

Town of Mansfield
Town Manager's
Proposed Budget
for
2017/2018



Town Meeting – May 9, 2017

TOWN OF MANSFIELD, CONNECTICUT

Town Council

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

Matthew W. Hart
Town Manager

Maria E. Capriola
Assistant Town Manager

Cheryl A. Trahan
Director of Finance

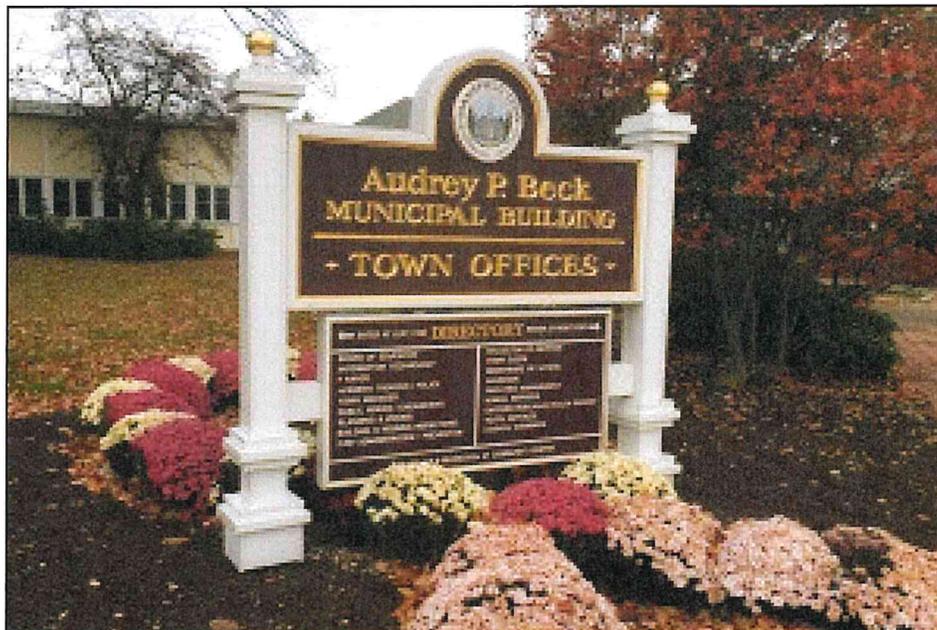
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**Town of Mansfield
Connecticut**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

TABLE OF CONTENTS

	<u>Page</u>
BUDGET MESSAGE	
Budget Message	1
Issue Papers	8
Budget Process – Budget Guidelines, Basis of Budgeting	16
Budget Review Calendar	20
BUDGET IN BRIEF	
Revenue and Expenditure Graphic Descriptions	23
Budget Highlights	25
Expenditure Budget Summary	26
Summary of Revenues & Expenditures	27
Significant Features - Revenues	28
Significant Features - Expenditures	29
Grand List Comparison	32
Tax Warrant and Levy	33
Schedule of Estimated Changes in Fund Balance - Budgetary Basis	34
Summary of Sources & Uses - All Funds	35
GUIDE TO THE BUDGET	
Introduction and Format of the Budget Document	37
Description & History of the Town	40
Town Organization	40
Organizational Chart	42
Town and School Personnel by Department.....	43
Fund Structure	45
Description of Funds	46
Financial Planning Framework:	
Mansfield Tomorrow – Plan of Conservation and Development.....	50
Town Council Goals	58
Board of Education Goals	61
Financial Management Goals & Policies	62
REVENUE SUMMARIES	
Revenue Budget by Activity	67
Revenue Budget by Source (Object)	68
EXPENDITURE SUMMARIES	
Expenditure Budget by Function	79
Expenditure Budget by Department (Town)	80
Expenditure Budget by Object (Town)	82

TOWN DEPARTMENTAL ACTIVITIES

General Government

Summary	91
Legislative	92
Municipal Management/Human Resources	96
Town Attorney	100
Probate	101
Town Clerk	102
Registrars/Election	105
Finance	107
Information Technology.....	113

Public Safety

Summary	117
Police Protection – Patrol Services.....	118
Animal Control	121
Fire Marshal	124
Fire & Emergency Services	128
Emergency Management	133

Public Works

Summary	136
Public Works.....	137
Facilities Management	144

Community Services

Summary	147
Health Regulation & Inspection	148
Human Services	149
Library Services	155
Contributions to Area Agencies	158

Community Development

Summary	160
Building and Housing Inspection	161
Planning & Development	165
Boards and Commissions	169

EDUCATION

Mansfield Board of Education	
Budget in Brief	171

TOWN-WIDE

Summary	177
Employee Benefits	178
Insurance (LAP).....	180
Contingency	181

OPERATING TRANSFERS TO OTHER FUNDS

Other Operating	183
Revaluation	183
Other Operating – Downtown Partnership	183
Parks & Recreation Fund	183
Debt Service Fund	183
Capital Nonrecurring Fund	183
Storrs Center Reserve	183
Cemetery Fund.....	183
Medical Pension Trust Fund.....	183
Transit Services Fund.....	183

CAPITAL PROGRAM

Introduction	185
Capital Fund Budget	188
Five Year Capital Program	198
Capital-Nonrecurring Reserve Fund Budget	202

BUDGET RESOLUTIONS

General Fund Resolutions	205
Capital Improvement Fund	205
Capital and Non-Recurring Reserve Fund	205

OTHER FUND DETAIL

SPECIAL REVENUE FUNDS:

TOWN ROAD AID BUDGET

Summary	207
---------------	-----

RECREATION

Recreation Program Fund 209

MANSFIELD DISCOVERY DEPOT, INC.

Daycare Fund 215

OTHER OPERATING FUND

Summary of Other Operating 217

DEBT SERVICE

Summary of Total Debt Service Payable 219
Revenues, Expenditures and Changes in Fund Balance 220
Budget Projections 222
Estimated Serial Bonds Payable 223
Changes in Debt Outstanding - Schools and Towns 224
Detail in Debt Outstanding - Schools and Towns 225

PROPRIETARY FUNDS

ENTERPRISE FUNDS:

UConn Sewer Enterprise Fund 227
Willimantic Sewer Enterprise Fund 227

Solid Waste Disposal Enterprise Fund 231

Transit Fund 235

INTERNAL SERVICE FUNDS:

HEALTH INSURANCE

Summary 239

WORKERS' COMPENSATION FUND

Summary 243
Roll Forward 244

MANAGEMENT SERVICES FUND

Summary 245
Estimated Statement of Revenues, Expenditures and
Changes in Fund Balance 246

Estimated Balance Sheet	247
Estimated Statement of Cash Flows	248

NONEXPENDABLE TRUST FUNDS

LONG-TERM INVESTMENT POOL

Investment Pool	250
-----------------------	-----

CEMETERY FUND

Revenue and Expenditure Statement	251
---	-----

HEALTH DISTRICT

Summary	253
Estimated Roll Forward	254

DOWNTOWN PARTNERSHIP

Summary	255
Estimated Roll Forward	257

SUPPLEMENTARY DATA

Five Year Forecast	259
General Fund Revenues by Source - Budgetary Basis	262
General Fund Expenditures by Function - Budgetary Basis	263
Tax Rates, Levies and Cash Collections	264
Taxable Grand List	265
Assessed and Estimated Actual Value of Taxable Property	266
Principal Taxpayers	267
Debt Administration	268
Summary of Debt Service Requirements to Maturity	271
Summary of General Fund Contribution and CNR Fund	
Contribution for Capital and Debt Service	273
Glossary of Budget Terms	274
Annual Town Events.....	278

BUDGET MESSAGE

TOWN OF MANSFIELD
OFFICE OF THE TOWN MANAGER



Matthew W. Hart, Town Manager

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March 27, 2017

Town Council
Town of Mansfield

Re: Fiscal Year 2017/18 Budget

Dear Town Council:

“This year is different.” That is a refrain you are likely to hear often during this budget season.

The State of Connecticut is facing a record deficit of an estimated \$1.5B for Fiscal Year (FY) 2017/18 and another \$1.6B for FY 2018/19. In order to close the deficit, Governor Malloy has proposed a number of expenditure reductions and changes that would impact state government at all levels as well various constituencies across Connecticut. For state grants to cities and towns, the Governor has recommended a reallocation of aid from approximately 130 communities to benefit the state’s most distressed municipalities. In addition, the Governor has proposed that municipalities begin to fund one-third of the state’s contribution to the teacher’s retirement system administered by the Teacher’s Retirement Board (TRB). All told, the Governor’s proposed changes would significantly impact Mansfield’s budget for next fiscal year, with a net reduction of \$2,177,400 or 10.5%.

The Governor’s proposals are a just a proposal at this point, and have received a mixed reaction from the General Assembly. Some claim the proposed contribution to the TRB is dead on arrival, or will need to be phased-in over a period of years to make it more manageable for municipalities to absorb. However, any governor’s proposals carry weight and the state deficit is very real. Furthermore, management has generally used the Governor’s proposals for statutory grants to cities and towns as a starting point for our state revenue estimates.

With the State’s financial crisis as a backdrop, management has worked carefully to prepare an operating budget and CIP designed to accomplish the following:

- Absorb the Governor’s proposed reductions and changes to the State’s statutory grants-in-aid to Mansfield (e.g. ECS, PILOT, etc.);
- Absorb 50% of the Governor’s proposed contribution to the TRB;
- Maintain current programs and services, in conformance with Council policy objectives;
- Continue Council’s commitment to build fund balance in the general fund;
- Maintain our pay-as-you-go plan to fund the capital improvement program (CIP);
- Provide limited funding for key Council policy initiatives such as public safety and economic development; and
- Comply with state’s spending cap of 2.5% growth in expenditures.

Needless to say, this is a tall order. We have taken a conservative approach and have built in most of the Governor's recommendations. However, given the uncertainty behind some of the Governor's proposals and the fact that the State's budget remains under development, we view the proposed spending plan as a starting point for Council discussion.

With this introduction, I am recommending the following budgets for fiscal year 2017/18 for your review and consideration:

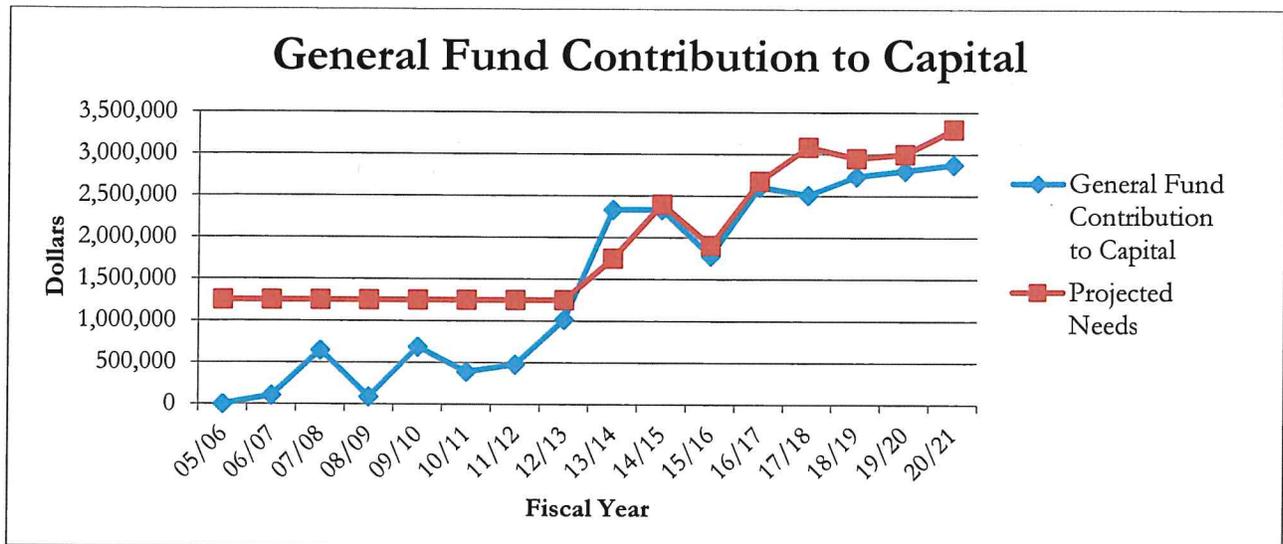
1. The Proposed FY 2017/18 General Fund Budget totaling \$42,028,790 plus Mansfield's general fund contribution, estimated at \$10,921,550, to the Regional School District 19 (Region 19) budget. In addition, this budget includes 50% of the Governor's proposed municipal contribution towards the State Teachers' Retirement System, estimated at \$831,350. Combined these items total \$53,781,690, which with a \$310,610 contribution to fund balance would require a mill rate of 31.62 mills on real estate and personal property, representing a 1.75 mill or 5.86% increase.
2. The Proposed FY 2017/18 Capital Fund Budget totaling \$3,857,780.
3. The Proposed FY 2017/18 Capital Nonrecurring Reserve Fund (CNR) budget totaling \$3,299,150, all of which is a transfer to the capital fund budget.

Budget Policy Objectives

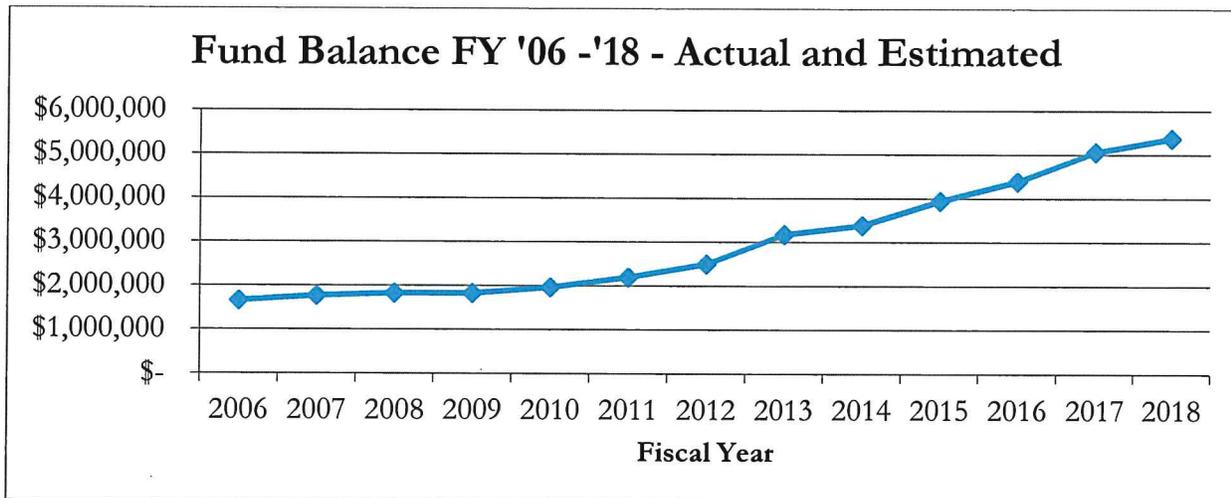
As stated above, staff has designed the Proposed FY 2017/18 Budget to absorb the Governor's proposals for state aid and a portion of his proposed TRB contribution, and to accommodate various Council policy objectives. I will review state aid in more detail later in this message.

The first policy objective is to maintain current services and programs. Under the proposed budget, all of our core services – education, general government, community services, community development, public safety and public works - remain intact. We have also proposed modest enhancements to public safety (police and fire) and our economic development program, consistent with Council policy. More specifically, management is recommending the addition of one full-time municipal police officer to focus on off-campus issues and patrol duties (\$47,180 with a 1/1/18 start date), an increase in part-time firefighter hours (\$34,460), and a small increase in economic development funding (4,250).

The second major objective is to maintain the general fund contribution to the CIP at a level that, when combined with other revenue sources, allows the Town to finance most regular, recurring capital projects and initiatives on a *pay-as-you-go* or cash basis. For the Proposed FY 2017/18 CIP, we have recommended a general fund contribution of \$2,508,660 that includes \$110,000 to replace a school fire alarm panel, \$200,000 in cash-to-capital funding for school building infrastructure, and \$200,000 for school information technology needs. The CIP also includes \$800,000 for road resurfacing, an installment of \$300,000 for the replacement of Engine Tanker 407, an installment of \$250,000 for the replacement of Rescue 107, and \$305,000 for scheduled Public Works truck replacements.



Third, the Proposed FY 2017/18 Budget includes a \$310,610 contribution to fund balance that would increase our reserve balance to 9.5% of proposed expenditures. This would provide the eighth installment of a multi-year plan to reach the 10-15 percent threshold in our fund balance account in the general fund. 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.



And, finally, management has constructed the Proposed FY 2017/18 Budget to comply with the State's 2.5% spending cap on expenditures. While the Governor has proposed to eliminate the spending cap, it remains law until rescinded.

OpenMansfield

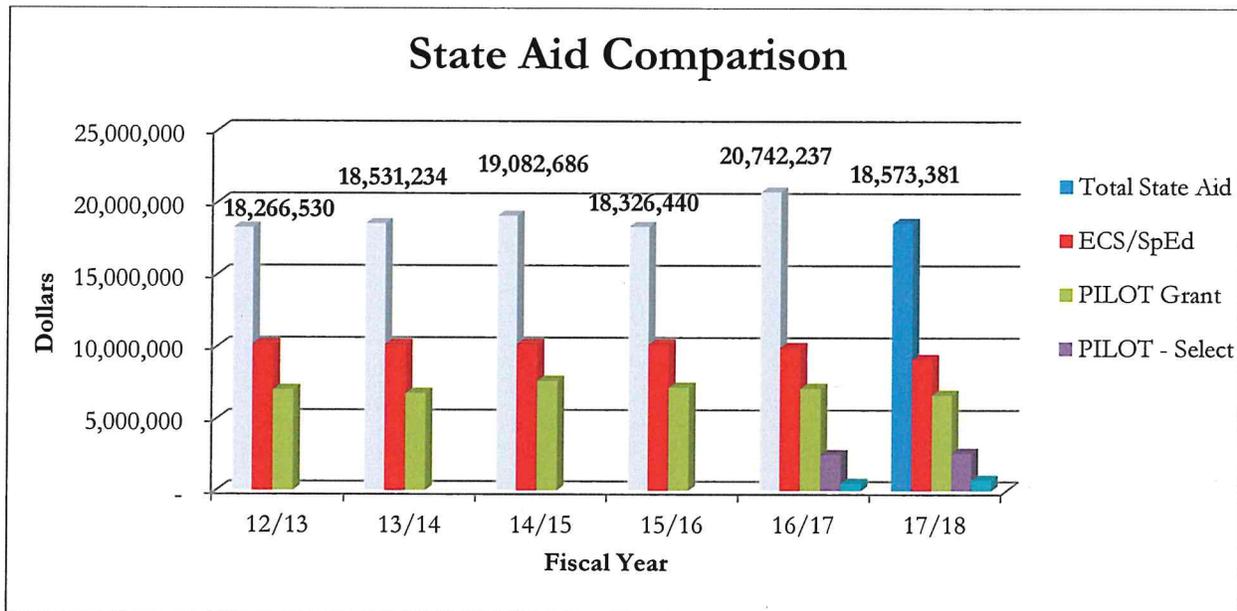
Before I transition to a more detailed overview of revenues and expenditures, I want to highlight that during this year's budget process we will use OpenMansfield, our financial analysis platform powered by OpenGov.com, to provide residents, elected officials, and staff with unprecedented access to the Town's finances. The OpenMansfield platform displays six years of government spending and revenue detail in a user-friendly portal. Users can view historical revenue and expenditure trends over time and explore multiple views of financial data, including by fund, department, expense, or revenue type. The

intuitive design makes it easier to explore how taxpayer money is collected and spent. The platform may be accessed at open.mansfieldct.gov.

Revenue Outlook

I am very pleased to report that the October 1, 2016 preliminary grand list has increased by \$25,473,429 or 2.38 percent. This represents another strong year of growth for Mansfield, especially in this economy, and is a testament to our investment in the Storrs Center project as well as the construction of new utility infrastructure and apartment complexes in town. Real estate has increased \$17,164,800, or 1.86 percent. Personal property has increased \$6,151,246 or 8.79 percent. At the proposed mill rate, this growth would generate \$805,470 in new revenue. We have also budgeted \$39,030 in new tax revenue from Natchaug Hospital, under the Governor’s proposal to provide municipalities with the local option to tax private hospitals.

Offsetting the good news on grand list growth, non-tax revenue is projected to decrease by \$1,052,510 or 5.03 percent below the current year budget. The major factor here is the Governor’s proposed changes to education funding. The proposed changes to the education cost sharing grant formula, the creation of a new special education grant, and the elimination of both the special education excess cost grant and the transportation grant amount to a reduction of \$1,016,790 in educational funding. The graph below illustrates that state revenue can fluctuate significantly from year-to-year. (Please see the issue paper on State Revenue for more information on this important topic.) Other revenues are projected to remain fairly stable for the coming year.



The net result of the increase in the grand list less the decrease in state revenue totals a loss of \$1,371,930 total revenue. With these changes, state aid has decreased from 38.3% to 35.2% of total revenue.

General Fund Budget

The recommended General Fund budget of \$42,028,790 for the Town of Mansfield represents an increase of \$898,360 or 2.2 percent over the current year. When Mansfield’s estimated contribution of \$10,921,550 to Region 19 and our projected payment to the State Teachers’ Retirement System of

\$ 831,350 are added to this figure, the budget totals \$53,781,690. Under this proposed budget, total spending would increase by \$2,157,780 or 4.2 percent. (Please note that the proposed \$310,610 contribution to fund balance would not constitute an expenditure.)

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

- 1) General government operations – Proposed funding for general government operations has increased by 1.8 percent or \$328,700 over the adopted budget. The three significant cost drivers leading to this increase include:
 - An increase of \$272,360 in salaries and wages for contractual step increases and proposed additional staffing;
 - An increase of \$163,640 to fund the Resident State Trooper program at the Governor's proposed 100% cost reimbursement; and
 - A decrease of \$99,580, made possible by the use of grant funding in the CNR Fund.

Management has worked to control expenditures by holding most discretionary line items flat. However, some costs (primarily employee wages and purchased services) do continue to increase, and, as explained earlier, we have included additional funding staffing for public safety and economic development to achieve Council policy objectives.

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

- 2) Mansfield Board of Education - The other major segment of the Town budget is the Mansfield Board of Education budget. The budget as adopted by the Board of Education reflects an increase of \$569,660, or 2.48 percent, for a total budget of \$23,550,160. The major drivers for the Board budget include contractual salary increases (\$427,473), cost of pupil transportation (\$114,480), and special education outplacement tuition (\$40,800). Reductions in energy costs and health insurance premiums helped to offset these increases. The Mansfield Board's budget is based on discussions with Town and Region 19 officials regarding revenues and expenditures, as well as a commitment to maintain reasonable and appropriate class sizes while addressing issues related to enrollment shifts. The Board's budget seeks to maintain the current level of programming in a cost effective manner.

Region 19 Budget

The Region 19 Board of Education is presently reviewing Superintendent Silva's proposed budget. We are anticipating Mansfield's general fund proportionate share to total \$10,921,550, an increase of \$428,070 or 4.08 percent over the current year. The member town contributions to the Region 19 budget reflect an increase of 1.4 percent, and Mansfield's share reflects both this adjustment and an increase in our *pro-rata* share.

Neither the Town Council nor I have any legal authority to make any changes to the Region 19 Board of Education Budget. For this reason, we have traditionally excluded Mansfield's proportionate share

of Region 19's budget from the resolutions adopting the Town's budget. Nonetheless, the Region 19 budget has a major impact on Town government, our tax rate and our citizens.

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

The proposed capital fund budget of \$3,857,780 is financed primarily from the capital and nonrecurring reserve (CNR) fund (\$3,299,150) with the balance coming from the LoCIP grant (\$357,700), the Town Aid Road grant (\$130,000) and other funds (\$70,930). The proposed expenditures are detailed in the capital projects fund budget and financing plan, also referred to as the capital improvement program (CIP).

The proposed CNR Fund budget of \$3,299,150 is funded mainly by the general fund (\$2,508,660), ambulance user fees (\$300,000), and the Pequot/Mohegan grant (\$205,000). The proposed expenditure is solely for a transfer to the capital fund of \$3,299,150 to fund current year projects.

Other Funds

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

Impact on the Taxpayer

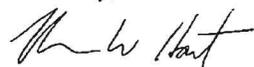
The proposed budgets for the Town, Mansfield Public Schools, and Region 19 have collectively increased by \$1,326,430. When 50 percent of the Governor's proposed assessment for the State Teachers' Retirement is included, the overall increase is \$2,157,780. While the property tax growth resulting from our economic development efforts help to offset the reductions in State aid, a 5.87 percent tax increase would be required to support this budget and the mill rate would increase 1.75 mills to 31.62 mills on real estate and personal property. The median home with a value of \$223,570 and an assessed value of \$156,500 would see a \$274 increase in taxes for next year. With this tax rate we would be able to increase our Fund Balance by \$310,610, bringing our general fund reserve from 9.1 to 9.5 percent.

Conclusion

As explained in the introduction, given the uncertainty behind some of the Governor's proposals and the fact that the State's budget remains under development, the management team views the Proposed FY 2017/18 Budget and CIP as a viable starting point for Council discussion. We understand that the potential impact on the taxpayer is significant and are ready to assist the Council in making any desired adjustments to prepare the budget for submission to the voters at the May 9, 2017 Town Meeting.

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

Sincerely,



Matthew W. Hart
Town Manager

**Town of Mansfield
General Fund
Major Cost Drivers - FY 2017/18**

Negotiated salary and staffing increases (Steps and GWI of 2.1%)	\$ 190,720
Governor's proposed Resident State Trooper program increase	163,640
Increase for Municipal Police Officer (Beginning 1/1/18)	47,180
Increase for Parttime Firefighter hours	34,460
Increase of 2.5% for Parks & Recreation Programs	13,070
Increased cost for GPS tracking for all Town vehicles	12,000
Increase for contractual economic development services	11,140
Increase for MDP administrative support	7,000
Estimated increase for OPEB contribution	2,100
Estimated decrease for WRTD program	(7,050)
Decrease in General Elections estimated costs	(7,490)
Decrease Resident State Trooper overtime	(7,500)
Decrease in Office Supplies & other miscellaneous items	(12,820)
Reduction in cost of Liability Insurance	(18,170)
Reduction in Transfer to Capital Projects	(99,580)
	<u>\$ 328,700</u>

ISSUE PAPER

STATE REVENUE

On February 8, 2017, the Governor released his proposed budget for FY 2017/18. The budget calls for an overall reduction in municipal aid of \$363 million (11.4%) from FY 2016/17. The Governor also proposed a number of significant changes to education funding. First, the proposal removes about \$450 million from the Education Cost Sharing Grant (ECS) to fund a new grant for special education. The new Special Education grant would replace the existing Excess Cost Grant. Boards of Education would need to apply to the State Department of Education for reimbursement. Towns would be reimbursed on a sliding scale from 0% to 54% based on the ranking of each town's adjusted equalized net grand list per capita. These changes would significantly shift funding from approximately 130 towns to the State's most distressed municipalities. This shift would result in a loss of \$804,596 for Mansfield.

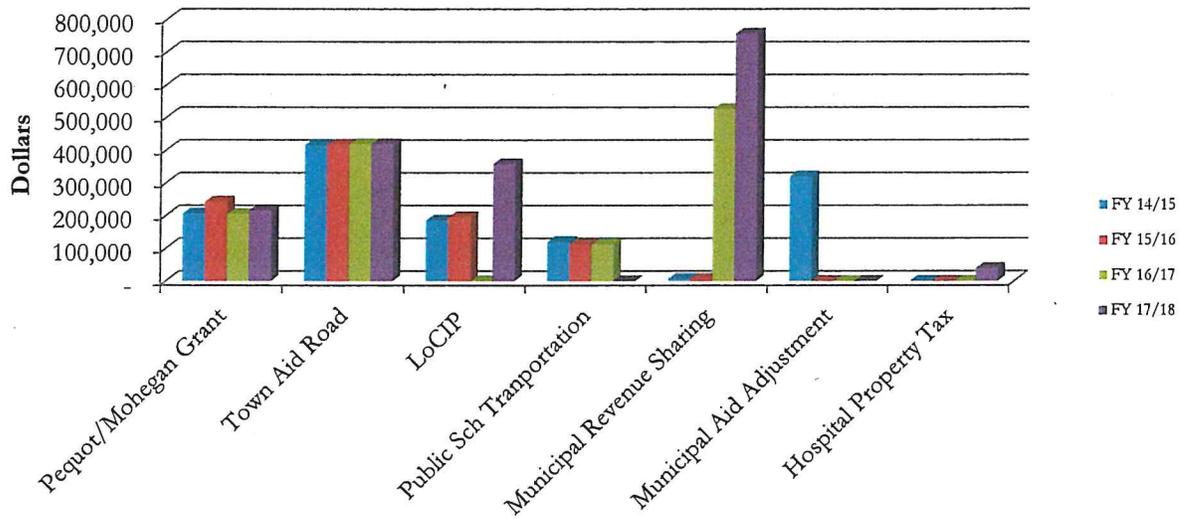
The second most significant proposal is the Governor's call for towns and cities to contribute to teachers' pension costs. The municipal contribution would be one-third of the employer share of the cost, or 10 percent of the total pension cost. For Mansfield this would be a cost of \$1,662,704 for FY 2017/18.

Other budget-related proposals made by Governor include:

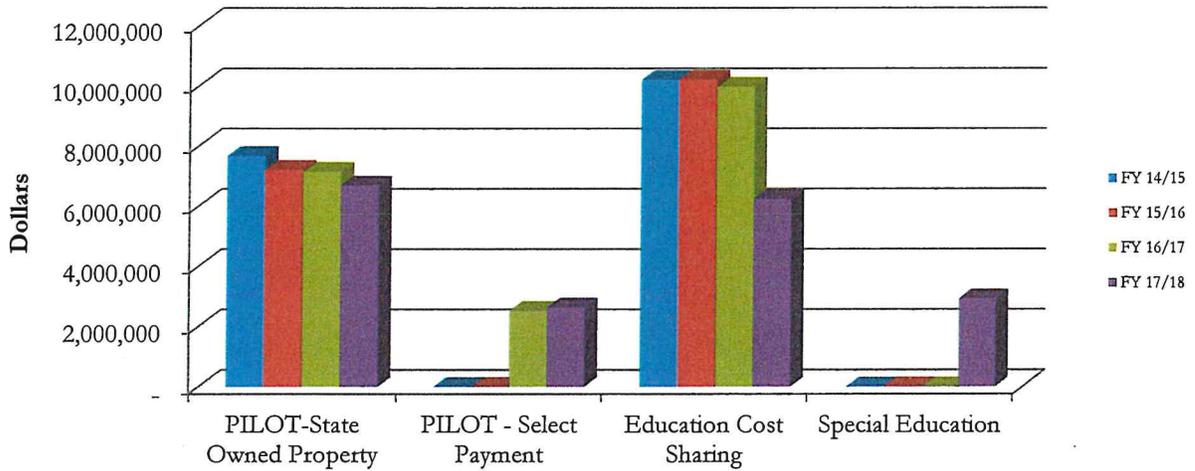
- Changing the Minimum Budget Requirement (MBR) to accommodate the significant education funding changes;
- Reinstating the LoCIP grant, which was suspended in FY 16/17;
- Maintaining the Motor Vehicle Tax Cap of 32 mills;
- Allowing the taxation of the real property of private hospitals;
- Eliminating the Municipal Spending Cap of 2.5%;
- Establishing a Municipal Accountability Review Board;
- Increasing the reimbursement rate paid by municipalities participating in the Resident State Trooper program;
- Allowing towns the option of different assessment ratios for different property classifications;
- Allowing towns to negotiate employee contribution under the Municipal Employee Retirement System (MERS);
- Increasing the prevailing wage threshold to \$1 million for new construction and \$500,000 for remodeling projects; and
- Eliminating the requirement for small school districts to hire a superintendent.

The net loss of State Aid to Mansfield, including the contribution to the State Teachers' Retirement System, would total \$2,177,400. The charts below display the volatility of State aid:

State Grants (Under \$800,000)



Major State Grants



ISSUE PAPER

FUND BALANCE

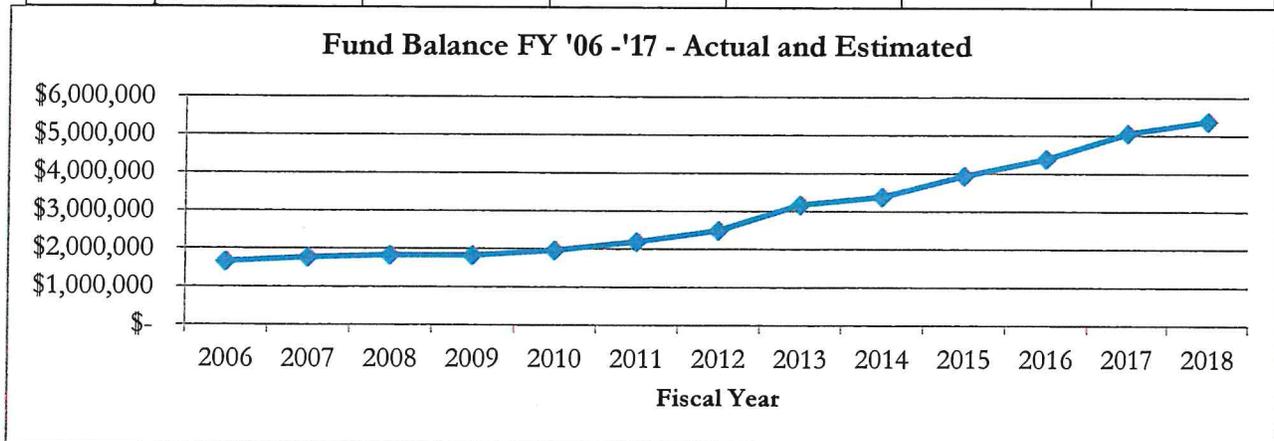
Fund balance is a measure of the Town’s capacity to withstand financial emergencies or to undertake unforeseen but necessary projects. Rating agencies place special emphasis on fund balance when assigning bond ratings to municipalities and view adequate fund balance as an indication of sound financial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

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

The Adopted FY 2016/17 Budget includes a \$500,000 contribution to fund balance. With the receipt of additional revenues, we are projecting a \$675,000 increase to fund balance or a 9.1% reserve balance.

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

	General Fund Balance (GAAP Basis)				
	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018
Assigned	\$ 140,010	\$ 65,368	\$ 202,139	\$ 365,454	\$ 253,900
Unassigned	3,246,024	3,875,814	4,186,090	4,697,775	5,119,939
Total Fund Balance	\$ 3,386,034	\$ 3,941,182	\$ 4,388,229	\$ 5,063,229	\$ 5,373,839
GAAP Expenditures and Other Financing Uses	\$ 46,952,776	\$ 47,634,352	\$ 48,309,750	\$ 51,623,910	\$ 53,894,090
Unassigned Fund Balance as % of Total Expenditures	7.21%	8.27%	8.67%	9.10%	9.50%



ISSUE PAPER

STAFFING CHANGES FY 2017/2018

A summary of proposed staffing changes for FY 2017/2018 is as follows:

Code Enforcement

- During Storrs Center construction, part of the salaries and benefits for the Assistant Building Official and Assistant Fire Marshal positions were charged to the Storrs Center Reserve Fund to offset expenses and workload associated with that project. Since Storrs Center construction is nearing completion, the full cost of the Assistant Building Official and Assistant Fire Marshal positions will be charged to the General Fund. This reflects an increased cost to the General Fund of \$108,190.

Construction of Storrs Center has brought online 554 apartment units that will require inspections every other year under the Housing Code (building and housing inspection staff) and annual inspections pursuant to the Fire Code (fire prevention staff). Meadowbrook Estates has brought online an additional 86 units that will also require the same inspections.

Building and Housing Inspection staff now have the authority to conduct overcrowding inspections and perform enforcement duties. The two part-time housing inspectors, scheduled for 15 hours per week each, remain in the budget to conduct enforcement activities and housing code inspections. The projected overcrowding inspections for the current year total 1,176, a significant increase over the 553 inspections conducted the previous year.

Code enforcement staffing changes support Council's goal on housing and Mansfield Tomorrow's goal on housing.

Economic Development

- This budget includes \$20,000, an increase of \$4,250, for staffing to support economic development initiatives. However, rather than using a graduate student intern, management would plan to use the funding to hire consulting services, reflected in the professional and technical services line item within Planning and Development. New cost to the General Fund for consulting services: \$4,250
- This budget includes increased funding to support the Mansfield Downtown Partnership, more specifically for office and clerical assistance. This would increase the 10 hour per week office assistant position to 20 hours per week. UCONN has committed to sharing the funding of this position. New cost to the General Fund for the additional hours: \$7,000 for salaries and benefits.

Economic Development staffing changes support Council's goal on economic development and Mansfield Tomorrow's goal to diversify the economy.

Fire and Emergency Services

- Management recommends funding the 5-4 staffing model for two of the four duty groups, building on the pilot program that we conducted two years ago with the 5-4 model for one duty group. This is part of the long-term plan to reach the 5-4 staffing model for all four duty groups. With the 5-4 model, four of the assigned firefighters per shift would be full-time, with one firefighter per shift being part-time. The 5-4 staffing model would improve the

Department's ability to meet current service delivery needs. It would also help to control overtime expenses necessitated by shift vacancies caused by full-time firefighters needing to utilize leave (i.e. vacation, sick, etc.). Cost to the General Fund: \$34,460 for salaries and benefits.

Fire and Emergency Services staffing changes support Council's goal on public safety and Mansfield Tomorrow's goal on community life.

Police

- This budget reflects a service improvement request to add a certified municipal police officer mid-year. The purpose of the municipal officer would be to serve as a community liaison officer, assisting with quality of life issues and related calls for service. This position would serve as a liaison to the various stakeholder groups involved with or affected by problematic off-campus behavior that negatively impacts the quality of life for our residents, and conduct regular patrol duties. This person would also work to gather and submit timely information about problematic off-campus student behavior to appropriate University offices such as Community Standards, Off-Campus Student Services, and the Police Department. An initial start-up cost estimate for the position for one full year is approximately \$187,000¹, with a second year cost of \$128,000. Management's proposed budget reflects a cost of \$112,180² to reflect hiring a person mid-year; hiring a person mid-year will reduce the operating budget impact for Year 1, but the capital start-up costs will remain the same. Cost to the General Fund: \$47,180 for salaries and benefits.

Police staffing change supports Council's goal on public safety and Mansfield Tomorrow's goal on community life.

¹ Includes base salary, benefits, vehicle acquisition and maintenance, uniforms, and training.

² \$47,180 (salary, benefits, uniform service, training)\$65,000 capital (vehicle, uniform outfitting)

ISSUE PAPER

RESIDENT TROOPER PROGRAM

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

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

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

For next year, management has budgeted for the services of the current contingent of eight troopers and one full-time certified municipal police officer. The Governor’s proposed budget recommends increasing the reimbursement rate to 100% for all troopers contracted by the Town. In addition, we are anticipating a 100% benefit or “fringe” rate. Management has budgeted the Governor’s recommended changes, along with steps and general wage increases, which would collectively increase the cost of the resident trooper program by \$163,640 or 12.0% percent for next year.

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 following schedule reflects the activity in the Storrs Center Reserve Account in the Capital Fund for FY 2014/15 through projections for FY 2017/18. As the one-time costs are coming to an end, the Reserve Account will primarily provide funding for the operating costs for the Nash-Zimmer Transportation Center, the contribution for the Garage Repair and Maintenance Reserve, and to pay-off infrastructure overruns.

The total estimated cost of the infrastructure overruns is \$768,000. In FY 16/17 a payment of \$250,000 to cover cost overruns on the infrastructure improvements for Storrs Center will be made from the Reserve Account. Below is the estimated payment plan for the overrun costs:

Total Estimated Overrun Balance	\$ 768,000
FY 16/17 Estimated Payment	(250,000)
FY 17/18 Projected Payment	(175,000)
FY 18/19 Projected Payment	(175,000)
FY 19/20 Projected Payment	(168,000)
Balance	<u>\$ 0</u>

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

	FY 14/15 Actuals	FY 15/16 Actuals	FY 16/17 Estimated	FY 17/18 Projected
Funding Sources:				
Storrs Center Gross Taxes	\$ 1,273,300	\$ 2,407,068	\$ 3,190,020	\$ 3,472,330
Less: Tax Abatement	(715,000)	(728,000)	(671,000)	(606,000)
Net Storrs Center Tax	558,300	1,679,068	2,519,020	2,866,330
Less: Operating Costs	(217,400)	(291,450)	(296,250)	(303,656)
Less: Tax Relief	(112,300)	(1,159,018)	(2,047,770)	(2,237,674)
Net Transfer to Reserve	228,600	228,600	175,000	325,000
Permitting Fees	357,246	138,052	11,850	-
Other Local	50,000	84,115	50,000	51,000
Capital Non-recurring Fund				
Total Project Funding	\$ 635,846	\$ 450,767	\$ 236,850	\$ 376,000
Project Expenditures:				
Infrastructure Improvements	\$ 3,021	\$ 71,237	\$ -	\$ -
Fire Inspec. One-time Costs	62,155	38,726	39,340	-
Building Inspec. One-time	116,781	89,913	76,220	-
Professional & Technical	9,500	7,771	25,800	-
Legal Services	11,811	3,489	8,200	10,000
Capital Equipment	65,000	65,000	5,812	
Repairs & Maintenance			13,028	
Intermodal Operating	105,136	130,000	115,000	124,000
Construction Overruns			250,000	175,000
Garage Repair Reserve	50,000	50,000	50,000	51,000
Total Project Expenses	\$ 423,404	\$ 456,136	\$ 583,400	\$ 360,000
Net Activity Incr/(Decr)	212,442	(5,369)	(346,550)	16,000
Beginning Balance	164,231	376,673	371,304	24,754
Ending Balance	\$ 376,673	\$ 371,304	\$ 24,754	\$ 40,754

Budget Process

Budget Guidelines:

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

The proposed budget will use the Governor's proposed budget for municipal aid. Mansfield is projected to lose nearly \$2.2 mil in funding from the State. Even with grand list growth of 2.4%, generating \$805,000 in tax growth, this reduction will have a significant impact on Mansfield's budget. Therefore, every effort is being made absorb this reduction, maintain current programs and services, continue to rebuild fund balance, continue pay-as-you-go capital program, advance key Council initiatives, and limit tax increases to the extent possible.

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 2017/18 Budget Review Schedule – Functional Review
Operating and Capital

March 27 Monday 5:30pm – 7:00pm	Budget Presentation Budget Message Budget in Brief Guide to the Budget Revenue Summaries Expenditure Summaries	Council Chambers Beck Building
March 29 Wednesday 6:30pm – 9:30pm	Budget Review <u>General Government</u> – Legislative, MM/HR, Town Atty, Probate, Town Clerk, Registrars/Elections, Finance <u>Public Safety</u> – Police, Animal Control, Fire Prevention, Fire & Emerg. Services, Emergency Mgmt.	Council Chambers Beck Building
April 04 Tuesday 6:30pm – 9:30pm	Budget Review Public Works (all depts. combined) Town Aid Road Fund Willimantic/UConn Sewer Funds Solid Waste Fund Transit Service Fund	Council Chambers Beck Building
April 05 Wednesday 6:30pm – 9:30pm	Budget Review Board of Education Facilities Management (Town & Board) Town Wide Operating Transfers	Council Chambers Beck Building
April 10, 2016 – April 14, 2016	School Vacation & Passover Begins	
April 18 Tuesday 7:00pm – 8:30pm	Public Information Session Manager’s Proposed Budget Review	Council Chambers Beck Building

April 19 Wednesday 6:30pm – 9:30pm	Budget Review <u>Community Services</u> - Health, Human Services, Library, Grants to Area Agencies <u>Community Development</u> - Building & Housing, Planning & Development, Boards/Commissions Parks & Recreation Program Fund Mansfield Discovery Depot Other Operating Fund Debt Service Fund	Council Chambers Beck Building
April 20 Thursday 5:30pm – 8:30pm	Budget Review Health Insurance Fund Workers Compensation Fund Management Services Fund (with IT CIP) Cemetery Fund/Long Term Investments Eastern Highlands Health District Fund Mansfield Downtown Partnership Fund Supplementary Data	Council Chambers Beck Building
April 24 Monday 7:00pm	Public Hearing on Budget at Regular Council Meeting	Council Chambers Beck Building
April 25 Tuesday 6:30pm – 9:30pm	Budget Discussion Flagged Items Additions and Reductions	Council Chambers Beck Building
April 26 Wednesday 6:30pm – 9:30pm	Adoption of Budget If necessary add April 27 th Thursday	Council Chambers Beck Building
May 01 Monday 7:00pm	Region 19 Annual Meeting on Budget	EO Smith Media Center
May 02 Tuesday	Region 19 Budget Referendum	Ashford, Mansfield, Wilmington
May 03 Wednesday 7:00pm – 8:30pm	Public Information Session Town Council Adopted Budget	Council Chambers Beck Building

May 09 Tuesday
7:00pm

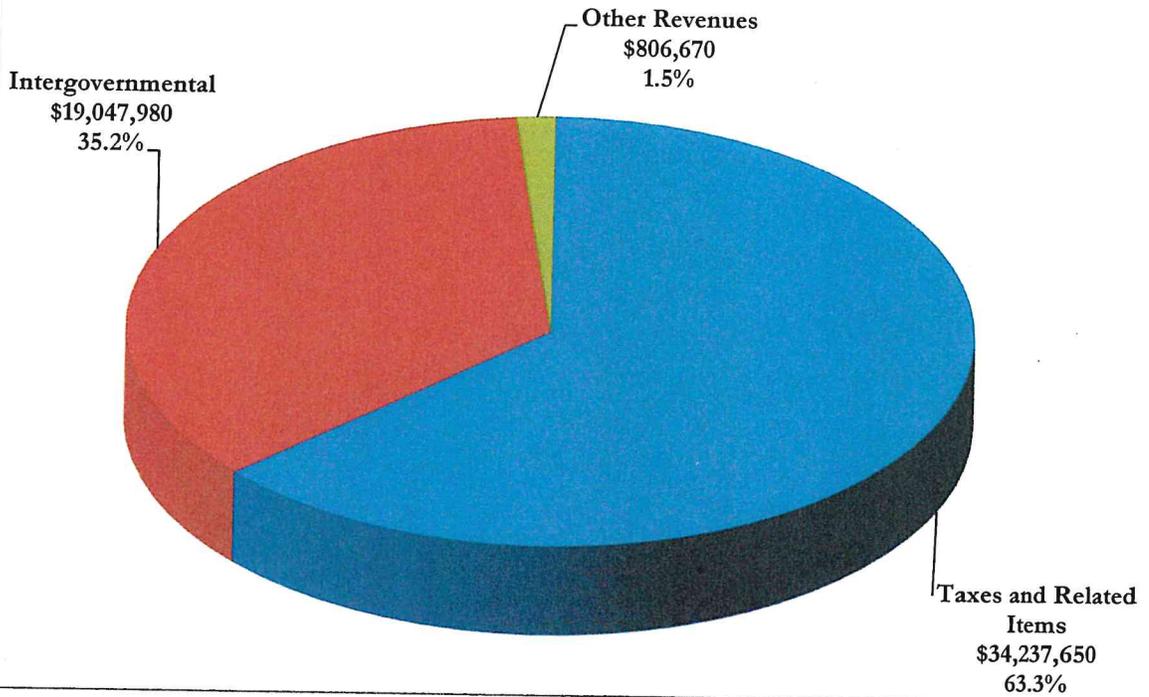
Annual Town Meeting

Mansfield Middle School
Auditorium

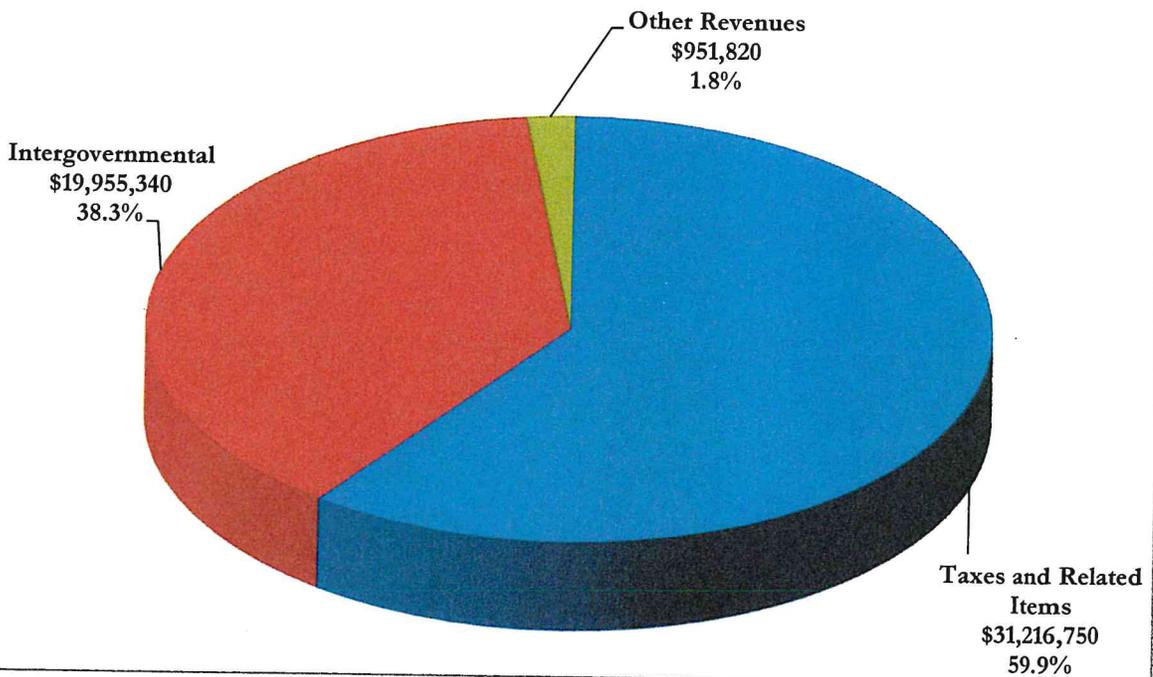
BUDGET IN BRIEF

Town of Mansfield
Budget in Brief

General Fund
Proposed Revenue Budget 2017/18

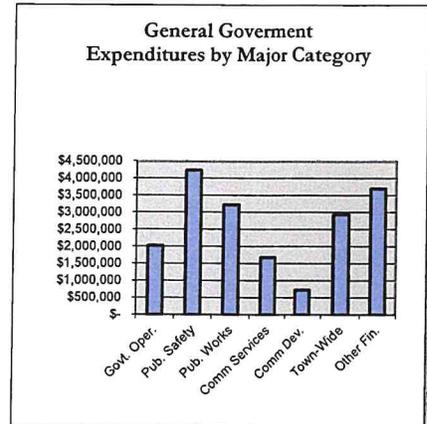
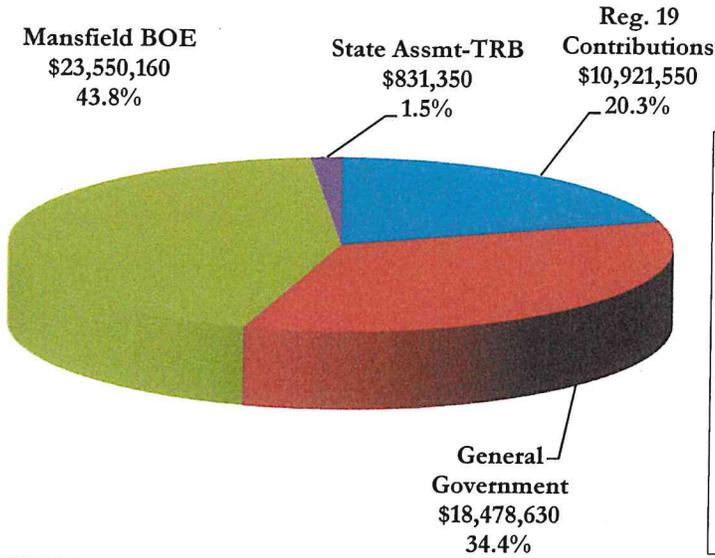


General Fund
Amended Revenue Budget 2016/17

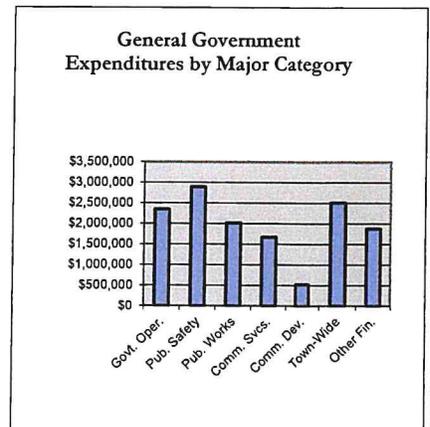
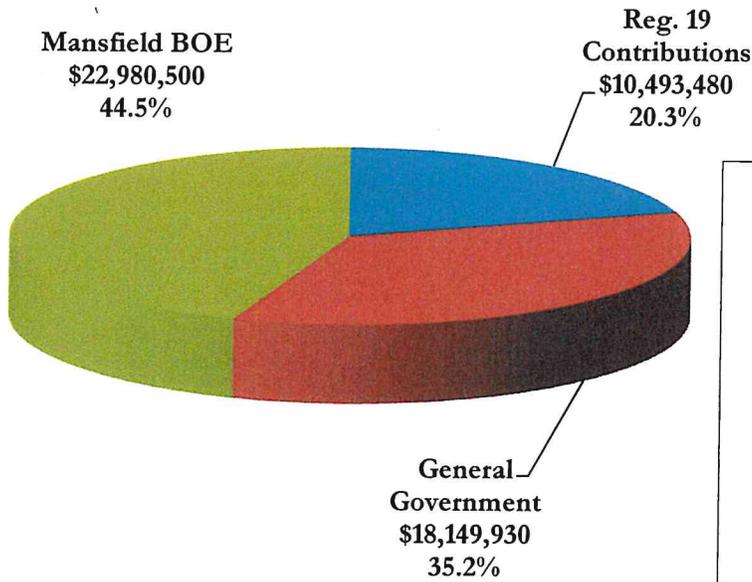


Town of Mansfield
Budget in Brief

General Fund
Proposed Expenditure Budget 2017/18



General Fund
Amended Expenditure Budget 2016/17



**Town of Mansfield
Budget in Brief
Budget Highlights
2017/18**

- The combined proposed budget for the Town General Government, Mansfield Board of Education, Contribution to Region 19, and State Assessment for Teacher's Retirement increased from \$51,623,910 to \$53,781,690 or by 4.2 percent.
- The proposed Town of Mansfield budget for fiscal year 2017/18, including the Mansfield Board of Education and the State Assessment for Teacher's Retirement, is \$42,860,140 a 4.2 percent increase over fiscal year 2016/17.
- The proposed General Government portion of the budget has increased by \$328,700, from \$18,149,930 to \$18,478,630 a 1.8 percent increase. The increase is reflective of a decrease of \$99,580 for Capital projects and an increase of \$428,280 for operating expenses.
- The proposed Mansfield Board of Education portion of the budget has an increase of \$569,660 or 2.5 percent.
- The proposed Region 19 Board of Education proportionate share for the Town of Mansfield \$10,921,550 has increased 4.1 percent. This is reflective of an increase in Mansfield student enrollment compared to total enrollment and a 1.4 percent increase in net education expenditures.
- The total tax rate needed to fund both the Town of Mansfield budget and the Region 19 budget (Mansfield's General Fund share) is 31.62 mills, a 1.75 mill increase from fiscal year 2016/17.
- The Grand List has increased by 2.38 percent, from \$1,072,179,179 to \$1,097,652,608. Personal Property saw an increase of 8.79 percent or \$6,151,246. Real Estate also saw an increase, 1.86 percent or \$17,164,800.

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

	FY 16/17	FY 17/18	Increase/Decrease	
	Amended	Proposed	Amount	Percentage
Town:				
General Government:				
Operating Budget	\$ 15,256,690	\$ 15,684,970	\$ 428,280	2.8%
Capital Contribution	2,608,240	2,508,660	(99,580)	(3.8%)
Debt Contribution	285,000	285,000	-	
Total General Government	18,149,930	18,478,630	328,700	1.8%
Mansfield Board of Education	22,980,500	23,550,160	569,660	2.5%
Total Town of Mansfield	41,130,430	42,028,790	898,360	2.2%
State Assessment-Teacher's Retirement	-	831,350	831,350	100%
	<u>\$ 41,130,430</u>	<u>\$ 42,860,140</u>	<u>\$ 1,729,710</u>	<u>4.2%</u>

	FY 16/17	FY 17/18	Increase/Decrease	
	Amended	Proposed	Amount	Percentage
Recap:				
Contribution to Region 19	\$ 10,493,480	\$ 10,921,550	\$ 428,070	4.1%
Town Expenditures	41,130,430	42,028,790	898,360	2.2%
State Assessment-Teacher's Retirement	-	831,350	831,350	100.0%
Total Commitments	<u>\$ 51,623,910</u>	<u>\$ 53,781,690</u>	<u>\$ 2,157,780</u>	<u>4.2%</u>

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

2017/18 over 2016/17

	FY 16/17	FY 17/18	Increase/Decrease	
	Amended	Proposed	Amount	Percentage
<u>Revenues:</u>				
Taxes and Related Items	\$ 31,216,750	\$ 34,237,650	\$ 3,020,900	9.7%
Intergovernmental	19,955,340	19,047,980	(907,360)	(4.5%)
Other Revenues	951,820	806,670	(145,150)	(15.2%)
Total Revenues	<u>\$ 52,123,910</u>	<u>\$ 54,092,300</u>	<u>\$ 1,968,390</u>	<u>3.8%</u>
<u>Expenditures:</u>				
General Government	\$ 1,756,510	\$ 2,015,240	\$ 258,730	14.7%
Public Safety	3,939,370	4,227,120	287,750	7.3%
Public Works	3,152,700	3,214,670	61,970	2.0%
Community Services	1,631,920	1,672,800	40,880	2.5%
Community Development	620,900	718,140	97,240	15.7%
Mansfield Board of Education	22,980,500	23,550,160	569,660	2.5%
Town-Wide Expenditures	3,273,290	2,939,880	(333,410)	(10.2%)
Other Financing Uses	3,775,240	3,690,780	(84,460)	(2.2%)
Total Town of Mansfield	41,130,430	42,028,790	898,360	2.2%
State Assessment-Teacher's Retirement	-	831,350	831,350	100.0%
	<u>\$ 41,130,430</u>	<u>\$ 42,860,140</u>	<u>\$ 1,729,710</u>	<u>4.2%</u>
Contributions to Region 19	10,493,480	10,921,550	428,070	4.1%
Total General Fund	<u>\$ 51,623,910</u>	<u>\$ 53,781,690</u>	<u>\$ 2,157,780</u>	<u>4.2%</u>
Net Increase to Fund Balance	<u>\$ 500,000</u>	<u>\$ 310,610</u>	<u>\$ (189,390)</u>	

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

	FY 15/16 Actual	FY 16/17 Amended	% of Total	FY 17/18 Proposed	% of Total
Taxes and Related Items	\$ 30,277,116	\$ 31,216,750	59.9%	\$ 34,237,650	63.3%
Licenses and Permits	433,871	513,120	1.0%	506,370	0.9%
Federal Support	5,705	-	0.0%	-	0.0%
State Support - Education	10,280,849	9,911,210	19.0%	8,894,420	16.4%
State Support - Gen. Govt.	7,319,545	10,044,130	19.3%	10,153,560	18.8%
Charges for Services	255,035	318,760	0.6%	158,000	0.3%
Fines & Forfeitures	42,361	25,400	0.0%	26,340	0.0%
Miscellaneous	96,241	91,990	0.2%	113,410	0.2%
Operating Transfers In	2,550	2,550	0.0%	2,550	0.0%
	\$ 48,713,273	\$ 52,123,910	100.0%	\$ 54,092,300	100.0%

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

Description	FY 16/17 Amended	FY 17/18 Proposed	Increase or (Decrease)	%
GENERAL GOVERNMENT	\$1,756,510	\$2,015,240	\$258,730	14.73

General Government shows a net increase of \$258,730. This increase reflects the restructure of the accounting for shared financial and shared information technology services. Both department budgets are now included in the General Fund detailing the total cost of the services, with offsetting deductions for the partner cost shares. There are no significant increases in these areas, simply a reallocation of costs.

PUBLIC SAFETY	\$3,939,370	\$4,227,120	\$287,750	7.30
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The increase in Public Safety of \$287,750 is primarily due to an increase in the cost of the Resident State Troopers program of \$163,640 for general wage/step increase and the increase to 100% for benefits and 100% reimbursable rate. Also included is the addition of a Municipal Police Officer effective January 1, 2018 for \$33,210 (salary costs, not including benefits).

PUBLIC WORKS	\$3,152,700	\$3,214,670	\$61,970	1.97
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Public Works reflects an increase of \$61,970. This increase is primarily due to salary increases as follows: COLA increase of 2.1% for Public Works employees \$23,360; salary cost of a full year of the reorganization of Public Works operations staff for \$5,600; salary cost of a full year of the Facilities Maintainer position compared to a half year in 2016/17 \$17,310. Also included is the increase in Systems Support for all Town Vehicles to have GPS monitoring per the recommendation from the Fraud Risk Assessment \$12,000.

COMMUNITY SERVICES	\$1,631,920	\$1,672,800	\$40,880	2.51
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The increase in Community Services of \$40,880 is primarily due to step and COLA increases. It also reflects a full year of the Youth Services Supervisor compared to a partial year in 2016/17 for \$9,780 and an increase in funding for the Parent Education Coordinator \$9,960 due to the loss of grant funding.

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

Description	FY 16/17 Amended	FY 17/18 Proposed	Increase Or (Decrease)	%
COMMUNITY DEVELOPMENT	\$620,900	\$718,140	\$97,240	15.66

The increase of \$97,240 for Community Development is primarily due to the salaries for inspection staff being brought back to the General Fund to assist with housing code enforcement. (In most recent years these positions were supporting work at Storrs Center and therefore had been charged to the Storrs Center Reserve account of \$72,160). Other increases include Step and COLA increases \$10,800; increase in hours for Housing Inspectors \$4,530; Planning & Development Travel/Conference Fees \$1,900; Training \$2,260; and Prof & Tech Services \$5,000.

TOWN-WIDE EXPENDITURES	\$3,273,290	\$2,939,880	(\$333,410)	(10.19)
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The net decrease in Town-wide Expenditures of (\$333,410) reflects the transfer of benefit costs for the shared finance and shared information technology to their respective departments (\$372,910). Also included is a reduction in medical insurance premiums (\$129,970); an increase for the Municipal Employees Retirement System \$120,180; increases for social security and medicare related to wage adjustments \$63,980; and lastly a decrease in anticipated unemployment claims (\$24,120).

OPERATING TRANSFERS OUT	\$3,775,240	\$3,690,780	(\$84,460)	(2.24)
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The decrease in Operating Transfers of (\$84,460) reflects an increase of \$150,000 to the Storrs Center Reserve Fund; an increase of \$7,000 to Mansfield Downtown Partnership; an increase of \$13,070 to Parks and Recreation; an increase of \$2,100 to Medical Pension Trust Fund; a decrease of (\$7,050) for Windham Region Transit District; and a decrease to Capital Projects Fund of (\$249,580).

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

Description	FY 16/17 Amended	FY 17/18 Proposed	Increase or (Decrease)	%
MANSFIELD BOARD OF EDUCATION	\$22,980,500	\$23,550,160	\$569,660	2.48

The Board of Education adopted a budget of \$23,550,160, an increase of \$569,660. This increase reflects contractual salaries increases, an increase in staffing and program needs, and the increase in the pupil transportation, offset by the savings in employee benefits, most notably medical insurance and a decrease in energy.

**Town of Mansfield
Budget in Brief
Grand List Comparison
Fiscal Year 2017/18**

	Net Abstract 10/1/2015	Net Abstract * 10/1/2016	Change	% Change
Real Estate	\$ 924,401,400	\$ 941,566,200	\$ 17,164,800	1.86%
Personal Property	70,008,532	76,159,778	6,151,246	8.79%
Motor Vehicles	77,769,247	79,926,630	2,157,383	2.77%
Grand Totals	<u>\$1,072,179,179</u>	<u>\$1,097,652,608</u>	<u>\$25,473,429</u>	<u>2.38%</u>

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

	Net Abstract 10/1/2014	Net Abstract 10/1/2015	Change	% Change
Real Estate	\$ 895,811,970	\$ 924,401,400	\$ 28,589,430	3.19%
Personal Property	53,412,532	70,008,532	16,596,000	31.07%
Motor Vehicles	77,631,804	77,769,247	137,443	0.18%
Grand Totals	<u>\$1,026,856,306</u>	<u>\$1,072,179,179</u>	<u>\$45,322,873</u>	<u>4.41%</u>

**Town of Mansfield
Proposed Tax Warrant and Levy
FY 2017/18**

Amount to Raise by Taxation	Dollars	Equiv. Mill Rate
1. Proposed Budget		
Mansfield School Board	\$ 23,550,160	
Town General Government	18,478,630	
Total Town	42,028,790	
Region 19 General Fund Contribution	10,921,550	
Assmnt. for State Teachers' Pension	831,350	
Total Expenditure Budgets	\$ 53,781,690	50.12
2. Plus: Fund Balance Reserve	310,610	0.29
3. Less:		
Tax Related Items	630,000	
Non-Tax Revenues	17,184,290	
Special Education Grant	2,918,760	
SpEd Pass-thru to Board	(50,200)	
SpEd Pass-thru to Region 19	(198,200)	
Taxation of Private Hospitals	39,030	
App. Of Fund Balance	-	
Total Other Revenues	20,523,680	19.14
Amount to Raise by Taxes (current levy)	\$ 33,568,620	31.28
Tax Warrant Computation		
1. Amount to Raise by Taxes (current levy)	\$ 33,568,620	31.31
2. Amount of Abatement	606,000	0.57
3. Reserve for Uncollected Taxes	587,447	0.55
4. Release Reserve for Tax Appeals	(82,290)	(0.08)
5. Elderly Programs	50,000	0.05
6. Estimated Pro-rated Assessments	(20,280)	(0.02)
Total Tax Warrant	\$ 34,709,497	31.62
Mill Rate Computation		
3. Tax Warrant	34,709,497	
-----	-----	= 31.62
4. Taxable Grand List - RE & PP	1,097,652,608	
Proposed Mill Rate	31.62	
Current Mill Rate	29.87	
Increase (Decrease)	1.75	
Percent Increase (Decrease)	5.86%	

Town of Mansfield
General Fund
Schedule of Estimated Changes in Fund Balance - Budgetary Basis
For the Year Ended June 30, 2017

Assigned	\$ 100,000
Unassigned	<u>4,264,448</u>
Fund Balance, July 1, 2016	\$ 4,364,448

	Original Budget	Amend.	Final Budget	Estimated Actual	Budget Comparison	
Total revenues and transfers in	\$ 52,123,910	\$ -	\$ 52,123,910	\$ 52,248,910	\$ (125,000)	
Appropriation of fund balance	<hr/>					
Total Sources	52,123,910	-	52,123,910	52,248,910	(125,000)	
Total expenditures and transfers:						
Town	18,149,930		18,149,930	18,099,930	50,000	
Mansfield Board of Education	22,980,500		22,980,500	22,980,500	-	
Contribution to Region #19	10,493,480		10,493,480	10,493,480	-	
Total expenditures	51,623,910	-	51,623,910	51,573,910	50,000	
Budgetary results	\$ 500,000	\$ -	\$ 500,000	\$ 675,000	\$ 675,000	675,000
<hr/>						
Fund balance, June 30, 2017						<u>\$ 5,039,448</u>
Fund balance:						
Assigned						\$ 300,000
Unassigned						<u>4,739,448</u>
						<u>\$ 5,039,448</u>

Town of Mansfield
Budget in Brief
Fiscal Year 2017/2018
Summary of Sources and Uses - All Funds

	General Fund	Town-Aid Fund	Capital Non-Recurring Fund	Recreation Fund	Debt Service Fund	Capital Projects Fund
REVENUES:						
Property Taxes	\$ 34,237,650					
Intergovernmental	19,047,980	418,225				487,700
Investment Income						
Charges for Services	158,000	33,620				
Other Local Revenues	646,120		505,500	2,087,390		
Bonds & Lease Purchase						70,930
Premium Income						
TOTAL REVENUES	54,089,750	451,845	505,500	2,087,390		558,630
OTHER RESOURCES:						
Operating Transfers In	2,550		2,508,660	535,950	285,000	3,299,150
TOTAL REVENUES AND OTHER SOURCES	54,092,300	451,845	3,014,160	2,623,340	285,000	3,857,780
EXPENDITURES:						
Government Operations	2,019,240					67,000
Public Safety	4,227,120					804,600
Public Works	3,214,670	300,000				2,246,250
Community Services	1,682,800			2,614,120		214,930
Community Development	719,140					325,000
Town-Wide Expenditures	2,924,880					
Education	35,303,060					200,000
Debt Service					287,125	
TOTAL EXPENDITURES	50,090,910	300,000		2,614,120	287,125	3,857,780
OTHER USES:						
Operating Transfers Out	3,690,780	130,000	3,299,150			
TOTAL EXPENDITURES AND OTHER USES	53,781,690	430,000	3,299,150	2,614,120	287,125	3,857,780
Excess/(Deficiency) - Revenues and Other Resources Over Expenditures and Other Uses	310,610	21,845	(284,990)	9,220	(2,125)	
Fund Balance, July 1	5,039,448	46,716	333,332	80,046	37,701	(1,036,343)
Fund Balance, June 30	\$5,350,058	\$68,561	\$48,342	\$89,266	\$35,576	(\$1,036,343)
Retained Earnings Fund Balance:						
Restricted						
Restricted for Specific Projects						(1,036,343)
Unassigned	5,350,058	68,561	48,342	89,266	35,576	
Total Retained Earnings and Fund Balance, June 30	\$5,350,058	\$68,561	\$48,342	\$89,266	\$35,576	(\$1,036,343)

Note: Operating transfers in and out may not balance since some transfers are from - 35 - not included.

Town of Mansfield
Budget in Brief
Fiscal Year 2017/2018
Summary of Sources and Uses - All Funds

	Cemetery Fund	Enterprise Funds**	Internal Service Funds	Other Agencies**	Total All Funds
REVENUES:					
Property Taxes					\$ 34,237,650
Intergovernmental			-	826,400	20,780,305
Investment Income	5,000	2,500	12,000		19,500
Charges for Services		2,232,024	1,951,280	231,713	4,606,637
Other Local Revenues	14,400		195,000	14,000	3,462,410
Bonds & Lease Purchase					70,930
Premium Income			9,613,060		9,613,060
TOTAL REVENUES	19,400	2,234,524	11,771,340	1,072,113	72,790,492
OTHER RESOURCES:					
Operating Transfers In	20,000	257,050	-	-	6,908,360
TOTAL REVENUES AND OTHER SOURCES	39,400	2,491,574	11,771,340	1,072,113	79,698,852
EXPENDITURES:					
Government Operations					2,086,240
Public Safety					5,031,720
Public Works		2,352,756			8,113,676
Community Services	37,950			1,145,840	5,695,640
Community Development					1,044,140
Town-Wide Expenditures			11,609,150		14,534,030
Education					35,503,060
Debt Service					287,125
TOTAL EXPENDITURES	37,950	2,352,756	11,609,150	1,145,840	72,295,631
OTHER USES:					
Operating Transfers Out					7,119,930
TOTAL EXPENDITURES AND OTHER USES	37,950	2,352,756	11,609,150	1,145,840	79,415,561
Excess/(Deficiency) - Revenues and Other Resources Over Expenditures and Other Uses	1,450	138,818	162,190	(73,727)	78,553,012
Fund Balance, July 1	291,156	14,865,184	5,322,748	501,098	25,481,086
Fund Balance, June 30	<u>\$292,606</u>	<u>\$ 15,004,002</u>	<u>\$ 5,484,938</u>	<u>\$ 427,371</u>	<u>\$ 25,764,377</u>
Retained Earnings		15,004,002	5,484,938		20,488,940
Fund Balance:					
Restricted	292,606			(73,727)	218,879
Restricted for Specific Projects				501,098	(535,245)
Unassigned					5,591,803
Total Retained Earnings and Fund Balance, June 30	<u>\$292,606</u>	<u>\$ 15,004,002</u>	<u>\$ 5,484,938</u>	<u>\$ 427,371</u>	<u>\$ 25,764,377</u>

**Not all information is available at this time

GUIDE TO THE BUDGET

Guide to the Budget

Introduction to the Budget Document

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

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

The Budget as a Policy Document:

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

The Budget as a Financial Plan:

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

The Budget as a Communications Device:

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

The Budget as an Operations Guide:

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

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

Format of the Budget Document

The budget is divided into the following sections:

Budget Message Section:

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

Budget in Brief:

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

Guide to the Budget:

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

Revenue and Expenditure Summaries:

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

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

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

Town Departmental Activities:

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

The Capital Program:

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

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

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

The Budget Resolutions:

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

Other Operating Funds:

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

Statistical Data:

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

Description and History of the Town

The Town of Mansfield encompasses approximately 45.6 square miles. The Town is bounded on the east by Chaplin, on the north by Willington and Ashford, on the south by Windham, and on the west by Coventry. The Town of Mansfield was first settled in 1692 as part of Windham. In October 1702, the Connecticut General Assembly granted a charter of incorporation to the Town of Mansfield, which was formed out of Windham.

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

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

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

Town Organization

The Town administration is organized by five major service units:

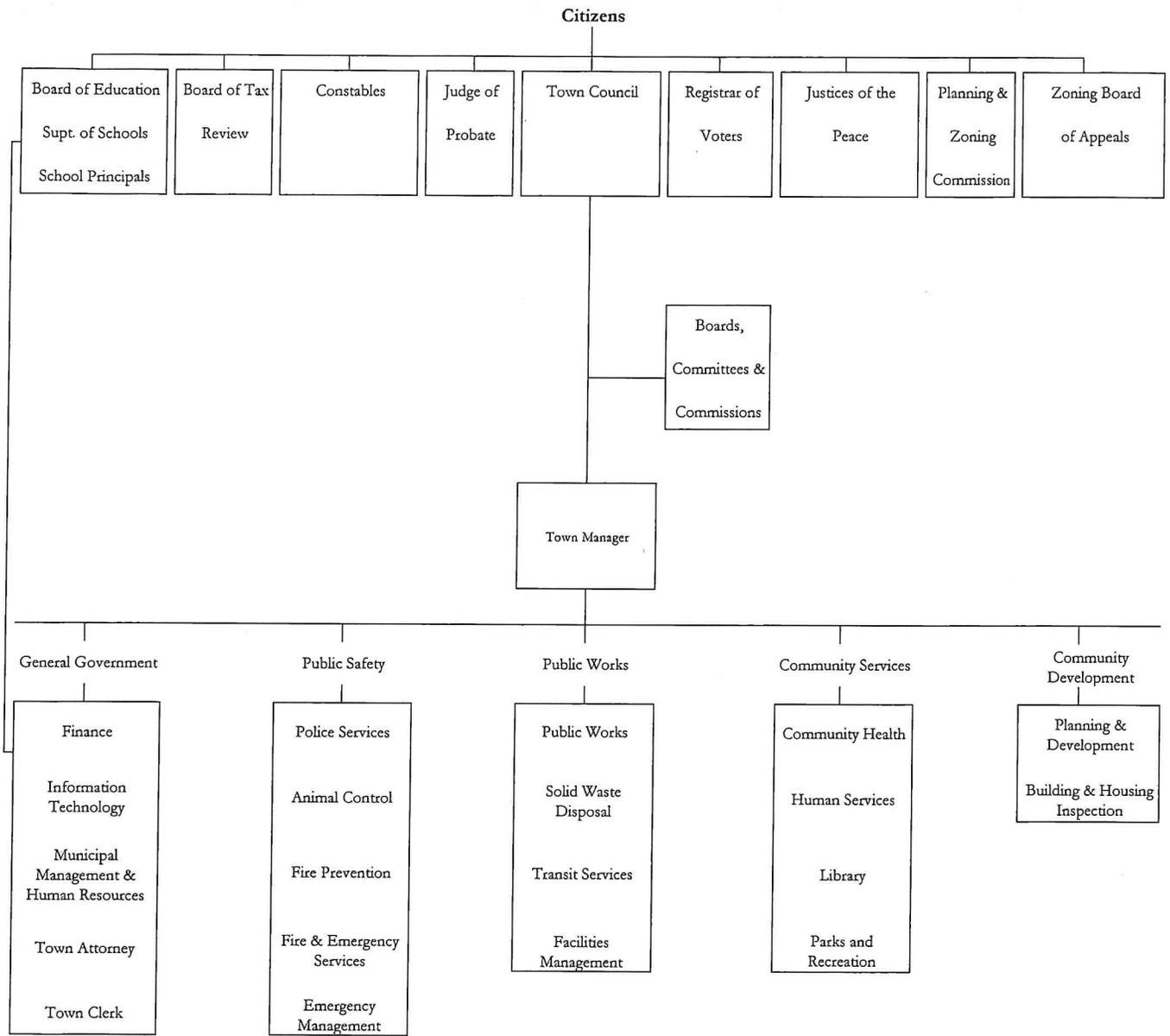
- **General Government** - Mission: To maintain a level of management excellence that will achieve the most efficient and effective use of the resources allocated to municipal government for the benefit of the citizens of the Town of Mansfield.
- **Public Safety** - Mission: To create an environment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

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

Education Organization:

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

Town of Mansfield
ORGANIZATIONAL CHART



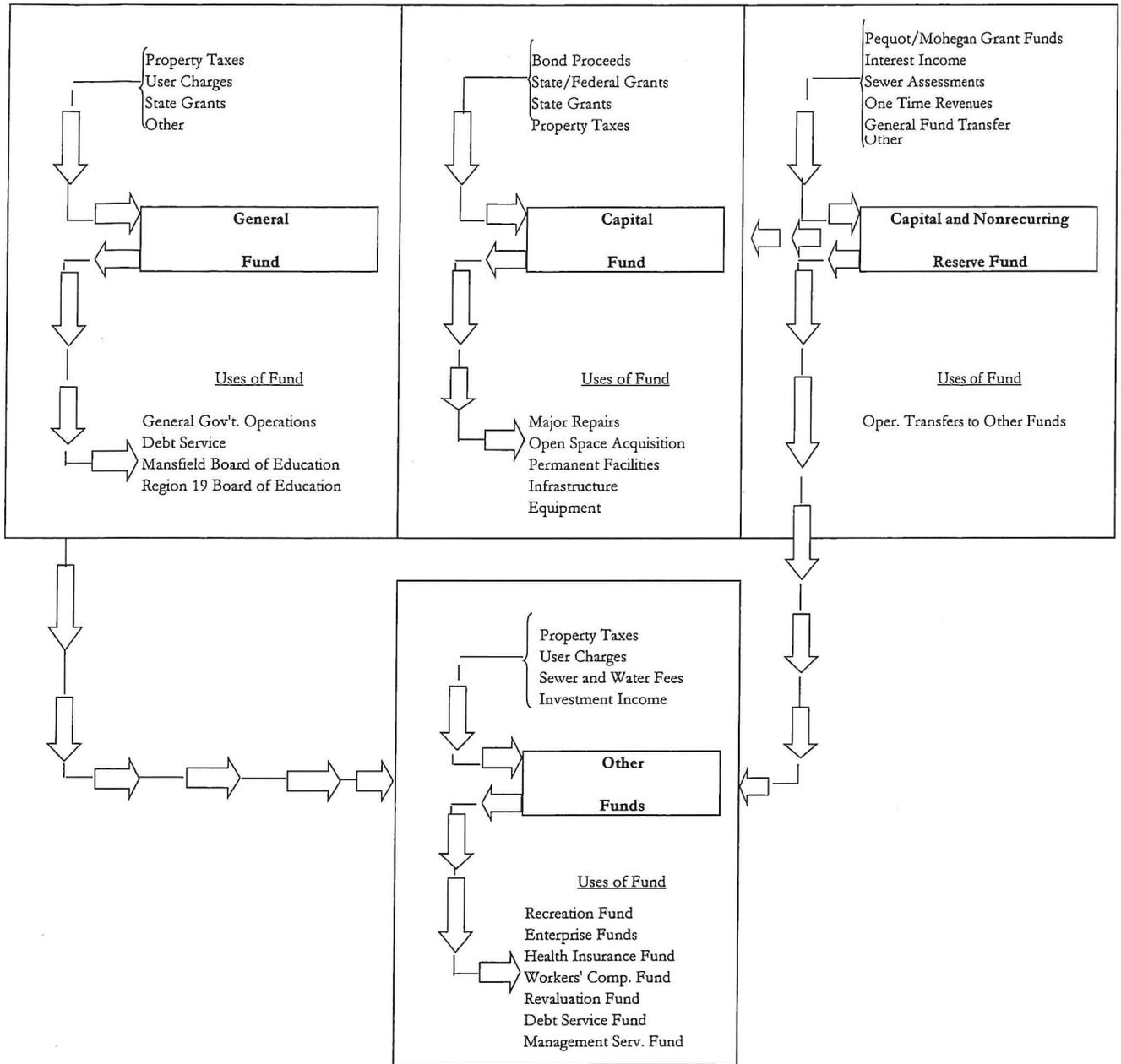
Town of Mansfield
Town and School Personnel by Department
Full Time Equivalent Positions

Department	Budget 2017/18			Total employees	
	General Fund	Other Funds	Total Employees	Est. 2016/17	Actual 2015/16
General Government:					
Municipal Management/HR	3.07	0.73	3.80	3.80	3.80
Town Clerk	3.00		3.00	3.00	3.00
Registrars	1.12		1.12	0.94	0.76
Finance	9.06	4.50	13.56	13.56	13.56
Information Technology	2.00	2.00	4.00	4.00	4.00
Total General Government	18.25	7.23	25.48	25.30	25.12
Public Safety:					
Police	9.80		9.80	8.80	8.94
Animal Control	1.78		1.78	1.78	1.71
Fire Marshal/Emerg. Mgmt	2.50		2.50	2.50	2.50
Fire & Emergency Services	20.43	0.45	20.88	20.06	19.50
Total Public Safety	34.51	0.45	34.96	33.14	32.65
Public Works:					
Public Works	25.42	2.00	27.42	27.06	27.26
Facilities Management	6.89	1.85	8.74	8.74	7.74
Total Public Works	32.31	3.85	36.16	35.80	35.00
Community Services:					
Human Services	10.72	0.48	11.20	11.20	11.63
Library	10.37	1.04	11.41	11.41	10.60
Parks and Recreation		37.82	37.82	38.90	39.33
Total Community Services	21.09	39.34	60.43	61.51	61.56
Community Development:					
Building & Housing Inspection	5.11		5.11	5.05	5.09
Planning & Development	3.43		3.43	3.43	3.43
Total Comm. Development	8.54		8.54	8.48	8.52
Total Town Personnel	114.70	50.87	165.57	164.23	162.85

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

Department	Budget 2017/18			Total employees	
	General Fund	Other Funds	Total Employees	Est. 2016/17	Actual 2015/16
Schools:					
Classroom Instruction	121.25		121.25	123.25	122.95
Administrators	7.00		7.00	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	66.62		66.62	67.62	67.50
Secretaries/Singletons	16.30		16.30	16.30	16.30
Maintenance	13.23	9.50	22.73	22.73	21.75
Nurses	4.00		4.00	4.00	4.00
Library and Media	6.60		6.60	6.60	6.05
Total School Personnel	238.00	9.50	247.50	250.50	248.55
Total Paid Personnel	352.70	60.37	413.07	414.73	411.40

**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 nine other local municipalities have the ability to 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

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

c. Mansfield Downtown Partnership

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

Financial Planning Framework

Mansfield Tomorrow: Plan of Conservation and Development

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



Mansfield's Vision for Tomorrow

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

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

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

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

Plan Goals

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



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

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



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

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



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

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



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

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



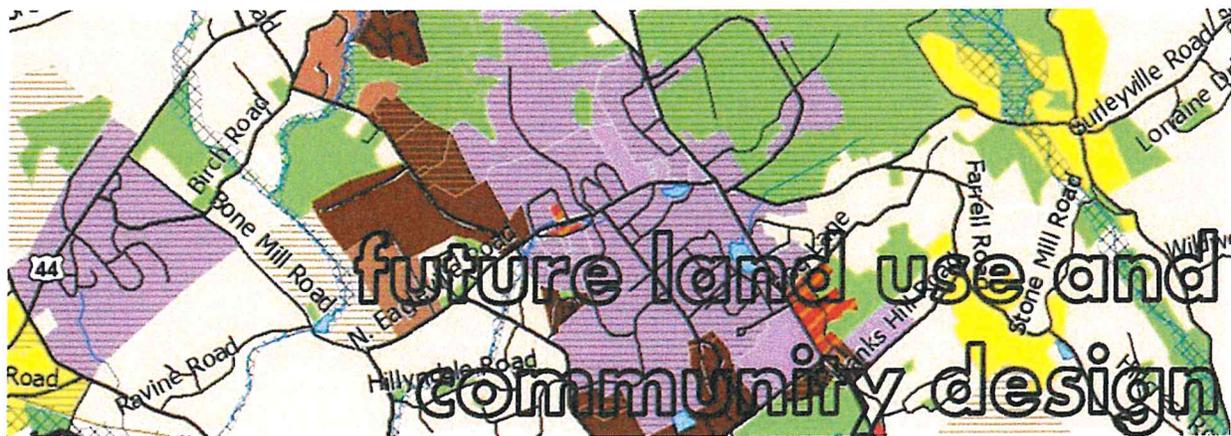
The following goals focus on efforts to grow and diversify Mansfield’s economy:

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



The following goals focus on strategies to strengthen Mansfield's neighborhoods and expand the diversity and affordability of housing stock:

- Mansfield's housing options include housing affordable to low and moderate income individuals and families.
- Mansfield's senior citizens have housing options that allow them to continue to age in their community.
- Mansfield maintains high-quality living conditions throughout the town.
- Mansfield's land use regulations support development of a wide range of housing options to meet the needs of residents at all ages of the life cycle, including singles, families, seniors, and students.



The following goals help to implement the future land use plan for the town, which identifies specific areas for conservation and development as well as desired community character:

- Mansfield has maintained the low density, rural character of the majority of town while accommodating growth in walkable Mixed Use Centers, Compact Residential and Institutional areas.

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



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

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



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

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

Financial Planning Framework (Continued)

Town Council Goals – 2016-2017

Economic Development

Goal: Mansfield has a growing and diversified economy that helps to maintain the high-quality services desired by residents. Goal 6.3 (Page 6.39).♦

Objectives:

- Create a “brand” for Mansfield and market the Town.
- Create a business friendly climate; complete the online permitting software and *Permitting Guide* projects.
- Explore the feasibility of allocating resources for a dedicated economic development staff member.
- Leverage UCONN Tech Park for economic development in Mansfield.
- Begin construction on Four Corners Sewer project; focus redevelopment efforts to Four Corners area and other areas identified in the Plan of Conservation and Development.

Education

Goal: Mansfield provides high-quality public education for children and youth. ♦

Objectives:

- Complete the school facilities study project.
- Revise the Town’s capital plan following completion of the facility studies to ensure educational infrastructure is adequate to meet both short and long term community needs.
- Support high quality, affordable early childhood education.

Financial Management

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

Objectives:

- Increase tax base (new growth), including completion of Storrs Center, in a responsible manner.
- Increase Fund Balance to a minimum of 10% of the operating budget over a five year period, or sooner if feasible.
- Balance service needs with revenue constraints.
- Continue to explore opportunities for sharing of regional services.

Housing

Goal: Mansfield maintains high-quality living conditions throughout the town. Goal 7.3 (Page 7.26).♦

Objectives:

- Research the feasibility of a housing trust to support affordable low and moderate income housing in Mansfield.
- Create a sense of place that attracts young families to Mansfield.
- Continue the work of the Ad hoc Committee on Rental Regulations and Enforcement; improve the Town's ability to respond to issues related to blighted and nuisance properties. Also review strategies adopted in other jurisdictions to achieve an appropriate balance between owner-occupied and rental housing, particularly in residential neighborhoods.
- Continue to collaborate with UCONN to address quality of life issues in off-campus neighborhoods, including student behavior.

Human Services

Goal: Provide access to high quality human services programs and services for persons of all ages.

Objective:

- Participate in regional collaborations with area human service agencies.

Infrastructure

Goal: Mansfield maintains high-quality public facilities that support town goals. Goal 5.5 (Page 5.46). ♦

Objectives:

- Complete the Town facilities study project.
- Revise the Town's capital plan following completion of the facility studies to ensure all non-educational infrastructure is adequate to meet both short and long term community needs.
- Engage in practices and projects that promote energy efficiency, including but not limited to solar projects.
- Reduce the Town's municipal government carbon footprint in an effort to respond to climate change.
- Improve accessibility and modifications to older Town facilities and parks for persons with disabilities.
- Encourage access to Town government and full transparency through electronic resources.
- Provide capital funding to conduct a recreation master plan.

Open Space and Agriculture

Goal: Preserve and maintain open space and viable working farms. ♦

Objectives:

- Preserve agricultural land through the purchase of development rights.
- Acquire, preserve, and maintain open space.
- Adopt land management plans for Town owned open space.
- Support local food production through programming and available resources.

Public Safety

Goal: Mansfield public safety services- police, fire and EMS- protect life and property through a robust program of education, enforcement and preparedness. Goal 5.3 (Page 5.37).♦

Objectives:

- Evaluate police service delivery options; initiate and complete study evaluating service delivery options.
- Evaluate Fire Department staffing levels and impact on service delivery and costs.

Town University Relations

Goal: Mansfield collaborates with UCONN to achieve common goals, maximize the local economic benefits of the university's presence and address quality of life issues in off-campus neighborhoods.

Objective:

- Re-establish practice of using Town-University Relations Committee as a working committee, in addition to its information-sharing and reporting role.
- Through the Town-University Relations Committee, review feasibility of establishing annual student enrollment protocol under which the Town would have the opportunity to critically review UCONN's enrollment projections and to provide meaningful feedback on the impact that significant enrollment changes may have on the Town, from a resource and quality of life perspective.
- Through the Town-University Relations Committee, review UCONN student code of conduct to determine if it is adequate to address off-campus conduct, including conduct associated with Greek-affiliated organizations.

Transportation

Goal: Mansfield has a balanced, integrated transportation system that provides residents with viable options in getting from one place to another. Goal 9.1 (Page 9.30).♦

Objectives:

- Develop an integrated network of sidewalks, bikeways and trails that connect residents with key community facilities and services.
- Improve Town roads to accommodate various modes of transportation.
- Research, and implement when possible, the feasibility of dedicate bicycle lanes on local roads.
- Actively participate in the Windham Region Transit District (WRTD) to improve services being provided in the regional transportation network. Coordinate with UCONN on transportation initiatives that take increased demand into consideration.

Mansfield Public Schools: Board of Education Goals: 2016-2021

Mission:

It is the mission of the Mansfield Board of Education, in partnership with the Mansfield community, to ensure that all children acquire the knowledge, skills, and attributes essential for personal excellence in learning, life, and work within our global community.

We Believe:

- It is our obligation to teach academic and social skills while promoting the emotional, physical, and behavioral development of all children.
- Children thrive and experience success when we provide instruction and opportunities that value individual abilities and interests.
- Equal access to our district's programs and services will be afforded to all children.
- All children and staff deserve a safe, secure and supportive school environment.
- Schools excel when staff engage in continuous improvement of practice and life-long learning.
- It is the responsibility of our schools to engage, support, and involve families.
- Our schools are strengthened when the school and community work together, each contributing to the success of the other.

District Framework:

1. The district is committed to promoting rigorous academic outcomes, social skills, and the habits of mind necessary for growth in life, learning, and work beyond school including the ability to communicate effectively, work collaboratively, and think critically and creatively.
2. The district is committed to providing student-centered instructional practices that are responsive to student learning styles, promote resilience, and allow for personalization and individual growth in academics and the related arts.
3. The district uses purposeful assessments to inform instruction and monitor individual student progress aligned with learning goals.
4. The district supports embedded professional learning that advances the goals of the district and engages staff in continuous improvement.
5. The district celebrates the unique and diverse community of Mansfield by building partnerships between families, schools, and the larger community.
6. The district works in a fiscally responsible manner to align its organizational systems and resources to achieve established goals.

Fiscal Performance Goals

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

1. Financial Reporting Performance Goals

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

2. Reserve Performance Goals

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

3. Capital Improvements Performance Goals

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

Fiscal Performance Goals (continued)

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

4. Investment Performance Goals

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

5. Debt Performance Goals

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

6. Operating Expenditures Performance Goals

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

b. Fiscal Performance Goals (continued)

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

7. Revenue Performance Goals

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

Fund Balance Policy (Adopted 8/27/2012)

Purpose

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

General Policy

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

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

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

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

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

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

Provisions

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

1. Committed Fund Balance

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

2. Assigned Fund Balance

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

3. Unassigned Fund Balance

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

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

REVENUE SUMMARIES

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
15100 Town Clerk	209,805	243,970	264,680	233,970	(10,000)	(4.10%)
16000 Finance	37,792,720	41,427,080	41,751,520	44,463,270	3,036,190	7.33%
16600 IT	2,550	2,550	2,550	2,550	-	
Total General Govt.	38,005,075	41,673,600	42,018,750	44,699,790	3,026,190	7.26%
21200 Police Services	8,927	81,860	72,150	54,050	(27,810)	(33.97%)
21300 Animal Control	1,853	1,920	1,920	1,920	-	
22101 Fire Prevention	19,967	15,200	23,200	15,200	-	
23100 Emergency Mgmt	12,877	12,820	12,820	12,700	(120)	(0.94%)
Total Public Safety	43,624	111,800	110,090	83,870	(27,930)	(24.98%)
30000 Public Works	40,080	20,680	20,680	20,680		
30900 Facilities Mgmt	5,440	12,470	4,890	4,890	(7,580)	(60.79%)
Total Public Works	45,520	33,150	25,570	25,570	(7,580)	(22.87%)
42100 Human Services	881				-	
43100 Library Services	22,950	23,460	23,460	21,010	(2,450)	(10.44%)
Total Comm. Services	23,831	23,460	23,460	21,010	(2,450)	(10.44%)
30800 Building & Housing	287,780	330,340	333,640	330,090	(250)	(0.08%)
51100 Planning & Devlp	26,594	40,350	37,500	37,550	(2,800)	(6.94%)
Total Comm. Develop.	314,374	370,690	371,140	367,640	(3,050)	(0.82%)
60001 Education	10,280,849	9,911,210	9,947,410	8,894,420	(1,016,790)	(10.26%)
Total Education	10,280,849	9,911,210	9,947,410	8,894,420	(1,016,790)	(10.26%)
Total General Fund	48,713,273	52,123,910	52,496,420	54,092,300	1,968,390	3.78%

Town of Mansfield
Revenue Summary by Object

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40101 Current Year Levy	27,877,219	28,085,230	28,085,230	30,702,290	2,617,060	9.32%
40102 Prior Year Levy	203,137	200,000	250,000	200,000	-	
40103 Interest & Lien Fees	179,382	140,000	140,000	140,000	-	
40104 MV Supplement	295,954	255,000	255,000	255,000	-	
40105 Susp. Coll. Taxes - Trnsc.	6,892	6,000	6,000	6,000	-	
40106 Susp. Coll. Int. - Trnsc.	7,886	4,000	4,000	4,000	-	
40109 Collection Fees	27,578	7,500	25,000	25,000	17,500	100.00%
40110 CY Levy-Storrs Ctr	2,407,068	3,190,020	3,190,020	3,472,330	282,310	8.85%
40111 CY Levy-SC Abate.	(728,000)	(671,000)	(671,000)	(606,000)	65,000	(9.69%)
40115 Private Hospital Levy				39,030		
Total Taxes & Related	30,277,116	31,216,750	31,284,250	34,237,650	3,020,900	9.68%

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. Collection fees reflect an increase based on historical actual receipts. In addition, the Governor's proposed levy on private hospitals is included at the State estimated revenue of \$39,030.

Town of Mansfield

The proposed Town of Mansfield's net general fund expenditures for fiscal year 2017/18 totals \$42,860,140 of that amount, \$22,647,070 will come from the current tax levy, \$630,000 from tax related items as listed above and \$19,893,680 from non-tax revenues. The proposed tax warrant and levy for Town expenditures is calculated as follows:

**Town of Mansfield
Revenue Summary by Object**

Town of Mansfield/Mansfield Board of Education

Amount to Raise by Taxation	Dollars	Eq. Mill
Proposed Budget		
Mansfield School Board	\$ 23,550,160	
Town General Government	18,478,630	
Assmnt. For State Teacher's Retirement	831,350	
Total Expenditure Budgets	\$ 42,860,140	39.05
Plus: Fund Balance Reserve	310,610	0.28
Less: Tax Related Items		
Tax Related Items	630,000	
Non-Tax Revenues	17,184,290	
Special Education Grant	2,918,760	
SpEd Pass-thru to Board	(50,200)	
SpEd Pass-thru to Region 19	(198,200)	
Taxation of Private Hospitals	39,030	
App. Of Fund Balance	-	
Total Other Revenues	20,523,680	18.70
Amount to Raise by Taxes (current levy)	\$ 22,647,070	20.63

Tax Warrant Computation

Amount to Raise by Taxes (current levy)	\$ 22,647,070	20.63
Amount of Abatement	606,000	0.55
Reserve for Uncollected Taxes	587,447	0.54
Release Reserve for Tax Appeals	(82,290)	(0.07)
Elderly Programs	50,000	0.05
Estimated Pro-rated Assessments	(20,280)	(0.02)
Tax Warrant	\$ 23,787,947	21.67

Mill Rate Computation

Tax Warrant	23,787,947			
		=	21.67	
Taxable Grand List	1,097,652,608			

**Town of Mansfield
Revenue Summary by Object**

Region 19

The adopted proportionate share of Region 19 school expenditures to be raised by taxes from the Town of Mansfield is \$10,921,550.

In arriving at this 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.

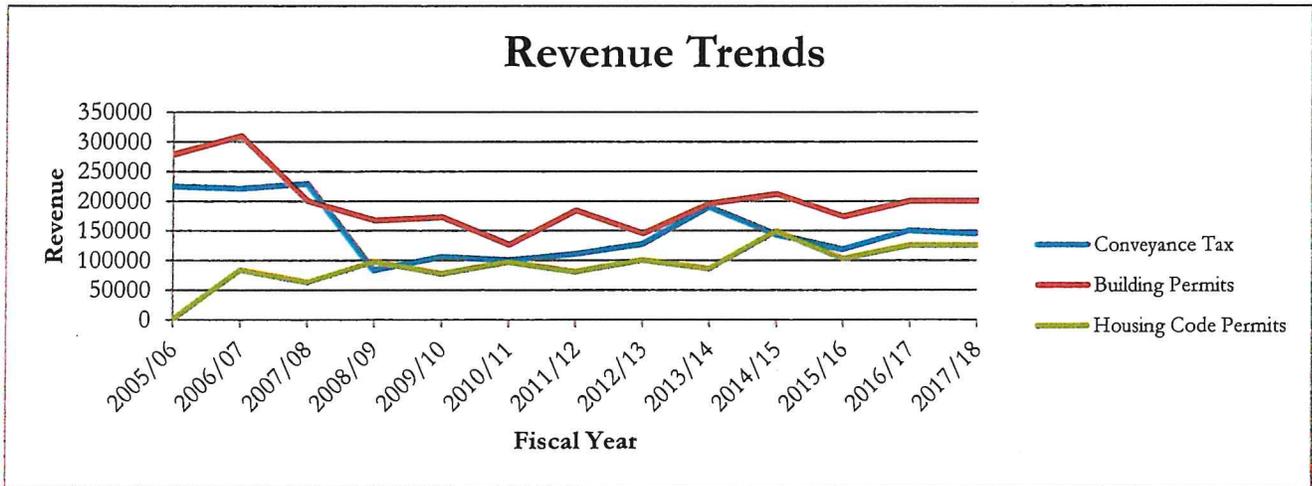
Once the Regional School District has adopted a budget and the Regional School Board has calculated the proportionate share of each member town, those actions cannot be undone by any legislative or executive action of the member towns. The authority of the Regional School District is complete and the 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		Dollars	Eq. Mill
Amount to Raise by Taxation			
Adopted Proportionate Share			
Region 19 School Board	10,921,550		
Tax Warrant Computation			
Amount to Raise by Taxes (current levy)		10,921,550	9.95
Adjustments			
Tax Warrant		\$10,921,550	9.95
Mill Rate Computation			
Tax Warrant	10,921,550		
-----	-----	=	9.95
Taxable Grand List	1,097,652,608		

Town of Mansfield
Revenue Summary by Object

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40201 Misc Licenses & Permits	3,689	2,970	2,970	2,970	-	
40202 Sport Licenses	351	200	200	200	-	
40203 Dog Licenses	8,645	8,000	8,710	8,000	-	
40204 Conveyance Tax	118,218	150,000	170,000	145,000	(5,000)	(3.33%)
40210 Subdivision Permits	225	2,000	3,550	2,000	-	
40211 Zoning/Special Permits	16,595	17,000	13,000	15,000	(2,000)	(11.76%)
40212 Zba Applications	800	2,000	800	1,000	(1,000)	(50.00%)
40214 Iwa Permits	5,770	2,750	4,500	4,000	1,250	45.45%
40224 Road Permits	1,750	1,500	1,500	1,500	-	
40230 Building Permits	173,888	200,000	200,000	200,000	-	
40231 Adm Cost Reimb-permits	260	200	200	200	-	
40232 Housing Permits	102,165	125,000	125,000	125,000	-	
40233 Housing Penalties		500	500	500	-	
40234 Landlord Registrations	1,515	1,000	1,000	1,000	-	
Total Licenses and Permits	433,871	513,120	531,930	506,370	(6,750)	(1.32%)

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



Town of Mansfield
Revenue Summary by Object

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40352 Pymt In Lieu Of Taxes	4,824				-	
40357 Social Serv Block Grant	881				-	
Total Fed. Support Gov	5,705				-	%

Mansfield had 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 received federal pass through grants for Child and Youth Services, a Social Services block grant for counseling. This grant was eliminated in FY 2016/17.

Town of Mansfield
Revenue Summary by Object

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40401 Educ. Assistance	10,169,249	9,798,810	9,947,410	6,224,060	(3,574,750)	(36.48%)
40402 School Transp.	111,600	112,400			(112,400)	(100.00%)
40414 Special Education Grant				2,918,760	2,918,760	100.00%
40416 SpEd Grant Pass-Thru-R19				(198,200)	(198,200)	100.00%
40417 SpEd Grant Pass-Thru-MBOE				(50,200)	(50,200)	100.00%
Total State Support Education	10,280,849	9,911,210	9,947,410	8,894,420	(1,016,790)	(10.26%)

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

State Aid for education as proposed by the Governor, reflects two significant changes. First, it removes approximately \$450 million from the Education Cost Sharing (ECS) and transfers those funds to a new grant for special education. The remaining funding would be distributed under a new formula. The new formula is designed for a more fair and equitable distribution among towns and cities. However, as proposed, this grant significantly shifts funding between communities, reallocating aid from approximately 130 communities to the State's most distressed municipalities. This budget does include the Governor's proposed funding estimates and therefore, reflects an overall reduction of \$1,016,790 in State support for education. The School Transportation Grant was a reimbursable grant based upon prior year school transportation costs, but this grant was eliminated in FY 2016/17.

Town of Mansfield
Revenue Summary by Object

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40450 State Support - Town		200	200	200	-	100.00%
40451 Pilot - State Property	7,192,804	7,187,600	7,131,700	6,676,330	(511,270)	(7.11%)
40452 Pilot- Select Payment		2,630,450	2,516,330	2,630,450	-	100.00%
40454 Circuit Crt-parking Fines	400	500	650	500	-	
40455 Circuit Breaker	51,099	54,900	46,610	48,000	(6,900)	(12.57%)
40456 Tax Relief For Elderly		2,000			(2,000)	(100.00%)
40457 Library - Connecticut	10,425	10,080	10,080	8,860	(1,220)	(12.10%)
40458 Library - Basic Grant	1,087	1,020	1,020		(1,020)	(100.00%)
40462 Disability Exempt Reimb	1,338	1,200	1,200	1,200	-	
40465 Emerg Mgmt Perf. Grant	12,877	12,820	12,820	12,700	(120)	(0.94%)
40469 Veterans Reimb	7,529	7,530	7,530	7,190	(340)	(4.52%)
40470 State Revenue Sharing	6,841	123,830	525,280	756,130	632,300	510.62%
40494 Judicial Revenue Dstrbtn	13,042	12,000	7,800	12,000	-	
40496 Pilot-Holinko Estates	22,103				-	
Total State Support Gov	7,319,545	10,044,130	10,261,220	10,153,560	109,430	1.09%

This section includes the State grants received by the Town to support general government activities. As home to the University of Connecticut, Mansfield receives a payment in lieu of taxes (PILOT). The Governor's proposed budget estimates Mansfield will lose \$511,270 in this funding. As a result of last year's reform to the PILOT grant, designed to adequately fund and stabilize the PILOT grant for municipalities that are the most significantly impacted by state property, Mansfield is expected to continue to receive the Select PILOT grant of \$2,630,450. This proposed budget reflects the Governor's proposed budget estimates for both of these grants.

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 from current year budget.

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

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

Town of Mansfield
Revenue Summary by Object

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40605 Region 19 Financial Serv	96,530	97,500	97,500		(97,500)	(100.00%)
40606 Health District Services	27,816	28,000	28,000		(28,000)	(100.00%)
40610 Recording	55,100	60,000	60,000	55,000	(5,000)	(8.33%)
40611 Copies Of Records	13,495	12,320	12,320	12,320	-	
40612 Vital Statistics	12,153	12,000	12,000	12,000	-	
40620 Police Service	-24,261	60,000	45,000	30,000	(30,000)	(50.00%)
40622 Redemption/Release Fees	1,393	1,000	1,000	1,000	-	
40625 Animal Adoption Fees	460	900	900	900	-	
40640 Lost Dmgd Bks/Materials	1,291	910	910	1,320	410	100.00%
40641 Fines on Overdue Books	7,793	8,940	8,940	8,130	(810)	(9.06%)
40644 Parking Plan Review Fee	2,490	500	500	500	-	
40650 Blue Prints	13	200	200	200	-	
40656 Reg Dist 19 Grnds Mntnce	17,840				-	
40663 Zoning Regulations	394	200	150	150	(50)	(25.00%)
40671 Day Care Grounds Maint	12,770	12,580	12,580	12,580	-	
40674 Charge for Services	7,510	5,860	5,860	6,100	240	4.10%
40678 Celeron Square Bikepath Mnt	2,700	2,700	2,700	2,700	-	
40683 Sale of Merchandise	51	150	150	100	(50)	100.00%
40684 Cash Overage/Shortage	(66)				-	
40699 Fire Safety Code Fees	19,547	15,000	23,000	15,000	-	
Total Charge for Services	255,019	318,760	311,710	158,000	(160,760)	(50.43%)

This section includes revenues derived from services provided to individuals or other entities. The Town has contractual agreements with the Regional School District 19 and Eastern Highlands Health District for financial management services and risk management. This budget has been restructured to reflect a "cost sharing" of these services rather than a charge for services. Region 19 also contracts for parking lot maintenance and plowing services for Region, but this revenue has been transferred to the Town Aid Road Fund where all costs for snow removal are now recorded.

Recording is the fee received through the Town Clerk's Office for the recording of legal documents. The revenue for Police Services is to reimburse the Town when personnel are requested by individuals or corporations for special duty. It is projected to decrease based on current year experience with off-campus housing special duty. 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 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40702 Parking Tickets - Town	2,511	4,500	4,500	4,500	-	
40705 Town Parking Fines-SC	11,557				-	
40710 Building Fines		250			(250)	(100.00%)
40711 Landlord Reg Penalty		90	90	90	-	
40713 Nuisance Ordinance	16,315	9,500	17,000	15,000	5,500	57.89%
40715 Ord Violation Penalty	7,023	2,500	6,050	2,500	-	
40716 Noise Ordinance Violation		160			(160)	(100.00%)
40717 Poss Alcohol Ordinance	1,260	4,500	3,000	2,250	(2,250)	(50.00%)
40718 Open Liquor Cont Ordin	900	2,700	2,000	1,800	(900)	(33.33%)
40718 Open Liquor Cont Ordin	245				-	
40723 Citations and Fines	2,550	1,200	300	200	(1,000)	100.00%
Total Fines and Forfeitures	42,361	25,400	32,940	26,340	940	3.70%

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

Town of Mansfield
Revenue Summary by Object

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40804 Rent - Historical Soc	2,400	2,000	2,000	2,000	-	
40807 Rent - Town Hall	50	7,580			(7,580)	(100.00%)
40808 Rent - Senior Center		100	100	100	-	
40817 Telecom Services Pymt	41,025	42,000	42,000	41,000	(1,000)	(2.38%)
40820 Interest Income	43,507	20,000	60,000	50,000	30,000	150.00%
40824 Sale Of Supplies		20	20	20	-	
40825 Rent - R19 Maintenance	2,790	2,790	2,790	2,790	-	
40890 Other	6,469	2,500	2,500	2,500	-	
40895 Consultant Fee Reimb		15,000	15,000	15,000	-	100.00%
Total Miscellaneous	96,241	91,990	124,410	113,410	21,420	23.29%

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.

Short-term interest rates have started to rebound and we expect that they will remain stable for the coming fiscal year. For FY 2017/18 based on current interest rates and principal balances, we anticipate interest income of \$50,000.

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

**Town of Mansfield
Revenue Summary by Object**

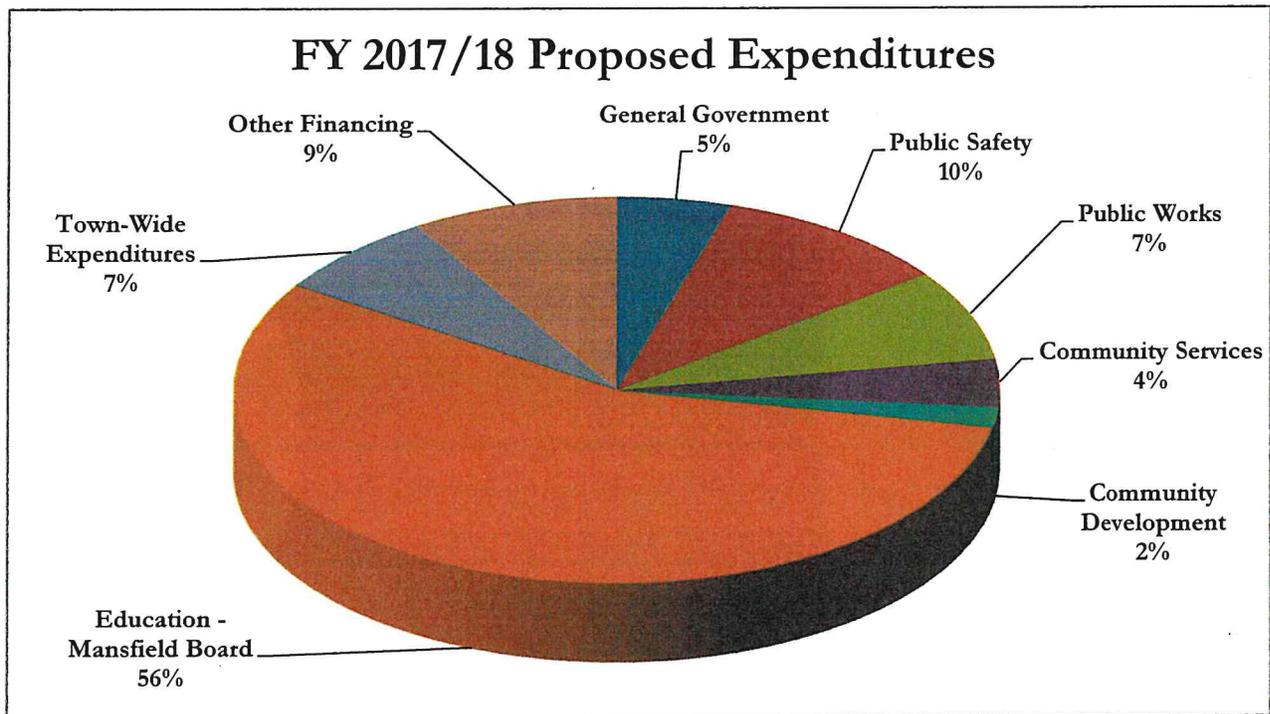
Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
40928 School Cafeteria	2,500	2,550	2,550	2,550		
Total Operating Transf	2,500	2,550	2,550	2,550		

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

EXPENDITURE SUMMARIES

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
General Government	\$ 1,635,065	\$ 1,756,510	\$ 1,747,661	\$ 2,015,240	\$ 258,730	14.73%
Public Safety	3,625,994	3,939,370	3,967,840	4,227,120	287,750	7.30%
Public Works	2,895,862	3,152,700	3,147,942	3,214,670	61,970	1.97%
Community Services	1,521,908	1,631,920	1,631,670	1,672,800	40,880	2.51%
Community Dev.	620,129	620,900	609,195	718,140	97,240	15.66%
Education - MBOE	22,010,410	22,980,500	23,027,790	23,550,160	569,660	2.48%
Town-Wide Expend.	2,904,154	3,273,290	3,227,870	2,939,880	(333,410)	(10.19%)
Other Financing	2,896,880	3,775,240	3,775,240	3,690,780	(84,460)	(2.24%)
Total General Fund	\$ 38,110,402	\$ 41,130,430	\$ 41,135,208	\$ 42,028,790	898,360	2.18%



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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
11100 Legislative	98,597	130,600	129,430	130,600	-	
12200 Mun Mgmt/HR	357,204	356,330	357,975	355,730	(600)	(0.17%)
13100 Town Attorney	49,892	85,000	75,000	85,000	-	
13200 Probate	7,772	8,240	8,240	8,870	630	7.65%
15100 Town Clerk	217,529	227,700	227,900	220,280	(7,420)	(3.26%)
15200 Registrars/Elections	68,673	77,800	78,376	67,710	(10,090)	(12.97%)
16000 Finance	824,398	859,510	859,410	939,850	80,340	9.35%
16600 Information Techno.	11,000	11,330	11,330	207,200	195,870	1728.77%
Total Gen. Gov't	1,635,065	1,756,510	1,747,661	2,015,240	258,730	14.73%
21200 Police Services	1,465,616	1,530,560	1,568,070	1,719,430	188,870	12.34%
21300 Animal Control	89,276	95,960	92,910	109,820	13,860	14.44%
22101 Fire Prevention	141,390	159,870	165,190	191,000	31,130	19.47%
22160 Fire & Emg Services	1,865,743	2,085,910	2,074,320	2,138,400	52,490	2.52%
23100 Emergency Mgmt	63,969	67,070	67,350	68,470	1,400	2.09%
Total Public Safety	3,625,994	3,939,370	3,967,840	4,227,120	287,750	7.30%
30000 Public Works	2,092,387	2,247,140	2,242,392	2,295,630	48,490	2.16%
30900 Facilities Mgmt	803,475	905,560	905,550	919,040	13,480	1.49%
Total Public Works	2,895,862	3,152,700	3,147,942	3,214,670	61,970	1.97%
41200 Health Regs & Inspe	129,128	138,590	138,590	138,590	-	
42100 Human Services	635,341	708,130	707,880	741,320	33,190	4.69%
43100 Library Services	712,389	739,400	739,400	747,190	7,790	1.05%
45000 Cont.To Area Agenc	45,050	45,800	45,800	45,700	(100)	(0.22%)
Total Comm. Services	1,521,908	1,631,920	1,631,670	1,672,800	40,880	2.51%
30800 Building & Housing	284,817	291,240	291,340	373,380	82,140	28.20%
51100 Planning & Dev	330,474	323,260	311,455	338,360	15,100	4.67%
58000 Boards & Comm	4,838	6,400	6,400	6,400	-	
Total Comm. Dev.	620,129	620,900	609,195	718,140	97,240	15.66%

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
71000 Employee Benefits	2,687,568	3,036,110	3,011,310	2,655,690	(380,420)	(12.53%)
72000 Insurance	216,586	211,360	216,560	193,190	(18,170)	(8.60%)
73000 Contingency		25,820		91,000	65,180	252.44%
Total Town-Wide Exp.	2,904,154	3,273,290	3,227,870	2,939,880	(333,410)	(10.19%)
92000 Other Fin. Uses	2,896,880	3,775,240	3,775,240	3,690,780	(84,460)	(2.24%)
Total Other Financing	2,896,880	3,775,240	3,775,240	3,690,780	(84,460)	(2.24%)
Total General Fund	16,099,992	18,149,930	18,107,418	18,478,630	328,700	1.81%

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
51001 Classroom Instruction - Ce	-	-	-	138,460	138,460	100.00%
51027 Youth Service Bureau-Dec	(16,132)	(15,780)	(15,780)	(15,780)	-	
Total Cert Wages	(16,132)	(15,780)	(15,780)	122,680	138,460	(877.44%)
51103 Maintenance Personnel	186,651	225,930	225,930	248,360	22,430	9.93%
51111 Other Salaries	853	1,000	1,000	1,000	-	
51113 Substitutes - Maintenance	6,682	2,440	2,440	2,440	-	
51117 Temporary	69				-	
51118 Temporary - Students	686	1,500	1,500	1,500	-	
51120 Overtime - Straight Time	373	2,300	2,300	2,300	-	
51121 Overtime - Double Time	1,920	1,000	1,000	1,000	-	
51122 Overtime - Time And One	14,668	14,000	14,000	14,000	-	
51131 Custodian-Full Time		86,470	86,470	88,190	1,720	1.99%
51132 Custodian-Part-Time		29,690	29,690	30,280	590	1.99%
51133 Custodian-Substitute		4,910	4,910	4,910	-	
51134 Custodian-Overtime Straig		490	490	940	450	91.84%
51135 Custodian-Overtime 1 1/2		8,980	8,980	5,720	(3,260)	(36.30%)
51136 Custodian-Overtime Doubl		2,160	2,160	2,160	-	
Total Noncertif.	211,902	380,870	380,870	402,800	21,930	5.76%
51029 TVCCA Senior Service De	(2,580)	(2,580)	(2,580)	(2,580)	-	
51046 Ambulance Services Dedu	(29,900)	(31,110)	(31,110)	(28,060)	3,050	(9.80%)
51054 Transportation Grant Ded	(14,561)	(11,990)	(11,990)	(12,360)	(370)	3.09%
51055 MCC Custodial Services D	-	(157,500)	(157,500)	(163,800)	(6,300)	4.00%
51201 Regular Payroll - CSEA	1,579,141	1,690,530	1,690,530	1,836,910	146,380	8.66%
51202 Part-time (B) - CSEA	45,082	39,340	39,340	40,440	1,100	2.80%
51204 Overtime - 1-1/2 Time - C	89	3,460	3,460	3,180	(280)	(8.09%)
51205 Overtime - Straight Time-(9,407	8,200	7,590	7,400	(800)	(9.76%)
51206 Overtime - Straight	1,747	-	-	8,230	8,230	100.00%
51302 Part-time (nb)	14,973	7,670	7,670	-	(7,670)	(100.00%)
51401 Regular	1,071,212	1,144,940	1,144,940	1,168,500	23,560	2.06%
51402 Overtime - Time And One	25,148	45,330	47,240	47,700	2,370	5.23%
51501 Regular	825,842	966,550	966,550	1,022,480	55,930	5.79%
51503 Part-time	235,839	213,300	213,300	256,490	43,190	20.25%
51504 Training Salaries	32,222	57,150	57,150	35,000	(22,150)	(38.76%)
51505 Overtime - Time And One	231,427	214,460	214,460	212,790	(1,670)	(0.78%)
51508 Volunteer Incentive Progr	68,175	78,180	78,180	78,180	-	

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
51601 Regular Payroll	1,906,297	2,029,550	2,030,130	2,539,590	510,040	25.13%
51602 Part-time (B)	82,350	85,490	85,490	95,250	9,760	11.42%
51603 Temporary	157,609	81,870	81,860	73,230	(8,640)	(10.55%)
51604 Elected Officials	38,407	40,400	40,400	38,800	(1,600)	(3.96%)
51605 Part-time (NB)	172,528	194,480	191,060	223,890	29,410	15.12%
51607 Overtime - Time and 1/2	414	-	-	-	-	
Total Salaries and Wages	6,450,868	6,697,720	6,696,170	7,481,260	783,540	11.70%
52001 Social Security	355,001	405,010	405,010	454,850	49,840	12.31%
52002 Workers Compensation	322,670	322,670	322,670	305,650	(17,020)	(5.27%)
52003 MERS	551,515	591,840	591,840	697,830	105,990	17.91%
52004 MERS/Adjustments	565	600	600	600	-	
52005 Unemployment Compensa	27,734	29,120	29,120	5,000	(24,120)	(82.83%)
52007 Medicare	92,506	103,220	103,220	117,360	14,140	13.70%
52008 MERS/Administrative Ass	21,970	22,760	22,760	22,760	-	
52009 Salary Related Benefits	(13,054)	24,800	-	372,910	348,110	
52011 MERS - Firefighters	177,956	207,200	207,200	221,390	14,190	6.85%
Total Benefits	1,536,863	1,707,220	1,682,420	2,198,350	491,130	28.77%
52013 Soc Security Altern ICMA	19,840	19,060	19,060	21,040	1,980	10.39%
52103 Town - Life Insurance	24,943	24,480	24,480	28,400	3,920	16.01%
52105 Town-Medical Insurance	1,064,170	1,225,160	1,225,160	1,095,190	(129,970)	(10.61%)
52106 Employee Assist Prog (US	4,522	5,030	5,030	5,030	-	
52112 Long Term Disability Insu	42,544	43,100	43,100	45,320	2,220	5.15%
52113 Short Term Disability Insu	43,174	41,860	41,860	44,780	2,920	6.98%
52120 Trans To Enterprise Fund	(44,275)	-	-	-	-	
Total Medical Benefits	1,154,918	1,358,690	1,358,690	1,239,760	(118,930)	(8.75%)
52201 Prof Improv Reimburseme	1,200				-	
52202 Travel/Conference Fees	14,528	32,610	32,670	35,220	2,610	8.00%
52203 Membership Fees/Prof Dt	59,097	65,780	65,710	68,200	2,420	3.68%
52204 Uniform Maintenance	581	2,820	600	3,800	980	34.75%
52205 Work Clothing	10,697	15,000	15,000	15,000	-	
52206 Protective Clothing	22,928	22,850	22,850	22,400	(450)	(1.97%)
52209 Staff Development	3,222	11,250	12,980	8,800	(2,450)	(21.78%)
52210 Training	20,197	33,480	33,340	41,580	8,100	24.19%
52211 Uniform Allowance	7,528	9,200	9,700	9,900	700	7.61%

Town of Mansfield
Expenditure Budget Summary by Object

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
52212 Mileage Reimbursement	399	2,150	2,100	2,150	-	
52213 Meal Reimbursement	5,225	4,400	4,350	4,350	(50)	(1.14%)
52215 Recruitment Expense	679	1,000	1,400	1,000	-	
Total Misc Benefits	146,281	200,540	200,700	212,400	11,860	5.91%
53111 Medical Services	12,626	15,300	15,300	15,300	-	
53119 LAN/WAN Expend	11,000	11,330	11,330		(11,330)	(100.00%)
53120 Prof & Tech Services	54,297	83,180	66,570	99,020	15,840	19.04%
53122 Legal Services	63,044	55,000	55,175	55,000	-	
53123 Veterinary Service	2,238	3,000	3,000	3,000	-	
53124 Consultants	25,490	2,500	2,500	2,600	100	4.00%
53125 Audit Expense	40,200	68,500	68,500	69,790	1,290	1.88%
53130 Bank Mgmt Fee	18,730	18,000	18,000	23,000	5,000	27.78%
53133 Drug Testing	1,377	6,000	2,400	5,500	(500)	(8.33%)
53156 HR Legal Services		30,000	20,000	30,000	-	
Total Prof & Tech Serv	229,002	292,810	262,775	303,210	10,400	3.55%
53201 Hazardous Waste	939	1,000	1,020	1,080	80	8.00%
53213 Refuse Collection	11,261	13,500	13,500	17,400	3,900	28.89%
53222 Outdoor Maint	2,095	2,100	2,300	2,300	200	9.52%
53223 MCC Bldg Mnt Srv Deduc				(60,020)	(60,020)	100.00%
53230 Water/Sewer	25,000	29,500	28,500	29,000	(500)	(1.69%)
53231 Water Hydrants	28,996	35,000	40,000	35,000	-	
53232 Bldg Maint Service	46,976	45,000	45,000	69,550	24,550	54.56%
53321 Cleaning	6,940	7,300	7,450	7,450	150	2.05%
Total Purch Prop Services	122,207	133,400	137,770	101,760	(31,640)	(23.72%)
53301 Building Repairs	19,633	30,000	30,000	39,500	9,500	31.67%
53302 Equipment Repair	25,726	35,950	35,950	41,830	5,880	16.36%
53303 Veh Repairs & Maint	51,293	60,000	60,000	60,000	-	
53304 Equip Maint Contract	2,000	2,000	2,000	2,000	-	
53308 Ambulance Repairs	9,022	25,400	25,400	20,500	(4,900)	(19.29%)
53314 Equipment Testing	9,469	15,130	16,400	16,980	1,850	12.23%
Total Repairs/Maint	117,143	168,480	169,750	180,810	12,330	7.32%

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
53707 United Services, Inc	8,000	8,000	8,000	8,000	-	
53709 Meals On Wheels	2,350	3,000	3,000	3,000	-	
53711 Sexual Assault Crisis Serv	4,500	4,500	4,500	4,500	-	
53712 CT Legal Services	6,500	6,500	6,500	6,500	-	
53718 NECASA	800	400	400	400	-	
53727 CommComp & Home	4,000	4,000	4,000	4,000	-	
53737 Holy Family Shelter	3,000	3,000	3,000	3,000	-	
53739 Veterans' Services	10,000	10,000	10,000	10,000	-	
53740 Windham Area Interfaith I	3,000	3,000	3,000	3,000	-	
53741 Perception House	1,400	1,900	1,900	1,800	(100)	(5.26%)
53745 Windham Area No Freeze	1,500	1,500	1,500	1,500	-	
Total Contrib to Area Agenci	45,050	45,800	45,800	45,700	(100)	(0.22%)
53801 Gen Liability Ins	214,661	214,440	212,870	183,190	(31,250)	(14.57%)
53808 LAP Reimbursable Deduct	10,000	5,000	10,000	10,000	5,000	100.00%
53812 Volunteer Disability Insura				6,710	6,710	100.00%
Total Insurance	224,661	219,440	222,870	199,900	(19,540)	(8.90%)
53733 Eastern Highlands Health	129,128	138,590	138,590	138,590	-	
53920 Vital Statistics	371	400	400	400	-	
53921 Alarm Service	59,712	58,250	55,150	56,810	(1,440)	(2.47%)
53923 Middle School Yth Emplo	15	500	500	500	-	
53924 Advertising	19,763	20,410	20,410	20,650	240	1.18%
53925 Printing & Binding	32,490	28,150	28,250	25,770	(2,380)	(8.45%)
53926 Postage	30,506	32,500	32,800	33,050	550	1.69%
53927 Indexing & Recording	1,670	3,900	3,900	3,900	-	
53929 System Support-Financial S				79,770	79,770	100.00%
53933 Resident State Trooper	1,282,504	1,360,660	1,398,900	1,524,300	163,640	12.03%
53934 Election Workers	15,224	11,220	13,416	9,200	(2,020)	(18.00%)
53939 Other Program Expenses	7,772	8,240	8,240	8,870	630	7.65%
53940 Copier Maintenance Fees	36,700	31,000	31,000	31,000	-	
53942 Internet				12,000	12,000	100.00%
53943 Phone Service	1,215	500	500		(500)	(100.00%)
53949 Community Events	9,735	10,000	10,000	10,000	-	
53950 Bonus	92	200	200	200	-	
53960 Other Purchased Services	28,461	35,240	38,560	39,560	4,320	12.26%
53961 Microfilm & Photo Service	682	700	700	700	-	

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
53964 Voice Communications	105,810	102,810	101,810	101,810	(1,000)	(0.97%)
53966 Cable Communications				48,970	48,970	100.00%
53967 Vol Firefighters Pension	40,500	40,500	40,500	40,500	-	
53973 Resident Trooper Reimb C	66,999	60,000	60,000	30,000	(30,000)	(50.00%)
53974 Resident Trooper Overtim	60,130	52,500	52,500	75,000	22,500	42.86%
54919 Activity Expenses	(35)	2,000	2,495	2,000	-	
Total Other Purch Serv	1,929,444	1,998,270	2,038,821	2,293,550	295,280	14.78%
54102 Library Supplies	5,823	6,600	6,600	6,600	-	
54105 Art & Drafting	45	850	850	900	50	5.88%
Total Instructional Supp	5,868	7,450	7,450	7,500	50	0.67%
54214 Ref Bks & Periodicals	3,863	7,360	7,820	8,260	900	12.23%
54285 Juvenile Materials	26,233	26,360	26,360	26,560	200	0.76%
54286 Adult Materials	71,192	76,730	76,730	76,730	-	
Total School/Library Bk	101,288	110,450	110,910	111,550	1,100	1.00%
54301 Office Supplies	20,094	27,560	27,920	27,140	(420)	(1.52%)
54302 Copier Supplies	3,040	3,600	3,600	3,600	-	
54303 Parks Supplies		4,000	1,000	4,000	-	
54304 Medical Supplies	25,954	23,500	23,500	23,500	-	
54308 Computer Software	2,344	8,200	8,050	15,800	7,600	92.68%
54310 Emergency Supplies	79	500	500	500	-	
Total Office Supplies	51,511	67,360	64,570	74,540	7,180	10.66%
54410 Pet Food	17	300	300	300	-	
Total Food Serv Supplies	17	300	300	300	-	
54502 Street Cleaning Supplies		4,000			(4,000)	100.00%
54504 Sand/Gravel/Cement		1,000	1,000		(1,000)	(100.00%)
54510 Signs & Signals	8,737	1,100	10,600	9,000	7,900	718.18%
Total Land/Rd Maint Suppli	8,737	6,100	11,600	9,000	2,900	47.54%
54601 Gasoline - Unleaded	74,010	66,000	66,000	66,000	-	
54602 Diesel Fuel	100,000	68,000	68,000	68,000	-	
54603 Fuel Oil	56,350	57,000	57,000	50,000	(7,000)	(12.28%)
54604 Electric	119,000	130,000	130,000	130,000	-	

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
54605 Propane	7,775	8,500	7,900	10,000	1,500	17.65%
54606 Natural Gas	28,000	30,000	30,000	30,000	-	
54607 Street Lighting	61,783	61,000	61,000	61,000	-	
Total Energy	446,918	420,500	419,900	415,000	(5,500)	(1.31%)
54701 Building Supplies	27,738	38,000	38,000	57,000	19,000	50.00%
54702 Custodial Supplies	157	1,150	1,192	1,150	-	
54704 Paint Supplies	3,227	13,100	11,100	8,100	(5,000)	(38.17%)
54705 Hand Tools	2,198	4,850	4,750	5,250	400	8.25%
54706 Non Cap Equipment	2,066	3,740	3,740	3,780	40	1.07%
Total Building Supplies	35,386	60,840	58,782	75,280	14,440	23.73%
54802 Lubrication & Anti-freeze	9,495	13,000	13,000	13,000	-	
54806 Auto Parts	12,167	160,000	160,000	160,000	-	
54807 Truck Parts	90,362	52,000	52,000	52,000	-	
54808 Equipment Parts	76,106	-	-	-	-	
Total Rolling Stock Supplies	188,130	225,000	225,000	225,000	-	
54402 Food	6,565	5,340	5,340	5,540	200	3.75%
54511 Grounds Supplies	23,380	37,500	33,500	37,500	-	
54901 Firefighting Supplies	10,834	13,000	13,000	13,000	-	
54906 Police Supplies	714	1,000	800	1,000	-	
54909 Welding Supplies	933	2,500	2,500	2,500	-	
54911 Other Prog Supplies	2,772	6,370	6,370	6,230	(140)	(2.20%)
54917 Special Events	175	-	-	-	-	
54921 Fire Prev Public Educ Mat	4,426	4,750	4,750	4,750	-	
54922 Positive Yth Dev Program	503	5,000	5,000	5,000	-	
54923 Employee Events	-	2,000	2,000	2,000	-	
Total Other Supplies	50,302	77,460	73,260	77,520	60	0.08%
55420 Office Equipment	99	1,580	2,380	51,380	49,800	3151.90%
55421 Comp Hardware/Software	100	4,350	3,000	3,130	(1,220)	(28.05%)
55422 Furniture/Furnishings	4,798	1,000	1,000	1,000	-	
55423 System Support	69,619	78,220	74,870	109,360	31,140	39.81%
55430 Equipment - Other	9,520	18,900	16,400	19,650	750	3.97%
Total Equipment	84,136	104,050	97,650	184,520	80,470	77.34%

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
56109 Relocation Assistance	850				-	
Total Social Welfare Payment	850				-	
56306 Fee Waivers	72,924	75,000	75,000	75,000	-	
56312 Contingency		25,820		91,000	65,180	252.44%
56350 Board of Assmt Appeals	663	700	700	700	-	
56351 Comm on Sens&Phys Imp		100	100	100	-	
56352 Comm on Aging		100	100	100	-	
56353 Parks & Advisory Comm	2,000	2,000	2,000	2,000	-	
56354 Zoning Board of Appeals	1,062	1,500	1,500	1,500	-	
56355 Conservation Comm	40	100	100	100	-	
56356 Beautification Comm	301	500	500	500	-	
56357 Historic District Comm		150	150	150	-	
56358 Arts Advisory Comm		500	500	500	-	
56359 Agriculture Comm	772	750	750	750	-	
56610 OSHA Fine		500	500	500	-	
Total Misc Exp & Fees	77,762	107,720	81,900	172,900	65,180	60.51%
58219 Other Operating	5,000	5,000	5,000	5,000	-	
58220 Other Oper-Reval	25,000	25,000	25,000	25,000	-	
58226 Other Oper-Dwntwn Ptn	125,000	125,000	125,000	132,000	7,000	5.60%
58227 Parks & Rec Fund	482,450	522,950	522,950	536,020	13,070	2.50%
Total Trans Out-Spec Rev Fu	637,450	677,950	677,950	698,020	20,070	2.96%
58300 Debt Service Fund	285,000	285,000	285,000	285,000	-	
Total Trans Out-Debt Serv F	285,000	285,000	285,000	285,000	-	
58400 Capital Projects Fund	1,551,740	2,433,240	2,433,240	2,183,660	(249,580)	(10.26%)
58401 Storrs Center Reserve	228,640	175,000	175,000	325,000	150,000	85.71%
Total Trans Out-Capital Proj	1,780,380	2,608,240	2,608,240	2,508,660	(99,580)	(3.82%)
58715 Transit Services Fund	132,050	142,050	142,050	135,000	(7,050)	(4.96%)
Total Trans Out-Enterprise F	132,050	142,050	142,050	135,000	(7,050)	(4.96%)
58711 Cemetery Fund	20,000	20,000	20,000	20,000	-	
58714 Med Pens Trust Fund	42,000	42,000	42,000	44,100	2,100	5.00%
Total Trans Out-Trust Agenc	62,000	62,000	62,000	64,100	2,100	3.39%

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
51057 FINANCE/IT SRVS-BD	-	-	-	(242,360)	(242,360)	100.00%
51058 FINANCE/IT SRVS-R19	-	-	-	(202,420)	(202,420)	100.00%
51059 FINANCE/IT SRVS-EHI	-	-	-	(27,840)	(27,840)	100.00%
51061 FINANCE/IT SRVS-SWI	-	-	-	(6,430)	(6,430)	100.00%
51062 FINANCE/IT SRVS-DW	-	-	-	(10,170)	(10,170)	100.00%
51063 FINANCE/IT SRVS-MD	-	-	-	(6,270)	(6,270)	100.00%
51064 FINANCE/IT SRVS-BO	-	-	-	(28,340)	(28,340)	100.00%
51065 FINANCE/IT SRVS-BE	-	-	-	(372,910)	(372,910)	100.00%
51066 FINANCE/IT SRVS-TEI	-	-	-	(175,000)	(175,000)	100.00%
51067 FINANCE/IT SRVS-BD	-	-	-	(92,000)	(92,000)	100.00%
51068 FINANCE/IT SRVS-R19	-	-	-	(77,810)	(77,810)	100.00%
51069 FINANCE/IT SRVS-BD	-	-	-	(60,410)	(60,410)	100.00%
51070 FINANCE/IT SRVS-R19	-	-	-	(45,480)	(45,480)	100.00%
Total Shared Services	-	-	-	(1,347,440)	(1,347,440)	100.00%
Total General Fund	16,099,992	18,149,930	18,107,418	18,478,630	328,700	1.81%

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**DEPARTMENTAL
ACTIVITIES**

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

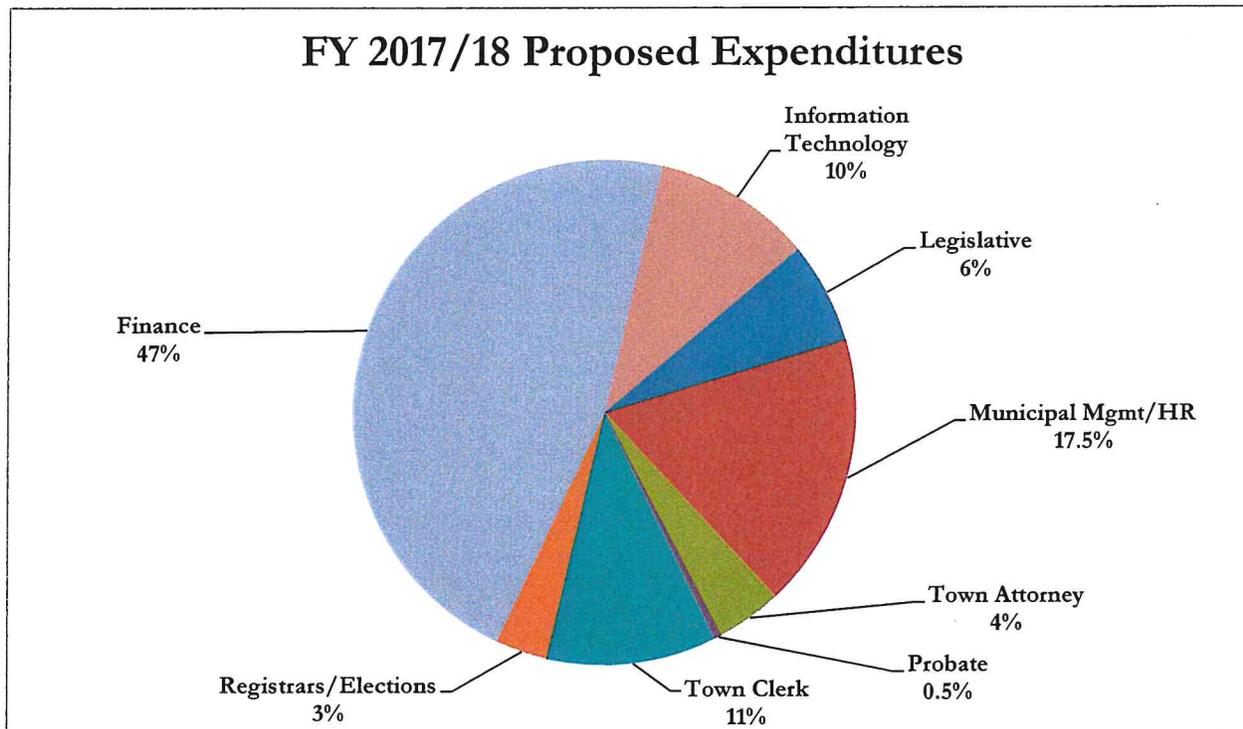
Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Legislative	98,597	130,600	129,430	130,600	-	
Municipal Mgmt/HR	357,204	356,330	357,975	355,730	(600)	(0.17%)
Town Attorney	49,892	85,000	75,000	85,000	-	
Probate	7,772	8,240	8,240	8,870	630	7.65%
Town Clerk	217,529	227,700	227,900	220,280	(7,420)	(3.26%)
Registrars/Elections	68,673	77,800	78,376	67,710	(10,090)	(12.97%)
Finance	824,398	859,510	859,410	939,850	80,340	9.35%
Information Technology	11,000	11,330	11,330	207,200	195,870	1728.77%
TOTAL EXPEND.	1,635,065	1,756,510	1,747,661	2,015,240	258,730	14.73%

Mission

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

Program Purpose and Description

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



LEGISLATIVE – 11100

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

FY 2016/2017 Accomplishments

- Completed Council's goal setting for the 2016-2017 term, utilizing Mansfield Tomorrow as the Town's over-arching strategic plan. ♦
- Maintained active involvement with the Mansfield Downtown Partnership (three Council members currently sit on the Partnership's Board of Directors). Established Committee to select name for the Town Square, and named the square the "Betsy Paterson Square" in honor of Elizabeth Paterson, who served as Mayor of Mansfield from 1999 – 2015. ♦
- Reviewed, amended, or created the following ordinances and policies: Alcoholic Beverages Ordinance, Building Construction Ordinance; Code Enforcement Relocation Plan; Housing Code; Motor Vehicle and Traffic and Parking Ordinance; Town Square Ordinance, and Property Tax Relief for Certain Elderly Homeowners Ordinance. ♦
- Researched and considered concept of "sanctuary city" or "welcoming city" policy or ordinance. Adopted Policy Regarding Undocumented Immigrants.
- Continued to review and evaluate police service delivery options through the work of the Ad hoc Committee on Police Services. Status report to be issued to Council in Spring 2017 ♦
- Continued work of the Ad hoc Committee on Rental Regulations and Enforcement to review applicable policies, regulations, and the enforcement of those regulations. Status report to be issued to Council in Spring 2017. ♦
- Completed successor sewer service agreement between the Town and UCONN.
- Completed acquisition of development rights to 43.8 acres of land located on Mansfield City Road known as "Mountain Dairy Farm IV," ensuring the preservation of that land as agricultural land.
- Published a *Citizen's Guide to the Budget – 2017 Edition* and the 2017 Town Meeting mailer, an expanded version of the *Mansfield Minute*. ♦

FY 2017/2018 Goals & Objectives

Economic Development

Goal: Mansfield has a growing and diversified economy that helps to maintain the high-quality services desired by residents. ♦

Objectives:

- Create a "brand" for Mansfield and market the Town.
- Create a business friendly climate; complete the online permitting software and *Permitting Guide* projects.
- Explore the feasibility of allocating resources for a dedicated economic development staff member.
- Leverage UCONN Tech Park for economic development in Mansfield.

- Begin construction on Four Corners Sewer project; focus redevelopment efforts to Four Corners area and other areas identified in the Plan of Conservation and Development.

Education

Goal: Mansfield provides high-quality public education for children and youth. ♦

Objectives:

- Complete the school facilities study project.
- Revise the Town's capital plan following completion of the facility studies to ensure educational infrastructure is adequate to meet both short and long term community needs.
- Support high quality, affordable early childhood education.

Financial Management

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

Objectives:

- Increase tax base (new growth), including completion of Storrs Center, in a responsible manner.
- Increase Fund Balance to a minimum of 10% of the operating budget over a five year period, or sooner if feasible.
- Balance service needs with revenue constraints.
- Continue to explore opportunities for sharing of regional services.

Housing

Goal: Mansfield maintains high-quality living conditions throughout the town. ♦

Objectives:

- Research the feasibility of a housing trust to support affordable low and moderate income housing in Mansfield.
- Create a sense of place that attracts young families to Mansfield.
- Continue the work of the Ad hoc Committee on Rental Regulations and Enforcement; improve the Town's ability to respond to issues related to blighted and nuisance properties. Also review strategies adopted in other jurisdictions to achieve an appropriate balance between owner-occupied and rental housing, particularly in residential neighborhoods.
- Continue to collaborate with UCONN to address quality of life issues in off-campus neighborhoods, including student behavior.

Human Services

Goal: Provide access to high quality human services programs and services for persons of all ages.

Objective:

- Participate in regional collaborations with area human service agencies.

Infrastructure

Goal: Mansfield maintains high-quality public facilities that support town goals. ♦

Objectives:

- Complete the Town facilities study project.
- Revise the Town's capital plan following completion of the facility studies to ensure all non-educational infrastructure is adequate to meet both short and long term community needs.

- Engage in practices and projects that promote energy efficiency, including but not limited to solar projects.
- Reduce the Town's municipal government carbon footprint in an effort to respond to climate change.
- Improve accessibility and modifications to older Town facilities and parks for persons with disabilities.
- Encourage access to Town government and full transparency through electronic resources.
- Provide capital funding to conduct a recreation master plan.

Open Space and Agriculture

Goal: Preserve and maintain open space and viable working farms. ♦

Objectives:

- Preserve agricultural land through the purchase of development rights.
- Acquire, preserve, and maintain open space.
- Adopt land management plans for Town owned open space.
- Support local food production through programming and available resources.

Public Safety

Goal: Mansfield public safety services- police, fire and EMS- protect life and property through a robust program of education, enforcement and preparedness. ♦

Objectives:

- Evaluate police service delivery options; initiate and complete study evaluating service delivery options.
- Evaluate Fire Department staffing levels and impact on service delivery and costs.

Town University Relations

Goal: Mansfield collaborates with UCONN to achieve common goals, maximize the local economic benefits of the university's presence and address quality of life issues in off-campus neighborhoods.

Objective:

- Re-establish practice of using Town-University Relations Committee as a working committee, in addition to its information-sharing and reporting role.
- Through the Town-University Relations Committee, review feasibility of establishing annual student enrollment protocol under which the Town would have the opportunity to critically review UCONN's enrollment projections and to provide meaningful feedback on the impact that significant enrollment changes may have on the Town, from a resource and quality of life perspective.
- Through the Town-University Relations Committee, review UCONN student code of conduct to determine if it is adequate to address off-campus conduct, including conduct associated with Greek-affiliated organizations.

Transportation

Goal: Mansfield has a balanced, integrated transportation system that provides residents with viable options in getting from one place to another. ♦

Objectives:

- Develop an integrated network of sidewalks, bikeways and trails that connect residents with key community facilities and services.

- Improve Town roads to accommodate various modes of transportation.
- Research, and implement when possible, the feasibility of dedicate bicycle lanes on local roads.
- Actively participate in the Windham Region Transit District (WRTD) to improve services being provided in the regional transportation network.
- Coordinate with UCONN on transportation initiatives that take increased demand into consideration.

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Noncertif.	922	1,000	1,000	1,000	-	
Misc Benefits	38,539	43,510	42,020	41,900	(1,610)	(3.70%)
Prof & Tech Services	40,200	69,700	69,700	70,990	1,290	1.85%
Other Purch Services	15,485	14,890	15,210	15,210	320	2.15%
Office Supplies	654	200	200	200	-	
Other Supplies	2,797	1,300	1,300	1,300	-	
TOTAL EXPEND.	98,597	130,600	129,430	130,600	-	

MUNICIPAL MANAGEMENT/HUMAN RESOURCES - 12200

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

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

FY 2016/2017 Accomplishments

- Developed proposed FY 2017/18 operating and capital budgets. The budget document is a policy and communications tool that also serves to promote open and transparent government. ♦
- Led project team responsible for Four Corners sanitary sewer project, with a focus on initiating construction. Completed negotiations for comprehensive sewer agreement with UCONN. ♦
- Continued to serve as Vice-Chair of Windham Region Transit District (WRTD).
- Assisted the Council in its review of police service delivery options; staffed the ad hoc Committee on Police Services. ♦
- Assisted the Council in its review of enforcement of zoning regulations and town ordinances related to rental properties; provided staff support to the ad hoc Committee on Rental Regulations and Enforcement. ♦
- Conducted RFQ for legal counsel to assist with solar and other renewable energy projects; presented short list of preferred vendors to Town Council for approval. ♦
- Conducted second annual retreat with staff leadership team to promote professional and organizational development. ♦
- Conducted 7 recruitments fiscal year-to-date resulting in the appointment or promotion of 10 regular employees with an emphasis placed on filling key leadership positions: Fire Chief; Deputy Fire Chief/Emergency Management Director; Town Clerk (forthcoming); and Youth Services Supervisor.
- Completed RFP for recruitment software in conjunction with Mansfield Board of Education. Implemented software. ♦
- Completed RFQ for third party administrator for flexible benefits program (uninsured medical and dependent care). Selected vendor and implemented new system with several service enhancements to both management and participants. Updated plan documents.
- Initiated RFQ for GASB 45 analysis. Selected vendor and completed required study.
- Completed negotiations for the successor collective bargaining agreement with the Public Works and Professional/Technical employees unions. ♦
- Initiated negotiations for the successor collective bargaining agreement with the Firefighters union. ♦

FY 2017/2018 Trends & Key Issues

Labor attorney costs have been moved from the Municipal Management/Human Resources budget to the Town Attorney budget. Savings will be achieved on the annual maintenance fee for the recently acquired recruitment software since the Mansfield Board of Education has partnered with the Town on the project; those savings have been reallocated to support organization-wide training and professional development initiatives (staff development line item).

Since the capital project request for the employee classification and compensation study was approved, significant work on the project will occur during FY 2017/2018. Approximately 75-80 separate regular classifications will be reviewed as part of the process, impacting approximately 130-135 staff members. The last organization-wide classification and compensation study was completed in 2005.

Management will be negotiating with the firefighters union, represented by IAFF, in spring 2017. This union represents 14 full-time and 11 part-time firefighters, or 25 regular employees.

Beginning in May 2017 the Town Clerk will report to the Assistant Town Manager.

FY 2017/2018 Goals & Objectives

Goal: Continue coordination of various environmental initiatives. ♦

Objectives:

- Oversee construction of Four Corners sanitary sewer project.
- Complete facilities master plan.
- Evaluate additional opportunities for solar and other renewable energy systems.
- Complete and implement policy for town staff regarding low waste events.

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

Objectives:

- Assist Ad hoc Committee on Police Services in finalizing its work in evaluating police service delivery options in Mansfield.
- Funds permitting, submit a service improvement request to the Town Council, requesting funds to create a municipal community liaison officer. This position would assist with quality of life issues and related calls for service, serving as a liaison for the various stakeholder groups involved with or affected by problematic off-campus behavior that negatively impacts the quality of life for our residents.

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.
- Conduct third annual retreat for members of the leadership team.
- Continue a young professionals group for Town staff.
- Increase financial resources for professional development; focus on leadership and supervisory training.

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

Objectives:

- Revise ADA and Technology Use policies.

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

Human Resources	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Recruitments			
Number of internal recruitments conducted	2	4	4
Number of external recruitments conducted	12	6	9
Applicants tested/interviewed (regular positions)	151	57	88
New hires, full-time & part-time (regular positions)	15	9	12
Internal promotions, full-time & part-time (regular positions)	5	7	8
Grievances Filed	3	4	4
Number of full-time regular employees that left municipal service (excluding retirements)	8	1	2
Number of Number of full-time regular employees that left municipal service for retirement	4	4	4
Personnel and administrative policies reviewed/updated or drafted/adopted	8	3	3
Training workshops offered to the workforce at large	3	3	3

Town of Mansfield
Department: Municipal Mgmt/HR - 12200

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	313,389	311,370	311,370	310,770	(600)	(0.19%)
Misc Benefits	9,723	20,720	22,490	17,220	(3,500)	(16.89%)
Prof & Tech Services	28,976	16,750	16,225	17,250	500	2.99%
Other Purch Services	3,550	3,000	3,000	3,000	-	
School/Library Books		200	600	600	400	200.00%
Office Supplies	1,566	2,290	2,290	4,790	2,500	109.17%
Other Supplies		2,000	2,000	2,100	100	5.00%
TOTAL EXPEND.	357,204	356,330	357,975	355,730	(600)	(0.17%)
TOTAL REVENUES						
EMPL. BENEFITS	126,643	132,718	132,227	132,302	(416)	(0.31%)
Positions:						
Town Manager	1.00	1.00	1.00	1.00	-	
Assistant Town Mgr	1.00	1.00	1.00	1.00	-	
Executive Assistant	1.00	1.00	1.00	1.00	-	
HR Associate	0.80	0.80	0.80	0.80	-	
Total Full Time Equiv.	3.80	3.80	3.80	3.80	-	
Paid from Other Funds	0.73	0.73	0.73	0.73	-	
Paid from General Fund	3.80	3.80	3.80	3.80	-	

TOWN ATTORNEY - 13100

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

In special circumstances, such as labor and employment law, environmental law and bond proceedings, the Town may employ the services of another attorney. The Town is currently represented by the firm of Kainen, Escalera, and McHale PC for labor and employment matters. The firms of Murtha Cullina LLP and Pullman & Comley LLC were recently appointed as special legal counsel for solar and other renewable energy projects.

Beginning in FY 2016/17, management included the budget for Labor Attorney services in the Town Attorney program budget. Labor Attorney services was previously included in the Human Resources budget.

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
HR Attorney	13,152	30,000	30,000	30,000	-	
Town Attorney	48,982	55,000	55,000	55,000	-	
TOTAL EXPEND.	62,134	85,000	85,000	85,000	-	

PROBATE COURT – 13200

The Tolland-Mansfield Probate District serves the Towns of Coventry, Mansfield, Tolland and Willington, and is located in the Tolland Town Hall, 21 Tolland Green, Tolland, CT 06084. Ms. Barbara Gardner Riordan was elected to a four-year term as Judge of Probate for the Probate District.

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

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

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Other Purch Services	7,772	8,240	8,240	8,870	630	7.65%
TOTAL EXPEND.	7,772	8,240	8,240	8,870	630	7.65%

TOWN CLERK - 15100

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

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

FY 2016/2017 Accomplishments

- Received a \$5,000 Historic Preservation Grant, which was supplemented by funds from the Town Clerk's 270 Document Preservation Fund, and used to copy and microfilm early town meeting records (1710-1803), disassemble 1943-1969 vital records for scanning and copying, and restore an early land record volume (1896-1907). ♦
- Continued work on a Master Plan for Town Records Preservation, identifying existing documents, their current condition, and the protective actions required. ♦
- Issued 971 absentee ballots to citizens all over the globe for the Presidential Primary and Election and performed other town clerk associated election duties. ♦
- Continued to work on the creation of an electronic index for land records prior to 1984. ♦

FY 2017/2018 Trends & Key Issues

Migrating information from paper to electronic files continues to be a major focus of the office. Vital records, burial permits, cemetery deeds, pre-1984 land records, trade names etc. are all being scanned and indexed. Our current Town Clerk will retire in May 2017; a recruitment for her replacement is underway. A new Town Clerk will be appointed for FY 17/18.

FY 2017/2018 Goals & Objectives

Goal: Protect and promote access to Town records. ♦

Objectives:

- If money is available in the FY 2017/18 cycle, apply for a Historic Preservation Grant seeking funding to scan and link land records to the newly created pre 1984 index. ♦
- Catalog documents in the Town Clerk history file. ♦
- Complete the Master Plan for Town Records Preservation.

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

Objectives:

- Continue to create better access to local history resources via the Town's website by posting items to the local history website - mansfieldpubliclibrary.org/history. ♦
- Continue the review of historical records to create indexes of cross filed items in order to be able to complete sets of records and be able to locate information when needed.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
 Town Clerk = linkage to *Community Heritage and Sense of Place; Stewardship and Implementation*

Town Clerk	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Open and Transparent Government			
Total number of freedom of information (FOI) requests processed	52	40	40
Record Series and Indexes digitized	35	37	50
Percentage of permitted records/indexes available online	43%	43%	45%
Percentage of restricted access records/indexes online	17%	17%	20%
Statistics			
Vital statistics filed	260	250	250
Land transaction documents recorded	2,145	2,150	2,150
Total number of all licenses (dog, hunting, fishing, etc.) issued	1,875	1,875	1,875
Board and Committees (as of June 30th)			
Total number of elected boards	6	6	6
Total number of elected officials	45	45	45
Total number of appointed boards and commissions	36	35	35
Total number of appointed board and commission members	257	265	265

Town of Mansfield
Department: Town Clerk - 15100

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	187,140	195,120	195,120	187,700	(7,420)	(3.80%)
Misc Benefits	570	940	940	940	-	
Prof & Tech Services	3,157	4,000	4,000	4,000	-	
Other Purch Services	10,656	11,000	11,000	11,000	-	
School/Library Books	178	190	190	190	-	
Office Supplies	828	750	950	950	200	26.67%
Equipment	15,000	15,700	15,700	15,500	(200)	(1.27%)
TOTAL EXPEND.	217,529	227,700	227,900	220,280	(7,420)	(3.26%)
TOTAL REVENUES	209,805	243,970	264,680	233,970	(10,000)	(4.10%)
EMPL. BENEFITS	75,625	83,114	82,860	79,908	(3,206)	(3.86%)
Positions:						
Town Clerk	1.00	1.00	1.00	1.00	-	
Assistant Town Clerk	2.00	2.00	2.00	2.00	-	
Total Full Time Equiv.	3.00	3.00	3.00	3.00	-	
Paid from General Fund	3.00	3.00	3.00	3.00	-	

REGISTRARS OF VOTERS- 15200

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

FY 2016/2017 Accomplishments

- Secured a pool of 10+ certified moderators residing in and available to work in Mansfield.
- Processed 4,000+ new registrations, 1,000+ changes to existing registrations, and 1,500 removals from September 1 through November 8.
- Completed a canvass of over 2,000 registered voters in Mansfield who have not voted since 2008.
- Held on-campus registration drive during first week of UCONN fall semester.
- Held training sessions in September with leaders of campus political action groups to be sure that the registrations they solicited were completed properly. Subsequent follow up meetings were held to continue improving the quality of the registration cards. Due to these efforts, the Registrars were able to collect home addresses for most students which will allow staff to conduct a more complete voter canvass in the future.

FY 2017/2018 Trends & Key Issues

The Registrars will continue their state mandated training and certification requirements. They will continue to increase their use of IT to make processes easier and more cost effective. The Registrars of Voters will continue with education and outreach to the community and to the University of Connecticut community to ensure awareness and participation in all election/referendums.

FY 2017/2018 Goals and Objectives

Goal: To continue to bring the operations of the Office to a higher level of efficiency. ♦

Objectives:

- Find ways to reduce costs in the Registrar's Office, including outsourcing of help for time consuming, yet routine projects (such as large mailings).
- Prepare for possible implementation of E-Books at the polls. E-books will eliminate the use of paper check-in lists and will produce accurate voter election history that is currently done manually.
- Regularly schedule document disposal with the State Librarian. This will allow for a smaller amount of storage space needed for records in Town Hall.
- Retain eligible records in digital form which will help save time, space and materials.

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

Objectives:

- Monitor changes in election laws.
- Ensure that all polling places are accessible.
- Provide accurate and concise election information (either through poll workers or signs) for voters.

Goal: Continue to increase public outreach, awareness, and participation. ♦

Objectives:

- Provide information to the public regarding all aspects of voting, registration, and elections.
- Encourage resident participation for Election Day preparations and support.
- Work closely with administration and organizations from UCONN regarding voter information and registration drives.
- Work with the Town IT Department to procure suitable and up-to-date technology and equipment.
- Continue to organize the annual May tri-town registration drive for students attending Regional School District #19.

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	40,308	44,200	43,920	41,600	(2,600)	(5.88%)
Misc Benefits	195	6,970	6,980	7,170	200	2.87%
Repairs/Maintenance	2,131	2,000	2,000	2,000	-	
Other Purch Services	24,945	18,750	20,946	13,230	(5,520)	(29.44%)
Office Supplies	54	530	530	580	50	9.43%
Other Supplies	940	1,000	1,000	1,000	-	
Equipment	100	4,350	3,000	2,130	(2,220)	(51.03%)
TOTAL EXPEND.	68,673	77,800	78,376	67,710	(10,090)	(12.97%)
TOTAL REVENUES						
EMPL. BENEFITS	16,289	19,744	18,651	17,710	(2,034)	(10.30%)
Elected Officials:						
Registrars	0.76	0.94	0.94	1.12	0.18	19.15%
Total Full Time Equiv.	0.76	0.94	0.94	1.12	0.18	19.15%
Paid from General Fund	0.76	0.94	0.94	1.12	0.18	19.15%

FINANCE - 16000

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

By contract the Finance Department also provides financial management 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.

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

FY 2016/2017 Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2016/17 Budget. ♦
- Closed Fiscal Year 2015/16 with an increase to Fund Balance of \$410,276 bringing us to a 9.2% fund balance reserve. ♦
- Completed the annual financial audit for FY 2015/16 with an unmodified opinion from the audit firm of Blum, Shapiro & Co., the highest opinion possible. ♦
- Prepared the FY 2015/16 Comprehensive Annual Financial Report in accordance with the GFOA certificate program. Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for FY 2014/15. ♦
- Implemented additional fraud risk procedures based on the Fraud Risk Assessment completed by Cohn Reznick.
- Processed 382 real property ownership changes for the October 1, 2016 real estate Grand List. The total net taxable 2016 Grand List, which includes business personal property and motor vehicles, will be completed by January 31, 2017. The total net taxable 2015 Grand List was \$1,072,179,179. ♦
- Continued utilization of assessment data administration software and newly updated GIS map database to improve the efficiency and effectiveness of the Assessor's Office, especially in the area of customer service. ♦
- Completed first trial balance upload for FY 2014/15 to the State of Connecticut as part of uniform chart of accounts compliance and implementation.
- 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. ♦

- Implemented and improved separation and tracking duties for refuse program changes. This included creation of a database that is shared with public works and allows for reduced paper use and more timely communication of service changes needed for our customers. ♦
- Implemented revenue collection internal controls changes suggested by the auditors. This includes counting deposits from internal customers upon delivery versus logging their drop and counting afterwards. It also includes better security with passwords, staff drawer assignment and better separation of duties. ♦
- Maintained stability of tax collection rate while providing pleasant and efficient service to taxpayers. ♦

FY 2017/2018 Trends & Key Issues

Every effort is being made to continue the Council's current initiatives to increase fund balance and continue the pay-as-you-go capital program. This is particularly challenging given our dependency on State revenues when the State is struggling to balance its own budget.

Another key issue is determining to what extent the crumbling foundations problem in Northeastern Connecticut has impacted Mansfield properties, home values, and ultimately the Grand List.

The Governor's Budget Office is projecting the State of CT's budget deficit will be about \$1.4 billion in FY 2017. We are following this issue closely for impacts on municipal funding.

FY 2017/2018 Goals & Objectives

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

Objectives:

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

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

Objectives:

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

Goal: Maintain accurate Grand List data and continue inspections for the 2017 Grand List. Continue to process and submit reports on all state mandated and local ordinance tax relief programs. ♦

Objectives:

- Conduct field inspections in preparation of the October 1, 2017 Grand List for new construction, additions, remodels, decks, sheds, garages, etc. Maintain assessment data on the Town's municipal website, including recent sales transfers, and sales ratio information.
- Provide informational services to the public as outlined by Connecticut General Statutes.
- Finalize and certify 2016 Grand List.

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

Objectives:

- Continue to provide comprehensive quarterly financial reports for the Town of Mansfield, Mansfield Board of Education, Region 19, and the Eastern Highlands Health District.
- Prepare the 2016/17 Comprehensive Annual Financial Report and apply for the GFOA Certificate for Excellence in Financial Reporting for the Town and Region 19.
- Improve *OpenMansfield* website for internal utilization.

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

Objectives:

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

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

Objective:

- Continue to evaluate current policies and procedures as it relates to the current manual and find efficiencies where necessary.

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

Objectives:

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

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

Objectives:

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

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

Finance Administration	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Financial Health			
General Fund – fund balance percentage as of June 30 th	8.7%	9.1%	9.5%
All Governmental funds - fund balance percentage as of June 30 th	12.1%	12.6%	12.8%
Bond rating	Aa2	Aa2	Aa2

Accounting and Disbursements	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Financial Reporting			
Quarterly financial reports prepared (all entities)	28	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	117	152	152
Investments			
Total dollar value of investments - Town only	\$16,891,523	\$20,000,000	\$20,000,000

Revenue Collection	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Accounts			
Total number of tax accounts	19,043	19,165	19,165
Total number of billings	31,768	32,093	32,093
Total number of delinquent accounts	6,876	6,296	6,296
Collections			
Collection rate on current levy	98.8%	98.8%	98.8%
Payments received online or electronically	\$1,282,723	\$1,450,000	\$1,700,000
Payments received in-person or by mail	\$35,409,110	\$32,620,000	\$32,500,000
Percentage of total payments received online or electronically	3.50%	4.26%	4.97%
Total dollar value of delinquent tax collections	\$321,151	\$340,000	\$340,000
Delinquent accounts sent to the collection agency or marshal	1,095	1,450	1,450

Property Assessment	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Inspections and Assessment			
Residential inspections conducted	290	234	250
% of residences inspected in preparation of the 2019 revaluation	6%	5%	5%
Commercial inspections conducted	20	25	20
Real property ownership changes processed	377	382	400
Pro-rates of new construction	14	39	25
Assessment Appeals			
Tax assessment appeals received	41	31	35
Percentage of tax assessment appeals resulting in an adjustment to assessed value of property	90%	90%	TBD
State Mandated Exemptions and Programs			
Additional Veterans exemption applications received/renewed	58	52	55
Percentage of veterans exemption applications approved for exemptions	100%	100%	100%
Elderly Homeowners applications received/renewed	113	107	115
Percentage of elderly homeowners applications approved for tax reductions	100%	100%	100%
All other exemption applications and/or carryovers	1,527	1,429	1,400
Local Option Exemptions and Programs			
Total ambulatory, disabled, homeowners, veterans exemptions granted	123	105	110
Total farm/forest exemptions granted	259	261	265
Town-wide Data			
Total assessed dollar value of net Grand List	\$1,026,856,306*	\$1,072,179,179*	\$1,097,652,608*
Mill rate	29.87	29.87	31.62
*Figure is <i>before</i> Fixed Assessment Agreement applied for EDR properties			

Town of Mansfield
Department: Finance

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Cert Wages						
Salaries and Wages	679,873	710,660	710,660	961,990	251,330	35.37%
Benefits				254,280	254,280	100.00%
Misc Benefits	5,308	7,840	7,840	9,890	2,050	26.15%
Prof & Tech Services	26,455	38,100	37,200	42,200	4,100	10.76%
Repairs/Maintenance					-	
Other Purch Services	85,729	76,230	76,530	77,720	1,490	1.95%
School/Library Books	994	1,570	1,570	1,570	-	
Office Supplies	7,241	14,610	14,860	11,080	(3,530)	(24.16%)
Other Supplies					-	
Equipment	18,798	10,500	10,750	10,200	20,700	197.14%
Shared Services				(429,080)	(429,080)	100.00%
TOTAL EXPEND.	824,398	859,510	859,410	939,850	80,340	9.35%
TOTAL REVENUES	37,792,720	41,427,080	41,751,520	44,463,270	3,036,190	7.33%
EMPL. BENEFITS	274,743	301,573	301,791	405,393	103,820	34.43%
Positions:						
Director of Finance	1.00	1.00	1.00	1.00	-	
Budget Analyst	1.00	1.00	1.00	1.00	-	
Acctg Mgr/Treasurer	1.00	1.00	1.00	1.00	-	
Accountant	2.00	2.00	2.00	2.00	-	
Payroll Administrator	1.00	1.00	1.00	1.00	-	
Finance Clerk	2.00	2.00	2.00	2.00	-	
Collector of Revenue	1.00	1.00	1.00	1.00	-	
Revenue Specialist	1.00	1.00	1.00	1.00	-	
Revenue Clerk	0.50	0.50	0.50	0.50	-	
Assessor	1.00	1.00	1.00	1.00	-	
Property Appraiser	1.00	1.00	1.00	1.00	-	
Ass't. to the Assessor	1.00	1.00	1.00	1.00	-	
Total Full Time Equiv.	13.50	13.50	13.50	13.50	-	
Paid from Other Funds	3.00	3.00	3.00	4.50	2	50.00%
Paid from General Fund	10.50	10.50	10.50	9.00	(2)	(14.29%)

INFORMATION TECHNOLOGY - 16600

The mission of the Information Technology Department is to develop and maintain efficient and cost effective technology systems that support the Town and Schools in delivering high quality services to the community. The Department is committed to providing superior customer service to assure successful utilization. The computer network includes 3,200 staff and student users across nineteen Town and School buildings, in addition to the Town and School websites, as well as public Wi-Fi and terminal computer services used by the citizens in the community.

FY 2016/2017 Accomplishments

- Initiated the website revision process to enhance our ability to serve and communicate with the public online. We are committed to ensuring that our citizens, business owners, and visitors can access modern online features to meet their information and communication needs, as well as highlight Mansfield as a great place to live, work, and visit. ♦
- Launched a new and improved interface for online live streaming of Council and PZC meetings and on-demand government access video system. The new system better meets the public's desire to access video from mobile devices (as well as traditional computers), to have access to a larger archive of past recordings, and to have a more user-friendly interface. This project was completed as part of a competitive CRCOG grant that provided the funding for this enhancement and was in collaboration with six other Connecticut towns. ♦
- Collaborated with the Emergency Management Office, Facilities Management Department, Town Manager's Office, and the Schools to review safety and security processes and implement technology enhancements that do not impede service to citizens, but support public and staff safety. Specific technology enhancements from the current year include additional door access control, panic communicators, and security monitoring. ♦
- Supported use of technology to enhance the ability for citizens to communicate with their local government and schools, as well as ensure that our organization communicates regularly with citizens. This included a variety of electronic means of communication, most notably our website and its accompanying online tools and information resources (mansfieldct.gov), our email subscriber lists (QNotify), our social media tools (primarily Facebook), online streaming and on-demand video as well as Charter Cable (Channel 191), emergency alert system (Code Red), electronic newsletter (Mansfield Minute), government transparency database (OpenMansfield), and general communications tools (electronic mail and telecommunications). ♦
- Worked closely with Planning and Development Department, Fire Marshal's Office, and Building and Housing Inspection to continue to expand the use of the permitting and inspection software system. Town staff use electronic tablets in the field to quickly and efficiently provide information to permit and inspection applicants. This data integrates with the office backend as well through automated report generation and collaboration between Departments. ♦
- Collaborated with the schools and our new school transportation vendor to provide our families with a new mobile app called "SafeStop" that enhances communication and student safety. The app provides parents and students with real-time access to school bus location and transportation information.
- Awarded multiple grants to implement technology such as: E-Rate USF grant funding; State Library Connectivity Capital Grant; Nutmeg Network; CRCOG Services Grant; and CEN PD.

- Continued to expand the bandwidth on our LAN fiber-optic cabling network. This was necessary to serve the rapidly expanding use of network-based and cloud-based resources and is reflective of the expanded use of technology to serve our citizens.
- Continued to implement the Four Schools capital improvement technology project as planned. Major items in FY 2016/17 included connectivity replacement and expansion to meet increased usage, school security needs, network security and management, and certain end user equipment. ♦
- Managed equipment and budgets to maximize the life and use of existing resources. Where appropriate, extended the life of existing equipment by transferring data to replacement solid state drives instead of replacing computers. Additionally, implemented repairs and maintenance as needed to keep existing equipment in active service. Managed the budget by limiting expenses and holding expenditures flat. ♦
- Responded to 1,025 formal service tickets from municipal locations. Supported over 2,000 informational webpages, provided free public Wi-Fi Internet at municipal and school buildings, and managed 36 public access computer terminals.

FY 2017/2018 Trends & Key Issues

Technology continues to rapidly evolve and expand in today's world. One area of focus is the increasing power of online tools to support transparent and responsive government. Specifically, there are now many ways to communicate with citizens and provide access to information resources. Additionally, cybersecurity has emerged as a very important issue as threats to data security rapidly evolve. Local governments must meet this need both through security infrastructure and education of users. Finally, it is essential to carefully manage the financial and environmental impact of expanding technology use.

FY 2017/2018 Goals & Objectives

Goal: Leverage technology tools to support transparent and responsive government by increasing communication with citizens and expanding flexible access to information resources. ♦

Objectives:

- Complete the re-launch of the MansfieldCT.gov website with a completely new design and set of templates and html coding that support a more intuitive and user friendly format, better meet requirements for viewing on mobile devices as well as computers, and best ensures citizen access to online information in a modern format that meets current and future expectations.
- Expand the use of technology tools for communication such as online posting of documents and webpages, self-selected automated notifications, and social media options.

Goal: Meet safety and data security needs by both increasing staff and citizen awareness of online cybersecurity threats and by enhancing our network threat infrastructure.

Objectives:

- Provide both live and on-demand access to training and information for staff and citizens to raise awareness of cybersecurity threats and steps users can take to reduce risks of potential data and financial breaches.
- Implement additional layers of network infrastructure and machine level security to meet evolving online data threats.
- Complete quarterly audits of cybersecurity of Town and School networks to detect potential new areas of concerns and adjust efforts to remedy any new concerns.

- Update technology use policies to reflect new safety and data security procedures and expectations, as well as ensuring current policy and technology use language.

Goal: Demonstrate effective stewardship of municipal resources by leveraging opportunities to reduce both the financial cost and the environmental impact of technology, while at the same time meeting Town priorities. ♦

Objectives:

- Limit expenditures to at or below the previous year's spending levels.
- Collaborate with the Town's Recycling Coordinator at least once per quarter to follow and expand the use of best practices for sustainability in the purchasing, implementation, and disposal of technology.
- Continue to aggressively seek out cost savings through competitive selection of vendors, collaboration on purchases, and use of internal staff to complete tasks and limit expenditures on professional and technical services.

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

Information Technology	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Community Engagement			
Number of facilities with free Wi-Fi	15	15	15
Terminals with computer access available to the public (excluding schools)	34	36	36
Public meetings video-recorded and televised on the Government Access Channel and the Town's official website	58	56	56
Total number of page views of mansfieldct.gov resources	1,790,000	1,850,000	1,900,000
Percentage of systems using thin client computing	10%	10%	10%
Systems still dependent on the Alpha System	0	0	0
IT Support Requests			
Support tickets received	1,090	1,020	1,100
Support tickets completed	1,101	1,005	1,100
Percentage of support tickets completed within seven calendar days of receipt of ticket	88%	87%	87%

Town of Mansfield
Department: Information Technology

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Cert Wages				138,460	138,460	100.00%
Salaries and Wages				254,310	254,310	100.00%
Benefits				118,630	118,630	100.00%
Misc Benefits				2,250	2,250	100.00%
Prof & Tech Services	11,330	11,330	11,330	9,000	(2,330)	(20.56%)
Repairs/Maintenance				3,250	3,250	100.00%
Other Purch Services				140,740	140,740	100.00%
Office Supplies				8,150	8,150	100.00%
Other Supplies				100	100	100.00%
Equipment				77,760	77,760	100.00%
Shared Services				(545,450)	(545,450)	100.00%
TOTAL EXPEND.	11,330	11,330	11,330	207,200	195,870	1728.77%
TOTAL REVENUES						
EMPL. BENEFITS				118,625	118,625	100.00%
Positions:						
IT Director	1.00	1.00	1.00	1.00	-	
Network Administrator	2.00	2.00	2.00	2.00	-	
Information Specialist	1.00	1.00	1.00	1.00	-	
Total Full Time Equiv.	4.00	4.00	4.00	4.00	-	
Paid from Other Funds	4.00	4.00	4.00	2.00	(2)	(50.00%)
Paid from General Fund				2.00	2	100.00%

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

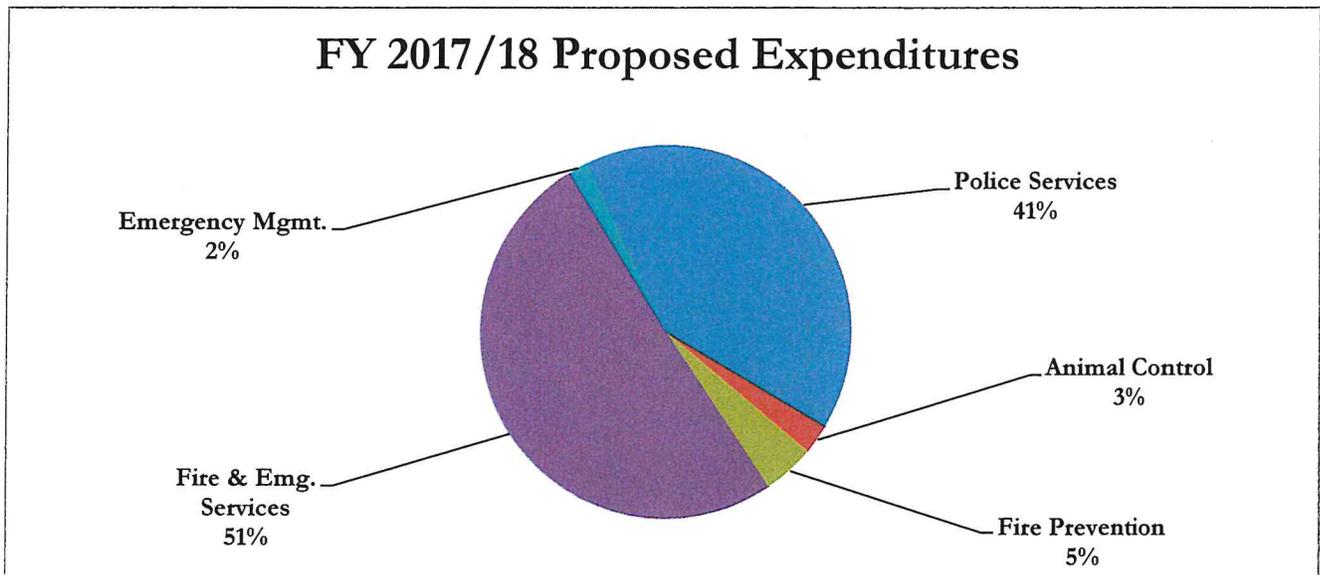
Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Police Services	1,465,616	1,530,560	1,568,070	1,719,430	188,870	12.34%
Animal Control	89,276	95,960	92,910	109,820	13,860	14.44%
Fire Prevention	141,390	159,870	165,190	191,000	31,130	19.47%
Fire & Emerg Services	1,865,743	2,085,910	2,074,320	2,138,400	52,490	2.52%
Emergency Mgmt.	63,969	67,070	67,350	68,470	1,400	2.09%
TOTAL EXPEND.	3,625,994	3,939,370	3,967,840	4,227,120	287,750	7.30%

Mission

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

Program Purpose and Description

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



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

The Mansfield Resident Trooper's Office is composed of one Trooper Supervisor (SGT), seven patrol Troopers, 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 2016/2017 Accomplishments

- Enforced the Nuisance Ordinance and issued 95 Nuisance tickets. 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 for off-campus students and landlords.
- Improved and enhanced relationships with the UCONN's Off-Campus Student Services and local landlords.
- Continued participation with UCONN Incident Response Team (IRT) as a committee member working directly with University Officials on student behavioral issues. This committee is headed by the Dean of Students and meets weekly.
- Received an enhanced DWI Grant which enabled Mansfield to add patrols throughout the entire year. This year, 112 extra shifts were conducted, including two dedicated DUI spot checks conducted in April.
- 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.
- UCONN Police and Mansfield Resident Troopers worked joint patrols during Fall and Spring weekends. This effort forged a stronger working relationship between the two departments.
- Worked with the Mansfield Public Schools and Regional School District No. 19 to incorporate the new school safety plans. These plans are in compliance with the new state statute and standard.
- Completed a six week Senior Citizen Academy for residents of Juniper Hill. The academy proved to strengthen relations with senior citizens throughout the community while educating this group regarding all aspects of policing in the Town of Mansfield.
- Continued community policing presence for Storrs Center on busy Spring/Summer evenings.

FY 2017/2018 Trends & Key Issues

The completion of Storrs Center and the addition of multiple new businesses will add to the jurisdictional responsibility of the Resident Trooper's Office. This development contains both residential and commercial properties, and will soon include a 300 seat restaurant/bar. This will increase both foot and vehicular traffic flow into the later hours of the evening. In addition, continued dialog with the off-campus student population regarding their behavior in our neighborhoods is essential; staff will continue to work closely with the Mansfield Preservation Group and other stakeholders to address concerns that are brought forward.

FY 2017/2018 Goals & Objectives

Goal: Improve quality of life for residents residing in our neighborhoods.

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.

Goal: Improve communication with University of Connecticut students.

Objectives:

- Continue to educate UCONN students that their student code of conduct is monitored and applies to both on and off campus behavior. Attend UCONN off-campus housing functions, work together with UCONN Police and continue to serve on UCONN Incident Response Team (IRT).

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

Objectives:

- Dedicate a trooper to serve on a committee to serve the senior citizens of Mansfield.
- Dedicate a trooper to serve on the Youth Services Advisory Board.

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 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Activity			
Calls for service	14,845	12,085	15,000
Burglaries	38	23	28
Larcenies	134	126	130
Assaults	9	7	8
Sexual Assaults	8	10	9
Domestic violence incidents	21	18	19
Traffic accidents involving fatalities	3	2	2
DUI arrests	103	68	70
Motor vehicle activity (citations and warnings)	6,277	3,501	4,000
Number of citations issued for local ordinance violations	205	185	192
Citizen engagement programs provided to the community	2	3	3
Trooper assignments to citizen advisory committees and civic groups	2	2	2

Town of Mansfield
Department: Police Services - 21200

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	47,249	45,540	45,540	73,650	28,110	61.73%
Misc Benefits	3,642	4,710	3,980	9,280	4,570	97.03%
Repairs/Maintenance	826	1,400	1,400	1,600	200	14.29%
Other Purch Services	1,411,433	1,474,960	1,513,200	1,631,100	156,140	10.59%
Office Supplies	371	650	650	650	-	
Other Supplies	1,060	650	650	500	(150)	(23.08%)
Equipment	1,035	2,650	2,650	2,650	-	
TOTAL EXPEND.	1,465,616	1,530,560	1,568,070	1,719,430	188,870	12.34%
TOTAL REVENUES	8,927	81,860	72,150	54,050	(27,810)	(33.97%)
EMPL. BENEFITS	19,094	22,031	19,339	31,355	9,324	42.32%
Positions:						
State Troopers	10.00	8.00	8.00	8.00	-	
Part-time Officer	0.55	0.23			(0.23)	(100.00%)
Municipal Officer				1.00	1.00	100.00%
Administrative Ass't	0.71	0.80	0.80	0.80	-	
Total Full Time Equiv.	11.26	9.03	8.80	9.80	0.77	8.53%
Paid from General Fund	11.26	9.03	8.80	9.80	0.77	8.53%

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 2016/2017 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; testing dogs for heartworm and tick-borne diseases; vaccinating cats and dogs; 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; 18 new volunteers were welcomed in 2016. ♦
- 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 a save rate of 90%. Only very sick or aggressive pets are humanely euthanized. Staff found good homes for 77 pets. ♦
- Maintained an internship program for UCONN students. ♦
- Completed the annual door to door survey for unlicensed dogs, unaltered cats, and unvaccinated pets.

FY 2017/2018 Trends & Key Issues

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

FY 2017/2018 Goals & Objectives

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

Objectives:

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

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

Objectives:

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

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

Goal: Develop a regional emergency pet sheltering plan. ♦

Objectives:

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

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

Animal Control	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Operations			
Dog licenses issued	1,704	1,680	1,680
Pets impounded	148	180	180
Pets adopted	77	85	85
Save rate (<i>adopted + redeemed pets / all impounded alive pets</i>)	90%	92%	92%
Enforcement			
Percentage of the Town covered during annual survey for unlicensed dogs, unaltered cats, and unvaccinated pets	20%	20%	20%
Complaints investigated	1,466	1,470	1,470
Citations issued	13	20	20
Number of cases resolved through voluntary compliance (i.e. door hangers, warnings)	303	400	400
Number of cases resolved through forced compliance (i.e. hearings, legal proceedings)	1	1	1
Community Engagement			
Weekly volunteers	7	7	7
Public education and outreach programs conducted (including school programs)	4	4	4

Town of Mansfield
Department: Animal Control - 21300

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	84,317	88,140	85,090	102,000	13,860	15.72%
Misc Benefits	415	960	960	960	-	
Prof & Tech Services	2,238	3,000	3,000	3,000	-	
Repairs/Maintenance	16				-	
Other Purch Services	1,982	2,370	2,370	2,370	-	
Food Service Supplies	17	300	300	300	-	
Building Supplies	157	650	650	650	-	
Other Supplies	134	540	540	540	-	
TOTAL EXPEND.	89,276	95,960	92,910	109,820	13,860	14.44%
TOTAL REVENUES	1,853	1,920	1,920	1,920	-	
EMPL. BENEFITS	34,073	38,359	36,135	43,424	5,065	13.20%
Positions:						
Animal Control Officer	1.00	1.00	1.00	1.00	-	
Ass't. Animal Cntrl Off.	0.71	0.67	0.67	0.67	-	
Kennel Cleaner		0.11	0.11	0.11	-	
Total Full Time Equiv.	1.71	1.78	1.78	1.78	-	
Paid from General Fund	1.71	1.78	1.78	1.78	-	

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 2016/2017 Accomplishments

- Received a Life Safety Achievement Award from the National Association of State Fire Marshals Fire Research & Education Foundation (NASFM Foundation) for excellence in fire prevention efforts that have contributed to reducing the number of lives lost in residential fires.
- Received grant award from FM Global for the acquisition of equipment to be used by fire investigators to more efficiently investigate and determine the cause of a fire during fire investigations.
- 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 Connecticut Water and the Willimantic Water Works to manage fire hydrants and water supplies for fire protection.
- Conducted fire safety inspections for all required occupancies on schedule to meet mandated requirements. ♦
- Continued implementation of code enforcement, inspection, and permitting software. ♦
- Completed fire investigations and complaint investigations. ♦

FY 2017/2018 Trends & Key Issues

With the buildout of Storrs Center nearly complete, revenue from permit fees are expected to decrease, while inspections have increased. The Division has also experienced a large increase in the amount of required inspections overall, creating challenges for staff to maintain Town-wide services at existing levels of customer service. The Division will focus on creating efficiencies within core functions and duties.

FY 2017/2018 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:

- Work with owners/occupants to develop acceptable plans of correction for cited violations.
- Optimize the 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 inspection, permitting, and enforcement software system; improve data collection and analysis.

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

Objectives:

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

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

Objectives:

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

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

FIRE PREVENTION	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Residential Structures – Existing Occupancies			
All residential structures (per Assessor)	4,534	4,534	4,534
Residential inspections conducted	1,700	1,700	1,800
Commercial Structures – Existing Occupancies			
Commercial/industrial structures (per Assessor)	363	363	363
Commercial structures – inspection required annually	68	68	78
Commercial structures – inspection required every two years	36	40	40
Commercial structures – inspection required every three years	241	245	245
Commercial structures – inspection required every four years	9	10	10
Commercial/industrial structures inspected	150	160	160
Total number of residential and commercial inspections conducted			
	2,567	2,586	2,696
Plan Review and Inspections			
Average number of business days from receipt of plans to Code review response	15	15	15
Number of plan reviews	88	88	88
Fire watch and site safety walkthrough	25	25	25
Investigations			
Fire investigations	26	26	26
Complaint based investigations	21	21	21
Other assist for Fire Department	31	31	31
Permits Issued			
Open Burn Permits	75	75	75
Blasting Permits	8	8	8
Fireworks	1	1	1
Underground Storage Tank Removals	7	7	7
Underground Storage Tank Installations (inc. propane tanks)	8	8	8

FIRE PREVENTION (cont'd)

	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Public Education			
Presentation of programs to schools and community	31	31	36
Code Enforcement Cases			
Resolved through voluntary compliance (i.e. warnings or notice)	10	10	10
Resolved through forced compliance (i.e. citations, hearings, legal proceedings)	8	8	8
Total cases brought into compliance/closed during reporting period	18	18	18

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	102,125	105,530	105,530	136,670	31,140	29.51%
Misc Benefits	3,561	6,450	6,780	6,450	-	
Purch Property Services	28,996	35,000	40,000	35,000	-	
Repairs/Maintenance		300	300	300	-	
Other Purchased Services	165	1,200	1,200	1,200	-	
School/Library Books	1,374	1,650	1,650	1,650	-	
Office Supplies	743	1,110	1,100	1,100	(10)	(0.90%)
Other Supplies	4,426	4,750	4,750	4,750	-	
Equipment		3,880	3,880	3,880	-	
TOTAL EXPEND.	141,390	159,870	165,190	191,000	31,130	19.47%
TOTAL REVENUES	19,967	15,200	23,200	15,200	-	
EMPL. BENEFITS	41,270	45,731	44,815	58,184	12,453	27.23%
Positions:						
Dpty Chf/Fr Mrshl/EM Dir	0.60	0.60	0.60	0.60	-	
Ass't Fire Marshal/EM Dir.	0.86	0.86	0.86	0.86	-	
Administrative Ass't	0.25	0.25	0.25	0.25	-	
Total Full Time Equiv.	1.71	1.71	1.71	1.71	-	
Paid from Other Funds	0.96	0.46	0.46		(0.46)	(100.00%)
Paid from General Fund	0.75	1.25	1.25	1.71	0.46	36.80%

FIRE AND EMERGENCY SERVICES - 22160

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

FY 2016/2017 Accomplishments

- The Department acquired a 3,000 gallon Tanker apparatus. After extensive training for staff & volunteers, the Tanker was placed in to service on November 1, 2016. ♦
- Hired one full-time firefighter as part of a long-range plan to increase staffing to 5 firefighters on each shift (5/4 model). Hired three part-time firefighters to help offset retention issues and to limit their schedule to no more than two shifts per week.
- Conducted hiring process for the Deputy Chief/Fire Marshal/Emergency Management Director and Assistant Chief/Deputy Fire Marshal/Assistant Emergency Management Director.
- Adjusted the membership of the Volunteer Personnel Committee and added a 2nd recruitment period in the spring in an effort to improve volunteer recruitment/retention. ♦
- Introduced a Personnel Accountability System that effectively tracks personnel and emergency incidents and is fully compatible with regional accountability systems for larger incidents.
- Continued to staff the volunteer EMS (Emergency Medical Service) Duty Crew Program during select periods. The program affords greater participation for volunteer members, a reduction in the Department's reliance on mutual aid ambulances, and an increase in ambulance revenue. ♦
- Continued GIS (Geographic Information System) mapping project. This year the Department worked to improve response times to certain types of emergencies by targeting response district border areas that would benefit from automatic mutual aid with the UCONN Fire Department (both given and received). The Department continues to identify and prioritize water sources for firefighting using GIS. ♦
- Continued to familiarize members with the on-going construction and changes to Storrs Center through training walkthroughs of the construction site. Walkthroughs occurred at other construction sites as well to improve responders' effectiveness when answering calls for service. ♦

FY 2017/2018 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. Staffing improvements, volunteer recruitment & retention, training, mutual aid partnerships, response protocols, and apparatus and equipment needs must be continually assessed to ensure effective use of resources. Staffing levels along with reduced volunteer participation continue to place an over-reliance and strain on mutual aid creating vulnerability. Continued support for the pay-as-you-go capital plan is critical to maintaining reliability of the Department's fleet and to control apparatus maintenance costs. The need to improve the Department's rank structure persists in both the career and volunteer areas. Officer positions remain unfilled in the volunteer group and the lack of adequate supervisory staff can hinder effective emergency scene management. The Department will address this by providing opportunities for professional development, evaluating position duties and responsibilities, assessing promotional qualifications and seeking financial enhancements to the Volunteer Benefits Program and staffing levels.

FY 2017/2018 Goals & Objectives

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

Objectives:

- Implement a 5/4 shift staffing model on two of the shifts to work towards a long range goal of increasing staffing on all four shifts to the 5/4 model.
- Continue to assess response times, call types, responding personnel, and emergency incident management and operations.

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

Objectives:

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

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

Objectives:

- Standardize response to managing emergency incidents.
- Incorporate safe practices into Department activities.
- Formalize Department expectations of all personnel operating in emergency and non-emergency circumstances.
- Improve coordination with training team in regards to educating staff and volunteers on guidelines and procedures.

Goal: Continue development of Geographic Information System mapping. ♦

Objectives:

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

Goal: Expand and support Volunteer program. ♦

Objectives:

- Promote volunteer ownership and teamwork between career staff and volunteers.
- Develop a Fire Ground Support qualification level to utilize individuals who are not able to/don't desire to qualify for interior firefighting.
- Increase participation in EMS Duty Crew program; maximize response to both EMS and Fire incidents through increased available personnel.
- Maintain up to three ambulances in service during times of increased call volume.
- Expand the current EMS Duty Crew program to include Firefighting Duty Crews.
- 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.
- Enhance leadership and team building within the officer group
- Prepare personnel to become officers of the Department.
- Improve quality of service to the community.

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

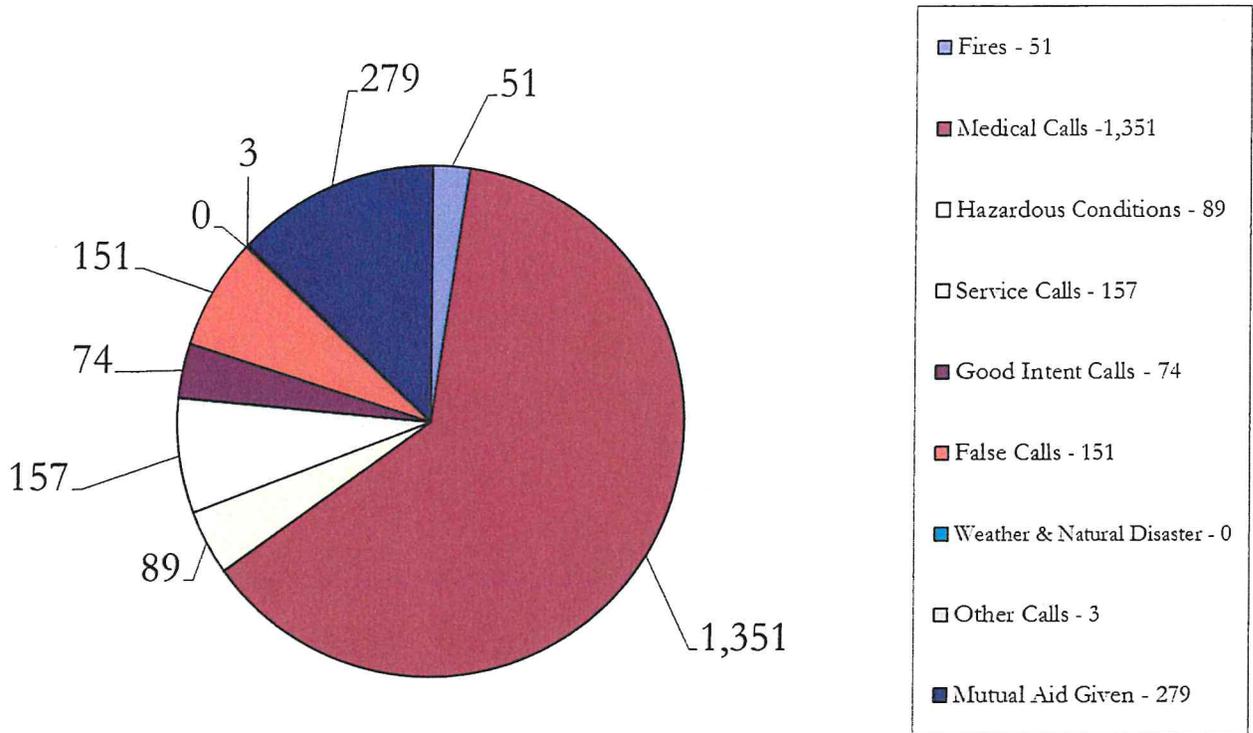
Fire and Emergency Services	FY 15/16 Actual	FY16/17 Projected	FY 17/18 Proposed
Fire Incidents			
Structure fire incidents	18	10	12
1 and 2 family structure fire incidents where flame spread was confined to object or room of origin	11	5	8
1 and 2 family structure fire incidents where flame spread was confined to floor or structure of origin	2	0	2
Percentage of fire calls responded to within 5 minutes from conclusion of dispatch to arrival on scene	32%	33%	35%
Fire incidents involving non-structures	33	30	30
False Alarm Calls	32	36	35
Good Intent / Accidental Alarms	193	200	200
EMS			
EMS responses	1,350	1,400	1,400
Percentage of patients in cardiac arrest from medical causes delivered to a medical center with a pulse	60%	25% *	25% *
Percentage of EMS emergency responses within 8 minutes from PSAP to arrival on scene	72%	75%	75%

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

Town of Mansfield
Department: Fire & Emergency Services - 22160

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	1,532,368	1,685,180	1,685,180	1,742,790	57,610	3.42%
Misc Benefits	45,264	55,610	53,690	56,450	840	1.51%
Prof & Tech Services	13,302	19,530	16,430	21,770	2,240	11.47%
Purch Property Services	9,974	10,400	10,770	10,830	430	4.13%
Repairs/Maintenance	71,216	105,130	106,400	101,880	(3,250)	(3.09%)
Insurance	8,075	8,080	6,310	6,710	(1,370)	(16.96%)
Other Purch Services	99,209	100,440	97,340	97,430	(3,010)	(3.00%)
School/Library Books	794	400	400	400	-	
Office Supplies	27,311	24,940	24,400	24,640	(300)	(1.20%)
Energy	(25)	700	100		(700)	(100.00%)
Building Supplies	2,319	2,500	2,500	2,500	-	
Rolling Stock Supplies	39,098	52,000	52,000	52,000	-	
Other Supplies	11,548	14,000	13,800	14,000	-	
Equipment	5,290	7,000	5,000	7,000	-	
TOTAL EXPEND.	1,865,743	2,085,910	2,074,320	2,138,400	52,490	2.52%
TOTAL REVENUES						
EMPL. BENEFITS	619,244	682,534	715,633	741,947	59,413	8.70%
Positions:						
Fire Chief	1.00	1.00	1.00	1.00	-	
Admin. Analyst	1.00	1.00	1.00	1.00	-	
Firefighters - Fulltime	13.00	14.00	14.00	14.00	-	
Firefighters - Parttime	4.50	4.06	4.06	4.88	0.82	20.20%
Total Full Time Equiv.	19.50	20.06	20.06	20.88	0.82	4.09%
Paid from Other Funds	0.45	0.45	0.45	0.45	-	
Paid from General Fund	19.05	19.61	19.61	20.43	0.82	4.18%

Actual Calls for Fire and Emergency Medical Services in 15/16



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 BOE/Region 19, and key facilities/businesses. The office coordinates with the state Department of Emergency Management & Homeland Security for emergency planning, response, grant administration, and disaster recovery and conducts drills to evaluate plans and performance. The office 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 2016/2017 Accomplishments

- Planned, prepared, and participated in multiple agency state-wide disaster training exercise.
- The Town's Emergency Operations Plan and Hazard Mitigation Plans were audited by DEMHS to ensure that plans were consistent with state and federal plans.
- Managed the Town's Emergency Operations Center.
- Performed severe weather watches and warnings during the year including flash flood, flood, severe thunderstorms, and ice storm watches.
- Managed the Town's mass notification system (Code Red).
- Administered and coordinated the Town's AED program (defibrillators).
- Partnered with UCONN to coordinate its Millstone Host Community Program. ♦
- Collaborated 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 Mansfield Board of Education and Regional School District No. 19 to update and submit state mandated All Hazards Emergency Plans. Plans were reviewed and accepted.
- Chaired staff committee to evaluate safety and security in Town buildings and provide recommendations for improvements.
- Oversaw the Town's Community Emergency Response Team; coordinated with regional team members from Ashford, Coventry and Willington.
- Worked with Eversource liaison to coordinate response during power outages; held meetings with neighborhood resident groups to address concerns. Transitioned service area from Willimantic to Tolland.

FY 2017/2018 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 require large amounts of staff time. Planning, response and recovery demands for disasters and major incidents as well as administrative requirements for grant funding also places greater demand on staffing resources.

FY 2016/2017 Goals & Objectives

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

Objectives:

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

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

Objectives:

- Further develop the Town's emergency notification system (CodeRed) and encourage residents to register.
- Continue monitoring and managing Town's communications tower sites and frequencies licensing.
- Replace outdated and failing communications equipment at the Town cell site.
- Obtain funding to place equipment on the UCONN communications tower to improve the Town's interoperability and communications.

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

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

Town of Mansfield
 Department: Emergency Management - 23100

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	61,932	63,230	63,510	64,630	1,400	2.21%
Misc Benefits	200	700	700	700	-	
Repairs/Maintenance	1,738	1,900	1,900	1,900	-	
Office Supplies	79	500	500	500	-	
Other Supplies	20	740	740	740	-	
TOTAL EXPEND.	63,969	67,070	67,350	68,470	1,400	2.09%
TOTAL REVENUES	12,877	12,820	12,820	12,700	(120)	(0.94%)
EMPL. BENEFITS	25,027	28,627	26,970	27,515	(1,112)	(3.89%)
Positions:						
Dpty Chf/Fr Mrshl/EM Dir	0.40	0.40	0.40	0.40	-	
Dpty Fr Mrshl/Asst EM Dir	0.14	0.14	0.14	0.14	-	
Administrative Assistant	0.25	0.25	0.25	0.25	-	
Total Full Time Equiv.	0.79	0.79	0.79	0.79	-	
Paid from Other Funds						
Paid from General Fund	0.79	0.79	0.79	0.79	-	

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

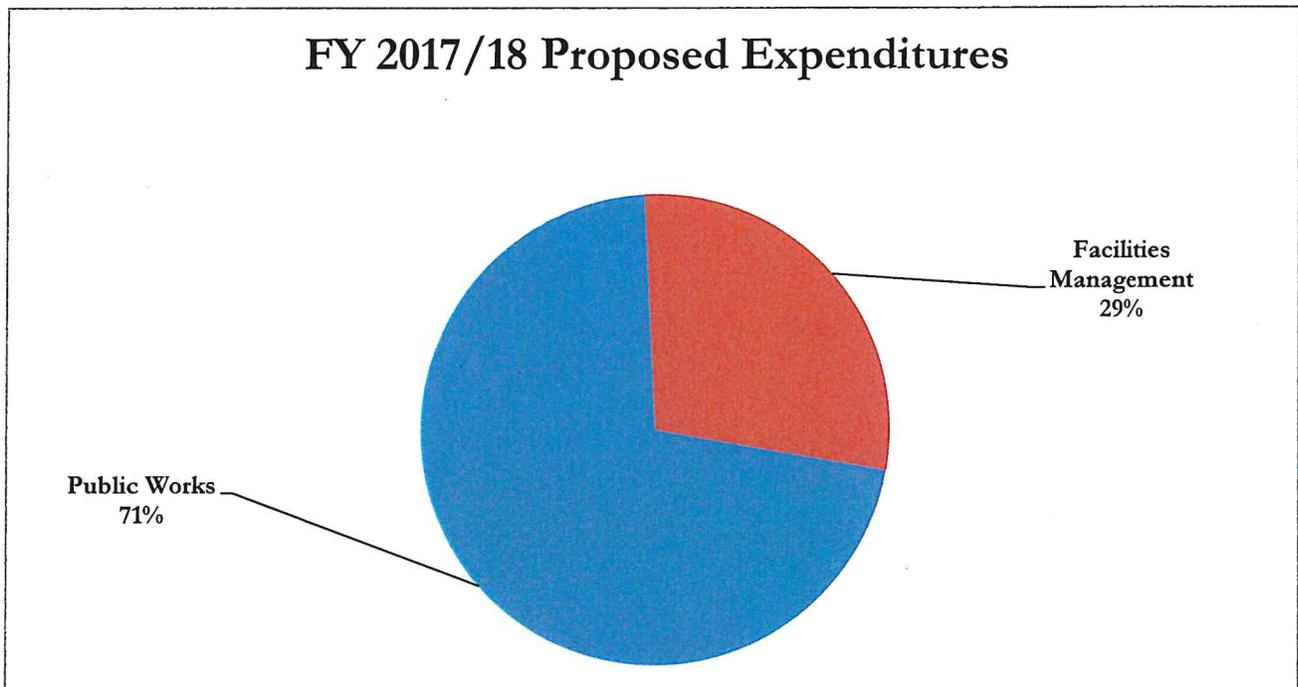
Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Adopted	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Public Works	2,092,387	2,247,140	2,242,392	2,295,630	48,490	2.16%
Facilities Management	803,475	905,560	905,550	919,040	13,480	1.49%
TOTAL EXPEND.	2,895,862	3,152,700	3,147,942	3,214,670	61,970	1.97%

Mission

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

Program Purpose and Description

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



PUBLIC WORKS - 30000

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

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

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

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

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

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

FY 2016/2017 Accomplishments

- Continued efforts to provide sewer service to the Four Corners area of Town. Completed Environmental Impact Evaluation and final design. Coordinated easement appraisals. Town will receive \$3 million grant for the project that will be administered through DEEP. ♦
- Completed construction of the Storrs Road Streetscape extension to Liberty Bank and Storrs Heights neighborhood. ♦
- Continued updating the Department's Engineering Standards. ♦
- Completed construction of the highway garage vehicle fueling station. ♦
- Utilized Pavement Management Study to plan pavement maintenance, repair, and replacement. ♦
- Paved portions of Mansfield City Road and Charles Smith Way and the entire Lynwood Road neighborhood to include replacing all drainage structures. ♦
- Replaced and installed street signs with ones in compliance with the Manual of Uniform Traffic Control Devices. ♦

- Continued use of treated salt for snow removal road treatment. ♦
- Beautified traffic islands by planting flowers. ♦
- Continued using soy-based fertilizer products on Town turf areas. ♦
- Upgraded the maintenance of the grounds adjacent to Town buildings. ♦
- Continued hauling dumpsters from the Transfer Station to the waste facility. ♦
- Wrote Emergency Action Plan for Bicentennial Pond Dam. ♦
- Completed Stormwater Management Plan and applied to DEEP for MS4 permit.
- Sealed cracks on over 50 Town roads to prevent future damages from water infiltration and the freeze/thaw cycle.

FY 2017/2018 Trends & Key Issues

The Department has three large scale projects planned for FY 2017/18 which will require staff time and resources: completing the first year of construction on the Four Corners Sanitary Sewer project; implementing the first requirements for MS4; and completing the design and bidding process for the Safe Routes to School (SRTS) walkway project, which starts at Route 195 and ends at Southeast School.

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

The Department will continue to evaluate the Town-wide use of treated salt during snow removal operations, which has been very successful to date.

The Operations Division will continue to operate using working teams. Smaller unit operations in Roads has been very productive. Grounds will adopt the team approach to improve their productivity. Planning the work and working the plan, team building, and cross training between programs will be important issues.

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

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

FY 2017/2018 Goals & Objectives

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

Goal: Reorganize the responsibilities of Grounds Division. ♦

Objectives:

- Create a program leader for grounds, with two working teams assigned.
- Increase productivity by empowering employees, using the small team concept as often as possible.

Goal: Update operational manuals and standard operating procedures. ♦

Objectives:

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

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

Objectives:

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

Goal: Reduce fuel usage. ♦

Objectives:

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

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

Road Services	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Road Work			
Total paved lane miles	201	201	201
Total unpaved lane miles	15.4	15.4	15.4
Paved lane miles assessed as satisfactory or better (rating of 50 or higher on 100 point scale)	68.5%	67 %	66 %
Catch basins installed/replaced (construction season)	70	70	70
Length of drainage pipe installed/re-installed (const. season)	3,520	3,600	4,000
Miles of road milled/reclaimed and paved (const. season)	3.1	3.5	4.0
Paved lane miles swept	232	232	232
Hours spent leveling and patching roads	837	800	800
Catch basins cleaned	693	700	700
Snow Removal			
Number of treatable events	18	20	20
Tons of salt applied to roads	2,000	2,400	2,400
Accumulated snowfall removed from roads (in inches)	48	50	50
Hours spent plowing, sanding, and removing snow	2,637	2,700	2,700

Grounds Maintenance	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Grounds Maintenance			
Athletic single or multi-sport fields maintained	17	17	17
% of athletic fields using soy-based fertilizer products	100%	100%	100%
Number of Town grounds facilities maintained	14	14	14
Acres mowed	70	70	70
Landscaping			
Trees planted	3	15	15
Bikeways and walkways maintained (in miles)	8	9	9

Equipment Maintenance	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Fleet Inventory			
Vehicles	56	57	57
Heavy equipment	32	32	32
Other insured pieces of equipment	10	10	10
Fleet Energy Consumption			
Hybrid vehicles and vehicles using alternative fuel	6	6	6
Gasoline used for Town vehicles (gallons)	35,500	35,000	35,000
Diesel fuel used for Town vehicles (gallons)	33,000	33,000	33,000
Services Performed			
Preventive maintenance services performed on all vehicles, heavy equipment, and other equipment	880	900	900
Total services performed on all vehicles, heavy equipment, and other equipment	1,940	2,000	2,000

In addition to General Fund expenditures, funds have been included in the capital budget proposal as follows: road related equipment \$327,350; transportation enhancements \$85,000; and road resurfacing \$800,000.

**Town of Mansfield
Department: Public Works**

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	1,596,147	1,706,040	1,706,970	1,749,550	43,510	2.55%
Misc Benefits	18,495	21,880	22,500	23,480	1,600	7.31%
Purch Property Services	2,775	4,000	3,000	3,000	(1,000)	(25.00%)
Prof & Tech Services	1,972	3,500	3,000	3,000	(500)	(14.29%)
Repairs/Maintenance	1,332	1,000	1,000	1,000	-	
Other Purchased Services	35,012	39,100	41,100	42,100	3,000	7.67%
Instructional Supplies	45	850	850	900	50	5.88%
School/Library Books	25	700	700	700	-	
Energy	235,793	195,000	195,000	195,000	-	
Office Supplies	2,276	6,650	3,710	6,750	100	1.50%
Land/Rd Maint Supplies	8,737	6,100	11,600	9,000	2,900	47.54%
Building Supplies	7,882	22,850	20,792	17,250	(5,600)	(24.51%)
Rolling Stock Supplies	149,032	173,000	173,000	173,000	-	
Other Supplies	21,843	39,500	35,500	39,500	-	
Equipment	11,021	26,970	23,670	31,400	4,430	16.43%
TOTAL EXPEND.	2,092,387	2,247,140	2,242,392	2,295,630	48,490	2.16%
TOTAL REVENUES	40,080	20,680	20,680	20,680	-	
EMPL. BENEFITS	645,018	729,245	724,887	744,824	15,579	2.14%

Town of Mansfield
Department: Public Works

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Positions:						
Public Works Director	1.00	1.00	1.00	1.00	-	
Ass't Town Engineer	1.00	1.00	1.00	1.00	-	
Project Engineer	1.00	1.00	1.00	1.00	-	
Public Works Specialist	1.33	1.33	1.33	1.33	-	
Engineering Intern	0.93	0.73	0.73	1.09	0.36	
Operations Manager	1.00	1.00	1.00	1.00	-	
Roads Foreman		1.00	1.00	1.00	-	
Roads Crew Leader	1.00	2.00	2.00	2.00	-	
Truck Driver	8.00	6.00	6.00	6.00	-	
Grounds Crew Leader	1.00	1.00	1.00	1.00	-	
Groundskeeper	2.00	2.00	2.00	2.00	-	
Laborer	4.00	4.00	4.00	4.00	-	
Lead Mechanic	1.00	1.00	1.00	1.00	-	
Mechanic	2.00	2.00	2.00	2.00	-	
Transfer Station Sprvsr	1.00	1.00	1.00	1.00	-	
Recycling Coordinator	1.00	1.00	1.00	1.00	-	
Total Full Time Equiv.	27.26	27.06	27.06	27.42	0.36	1.33%
Paid from Other Funds	4.50	2.00	2.00	2.00		
Paid from General Fund	22.76	25.06	25.06	25.42	0.36	1.44%

FACILITIES MANAGEMENT - 30900

The Facilities Management Department is responsible for the maintenance and cleaning of all Town and school 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 reduce 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. The Town's operating budget reflects Facilities Maintenance costs for the Town buildings, while the Town's capital budget reflects capital costs for both Town and school buildings.

FY 2016/2017 Accomplishments

- Replaced the Vinton School steam boilers with high efficiency condensing hot water boilers. ♦
- Replaced generator at Public Works complex. ♦
- Removed two underground oil tanks and installed one above ground oil tank for fueling buses at the Bus Garage. ♦
- Replaced the roofing at the Bus Garage. ♦
- Replaced flooring in stairwell and installed new lockers at the Mansfield Community Center. ♦
- Installed new bottle filling water fountains at several locations. ♦
- Replaced hallway tile at Southeast School. ♦
- Painted the exterior of two schools in addition to extensive interior painting. ♦
- Replaced aging sidewalk at the Mansfield Middle School. ♦
- Replaced hallway carpet at the Town Hall and in small offices at the schools. ♦
- Replaced and converted lights from fluorescent to LED at the Middle School. ♦
- Replaced fire alarm at Mansfield Community Center. ♦
- Painted the Council Chambers, repaired the walls, and installed carpet and new blinds. ♦

FY 2017/2018 Trends & Key Issues

A number of roofs on Town buildings are nearing the end of their useful life expectancy, and, as a result, are requiring maintenance. Funds will be needed in the capital budget for roof repairs and replacement, some of which may occur in conjunction with solar projects. The Facilities Study will be completed for Town buildings and capital funds will be required to implement the plan.

FY 2017/2018 Goals & Objectives

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

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

Facilities Management	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Square Footage of Facilities Maintained			
Square footage of all facilities maintained	423,000	423,000	423,000
Square footage of administrative/office facilities maintained	52,813	52,813	52,813
Work Orders			
Work orders received	3,120	3,400	3,600
Work orders completed	2,900	3,100	2,970
Percentage of work orders completed within fifteen business days of receipt of work order	81%	81%	90%
Inspections			
Fire extinguisher inspections (non-certified)	2,028	2,028	2,028
Percentage of monthly fire extinguisher inspections completed	98%	98%	100%
Annual certified fire extinguisher inspections	169	169	169
Percentage of annual certified fire extinguisher inspections completed	100%	100%	100%
Testing for well water systems	28	28	28
Energy Improvements			
Annual electricity usage at all Town facilities (in kwh)	5,000,000	4,800,000	4,600,000
Replacements of existing boilers with energy efficient boilers	1	1	1
Removal of underground storage tanks	2	1	5
Safety workshops provided to Facilities Management staff	4	4	4

Town of Mansfield
Department: Facilities Management - 30900

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Noncertif.	210,294	378,370	378,370	400,300	21,930	5.80%
Salaries and Wages	135,889	25,240	25,230	16,790	(8,450)	(33.48%)
Misc Benefits	3,325	5,320	5,320	6,370	1,050	19.74%
Purch Property Services	80,462	84,000	84,000	52,930	(31,070)	(36.99%)
Repairs/Maintenance	39,884	56,750	56,750	68,880	12,130	21.37%
Other Purch Services	95,193	92,500	92,500	94,070	1,570	1.70%
Office Supplies	1,846	6,080	6,080	6,200	120	1.97%
Energy	211,150	224,800	224,800	220,000	(4,800)	(2.14%)
Building Supplies	22,962	31,500	31,500	51,500	20,000	63.49%
Other Supplies	2,470	500	500	500	-	
Equipment				1,000	1,000	100.00%
Misc Expenses & Fees		500	500	500	-	
TOTAL EXPEND.	803,475	905,560	905,550	919,040	13,480	1.49%
TOTAL REVENUES	5,440	12,470	4,890	4,890	(7,580)	(60.79%)
EMPL. BENEFITS	139,896	164,699	171,394	177,565	12,866	7.81%
Positions:						
Facilities Mgmt Dir.	1.00	1.00	1.00	1.00	-	
Administrative Assist.	1.00	1.00	1.00	1.00	-	
Custodians	3.40	3.40	3.40	3.40	-	
Maintenance Staff	2.00	3.00	3.00	3.00	-	
Public Works Specialist	0.34	0.34	0.34	0.34	-	
Total Full Time Equiv.	7.74	8.74	8.74	8.74	-	
Paid from Other Funds	1.35	1.85	1.85	1.85	-	
Paid from General Fund	6.39	6.89	6.89	6.89	-	

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

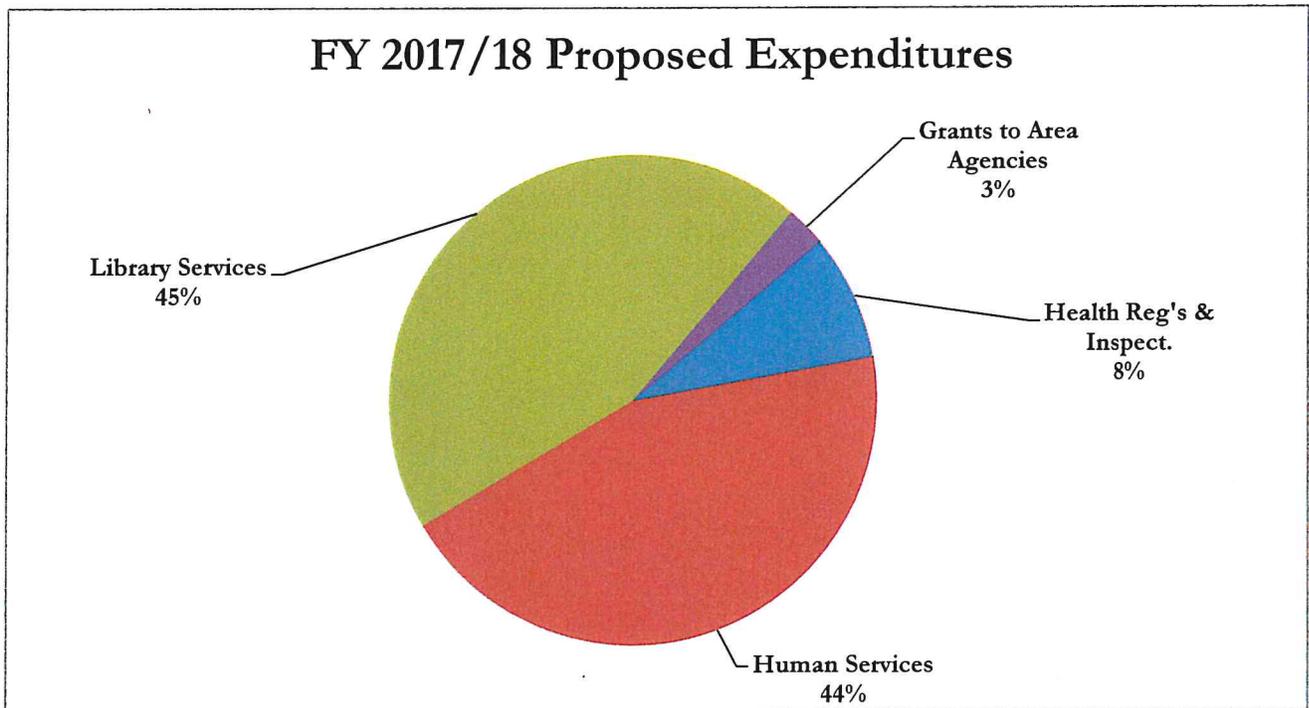
Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Health Reg's & Inspect.	129,128	138,590	138,590	138,590	-	
Human Services	635,341	708,130	707,880	741,320	33,190	4.69%
Library Services	712,389	739,400	739,400	747,190	7,790	1.05%
Grants to Area Agencies	45,050	45,800	45,800	45,700	(100)	(0.22%)
TOTAL EXPEND.	1,521,908	1,631,920	1,631,670	1,672,800	40,880	2.51%

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 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Other Purch Services	129,128	138,590	138,590	138,590	-	
TOTAL EXPEND.	129,128	138,590	138,590	138,590	-	

HUMAN SERVICES - 42100

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

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

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

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

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

FY 2016/2017 Accomplishments

- Awarded grant funding from the NECASA program to support prevention of alcohol, tobacco and other drug use. ♦
- Awarded grant funding from the State Department of Education to promote positive youth development programs. ♦
- Continued various support groups and programs including Multifamily, Grandparents Raising Grandchildren, Women in Transition, Caregivers Support and Low Vision Support. ♦
- Offered positive youth development groups to Middle schoolers through two girls groups and a boys group throughout the school year.
- Continued weekly in-school counseling services at the Middle School, COPE program at the elementary schools, the afterschool Big Friends mentoring program and parent group. ♦
- Developed an adventure based positive youth development after school program which will begin Spring 2017.
- Offered education and support programs to parents. ♦
- Awarded grant funds for school readiness and early childhood initiatives by the state Office of Early Childhood Services. ♦

- Successfully recruited several new staff members including the Youth Services Supervisor and Youth Service Social Worker. Successfully recruited four interns for the 2016/2017 academic year.
- Collaborated with Parks and Recreation to offer a summer service learning program for youth. ♦
- Collaborated with Joshua's Trust for summer learning programs and trail runs for young children and families. ♦
- Initiated exploration of and applications for several new grant opportunities such as funding through MAC to increase access to fresh local foods for the school lunch program and funding for Youth Services to expand services to high school students.
- Promoted health awareness through various screening opportunities and health promotion talks. ♦
- Filed preliminary Intent to Self-Assess and began Accreditation process for National Senior Center Accreditation with an estimated completion date of Spring 2018. ♦
- Accomplished a number of Senior Center facility improvements including the replacement of main room chairs and installation of a new large screen SmartTV. ♦
- Expanded Social Media presence including improvements to the Mansfield Senior & Wellness Center Facebook page and development of a Youth Services Facebook page. Updated the Human Services section on the Town website. ♦
- Utilized the Town van to expand the Senior Day Trip program; offered 99 trips and increased participation by 60% from FY 2015/16. ♦
- Restructured and improved the Senior Center Volunteer program. Expanded the use of volunteers at the Senior Center.
- Expanded weekend and evening programming at the Senior Center. Provided a summer evening series for the seventh year from May through September 2016. ♦
- Sponsored six successful Intergenerational Programs through improved collaboration with a number of local groups, including Mansfield Middle School, E.O. Smith High School, the Mansfield Public Library, the Mansfield Community Center, VITAS, and local businesses. ♦
- Developed outcome-based evaluation tools in specific program areas and incorporated feedback into program planning.

FY 2017/2018 Trends & Key Issues

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

Anticipated changes in the Family with Service Needs (FWSN) referrals at the state level will reduce access to resources and mandated services. Potential cuts to various programs and funding will increase pressure and expectations for local communities to meet these needs. Changes in the Juvenile Justice System will increase the need for diversion programs in response to rule and law breaking behaviors by persons 18 and under in the community, including but not limited to, Juvenile Review Boards (JRB). Mansfield does not currently have a JRB.

The continued slow economy, as well as changes in health insurance and state programs for people in financial need, has put a heavy demand on municipal social work services. Advocacy for clients having

difficulty accessing services that they should qualify for has become more challenging. Management will continue to work with staff to prioritize workload, review policies and procedures to maximize efficiency and effectiveness, and to recruit high quality interns to compliment professional staff.

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

Senior Nutrition Programs across the state are struggling with funding due to cuts at the state level and flat funding at the federal level, forcing area senior lunch programs to decrease the number of meals or develop creative solutions to meeting the needs of the population. The Meals on Wheels program has reduced the number of meals/clients that they serve.

FY 2017/2018 Goals & Objectives

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

Objectives:

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

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. ♦

Objectives:

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

Goal: Based on data from the Facilities Study, address critical Senior and Wellness Center building improvements.

Objectives:

- Complete necessary exterior building and sidewalk repairs.
- Replace kitchen equipment as needed.
- Replace carpeting.

Goal: Expand Fund development efforts to meet the needs of the seniors, families and children served by the Human Services Department. This includes the special needs, camperships, and holiday funds. In cooperation with the Mansfield Senior Center Association and the Library, successfully conduct fund development of the Senior Center Satellite Library and Café Initiative. ♦

Objectives:

- Explore new fund development opportunities to support Department programs and services.

- Coordinate and partner with other fund development initiatives when feasible.

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

Objectives:

- Increase total participation at the Mansfield Senior Center.
- Complete the National Council on Aging Senior Center self-assessment process and achieve NISC Accreditation by April 2018.

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

Youth Services	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Counseling & Positive Youth Development Services			
Youth and Families served by programs	229	230	230
Volunteers assisting with programs and services	65	70	70
Volunteer/Intern Hours	2,063	2,400	2,400
Early Childhood Services			
School readiness slots for children	15	15	15
Quality enhancement programs offered	6	6	6

Human Services Administration	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Fee Waiver Program			
Fee waiver applications received (town-wide)	154	155	155
Total fee waiver dollars distributed to participants (town-wide)	\$73,046	\$75,000	\$75,000
Special Funds			
Total dollars donated to the Holiday, Special Needs and Campership Funds	\$25,615	\$25,000	\$25,000
Individuals and Families receiving assistance through Special Needs, Holiday, Campership or Food Programs	437	440	440
Social Work clients (unduplicated)			
Persons receiving social work services (ages 18 – 59)	176	175	175

Senior Services	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Programming			
Senior Center visits	18,774	19,000	19,000
Total number of Senior Center program participants	1,018	1,000	1,000
Lunch meals provided to seniors	10,209	10,000	10,000
Rides provided to seniors through the Transportation Program	484	500	500
Van trips	99	100	100
Total ridership in the Transportation Program	287	285	285
Seniors receiving social work services	402	400	400

**Town of Mansfield
Department: Human Services**

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Cert Wages	(16,132)	(15,780)	(15,780)	(15,780)	-	
Noncertif.	686	1,500	1,500	1,500	-	
Salaries and Wages	554,265	605,640	605,640	638,830	33,190	5.48%
Misc Benefits	4,359	8,750	8,750	9,150	400	4.57%
Prof & Tech Services	4,975	8,500	8,500	8,500	-	
Other Purch Services	2,390	4,500	4,600	4,500	-	
School/Library Books	248	550	550	550	-	
Office Supplies	5,067	6,100	5,750	5,750	(350)	(5.74%)
Building Supplies	1,214	1,340	1,340	1,280	(60)	(4.48%)
Other Supplies	4,396	12,030	12,030	12,040	10	0.08%
Social Welfare Payments	850	-	-	-	-	
Misc Expenses & Fees	72,924	75,000	75,000	75,000	-	
Equipment	99	-	-	-	-	
TOTAL EXPEND.	635,341	708,130	707,880	741,320	33,190	4.69%
TOTAL REVENUES						
EMPL. BENEFITS	217,742	258,822	251,129	265,886	7,064	2.73%
Positions:						
Director	1.00	1.00	1.00	1.00	-	
Youth Services Coord.	1.00	1.00	1.00	1.00	-	
Youth Counselor	1.00	1.00	1.00	1.00	-	
Early Childhd Srv Crd	0.86	0.86	0.86	0.86	-	
Administrative Asst.	1.00	1.00	1.00	1.00	-	
Program Assistant	0.43				-	
Senior Services Coord.	1.00	1.00	1.00	1.00	-	
Social Worker	1.00	1.00	1.00	1.00	-	
Outreach Soc. Worker	0.54	0.54	0.54	0.54	-	
Senior Prog. Coord.	1.00	1.00	1.00	1.00	-	
Receptionist	1.00	1.00	1.00	1.00	-	
Kitchen Aide	0.71	0.71	0.71	0.71	-	
Transportation Coord.	0.54	0.54	0.54	0.54	-	
Van Drivers	0.55	0.55	0.55	0.55	-	
Total Full Time Equiv.	11.63	11.20	11.20	11.20	-	
Paid from Other Funds	1.20	0.62	0.62	0.48	(0.14)	(22.58%)
Paid from General Fund	10.43	10.58	10.58	10.72	0.14	1.32%

LIBRARY SERVICES - 43100

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

FY 2016/2017 Accomplishments

- Working in collaboration with the Town Clerk's Office, the Library created a local history digital catalog and archive - mansfieldpubliclibraryct.org/history. ♦
- Assumed responsibility for managing the information desk and commuter lounge at the Nash-Zimmer Transportation Center, expanding the role of the Library Express with more programming and collections. The Library Express also increased its hours, opening on Saturdays in February 2017.
- With funding from the Friends of the Library, the Library installed a shade pavilion near the Children's Garden and room darkening shades in the Buchanan Auditorium and Library Program Room. This allows for more varied opportunities for programming, including a new film discussion series and outdoor crafts for children. ♦
- Continued to promote and grow our very popular Tool and Cake Pan Libraries. Other new nontraditional collections include parenting story kits created in collaboration with MAC, a makerspace cart, and tinkering kits. ♦
- Continued to work collaboratively with other organizations such as the Senior Center, UCONN, Repair Café, and local schools to provide a broad array of programs and services, such as a series of DIY workshops and Shakespeare First Folio programming. ♦

FY 2017/2018 Trends & Key Issues

Fiscal trouble at the State Library has had a terrible impact on local library services. The state interlibrary delivery service has been severely curtailed, limiting the number and kind of materials which can be requested by our patrons. To compensate, we actively monitor use statistics and hold requests to purchase more copies of high demand materials, and have broadened our collections to help fulfill patron needs and to reflect the values outlined in Mansfield Tomorrow. Nonresident use of the library has also climbed due to the curtailed delivery service, while state reimbursement for providing these services has dropped over the last few years. Despite these challenges, the Library continues its quest to provide services however, whenever, and wherever they are required.

FY 2017/2018 Goals & Objectives

Goal: Expand the Library's presence beyond its physical location, which is not accessible via public transportation, to provide better service for citizens. ♦

Objectives:

- Work with the Human Services Department to open a library branch at the Senior Center.

Goal: Maintain services to our citizens despite reductions in services at the state level.

Objectives:

- Review collection development procedures to ensure timely acquisition of needed materials.
- Work with libraries across the state to find a solution to the current delivery crisis.

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

Library	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Circulation			
Downloadable and e-books circulation	8,253	8,300	8,500
Total annual circulation	216,467	202,412	203,500
Patrons entering the Library	78,274	78,500	78,500
Total Collection Size			
	83,935	86,000	87,000
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	9,223	9,500	9,500
Patrons using wi-fi at the Library	9,346	12,000	12,000
Database Sessions	1,390	1,400	1,400
Programming			
Youth programs offered	159	160	160
Youth program participants	5,556	5,600	5,600
Adult programs offered	51	80	90
Adult program participants	985	1,200	1,500
Outreach programs conducted	215	215	215
Outreach program participants	2,863	2,900	2,900
Special community events offered	10	10	10
Special community events participants	1,386	1,400	1,400
Total annual program and event attendance	10,790	11,100	11,400
Circulation (all other) *limited state delivery service	208,142	194,112*	195,000*

Town of Mansfield
Department: Library Services - 43100

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:					-	
Salaries and Wages	570,863	590,200	590,200	597,990	7,790	1.32%
Misc Benefits	2,685	3,380	3,380	3,060	(320)	(9.47%)
Prof & Tech Services	1,650	1,500	1,500	1,500	-	
Other Purch Services	498	700	700	750	50	7.14%
Instructional Supplies	5,823	6,600	6,600	6,600	-	
School/Library Books	97,425	103,090	103,090	103,290	200	0.19%
Building Supplies	652	930	930	1,000	70	7.53%
Equipment	32,793	33,000	33,000	33,000	-	
TOTAL EXPEND.	712,389	739,400	739,400	747,190	7,790	1.05%
TOTAL REVENUES	22,950	23,460	23,460	21,010	(2,450)	(10.44%)
EMPL. BENEFITS	230,691	259,454	250,636	254,578	(4,876)	(1.88%)
Positions:						
Library Director	1.00	1.00	1.00	1.00	-	
Librarian	4.00	4.00	4.00	4.00	-	
Library Associate	3.00	3.00	3.00	3.00	-	
Library Assistant	1.45	1.92	1.92	1.92	-	
Pages	1.15	1.49	1.49	1.49	-	
Total Full Time Equiv.	10.60	11.41	11.41	11.41	-	
Paid from Other Funds	0.50	1.04	1.04	1.04	-	
Paid from General Fund	10.10	10.37	10.37	10.37	-	

GRANTS TO AREA AGENCIES - 45000

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

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

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

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

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

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

PERCEPTION PROGRAMS. Provides substance abuse and mental health services.

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

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

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

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

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

Town of Mansfield
 Department: Grants to Area Agencies - 45000

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Agencies:						
Comm Companion & Homemaker	4,000	4,000	4,000	4,000	-	
CT Legal Services	6,500	6,500	6,500	6,500	-	
Holy Family Shelter	3,000	3,000	3,000	3,000	-	
Meals On Wheels	2,350	3,000	3,000	3,000	-	
NECASA	800	400	400	400	-	
Perception Programs	1,400	1,900	1,900	1,800	(100)	(5.26%)
Sexual Assault Crisis Services	4,500	4,500	4,500	4,500	-	
United Services, Inc	8,000	8,000	8,000	8,000	-	
Veterans' Services	10,000	10,000	10,000	10,000	-	
Windham Area Interfaith Minist	3,000	3,000	3,000	3,000	-	
Windham Area No Freeze Project	1,500	1,500	1,500	1,500	-	
TOTAL EXPEND.	45,050	45,800	45,800	45,700	(100)	(0.22%)

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

Description	FY 14/15 Actual	FY 15/16 Amended	FY 15/16 Estimated	FY 16/17 Adopted	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Building & Housing Insp.	284,817	291,240	291,340	373,380	82,140	28.20%
Planning & Development	330,474	323,260	311,455	338,360	15,100	4.67%
Boards and Comm.	4,838	6,400	6,400	6,400	-	
TOTAL EXPEND.	620,129	620,900	609,195	718,140	97,240	15.66%

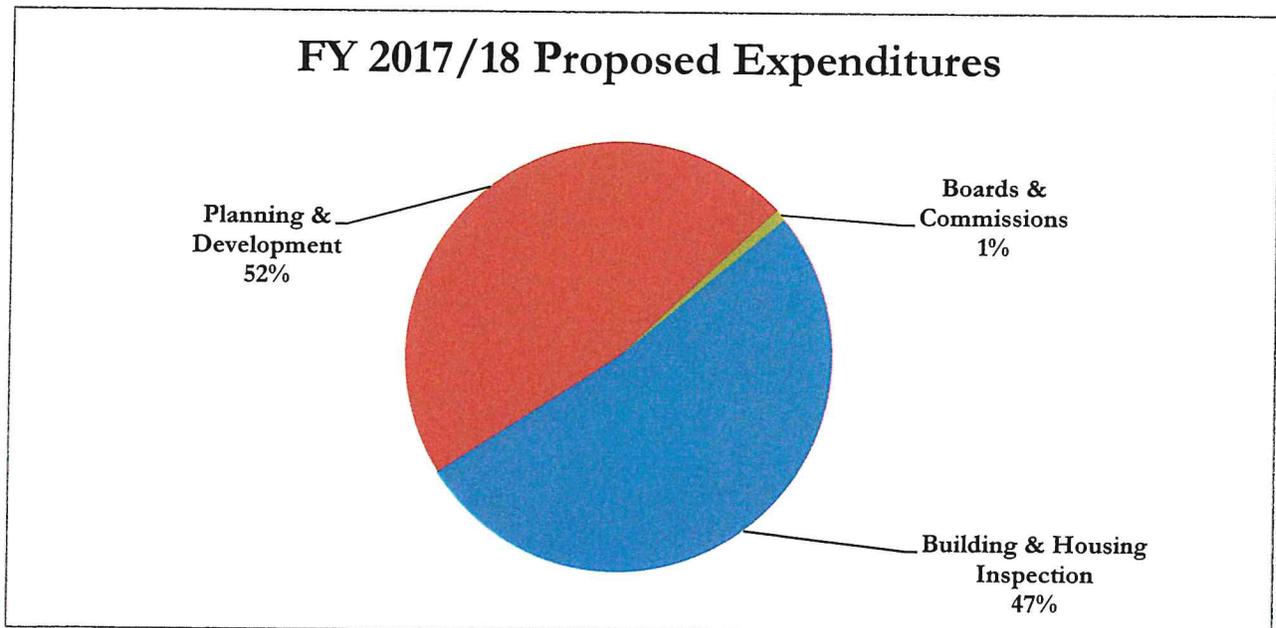
Mission

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 State 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 conducts regular housing inspections of rental dwelling units once every two years and is tasked with enforcing many Town ordinances that deal with quality of life issues, including occupancy inspections.

FY 2016/2017 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, continued implementation of a software system that allows for online permitting and electronic tracking of inspection and code enforcement activities. ♦
- Continued working with Planning and Development to conduct over occupancy inspections and enforcement. ♦
- Began implementation of the updated State Building Code. This included the deletion of municipal ability to fine individuals for starting work without a permit.

FY 2017/2018 Trends & Key Issues

The Storrs Center project is nearing completion therefore staffing levels required to enforce the Building Code will be reduced. Due to the increased workload associated with overcrowding enforcement and other construction activities the full-time regular Housing Inspector remains partially reassigned to building inspections. This is a valuable asset to the department due to the ability to use a licensed individual in a more technical capacity. Part-time Housing Inspectors continue to perform quality of life related enforcement activities along with enforcing the zoning regulations as referenced in the Housing code.

Staff will continue implementation of the selected permitting and code enforcement software system. The software supports an efficient work flow to maximize staff productivity, as well as enhanced information access for the public. We expect the public portal portion of this initiative to be released in the first quarter of 2017. This module includes online permit filing, status checking and payment of select permits, and tracking of information such as inspections, investigations, and citations.

FY 2017/2018 Goals & Objectives

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

Objectives:

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

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

Building and Housing Inspection	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Building Permits			
Residential building permits issued*	832	820	750
Commercial building permits issued*	124	120	110
Single Family Dwelling Housing Starts+#	62	44	30
Total annual building permits issued	956	940	860
Inspections			
Building inspections conducted	2,160	1,974	1,900
Housing Code inspections conducted	1,291	1,300	1,600
Overcrowding Inspections	553	1,176	1,200
Blight inspections	171	70	75
Parking inspections	68	144	140
Certificates			
Certificates of approval and occupancy issued	494	258	300
Building permits revoked	2	4	4
Housing Code certificates issued	683	864	820+
Total Code Enforcement (Violation) Cases			
Number of citations issued for local ordinance violations	274	266	250

* Approximate based on new software this year only. + Includes Storrs Center Phase 1 units

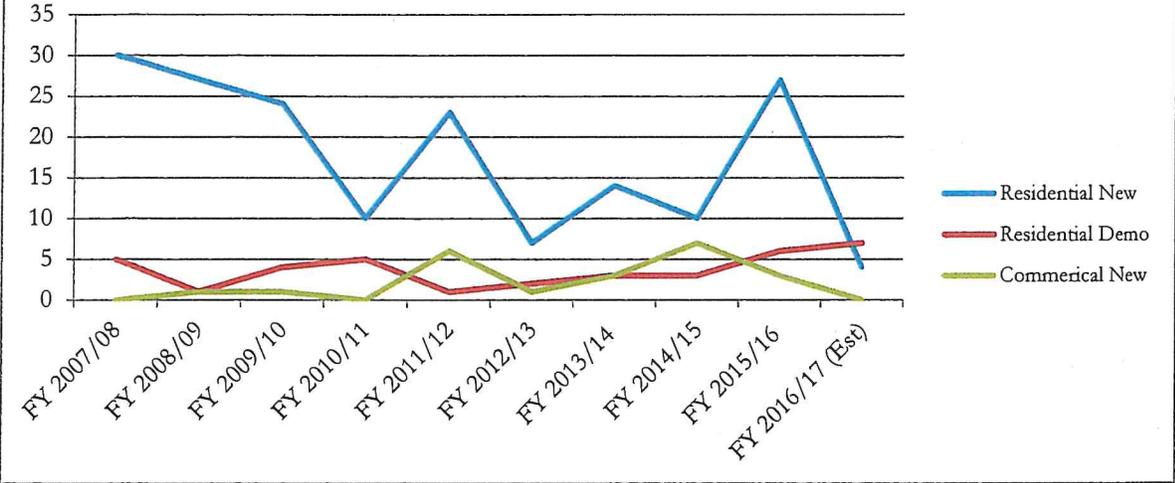
+ Includes standalone single family homes, townhouse condominiums and apartments

Next fiscal year depends on the Zoning moratorium on Multi-family dwelling

Town of Mansfield
Department: Building & Housing Inspection - 30800

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	279,034	279,620	279,620	361,820	82,200	29.40%
Misc Benefits	1,535	3,700	3,400	3,410	(290)	(7.84%)
Prof & Tech Services		1,000	1,000	1,100	100	10.00%
Other Purch Services	1,152	1,800	1,800	1,350	(450)	(25.00%)
School/Library Books	250	2,000	2,000	2,500	500	25.00%
Office Supplies	1,978	1,600	2,000	1,650	50	3.13%
Building Supplies	200	1,070	1,070	1,100	30	2.80%
Other Supplies	668	450	450	450	-	
TOTAL EXPEND.	284,817	291,240	291,340	373,380	82,140	28.20%
TOTAL REVENUES	287,780	330,340	333,640	330,090	(250)	(0.08%)
EMPL. BENEFITS	112,760	122,271	118,744	154,035	31,764	25.98%
Positions:						
Building Official	1.00	1.00	1.00	1.00	-	
Administrative Asst.	1.25	1.25	1.25	1.25	-	
Asst. Building Official	1.00	1.00	1.00	1.00	-	
Housing Inspector	1.00	1.00	1.00	1.00	-	
Building Insp. - PT NB	0.84	0.80	0.80	0.86	0.06	7.50%
Total Full Time Equiv.	5.09	5.05	5.05	5.11	0.06	1.19%
Paid from Other Funds	0.89	0.89	0.89		(0.89)	(100.00%)
Paid from General Fund	4.20	4.16	4.16	5.11	0.95	22.84%

Building Permits - New & Demolition



PLANNING AND DEVELOPMENT - 51100

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

FY 2016/2017 Accomplishments

- Prepared new Zoning regulations related to storm water management, creation of a water pipeline overlay zones and multi-unit housing based on recommendations in the POCD. ♦
- Acquired over 75 acres of open space/parkland made possible by grant funding and supported CT Department of Agriculture in the acquisition of development rights on 486 acres of agricultural land owned by Mountain Dairy. ♦
- Developed a comprehensive guide to the permitting process in Mansfield. ♦
- Enhanced outreach to property owners regarding rental housing regulations including development of new web content, mass mailings, and notice of regulations provided to new property owners with a copy of the recorded deed. ♦
- Continued to work with UCONN staff to address off-campus housing concerns, joint planning initiatives and projects. ♦
- Initiated implementation of the land development module of the new permitting and code enforcement software system. ♦
- Continued to provide assistance to low and moderate income homeowners through the Housing Rehabilitation Revolving Loan Program. ♦
- Researched best practices for establishment of housing trusts to facilitate creation of a local housing trust fund pursuant to Mansfield Tomorrow recommendations. ♦
- Provided support to Connecticut Water Company Water Service Advisory Committee. ♦

FY 2017/2018 Trends & Key Issues

Completion of the CWC water pipeline in 2016, the projected completion of the Four Corners Sanitary Sewer Project in 2018, and the opening of the Innovation Partnership Building at the new Technology Park are expected to increase development pressure in northern Mansfield in coming years. In particular, demand for off-campus housing is expected to increase as UCONN grows. This increase will put continued pressure on single-family neighborhoods unless new multi-family housing is developed. While residential development is expected to increase in FY 2017/18 after adoption of new multi-unit housing regulations, new commercial development is expected to be minimal until the installation of infrastructure is complete at the Four Corners.

To ensure new development is consistent with the vision and goals identified in the new POCD, a complete rewrite of zoning and subdivision regulations is underway and expected to be completed in FY 2017/18. This process will involve a significant effort from the staff, the Planning and Zoning Commission, advisory committees and the public.

Another significant area of focus for FY 2017/18 and future years will be review of new construction projects at UCONN. Based on the campus master plan completed in 2015, staff anticipates UCONN will be constructing numerous buildings in the coming years. Staff will continue to assist the Planning and Zoning Commission and Town Council with review of these projects through the environmental impact evaluation (EIE) process.

In addition to local initiatives, there are several regional initiatives related to transportation and water supply that bear monitoring, including a corridor study of Routes 195 and Route 44 (CT Eastern Gateways study), the potential eastward extension of the Fast Track bus system, the Central Water Utility Coordinating Committee, and the statewide water supply plan.

FY 2017/2018 Goals & Objectives

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

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

Planning & Development	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Operations			
Plan reviews conducted (Planning, Zoning & Wetlands)	120	125	145
Zoning permits issued	80	100	120
Total Code Enforcement Cases			
Zoning citations issued	17	12	12
Zoning violations issued	27	30	30
Complaints investigated	51	60	65
Percentage of investigated complaints resulting in Zoning Code violation	53%	70%	70%
Total Code Enforcement (Violation) Cases Resolved			
Resolved through voluntary compliance (i.e. door hangers, warnings)	50	50	50
Resolved through forced compliance (i.e. hearings, legal proceedings)	2	2	2
Total cases brought into compliance/closed during the reporting period	50	49	49
Affordable Housing			
Housing rehabilitation applications received	4	9	4
Housing rehabilitation projects completed	4	5	2
Total dollar value of housing rehabilitation loan portfolio	\$1,298,398	\$1,398,000	\$1,425,000

Town of Mansfield
Department: Planning & Development - 51100

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	270,969	271,810	272,390	276,770	4,960	1.82%
Misc Benefits	7,678	9,100	10,970	13,720	4,620	50.77%
Prof & Tech Services	45,185	30,900	15,890	35,900	5,000	16.18%
Other Purch Services	5,145	10,000	10,495	10,320	320	3.20%
School/Library Books		100	160	100	-	
Office Supplies	1,497	1,350	1,550	1,550	200	14.81%
TOTAL EXPEND.	330,474	323,260	311,455	338,360	15,100	4.67%
TOTAL REVENUES	26,594	40,350	37,500	37,550	(2,800)	(6.94%)
EMPL. BENEFITS	109,080	115,653	115,674	117,827	2,174	1.88%
Positions:						
Town Planner/Director	1.00	1.00	1.00	1.00		
Plan. & Comm Dev Ass't	1.00	1.00	1.00	1.00		
Environmental Planner	0.43	0.43	0.43	0.43		
Assistant Planner	1.00	1.00	1.00	1.00		
Total Full Time Equiv.	3.43	3.43	3.43	3.43		
Paid from Other Funds	0.09					
Paid from General Fund	3.34	3.43	3.43	3.43		

BOARDS & COMMISSIONS - 58000

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

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

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

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

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

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

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

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

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

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Boards and Commissions:						
Agriculture Committee	772	750	750	750	-	
Arts Advisory Committee		500	500	500	-	
Beautification Committee	301	500	500	500	-	
Board of Assessment Appeals	663	700	700	700	-	
Commission on Aging		100	100	100	-	
Comm on Persons with Disabilities		100	100	100	-	
Conservation Commission	40	100	100	100	-	
Historic District Commission		150	150	150	-	
Parks & Advisory Committee	2,000	2,000	2,000	2,000	-	
Zoning Board of Appeals	1,062	1,500	1,500	1,500	-	
TOTAL EXPEND.	4,838	6,400	6,400	6,400	-	

**MANSFIELD BOARD
OF
EDUCATION**

Mansfield Board of Education Overview

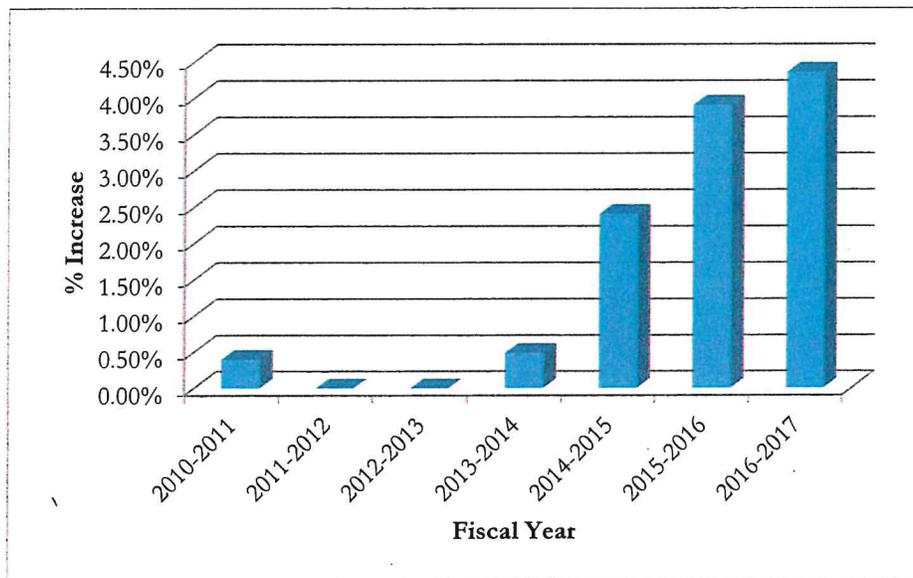
Proposed Budget

The proposed budget for the Mansfield Board of Education for 2017-2018 is \$23,550,160 representing a 2.48% increase from the adopted 2016-2017 budget of \$22,980,500.

Budget History

Expenditures:

Year	Approved Budget	% Increase/(Decrease)
2010-2011	\$20,588,160	(0.40%)
2011-2012	\$20,588,160	0.00%
2012-2013	\$20,588,160	0.00%
2013-2014	\$20,688,160	0.49%
2014-2015	\$21,193,884	2.40%
2015-2016	\$22,022,750	3.90%
2016-2017	\$22,980,500	4.35%



Enrollment:

Year	District Enrollment	Enrollment # Change	Enrollment % Change
2010-2011	1330	57	4.48%
2011-2012	1330	0	0.00%
2012-2013	1321	(9)	(0.68%)
2013-2014	1260	(61)	(4.62%)
2014-2015	1260	0	0.00
2015-2016	1264	4	0.30%
2016-2017	1227	(37)	(2.90%)

Return on Investment

- Percentage of students meeting or exceeding achievement levels on a Smarter Balanced Assessments in mathematics and language arts greater than or equal to the average of students in like districts (DRG C) in all six grade levels.
- Of the 29 DRG C districts, Mansfield ranks first in grade 7 mathematics and grades 3 and 8 ELA.
- Percentage of students meeting or exceeding achievement levels on Connecticut Mastery Test Science Assessment greater than the average of students in like districts (DRG C) in grade eight.
- Vex Robotics Teams regularly qualify for the Southern New England Regional Tournament. 42 students participated in this program.
- 2014-2015 National Latin Exam High School Level I.
 - 1 Silver Aware
 - 5 Magna Cum Laude Awards
 - 2 Cum Laude Awards
- 45 students participated in the CT History Day Project. Four students advanced all the way to the National History Day Competition.
- Fifteen students were selected to participate in the Eastern Regional Music Festival.
- 57% of MMS student participate in one or more music ensembles with 25% of students participating in more than one ensemble.
- Over one half of MMS students participates in after school activities.
- Teachers and administrators regularly present at local, national, and international conferences including in 2016-2017 thus far four national level presentations and one international presentation.
- Staff member named UCONN Neag School's Outstanding School Educator 2017.

Budget Drivers

Obligated Expenses:

- Negotiated salary increases
- Transportation
- Special Education
- Shared Services

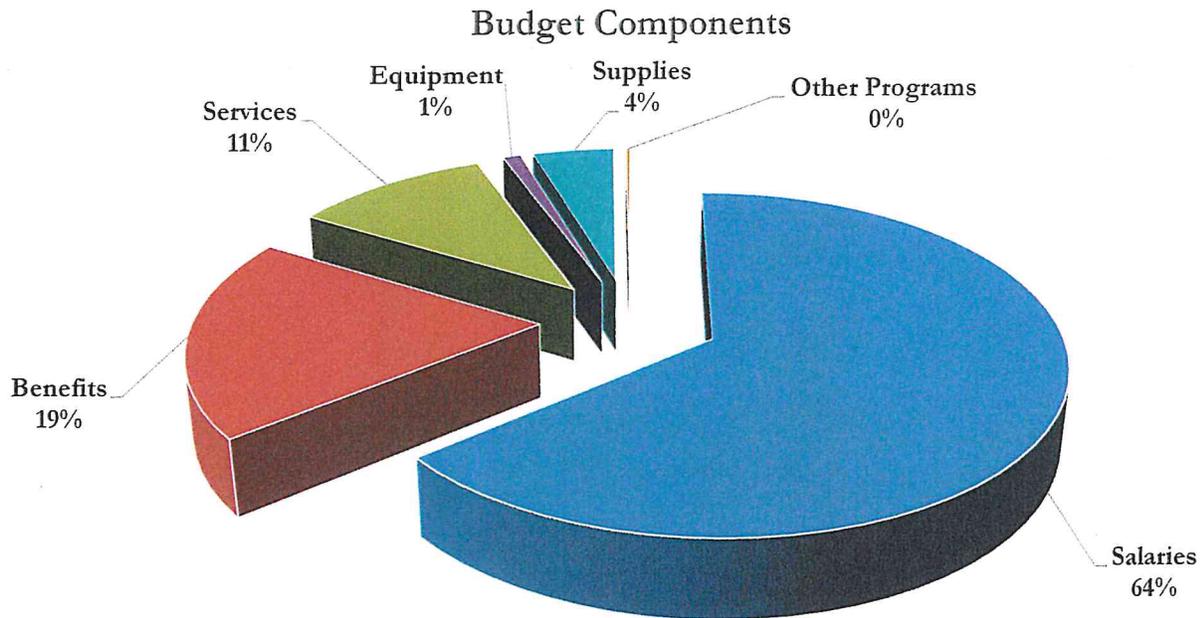
Assumptions:

- Present students with learning experiences which prepare them for the 21st century
- Maintain class size in agreement with Board of Education guidelines.
- Ensure safety, security, and health standards.
- Provide programs and supports to meet the needs of all students.
- Provide an educational experience rich in academics and the arts.
- Maintain healthy environment across all schools.
- Support continuous professional growth of faculty.

Implications:

- Maintain grade five class size by adding one teacher.
- Reduce staffing where enrollment is below district guidelines.
- Ensure on-going curriculum evaluation and improvement through the addition of stipends for teacher leaders in the related arts.
- Enhance community engagement through communications.
- Maintain digital learning opportunities through regular hardware replacement.
- Continue to provide job embedded professional learning experiences.

Budget Overview



2017-18 Proposed	\$23,550,160
2016-17 Budget	\$22,980,500
Increase	\$ 569,660
% Increase	2.5%

Major Cost Drivers

Obligated Salary Increases	\$427,473
Pupil Transportation	\$114,480
Special Education Outplacement Tuition	\$ 40,800
Shared Finance & IT Costs	\$ 26,845
Health Insurance	(\$ 31,900)
Energy	(\$ 30,000)

**Mansfield Board of Education
Budget in Brief**

The proposed budget for the Mansfield Board of Education for 2017-2018 is \$23,550,160. It represents a 2.48 percent increase over the current year. Of the total, salaries and benefits increased by \$200,390 or 1.0%. Salaries and benefits account for approximately 84 percent of the total budget. All other expenditures increased by \$369,270 or 10.6 percent. A comparison of the FY 2016-17 to 2017-18 budget follows:

	2015-2016 Actual	2016-2017 Amended	2017-2018 Proposed	Increase/ (Decrease)	Percent Change
Salaries & Benefits					
Certified Salaries	\$ 10,849,478	\$ 11,252,840	\$ 11,576,090	\$ 323,250	2.9%
Non-Cert. Salaries	3,473,246	3,559,900	3,533,770	(26,130)	(0.7%)
Sub-total Salaries	14,322,724	14,812,740	15,109,860	297,120	2.0%
Benefits	4,074,289	4,673,660	4,576,930	(96,730)	(2.1%)
Sub-total Salaries & Benefits	18,397,013	19,486,400	19,686,790	200,390	1.0%
Operating Expenses					
Prof & Tech Services	544,290	469,570	700,800	231,230	49.2%
Purchased Property Services	91,839	88,550	90,500	1,950	2.2%
Repairs	49,383	97,300	101,790	4,490	4.6%
Rentals	512	340	340	-	
Tuition	509,891	205,000	245,800	40,800	19.9%
Insurance	75,301	76,300	78,680	2,380	3.1%
Other Purchased Services	943,650	1,191,610	1,305,530	113,920	9.6%
Instructional Supplies	203,938	267,800	269,580	1,780	0.7%
School & Library Books	62,600	112,810	113,810	1,000	0.9%
Office Supplies	27,076	46,210	43,450	(2,760)	(6.0%)
Energy	629,333	492,700	462,700	(30,000)	(6.1%)
Building Supplies	52,292	72,780	78,680	5,900	8.1%
Other Supplies	50,718	61,190	54,600	(6,590)	(10.8%)
Equipment	167,452	227,640	231,510	3,870	1.7%
Miscellaneous Exp & Fees	24,856	31,710	30,430	(1,280)	(4.0%)
Transfers Out to Other Funds	190,566	52,590	55,170	2,580	4.9%
Sub-total Operating Expenses	3,623,697	3,494,100	3,863,370	369,270	10.6%
Total Expenditures	\$ 22,020,710	\$ 22,980,500	\$ 23,550,160	\$ 569,660	2.5%

Mansfield Board of Education – Significant Features

Certified Staff - \$11,576,090

Total certified salaries have increased by \$323,250 over the present year. This increase is due to contracted salary increases; reinstatement of the contingency teaching position; increase for team leader stipends for related arts; and a reduction due to the transfer of finance department salary costs to professional & technical services. Excluding the transfer of finance costs, the increase in certified staff costs is \$364,680, or 3.3%. This reflects step increase as well as the annual wage adjustment.

Non-certified Staff - \$3,533,770

Total non-certified salaries have decreased by \$26,130, primarily due to contracted salary increases; increase in maintenance personnel costs; and a reduction due to the transfer of finance and information technology (IT) department salaries to professional & technical services. Excluding the transfer of finance and information technology costs, the increase in non-certified staff costs is \$62,793 or 1.8%.

Benefits - \$4,576,930

Benefits for staff reflect a decrease of \$96,730, primarily due to a decrease in medical insurance premiums. Claims experience is down and fund balance has been significantly restored. Other salary-related benefits reflect an increase commensurate with the increase in salaries. Also reflected here is the transfer of finance and IT costs to professional & technical services.

Professional & Technical Services - \$700,800

The increase of \$231,230 is primarily due to the restructure of the budget for shared finance services. These costs were previously accounted for in salaries, benefits, and other miscellaneous items. The budget now includes one charge reflecting the Board's portion of the Shared Finance Department. Outside Evaluations and the cost of shared Information Technology services is also reflected.

Purchased Property Services - \$90,500

The increase of \$1,950 is reflective of the cost of refuse collection.

Repairs & Maintenance Services – \$101,790

The increase of \$4,490 is for the anticipated cost of needed equipment repairs.

Rentals - \$340

No change from current year.

Tuition - \$245,800

The increase of \$40,800 is reflective of anticipated outplacement costs for the year.

Insurance – \$78,680

An increase of \$2,380 is in anticipation of an increase in liability, auto and property insurance rates.

Other Purchased Services - \$1,305,530

The increase of \$113,920 is due to the increased cost of pupil transportation with the new contract.

Mansfield Board of Education – Significant Features (continued)

Instructional Supplies - \$269,580

A \$1,780 increase from the current year is reflective of current needs.

School & Library Books - \$113,810

The increase of \$1,000 is reflective of the need for new English textbooks for the Middle School.

Office Supplies - \$43,450

The decrease of \$2,760 is reflective of a decrease in anticipated needed supplies.

Energy - \$462,700

The decrease of \$30,000 is primarily the result of a decrease in the cost of diesel fuel, fuel oil, and natural gas for the current year, which is anticipated to continue into the proposed fiscal year. This account also includes an adjustment for prior year actual consumption to budget.

Building Supplies - \$78,680

An increase of \$5,900 for building supply and minor equipment needs.

Other Supplies - \$54,600

This category reflects a decrease of \$6,590 from the current year budget primarily for program supplies.

Equipment - \$231,510

An increase of \$3,870 is primarily due to an increase in technology system support costs.

Miscellaneous Fees and Expenditures - \$30,430

This is a decrease of \$1,280 primarily for field trips.

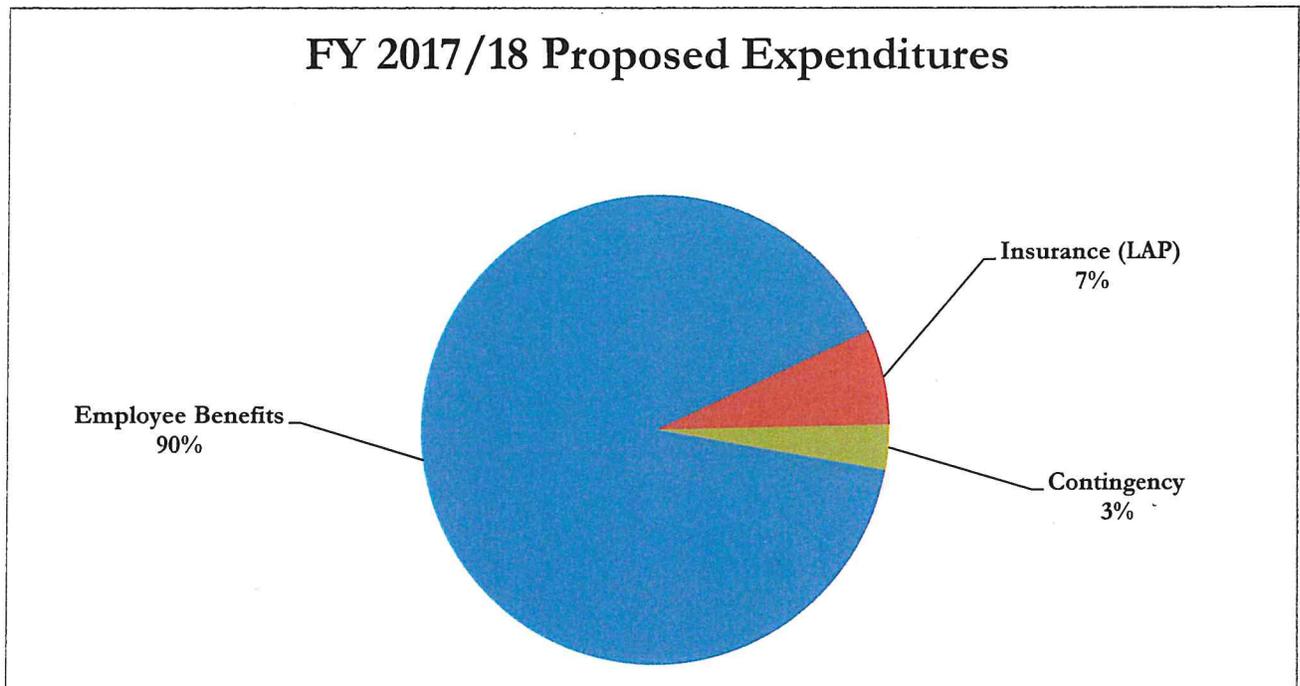
Transfers Out to Other Funds - \$55,170

The increase of \$2,580 is reflective of an increase for the cost of nursing services at Oak Grove School, an increase in the cost of the MMS Summer School Program, and a slight projected increase in the required annual contribution for other post-employment benefits.

TOWN-WIDE

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Departments:						
Employee Benefits	2,687,568	3,036,110	3,011,310	2,655,690	(380,420)	(12.53%)
Insurance (LAP)	216,586	211,360	216,560	193,190	(18,170)	(8.60%)
Contingency		25,820		91,000	65,180	252.44%
TOTAL EXPEND.	2,904,154	3,273,290	3,227,870	2,939,880	(333,410)	(10.19%)



EMPLOYEE BENEFITS - 71000

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

FY 2017/2018 Trends & Key Issues

Employer contribution rates to the Municipal Employees Retirement System (MERS), which has been a significant cost driver in the past several years, will increase slightly for FY 2017/18. Employer contribution rates will increase from 11.38% of salary for regular employees to 11.74% and from 16.73% of salary for uniformed career firefighters to 17.13%. The State Retirement Commission sets the employers' rates based on actuarial analysis of member census data and projected benefits for current and future retirees.

MERS has begun implementation of a software system for processing and tracking active and retired employees' pension related information; kickoff for this system is expected in late spring 2017, with implementation anticipated to continue well into FY 2017/18. Some additional work (data entry) will be created for staff, but service improvements will be gained from utilization of the system.

The Town Manager continues to serve as the Municipal Liaison to the State Employees Retirement Commission (SERC). He continues to monitor trends and proposed legislation related to changes in MERS, while also advocating for changes that would make MERS more sustainable for the long-term.

Health insurance claims have stabilized after a 14-month period in 2014 and early 2015 in which the Town experienced significantly higher than normal claims expenditures. Many of these claims were episodic in nature, not chronic conditions; there were an unusually high number of outlier claims between \$25,000-\$100,000 as a result. Plan Year 2016 saw claims expenditures increase by 1.97% over the current year, while Plan Year 2015 saw claims reduced by 7.7% from the previous plan year. Fiscal-Year-to-Date claims are 1% higher than the previous fiscal year, while FY 15/16 claims were 12.5% below the prior year. The stabilization of claims expenditures has assisted in returning fund balance to a healthy level, or 25% of expected claims.

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. Nearly all employee groups at Regional School District #19, and some Mansfield Board of Education employee groups have transitioned to a HDHP health insurance plan. Town employees will have the option of a HDHP plan or a PPO plan, beginning January 1, 2018. Introduction of HDHP plans has resulted in extensive education efforts with employees about their health insurance benefits, as well as their corresponding health savings accounts (HSA).

The health insurance pool membership decreased slightly in FY 2016/17, with Windham Region Area Transit District (WRTD) withdrawing from the pool. This resulted in the pool losing approximately 20 covered lives, and since January of 2016, the pool is averaging about 40 less covered lives.

In 2017, the Town-MBOE-Region 19 switched from in-house staff processing flexible spending account (both uninsured medical and dependent care) reimbursements to an outside third party vendor, Group Dynamic, Inc. (GDI). Utilization of the vendor has provided a number of service enhancements such as employees being able to use a debit card for uninsured eligible medical expenses and use of online features to track remaining account balances and receipt submittal.

Town of Mansfield
 Department: Employee Benefits - 71000

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Salaries and Wages	(5,000)	(29,800)	(29,800)	(36,600)	(6,800)	22.82%
Benefits	1,536,863	1,707,220	1,682,420	1,825,440	118,220	6.92%
Medical Ben.	1,154,918	1,358,690	1,358,690	1,239,760	(118,930)	(8.75%)
Misc Benefits	787	-	-	-	-	
Shared Services	-	-	-	(372,910)	(372,910)	100.00%
TOTAL EXPEND.	2,687,568	3,036,110	3,011,310	2,655,690	(380,420)	(12.53%)

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

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

FY 2016/2017 Accomplishments

- Continued to serve as a member of CIRMA’s Underwriting and Operations Committee to help represent the insurance needs and interests of Mansfield. ♦
- Updated Town’s statement of values; ensured that buildings, vehicles, and equipment are insured for proper replacement values. ♦
- Conducted a comprehensive review of insurance coverage of Fire Department equipment, apparatus, and buildings. Transferred all Town owned Fire Department equipment and apparatus to the CIRMA policy. Achieved savings in premium. ♦
- Evaluated and recommended increase to Town/MBOE aggregate excess liability coverage from \$5M to \$10M for FY 17/18; will utilize premium savings associated with change in carrier for Fire Department apparatus to offset increased premium associated with increased excess liability coverage.
- Received a member’s equity distribution payment from CIRMA for the Town/MBOE LAP Policy in the amount of \$7,477.

FY 2017/2018 Goals & Objectives

Goal: Maintain accurate records for LAP related matters. ♦

Objectives:

- Complete by the end of May 2017 the 2017 statement of values for the Town-MBOE-Region 19-Eastern Highlands Health District.
- Maintain accurate records for claims in litigation; in collaboration with the Town’s legal counsel, respond to requests for information in a timely manner.
- Report LAP claims and occurrences within two working days of the occurrence.

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

LAP Insurance	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Experience (Town and BOE)			
Claims (with losses)	5	10	6
Claims/Occurrences (no losses)	5	5	7
Total Claims/Occurrences	10	15	13
Median number of working days from date in which the claim/loss occurs to when the claim/loss is reported to the insurance carrier	7	2	4
Premium dollars expended (all funds Town)	\$216,586	\$216,560	\$193,190

Town of Mansfield
 Department: Insurance (LAP) - 72000

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Insurance	216,586	211,360	216,560	193,190	(18,170)	(8.60%)
TOTAL EXPEND.	216,586	211,360	216,560	193,190	(18,170)	(8.60%)

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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 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Expenditures:						
Misc Expenses & Fees		25,820		91,000	65,180	252.44%
TOTAL EXPEND.		25,820		91,000	65,180	252.44%

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**OPERATING TRANSFERS
TO OTHER FUNDS**

OTHER FINANCING USES - 92000

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

Description	FY 15/16 Actual	FY 16/17 Amended	FY 16/17 Estimated	FY 17/18 Proposed	Incr/ (Decr)	% Incr/ (Decr)
Other Financing Uses:						
Other Operating	5,000	5,000	5,000	5,000	-	
Revaluation	25,000	25,000	25,000	25,000	-	
Downtown Partnership	125,000	125,000	125,000	132,000	7,000	5.60%
Parks & Recreation Fund	482,450	522,950	522,950	536,020	13,070	2.50%
Debt Service Fund	285,000	285,000	285,000	285,000	-	
Capital Projects Fund	1,551,740	2,433,240	2,433,240	2,183,660	(249,580)	(10.26%)
Storrs Center Reserve	228,640	175,000	175,000	325,000	150,000	85.71%
Cemetery Fund	20,000	20,000	20,000	20,000	-	
Medical Pension Trust Fund	42,000	42,000	42,000	44,100	2,100	5.00%
Transit Services Fund	132,050	142,050	142,050	135,000	(7,050)	(4.96%)
TOTAL EXPEND.	2,896,880	3,775,240	3,775,240	3,690,780	(84,460)	(2.24%)

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CAPITAL PROGRAM

Town of Mansfield

Capital Improvement Program Introduction

For FY 2017/18 to 2021/22

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Town of Mansfield
Capital Fund Budget Summary
FY 2017/18**

	FY 16/17 Amended	FY 17/18 Proposed
Estimated Revenues:		
Capital Non-Recurring Reserve Fund (CNR)	\$ 2,850,000	\$ 3,299,150
Town Aid Road Grant	130,000	130,000
Infrastructure Grant (LOCIP)	184,000	357,700
Federal and State Grants	269,380	
Other	290,790	70,930
Bonds	873,000	
	\$ 4,597,170	\$ 3,857,780

	FY 16/17 Amended	FY 17/18 Proposed
Estimated Expenditures:		
General Government	\$ 163,830	\$ 67,000
Public Safety	578,550	804,600
Public Works	1,358,000	1,397,350
Facilities Management (Town/Schools)	2,052,000	848,900
Community Services	119,790	214,930
Community Development	175,000	325,000
Education	150,000	200,000
	\$ 4,597,170	\$ 3,857,780

Town of Mansfield
Capital Projects Fund Financing Plan - 2017/18

	Budget 2017/18	LOCIP	CNR Fund	Bonds	Other Funds	State and Federal Grants	Town Aid Road Fund
General Government							
Furniture & Fixtures	15,000		15,000				
Pool Cars	17,000		17,000				
Software	25,000		25,000				
Strategic Planning	10,000		10,000				
Total General Government	67,000	-	67,000	-	-	-	-
Public Safety							
Fire and Emergency Services							
Municipal Police Officer Outfitting	10,000		10,000				
Municipal Police Officer Vehicle	52,600		52,600				
Communication Equipment	10,000		10,000				
ET 107 Tank Replacement & Body	60,000		60,000				
Fire Ponds	7,000		7,000				
Personal Protective Equipment	15,000		15,000				
Replacement ET 407	300,000		300,000				
Replacement Rescue 107	250,000		250,000				
Vehicle Exhaust System	100,000		100,000				
Total Public Safety	804,600	-	804,600	-	-	-	-
Public Works							
Asset Management Software	30,000		30,000				
Engineering CAD Upgrades	20,000		20,000				
Fleet Vehicle	22,350		22,350				
Guiderails Imprv/Replacements	50,000		50,000				
Hillyndale Road Bridge	10,000		10,000				
Large Dump Trucks w/Plows	195,500		195,500				
Medium Dump Trucks	72,000		72,000				
Pickup/Small Dump Truck	37,500		37,500				
Road Drainage & MS4 Requiremer	85,000		85,000				
Road/Resurfacing	800,000	357,700	312,300				130,000
Storrs Center Improvement	25,000		25,000				
Transp/Walkways per Town's Prio.	25,000		25,000				
Trees	25,000		25,000				
Total Public Works	1,397,350	357,700	909,650	-	-	-	130,000
Facilities Management							
Town							
Animal Shelter Building Repairs	10,000		10,000				
Bus Garage Building Repairs	17,000				17,000		
Comm Center Building Repairs	82,000		82,000				
Custodial Equipment	6,000		6,000				
Day Care Building Repairs	8,000		8,000				
Fire Stations Building Repairs	28,000		28,000				
Fleet Trucks	58,000		58,000				

Town of Mansfield
Capital Projects Fund Financing Plan - 2017/18

	Budget 2017/18	LOCIP	CNR Fund	Bonds	Other Funds	State and Federal Grants	Town Aid Road Fund
Facilities Management (cont'd)							
Generator Replacement	7,500		7,500				
Historical Society Building Repairs	11,200		11,200				
Library Building Repairs	40,000		40,000				
Maintenance Projects	7,500		7,500				
Nash Zimmer Transportation Center	72,000		72,000				
Park Building Repairs	13,700		13,700				
Public Works Building Repairs	82,500		82,500				
Roof Repairs	15,000		15,000				
Scissor Lift	30,000		30,000				
Senior Center	35,000		27,000		8,000		
Storage Upgrades	3,500		3,500				
Town Hall Building Repairs	12,000		12,000				
Education							
Fire Alarm Panel - MMS	110,000		110,000				
School Building Maintenance	200,000		200,000				
Total Facilities Management	848,900	-	823,900	-	25,000	-	-
Community Services							
Fitness - Equipment	45,930				45,930		
Invasive Control	14,000		14,000				
MMS Tennis Courts	75,000		75,000				
Park Improvements	30,000		30,000				
Playscapes and Playground Surfacing	50,000		50,000				
Total Community Services	214,930	-	169,000	-	45,930	-	-
Community Development							
Storrs Center Reserve	325,000		325,000				
Total Community Develop.	325,000	-	325,000	-	-	-	-
Education							
Technology Infrastructure	200,000		200,000				
Total Education	200,000	-	200,000	-	-	-	-
TOTAL C.I.P. 2017/18	\$ 3,857,780	\$ 357,700	\$ 3,299,150	\$ -	\$ 70,930	\$ -	\$ 130,000

Town of Mansfield
Capital Improvements Program Narrative
FY 2017/18

Furniture & Fixtures - \$15,000

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

Pool Cars - \$17,000

This appropriation will fund the replacement of a 2003 Ford Crown Victoria with approximately 94,000 miles.

Software - \$25,000

This project consists of three implementation components. First, the project addresses the need to further revise our website system to better serve the public online. Specifically, many citizens seek to communicate with the Town and access our services 24 / 7 online through both traditional computers and newer mobile devices. This project will further update our website technology to enhance our ability to serve the public through the Town's website. Second, this funding will enhance public and staff access to records and data through document management software. This will provide greater and easier access to information to the public and staff by both increasing access to post material online and making it easier to search and retrieve information. Finally, this will continue deployment of the permitting and code software (CSI).

Strategic Planning - \$10,000

This appropriation will be used for a future strategic planning purposes or an organizational study as needed. The account currently has a balance of \$10,000. We are building funds over time for this purpose.

Municipal Police Officer Outfitting - \$10,000

This appropriation will be used to purchase the equipment for the new Community Liaison Officer. Equipment to be purchased includes a gun, radio, body camera, and bullet proof vest.

Municipal Police Officer Vehicle - \$52,600

This appropriation will be used to purchase a police vehicle for the new Community Liaison Officer.

Communication Equipment - \$10,000

This appropriation will be used to replace communication equipment that has reached the end of its service life and to address inventory shortages as communication needs have grown.

ET 107 Tank Replacement - \$60,000

This appropriation will replace a failing steel water tank and provide funds for body work on a 1994 Pierce Engine Tank with over 54,000 miles. This vehicle is currently the primary Engine Tank serving District 107 and is scheduled to become the departments spare/backup apparatus after its replacement.

Fire Ponds - \$7,000

This appropriation 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 - \$15,000

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

Replacement of ET 407 - \$300,000

This appropriation is the first of two installments to replace a 1991 Pierce Engine Tank with over 58,000 miles. This vehicle will serve as the primary piece of fire apparatus serving District 107 and its replacement is high priority.

Replacement of Rescue of 107 - \$250,000

This appropriation is the first of three installments to replace a 1996 heavy duty rescue truck with over 83,000 miles. This vehicle is the department's only heavy rescue and provides response to the entire town for motor vehicle accidents, technical rescues and fire ground support and is therefore a high priority.

Vehicle Exhaust System - \$100,000

This appropriation will be used to install a vehicle exhaust extraction system in Fire Stations 207 and 307. The current system is a general exhaust that exhausts air from the room. The new system would be attached to each apparatuses exhaust pipe and quick disconnect. The new system would all for direct venting from the vehicle, keeping the gases from being breathed in by staff incidentally as the current system does not capture all of the gases.

Asset Management Software - \$30,000

This appropriation will provide funds to purchase asset and project management software. Asset management is necessary to properly track our assets and create a replacement plan. Project management is necessary for scheduling and tracking progress of project.

Engineering CAD Upgrades - \$20,000

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

Fleet Vehicle – \$22,350

This appropriation will fund the replacement of a 2009 Ford Pickup truck with approximately 107,000 miles and increasing maintenance costs.

Guiderails Improvements/Replacement - \$50,000

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

Hillyndale Road Bridge - \$10,000

This appropriation will help fund the Town's 50% share of a State grant for the replacement of the Hillyndale Road Bridge. Total estimated cost to the Town is \$329,250 with the balance needed funded in 2018/19. A proposed transfer of \$50,000 from the balance of the Ravine Road Improvements project will be presented to Council to further fund this project.

Large Dump Trucks with Plows - \$195,500

This appropriation will be used to replace a 2001 International with approximately 102,000 miles on it. In addition to the truck purchase, a new plow, salt distribution system and liquid salt tank will be purchased to outfit the truck for the winter months.

Medium Dump Trucks - \$72,000

This appropriation will fund the replacement of a 2005 GMC 3500 with approximately 100,500 miles that is used daily for tasks ranging from snow plowing to small hauling operations.

Pickup/Small Dump Trucks - \$37,500

This appropriation will fund the replacement of a 2008 GMC Sierra with approximately 80,000 miles and is used daily for tasks ranging from snow plowing to small hauling operations.

Road Drainage & MS4 Requirements - \$85,000

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

Road Resurfacing - \$800,000

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.

Storrs Center Improvement - \$25,000

This appropriation will help provide funding for repairs and improve the infrastructure as it becomes needed.

Transportation/Walkways per Town's Priority List - \$25,000

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

Trees - \$25,000

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

Animal Shelter Building Repairs - \$10,000

This appropriation will be used to replace the deteriorating roof at the Animal Shelter.

Bus Garage - \$17,000

This appropriation will provide a better vehicle exhaust system and connect water lines to the Town's water system.

Community Center Building Repairs & Improvements - \$82,000

This appropriation will provide funding for a number of projects within the building. Most notable is a boiler replacement due to parts are no longer being made by the manufacturer; a chemical controller will be installed along with a pool cover and an acid wash of the pool during the annual shutdown; security cameras will be install at entrances and all doorways; replacement of the handicap lift for the pool; and an engineering study of ventilation in the locker rooms.

Custodial Equipment - \$6,000

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

Day Care Building Repairs & Improvements - \$8,000

This appropriation will be used to add air conditioning to the Data room and paint parts of the exterior of the building.

Fire Stations Building Repairs & Improvements - \$28,000

This appropriation will be used to upgrade air conditioning in Station 107's meeting room; fund an architect study and plans for a new shower room at Station 307; start replacing flooring at Station 307; LED light upgrade at Station 307; and add a new sleep room at Station 107.

Fleet Trucks - \$58,000

This appropriation will fund the replacement of two fleet vehicles in Facilities Management. A 2003 Ford F350 with approximately 160,000 miles and a 2006 Ford Escape with approximately 110,000 miles.

Generator Replacement - \$7,500

This appropriation will start funding the next replacement generator at Fire Station 307 which will cost approximately \$30,000.

Historical Society Building Repairs - \$11,200

This appropriation, along with funds built up in this account, will be used to remove the underground fuel tank; window repairs; and replace the hot water maker.

Library Building Repairs & Improvements - \$40,000

This appropriation will fund the replacement of carpet throughout the building, replacement of the front desk, and minor exterior painting.

Maintenance Projects - \$7,500

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

Nash Zimmer Transportation Center - \$72,000

This appropriation will be used for sealing the garage deck; applying epoxy to the 1st floor; and adding additional cameras to the parking garage.

Park Building Repairs - \$13,700

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

Public Works Building Repairs & Improvements - \$82,500

This appropriation will be used to install a vehicle exhaust system in the mechanics garage; repairs to rusted steel beams in the main garage; start building funds to paint the exterior of the building; and repair parts of the garage roof.

Roof Repairs – Town Buildings - \$15,000

This appropriation will fund minor roof maintenance throughout town buildings.

Scissor Lift - \$30,000

This appropriation will be used to purchase a scissor lift with a greater weight capacity to help with projects where a two man crew and equipment are needed.

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

This appropriation will be used replacing areas of rotted wood and painting the exterior of the building; upgrades to the kitchen; and start replacing carpet throughout the building.

Storage Upgrades - \$3,500

This appropriation will be used to purchase a secured storage container to hold eviction property.

Town Hall Building Repairs & Improvements - \$12,000

This appropriation will be used for continuing carpet replacement throughout the building; replacement of exhaust fans in the restrooms; and the installation of an air conditioning unit in the Planning & Zoning office.

Fire Alarm Panel – MMS - \$110,000

This appropriation will be used to replace the fire alarm system that is over 17 years old. The system is controlled by an out dated system and has old wiring that runs through areas that have shorts in the wiring causing trouble alarms when it rains.

School Building Maintenance - \$200,000

This appropriation represents the fifth year of a five-year plan to address critical maintenance and infrastructure needs in the Mansfield Public Schools. This appropriation will fund preventative roof maintenance; upgrade a bathroom at Middle School as well as other school bathrooms; replacement cabinets for room 215 at the Middle School. Improvements to the ropes challenge course; and other routine items that may arise over the year.

Fitness Equipment - \$45,930

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

Invasive Control - \$14,000

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

MMS Tennis Courts - \$75,000

This appropriation is the beginning of a reserve for the reconstruction of the Mansfield Middle School tennis courts. The project is expected to cost approximately \$300,000 and will be funded over a four year period.

Park Improvements - \$30,000

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

Playscapes and Playground Surfacing - \$50,000

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

Storrs Center Reserve - \$325,000

This appropriation will be used to pay off a portion of the infrastructure overruns on the project.

Technology Infrastructure - \$200,000

This appropriation represents the fifth year of capital funding to address critical technology infrastructure needs in the Mansfield Public Schools. There are a number of important planned projects for the coming year including replacing the wireless mobile access controllers and their associated peripherals, updating the fiber optic links to multi-gigabit connections, addressing school security needs, meeting data storage requirements, updating secondary data racks, and implementing overdue equipment replacement cycle needs at the four schools.

Town of Mansfield
Impact of 2017/18 Capital Expenditures
Future Operating Budgets

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

Town of Mansfield
 Capital Projects Committee
 Proposed Five Year Capital Improvements Program
 2017/18 - 2021/22

	Adopted 2016/17	Proposed 2017/18	Future Projects			
			2018/19	2019/20	2020/21	2021/22
<u>SUMMARY OF PROGRAMS</u>						
General Government	\$ 163,830	\$ 67,000	\$ 73,000	\$ 73,000	\$ 92,000	\$ 73,000
Public Safety	578,550	804,600	557,000	723,000	652,000	40,000
Public Works	1,358,000	1,397,350	1,851,000	1,618,000	1,994,000	2,065,000
Facilities Management	2,052,000	848,900	715,000	662,000	674,600	1,303,540
Community Services	119,790	214,930	314,660	143,700	135,840	139,900
Community Development	175,000	325,000	325,000	325,000	-	-
Education	150,000	200,000	150,000	150,000	150,000	150,000
Total CIP	<u>\$ 4,597,170</u>	<u>\$ 3,857,780</u>	<u>\$ 3,985,660</u>	<u>\$ 3,694,700</u>	<u>\$ 3,698,440</u>	<u>\$ 3,771,440</u>

SUGGESTED SOURCES OF FINANCING

Bonds	\$ 873,000	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Nonrecurring Reserve Fund	2,850,000	3,299,150	3,275,000	3,325,000	3,300,000	3,400,000
Federal & State Grants	269,380	-	329,000	-	-	-
LOCIP Grant	184,000	357,700	184,000	184,000	184,000	184,000
Town Aid Road Fund	130,000	130,000	130,000	130,000	130,000	130,000
Other	290,790	70,930	67,660	55,700	84,440	57,440
Total Financing	<u>\$ 4,597,170</u>	<u>\$ 3,857,780</u>	<u>\$ 3,985,660</u>	<u>\$ 3,694,700</u>	<u>\$ 3,698,440</u>	<u>\$ 3,771,440</u>

**Town of Mansfield
Proposed Year Capital Improvement Program
2018/2022**

	Adopted		Future Projects			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
GENERAL GOVERNMENT						
Classification & Compensation Study	30,000					
Fleet Vehicle	17,000				19,000	
Furniture	15,000	15,000	15,000	15,000	15,000	15,000
Police Service Consulting Assistance	60,000					
Pool Cars	17,000	17,000	18,000	18,000	18,000	18,000
Software	24,830	25,000	30,000	30,000	30,000	30,000
Strategic Planning		10,000	10,000	10,000	10,000	10,000
Total Gen. Govt.	163,830	67,000	73,000	73,000	92,000	73,000
PUBLIC SAFETY						
Fire and Emergency Services						
Communication Equipment		10,000	10,000	10,000	10,000	10,000
Municipal Police Officer Outfitting	-	10,000				
Municipal Police Officer Vehicle		52,600				
ET 107 Tank Replacement & Body Work	-	60,000				
Fire Ponds		7,000	7,000	8,000	10,000	10,000
Personal Protective Equipment	15,000	15,000	15,000	16,000	20,000	20,000
Replacement of 44MF			35,000			
Replacement of 79MF				37,000		
Replacement of 83MF	35,000	-				
Replacement of Ambulance	245,000		60,000	40,000	150,000	
Replacement of ET 407	-	300,000	300,000			
Replacement of Rescue 107		250,000	75,000	340,000		
Replacement of Rescue 207 (Command)			55,000			
Replacement of SCBA	283,550					
Replacement of Service 107				60,000		
Replacement of Squad 207				200,000	450,000	
Thermal Imager Cameras				12,000	12,000	
Vehicle Exhaust Systems	-	100,000				
Total Public Safety	578,550	804,600	557,000	723,000	652,000	40,000
PUBLIC WORKS						
Asset Management Software		30,000				
Backhoe			60,000	75,000		
Bridges				5,000	5,000	60,000
Bucket Loader			-	171,000	171,000	
Engineering CAD Upgrades	30,000	20,000	25,000	25,000	25,000	25,000
Engineering Plotter/Scanner/Copier					10,000	
Engineering Project Software					25,000	
Fleet Vehicle		22,350	24,000			
Guiderails Imprv/Replace	50,000	50,000	50,000	50,000	50,000	50,000
Hillyndale Road Bridge		10,000	465,000			
Large Dump Trucks w/plows	200,000	195,500	100,000	105,000	105,000	105,000

Town of Mansfield
Proposed Year Capital Improvement Program
2018/2022

	Adopted		Future Projects			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
PUBLIC WORKS continued						
Medium Dump Trucks	47,000	72,000	47,000	47,000		
Mini Excavator			50,000			
Mowers and Attachments			30,000			30,000
Pickup/small dump trucks	25,000	37,500	25,000	25,000	33,000	35,000
Ravine Road Improvements	110,000					
Road Drainage & MS4 Requirements	70,000	85,000	60,000	60,000	70,000	70,000
Road Grader				25,000	75,000	
Road/Resurfacing	750,000	800,000	850,000	950,000	1,075,000	1,300,000
Storrs Center Improvements		25,000				
Street Sweeper					250,000	250,000
Transp/Walkways per Town's Priority listin	30,000	25,000	40,000	50,000	60,000	80,000
Trees	35,000	25,000	25,000	30,000	40,000	60,000
Vac all Truck (share with Coventry)	11,000					
Total Public Works	1,358,000	1,397,350	1,851,000	1,618,000	1,994,000	2,065,000
FACILITIES MANAGEMENT						
Town						
Animal Shelter Building Repairs	2,000	10,000	10,000	5,000		5,000
Brick Repairs			7,000	7,000	7,000	
Bus Garage Repairs		17,000	8,000	10,000	30,000	3,000
Comm Center Building Repairs	35,000	82,000	75,000	75,000	80,000	85,000
Custodial Equipment	10,000	6,000	10,000	10,000	10,000	10,000
Daycare Building Repairs	20,000	8,000	15,000	15,000	20,000	25,000
Emergency Generators		7,500	20,000	20,000		
Fire Stations Building Repairs	60,000	28,000	35,000	30,000	40,000	70,000
Fleet Vehicles	70,000	58,000	70,000	35,000	30,000	
Garage for Vehicles						240,000
Historical Society Building Repairs	35,000	11,200	27,500	25,000	40,000	50,000
Indoor Air Quality testing	5,000		5,000	5,000	5,000	5,000
Library Building Repairs	45,000	40,000	40,000	40,000	60,000	75,000
Maintenance Projects	10,000	7,500	13,000	10,000	12,600	15,540
Nash Zimmer Transportation Center		72,000	25,000	25,000	25,000	30,000
Oil Tank Removal			15,000			
Park Buildings Repairs	12,000	13,700	27,500	35,000	5,000	15,000
Public Works Building Repairs	65,000	82,500	50,000	55,000	75,000	75,000
Repairs to loading dock and equipment				35,000		
Replacement forklift			30,000			
Roof Repairs - All Town Buildings	15,000	15,000	15,000	15,000	15,000	15,000
Roof Replacement						300,000
Scissor Lifts		30,000				
Security Improvements	10,000		10,000	10,000	10,000	10,000
Senior Center Building Repairs	-	35,000	50,000	50,000	55,000	100,000
Storage Upgrades		3,500	7,000			
Town Hall Building Repairs	25,000	12,000	25,000	25,000	30,000	50,000
Tractor Replacement			10,000	10,000	10,000	10,000
Education						
Facilities Study	160,000					
Fire Alarm Panel - MMS		110,000				
MMS Gym	873,000					
School Building Maintenance	150,000	200,000	115,000	115,000	115,000	115,000
Vinton Boiler	450,000					
Total Facilities Management	2,052,000	848,900	715,000	662,000	674,600	1,303,540

**Town of Mansfield
Proposed Year Capital Improvement Program
2018/2022**

	Adopted		Future Projects			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
COMMUNITY SERVICES						
Fitness - Equipment	45,790	45,930	59,660	45,700	55,840	59,900
Fleet Vehicle - Recreation				18,000		
Invasive Control	14,000	14,000				
MMS Tennis Courts Replacement		75,000	175,000			
Park Improvements	20,000	30,000	30,000	30,000	30,000	30,000
Playscapes and Playground Surfacing	40,000	50,000	50,000	50,000	50,000	50,000
Total Community Services	119,790	214,930	314,660	143,700	135,840	139,900
COMMUNITY DEVELOPMENT						
Storrs Center Reserve	175,000	325,000	325,000	325,000		
Total Community Development	175,000	325,000	325,000	325,000	-	-
EDUCATION						
Technology Infrastructure	150,000	200,000	150,000	150,000	150,000	150,000
Total Education	150,000	200,000	150,000	150,000	150,000	150,000
TOTAL C.I.P.	\$ 4,597,170	\$ 3,857,780	\$ 3,985,660	\$ 3,694,700	\$ 3,698,440	\$ 3,771,440
Funding:						
Bonds	873,000					
CNR Fund	2,621,400	2,974,150	2,950,000	3,000,000	3,300,000	3,400,000
CNR Fund - Storrs Center Reserve	228,600	325,000	325,000	325,000		
Federal and State Grants	269,380		329,000			
LoCIP	184,000	357,700	184,000	184,000	184,000	184,000
Town Aid Road Fund	130,000	130,000	130,000	130,000	130,000	130,000
Other Funds - P&R, MSF, MDD	290,790	70,930	67,660	55,700	84,440	57,440
TOTAL FUNDING:	\$ 4,597,170	\$ 3,857,780	\$ 3,985,660	\$ 3,694,700	\$ 3,698,440	\$ 3,771,440

CAPITAL AND NONRECURRING (CNR) FUND – 250 Fund

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

FY 2016/2017 Accomplishments

- Revenue highlights of the Fund are as follows: General Fund contribution of \$2,608,240; Pequot/Mohegan grant funding of \$205,000; ambulance service fees projected at \$320,000. ♦
- Planned (transferred) uses of the Fund are as follows: \$2,850,000 to the Capital Fund for capital projects; and \$192,600 to the Management Services Fund for technology equipment replacement. ♦

FY 2017/2018 Trends & Key Issues

The FY 2017/18 Budget proposes only capital items to be financed through the CNR Fund. The Governor's budget proposes continued funding for the Pequot/Mohegan grant.

Programs planned for funding in the upcoming fiscal year include:

- \$2,974,150 to fund capital projects.
- \$325,000 to fund the capital project overruns for Storrs Center infrastructure improvements.

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

Town of Mansfield
Capital and Nonrecurring Reserve Fund Budget
Estimated Revenues, Expenditures and Changes in Fund Balance
Fiscal Year 2017/18

	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
	Actual	Estimated	Projected	Projected	Projected	Projected	Projected
Sources:							
General Fund Contribution	\$ 1,780,380	\$ 2,608,240	\$ 2,508,660	\$ 2,735,000	\$ 2,803,500	\$ 2,873,500	\$ 2,945,300
Board Contribution	105,000						
Ambulance User Fees	342,054	320,000	300,000	305,000	310,000	315,000	320,000
FEMA Grant	76,848						
Other	13,094						
Sewer Assessments	913	500	500	500	500	500	500
Pequot Funds	241,157	205,000	205,000	205,000	205,000	205,000	205,000
Total Sources	2,559,446	3,133,740	3,014,160	3,245,500	3,319,000	3,394,000	3,470,800
Uses:							
Operating Transfers Out:							
Management Services Fund	185,000	192,600	-	-	-	-	-
Capital Fund	1,905,223	2,675,000	2,974,150	2,950,000	3,000,000	3,300,000	3,400,000
Capital Fund - Storrs Center Reserve	228,600	175,000	325,000	325,000	325,000		
Transit Services Fund - WRTD	25,000						
Compensated Absences Fund							
Total Uses	2,343,823	3,042,600	3,299,150	3,275,000	3,325,000	3,300,000	3,400,000
Excess/(Deficiency)	215,623	91,140	(284,990)	(29,500)	(6,000)	94,000	70,800
Fund Balance/(Deficit) July 1	26,569	242,192	333,332	48,342	18,842	12,842	106,842
Fund Balance, June 30	\$ 242,192	\$ 333,332	\$ 48,342	\$ 18,842	\$ 12,842	\$ 106,842	\$ 177,642

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BUDGET RESOLUTIONS

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

The Electors of the Town of Mansfield and all persons who are entitled to vote in Town Meeting mentioned in the following warning are hereby warned and notified that the Annual Town Meeting for Budget Consideration will be held on Tuesday, May 9, 2017 at the Mansfield Middle School Auditorium, at 7:00 p.m. for the following purpose:

To act upon the Proposed Budgets for the Town's fiscal year of July 1, 2017 to June 30, 2018, which Proposed Budgets were adopted by the Town Council on April ____, 2017 and to appropriate the sums estimated and set forth in said Budgets to the purposes indicated.

Dated and signed at Mansfield, Connecticut this ____th day of May 2017.

Mary Stanton, Town Clerk

RESOLVED: That the General Fund Budget for the Town of Mansfield, appended totaling \$_____ is hereby adopted as the proposed operating budget for the Town of Mansfield for the fiscal year July 1, 2017 to June 30, 2018.

RESOLVED: That the Capital Fund Budget for the Town of Mansfield, appended totaling \$_____ is hereby adopted as the capital improvements to be undertaken during fiscal year 2017/18 or later years.

RESOLVED: That the proposed Capital and Non-Recurring-Reserve Fund Budget for fiscal year July 1, 2017 to June 30, 2018 in the amount of \$_____ be adopted.

APPROPRIATIONS ACT

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

RESOLVED: That the proposed General Fund Budget for the Town of Mansfield for fiscal year July 1, 2017 to June 30, 2018 in the amount of \$_____ which proposed budget was adopted by the Council on April ____, 2017, be adopted and that the sums estimated and set forth in said budget be appropriated for the purpose indicated.

RESOLVED: That in accordance with Connecticut General Statutes Section 10-51, the proportionate share for the Town of Mansfield of the annual budget for Regional School District No. 19 shall be added to the General Fund Budget appropriation for the Town of Mansfield for fiscal year July 1, 2017 to June 30, 2018 and said sums shall be paid by the Town to the Regional School District as they become available.

RESOLVED: That the proposed Capital Projects Budget for fiscal year July 1, 2017 to June 30, 2018 in the amount of \$_____ be adopted provided that the portion proposed to be funded by bonds or notes shall, at the appropriate times, be introduced for action by the Town Council subject to a vote by referendum as required by Section 407 of the Town Charter.

RESOLVED: That the proposed Capital and Non-Recurring Reserve Fund Budget for fiscal year July 1, 2017 to June 30, 2018 in the amount of \$_____ be adopted.

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TOWN AID ROAD

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

	FY 15/16 Actual	FY 16/17 Adopted	FY 16/17 Estimated	FY 17/18 Proposed
Revenues:				
Town Aid - Grant	\$ 416,521	\$ 416,520	\$ 418,225	\$ 418,225
Charge for Services	4,000		33,290	33,620
Total Revenues	420,521	416,520	451,515	451,845
Expenditures:				
Snow Overtime		122,400	110,000	110,000
Temporary Help	488			
Overtime	94,742			
Chemicals	159,200	126,000	179,190	170,000
Signs and Signals	(209)		210	
Grounds Supplies				
Equipment Rental (Snow Hauling)	3,800	31,000	20,000	20,000
Transfer to Capital	130,000	130,000	130,000	130,000
Total Expenditures	388,021	409,400	439,400	430,000
Revenues (Over)/Under Expenditures	32,500	7,120	12,115	21,845
Fund Balance, July 1	2,101	34,601	34,601	46,716
Fund Balance, June 30	\$ 34,601	\$ 41,721	\$ 46,716	\$ 68,561

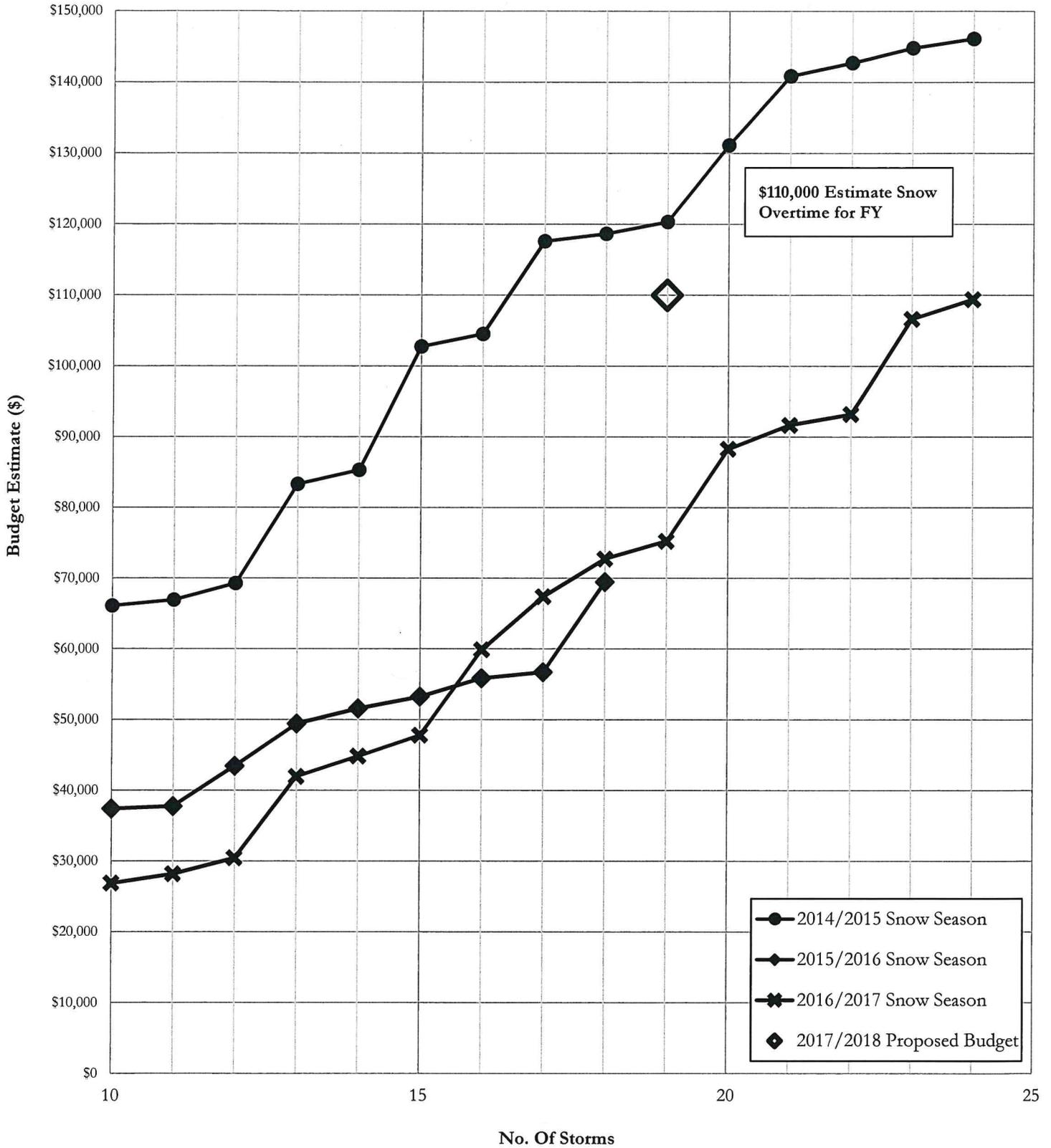
Program Purpose and Description

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

Major Changes and Issues

The Town Aid Road grant for FY 2017/18 reflects the Governor's Proposed Budget for State Aid.

Snow Removal Budget Analysis (FY 17/18)



**PARKS & RECREATION
PROGRAM FUND**

PARKS AND RECREATION – FUND 260

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

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

FY 2016/2017 Accomplishments

- Visitation to the Community Center remained high, with total attendance at 207,182. ♦
- 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. ♦
- Managed the Fee Waiver Program and introduced administrative changes to improve resident access to the program while containing costs. ♦

FY 2017/2018 Trends & Key Issues

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

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

The Department is now operating the Community School of the Arts program and will offer a number of new programs in addition to the array of existing programs.

FY 2017/2018 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.
- Finalize new Silver and Fit program partnership to improve access to Community Center resources.

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

Objectives:

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

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

Objective:

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

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

Objectives:

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

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

Parks and Recreation	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Parks			
Open space and passive recreation (in acres)	2,108.49	2,185.38	2,299.38
Active recreation parks (in acres)	100.10	100.10	100.10
Total parks - including land and water (in acres)	2,208.59	2,285.48	2,399.48
Recreation			
Community Center members	5,036	4,647	5,340
Community Center memberships	2,310	2,246	2,460
Community Center visits	207,182	210,000	212,000
Youth programs offered	354	400	415
Youth program participants	3,627	4,000	4,200
Aquatics programs offered	189	200	210
Aquatics program participants	1,323	1,400	1,430
Fitness programs offered	335	350	360
Fitness program participants	2,163	2,200	2,250
Adult programs offered	79	80	90
Adult program participants	509	520	530
Special community events offered	12	12	12
Special community event participants	1,173	1,200	1,300

**Mansfield Parks and Recreation Fund
Staffing**

	FY 15/16 Actual	FY 16/17 Budget	FY 16/17 Estimated	FY 17/18 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
Recreation Supervisor - Aquatics	1.00	1.00	1.00	1.00
Recreation Coordinator	2.00	2.00	2.00	2.00
Member Services Coordinator	1.00	1.00	1.00	1.00
Administrative Services Specialist	1.00	1.00	1.00	1.00
Head Custodian	1.00	1.00	1.00	-
Custodian	1.00	1.00	1.00	-
Environmental Planner	0.58	0.58	0.58	0.58
Receptionist	0.71	0.71	0.71	0.71
TOTAL	11.29	11.29	11.29	9.29
<u>EMPLOYEES - Part time NB, FTE</u>				
Weekend/Evening Facility Supervisors	1.13	1.02	1.05	1.14
CSA Supervisors	-	-	-	0.34
Receptionists	2.62	2.55	2.55	2.64
Custodians	0.61	1.08	1.08	-
Teen Center	0.66	0.70	0.69	0.66
Lifeguards	8.13	7.95	7.67	8.11
Fitness Attendants	2.91	2.92	2.90	2.92
TOTAL	16.06	16.22	15.94	15.81
<u>PROGRAM STAFF - Part time NB, FTE</u>	11.98	12.71	11.67	12.72
TOTAL Parks and Recreation Fund FTE	39.33	40.22	38.90	37.82

Mansfield Parks and Recreation Fund
Estimated Balance Sheet
As of June 30, 2017 and June 30, 2018
(with comparative totals for June 30, 2016)

	June 30,		
	2016	2017	2018
	Actual	Estimated	Projected
<u>Assets</u>			
Cash	\$ 252,155	\$ 180,046	\$ 189,266
Accounts Receivable	15,993		
Total Assets	\$ 268,148	\$ 180,046	\$ 189,266
<u>Liabilities and Fund Balance</u>			
Liabilities:			
Accounts Payable	\$ 63,095	\$ -	\$ -
Due to Other Funds	10,699		
Total Liabilities	73,794	-	-
Fund Balance:			
Deferred Revenue	128,556	100,000	100,000
Unassigned	65,798	80,046	89,266
Total Fund Balance	194,354	180,046	189,266
Total Liabilities and Fund Balance	\$ 268,148	\$ 180,046	\$ 189,266

Mansfield Parks and Recreation Fund
Estimated Revenues, Expenditures, and Changes in Fund Balance
As of June 30, 2017 and June 30, 2018
(With comparative totals as of June 30, 2015)

	FY 15/16 Actual	FY 16/17 Adopted	FY 16/17 Estimated	FY 17/18 Proposed
Revenues:				
Membership Fees	\$ 835,183	\$ 859,640	\$ 859,840	\$ 901,320
Program Fees	792,714	808,280	872,020	942,910
Fee Waivers	67,415	74,820	74,130	83,110
Daily Admission Fees	56,088	62,340	59,870	56,310
Rent - Facilities/Parties	28,062	35,310	35,310	45,310
Employee Wellness	15,936	18,000	18,000	16,000
Rent - E.O. Smith	18,825	16,880	16,880	16,880
Charge for Services	11,732	10,000	10,000	10,000
Contributions	11,970	5,750	5,900	7,750
Sale of Merchandise	3,113	4,000	4,000	4,000
Sale of Food	1,626	3,400	3,400	3,400
Other	7,609	4,400	4,400	400
Total Revenues	1,850,273	1,902,820	1,963,750	2,087,390
Operating Transfers In:				
General Fund - Recreation Admin	432,450	367,950	367,950	378,325
General Fund - Community Programs		105,000	105,000	107,625
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	2,332,723	2,425,770	2,486,700	2,623,340
Expenditures:				
Salaries & Wages	1,362,240	1,377,510	1,300,042	1,404,110
Benefits	287,760	307,100	282,850	289,310
Professional & Technical	187,253	184,940	198,430	214,650
Purchased Property Services	31,725	36,200	36,200	12,000
Repairs & Maintenance	19,781	26,000	26,000	71,020
Other Purchased Services/Rentals	101,433	115,820	273,090	279,660
Other Supplies	45,196	69,410	62,130	66,260
Energy	172,070	156,000	156,000	156,000
Building Supplies	44,310	34,000	34,000	18,070
Recreation Supplies	51,495	39,780	45,920	42,450
Equipment	53,504	57,790	57,790	60,590
Improvements				
Total Expenditures	2,356,767	2,404,550	2,472,452	2,614,120
Excess/(Deficiency)	(24,044)	21,220	14,248	9,220
Unassigned Fund Balance, July 1	89,842	65,798	65,798	80,046
Unassigned Fund Balance, End of Period	\$ 65,798	\$ 87,018	\$ 80,046	\$ 89,266

**MANSFIELD DISCOVERY
DEPOT, INC.**

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

	FY 15/16 Actual	FY 16/17 Budget	FY 16/17 Estimated	FY 17/18 Budget *
Revenues:				
Fees	\$ 863,492	\$ 1,088,780	\$ 820,891	\$ -
Daycare Grant	335,479	345,790	341,758	
National School Lunch Grant	33,200	24,000	35,935	
State Support _ Other				
DSS Subsidies	71,438	42,500	39,350	
UConn	52,762	26,250	25,987	
School Readiness Program	44,620	44,620	34,742	
Fees - Extended Care	-	18,200		
Fundraising	-	5,000	3,100	
Total Revenues	1,400,991	1,595,140	1,301,763	-
Expenditures:				
Administrative	154,139	222,670	224,360	
Direct Program	1,084,946	1,205,650	1,022,404	
Purchased Property Services	22,256	22,930	20,440	
Repairs & Maintenance	3,973	6,800	2,860	
Insurance	12,733	10,830	13,005	
Other Purchased Services	13,955	10,910	8,952	
Food Service Supplies		47,250	34,775	
Energy	51,700	51,700	29,700	
Supplies & Miscellaneous	53,998	18,400	4,977	
Equipment		3,000	12,945	
Total Expenditures	1,397,700	1,600,140	1,374,418	-
Excess/(Deficiency)	3,291	(5,000)	(72,655)	-
Fund Balance, July 1	217,608	220,899	220,899	148,244
Fund Balance, June 30	<u>\$ 220,899</u>	<u>\$ 215,899</u>	<u>\$ 148,244</u>	<u>\$ 148,244</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.

* The FY 2017/18 Budget is not available at this time. The Mansfield Discovery Depot Board of Directors is in the process of preparing their budget.

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OTHER OPERATING FUND

270 Fund Analysis

3/19/2017

		Balance		Balance	
Activity	7/1/2016	Revenues	Expenditures	3/19/2017	
11155	Goodwin Bequest			7,553.92	
12120	Mansfield Uniform Shirts			34.45	
12152	Retirement Reception	10.50	3,510.00	(2,750.00)	770.50
15110	Historic Document Preservation	13,238.71	8,415.00	(5,798.32)	15,855.39
16404	Property Revaluation	26,608.01	12,500.00		39,108.01
21308	Neuter Assist/Education Fund	1,195.21			1,195.21
22180	Restitution Fees	709.50			709.50
22201	Ambulance Services	22,359.48	326,232.85	(71,381.25)	277,211.08
23113	FM Global Fire Prevention Grant	-	2,250.00	(1,997.19)	252.81
30805	Permitting/Enforcement Software	9,077.77	7,771.85	(15,659.38)	1,190.24
30901	Maintenance-Sale of property	4,050.45	4.00		4,054.45
40360	Town Square Activities	3,514.04	2,112.28	(2,462.00)	3,164.32
40370	Downtown Partnership	-	900.00	(799.50)	100.50
40372	MDP - Festival on the Green	28,774.94	13,750.00	(23,043.28)	19,481.66
40376	Holiday DUI Enforcement	-	8,255.86	(38,499.19)	(30,243.33)
40380	Underage Drinking Grant 2013-14	-	10,825.40	(31,651.72)	(20,826.32)
40381	Neighborhood Assist.Act-Energy	13,596.47			13,596.47
40382	Neighborhood Assist.Act-Water Harvesting	24,894.71	4,000.00		28,894.71
40383	Click It or Ticket Program	-	2,290.46		2,290.46
40384	CL&P Clean Energy Program	2,019.00	10,000.00	(4,541.48)	7,477.52
40390	Town Square Concert Series	9,114.44	5,700.00	(5,949.13)	8,865.31
40397	Beautification Committee	420.65			420.65
40398	Mansfield Bike Tour	3,562.64	900.00		4,462.64
40441	Elderly Disabled Responsive Transp	144.34	120.00	(10,045.05)	(9,780.71)
40512	CL&P Neighbor to Neighbor Energy Challe	4,597.50		(4,620.47)	(22.97)
40513	Conn Green Bank Grant	-	8,050.00	(3,545.24)	4,504.76
40514	DEEP-Recycling Rewards/Waste Reduction	-	1,413.17	(2,952.62)	(1,539.45)
41236	ACHIEVE	406.47			406.47
42154	Mansfield Holiday Fund - Niagara	10.00	500.00		510.00
42157	Children's Grief Group	1,345.71		(108.82)	1,236.89
42158	Holiday Fund	20,259.51	11,520.00	(493.00)	31,286.51
42159	Camperships	7,045.71	135.00	(2,594.02)	4,586.69
42209	NECASA	80.54	5,342.00	(3.77)	5,418.77
42218	Rec. Program Scholarship Fund	4,929.58	143.00		5,072.58
42260	Special Needs - General	24,803.74	7,593.80	(3,895.88)	28,501.66
42301	Senior Programs	18,855.39	27,365.97	(25,048.77)	21,172.59
42306	TVCCA Senior Nutrition	-	1,720.00		1,720.00
42308	Senior Ctr Veteran's Day	294.91	2,000.00	(1,339.96)	954.95
42309	Senior Ctr - Herrmann Trust	2,769.37			2,769.37
42311	Senior Newsletter	1,500.00	400.00		1,900.00
42312	Senior Center Café & Library	-	11,416.00		11,416.00
43200	Friends of Library	11,194.44	8,000.00	(9,089.86)	10,104.58
43202	Hall Bequest - Mansfield Public Library	12,155.22		(312.90)	11,842.32
43203	Hall Bequest - Doris Davis Garden	8,071.88			8,071.88
43204	Library Re-Sale/Contribution	1,655.79	2,785.25	(523.41)	3,917.63
43332	Library Connection Technology Grant	5,800.00	2,239.98	(2,239.98)	5,800.00
44108	Community Center - Teen Center	387.64			387.64
44109	Land Protection Program	9,334.47	3,505.00	(5,080.99)	7,758.48

270 Fund Analysis

3/19/2017

Activity	Balance			Balance 3/19/2017
	7/1/2016	Revenues	Expenditures	
44110 Comm Ctr Accessibility	36.82			36.82
44120 Community Playground	14,020.31	2,975.00	(6,260.50)	10,734.81
44121 Bicentennial Pond Trail Design	699.85			699.85
44122 Mansfield Dog Park	-	208.00		208.00
44123 Eagleville Schoolhouse Project	-	9,750.00	(9,899.37)	(149.37)
47001 Day Care Non-Grant	3,112.03	570.60		3,682.63
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	(4,839.52)	(2,339.52)
62120 Oak Grove School	2,041.01	14,314.00	(11,930.84)	4,424.17
62144 CT Writing Project	464.98			464.98
62145 Enriching Student Achievement	48,498.45		(16,361.94)	32,136.51
62151 Goodwin Donations	6,437.21	6,400.89	(11,570.10)	1,268.00
62160 Southeast School Donations	88.89	1,145.89	(1,092.05)	142.73
62215 MMS Book Fund	20.00			20.00
62222 Chris Rogers Award-Junior Robotics	1.45			1.45
62263 Special Education Grants/Tuition	361,935.95	53,470.45		415,406.40
62265 Preschool Tuition	51,592.34			51,592.34
62272 Crepeau MMS Spec. ED.	991.40			991.40
62275 Early Childhood Fund	3,739.12			3,739.12
62276 Goodwin Greenhouse Fund	205.12			205.12
62278 Mohegan Tribe Challenge	360.12			360.12
62280 Graustein Memorial Fund	-	3,979.17	(5,404.95)	(1,425.78)
62282 MPS Birthday Book Buddies	5,068.16	710.00	(414.69)	5,363.47
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 Gra	140.00			140.00
62292 Southeast Buddy Bench	367.77		(140.00)	227.77
62294 NE Dairy & Food Council Grant	389.54			389.54
62297 IMLS Sparks Grant	-	7,303.00	(7,297.93)	5.07
63403 Suzuki	26,878.66	39,700.00	(34,825.31)	31,753.35
63404 Dorothy C. Goodwin Program	554.90			554.90
63405 School Use Fund (62609)	1,518.66	462.50		1,981.16
84135 Town Square	4,316.55	5,940.00		10,256.55
	<u>842,100.09</u>	<u>663,096.37</u>	<u>(386,464.38)</u>	<u>1,118,732.08</u>

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

DEBT SERVICE

DEBT SERVICE FUND – LONG TERM DEBT

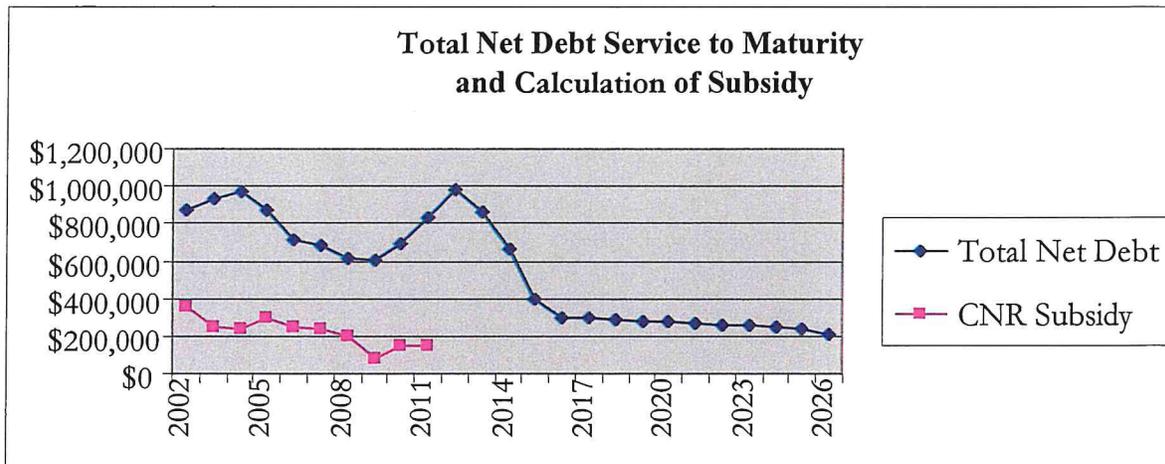
The Debt Service Fund is used to account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs.

FY 2016/2017 Accomplishments

- Ended Fiscal Year 2015/16 with a Fund Balance of \$46,426. ♦
- Anticipate ending Fiscal Year 2016/17 with a Fund Balance of \$37,701 after reducing outstanding bonded debt by \$220,000. ♦

FY 2017/2018 Trends & Key Issues

The FY 2017/18 Debt Service payment from the General Fund is \$285,000 which reflects no change from FY 2016/17. This budget includes debt service payments for the 2011 G.O. bond issue and further reducing other outstanding bonded debt by \$220,000. Principal outstanding as of June 30, 2017 is \$1,960,000, with authorized but unissued debt for: Open Space - \$1,040,000; Middle School Gymnasium Renovations- \$873,000; and Four Corners Sewer project - \$9,000,000.



Note: Future debt offerings are not projected in the above graph.

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

	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	Actual	Actual	Projected	Projected	Projected	Projected
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds						
Total Revenues	-	-	-	-	-	-
Operating Transfers In - General Fund	325,000	285,000	285,000	285,000	275,000	275,000
Total Revenues and Operating Transfers In	325,000	285,000	285,000	285,000	275,000	275,000
Expenditures:						
Principal Retirement - GOB 2011	220,000	220,000	220,000	220,000	220,000	220,000
Interest - GOB 2011	86,925	80,325	73,725	67,125	60,525	53,925
Lease Purchase - CIP Equip 09/10	58,019					
Total Expenditures	364,944	300,325	293,725	287,125	280,525	273,925
Revenues and Other Financing Sources Over/(Under) Expend	(39,944)	(15,325)	(8,725)	(2,125)	(5,525)	1,075
Fund Balance, July 1	101,695	61,751	46,426	37,701	35,576	30,051
Fund Balance, June 30	\$ 61,751	\$ 46,426	\$ 37,701	\$ 35,576	\$ 30,051	\$ 31,126

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

	<u>FY 20/21</u>	<u>FY 21/22</u>	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>FY 24/25</u>	<u>FY 25/26</u>
	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds						
Total Revenues	-	-	-	-	-	-
Operating Transfers In - General Fund	275,000	255,000	250,000	250,000	240,000	210,000
Total Revenues and Operating Transfers In	275,000	255,000	250,000	250,000	240,000	210,000
Expenditures:						
Principal Retirement - GOB 2011	220,000	220,000	220,000	220,000	220,000	200,000
Interest - GOB 2011	47,325	40,725	33,850	25,600	16,800	8,000
Lease Purchase - CIP Equip 09/10						
Total Expenditures	267,325	260,725	253,850	245,600	236,800	208,000
Revenues and Other Financing Sources Over/(Under) Expend	7,675	(5,725)	(3,850)	4,400	3,200	2,000
Fund Balance, July 1	31,126	38,801	33,076	29,226	33,626	36,826
Fund Balance, June 30	\$ 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 2017/18

Description	FY 15/16 Actual	FY 16/17 Estimated	Budget Projections 17/18			Funds To/ From Fund	
			Principal	Interest	Total	Balance	Net Payable
School Projects:							
Serial Bonds	\$ 104,454	\$ 104,454	\$ 77,500	\$ 24,628	\$ 102,128		\$ 102,128
	104,454	104,454	77,500	24,628	102,128	-	102,128
General & Sewer Purpose:							
Serial Bonds	\$ 189,271	\$ 189,271	\$ 142,500	\$ 42,496	\$ 184,996	\$ 2,124	\$ 182,872
	189,271	189,271	142,500	42,496	184,996	2,124	182,872
Total Debt Service	\$ 293,725	\$ 293,725	\$ 220,000	\$ 67,124	\$ 287,124	\$ 2,124	\$ 285,000

**Town of Mansfield
Estimated Serial Bonds Payable
FY 2017/18**

School Issues	Principal	Interest	Total	Net Payable
March 22, 2011	77,500	24,628	102,128	102,128
	77,500	24,628	102,128	102,128
Town Issues	Principal	Interest	Total	Net Payable
March 22, 2011	142,500	42,496	184,996	184,996
	142,500	42,496	184,996	184,996
Grand Total	\$ 220,000	\$ 67,124	\$ 287,124	\$ 287,124

**Town of Mansfield
Serial Bonds Summary
Schools And Town
Estimated as of June 30, 2017**

	<u>Schools</u>	<u>Town</u>	<u>Total</u>
Balance at July 1, 2016	\$793,500	\$1,386,500	\$2,180,000
Issued During Period			
Retired During Period	77,500	142,500	220,000
Balance at June 30, 2017	<u>\$716,000</u>	<u>\$1,244,000</u>	<u>\$1,960,000</u>

Changes in Bonds and Notes Outstanding

	<u>Serial Bonds</u>	<u>BAN's</u>	<u>Total</u>
Balance at July 1, 2016	\$2,180,000		\$2,180,000
Debt Issued			0
Debt Retired	220,000		220,000
Balance at June 30, 2017	<u>\$1,960,000</u>	<u>\$0</u>	<u>\$1,960,000</u>

<u>Description</u>	<u>Original Amount</u>	<u>Payment Date</u>		<u>Bonds</u>	<u>Total</u>
		<u>P & I</u>	<u>I</u>		
2011 Town General Purpose Obligation Bond	1,485,000	3/15	9/15	1,009,000	1,009,000
2011 Town Sewer Purpose Obligation Bond	330,000	3/15	9/15	235,000	235,000
2011 School General Obligation Bond	1,025,000	3/15	9/15	716,000	716,000
	<u>\$2,840,000</u>			<u>\$1,960,000</u>	<u>\$1,960,000</u>

Town of Mansfield
 Estimated Detail of Debt Outstanding
 Schools and Towns
 As of June 30, 2017

	Original Amount	Estimated Balance 06/30/17
Schools :		
Consists of -		
2011 General Obligation Bonds:		
MMS Heating Conversion	\$ 1,025,000	\$ 716,000
Schools Outstanding Debt	1,025,000	716,000
Town		
Consists of -		
2011 General Obligation Bonds:		
Community Center Air Conditioning	\$ 173,620	\$ 121,500
Hunting Lodge Road Bikeway	105,250	72,500
Salt Storage Shed	263,130	183,000
Storrs Rd/Flaherty Rd Streetscape Improvements	302,000	210,000
Various Equipment Purchases	93,000	46,000
Facility Improvements	40,000	20,000
Transportation Facility Improvements	130,000	92,000
Stone Mill Rd/Laurel Lane Bridge Replacements	378,000	264,000
2011 Sewer Purpose Obligation Bonds:		
Four Corners Sewer & Water Design	330,000	235,000
Town Outstanding Debt	1,815,000	1,244,000
Total Debt Outstanding	\$ 2,840,000	\$ 1,960,000

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ENTERPRISE FUNDS

PUBLIC WORKS - SEWER OPERATING ENTERPRISE – 811 FUND

UCONN Water/Sewer Fund – This Fund accounts for the provision of water and sewer services provided by the University of Connecticut to certain residents of the Town. All activities necessary to provide such services are accounted for in this Fund.

Willimantic Sewer Fund – This Fund accounts for the provision of sewer service in southern Mansfield, which sewers connect to the Town of Windham’s sewers and wastewater treatment facility. All activities necessary to provide such services are accounted for in this Fund.

FY 2016/2017 Accomplishments

- Completed the sixth 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. ♦
- Coordinated design of Four Corners sanitary sewer system and sewer pump station, and acquisition of easements from UCONN. ♦
- Coordinated state scoping and environmental impact evaluation process for Four Corners project, required in order to receive a \$3 million state grant for the project. ♦
- Completed negotiations with UCONN for a comprehensive sewer service agreement replacing the previous agreement from 1989. ♦

FY 2017/2018 Trends & Key Issues

Quarterly payments to Windham for Mansfield’s flow proportionate share of the Windham sewage treatment plant upgrade will continue through 2032. These payments are approximately \$21,250 per quarter. Four Corners sewer system construction and financing will commence. Monitoring of the contract operations of the South Eagleville and Storrs Center pump stations (including emergency responses) will continue. Billing for new Mansfield customers in the UCONN sewer fund will begin.

FY 2017/2018 Goals & Objectives

Goal: Begin construction of the Four Corners sanitary sewer system. ♦

Objectives:

- Construction will begin closest to the treatment plant to allow the possibility to reduce project scope if funding is not sufficient to complete entire project.

Goal: Evaluate contract operations of the Town’s two pump stations. ♦

Objectives:

- Receive and review inspection and operations reports.
- Provide annual report evaluating this service.

Goal: Provide northern sewer customers with better predictability on sewer rates. ♦

Objectives:

- Use Connecticut Water Company to bill customers quarterly.
- Establish a larger fund to absorb unforeseen necessary expenditures to maintain the sewer system.
- Establish long-term testing and repair schedule.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town’s strategic plan.
Sewer Fund = linkage to Infrastructure; Stewardship and Implementation

TOWN OF MANSFIELD
 UCONN WATER/SEWER ENTERPRISE FUND
 PROPOSED FY 2017/18

	<u>2016/17</u> <u>Adopted</u>	<u>2017/18</u> <u>Proposed</u>
OPERATING REVENUES:		
Interest and Lien Fees	\$ -	\$ -
Water/Sewer Charges	<u>154,724</u>	<u>166,874</u>
Total Operating Revenues	154,724	166,874
OPERATING EXPENSES:		
Pump Station Maintenance	26,288	26,288
Water/Sewer Billings	111,709	118,577
Purchased Services & Supplies	10,000	10,000
Depreciation	<u>10,083</u>	<u>10,083</u>
Total Operating Expenses	<u>158,080</u>	<u>164,948</u>
Operating Income/(Deficit)	(3,356)	1,926
Retained Earnings, July 1	<u>230,228</u>	<u>226,872</u>
Retained Earnings, June 30	<u><u>\$ 226,872</u></u>	<u><u>\$ 228,798</u></u>

TOWN OF MANSFIELD
WILLIMANTIC SEWER ENTERPRISE FUND
PROPOSED FY 2017/18

	<u>2016/17</u> <u>Adopted</u>	<u>2017/18</u> <u>Proposed</u>
OPERATING REVENUES:		
Sewer Charges	\$254,300	\$258,000
Other Revenues	<u>2,500</u>	<u>2,500</u>
Total Operating Revenues	<u>256,800</u>	<u>260,500</u>
OPERATING EXPENSES:		
Sewer Billings	133,570	135,000
Purchased Services & Supplies	1,500	1,500
Windham Sewage Treatment Plant Upgrade	107,460	109,070
Depreciation	<u>14,270</u>	<u>14,270</u>
Total Operating Expenses	<u>256,800</u>	<u>259,840</u>
Operating Income/(Deficit)		660
Retained Earnings, July 1	<u>404,292</u>	<u>404,292</u>
Retained Earnings, June 30	<u><u>\$404,292</u></u>	<u><u>\$404,952</u></u>

**UCONN WATER/SEWER FUND
COMPARISON OF ESTIMATED WATER/SEWER BILLING
BY CUSTOMER 17/18 VERSUS ADOPTED 16/17**

Account	FY 16/17 Budget	FY 17/18 Preliminary Budget	Budget Increase/ (Decrease)	%
Wrights A - Sewer Only	\$ 5,471	\$ 5,437	\$ (34)	(0.6%)
Wrights B - Sewer Only	1,679	1,538	(141)	(8.4%)
Holinko - Sewer Only	11,512	12,001	489	4.2%
Senior Center - Water and Sewer	1,467	1,460	(7)	(0.5%)
Town Square - Water and Sewer	704	613	(91)	(12.9%)
Town Hall - Water and Sewer	1,904	2,036	132	6.9%
Total Town of Mansfield GF	22,737	23,085	348	1.5%
Wrights A - Water Only	2,985	2,985	-	
Wrights B - Water Only	988	936	(52)	(5.3%)
Holinko - Water Only	6,592	6,965	373	5.7%
Total Mansfield Housing Authority	10,565	10,886	321	3.0%
Mansfield Retirement Comm (Juniper Hill) Water and Sewer	24,809	25,363	554	2.2%
Mansfield Retirement Co-op (Glen Ridge) Water and Sewer	13,254	14,858	1,604	12.1%
Center for Rehabilitation and Nursing Water and Sewer	28,330	28,276	(54)	(0.2%)
Courtyard Condos - Sewer Only	6,119	7,555	1,436	23.5%
Post Office - Sewer Only	861	817	(44)	(5.1%)
University Plaza - Sewer Only	11,116	11,433	317	2.9%
Weeks Trailer Park - Sewer Only	1,707	2,160	453	26.5%
Community Center - Water and Sewer	14,127	20,911	6,784	48.0%
Discovery Depot - Water and Sewer	4,049	4,355	306	7.6%
Nash-Zimmer Trans - Water and Sewer	1,312	1,042	(270)	(20.6%)
E.O. Smith - Water and Sewer	15,738	16,133	395	2.5%
Total All Accounts	\$ 154,724	\$ 166,874	\$ 12,150	7.9%

PUBLIC WORKS – SOLID WASTE MANAGEMENT – 812 FUND

The Solid Waste Fund provides for the operation of the Town's refuse collection and disposal system, recycling program, and the Transfer Station. The Solid Waste Fund is a self-supporting enterprise fund, maintained by user fees and revenues generated from salvaging and recycling efforts. The Town has single-stream recycling where all curbside recyclables are collected together. Additionally, the Town recycles all rigid plastic containers, except Styrofoam. Residential refuse collection is contracted out to Willimantic Waste. Assigned staff supports the Town's energy conservation and sustainability efforts.

The Town participates in the Mid Northeast Recycling Operating Committee for contracts for recovered materials, the administration of the regional household hazardous waste collection facility, and the state program for recycling household electronics, paint, mattresses, and box springs.

FY 2016/2017 Accomplishments

- Hauled refuse and bulky waste to the Willimantic Waste Paper facility in Windham. Current tipping fees are \$64.62/ton and \$74.16/ton respectively. ♦
- Continued a food scrap demonstration project at the Transfer Station. Working with CT DEEP to allow project to be an allowable permitted activity. ♦
- Supported the Town's "Celebrate Mansfield Festival" as a low-waste event. ♦
- Developed low waste event guidelines for Town staff and committees, which is being evaluated by management.
- Expanded multi-family refuse collection service with Main Street Homes. ♦
- With the purchase of a roll-off truck, began hauling bulky waste, trash, recyclables, and scrap metal items from the Transfer Station.
- Hired a regular part-time transfer station gate attendant.
- Continued active management of the four schools' on-site composting system. ♦
- Continued organizing quarterly Repair Cafes in collaboration with the Access Agency. ♦
- Conducted a Food Too Good To Waste challenge at the Southeast and Middle Schools. ♦
- Began waste audits of municipal buildings. ♦
- Facilitated an organic land care workshop series, offering three different presentations that promote environmentally sustainable practices. ♦
- Provided residents with redesigned trash and recycling webpages that includes a "how to dispose of this" and Food Too Good To Waste information. ♦
- Used \$21,290 grant from CT DEEP to support waste prevention initiatives. ♦
- The ad hoc Climate Action Task Force identified and prioritized climate-related actions in the Mansfield Tomorrow Plan. ♦

FY 2017/2018 Trends & Key Issues

The Ad Hoc Climate Action Task Force working closely with the Town's Sustainability Committee and town staff will facilitate climate change training sessions for town employees, boards and committees.

Staff will continue to assist the Solid Waste Advisory Committee in carrying out zero waste strategies. Trash and recyclables removal will continue to be evaluated and adjusted with further growth.

FY 2017/2018 Goals & Objectives

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

Objectives:

- Promote and evaluate food scrap composting demonstration project at the Mansfield Transfer Station leaf compost pile. Increase participation from 40 to 60 households.
- Offer one composting workshop with the sale of compost bins to 30 residents.

Goal: Improve efficiency of Storrs Center trash/recycling collection service.

Objective:

- Replace current containers with automated containers to reduce staff overtime costs.
- Research and implement best practices to reduce contamination of recyclables in public spaces.

Goal: Educate residents & businesses about sustainable practices. ♦

Objectives:

- Offer a series of organic land care workshops.
- Provide discounted rain barrels and compost bins to residents.
- Offer a business incentive initiative for reducing waste.

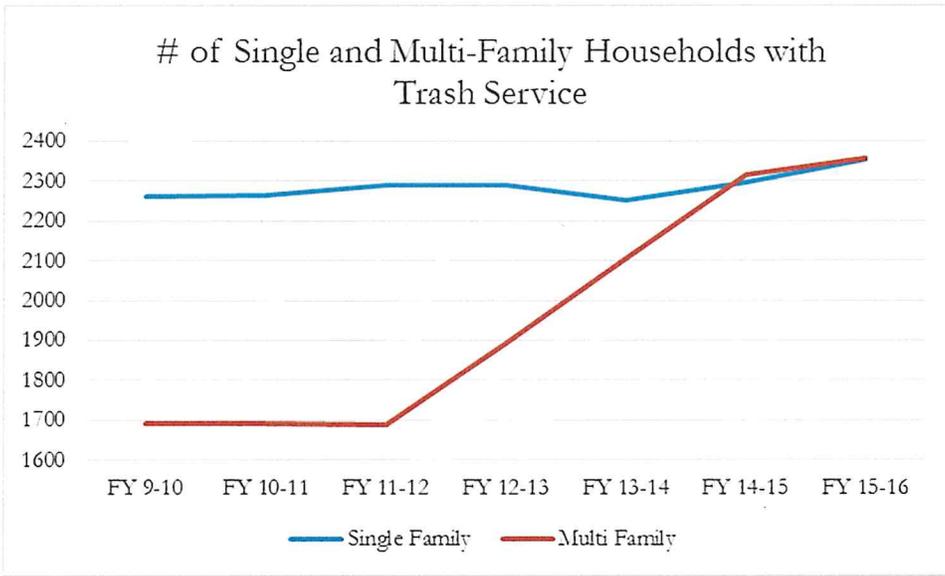
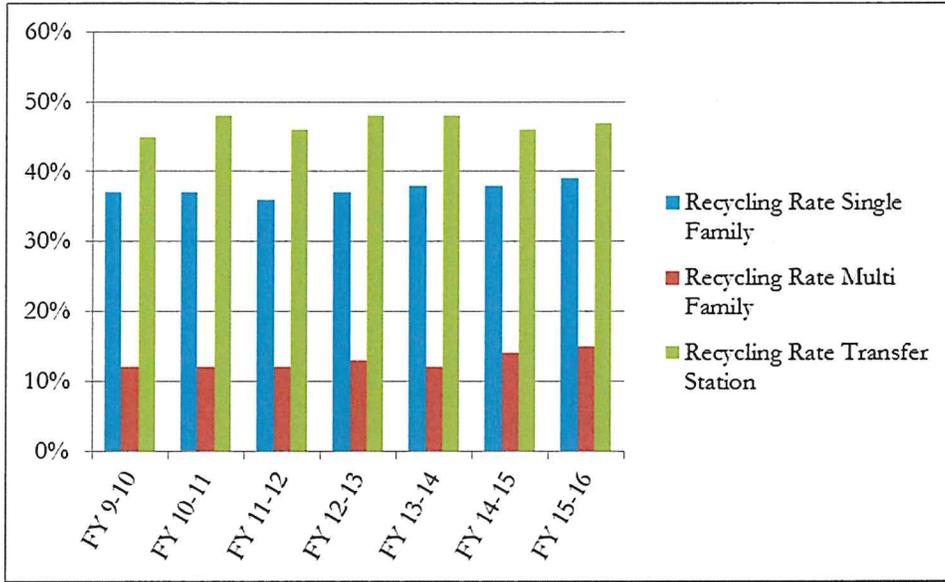
Goal: Facilitate initiatives that focus on waste prevention and reuse. ♦

Objectives:

- Continue to organize quarterly Repair Cafés.
- Promote and support low waste Town events by circulating low waste guidance and providing support materials.
- Continue offering Food Too Good To Waste programs to schools and community. Success will be measured by the number of families that participate in the challenge.

♦ Denotes accomplishment, goal or objective links to *Mansfield Tomorrow*, the Town’s strategic plan.
Solid Waste = linkage to Infrastructure

Solid Waste	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Residential Refuse			
Residential refuse accounts	4,672	4,769	4,900
Tons of residential refuse collected from residential accounts	2,584	2,800	2,900
Tons of residential refuse collected from central drop-off location (Transfer Station)	295	320	340
Tons of refuse to the incinerator	2,879	3,120	3,240
Tons of bulky waste transferred	414	440	480
Recycling			
Residential recycling accounts	4,672	4,769	4,900
Tons of recycling collected from residential accounts	1,156	1,300	1,450
Tons of recycling collected from central drop-off location (Transfer Station)	258	280	300



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

	FY 15/16 Actual	FY 16/17 Budget	FY 16/17 Estimated	FY 17/18 Proposed
Revenues:				
Garbage Collection Fees	\$ 1,065,001	\$ 1,170,000	\$ 1,131,470	\$ 1,154,470
Transfer Station Fees	132,323	120,000	120,000	120,000
Other	23,624	11,350	21,200	18,300
Sale of Recyclables	7,421	8,000	8,000	8,000
Total Revenues	1,228,369	1,309,350	1,280,670	1,300,770
Operating Expenses:				
Tipping Fees	205,241	212,400	232,710	245,200
Contract Pickup	566,131	583,800	610,950	633,600
Wage and Fringe Benefits	327,287	341,980	327,630	285,590
Supplies and Services	108,212	82,790	92,830	84,420
Equipment	58,067	48,200	48,200	48,200
Depreciation Expense	33,242	12,340	12,340	12,340
Total Expenses	1,298,180	1,281,510	1,324,660	1,309,350
Net Income/(Loss)	(69,811)	27,840	(43,990)	(8,580)
Net Capital Contribution	218,524			
Retained Earnings/(Deficit), July 1	457,661	606,374	606,374	562,384
Retained Earnings/(Deficit), June 30	<u>\$ 606,374</u>	<u>\$ 634,214</u>	<u>\$ 562,384</u>	<u>\$ 553,804</u>

Note: FY 14/15 - Transfer Station truck and equipment approved and purchased via the Capital Improvement Fund to be funded by the SWF over 5 years or less.

Total cost	\$ 241,000
FY 14/15 Payment from SWF	(48,200)
FY 15/16 Payment from SWF	(48,200)
FY 16/17 Payment from SWF	(48,200)
Proposed FY 17/18 Payment from SWF	(48,200)
Remaining balance due from SWF	<u>\$ 48,200</u>

TRANSIT FUND

The Transit Fund budget accounts for transit related expenditures and revenues associated with the Nash-Zimmer Transportation Center (NZTC) and various contributions the Town makes to Windham Region Area Transit (WRTD). The Town's contributions to WRTD help support their services in Mansfield: Special Fare Program; Storrs-Willimantic route; ADA transport; and Dial-A-Ride. Town Manager Hart and Councilor Marcellino serve on the WRTD Board of Directors. Manager Hart is the Vice Chair of the Board and Chair of the Personnel Committee; Councilor Marcellino serves on the Finance Committee.

FY 2016/2017 Accomplishments

- The Mansfield Public Library staff began management of the NZTC in cooperation with the Mansfield Downtown Partnership.
- The Mansfield Public Library Express is now fully integrated into the NZTC.
- Developed a branch library and community programming space in first floor of NZTC. ♦
- Fit out community programming space with a drop ceiling to improve acoustics issues, allowing for a more useable space for the public.
- Trained Storrs Center Ambassadors and Library pages to provide improved desk coverage and information services at NZTC.
- Increased staffing at the NZTC service desk to cover Saturdays and for special events in addition to the Monday-Friday schedule.
- Worked with Alpine Systems, WRTD, UCONN Transportation, and Peter Pan to ensure schedules and arrival times are as accurate as possible on display screens. ♦
- Promote WRTD and Peter Pan bus service to interested local and regional community members. ♦
- Installed a free public charging station for mobile devices.
- Developed facility use policy.
- Tracked "use" statistics of the NZTC on a monthly basis.
- Contracted with Zipcar for two on demand rental vehicles to be housed in the parking garage. ♦
- Sent letter to CT Department of Transportation advocating for a CTfastrak stop at the NZTC. ♦

FY 2017/2018 Trends & Key Issues

The CT Department of Transportation has expressed interest in expanding CTfastrak east of the river including Storrs. Staff will follow progress and evaluate how best to capitalize on this potential. If service is extended to Storrs, the Nash-Zimmer Transportation Center should be a stop for the buses.

Changes made to the special fare program (formerly known as the Fare Free Program) for WRTD bus service were implemented in 2016/2017. Mansfield ridership fiscal year-to date has represented approximately 7.4% of total ridership in the program, with the remaining 92.6% of ridership being UCONN affiliated. This has resulted in a significant decrease in expenditures for Mansfield for this program. Staff will continue to monitor ridership and program expenditures in year two of the administered changes.

Early budget indicators from the state of Connecticut DOT are indicating potential revenue cuts to WRTD for FY 2017/18. If WRTD receives significantly less revenue from the DOT, the Board will have a policy conversation around service levels, fares, and staffing.

Public transportation users expect to have accurate, easy-to-access information about buses readily available via their smart phones. Staff will determine how the NZTC's bus information system can evolve to meet this expectation while anticipating future service expansion such as CTfastrak and other providers.

Main Street Homes in Storrs Center will bring a mature population within walking distance of the NZTC. Staff will evaluate their transportation needs and work towards meeting them.

NZTC/Library staff will expand on the success of the Mansfield Library Express by increasing the number of community programs offered at NZTC.

FY 2017/2018 Goals & Objectives

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

Objectives:

- Increase ridership for Peter Pan and WRTD.
- Increase bicycle commuter club membership.
- Increase use of Mansfield Library Express working with Mansfield Public Library.
- Increase number of community programs offered at NZTC.

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

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

	Actual 15/16		Budget 16/17		Proposed 17/18				
	SC Parking Garage Operations	Nash-Zimmer Transp. Ctr.	WRTD	SC Parking Garage Operations	Nash-Zimmer Transp. Ctr.	WRTD	SC Parking Garage Operations*	Nash-Zimmer Transp. Ctr.	WRTD
Revenues:									
Transient Parking Fees	\$ 204,872	\$ -	\$ -	\$ 136,599	\$ -	\$ -	\$ -	\$ -	\$ -
Monthly Parking Fees	326,198			334,261					
Violation Revenue	36,528			21,600					
Rental Income	(266)	19,800			13,920			13,200	
Miscellaneous Income		460							
General Fund Contribution			157,050						
Storrs Center Reserve					115,000			124,000	
Capital Non-recurring Contrib									
Capital Contribution	55,374	130,000				142,050			135,000
Total Revenues	622,706	150,260	157,050	492,460	128,920	142,050	-	137,200	135,000
operating Expenses:									
Salaries and Benefits	108,922	31,970		157,570	45,480			48,270	
Professional & Technical	37,074			7,200				5,000	
Repairs & Maintenance	68,535	5,541		53,650	28,000			8,000	
Insurance	8,640	7,275		9,656	7,210			7,440	
Purchased Services	40,493	25,278		56,640	2,700			28,210	
Dial-A-Ride			55,192			39,780			36,800
Fixed Route			58,887			63,960			66,910
Disabled Transport			7,896			18,270			18,270
Pre-paid Fare (Fare-free)			14,028			20,000			11,400
Utilities	36,826	14,341		54,000	10,000			15,500	
Supplies & Miscellaneous	2,200	540		6,434	24,000			3,000	
Other	248,672	2,826			4,050			5,000	
Depreciation	-	60,808		10,018					
Transfer Out to Capital	276,235								
Total Expenses	827,597	148,579	136,003	355,168	121,440	142,010	-	120,420	133,380
Net Income/(Loss)	(204,891)	1,681	21,047	137,292	7,480	40	-	16,780	1,620
Retained Earnings/(Deficit), July 1	10,706,522	2,325,132	293	10,501,631	2,326,813	21,340	10,638,923	2,334,293	21,380
Retained Earnings/(Deficit), June 30	\$ 10,501,631	\$ 2,326,813	\$ 21,340	\$ 10,638,923	\$ 2,334,293	\$ 21,380	\$ 10,638,923	\$ 2,351,073	\$ 23,000

*To be updated

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HEALTH INSURANCE FUND

HEALTH INSURANCE – 831 FUND

The Health Insurance Fund is an internal service fund used to finance the costs of health insurance benefits. The goal of the fund is to provide health insurance in the most efficient and cost-effective manner possible. To reduce costs, the Town finances health insurance on a self-insured basis. The self-insured fund covers the employees and some retirees of the following entities: Town of Mansfield; Mansfield Board of Education; Regional School District No. 19; Eastern Highlands Health District; Mansfield Discovery Depot; Mansfield Downtown Partnership; and the Mansfield Housing Authority.

FY 2016/2017 Accomplishments

- Implemented a number of new health insurance plans for Town, MBOE and Region 19 employee groups; implemented a HDHP health insurance plan with HSA bank accounts for several Region 19 and MBOE employee groups.
- Completed the second annual 1095-C reporting requirement, as mandated by the Affordable Care Act.
- Completed the second annual review of the “30 hour” rule for offering health insurance coverage to employees, as mandated by the Affordable Care Act.
- Continued to contract with the Eastern Highlands Health District (EHHD) to coordinate employee wellness program *Be Well* at the local level. Engaged in a number of site specific wellness programming at the Town-MBOE-Region 19 facilities such as fitness programs, yoga, and healthy eating. ♦
- Completed 7th year of the Wellness Rewards Program, which is aimed at encouraging health behaviors and preventive screenings; 44% of eligible Town-MBOE-Region 19 employees participated in the program and 61% of those participating earned a Be Well Reward. ♦
- Conducted an employee wellness and benefits fair for Town-MBOE-Region 19 employees. 192 people participated; of those participants over 109 received flu shots and over 83 employees received health screenings at the event. ♦

FY 2017/2018 Trends & Key Issues

Health insurance claims have stabilized after a 14-month period in 2014 and early 2015 in which the Town experienced significantly higher than normal claims expenditures. Many of these claims were episodic in nature, not chronic conditions; there were an unusually high number of outlier claims between \$25,000-\$100,000 as a result. Plan Year 2016 saw claims expenditures increase by 1.97% over the current year, while Plan Year 2015 saw claims reduced by 7.7% from the previous plan year. Fiscal-Year-to-Date claims are 1% higher than the previous fiscal year, while FY 15/16 claims were 12.5% below the prior year. The stabilization of claims expenditures has assisted in returning fund balance to a healthy level, or 25% of expected claims.

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. Nearly all employee groups at Regional School District #19, and some Mansfield Board of Education employee groups have transitioned to a HDHP health insurance plan. Town employees will have the option to pick from a HDHP plan or a PPO plan, beginning January 1, 2018. Introduction of HDHP plans has resulted in extensive education efforts with employees about their health insurance benefits, as well as their corresponding health savings accounts (HSA).

The health insurance pool membership decreased slightly in FY 2016/17, with Windham Region Area Transit District (WRTD) withdrawing from the pool. This resulted in the pool losing approximately 20 covered lives, and since January of 2016, the pool is averaging about 40 less covered lives.

FY 2017/2018 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 65% (or more) of Program participants.
- Implement a monthly compliance tracking system for the Be Well Fitness Program.

Goal: Maintain the Health Insurance Fund balance to an amount equivalent to being fully insured. ♦

Objectives:

- Maintain fund balance for the Health Insurance Fund at 125% of expected claims or higher.
- Conduct audits for Health Insurance Fund (payment in lieu, active and retiree insurances) to ensure accuracy in billing, payments, and employee/retiree program eligibility.

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

Health Insurance	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Employee Wellness			
Percentage of eligible employees participating in the Be Well Rewards Program	44%	50%	57%
Percentage of Be Well Rewards Program participants receiving a reward	61%	65%	70%
Number of employees participating in the Be Well Fitness Program	70	86	100
Health Insurance Claims Experience			
5 year average claims increase/decrease	5.9%	7.6%	6%
Fund balance maintained at 125% of expected claims or higher	64%	130%	122%

Town of Mansfield
Health Insurance Fund
Estimated Revenues, Expenditures and Changes in Fund Balance
FY 14/15 - 17/18

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Adopted	FY 16/17 Estimated	FY 17/18 Proposed
Revenues:					
Premiums	\$ 7,983,232	\$ 9,174,989	\$ 10,331,100	\$ 10,331,100	\$ 9,613,060
Interest Income	3,997	7,312	2,500	12,000	12,000
Insurance Refunds		40,000		340,943	
Transfers In - CNR Fund					
Total Revenues	7,987,229	9,222,301	10,333,600	10,684,043	9,625,060
Expenditures:					
Salaries and Benefits	140,821	139,096	135,640	141,720	70,000
Retention/Access Fees (Admin)	794,730	890,784	706,980	762,151	693,970
Employee Wellness Program	101,240	103,210	106,650	106,650	107,060
HSA Contributions		35,750		217,214	158,900
Consultants	66,759	-	35,000	49,300	55,000
LAN/WAN Expenditures	10,000	10,000	10,000	10,000	
PPACA Fee	80,892	54,912	60,500	33,075	2,680
Medical Claims	8,714,289	7,535,541	8,924,940	7,980,985	8,511,720
Total Expenditures	9,908,731	8,769,293	9,979,710	9,301,095	9,599,330
Revenues Over/(Under) Expenditures	(1,921,502)	453,008	353,890	1,382,948	25,730
Fund Balance, July 1	2,651,105	729,603	1,182,611	1,182,611	2,565,559
Fund Balance, June 30 (Res. for Future Claims)	\$ 729,603	\$ 1,182,611	\$ 1,536,501	\$ 2,565,559	\$ 2,591,289

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**WORKERS'
COMPENSATION FUND**

WORKERS' COMPENSATION INSURANCE – 832 FUND

The Workers Compensation Insurance Fund is an internal service fund used to make payments for workers compensation insurance premiums for the Town and Mansfield Board of Education. The Town, Mansfield Board of Education, Regional School District #19, and the Eastern Highlands Health District currently purchase its workers compensation insurance through the Connecticut Interlocal Risk Management Agency (CIRMA). By participating in this insurance pool, the goal is to control swings in premium costs. The Fund also designates the balance in retained earnings for future workers compensation related expenses.

FY 2016/2017 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. ♦
- Received a member's equity distribution payment from CIRMA for the Town Workers Compensation Policy in the amount of \$11,644.
- Received a rate premium decrease for the Town's Workers Compensation Policy. Anticipating a rate decrease of approximately 5% for the second consecutive fiscal year in 2017/18.

FY 2017/2018 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 2017 OSHA reports for Town-MBOE-Region by the end of January 2018.
- Complete update to informational materials regarding worker's compensation initial reporting procedures for supervisors and initial treatment procedures for employees.
- Assess feasibility of adding a second medical care facility for initial treatment procedures for employees.

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

Workers Compensation	FY 15/16 Actual	FY 16/17 Projected	FY 17/18 Proposed
Workers Compensation Claims (Town Only)			
Claims (with losses)	9	3	10
Claims/Occurrences (no losses)	15	8	7
Total Claims/Occurrences	24	11	17
Lost work days from OSHA 300 recordable cases*	104	22	105
Safety Walk-Throughs of Town Facilities Conducted	3	4	4

*OSHA 300 data is reported on a calendar year basis (FY 15/16 reflects CY 2015 actuals, FY 16/17 reflects CY 2016 actuals)

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

	FY 15/16 Actual	FY 16/17 Adopted	FY 16/17 Estimated	FY 17/18 Proposed
Revenues:				
CIRMA Equity Distribution	\$ 25,627	\$ 18,000	\$ 10,000	\$ 10,000
Board of Education	186,090	187,950	195,150	192,430
Town of Mansfield	322,670	322,670	322,670	305,650
Total Revenues	534,387	528,620	527,820	508,080
Expenditures:				
Board of Education	179,044	187,950	182,396	192,430
Town of Mansfield	344,314	349,650	324,156	305,650
Total Expenditures	523,358	537,600	506,552	498,080
 Excess/(Deficiency)	 11,029	 (8,980)	 21,268	 10,000
 Fund Balance, July 1	 33,308	 44,337	 44,337	 65,605
 Fund Balance, June 30	 \$ 44,337	 \$ 35,357	 \$ 65,605	 \$ 75,605

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; 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.

FY 2016/2017 Accomplishments

- Successfully completed comprehensive software security and compatibility updates on our Voice-Over-Internet-Protocol (VOIP) telephone system. This process was important to ensure that our system remains secure from potential cyber-threats as well as compatible with current telecommunications standards. The VOIP system uses our internal fiber-optic network to maximize the use of our existing computer network and to minimize the number of telephone lines required from external vendors. The system includes all of our school buildings and nearly all of our municipal buildings.
- Entered into an agreement to purchase our streetlights from Eversource and upgrade them to LED lighting. The total project cost is \$355,436 and will be paid off in approximately 6 years from energy savings and the elimination of the monthly lease charge from Eversource. Projected 20 years savings, after maintenance costs is \$1,126,588. This project was paid for from the Energy account in the MSF.
- The Energy account was used to partially offset the cost of replacing the boiler at Vinton Elementary School with an energy efficient boiler (\$225,000) enabling this project to be paid in cash rather than borrowing.

FY 2017/2018 Trends & Key Issues

- Contract for fuel oil, gasoline, diesel fuel, and electricity through a competitive process, ensuring the best possible price.
- Information Technology shared services has been removed from the internal service fund and recorded as a separate department in the General Fund with partner contributions reflecting as cost sharing. This change has been made to more easily identify the total cost of information technology services and each partner's share of the costs.

Management Services Fund
Estimated Revenues, Expenditures and Changes in Fund Balance
Fiscal Year 2017/18

	FY 15/16 Actual	FY 16/17 Adopted	FY 16/17 Estimated	FY 17/18 Proposed
Revenues:				
Mansfield Board of Education	\$ 166,300	\$ 171,290	\$ 171,290	\$ -
Region 19	114,670	118,110	118,110	
Town of Mansfield	11,000	11,330	11,330	
Communication Service Fees	229,612	219,380	219,380	219,100
Copier Service Fees	212,958	175,000	177,840	177,840
Energy Service Fees	1,754,010	1,549,200	1,505,200	1,480,800
Rent	72,450			
Rent - Telecom Tower	188,455	180,000	196,380	195,000
Sale of Supplies	14,926			
CNR Fund	185,000	192,600	192,600	
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	
Postal Charges	70,540	73,540	73,540	73,540
Universal Services Fund	38,641	28,340	28,340	
Total Revenues	<u>3,081,562</u>	<u>2,741,790</u>	<u>2,717,010</u>	<u>2,146,280</u>
Expenditures:				
Salaries & Benefits	439,460	461,180	461,180	16,090
Repairs & Maintenance	17,886	26,850	26,850	23,500
Professional & Technical	4,171	13,950	13,950	7,900
System Support	69,097	117,410	117,410	
Copier Maintenance Fees	83,745	82,000	82,000	84,000
Communications	156,349	140,995	140,995	96,300
Supplies and Software Licensing	5,690	12,650	12,650	4,650
Equipment	189,103	153,700	203,700	96,700
Postage	61,567	60,000	60,000	62,000
Energy	1,476,911	1,490,700	1,605,000	1,610,900
Energy - Vinton Boiler Replacement			225,000	
Energy - Purchase/Upgrade of Streetlights			355,436	
Equipment Rental/Cost of Sales	27,619	19,370	19,370	16,160
Transfer Out to CNR/Vinton Boiler		225,000	225,000	
Total Expenditures	<u>2,531,598</u>	<u>2,803,805</u>	<u>3,548,541</u>	<u>2,018,200</u>
Add: Depreciation	233,790	204,720	220,040	145,320
Less: Equipment Capitalized	(132,300)	(153,700)	(780,000)	(153,700)
Operating Expenditures	<u>2,633,088</u>	<u>2,854,825</u>	<u>2,988,581</u>	<u>2,009,820</u>
Net Income (Loss)	448,474	(113,035)	(271,571)	136,460
Total Equity & Contributed Capital, July 1	<u>2,580,286</u>	<u>3,028,760</u>	<u>3,028,760</u>	<u>2,757,189</u>
Total Equity & Contributed Capital, June 30	<u>\$ 3,028,760</u>	<u>\$ 2,915,725</u>	<u>\$ 2,757,189</u>	<u>\$ 2,893,649</u>

Management Services Fund
Estimated Balance Sheet
June 30, 2017 and June 30, 2018
(With comparative totals for June 30, 2016)

	June 30,		
	2016	2017	2018
<u>ASSETS</u>			
Current Assets:			
Cash and Cash Equivalents	\$ 1,928,583	\$ 1,032,438	\$ 1,160,518
Accounts Receivable	66,904		
Inventory	-		
Total Current Assets	1,995,487	1,032,438	1,160,518
Fixed Assets:			
Construction in Progress			
Land	145,649	145,649	145,649
Buildings	226,679	226,679	226,679
Office Equipment	2,307,714	3,087,714	3,241,414
Construction in Progress	17,722	-	-
Accum. Depreciation	(1,515,251)	(1,735,291)	(1,880,611)
Net Fixed Assets	1,182,513	1,724,751	1,733,131
Total Assets	\$ 3,178,000	\$ 2,757,189	\$ 2,893,649
<u>LIABILITIES AND EQUITY</u>			
Liabilities:			
Accounts Payable	\$ 144,239	\$ -	\$ -
Lease Purchase Payable			
Due to Internal Service Fund	5,001		
Total Liabilities	149,240	-	-
Equity:			
Contributed Capital	146,000	146,000	146,000
Retained Earnings	2,882,760	2,611,189	2,747,649
Total Equity	3,028,760	2,757,189	2,893,649
Total Liabilities and Equity	\$ 3,178,000	\$ 2,757,189	\$ 2,893,649

Management Services Fund
Estimated Statement of Cash Flows
June 30, 2017 and June 30, 2018

	June 30,	
	2017	2018
Cash from Operating Activities:		
Operating income	\$ (271,571)	\$ 136,460
Adjustments to Reconcile Operating Income to Net Cash Provided by Operating Activities:		
Depreciation Expense	220,040	145,320
(Increase) decrease in:		
Other Receivables	66,904	
Due from other funds	-	
Inventory	-	
Increase (decrease) in:		
Accounts payable	(144,239)	
Due to other funds	(5,001)	
	(133,867)	281,780
Net Cash Provided by Operating Activities		
Cash Flows Used In Capital and Related Financing Activities:		
Disposal of fixed assets		
Purchase of fixed assets	(762,278)	(153,700)
	(896,145)	128,080
Net Increase (Decrease) in Cash and Cash Equivalents		
Cash and Cash Equivalents, July 1	1,928,583	1,032,438
Cash and Cash Equivalents, June 30	\$ 1,032,438	\$ 1,160,518

**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, 2016

	Equity Percent.	Equity In Investments
Cemetery Fund	99.0%	\$ 281,809.15
School Non-Expendable Trust Fund	1.0%	2,846.56
Total Equity by Fund	100.0%	\$ 284,655.71

Investments	Market
<u>Bond Funds:</u>	
Wells Fargo Advantage -Income Plus	78,622.29
T. Rowe Price - U. S. Treasury Long-Term	91,245.49
Vanguard - GNMA Fund	114,787.93
Sub-Total Bond Funds	284,655.71
Total Investments	\$ 284,655.71

Allocation	Amount
Stocks	\$ -
Bonds	284,655.71
Total Investments	\$ 284,655.71

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

	FY 15/16 Actual	FY 16/17 Adopted	FY 16/17 Estimate	FY 17/18 Proposed
Revenues:				
Sales of Plots	\$ 3,475	\$ 2,400	\$ 3,000	\$ 2,400
Interest/Dividend Income	9,015	12,000	8,500	12,000
Increase(Decrease) in Market Value	18,570	5,000	10,000	5,000
Other				
Transfer from the General Fund	20,000	20,000	20,000	20,000
Total Revenues	51,060	39,400	41,500	39,400
Expenditures:				
Salaries - Part-Time	4,494	5,200	5,200	5,200
Cemetery Maintenance	12,146	14,000	10,400	14,000
Outdoor Maintenance (Mowing)	17,915	18,750	16,950	18,750
Other Purchased Services				
Total Expenditures	34,555	37,950	32,550	37,950
Net Income/ (Loss)	16,505	1,450	8,950	1,450
Fund Balance, July 1	265,701	282,206	282,206	291,156
Fund Balance, June 30	\$ 282,206	\$ 283,656	\$ 291,156	\$ 292,606
Details of Fund Balance:				
Reserved for Non-expendable	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Reserved for Perpetual Care	281,006	282,456	289,956	291,406
Unassigned				
Total Fund Balance	\$ 282,206	\$ 283,656	\$ 291,156	\$ 292,606

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HEALTH DISTRICT

EASTERN HIGHLANDS HEALTH DISTRICT - 41200

The Eastern Highlands Health District (EHHD) provides full-time public health services to Andover, Ashford, Bolton, Chaplin, Columbia, Coventry, Mansfield, Scotland, Tolland, and Willington. Services provided 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 2016/2017 Accomplishments

- Formed District-wide workgroup with objective to address local challenges associated with substance abuse. The workgroup spearheaded, and the Health District hosted, a community forum addressing the opioid epidemic in our communities. ♦
- Ongoing development and soft launch of cloud based permitting and field inspection software. ♦
- Initiation of community health assessment primary implementation process. ♦

FY 2017/2018 Trends & Key Issues

Staff anticipates that additional funding in chronic disease prevention will continue into FY 2017/18. The hard launch of cloud-based permit tracking and inspections services is anticipated. Efforts to enhance coordination of community wide wellness initiatives may be increased with the anticipated completion of a community health assessment and community health action plan.

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

Eastern Highlands Health District
Estimated Statement of Revenues, Expenditures and Changes in Fund Balance
Fiscal Year 2017/18

	<u>FY 15/16</u>	<u>FY 16/17</u>	<u>FY 16/17</u>	<u>FY 16/17</u>	<u>FY 17/18</u>
	<u>Actual</u>	<u>Adopted</u>	<u>Amended</u>	<u>Estimated</u>	<u>Adopted</u>
Revenues:					
Member Town Contributions	\$ 405,821	\$ 423,080	\$ 423,080	\$ 423,080	\$ 429,280
State Grant-in-Aid	142,234	142,460	135,974	133,164	133,120
Services Fees	212,943	222,735	224,485	216,380	231,713
Total Revenues	<u>760,998</u>	<u>788,275</u>	<u>783,539</u>	<u>772,624</u>	<u>794,113</u>
Expenditures:					
Salaries & Benefits	644,631	732,598	741,160	710,870	742,478
Insurance	15,607	15,800	15,800	15,800	15,800
Professional & Tech. Services	13,162	16,420	14,420	14,420	15,670
Purch Services & Supplies	46,162	57,794	51,832	56,584	54,502
Equipment	762	600	-	-	600
Total Expenditures	<u>720,324</u>	<u>823,212</u>	<u>823,212</u>	<u>797,674</u>	<u>829,050</u>
Other Financing Uses:					
Operating Transfers Out	-	-	-	-	-
Total Expenditures and Operating Transfers Out	<u>720,324</u>	<u>823,212</u>	<u>823,212</u>	<u>797,674</u>	<u>829,050</u>
Excess/(Deficiency) of Revenues over Expenditures	40,674	(34,937)	(39,673)	(25,050)	(34,937)
Fund Balance, July 1	<u>254,991</u>	<u>295,665</u>	<u>295,665</u>	<u>295,665</u>	<u>270,615</u>
Fund Balance, June 30	<u>\$ 295,665</u>	<u>\$ 260,728</u>	<u>\$ 255,992</u>	<u>\$ 270,615</u>	<u>\$ 235,678</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 Downtown Storrs – a vibrant and economically successful mixed-use downtown in the heart of the Mansfield community. A 19-member Board of Directors composed of representatives from the community, businesses, Town of Mansfield and the University of Connecticut governs the organization. The Partnership has members who pay annual dues.

FY 2016/2017 Accomplishments

- Master developer completed construction of Main Street Homes with residents occupying new homes beginning in 2016 – only four homes remain to be sold as of January 2017. ♦
- Forty-four businesses are open in Storrs Center with Grille 86, Tang Chinese Barbeque and Karaoke, and CME Associates to open in early 2017. ♦
- Hosted numerous Partnership events including the Summer Concerts on the Square, Moonlight Movies, the 13th Annual Celebrate Mansfield Festival, and Winter Welcome. ♦
- Finalized ordinances and policies related to the use of Betsy Paterson Square and public spaces downtown.
- Continued to provide oversight and management of Downtown Storrs including the Nash-Zimmer Transportation Center, Betsy Paterson Square, and public parking. ♦
- Completed a Three-Year Strategic Plan that focuses on the Partnership's lead role in promoting, enhancing, and maintaining Downtown Storrs.

FY 2017/2018 Trends & Key Issues

The Partnership completed its Three-Year Strategic Plan in September 2016. The Strategic Plan solidified the Partnership's role as the ombudsman for the downtown. Much of calendar year 2017 will be spent implementing the goals of the Strategic Plan including the development of a marketing/branding plan for Downtown Storrs and the Partnership organization; a governance structure for the Board of Directors and the organization; and sustainable funding options for the organization and events.

With the Strategic Plan in place and the role of the Partnership expanded to include the entire downtown area, the Partnership will continue to increase its efforts to promote Storrs Center, other commercial plazas, Moss Sanctuary, Whetten Woods, and the Mansfield Community Center.

The sale of the commercial property in Storrs Center is likely to continue and include new players as partners in Downtown Storrs.

FY 2017/2018 Goals & Objectives

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

Objectives:

- Assist master developer LeylandAlliance with opening all commercial businesses on Wilbur Cross Way and Main Street Homes – completing the Storrs Center current footprint.
- Continue to develop Nash-Zimmer Transportation Center as regional hub for alternative transportation options.
- Implement completed Public Spaces Plan to enliven and enrich smaller public spaces in Storrs Center for visitors.

- 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:

- Plan cultural, arts, and recreational events for Betsy Paterson Square and other Storrs Center public spaces, including annual Festival, holiday events, and summer music and movie series.
- Support and facilitate other organizations that hold events on Betsy Paterson Square or other public spaces.

♦ Denotes accomplishment, goal, or objective links to *Mansfield Tomorrow*, the Town's strategic plan.
Mansfield Downtown Partnership = linkage to Open Space, Parks and Agricultural Lands; Community Life; Diversifying the Economy; Future Land Use and Community Design; Infrastructure

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

	FY 15/16 Actual	FY 16/17 Adopted	FY 16/17 Estimated	FY 17/18 Adopted
Revenues:				
Intergovernmental:				
Mansfield General Fund	\$ 125,000	\$ 125,000	\$ 125,000	\$ 132,000
UConn	125,000	125,000	125,000	132,000
Membership Fees	19,645	15,000	14,000	14,000
Total Revenues	269,645	265,000	264,000	278,000
Operating Expenditures:				
Salaries and Benefits	209,302	222,460	217,200	231,750
Professional & Technical	24,955	21,500	46,000	31,000
Office Rental	13,200	13,920	13,200	13,460
Insurance	3,900	3,900	4,020	4,060
Purchased Services	11,505	10,450	10,290	10,670
Supplies & Services	1,281	750	1,350	850
Contributions	-			
Contingency	-	25,000	-	25,000
Total Operating Expend.	264,143	297,980	292,060	316,790
Operating Income/(Loss)	5,502	(32,980)	(28,060)	(38,790)
Fund Balance, July 1	253,041	258,543	258,543	230,483
Fund Balance, End of Period	\$ 258,543	\$ 225,563	\$ 230,483	\$ 191,693

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SUPPLEMENTARY

DATA

Town of Mansfield
General Fund
Revenue and Expenditure
Budget Forecast

	Actual 2015-16	Adopted 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22
REVENUES AND TRANSFERS:							
Property Taxes	\$ 29,556,287	\$ 30,579,250	\$ 33,568,620	\$ 35,225,358	\$ 36,648,002	\$ 38,299,366	\$ 39,714,414
Tax Related Items	720,829	612,500	669,030	675,720	682,478	689,302	696,195
Licenses and Permits	433,870	513,120	506,370	511,434	516,548	521,714	526,931
Federal Support - Government	5,705	-	-	-	-	-	-
State Support - Education	10,280,849	9,911,210	8,894,420	8,894,420	8,894,420	8,894,420	8,894,420
State Support - Government	7,319,545	10,044,130	10,153,560	10,153,560	10,153,560	10,153,560	10,153,560
Charge for Services	255,034	318,760	158,000	159,580	161,176	162,788	164,415
Fines and Forfeitures	42,360	25,400	26,340	26,603	26,869	27,138	27,410
Miscellaneous	102,997	91,990	113,410	114,544	115,690	116,846	118,015
Transfers from Other Funds	2,550	2,550	2,550	2,550	2,550	2,550	2,550
Total Revenues and Transfers	48,720,026	52,098,910	54,092,300	55,763,769	57,201,292	58,867,684	60,297,910
EXPENDITURES AND TRANSFERS:							
General Government	2,438,835	1,728,130	2,015,240	2,065,621	2,117,262	2,170,193	2,224,448
Public Safety	3,625,995	3,827,740	4,227,120	4,332,798	4,441,118	4,552,146	4,665,950
Public Works	2,092,382	3,095,010	3,214,670	3,295,037	3,377,413	3,461,848	3,548,394
Community Services	1,521,908	1,641,010	1,672,800	1,714,620	1,757,486	1,801,423	1,846,458
Community Development	745,127	615,600	718,140	736,094	754,496	773,358	792,692
Education (K-8)	21,836,753	22,980,500	23,550,160	24,138,914	24,742,387	25,360,947	25,994,970
Education (9-12)	10,188,150	10,493,480	10,921,550	11,211,640	11,580,860	12,152,470	12,480,510
Town-Wide Expenditures	2,904,154	3,467,200	2,939,880	3,013,377	3,088,711	3,165,929	3,245,077
Transfers to Other Funds	2,956,446	3,775,240	3,690,780	3,924,319	4,010,210	4,098,020	4,168,060
State Assessment - TRB			831,350	831,350	831,350	831,350	831,350
Total Expenditures and Transfers	48,309,750	51,623,910	53,781,690	55,263,769	56,701,292	58,367,684	59,797,910
RESULTS OF OPERATIONS	410,276	475,000	310,610	500,000	500,000	500,000	500,000
FUND BALANCE - BEGINNING	3,852,033	4,262,309	4,737,309	5,047,919	5,547,919	6,047,919	6,547,919
FUND BALANCE - ENDING	\$ 4,262,309	\$ 4,737,309	\$ 5,047,919	\$ 5,547,919	\$ 6,047,919	\$ 6,547,919	\$ 7,047,919

Town of Mansfield
General Fund
Revenue and Expenditure
Budget Forecast

	Actual 2015-16	Adopted 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22
SUPPLEMENTAL INFORMATION:							
Mill Rate	29.87	29.87	31.62	32.82	33.68	34.50	35.33
Mill Rate Change	2.23	0.00	1.75	1.20	0.86	0.83	0.82
Percentage Increase (Decrease)	8.08%	0.00%	5.86%	3.78%	2.61%	2.46%	2.38%
Grand List	1,027,424,592	1,072,179,179	1,097,652,608	1,111,373,266	1,125,265,431	1,139,331,249	1,153,572,890
Taxes-Median Assessed Value	4,660	4,661	4,933	5,120	5,253	5,383	5,511
Increase	(36)	0	272	187	134	129	128
Current Year Taxes	29,298,930	30,579,250	33,568,620	35,225,358	36,648,002	38,299,366	39,714,414
Elderly Programs	51,000	51,000	50,000	50,000	50,000	50,000	50,000
Tax Abatement	728,000	671,000	606,000	581,000	554,000	291,000	291,000
Reserve for Tax Appeals	100,000	200,000	(102,570)	-	-	-	-
Reserve for Uncollected Taxes	516,230	524,890	587,447	616,441	641,344	670,241	695,002
Tax Levy	30,694,160	32,026,140	34,709,497	36,472,799	37,893,346	39,310,607	40,750,416
Percent Uncollected	1.68%	1.64%	1.69%	1.69%	1.69%	1.70%	1.71%
Increase in Tax Levy							
Dollars	2,758,844	1,331,980	2,683,357	1,763,302	1,420,547	1,417,261	1,439,809
Percentage	9.88%	4.34%	8.38%	5.08%	3.89%	3.74%	3.66%

ASSUMPTIONS:

- 1 Tax Related Items are projected to increase an average of 1% per year
- 2 State and Other Revenues are projected to remain flat after FY 2017/18 which is based on current year estimates
- 3 Expenditures for Education (Grades K-8) are projected to increase 2.5% annually after FY 2017/18
- 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 remain flat after FY 2017/18
- 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 1.25% annually beginning FY2017/18
- 6 Expenditures for Town are projected to increase 2.5%
- 7 Reserve for Uncollected taxes is 1.75% of the total levy.

9 Transfers to Other Funds:	FY 15/16	FY 16/17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Other Operating	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Downtown Partnership	125,000	125,000	132,000	132,000	132,000	132,000	132,000
Parks & Recreation	482,450	522,950	536,020	549,420	563,160	577,240	591,670
Debt Service - Current	285,000	285,000	285,000	275,000	275,000	275,000	255,000
Capital Projects	1,637,380	2,608,240	2,508,660	2,735,000	2,803,500	2,873,500	2,945,300
Cemetery Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Transit Services Fund	132,050	142,050	135,000	137,700	140,450	143,260	146,130
Medical Pension Trust Fund	42,000	42,000	44,100	45,200	46,100	47,020	47,960
	2,753,880	3,775,240	3,690,780	3,924,319	4,010,210	4,098,020	4,168,060

10 Median Assessed Value 10/1/15 - \$155,700

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

REGIONAL SCHOOL DISTRICT #19
FIVE YEAR BUDGET FORECAST

Agency	Actual 2015-2016	Adopted 2016-2017	Projected 2017-2018	Projected 2018-2019	Projected 2019-2020	Projected 2020-2021	Projected 2021-2022
Operating Budget	20,067,640	20,762,120	21,239,770	21,770,764	22,315,033	22,872,909	23,444,732
Proforma Debt Service	600,000	671,000	475,000	255,000	235,000	185,000	185,000
Lease Purchase	225,000	225,000	250,000	225,000	225,000	225,000	225,000
Adopted Budgets	20,892,640	21,658,120	21,964,770	22,250,764	22,775,033	23,282,909	23,854,732
Annual Percent Increase (Decrease)	2.16%	3.66%	1.42%	1.30%	2.36%	2.23%	2.46%
Revenue Source							
Tax Levy	17,863,526	18,135,260	18,570,583	18,813,468	19,293,766	19,756,791	20,282,867
Ashford	3,550,135 (1.69%)	3,410,845 (3.92%)	3,272,523 (4.06%)	3,461,169 5.76%	3,522,609 1.78%	3,513,388 (0.26%)	3,324,923 (5.36%)
Mansfield	10,188,149 1.83%	10,493,475 3.00%	10,921,553 4.08%	11,211,638 2.66%	11,580,864 3.29%	12,152,472 4.94%	12,480,510 2.70%
Wilmington	4,197,296 2.17%	4,230,939 0.80%	4,376,507 3.44%	4,140,662 (5.39%)	4,190,293 1.20%	4,090,931 (2.37%)	3,951,358 (3.41%)
Total Tax Levy	17,935,580 1.19%	18,135,260 1.11%	18,570,583 2.40%	18,813,468 1.31%	19,293,766 2.55%	19,756,791 2.40%	19,756,791
State & Other Revenue:							
Transportation Grant	152,820	131,100	-	-	-	-	-
Agriculture Education Grant	416,000	351,000	363,000	363,000	363,000	363,000	363,000
Agriculture Education Tuition	664,977	655,010	723,238	723,238	723,238	723,238	723,238
Columbia Tuition	1,739,186	2,233,250	2,155,449	2,198,558	2,242,529	2,287,380	2,333,127
Special Education Tuition	53,631	150,000	150,000	150,000	150,000	150,000	150,000
Interest Income	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Total State & Other Revenue:	3,029,114	3,522,860	3,394,187	3,437,296	3,481,267	3,526,118	3,571,865
Fund Balance							
Total Revenue	20,964,694	21,658,120	21,964,770	22,250,764	22,775,033	23,282,909	23,328,657
Annual Percent Increase (Decrease)	2.53%	3.31%	1.42%	1.30%	2.36%	2.23%	0.20%
Member Town Projected Enrollment							
	2015-2016	2016-2017	2017-2018	2018-2019	2019-20	2020-21	2021-22
	<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>	<u>10/1/2019</u>	<u>10/1/2020</u>
Ashford	192 19.79%	183 18.81%	166 17.62%	163 18.40%	153 18.26%	146 17.78%	138 16.83%
Mansfield	551 56.80%	563 57.86%	554 58.81%	528 59.59%	503 60.02%	505 61.51%	518 63.17%
Wilmington	227 23.40%	227 23.33%	222 23.57%	195 22.01%	182 21.72%	170 20.71%	164 20.00%
Total Enrollment	970	973	942	886	838	821	820
Ashford	(9) (4.48%)	(9) (4.69%)	(17) (9.29%)	(3) (1.81%)	(10) (6.13%)	(7) (4.58%)	(8) (5.48%)
Mansfield	(22) (3.84%)	12 2.18%	(9) (1.60%)	(26) (4.69%)	(25) (4.73%)	2 0.40%	13 2.57%
Wilmington	(10) (4.22%)	-	(5) (2.20%)	(27) (12.16%)	(13) (6.67%)	(12) (6.59%)	(6) (3.53%)
Enrollment Increase (Decrease)	(41)	3	(31)	(56)	(48)	(17)	(1)

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
2007	20,551,473	20,916,784	700,844	3,853,672	-	183,453	81,041	46,287,267
2008	21,921,177	26,468,325	487,192	4,004,829	-	237,263	64,853	53,183,639
2009	23,498,662	24,649,283	103,014	3,762,189	-	55,334	152,543	52,221,025
2010	23,989,637	24,268,726	76,173	3,711,409	-	51,503	160,736	52,258,184
2011	25,422,441	22,821,241	64,724	3,947,712	-	71,659	196,231	52,524,008
2012	25,991,047	33,900,538	75,122	4,190,596	-	79,529	218,556	64,455,388
2013	26,975,001	30,543,317	11,826	5,098,251	-	1,448,082	776,303	64,852,780
2014	28,291,076	27,148,660	63,081	5,090,111	-	1,176,291	150,705	61,919,924
2015	28,770,347	24,048,798	27,585	5,250,352	-	652,613	297,893	59,047,588
2016	30,318,141	23,944,301	87,115	4,985,950	-	587,779	259,422	60,182,708

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
2007	1,830,252	2,561,450	2,896,753	3,804,230	462,318	2,124,445	29,991,931	2,152,606	981,482	46,805,467
2008	1,483,648	2,959,562	3,169,271	4,081,152	450,656	2,297,118	35,562,697	2,309,124	796,082	53,109,310
2009	1,499,878	2,928,387	3,225,131	4,091,147	792,917	2,521,997	33,711,808	3,492,470	712,336	52,976,071
2010	2,294,768	2,825,567	2,019,252	3,793,081	675,780	2,475,155	33,493,250	4,333,824	663,947	52,574,624
2011	2,493,342	3,176,632	2,135,618	3,924,752	644,361	2,353,028	34,114,493	2,767,464	810,303	52,419,993
2012	2,352,021	3,378,176	2,094,351	3,906,060	654,674	2,372,776	34,718,647	14,690,759	876,998	65,044,462
2013	2,409,250	3,596,832	2,157,691	5,370,430	736,118	2,611,262	34,530,737	13,288,309	842,086	65,542,715
2014	2,481,080	3,677,938	2,388,417	5,425,108	772,939	2,593,068	35,494,091	6,903,447	635,650	60,371,738
2015	2,396,709	3,935,458	2,376,079	5,429,083	822,884	2,804,489	35,597,880	5,205,400	364,944	58,932,926
2016	2,450,732	3,975,820	2,509,291	5,435,305	807,611	2,936,154	36,337,812	4,094,508	300,325	58,847,558

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 DELINQUENT BALANCE
2007	22.88	20,343,456	20,035,289	98.49%	304,584	20,339,873	99.98%	3,583
2008	23.87	21,752,811	21,423,169	98.48%	323,505	21,746,674	99.97%	6,137
2009	25.42	23,373,465	22,991,472	98.37%	374,073	23,365,545	99.97%	7,920
2010	25.71	23,957,562	23,567,914	98.37%	378,374	23,946,288	99.95%	11,274
2011	25.71	24,661,568	24,365,981	98.80%	263,259	24,629,240	99.87%	32,328
2012	26.68	26,037,701	25,626,839	98.42%	353,740	25,980,579	99.78%	57,122
2013	27.16	26,718,687	26,284,127	98.37%	332,335	26,616,462	99.62%	102,225
2014	27.95	27,746,958	27,386,897	98.70%	200,139	27,587,036	99.42%	159,922
2015	27.95	28,503,460	28,189,833	98.90%	138,352	28,189,833	98.90%	313,627
2016	29.87	30,159,891	29,805,998	98.83%		29,805,998	98.83%	353,893

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	PERCENT	ALL LAND	PERSONAL PROPERTY PERCENT	PERSONAL PROPERTY PERCENT	MOTOR VEHICLE **	PERCENT	GROSS TAXABLE GRAND LIST	LESS EXEMPTIONS	NET TAXABLE GRAND LIST	TOTAL DIRECT RATE	
2005	670,168,950	75%	107,835,200	12%	7,727,790	1.0%	33,853,075	4.0%	78,529,205	9.0%	898,114,220	5,844,410	892,269,810	22.88
2006	689,970,600	75%	108,312,710	12%	7,044,070	1.0%	35,057,720	4.0%	80,038,570	9.0%	920,423,670	6,232,636	914,191,034	23.87
2007	702,597,450	75%	108,694,140	12%	6,889,300	1.0%	36,401,718	4.0%	79,514,897	9.0%	934,097,505	6,347,879	927,749,626	25.24
2008	712,378,920	76%	108,803,970	12%	6,792,910	0.7%	35,487,753	4.0%	79,279,666	8.0%	939,743,219	6,462,259	933,280,960	25.71
2009	730,833,500	75%	129,850,480	13%	7,307,020	0.7%	34,955,764	3.6%	77,516,289	7.9%	980,463,053	6,418,378	974,044,675	25.71
2010	735,749,080	75%	12,982,260	13%	7,228,620	0.7%	35,730,116	3.7%	77,916,804	7.4%	980,446,880	6,007,704	974,439,176	25.71
2011	738,105,450	75%	130,229,800	13%	7,125,370	0.7%	35,552,335	3.7%	74,750,285	7.4%	985,763,240	5,365,505	980,397,735	27.16
2012	742,458,660	73%	152,860,610	15%	7,080,780	0.7%	39,798,226	3.7%	75,060,137	7.4%	1,017,258,413	5,542,700	1,011,715,713	27.95
2013	745,144,620	71%	169,873,660	16%	7,234,500	0.7%	44,979,492	4.3%	76,372,344	7.3%	1,043,604,621	7,352,242	1,036,252,379	27.95
2014	684,183,620	66%	209,025,730	20%	2,984,600	0.3%	57,638,992	5.7%	78,743,480	7.6%	1,034,979,422	8,123,116	1,026,856,306	29.87

* 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

TABLE 7

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 **
2005	785,731,940	1,122,474,200	78,529,205	33,853,075	112,382,280	218,561,263	898,114,220	5,844,410	892,269,810	1,341,035,463	66.5%
2006	805,327,380	1,337,753,123	80,038,570	35,057,720	115,096,290	164,423,271	920,423,670	6,232,636	914,191,034	1,502,176,394	60.9%
2007	818,180,890	1,302,835,812	79,514,897	36,401,718	115,916,615	165,595,164	934,097,505	6,347,879	927,749,626	1,468,430,976	63.2%
2008	827,975,800	1,304,596,218	76,279,666	35,487,753	111,767,419	159,667,741	939,743,219	6,462,259	933,280,960	1,457,801,700	64.0%
2009	867,991,000	1,239,987,143	77,516,289	34,955,764	112,472,053	160,674,361	980,463,053	6,418,378	974,044,675	1,391,492,393	70.0%
2010	872,799,960	1,298,809,464	71,916,804	35,730,116	107,646,920	153,781,314	980,446,880	6,007,704	974,439,176	1,443,630,905	67.5%
2011	875,460,620	1,188,390,982	74,750,285	35,552,335	110,302,620	160,512,176	985,763,240	5,042,505	980,720,735	1,339,347,646	73.2%
2012	902,400,050	1,210,008,142	75,060,137	39,798,226	114,858,363	164,083,376	1,017,258,413	5,205,700	1,012,052,713	1,369,554,704	73.9%
2013	922,252,780	1,373,012,922	76,372,349	44,979,492	121,351,841	173,359,773	1,043,604,621	7,352,242	1,036,252,379	1,546,372,695	67.0%
2014	898,596,950	1,283,709,930	78,743,480	57,638,992	136,382,472	194,832,103	1,034,979,422	8,123,116	1,026,856,306	1,478,542,033	70.0%

* Total net Grand List is the final Grand List figure after all changes are made by the Board of Tax Review.

** This figure is based on the ratio of assessments for a given Grand List year to actual fair market value for that given Grand List year.

TOWN OF MANSFIELD, CONNECTICUT

PRINCIPAL PROPERTY TAXPAYERS
CURRENT YEAR AND NINE YEARS AGO
(UNAUDITED)

TAXPAYER	NATURE OF BUSINESS	GRAND LIST YEAR					
		2016			2007		
		ASSESSED VALUE	RANK	% OF TAXABLE GRAND LIST (1)	ASSESSED VALUE	RANK	% OF TAXABLE GRAND LIST (1)
SCT Storrs Center I LLC	Retail Condos	\$ 29,583,600	1	2.88%	\$ -	-	
Connecticut Light & Power Co.	Public Utility	23,487,960	2	2.29%	9,501,542	1	1.08%
Eastbrook F LLC	Eastbrook Mall	13,158,500	3	1.28%	5,600,000	4	0.63%
EDR Storrs LLC**	Apartment - Condos	13,002,120	4	1.27%			
Storrs Acquisition, fka U of C 242, LLC	Apartments	9,676,630	5	0.94%	6,525,960	2	0.74%
EDR Storrs LLC	Apartment - Condos	9,354,800	6	0.91%			
UConn/Celeron Square Assoc.	Apartments	8,935,200	7	0.87%	6,496,280	3	0.74%
Colonial BT, LLC	Apartments	6,495,300	8	0.63%	5,141,430	6	0.58%
Hayes-Kaufman Mansfield Assoc.	Shopping Plaza	5,049,100	9	0.49%	3,713,920	9	0.42%
Glen Ridge Cooperative Inc.	Housing Co-Op	4,545,030	10	0.44%	4,522,910	7	0.51%
New Samaritan Corp.	Nursing Home				5,329,310	5	0.60%
Uconn Carriage LLC	Apartments				3,956,470	8	0.45%
Jensen's Inc.	Mobile Home Park				3,400,250	10	0.38%
TOTAL		<u>\$ 123,288,240</u>		<u>12.00%</u>	<u>\$ 54,188,072</u>		<u>6.13%</u>

Source: Town Assessor Department.

(1) Based on a Net Taxable Grand List for October 1, 2014 and October 1, 2005 of \$1,026,856,306 and \$883,810,150, respectively after Board of Tax Review

**After fix assessment agreement with EDR Storrs LLC. (Assessment prior to agreement was \$37,374,400)

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
2007	3,043,060	0.24%	N/A	123
2008	2,400,480	0.17%	N/A	97
2009	1,887,900	0.13%	N/A	72
2010	1,450,320	0.10%	N/A	55
2011	3,904,811	0.28%	N/A	147
2012	3,458,760	0.24%	N/A	138
2013	3,012,709	0.22%	N/A	120
2014	2,661,658	0.19%	N/A	106
2015	2,438,187	0.16%	N/A	92
2016	2,214,716	0.15%	N/A	83

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, 2016
 (UNAUDITED)

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Percentage Applicable to Mansfield</u>	<u>Mansfield Share of Debt</u>
Town of Mansfield	\$ 2,214,716	100.00%	\$ 2,214,716
Regional School District No. 19	2,325,503 *	57.86%	** <u>1,345,536</u>
Net Direct and Overlapping Indebtedness			\$ <u><u>3,560,252</u></u>

* Debt is net of school grants receivable of \$1,695,075.

** 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 preceding year.

TOWN OF MANSFIELD, CONNECTICUT

SCHEDULE OF DEBT LIMITATION
 JUNE 30, 2016
 (UNAUDITED)

Total Tax Collections (including interest and lien fees) for the year ended June 30, 2016	\$ 30,241,446
Reimbursement for Revenue Loss: Tax relief for elderly freeze	<u>0</u>
Base for Debt Limitation Computation	<u>\$ 30,241,446</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	\$ 68,043,254	\$	\$	\$	\$
4 1/2 times base		136,086,507			
3 3/4 times base			113,405,423		
3 1/4 times base				98,284,700	
3 times base					90,724,338
	<u>68,043,254</u>	<u>136,086,507</u>	<u>113,405,423</u>	<u>98,284,700</u>	<u>90,724,338</u>
Total Debt Limitation	<u>68,043,254</u>	<u>136,086,507</u>	<u>113,405,423</u>	<u>98,284,700</u>	<u>90,724,338</u>
Indebtedness:					
Bonds payable	793,500	1,127,750	258,750		
Bonds authorized unissued	1,040,000	873,000	9,000,000		
Town portion of Regional School District No. 19 bonds payable - net		<u>1,345,536</u>			
Net Indebtedness (1)	<u>1,833,500</u>	<u>3,346,286</u>	<u>9,258,750</u>	<u>-</u>	<u>-</u>
Debt Limitation in Excess of Indebtedness	<u>\$ 66,209,754</u>	<u>\$ 132,740,221</u>	<u>\$ 104,146,673</u>	<u>\$ 98,284,700</u>	<u>\$ 90,724,338</u>

(1) The total of the above net indebtedness amounts to: \$ 14,438,536

In no event shall total indebtedness exceed seven times the base for debt limitation computation: \$ 211,690,122

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

Fiscal Year	Schools		General Purpose		Sewer Purpose		Total Debt
	Principal	Interest	Principal	Interest	Principal	Interest	
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	\$ 716,000	\$ 132,252	\$ 1,009,000	\$ 176,714	\$ 235,000	\$ 44,909	\$ 2,313,875

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>
2007	142,741,830	6,143,040	136,598,790	4%
2008	152,468,890	5,475,355	146,993,535	4%
2009	164,332,504	8,897,611	155,434,893	5%
2010	167,515,187	8,997,414	158,517,773	5%
2011	181,077,596	8,144,509	172,933,087	4%
2012	181,160,987	7,666,612	173,494,375	4%
2013	188,389,915	6,889,939	181,499,976	4%
2014	198,388,673	5,699,020	192,689,653	3%
2015	201,492,165	5,105,779	196,386,386	3%
2016	211,690,122	14,438,536	197,251,586	7%

SUMMARY OF GENERAL FUND AND CNR FUND CONTRIBUTIONS
FOR CAPITAL AND DEBT SERVICE

	CNR Fund Contribution to Capital (incl. Mgmt. Services)	General Fund Contribution to Capital	CNR and General Fund Contribution to Debt Service	Total	Current Year Levy	Percent of * Current Levy
<u>Actual:</u>						
1994/95	1,316,478	137,000	729,650	2,183,128	11,394,820	20.2
1995/96	1,835,402	60,500	605,090	2,500,992	11,732,830	22.0
1996/97	1,689,170	15,000	605,090	2,309,260	11,984,320	19.3
1997/98	1,369,058		684,500	2,053,558	12,265,370	16.7
1998/99	3,591,529		760,000	4,351,529	12,622,419	34.5
1999/00	3,449,200		675,000	4,124,200	12,910,418	31.9
2000/01	2,772,660		1,297,000	4,069,660	13,158,960	30.9
2001/02	3,361,682		855,000	4,216,682	13,916,430	30.3
2002/03	1,694,916		650,000	2,344,916	15,066,233	15.6
2003/04	830,034		635,000	1,465,034	16,940,806	8.6
2004/05	962,137		695,000	1,657,137	17,843,985	9.3
2005/06	1,271,109		650,000	1,921,109	18,746,740	10.2
2006/07	1,158,534	100,000	615,000	1,873,534	19,889,070	9.4
2007/08	84,300	644,000	600,000	1,328,300	21,253,018	6.2
2008/09	372,124	85,000	490,000	947,124	22,888,695	4.1
2009/10	316,000	685,000	650,000	1,651,000	23,364,477	7.1
2010/11	312,669	387,500	910,000	1,610,169	24,461,355	6.6
2011/12	369,079	476,000	825,000	1,670,079	26,016,649	6.4
2012/13	440,426	1,349,886	825,000	2,615,312	26,371,112	9.9
2013/14	454,896	2,452,690	675,000	3,582,586	27,350,234	13.1
2014/15	545,950	2,333,450	325,000	3,204,400	27,703,004	11.6
2015/16	538,443	1,780,380	285,000	2,603,823	29,298,930	8.9
<u>Estimated:</u>						
2016/17	434,360	2,608,240	285,000	3,327,600	30,604,250	10.9
2017/18	790,490	2,508,660	285,000	3,584,150	33,568,620	10.7
2018/19	540,000	2,735,000	275,000	3,550,000	32,998,912	10.8
2019/20	521,500	2,803,500	275,000	3,600,000	34,410,306	10.5
2020/21	426,500	2,873,500	275,000	3,575,000	35,734,668	10.0

Glossary of Budget Terms

There are many specialized terms used in governmental budgeting and accounting. The following is an abbreviated list of some of the more common terms one may find in reviewing Mansfield's budget.

ACCRUAL BASIS OF ACCOUNTING – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

ACTIVITY CLASSIFICATION – A grouping of expenditures on the basis of specific functions performed by an organizational unit. Examples of activities are road services, revenue collection, youth services and property assessment, etc.

APPROPRIATION – An authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, and which is usually limited in amount and to the time during which it may be expended.

ASSESSMENT/ASSESSED VALUATION – A valuation set upon real estate or other property by a government as a basis for levying taxes.

BALANCED BUDGET – A basic budgetary constraint intended to ensure that an entity does not spend beyond its means. A government's use of resources for operating purposes does not exceed available resources over a defined budget period.

BOND – A written promise to pay a specified sum of money at a specified date or dates in the future.

BOND ANTICIPATION NOTE – Short-term interest bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from the proceeds of the bond issue to which they are related.

BUDGET – A plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means of financing them.

CAPITAL ASSETS – Assets with a value of \$5,000 or more and having a useful life of more than one year. Capital assets are also called fixed assets.

CAPITAL EXPENDITURES – An expenditure that acquires, improves, expands, replaces, or extends the life of a capital asset.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CAPITAL NONRECURRING FUND (CNR FUND) – A reserve fund for future capital projects and other nonrecurring expenditures.

CASH BASIS OF ACCOUNTING – The basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

DEFICIT – (1) The excess of an entity's liabilities over its assets. (2) The excess of expenditures or expenses over revenues during a single audit account period.

DEPRECIATION – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

ENCUMBRANCE – Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

FISCAL YEAR – A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and result of its operations. The fiscal year for the Town of Mansfield begins July 1 and ends on June 30.

FUNCTION – a group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of functions are: General Government, Public Safety, Public Works, Education.

FUND – An independent fiscal and accounting entity with a self balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations. The Town administers a total of 39 separate funds, including the General Fund, the Risk Management Fund and the Capital Projects Fund. Appropriations are legally adopted by the Annual Town Meeting for the General Fund, the CNR Fund and the Capital Fund. Those funds are described in the DESCRIPTION OF OTHER FUNDS section at the end of the Glossary.

FUND BALANCE – The excess of fund assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND – A fund that accounts for all resources not otherwise accounted for in other funds. It is supported by tax revenues and is the largest and most important fund in the Town of Mansfield's budget.

GRAND LIST – The basis upon which the property tax levy is allocated among the property owners in a jurisdiction with taxing powers. It is the official list of taxable real property in the Town.

GRANT – A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specific purposes.

INTERFUND LOANS OR TRANSFERS – Loans or transfer amounts made from one fund to another.

INTERGOVERNMENTAL REVENUE – Revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

INTERNAL SERVICES FUND – A fund separate from the General Fund used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis, e.g., the Risk Management Fund.

LEVY – The total amount of taxes imposed by a governmental unit.

LoCIP – A local capital improvement grant program administered by the state. Towns apply annually for reimbursement of up to a formula generated entitlement amount.

MILL – The amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth (1/10th) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

MILL RATE – The rate applied to assessed valuation to determine property taxes. The mill rate for the proposed fiscal year 2017/2018 budget is 31.62 mills. This means that \$31.62 in property taxes must be paid for every \$1,000 of assessed value of property.

MODIFIED ACCRUAL BASIS – The basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for available revenues which should be accrued to reflect revenues earned and available for expenditure.

OBJECT – As used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, clothing allowance, medical supplies and advertising, etc.

OBLIGATIONS – Amounts which a governmental unit may be required legally to meet out of its resources. This includes actual liabilities and unliquidated encumbrances..

ORDINANCE – A formal-legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status.

PROGRAM – An activity (department or cost center) within one of the government's major functions. For example, within the Public Safety function, there are the following programs - Police, Animal Control, Fire & Emergency Services.

PROPERTY TAX – A locally levied tax based on the market value of property assessed at 70% during a given year by the local municipality. The revenues from property taxes represent the largest funding source for Mansfield municipal expenditures. By state law, all municipalities must revalue the market value of property every five years. Mansfield's next revaluation is October 1, 2019.

PROPERTY TAX EXEMPTION – A statutory provision that excuses certain types of property uses (e.g., religious, industrial uses) or property owners (e.g., veterans & elderly) from property tax, either partially or completely.

PROPERTY TAX LEVY – The net amount to be raised by general property taxes (e.g., less reserves for uncollected and tax credits for the elderly).

PROPERTY TAX WARRANT – The total estimated dollars to be raised by property taxes for the year including reserves for uncollected taxes and tax credits for the elderly.

RESERVE – An account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

REVENUE – This term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

SOURCE – A budgeting code used to describe the origin of Town revenues. In other words, where the money comes from (e.g., rent, interest income).

SPECIAL REVENUE FUND – Used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. The Recreation Fund for example was created specifically to account for revenues and expenditures generated by recreation programs.

SUBSIDY – An appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

TAXABLE GRAND LIST – The total assessed value of all taxable real and personal property. In Mansfield the assessed value of real property is 70 percent of market value as set by revaluation every four years.

TOWN AID ROAD FUND – An annual formal grant from the State to be used for local road, bridge and sewer reconstruction. The amount of the grant is based on population, road miles and other demographic factors.

TRUST FUND – A Fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g., the Cemetery Fund and the Pension Fund.

UNASSIGNED FUND BALANCE – Available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e. commitments)

Annual Town Events

Storrs Farmer's Market: Open every Saturday from May through November on the front lawn of the Mansfield Town Hall and two Saturdays a month from December through April in the Buchanan Auditorium at the Mansfield Public Library.

www.storrsfarmersmarket.org

Annual Town Meeting: May each year; Mansfield Middle School Auditorium.

Memorial Day Parade: May each year; Bassetts Bridge Road/Route 195 to Mansfield Center Cemetery (rain location: Mansfield Middle School gymnasium).

Celebrate Mansfield Festival: September each year; Mansfield Town Square. The festival features a wide variety of activity booths hosted by Mansfield-located businesses, community organizations, sports teams, and clubs.

John E. Jackman Tour de Mansfield: June each year; Join local cycle teams in a race through the historic villages of Mansfield. All abilities are welcome.

Winter Welcome: December each year; Mansfield Town Square. Welcome winter with holiday treats, sales, and specials.

More events can be found at www.mansfieldct.gov.

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before you vote at the Town Meeting on May 9, 2017

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