



## TOWN MANAGER PROPOSED BUDGET - FY 2024/25

March 25, 2024



## UPCOMING BUDGET DATES

Date	Topics include:	Time
March 28, Thursday	Public Information Session – Town Manager’s Budget	6:30pm
April 1, Monday	General Gov’t. Public Safety, Community Services, Comm. Development, Town-wide	6:00pm
April 4, Thursday	Public Works, Enterprise Funds, Other Funds, Capital	6:00pm
April 8, Monday	Public Hearing – Submit for Regular Meeting	7:00pm
April 10, Wednesday	Board of Education, Shared Service Departments	7:00pm
April 22, Monday	Discussion of Flagged Items	7:00pm
April 25, Thursday	Budget Discussion and Adoption of Budget	6:00pm
April 29, Monday	Adoption of Budget – if needed	6:00pm



## GUIDING VALUES & PRINCIPLES (*Mansfield Tomorrow*)

- Community Resilience & Sustainability
- Open Space and Agricultural Land Protection
- Economic Vitality
- Cultural Offerings and Amenities
- Multi-Modal Transportation Alternatives
- Sense of Place & Quality of Life
- Financial Stewardship & Affordability
- Diversity, Equity and Inclusion
- High-Quality Municipal Services



## MUNICIPAL SERVICES

- **General Administration:** Management, records, taxation, assessments, planning & zoning, environmental protection, information technology
- **Public Safety:** Police, fire/EMS, animal control, building/housing inspection
- **Public Works:** Highways, facilities, solid waste and recycling, public water and sewer systems, tree maintenance
- **Public Education:** Mansfield Public Schools (grades PK-8; municipal), Regional School District #19 (grades 9-12; regional)
- **Human Services:** Senior services, youth services, and social services
- **Library:** Access to a broad range of materials, youth and adult programs
- **Health:** public health, septic system inspections, well inspections and monitoring, food protection (Eastern Highlands Health District; regional)
- **Recreation:** Youth and adult leisure/fitness programs, parks and open space



## RECENT PROGRESS | CHALLENGES AND OPPORTUNITIES

- Affordability and Financial Condition
- Transportation & Infrastructure
- Public Safety
- Stakeholder Engagement, Customer Service, and Accessibility
- Community Planning & Housing Development
- Municipal Buildings/Facilities
- Sustainability
- Diversity, Equity and Inclusion
- Town-University Relations
- American Rescue Plan Act (ARPA)

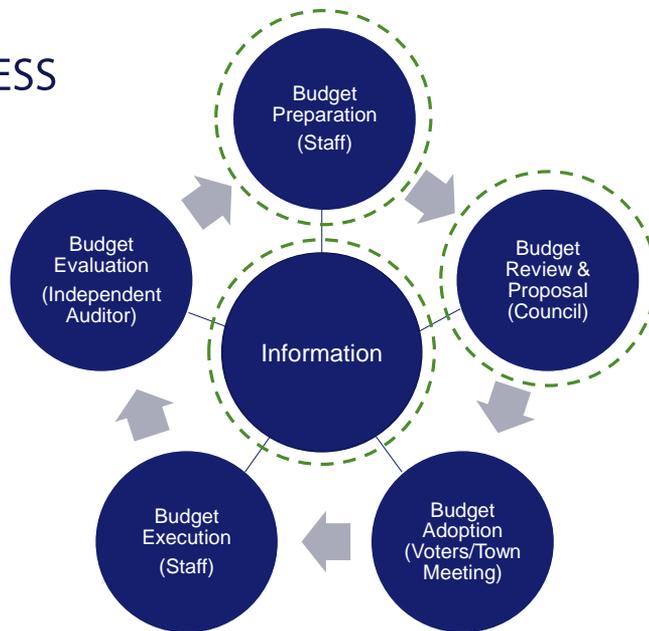


## MUNICIPAL BUDGETING

- A public budget is a plan of expected revenues and expenditures for the upcoming fiscal year (FY), which is a 12-month period
  - Mansfield and other municipalities in CT operate under a July 1-June 30 FY
- A budget is a policy document (arguably the most important one)
  - Weighs policy priorities against available public funding/resources
  - Overviews the ways and means of providing public programs and services
  - Establishes costs of programs
  - Indicates how revenues will be allocated
  - Articulates any pertinent spending limitations
  - Provides transparency and accountability
- A budget is comprised of an operating budget and capital budget



## BUDGET PROCESS



## BUDGET/FISCAL GOALS AND OBJECTIVES

- Maintain or enhance the quality of current programs and services
- Wisely use/leverage state aid funding (anticipated YOY increase)
- Maintain pay-as-you-go capital plan
- Preserve/sustain the General Fund's presently healthy fund balance
- Freeze or potentially lower the mill rate to avoid added resident tax burden
- Achieve efficiencies (cost savings, digital access/transactions, etc)
- Promote transparency and accessibility of local government
- Continue to plan for needed upgrades to municipal facilities and infrastructure
- Advance the priorities, goals and objectives of *Mansfield Tomorrow*
- Promote sustained local economic growth



## PROPOSED FY 2024/2025 BUDGET - SUMMARY

---



### UPFRONT "BOTTOM LINE"

- The proposed FY 2024/25 budget represents a 3.1% overall increase in the General Fund operating budget
  - The proposed budget calls for several service improvements relative to public safety and public works, with corresponding financial investment to make this possible
  - Non-tax revenues are projected to increase in multiple areas
  - Despite increased operating costs to meet the requirements of what is being proposed, the **mill rate will decrease**
-



## FY 2024/25 BUDGET "SNAPSHOT"

Budget	Amount
Town of Mansfield	\$28,473,000
Mansfield Public Schools	\$24,801,880
Region 19 Contribution	\$12,084,202
<b>General Fund</b>	<b>\$65,359,082</b>
Capital and Non-Recurring Fund	\$6,302,950
Capital Fund	\$6,793,150



## FY 2024/25 BUDGET HIGHLIGHTS

- Provides funding to sustain service levels in all municipal operations, and **enhanced service in multiple areas**
  - Fire/EMS, Police, Public Works
- Modest YOY growth in the Grand List (1.27%)
- Assumes noteworthy increases in state aid based on Governor's proposed adjustments to state budget for FY 2025
- Projects a **decreased tax rate** of 1.0 mills (3.2%)
  - Mill rate of 31.52 would decrease to 30.52
- Meets contractual/non-discretionary obligations
- Continues pay-as-you-go capital plan (growing investment)
- Preserves a healthy/desired fund balance in the GF



## PROPOSED FY 2024/2025 BUDGET - REVENUES

---



## REVENUES

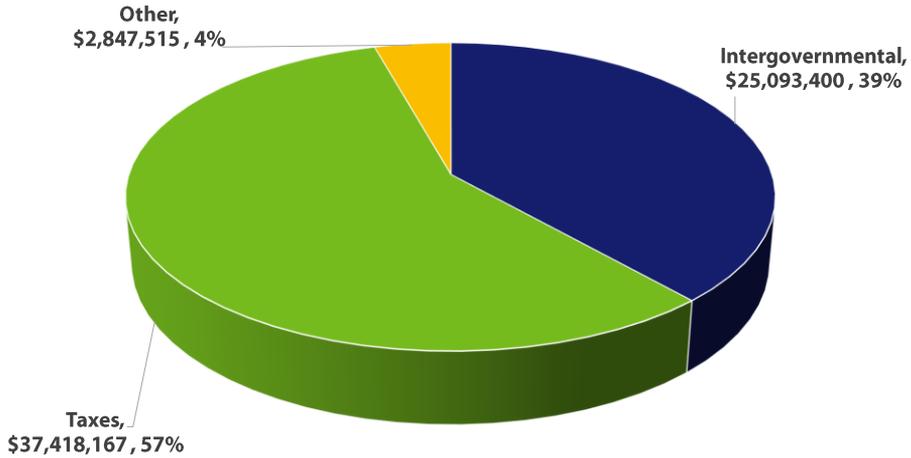
### Types of Revenue:

- Taxes
- Intergovernmental ("State Aid")
- "Other"
  - Licenses & Permits
  - Charges for Services
  - Fines & Forfeitures
  - Miscellaneous Revenues
  - Transfers In from Other Funds



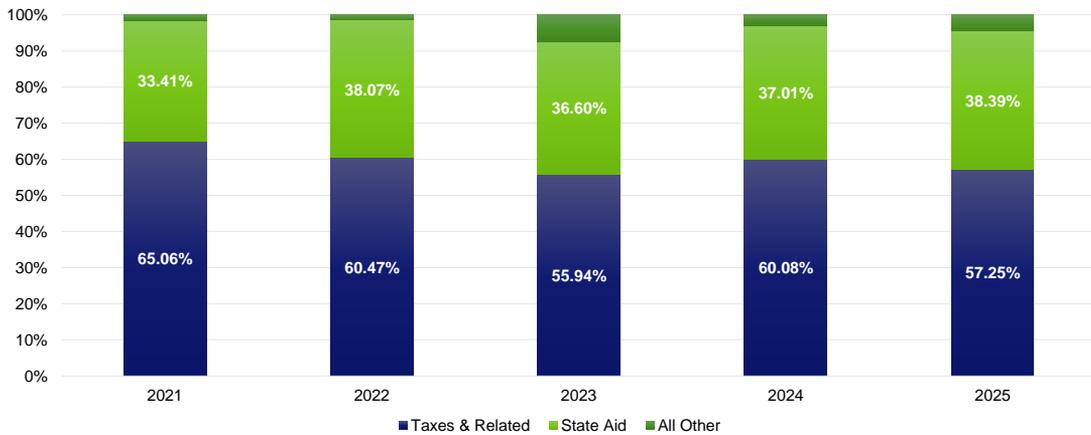
## GENERAL FUND REVENUES

Total \$65,359,082



## REVENUES

Five-Year Revenue Distribution Trend





## REVENUES – PRELIMINARY GRAND LIST

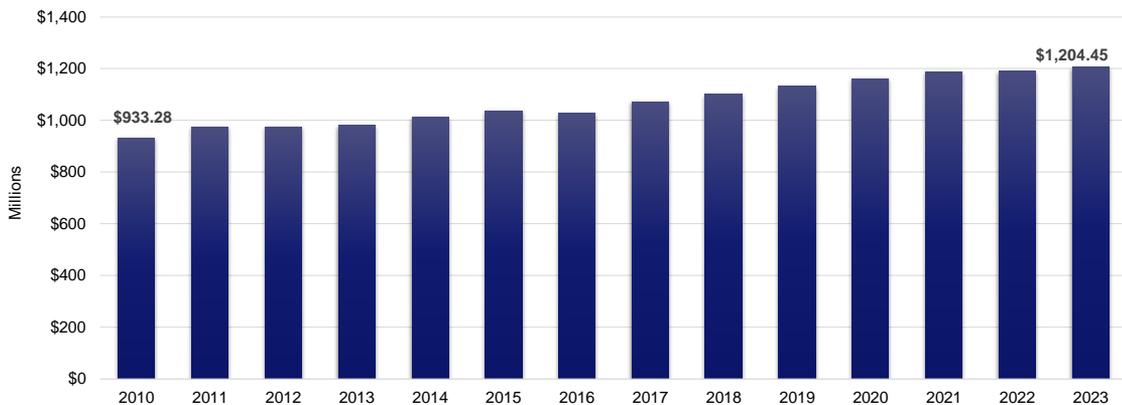
	10/1/2022	10/1/2023	Change	% Change
Real Estate	\$ 977,340,244	\$ 985,941,754	\$ 8,601,510	0.88%
Pers. Property	\$ 100,305,679	\$ 112,251,797	\$ 11,946,118	11.91%
MV	\$ 111,699,670	\$ 106,251,720	(\$ 5,447,950)	(4.88%)
<b>Totals</b>	<b>\$1,189,345,593</b>	<b>\$1,204,445,271</b>	<b>\$15,099,678</b>	<b>1.27%</b>

20



## REVENUES

### Net Grand List (Taxable)



21



## "TAX-EXEMPT" GRAND LIST

	10/1/2022	10/1/2023	Change	% Change
State-Owned	\$ 1,588,412,300	\$ 1,692,445,166	\$ 104,032,866	6.55%
Non-State	\$ 117,605,225	\$ 122,449,825	\$ 4,844,600	4.12%
<b>TOTAL</b>	<b>\$ 1,706,017,525</b>	<b>\$ 1,814,894,991</b>	<b>\$ 106,877,466</b>	<b>6.38%</b>



22

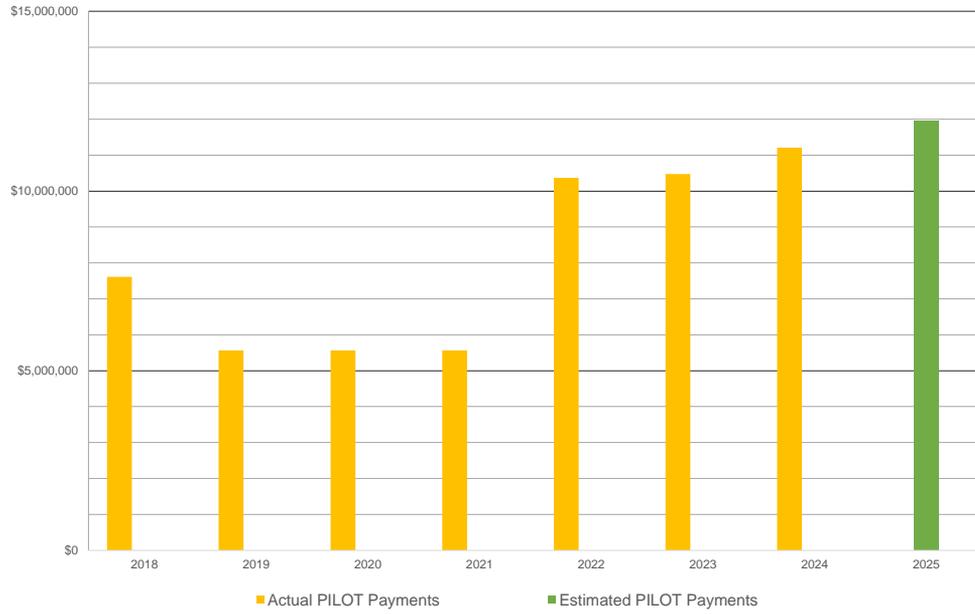


## REVENUE OUTLOOK - INTERGOVERNMENTAL

- The Governor's proposed adjustments to the biennial budget ending FY 2025 include noteworthy increases in Mansfield's allocation of state aid.
  - Payment in Lieu of Taxes (PILOT) – \$11,940,180 (\$729K or 6.5% increase)
  - Supplemental Revenue Sharing – \$3,291,730
  - Pequot Grant – \$179,151
  - Town Aid Road – \$417,488
  - Local Capital Improvement Program (LoCIP) – \$190,197
  - Municipal Grants-in-Aid – \$6,840
  - Education Cost Sharing (ECS) – \$11,859,498 (\$2.3M or 24% increase)
  - **TOTAL → \$28,198,426 (\$3M or 12% increase)**
- The TM's FY 2024/25 budget recommendations assume the adopted state budget will reflect a less dramatic YOY increase in Mansfield's state aid
  - **\$26,134,718 (\$1M or 4% increase)**



### Payment in Lieu of Taxes (PILOT) - State-Owned Property



## PROPOSED FY 2024/2025 BUDGET - EXPENDITURES



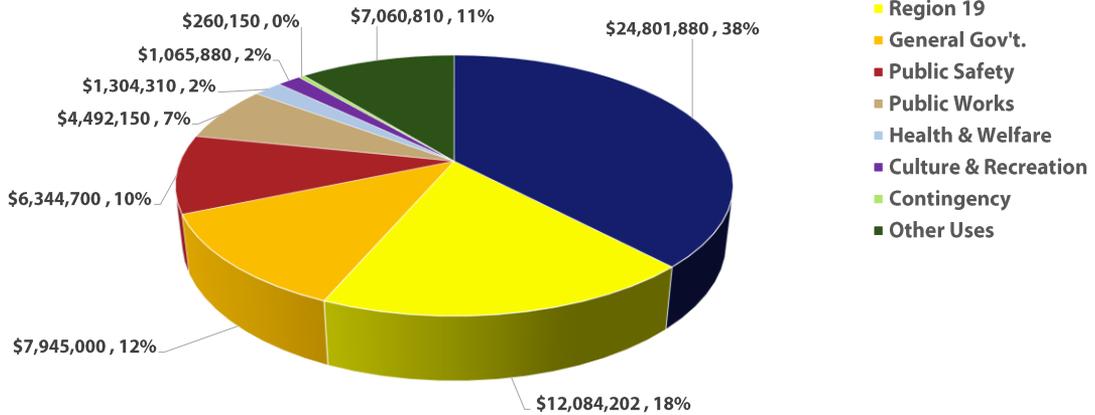
## BUDGET DRIVERS

- Employee Wages & Benefits
- Capital Projects
- "Interfund" Fiscal Support/Transfers
- Debt Service



## GENERAL FUND EXPENDITURES

Total \$65,359,082





## EXPENDITURE BUDGET SUMMARY

General Fund	FY 2023/24	FY 2024/25	\$ Change	% Change
<i>Municipal Operating</i>	\$21,400,750	\$22,673,000	\$1,272,250	5.9%
<i>Capital Contribution</i>	\$3,633,900	\$4,000,000	\$366,100	10.1%
<i>Debt Contribution</i>	\$1,600,000	\$1,800,000	\$200,000	12.5%
Total General Gov.	\$26,634,650	\$28,473,000	\$1,838,350	6.9%
Mansfield Public Schools	\$24,801,880	\$24,801,880	\$0	0.0%
Region 19	\$11,951,245	\$12,084,202	\$132,957	1.1%
<b>General Fund Total</b>	<b>\$63,387,775</b>	<b>\$65,359,082</b>	<b>\$1,971,307</b>	<b>3.1%</b>



## BUDGET DRIVERS - SERVICE IMPROVEMENTS

- **Fire/EMS:** One (1) FT Deputy Fire Chief of Operations (\$143,620) to replace retired Volunteer Deputy Fire Chief and Assistant Fire Chief; two (2) additional FT Firefighter/EMTs (\$234,320) to be hired July 1, 2024 (full FY)
  - In addition to the above proposal, the Town will apply for a SAFER grant to fund two (2) additional FT Firefighter/EMTs to bring FT career staffing to 24 members
- **Police:** One (1) FT Resident Trooper (\$136,530) with a focus on traffic/speed enforcement to be hired July 1, 2024 (full FY)
  - Increases uniformed Resident Trooper staffing to eleven (11) including the Sergeant
  - 24/7 coverage requires thirteen (13) uniformed personnel including the Sergeant
- **Public Works:** One (1) FT Drainage Crew Member (\$33,710) to be hired March 1, 2025 (1/3 of FY); one (1) FT Grounds Crew Member (\$75,210) to be hired August 1, 2024

**TOTAL COST OF PROPOSED SERVICE IMPROVEMENTS → \$623,390**



## EXPENDITURE BUDGET – W/O SERVICE IMPROVEMENTS

General Fund	FY 2023/24	FY 2024/25	\$ Change	% Change
<i>Municipal Operating</i>	\$21,400,750	<del>\$22,673,000</del> \$22,049,610	<del>\$1,272,250</del> \$648,860	<del>5.9%</del> 3.0%
<i>Capital Contribution</i>	\$3,633,900	\$4,000,000	\$366,100	10.1%
<i>Debt Contribution</i>	\$1,600,000	\$1,800,000	\$200,000	12.5%
Total General Gov.	\$26,634,650	<del>\$28,473,000</del> \$27,849,610	<del>\$1,838,350</del> \$1,214,960	<del>6.9%</del> 4.6%
MPS	\$24,801,880	\$24,801,880	\$0	0.0%
Region 19	\$11,951,245	\$12,084,202	\$132,957	1.1%
<b>General Fund Total</b>	<b>\$63,387,775</b>	<b><del>\$65,359,082</del></b> <b>\$64,735,692</b>	<b><del>\$1,971,307</del></b> <b>\$1,347,917</b>	<b><del>3.1%</del></b> <b>2.1%</b>



## ADDITIONAL AREAS DRIVING BUDGET INCREASES

▪ Contracted Salary & Benefits	\$ 419,420
▪ Debt Service	\$ 200,000
▪ Revaluation Services	\$ 25,000
▪ Shared Finance/IT Services	\$ 24,840
▪ Contributions to Area Agencies	\$ 2,500
▪ GF Transfer to Capital (Continue pay-as-you-go)	\$ 366,100
▪ GF Transfer for Parks & Recreation	\$ 22,160



## EMPLOYEE BENEFITS EXPENDITURE SUMMARY

- Employee Benefits Represent ~19% of Overall Town GF Budget
  - Factors Driving Changes in Employee Benefits Expenditures :
    - Municipal Employee Retirement System (MERS) (\$ 201,330)
    - Medical and Dental Insurance \$ 87,800
    - Social Security/Medicare \$ 13,060
    - Additional Benefits Costs \$ 2,850
- Net Δ in Existing Employee Benefit Expenditures (\$ 97,620)**



## EXPENDITURE TRENDS

- Net Change in Mansfield Public Schools Annual Budget - **\$0 or 0.0%**
  - Salary (\$61,910)
    - Includes staff reductions of 4.85 Teachers
    - Includes staff reduction of 4.5 Non-certified
    - Offset by contractual increase
  - Benefits \$269,700
    - Increase in health insurance of 8.63%
  - Operating Expenses (\$ 207,790)
    - Decrease in out of district tuition
    - Reduction of instructional supplies and furniture

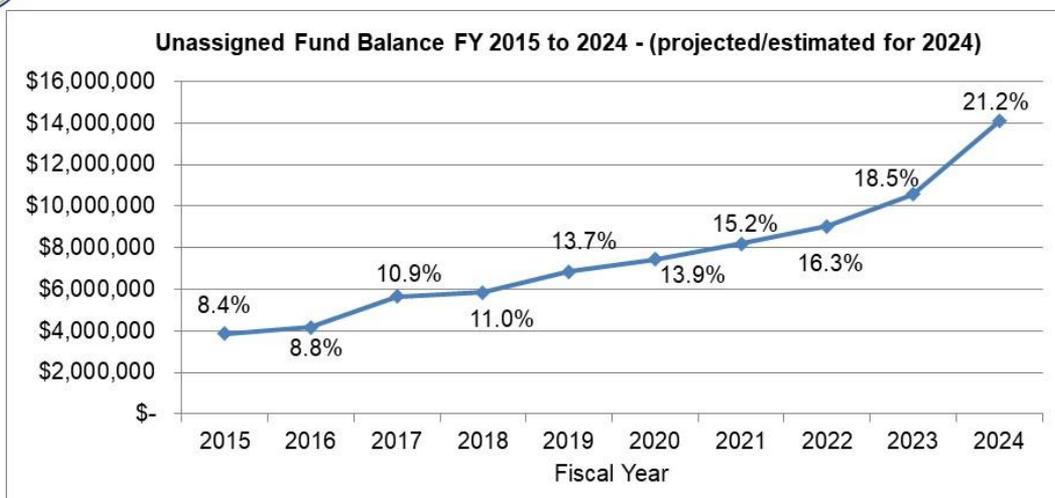


## FUND BALANCE – WHAT EXACTLY IS IT?

- Fund balance IS... an accumulation of revenues less expenditures in a governmental fund
- Fund balance IS... the aggregate difference between assets and liabilities in a governmental fund
- Fund balance IS NOT... the amount of cash we have on hand/in the bank
- Fund balance can be used in future years for purposes determined by Town Council (typically used to address *one-time/non-recurring needs*)
- When revenues exceed expenditures at the end of a fiscal year, the “surplus” becomes part of (i.e., added to) fund balance within the corresponding fund
- Bond rating agencies recommend maintaining a minimum fund balance equivalent to 15-17% of the annual expenditure budget (GAAP basis)



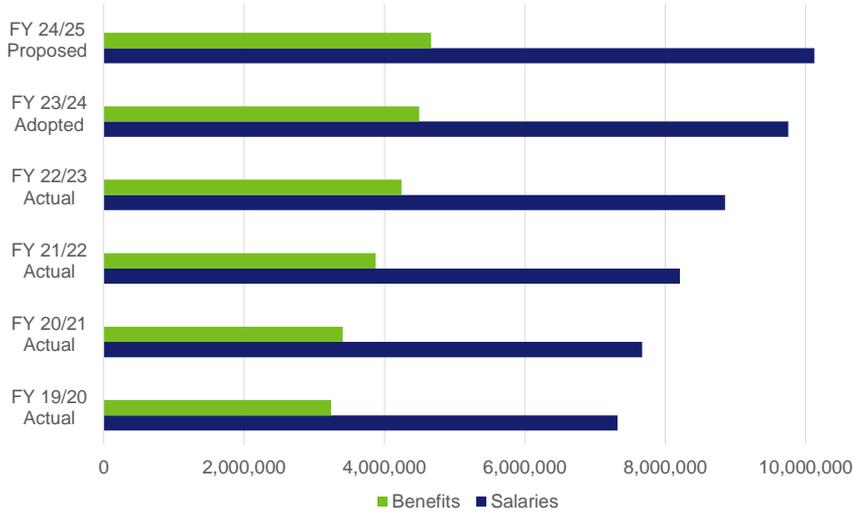
## GENERAL FUND - FUND BALANCE (Policy Target = 17%)





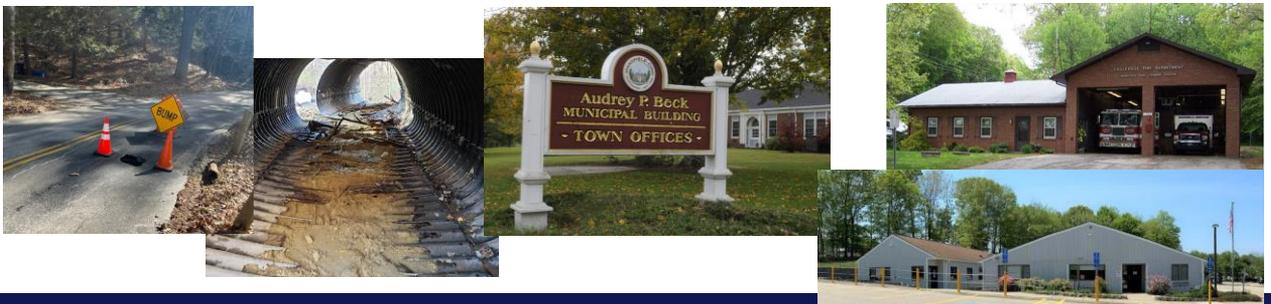
## BUDGET DRIVERS

Employee Wages & Benefits



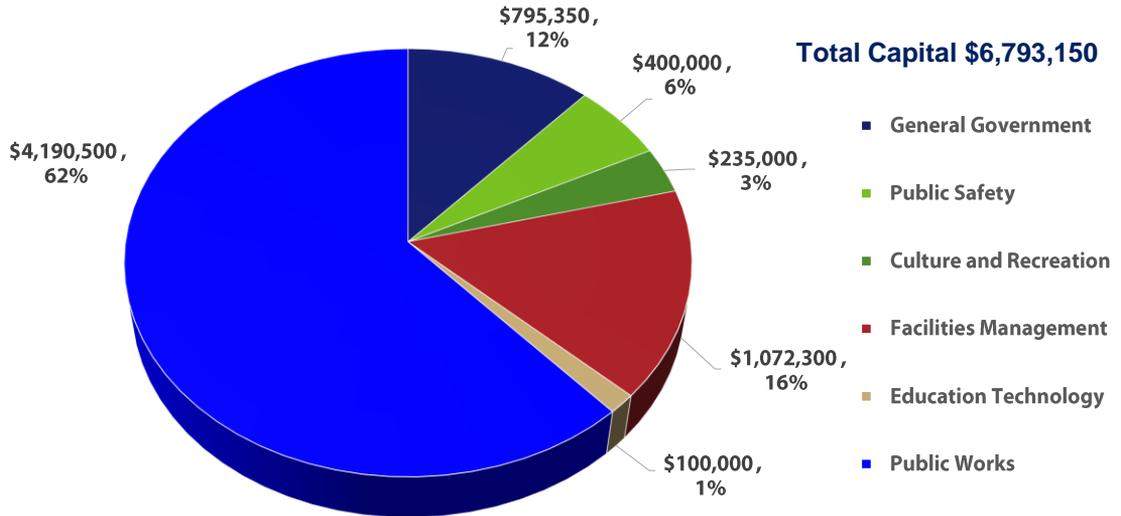
## BUDGET DRIVERS – CAPITAL PROJECTS

- Town Council has expressed a strong desire to accelerate progress on addressing aging/deteriorated roads, drainage and other infrastructure
- Multiple municipal facilities are aging, poorly laid out, undersized, or otherwise inadequate for their current and/or anticipated future uses
- Federal funding (i.e., ARPA and IIJA) being pursued/used to help offset costs





## INVESTMENTS IN CAPITAL IMPROVEMENT PROJECTS



## CAPITAL PROJECTS FUND REVENUES

Sources of Funding	Amount	% of Total
<b>Capital Nonrecurring Fund</b>	<b>\$6,302,950</b>	<b>92.8%</b>
<i>General Fund Contribution</i>	\$4,000,000	
<i>Ambulance User Fees</i>	\$350,000	
<i>Pequot/Mohegan Grant</i>	\$179,151	
<i>Use of CNR Fund Balance*</i>	\$1,733,799	
<b>Infrastructure Grant (LoCIP)</b>	<b>\$190,200</b>	<b>2.8%</b>
<b>Town Aid Road Grant</b>	<b>\$100,000</b>	<b>1.5%</b>
<b>Proposed ARPA Grant Funds</b>	<b>\$200,000</b>	<b>2.9%</b>
<b>Total Revenues</b>	<b>\$6,793,150</b>	

\* Estimated remaining CNR fund balance (after proposed use in FY25 = \$1,744,296)



## CAPITAL FUND MAJOR PROJECTS

- **Public Works (Total - \$4,190,500)**
  - Road drainage and resurfacing - \$2,950,000
    - ❖ Coventry Road gravel road reconstruction - \$350,000
    - ❖ Downtown Storrs resurfacing - \$600,000
    - ❖ Townwide road resurfacing - \$2,000,000 (annual)
  - Transportation projects (walkways, guiderails, bridges) - \$425,000
  - Vehicle/equipment replacements - \$680,000
  - Tree removal - \$100,000 (annual)
  - Pavement/sidewalk asset management - \$35,500



## CAPITAL FUND MAJOR PROJECTS (CONT'D)

- **Town Buildings (Total - \$617,300)**
  - Library roof and window replacements - \$118,000 (partial contribution)
  - New Animal Control facility (Phase 1 - Design/Engineering) - \$100,000
  - Public Works garage door replacement - \$60,000
  - Mansfield Community Center repairs - \$81,300
  - Mansfield Discovery Depot upgrades- \$65,000
  - Town-wide furniture replacements - \$40,000
  - Town-wide security upgrades - \$40,000
  - Lion's Memorial Park roof replacement - \$20,000
- **Education/School Buildings (Total - \$455,000)**
  - MMS 3<sup>rd</sup> Floor renovations - \$350,000 (partial contribution)
  - MMS boiler replacement - \$75,000



## CAPITAL FUND MAJOR PROJECTS (CONT'D)

- **Public Safety (Total - \$400,000)**
  - Replacement fire apparatus - \$150,000 (partial contribution)
  - Extrication equipment - \$60,000
  - Aerial apparatus operator training - \$60,000
  - Self-contained breathing apparatus (SCBAs) - \$40,000
  - Personal protective equipment & life safety equipment - \$30,000
  - Police speed enforcement lasers - \$20,000
- **Culture & Recreation (Total - \$235,000)**
  - Mansfield Community Center fitness equipment and amenities - \$95,000
  - Playground replacement and repair - \$50,000 (annual)
  - Invasive plant control and general park improvements - \$20,000 (annual)
  - Open space acquisition - \$20,000



## CAPITAL FUND MAJOR PROJECTS (CONT'D)

- **General Government (Total - \$795,350)**
  - Planning and Development - \$710,000
    - ❖ Wayfinding and signage implementation (Phase 3) - \$500,000 (partial contrib.)
    - ❖ Architectural and design standards and guidelines - \$90,000
    - ❖ Historic District Commission design standards - \$70,000
    - ❖ Positioning and marketing plan - \$50,000 (annual)
  - DEI organizational assessment & management team training - \$10,000
  - Municipal technology capital equipment - \$50,000 (annual)



## BUDGET DRIVERS – GF TRANSFER TO PARKS & REC.

- The COVID-19 pandemic precipitated many changes in general public fitness and leisure habits.
- The Parks & Recreation Fund has experienced operating shortfalls in recent years (FY21, FY22, FY23, and projected in FY24) that we expect to continue in FY25 (\$62,370)
- The aim is to realize annual surpluses by implementing new strategies and actions contained in the MP&R Master Plan (in-progress) and Financial Sustainability Strategy.
- In recent years, the Town Council expressed support for the concept of increasing the General Fund (GF) annual subsidy to the Parks & Recreation Fund.
- Increased financial support from the GF (3% or \$22,160) in FY 2024/25 aligns with preliminary recommendations contained in the MP&R Master Plan and Financial Sustainability Strategy.



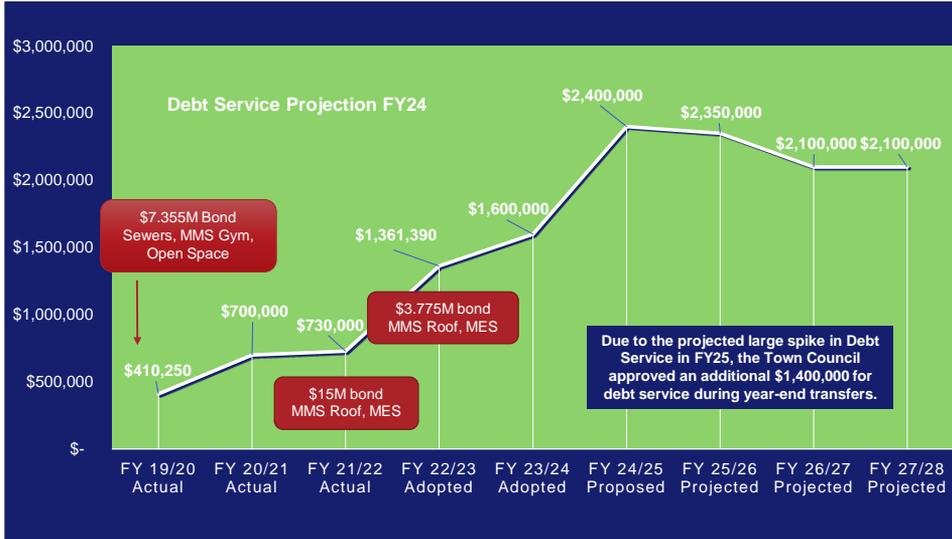
## BUDGET DRIVERS – DEBT SERVICE

- The Town's General Fund debt service obligations increased substantially (~\$600K) starting in FY 2022/2023 as we began to pay on the debt issued for the new MES and MMS roof/PV project (~\$15 million bonded; 20-yr payback)
- The FY 2024/25 budget reflects an additional increase of \$200,000 in debt service obligation due to the issuance of general obligation bonds in 2023.
- The Town must plan for additional bonding in the years ahead pending the outcome of ongoing municipal facilities planning/engagement efforts

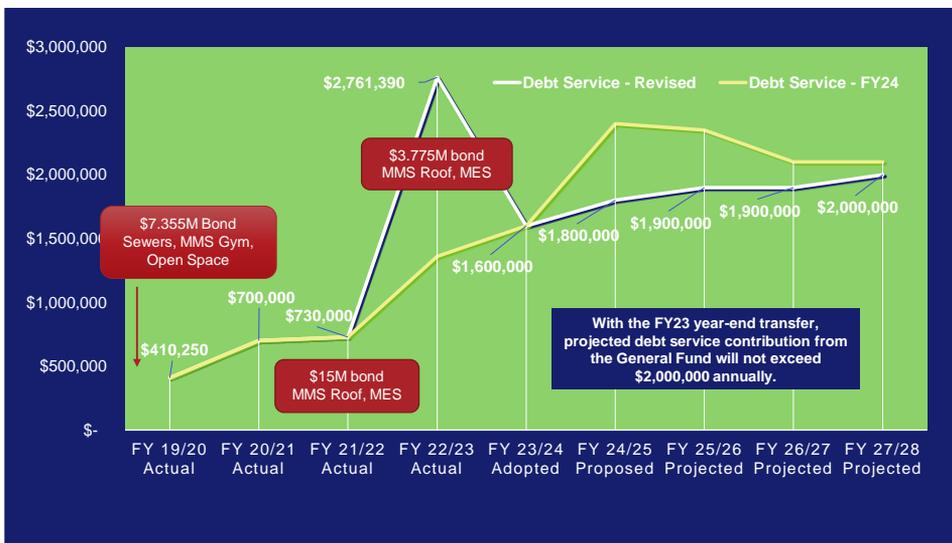




## BUDGET DRIVERS – DEBT SERVICE



## BUDGET DRIVERS – DEBT SERVICE





## PROJECTED FY 2024/25 MILL RATE - BREAKDOWN



## IMPACT ON TAXPAYER – SUMMARY

### SAMPLE TAX IMPACT – MEDIAN HOME<sup>1</sup>

	Value	Taxes		MILL RATE
10/1/23 Median Home Value	\$155,700		FY 2024 Adopted	31.52 mills
Current Taxes	31.52 mills	\$4,908	FY 2025 Proposed	30.52 mills
Proposed Taxes	30.52 mills	\$4,752	Difference (Decrease) vs. FY 2024	(1.0 mill)
Annual <u>Decrease</u>		\$156	Percent Change (Decrease)	(3.2%)
Monthly <u>Decrease</u>		\$13		

<sup>1</sup>Median home price, 100% FMV value is \$222,429. \$155,700 reflects 70% or the assessed value.



## WHERE DO YOUR TAX DOLLARS GO?

	Amount	%
Education	\$2,682	56.4%
General Government (Incl. employee benefits)	\$ 597	12.6%
Other Financing Uses (includes capital)	\$ 513	10.8%
Public Safety	\$ 461	9.7%
Public Works	\$ 327	6.9%
Health & Welfare and Culture & Recreation	\$ 172	3.6%
<b>Total</b>	<b>\$4,752</b>	

## COMPARATIVE MILL RATES



TOWN	FY24 MILL RATE
Ashford	33.09
Bolton	43.82
Chaplin	35.50
Coventry	31.74
Ellington	34.30
Glastonbury	31.01
Manchester	37.20
Simsbury	31.82
South Windsor	33.14
Tolland	37.33
Vernon	33.39
West Hartford	40.92
Willington	32.16
Windham	38.81
Windsor	33.60

### Mansfield Mill Rate

FY2024 = 31.52

FY2025 = 30.52  
(as proposed)

### Comp. Town Average

FY2024 = 35.19

**Difference = 4.67**

Source:

State of CT Office of Policy and  
Management (OPM)



## FY 2024/25 BUDGET SUMMARY (RECAP)

- Provides funding to sustain service levels in all municipal operations, and **enhanced service in multiple areas**
  - Fire/EMS, Police, Public Works
- Modest YOY growth in the Grand List (1.27%)
- Anticipates noteworthy increases in state aid based on Governor's proposed adjustments to state budget for FY 2025
- Projects a **decreased tax rate** of 1.0 mills (3.2%)
  - Mill rate of 31.52 would decrease to 30.52
- Meets contractual/non-discretionary obligations
- Continues pay-as-you-go capital plan (growing investment)
- Preserves a healthy/desired fund balance in the GF



## BUDGET WORK SESSIONS

- Hybrid meeting format
- Agenda outline will be provided before the meetings. Council members are encouraged to send questions to the Town Manager prior to the meeting to expedite responses
- Appropriate Town staff will either be available in-person or via remote connection to answer Council member questions
- Work Sessions will be live streamed for public viewing at <https://www.mansfieldct.gov/video>
- Citizens may submit questions via email to: [Budget2025@Mansfieldct.org](mailto:Budget2025@Mansfieldct.org)
- Public comment will be accepted by USPS mail prior to the meeting or by email to: [Pub\\_Comm@Mansfieldct.org](mailto:Pub_Comm@Mansfieldct.org)



## UPCOMING BUDGET DATES

Date	Topics include:	Time
March 28, Thursday	Public Information Session – Town Manager’s Budget	6:30pm
April 1, Monday	General Gov’t. Public Safety, Community Services, Comm. Development, Town-wide	6:00pm
April 4, Thursday	Public Works, Enterprise Funds, Other Funds, Capital	6:00pm
April 8, Monday	Public Hearing – Submit for Regular Meeting	7:00pm
April 10, Wednesday	Board of Education, Shared Service Departments	7:00pm
April 22, Monday	Discussion of Flagged Items	7:00pm
April 25, Thursday	Budget Discussion and Adoption of Budget	6:00pm
April 29, Monday	Adoption of Budget – if needed	6:00pm



## A NOTE OF APPRECIATION

The preparation of the annual budget requires a great deal of time and effort. I would like to thank our various department heads and the following members of our staff team that have worked diligently to help assemble this year’s comprehensive budget book:

- Alicia Ducharme (Budget Manager)
- Amanda Backhaus (Finance Director)
- Maria Capriola (Chief of Shared Services and Administration)
- Additional Finance Staff
- Margaret Chatey (Communications Specialist)

**THANK YOU!**