



*Refreshments for the Council will  
be made available at 8:30 a.m.*

**TOWN OF MANSFIELD  
SPECIAL TOWN COUNCIL MEETING  
SATURDAY, FEBRUARY 6, 2016**

**AUDREY P. BECK BUILDING  
COUNCIL CHAMBERS  
9:00 am**

**AGENDA  
FINANCIAL & BUDGET OVERVIEW**

Call to Order

**New Business**

1. Organization of the Budget
2. Revenue and Expenditure Projections – FY 2015/16
3. Early Revenue Projections – FY 2016/17
  - a. Preliminary October 1, 2015 Grand List
  - b. Major State grants analysis
4. Early Expenditures Projections – FY 2016/17:
  - a. Town Manager's Budget - Objectives & Cost Drivers
  - b. Mansfield Board of Education Budget Data (Superintendent's Proposed)
  - c. Regional School District 19 Budget Data (Superintendent's Proposed)
5. Capital Improvement Program (CIP)
6. Review of Core Services
7. Major Projects and Initiatives
8. Budget Calendar – Next Steps

Opportunity for the Public to Address the Council

Adjournment

**Town of Mansfield**  
**Organization of Budget**

**Three Legally Adopted Fund Budgets:**

- General Fund
- Capital Projects Fund
- Capital Non-recurring Fund

**Other Governmental Funds:**

- Debt Service Fund
- Special Revenue Funds:
  - Educational Grant Fund
  - Town Aid Road Fund
  - Other Operating Fund
  - Parks & Recreation Fund

**Internal Service Funds:**

- Health Insurance Fund
- Workers' Compensation Fund
- Management Services Fund
  - Copier Management
  - School Bus Facility Management
  - Information Technology – Infrastructure, LAN/WAN, Administration
  - Voice Communications – Landlines, Cell Phones
  - Postal Processing
  - Energy Management

**Enterprise Funds (business type funds, supported primarily by user fees):**

- Solid Waste Fund
  - Solid Waste Collection and Disposal, including Recycling
- Sewer Operating Fund
  - UConn Water/Sewer Fund
  - Willimantic Sewer Fund
- Transit Management Fund
  - Storrs Center Parking Garage
  - Nash-Zimmer Intermodal Center
  - Windham Region Transit District

**Town of Mansfield**

**Preliminary Revenues and Expenditures – Key Features**

**FY 2015/16**

<b>Key Revenues</b>	<b>Budget Impact</b>	<b>Estimate</b>
PILOT Grant	Grant rescission	(\$ 82,730)
Tax Collections ( PY Int/Liens etc)	Potential shortfall	(\$ 40,000)
Tax Collections (Storrs Center Pro-rates)	Over budget	\$ 12,800
Conveyance Tax	Potential shortfall	(\$ 40,000)
Nuisance, Open Container, Possession Alcohol Ordinance Violations	Potential shortfall	(\$ 8,000)
R19 Grounds Maintenance	Over budget	\$ 15,000
Transportation Grant	Grant rescission	(\$ 9,730)
FEMA Grant FY14/15 Storms	Unbudgeted	\$ 76,850
<b>Estimated Revenues in Excess/(Short) of Adopted Budget</b>		<b>(\$ 75,810)</b>

<b>Key Expenditures</b>	<b>Budget Impact</b>	<b>Estimate</b>
Fire Services-full time vacancies; sufficient savings to cover most overtime and part-time overages	Estimated shortfall	(\$ 20,000)
Fire Services Vehicle Repairs & Truck Parts	Estimated shortfall	(\$ 10,000)
Resident State Trooper Program	Estimated shortfall	(\$ 14,000)
Building Maintenance Service	Estimated shortfall	(\$ 10,000)
Discretionary Funding holdback since July 2015	Estimated savings	\$ 40,000
Fire Contract Settlement (from Contingency)		(\$ 64,000)
Available in Contingency		\$174,990
<b>Estimated Expenditures Under/(Over) Adopted Budget</b>		<b>\$ 96,990</b>

<b>Estimated Increase/(Decrease) to Fund Balance</b>	<b>\$ 21,810</b>
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**Town of Mansfield**  
**Early Revenue Projections – FY 2016/17**  
**February 6, 2016**

**Grand List:**

- Overall increase to the Grand List of \$46,277,483 or 4.51%
  - Real Estate increase \$29,479,020 or 3.29%, primarily Storrs Center growth
  - Personal Property increase \$16,657,150 or 31.19% - approximately half of this is United Illuminating
  - Growth in grand list will generate approximately \$1.3 mil in tax revenue

**State Aid:**

- We will most likely see many updates/versions to estimated State revenues as the State works to adopt its budget.
- PILOT Grant
  - Governor's Proposed budget \$7,187,599, approximately the same as the current year
- MRS Select Payment in Lieu of Taxes
  - Estimated at \$2,630,447
  - New revenue to support the communities most impacted by State property
- Municipal Revenue Sharing – Estimated at \$756,128 is new revenue coming from a share in the sales tax revenue
- Our starting point for the budget will be the Governor's proposed budget as we have done in the past.

GRAND LIST COMPARISON FOR  
FISCAL YEAR 16/17

As of 1/28/2016:

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

\* The Grand List totals for the most recent year are the final figures *before* BAA changes.  
Real Estate total *includes* Downtown Bldgs *before* fixed assmt agreement  
(Agreement w/EDR = \$284,000 in taxes - Phase IA - Year 4)  
(Agreement w/EDR = \$387,000 in taxes - Phase IB - Year 3)

Tax Exempt GL:	10/1/2014	10/1/2015	Change	% Change
Total Exempt	\$1,323,180,403	\$1,326,128,273	\$2,947,870	0.22%
State Owned (M37)	\$1,227,688,061	\$1,231,333,161	\$3,645,100	0.30%

**Top Ten Taxpayers  
October 1, 2015 Grand List**

The list percentages are calculated by dividing the individual property assessment by the October 1, 2015 Net Grand List Total of \$1,073,133,789.

PROPERTY OWNER	DESCRIPTION	ASSESSMENT	% OF TAXABLE GRAND LIST
<b>EDR Storrs LLC *</b>	Apartment Condos	<b>\$37,519,330</b>	3.50%
Connecticut Light & Power	Public Utility	31,446,640	2.93%
SCT Storrs Center I LLC	Retail Condos	29,502,300	2.75%
EDR Storrs II LLC	Apartment Condos	26,892,320	2.51%
Eastbrook F LLC (et al)	Eastbrook Mall	12,843,340	1.20%
Storrs Acquisition LLC	Apartments	9,675,810	0.90%
EDR Storrs 1C LLC	Apartment Condos	9,354,800	0.87%
UConn/Celeron Sq Assoc LLC	Apartments	8,935,200	0.83%
United Illuminating Company (The)	Public Utility	8,856,700	0.83%
Colonial BT LLC	Apartments	6,495,300	0.61%
		<b>\$181,521,740</b>	<b>16.92%</b>
Total Top Ten Assessments			

**\* Before fixed assessment agreements**

Town of Mansfield/Mansfield Board of Education  
 State Grant Analysis  
 Projections as of February 3, 2016

								State Adopted	Actual	State Estimates 6/23/15	Gov., Proposed 2/3/16
Grant	2009	2010	2011	2012	2013	2014	2015	2016	2016	2017	2017
Pequot Grant	349,407	191,334	193,911	211,700	231,700	205,985	205,662	209,564	242,157	207,662	205,528
PILOT	8,396,689	8,055,354	7,265,843	7,058,654	7,030,230	6,784,862	7,656,351	7,275,531	7,192,804	7,656,351	7,187,599
ECS	10,070,677	10,070,677	10,070,677	10,065,506	10,189,409	10,168,358	10,181,241	10,187,542	10,186,509	10,187,506	10,186,509
Transportation	247,412	137,067	135,357	116,428	132,423	124,527	119,987	113,963	111,831	113,963	112,398
Town Aid	205,614	206,217	205,727	208,125	212,152	423,034	415,303	415,303	416,521	415,303	416,521
LoCIP	182,348	174,491	183,979	183,703	189,462	192,489	184,935	184,935	195,109	184,935	195,109
Municipal Revenue Sharing				407,710	281,154					756,128	756,128
MRS Select Payment in Lieu										2,630,447	2,630,447
Municipal Aid Adjustment						625,545	319,207	-		-	-
<b>Total Actual</b>	<b>19,452,147</b>	<b>18,835,140</b>	<b>18,055,494</b>	<b>18,251,826</b>	<b>18,266,530</b>	<b>18,524,800</b>	<b>19,082,686</b>	<b>18,386,838</b>	<b>18,344,931</b>	<b>22,152,295</b>	<b>21,690,239</b>
\$ Incr (Decr) from Prior		(617,007)	(779,646)	196,332	14,704	258,270	557,886	(695,848)	(737,755)	3,807,364	3,345,308
% Incr (Decr) from Prior	3.9%	-3.2%	-4.1%	1.1%	0.1%	1.4%	3.0%	-3.6%	-3.9%	20.8%	18.2%
								Over/(Under) 2015 Actual	Over/(Under) 2015 Actual	Over/(Under) 2016 Actual	Over/(Under) 2016 Actual

TOWN OF MANSFIELD  
PILOT GRANT  
STATE OWNED REAL PROPERTY  
GRANT IN LIEU OF TAXES

October 1 Grand List	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
University of Connecticut	\$ 483,020,780	\$ 941,613,470	\$ 1,002,219,242	\$ 1,007,933,938	\$ 1,047,181,652	\$ 1,047,417,552	\$ 1,060,861,563	\$ 1,064,605,653	\$ 1,074,891,430	\$ 1,126,547,658	\$ 1,154,840,324	\$ 1,204,124,045
DOT & Right of Way									2,337,580	2,337,580	2,337,580	2,337,580
Northeast Correctional Facility	18,089,770	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976	17,727,976
Eastern CT State University	3,049,340	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560	3,521,560
Other Real Property	1,243,760	2,515,660	2,515,660	2,104,396	2,104,396	2,104,396						
<b>Totals</b>	<b>\$ 505,403,650</b>	<b>\$ 965,378,666</b>	<b>\$ 1,025,984,438</b>	<b>\$ 1,031,287,870</b>	<b>\$ 1,070,535,584</b>	<b>\$ 1,070,771,484</b>	<b>\$ 1,082,111,099</b>	<b>\$ 1,085,855,189</b>	<b>\$ 1,098,478,546</b>	<b>\$ 1,150,134,774</b>	<b>\$ 1,178,427,440</b>	<b>\$ 1,227,711,161</b>
<b>Fiscal Year</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
Calculated PILOT Grant	\$ 7,034,461	\$ 9,561,593	\$ 10,563,536	\$ 11,077,579	\$ 12,245,857	\$ 12,388,291	\$ 12,991,826	\$ 13,271,322	\$ 13,816,114	\$ 14,465,820	\$ 14,821,671	\$ 16,502,280
Actual PILOT Payment	\$ 7,703,004	\$ 7,620,956	\$ 8,020,784	\$ 8,396,689	\$ 8,055,354	\$ 7,265,843	\$ 7,058,654	\$ 7,021,354	\$ 6,784,862	\$ 7,648,878	\$ 7,192,804	\$ 9,818,046
Prior Year Mill Rate	.03093	0.02201	0.02288	0.02387	0.02542	0.02571	0.02668	0.02716	0.02795	0.02795	0.02795	0.02987
Reimbursement Rate	49.28%	35.87%	34.17%	34.11%	29.60%	26.39%	24.45%	23.81%	22.10%	23.79%	21.84%	26.77%

Note 1. The Mansfield Training School Facilities have been combined with UConn Depot Campus

Note 2. Full funding equals 45% of taxes receivable

**Town of Mansfield**  
**Early Expenditure Projections – FY 2016/17**  
**February 6, 2016**

**Town Manager's Proposed Budget:**

- **Budget Objectives:**
  - Public Safety Staffing
  - Facilities Management Staffing
  - Stabilize the Parks & Recreation Fund 260
  - Future Capital Needs
  - Increase Fund Balance
  - Storrs Center Infrastructure Overruns
  
- **Cost Drivers:**
  - The most significant cost driver for FY16/17 will again be medical insurance. The overall increase is due to several factors:
    - Average 17-18% increase in premiums
    - While claims have stabilized at approximately \$650,000/month, estimated claims are based on the past 12 months of activity
    - Build in some additional premiums to replenish the reserve balance
    - Changes in employee coverage
    - Estimated increase \$226,000
  - Municipal Employees Retirement System (MERS)
    - Employer rates will remain flat for next year – 11.38% for regular employees; 16.73% for fire employees
    - Estimated increase for salary changes \$28,000
  - Energy Accounts –The current year budgets reflect savings from prior year payments. However, due to the decrease in gasoline, diesel fuel, and fuel oil rates we are able to hold these budgets relatively flat.

**Mansfield Board of Education  
Budget in Brief**

The proposed budget for the Mansfield Board of Education for 2016-2017 is \$23,112,140. It represents a 4.9 percent increase over the current year. Of the total, salaries and benefits increased by \$1,137,305 or 6.1%. Salaries and benefits account for approximately 85 percent of the total budget. All other expenditures decreased by \$47,915 or 1.4 percent. A comparison of the FY 2015-16 to 2016-17 budget follows:

	2014-2015 Actual	2015-2016 Amended	2016-2017 Proposed	Increase/ (Decrease)	Percent Change
<b>Salaries &amp; Benefits</b>					
Certified Salaries	\$ 10,674,692	\$ 10,936,490	\$ 11,438,180	\$ 501,690	4.6%
Non-Cert. Salaries	3,418,535	3,465,480	3,567,820	102,340	3.0%
<b>Sub-total Salaries</b>	14,093,227	14,401,970	15,006,000	604,030	4.2%
Benefits	3,845,567	4,181,025	4,714,300	533,275	12.8%
<b>Sub-total Salaries &amp; Benefits</b>	17,938,794	18,582,995	19,720,300	1,137,305	6.1%
<b>Operating Expenses</b>					
Prof & Tech Services	680,198	581,530	466,260	(115,270)	(19.8%)
Purchased Property Services	76,594	69,000	88,550	19,550	28.3%
Repairs	60,815	114,020	97,300	(16,720)	(14.7%)
Rentals	-	460	340	(120)	(26.1%)
Tuition	110,637	205,000	205,000	-	
Insurance	74,010	74,080	76,300	2,220	3.0%
Other Purchased Services	968,748	977,720	1,092,660	114,940	11.8%
Instructional Supplies	229,443	281,120	267,800	(13,320)	(4.7%)
School & Library Books	85,606	99,800	112,810	13,010	13.0%
Office Supplies	27,008	33,050	46,210	13,160	39.8%
Energy	615,807	629,290	492,700	(136,590)	(21.7%)
Building Supplies	43,157	61,340	72,780	11,440	18.7%
Other Supplies	49,005	68,030	61,190	(6,840)	(10.1%)
Equipment	144,428	171,345	227,640	56,295	32.9%
Miscellaneous Exp & Fees	20,056	27,120	31,710	4,590	16.9%
Transfers Out to Other Funds	127,579	46,850	52,590	5,740	12.3%
<b>Sub-total Operating Expenses</b>	3,313,091	3,439,755	3,391,840	(47,915)	(1.4%)
<b>Total Expenditures</b>	\$ 21,251,885	\$ 22,022,750	\$ 23,112,140	\$ 1,089,390	4.9%

REGIONAL SCHOOL DISTRICT 19  
PRELIMINARY LEVY  
2016-2017

	Adopted 2015-16	Proposed 2016-17	Change	Percent Change
Operating Budget	\$ 20,068,770	\$ 20,846,520	\$ 777,750	3.9%
Debt Service Transfer	600,000	475,000	(125,000)	(20.8%)
Lease Purchase	225,000	225,000	-	0.0%
Gross Expenditures	<u>20,893,770</u>	<u>21,546,520</u>	<u>652,750</u>	<u>3.1%</u>
Less Anticipated Revenue				
Transportation Grant	152,820	131,100	(21,720)	(14.2%)
Agriculture Education Tuition	635,380	655,010	19,630	3.1%
Columbia Student Tuition	1,719,860	2,024,980	305,120	17.7%
Agriculture Education Grant	255,750	351,000	95,250	37.2%
Special Education Tuition	191,880	150,000	(41,880)	(21.8%)
Interest, Other Income	2,500	2,500	-	0.0%
Total Revenues	<u>2,958,190</u>	<u>3,314,590</u>	<u>356,400</u>	<u>12.0%</u>
Appropriation of Fund Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues & Fund Balance	<u>2,958,190</u>	<u>3,314,590</u>	<u>356,400</u>	<u>12.0%</u>
Expenditures	20,893,770	21,546,520	652,750	3.1%
Less Revenues & Appropriations	<u>2,958,190</u>	<u>3,314,590</u>	<u>356,400</u>	<u>12.0%</u>
Net Expenditures	<u>\$ 17,935,580</u>	<u>\$ 18,231,930</u>	<u>\$ 296,350</u>	<u>1.7%</u>

	Adopted 2015-16	Proforma 2016-17	Change	Percent Change
<b>Member Town Contributions</b>				
Ashford	\$ 3,550,135	\$ 3,429,027	\$ (121,108)	(3.4%)
Mansfield	10,188,149	10,549,411	361,262	3.5%
Willington	4,197,296	4,253,492	56,196	1.3%
Region Totals	<u>\$ 17,935,580</u>	<u>\$ 18,231,930</u>	<u>\$ 296,350</u>	

Proration Information

As of 10/1/2014 for 2015-2016 Budget				As of 10/1/2015 for 2016-2017 Budget				Enrollment Change	
	Percentage	Region	Enrollment		Percentage	Region	Enrollment		
Ashford	19.79%	970	192	Ashford	18.81%	973	183	(9)	(4.7%)
Mansfield	56.80%	970	551	Mansfield	57.86%	973	563	12	2.2%
Willington	23.40%	970	227	Willington	23.33%	973	227	0	0.0%

**Town of Mansfield**  
**Capital Improvement Program (CIP) Process**

**February 6, 2016**

**Funding History**

- As recently as FY 2006/07, the Pequot/Mohegan grant was the largest funding source (nearly 74%) for the Town's capital improvement program (CIP). For the past five years, this grant has averaged approximately \$210,000 or less than 20% of our capital needs.
- In FY 2010/11, the Town budgeted \$387,500 as a general fund contribution to the capital projects fund and increased that amount to \$476,000 in FY 2011/12.
- In FY 2012/13 the Town made significant progress on its multi-year plan to increase the general fund contribution to the capital projects fund by approving a general fund contribution of \$1,014,210.
- This allowed the Town to begin to finance all regular, recurring capital projects and initiatives on a *pay-as-you-go* basis, with exceptions for large construction and building projects (e.g. schools, major road projects and other infrastructure) and other significant initiatives.
- With a *pay-as-you-go* or cash model, it is important to build a base CIP budget that gradually increases over time and to adhere to a replacement schedule for heavy equipment and other expensive items.
- Under the five-year CIP plan, the Town will increase the base general fund contribution over each of the five years to make this approach truly viable. By moving more quickly to a *pay-as-you-go* financing model, the Town will have a stable funding source for capital needs and be able to replace equipment and infrastructure on a timelier basis, thereby avoiding crisis situations inherent to an aging fleet and older facilities.
- Furthermore, a *pay-as-you-go* financing model will allow the Town to better manage its debt service and to potentially improve its bond rating, with long-term savings for its taxpayers.

**CIP Plan Development Process**

- Orderly, comprehensive process
  - Considers all projects at a single time
  - Produces a planning document that considers available financing sources and feasible timing
  - Identifies long-term financing needs
  - Opportunity for public input is enhanced

- Investors & bond rating agencies stress the value of a CIP plan, which can result in reducing borrowing costs
- Reduces the risk of poorly timed projects

### **Capital Projects Management Team**

- Established by the Town Manager
- Consists of the Town Manager, Finance Director and key Department Heads
- Team meets to review all requests and considers
  - Priority
    - Legal obligation
    - Support public health or safety
    - Maintain a public asset
    - Support economic or community development
  - Operating budget impact
  - Ability and desire to pay for the project by the community
  - Replacement cycles
  - Funding options

### **Approval Process**

- The CIP, submitted in the Manager's Proposed Budget constitutes recommendations to the Town Council
- Authorization to begin a project requires form budgetary approval by the Council and at Budget Town Meeting
- If financing is required, the project is not consider approved until debt issuance is authorized by the Town Council and Town Meeting or Referendum