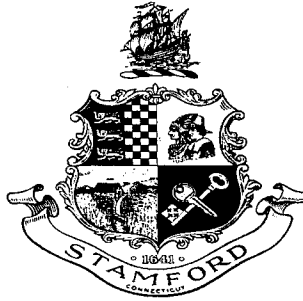


MAYOR  
DAVID R. MARTIN



RICHARD FREEDMAN  
CHAIR  
MARY LOU T. RINALDI  
VICE CHAIR  
SAL GABRIELE  
DAVID KOORIS  
KIERAN M. RYAN  
DUDLEY N. WILLIAMS  
TEL: (203) 977-4699  
FAX: (203) 977-5030

## BOARD OF FINANCE

STAMFORD GOVERNMENT CENTER  
888 WASHINGTON BOULEVARD  
P.O. BOX 10152  
STAMFORD, CONNECTICUT 06904-2152

### AGENDA - BOARD OF FINANCE REGULAR MONTHLY MEETING

The Board of Finance will hold its Regular Monthly Meeting on Thursday, January 10, 2019 at 7:00 p.m. in the Board of Finance Conference Room for the following purposes:

CALL TO ORDER: Chair Richard Freedman

PLEDGE OF ALLEGIANCE: Chair Richard Freedman

### AGENDA

1. MINUTES: Request for approval of the December 13, 2018 regular monthly Meeting.

**Submitted by:** Clerk, Board of Finance

2. SAFE DEBT LIMIT:

Approve a resolution concerning a Certificate of Safe Debt Limit for Fiscal Year 2019-20. This item was HELD at the December meeting.

**Submitted by:** Michael Handler

3. CAPITAL PROJECT APPROPRIATION REQUEST – STREET PATCH AND RESURFACING:  
This request is for a Capital Project appropriation for paving contributions related to water main installation projects completed by Aquarion Water Company in 2018. The contributions are associated with the following streets: Orchard Street, Taff Avenue, Homestead Avenue, Schuyler Avenue, Stillwater Avenue, Newfield Avenue and Berrian Road.

**Amount:** \$479,028

**Fund/Budget:** Private contributions

**Submitted by:** Thomas Turk, Supervisor, Traffic and Road Maintenance

4. UPDATE – EXTERNAL AUDITOR REQUEST FOR PROPOSALS (RFP)  
Controller David Yanik will provide an update on the progress in issuing an RFP for audit services.

5. ADDITIONAL APPROPRIATION – OVERTIME FUNDING (WITHDRAWN)  
Request to fund overtime costs to cover the work load in Accounts Payable, Cash Receipts, and Payroll based on final approved budget.

**Amount:** \$15,000

**Fund/Budget:** Contingency (transfer into Overtime Account)

**Submitted by:** David Yanik, Controller

6. ADDITIONAL APPROPRIATION – GRANT FUNDED – JAG LOCAL VCP GRANT  
The Stamford Police Department will conduct extra police walking patrols in city parks and beaches in the Spring and Summer of 2019 to address crime and quality-of-life issues in the parks. The patrols will occur on an overtime basis. The grant supports 100%.

**Amount:** \$16,000

**Fund/Budget:** New Grant

**Submitted by:** Thomas Wuennemann, Assistant Chief of Police

7. ADDITIONAL APPROPRIATION – FUND MOLD REMEDIATION AT STAMFORD SCHOOLS  
The Mold Task Force requests approval of an emergency supplemental appropriation for mold remediation in Stamford Public Schools/Sites.

**Submitted by:** Karen Cammarota, Grants Officer

**Amount:** \$1,000,000

**Fund/Budget:** 01480809024

8. ADDITIONAL APPROPRIATION – MOLD TASK FORCE - ELMCROFT  
This is a request to appropriate funds from the General Fund to Grants Fund 24, where funds were already appropriated from Contingency for mold-related issues in Stamford Public Schools/Sites.

**Submitted by:** Karen Cammarota, Grants Officer

**Amount:** \$1,000,000

**Fund/Budget:** Project MR9522 – 24403619450

9. DISCUSSION – POLICE OVERTIME

The Board of Finance requested an accounting of Police overtime in the last 3 to 4 years and has invited Director Ted Jankowski to attend the meeting to discuss this topic.

**Submitted by:** Board of Finance

10. REVIEW: MILL RIVER PARK FUND 15:

Following a discussion at the November 8, 2018 meeting of the Board, the office of OPM will provide a review of the Mill River Park Fund 15.

**Submitted by:** Jay Fountain, Director, OPM

The next Regular Meeting of the Board: Tuesday, February 12, 2019 at 7:00 p.m.

**Cynthia R. Winterle**

**Cynthia R. Winterle  
Clerk of the Board**

MAYOR  
DAVID R. MARTIN



RICHARD FREEDMAN  
CHAIR  
MARY LOU T. RINALDI  
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## BOARD OF FINANCE

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### DRAFT MINUTES OF BOARD OF FINANCE REGULAR MONTHLY MEETING

The Board of Finance held its Public Meeting on Thursday, December 13, 2018 at 7:00 p.m. in the Board of Finance Conference Room for the following purposes:

ATTENDEES: R. Freedman, M. L. Rinaldi, S. Gabriele, D. Kooris (arrived at 7:06 p.m.), K. Ryan and D. Williams.

CALL TO ORDER: Chair Richard Freedman (Video: 00:00:00)

PLEDGE OF ALLEGIANCE: Chair Richard Freedman

### AGENDA

1. MINUTES  
Request for approval of the November 7, 2018 Special Meeting, November 8, 2018 Audit Committee Meeting, and the November 8, 2018 Regular Monthly Meeting. (Video: 00:00:21)

**Submitted by:** Clerk, Board of Finance

Motion to approve Minutes by S. Gabriele, second by M. L. Rinaldi: November 7, 2018 Special Meeting, December 8, 2018 Audit Committee and Regular Monthly Meetings. Vote unanimous (5-0-0) (D. Kooris absent)

2. APPROVED CONTRACT – MUNICIPAL TAX SERVICES  
Request for approval of an agreement between the City of Stamford and Municipal Tax Services LLC to provide services for Motor Vehicle Tax Compliance. (Video: 00:01:22)

**Submitted by:** Mayor David Martin, City of Stamford

Motion to approve by M. L. Rinaldi, second by D. Williams. Vote unanimous (6-0-0)

3. SAFE DEBT LIMIT

Request for approval of a resolution concerning a Certificate of Safe Debt Limit for Fiscal Year 2019-20. HELD (Video: 00:29:48)

4. DISCUSSION: UPDATE – STATUS OF CAPITAL GRANT RECEIVABLES

Karen Cammarota, Grants Officer, presented an updated report on the progress of grant payment issues. Her last report was at an Audit Committee Meeting held on July 12, 2018. (Discussion Only) (Video: 00:30:36)

5. MOLD REMEDIATION – WESTOVER MAGNET ELEMENTARY SCHOOL

The Mold Task Force requested approval to appropriate funds from the General Fund to Grants Fund 24, where funds were already appropriated from Contingency for mold remediation in Stamford Public Schools/Sites. (Video: 00:42:30)

**Amount:** \$500,000

**Fund/Budget:** From General Fund to Grants Fund 24

**Submitted by:** Karen Cammarota, Grants Officer

Motion to approve by D. Kooris, second by K. Ryan. Vote unanimous (6-0-0)

6. APPROPRIATION ADDITIONAL REQUEST – JUSTICE ASSISTANCE GRANT 17/18

Funds to be used for additional hours for Narcotics investigators assigned to investigate street-level narcotic activity on an overtime basis. Funds will also be used to enhance the less lethal options of the Police Department by purchasing 12 Tasers and two (2) tactical defense launchers. (Video: 00:43:13)

**Amount:** \$41,637 – 100% grant-funded

**Fund/Budget:** 24401881301 – Overtime: \$22,237; 24401886120 – Program Supplies: \$19,400

**Submitted by:** Thomas Wuennemann, Assistant Chief of Police

Motion to approve failed (3-3-0) – 3 in favor (D. Kooris, D. Williams, R. Freedman) and 3 opposed (M. L. Rinaldi, S. Gabriele, K. Ryan)

7. CAPITAL PROJECT APPROPRIATION REQUEST – WEST AVENUE AT WEST MAIN STREET INTERSECTION IMPROVEMENTS

This request is to approve an increase to the grant authorization to match the total construction grant of \$1,987,495.80 for West Avenue at West Main Street. (Video: 01:12:36)

**Amount:** \$487,495.80

**Fund/Budget:** State Grant

**Submitted by:** James Travers, Transportation Bureau Chief

Motion to approve by D. Kooris, second by M. L. Rinaldi an increase of the grant authorization to match the total construction grant of \$1,987,495.80 by increasing the appropriation \$487,495.80 Vote unanimous (6-0-0).

8. APPROVAL OF BOF REGULAR MEETING SCHEDULE FOR THE CALENDAR YEAR 2019  
This request is for approval of the BOF Regular Meeting Calendar for 2019. (Video: 01:13:52)

**Submitted by:** Clerk, Board of Finance

Motion by D. Kooris, second by D. Williams to approve the BOF Regular Meeting Schedule for the Calendar Year 2019. Vote unanimous (6-0-0).

9. DISCUSSION - BUDGET PRESENTATION CALENDAR 2019-20  
Draft Budget Presentation Calendar for the 2019-2020 fiscal year. (Discussion Only)  
(Video: 01:14:41)

**Submitted by:** Clerk, Board of Finance

ADJOURNMENT: There being no further business, and on a motion by M. L. Rinaldi, seconded by D. Williams, the Board voted unanimously to adjourn the meeting at 8:35 p.m. (Video: 01:27:27)

**This Meeting is on Video.**

The next Regular Meeting of the Board: Thursday, January 10, 2019 at 7:00 p.m.

**Cynthia R. Winterle**

**Cynthia R. Winterle  
Clerk of the Board**

Mayor  
DAVID R. MARTIN



DIRECTOR OF ADMINISTRATION  
MICHAEL E. HANDLER

Phone: (203) 977-4182  
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**CITY OF STAMFORD**  
**OFFICE OF ADMINISTRATION**  
888 WASHINGTON BOULEVARD  
P.O. BOX 10152  
STAMFORD, CONNECTICUT 06904-2152

December 15, 2018

David R. Martin, Mayor  
Members of the Board of Finance

Mayor Martin and Members of the Board of Finance:

Section 8-20-3 of the Charter of the City of Stamford requires the Director of Administration to annually report upon the amount and nature of expenditures which, in his/her opinion, the City may incur safely for capital projects during each of the next six succeeding years, and the effect of such expenditures upon the current budgets for each of those years. In analyzing the amount of debt that the City may safely incur, a number of factors must be considered. Some of those factors are:

- Capital needs of the community
- Legal debt limitations
- Overall debt position
- Impact of the proposed plan on debt position and credit rating
- Impact of the plan on future operating budgets

In my capacity as Director of Administration the safe debt limit I am recommending is a capital-spending plan, net of direct grants and non-general obligation (G.O.) bonds, of \$50 million for Fiscal Year 2019-20.

**PROPOSED CAPITAL SPENDING PLAN**

**Financing Plans  
For Fiscal Year 2019-20 and the subsequent 5 years**

<b>City Capital Budget</b>	
<b>Fiscal Year</b>	<b>G.O. Bond<sup>1</sup></b>
2019-20	\$50 million
2020-21	\$50 million
2021-22	\$25 million
2022-23	\$25 million
2023-24	\$25 million
2024-25	\$25 million

<sup>1</sup>Net of all grants

It must be noted that this safe debt letter is unlike those in prior years. In each of the prior six years of my tenure, I have been in a position to accurately project our future capital needs. I then balance the City's capital needs with the self-imposed constraints aimed at maintaining our strong balance sheet and the impact debt service has on future operating budgets. Fiscal Year 2019-20 is vastly different in that at the time of this letter being written, I do not have an accurate projection of our next year's capital needs. Because the City's safe debt letter is statutorily due on December 15<sup>th</sup>, I have prepared my projections based on the best information on hand at this time. I fully anticipate that our capital budget needs will increase, perhaps dramatically, requiring me to return to the requisite boards for supplemental authority.

By way of background, Fiscal Year 2019-20 was initially anticipated to be the final year (\$25 million) of a rather austere debt issuance plan. This was a direct result of having issued a total of \$105 million in fiscal years 2015-16 and 2016-17 to build a new police headquarters and a new school on Strawberry Hill Ave. The intention was to reduce our debt service to more manageable levels, thereby providing budgetary relief and/or room to handle unforeseen or emergency capital needs at some future time.

That future time, unfortunately, is now and the capital emergency is complicated. On October 29, 2018 the City and the Board of Education formed the Mold Task Force. The reason for the Task Force was to create an action-oriented team that could cut through the varying layers of bureaucracy and implement solutions to challenges that have plagued our schools for some time. The mold issues in our schools reached heightened levels and it became clear that swift action needed to be taken to ensure the health, welfare and educational opportunities of our students and dedicated staff.

While my recommendation is supported by the financial projections contained in this report, the capital needs for our schools as mentioned previously, are not yet fully known. The \$100 million of capital spending recommended over the next two fiscal years assumes that approximately \$60 million will be allocated to addressing the mold and water intrusion issues already investigated in several of our schools. Again, this is solely based on best estimates received at this time and does not take into account all of the schools that require immediate attention. I fully anticipate that our capital needs will grow and we are fortunate that our balance sheet is in a strong position to be able to accommodate our needs.

### **Rating Agencies**

Standard & Poor's and Fitch have both stated that the City's existing credit rating is AAA/AAA with a stable outlook. In their report dated July 20, 2018, Standard & Poor's highlighted the following:

- The GO rating on Stamford is rated above the sovereign because we believe the city can maintain better credit characteristics than the U.S. in a stress scenario
- Strong budgetary performance and flexibility
- Strong management, with "good" financial policies and practices
- Very strong liquidity with total government available cash at 20.5% of total governmental fund expenditures and 2.6x governmental debt service
- Strong debt and contingent liability profile with net debt that is 63.1% of total governmental fund revenue and low overall net debt at less than 3% of market value of taxable property

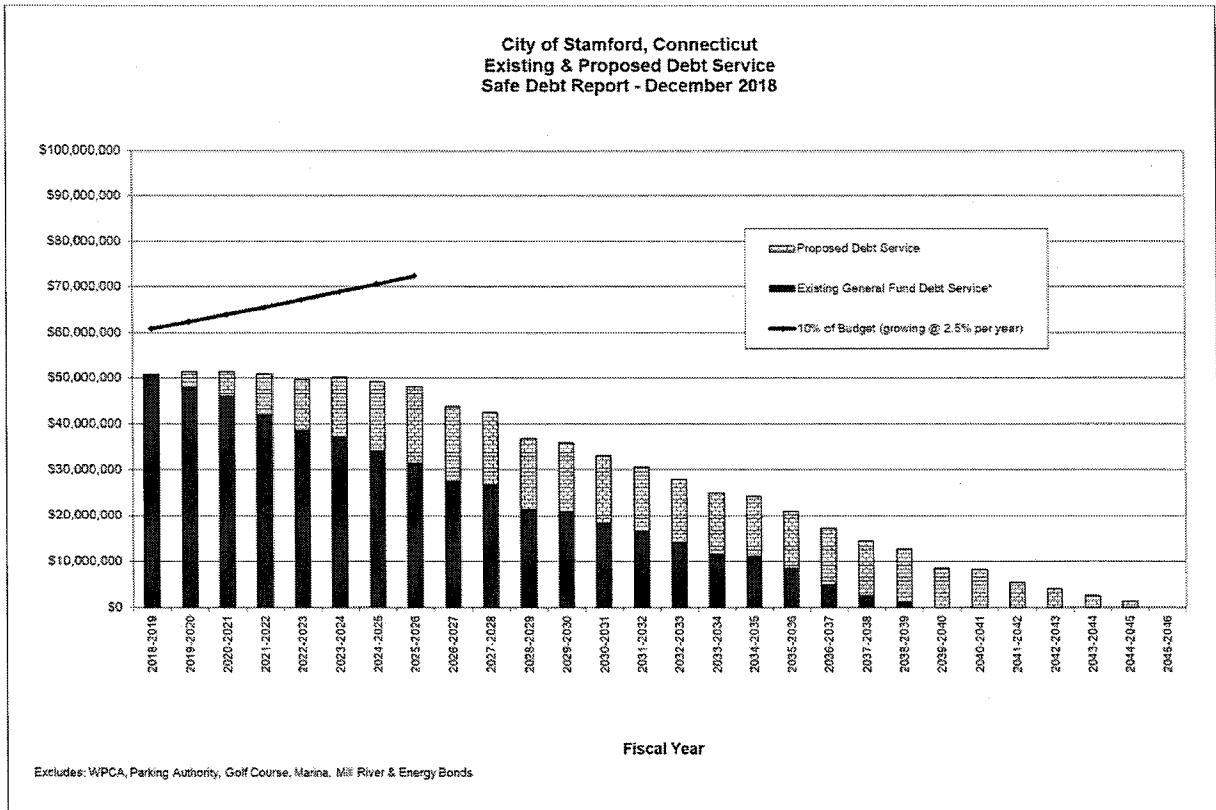


Taking into consideration the magnitude of our aggregate capital needs along with the debt ratios presented later in this report, I believe the amount recommended is, while conservative and likely to grow, both warranted and fiscally responsible.

**Impact on Debt Service**

The impact our proposed financing plans would have on our annual debt service is an important factor to consider and is a major limiting factor in the amount of debt that the City can safely issue. As a rule, I strive to maintain our annual debt service below 10% of the City’s annual operating budget. This is necessary for two reasons: First, debt service levels above 10% tend to crowd out other vital operating expenses which could either limit the services the City can adequately provide or force upward pressure on property taxes; and second, rating agencies tend to use 10% as an upward limit for AAA-rated municipalities.

In FY 2018-19 the City’s annual debt service was \$50,712,005 or 8.9% of our annual operating budget, below the 10% threshold. In FY 2019-20, our projected debt service is expected to be \$51,321,969 or 8.8% of our annual operating budget. For planning purposes, I assume a City (inclusive of the BOE) operating budget increase of 2.5% per year.



## **Capital Needs of the Community**

As stated previously, the overall capital needs of the City and BOE are significant. In addition to the issues we are addressing in our schools, we also need to build on the important work already underway repairing our roadways. The City has seized the opportunity to take advantage of a historically low interest rate environment. Since 2013, the City has issued \$265 million in long-term new money general obligation bonds to invest in prime areas where immediate attention was paramount. It was imperative that these investments be made in projects that support the safety and well-being of residents and have a positive impact on the reduction of operating costs. This capital planning improved the quality of our City overall as we build a new school on Strawberry Hill Avenue and replace a failing police department headquarters. Equally as important, the City capitalized on this unprecedented period of low interest rates by refunding over \$140 million of general obligation bonds. In aggregate, these refundings led to present value savings in excess of \$16 million or 11% of the bonds refunded. It continues to be our practice to capture these savings equally in each of the remaining term years and in some cases the savings were more heavily weighted in the out years.

## **Legal Debt Limitations**

The State of Connecticut imposes legal limits on the amount of debt that the City is authorized to issue. Under Connecticut General Statutes, municipalities are not permitted to incur indebtedness through the issuance of bonds that will cause aggregate indebtedness by class to exceed the following:

General Purposes:	2.25 times annual receipts from taxation
School Purposes:	4.50 times annual receipts from taxation
Sewer Purposes:	3.75 times annual receipts from taxation
Urban Renewal Purposes:	3.25 times annual receipts from taxation
Pension Obligation Bonds	3.00 times annual receipts from taxation
Total - All Purposes:	7.00 times annual receipts from taxation

Under these statutory limits, the City is permitted to incur indebtedness of over \$3 billion. From a practical standpoint, however, the City could never approach this level of indebtedness. If the City were to incur this magnitude of debt we would surely find our credit rating in the junk bond category. For this reason, the legal debt limit in Connecticut is of no practical consequence for the City of Stamford.

## **Overall Debt Position**

The City's overall debt position remains quite modest. For purposes of this discussion, the rating agencies look at net debt, meaning they exclude any "self-supporting" debt. Within the City of Stamford, self-supporting debt includes debt for the WPCA, Parking Fund, E.G. Brennan, Marina Fund, and most recently the Mill River Collaborative. As of December 15, 2018, the City's outstanding General Obligation debt (exclusive of interest and self-supporting debt) was approximately \$381 million.

## Impact of the Proposed Plan on Debt Position and Credit Rating

Stamford is in elite company with an AAA bond rating—the highest available—from both Standard & Poor’s and Fitch. Of the over 4,000 local governments covered, less than 10% carry an AAA general obligation rating from Standard & Poor’s. In assigning credit ratings, the rating agencies analyze four broad rating factors in a community: Economic Factors (wealth levels, tax base, employment, regional economy, etc.); Financial Factors (operating results, financial reserves, contingent obligations, etc.); Administrative Factors (experience of the management team, financial management track record, etc.); and Debt Factors (debt as a percent of full value, per capita debt, debt service as a percent of budget, etc.). The City’s capital plan must recognize the importance of debt factors in the evaluation of the City’s credit by the rating agencies. Provided below is a comparison of Stamford’s ratios with selected cities in Connecticut and with selected other AAA cities in the country.

### Debt Ratio Benchmarks

Connecticut Benchmarks: Extracted from State of Connecticut, Fiscal Indicators Report 2017

City	S&P Rating	Population	Debt Per Capita	Debt to Fair Market Value	Unassigned Fund Balance as % of Revenues
Stamford* (as of 6/30/17)	AAA	127,410	3,346	1.3%	4.0%
Bridgeport	A	147,022	4,411	7.5%	3.1%
New Haven	BBB+	130,405	4,006	5.1%	-0.6%
Hartford**	A	124,320	4,838	8.5%	0.8%
Waterbury	AA-	109,211	3,920	7.4%	4.4%
Norwalk	AAA	87,930	2,500	1.1%	13.6%
Danbury	AA+	83,890	1,566	1.3%	8.9%
West Hartford	AAA	63,187	2,381	1.6%	7.2%
Greenwich	AAA	62,418	2,499	0.3%	7.9%
Fairfield	AAA	61,114	2,790	1.1%	8.6%
<b>Average</b>		<b>96,611</b>	<b>3,212</b>	<b>3.8%</b>	<b>6.0%</b>

\* Includes \$22.7 million of Rainy Day Fund as of June 30, 2017

\*\* City of Hartford's Debt is guaranteed by the State of Connecticut

### National Benchmarks: Extracted from each municipality’s 2017 CAFR

City	S&P Rating	Population	Debt Per Capita	Debt to Fair Market Value	Unassigned Fund Balance as % of Revenues
Alexandria, VA	AAA	156,100	3,570	1.43%	9.0%
Bellevue, WA	AAA	140,700	2,067	0.65%	22.5%
Cambridge, MA	AAA	109,694	3,603	1.00%	38.8%
Cary, NC	AAA	160,390	1,096	0.68%	33.5%
Chandler, AZ	AAA	250,547	1,208	0.94%	38.1%
Huntsville, AL	AAA	188,000	4,170	3.49%	20.0%
Naperville, IL	AAA	145,789	1,003	0.73%	23.0%
Overland Park, KS	AAA	191,000	1,108	0.82%	28.9%
Scottsdale, AZ	AAA	238,000	2,432	8.99%	22.5%
Winston-Salem, NC	AAA	240,603	3,493	4.04%	13.7%
<b>Average</b>		<b>182,082</b>	<b>2,375</b>	<b>2.28%</b>	<b>25.00%</b>

While Stamford's per capita debt is slightly above the average for medium sized cities in the State of Connecticut, it is lower than some of the AAA-rated national benchmarks. Stamford is located in a state without county government and where local Board of Education debt is included with the City debt. In many AAA communities, counties take responsibility for sewers and roads on the capital side of the budget and some social service, health, and safety functions as part of their operating budget. In Stamford, all of the funding responsibility is borne by the City. These issues must be taken into consideration when examining the debt per capita ratios.

One of the most important debt ratios for rating agencies is debt as a percentage of fair market value of all taxable property in the municipality. Stamford compares very well in this category. Stamford's average debt to fair market value of 1.3% compares favorably to the 3.8% average within the State and 2.3% average of AAA cities outside the State of Connecticut. Please note that self-supporting funds (funds other than general fund) incur additional capital project authorizations. The project ratios will be mitigated as a portion of the new bonds will be allocated to the self-supporting funds. It is important to note that while no single ratio determines a credit rating, the City's debt burden remains low compared to most other AAA rated communities.

***Rainy Day Fund Balance*** – The last ratio identified is the unassigned fund balance plus the balance assigned for Rainy Day purposes as a percent of operating expenditures. This is not a debt ratio; however, it is a critical financial measure that is used by the rating agencies to gauge the ability of a municipality to react to unexpected financial emergencies or events such as natural disasters or the recent upheaval in the financial markets. In general, the rating agencies expect that AAA credits will maintain this balance in the range of 5-10% of annual expenditures and many of our benchmarks have fund balances well in excess of this range. The City's Charter Revision of 2005 first permitted the City to maintain a general fund "Rainy Day Fund" up to 5% of its annual operating budget. Over the past five years, the City has made a concerted effort to contribute towards our future financial stability and today the current "Rainy Day Fund" balance is \$24.6 million, roughly 4.3% of the City's 2018-19 operating budget.

### **Impact of the Plan on Future Operating Budgets**

When approving capital spending plans it is important to realize that this spending results in a direct impact on the City's future operating budgets and tax rates. Not only must future taxpayers fund the original appropriation, but it also must be repaid with interest.

Keeping this in mind, it is very clear that the coming fiscal year will be a challenge. The dramatic increase in structural costs such as pension contributions, insurance costs, and Other Post Employment Benefit (OPEB) liabilities and the erosion of non-tax revenue coupled with slower than ideal growth in the local economy will press the current administration to prepare a fiscally conservative budget with the underlying premise that the taxpayers of the City of Stamford cannot absorb a tax increase of significant proportions.

It is important to note, and for clarification purposes to discuss, the current and following fiscal year debt service contributions from the general fund to the debt service fund. First and foremost, principal and interest payments are made from the debt service fund. The general fund is one source, albeit the primary source, of financing for bonds.

Total Debt Service FY 2018-19 (Current Year): \$50,712,005\*  
Total Debt Service FY 2019-20 (Projected): \$51,321,969  
Year-over-year Variance in Debt Service: \$ 609,964

\*Note: FY2018/19 general fund debt service obligation (excluding issuance cost of \$120k) was previously estimated at \$51,147,005 which assumed a 3.25% interest rate on the FY18/19 \$25M bond issue.

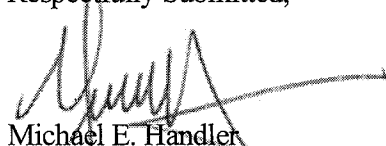
(See attached Debt Schedule)

***Pay-as-you-go Financing*** – Financing a portion of the City’s capital projects with current revenue is a financially prudent and conservative financing practice. Most AAA credits finance at least a portion of their capital plan through a pay-as-you-go mechanism. In FY 2015-16, the City used \$4.4 million of cash from Capital Non-Recurring (CNR) to purchase capital items such as vehicles, technology equipment, and software systems. In FY 2016-17 the City used \$6.9 million and in FY 17-18, the City used \$8.1 million from CNR. It is anticipated that in FY 2018-19, the City will use \$5.0 million from CNR. These were major first steps towards increased financial flexibility and a practice that we plan to continue. I have proposed designating \$1.9 million from last year’s operating surplus to go into the CNR fund for projects typically financed with shorter term debt such as light vehicles and technology. By moving away from borrowing for these items, we are reducing our future general fund debt service obligations.

### **CONCLUSION**

In my capacity as Director of Administration the safe debt limit I am recommending at this time is a capital-spending plan, net of direct grants and non-general obligation (G.O.) bonds, of \$50 million for Fiscal Year 2019-20. I fully anticipate coming back before you to ask for additional capital appropriations once I know the full extent of the additional needs in our schools. I trust the information and recommendations provided in this report will assist you in your deliberations regarding the City’s future debt position.

Respectfully Submitted,



Michael E. Handler  
Director of Administration



**Capital Project Appropriation Request** 12/19/2018

**FY 18/19**

**Project:** C56182 **STREET PATCH & RESURFACING**  
**Agency:** 0211 **Operations: Traffic & Road Maintenance**

**Total Request: \$479,028.00**

**Part A - Description of Request**

Please find attached a summary of the Paving Contributions related to water main installation projects completed by Aquarion Water Company in 2018.

The contributions are associated with the following streets:  
 Orchard St, Taff Ave, Homestead Ave, Schuyler Ave, Stillwater Ave, Newfield Ave, & Berrian Rd

**Part B - Appropriation Request Detail**

Fund Source	FY 18/19	Capital Forecast						Total
	Amount	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Private Contributions	479,028.00	0	0	0	0	0	0	479,028.00
<b>Total</b>	<b>\$479,028.00</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$479,028.00</b>

**Part C - Project History**

Fiscal Year	Authorizations	Encumbered	Expenditure	Balance
< 2015	38,586,767.45	0.00	36,478,261.08	2,108,506.37
2015	3,000,000.00	0.00	3,839,763.23	-839,763.23
2016	2,000,000.00	0.00	3,047,715.22	-1,047,715.22
2017	3,000,000.00	0.00	2,619,459.85	380,540.15
2018	8,629,600.00	0.00	9,153,020.88	-523,420.88
2019	6,000,000.00	532,303.15	1,620,475.87	3,847,220.98
<b>Total</b>	<b>\$61,216,367.45</b>	<b>\$532,303.15</b>	<b>\$56,758,696.13</b>	<b>\$3,925,368.17</b>

**Part D - Approvals**

<b>Department Head</b> <i>Thomas Turk</i>	<b>Date</b> 12/20/18	<b>OPM Director/QPM Asst Director</b> <i>J.P. Fontana</i>	<b>Date</b> 12/20/18
<b>Director</b> <i>Mark W. Keefe</i>	<b>Date</b> 19 DEC '18	<b>Director of Administration</b> <i>[Signature]</i>	<b>Date</b> 12/21/18
		<b>Mayor</b> <i>[Signature]</i>	<b>Date</b> 12/21/18



**CITY OF STAMFORD, CONN.  
REPORT OF COLLECTIONS**

DATE 11/15/2018

NO. \_\_\_\_\_

RECEIVED		CASH	CHECK	AMOUNT
FROM	FOR			
Aquarian Water Company	Raising Contributions		X	\$ 479,028.00

REV-2008

SUBMITTED BY

OPM  
DEPARTMENT

[Signature]  
SIGNATURE

RECEIVED BY DEPARTMENT OF FINANCE

[Signature]  
SIGNATURE

DATE \_\_\_\_\_ 20\_\_\_\_ TITLE \_\_\_\_\_

DO NOT WRITE IN THIS SPACE

CREDIT TO ACCOUNT NO. \_\_\_\_\_

REVENUE 0370003711230

Link to Project CS6182

ACCOUNTS RECEIVABLE \_\_\_\_\_





**AQUARION**  
Water Company

Aquarion Water Company of CT  
600 Lindley Street  
Bridgeport CT 06606-5044

123313

VENDOR NO. 301369	NAME CITY OF STAMFORD
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INVOICE DATE	INVOICE NUMBER	SITE CODE	SAP DOCUMENT NO	DISCOUNT TAKEN	AMOUNT PAID
10/09/2018	PAVING CONTRIBUT		1900255839	0.00	479,028.00
DOCUMENT NO: 2000270209			DATE: 11/14/2018	TOTAL	0.00
					479,028.00

THIS DOCUMENT HAS A VOID PANTOGRAPH, ULTRAVIOLET FIBERS, AND A WATERMARK ON THE BACK

DATE: 11/14/2018

Aquarion Water Company  
of Connecticut  
600 Lindley Street  
Bridgeport, CT 06606-5044

JPMorgan Chase Bank, N.A.  
New York, NY

123313

1-2/210



**AQUARION**  
Water Company

PAY  
TO THE  
ORDER  
OF

FOUR HUNDRED SEVENTY-NINE THOUSAND TWENTY-EIGHT DOLLARS

CITY OF STAMFORD  
888 WASHINGTON BLVD  
STAMFORD, CT 06901

**\$479,028.00**  
NOT VALID AFTER 120 DAYS

TWO SIGNATURES REQUIRED WHEN OVER \$5,000.00

*Donald J. ...*  
AUTHORIZED SIGNATURE  
*Debra E. ...*  
AUTHORIZED SIGNATURE



**AQUARION**  
Water Company

*Stewards of the Environment*

October 24, 2018

Louis Casolo, Jr., P.E.  
City Engineer  
888 Washington Boulevard  
Stamford, CT 06901

Re: Paving Contributions  
City of Stamford

Dear Mr. Casolo:

As we discussed please find attached a summary of the Paving Contributions related to water main installation projects completed by Aquarion Water Company in 2018. The contributions are associated with the following streets:

- Orchard Street
- Taff Avenue
- Homestead Avenue
- Schuyler Avenue
- Stillwater Avenue
- Newfield Avenue
- Berrian Road

The contribution summary outlines the costs for milling, paving (2-inches), line stripping, traffic control, inspection and the administrative fee requested by the City of Stamford. Unit costs were based on the City of Stamford 2018 paving contract, as provided to Aquarion, and a 5 to 7 % increase to account for any changes to costs that could be incurred by the City during paving in 2019.

In the event the City of Stamford incurs costs greater than the paving contribution provided for the projects, Aquarion will provide the additional funds as we agreed. If this does occur, Aquarion requests that the City provide a detailed summary of costs for review to validate the actual costs and the needed additional funds.

We appreciate your time and effort and look forward to working together in the future. Please call me with any questions or concerns at (203) 362 3055.

Sincerely,

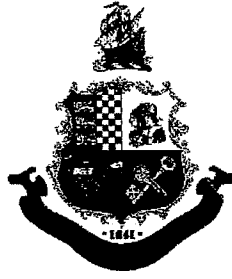
Daniel R. Lawrence, P.E.  
Director of Engineering and Planning

### Stamford Paving Contribution Breakdown

Project	WBS/GL	Amount
Orchard/Taff/Homestead	ER211-2018-044/500415	\$ 128,948.00
Stillwater Phase I	ER211-2017-108/500415	\$ 40,924.00
Stillwater/Schuyler Phase II	ER211-2018-016/500415	\$ 190,885.00
Newfield Avenue	XC211-2017-069-E04-001/500415	\$ 62,863.00
Berrian Road	XC211-2017-069-E04-001/500415	\$ 55,408.00
		\$ 479,028.00



MAYOR  
David R. Martin



DIRECTOR OF OPERATIONS  
Mark McGrath

Land Use Bureau Chief  
Ralph Blessing

Deputy Director of Planning  
David W. Woods, PhD, AICP  
(203) 977-4718  
dwoods@stamfordct.gov

**CITY OF STAMFORD  
PLANNING BOARD  
LAND USE BUREAU  
888 WASHINGTON BOULEVARD  
STAMFORD, CT 06904 -2152**

January 7, 2019

Mayor David R. Martin  
City of Stamford  
888 Washington Boulevard, 10th Floor  
Stamford, CT 06904-2152

**RE: STREET PATCH & RESURFACING - PROJECT #C56182**

Dear Mayor Martin:

At its January 2, 2019 meeting, the Planning Board unanimously recommended approval of the Street Patch & Resurfacing - Project #C56182.

The Board reviewed this request pursuant to Connecticut General Statute Section 8-24 and Section C6-30-13 of the City Charter and finds this request to be consistent with CGS Section 8-24, and the City Charter Section C6-30-13, as well as consistent with the adopted 2015 Master Plan.

Sincerely,

**STAMFORD PLANNING BOARD**

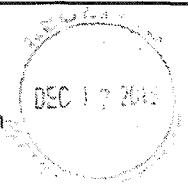
A handwritten signature in black ink, appearing to read "Theresa Dell".

Theresa Dell, Chair

cc: Board of Finance  
Board of Representatives

TD/lac

REQUEST FOR ADDITIONAL APPROPRIATION - GRANT FUNDED



Instructions: Complete all information in Parts A and B. Have Director/ Department Head sign and date on appropriate lines in Part C. Forward original to OPM Director, 10th Floor. OPM Director will forward to the Boards. Submit to OPM by the 20th of the month in order to be included on the next Board of Finance and Representatives meeting agendas.

Part A - Account Information

FY 18/19

Project # S39
Revenue # NEW GRANT
Expend. #
Dept. Name JAG Local VCP Grant
Account Title Overtime

Source: 100% Grant Funded

Request Amount \$ 16,000

Table with 2 columns: Description and Amount. Rows include Previous Year's Expenditure, Department Request, Approved by Mayor, Approved by Finance Board, Approved by Board of Reps., Revised Budget, Balance in Account, and Projected Exp. & Enc.

Part B - Request Description and Supporting Calculations

The Stamford Police Department will conduct extra police walking patrols in city parks and beaches in the Spring and Summer of 2019 to address crime and quality of life issues in the parks. The patrols will occur on an overtime basis. The grant supports 100% of costs.

12/10/18

TAX IMPACT

0.000 Mills

Part C - Approvals

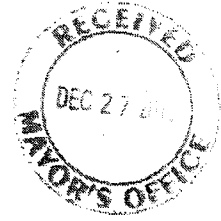
Signature of Michael E. Handler, Director of Administration, dated 12/10/18

Signature of J.R. Fountain, OPM Director, dated 12/11/18

Signature of Thomas Wuennemann, Assistant Chief of Police

Signature of David R. Martin, Mayor

**Request for Additional Appropriation  
Operating Budget  
FY 2018/2019**



TO: Members of the Board of Finance and The Board of Representative  
 FROM: David R. Martin, Mayor  
 DATE: 12/26/2018  
 PURPOSE: FUND MOLD REMEDIATION AT STAMFORD SCHOOLS  
 DEPT: 8080 - Transfer to  
 REQUEST AMOUNT: \$1,000,000.00  
 FUNDING SOURCE: Contingency

**Part A - Description of Request**

The Mold Task Force requests approval of an emergency supplemental appropriation for mold remediation in Stamford Public Schools/Sites.

**Part B - Computative Narrative**

**Part C - Account Information**

Ref #	Prior Year's Expenditure	Department Request	Approved by Mayor	Approved by BOF	Approved by BOR	Revised Budget	Balance in Account	Projected Exp	Requested Amount
01480809024		Transfer to Grant Fund							
	1,746,453	1,678,262	1,644,082	1,504,374	1,494,374	1,494,374	1,494,374	2,494,374	1,000,000.00
								<b>Total</b>	<b>\$1,000,000.00</b>
								<b>Tax Impact</b>	<b>0.000047</b>

**Part D - Approvals**

Karen Cammarota, Department Head/Director	Michael Handler, Director of Administration
<i>Karen Cammarota</i> Date 12/26/18	<i>Michael Handler</i> Date 12-27-18
OPM Director/PPM Asst Director	David R. Martin, Mayor
<i>J.P. Fontana</i> Date 12/26/18	Date





The attached table and graph highlighting Police overtime hours was created in response to Board of Finance concerns and questions as to why overtime has increased between fiscal year 2010 and 2018. The Police Department was asked to breakdown the aforementioned time frame in hours of OT worked instead of dollars so that raises and other variables that confuse a direct comparison could be removed.

### **Description of Attachments**

The first three lines of the table list the raw data of total number of overtime hours worked for sworn officers of all ranks by fiscal year. Note: the Special Teams OT account line was not created until FY 2013 and the SRT and Hostage (HNT) teams did not exist in FY 2010 and 2011. In FY 2012, the SRT team was supported entirely by a JAG grant. This information was collected directly from the Police Access payroll system.

The next section totals the gross hours for each FY and shows the percent change (increase or decrease) from the previous year.

The third section lists the number of hours that are charged back to grants (i.e. JAG, DUI Enforcement, Distracted Driving Enforcement, Domestic Violence, etc.). These are then subtracted from the gross to show the Total Net Hours for each FY which is what is actually budgeted for, and a more accurate comparison between years. The percent difference between years is again shown.

The fourth section starts with "Grant Chargeback Disc" (Discontinued). This section removes grants and chargebacks that no longer exist from the chargeback section above. For example, the Girls Leadership grant, the Domestic Violence grant, the Truancy program grant, the Juvenile Review Board grant, etc. are no longer available, but these and other important programs that started out being financed by grants, still exist. In order to fairly compare OT hours today with those of eight years ago, grant supported programs that are now supported by taxes have been removed. The result is the "Adjusted Net Hours" line, followed by the yearly percent change.

Lastly, at the bottom of the table in blue lettering, is the average number of sworn officers actually available (not in training) during each FY.

The second attachment is a simple graph to illustrate the relationship between the numbers of officers versus the hours of overtime.

### **Observations and Discussion**

The information in the table strongly illustrates the correlation between manpower and overtime. The lowest year in terms of OT hours (2010) had the highest number of average available Officers (284). Conversely, the year in which OT hours hit an all-time high (2017) was the same year that the department had historically low numbers of average available Officers. Besides the extremes, years with a similar number of officers had similar hours of OT required to operate the PD. For example, FY 2014 (275 Officers, 93,253 hours) compared with FY 2015 (274 Officers, 94,291 hours) or FY 2013 (269 Officers, 96,223 hours) compared to FY 2016 (268 Officers, 98,197 hours).

The attached graph was included to visually illustrate the direct inverse linear relationship between number of officers and OT hours. As can be seen, as the number of officers decrease the amount of OT hours increase in nearly a straight line.

## **Conclusion**

Of the many factors that influence Police OT, both in the short term (homicides, storms, etc.) and long term (new programs, increased expectations, BWC's, etc.), the biggest driver of overtime (both increases and decreases) between periods of years or more is the number of available officers.

Hours of Overtime FY 2010-2018

Fiscal Year	2010	2011	2012	2013	2014	2015	2016	2017	2018
Overtime 1301	75,291	85,544	95,439	86,753	79,672	78,045	84,382	93,665	91,960
Mandatory Train 1302	9,548	6,854	9,503	6,034	10,554	12,264	9,737	10,660	9,863
Special Teams 1304	-	-	-	4,942	5,234	6,863	7,068	8,793	8,680

<b>Total Gross Hours</b>	84,839	92,398	104,942	97,729	95,460	97,172	101,187	113,118	110,503
<b>% Change</b>		8.9%	13.6%	-6.9%	-2.3%	1.8%	4.1%	11.8%	-2.3%

<b>Grant Chargebacks</b>	3,608	3,977	6,037	4,243	4,341	3,499	3,091	2,629	2,884
<b>Total Net Hours</b>	81,231	88,421	98,905	93,486	91,119	93,673	98,096	110,489	107,619
<b>% Change</b>		8.9%	11.9%	-5.5%	-2.5%	2.8%	4.7%	12.6%	-2.6%

<b>Grant Chargebacks Disc.</b>	1,172	1,572	1,814	1,506	2,207	2,881	2,990	2,629	2,884
<b>Adjusted Net Hours</b>	83,667	90,826	103,128	96,223	93,253	94,291	98,197	110,489	107,619
<b>% Change</b>		8.6%	13.5%	-6.7%	-3.1%	1.1%	4.1%	12.5%	-2.6%
<b>Avail. Ofcs. (Not in Recruit Training)</b>	284 Officers	277 Officers	266 Officers	269 Officers	275 Officers	274 Officers	268 Officers	261 Officers	265 Officers
	No SRT / HNT	No SRT / HNT							

Separate Special Teams Account # not created until FY2013. SRT/HNT did not exist until FY2012

# # Officers vs. OT Hours

