

TOWN OF MANSFIELD

SCHOOL BUILDING PROJECT

FIVE YEAR FINANCIAL PROJECTIONS – REVISED ASSUMPTIONS

Thursday, July 15, 2010

- State Revenues for Government and Education reflecting decreases in 2011/12 and 2012/13
- Grant List projected to remain flat for two years
- Operating budgets projected to increase at 2.5%

Town of Mansfield  
 School Renovation Project Options  
 Summary of Five Year Forecast Mill Rate Changes

	Fiscal Year				Cummulative	
	2010/11	2011/12	2012/13	2013/14	2014/15	Change

**Option A: Pay-as-you-go \$1,000,000/yr**

Mill Rate	25.71	27.16	29.74	30.50	30.96	
Mill Rate Change		1.45	2.58	0.76	0.46	5.25
Percentage Increase (Decrease)		5.6%	9.5%	2.6%	1.5%	20.4%
Taxes - Median Assessed Value of \$168,000	\$ 4,319	\$ 4,563	\$ 4,996	\$ 5,124	\$ 5,201	
Taxes - Increase (Decrease)		\$ 244	\$ 433	\$ 128	\$ 77	\$ 882

**Option D: One new school \$19,545,000**

Mill Rate	25.71	27.16	29.27	30.08	30.60	
Mill Rate Change		1.45	2.11	0.81	0.52	4.89
Percentage Increase (Decrease)		5.6%	7.8%	2.8%	1.7%	19.0%
Taxes - Median Assessed Value of \$168,000	\$ 4,319	\$ 4,563	\$ 4,917	\$ 5,053	\$ 5,141	
Taxes - Increase (Decrease)		\$ 244	\$ 354	\$ 136	\$ 87	\$ 822

**Option E: Two new schools \$27,575,000**

Mill Rate	25.71	27.16	29.43	31.13	31.56	
Mill Rate Change		1.45	2.27	1.70	0.43	5.85
Percentage Increase (Decrease)		5.6%	8.4%	5.8%	1.4%	22.8%
Taxes - Median Assessed Value of \$168,000	\$ 4,319	\$ 4,563	\$ 4,944	\$ 5,230	\$ 5,302	
Taxes - Increase (Decrease)		\$ 244	\$ 381	\$ 286	\$ 72	\$ 983

Town of Mansfield  
 General Fund Revenues and Expenditures  
 Five Year Forecast

**INCLUDING AN INCREASE OF \$1,000,000 FOR SCHOOL RENOVATION CAPITAL EXPENDITURES (OPT A)**

	Actual 2008-09	Amended 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15
<b>REVENUES AND TRANSFERS:</b>							
Property Taxes	\$22,812,116	\$23,364,477	\$24,461,355	\$ 25,830,934	\$ 28,294,087	\$ 29,308,153	\$ 30,046,873
Tax Related Items	598,091	510,000	510,000	515,100	520,251	525,454	530,708
Licenses and Permits	392,828	458,150	459,370	463,964	468,603	473,289	478,022
Federal Support - Government	11,992	1,850	1,850	1,850	1,869	1,887	1,906
State Support - Education	10,334,845	10,309,580	10,270,810	9,970,610	9,670,610	9,767,316	9,864,989
State Support - Government	8,513,105	8,091,030	7,326,320	7,126,320	6,926,320	6,995,583	7,065,539
Local Support - Government	11,517						
Charge for Services	326,050	363,610	387,030	390,900	394,809	398,757	402,745
Fines and Forfeitures	14,333	5,590	24,640	24,886	25,135	25,387	25,640
Miscellaneous	205,261	253,350	182,610	184,436	186,280	188,143	190,025
Transfers from Other Funds	2,500	2,500	2,500	2,500	2,500	2,500	2,500
<b>Total Revenues and Transfers</b>	<b>43,222,638</b>	<b>43,360,137</b>	<b>43,626,285</b>	<b>44,511,501</b>	<b>46,490,465</b>	<b>47,686,469</b>	<b>48,608,948</b>
<b>EXPENDITURES AND TRANSFERS:</b>							
General Government	2,309,810	2,299,060	2,274,415	2,331,275	2,389,557	2,461,244	2,535,081
Public Safety	2,789,703	2,783,540	2,780,310	2,849,818	2,921,063	3,008,695	3,098,956
Public Works	1,851,211	1,920,280	1,920,830	1,968,851	2,018,072	2,078,614	2,140,973
Community Services	1,530,805	1,474,090	1,547,510	1,586,198	1,625,853	1,674,628	1,724,867
Community Development	517,498	490,350	484,310	496,418	508,828	524,093	539,816
Education (K-8)	20,624,715	20,595,570	20,588,160	21,102,864	21,630,436	22,279,349	22,947,729
Education (9-12)	10,117,705	9,924,817	9,924,230	9,707,036	9,673,530	10,082,896	10,163,387
Town-Wide Expenditures	2,471,997	2,457,770	2,500,860	2,563,382	2,627,466	2,706,290	2,787,479
Transfers to Other Funds	599,660	914,660	845,660	945,660	2,045,660	2,145,660	2,245,660
Transfers to Debt Service	415,000	500,000	760,000	960,000	1,050,000	725,000	425,000
<b>Total Expenditures and Transfers</b>	<b>43,228,104</b>	<b>43,360,137</b>	<b>43,626,285</b>	<b>44,511,501</b>	<b>46,490,465</b>	<b>47,686,469</b>	<b>48,608,948</b>
<b>RESULTS OF OPERATIONS</b>	<b>(5,466)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE - BEGINNING</b>	<b>1,830,203</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>
<b>FUND BALANCE - ENDING</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>
<b>SUPPLEMENTAL INFORMATION:</b>							
Mill Rate	25.24	25.71	25.71	27.16	29.74	30.50	30.96
Mill Rate Change	1.37	0.47	(0.00)	1.45	2.59	0.76	0.46
Percentage Increase (Decrease)	5.74%	1.88%	-0.01%	5.63%	9.52%	2.55%	1.50%
<b>Grand List</b>	<b>921,609,133</b>	<b>926,094,925</b>	<b>969,090,991</b>	<b>969,090,991</b>	<b>969,090,991</b>	<b>978,781,901</b>	<b>988,569,720</b>
Current Year Taxes	22,888,695	23,364,477	24,461,355	25,830,934	28,294,087	29,308,153	30,046,873
Elderly Programs	34,300	34,300	34,300	34,300	34,300	34,300	34,300
Reserve for Uncollected Taxes	340,000	415,000	420,000	452,041	495,147	512,893	525,820
Tax Levy	23,262,995	23,813,777	24,915,655	26,317,276	28,823,534	29,855,345	30,606,993
Percent Uncollected	1.46%	1.74%	1.69%	1.72%	1.72%	1.72%	1.72%
Increase in Tax Levy							
Dollars	1,680,077	550,782	1,101,878	1,401,621	2,506,258	1,031,812	751,648
Percentage	7.78%	2.37%	4.63%	5.63%	9.52%	3.58%	2.52%

**ASSUMPTIONS:**

- Tax Related Items are projected to increase an average of 1% per year.
- State Revenues (Government) are projected to decrease for 11/12 & 12/13 by \$200,000 ea then increase an average of 1% per year.
- State Revenues (Education) are projected to decrease for 11/12 & 12/13 by \$300,000 ea then increase an average of 1% per year.
- Other Revenues are projected to remain flat for 11/12 & 12/13 then increase an average of 1% per year.
- Expenditures for Education (Grades K-8) are projected to increase 2.5% for 11/12 & 12/13, then 3%.
- Expenditures for Education (Grades 9-12) are based on Regional School District 19's annual operating Budget.  
 Region 19 assumptions: The annual operating budget projections are projected to increase 2.5% for 11/12 & 12/13, then 3%.  
 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 2011/12.
- The Grand List is projected to remain flat for 11/12 & 12/13 and then increase 1% annually.
- Expenditures for Town are projected to increase 2.5% for 11/12 & 12/13, then 3%.
- Reserve for Uncollected taxes is 1.72% of the total levy.
- Reflects an increase in the transfer for Capital Improvements of \$1,100,000 per year - \$1,000,000 for school building repairs (beginning in 12/13) and \$100,000 increase for other capital needs

Town of Mansfield  
General Fund Revenues and Expenditures  
Five Year Forecast

**INCLUDING ESTIMATED DEBT SERVICE ON SCHOOL RENOVATION OPTION D - \$19,545,000**

	Actual 2008-09	Amended 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15
<b>REVENUES AND TRANSFERS:</b>							
Property Taxes	\$22,812,116	\$23,364,477	\$24,461,355	\$ 25,830,934	\$ 27,844,087	\$ 28,902,693	\$ 29,691,413
Tax Related Items	598,091	510,000	510,000	515,100	520,251	525,454	530,708
Licenses and Permits	392,828	458,150	459,370	463,964	468,603	473,289	478,022
Federal Support - Government	11,992	1,850	1,850	1,850	1,869	1,887	1,906
State Support - Education	10,334,845	10,309,580	10,270,610	9,970,610	9,670,610	9,767,316	9,864,989
State Support - Government	8,513,105	8,091,030	7,326,320	7,126,320	6,926,320	6,995,583	7,065,539
Local Support - Government	11,517						
Charge for Services	326,050	363,610	387,030	390,900	394,809	398,757	402,745
Fines and Forfeitures	14,333	5,590	24,640	24,886	25,135	25,387	25,640
Miscellaneous	205,261	253,350	182,610	184,436	186,280	188,143	190,025
Transfers from Other Funds	2,500	2,500	2,500	2,500	2,500	2,500	2,500
<b>Total Revenues and Transfers</b>	<b>43,222,638</b>	<b>43,360,137</b>	<b>43,626,285</b>	<b>44,511,501</b>	<b>46,040,465</b>	<b>47,281,009</b>	<b>48,253,488</b>
<b>EXPENDITURES AND TRANSFERS:</b>							
General Government	2,309,810	2,299,060	2,274,415	2,331,275	2,389,557	2,461,244	2,535,081
Public Safety	2,789,703	2,783,540	2,780,310	2,849,818	2,921,063	3,008,695	3,098,956
Public Works	1,851,211	1,920,280	1,920,830	1,968,851	2,018,072	2,078,614	2,140,973
Community Services	1,530,805	1,474,090	1,547,510	1,586,198	1,625,853	1,674,628	1,724,867
Community Development	517,498	490,350	484,310	496,418	508,828	524,093	539,816
Education (K-8)	20,624,715	20,595,570	20,588,160	21,102,864	21,630,436	22,279,349	22,947,729
Education (9-12)	10,117,705	9,924,817	9,924,230	9,707,036	9,673,530	10,082,896	10,163,387
Town-Wide Expenditures	2,471,997	2,457,770	2,500,860	2,563,382	2,627,466	2,706,290	2,787,479
Transfers to Other Funds	599,660	914,660	845,660	945,660	1,045,660	1,145,660	1,245,660
Estimated Savings in Operating Costs						(1,305,460)	(1,305,460)
Transfers to Debt Service	415,000	500,000	760,000	960,000	1,600,000	2,625,000	2,375,000
<b>Total Expenditures and Transfers</b>	<b>43,228,104</b>	<b>43,360,137</b>	<b>43,626,285</b>	<b>44,511,501</b>	<b>46,040,465</b>	<b>47,281,009</b>	<b>48,253,488</b>
<b>RESULTS OF OPERATIONS</b>	<b>(5,466)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE - BEGINNING</b>	<b>1,830,203</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>
<b>FUND BALANCE - ENDING</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>
<b>SUPPLEMENTAL INFORMATION:</b>							
Mill Rate	25.24	25.71	25.71	27.16	29.27	30.08	30.60
Mill Rate Change	1.37	0.47	(0.00)	1.45	2.11	0.81	0.51
Percentage Increase (Decrease)	5.74%	1.88%	-0.01%	5.63%	7.78%	2.77%	1.71%
<b>Grand List</b>	<b>921,609,133</b>	<b>926,094,925</b>	<b>969,090,991</b>	<b>969,090,991</b>	<b>969,090,991</b>	<b>978,781,901</b>	<b>988,569,720</b>
Current Year Taxes	22,888,695	23,364,477	24,461,355	25,830,934	27,844,087	28,902,693	29,691,413
Elderly Programs	34,300	34,300	34,300	34,300	34,300	34,300	34,300
Reserve for Uncollected Taxes	340,000	415,000	420,000	452,041	487,272	505,797	519,600
Tax Levy	23,262,995	23,813,777	24,915,655	26,317,276	28,365,659	29,442,790	30,245,313
Percent Uncollected	1.46%	1.74%	1.69%	1.72%	1.72%	1.72%	1.72%
<b>Increase in Tax Levy</b>							
Dollars	1,680,077	550,782	1,101,878	1,401,621	2,048,383	1,077,131	802,523
Percentage	7.78%	2.37%	4.63%	5.63%	7.78%	3.80%	2.73%

**ASSUMPTIONS:**

- 2 State Revenues (Government) are projected to decrease for 11/12 & 12/13 by \$200,000 ea then increase an average of 1% per year.
- 3 State Revenues (Education) are projected to decrease for 11/12 & 12/13 by \$300,000 ea then increase an average of 1% per year.
- 4 Other Revenues are projected to remain flat for 11/12 & 12/13 then increase an average of 1% per year.
- 5 Expenditures for Education (Grades K-8) are projected to increase 2.5% for 11/12 & 12/13, then 3%.
- 6 Expenditures for Education (Grades K-8) are projected to increase 3% annually.
- 4 Expenditures for Education (The annual operating budget projections are projected to increase 2.5% for 11/12 & 12/13, then 3%.
- Region 19 assumptions: The annual operating budget projections are projected to increase 3% annually.  
The Town's levy for Region 19 is adjusted by changes in student population.
- 7 The Grand List is projected to increase and other revenue is projected to increase by 1% annually after 2011/12.
- 8 Expenditures for Town are projected to increase 2.5% for 11/12 & 12/13, then 3%.
- 9 Expenditures for Town are projected to increase 3% per year.
- 10 Reserve for Uncollected taxes is 1.72% of the total levy.
- 8 Reflects an increase in the transfer for Capital Improvements of \$100,000 per year.
- 9 Adjustment included for savings in operating costs due to school renovation

Town of Mansfield  
General Fund Revenues and Expenditures  
Five Year Forecast

**INCLUDING ESTIMATED DEBT SERVICE ON SCHOOL RENOVATION OPTION E - \$27,575,000**

	Actual 2008-09	Amended 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15
<b>REVENUES AND TRANSFERS:</b>							
Property Taxes	\$22,812,116	\$23,364,477	\$ 24,461,355	\$ 25,830,934	\$ 27,994,087	\$ 29,916,293	\$ 30,630,013
Tax Related Items	598,091	510,000	510,000	515,100	520,251	525,454	530,708
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Federal Support - Government	11,992	1,850	1,850	1,850	1,869	1,887	1,906
State Support - Education	10,334,845	10,309,580	10,270,610	9,970,610	9,670,610	9,767,316	9,864,989
State Support - Government	8,513,105	8,091,030	7,326,320	7,126,320	6,926,320	6,995,583	7,065,539
Local Support - Government	11,517						
Charge for Services	326,050	363,610	387,030	390,900	394,809	398,757	402,745
Fines and Forfeitures	14,333	5,590	24,640	24,886	25,135	25,387	25,640
Miscellaneous	205,261	253,350	182,610	184,436	186,280	188,143	190,025
Transfers from Other Funds	2,500	2,500	2,500	2,500	2,500	2,500	2,500
<b>Total Revenues and Transfers</b>	<b>43,222,638</b>	<b>43,360,137</b>	<b>43,626,285</b>	<b>44,511,501</b>	<b>46,190,465</b>	<b>48,294,609</b>	<b>49,192,088</b>
<b>EXPENDITURES AND TRANSFERS:</b>							
General Government	2,309,810	2,299,060	2,274,415	2,331,275	2,389,557	2,461,244	2,535,081
Public Safety	2,789,703	2,783,540	2,780,310	2,849,818	2,921,063	3,008,695	3,098,956
Public Works	1,851,211	1,920,280	1,920,830	1,968,851	2,018,072	2,078,614	2,140,973
Community Services	1,530,805	1,474,090	1,547,510	1,586,198	1,625,853	1,674,628	1,724,867
Community Development	517,498	490,350	484,310	496,418	508,828	524,093	539,816
Education (K-8)	20,624,715	20,595,570	20,588,160	21,102,864	21,630,436	22,279,349	22,947,729
Education (9-12)	10,117,705	9,924,817	9,924,230	9,707,036	9,673,530	10,082,896	10,163,387
Town-Wide Expenditures	2,471,997	2,457,770	2,500,860	2,563,382	2,627,466	2,706,290	2,787,479
Transfers to Other Funds	599,660	914,660	845,660	945,660	1,045,660	1,145,660	1,245,660
Estimated Savings in Operating Costs						(1,166,860)	(1,166,860)
Transfers to Debt Service	415,000	500,000	760,000	960,000	1,750,000	3,500,000	3,175,000
<b>Total Expenditures and Transfers</b>	<b>43,228,104</b>	<b>43,360,137</b>	<b>43,626,285</b>	<b>44,511,501</b>	<b>46,190,465</b>	<b>48,294,609</b>	<b>49,192,088</b>
<b>RESULTS OF OPERATIONS</b>	<b>(5,466)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE - BEGINNING</b>	<b>1,830,203</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>	<b>1,824,737</b>
<b>FUND BALANCE - ENDING</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>	<b>\$ 1,824,737</b>
<b>SUPPLEMENTAL INFORMATION:</b>							
Mill Rate	25.24	25.71	25.71	27.16	29.43	31.13	31.56
Mill Rate Change	1.37	0.47	(0.00)	1.45	2.27	1.71	0.43
Percentage Increase (Decrease)	5.74%	1.88%	-0.01%	5.63%	8.36%	5.80%	1.37%
<b>Grand List</b>	<b>921,609,133</b>	<b>926,094,925</b>	<b>969,090,991</b>	<b>969,090,991</b>	<b>969,090,991</b>	<b>978,781,901</b>	<b>988,569,720</b>
Current Year Taxes	22,888,695	23,364,477	24,461,355	25,830,934	27,994,087	29,916,293	30,630,013
Elderly Programs	34,300	34,300	34,300	34,300	34,300	34,300	34,300
Reserve for Uncollected Taxes	340,000	415,000	420,000	452,041	489,897	523,535	536,025
Tax Levy	23,262,995	23,813,777	24,915,655	26,317,276	28,518,284	30,474,128	31,200,338
Percent Uncollected	1.46%	1.74%	1.69%	1.72%	1.72%	1.72%	1.72%
<b>Increase in Tax Levy</b>							
Dollars	1,680,077	550,782	1,101,878	1,401,621	2,201,008	1,955,844	726,210
Percentage	7.78%	2.37%	4.63%	5.63%	8.36%	6.86%	2.38%

**ASSUMPTIONS:**

- 2 State Revenues (Government) are projected to decrease for 11/12 & 12/13 by \$200,000 ea then increase an average of 1% per year.
- 3 State Revenues (Education) are projected to decrease for 11/12 & 12/13 by \$300,000 ea then increase an average of 1% per year.
- 4 Other Revenues are projected to remain flat for 11/12 & 12/13 then increase an average of 1% per year.
- 5 Expenditures for Education (Grades K-8) are projected to increase 2.5% for 11/12 & 12/13, then 3%.
- 6 Expenditures for Education (Grades K-8) are projected to increase 3% annually.
- 4 Expenditures for Education (Grades 9-12) are projected to increase 2.5% for 11/12 & 12/13, then 3%.
- Region 19 assumptions: The annual operating budget projections are projected to increase 3% annually.  
The Town's levy for Region 19 is adjusted by changes in student population.
- 7 The Grand List is projected to increase 1% annually after 2011/12.
- 8 Expenditures for Town are projected to increase 2.5% for 11/12 & 12/13, then 3%.
- 9 Expenditures for Town are projected to increase 3% per year.
- 10 Reserve for Uncollected taxes is 1.72% of the total levy.
- 8 Reflects an increase in the transfer for Capital Improvements of \$100,000 per year.
- 9 Adjustment included for savings in operating costs due to school renovation

## Connecticut Public School Buildings at a Glance

### Selected School Data

	Elem.	Middle	High	Other*
Number of Schools	655	169	174	26
Average Size	60,988	119,417	201,865	30,438
Average Capacity	525	779	1,127	220
Average Enrollment	424	633	987	54

### Age of School Facilities Based on Year of Construction

	Elem.	Middle	High	Other*
Up to 10 years	35	18	18	1
11 to 25 years	22	14	9	2
26 to 50 years	265	93	104	10
Greater than 50 years	333	44	43	13

### Age of School Facilities Based on Last Renovation

	Elem.	Middle	High	Other*
Up to 10 years	241	85	125	7
11 to 20 years	216	47	22	5
Greater than 20 years	198	37	27	14

### School Capacity

	Elem.	Middle	High	Other*
Up to 300	61	6	8	21
301 to 500	274	28	13	5
501 to 750	258	58	30	0
751 to 1,000	51	41	34	0
Greater than 1,000	11	36	89	0

\*Throughout this report, alternative education facilities have been designated as "other". Some of the tables exclude these facilities because, in most cases, they are smaller facilities that may not have a majority of the features being rated.

**Matthew W. Hart**

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**From:** William D. Hammon  
**Sent:** Wednesday, July 14, 2010 2:00 PM  
**To:** Matthew W. Hart  
**Subject:** FW: Mansfield Schools - Option A  
**Attachments:** Opt A Repairs Recap, Mansfield.pdf

Matt,

This is the estimate of cost developed by Tom DiMauro and myself. This is the cost of doing nothing for the next 20 years. If you ask me to make the buildings last another 5-7 years the only thing I would do is install bulkheads in the tunnels under the schools so we could repair the plumbing without having confined space issues. We would repair things as they break for the short term.

If we want to plan for improvements over 20 years I would recommend energy savings things first like new heating systems, new insulated roofs, insulate the building envelopes, and upgrades to the existing a/c systems. If done first we can get payback sooner. We also will need electrical upgrades for the computer systems being installed. Hope this is what you wanted. Bill

---

**From:** Rick Lawrence [mailto:Rick@TheLawrenceAssociates.com]  
**Sent:** Thursday, July 08, 2010 1:03 PM  
**To:** Fred A. Baruzzi; Cherie A. Trahan; William D. Hammon  
**Subject:** Mansfield Schools - Option A

Fred:

I did not call you back yesterday because I had not heard from Tom DiMauro in response to your request for more details regarding Option A.

Tom called today and explained he was tied up on another project and just found the old spreadsheets that he developed using the list of repairs/maintenance/refurbishment originally prepared by Bill Hammond. I am attaching these for you and Cherie to have as the basis on which the original costs were prepared. Tom noted that the totals may not match the latest values because the estimates were done over two years ago (May 14, 2008) and were adjusted since then due to market conditions and revised reimbursement rates for Mansfield. The roof replacement cost summaries were estimated to include some solar panels.

In terms of the actual schedule of when each item would be done over the 20 year time frame in each school, Tom said that was not determined. Certainly, if a major component or system required replacement that would be moved to the top of the list. However, we have no way of predicting the order in which obsolescence will create such emergencies. If you still feel some arrangement or ordering of these items should be done, I suggest Bill Hammond might be the person to assist in that endeavor.

Let me know if this provides sufficient information.

Rick

Richard S. Lawrence, AIA  
 President  
**THE LAWRENCE ASSOCIATES**  
 Architects / Planners, P.C.  
 1075 Tolland Turnpike

7/14/2010

JOB NAME  
 BID TYPE  
 DATE

DOROTHY GOODWIN ELEMENTARY SCHOOL  
 REPAIR BUDGET  
 14-May-08

OPTION A

DESCRIPTION	LABOR	MATERIAL	SUB PRICE	TOTAL	ELIGIBLE	INELIG.
SEPTIC SYSTEM	0	0	80000	80,000		80,000
PLAYSCAPE	60000	15000		75,000	75,000	0
PAVED PLAY AREA ( 3000 SF )	0	0	15000	15,000		15,000
OIL TANK REPLACEMENT	47585	101263	0	148,848		148,848
ADJUST GRADE FOR HANDICAP ACCESIBILITY	0	0	75000	75,000	75,000	
ASBESTOS ABATEMENT ALLOWANCE			150000	150,000	150,000	
				0		0
ROOF REPLACEMENT	0	0	697153	697,153	697,153	
BULKHEADS AT TUNNELS	0	0	36000	36,000		36,000
WINDOW REPLACEMENT	102839	188788	0	291,627	60,000	231,627
EXTERIOR DOOR REPLACEMENT			34000	34,000		34,000
WALL REPLACEMENT AT TRANSITE WALLS	0	0	469350	469,350	50,000	419,350
OPERABLE PARTITION AT GYM ALLOWANCE	0	0	40000	40,000		40,000
				0		0
TOILET ROOM ADA MODIFICATIONS			72000	72,000	72,000	
CLASSROOM DOORWAY RENOVATIONS	100225	46075		146,300	146,300	
				0		0
GYM FLOOR REPLACEMENT	0	0	50400	50,400		50,400
VCT REPLACEMENT (NONE)	0	0	0	0		0
				0		0
KITCHEN UPGRADES	0	0	100000	100,000	50,000	50,000
				0		0
VENTILATION SYSTEM			820180	820,180		820,180
REPLACE HVAC CONTROL & HEAT SYSTEM	0	0	1353297	1,353,297		1,353,297
REPLACE BOILERS	0	0	200000	200,000		200,000
				0		0
REPLACE PLUMBING FIXTURES	20000	15000	138000	173,000		173,000
				0		0
ELECTRICAL SERVICE UPGRADES (1200 AMP)	0	0	100000	100,000		100,000
NU CHARGES			15000	15,000		15,000
SUB PANEL UPGRADES ( ALLOW 15 PANELS )	0	0	112500	112,500		112,500
NEW FIRE ALARM SYSTEM	0	0	100000	100,000		100,000
TECHNOLOGY UPGRADES	0	0	180000	180,000		180,000
				0		0
<b>SUBTOTAL</b>				<b>5,534,655</b>	<b>1,375,453</b>	<b>4,159,202</b>
LEED CONSTRUCTION (5%)				276,733	68,773	207,960
<b>TOTAL CONSTRUCTION COSTS</b>				<b>5,811,387</b>	<b>1,444,226</b>	<b>4,367,162</b>
					25%	75%

JOB NAME  
 BID TYPE  
 DATE

SOUTHEAST ELEMENTARY SCHOOL  
 REPAIR BUDGET  
 14-May-08

OPTION A

DESCRIPTION	LABOR	MATERIAL	SUB PRICE	TOTAL	ELIGIBLE	INELIG.
PAVED PLAY AREA ( 3000 SF )	0	0	15000	15,000		15,000
OIL TANK REPLACEMENT	47585	101263	0	148,848		148,848
ADJUST GRADE FOR HANDICAP ACCESSIBILITY	0	0	75000	75,000	75,000	0
ASBESTOS ABATEMENT ALLOWANCE			150000	150,000	150,000	
				0		0
ROOF REPLACEMENT	0	0	609399	609,399	609,399	
RELOCATABLE ROOF REPLACEMENT			105600	105,600	105,600	
				0		0
				0		0
BULKHEADS AT TUNNELS	0	0	36000	36,000		36,000
WINDOW REPLACEMENT	100595	196405	0	297,000	60,000	237,000
EXTERIOR DOOR REPLACEMENT			64000	64,000		64,000
WALL REPLACEMENT AT TRANSITE WALLS	0	0	600600	600,600	60,000	540,600
OPERABLE PARTITION AT GYM ALLOWANCE	0	0	40000	40,000		40,000
				0		0
TOILET ROOM ADA MODIFICATIONS			57000	57,000	57,000	0
CLASSROOM DOORWAY RENOVATIONS	68575	31525		100,100	100,100	
				0		0
GYM FLOOR REPLACEMENT	0	0	59136	59,136		59,136
VCT REPLACEMENT	0	0	15000	15,000		15,000
				0		0
KITCHEN UPGRADES	0	0	100000	100,000	50,000	50,000
				0		0
VENTILATION SYSTEM			757060	757,060		757,060
REPLACE HVAC CONTROL & HEAT SYSTEM	0	0	1249149	1,249,149		1,249,149
REPLACE BOILERS	0	0	200000	200,000		200,000
				0		0
REPLACE PLUMBING FIXTURES	20000	15000	106000	141,000		141,000
				0		0
ELECTRICAL SERVICE UPGRADES (1200 AMP)	0	0	100000	100,000		100,000
NU CHARGES			15000	15,000		15,000
SUB PANEL UPGRADES ( ALLOW 15 PANELS )	0	0	112500	112,500		112,500
NEW FIRE ALARM SYSTEM	0	0	100000	100,000		100,000
TECHNOLOGY UPGRADES	0	0	180000	180,000		180,000
				0		0
<b>SUBTOTAL</b>				<b>5,327,392</b>	<b>1,267,099</b>	<b>4,060,293</b>
LEED CONSTRUCTION (5%)				266,370	63,355	203,015
<b>TOTAL CONSTRUCTION COSTS</b>				<b>5,593,762</b>	<b>1,330,454</b>	<b>4,263,308</b>
					24%	76%

JOB NAME  
 BID TYPE  
 DATE

ANNIE E. VINTON SCHOOL  
 REPAIR BUDGET  
 14-May-08

OPTION A

DESCRIPTION	LABOR	MATERIAL	SUB PRICE	TOTAL	ELIGIBLE	INELIG.
SEPTIC SYSTEM	0	0	75000	75,000		75,000
PLAYSCAPE	60000	15000		75,000	75,000	
PAVED PLAY AREA ( 3000 SF )	0	0	15000	15,000		15,000
OIL TANK REPLACEMENT	47585	101263	0	148,848		148,848
ADJUST GRADE FOR HANDICAP ACCESIBILITY	0	0	75000	75,000	75,000	
ASBESTOS ABATEMENT ALLOWANCE			150000	150,000	150,000	
ROOF REPLACEMENT	0	0	655384	655,384	655,384	
WINDOW REPLACEMENT	106744	191070	0	297,814	242,814	55,000
EXTERIOR DOOR REPLACEMENT			30000	30,000		30,000
WALL REPLACEMENT AT TRANSITE WALLS	0	0	478800	478,800	50,000	428,800
OPERABLE PARTITION AT GYM ALLOWANCE	0	0	40000	40,000		40,000
TOILET ROOM ADA MODIFICATIONS			45000	45,000	45,000	
CLASSROOM DOORWAY RENOVATIONS	84400	38800		123,200	123,200	
						0
GYM FLOOR REPLACEMENT	0	0	45920	45,920		45,920
VCT REPLACEMENT	0	0	20000	20,000		20,000
				0		0
KITCHEN UPGRADES	0	0	75000	75,000	40,000	35,000
				0		0
VENTILATION SYSTEM			771040	771,040		771,040
REPLACE HVAC CONTROL & HEAT SYSTEM	0	0	1272216	1,272,216		1,272,216
REPLACE BOILERS	0	0	200000	200,000		200,000
				0		0
REPLACE PLUMBING FIXTURES	15000	10000	84000	109,000		109,000
				0		0
ELECTRICAL SERVICE UPGRADES (1200 AMP)	0	0	100000	100,000		100,000
NU CHARGES			15000	15,000		15,000
SUB PANEL UPGRADES ( ALLOW 15 PANELS )	0	0	112500	112,500		112,500
NEW FIRE ALARM SYSTEM	0	0	100000	100,000	100,000	
TECHNOLOGY UPGRADES	0	0	180000	180,000		180,000
				0		0
<b>SUBTOTAL</b>				<b>5,209,722</b>	<b>1,556,398</b>	<b>3,653,324</b>
LEED CONSTRUCTION (5%)				260,486	77,820	182,666
<b>TOTAL CONSTRUCTION COSTS</b>				<b>5,470,208</b>	<b>1,634,218</b>	<b>3,835,990</b>
					30%	70%

JOB NAME  
 BID TYPE  
 DATE

MANSFIELD MIDDLE SCHOOL  
 REPAIR BUDGET  
 14-May-08

OPTION A

DESCRIPTION	LABOR	MATERIAL	SUB PRICE	TOTAL	ELIGIBLE	INELIG.
ADJUST GRADE FOR HANDICAP ACCESSIBILITY	0	0	75000	75,000	75,000	
ASBESTOS REMOVAL			300000	300,000	300,000	
				0		0
ROOF REPLACEMENT	0	0	1352146	1,352,146	1,352,146	
SOFFIT PANEL REPLACEMENT	0	0	270000	270,000		270,000
RELOCATABLE ROOFS	0	0	88000	88,000	88,000	
				0		0
				0		0
WINDOW REPLACEMENT	129360	163680	0	293,040	249,840	43,200
EXTERIOR DOOR REPLACEMENT			51000	51,000		51,000
				0		0
TOILET ROOM ADA MODIFICATIONS			90000	90,000	90,000	
CLASSROOM DOORWAY RENOVATIONS	279575	128525		408,100	408,100	
				0		0
NEW ELEVATOR, ADA COMPLIANT	0	0	180000	180,000	180,000	
				0		0
REPLACE PLUMBING FIXTURES	20000	15000	100000	135,000		135,000
				0		0
NEW FIRE ALARM SYSTEM	0	0	250000	250,000	250,000	
TECHNOLOGY UPGRADES	0	0	275000	275,000		275,000
				0		0
<b>SUBTOTAL</b>				<b>3,767,286</b>	<b>2,993,086</b>	<b>774,200</b>
LEED CONSTRUCTION (5%)				188,364	149,654	38,710
<b>TOTAL CONSTRUCTION COSTS</b>				<b>3,955,650</b>	<b>3,142,740</b>	<b>812,910</b>
					79%	21%

**Town of Mansfield  
Town Council  
Proposed School Building Project  
Critical Questions and Options**

**July 15, 2010**

**Critical questions**

- 1) Do you support the Mansfield Board of Education's recommendation to complete various renovations to MMS and to construct two new elementary schools (Option E)? If yes:
  - a. Do you want to identify a location in the northern part of town or are you comfortable with the Vinton and SE School sites?
  - b. If you would like to identify a location in the northern section of town, are you willing to seek approval from the voters prior to identifying the site for both proposed schools?
- 2) If you do not support the board's recommendation, is there another option that you prefer? (Option D; Option A; other)
- 3) When do you wish to schedule the referendum? (Nov 2010; Jan/Feb 2011; other)
- 4) If you do not wish to proceed with a building project at this time, how should we plan to maintain the existing facilities? (pay-as-you-go; dedicated CIP contribution; other)

**Project Chronology**

- Sep 2005 – Town Council establishes School Building Committee (SBC) with charge to “review the capacity and condition of the town’s four school buildings, with respect to current needs and future expansion.” SBC is specifically directed to review various key issues, including security concerns, roof replacements and other basic facility needs in addition to enhancing the library/media centers in the elementary schools.
- June 2006 - school consultant Thomas Jokubaitis presents SBC with initial school facility review.
- April 2007 - SBC hires firms of Lawrence Associates and DRA Architects as project architects. Project architects meet with school staff to conduct programming and building evaluations and later facilitate a series of community workshops to identify various construction options.
- March 2008 – SBC selects Newfield Construction to serve as construction manager. SBC learns that cost estimates for preliminary options are much higher than anticipated (estimate for extensive upgrade to three elementary schools and Mansfield Middle School totals over \$90 million).
- Spring/Summer 2008 - SBC identifies concept of new, consolidated elementary school to provide community with upgraded facility and opportunity to leverage state grant reimbursement at much lower cost to Mansfield taxpayers. SBC identifies Southeast School as preferred site to host consolidated school.
- Sep 2008 – SBC conducts public workshop to review four project options (options A-D)
- Feb 2009 – SBC reviews four project options with MBE and Town Council.
- March 2009 - March 2010 - As directed by council and MBOE, SBC further analyzes consolidated school option, including a review of feasibility of land at Southeast Elementary School. SBC also conducts site visits to newer consolidated elementary schools of comparable size (500-700 students) to identify advantages and disadvantages of single district school site.
- March 2010 - SBC presents its proposed “New Community PreK-4 Elementary School and Mansfield Middle School Project” (Option D).

- Late March 2010 – following public hearing on Option D, SBC presents MBOE and Council with information regarding a new option E (extensive renovations to MMS; construction of two new elementary schools of 350 students each).
- March-May 2010 - MBOE reviews proposed project and solicits input from key stakeholders.
- May 24, 2010 - MBOE presents Town Council with its recommendation, endorsing option E.

## Options

- 1) Option E – recommended by MBOE. Extensive renovations to MMS; two new elementary schools (350 students each). Cost to Mansfield: \$27M.
  - a. Significant features (as presented in MBOE recommendation)
    - Educational considerations
      - No disruption to preK-4 students during construction
      - Improved social-emotional opportunities for students
      - Improved ability of teachers to collaborate
      - Easier to maintain classroom size in compliance with district guidelines
      - More effective sharing of staff specialists (e.g. counseling, OT, PT)
      - Benefits for special education services
      - Larger, more uniform classroom size
      - More flexibility to accommodate increased enrollment
      - Improves building security (offices located at front entrance)
    - Facility factors
      - New construction promotes sustainability and efficient use of resources – designed to LEED standards with modern energy management systems and lower energy costs – reduces emissions with significant savings to operating budget
      - State-of-the library/media centers
      - Temporary relocatable classrooms at MMS and SE School would be replaced with permanent construction
      - Separate cafeterias and gymnasiums
      - Vehicle access and pedestrian safety improvements
      - New construction leverages more state reimbursement
    - Community considerations
      - Achieves balance between efficiency and community’s desire to maintain smaller schools – required redistricting would negatively impact fewer families than Option D
      - Fewer municipal buildings to repurpose (compared to option D)
  - b. Concerns/Issues
    - Impact on taxpayer – if town revenues continue to decline (e.g. loss in federal supplement to ECS), amount required for debt service could place significant pressure on town/school operating budget and negatively impact other elements of capital improvement program (CIP)
    - Will voters approve if elementary school locations unknown at time of referendum?
    - Costs associated with repurposing existing schools

2) Option D – recommended by School Building Committee (SBC). Extensive renovations to MMS; one new elementary school (700 students). Cost to Mansfield: \$19M.

a. Significant features (as presented in SBC recommendation)

- Accomplishes all objectives related to improvements to school facilities
  - All planned upgrades to MMS
  - Separate cafeteria and gymnasium for elementary school
  - State-of-the library/media centers for elementary school
  - Modern energy management and security systems
  - Larger uniform classroom sizes
- Provides best opportunity to enhance instructional program
  - Opportunities to enhance curriculum and expand district-wide offerings at single location
  - Facilitates district-wide planning for instructional programs and promote maximum use of teachers and support staff
  - Facilitates better coordination for special education teachers
  - Anticipated savings to operating budget provides district with best opportunity to maintain class size guidelines and current instructional program, with potential to invest savings in additional areas and services
- Provides best opportunity to leverage state grant funds, minimizing cost to Mansfield taxpayers
- Promotes sustainability and efficient use of resources
  - New construction promotes sustainability and efficient use of resources – designed to LEED standards with modern energy management systems with reduced emissions and lower energy costs
  - Captures efficiencies in purchasing and reduce need for certain administrative staff – enables district to focus investment on instructional program and curriculum as opposed to administration
  - Most significant savings for district’s operating budget
- Minimizes disruption to learning environment
- Enhances district’s sense of community

b. Concerns/Issues

- Many of the parents and residents who have participated in the public process have expressed preference for smaller schools
- Costs associated with repurposing existing schools

3) Option A – limited improvements to MMS; limited facility improvements to existing elementary schools. Cost to Mansfield: up to \$20M.

a. Significant features (as detailed by SBC)

- Basic improvements to facilities
  - Roof and window replacements
  - Solar panels
  - Fire alarm systems
  - ADA and technology upgrades
  - New heating and ventilation systems
  - New elevator for MMS
  - New gym floors and gym partitions for elementary schools
- Maintains smaller school size (preferred by some)
- No need to repurpose existing buildings

- b. Concerns/Issues
  - Construction will have some disruption to learning environment
  - Will not achieve same energy savings as new schools
  - Limited ability to leverage state reimbursement
  - Will not achieve desired facility improvements (e.g. does not include library media centers, separate gymnasiums and cafeterias, larger classrooms and security systems)
  - Will not achieve desired opportunities to enhance instructional program
  - Elementary schools continue to age
  - Declining enrollment may lead to closure of one elementary school
  - Limited savings to operating budget (some energy savings; no anticipated reduction in administrative personnel)
  
- 4) Wait – wait to see what develops with election of new Governor and General Assembly. Will new state government sustain commitment to key educational and municipal grants, as well as school construction program?
  - a. Benefits
    - Time may provide Town with better opportunity to forecast revenues
  
  - b. Concerns/Issues
    - Opportunity costs – construction costs may escalate. State may reduce scope of school construction program and reduce reimbursement rates.
    - Existing facilities continue to age; increased opportunity for building/systems failure (e.g. roof, boiler)
    - No immediate savings for operating budget

**MFRA**

Moody's Investors Service  
29-June-2010 3:39 PM Eastern Standard Time

**Analyst Adjusted - Local Governments - City - Median Report**

**View Criteria**

Rating: Aa2  
Tax Backed Rating Description: All  
State: CT

Rating Statistics*	
Median:	Aa2
Mean:	Aa2
Min:	Aa2
Max:	Aa2
Count:	64

Selected Financials and other Datapoints	Medians	Mean	Min	Max	Count
	2009	2009	2009	2009	2009
<b>Financial Data : Financial Statistics &amp; Ratios</b>					
Total General Fund Revenues (\$000)	50,066	59,150	4,594	183,339	64
General Fund Balance as % of Revenues	12.4	12.8	4.6	41.9	64
Unreserved General Fund Balance as % of Revenues	10.7	11.7	2.9	41.9	64
Unreserved, Undesignated General Fund Balance as % of Revenues	10.4	10.6	1.5	41.9	62
<b>Financial Data : Debt Statistics &amp; Ratios</b>					
Direct Net Debt Outstanding (\$000)	24,867	32,430	275	142,517	63
Overall Net Debt Outstanding (\$000)	27,787	31,986	4,133	142,517	22
Direct Net Debt as % of Full Value	0.9	1.1	0	3.2	63
Direct Net Debt Per Capita (\$)	1,537	1,784	75	4,500	63
Debt Burden (Overall Net Debt as % Full Value)	0.9	1.2	0.3	3.3	22
Overall Net Debt Per Capita (\$)	1,627	1,899	234	4,749	22
Debt Service as % of Operating Expenditures	5.9	6	0.5	13.8	61
Payout, 10 Years, General Obligation Debt (%), Current Value	77.8	77.8	37.4	100	64
<b>Financial Data : Tax Base Statistics and Ratios</b>					
Total Full Value (\$000)	2,057,384	2,745,868	492,192	7,495,977	62
Full Value Per Capita (\$)	153,695	180,709	59,639	447,192	62
Average Annual Increase in Full Value (%)	6.3	6.4	1.9	13	62
Top Ten TaxPayers as % of Total, Most Recent Value	8.2	460.3	2.1	24,759.30	55
<b>Financial Data : Demographic Statistics</b>					
Population 2000 Census	14,229	17,861	1,254	60,062	64
Per Capita Income (2000 Census)	28,804	29,504	18,094	45,418	64
Per Capita Income as % of State (2000 Census)	100.1	102.6	62.9	157.9	64
Per Capita Income as % of U.S. (2000 Census)	133.4	136.7	83.8	210.4	64
Median Family Income (2000 Census)	71,431	71,542	43,859	92,514	64
Median Family Income as % of State (2000 Census)	109	109.2	66.9	141.2	64
Median Family Income as % of U.S. (2000 Census)	142.7	142.9	87.6	184.9	64
Median Home Value (2000 Census)	168,150	174,388	109,100	260,400	64

\* The Rating displayed in MFRA is the most recent derived underlying rating issued by Moody's Investors Service, Inc.

**Entities Included in Medians**

Berlin Town, CT	Bethany Town, CT	Bethel Town, CT
Bloomfield Town, CT	Bristol City, CT	Burlington Town, CT
Canton Town, CT	Clinton Town, CT	Colchester Town, CT
Columbia Town, CT	Cornwall Town, CT	East Granby Town, CT
East Haddam Town, CT	East Hartford Town, CT	East Lyme Town, CT
East Windsor Town, CT	Enfield Town, CT	Essex Town, CT
Granby Town, CT	Groton City, CT	Groton Town, CT
Guilford Town, CT	Hebron Town, CT	Kent Town, CT
Killingly Town, CT	Killingworth Town, CT	Lebanon Town, CT
Ledyard Town, CT	Litchfield Town, CT	Mansfield Town, CT
Marlborough Town, CT	Middlebury Town, CT	Middletown City, CT
Monroe Town, CT	Montville Town, CT	Naugatuck Borough, CT
Newington Town, CT	North Branford Town, CT	Norwich City, CT
Old Saybrook Town, CT	Oxford Town, CT	Plainville Town, CT
Rocky Hill Town, CT	Salisbury Town, CT	Sharon Town, CT
Shelton City, CT	Sherman Town, CT	Somers Town, CT
South Windsor Town, CT	Southbury Town, CT	Southington Town, CT
Stratford Town, CT	Suffield Town, CT	Tolland Town, CT
Torrington City, CT	Trumbull Town, CT	Vernon Town, CT
Warren Town, CT	Washington Town, CT	Waterford Town, CT
Watertown Town, CT	Westbrook Town, CT	Wethersfield Town, CT
Woodbury Town, CT		

**MFRA**

Moody's Investors Service

13-July-2010 4:55 PM Eastern Standard Time

**Analyst Adjusted - Local Governments - City - Comp Report**

**View Criteria**

Rating: Aa2  
 Tax Backed Rating Description: All  
 State: CT

Selected Financials and other Datapoints	Colchester Town, CT	Groton Town, CT	Mansfield Town, CT	Montville Town, CT	Newington Town, CT	Rocky Hill Town, CT	Somers Town, CT	Tolland Town, CT	Vernon Town, CT	Wethersfield Town, CT
	Most Recent Available (AA:6/30/2009)									
<b>Financial Data : Financial Statistics &amp; Ratios</b>										
Total General Fund Revenues (\$000)	49,427	122,002	44,775	55,623	97,310	58,746	30,810	53,281	79,585	86,030
General Fund Balance as % of Revenues	7.9	12.9	4.8	16.2	17.2	7.2	17.4	13	12.4	10.9
Unreserved General Fund Balance as % of Revenues	7.6	10.2	4.1	10.5	15.2	6.7	15.7	11	10.5	9.2
Unreserved, Undesignated General Fund Balance as % of Revenues	7	8.6	4.1	8.1	15.2	6.1	15.7	10.8	10.1	8.4
<b>Financial Data : Debt Statistics &amp; Ratios</b>										
Direct Net Debt Outstanding (\$000)	21,320	67,964	2,833	46,983	17,162	20,759	19,813	44,517	62,361	36,750
Overall Net Debt Outstanding (\$000)	36,595	72,981	5,756	24,098	28,904	28,531	21,585	33,988	0	47,884
Direct Net Debt as % of Full Value	1.2	1.2	0.2	2.1	0.4	0.7	1.6	2.2	2.5	1
Direct Net Debt Per Capita (\$)	1,369	1,735	115	2,396	578	1,101	1,804	3,027	2,090	1,429
Debt Burden (Overall Net Debt as % Full Value)	2.4	1.6	0.4	1.2	0.7	0.9	2.1	2.1	0	1.3
Overall Net Debt Per Capita (\$)	2,378	1,863	234	1,228	973	1,513	1,967	2,333	0	1,862
Debt Service as % of Operating Expenditures	7.8	4.3	1.6	8.2	2.6	4.9	10.2	8.8	6.2	4.6
Payout, 10 Years, General Obligation Debt (%), Current Value	78.1	60.1	100	69.9	81.7	77.8	73.7	77.3	56.7	76.7
<b>Financial Data : Tax Base Statistics and Ratios</b>										
Total Full Value (\$000)	1,851,878	5,819,429	1,468,431	2,202,458	4,219,375	3,041,594	1,239,381	1,990,240	2,491,858	3,637,100
Full Value Per Capita (\$)	118,878	148,580	59,639	112,302	142,071	161,341	112,835	135,344	83,510	141,417
Average Annual Increase in Full Value (%)	6.5	3.6	6.5	5.1	8	5.3	5.3	6.9	2.4	4.4
Top Ten TaxPayers as % of Total, Most Recent Value	5.4	25.1	6.5	14.9	6.8	9.8	2.8	6.1	10.3	5.2
<b>Financial Data : Demographic Statistics</b>										
Population 2000 Census	14,551	39,907	20,720	18,546	29,306	17,966	10,417	13,146	28,063	26,271
Per Capita Income (2000 Census)	27,038	23,995	18,094	22,357	26,881	29,701	23,952	29,892	25,150	28,930
Per Capita Income as % of State (2000 Census)	94	83.4	62.9	77.7	93.4	103.3	83.3	103.9	87.4	100.6
Per Capita Income as % of U.S. (2000 Census)	125.3	111.2	83.8	103.6	124.5	137.6	111	138.5	116.5	134
Median Family Income (2000 Census)	72,346	51,402	69,661	61,643	67,085	72,726	71,757	82,990	59,599	68,154
Median Family Income as % of State (2000 Census)	110.4	78.5	106.3	94.1	102.4	111	109.5	126.7	91	104
Median Family Income as % of U.S. (2000 Census)	144.6	102.7	139.2	123.2	134	145.3	143.4	165.8	119.1	136.7
Median Home Value (2000 Census)	160,400	140,400	146,300	125,600	144,800	165,400	191,500	165,200	137,300	159,300

\* The Rating displayed in MFRA is the most recent derived underlying rating issued by Moody's Investors Service, Inc.