

City of Stamford

OFFICE OF ADMINISTRATION

FY 2016-17 Budget Presentation





Office of Administration

Michael E. Handler, Director of Administration

The Office of Administration is responsible for administration of municipal finance functions including, but not limited to:

- Accounting
- Treasury
- Payroll
- Budgeting
- Purchasing
- Central Services
- Information Technology
- Tax Assessment and Collection
- Grants
- Risk Management

In addition, as the chief fiscal officer for the City, the Director of Administration has all of the powers of Town Treasurers and, as such, is responsible for issuance of all municipal bonds.



Office of Administration

- *0101 Administration*
- *0103 Controller*
- *0105 Office of Policy and Management*
- *0106 Technology Management Services*
- *0108 Assessment*
- *0109 Tax & Collection*
- *0110 Grants Administration*
- *0095 Risk Management*
- *012 Debt Service*



Office of Administration

■ **Mission**

The mission of The Office of Administration is to ensure that Stamford's taxpayers benefit from sound and prudent financial and administrative management.



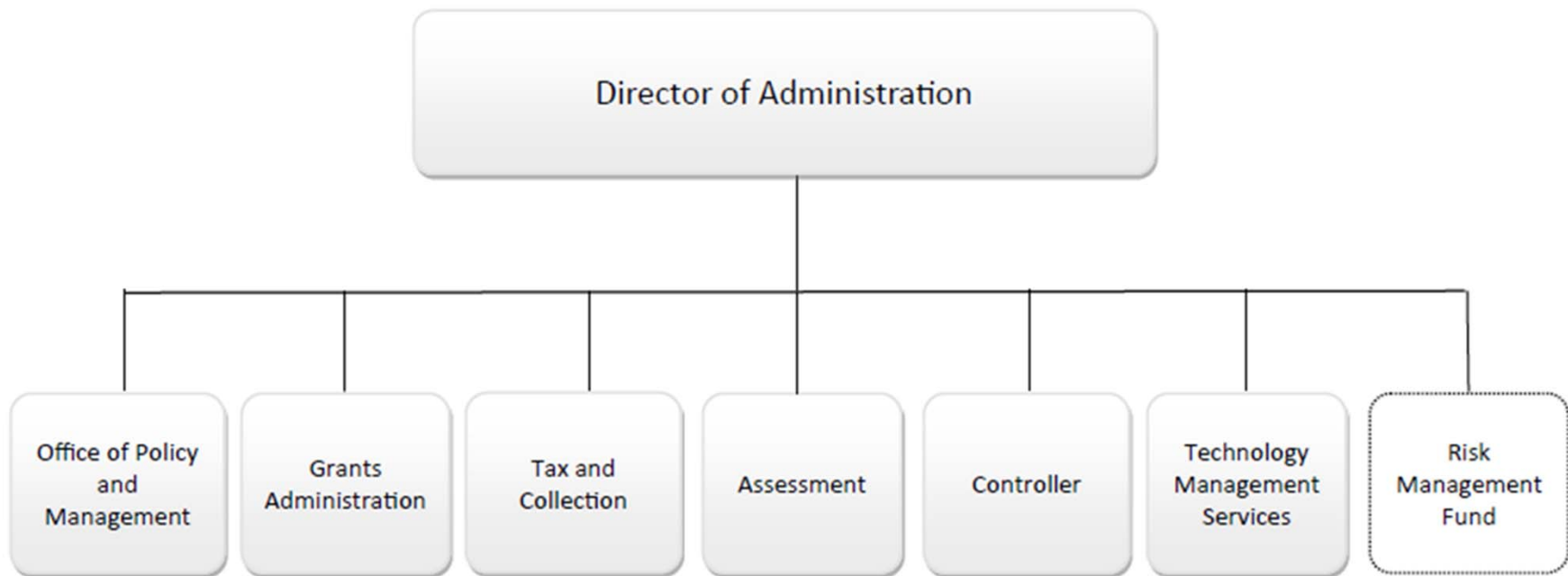
Services Provided

The Director of the Office of Administration is charged with the responsibility to develop, maintain, and improve the City's financial systems, procedures, and internal controls; to execute financial and administrative decisions in an effective and accountable manner; and to advise the Mayor and the City's fiscal boards with respect to financial and administrative matters in accordance with the Charter, local ordinances, and State law. Service output includes:

- **Operational Controllershship** – Development, maintenance, and improvement of the City's financial systems and procedures to ensure sound internal controls and effective compliance programs.
- **Financial Decision Making** – To ensure that elected and appointed officials have appropriate information available to assist them in making financial decisions that are advantageous to the City and its taxpayers.
 - Investment Policy – Maximization of the City's investment returns at minimum risk through implementation of investment policy;
 - Pension Administration and Investment – Assist pension trustees to maximize performance of pension funds within approved investment policies and ensure sound, cost-effective administration of pension fund resources and obligations;
 - Budget Policy – Ensure that the City's Operating Budget is balanced, accurate, and presented in a way that assists financial decision makers;
 - Capital Planning – Develop annual Capital Budget with input from Mayor, Administration officials and Planning Board;
- **Debt Management** – Plan and execute the City's financing strategy and effectively administer the debt portfolio.
- **Executive Leadership** – To all the operating divisions within the Office of Administration.

Department Organization, Personnel, and Resources pg. 10

City of Stamford
Office of Administration





2015-16 Highlights

Financial Health

- **Bond Ratings** – City maintained AAA rating from S&P and AA1 from Moody's
- **City Bonds** – On March 14, 2016, The City refunded \$22 million of general obligation bonds issued in 2008. The refunding bonds bear a true-interest cost of 2.10% vs. 3.60% for the refunded bonds. The net result was over \$3.1 million in total budgetary savings over the 12-year life of the bonds or a present value savings of \$2.4 million (11.2% of the bonds refunded).
- **WPCA Bonds** – July 2015 WPCA new and refunding bonds were oversubscribed resulting in blended true-interest rate of 3.49% - far better than other similarly rated credits. Refunding bonds replaced 20-year bonds at 4.63% with 20-year bonds at 2.73%--resulting in gross savings of \$2.5 million or present value savings of 8.48%. This will save approximately \$115,000 in reduced debt service every year from 2016-2037.



2015-16 Highlights

Financial Health

- **Rainy Day** – \$1.3M of surplus from FY 14/15 used to increased Rainy Day fund to \$22 million or 4.37% of budget
- **OPEB** – Increased the City's Annual Determined Contribution (ADC) to 100% for FY 2016-17
- **Smith House** – Operational control and ownership of the Smith House transitioned to Center Management Group (CMG) saving the City approximately \$4.5 million per year as of January 4, 2016
- **End of Year** – Ended FY2014 – 15 with positive results, a year-end surplus of \$2.1 million



2015-16 Highlights

Audit

- **City** – Implemented new GASB 68 financial reporting standards for pensions which improves transparency
- **City and WPCA** – Audits completed with no internal control deficiencies noted

Budget

- Expanded implementation of program-based budget for FY16/17 Budget

Technology

- Expanded GIS capabilities to better support City departments and projects
- Launched Stamford Small Business Portal



2016-2017 Goals

- Manage Debt Issuance to effectively fund two large capital projects
- Continue to fund the Rainy Day fund to the statutory limit of 5%
- Restructure operations, roles, and responsibilities in Tax and Finance departments to increase productivity and better serve our customers
- Will launch updated Solid Waste and Recycling website
- Continue to reduce the worker injury rate through training and education
- Use feedback from the Boards to improve and continue to roll out the budget presentation along with using performance metrics

Summary of Operating Budget pg. 11

Fiscal Year 2016/2017 - Office Summary

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Fund: 0001 General Fund
Office: 001 Administration

Program	FY 14/15 Actual	FY 15/16			FY 16/17					FY 17/18 Estimate	FY 18/19 Estimate
		Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected		
Dir of Admin (1010)	401,879	405,321	405,321	403,603	399,950	399,950	3.94%	-3,653	-0.9%	412,152	425,101
Administration	401,879	405,321	405,321	403,603	399,950	399,950	3.94%	-3,653	-0.9%	412,152	425,101
Financial Proc & Rptng (1032)	2,306,487	2,082,981	2,082,981	2,036,202	2,151,306	2,088,456	20.57%	52,254	2.6%	2,150,685	2,216,473
Internal Audits (1034)	0	164,281	164,281	164,784	141,218	141,218	1.39%	-23,566	-14.3%	144,440	147,817
Cash Mgmt (1035)	0	158,092	158,092	157,694	128,121	128,121	1.26%	-29,573	-18.8%	132,974	138,178
Controller	2,306,487	2,405,354	2,405,354	2,358,680	2,420,645	2,357,795	23.23%	-885	0.0%	2,428,099	2,502,468
OPM (1011)	1,276,978	842,415	842,415	807,006	793,930	769,469	7.58%	-37,537	-4.7%	789,760	811,151
Purchasing (1040)	0	396,326	396,326	408,556	393,875	393,875	3.88%	-14,681	-3.6%	403,812	414,252
Mail & Duplicating (1041)	0	176,242	176,242	168,919	217,325	216,249	2.13%	47,330	28.0%	221,677	227,335
Office of Policy & Management	1,276,978	1,414,983	1,414,983	1,384,481	1,405,130	1,379,593	13.59%	-4,888	-0.4%	1,415,249	1,452,738
TMS (1060)	1,633,944	0	0	0	0	0	0.00%	0	100.0%	0	0
Application Support (1061)	0	1,168,453	1,168,453	1,142,917	1,124,787	1,011,991	9.97%	-130,926	-11.5%	1,043,311	1,076,336
Network/Telecomm Svcs (1063)	0	265,534	265,534	268,676	242,915	234,034	2.31%	-34,642	-12.9%	242,050	250,524
Desktop Support (1064)	0	414,326	414,326	409,700	369,601	347,597	3.42%	-62,103	-15.2%	358,913	370,893
Technology Management Services	1,633,944	1,848,313	1,848,313	1,821,293	1,737,303	1,593,622	15.70%	-227,671	-12.5%	1,644,274	1,697,753
Assessor (1020)	1,071,753	1,068,452	1,068,452	1,119,370	1,156,308	1,141,590	11.25%	22,220	2.0%	1,175,663	1,211,734
Brd Assess Appeals (1021)	5,595	9,236	9,236	9,236	7,857	7,757	0.08%	-1,479	-16.0%	7,894	8,034
Property Revaluation (1026)	408,222	528,866	528,866	429,516	1,195,274	1,190,376	11.73%	760,860	177.1%	1,220,954	1,252,902
Assessment	1,485,570	1,606,554	1,606,554	1,558,122	2,359,439	2,339,723	23.05%	781,601	50.2%	2,404,511	2,472,670
Revenue Services (1022)	977,230	1,009,474	1,009,474	1,021,834	1,040,054	1,016,829	10.02%	-5,005	-0.5%	1,048,331	1,081,705
Taxation Services (1023)	604,732	611,757	611,757	579,228	488,779	482,779	4.76%	-96,449	-16.7%	499,352	517,054
Tax Administration (1024)	188,989	191,685	191,685	197,572	159,786	159,786	1.57%	-37,786	-19.1%	165,151	170,874
Tax & Collection	1,770,951	1,812,916	1,812,916	1,798,634	1,688,619	1,659,394	16.35%	-139,240	-7.7%	1,712,834	1,769,633
Grants (1012)	366,015	367,105	367,105	343,921	424,078	421,301	4.15%	77,380	22.5%	436,500	452,735
Grants Administration	366,015	367,105	367,105	343,921	424,078	421,301	4.15%	77,380	22.5%	436,500	452,735
Total Administration	9,241,824	9,860,546	9,860,546	9,668,734	10,435,164	10,151,378	100.00%	482,644	5.0%	10,453,619	10,773,098

Summary of Operating Budget *pg. 303*

Fiscal Year 2016/2017 - Department Summary

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Fund: 0001 General Fund
Office: 012 Debt Service
Dept/Div: 0101 Administration

		FY 15/16			FY 16/17						
	FY 14/15	Adopted	Revised	Projected	Department	Mayor's	% of	\$ Var	% Var	FY 17/18	FY 18/19
Description	Actual	Budget	Budget	Exp & Enc	Request	Proposed	Total	Projected	Projected	Estimate	Estimate
Expenditures											
Other Grants (3230)	1,267,252	0	0	0	0	0	0.00%	0	0.0%	0	0
Transfer To Other Funds (8080)	49,946,546	51,310,354	51,310,354	51,665,832	53,646,548	53,646,548	100.00%	1,980,716	3.8%	55,936,288	58,318,575
Total Expenditures	51,213,798	51,310,354	51,310,354	51,665,832	53,646,548	53,646,548	100.00%	1,980,716	3.8%	55,936,288	58,318,575
Net Operating Cost	51,213,798	51,310,354	51,310,354	51,665,832	53,646,548	53,646,548	100.00%	1,980,716	3.8%	55,936,288	58,318,575

One of the functions of the Office of Administration is Debt Administration which is the payment of interest and principal on non-self-supporting General Obligation bonds issued by the City. The funds necessary to fulfill this obligation are transferred to the Debt Service fund for payment. The division also includes the annual transfer of the City match of grant funds.

City of Stamford
Budget Presentation
FY 2016-2017

**Office of Policy &
Management**
March 2016



Jay Fountain
Interim Director of
Policy & Management



Office of Policy & Management

■ Programs

- OPM
- Purchasing
- Mail & Duplicating Center (Central Services)



Mission Statement

- The mission of OPM is to:
 - Provide capital & operating budget information that informs the Mayor's and Board's decision process in establishing the annual budgets of the City
 - Provide information to the Mayor and Boards on the City's performance against the budget on a regular basis
 - Assist departments/programs in development and use of performance metrics
 - Assist departments/programs to identify, analyze and implement opportunities for cost reduction, service improvements, and revenue enhancement
- Purchasing's mission is to procure goods and services for all City departments in a timely and cost effective manner
- Central Service's mission is to ensure all City departments send and receive mail in a timely manner and to provide quality in-house printing services



Services Provided

Program	Services Provided
OPM	<ul style="list-style-type: none">• Preparation of proposed and adopted annual operating & capital budgets• Budget control procedures• Provides quarterly capital and operating forecasting and projections• Proposes/recommends budget amendments and adjustments• Development and use of performance metrics by department/programs• Assess and recommend opportunities for cost reduction and revenue enhancements• Process chargeback for various centralized costs to departments• Work with fiscal advisors on bond related matters• Manage board of finance agenda for appropriation/transfers• Create, manage and forecast full-time salary budgets for all City departments• Financial system administration – general ledger account maintenance, budget & cash receipts• Create, manage, and maintain dynamic budgeting information systems• Work with actuaries to obtain pension and OPEB budget information



Services Provided

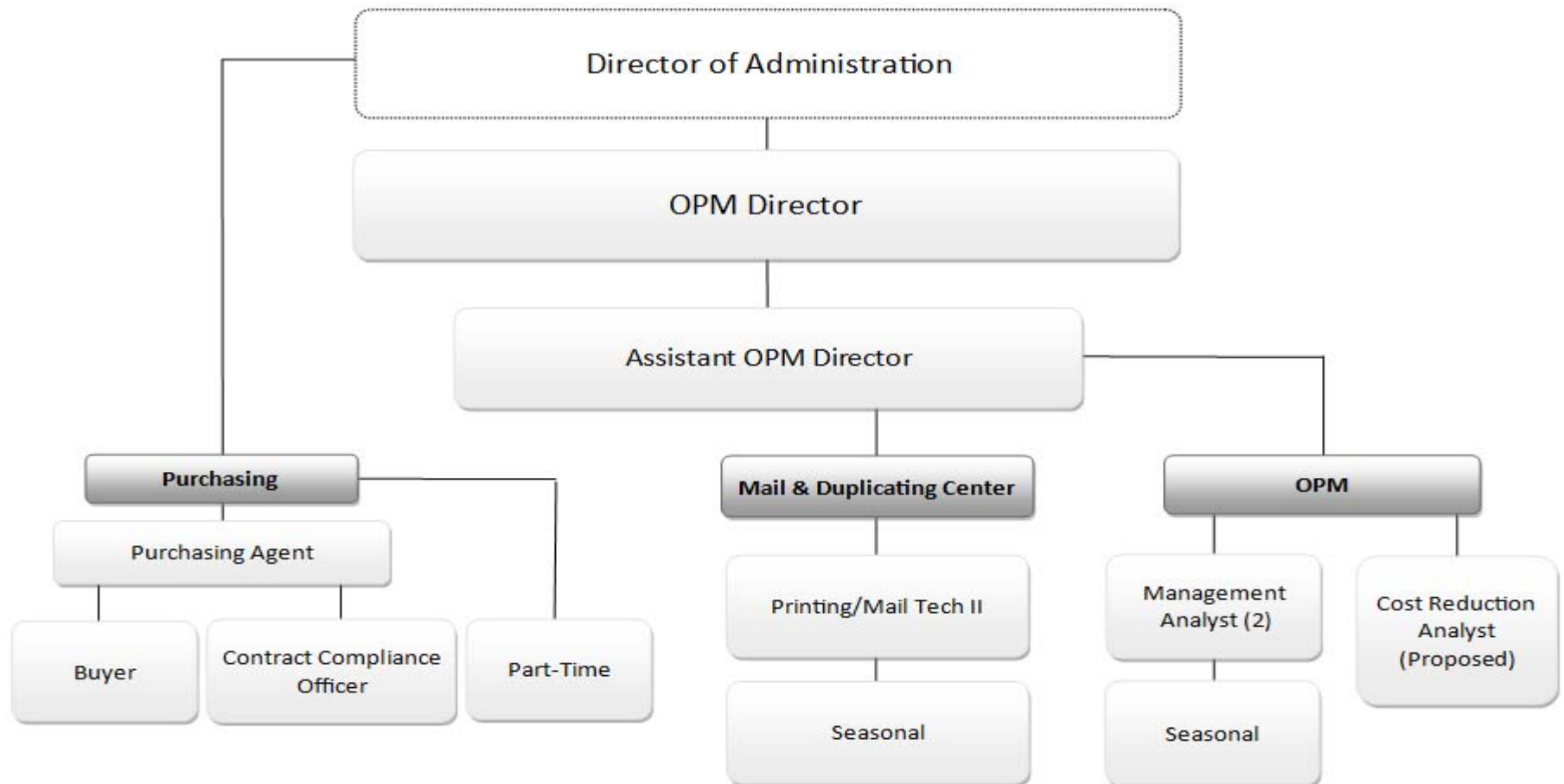
Program	Services Provided
Purchasing	<ul style="list-style-type: none"><li data-bbox="510 396 1839 500">• Procurement of goods and services for all City departments, including Capital purchasing for the Board of Education<li data-bbox="510 565 1688 618">• Ensure compliance with City's Purchasing Ordinance<li data-bbox="510 683 1843 787">• Draft bid and RFP specifications and related documents and issuing<li data-bbox="510 852 1835 906">• procurements in a timely manner to meet department needs<li data-bbox="510 971 1537 1024">• Administer RFP Selection Committee process<li data-bbox="510 1089 1738 1193">• Review department requisitions for compliance with the Purchasing Ordinance and authorize Purchase Orders<li data-bbox="510 1258 1073 1312">• Award vendor contracts<li data-bbox="510 1377 1654 1430">• Maintain a Citywide contracts and vendor database



Services Provided

Program	Services Provided						
Central Services	<p>Duplication, printing, and mailroom services to user departments with annual volume of:</p> <table><tr><td>Outgoing Mail</td><td>> 175,000 pieces</td></tr><tr><td>Outgoing Mail cost of postage</td><td>> \$125,000</td></tr><tr><td>Document pages printed</td><td>> 800,000</td></tr></table>	Outgoing Mail	> 175,000 pieces	Outgoing Mail cost of postage	> \$125,000	Document pages printed	> 800,000
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Outgoing Mail cost of postage	> \$125,000						
Document pages printed	> 800,000						

City of Stamford
Office of Administration
Office of Policy and Management (OPM)





2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

OPM:

- Modification and enhancement of newly-created budget database and budget format
- Successfully converted source data files and systems to reflect new programs for better matching of revenues and expenditures by program
- Engaging more departments in budget process
- Involvement of departments in reviewing quarterly projections



2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

Purchasing:

- Met new state CHRO set-aside mandates for the Strawberry Hill Ave school bid & contract documents in record time, allowing for first-phase school opening in September 2016
- Enhanced level of efficiency using online vendor/bid system (E-bid)
- Online registration and downloading of bid documents by vendors, resulting in operational and economic efficiencies for the City
- Enhanced use of issuing bids and RFP's via E-bid to reach a higher number of vendors

Central Services:

- Maintaining high level of service with staff restraints



2016-2017 Goals

What are the goals and plans that you have for your department this year?

- Continued identification of performance metrics for departments/programs and the use of those metrics
- Enhanced identification and assessment of cost savings and revenue enhancement opportunities
- Restructure and optimize the Capital Budget process
- Manage Permanent Part-Time line item for departments/programs
- Continued collaboration with Engineering on procurement process for Capital projects, including Police Department building and Strawberry Hill School



Changes and Challenges

■ ***Major changes planned***

- Comprehensive review of operating & capital budget process
- Performance metrics – expand development and use to more departments/programs
- Cost reduction analyst – to identify Citywide cost savings opportunities

■ ***Key Program Challenges***

- Enhancements to budget databases and interfaces with accounting and payroll systems



Performance Measures

How are you measuring the effectiveness your department is having on the individuals (community) and other departments it serves (performance indicators)?

- Feedback from the Mayor, Boards and Departments as to the timeliness, quality and effectiveness of information provided
- Cost reduction and revenue opportunities recommended by working with departments/programs on program economics analysis



Performance Measures

How are you measuring the effectiveness your department is having on the individuals (community) and other departments it serves (performance indicators)?

- Turnaround time on Purchase Orders at level of buyer processing is 1 day or less
- Bids and RFP's drafted and issued in a timely manner to ensure project readiness for City departments
- Contracts tracked and updated to ensure continuity of services
- Contracts tracked to ensure department heads are provided with information necessary to bid or extend

Summary of Operating Budget – Total Department/Division

Fiscal Year 2016/2017 - Department Summary by Category

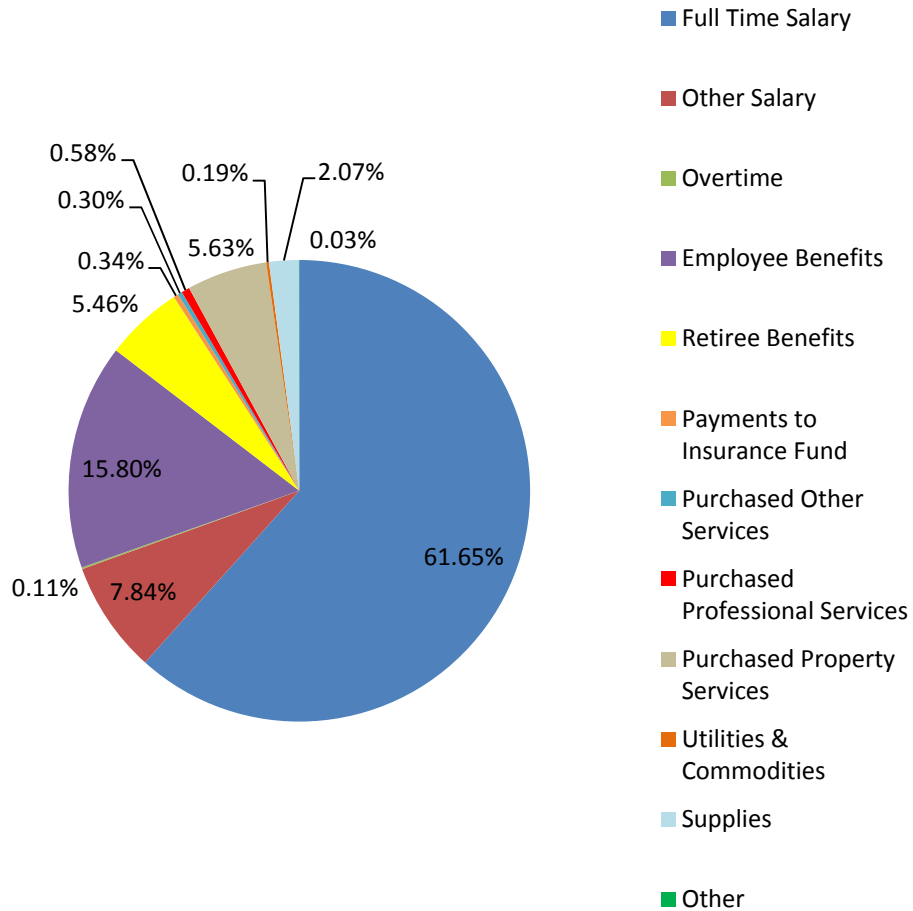
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Fund: 0001 General Fund
Office: 001 Administration
Dept/Div: 0105 Office of Policy & Management

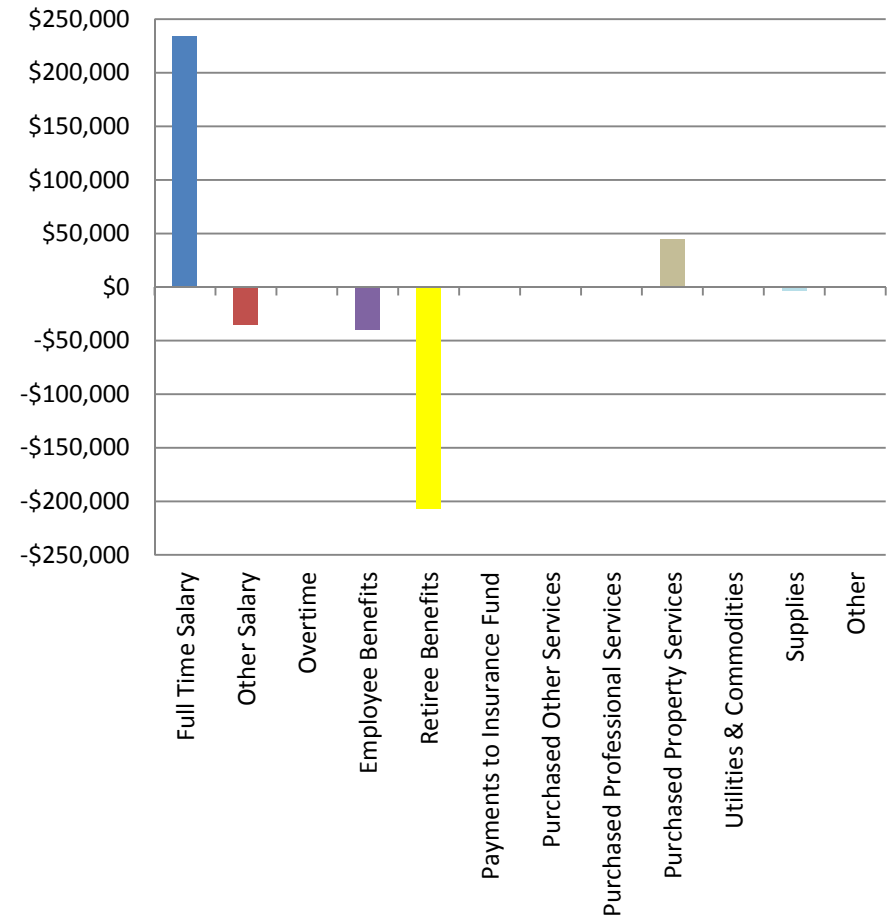
		FY 15/16			FY 16/17						
	FY 14/15	Adopted	Revised	Projected	Department	Mayor's	% of	\$ Var	% Var	FY 17/18	FY 18/19
Category	Actual	Budget	Budget	Exp & Enc	Request	Proposed	Total	Projected	Projected	Estimate	Estimate
Expenditures											
Full Time Salary	754,952	787,369	731,169	616,501	872,684	850,578	61.65%	234,077	38.0%	863,336	876,286
Other Salary	68,605	32,495	88,695	142,745	108,143	108,143	7.84%	-34,602	-24.2%	109,765	111,411
Overtime	1,243	2,500	2,500	1,500	2,500	1,500	0.11%	0	0.0%	1,523	1,545
Employee Benefits	210,062	269,131	269,131	257,615	220,423	217,992	15.80%	-39,623	-15.4%	232,913	249,212
Retirement Benefits	279,344	287,335	287,335	282,069	75,259	75,259	5.46%	-206,810	-73.3%	79,021	82,973
Payments to Insurance Fund	5,124	5,155	5,155	5,155	4,691	4,691	0.34%	-464	-9.0%	4,832	4,977
Purchased Other Services	3,147	5,750	4,743	4,000	4,100	4,100	0.30%	100	2.5%	4,182	4,265
Purchased Professional Services	7,250	7,750	7,750	7,750	8,000	8,000	0.58%	250	3.2%	8,160	8,323
Purchased Property Services	58,538	9,200	9,200	32,796	77,700	77,700	5.63%	44,904	136.9%	79,254	80,839
Utilities & Commodities	-141,494	2,498	2,498	2,198	2,650	2,650	0.19%	452	20.6%	2,703	2,757
Supplies	29,862	5,800	6,807	32,117	28,600	28,600	2.07%	-3,517	-11.0%	29,172	29,755
Other	345	0	0	35	380	380	0.03%	345	985.7%	388	395
Total Expenditures	1,276,978	1,414,983	1,414,983	1,384,481	1,405,130	1,379,593	100.00%	-4,888	-0.4%	1,415,249	1,452,738
Revenue											
Office of Policy & Management	501	0	0	0	0	0	0.00%	0	0.0%	0	0
Net Operating Cost	1,276,477	1,414,983	1,414,983	1,384,481	1,405,130	1,379,593		-4,888	-0.4%	1,415,249	1,452,738

Total Department/Division Cost Summary & Variances

% of Total FY16/17 Mayor's Proposed



\$ Variance to Projected



Summary of Operating Budget – OPM Program

Fiscal Year 2016/2017 - Program Report

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Fund: 0001 General Fund
Office: 001 Administration
Dept/Div: 0105 Office of Policy & Management
Program: 1011 Office of Policy & Management

Program Description:

The Office of Policy and Management encompasses the preparation of the annual operating and capital budgets, assisting departments in identifying and assessing opportunities for cost reduction and revenue enhancement, as well as providing revenue and expenditure budgetary forecasting and analysis to both the Administration and elected officials.

	FY 14/15	FY 15/16			FY 16/17					FY 17/18	FY 18/19
Description	Actual	Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected	Estimate	Estimate
Expenditures											
Full Time Salary	754,952	458,285	402,085	316,021	535,339	513,233	66.70%	197,212	62.4%	520,931	528,745
Other Salary	68,605	0	56,200	104,870	54,600	54,600	7.10%	-50,270	-47.9%	55,419	56,250
Overtime	1,243	0	0	0	0	0	0.00%	0	0.0%	0	0
Employee Benefits	210,062	155,878	155,878	146,789	141,069	138,714	18.03%	-8,075	-5.5%	148,258	158,683
Retirement Benefits	279,344	202,234	202,234	199,308	31,841	31,841	4.14%	-167,467	-84.0%	33,433	35,104
Payments to Insurance Fund	5,124	2,778	2,778	2,778	1,591	1,591	0.21%	-1,187	-42.7%	1,639	1,688
Purchased Other Services	3,147	3,500	3,500	1,000	1,000	1,000	0.13%	0	0.0%	1,020	1,040
Purchased Professional Services	7,250	7,750	7,750	7,750	8,000	8,000	1.04%	250	3.2%	8,160	8,323
Purchased Property Services	58,538	7,200	7,200	7,200	7,200	7,200	0.94%	0	0.0%	7,344	7,491
Utilities & Commodities	-141,494	1,590	1,590	1,290	1,290	1,290	0.17%	0	0.0%	1,316	1,342
Supplies	29,862	3,200	3,200	20,000	12,000	12,000	1.56%	-8,000	-40.0%	12,240	12,485
Other	345	0	0	0	0	0	0.00%	0	0.0%	0	0
Total Expenditures	1,276,978	842,415	842,415	807,006	793,930	769,469	100.00%	-37,537	-4.7%	789,760	811,151
Net Operating Cost	1,276,978	842,415	842,415	807,006	793,930	769,469		(37,537)	-8.7%	789,760	811,151

Summary of Operating Budget – Purchasing Program

Fiscal Year 2016/2017 - Program Report

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Fund: 0001 General Fund
Office: 001 Administration
Dept/Div: 0105 Office of Policy & Management
Program: 1040 Purchasing

Program Description:

The Purchasing Department procures goods and services for all departments in the City, including capital purchasing for the Board of Education. This centralized purchasing includes requisition review, purchase order approval and the preparation of all bids and requests for proposal documents. Subsequent to vendor award and contract, a centralized contracts database is maintained for City-wide use.

	FY 14/15	FY 15/16			FY 16/17					FY 17/18	FY 18/19
Description	Actual	Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected	Estimate	Estimate
Expenditures											
Full Time Salary	0	268,062	268,062	272,512	276,079	276,079	70.09%	3,567	1.3%	280,220	284,423
Other Salary	0	0	0	0	19,760	19,760	5.02%	19,760	100.0%	20,056	20,357
Employee Benefits	0	56,053	56,053	56,011	59,577	59,577	15.13%	3,566	6.4%	63,611	68,019
Retirement Benefits	0	67,483	67,483	65,728	23,005	23,005	5.84%	-42,723	-65.0%	24,155	25,363
Payments to Insurance Fund	0	1,783	1,783	1,783	674	674	0.17%	-1,109	-62.2%	694	715
Purchased Other Services	0	1,500	493	1,000	1,600	1,600	0.41%	600	60.0%	1,632	1,664
Purchased Property Services	0	0	0	8,500	8,500	8,500	2.16%	0	0.0%	8,670	8,843
Utilities & Commodities	0	545	545	545	800	800	0.20%	255	46.8%	816	832
Supplies	0	900	1,907	2,442	3,500	3,500	0.89%	1,058	43.3%	3,570	3,641
Other	0	0	0	35	380	380	0.10%	345	985.7%	388	395
Total Expenditures	0	396,326	396,326	408,556	393,875	393,875	100.00%	-14,681	-3.6%	403,812	414,252
Net Operating Cost	0	396,326	396,326	408,556	393,875	393,875		(14,681)	-0.6%	403,812	414,252

Summary of Operating Budget – Mail & Duplicating Program

Fiscal Year 2016/2017 - Program Report

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Fund: 0001 General Fund
Office: 001 Administration
Dept/Div: 0105 Office of Policy & Management
Program: 1041 Mail & Duplicating

Program Description:

Central Services provides print and duplicating services for City Departments. It processes all incoming and outgoing mail for Government Center departments.

		FY 15/16			FY 16/17						
	FY 14/15	Adopted	Revised	Projected	Department	Mayor's	% of	\$ Var	% Var	FY 17/18	FY 18/19
Description	Actual	Budget	Budget	Exp & Enc	Request	Proposed	Total	Projected	Projected	Estimate	Estimate
Expenditures											
Full Time Salary	0	61,022	61,022	27,968	61,266	61,266	28.33%	33,298	119.1%	62,185	63,118
Other Salary	0	32,495	32,495	37,875	33,783	33,783	15.62%	-4,092	-10.8%	34,290	34,804
Overtime	0	2,500	2,500	1,500	2,500	1,500	0.69%	0	0.0%	1,523	1,545
Employee Benefits	0	57,200	57,200	54,815	19,777	19,701	9.11%	-35,114	-64.1%	21,044	22,510
Retirement Benefits	0	17,618	17,618	17,033	20,413	20,413	9.44%	3,380	19.8%	21,433	22,506
Payments to Insurance Fund	0	594	594	594	2,426	2,426	1.12%	1,832	308.4%	2,499	2,574
Purchased Other Services	0	750	750	2,000	1,500	1,500	0.69%	-500	-25.0%	1,530	1,561
Purchased Property Services	0	2,000	2,000	17,096	62,000	62,000	28.67%	44,904	262.7%	63,240	64,505
Utilities & Commodities	0	363	363	363	560	560	0.26%	197	54.3%	571	583
Supplies	0	1,700	1,700	9,675	13,100	13,100	6.06%	3,425	35.4%	13,362	13,629
Total Expenditures	0	176,242	176,242	168,919	217,325	216,249	100.00%	47,330	28.0%	221,677	227,335
Revenue											
Central Svcs Outside Printing Jobs	501	0	0	0	0	0	0.00%	0	0.0%	0	0
Total Revenue	501	0	0	0	0	0	0.00%	0	0.0%	0	0
Net Operating Cost	(501)	176,242	176,242	168,919	217,325	216,249		47,330	22.7%	221,677	227,335

City of Stamford
Budget Presentation
FY 2016-2017

Grants Office

March 2016



Karen Cammarota
Grants Officer



Grants Office

- **Programs**
- Grants Administration

- **Mission**

The mission of the Grants Office is to increase the City's capacity to compete for federal, state and foundation grants and to effectively assist in the management of grants from award to closeout.

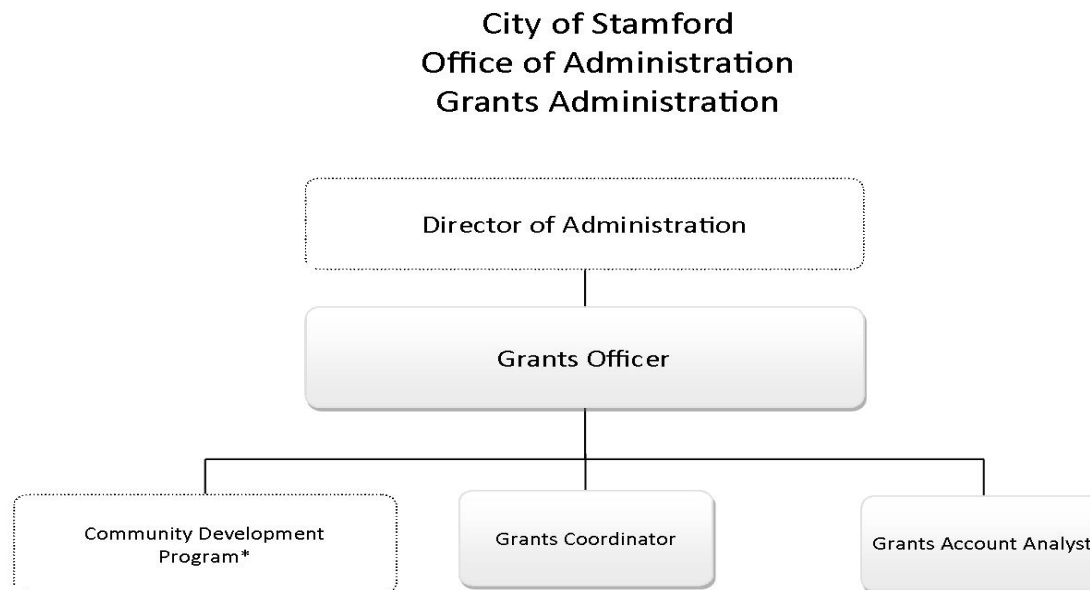


Services Provided

Program	Services Provided
Grants Administration	<ul style="list-style-type: none">• Wrote and submitted 27 grant proposals.• Secured three new competitive grants totaling \$780,000.• Develop and implement required nondiscrimination policies• Develop and submit financial and programmatic reports for over 30 active projects.• Liaison with state and federal program representatives.• Provide technical assistance to City departments on grant management.• Assist with development of Single Audit and Cost Allocation Plan.• Administer three programs that provide funding opportunities for local agencies.

Department Organization, Personnel and Resources

Pages 65-69



*denotes grant-funded program



2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

- Retirements of experienced personnel resulted in loss of institutional knowledge and staffing shortages.
- Challenges presented included prioritizing applications, maintaining timeliness for project reporting and expenditures
- Increased potential revenue by \$100,000 as fiscal agent for regional grant program
- No findings on Single Audit.



2016-2017 Goals

What are the goals and plans that you have for your department this year?

- Implement grants management system
 - Identify and acquire system
 - Train staff
 - Success measured by departments' improved understanding of grant requirements; reduction in late reports.
- Closeout state-funded capital projects
 - Provide training for new Grants Coordinator
 - Submit required documents to CT DAS
 - Schedule site visits/audits
 - Success measured by number of closed projects.



Changes and Challenges

■ *Major changes planned*

- Use of grants management system to notify operating departments of upcoming reporting deadlines.
- Maintain closer collaboration with state legislators regarding funding priorities and opportunities.

■ *Key Program Challenges*

Compliance with major changes to grant regulations.
Assessing impact of state budget cuts.



Performance Measures

- Number of Single Audit findings

	FY 2013	FY 2014	FY 2015
Material weaknesses	0	0	0
Significant Deficiencies	2	2	0

- Number of new grant applications filed
- Reduction in late reports filed
- Number of capital project closeouts

Summary of Operating Budget

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Fiscal Year 2016/2017 - Department Summary by Category

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Fund: 0001 General Fund
Office: 001 Administration
Dept/Div: 0110 Grants Administration

		FY 15/16			FY 16/17						
Category	FY 14/15 Actual	Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected	FY 17/18 Estimate	FY 18/19 Estimate
Expenditures											
Full Time Salary	218,498	264,060	264,060	242,899	266,525	266,525	63.26%	23,626	9.7%	270,523	274,581
Other Salary	40,165	0	0	0	0	0	0.00%	0	0.0%	0	0
Overtime	1	0	0	0	1,000	0	0.00%	0	0.0%	0	0
Employee Benefits	78,893	72,947	72,947	71,328	106,670	106,593	25.30%	35,265	49.4%	115,519	125,312
Retirement Benefits	25,290	26,601	26,601	25,734	43,665	43,665	10.36%	17,931	69.7%	45,849	48,141
Payments to Insurance Fund	116	110	110	110	68	68	0.02%	-42	-38.2%	70	72
Purchased Other Services	230	140	140	250	400	400	0.09%	150	60.0%	408	416
Professional Development	0	0	0	0	1,000	500	0.12%	500	100.0%	510	520
Utilities & Commodities	1,500	1,147	1,147	1,500	1,500	1,300	0.31%	-200	-13.3%	1,326	1,352
Supplies	1,322	2,100	2,100	2,100	3,250	2,250	0.53%	150	7.1%	2,295	2,341
Total Expenditures	366,015	367,105	367,105	343,921	424,078	421,301	100.00%	77,380	22.5%	436,500	452,735
Net Operating Cost	366,015	367,105	367,105	343,921	424,078	421,301		77,380	22.5%	436,500	452,735

City of Stamford
Budget Presentation
FY 2016-2017

Assessor's Office

March 2016



Greg Stackpole
Assessor



Assessment

- **Programs:**
 1. Assessor
 2. Property Revaluation
 3. Board of Assessment Appeals
- **Mission**
 1. Annually produce the Grand List; real estate, motor vehicle and personal property business assets. Apply exemption benefits according to law.
 2. Analyze commercial and residential market trends for implementation of State-mandated revaluations. Provide informal hearings with property owners.
 3. State-mandated appointed Board charged with hearing and deliberating on all taxpayer appeals.



Services Provided

Program	Services Provided (include Volume - if applicable)
Assessor	Maintain database of 39,000 real estate accounts, 120,000 motor vehicles, 4,800 business accounts. Inspect 700 real estate accounts on average; provide data requests for State, local gov't and citizens; online access with approx. 6,000 views per month (200 daily).
Property Revaluation	Provide State OPM with quarterly sales reports. In excess of 1,200 sales annually. Provide informal hearings to property owners as a result of revaluation. Conduct informational meetings for public and neighborhood associations as requested.
Board of Assessment	State-mandated appointed Board to hear and deliberate on taxpayer assessment and exemption appeals; 250 annually on average



2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

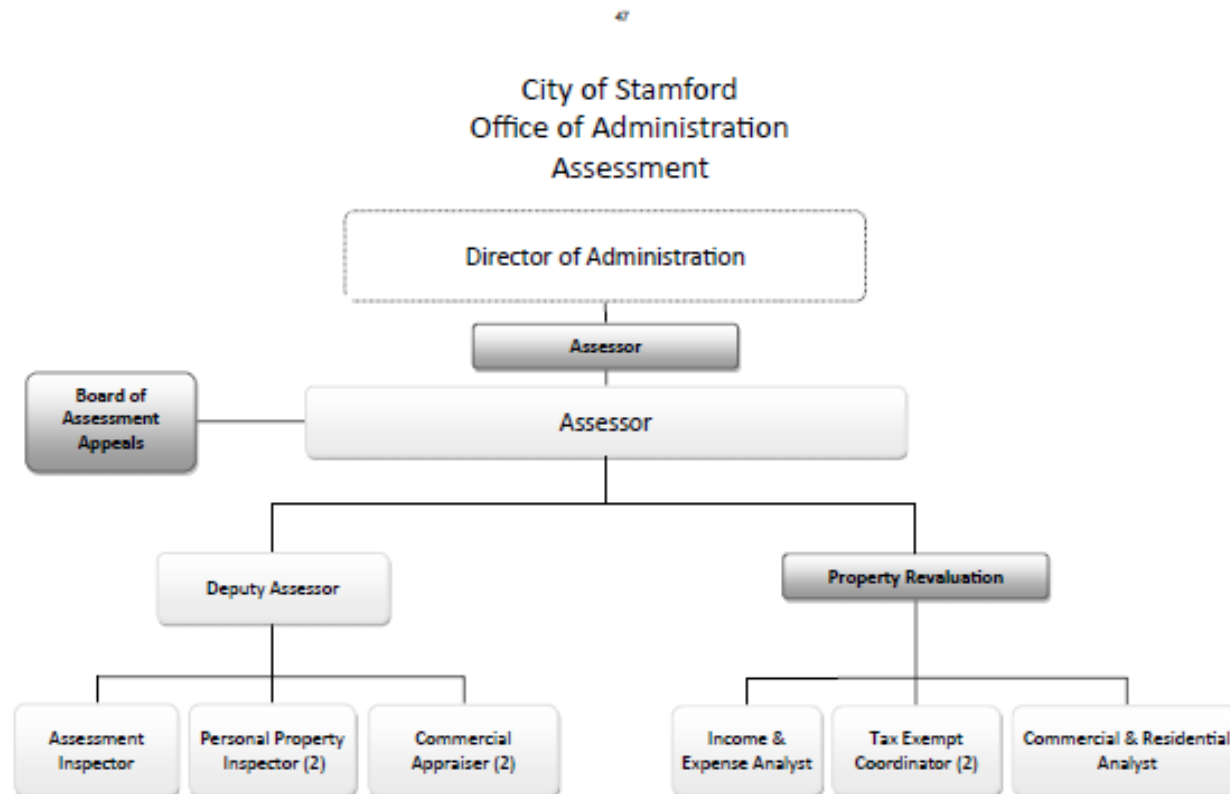
- Challenges with implementation of DMV CIVLS application
- Completion of 2015 Grand List without extension for second year in a row.

Facts:

- Grand List increased 1.3% from last year.
 - Real Estate: 0.8%
 - Business Assets: 8.3%
 - Motor Vehicle: 2.5%



Department Organization, Personnel and Resources





2016-2017 Budget Impact

- Excluding costs associated with the State-mandated property revaluation the overall proposed budget remains flat.

	<u>ASSESSOR</u>	<u>PROP. REVAL</u>	<u>BOARD OF APPEALS</u>	<u>COST OF REVAL \$\$</u>	<u>TOTAL EXPENSE</u>
FY15/16 (REV. BUDGET)	1,068,452	528,866	9,236	0	1,606,554
FY16/17 (MAYORS PROP)	1,141,590	1,190,376	7,757	(759,850)	1,579,873



2016-2017 Goals

What are the goals and plans that you have for your department this year?

- October 1, 2017 property revaluation
 1. Data mailers
 2. Contract
 3. Timeline

- Increase volume of personal property business audits

- Succession planning



Changes and Challenges

■ *Key Program Challenges*

- Motor Vehicle Application (Sungard H.T.E. Aplus CAMA) discontinued by vendor. Application maintains 120,000 motor vehicle accounts annually.
 - Discovered vendor discontinued support late January 2016.
 - Reached out to other municipalities.
 - Exploring options to convert to another application.



Performance Measures

Performance Data	2014-2015	2015-2016	Performance Measures
Permit Inspections	1,404	1,160 *	100% permits inspected by Oct. 1
(Other) Inspections	131	172 *	100% completion within 2 business days of request
■ Discoveries			
■ Owners Request			
Exemption Interviews	1,464	TBD	100% of requested interviews performed within State-mandated time period of 3.5 months. All requested appointments scheduled within 1 business day.
■ Elderly Benefits			
■ Veteran Exemptions			

* Count includes inspections performed through February 2016.



Summary of Operating Budget

Fiscal Year 2016/2017 - Department Summary

3/7/2016 - 9:49:33 PM

Fund: 0001 General Fund

Office: 001 Administration

Dept/Div: 0108 Assessment

Mission Statement:

The mission of the Assessor's Office is to annually produce the Grand List according to law; a list and valuation of all taxable and exempt real estate, personal property business assets and motor vehicle accounts located within the City. In addition, all exemptions authorized under and reports required by the State and local law are processed in a timely and accurate manner.

	FY 14/15	FY 15/16			FY 16/17					FY 17/18	FY 18/19
Description	Actual	Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected	Estimate	Estimate
Expenditures											
Assessor (1020)	1,071,753	1,068,452	1,068,452	1,119,370	1,156,308	1,141,590	48.79%	22,220	2.0%	1,175,663	1,211,734
Brd Assess Appeals (1021)	5,595	9,236	9,236	9,236	7,857	7,757	0.33%	-1,479	-16.0%	7,894	8,034
Property Revaluation (1026)	408,222	528,866	528,866	429,516	1,195,274	1,190,376	50.88%	760,860	177.1%	1,220,954	1,252,902
Total Expenditures	1,485,570	1,606,554	1,606,554	1,558,122	2,359,439	2,339,723	100.00%	781,601	50.2%	2,404,511	2,472,670
Revenue											
Assessor (1020)	6,740	7,500	7,500	7,500	6,500	6,500	100.00%	-1,000	-13.3%	6,500	6,500
Total Revenue	6,740	7,500	7,500	7,500	6,500	6,500	100.00%	-1,000	-13.3%	6,500	6,500
Net Operating Cost	1,478,830	1,599,054	1,599,054	1,550,622	2,352,939	2,333,223	100.00%	782,601	50.5%	2,398,011	2,466,170

City of Stamford
Budget Presentation
FY 2016-2017

Tax Collector

March 2016



William A. Forker
Tax Collector



Department Name

■ **Programs**

- *Revenue Services*
- *Taxation Services*
- *Tax Administration*

■ **Mission**

To bill and collect all city property taxes, sewer connection and assessment charges, DSSD charges, CPACE charges and Tax Increment Financing District charges (Mill River and Harbor Point) in accordance with state and local statutes and ordinances.

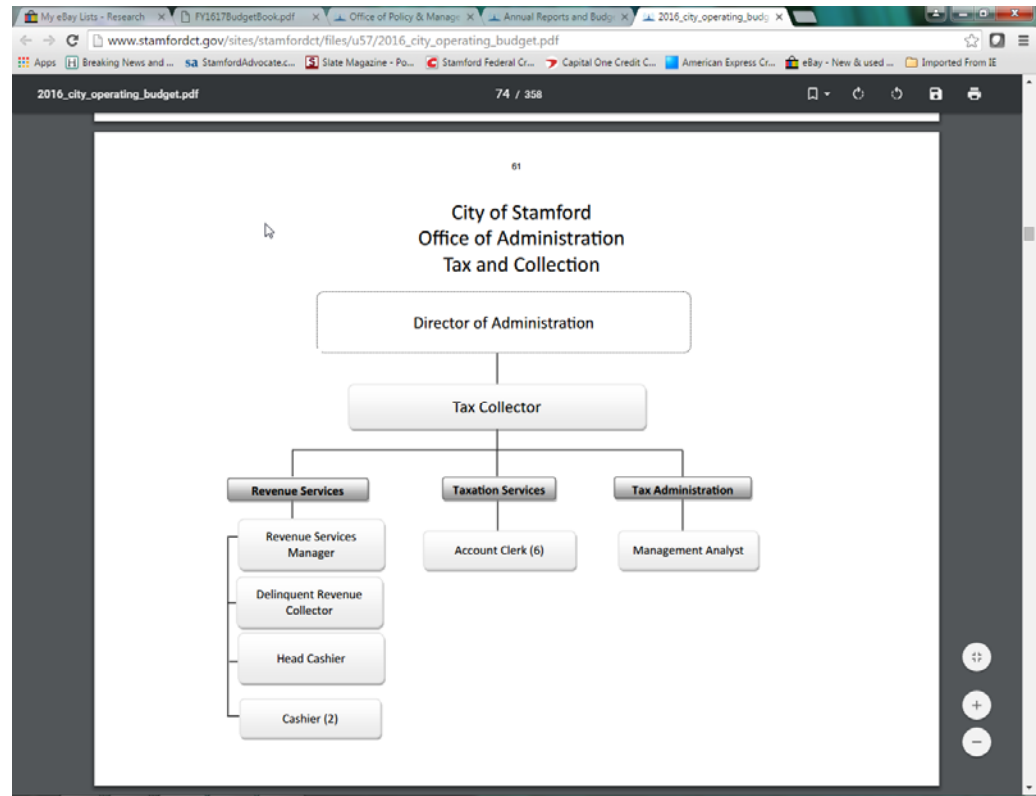


Services Provided

Program	Services Provided
Revenue Services	Administration of Billing and Collections duties and activities (printing, mailing, cashiering) involving 160,000+ parcels
Taxation Services	Provide direct service to taxpayers and other departments to keep status of tax parcels current at all times.
Tax Administration	Provide regular reporting on collection activity as well as maintain internal controls policies and procedures.

Department Organization, Personnel and Resources

Page 61 of budget book



Outside Vendors:

EOS-CCA – delinquent car accounts

Official Payments Corp. – online collections

D3 Logic – bill printing and mailing

CT DMV – delinquent motor vehicle tax recovery



2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

- City transactions are now uploaded daily to CT DMV's system which decreases wait time for town residents and eliminates the need to issue individual release forms
- All department forms posted online



2016-2017 Goals

What are the goals and plans that you have for your department this year?

- To improve efficiency, performance, and customer service through the planned implementation of a new tax billing and collection software application.
- Explore upgrades to phone bank software to improve customer service.



Changes and Challenges

■ *Major changes planned*

- The department has been using HTE since 1996. HTE has discontinued support for many of its modules, so it may be a matter of time before the tax module will be as well.
- Implementation of new tax billing and collection software.

■ *Key Program Challenges*

- The major challenge will be to successfully implement the database conversion with minimal issues and downtime.
- This will require the entire staff to be trained on the new software application.



Performance Measures

Performance Data	FY12-13	FY13-14	FY14-15
Annual Revenue Collected	434,728,000	446,993,000	460,223,000
Collection Rate	98.55%	98.67%	98.80%

Summary of Operating Budget

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citynet/Data/Sites/1/pdf/FY1617BudgetBook.pdf

Apps Breaking News and ... StamfordAdvocate.c... Slate Magazine - Po... Stamford Federal Cr... Capital One Credit C... American Express Cr... eBay - New & used ... Imported From IE

FY1617BudgetBook.pdf 71 / 422

Fiscal Year 2016/2017 - Department Summary 3/7/2016 - 9:49:52 PM

Fund: 0001 General Fund
Office: 001 Administration
Dept/Div: 0109 Tax & Collection

Mission Statement:
 Tax & Collection's mission is to define, establish and implement effective policy, procedure and controls for all programs within the Department of Tax and Collection; to monitor compliance with same as well as compliance with all City and State policies, statutes and ordinances; and to provide monthly revenue reports, general ledger balancing reports, state-mandated reports and other revenue analyses as requested by other City departments. Its goal is to assure that the Department of Tax and Collection provides accurate information and efficient service to all taxpayers.

Description	FY 14/15 Actual	FY 15/16			FY 16/17					FY 17/18 Estimate	FY 18/19 Estimate
		Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected		
Expenditures											
Revenue Services (1022)	977,230	1,009,474	1,009,474	1,021,834	1,040,054	1,016,829	61.28%	-5,005	-0.5%	1,048,331	1,081,705
Taxation Services (1023)	604,732	611,757	611,757	579,228	488,779	482,779	29.09%	-96,449	-16.7%	499,352	517,054
Tax Administration (1024)	188,989	191,685	191,685	197,572	159,786	159,786	9.63%	-37,786	-19.1%	165,151	170,874
Total Expenditures	1,770,951	1,812,916	1,812,916	1,798,634	1,688,619	1,659,394	100.00%	-139,240	-7.7%	1,712,834	1,769,633
Revenue											
Revenue Services (1022)	460,150,154	471,764,658	471,764,658	478,457,860	513,801,235	503,511,077	100.00%	25,053,217	5.2%	525,100,143	548,027,749
Total Revenue	460,150,154	471,764,658	471,764,658	478,457,860	513,801,235	503,511,077	100.00%	25,053,217	5.2%	525,100,143	548,027,749
Net Operating Cost	-458,379,203	-469,951,742	-469,951,742	-476,659,226	-512,112,616	-501,851,683	100.00%	-25,192,457	5.3%	-523,387,309	-546,258,116

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City of Stamford
Budget Presentation
FY 2016-2017

Controller's Office

March 2016



David A. Yanik
Controller



Controller's Office

■ **Mission Statement**

The Controller's Office mission is to maintain the books and records of the City of Stamford and its various agencies, functions and departments by supporting the General Accounting, Accounts Payable, and Payroll functions and ensuring that prudent accounting policies, procedures and practices have been established which are supported by well-designed and operationally effective internal controls.

■ **Programs**

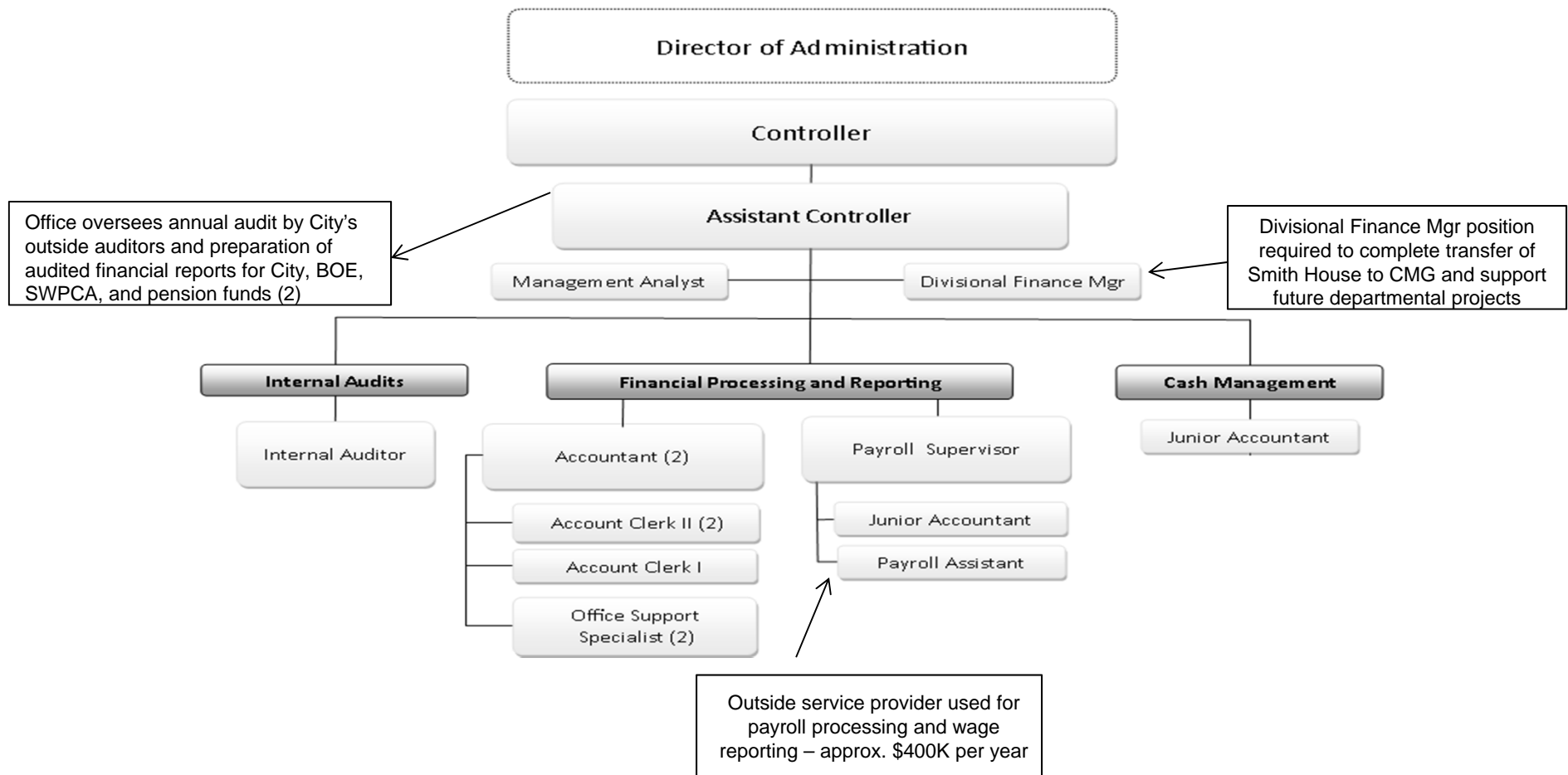
- ☐ *1032 Transaction Processing & Financial Reporting*
- ☐ *1034 Internal Audit*
- ☐ *1035 Cash Management*

Services Provided

Program	Services Provided
<i>1032 Transaction Processing & Financial Reporting</i>	<p>Maintain reliable financial systems for processing transactions and accurate supporting records for the following functions:</p> <ul style="list-style-type: none"> • General Accounting – Tracking fund balances for the General Fund and 18 other governmental funds • Accounts Payable – Processing invoices and other payments due for all City operation including the BOE, averaging over 800 payments each semi-monthly disbursement cycle • Payroll – Generating wage and salary payments for over 4,000 full-time and seasonal City and BOE employees <p>Periodically report the City's financial results (as well as for the other governmental funds - pensions, OPEB Trust, OTHRA, Capital Projects, Debt Service, etc.), as needed</p> <p>Oversee annual audit of the City's financial statements by the City's independent auditors and the preparation of audited financial reports for the City's pension plans, and the SWPCA.</p>
<i>1034 Internal Audit</i>	<p>Provide assurance regarding compliance with City's policies and procedures, input regarding internal control design and adequacy, operational efficiency, and independent verification of facts and circumstances as required for board and mayor's administration decision making.</p>
<i>1035 Cashiering & Cash Management</i>	<p>Monitor and support City's cashiering and treasury activities, including payment processing through outside service providers</p>

Controller's Office Organization, Personnel and Resources

City of Stamford
Office of Administration
Controller





2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

- Auditors reported no material weaknesses or other deficiencies in internal control for City/BOE/SWPCA
- Implemented GASB 68 - new financial reporting standard for pensions (improved transparency)
- OTHRA financing tax credits of \$3+ Million finally received (used to pay down advances from City)
- Cashiering function consolidated under a single manager (streamlining cash reporting) and expanded use of credit card processors



2016-2017 Goals

What are the goals and plans that you have for your department this year?

- Restructure roles and responsibilities to improve work flow
- Pursue opportunities to improve productivity and efficiency through technology (i.e., new software applications) even if not “owned by” the Controller’s Office
 - ✓ RFP for payroll service provider
 - ✓ Support Tax Department RFP for billing and accounts receivable software application
 - ✓ Support Kronos Timekeeping & Attendance software implementation and use expansion



Challenges

Key Challenges

- HTE General Ledger Accounting software application
 - Status of current provider:
 - FIS Completes Acquisition of SunGard!*
 - Risk - Continued vendor support for current version/product?
 - Unknown!
 - Long-term project that needs support from boards
 - 2+ years from planning & RFP to implementation
 - Will require significant funding
 - \$2+ Million (use of outside, experienced project manager)



Changes and Challenges

Program Specific

Roles and responsibilities restructured...

- ***What obstacles will you need to overcome?***
 - Internal - Managers and staff (loss of control; sharing of resources; job security; coping with change...)
 - External - Union objections (grievances filed(?))
- ***How will you measure your success?***
 - Improvements in timeliness (“audit readiness”), accuracy, and workflow

Leverage technology - new software applications / upgrades

- ***What obstacles will you need to overcome?***
 - “Need” recognition and project prioritization (Board and Administration advocacy)
 - Availability of funding

Summary of Operating Budget

Fund: 0001 General Fund
Office: 001 Administration
Dept/Div: 0103 Controller

Mission Statement:

The Controller's Department mission is to maintain the books and records of the City of Stamford and its various agencies, functions and departments by supporting the General Accounting, Accounts Payable, and Payroll functions and ensuring that prudent accounting policies, procedures and practices have been established which are supported by well-designed and operationally effective internal controls.

		FY 15/16			FY 16/17						
	FY 14/15	Adopted	Revised	Projected	Department	Mayor's	% of	\$ Var	% Var	FY 17/18	FY 18/19
Description	Actual	Budget	Budget	Exp & Enc	Request	Proposed	Total	Adopted	Adopted	Estimate	Estimate
Expense											
Financial Proc & Rptng (1032)	2,306,487	2,082,981	2,082,981	2,036,202	2,151,306	2,088,456	138.51%	5,475	0.3%	2,150,685	2,216,473
Internal Audits (1034)	0	164,281	164,281	164,784	141,218	141,218	9.37%	-23,063	-14.0%	144,440	147,817
Cash Mgmt (1035)	0	158,092	158,092	157,694	128,121	128,121	8.50%	-29,971	-19.0%	132,974	138,178
Total Expense	2,306,487	2,405,354	2,405,354	2,358,680	2,420,645	2,357,795	100.00%	-47,559	-2.0%	2,428,099	2,502,468
Revenue											
Financial Proc & Rptng (1032)	854,867	650,000	650,000	900,000	850,000	850,000	56.37%	200,000	30.8%	850,000	850,000
Total Revenue	854,867	650,000	650,000	900,000	850,000	850,000	100.00%	200,000	30.8%	850,000	850,000
Net Operating Cost	1,451,620	1,755,354	1,755,354	1,458,680	1,570,645	1,507,795	100.00%	-247,559	-14.1%	1,578,099	1,652,468

(excerpt from FY1617BudgetBook.pdf - page 18)

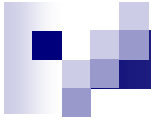
City of Stamford
Budget Presentation
FY 2016-2017

Technology Management Services

March 2016



Michael Pensiero
Director of Technology
Management Services



Department Name

■ **Programs**

- *1060 Technology Management Services*
- *1061 Application Support*
- *1063 Network/ Telecommunications*
- *1064 Desktop Support*

■ **Mission**

The Mission of the Technology Management Services Department is to provide enterprise-wide information technology planning, implementation and maintenance services to all City departments and the Board of Education so that cost-effective technology is delivered enabling user departments to meet their missions.

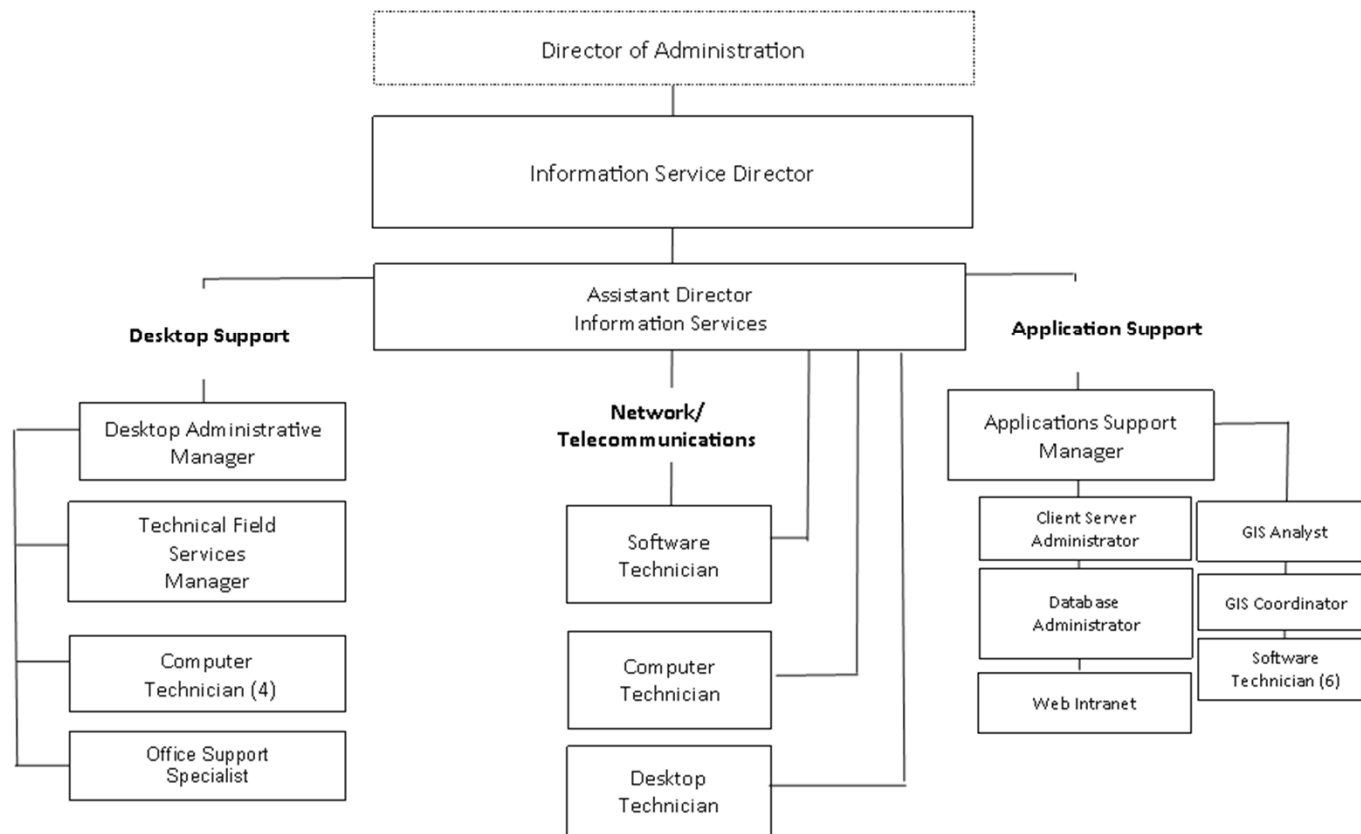


Services Provided

Program	Services Provided
<i>1060 Technology Management Services</i>	Mgmt. of all technology including the BOE
<i>1061 Application Support</i>	Mgmt. of all applications city wide including BOE
<i>1063 Network/ Telecommunications</i>	Network connections to all city and BOE locations
<i>1064 Desktop Support</i>	Support of city and BOE technology equip. including desktops and portable equipment.

Department Organization, Personnel and Resources

City of Stamford
Office of Administration
Technology Management Services





2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

- Launched new Recreation department software system
- Stamford Small Business Portal
- Launched Software License Management and Active Directory monitoring tools
- Migrated 23 websites from City hosting to off-site web host
- Online room reservations and lobby displays
- Migrated 8 enterprise software applications off of aging hardware to virtual environment
- Deployed Primavera Project Management server for Engineering dept.
- Deployed Cognos Business Intelligence servers and infrastructure for detailed financial reporting.



2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

- Launched Office 365 for AITE students and staff
- Will launch updated Solid Waste and Recycling website
- Provide GIS services for MS4
- Upgraded CAD/911 system (new features include AVL)
- Traffic, security, blue light pole camera installations(Ongoing and planned for fy16-17)
- Network upgrade:
 - WPCA Hub Core Switch Update – Installed / Configured, now 10Gb capable
 - Highway & Fleet Maintenance dept.
 - Gateway Switch/s update Installed / Configured, now 10Gb capable
 - Health Clinic Relocation
 - Utilizing city owned Traffic Fiber two additional Fire Stations Telco T1/s were eliminated (replaced with Fiber 1Gb Uplinks.)
 - Additional Sites have been identified and are now awaiting approval.
 - New network security Firewall/s implemented on both City and Education network.



2016-2017 Goals

■ Major goals for your department in 2016-17

☐ Reduce Government Center walk in traffic.

- Upgrade city website to new platform
- Recreation dept. web application upgrade
- Implement online permitting module (Beach stickers, Parking permits etc.)
- Additional meeting recordings
- Remarket MyStamford APP
- Continue to monitor and review building dept. Viewpermit system

☐ Improve Public Safety within Stamford

- New Police Department IT design
- CAD/RMS upgrade
- Kronos/Telestaff upgrade for Fire Dept.
- Installation of public safety cameras
- Installation of Blue light safety poles
- Creation of Video camera storage Vault
- Upgrade Gvmt. Ctr. to fiber backbone (for Public safety camera)
- WPCA SCADA (Supervisory control and data acquisition) system upgrade
- Deploy weather cameras (hurricane barrier, Cummings park, Ponus YC)



2016-2017 Goals

■ Major goals for your department in 2016-17

☐ Improve employee technology experience

- Replace approximately 200 computers within city
- Add second monitor to workstations
- Reduce overall calls for support by 10%
- Increase same day Helpdesk support resolution.
- Additional deployments of remote mgmt.

☐ Increase educational experience

- New Strawberry Hill Ave. school
- Work with curriculum staff to administer online educational courses



Changes and Challenges

■ ***Major changes planned***

- *Cross training of all TMS staff will be the fy16-17 focus as well as formalized documentation for ALL technology systems.*
- Kronos Time and Attendance upgrade

■ ***Key Program Challenges***

- HTE financial system upgrade
- As with all technology, systems are ever changing and keeping up with the latest updates and industry trends remains difficult. Establishing a 5 year investment in technology continues to be obtainable however the rate of refresh is rapidly increasing.
- Training: Although not directly in TMS budget, the city needs to make additional investments in training for city employees.



Performance Measures

Technology Management Services Performance Measures



Performance Data	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Desktops maintained	6,799	6,833	6,638	6,724	6,724
Tablets maintained	433	1,510	3,603	3,942	3,942
Laptops maintained	1,503	1,753	1,585	1,593	1,593
Servers maintained	99	91	84	77	77
Applications maintained	299	301	319	327	327
Physical locations	66	68	71	71	71
Websites maintained	33	38	40	42	42
Annual calls for Technology Support	7,653	7,742	7,902	8,017	8,017
Telephones	2,080	2,082	2,103	2,469	2,469
Cellular Telephones	280	281	287	278	278

Performance Measures*	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16(est.)	
Core switch availability			99.9%	99.9%	99.9%	includes offsite access to data center
Application availability			99.9%	99.9%	99.9%	access to enterprise applications including email
Server availability			99.9%	99.9%	99.9%	database, web and application server performance
Patch management			99.9%	99.9%	99.9%	server and PC's up to date on windows and MS Office
Data management			99.9%	99.9%	99.9%	backups and network permissions completed ontime
Telephone availability			99.0%	99.9%	99.9%	city-wide
IT Green Initiative						
Computers with energy mgt software			80.0%	85.0%	88.0%	
Virtualized Servers			62.0%	76.0%	80.0%	
Proper disposal of legacy equipment			100.0%	100.0%	100.0%	
Recycled packaging materials			100.0%	100.0%	100.0%	
Helpdesk support resolution						
Same Day			49.0%	51.0%	55.0%	
Next Day			18.0%	21.0%	23.0%	
Second Day			33%	28%	22%	

* First year measurements, baseline data

Summary of Operating Budget

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Fiscal Year 2016/2017 - Department Summary

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Fund: 0001 General Fund
Office: 001 Administration
Dept/Div: 0106 Technology Management Services

Mission Statement:

The mission of the Technology Management Services Department (TMS) is to provide enterprise-wide information technology planning, implementation and maintenance services to all City departments and the Board of Education so that cost-effective technology is delivered enabling user departments to meet their mission.

Description	FY 14/15 Actual	FY 15/16			FY 16/17					FY 17/18 Estimate	FY 18/19 Estimate
		Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected		
Expenditures											
TMS (1060)	1,633,944	0	0	0	0	0	0.00%	0	0.0%	0	0
Application Support (1061)	0	1,168,453	1,168,453	1,142,917	1,124,787	1,011,991	63.50%	-130,926	-11.5%	1,043,311	1,076,336
Network/Telecomm Svcs (1063)	0	265,534	265,534	268,676	242,915	234,034	14.69%	-34,642	-12.9%	242,050	250,524
Desktop Support (1064)	0	414,326	414,326	409,700	369,601	347,597	21.81%	-62,103	-15.2%	358,913	370,893
Total Expenditures	1,633,944	1,848,313	1,848,313	1,821,293	1,737,303	1,593,622	100.00%	-227,671	-12.5%	1,644,274	1,697,753
Net Operating Cost	1,633,944	1,848,313	1,848,313	1,821,293	1,737,303	1,593,622	100.00%	-227,671	-12.5%	1,644,274	1,697,753

City of Stamford
Budget Presentation
FY 2016-2017

Risk Management

March 2016



Ann Marie Mones
Risk Manager



Risk Management

■ Programs

Insurance (8311)

Self Insurance Payments (8321)

Workers Comp (8331)

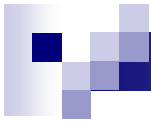
Risk (8381)



Risk Management

■ **Mission**

- The mission of The mission of Risk Management is to safeguard the City's Property, financial and human resources from the adverse impact of loss. Risk Management develops and initiates insurance and self-insurance programs, safety and loss control activities, and claims administration in order to minimize the financial impact of accidental losses on taxpayers, employees, residents, and other members of the public in the City of Stamford.

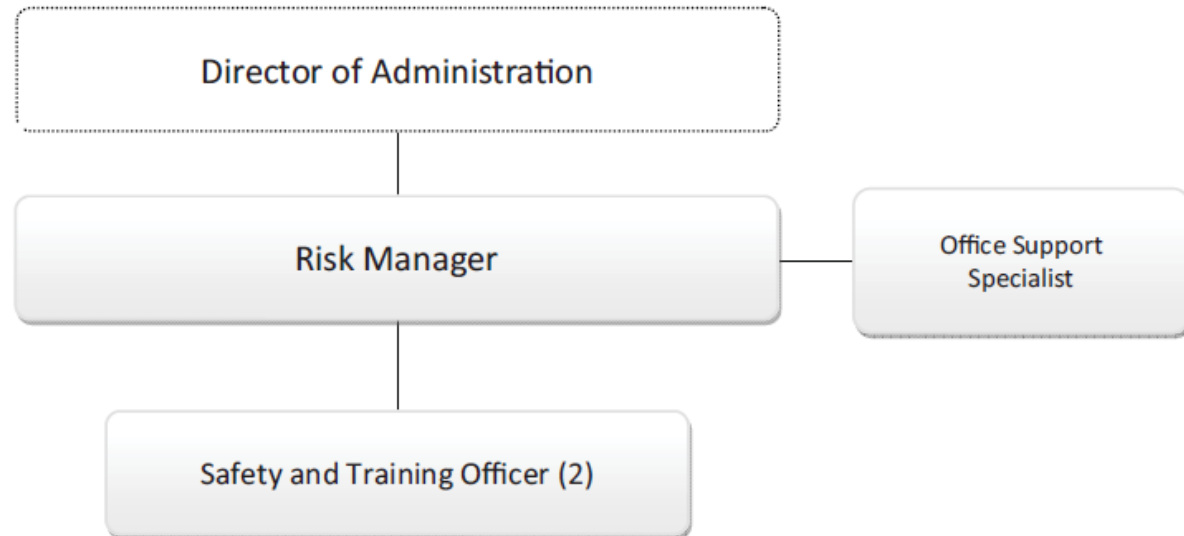


Services Provided

Program	Services Provided (include Volume - if applicable)
Insurance	Public Insurance Certificate approvals. (1,500-2,000 yearly)
Self Ins. Payment	Payments for retained losses and Third Party Administrator fees.
Workers Comp.	550 Employees avg. yearly claims rate. Effective handling of those claims for all employees.
Risk.	Timely reporting/Safety Training (3,000 events avg.) Safety Investigations (20+ yearly) / OSHA compliance (including entire cities OSHA 300A logs)/ Safety Meetings/CDL Random Drug testing/ accident investigations (50+ yearly).

Department Organization, Personnel and Resources (reference page 374)

City of Stamford
Risk Management Fund



Supplemental Other Resources

-Legal Council

-Human Resources



2015-16 Highlights

What are the most significant accomplishments made or challenges faced by the department in the last FY?

- Updated MCP plan adding offices for convenience of employee medical care
- Outstanding performance working with public to assist with insurance needs for events within CoS ensuring liability coverage.
- OSHA Compliance
- Safety Training that averages savings per year of \$44,083 on OSHA required safety trainings for employee's. Not including 1,000's of other trainings that are not required by OSHA.
- Reduction of spending on WC claims through
 - Continued safety training (13/14 – 2,991 trained, 14/15 - 3,109 trained, 15/16 ytd 1,600 trained)
 - Safety investigations/injury investigations



2016-2017 Goals

What are the goals and plans that you have for your department this year?

- Continued reduction of spending on WC claims by 10%.
- Reduction of Injuries by 10%.
- Reduced average yearly injuries by 22% from 00/01 – 09/10 compared to 0/11 – 16/17. 2000 – 2010 averaged 715 employee claims. 2011-2017 averaged 555 employee claims.



2016-2017 Goals

What obstacles will you need to overcome?

- Safety Program buy in from all departments city wide. (including partnership with Risk for running safety programs/meetings/claim reporting/communication).

How will you measure your success?

- Reviewing injuries both in total claims as well as dollars spent. Again, we strive for 10% reduction in both.
- There is always room for growth, however compared to all other larger city municipalities, we are lowest in both dollars spent on WC as well as total accepted claims.



Changes and Challenges

■ *Major changes planned*

- Risk is committed to a successful accident prevention program that includes the identification and correction of hazards and training of employees in safe work practices.
- We strive to comply with all safety and health standards and we expect the full cooperation of our employees so that we can be proud of our safety record.
- The City of Stamford has developed a comprehensive Injury and Illness Prevention Program. The goal of this program is to minimize the frequency of employee accidents and to comply with the laws and regulations that pertain to our operations. This program has been designed to eliminate hazards from the work environment and to train our employees in safe work practices.



Changes and Challenges

■ *Key Program Challenges*

- The ultimate responsibility for the safety program lies within the City's managers and supervisors, the program cannot succeed without the cooperation of all our employees. Everyone must be one hundred percent safety conscious in everything he or she does while on the job.



Performance Measures

How are you measuring the effectiveness your department has?

- By directly looking at injury totals from year to year, and striving to improve both injuries and cost by 10% every year with each department. For 2016-2017 we are projected to total 525 claims - A reduction of 4% from the previous year.
- Additionally, we look at averages of previous decade (2000-2010) compared to current decade (2011-2016). We have lowered claims on a yearly rate of 22% in 2011-2016. (715 vs. 555).
- Also, the value of training provided and the saving total for OSHA required training.
- From the safety officer, for training only, the City of Samford saves \$44,083 from outside organizations completing the training. That does not include thousands of other training events that are City safety specific, not OSHA required.

Summary of Operating Budget

Fiscal Year 2016/2017 - Department Summary

3/7/2016 - 10:02:18 PM

Fund: 0095 Risk Management Fund

Office: 001 Administration

Dept/Div: 0107 Risk Management

Mission Statement:

The mission of Risk Management is to develop and initiate insurance and self-insurance programs, safety and loss control activities, and claims administration in order to minimize the financial impact of accidental losses on taxpayers, employees, residents, and other members of the public in the City of Stamford.

		FY 15/16			FY 16/17						
	FY 14/15	Adopted	Revised	Projected	Department	Mayor's	% of	\$ Var	% Var	FY 17/18	FY 18/19
Description	Actual	Budget	Budget	Exp & Enc	Request	Proposed	Total	Projected	Projected	Estimate	Estimate
Expenditures											
Insurance (8311)	2,257,724	2,590,896	2,568,701	2,568,701	2,181,803	2,181,803	15.73%	-386,898	-15.1%	2,247,644	2,316,692
Self Ins Pymts (8321)	442,328	992,983	1,013,143	1,013,143	1,564,415	1,564,415	11.28%	551,272	54.4%	1,609,438	1,655,774
Worker's Comp (8331)	14,562,701	9,483,888	9,485,923	9,485,923	9,435,224	9,435,224	68.00%	-50,699	-0.5%	9,718,281	10,009,830
Risk (8381)	716,710	747,344	747,344	747,356	693,002	693,002	4.99%	-54,354	-7.3%	712,889	733,809
Total Expenditures	17,979,463	13,815,111	13,815,111	13,815,123	13,874,444	13,874,444	100.00%	59,321	0.4%	14,288,252	14,716,105
Revenue											
Risk (8381)	13,815,397	13,815,113	13,815,113	13,815,123	13,874,444	13,874,444	100.00%	59,321	0.4%	14,288,252	14,716,105
Total Revenue	13,815,397	13,815,113	13,815,113	13,815,123	13,874,444	13,874,444	100.00%	59,321	0.4%	14,288,252	14,716,105
Net Operating Cost	4,164,066	-2	-2	0	0	0	100.00%	0		0	0