

Town of Mansfield
Special Town Council Meeting

Financial & Budget Overview
January 16, 2013

Agenda

- Town Council Goals and Objectives
- Current Year Operating Budget
- Fiscal 2013/14 Operating Budget
- Capital Improvement Plan Budget
- Other Funds Update
- Council Priorities & Policy
Recommendations
- Budget Calendar & Next Steps

Town Council Goals & Objectives

- Goal: Embrace sustainability
 - Key principle in decision making
 - Maintained open space acquisition and preservation program
 - Working to grow grand list and create jobs in planned and sustainable manner

Town Council Goals & Objectives

- Goal: Make progress on the physical components of the Mansfield Downtown Partnership “Storrs Center” project
 - Phase 1A complete
 - Phase 1B to open Aug 2013
 - Grocery store to open Winter 2014
 - Planning for 1C, Wilbur Cross Way and residential neighborhood underway
 - Garage complete
 - Streetscape improvements, town square and intermodal to be completed in 2013

Town Council Goals & Objectives

- Goal: Make a decision on the school renovation project that protects the quality of our educational system
 - Conducted public education campaign
 - Investigated financial implications of staggering construction; convened meeting with state legislators to discuss renovation alternatives

Town Council Goals & Objectives

- Goal: Maintain core services despite declining revenues
 - Defined core services
 - Avoided major layoffs
 - Pursued opportunities to diversify revenues
 - Explored opportunities for providing services regionally

Town Council Goals & Objectives

- Goal: Improve quality of life for residents of neighborhoods close to the UCONN campus
 - Developed and implemented additional ordinances and other measures to reduce blight and protect quality of life
 - Completed police study

Town Council Goals & Objectives

- Goal: Improve the tradition of open and transparent government.
 - Revised code of ethics
 - Improved websites
 - Created Facebook pages
 - Introduced town newsletter
 - Periodically updated Council Rules of Procedure

Town Council Goals & Objectives

- Goal: Improve active recreation facilities for youth.
 - Supported Region 19 track and athletic fields project
 - Improve municipal athletic fields and playgrounds (e.g. Lions Club Park, Southeast ball fields, Sunny Acres playscape)

Town Council Goals & Objectives

- Goal: Remediate environmental issues.
 - Coordinating Four Corners water and sewer project
 - Sewer pump station design underway
 - Draft water supply study EIE under review

Town Council Goals & Objectives

- Goal: Continue to support and improve senior services.
 - Implemented volunteer transportation program – acquired accessible van using federal grant program

Financial Policies and Initiatives

Impact on FY 2013/14 Operating Budget

- Fund Balance Initiative
 - Current Year budget surplus to FB \$214,000
 - Five Year forecast – increase surplus by \$100,000/year
- Pay-As-You-Go Capital Plan
 - Increase in General Fund contribution by \$273,000
- Resident State Trooper Model
 - Addition of one State Trooper

Current Year Operating Budget

Revenue Highlights

		Amount
Taxes & Related Items	Current/Prior	\$100,000
Licenses & Permits	Conveyance Tax	On budget
Federal Support	FEMA	As expected
State Support-Education	Transportation	\$25,000
State Support-Gen.Gov	PILOT	(\$26,000)
State Support-Gen.Gov	Revenue Sharing	\$85,000
Other Revenues		<u>On budget</u>
Net Estimate		\$184,000

Current Year Operating Budget *Expenditure Highlights*

- State Trooper Program – Benefit rate increase – estimated impact \$59,000
- Fire Services – Monitoring salaries and vehicle repairs
- Storm Sandy Emergency & Cleanup Costs – FEMA application
- Balance in Contingency
- Spending Freeze issued in January

FY 2013/14 Operating Budget

Revenues – Estimated October 1, 2012

Grand List

	Oct. 1, 2011	Estimated Oct. 1, 2012*	% Chg
Real Estate	\$870,355,460	\$874,272,510	0.45%
Personal Property	33,368,052	35,366,646	6.0%
Motor Vehicle	69,999,066	69,999,066	
Total	\$973,722,578	\$979,638,222	0.61%

*Excluding Storrs Center properties

FY 2013/14 Operating Budget

Revenues – Storrs Center Assessed Values

1 Dog Lane/Res Condo (before fixed assessment)	\$8,552,600
1 Dog Lane/Com Condo (70% complete)	1,496,710
9 Dog Lane/Res Condo (before fixed assessment)	10,217,370
9 Dog Lane/Com Condo (75% complete)	1,915,760
11 Dog Lane/Storrs Auto Com Condo	195,370
1 Royce Circle/Res Condo (20% complete)	3,677,790
1 Royce Circle/Com Condo (20% complete)	919,450
Storrs Road – Phase 1C Area	251,160
Dog Lane – Phase 1D Area	48,790
2 South Eagleville Road – Post Office Parcel	459,270
Phase 2A, 2B, 4 Areas – Prorate Additions 12/3/12	582,760
Total Storrs Center Assessed Values	\$28,317,030

FY 2013/14 Operating Budget *Revenues - Intergovernmental*

Grant	5% Reduction	10% Reduction
PILOT	\$350,000	\$700,000
Pequot/Mohegan	11,000	22,000
Town Aid Road	10,000	20,000
Municipal Aid	\$371,000	\$742,000
Educ. Cost Sharing	510,000	1,020,000
School Transp.	6,000	12,000
Educational Aid	\$516,000	\$1,032,000

FY 2013/14 Operating Budget *Expenditures*

- Town Budget – Key Issues
 - Continue current initiatives
 - Collective bargaining negotiations
 - Region 19 Impact
 - Proportional Share from 53.62% to 56.45%
 - Additional students from Columbia – 3rd year of incoming classes
 - Pro-forma expenditure increase of 2.4% would mean a \$490,000 increase for Mansfield

FY 2013/14 Operating Budget *Expenditures (Cont'd.)*

- Board of Education Budget
 - Focus on maintaining current programs
 - Strategic use of reserves
 - Slight decline in Middle School enrollment
 - Use of current year contingency funds
 - Expecting a reasonable increase, consistent with CPI
 - School Security Report coming in February

FY 2013/14 Operating Budget *Assumptions & Five Year Forecast*

- Continued challenges related to Intergovernmental revenues
- Modest growth in Grand List
- Continue fund balance, pay-as-you-go capital and implementation of Resident State Trooper model
- Fluctuation in Region 19 student enrollment
- Declining enrollment in PreK-8 program
- Controlled increases in operating budgets

Capital Improvement Plan

Projected Revenue Sources FY 13/14

- Bonding for Four Corners Water/Sewer Project, if necessary
- General Fund Contribution
- State and Federal Grants – Incl. HUD Community Challenge Grant
- Local Capital Improvement (LoCIP) Grant
- Other Funds (Parks & Recreation Fund)
- Ambulance Service Fees via the CNR Fund
- Pequot/Mohegan Grant via the CNR Fund

Capital Improvement Plan

Projected Capital Needs FY13/14

- General Government – Software upgrades, pool car, facility study
- Community Development – Four Corners Water/Sewer, Mansfield Tomorrow
- Public Safety – Small Equipment, Replacement of ET507
- Community Services – Community Center equipment, parks improvements, play scape improvements
- Facility Management – Facility improvements/repairs
- **Education - School Infrastructure & Security Needs**

Other Funds

Update on Significant Funds

Positive Fund Balance & No significant revenue or expenditure issues:

- Town Aid Road Fund
- Capital Nonrecurring Fund
- Parks & Recreation Fund
- Debt Service
- Sewer Operating & Solids Waste Funds
- Health Insurance Fund
- Workers' Compensation Insurance Fund
- Management Services Fund

*Council Priorities & Policy
Recommendations*

Budget Calendar & Next Steps

Mar. 28 Thu	Budget Workshop – Presentation of Manager’s Budget
Apr. 1 Mon	Budget Workshop – Programmatic Review
Apr. 4 Thu	Public Information Session #1 – Manager’s Proposed Budget
Apr. 8 Mon	Public Hearing on Budget (Regular Council Meeting)
Apr. 10 Wed	Budget Workshop – Other Funds Review
Apr. 15 Mon	Budget Workshop – Capital Improvement Program
Apr. 18 Thu	Budget Workshop – Board of Ed, Other Funds
Apr. 22 Mon	Adoption of Budget & Recommended Appropriations
May 2 Thu	Public Information Session #2 – Council’s Adopted Budget
May 7 Tue	Region 19 Budget Referendum
May 14 Tue	Annual Town Meeting

Town Council Goals Update – January 16, 2013
Last Updated February 27, 2012

On July 27, 2009 the Town Council formally adopted the Mansfield 2020 vision and nine supporting vision points as presented in *Mansfield 2020: A Unified Vision*. Town staff developed a tenth vision point entitled “Town Government” to help guide the administrative functions of the organization.

On January 25, 2010 the Town Council adopted a set of goals and objectives for their two-year Council term expiring on November 8, 2011. The goals and objectives are connected to the Mansfield 2020 vision points. These goals and objectives are as follows:

1 Goal: Embrace sustainability.

Objective: Use as a principle in decision making. **On-going.**

Objective: Continue open space acquisition and preservation. **On-going.**

Objective: Seek out and respond to other economic opportunities. **On-going.**

Mansfield 2020 Vision Point: Sustainability and Planning, Historical and Rural Character

Update: Energy efficiency projects with a good return on investment continue to be a priority. Examples of recent projects include the installation of energy efficient boilers at Fire Station 107 and the Mansfield Historical Society. Other examples include the installation of replacement lighting at town buildings and caulking of building envelopes. An electric car charging station was recently installed at the Mansfield Community Center. We are proceeding with the Community Challenge Grant awarded by the HUD Office of Sustainable Housing and Communities in 2012 and will be kicking off the community engagement process this January. At the end of this process in 2014, we will have an updated Plan of Conservation and Development (POCD), including detailed strategies related sustainable design and design and building agriculture, housing and economic development. Additionally, the Town’s zoning and subdivision regulations will be rewritten to be more user friendly and to implement the strategies identified in the POCD. The Town’s Sustainability Committee continues to meet and evaluate the Town’s carbon footprint. The Open Space Preservation Committee is currently working on implementing an Open Space Action Plan adopted by the Council in April 2012. In addition, the Council approved the acquisition of two interior forest properties to expand Dunhamtown Forest and Sawmill Brook Preserve. Working with the Agriculture Committee, Town Council adopted three farm tax incentives and a right to farm ordinance in August 2012. The Parks Advisory Committee is working with staff, the Middle School, Eastern Highlands Health District, and the Human Services Department to design a universally accessible trail around Bicentennial Pond. In addition, staff has made substantial progress on the Storrs Center and Four Corners water/wastewater projects, and has begun to develop a more comprehensive economic development program for the Town. In 2012, the Economic Development Commission was re-activated and the Town completed its second annual Shop Local campaign during the holiday season.

- 2 Goal: Make progress on the physical components of the Mansfield Downtown Partnership "Storrs Center" project.

Objective: Negotiate a development agreement between the Town and the developer, Leyland Alliance. **Complete.**

Objective: Begin demolition of buildings to be retired. **Last two buildings to be demolished in early 2013.**

Objective: Break ground on new building(s) prior to the end of the Council term. **On-going.**

Objective: Provide Council support to MDP to accomplish the stated objectives. **On-going.**

Mansfield 2020 Vision Point: Sustainability and Planning

Update: As authorized by Council, in February 2011 the Town Manager executed the development agreement between the Town and the developer parties. Construction on the parking garage and Phase 1A buildings are complete. Storrs Road improvements will be complete in June, construction on the Phase 1B building and Royce Circle will be complete in August, and construction on the intermodal transportation center will begin this winter. Demolition of the two former UConn buildings across from Town Hall will be demolished early this year to make way for the grocery store and 5,000 square foot commercial building; these are the last buildings that will be demolished. Three Council members and the Town Manager continue to serve on the Partnership's Board of Directors.

- 3 Goal: Make a decision on the school renovation project that protects the quality of our educational system.

Objective: Provide public forums and opportunities for public input on the school renovation project. **Complete.**

Objective: Send project and funding request to referendum prior to the end of 2010. **Incomplete.**

Mansfield 2020 Vision Point: K-12 Education and Early Childhood Development

Update: Council hosted numerous special workshops throughout Fiscal Year 2010/2011, 2011/2012, and 2012/2013 to discuss and analyze renovation and/or construction options for our elementary school needs. In February 2012, Council selected a preliminary recommendation to construct two new elementary schools and to renovate the Middle School. A public hearing was held in March 2012 and numerous informational/outreach sessions occurred in late summer/early fall 2012. No referendum date has been scheduled at this time as the Council continues to discuss and analyze options. As requested by the Council, staff recently completed an analysis regarding the financial implications of staggering construction and met with state legislators to discuss renovate like new alternatives.

- 4 Goal: Maintain core services despite declining revenues.

Objective: Define core services. **Complete.**

Objective: Avoid major layoffs. **Complete.**

Objective: Develop creative solutions to maintain or enhance services while minimizing mill rate increases. **On-going.**

Objective: Research opportunities for revenue diversification. **On-going.**

Objective: Explore opportunities for providing services regionally. **On-going.**

Mansfield 2020 Vision Point: Government, Regionalism

Update: Core services have been maintained during this difficult economic climate and no staff layoffs have occurred since the 2008-2009 Fiscal Year. Although the ability to diversify the revenue base is extremely limited by state statute, Council has reviewed (and in some instances adopted) opportunities for implementing fees for service through ordinances. Mansfield and the Town of Windham have met to discuss opportunities for sharing services in a number of areas such as public works and parks and recreation. Mansfield continues to be an active member of the Windham Regional Council of Governments and the Eastern Highlands Health District; a number of regionalism opportunities have been explored through these groups during the previous Council term.

- 5 Goal: Improve quality of life for residents of neighborhoods close to the UCONN campus.
Objective: Develop and implement additional ordinances and other measures to reduce blight and protect quality of life in affected neighborhoods. **Complete.**
Objective: Research and develop additional ordinances and programs to combat negative off-campus student behavior. **Complete.**
Objective: Conduct study to evaluate present and future police services. **Complete.**
Mansfield 2020 Vision Points: Housing; Public Safety; Town/University Relations

Update: In 2010 the Council adopted a residential parking ordinance for rental properties and in 2011 a nuisance ordinance; implementation of both ordinances has occurred and are proving successful in changing problematic off-campus student behavior. Public Works and the Mansfield Community Campus Partnership developed and implemented a pilot blight reduction program along the Hunting Lodge Road area; to date efforts have been a success. Lastly, the police services study is complete and the Council has selected Alternative Two, the Enhanced Trooper option. Alternative Two supports the addition of four additional trooper positions to Mansfield over three years; one additional trooper was added in FY 2012/2013, bringing the total number of troopers to ten (including the resident trooper sergeant). Mansfield now has police coverage 24 hours/day out of the Mansfield Resident Trooper's Office.

- 6 Goal: Improve the tradition of open and transparent government.
Objective: Develop additional mediums for the exchange of ideas between citizens and their government. **Complete.**
Objective: Complete review and adoption of Council Rules of Procedure. **Complete.**
Mansfield 2020 Vision Point: Government

Update: In November 2010, Council adopted a policy on open and transparent government, following a similar policy adopted by the Mansfield Board of Education. The Town's official website, www.mansfieldct.gov, received a major overhaul in 2010. In 2011, we completed major revisions of our sub-websites including the Mansfield Schools, the Parks and Recreation Department, the Mansfield Downtown Partnership, and the Health District. The website is more user-friendly and has improved search function capabilities. In late Fall 2012, the search box on the website was significantly enhanced so that keyword searches now yield

more effective results. The Council media project was completed in January 2010 and Council meetings are now broadcast live as well as re-aired multiple times during the week on the Town's government access channel. In late 2010, we began posting on-demand access to audio recordings of Town Council meetings. Virtual town meeting systems were researched. Since late spring 2012, the Town broadcasts Town Council meetings live over the internet as well as on-demand access for a minimum of 31 days following each meeting. Additionally, the annual Town Meeting is also broadcast live on the internet with on-demand access for the month following the meeting. Social media is now being used by the Town Manager's Office, Parks and Recreation, the Mansfield Public Library, and the Mansfield Downtown Partnership to promote Town news and happenings. Our QNotify electronic mail distribution lists are very active with thousands of participants selecting from among the many topic subscription choices. The Town Council updated its Rules of Procedure on November 22, 2010 and on November 14, 2011; the Rules of Procedure are available on the Town's website.

7 Goal: Improve active recreation facilities for youth.

Objective: Support Region 19 in the improvement of its athletic facilities. **Complete.**

Objective: Improve Town owned active recreation facilities such as athletic fields and playgrounds. **On-going.**

Mansfield 2020 Vision Point: Recreation, Health and Wellness

Update: In 2010 voters approved to provide funding for improvements to the Region 19 track and primary athletic field; the project was completed in 2011. Parks and Recreation was successful in obtaining a \$35,000 grant from the United States Tennis Association to support the E.O. Smith High School tennis court re-construction project. The Southeast concession and restroom facility project has been completed. Fencing improvements and infield improvements are being coordinated between the Town and the Mansfield Little League. Construction on an additional soccer field is also complete at Lions Club Park. The Town's newest park, River Park, is now being actively used as a multipurpose field on an as-needed basis for overflow field use. A sub-committee of Mansfield Advocates for Children (MAC) is exploring the feasibility of a community playground located at the Mansfield Community Center; fundraising is underway to support this initiative. Funding was included in the current fiscal year capital budget to replace the Sunny Acres playscape; the project was completed in fall 2012. Additional work at Sunny Acres Park will be done in coming years as funding becomes available. The additional work will include: 1) designing and installing a new gravel parking lot where the old playscape was removed; 2) repairing the tennis court surface; 3) replacing the tennis court fence; 4) repairing the basketball court surface and hoops; and 4) improving the turf conditions.

8 Goal: Remediate environmental issues.

Objective: Complete project design and financing plan options for water and sewer infrastructure to the Four Corners area. **On-going.**

Mansfield 2020 Vision Point: Sustainability and Planning

Update: \$330,000 in bond funds were approved in the Town's 2010-11 capital budget

to begin the permitting and design of the sewer and water systems and to study the options for obtaining water for the area. An additional \$350,000 was included in the Town's 2011-12 capital budget, but did not pass in the November 2011 local election and bond referendum. A draft report of the water source study for the Four Corners Area was submitted in January 2011. In the latter half of 2011 the Town and the University of Connecticut jointly sponsored an Environmental Impact Evaluation (EIE) to research and identify the best source of additional water for both the Town and the University. The EIE was released in draft form in December 2012. Joint funding (Town and UConn) of this new water source may be possible depending on the conclusions reached after the EIE is finalized. Permitting and design should proceed later in 2013 with one to two years needed to fully permit and design the project. In the interim, design work is proceeding on the collection system and sewage pump station.

9 Goal: Continue to support and improve senior services.

Objective: Explore increased transportation opportunities. **Complete.**

Objective: Investigate expansion of the wellness center. **Incomplete.**

Mansfield 2020 Vision Point: Senior Services

Update: Council made two service improvements to senior services during its previous term: 1) reinstated seven hours a week to the senior services social worker position for a total of 28 hours per week; and, 2) at the Council's direction, staff developed and implemented a volunteer transportation program for seniors. The Town was awarded a grant to purchase a wheelchair accessible van for the senior services transportation program that may also be used for persons with disabilities; the Town purchased and received the van in December 2012. Staff is actively recruiting volunteers who are willing to obtain a public service license to drive the van. Increasing the volunteer driver pool is important to maximizing the use of the van. A sub-committee of the Senior Center Association met for several months to explore expansion of the Wellness Center and to determine how to use funds that are raised to support geriatric services. The sub-committee concluded their work by agreeing to return the designated funds to the Mansfield Senior Center Association's General Fund. Staff continues to serve as a liaison to Masonicare, the Council's preferred developer of an independent/assisted living project. Masonicare has completed its market feasibility study and has purchased a property on Maple Road for the facility.