ Denotes accomplishment, goal or objective links to the Town’s nine strategic vision points.

Youth Services = linkage to Education & Early Childhood Services; Town-University Relations.

Youth Services	FY 14/15 Actual	FY 14/15 Projected	FY 15/16 Adopted
Counseling Services			
Participants served by programs	382	375	375
Volunteers assisting with programs and services	84	65	75

Early Childhood Services			
School readiness slots for children	18	16	18
Quality enhancement programs offered	1	6	10

Town of Mansfield
Department: Youth Services - 42210

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Cert Wages	(16,385)	(14,840)	(14,840)	(14,840)	(14,840)
Salaries and Wages	149,655	162,640	163,670	163,670	154,530
Misc Benefits	1,973	3,350	3,350	3,100	3,390
Prof & Tech Services	3,870	5,500	5,500	6,000	7,000
Other Purch Services	138	1,000	1,000	900	1,400
School/Library Books	202	350	350	300	300
Office Supplies	1,462	1,400	1,400	1,299	1,940
Food Service Supplies	1,228				
Other Supplies	2,510	12,650	12,650	7,650	10,250
Equipment	8,942				
TOTAL EXPENDITURES	153,595	172,050	173,080	168,079	163,970
TOTAL REVENUES					
EMPLOYEE BENEFITS	50,287	58,340	58,340	56,019	63,792
Positions:					
Youth Services Coordinator	1.00	1.00	1.00	1.00	1.00
Youth Counselor	1.00	1.00	1.00	1.00	1.00
Program Assistant	0.43	0.43	0.43	0.43	0.43
Early Childhood Services Crd	0.86	0.86	0.86	0.86	0.86
Total Full Time Equivalents	3.29	3.29	3.29	3.29	3.29
Paid from Other Funds	0.92	0.92	0.92	0.92	0.92
Paid from General Fund	2.37	2.37	2.37	2.37	2.37

HUMAN SERVICES - SENIOR SERVICES - 42300

Senior Services provides opportunities for seniors aged fifty-five and over to maintain and improve their physical, mental, social and emotional well-being so that life is stimulating, full and enjoyable. Seniors are involved in various creative, educational, recreational and social activities at the Mansfield Senior Center. The Senior Center offers a wide range of activities including support groups, computer classes, health programs, exercise classes, bingo, art classes, chorus, meals, trips and volunteer opportunities. The Wellness Center also offers health screenings, immunization, social work services, and medical services through a variety of programs.

FY 2014/2015 Accomplishments

- Provided a summer evening program for the fourth year from May 2014 to August 2014. ♦
- Promoted health awareness through various screening opportunities and health promotion talks. ♦
- Began the Self-Assessment process for National Senior Center Accreditation.
- Celebrated National Senior Center Month in September with an Open House Week and free classes. ♦
- Municipal grant for out-of-region medical transportation was restructured to improve accountability and maximize revenues, resulting in an expansion of the volunteer medical transportation program for seniors. ♦
- Part-time paid van drivers were added to the transportation program in 2015. ♦

FY 2015/2016 Trends & Key Issues

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 2015/2016 Goals & Objectives

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

Objectives:

- Maintain total participation at the Mansfield Senior Center at 15,000 per year.
- Continue with Review National Council on Aging self-assessment process to look at the Mansfield Senior & Wellness Center operation as a whole by July 2016.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
Senior Services = linkage to Recreation/Health/Wellness; Senior Services.

Senior Services	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Programming			
Senior Center visits	14,196	13,130	15,000
Total number of Senior Center program participants	667	600	700
Lunch meals provided to seniors	9,162	10,000	11,000
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

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	135,963	197,960	209,140	204,190	209,170
Misc Benefits	2,277	2,450	2,450	2,275	2,650
Prof & Tech Services	8,708	1,500	1,500	1,500	1,500
Other Purch Services	2,414	2,670	2,670	2,670	2,900
School/Library Books		150	150	150	100
Office Supplies	1,304	2,550	2,550	2,550	2,370
Food Service Supplies		1,500	1,500	1,500	1,300
Building Supplies	52	200	200	300	1,300
Equipment	19,170	5,000	5,000	5,024	
TOTAL EXPENDITURES	169,888	213,980	225,160	220,159	221,290
TOTAL REVENUES					
EMPLOYEE BENEFITS	51,131	78,139	78,139	76,856	85,049
Positions:					
Senior Services Coordinator	1.00	1.00	1.00	1.00	1.00
Outreach Social Worker	0.54	0.54	0.54	0.54	0.54
Senior Program Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Transportation Coordinator	0.54	0.54	0.54	0.54	0.54
Kitchen Aide	0.71	0.71	0.71	0.71	0.71
Total Full Time Equivalent	4.79	4.79	4.79	4.79	4.79
Paid from Other Funds	0.64	0.36	0.36	0.64	0.36
Paid from General Fund	4.15	4.43	4.43	4.15	4.43

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 format; 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 2014/2015 Accomplishments

- Completed migration to new integrated library system and consortium (Library Connection). It was a very successful transition, with minimal down time or service interruptions.
- The library, in concert with the IT Department, hired a full time systems librarian. This has enhanced the library's ability to make needed improvements in service as well as maintain current services, improving the library experience for users of all ages through the creative use of relevant and up-to-date technology. Major accomplishments since the systems librarian has been in place include: migrated the library's web site to a Linux server; created a test server; upgraded statistical tracking of online activity; and upgraded system security. ♦
- The library boosted its collection of online resources, including a music download service, online comics/graphic novels, and electronic magazines. These services are in addition to our ongoing offerings of downloadable ebooks, audiobooks, streaming video and reference databases.
- Building repairs continue to alleviate mold, water and humidity issues. Work accomplished this year includes the installation of new drains and downspouts, locating and clearing blocked drains, and landscaping to make water flow away from the building.
- The library continues to work collaboratively with local and state-wide organizations such as the Senior Center, UConn League, and Connecticut Library Association to provide a broad array of programs and services. ♦

FY 2015/2016 Trends & Key Issues

In an expanding universe of online access and multiple formats, it can be a challenge to determine the best options to respond to citizen needs while maximizing available resources. The library continues its quest to provide services whenever and wherever they are required. Our focus is to create a welcoming atmosphere in the library itself, along with an easy to use online presence. In addition, library staff travels to many locations in town performing outreach services such as story times, homebound delivery, and senior programs. A small self-service library (Little Free Library) is located at the Nash-Zimmer Transportation Center and is maintained by library staff. 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 2015/2016 Goals & Objectives

Goal: Enhance the public library experience for users of all ages through the creative-use of relevant and up-to-date technology. ♦

Objectives:

- Assess and implement selected findings of the CT Edge Initiative survey in order to improve open access to information, communication, and technology services by July 1, 2016.
- Increase the amount of computer classes and tutorials provided at the library and in remote locations in Mansfield to 12 classes and 40 tutorials.

Goal: Provide a welcoming Library presence with capacity to provide 21st century services.

Objectives:

- Continue ongoing facility repairs at the Warrenville Road location.
- Explore the possibility of satellite locations and services in other areas of Mansfield.
- Continue planning for needed renovations with an eye to maintaining a friendly, welcoming atmosphere while accommodating technology needs.

Goal: Maintain the provision of “traditional” library services. ♦

Objectives:

- Use technology to save staff time in order to provide more direct library service to the public.
- Maintain a welcoming atmosphere through annual staff customer service training.

♦ Denotes accomplishment, goal or objective links to the Town’s nine strategic vision points.

Library = linkage to Government; Education & Early Childhood Services; Regionalism

Library	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Circulation			
Downloadable and e-books circulation	5,034	5,500	6,000
Circulation (all other)	215,443	218,000	221,000
Total annual circulation	220,477	223,500	227,000
Patrons entering the Library	79,613	84,000	85,000
Total Collection Size			
	78,836	81,000	82,000
Internet Access and Usage			
Terminals with internet access available to the public at the Library	12	12	12
Patrons who accessed the internet through Library terminals	10,949	11,000	11,000
Patrons using wi-fi at the Library	10,209	12,500	15,000
Database Sessions	3,474	3,525	3,750
Programming			
Youth programs offered	143	145	145
Youth program participants	6,170	6,400	6,500
Adult programs offered	25	32	35
Adult program participants	615	675	725
Outreach programs conducted	197	141	150
Outreach program participants	2,520	3,100	3,300
Special community events offered	6	4	5
Special community events participants	726	770	850
Total annual program and event attendance	10,031	10,945	11,375

Town of Mansfield
Department: Library Services - 43100

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	514,930	527,810	539,870	539,870	575,920
Misc Benefits	2,814	3,730	3,730	3,730	3,650
Prof & Tech Services	1,377	1,500	1,500	1,500	1,500
Other Purch Services	3,321	600	600	600	650
Instructional Supplies	2,853	3,000	3,000	3,000	2,700
School/Library Books	94,612	107,090	107,090	107,090	100,090
Building Supplies	1,026	1,000	1,000	1,000	900
Equipment	39,601	33,000	33,000	33,000	33,000
TOTAL EXPENDITURES	660,534	677,730	689,790	689,790	718,410
TOTAL REVENUES	21,897	24,820	24,820	24,820	21,140
EMPLOYEE BENEFITS	193,646	208,338	208,338	203,204	234,171
Positions:					
Library Director	1.00	1.00	1.00	1.00	1.00
Librarian	3.00	4.00	4.00	4.00	4.00
Library Associate	2.57	3.00	3.00	3.00	3.00
Library Assistant	2.48	1.48	1.48	1.48	1.48
Pages	1.15	1.15	1.15	1.15	1.15
Substitute Librarian	0.28				
Total Full Time Equivalents	10.48	10.63	10.63	10.63	10.63
Paid from Other Funds	0.50	0.50	0.50	0.50	0.50
Paid from General Fund	9.98	10.13	10.13	10.13	10.13

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.

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 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 who need them. 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 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Agencies:					
Comm Companion & Homemaker	4,000	4,000	4,000	4,000	4,000
CT Legal Services	6,000	6,500	6,500	6,500	6,500
Holy Family Shelter	3,000	3,000	3,000	3,000	3,000
Meals On Wheels	2,700	2,350	2,350	2,350	2,350
NECASA	800	800	800	800	800
Perception Programs	1,000	1,400	1,400	1,400	1,400
Section 8 Housing		12,000	12,000	12,000	
Sexual Assault Crisis Services	4,000	4,500	4,500	4,500	4,500
United Services, Inc	8,000	8,000	8,000	8,000	8,000
Veterans' Services	10,000	10,000	10,000	10,000	10,000
Windham Area Interfaith Minist	2,500	3,000	3,000	3,000	3,000
Windham Area No Freeze Project	1,200	1,500	1,500	1,500	1,500
TOTAL EXPENDITURES	43,200	57,050	57,050	57,050	45,050

Town of Mansfield
Expenditure Budget Summary by Activity
Community Development

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Departments:					
Building & Housing Inspection	287,534	287,550	276,150	276,780	298,340
Planning & Development Admir	230,223	242,420	252,040	251,990	287,100
Planning/Zoning Inland/Wetld	8,544	9,680	9,680	9,500	11,890
Economic Development		11,220	11,220	11,168	19,200
Boards and Commissions	3,712	6,400	6,400	6,400	6,400
TOTAL EXPENDITURES	530,013	557,270	555,490	555,838	622,930

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 2 years

FY 2014/2015 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, selected and began implementation of a software system that allows for online permitting and electronic tracking of inspection and code enforcement activities. ♦

FY 2015/2016 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 Housing Code inspector has been partially reassigned to meet building needs and the temporary part-time building inspector has been replaced with a housing inspector.

Implementation of the selected permitting and code enforcement software system is expected to be complete for Building and Housing in spring 2015. The software will support 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 begin using tablets to record inspections and enforcement activities.

FY 2015/2016 Goals & Objectives

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

Objectives:

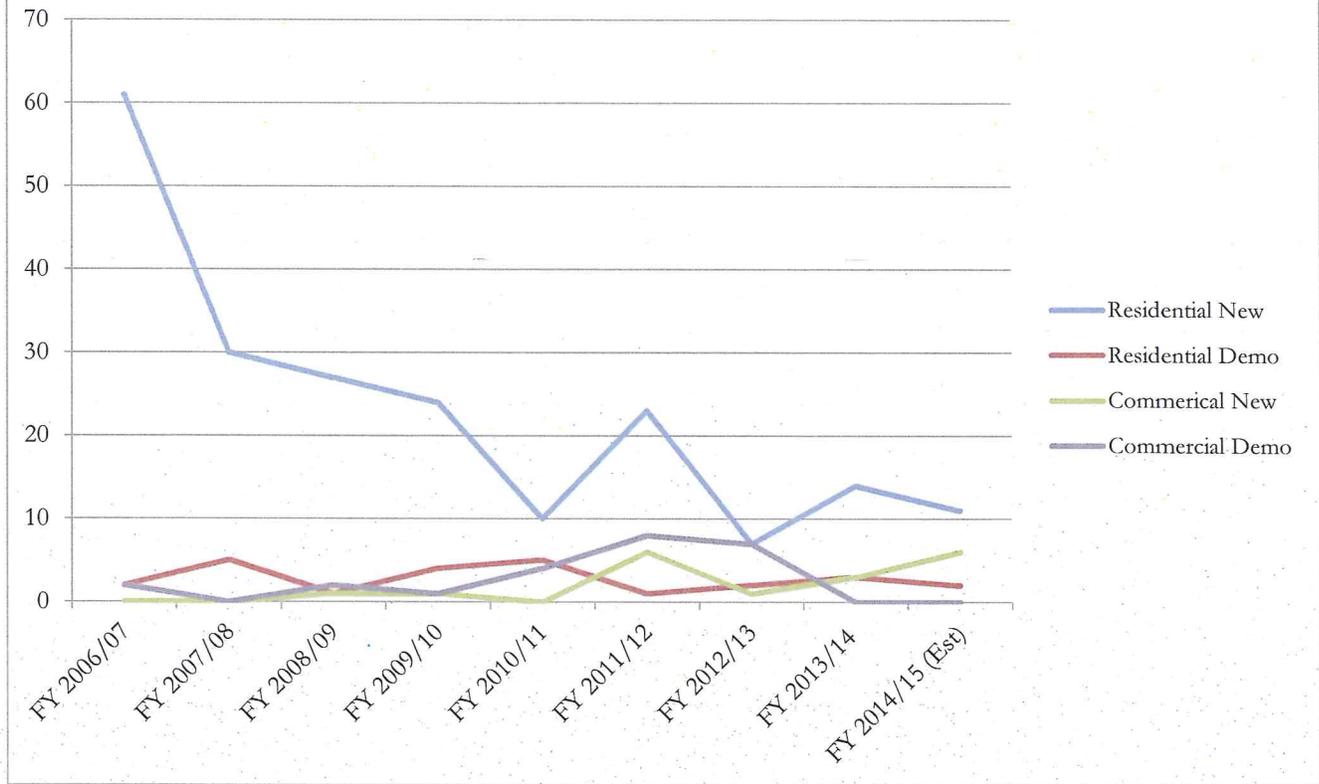
- Conduct plan review as needed and when possible complete review within 10 business days.
- Consult with contractors, owners and architects to proactively ensure code compliant construction.
- Inspect Storrs Center project at various stages as required by the Building Code.
- Complete the process of contracting with and implementing the new software system to allow for electronic permitting and code enforcement activities.
- Implement the updated State Building Code if adopted.

◆ Denotes accomplishment, goal or objective links to the Town’s nine strategic vision points.
Building Inspection = linkage to Sustainability & Planning; Government

Building and Housing Inspection	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Building Permits			
Residential building permits issued	772	680	700
Commercial building permits issued	230	192	154
Total annual building permits issued	1002	872	854
Inspections			
Building inspections conducted	2,957	2,548	2,750
Housing Code inspections conducted*	1,437	1,600	1,600
Blight inspections	91	50	70
Parking inspections*	21	60	60
Certificates			
Certificates of occupancy issued	32	68	50
Certificates of approval issued	662	540	601
Building permits revoked	8	8	8
Housing Code certificates issued*	621	755	755
Total Code Enforcement (Violation) Cases			
Cases initiated during the reporting period	20	20	20
Number of citations issued for local ordinance violations	101	48	74
Total Code Enforcement (Violation) Cases Resolved			
Resolved through voluntary compliance (i.e. door hangers, warnings)	29	25	27
Resolved through forced compliance (i.e. hearings, legal proceedings)*	0	4	6
Total cases brought into compliance/closed during the reporting period	40	40	40

*Zone Expansion

Building Permits - New & Demolition



Town of Mansfield
Department: Building & Housing Inspection - 30800

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	280,289	275,500	264,100	264,100	286,510
Misc Benefits	1,682	3,900	3,900	4,000	3,800
Prof & Tech Services	268	1,000	1,000	1,000	1,000
Other Purch Services	924	1,300	1,300	1,500	1,750
School/Library Books	1,125	2,000	2,000	2,000	1,800
Office Supplies	1,838	1,750	1,750	1,750	1,570
Building Supplies	398	1,200	1,200	1,200	1,070
Other Supplies	687	500	500	550	440
Equipment	323	400	400	680	400
TOTAL EXPENDITURES	287,534	287,550	276,150	276,780	298,340
TOTAL REVENUES	293,868	295,940	295,940	307,280	326,170
EMPLOYEE BENEFITS	105,406	108,746	108,746	99,406	116,496
Positions:					
Building Official	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.25	1.25	1.25	1.25	1.25
Assistant Building Official	1.00	1.00	1.00	1.00	1.00
Housing Inspector (FT)	1.00	1.00	1.00	1.00	1.00
Temporary Building Inspector	0.50	0.50	0.50	0.84	0.84
Total Full Time Equivalent	4.75	4.75	4.75	5.09	5.09
Paid from Other Funds	0.87	0.87	0.89	0.89	0.89
Paid from General Fund	3.88	3.88	3.86	4.20	4.20

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 Mansfield Downtown Partnership, Economic Development Commission, Conservation Commission, Town Council and various advisory committees such as Sustainability, Transportation Advisory Committee and Four Corners Sewer and Water; and implementing the Mansfield Plan of Conservation and Development (POCD).

FY 2014/2015 Accomplishments

- Completed three drafts of a new Plan of Conservation and Development (POCD) and held four public meetings with 135 attendees to obtain input on the draft POCD as part of the Mansfield Tomorrow Initiative prior to official public hearing held by Planning and Zoning Commission. ♦
- Prepared new Zoning and Subdivision Regulations based on the Plan recommendations. ♦
- Issued zoning permits for Phase 2 buildings at Storrs Center and monitored construction for compliance with conditions of approval. ♦
- Monitored new construction at UConn through participation in the Campus Master Plan Advisory Committee and review of new construction projects including the Innovation Partnership Building at the Technology Park, STEM Residence Hall and Science and Engineering Building.
- Coordinated five public information meetings on the Four Corners Sanitary Sewer Project prior to November 2014 referendum. ♦
- Monitored implementation of Interstate Reliability Project and worked with Northeast Utilities and property owners to resolve issues identified during construction. ♦
- Coordinated with CRCOG and nearby towns on an application to the Regional Performance Incentive Program to fund regional development activities for FY 2015/16.
- Participated in development of RFQ and consultant selection for CRCOG *Gateways to UConn* corridor study of Routes 195 and 44. ♦
- Completed implementation of 2012 Small Cities Housing Rehabilitation Grant; eighteen housing rehabilitation projects were completed through this grant. ♦
- Participated in implementation of the software system that allows for online permitting and electronic tracking of inspection and code enforcement activities. ♦
- Took over administration and enforcement of Inland Wetlands and Watercourses regulations from Department of Public Works.

FY 2015/2016 Trends & Key Issues

Completion of the CWC water pipeline and the Four Corners Sanitary Sewer Project combined with UConn's *Next Generation Connecticut* initiative are expected to increase development pressure in northern Mansfield in coming years. Adoption of new zoning regulations to manage future growth prior to completion of these infrastructure projects will be the primary focus of department planning efforts in 2015-16. In the short term, housing starts and new commercial development continue to be slow with the exception of Storrs Center, resulting in fewer applications and stagnant application/permit fee revenues.

Another significant focus area for FY16 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.

Implementation of the permitting and code enforcement software system is expected to be completed during for Planning and Development during FY16. The software system will assist in tracking pending applications and responses to referrals, as well as allowing for on-line permit applications for simple permits.

FY 2015/2016 Goals & Objectives

Goal: Ensure effective implementation of Mansfield's new Plan of Conservation and Development. ♦

Objectives:

- Develop framework for establishing implementation priorities and annual progress reports.
- Pursue relevant grant opportunities to implement various Town objectives.
- Complete updates to Zoning Regulations.

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

Objectives:

- Implement land development module of new permitting and code enforcement software.
- Continue to implement the housing rehabilitation revolving loan fund and complete new projects as funds allow.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
Planning and Development = linkage to Historic & Rural Character, Open Space & Working Farms; Housing; Sustainability & Planning; Regionalism; Town-University Relations.

Planning & Development	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Operations			
Plan reviews conducted (Planning and Zoning)	150	131	130
Zoning permits issued	141	120	120
Total Code Enforcement Cases			
Zoning citations issued	1	10	5
Zoning violations issued	30	35	35
Complaints investigated	42	45	45
Percentage of investigated complaints resulting in Zoning Code violation	77%	75%	75%
Total Code Enforcement (Violation) Cases Resolved			
Resolved through voluntary compliance (i.e. door hangers, warnings)	62	70	70
Resolved through forced compliance (i.e. hearings, legal proceedings)	0	2	0
Total cases brought into compliance/closed during the reporting period	62	72	70
Affordable Housing			
Housing rehabilitation applications received	4	12	6
Housing rehabilitation projects completed	7	8	3
Total dollar value of housing rehabilitation loan portfolio	\$1,233,598	\$1,480,000	\$1,530,000
Community Engagement			
Community workshops for <i>Mansfield Tomorrow</i>	7*	6	NA
Participants in community workshops for <i>Mansfield Tomorrow</i>	81*	175	NA
Businesses participating in <i>Local First Mansfield</i> initiatives	NA	NA	NA

*Advisory Group/Focus Group Meetings

Town of Mansfield
 Department: Planning & Development - 51100

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	220,593	237,290	246,910	246,910	277,660
Misc Benefits	2,614	4,530	4,530	4,480	4,520
Prof & Tech Services	6,700				500
Office Supplies	316	600	600	600	4,420
TOTAL EXPENDITURES	230,223	242,420	252,040	251,990	287,100
TOTAL REVENUES	22,293	24,050	24,050	22,750	24,050
EMPLOYEE BENEFITS	82,957	93,663	93,663	92,936	111,125
Positions:					
Town Planner/Director	1.00	1.00	1.00	1.00	1.00
Planning & Comm Dev Ass't	1.00	1.00	1.00	1.00	1.00
Nat Resource/Sust Coordin.	0.43	0.43	0.43	0.43	0.43
Zoning Agent	1.00	1.00	1.00	1.00	1.00
Total Full Time Equivalent	3.43	3.43	3.43	3.43	3.43
Paid from Other Funds	0.53	0.41	0.41	0.41	0.09
Paid from General Fund	2.90	3.02	3.02	3.02	3.34

PLANNING AND ZONING COMMISSION/INLAND WETLANDS AGENCY - 52100

The Planning and Zoning Commission (PZC) works to ensure the orderly growth and development of the community. Pursuant to the Mansfield Code of Ordinances, the PZC is also designated as the Inland Wetlands Agency (IWA) and Municipal Aquifer Protection Agency (APA) for the Town. Legal responsibilities include: formulating and revising the Town's Plan of Conservation and Development (POCD), adopting zoning and subdivision regulations to implement the POCD, reviewing development proposals for conformance with the POCD and adopted regulations, regulating all activities within 150 feet of inland wetlands and watercourses, and ensuring effective enforcement of regulations and conditions of approval for approved projects.

FY 2014/2015 Accomplishments

- Prepared, and adopted, a new draft Plan of Conservation of Development (POCD) through the *Mansfield Tomorrow* initiative. ♦
- Prepared new zoning and subdivision regulations based on the recommendations contained in the POCD as part of the *Mansfield Tomorrow* initiative. ♦
- Provided feedback on the UConn Storrs Campus Master Plan and commented on various – UConn projects such as the Honors Residence Hall. ♦
- Represented Mansfield on the Capitol Region Council of Governments Regional Planning Commission. ♦

FY 2015/2016 Trends & Key Issues

The identification of a new source of water as well as UConn's NextGenCT and Technology Park initiatives are expected to increase development pressure in the coming years, particularly in areas surrounding campus. The extension of sewer and water service to the Four Corners will serve as a catalyst for redevelopment upon completion of that infrastructure in the summer of 2016. The planned growth in undergraduate enrollment is expected to increase market demand for off-campus student housing and related services. To ensure that new development is consistent with the vision and goals identified in the new POCD, new Zoning and Subdivision regulations are expected to be completed and adopted in the first quarter of FY16. Regulations related to preventing induced development as a result of expanding water and sewer service and identifying appropriate scale, density and design of residential development will be of particular importance.

FY 2015/2016 Goals & Objectives

Goal: Implement the new Plan of Conservation and Development. ♦

Objectives:

- Establish annual priorities for Commission implementation activities.
- Develop a framework for monitoring implementation including creation of an annual report.

Goal: Complete the development of new user-friendly Zoning and Subdivision Regulations to implement the Plan of Conservation and Development. ♦

Objectives:

- Provide guidance and feedback on draft proposals; adopt new regulations.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

Planning & Zoning Commission/Inland Wetlands Agency = linkage to Historic & Rural Character, Open Space & Working Farms; Housing; Sustainability & Planning.

Town of Mansfield
 Department: Planning/Zoning Inland/Wetland - 52100

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Misc Benefits	245	430	430	250	2,320
Prof & Tech Services	3,140	650	650	250	650
Other Purch Services	5,159	8,500	8,500	9,000	8,820
School/Library Books		100	100		100
TOTAL EXPENDITURES	8,544	9,680	9,680	9,500	11,890

ECONOMIC DEVELOPMENT PROGRAM - 53100

The Economic Development program is administered by the Town Manager's Office and Department of Planning and Development. Key activities include providing assistance to the Economic Development Commission and coordinating business retention and recruitment efforts with the Mansfield Downtown Partnership, University of Connecticut and surrounding communities.

FY 2014/2015 Accomplishments

- Created a new EDC business visitation program. ♦
- Continued efforts to bring public sewer infrastructure to the Four Corners area to stimulate redevelopment, including a community education campaign prior to the referendum authorizing issuance of bonds for the sewer project. ♦
- Assisted the Mansfield Economic Development Commission in developing a work plan. ♦
- Continued to coordinate development efforts at Storrs Center with the Mansfield Downtown Partnership and Storrs Center Alliance. ♦
- Coordinated with the Capitol Region Council of Governments and the towns of Bolton, Coventry, Tolland and Windham on an application to the Regional Performance Incentive Program to fund regional economic development activities for FY 2015/16. ♦

FY 2015/2016 Trends & Key Issues

The development of a new technology park at UConn's north campus and UConn's Next Generation Connecticut initiative both present tremendous opportunity for business and job growth in Mansfield over the next several years. These projects are expected to result in demand for additional housing and services in the vicinity of the campus. New zoning regulations are expected to be completed in the first quarter of FY16, ensuring that new development is consistent with the community's vision as identified through the Mansfield Tomorrow process. The focus for FY 2015/16 will be on the design, permitting and construction of the sewer and water service for the Four Corners area; this new infrastructure will serve as a catalyst for redevelopment upon completion in the summer of 2016. The commercial portion of the Storrs Center project will be completed in the first quarter of FY16 and construction of the final residential phase is expected to be underway. Notwithstanding the potential for growth due to the above projects, some local businesses continue to struggle in the current economic climate.

FY 2015/2016 Goals & Objectives

Goal: Continue implementation of Economic Development strategies and actions identified in the Mansfield Tomorrow Plan. ♦

Objectives:

- Update EDC work plan to include high priority actions from the Mansfield Tomorrow Plan. ♦
- Identify baseline data for performance measures identified in Mansfield Tomorrow Plan, including resources needed for data that is not readily available.

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

Objectives:

- Update economic development section of Town website to include more information on how to start/grow a business in Mansfield.
- Implement land development module of new Permitting and Code Enforcement software.
- Assist Economic Development Commission in implementation of their work plan.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
Economic Development = linkage to Rural Character, Open Space & Working Farms; Sustainability & Planning.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Misc Benefits					3,335
Prof & Tech Services					14,650
Other Purchased Services		10,000	10,000	9,748	1,215
TOTAL EXPENDITURES		10,000	10,000	9,748	19,200

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 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Boards and Commissions:					
Agriculture Committee	45	750	750	750	750
Arts Advisory Committee		500	500	500	500
Beautification Committee	421	500	500	500	500
Board of Assessment Appeals	529	700	700	700	700
Commission on Aging		100	100	100	100
Comm. on Persons with Disabilities		100	100	100	100
Conservation Commission		100	100	100	100
Historic District Commission		150	150	150	150
Parks & Advisory Committee	308	2,000	2,000	2,000	2,000
Zoning Board of Appeals	2,409	1,500	1,500	1,500	1,500
TOTAL EXPENDITURES	3,712	6,400	6,400	6,400	6,400

**MANSFIELD BOARD
OF
EDUCATION**

Mansfield Board of Education Overview

Adopted Budget

The Adopted budget for the Mansfield Board of Education for 2015-2016 is \$22,022,750 representing a 3.9% increase from the adopted 2014-2015 budget of \$21,193,884.

Background

Budget increases/decreases for the last five years have been as follows:

School Year	Increase/ Decrease	October 1 Enrollments		
		PK-4	5-8	Total
2010-2011	-.04%	740	585	1325
2011-2012	0%	749	576	1325
2012-2013	0%	746	570	1316
2013-2014	.49%	701	547	1248
2014-2015	2.4%	722	520	1242

Assumptions

This Adopted budget is based on the following assumptions discussed with the Mansfield Board of Education in the fall; discussions with both Town and Region 19 officials regarding town revenues and expenditures; and a commitment to maintain reasonable and appropriate class sizes to facilitate differentiated instruction, while addressing issues related to an increase in short-term enrollment and a projected decline in long-term enrollment.

1. Safety, security and health standards will be supported through continued staff training, e.g., School Climate Plans, Blood Borne Pathogens, Sexual Harassment/Title IX, OSHA (Office of Safety and Health Administration), Indoor Air Quality, Pesticide Management, Asbestos Management, and Vaccinations for Critical Staff.
2. Salaries will change based on collective bargaining agreements.
3. Staff health benefit costs will be based upon current health packages and contracts.
4. Programs and services will be maintained or adjusted as the educational needs of students change.
5. Overall certified and classified staffing levels will be adjusted based on enrollment/programming/facility considerations.
6. Purchased services and supply expenditures will be based on documented prices and trends; e.g., fuel, where appropriate, enrollment changes, and facility needs.
7. State and Federal financial support of education will not keep pace with increased programming mandates and desires.
8. Budgets for bid items will be based on budget history and inflation projections.
9. Space and facilities will be used efficiently and effectively. An annual Capital Improvement Plan will be transmitted to the town to request funds to meet long range facility and mandated improvements.
10. We will maintain open communication and a spirit of cooperation with other municipal boards and the public throughout budget process.

Implications

In 2008, the Assistant Superintendent for Curriculum and Instruction position was eliminated as part of budget cuts. There is now a critical need in the district to address curriculum, assessment, and professional development. The move to Common Core, the new Smarter Balanced Assessment, and the new Teacher Evaluation Plan, as well as the demands to continue to provide a high quality program in all areas to the students of Mansfield, necessitates a shift in our leadership model. This proposal includes the elimination of the Language Arts and Mathematics Consultants, which would fund this position. The Curriculum Director would supervise the district Literacy Coaches.

Mansfield Board of Education Overview (Continued)

Our current January 1, 2015 enrollment is 733 prek-4 and 517 5-8 for a total of 1250. This compares to our pk-8 enrollment of 1252 at this time a year ago. Our projected enrollment was 705 prek-4 and 528 5-8 for a total of 1233.

All certified staffing assignments have been and will continue to be reviewed in light of current and projected enrollment and will be adjusted as needed in accordance with enrollment guidelines and available resources. At this time, we are planning on two kindergarten classrooms at two of our elementary schools. After considerable discussion, the Mansfield Board of Education amended the proposed budget to retain the current level of staffing at all school.

Continuing Additional Considerations Not Included in This Budget

The Mansfield Public Schools is continually revising and implementing district emergency procedures, as well as, individual schools' safety procedures.

The Town Council has for the second year appropriated \$400,000 of the capital account to address maintenance, technology, security, and other. I would recommend the Mansfield Board of Education continue to engage in this discussion until a long term plan for the schools is developed and approved by the voters.

Future Considerations

The next three to five years will provide the Mansfield Public Schools and the Mansfield Board of Education with the opportunity and/or challenge to address some/all of the following. These items have been incorporated in the Mansfield Public Schools 2014-2015 goals and continue to be addressed by district staff as appropriate.

1. Transition from a budget which used a series of federal/state funds to support district staff to a predictable and sustainable funding source.
2. Advocate for continued Education Cost Sharing which supports current programming and develop a plan to address any change to current funding level.
3. Implement a long term plan endorsed by Mansfield Town Council and supported by voters to address pk-8 building needs.
4. Maintain quality educational programs at multiple sites while adjusting staff levels and resources despite increase and/or decrease in overall enrollment.
5. Maintain National Association for the Education of Young Children (NAEYC) accreditation, as well as review, evaluate, and implement an expanded preschool program to address the needs of early learners.
6. Address the need to align our current Language Arts/Reading and Mathematics curriculum with the Connecticut Core Standards (CCS).
7. Select an anthology which addresses the CCS and provides a strong pk-6 Language Arts/Reading foundation.
8. Address school/district leadership issues to maintain and surpass current levels of student achievement
9. Integrate current technology in a value added way to the instructional program as well as use it to extend student learning of both subject matter and appropriate use of technology.
10. Implement with input and collaboration from certified staff, an effective evaluation program which supports the development of confident student learners and encourages the continued growth of all staff.
11. Refine our current professional development program to maximize the growth of certified and non-certified staff while addressing state and federal requirements for required training while maximizing student instructional time.

Mansfield Board of Education Overview (Continued)

12. Continue to explore potential partnerships with other groups to maximize program effectiveness while containing costs.
13. Explore and develop additional support services for those students in need of community and/or health services.
14. Implement mandated state and federal education reforms as required.
15. Review recommendations from all sources and implement best practices as appropriate.

Summary

The Mansfield Public Schools strive to provide an excellent education program which will meet the diverse needs of all students at costs sensitive to local, state, and national economic conditions. This proposed budget seeks to maintain our current level of programming in a cost effective manner. The Mansfield Board of Education and the residents of Mansfield have provided strong support for our schools. We look forward to their continuing support in the future.

**Mansfield Board of Education
Budget in Brief**

The adopted budget for the Mansfield Board of Education for FY 2015-16 is \$22,022,750. It represents a 3.9 percent increase over the current year. Of the total, salaries and benefits increased by \$557,141. Salaries and benefits account for approximately 85 percent of the total budget. All other expenditures increased by \$271,725 or 8.70 percent. A comparison of the FY 2014-15 to 2015-16 budget follows:

	FY 13/14 Actual	FY 14/15 Amended	FY 15/16 Adopted	Increase/ (Decrease)	Percent Change
Salaries & Benefits					
Certified Salaries	\$ 10,768,320	\$ 10,999,279	\$ 11,120,380	\$ 121,101	1.10%
Non-Cert. Salaries	3,298,761	3,283,960	3,332,590	48,630	1.48%
Sub-total Salaries	14,067,081	14,283,239	14,452,970	169,731	1.19%
Benefits	2,992,247	3,788,615	4,176,025	387,410	10.23%
Sub-total Salaries & Benefits	17,059,328	18,071,854	18,628,995	557,141	3.08%
Operating Expenses					
Prof & Tech Services	629,933	503,770	576,530	72,760	14.44%
Purchased Property Services	85,022	61,000	69,000	8,000	13.11%
Repairs	108,827	106,070	114,020	7,950	7.50%
Rentals	91	460	460	-	
Tuition	214,104	120,000	205,000	85,000	70.83%
Insurance	64,271	72,290	74,080	1,790	2.48%
Other Purchased Services	913,816	912,230	937,720	25,490	2.79%
Instructional Supplies	274,760	281,300	281,120	(180)	(0.06%)
School & Library Books	110,871	99,800	99,800	-	
Office Supplies	28,342	33,050	33,050	-	
Energy	693,320	615,760	629,290	13,530	2.20%
Building Supplies	71,880	57,190	61,340	4,150	7.26%
Other Supplies	44,747	67,390	71,475	4,085	6.06%
Equipment	168,105	117,750	166,900	49,150	41.74%
Miscellaneous Exp & Fees	22,107	27,120	27,120	-	
Transfers Out to Other Funds	196,850	46,850	46,850	-	
Sub-total Operating Expenses	3,627,046	3,122,030	3,393,755	271,725	8.70%
Total Expenditures	\$ 20,686,374	\$ 21,193,884	\$ 22,022,750	\$ 828,866	3.91%

Mansfield Board of Education – Significant Features

Certified Staff - \$11,120,380

Total certified salaries have increased by \$121,101 over the present year. This moderate increase is primarily due to contracted salary increases.

Non-certified Staff - \$3,332,590

Total non-certified salaries have increased by \$48,630, primarily due to contracted salary increases.

Benefits - \$4,176,025

Benefits for staff reflect an increase of \$387,410, 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 - \$576,530

The increase in the Lan/Wan proposed budget approximates the actual estimated expenditures for the 2014-2015 school year. Also reflected is a \$10,650 increase to reinstate funding for Aesop, our online attendance/substitute program, removed from the current budget.

Purchases Property Services - \$69,000

The increase of \$8,000 is reflective of a \$3,000 increase for refuse collection and \$5,000 for building maintenance services which have been underfunded in past years.

Repairs & Maintenance Services – \$114,020

An increase of \$7,950 is to provide \$5,000 of additional funding for building repairs and \$3,000 for equipment repairs. These funds are needed in addition to the funds being carried in capital projects for needed repairs and maintenance.

Rentals - \$460

No change from current year.

Tuition - \$205,000

The increase of \$85,000 is primarily due to the special education reserve account absorbing costs for the current year.

Insurance – \$74,080

An increase of \$1,790 is due to an increase in liability, auto and property insurance rates.

Other Purchases Services - \$937,720

The net increase of \$25,490 is due to a contracted increase in the cost of bus transportation.

Instructional Supplies - \$281,120

A slight decrease from the current year.

Mansfield Board of Education – Significant Features (continued)

School & Library Books - \$99,800

No change from the current year.

Supplies - \$33,050

No change from the current year.

Energy - \$629,290

The slight increase of \$13,530 is projected as the result of the new contracts and energy usage projections.

Building Supplies - \$61,340

An increase of \$4,150 for building supplies from the current year.

Other Supplies - \$71,475

An increase of \$4,085 from the current year budget. This category includes food purchases which are now being broken out from other line items.

Equipment - \$166,900

An increase of \$49,150 is primarily due to the reinstatement of a \$50,000 reduction in information technology equipment in the current year.

Miscellaneous Fees and Expenditures - \$27,120

No change from the current year.

Transfers Out to Other Funds - \$46,850

No change from current year.

TOWN-WIDE

Town of Mansfield
 Expenditure Budget Summary by Activity
 Townwide Expenditures

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Departments:					
Employee Benefits	2,356,851	2,528,730	2,528,730	2,514,384	2,757,420
Insurance (LAP)	142,715	143,200	143,200	139,810	204,020
Contingency		200,900	62,890		105,000
TOTAL EXPENDITURES	2,499,566	2,872,830	2,734,820	2,654,194	3,066,440

EMPLOYEE BENEFITS - 71000

This Program funds employee benefits, including health insurance, disability insurance, social security, pension, workers compensation, unemployment coverage, and the employee assistance program (EAP). The largest single item in this category is health insurance. To reduce administrative costs, the Town provides health insurance to its employees on a self-insured basis. The self-insured fund also covers employees of the Mansfield and Region 19 Boards of Education, the Eastern Highlands Health District, the Mansfield Discovery Depot, the Windham Region Council of Governments, the Mansfield Downtown Partnership, the Mansfield Housing Authority, and the Windham Regional Transit District (WRTD).

FY 2014/2015 Trends & Key Issues

The total increase in employee benefits is \$205,910. The primary factors for this are:

- Municipal Employees Retirement (MERS) estimated contributions are up \$25,000 due to adjustments in salaries. The State Retirement Commission sets the employers' rates based on expected claims and available resources; employer contribution rates are being held flat for the upcoming year.
- Health Insurance is increasing by \$150,290 or 22.3%. The overall cost increase is reflective of a premium rate increase, change in plan/coverage selection and a reduction in the use of excess contributions. While overall claims utilization has decreased, claims costs have seen an increase over the past year which has led to an average 10-11% increase in premium rates. The five year average increase in claims experience is 2.2%, significantly below industry trend.
- Workers Compensation insurance is expected to see a 3% rate increase resulting in an overall increase of \$15,000.

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Salaries and Wages	(5,000)	(11,330)	(11,330)	(11,330)	(5,000)
Benefits	1,625,068	1,640,400	1,640,400	1,640,575	1,646,510
Medical Ben.	736,783	899,660	899,660	885,139	1,115,910
TOTAL EXPENDITURES	2,356,851	2,528,730	2,528,730	2,514,384	2,757,420

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. Staff in the Town Manager’s Office, working with the Town Attorney, other legal counsel, and/or CIRMA staff, represents the Town’s interests in claims and litigation related to LAP matters.

FY 2014/2015 Accomplishments

- The Mayor serves on the board of directors for the Town’s insurance carrier (CIRMA) and the Assistant Town Manager is a member of CIRMA’s Underwriting and Operations Committee. These appointments assist the Town in representing the needs of Mansfield.
- 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 being insured for proper replacement values.
- In conjunction with CIRMA, conducted risk control assessment of the Town’s aquatics facilities.
- Participated in WINCOG study and review of the Town’s LAP insurance coverage.

FY 2015/2016 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.

Staff will continue to monitor trends and work with its insurance carrier (CIRMA) to manage and improve the Town’s risk management control program. LAP insurance premiums are expected to increase no more than 3% for FY 2015/16.

FY 2015/2016 Goals & Objectives

Goal: Maintain accurate records for LAP related matters.

Objectives:

- Complete 2015 statement of values for the Town-MBOE-Region 19-Eastern Highlands Health District by the end of May 2015.
- 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 incident occurring.

LAP Insurance	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Experience (Town and BOE)			
Claims (with losses)	4	9	5
Claims/Occurrences (no losses)	5	5	5
Total Claims/Occurrences	9	14	10
Median number of working days from date in which the claim/loss occurs to when the claim/loss is reported to the insurance carrier	5	3	2
Premium dollars expended (all funds)	\$194,224	\$202,314	\$209,595

Town of Mansfield
 Department: Insurance (LAP) - 72000

Description	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Insurance	142,715	143,200	143,200	139,810	204,020
TOTAL EXPENDITURES	142,715	143,200	143,200	139,810	204,020

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 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Expenditures:					
Misc Expenses & Fees		200,900	62,890		105,000
TOTAL EXPENDITURES		200,900	62,890		105,000

**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 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Other Financing Uses:					
Other Operating	5,000	5,000	5,000	5,000	5,000
Other Operating - Revaluation		25,000	25,000	25,000	25,000
Other Oper-Downtown Partn	125,000	125,000	125,000	125,000	125,000
Parks & Recreation Fund	442,000	455,430	455,430	455,430	482,450
Debt Service Fund	675,000	325,000	325,000	325,000	285,000
Capital Projects Fund	2,164,330	1,351,240	1,720,810	1,588,740	1,408,740
Storrs Center Reserve	168,360	228,640	228,640	228,640	228,640
Cemetery Fund		36,000	36,000	36,000	20,000
Medical Pension Trust Fund	80,000	42,000	42,000	42,000	42,000
Transit Services Fund		117,560	117,560	124,830	132,050
TOTAL EXPENDITURES	3,659,690	2,710,870	3,080,440	2,955,640	2,753,880

CAPITAL PROGRAM

Town of Mansfield

Capital Improvement Program Introduction

For FY 2015/16 to 2019/20

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 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 2015/16**

	FY 14/15 Amended	FY 15/16 Adopted
Estimated Revenues:		
Capital Non-Recurring Reserve Fund (CNR)	\$ 1,873,600	\$ 1,900,470
Town Aid Road Grant	242,000	130,000
Infrastructure Grant (LOCIP)	192,490	184,930
Federal and State Grants	233,530	
Other	107,400	108,500
Bonds	9,000,000	
	\$ 11,649,020	\$ 2,323,900

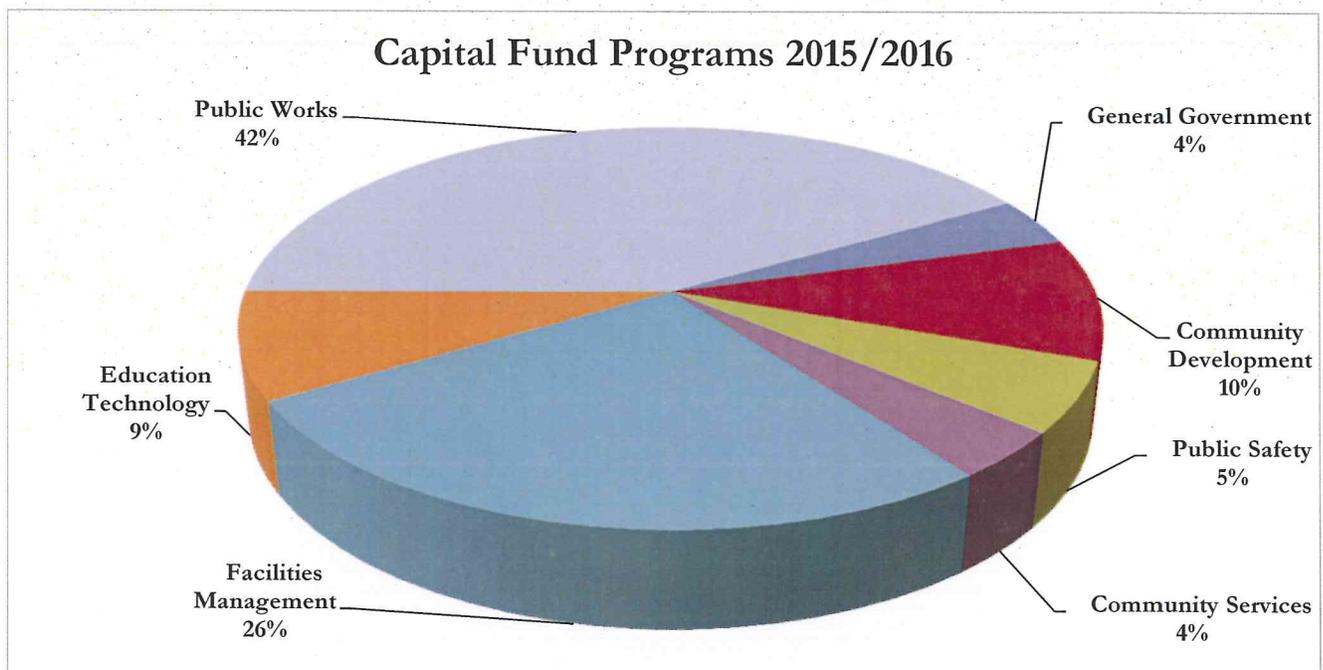
	FY 14/15 Amended	FY 15/16 Adopted
Estimated Expenditures:		
General Government	\$ 95,000	\$ 91,100
Facilities Management (Town/Schools)	420,000	616,700
Public Safety	506,000	130,000
Public Works	804,500	969,000
Community Services	128,200	88,500
Community Development	9,495,320	228,600
Education	200,000	200,000
	\$ 11,649,020	\$ 2,323,900

Town of Mansfield
Adopted Capital Projects Fund Financing Plan - 2015/16

	Budget 2015/16	LOCIP	CNR Fund	Other Funds	Town Aid Road Fund
General Government					
Fleet Vehicle - Building/Housing	26,100		26,100		
Furniture & Fixtures	15,000		15,000		
Software	45,000		45,000		
Strategic Planning	5,000		5,000		
Total General Government	91,100	-	91,100	-	-
Facilities Management					
Town					
Comm Center Building Repairs	39,200		39,200		
Day Care Building Repairs	20,000		20,000		
Fire Stations Building Repairs	100,000		100,000		
Joshua's Trust Building Repairs	2,500		2,500		
Library Building Repairs	100,000		100,000		
Maintenance Projects	15,000		15,000		
Public Works Building Repairs	10,000		10,000		
Roof Repairs	30,000		30,000		
Senior Center Building Repairs	40,000		40,000		
Town Hall Building Repairs	60,000		60,000		
Education					
School Building Maintenance	200,000		200,000		
Total Facilities Management	616,700	-	616,700	-	-
Public Safety					
Fire and Emergency Services					
Automated Chest Compression Units	48,000		48,000		
Commerical Gear Washer	8,000		8,000		
Communication Equipment	6,000		6,000		
Fire Hose	10,000		10,000		
Fire Ponds	6,000		6,000		
Personal Protective Equip.	20,000		20,000		
Personnel Accountability Software	12,000		12,000		
Rescue Equipment	20,000		20,000		
Total Public Safety	130,000	-	130,000	-	-
Public Works					
Fueling Station	500,000		500,000		
Road/Resurfacing	373,000	184,930	58,070		130,000
Scale for Front End Loader	10,000			10,000	
Storrs Center Equipment	10,000			10,000	
Trees	6,000		6,000		
Vac all Truck	70,000		25,000	45,000	
Total Public Works	969,000	184,930	589,070	65,000	130,000

**Town of Mansfield
Adopted Capital Projects Fund Financing Plan - 2015/16**

	Budget 2015/16	LOCIP	CNR Fund	Other Funds	Town Aid Road Fund
Community Services					
Fitness - Equipment	43,500			43,500	
Park Improvements	20,000		20,000		
Playground Surfacing	5,000		5,000		
Senior Center Chairs	20,000		20,000		
Total Community Services	88,500	-	45,000	43,500	-
Community Development					
Storrs Center Reserve	228,600		228,600		
Total Community Develop.	228,600	-	228,600	-	-
Education					
Technology Infrastructure	200,000		200,000		
Total Education	200,000	-	200,000	-	-
TOTAL C.I.P. 2015/16	\$ 2,323,900	\$ 184,930	\$ 1,900,470	\$ 108,500	\$ 130,000



Town of Mansfield
Capital Improvements Program Narrative
FY 2015/16

Fleet Vehicle – Building/Housing - \$26,100

Funding is proposed for the replacement of the existing Ford Ranger which has over 100,000 miles and increasing maintenance costs. The new vehicle requires high clearance and all weather/terrain capability.

Furniture & Fixtures - \$15,000

This appropriation will be used for replacing older furniture in the Town Hall.

Software - \$45,000

Our new permitting and code enforcement software (CSI) will provide an efficient work flow to enhance information access for the public and maximize staff productivity. Some of the capabilities will include optional online filing for the public, the ability for citizens to optionally check on the status of their application at any time and make payments online, a work management system that supports collaboration efforts across departments, integration with the Town's GIS and CAMA systems, automated report generation, and tracking of information such as inspections, investigations and citations. Also under this account we are completing the final components of our financial software updates, most notably the completion of the updating of our CAMA system (originally from 1997).

Strategic Planning - \$5,000

This appropriation will provide funding, if needed, for strategic planning and related expenses. Potential uses include professional and technical expertise to assist in reviewing police service alternatives.

Community Center Building Repairs & Improvements - \$39,200

The Community Center, along with other town buildings, is beginning to need facility repairs. Funding is proposed to begin accumulating a reserve for which to draw on when repairs are needed. \$5,000 of this funding will begin the reserve and the remainder will be put towards carpet replacement with new rubber flooring in the fitness center, carpet replacement with new tile in the reception area and phase one of a locker replacement.

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

Funding will be used for carpet replacement since it is at or nearing its useful life in the hallway and in the office main desk area. Any residual funding will be used for improvements in energy efficiencies upgrades or additions.

Fire Stations Building Repairs & Improvements - \$100,000

Funding will be used for the replacement cement floor at Fire Station #107. The floor is not rated to hold the current load that is required. Funding will also be used to replace the roof at Fire Station #207, which is past its useful life and needs to be replaced. Fire Station #307 is slated to have the oil tank removed this year. We are planning on converting the building over to LP gas and installing an above ground tank.

Joshua's Trust - \$2,500

A replacement alarm system that will include temperature monitoring will be installed to replace the one that the prior occupant had in the building.

Library Building Repairs & Improvements - \$100,000

Funding will be used to upgrade the building's fire panel. The current panel has parts that are failing and are hard to find for replacement. It is also a proprietary system, allowing only one vendor to repair at a premium. We would replace the panel with newer technology and non-proprietary.

Maintenance Projects - \$15,000

These funds would be used for small projects and emergency repairs that come up throughout the year.

Public Works Building Repairs & Improvements - \$10,000

Support beams are rusting in some areas and should be evaluated by a structural engineer for proper repair if needed. The ducts have not been cleaned on the heating and air conditioning systems and should be done on a regular interval.

Roof Repairs – Town Buildings - \$30,000

This appropriation is used to fund minor roof maintenance.

Senior Center Building Repairs & Improvements - \$40,000

The exterior wood has some rot in the wood that needs to be replaced; this work would include re-staining the exterior. Funding will also be used for flooring replacement in the large meeting room, which is beyond its useful life.

Town Hall Building Repairs & Improvements - \$60,000

Funding will be used for exterior painting of the Town Hall building. The building has not received a complete scraping and painting for over ten years. Funding will also be used for the boiler room piping, to replace valves that are almost impossible to open and shut, and to replace some piping. \$10,000 of this funding will also be set aside for the Town Clerk's vault climate control system, which has been building over the past couple fiscal years.

School Building Maintenance - \$200,000

This will be the third year of a 5-year plan to address critical maintenance and infrastructure needs in the four school buildings. This appropriation will fund exterior painting for the metal soffit at the middle school, as well as some elevator improvements needed to keep the elevator in running order. This funding will also be used for some flooring replacement and water system repairs.

Automated Chest Compression Unit - \$48,000

This request seeks funding for 3 portable devices that deliver automated chest compressions to improve blood flow in victims of cardiac arrest. Studies have shown that the effectiveness of manual chest compressions can be reduced over time as a patient is transported to a hospital. In a mobile environment, rescuers can be safely seated-belted in the back of an ambulance while the automated unit delivers consistent chest compressions.

Commercial Gear Washer - \$8,000

The department's current machine is approximately 15 years old and we are experiencing mechanical problems that result in lengthy downtime due to difficulty in obtaining parts. The machine is used to clean personal protective equipment and work station uniforms that have been exposed to products of combustion or blood and body fluids.

Communication Equipment - \$6,000

This request is for the annual replacement of equipment that has reached the end of its service life and to address shortages of inventory as communication needs have grown. The department requires a variety of communication equipment (pagers, mobile radios, portable radios, etc.) to conduct effective operations at incidents. Reliable communications are critical to resolving emergencies and ensuring the safety of the public and department personnel.

Fire Hose - \$10,000

Fire hose is service tested annually to certify that it is capable of performing when needed. Between annual testing and use under extreme conditions during which damage occurs, periodic replacement is necessary. This funding request seeks to maintain a minimum complement of firefighting hose to replace hose that has either failed during annual testing or been damaged during use. We continue to pursue grant funding through FEMA to implement a replacement of the entire inventory of hose that is older than ten (10) years.

Fire Ponds - \$6,000

These funds will be used to upgrade fire ponds for use by the fire department as a source of water for firefighting operations. Upgrades may include the purchase of equipment and components for installation of dry hydrants, improving access for fire apparatus and improving the capacity of a particular pond.

Personal Protective Equipment - \$20,000

This appropriation provides for an on-going program 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.

Personnel Accountability System - \$12,000

The objective of this project is to implement an on-scene, automated accountability system that is simple yet scalable to meet the unique needs of each type of emergency incident. The preferred solution will provide compatibility on a local, regional and state level and afford interoperability with multiple responding agencies. Tracking personnel and resources at emergency incidents, while maintaining site security at incidents, improves safety for all responders.

Rescue Equipment - \$20,000

The department has a variety of rescue equipment (Hurst tools, rescue air bags, stabilizers, etc.) that require updating or replacement. Regular annual service testing frequently reveals equipment that needs to be replaced. Also, new technologies and materials used in motor vehicle design and construction often require updates to specific tools and equipment needed to meet the challenges encountered during emergency rescue operations.

Fueling Station - \$500,000

This appropriation will provide funds for the replacement of the existing fuel pump and two underground fuel storage tanks at the Town garage. The underground storage tanks must be removed before they are 30 years old or DEEP will red tag the tanks and require removal within 90 days. Both tanks are 29 years old and the diesel tank is contaminated and no longer used. These funds will be used to bid a project that will remove the two tanks and build a new environmentally compliant fueling station with the installation of an above ground split fuel storage tank (holds both diesel and gasoline), spill containment system, canopy, fuel tracking software and hardware, concrete pad and asphalt paving.

Road Resurfacing – \$373,000

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.

Scale for Front End Loader - \$10,000

These funds will be used to purchase a scale to measure the weight of each load put onto a vehicle by the front end loader. Primary use will be to track treated salt usage to ensure we are efficiently using it. Use of the scale will also ensure trucks are not overloaded which can create both safety and mechanical issues.

Storrs Center Equipment - \$10,000

This appropriation will fund the purchase of a small push sidewalk vacuum to clean sidewalks and vacuum debris from tree wells.

Trees - \$6,000

This appropriation will provide funds to remove public trees that have become hazards and planting new Town trees.

Vac All Truck - \$70,000

This appropriation will pay for the Town's participation in the Intertown Capital Equipment Purchase Incentive (ICE) Program with Coventry and the State. 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%) and continue to share use per current arrangement.

Fitness Equipment - \$43,500

This appropriation will fund the replacement of exercise equipment that is currently being used beyond normal depreciation and life expectancy and is on schedule 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 which are obtained to make improvements to the Town's parks.

Playground Surfacing - \$5,000

This appropriation will provide funds to replace the specialty engineered wood fiber at the Town's playscapes that are required for safety reasons. This material is renewed annually so that the surfaces under the equipment meet current safety standards.

Senior Center Chairs - \$20,000

This appropriation will be used to purchase approximately 120 commercial grade chairs. Many of the current chairs are broken or have loose parts. The chairs are not very stackable and can become tripping hazards when the room is in use for other activities.

Storrs Center Reserve - \$228,600

This appropriation will be used for one time expenditures such as building inspection and fire prevention personnel for Storrs Center projects.

Technology Infrastructure - \$200,000

This will be the third year of a 5-year plan to address critical technology infrastructure needs in the four school buildings. In the Fiscal Year 2015/16 budget, we have identified a number of specific items in our plan details. Projects include critical network infrastructure updates including fiber optic cabling, copper cabling and servers. Additionally, we will implement overdue equipment replacement cycle needs at the four schools.

Town of Mansfield
Impact of 2015/16 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.

The most significant project is the replacement and upgrade of the fueling station at the Public Works Garage for \$500,000. As noted above, this project will also remove two underground fuel storage tanks, eliminating the need for costly contamination insurance and underground leak detection equipment. We also anticipate reduced maintenance and operational costs that comes with newer equipment.

Town of Mansfield
 Capital Projects Committee
 Adopted Five Year Capital Improvements Program
 2015/16 - 2019/20

	Adopted 2014/15	Adopted 2015/16	Future Projects			
			2016/17	2017/18	2018/19	2019/20
<u>SUMMARY OF PROGRAMS</u>						
General Government	\$ 95,000	\$ 91,100	\$ 85,000	\$ 75,000	\$ 75,000	\$ 75,000
Facilities Management	420,000	616,700	525,000	325,000	325,000	325,000
Public Safety	506,000	130,000	412,000	838,400	823,000	1,100,100
Public Works	804,500	969,000	874,000	897,100	960,000	965,000
Community Services	128,200	88,500	126,000	107,400	119,300	145,300
Community Development	9,495,320	228,600	231,600	232,100	232,100	-
Education	200,000	200,000	200,000	-	-	-
Total CIP	<u>\$ 11,649,020</u>	<u>\$ 2,323,900</u>	<u>\$ 2,453,600</u>	<u>\$ 2,475,000</u>	<u>\$ 2,534,400</u>	<u>\$ 2,610,400</u>

SUGGESTED SOURCES OF FINANCING

Bonds	\$ 9,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Nonrecurring Reserve Fund	1,873,600	1,900,470	2,078,600	2,128,600	2,178,600	2,228,600
Federal & State Grants	233,530	-	-	-	-	-
LOCIP Grant	192,490	184,930	184,000	184,000	184,000	184,000
Town Aid Road Fund	242,000	130,000	130,000	130,000	130,000	130,000
Other	107,400	108,500	61,000	32,400	41,800	67,800
Total Financing	<u>\$ 11,649,020</u>	<u>\$ 2,323,900</u>	<u>\$ 2,453,600</u>	<u>\$ 2,475,000</u>	<u>\$ 2,534,400</u>	<u>\$ 2,610,400</u>

Town of Mansfield
Adopted Five Year Capital Improvement Program
2016/2020

	Adopted		Future Projects			
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
GENERAL GOVERNMENT						
Fleet Vehicle - Building/Housing		26,100				
Future Projects			5,000	5,000	5,000	5,000
Furniture	10,000	15,000	15,000	15,000	15,000	15,000
Pool Cars	30,000		25,000	25,000	25,000	25,000
Software	65,000	45,000	30,000	20,000	20,000	20,000
Strategic Planning		5,000	10,000	10,000	10,000	10,000
Total Gen. Govt.	105,000	91,100	85,000	75,000	75,000	75,000
FACILITIES MANAGEMENT						
Town						
Comm Center Building Repairs	5,000	39,200	30,000	30,000	30,000	30,000
Daycare Building Repairs		20,000	30,000	30,000	30,000	30,000
Emergency Generators	50,000					
Fire Stations Building Repairs	33,000	100,000	90,000	90,000	90,000	90,000
Historical Society Building Repairs			5,000	5,000	5,000	5,000
Joshua's Trust - alarm		2,500	5,000	5,000	5,000	5,000
Library Building Repairs	25,000	100,000	25,000	25,000	25,000	25,000
Maintenance Projects	15,000	15,000	30,000	30,000	30,000	30,000
Public Works Building Repairs		10,000	25,000	25,000	25,000	25,000
Roof Repairs - All Town Buildings	20,000	30,000	30,000	30,000	30,000	30,000
Security Improvements	10,000					
Senior Center Building Repairs	8,000	40,000	30,000	30,000	30,000	30,000
Town Hall Building Repairs	4,000	60,000	25,000	25,000	25,000	25,000
Vault Climate Control	10,000					
Education						
Elem. School Cleaning Equip	10,000					
Outdoor Tractor Replacement	20,000					
School Building Maintenance	200,000	200,000	200,000			
Total Facilities Management	410,000	616,700	525,000	325,000	325,000	325,000
PUBLIC SAFETY						
Fire and Emergency Services						
Automated Chest Compression Units		48,000				
Commerical Gear Washer	-	8,000				
Communication Equipment	10,000	6,000	5,000	5,000	10,000	10,000
Fire Hose		10,000	10,000	10,000	10,000	10,000
Fire Ponds	7,000	6,000	7,000	7,000	10,000	10,000
Fire/EMS Utility Terrain Vehicle	32,000					
Keyboxes	9,000					
Personal Protective Equipment	25,000	20,000	20,000	30,000	50,000	50,000
Personnel Accountability System	8,000	12,000				
Power Load Cot Fastening System	83,000					

Town of Mansfield
Adopted Five Year Capital Improvement Program
2016/2020

	Adopted		Future Projects			
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
PUBLIC SAFETY (continued)						
Replacement of 79MF						40,000
Replacement of 83MF			40,000			
Replacement of Service 107					60,000	
Replacement of Ambulance 607			230,000		80,000	80,000
Replacement of ET 107			100,000	500,000		
Replacement of ET 507	300,000					
Replacement of Squad 207					93,400	529,100
Replacement of Rescue 107				236,400	353,600	
Replacement of Rescue 207						250,000
Replacement of SCBA	12,000			50,000	100,000	100,000
Rescue Equipment	20,000	20,000			31,000	
Thermal Imager Cameras						21,000
Animal Control						
Van					25,000	
Total Public Safety	506,000	130,000	412,000	838,400	823,000	1,100,100
PUBLIC WORKS						
Bobcat	20,000					
Bridges	15,000			5,000		
Bucket Loader			110,000	110,000		
Engineering CAD Upgrades			25,000	25,000	25,000	25,000
Engineering Plotter/Scanner/Copier			20,000			
Engineering Project Software				25,000		
Fueling Station		500,000				
Guiderails Imprv/Replace	8,500		20,000	25,000	10,000	20,000
Large Dump Trucks w/plows	165,000		190,000		195,000	
Medium Dump Trucks					65,000	
Mowers and Attachments	15,000		30,000	30,000	35,000	35,000
Pickup/small dump trucks				35,000	35,000	
Road Drainage	50,000		50,000	60,000	50,000	75,000
Road Grader						50,000
Road/Resurfacing	330,000	373,000	385,000	425,000	425,000	425,000
Sanders for Trucks	6,000		4,000			
Scale for Front End Loader		10,000				
Storrs Center Equipment	65,000	10,000		53,000		50,000
Street Sweeper					50,000	170,000
Transp/Walkways per Town's Priority	110,000		30,000	94,100	60,000	100,000
Trees	10,000	6,000	10,000	10,000	10,000	15,000
Vac all Truck (share with Coventry)		70,000				
Wincog Equipment - Regional	10,000					
Total Public Works	804,500	969,000	874,000	897,100	960,000	965,000

Town of Mansfield
Adopted Five Year Capital Improvement Program
2016/2020

	Adopted		Future Projects			
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
COMMUNITY SERVICES						
Community Center - Misc/Other	26,000					
Fitness - Equipment	37,200	43,500	61,000	32,400	41,800	67,800
Park Improvements	20,000	20,000	20,000	30,000	30,000	30,000
Playground Surfacing - 85824	5,000	5,000	5,000	5,000	7,500	7,500
Playscapes - New/Replacements	40,000	-	40,000	40,000	40,000	40,000
Senior Center - Chairs		20,000				
Total Community Services	128,200	88,500	126,000	107,400	119,300	145,300
COMMUNITY DEVELOPMENT						
Fern Road Bus Garage	10,000					
Four Corners Sewer/Water Improv.	9,000,000					
Future Projects - Local Share			3,000	3,500	3,500	
HUD Community Challenge Grant	206,720					
Mansfield Tomorrow	20,000					
NextGen Conn Comm Impact	30,000					
Storrs Center Reserve	228,600	228,600	228,600	228,600	228,600	
Total Community Development	9,495,320	228,600	231,600	232,100	232,100	-
EDUCATION						
Technology Infrastructure	200,000	200,000	200,000			
Total Education	200,000	200,000	200,000	-	-	-
TOTAL C.I.P.	\$ 11,649,020	\$ 2,323,900	\$ 2,453,600	\$ 2,475,000	\$ 2,534,400	\$ 2,610,400
Funding:						
Bonds	9,000,000	-	-	-	-	-
CNR Fund	1,645,000	1,671,870	1,850,000	1,900,000	1,950,000	2,000,000
CNR Fund - Storrs Center Reserve	228,600	228,600	228,600	228,600	228,600	228,600
Federal and State Grants	233,530					
LoCIP	192,490	184,930	184,000	184,000	184,000	184,000
Town Aid Road Fund	242,000	130,000	130,000	130,000	130,000	130,000
Other Funds - P & R	42,400	43,500	61,000	32,400	41,800	67,800
Other Funds - Storrs Ctr Reserve	65,000	65,000				
TOTAL FUNDING:	\$ 11,649,020	\$ 2,323,900	\$ 2,453,600	\$ 2,475,000	\$ 2,534,400	\$ 2,610,400

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 2014/2015 Accomplishments

- Revenue highlights of the Fund are as follows: General Fund contribution of \$1,817,380; Pequot/Mohegan grant funding of \$230,219; ambulance service fees projected at \$275,000.
- Planned (transferred) uses of the Fund are as follows: \$2,111,100 to the Capital Fund for capital projects; \$185,000 to the Management Services Fund for technology equipment replacement; \$36,000 to the Compensated Absences Fund.

FY 2015/2016 Trends & Key Issues

In recent years the Town has been working towards discontinuing the use of the CNR Fund to support expenditures which do not meet our definition of capital or “one-time” expenditures. The FY 2015/16 Budget proposes that only capital items 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:

- \$1,900,470 to fund capital projects.
- \$185,000 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 2015/16

	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual	Estimated	Projected	Projected	Projected	Projected	Projected
Sources:							
General Fund Contribution	\$ 2,332,690	\$ 1,817,380	\$ 1,637,380	\$ 1,800,000	\$ 1,850,000	\$ 1,900,000	\$ 1,950,000
Board Contribution	120,000						
Ambulance User Fees	233,599	275,000	275,000	275,000	275,000	275,000	275,000
Other	14,400						
Insurance Refund							
Sewer Assessments	912	-	500	500	500	500	500
Pequot Funds	205,985	230,219	209,560	209,560	209,560	209,560	209,560
Total Sources	2,907,586	2,322,599	2,122,440	2,285,060	2,335,060	2,385,060	2,435,060
Uses:							
Operating Transfers Out:							
Management Services Fund	175,000	185,000	185,000	200,000	200,000	200,000	200,000
Property Tax Revaluation Fund	25,000						
Capital Fund	2,508,069	1,882,500	1,671,870	1,850,000	1,900,000	1,950,000	2,000,000
Capital Fund - Storrs Center Reserve	168,360	228,600	228,600	228,600	228,600	228,600	228,600
Capital Fund - Replacement Fire Truck							
Parks & Recreation Operating Subsidy							
Compensated Absences Fund	36,000	36,000					
Total Uses	2,912,429	2,332,100	2,085,470	2,278,600	2,328,600	2,378,600	2,428,600
Excess/(Deficiency)	(4,843)	(9,501)	36,970	6,460	6,460	6,460	6,460
Fund Balance/(Deficit) July 1	118	(4,725)	(14,226)	22,744	29,204	35,664	42,124
Fund Balance, June 30	\$ (4,725)	\$ (14,226)	\$ 22,744	\$ 29,204	\$ 35,664	\$ 42,124	\$ 48,584

BUDGET RESOLUTIONS

ADOPTION OF FISCAL YEAR 2015/16 BUDGET

RESOLVED: That the General Fund Budget for the Town of Mansfield, appended totaling \$38,444,120 is hereby adopted as the operating budget for the Town of Mansfield for the fiscal year July 1, 2015 to June 30, 2016.

RESOLVED: That the Capital Fund Budget for the Town of Mansfield, appended totaling \$2,323,900 is hereby adopted as the capital improvements to be undertaken during fiscal year 2015/16 or later years.

RESOLVED: That the proposed Capital and Non-Recurring Reserve Fund Budget for fiscal year July 1, 2015 to June 30, 2016 in the amount of \$2,085,470 be adopted.

APPROPRIATIONS ACT

RESOLVED: That the General Fund Budget for the Town of Mansfield for fiscal year July 1, 2015 to June 30, 2016 in the amount of \$38,444,120 which was adopted by the Council on June 22, 2015, be appropriated 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, 2015 to June 30, 2016 and said sums shall be paid by the Town to the Regional School District as they become available.

RESOLVED: That the proposed Capital Fund Budget for fiscal year July 1, 2015 to June 30, 2016 in the amount of \$2,323,900 which was adopted by the Council on June 22, 2015, be appropriated 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 Capital and Non-Recurring Reserve Fund Budget for fiscal year July 1, 2015 to June 30, 2016 in the amount of \$2,085,470 which was adopted by the Council on June 22, 2015, be appropriated and that the sums estimated and set forth in said budget be appropriated for the purpose indicated.

TOWN AID ROAD

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

	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Estimated	FY 15/16 Adopted
Revenues:				
Town Aid - Grant	\$ 423,034	\$ 423,030	\$ 423,034	\$ 400,000
Total Revenues	423,034	423,030	423,034	400,000
Expenditures:				
Snow Overtime				120,000
Temporary Help	42,700	42,700	29,000	
Overtime	27,200	27,200	27,200	
Sand/Gravel/Cement	33,481	15,000		
Pipe/Culvert	3,084			
Chemicals	74,735	80,000	142,791	120,000
Signs and Signals	12,425	7,000	8,668	
Contracted Road Striping	28,422	30,000	12,646	
Street Cleaning Supplies	3,013	4,300		
Building Supplies		1,250		
Paint Supplies		100		
Grounds Supplies	2,027	2,750	2,780	
Tools		100		
Tree Removal & Replacement	16,104	10,000		
Equipment Rental (Snow Hauling)				30,000
Transfer to Capital	242,000	242,000	242,000	130,000
Total Expenditures	485,191	462,400	465,085	400,000
Revenues (Over)/Under Expenditures	(62,157)	(39,370)	(42,051)	-
Fund Balance, July 1	114,354	52,197	52,197	10,146
Fund Balance, June 30	\$ 52,197	\$ 12,827	\$ 10,146	\$ 10,146

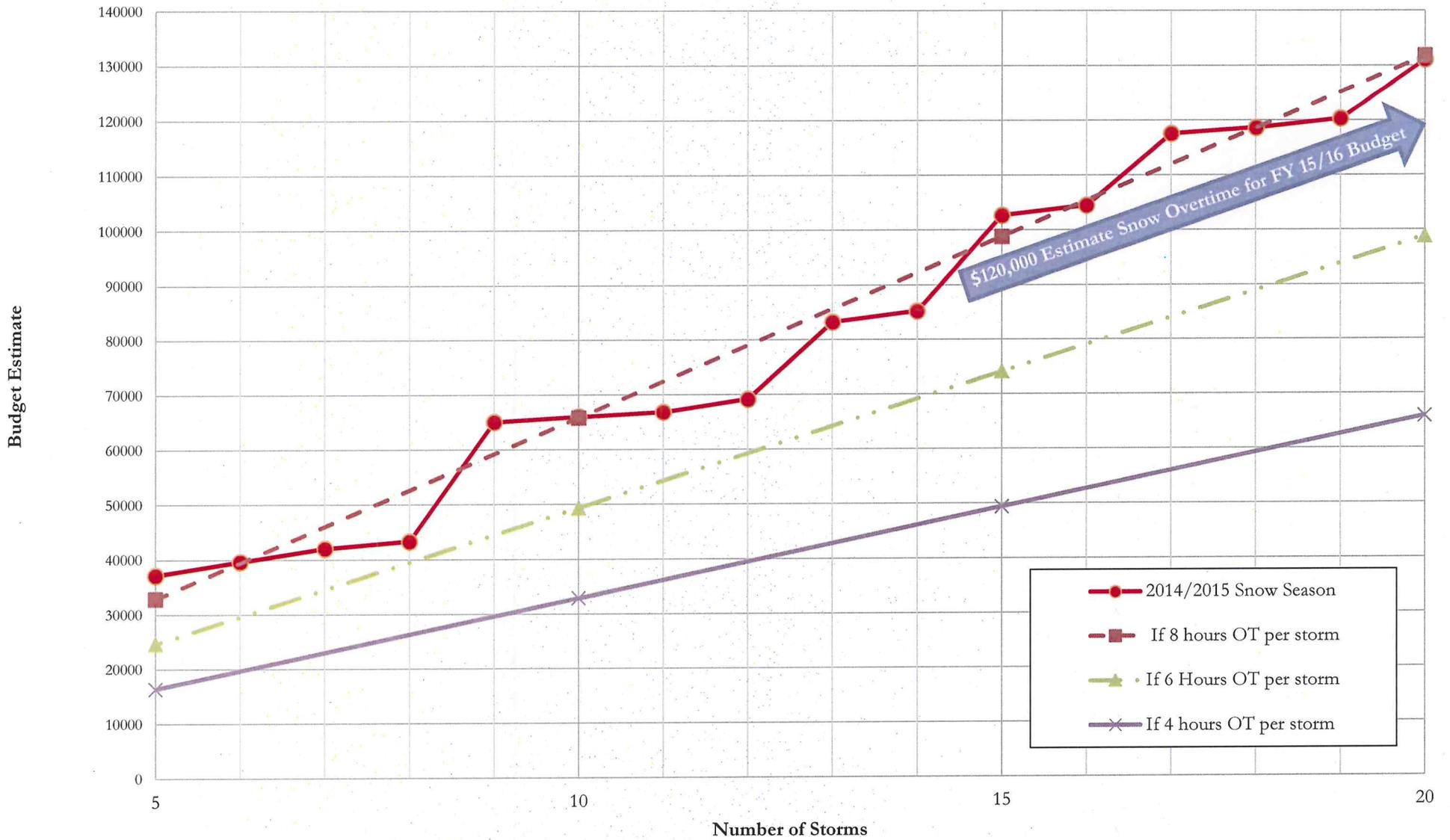
Program Purpose and Description

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 FY15/16 reflects the current State estimates.

Snow Removal Overtime Budget Analysis (FY 14/15)



**PARKS & RECREATION
PROGRAM FUND**

PARKS AND RECREATION – FUND 260

It is the mission of the Department of Parks and Recreation 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.

It is the mission of the Community Center 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 2014/2015 Accomplishments

- Visitation to the Community Center remained high, with total attendance at 212,542.
- 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.
- Installed security cameras at two town parks. ♦
- Assumed responsibility for day-to-day management of the Fee Waiver Program. Implemented numerous administrative changes to improve resident access to the Program while containing costs.

FY 2015/2016 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. Economic factors continue to make program and membership growth challenging. There will be a continued 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 2015/2016 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 potential property acquisitions with Open Space Preservation Committee and/or Parks Advisory Committee.
- Create and update management plans for Town-wide 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.
- Meet quarterly with area Parks and Recreation departments to generate opportunities for equipment sharing.
- Meet quarterly with area Parks and Recreation departments to promote area-wide seasonal events.
- Seek opportunities for programming partnerships.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.
Parks and Recreation = linkage to Recreation, Health & Wellness; Education & Early Childhood Services; Sustainability & Planning; Regionalism; and Historic & Rural Character, Open Space & Working Farms.

Parks and Recreation

	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Adopted
Parks			
Open space and passive recreation (in acres)	1,954.19	1,963.34	2,042.34
Active recreation parks (in acres)	100.10	100.10	100.10
Total parks - including land and water (in acres)	2,054.29	2,063.44	2,142.44
Recreation			
Community Center members	4,287	4,350	5,000
Community Center memberships	2,013	2,026	2,280
Community Center visits	212,542	220,000	225,000
Youth programs offered	371	370	370
Youth program participants	3,991	4,000	4,000
Aquatics programs offered	223	220	220
Aquatics program participants	1,548	1,500	1,500
Fitness programs offered	322	320	320
Fitness program participants	1,908	1,950	2,000
Adult programs offered	57	60	60
Adult program participants	519	520	520
Special community events offered	13	15	15
Special community event participants	1,417	1,400	1,500

**Mansfield Parks and Recreation Fund
Staffing**

	FY 13/14 Actual	FY 14/15 Budget	FY 14/15 Estimated	FY 15/16 Projected
<u>EMPLOYEES - 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	1.00	1.00	0.25	-
Recreation Supervisor - Aquatics			0.75	1.00
Recreation Supervisor	1.00	1.00	1.00	
Recreation Coordinator	1.00	1.00	1.00	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
Parks Coordinator	0.58			
Natural Resources & Sustainability Coordinator		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>EMPLOYEES - Part time NB, FTE</u>				
Weekend/Evening Facility Supervisors	1.17	1.26	1.09	1.05
Receptionists	2.52	2.77	2.48	2.47
Custodians	1.07	1.07	1.13	0.86
Teen Center	0.62	0.59	0.59	0.59
Lifeguards	7.47	7.45	8.18	8.08
Fitness Attendants	3.04	3.30	2.97	2.80
TOTAL	15.89	16.44	16.44	15.85
<u>PROGRAM STAFF - Part time NB, FTE</u>	12.75	13.79	13.79	12.72
TOTAL Parks and Recreation Fund FTE	39.93	41.52	41.52	39.86

Mansfield Parks and Recreation Fund
Estimated Balance Sheet
As of June 30, 2015 and June 30, 2016
(with comparative totals for June 30, 2014)

	June 30,		
	2014	2015	2016
	Actual	Estimated	Projected
<u>Assets</u>			
Cash	\$ 285,956	\$ 222,862	\$ 229,162
Accounts Receivable	15,992		
Total Assets	\$ 301,948	\$ 222,862	\$ 229,162
<u>Liabilities and Fund Balance</u>			
Liabilities:			
Accounts Payable	\$ 12,092	\$ -	\$ -
Due to Other Funds	6,977		
Total Liabilities	19,069	-	-
Fund Balance:			
Deferred Revenue	120,457	100,000	100,000
Unassigned	162,422	122,862	129,162
Total Fund Balance	282,879	222,862	229,162
Total Liabilities and Fund Balance	\$ 301,948	\$ 222,862	\$ 229,162

Mansfield Parks and Recreation Fund
Estimated Revenues, Expenditures, and Changes in Fund Balance
As of June 30, 2015 and June 30, 2016
(With comparative totals as of June 30, 2014)

	FY 13/14 Actual	FY 14/15 Budget	FY 14/15 Estimated	FY 15/16 Projected
Revenues:				
Membership Fees	\$ 776,364	\$ 876,000	\$ 876,000	\$ 899,640
Program Fees	727,430	752,730	733,200	831,940
Fee Waivers	134,646	125,000	64,200	70,220
Daily Admission Fees	57,455	55,500	47,560	51,780
Rent - Facilities/Parties	35,994	27,300	35,300	38,310
Employee Wellness	18,000	20,160	20,160	20,160
Rent - E.O. Smith	11,100	16,880	16,880	16,880
Charge for Services (Mansfield)	10,540	10,000	10,000	10,000
Contributions	2,708	4,000	4,750	5,000
Sale of Merchandise	4,081	3,000	3,000	4,000
Sale of Food	2,434	3,400	3,400	3,400
Other	4,436	4,400	4,400	4,400
Total Revenues	1,785,188	1,898,370	1,818,850	1,955,730
Operating Transfers In:				
General Fund - Recreation Admin	317,000	325,430	325,430	352,450
General Fund - Community Programs	75,000	75,000	75,000	75,000
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	2,227,188	2,348,800	2,269,280	2,433,180
Expenditures:				
Salaries & Wages	1,315,637	1,381,300	1,332,370	1,367,110
Benefits	246,251	261,180	262,020	321,500
Professional & Technical	152,811	148,290	158,150	163,780
Purchased Property Services	21,230	33,700	36,900	35,200
Repairs & Maintenance	33,591	34,000	34,000	26,000
Other Purchased Services/Rentals	106,508	120,850	119,420	127,770
Other Supplies	46,589	51,290	51,430	56,400
Energy	144,000	165,000	165,000	176,070
Building Supplies	42,081	49,400	50,650	47,360
Recreation Supplies	54,686	56,800	51,700	50,390
Equipment	57,508	46,080	47,200	55,300
Improvements				
Total Expenditures	2,220,892	2,347,890	2,308,840	2,426,880
Excess/(Deficiency)	6,296	910	(39,560)	6,300
Fund Balance, July 1	156,126	162,422	162,422	122,862
Fund Balance, End of Period	\$ 162,422	\$ 163,332	\$ 122,862	\$ 129,162

**MANSFIELD DISCOVERY
DEPOT, INC.**

Daycare Combined Program Fund
Estimated Revenues, Expenditures and Changes in Fund Balance

	FY 13/14 Actual	FY 14/15 Budget	FY 14/15 Estimated	FY 15/16 Budget
Revenues:				
Fees	\$ 778,357	\$ 970,200	\$ 772,400	\$ 1,042,400
Daycare Grant	332,502	319,119	332,310	319,119
National School Lunch Grant	27,225	34,000	27,800	24,000
DSS Subsidies	55,976	42,500	65,920	42,500
UConn	78,750	78,750	78,750	52,500
School Readiness Program	18,024	18,024	17,340	18,024
Fees - Extended Care	-	-	-	18,000
Fundraising	-	-	-	5,000
Total Revenues	1,290,834	1,462,593	1,294,520	1,521,543
Expenditures:				
Administrative	201,240	204,752	184,620	211,870
Direct Program	1,005,939	1,105,044	1,034,020	1,147,220
Purchased Property Services	16,257	18,250	15,500	20,560
Repairs & Maintenance	3,565	6,500	14,000	6,800
Insurance	8,126	10,833	5,600	10,830
Other Purchased Services	14,688	11,400	11,620	13,360
Food Service Supplies	39,847	39,750	38,580	42,250
Energy	36,000	47,000	47,000	51,700
Supplies & Miscellaneous	16,467	16,850	14,800	18,250
Equipment				3,000
Total Expenditures	1,342,129	1,460,379	1,365,740	1,525,840
Excess/(Deficiency)	(51,295)	2,214	(71,220)	(4,297)
Fund Balance, July 1	302,829	251,534	251,534	180,314
Fund Balance, June 30	<u>\$ 251,534</u>	<u>\$ 253,748</u>	<u>\$ 180,314</u>	<u>\$ 176,017</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.

OTHER OPERATING FUND

Town of Mansfield
Other Operating Fund 270
March 18, 2015

Activity	Balance 7/1/2014	Revenues	Expenditures	Balance 3/18/15
11155 Goodwin Bequest	8,713.75	-	(635.10)	8,078.65
11160 The Blueberry Fund	(37.11)	515.15	(438.24)	39.80
12120 Mansfield Uniform Shirts	-	191.85	(157.40)	34.45
12152 Retirement Reception	10.50	-	-	10.50
15110 Historic Document Preservation	14,005.17	10,554.00	(10,482.67)	14,076.50
16404 Property Revaluation	17,440.60	12,500.00	(31,533.20)	(1,592.60)
21308 Neuter Assist/Education Fund	1,135.21	60.00	-	1,195.21
22180 Restitution Fees	709.50	-	-	709.50
22201 Ambulance Services	-	302,830.12	(121,352.89)	181,477.23
23103 Nuclear Safety Fund Grant	-	3,496.21	(2,747.99)	748.22
30805 Permitting/Enforcement Software	(12,730.44)	36,264.50	-	23,534.06
30901 Maintenance-Sale of property	2,917.13	3,937.18	(89.23)	6,765.08
40359 High Risk Rural Roads Speed Enhancement	-	15,190.00	(14,859.61)	330.39
40360 Square Fair	599.62	1,701.98	(2,301.60)	-
40370 Downtown Partnership	-	-	-	-
40372 MDP - Festival on the Green	24,814.07	13,495.00	(19,140.07)	19,169.00
40376 Holiday DUI Enforcement	-	6,047.18	(22,511.70)	(16,464.52)
40380 Underage Drinking Grant 2013-14	-	35,943.21	(21,770.82)	14,172.39
40381 Neighborhood Assist.Act-Energy	13,596.47	-	-	13,596.47
40382 Neighborhood Assist.Act-Water Harvesting	16,894.71	4,000.00	-	20,894.71
40384 CL&P Clean Energy Program	20,000.00	-	-	20,000.00
40397 Beautification Committee	452.29	-	-	452.29
40398 Mansfield Bike Tour	4,693.16	500.00	-	5,193.16
40441 Elderly Disabled Responsive Transp	105.00	24,754.50	(4,494.64)	20,364.86
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	990.00	6,350.00	(5,850.00)	1,490.00
42157 Children's Grief Group	1,246.98	100.00	-	1,346.98
42158 Holiday Fund	5,550.01	12,139.83	(7,378.33)	10,311.51
42159 Camperships	6,920.82	-	(5,599.00)	1,321.82
42160 Conn Suicide Prevention Grant	-	66.67	-	66.67
42201 Summer Challenge	350.00	-	-	350.00
42209 NECASA	-	4,245.00	(722.89)	3,522.11
42218 Rec. Program Scholarship Fund	4,258.78	30.00	-	4,288.78
42250 Special Needs - Youth Services	2,826.31	500.00	(16.98)	3,309.33
42260 Special Needs - General	12,913.49	5,257.00	(2,924.75)	15,245.74
42262 Community Conversation	957.91	-	(23.37)	934.54
42301 Senior Programs	14,286.74	12,822.25	(13,386.81)	13,722.18
42306 TVCCA Senior Nutrition	-	1,720.00	-	1,720.00
42308 Senior Ctr Veteran's Day	2,891.72	-	(90.94)	2,800.78
42309 Senior Ctr - Herrmann Trust	3,110.62	-	(341.25)	2,769.37
42311 Senior Newsletter	-	800.00	(341.25)	458.75
43200 Friends of Library	19,910.59	13,750.00	(11,323.19)	22,337.40

Town of Mansfield
Other Operating Fund 270
March 18, 2015

Activity	Balance 7/1/2014	Revenues	Expenditures	Balance 3/18/15
43202 Hall Bequest - Mansfield Public Library	14,319.49	-	(1,491.20)	12,828.29
43203 Hall Bequest - Doris Davis Garden	15,321.88	-	-	15,321.88
43331 MPL - Zono Sanitizer	-	11,977.00	(11,977.00)	-
44108 Community Center - Teen Center	1,725.00	-	(1,299.99)	425.01
44109 Land Protection Program	36,943.47	3,245.00	(35,115.70)	5,072.77
44110 Comm Ctr Accessibility	36.82	-	-	36.82
44111 Eagleville Preserve	-	4,716.14	(10.78)	4,705.36
44112 Mount Hope Park	-	6,124.35	(2.86)	6,121.49
44113 Old Spring Hill	-	(4,500.96)	-	(4,500.96)
44115 Schoolhouse Brook Park	-	22,948.74	(4,194.00)	18,754.74
44116 River Park NEPA Tree Grant	289.00	25.00	-	314.00
44117 Moss Sanctuary	242.50	-	-	242.50
44120 Mansfield Community Playground	231,876.97	24,979.76	(8,072.05)	248,784.68
44121 Bicentennial Pond Trail Design	-	699.85	-	699.85
47001 Day Care Non-Grant	136.80	3,900.00	-	4,036.80
47002 Mansfield One Book	(51.23)	-	-	(51.23)
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	(5,728.76)	(3,228.76)
62120 Oak Grove School	5,767.04	16,057.00	(8,939.06)	12,884.98
62144 CT Writing Project	464.98	-	-	464.98
62145 Enhancing Student Achievement	40,007.52	-	(18,073.65)	21,933.87
62151 Goodwin Donations	255.00	2,654.86	(223.70)	2,686.16
62160 Southeast School Donations	-	1,134.37	(578.54)	555.83
62215 MMS Book Fund	20.00	-	-	20.00
62222 Chris Rogers Award-Junior Robotics	-	1,000.00	(998.55)	1.45
62263 Special Education Grants/Tuition	454,814.33	134,076.06	-	588,890.39
62265 Preschool Tuition	51,592.34	-	-	51,592.34
62272 Crepeau MMS Spec. ED.	991.40	-	-	991.40
62275 Graustein Discovery Grant	2,500.00	-	-	2,500.00
62276 Goodwin Greenhouse Fund	205.12	-	-	205.12
62278 Mohegan Tribe Challenge	596.12	-	-	596.12
62280 Graustein Discovery Grant 2015	-	26,622.65	(33,370.32)	(6,747.67)
62282 MPS Birthday Book Buddies	3,194.00	1,695.00	(1,044.17)	3,844.83
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	2,000.00	-	(360.00)	1,640.00
62292 Southeast Buddy Bench	505.50	-	-	505.50
62293 Fisher Family Fund	-	7,112.82	(7,112.82)	-
62294 NE Dairy & Food Council Grant	-	2,332.00	(1,892.46)	439.54
62296 Chris Rogers Award - Vinton	-	1,000.00	-	1,000.00
63403 Suzuki	28,399.40	40,900.00	(34,180.37)	35,119.03
63404 Dorothy C. Goodwin Program	554.90	-	-	554.90
63405 School Use Fund (62609)	(208.84)	450.00	-	241.16
	1,089,280.78	841,411.27	(475,179.90)	1,455,512.15

The 270 Fund is used to account for miscellaneous programs for the Town and School Board.

DEBT SERVICE

DEBT SERVICE FUND – LONG TERM DEBT

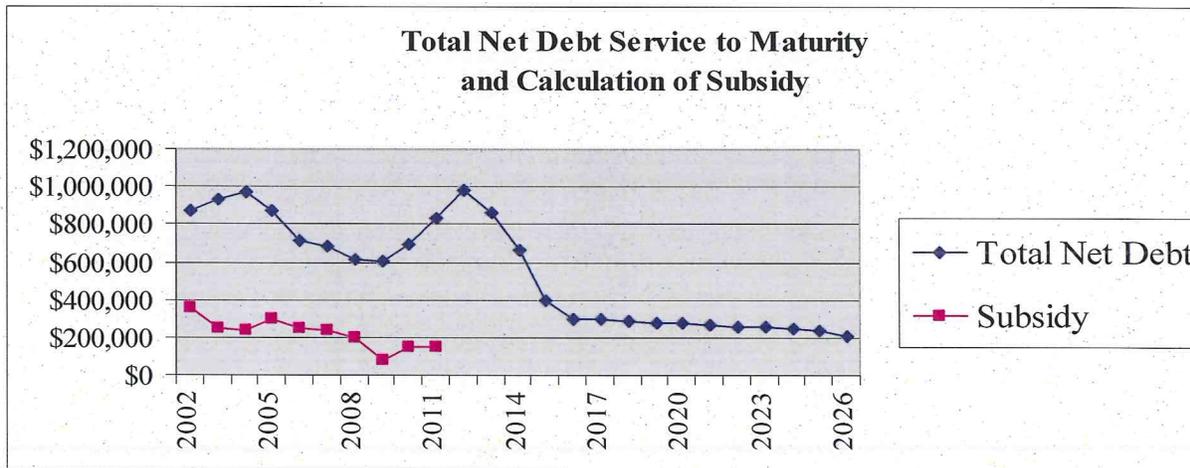
The Debt Service Fund is used to account for the accumulation of resources and the payment of general long-term debt principal, interest and related costs.

FY 2014/2015 Accomplishments

- Ended Fiscal Year 2013/14 with a fund balance of \$101,695.
- Anticipate ending Fiscal Year 2014/15 with a fund balance of \$36,751 after reducing outstanding bonded debt by \$220,000.
- Made final payment on the FY 2009/10 lease purchase, the last outstanding lease purchase agreement.

FY 2015/2016 Trends & Key Issues

The FY 2015/16 Debt Service payment from the General Fund is \$285,000, a reduction of \$40,000 from FY 2014/15. This budget includes debt service payments for the 2011 G.O. bond issue, further reducing outstanding bonded debt by \$220,000. Principal outstanding 6/30/15 is \$2,400,000 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 10/11 Actual	FY 11/12 Actual	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Projected	FY 16/17 Projected	FY 17/18 Projected
Revenues:								
Bonds	\$ 133,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Premium Income	55,542							
Interest on Unspent Balance		1,285						
Total Revenues	188,542	1,285	-	-	-	-	-	-
Operating Transfers In - General Fund	760,000	825,000	825,000	675,000	325,000	285,000	285,000	285,000
Operating Transfers In - CNR Fund	150,000							
Operating Transfers In - MS Fund								
Total Revenues and Operating Transfers In	1,098,542	826,285	825,000	675,000	325,000	285,000	285,000	285,000
Expenditures:								
Principal Retirement	455,000	460,000	460,000	145,000				
Interest	64,765	45,656	25,900	5,220				
Principal Retirement - GOB 2011				220,000	220,000	220,000	220,000	220,000
Interest - GOB 2011		91,706	93,525	93,525	86,925	80,325	73,725	67,125
Lease Purchase - Co-Gen/Pool Covers	64,129	78,134	78,134					
Lease Purchase - CIP Equip 08/09	113,886	113,886	113,886	113,886				
Lease Purchase - CIP Equip 09/10	87,617	87,617	70,641	58,019	58,019			
Financial/Issuance Costs	110,206							
Total Expenditures	895,603	876,999	842,086	635,650	364,944	300,325	293,725	287,125
Revenues and Other Financing Sources Over/(Under) Expend	202,939	(50,714)	(17,086)	39,350	(39,944)	(15,325)	(8,725)	(2,125)
Fund Balance, July 1	(72,794)	130,145	79,431	62,345	101,695	61,751	46,426	37,701
Fund Balance, June 30	<u>\$ 130,145</u>	<u>\$ 79,431</u>	<u>\$ 62,345</u>	<u>\$ 101,695</u>	<u>\$ 61,751</u>	<u>\$ 46,426</u>	<u>\$ 37,701</u>	<u>\$ 35,576</u>

**Town of Mansfield
Debt Service Fund
Estimated Revenues, Expenditures and Changes in Fund Balance
(Continued)**

	FY 18/19 Projected	FY 19/20 Projected	FY 20/21 Projected	FY 21/22 Projected	FY 22/23 Projected	FY 23/24 Projected	FY 24/25 Projected	FY 25/26 Projected
Revenues:								
Bonds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Premium Income								
Interest on Unspent Balance								
Total Revenues	-							
Operating Transfers In - General Fund	275,000	275,000	275,000	255,000	250,000	250,000	240,000	210,000
Operating Transfers In - CNR Fund								
Operating Transfers In - MS Fund								
Total Revenues and Operating Transfers In	275,000	275,000	275,000	255,000	250,000	250,000	240,000	210,000
Expenditures:								
Principal Retirement								
Interest								
Principal Retirement - GOB 2011	220,000	220,000	220,000	220,000	220,000	220,000	220,000	200,000
Interest - GOB 2011	60,525	53,925	47,325	40,725	33,850	25,600	16,800	8,000
Lease Purchase - Co-Gen/Pool Covers								
Lease Purchase - CIP Equip 08/09								
Lease Purchase - CIP Equip 09/10								
Financial/Issuance Costs								
Total Expenditures	280,525	273,925	267,325	260,725	253,850	245,600	236,800	208,000
Revenues and Other Financing Sources Over/(Under) Expend	(5,525)	1,075	7,675	(5,725)	(3,850)	4,400	3,200	2,000
Fund Balance, July 1	35,576	30,051	31,126	38,801	33,076	29,226	33,626	36,826
Fund Balance, June 30	\$ 30,051	\$ 31,126	\$ 38,801	\$ 33,076	\$ 29,226	\$ 33,626	\$ 36,826	\$ 38,826

Town of Mansfield
 Summary of Total Debt Service Payable
 and
 Budget Projections for FY 15/16

Description	FY 13/14 Actual	FY 14/15 Estimated	Budget Projections FY 15/16			Funds To/ From Fund	
			Principal	Interest	Total	Balance	Net Payable
School Projects:							
Serial Bonds	\$ 110,399	\$ 109,104	\$ 77,500	\$ 29,278	\$ 106,778	\$ 15,325	\$ 91,453
	110,399	109,104	77,500	29,278	106,778	15,325	91,453
General & Sewer Purpose:							
Serial Bonds	\$ 353,347	\$ 197,821	\$ 142,500	\$ 51,047	\$ 193,547		\$ 193,547
Lease Purchase	171,905	58,019			-		-
	525,252	255,840	142,500	51,047	193,547	-	193,547
Total Debt Service	\$ 635,651	\$ 364,944	\$ 220,000	\$ 80,325	\$ 300,325	\$ 15,325	\$ 285,000

Town of Mansfield
 Estimated Serial Bonds Payable
 FY 2015/16

<u>School Issues</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Net Payable</u>
March 22, 2011	\$ 77,500	\$ 29,278	\$ 106,778	\$ 106,778
<u>Town Issues</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Net Payable</u>
March 22, 2011	\$ 142,500	\$ 51,047	\$ 193,547	\$ 193,547
Grand Total	<u>\$ 220,000</u>	<u>\$ 80,325</u>	<u>\$ 300,325</u>	<u>\$ 300,325</u>

**Town of Mansfield
Serial Bonds Summary
Schools and Town
Estimated as of June 30, 2015**

	<u>Schools</u>	<u>Town</u>	<u>Total</u>
Balance at July 1, 2014	\$ 948,500	\$ 1,671,500	\$ 2,620,000
Issued During Period			
Retired During Period	77,500	142,500	220,000
Balance at June 30, 2015	<u>\$ 871,000</u>	<u>\$ 1,529,000</u>	<u>\$ 2,400,000</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, 2014	\$ 2,620,000	\$ -	\$ -	\$ 2,620,000
Debt Issued				
Debt Retired	220,000			220,000
Balance at June 30, 2015	<u>\$ 2,400,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,400,000</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	\$ 1,246,500		\$ 1,246,500
2011 Town Sewer Purpose Bond	330,000	3/15	9/15	282,500		282,500
2011 School General Oblig. Bond	1,025,000	3/15	9/15	871,000		871,000
	<u>\$ 2,840,000</u>			<u>\$ 2,400,000</u>	<u>\$ -</u>	<u>\$ 2,400,000</u>

Town of Mansfield
Estimated Detail of Debt Outstanding
Schools and Town
As of June 30, 2015

	Original Amount	Estimated Balance 06/30/15
Schools:		
Consists of -		
2011 General Obligation Bonds:		
MMS Heating Conversion	\$ 1,025,000	\$ 871,000
Schools Outstanding Debt	1,025,000	871,000
Town:		
Consists of -		
2011 General Obligation Bonds:		
Community Center Air Conditioning	\$ 173,620	\$ 147,500
Hunting Lodge Road Bikeway	105,250	89,000
Salt Storage Shed	263,130	223,000
Storrs Rd/Flaherty Rd Streetscape Improvements	302,000	256,000
Various Equipment Purchases	93,000	69,000
Facility Improvements	40,000	30,000
Transportation Facility Improvements	130,000	111,000
Stone Mill Rd/Laurel Lane Bridge Replacements	378,000	321,000
2011 Sewer Purpose Obligation Bonds:		
Four Corners Sewer & Water Design	330,000	282,500
Town Outstanding Debt	1,815,000	1,529,000
Total Debt Outstanding	\$ 2,840,000	\$ 2,400,000

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 2014/2015 Accomplishments

- Completed the fourth 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 Infiltration Study and Meter recalibration study to assess accuracies of sewer flow figures and metering in the Windham southern sewer system.
- Completed Four Corners sanitary sewer system and sewer pump station design.
- Initiated state scoping and environmental impact evaluation process for Four Corners project, required in order to receive \$3 million state grant.
- Commenced negotiations with UCONN for a comprehensive sewer service agreement. ♦

FY 2015/2016 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; an additional 6% increase in the southerly system sewer user charges will be recommended. 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 2015/2016 Goals & Objectives

Goal: Prepare for construction of the Four Corners Sanitary Sewer System. ♦

Objectives:

- Coordinate and negotiate all required easements.
- Complete scoping/EIE process 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: Complete repairs to Southern sewer system from 2013/14 Infiltration Study.

Objectives:

- Reduce southern Mansfield sewer system operating costs.
- Establish long-term repair schedule.

♦ Denotes accomplishment, goal or objective links to the Town’s nine strategic vision points.

LAP = linkage to Sustainability & Planning

TOWN OF MANSFIELD
WILLIMANTIC SEWER ENTERPRISE FUND ESTIMATED BUDGET

	<u>2013/14</u> Actual	<u>2014/15</u> Adopted
OPERATING REVENUES:		
Sewer Charges	\$199,040	\$216,583
Other Revenues	<u>2,665</u>	<u>2,500</u>
Total Operating Revenues	<u>201,705</u>	<u>219,083</u>
OPERATING EXPENSES:		
Sewer Billings	118,548	119,678
Purchased Services & Supplies	500	4,000
Windham Sewage Treatment Plant Upgrade	58,676	63,470
Depreciation	<u>14,273</u>	<u>14,273</u>
Total Operating Expenses	<u>191,996</u>	<u>201,421</u>
Operating Income/(Deficit)	9,709	17,662
Retained Earnings, July 1	<u>303,344</u>	<u>313,052</u>
Retained Earnings, June 30	<u><u>\$313,052</u></u>	<u><u>\$330,714</u></u>

TOWN OF MANSFIELD
 UCONN WATER/SEWER ENTERPRISE FUND ESTIMATED BUDGETS

	<u>2013/14</u>	<u>2014/15</u>
	<u>Actual</u>	<u>Adopted</u>
OPERATING REVENUES:		
Water/Sewer Charges	<u>\$ 84,938</u>	<u>\$ 141,550</u>
Total Operating Revenues	84,938	141,550
 OPERATING EXPENSES:		
Pump Station Maintenance	36,947	18,630
Water/Sewer Billings	81,014	84,490
Purchased Services & Supplies	3,862	4,610
Depreciation	<u>10,083</u>	<u>10,080</u>
Total Operating Expenses	<u>131,906</u>	<u>117,810</u>
Operating Income/(Deficit)	(46,968)	23,740
Retained Earnings, July 1	<u>317,994</u>	<u>271,026</u>
Retained Earnings, June 30	<u><u>\$ 271,026</u></u>	<u><u>\$ 294,766</u></u>

UCONN WATER/SEWER FUND
 COMPARISON OF PROPOSED WATER/SEWER BILLING
 BY CUSTOMER 14/15 VERSUS ACTUAL 13/14

Account	FY 2013/14 Budget *	FY 2014/15 Preliminary Budget	FY 2013/14 Adjustment **	FY 2014/15 Adopted Budget	Budget Increase/ (Decrease)	%
Wrights A - Sewer Only	2,333	3,850	1,022	4,872	\$2,539	108.8%
Wrights B - Sewer Only	971	1,058	283	1,341	\$370	38.1%
Holinko - Sewer Only	9,884	9,655	3,496	13,151	\$3,267	33.1%
Senior Center - Water and Sewer	801	1,323	359	1,682	\$881	110.0%
Total Town of Mansfield	13,989	15,886	5,160	21,046	7,057	50.4%
Wrights A - Water Only	2,280	3,778	1,050	4,828	\$2,548	111.7%
Wrights B - Water Only	1,045	1,135	303	1,438	\$393	37.6%
Holinko - Water Only	10,293	9,838	3,484	13,322	\$3,029	29.4%
Total Mansfield Housing Authority	13,618	14,751	4,837	19,588	5,970	43.8%
Mansfield Retirement Comm. (Juniper Hill) Water and Sewer	19,880	23,641	5,882	29,523	\$9,643	48.5%
Mansfield Retirement Co-op (Glen Ridge) Water and Sewer	12,896	15,337	4,427	19,764	\$6,868	53.3%
Center for Rehabilitation and Nursing Water and Sewer	21,389	24,655	6,271	30,926	\$9,537	44.6%
Courtyard Condos	1,002	9,278	6,955	16,233	\$15,231	1520.1%
Post Office	(376)	551	415	966	\$1,342	(356.9%)
University Plaza	2,392	2,872	(2,575)	297	(\$2,095)	(87.6%)
Weeks Trailer Park	148	1,777	1,431	3,208	\$3,060	2067.6%
Total All Accounts	84,938	108,748	32,803	141,551	56,613	66.7%

* After prior year adjustments of (\$24,372) primarily due to UConn invoicing for sewer usage for 4 new customers

** Adjustment reflects increase for sewer for 4 new customers for Q2 & Q3 of FY 12/13 which UConn did not bill (\$6,010), plus pump station maintenance costs FY12/13-13/14 (\$41,790)

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 numbered plastics, 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 and paint.

FY 2014/2015 Accomplishments

- Hauled refuse and bulky waste to the Willimantic Waste Paper facility in Windham. Current tipping fees are \$61.50/ton and \$75.00/ton respectively.
- Expanded the new multi-family residential trash and recycling contract to allow for greater capture of recyclables using distinctly marked dumpsters. ♦
- Supported the Town's "Festival on the Green" as a low-waste event with a 53% reduction of waste. ♦
- Expanded recycling at the Transfer Station by collecting cooking oil. ♦
- Completed transfer station security improvements, including security camera installations, accepting non-cash payments and installing fencing along Lions Club Road.
- Improved management of the four schools' on-site composting system.
- Collaborated with the Access Agency to bring Connecticut's first Repair Café to the area. ♦
- Facilitated an organic land care workshop series, offering five different presentations that promote environmentally sustainable practices. ♦

FY 2015/2016 Trends & Key Issues

In an effort to make the operations at the transfer station more efficient, a truck will be leased/purchased to haul bulky waste, trash, single-stream recyclables and scrap metal items to Willimantic Waste Paper Company for processing. This service will no longer be contracted out. While the roll-off containers that hold these items are currently provided by the hauling contractor, these containers will be purchased for in-house hauling.

The Town's Sustainability Committee completed a fourth year of work helping to identify and coordinate the Town's sustainability efforts. The committee's efforts will continue to provide input into the development of major Town and UCONN projects, like the water supply interconnection, the Mansfield Tomorrow Plan and the UCONN master plan.

Waste removal efforts in the public spaces of Storrs Center continue to expand with the completion of new construction. Trash and recycle removal will continue to be evaluated and adjusted with further growth.

More and more communities are adopting “zero waste” policies that support waste prevention, product stewardship laws and expanded recycling programs. Staff will assist the Solid Waste Advisory Committee in making recommendations to the Town Manager and Council on zero waste strategies.

FY 2015/2016 Goals & Objectives

Goal: Capture 22 tons of residential/municipal food scraps for composting. ♦

Objectives:

- Begin a composting demonstration project by expanding the Mansfield transfer station leaf compost pile to include food scraps from 50 households and 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 per month at randomly selected multi-family residences and enforce violations.
- Pilot the use of residential recycle bags at one apartment. Pre- and post-distribution surveys will be given to the residents receiving the bags to evaluate change in behavior.
- 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. Evaluate and check references for website enhancement programs, such as “ReCollect,” as one possible approach.

Goal: Facilitate four initiatives that focus on waste prevention and reuse. ♦

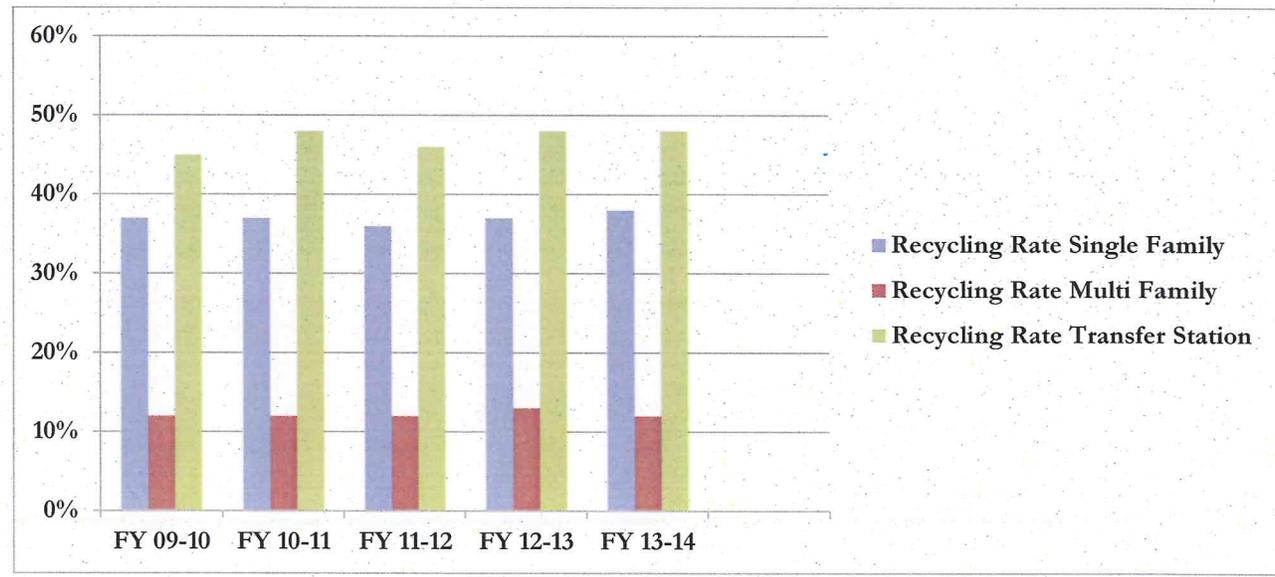
Objectives:

- Adopt a *near zero waste* policy by summer 2015.
- Continue to facilitate a quarterly Repair Café.
- Conduct Town Hall paper reduction pilot to reduce paper consumption by 20% as of June 2016 using paper purchases to measure results.
- Work with the Be Well coordinator to promote food waste prevention by offering a food recovery challenge, *Food To Good To Waste*, which targets families with school-age children. Success will be measured by the number of families that participate in the challenge.

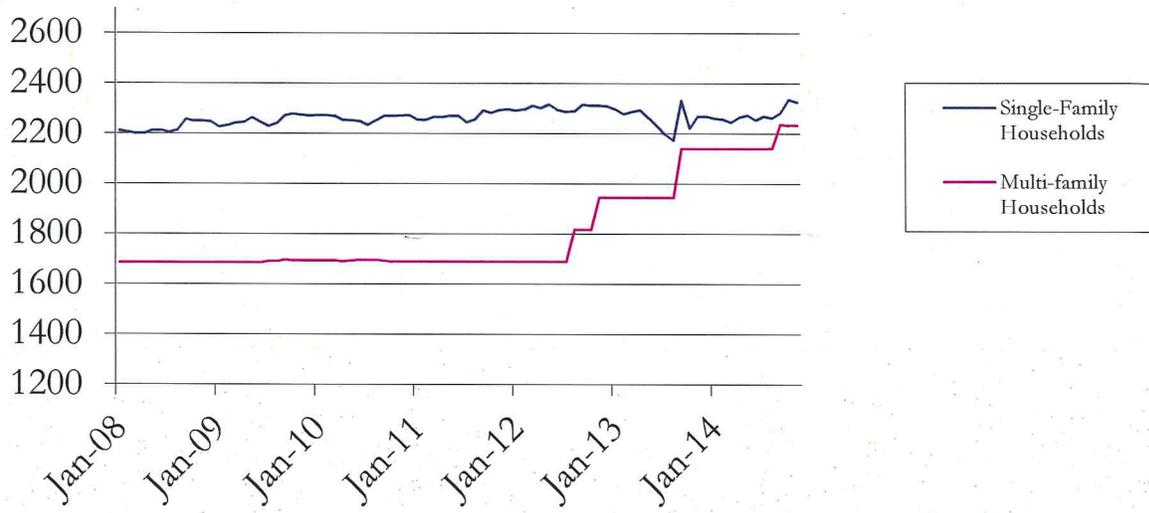
♦ Denotes accomplishment, goal or objective links to the Town’s nine strategic vision points.

Solid Waste = linkage to Sustainability & Planning; Regionalism.

Solid Waste	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Residential Refuse			
Residential refuse accounts	4,358	4,493	5,200
Tons of residential refuse collected from residential accounts	2,349	2,500	2,800
Tons of residential refuse collected from central drop-off location (Transfer Station)	323	325	350
Tons of refuse to the incinerator	2,672	2,800	3,000
Tons of bulky waste transferred	363	440	460
Recycling			
Residential recycling accounts	4,358	4,493	5,200
Tons of recycling collected from residential accounts	981	1,200	1,400
Tons of recycling collected from central drop-off location (Transfer Station)	364	300	325



Number of Single- and Multi-family Households With Trash Service



Solid Waste Management Fund - Fund 812
Revenues, Expenditures and Changes in Retained Earnings

	FY 13/14 Actual	FY 14/15 Budget	FY 14/15 Estimated	FY 15/16 Adopted
Revenues:				
Garbage Collection Fees	\$ 1,002,419	\$ 1,010,000	\$ 1,033,000	\$ 1,162,300
Transfer Station Fees	118,524	115,000	118,000	120,000
Other	31,451	10,100	13,800	11,900
Sale of Recyclables	6,862	8,000	4,000	4,000
Total Revenues	1,159,256	1,143,100	1,168,800	1,298,200
Operating Expenses:				
Tipping Fees	182,494	202,530	203,300	223,000
Contract Pickup	462,539	458,890	506,005	573,160
Wage and Fringe Benefits	318,348	286,355	286,898	359,385
Supplies and Services	109,166	122,550	160,840	127,290
Depreciation Expense	10,838	11,000	11,000	11,000
Total Expenses	1,083,385	1,081,325	1,168,043	1,293,835
Net Income/(Loss)	75,871	61,775	757	4,365
Retained Earnings/(Deficit), July 1	222,026	297,897	297,897	298,654
Retained Earnings/(Deficit), June 30	<u>\$ 297,897</u>	<u>\$ 359,672</u>	<u>\$ 298,654</u>	<u>\$ 303,019</u>

PUBLIC WORKS – Transit Fund

The Transit Fund budget accounts for expenditures and revenues associated with the Transportation Center and various contributions the Town makes to WRTD to support their services in Mansfield (ex: Fare Free Program, Storrs-Willimantic route, ADA transport).

FY 2014/2015 Accomplishments

- Continually refined operations in the new Nash-Zimmer Transportation Center (NZTC).
- Hired staff to work as Storrs Center Ambassadors.
- Established procedures and coordinated with bus providers on service stops at the Center. ♦
- Created marketing team with UCONN marketing students to increase knowledge of the Center's existence and capabilities.
- Developed program for commuter cycling club.

FY 2015/2016 Trends & Key Issues

As a new Town resource, developing the appropriate operations and funding is still developing. As the construction of the entire Storrs Center development nears completion, new efforts or resources may become apparent. Tracking the trends of bus use and eliminating or increasing service may be necessary. Remaining a key issue is the cycling commuter club, advertising and acquiring members is top priority and then analyzing their usage trends to determine if any changes are necessary. Another key issue is to acquire a tenant for the retail space, preferably transportation related.

FY 2015/2016 Goals & Objectives

Goal: Maintain and enhance the information systems for bicycle and bus commuters in Storrs Center. ♦

Objectives:

- Maintain electronic bus-route and tracking information from WRTD, Peter Pan and UCONN transit; update as needed.
- Research and assemble other pertinent traveler/visitor information for the information systems.
- Maintain information on the Town's bike routes; update as needed.
- Increase the availability of this information outside the NZTC.

Goal: Develop and implement programs and services for the Transportation Center that meet the needs of the community. ♦

Objectives:

- Promote Center use and information sharing among pedestrians, bicyclists, bus riders and visitors.
- Contract with an appropriate vendor to occupy the retail space within the Center.
- Create a transit link to major cities in Southern CT including Windham, Norwich and New London.

♦ Denotes accomplishment, goal or objective links to the Town's nine strategic vision points.

PW Admin = linkage to Sustainability & Planning.

Transit Services Fund - Fund 816
Revenues, Expenditures and Changes in Retained Earnings

	Actual FY 13/14		Budget 14/15			Projected 15/16		
	SC Parking Garage	Intermodal Center	SC Parking Garage	Intermodal Center	WRD	SC Parking Garage	Intermodal Center	WRD
Revenues:								
Transient Parking Fees	\$ 76,818	\$ -	\$ 59,512	\$ -	\$ -	\$ 56,069	\$ -	\$ -
Monthly Parking Fees	319,290		330,613			311,491		
Permits/Fines			12,043			9,000		
Rental Income		4,200		14,400			19,720	
Miscellaneous Income	2,672							
General Fund Contribution					117,560			132,050
Storrs Center Reserve				100,000			100,000	
Capital Contribution		1,717,095						
Total Revenues	398,779	1,721,295	402,168	114,400	117,560	376,560	119,720	132,050
Operating Expenses:								
Salaries and Benefits	100,102	8,200	116,310	37,000		113,584	42,710	
Professional & Technical	2,195	20,974	2,220	23,500		2,438	-	
Repairs & Maintenance	8,125	3,600	11,046	27,000		17,682	26,000	
Insurance	7,335	5,598	8,772	1,000		9,000	7,210	
Purchased Services	13,410	365	14,639	2,000	117,560	21,809	1,000	132,050
Utilities	63,425	4,627	51,758	12,000		47,016	34,600	
Supplies & Miscellaneous	3,323	1,461	11,861	2,500		15,148	1,000	
Other	20,744	3,650	17,836	2,000		15,948		
Depreciation	248,253							
Total Expenses	466,912	48,474	234,442	107,000	117,560	242,625	112,520	132,050
Net Income/(Loss)	(68,132)	1,672,821	167,726	7,400	-	133,935	7,200	-
Retained Earnings/(Deficit), July 1	10,934,841	662,830	10,866,709	2,335,651	-	11,034,435	2,343,051	-
Retained Earnings/(Deficit), June 30	<u>\$ 10,866,709</u>	<u>\$ 2,335,651</u>	<u>\$ 11,034,435</u>	<u>\$ 2,343,051</u>	<u>\$ -</u>	<u>\$ 11,168,370</u>	<u>\$ 2,350,251</u>	<u>\$ -</u>

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 retirees of the following entities: Town of Mansfield; Mansfield Board of Education; Region 19 Board of Education; Eastern Highlands Health District; Mansfield Discovery Depot; Mansfield Downtown Partnership; Mansfield Housing Authority; and the Windham Regional Transit District.

FY 2014/2015 Accomplishments

- Completed RFP process for health and dental insurance coverage. After evaluation and analysis, retained services of Anthem for Plan Year 2015. Reduced Anthem administrative related expenses by approximately 6%.
- Implemented a number of new health insurance plans for Town, MBOE and Region 19 employee groups.
- 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. ♦
- Offered *Fit Beginnings*, a six-week fitness session, twice during the fiscal year; this personal trainer led program was designed to improve employees' health and fitness levels. Over 40 individuals participated. ♦
- Completed 5th year of the Wellness Rewards Program, which is aimed at encouraging health behaviors and preventive screenings; 49% of eligible Town-MBOE-Region 19 employees participated in the program and 60% of those participating earned a Be Well Reward. ♦
- Conducted an employee wellness and benefits fair for Town-MBOE-Region 19 employees. 195 employees participated; of those participants 111 received flu shots and over 100 employees received health screenings at the event. ♦

FY 2015/2016 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. For FY 2015/16 there are a number of taxes/fees related to the Affordable Care Act that will have a budgetary impact for the Mansfield Health Insurance pool of approximately \$100,000. The Town will monitor its plan design and costs to safeguard the Town against the Cadillac Tax being triggered. The Town will also conduct the analysis needed to administer the "30 hour" rule; employees regularly working 30 or more hours during the course of calendar year 2016 will need to be offered health insurance by the Town.

Health insurance claims have seen a significant increase. In the last year approximately 3.8% of the members have represented 39.4% of the total claim costs, or 4 out of every 10 dollars spent on claims. The 3.8% of members referenced represent claims that have cost \$25,000 or greater. Many of these claims are episodic in nature, not chronic conditions. The pool had 45 claims over \$25,000 in the last 12 months, compared to 24 claims over \$25,000 in the previous 12 month period. For calendar year 2014 no one claim reached the stop loss threshold. Town staff will continue to monitor the outlier claims and the associated impact on the health insurance pool. 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 the Town's nine strategic vision points.

Health Insurance = linkage to Government; Recreation, Health & Wellness.

Health Insurance	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Employee Wellness			
Percentage of eligible employees participating in the Be Well Rewards Program	51%	49%	55%
Percentage of Be Well Rewards Program participants receiving a reward	55%	60%	60%
Number of employees participating in the Be Well Fitness Program	63	63	65
Health Insurance Claims Experience			
5 year average claims increase/decrease	4.25%	8.9%	6.0%
Fund balance maintained at 125% of expected claims or higher	139%	116%	120%

Town of Mansfield
Health Insurance Fund
Estimated Revenues, Expenditures and Changes in Fund Balance
FY 12/13 - 15/16

	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Estimated	FY 15/16 Adopted
Revenues:					
Premiums	\$ 6,845,398	\$ 6,623,368	\$ 8,111,360	\$ 8,111,360	\$ 9,301,190
Interest Income	4,999	4,464	2,500	2,500	2,500
Insurance Refunds					
Transfers In - CNR Fund					
Total Revenues	6,850,397	6,627,832	8,113,860	8,113,860	9,303,690
Expenditures:					
Salaries and Benefits	116,620	127,501	122,520	123,240	126,940
Retention/Access Fees (Admin)	740,153	732,254	691,910	691,910	701,590
Employee Wellness Program	95,449	98,187	98,300	99,950	101,000
Consultants	17,000	-	26,780	36,509	27,000
LAN/WAN Expenditures	10,000	10,000	10,000	10,000	10,000
PPACA Fee		-	91,000	80,892	60,500
Medical Claims	6,191,931	6,593,095	7,126,000	8,465,730	7,972,970
Total Expenditures	7,171,153	7,561,037	8,166,510	9,508,231	9,000,000
Revenues Over/(Under)					
Expenditures	(320,756)	(933,205)	(52,650)	(1,394,371)	303,690
Fund Balance, July 1	3,905,066	3,584,310	2,651,105	2,651,105	1,256,734
Fund Balance, June 30 (Res. for Future Claims)	\$ 3,584,310	\$ 2,651,105	\$ 2,598,455	\$ 1,256,734	\$ 1,560,424

**WORKERS'
COMPENSATION FUND**

WORKERS' COMPENSATION INSURANCE – 832 FUND

The Workers Compensation Insurance Fund is an internal service fund used to make payments towards the Town and Mansfield Board of Education workers compensation insurance premiums. 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 2014/2015 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.
- Responded to CONN-OSHA random inspection of Town buildings; promptly addressed any and all issues identified for remediation.
- Conducted quarterly meetings with CIRMA staff to review various matters related to workers compensation claims.

FY 2015/2016 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 2015 OSHA reports for Town-MBOE-Region by the end of January 2015.
- 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 the Town's nine strategic vision points.

Workers' Compensation = linkage to Recreation, Health & Wellness

Workers Compensation	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Workers Compensation Claims (Town Only)			
Claims (with losses)	9	7	9
Claims/Occurrences (no losses)	8	7	6
Total Claims/Occurrences	17	14	15
Lost work days from OSHA 300 recordable cases*	95	17	95
Safety Walk-Throughs of Town Facilities Conducted	3	3	4

*OSHA 300 data is reported on a calendar year basis (FY 13/14 reflects CY 2013 actuals, FY 14/15 reflects CY 2014 actuals)

Workers Compensation Fund 832
Estimated Revenues, Expenditures and Changes in Fund Balance

	FY 13/14 Actual	FY 14/15 Budget	FY 14/15 Estimated	FY 15/16 Projected
Revenues:				
CIRMA Equity Distribution	\$ 19,135	\$ -	\$ -	\$ -
Board of Education	165,530	165,020	172,060	186,140
Town of Mansfield	315,000	330,000	330,000	332,670
Total Revenues	499,665	495,020	502,060	518,810
Expenditures:				
Board of Education	169,033	165,020	180,720	186,140
Town of Mansfield	326,416	330,000	322,976	332,670
Total Expenditures	495,449	495,020	503,696	518,810
Excess/(Deficiency)	4,216		(1,636)	
Fund Balance, July 1	9,171	13,387	13,387	11,751
Fund Balance, June 30	\$ 13,387	\$ 13,387	\$ 11,751	\$ 11,751

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 service activities reflect the following highlights and initiatives:

FY 2014/2015 Accomplishments

- Collaborated with staff from the Assessor's Office, as well as the vendor Vision, Inc., to implement the new Computer Assisted Mass Appraisal (CAMA) system. This software ensures timely and accurate access to property data for staff and citizens. The new system is in use and the process is on track to fully phase out the old system by June 2015. ♦
- Monitored radio coverage and transaction protocols to best meet citizen use of Wi-Fi access in public spaces. In the three elementary schools, installed cabling to support more effective use of wireless access points for citizens, students, and staff. Additionally, re-positioned the wireless access points at some of our buildings to enhance coverage. ♦
- Converted nearly all telephone traffic from municipal and school buildings to Voice-Over-Internet-Protocol instead of the former reliance on copper analog lines. This will contain costs by discontinuing the majority of our copper analog line subscriptions.
- Continued to leverage our technology infrastructure in support of safety and security. These efforts maintain convenient citizen access to facilities and services while taking proactive measures to implement cost effective and non-obtrusive enhancements. Specifically, we are leveraging the IP network to support emergency communications, door access and video surveillance. These efforts are funded by a school security grant, the school capital improvement budget, and the town security capital improvement budget.
- Collaborated with staff from the Emergency Management and Town Manager's Office to support community sign-up for the Code Red alert system through public events and promoting it in web-based and print materials. Additionally, provided ongoing support. ♦
- Supported the Public Library's final phase of implementation of the Sierra Encore ILS software and migration to the Connect Library Consortium. This process provides the public and staff with robust access to the Library's collection as well as online databases. These resources can be used by citizens at the Library and from home via the Internet. ♦
- With the support of Charter Cable, the I.T. Department worked through hardware issues in support of the Town's government access television channel. These efforts have had a notably positive impact. Additionally, we participated in a regional CRCOG working group to discuss best practices for providing access to public meetings through streaming video to citizens and we collaborated on the installation of a new Council Chambers table that integrated with our existing cabling as well as supported additional electronic connections. ♦
- Deployed a new open source no-cost data system to facilitate reporting of technology support needs. The system allows staff to easily use either email or a web-based form to alert I.T. staff of computer or landline telephone support needs. In return, I.T. staff can use this data to efficiently respond to both current needs and analyze any long-term trends.
- Identified, tested, and deployed a mobile printer to support efficient use of mobile devices in support of citizen access to documentation from the permitting process. The printer has been used in the field by municipal staff. ♦

- Completed the end-of-life replacements of the phone systems at Mansfield Middle School, Annie E. Vinton School, Dorothy C. Goodwin School, and Southeast School. We used primarily in-house staff to put them on our single WAN based system, which is a significant savings both for initial replacement and for long-term operation.
- Implemented significant infrastructure repairs at the four schools. These projects addressed aging electrical, air flow, server, switch infrastructure, cabling, intercoms and communications and wireless access systems by making repairs and replacements to ensure continued operation while meeting increased use of the computer network. These efforts were funded by the Capital Fund budget for school district IT needs.
- Managed the transition from AT&T (former vendor) to Frontier Communications (new vendor). AT&T discontinued is landline services and transition required the I.T. Department to work closely with Frontier to transition our services, support, and invoicing to ensure no service disruptions. This transition occurred entirely within this most recent quarter.
- Integrated the required Internet Gateway update to the public wireless access to ensure free Internet usage by citizens in municipal and school facilities. This involved installation of the iBoss appliance for compatibility with our State of Connecticut provided access lines.
- Continued to value sustainability in the acquisition, operation and disposal of technology. Collaborated with the Town's Recycling Coordinator and the State Electronics Challenge Partnership to educate town staff on best environmental technology practices. ♦
- Managed expenses to limit expenditures and maximize equipment life and existing resources. Responded to nearly 1,100 formal service tickets from municipal locations. Supported nearly 2,000 informational webpages, provided free public Wi-Fi Internet at municipal and school buildings, and managed 33 public access computer terminals. ♦

FY 2015/2016 Trends & Key Issues

A number of trends and key issues are relevant for the coming fiscal year. First, new technology increasingly provides opportunities to support transparent government through expanded information access and communication tools. Second, the continued expansion of technology necessitates careful management of the financial and environmental impact of equipment. Finally, we will need to continue to address core infrastructure and software needs to meet the demands of expanded technology use.

FY 2015/2016 Goals & Objectives

Goal: Utilize technology to support transparent government by expanding access to information resources and communication tools. ♦

Objectives:

- By June 2016, increase citizen access through a 10% increase in public computer terminals and through five separate promotional initiatives to encourage the use of our free wireless Internet system.
- By June 2016, continue to develop the Town website to further emphasize intuitive and user friendly access, expanded information posting, and options for mobile device compatible formats.
- By January 2016, expand the use of technology tools for communication such as social media, Channel 191 cable, streaming media, and telecommunications.

Goal: Demonstrate effective stewardship of municipal resources by leveraging opportunities to reduce both the financial cost and the environmental impact of technology. ♦

Objectives:

- By June 2016, seek out cost savings through at least \$30,000 in grant funding awards and participation in at least two regional resource initiatives such as the Nutmeg Network and CRCOG.
- By December 2015, collaborate with the Town's Recycling Coordinator and the Northeast Recycling Council to expand staff knowledge of environmental best practices for technology such as alternatives to printing through the distribution of 15 separate communications to Town staff.
- By December 2015, utilize energy management software on 95% of computers to limit the use of electricity and reduce the need for replacement hardware, as well as be on the look-out for emerging opportunities to reduce environmental impacts.

Goal: Complete necessary core infrastructure and software projects. ♦

Objectives:

- Expand the effective capacity of our fiber-optic wide-area-network links by 5% per quarter throughout fiscal year 2015 – 2016 to meet the rapidly increasing use of these connections.
- By February 2016, implement 100% of facility, safety, and security technology capital projects for the town and school buildings in accordance with CIP budget directives.
- Support Departments in their planned enhancements of core software systems such as the new CAMA system, further development of permitting software across Departments, and evaluation of recruitment management software.

♦ Denotes accomplishment, goal or objective links to the Town's strategic vision points.

Information Technology = linkage to Government; Sustainability & Planning; Education & Early Childhood Services

Management Services - Information Technology	FY 13/14 Actual	FY 14/15 Projected	FY 15/16 Adopted
Community Engagement			
Percentage of Town facilities with free Wi-Fi	76%	76%	81%
Terminals with computer access available to the public (excluding schools)	32	32	36
Public meetings video-recorded and televised on the Government Access Channel and the Town's official website.	43	43	43
Total number of page views of mansfieldct.gov resources.	1,605,298	1,617,284	1,629,270
Percentage of systems using thin client computing.	9%	10%	10%
Systems still dependent on the Alpha System.	1	1	0
IT Support Requests			
Support tickets received.	1059	1100	1130
Support tickets completed.	1058	1080	1109
Percentage of support tickets completed within seven calendar days of receipt of ticket.	88%	87%	87%

Management Services Fund
Estimated Revenues, Expenditures and Changes in Fund Balance
Fiscal Year 2015/16

	FY 14/15 Budget	FY 14/15 Estimated	FY 15/16 Adopted
Revenues:			
Mansfield Board of Education	\$ 120,700	\$ 104,290	\$ 166,300
Region 19	107,070	112,420	114,670
Town of Mansfield	10,610	10,610	11,000
Communication Service Fees	222,750	221,490	223,330
Copier Service Fees	210,000	211,540	215,440
Energy Service Fees	1,716,220	1,748,220	1,788,030
Rent	72,450	72,450	72,450
Rent - Telecom Tower	160,000	172,280	165,000
Sale of Supplies	57,000	57,000	57,000
CNR Fund	185,000	185,000	185,000
Health Insurance Fund	10,000	10,000	10,000
Solid Waste Fund	10,000	10,000	10,000
Sewer Operating Fund	3,000	3,000	3,000
Local Support			
Postal Charges	87,140	84,040	82,040
Universal Services Fund	28,340	31,640	28,340
Total Revenues	<u>3,000,280</u>	<u>3,033,980</u>	<u>3,131,600</u>
Expenditures:			
Salaries & Benefits	428,470	428,270	463,770
Training	8,550	2,700	6,750
Repairs & Maintenance	32,950	29,950	31,950
Professional & Technical	27,750	33,450	38,450
System Support	121,420	123,510	118,910
Copier Maintenance Fees	80,000	82,000	82,000
Communications	198,774	212,027	178,535
Supplies and Software Licensing	17,810	25,846	36,610
Equipment	163,000	227,640	191,840
Postage	73,000	60,000	60,000
Energy	1,834,000	1,904,160	1,668,200
Equipment Rental/Cost of Sales	72,010	64,000	63,800
Total Expenditures	<u>3,057,734</u>	<u>3,193,553</u>	<u>2,940,815</u>
Add: Depreciation	205,030	202,026	205,030
Less: Equipment Capitalized	(163,000)	(227,640)	(191,840)
Operating Expenditures	<u>3,099,764</u>	<u>3,167,939</u>	<u>2,954,005</u>
Net Income (Loss)	(99,484)	(133,959)	177,595
Total Equity & Contributed Capital, July 1	<u>2,640,070</u>	<u>2,640,070</u>	<u>2,506,111</u>
Total Equity & Contributed Capital, June 30	<u>\$ 2,540,586</u>	<u>\$ 2,506,111</u>	<u>\$ 2,683,706</u>

Management Services Fund
Estimated Balance Sheet
June 30, 2015 and June 30, 2016
(With comparative totals for June 30, 2014)

	June 30,		
	2014	2015	2016
<u>ASSETS</u>			
Current Assets:			
Cash and Cash Equivalents	\$ 1,273,285	\$ 1,119,549	\$ 1,310,334
Due from Other Funds	15,705		
Accounts Receivable	63,593		
Inventory	5,671	8,000	8,000
Total Current Assets	1,358,254	1,127,549	1,318,334
Fixed Assets:			
Construction in Progress			
Land	145,649	145,649	145,649
Buildings	226,679	226,679	226,679
Office Equipment	2,275,069	2,502,709	2,694,549
Construction in Progress	-	-	-
Accum. Depreciation	(1,294,449)	(1,496,475)	(1,701,505)
Net Fixed Assets	1,352,948	1,378,562	1,365,372
Total Assets	\$ 2,711,202	\$ 2,506,111	\$ 2,683,706
<u>LIABILITIES AND EQUITY</u>			
Liabilities:			
Accounts Payable	\$ 67,846	\$ -	\$ -
Lease Purchase Payable			
Due to Internal Service Fund	3,286		
Total Liabilities	71,132	-	-
Equity:			
Contributed Capital	146,000	146,000	146,000
Retained Earnings	2,494,070	2,360,111	2,537,706
Total Equity	2,640,070	2,506,111	2,683,706
Total Liabilities and Equity	\$ 2,711,202	\$ 2,506,111	\$ 2,683,706

Management Services Fund
Estimated Statement of Cash Flows
June 30, 2015 and June 30, 2016

	June 30,	
	2015	2016
Cash from Operating Activities:		
Operating income	\$ (133,959)	\$ 177,595
Adjustments to Reconcile Operating Income to Net Cash Provided by Operating Activities:		
Depreciation Expense	202,026	205,030
(Increase) decrease in:		
Other Receivables	79,298	
Inventory	(2,329)	
Increase (decrease) in:		
Accounts payable	(67,846)	
Due to other funds	(3,286)	
	73,904	382,625
Net Cash Provided by Operating Activities		
Cash Flows Used In Capital and Related Financing Activities:		
Disposal of fixed assets		
Purchase of fixed assets	(227,640)	(191,840)
	(227,640)	(191,840)
Net Increase (Decrease) in Cash and Cash Equivalents	(153,736)	190,785
Cash and Cash Equivalents, July 1	1,273,285	1,119,549
Cash and Cash Equivalents, June 30	\$ 1,119,549	\$ 1,310,334

**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, 2014

	Equity Percent.	Equity In Investments
Cemetery Fund	65.1%	\$ 445,514.20
School Non-Expendable Trust Fund	0.1%	630.09
Compensated Absences Fund	34.9%	238,735.34
Total Equity by Fund	100.0%	\$ 684,879.63
Investments		Market
<u>Stock Funds:</u>		
Fidelity - Select Utilities Growth		\$ 80,261.92
Sub-Total Stock Funds		80,261.92
<u>Bond Funds:</u>		
Wells Fargo Advantage -Income Plus		74,396.77
T. Rowe Price - U. S. Treasury Long-Term		92,352.37
People's Securities, Inc. - U.S. Treasury Notes		67,021.88
Vanguard - GNMA Fund		370,846.69
Sub-Total Bond Funds		604,617.71
Total Investments		\$ 684,879.63
Allocation		Amount
Stocks		\$ 80,261.92
Bonds		604,617.71
Total Investments		\$ 684,879.63

Non-Expendable Cemetery Trust Fund 612
Estimated Revenues, Expenditures and Changes in Fund Balance

	FY 13/14 Actual	FY 14/15 Budget	FY 14/15 Estimate	FY 15/16 Adopted
Revenues:				
Sales of Plots	\$ 2,400	\$ 2,400	\$ 4,800	\$ 2,400
Interest/Dividend Income	11,524	11,000	17,045	12,000
Increase(Decrease) in Market Value	17,687	5,000	5,000	5,000
Other	1,525			
Transfer from the General Fund		36,000	36,000	20,000
Total Revenues	33,136	54,400	62,845	39,400
Expenditures:				
Salaries - Part-Time	5,282	5,200	5,200	5,200
Cemetery Maintenance	23,456	10,000	12,500	12,000
Outdoor Maintenance (Mowing)	17,245	18,750	18,750	18,750
Other Purchased Services				
Total Expenditures	45,983	33,950	36,450	35,950
Net Income/ (Loss)	(12,847)	20,450	26,395	3,450
Fund Balance, July 1	273,360	260,513	260,513	286,908
Fund Balance, June 30	\$ 260,513	\$ 280,963	\$ 286,908	\$ 290,358
Details of Fund Balance:				
Reserved for Non-expendable	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Reserved for Perpetual Care	259,313	279,763	285,708	289,158
Unassigned				
Total Fund Balance	\$ 260,513	\$ 280,963	\$ 286,908	\$ 290,358

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 2014/2015 Accomplishments

- Board of Directors successfully completed the agency's first five-year strategic plan.
- Participated in the development of statewide guidelines for the local public health response to blue/green algae blooms.
- Continued administration of Mansfield employee wellness program "Be Well."
- Completed agency-wide information technology plan.

FY 2015/2016 Trends & Key Issues

Staff anticipates that additional funding in chronic disease prevention will continue into FY 2014/15. Implementation of the strategic plan and information technology plan are anticipated. Goals of the information technology plan include improving efficiencies and productivity through the use of technology.

Eastern Highlands Health District
Estimated Statement of Revenues, Expenditures and Changes in Fund Balance
Fiscal Year 2015/16

	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Amended	FY 14/15 Estimated	FY 15/16 Adopted
Revenues:					
Member Town Contributions	\$ 377,577	\$ 343,620	\$ 390,840	\$ 390,840	\$ 405,810
State Grant-in-Aid	151,852	-	149,860	149,860	149,850
Services Fees	188,798	351,270	198,360	204,580	206,170
Total Revenues	<u>718,227</u>	<u>694,890</u>	<u>739,060</u>	<u>745,280</u>	<u>761,830</u>
Expenditures:					
Salaries & Benefits	613,970	678,244	678,244	671,244	699,595
Insurance	13,826	15,800	15,800	15,800	15,800
Professional & Tech. Services	12,242	52,165	52,165	52,165	52,146
Purch Services & Supplies	43,157	18,500	18,500	18,500	22,700
Equipment	1,132	1,450	1,450	1,450	1,450
Total Expenditures	<u>684,327</u>	<u>766,159</u>	<u>766,159</u>	<u>759,159</u>	<u>791,691</u>
Other Financing Uses:					
Operating Transfers Out	142,000	-	-	-	-
Total Expenditures and Operating Transfers Out	<u>826,327</u>	<u>766,159</u>	<u>766,159</u>	<u>759,159</u>	<u>791,691</u>
Excess/(Deficiency) of Revenues over Expenditures	(108,100)	(71,269)	(27,099)	(13,879)	(29,861)
Fund Balance, July 1	<u>355,251</u>	<u>247,151</u>	<u>247,151</u>	<u>247,151</u>	<u>233,272</u>
Fund Balance, June 30	<u>\$ 247,151</u>	<u>\$ 175,882</u>	<u>\$ 220,052</u>	<u>\$ 233,272</u>	<u>\$ 203,411</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. The Partnership will also actively assist with future community and economic development of Four Corners, King Hill Road, and other areas identified by the Town of Mansfield and the University of Connecticut. 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 2014/2015 Accomplishments

- Completed Phase 1C (8 Royce Circle) of Storrs Center, which includes 92 fully leased apartments and 16,000 square feet of fully leased commercial space, in August 2014. ♦
- Thirty-two businesses are open in Storrs Center including the Price Chopper grocery store, CVS and Bruegger's Bagels/Jamba Juice, which opened in the last year. ♦
- Mansfield Town Square opened in May 2014 hosting a new monthly art fair, and, for the first time, the 11th annual Celebrate Mansfield Festival.
- Drafted ordinances and policies for the use of the Town Square and other public spaces in Downtown Storrs.
- Facilitated zoning permit approval for Phase 2 (204 apartments and 34,000 square feet of commercial space).
- Assisted master developer LeylandAlliance with marketing of Main Street Homes – 38 condominiums and flats.
- Developed Partnership transition plan to guide evolution from a planning to management role.

FY 2015/2016 Trends & Key Issues

The Partnership's role has evolved over the last three years. With Storrs Center expected to be completed within two to three years, the Partnership is focusing on the management, support and maintenance of the downtown. A Partnership transition team has been formed to address this goal.

The Partnership will increase its efforts to promote the entire Downtown Storrs area including Storrs Center, other commercial plazas, Moss Sanctuary, Whetten Woods and the Mansfield Community Center.

FY 2015/2016 Goals & Objectives

Goal: Create a vital downtown for residents, University of Connecticut faculty, staff, and students, and visitors. ♦

Objectives:

- In summer 2015, open Educational Playcare day care center.
- In August 2015, open Phase 2 – final mixed-use phase of Storrs Center.
- Implement final phase of Storrs Center – Main Street Homes.

- Continue to develop Nash-Zimmer Transportation Center as regional hub for alternative transportation options.
- Implement policies for Downtown Storrs 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 Downtown District Public Spaces and Green Infrastructure Plan.
- Plan cultural, arts, and recreational events for the new Town Square and other Storrs Center public spaces, including annual Festival and Winter Fun Week.
- Support and encourage other organizations that hold events on the Town Square or other public spaces.

♦ Denotes accomplishment, goal, or objective links to the Town's nine strategic vision points.
Mansfield Downtown Partnership = linkage to Town-University Relations; Sustainability & Planning.

Mansfield Downtown Partnership
Estimated Revenues, Expenditures and Changes in Fund Balance

	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Estimated	FY 15/16 Adopted
Revenues:				
Intergovernmental:				
Mansfield General Fund	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
UConn	125,000	125,000	125,000	125,000
Membership Fees	19,680	15,000	15,000	15,000
Total Revenues	269,680	265,000	265,000	265,000
Operating Expenditures:				
Salaries and Benefits	188,737	197,030	196,995	209,363
Professional & Technical	22,936	55,700	19,500	32,000
Office Rental	9,344	12,720	12,720	13,840
Insurance	2,950	3,380	3,780	3,920
Purchased Services	9,254	11,800	9,600	10,750
Supplies & Services	3,768	1,850	1,750	750
Contributions	100,000			
Contingency	-	21,465	-	25,000
Total Operating Expend.	336,989	303,945	244,345	295,623
Operating Income/(Loss)	(67,309)	(38,945)	20,655	(30,623)
Fund Balance, July 1	290,603	223,294	223,294	243,949
Fund Balance, End of Period	\$ 223,294	\$ 184,349	\$ 243,949	\$ 213,326

	FY 13/14 Actual	FY 14/15 Adopted	FY 14/15 Estimated	FY 15/16 Adopted
Contribution Recap:				
Mansfield	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
UCONN	125,000	125,000	125,000	125,000
Total Contributions	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000

SUPPLEMENTARY

DATA

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

	Actual 2012-13	Actual 2013-14	Adopted 2014-15	Adopted 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20
REVENUES AND TRANSFERS:								
Property Taxes	\$ 26,116,171	\$ 27,586,195	\$ 27,703,004	\$ 29,298,930	\$ 31,416,324	\$ 32,841,110	\$ 34,407,018	\$ 36,059,912
Tax Related Items	810,733	658,639	485,000	620,000	626,200	632,462	638,787	645,174
Licenses and Permits	414,609	504,790	494,450	519,790	524,988	530,238	535,540	540,896
Federal Support - Government	7,649	7,954	3,470	3,470	3,505	3,540	3,575	3,611
State Support - Education	10,321,832	10,282,968	10,307,440	10,308,210	10,411,292	10,515,405	10,620,559	10,726,765
State Support - Government	7,495,625	7,807,111	7,377,170	7,374,780	7,448,528	7,523,013	7,598,243	7,674,226
Local Support - Government								
Charge for Services	407,585	324,975	370,880	386,500	390,365	394,269	398,211	402,193
Fines and Forfeitures	34,891	47,703	45,270	33,050	33,381	33,714	34,051	34,392
Miscellaneous	113,799	29,623	94,990	84,990	85,840	86,698	87,565	88,441
Transfers from Other Funds	2,500	2,550	2,550	2,550	2,550	2,550	2,550	2,550
Total Revenues and Transfers	45,725,394	47,252,508	46,884,224	48,632,270	50,942,972	52,562,999	54,326,101	56,178,160
EXPENDITURES AND TRANSFERS:								
General Government	2,389,647	2,431,143	2,332,365	2,477,080	2,551,392	2,627,934	2,706,772	2,787,975
Public Safety	3,282,318	3,343,826	3,532,325	3,692,450	3,903,224	4,120,320	4,343,930	4,474,248
Public Works	1,941,307	2,138,501	2,053,800	2,221,690	2,288,341	2,356,991	2,427,701	2,500,532
Community Services	1,668,027	1,657,605	1,584,960	1,586,900	1,634,507	1,683,542	1,734,048	1,786,070
Community Development	524,582	530,013	557,270	622,930	641,618	660,866	680,692	701,113
Education (K-8)	20,585,635	20,686,906	21,193,884	22,022,750	22,683,433	23,363,935	24,064,854	24,786,799
Education (9-12)	9,503,549	10,005,514	10,045,920	10,188,150	10,936,895	11,187,194	11,569,102	12,077,427
Town-Wide Expenditures	2,553,784	2,499,565	2,872,830	3,066,440	3,158,433	3,253,186	3,350,782	3,451,305
Transfers to Other Funds	2,824,986	3,659,690	2,710,870	2,753,880	2,945,130	3,009,030	3,048,220	3,112,691
Total Expenditures and Transfers	45,273,835	46,952,763	46,884,224	48,632,270	50,742,972	52,262,999	53,926,101	55,678,160
RESULTS OF OPERATIONS	451,559	299,745	-	-	200,000	300,000	400,000	500,000
FUND BALANCE - BEGINNING	2,371,657	3,108,107	3,407,852	3,407,852	3,407,852	3,607,852	3,907,852	4,307,852
FUND BALANCE - ENDING	\$ 2,823,216	\$ 3,407,852	\$ 3,407,852	\$ 3,407,852	\$ 3,607,852	\$ 3,907,852	\$ 4,307,852	\$ 4,807,852
SUPPLEMENTAL INFORMATION:								
Mill Rate	27.16	27.95	27.95	29.87	30.49	31.32	32.25	33.22
Mill Rate Change	0.48	0.79	0.00	1.92	0.62	0.82	0.93	0.97
Percentage Increase (Decrease)	1.80%	2.89%	0.01%	6.88%	2.07%	2.70%	2.96%	3.02%
Grand List	981,143,853	996,935,512	1,010,670,984	1,027,424,592	1,042,835,961	1,058,478,500	1,074,355,678	1,090,471,013
Taxes-Median Assessed Value	4,614	4,749	4,749	4,660	4,757	4,886	5,030	5,182
Increase	82	134	0	(89)	97	129	145	152
Current Year Taxes	25,878,612	27,350,234	27,703,004	29,298,930	31,216,324	32,541,110	34,007,018	35,559,912
Elderly Programs	34,300	34,300	51,000	51,000	34,300	34,300	34,300	34,300
Tax Abatement				728,000				
Reserve for Tax Appeals				100,000				
Reserve for Uncollected Taxes	458,200	475,000	497,000	516,230	549,786	574,719	602,123	631,048
Tax Levy	26,371,112	27,859,534	28,251,004	30,694,160	31,800,410	33,150,130	34,643,441	36,225,261
Percent Uncollected	1.74%	1.70%	1.76%	1.68%	1.73%	1.73%	1.74%	1.74%
Increase in Tax Levy								
Dollars	354,463	1,488,422	391,470	2,443,156	1,106,250	1,349,720	1,493,311	1,581,820
Percentage	1.36%	5.64%	1.41%	8.65%	3.60%	4.24%	4.50%	4.57%
ASSUMPTIONS:								
1	Tax Related Items are projected to increase an average of 1% per-year after 2015/16							
2	State and Other Revenues are projected to increase 1% per year after 2015/16							
3	Expenditures for Education (Grades K-8) are projected to increase 3% annually after FY 2015/16							
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% after FY 2015/16							
7	Reserve for Uncollected taxes is 1.75% of the total levy.							
8	Public Safety - add \$100,000 in 16/17 - 18/19 for police services per the police study recommendation.							
9	Transfers to Other Funds:							
	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Other Operating	5,000	5,000	30,000	30,000	30,000	30,000	30,000	30,000
Downtown Partnership	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Parks & Recreation	446,700	442,000	455,430	482,450	492,100	501,940	511,980	522,220
Debt Service - Current	825,000	675,000	325,000	285,000	300,000	300,000	275,000	275,000
Capital Projects	1,349,886	1,325,550	1,579,880	1,637,380	1,800,000	1,850,000	1,900,000	1,950,000
Cemetery Fund			36,000	20,000	20,500	21,010	21,540	22,080
Transit Services Fund			117,560	132,050	134,690	137,380	140,130	142,930
Medical Pension Trust Fund	73,400	80,000	42,000	42,000	42,840	43,700	44,570	45,460
	2,824,986	2,652,550	2,710,870	2,753,880	2,945,130	3,009,030	3,048,220	3,112,691

10 Median Assessed Value 10/1/14 - \$156,000

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

REGIONAL SCHOOL DISTRICT #19
FIVE YEAR BUDGET FORECAST

Agency	Actual 2013/2014	Adopted 2014/2015	Adopted 2015/2016	Projected 2016/2017	Projected 2017/18	Projected 2018/19	Projected 2019/20
Operating Budget	17,965,339	19,344,390	20,068,770	20,564,877	21,094,646	21,640,646	22,201,505
Proforma Debt Service	1,546,500	900,000	600,000	475,000	425,000	425,000	425,000
Lease Purchase	403,500	225,000	225,000	225,000	225,000	225,000	225,000
Adopted Budgets	19,915,339	20,469,390	20,893,770	21,264,877	21,744,646	22,290,646	22,851,505
Annual Percent Increase (Decrease)	1.94%	2.78%	2.07%	1.78%	2.26%	2.51%	2.52%
Revenue Source							
Tax Levy	17,765,768	17,725,000	17,935,580	18,265,936	18,704,203	19,207,934	19,725,745
Ashford	3,611,262 -2.87%	3,523,961 -2.42%	3,550,135 0.74%	3,456,739 -2.63%	3,356,158 -2.91%	3,406,234 1.49%	3,543,288 4.02%
Mansfield	10,005,514 5.28%	10,045,920 0.40%	10,188,149 1.42%	10,936,895 7.35%	11,187,194 2.29%	11,569,102 3.41%	12,077,427 4.39%
Willington	4,108,224 -8.77%	4,155,119 1.14%	4,197,296 1.02%	3,872,303 -7.74%	4,160,851 7.45%	4,232,598 1.72%	4,105,029 -3.01%
Total Tax Levy	17,725,000	17,725,000	17,935,580 1.19%	18,265,936 1.84%	18,704,203 2.40%	19,207,934 2.69%	19,725,745 2.70%
State & Other Revenue:							
Transportation Grant	126,037	159,000	152,820	152,820	152,820	152,820	152,820
Agriculture Education Grant	219,880	220,000	255,750	255,750	255,750	255,750	255,750
Agriculture Education Tuition	665,709	597,600	635,380	641,734	648,151	654,633	661,179
Columbia Tuition	1,084,773	1,573,410	1,719,860	1,754,257	1,789,342	1,825,129	1,861,632
Special Education Tuition	17,849	191,880	191,880	191,880	191,880	191,880	191,880
Interest Income	35,323	2,500	2,500	2,500	2,500	2,500	2,500
Total State & Other Revenue:	2,149,571	2,744,390	2,958,190	2,998,941	3,040,443	3,082,712	3,125,761
Fund Balance							
Total Revenue	19,874,571	20,469,390	20,893,770	21,264,877	21,744,646	22,290,646	22,851,505
Annual Percent Increase (Decrease)	1.73%	2.99%	2.07%	1.78%	2.26%	2.51%	2.52%
Member Town Projected Enrollment							
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-19	2019-20
	<u>10/1/2012</u>	<u>10/1/2013</u>	<u>10/1/2014</u>	<u>10/1/2015</u>	<u>10/1/2016</u>	<u>10/1/2017</u>	<u>10/1/2018</u>
Ashford	218 20.37%	201 19.88%	192 19.79%	183 18.92%	171 17.94%	169 17.73%	164 17.96%
Mansfield	604 56.45%	573 56.68%	551 56.80%	579 59.88%	570 59.81%	574 60.23%	559 61.23%
Willington	248 23.18%	237 23.44%	227 23.40%	205 21.20%	212 22.25%	210 22.04%	190 20.81%
Total Enrollment	1,070	1,011	970	967	953	953	913
Ashford	(14) -6.03%	(17) -7.80%	(9) -4.48%	(9) -4.69%	(12) -6.56%	(2) -1.17%	(5) -2.96%
Mansfield	11 1.85%	(31) -5.13%	(22) -3.84%	28 5.08%	(9) -1.55%	4 0.70%	(15) -2.61%
Willington	(33) -11.74%	(11) -4.44%	(10) -4.22%	(22) -9.69%	7 3.41%	(2) -0.94%	(20) -9.52%
Enrollment Increase (Decrease)	(36)	(59)	(41)	(3)	(14)	-	(40)

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
2005	18,571,837	19,137,190	297,757	3,981,026	4,622	175,203	75,176	42,242,811
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

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
2005	1,521,750	2,357,210	2,351,884	3,756,881	243,000	1,772,149	26,478,820	2,003,430	1,241,507	41,726,631
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

Table 5

TOWN OF MANSFIELD, CONNECTICUT

TAX 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
2005	30.93	18,314,656	18,028,677	98.44%	284,880	18,313,557	99.99%	1,099
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%	302,612	20,337,901	99.97%	5,555
2008	23.87	21,752,811	21,423,169	98.48%	317,972	21,741,141	99.95%	11,670
2009	25.42	23,373,465	22,991,472	98.37%	366,720	23,358,192	99.93%	15,273
2010	25.71	23,957,562	23,567,914	98.37%	366,309	23,934,223	99.90%	23,339
2011	25.71	24,661,568	24,365,981	98.80%	244,349	24,610,330	99.79%	51,238
2012	26.68	26,037,701	25,626,839	98.42%	328,701	25,955,540	99.68%	82,161
2013	27.16	26,718,687	26,284,127	98.37%	257,621	26,541,748	99.34%	176,939
2014	27.95	27,746,958	27,386,897	98.70%		27,386,897	98.70%	360,061

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 PROPERTY	PERCENT	UTILITIES COMMERCIAL AND INDUSTRIAL REAL PROPERTY		ALL LAND	PERSONAL PROPERTY		MOTOR VEHICLE **	PERCENT	GROSS TAXABLE GRAND LIST	LESS EXEMPTIONS	NET TAXABLE GRAND LIST	TOTAL DIRECT RATE	
			PERCENT	PERCENT		PERCENT	PERCENT							
2003	423,877,050	71%	68,463,490	11%	3,940,460	1%	30,133,670	5%	71,181,641	12%	597,596,311	3,522,073	594,074,238	30.93
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

* 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 **
2003	496,281,000	708,972,857	71,181,641	30,133,670	101,315,311	144,736,159	597,596,311	3,522,073	594,074,238	853,709,016	69.6%
2004	773,087,253	1,104,410,361	74,895,444	32,199,575	107,095,019	152,992,884	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%

* 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, CONNECTICUTPRINCIPAL PROPERTY TAXPAYERS
CURRENT YEAR AND NINE YEARS AGO
(UNAUDITED)

TAXPAYER	NATURE OF BUSINESS	GRAND LIST YEAR					
		2014			2005		
		ASSESSED VALUE	RANK	% OF TAXABLE GRAND LIST (1)	ASSESSED VALUE	RANK	% OF TAXABLE GRAND LIST (1)
Connecticut Light & Power Co.	Public Utility	\$ 14,538,320	1	1.44%	\$ 8,543,130	1	1.46%
RRE VIP, LLC	Apartments	10,788,820	2	1.07%			
Eastbrook F LLC	Eastbrook Mall	9,242,310	3	0.91%	4,039,980	4	0.69%
EDR Storrs LLC**	Apartment - Condos	7,980,250	4	0.79%			
157-35 OAP Holdings LLC	Apartments	7,823,910	5	0.77%			
Celeron Square Associates	Apartments	7,361,760	6	0.73%	3,645,880	8	0.63%
Colonial BT, LLC*	Apartments	5,390,000	7	0.53%	4,861,203	2	0.83%
Glen Ridge Cooperative Inc.	Housing Co-Op	5,306,770	8	0.52%	3,973,410	5	0.68%
Uconn Carriage LLC	Apartments	4,895,240	9	0.48%			
New Samaritan Corp	Nursing Home	4,795,290	10	0.47%	3,932,950	6	0.67%
Hayes-Kaufman Mansfield Assoc.	Shopping Plaza				2,268,700	10	0.39%
University of CT Cooperative Corporation	UCONN Co-op				4,285,940	3	0.73%
Campus Associates	Inn/Restaurant				3,791,580	7	0.65%
Orchard Acres Prop LLC	Apartments				2,453,990	9	0.42%
TOTAL		<u>\$ 78,122,670.00</u>		<u>7.71%</u>	<u>\$ 41,796,763</u>		<u>7.15%</u>

Source: Town Assessor Department.

(1) Based on a Net Taxable Grand List for October 1, 2012 and October 1, 2003 of \$1,011,715,713 and \$590,590,600, respectively after Board of Tax Review

**After fix assessment agreement with EDR Storrs LLC. (Assessment prior to agreement was \$19,465,050)

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
2005	4,643,220	0.56%	0.84%	190
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

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, 2014
 (UNAUDITED)

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Percentage Applicable to Mansfield</u>	<u>Mansfield Share of Debt</u>
Town of Mansfield	\$ 2,661,658	100.00%	\$ 2,661,658
Regional School District No. 19	3,597,424 *	56.68%	** <u>2,039,020</u>
Net Direct and Overlapping Indebtedness			\$ <u><u>4,700,678</u></u>

* Debt is net of school grants receivable of \$4,472,576.

** 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, 2014

(UNAUDITED)

Total Tax Collections (including interest and lien fees) for the year ended June 30, 2014	\$ 28,339,239
Reimbursement for Revenue Loss: Tax relief for elderly freeze	<u>2,000</u>
Base for Debt Limitation Computation	<u>\$ 28,341,239</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	\$ 63,767,788	\$	\$	\$	\$
4 1/2 times base		127,535,576			
3 3/4 times base			106,279,646		
3 1/4 times base				92,109,027	
3 times base					<u>85,023,717</u>
Total Debt Limitation	<u>63,767,788</u>	<u>127,535,576</u>	<u>106,279,646</u>	<u>92,109,027</u>	<u>85,023,717</u>
Indebtedness:					
Bonds payable	948,500	1,365,250	306,250		
Bonds authorized unissued	1,040,000				
Town portion of Regional School District No. 19 bonds payable - net		<u>2,039,020</u>			
Net Indebtedness (1)	<u>1,988,500</u>	<u>3,404,270</u>	<u>306,250</u>	<u>-</u>	<u>-</u>
Debt Limitation in Excess of Indebtedness	<u>\$ 61,779,288</u>	<u>\$ 124,131,306</u>	<u>\$ 105,973,396</u>	<u>\$ 92,109,027</u>	<u>\$ 85,023,717</u>

(1) The total of the above net indebtedness amounts to: \$ 5,699,020

In no event shall total indebtedness exceed seven times the base for debt limitation computation: \$ 198,388,673

TOWN OF MANSFIELD
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL ISSUES

Fiscal Year	Schools		General Purpose		Sewer Purpose		Lease Purchase		Total Debt
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2016	\$ 77,500	\$ 29,278	\$ 118,750	\$ 41,480	\$ 23,750	\$ 9,566			\$ 300,324
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	\$ 871,000	\$ 188,484	\$ 1,246,500	\$ 256,112	\$ 282,500	\$ 63,329	\$ -	\$ -	\$ 2,907,925

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>
2005	128,681,014	7,511,401	121,169,613	6%
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%

TOWN OF MANSFIELD
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
<u>Estimated:</u>						
2014/15	505,219	1,817,380	325,000	2,647,599	27,703,004	9.6
2015/16	485,060	1,792,380	285,000	2,562,440	29,498,910	8.7
2016/17	485,060	1,800,000	285,000	2,570,060	31,262,654	8.2
2017/18	485,060	1,850,000	285,000	2,620,060	32,588,830	8.0
2018/19	485,060	1,900,000	275,000	2,660,060	34,056,169	7.8
2019/20	485,060	1,950,000	275,000	2,710,060	35,610,538	7.6

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 adopted fiscal year 2015/2016 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 four years. Mansfield's next revaluation is October 1, 2014.

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)