



Proposed FY 2020 / 2021 Budget Overview



March 9, 2021



Proposed FY 21-22 Budget Stamford Environment

One Year of Pandemic



- **March 6:** New cleaning & visitor protocols at Gov't Center
- **March 8:** Governor Lamont announced Connecticut's first COVID-19 positive case, a Wilton resident
- **March 10:**
 - The City presents it's budget to the Board of Finance and Board of Representatives
 - City announces it is minimizing non-mandatory meetings and out-of-state travel restricted for City employees
 - Senior Center cancels activities
 - Stamford Hospital reports its first symptomatic patient
 - Lamont declares a public health emergency
- **March 11: First case of Stamford resident**
- **1,000 cases in Stamford in 4 weeks**



Proposed FY 21-22 Budget

A Year of Pandemic



Announcing New Testing Site

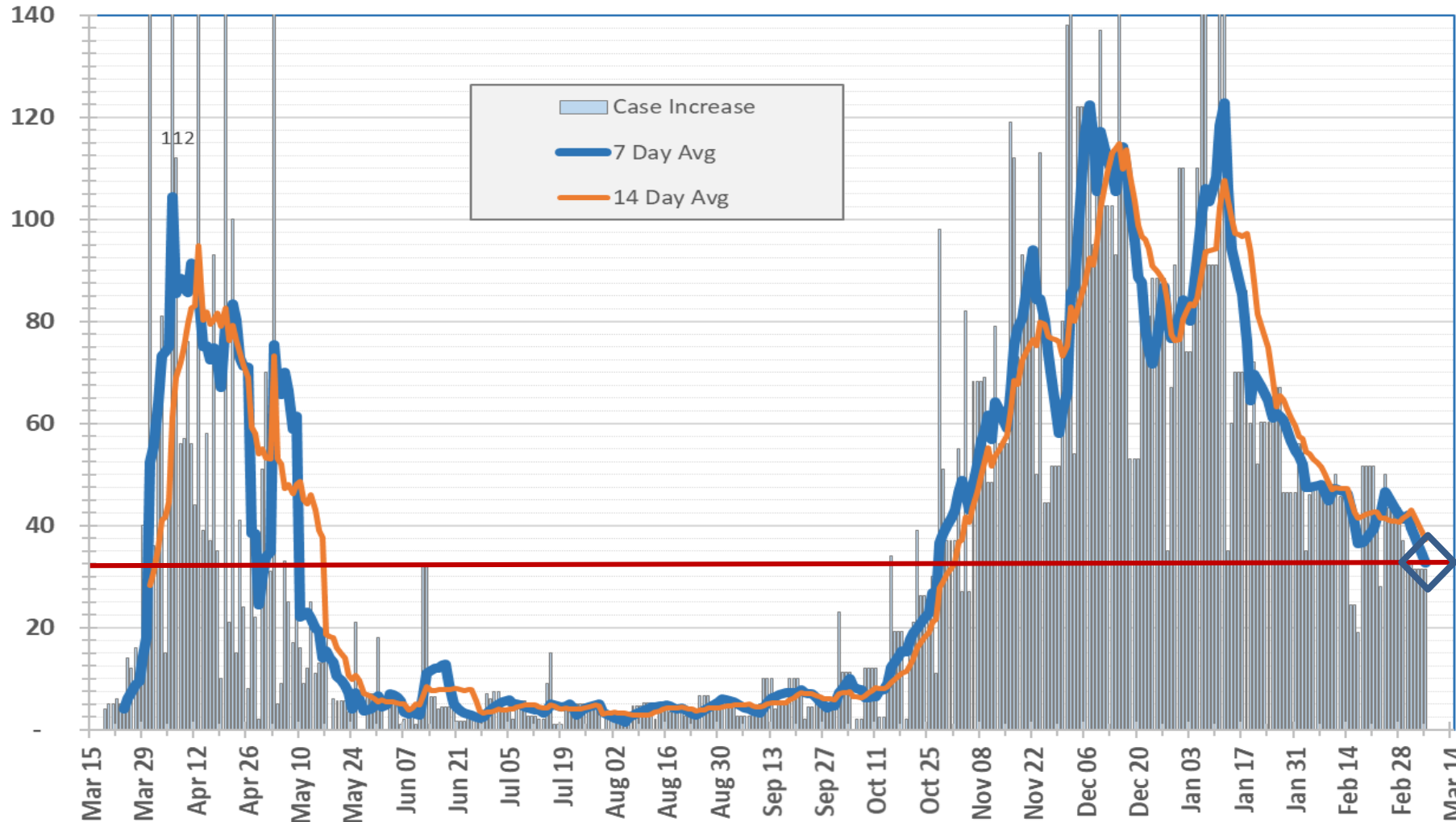
Stamford took this virus seriously from the beginning:

- Internal planning in January
- First Public Preventative measures implemented on March 6th
- Stamford was the first city in Connecticut to...
 - Announce new COVID Protocols
 - Open a testing site
 - Limit occupancy in buildings
 - Order businesses closed
 - Test first responders
 - Setup a COVID-19 hotline

Proposed FY 21-22 Budget A Year of Pandemic

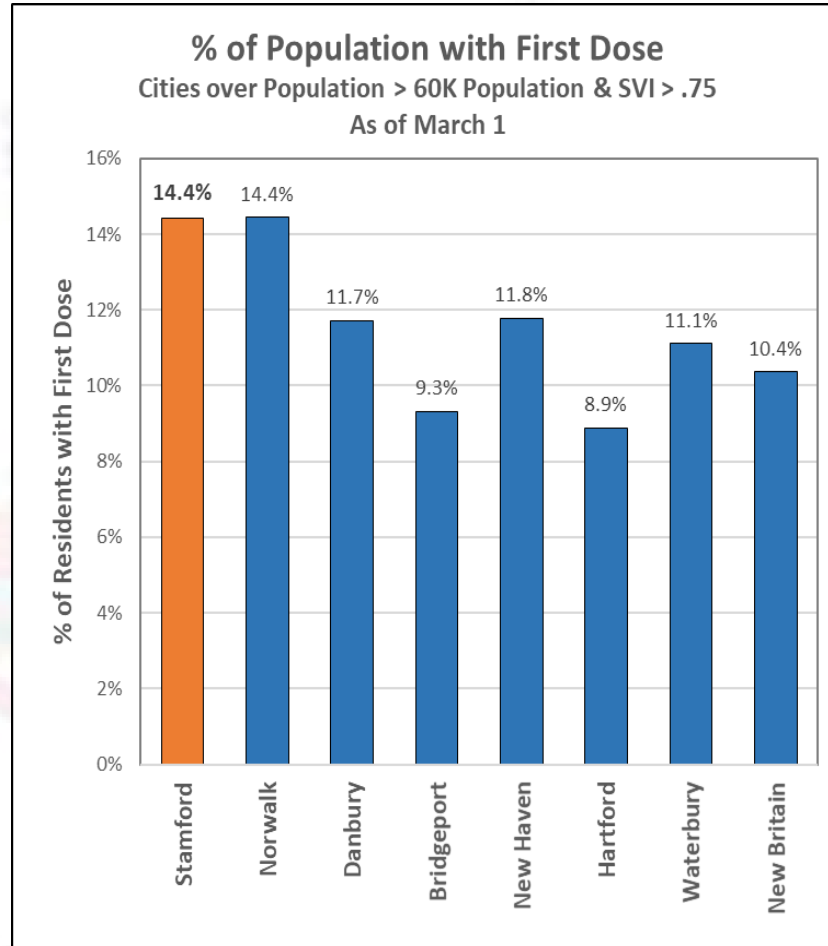
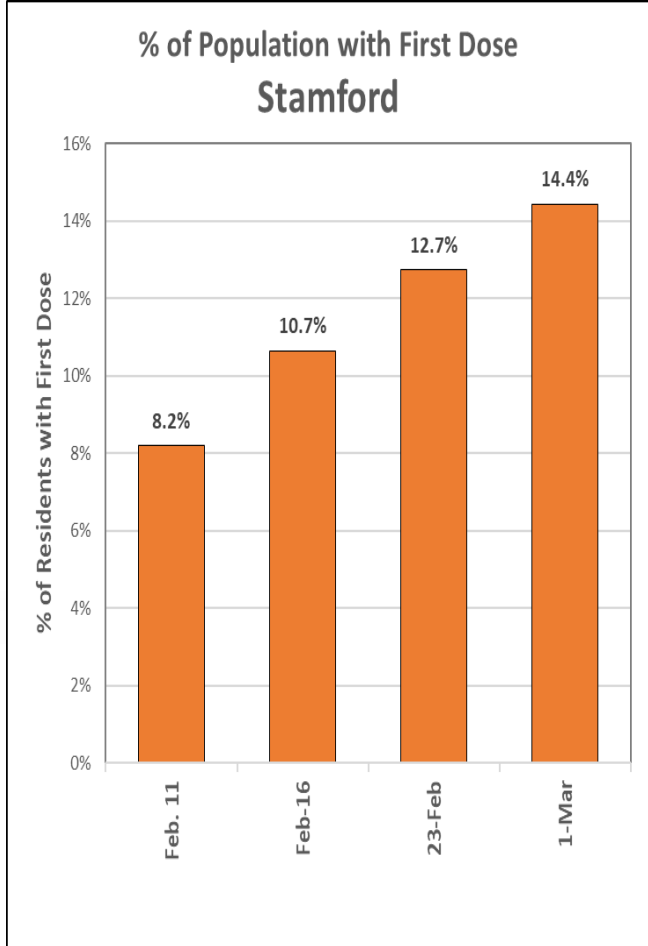


Stamford Reported New Cases per Day



33 cases per day

Proposed FY 21-22 Budget A Year of Pandemic



stamford advocate

'Stamford is on the right trail' to vaccinate priority areas

Brianna Gurciullo
March 7, 2021 | Updated: March 7, 2021 9 a.m.

1 of 5

Stamford residents including Jenice Cobb attend a pop-up clinic for COVID-19 vaccination Saturday, February 27, 2021 for first and second doses at the Bethel AME Church in Stamford, Conn. This clinic is set up to support vaccination within communities of color and for those who do not have the ability to make appointments online. The clinic will be held again on March 27 (10am-3pm).
Erik Traubmann / Hearst Connecticut Media

STAMFORD – The main vaccine providers in the city say they are committed to helping the state reach its goal of giving at least 25 percent of COVID-19 vaccines to those who live in certain “priority” areas.

Proposed FY 21-22 Budget A Year of Pandemic

With the Pandemic roller coaster ride coming to an end (hopefully) . . . now is the time to begin working to ensure our economic recovery . . .

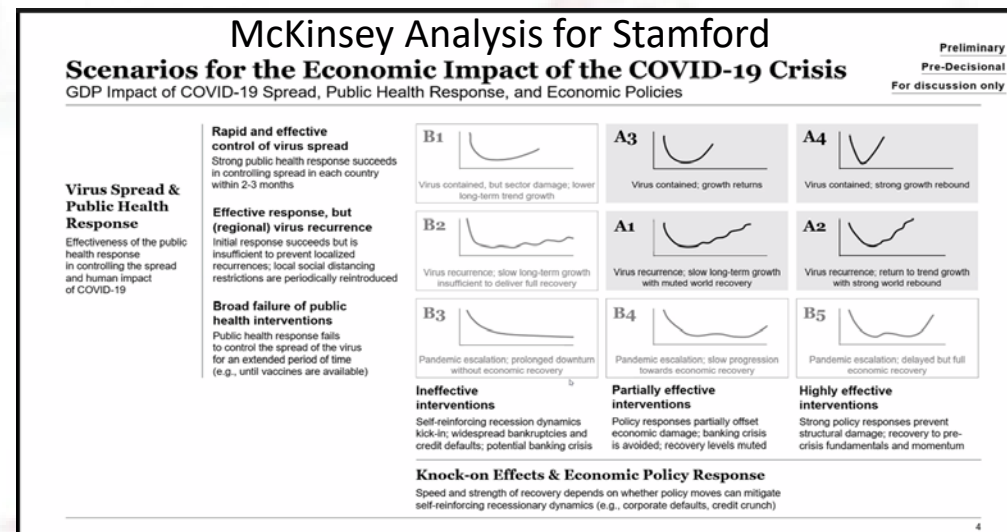


Proposed FY 21-22 Budget

Stamford's Economic Recovery



- New Federal “American Recovery Plan” Stimulus for individuals, business and Local Government
- Local economies will be impacted by workers and residents again frequenting shops, restaurants, personal care services, etc.
 - Residents regaining confidence as vaccinations increase and cases decrease
 - Employees returning to offices
- Social Service & Non-profit agencies restoring programs & services
- City of Stamford Services & Budget



Proposed FY 21-22 Budget

Budget & Economic Objectives

BIG PICTURE –

Stamford is poised for a strong economic recovery as we emerge from the pandemic.

It is important that the City itself move forward, not jeopardize services, and support organizations that support the recovery and provide for improved quality of life. This is not the time to be *“penny-wise and pound foolish.”*

- Restored services cut in last year’s budget. “Lapping” last year’s budget creates budgeting challenges this year.
- Continuing extraordinary expense to meet our past financial obligations to retirees. We are not leaving a potential fiscal crisis to younger generations.
- Board of Education requesting larger than average budget increase.
- Some critical additional positions/programs proposed to reduce structural costs, and improve managerial leadership and operational ability of departments – but similar to grand list growth.
- Increased investments into local social service organizations.
- Grand list growth and intergovernmental revenues are strong.
- Substantial Fiscal support anticipated from “American Rescue Plan” to both City and BoEd



Proposed FY 21-22 Budget

Lapping the FY 20-21 Budget

Last year the Boards approved a 0% tax increase budget to help offset the potentially devastating economic impacts of the pandemic . . .

. . . and in doing so created a most unusual and unprecedented budget – that sets the stage for a very unusual FY 21-22 budget.

Approximate

	Cut From FY20-21 Budget (\$MM)	Net Increase vs FY19-20	FY 21-22 Impact
City	(\$15.60)	(0.2%)	> \$6MM "Lapping Effect"
BoEd	(\$16.00)	0.9%	??? Grants
Revenue Reductions	(\$13.30)	(24.3%)	Restored
Tax Collection Rate	(\$29.30)	(5.2%)	90% Restored

Budgeted FY 20-21 Deficit (33.6)
 Q2 Projection (5.0)



Proposed FY 21-22 Budget Bottom Line

As we are still in a pandemic, and after lapping last year's very uncommon budget, this budget is also very unusual – many components are in flux and traditional budget considerations may be confusing.

And it remains paramount that this budget support Stamford's economic recovery in FY21-22 from the pandemic.

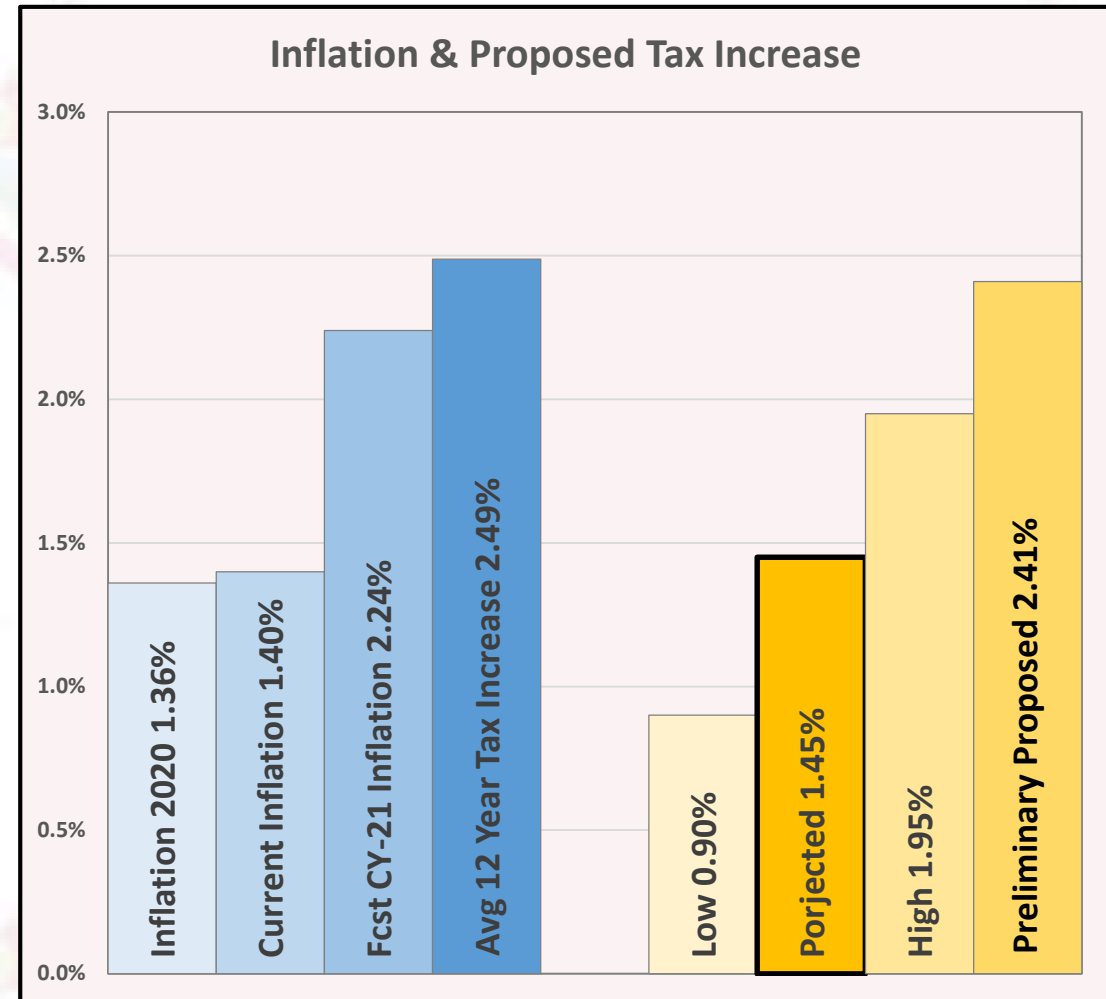
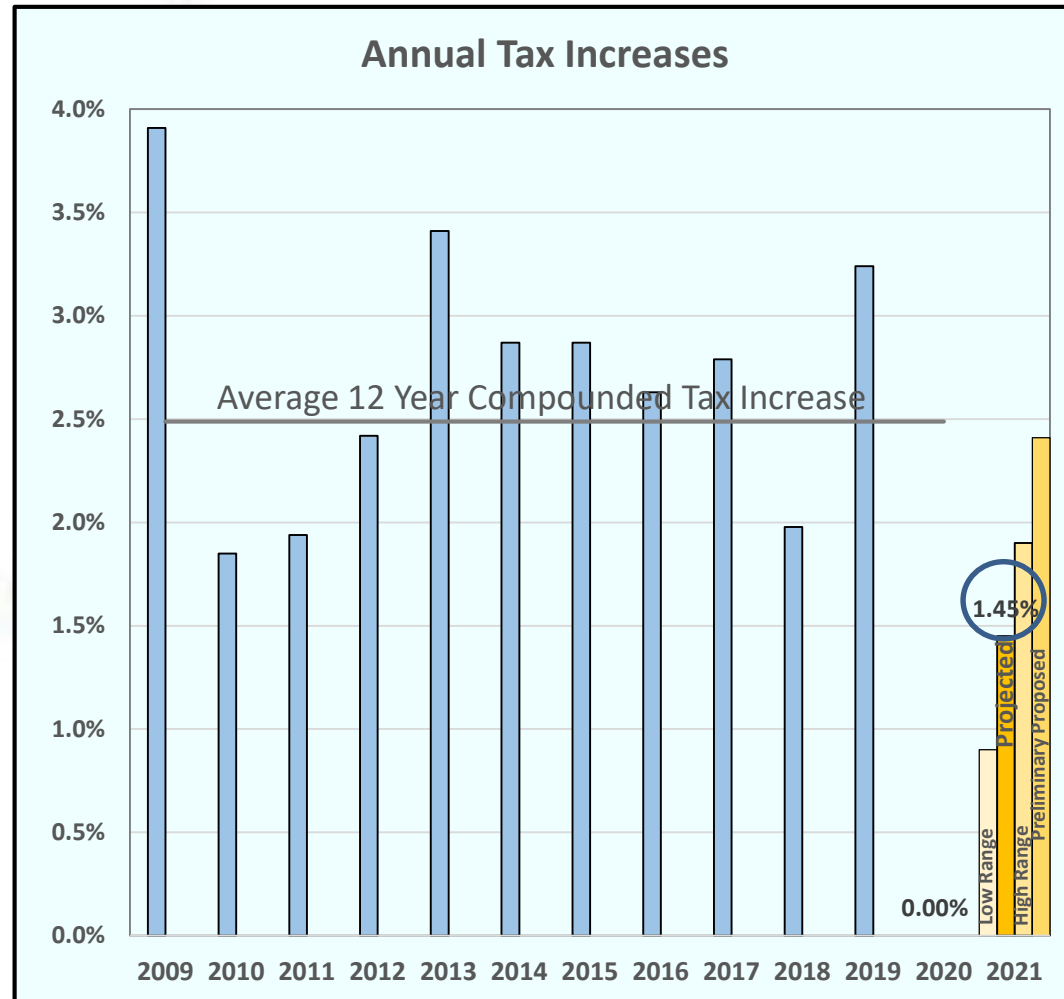
But the bottom line is simple . . .

Achievable Tax Increase	~1.45%
Range	0.9% to 1.9%
Preliminary in Budget Book	2.4 %

Proposed FY 21-22 Budget

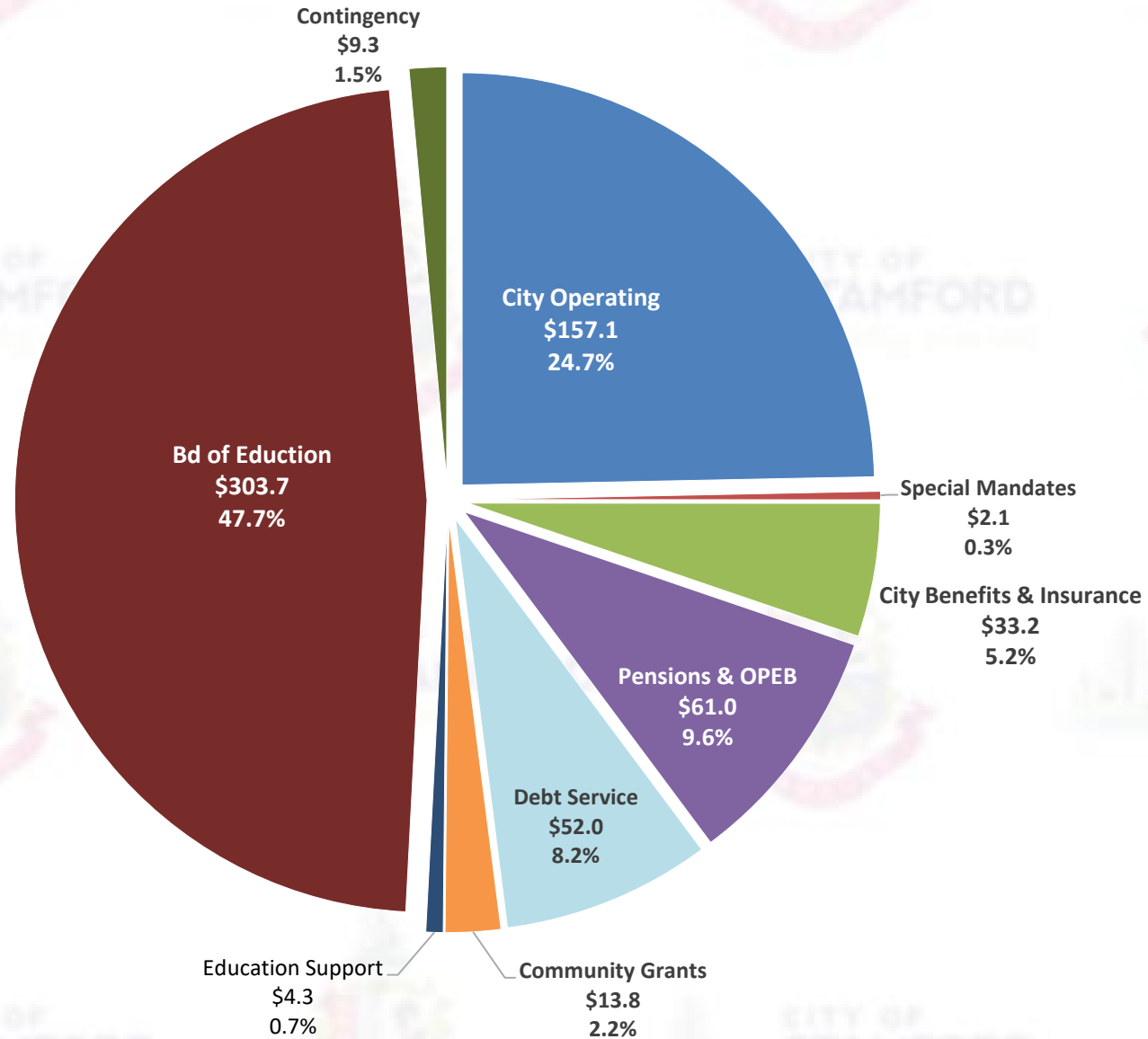
Bottom Line

The goal is to bring a tax increase lower than any year since 2009, other than Zero % last year – and below the rate of anticipated inflation in 2021.

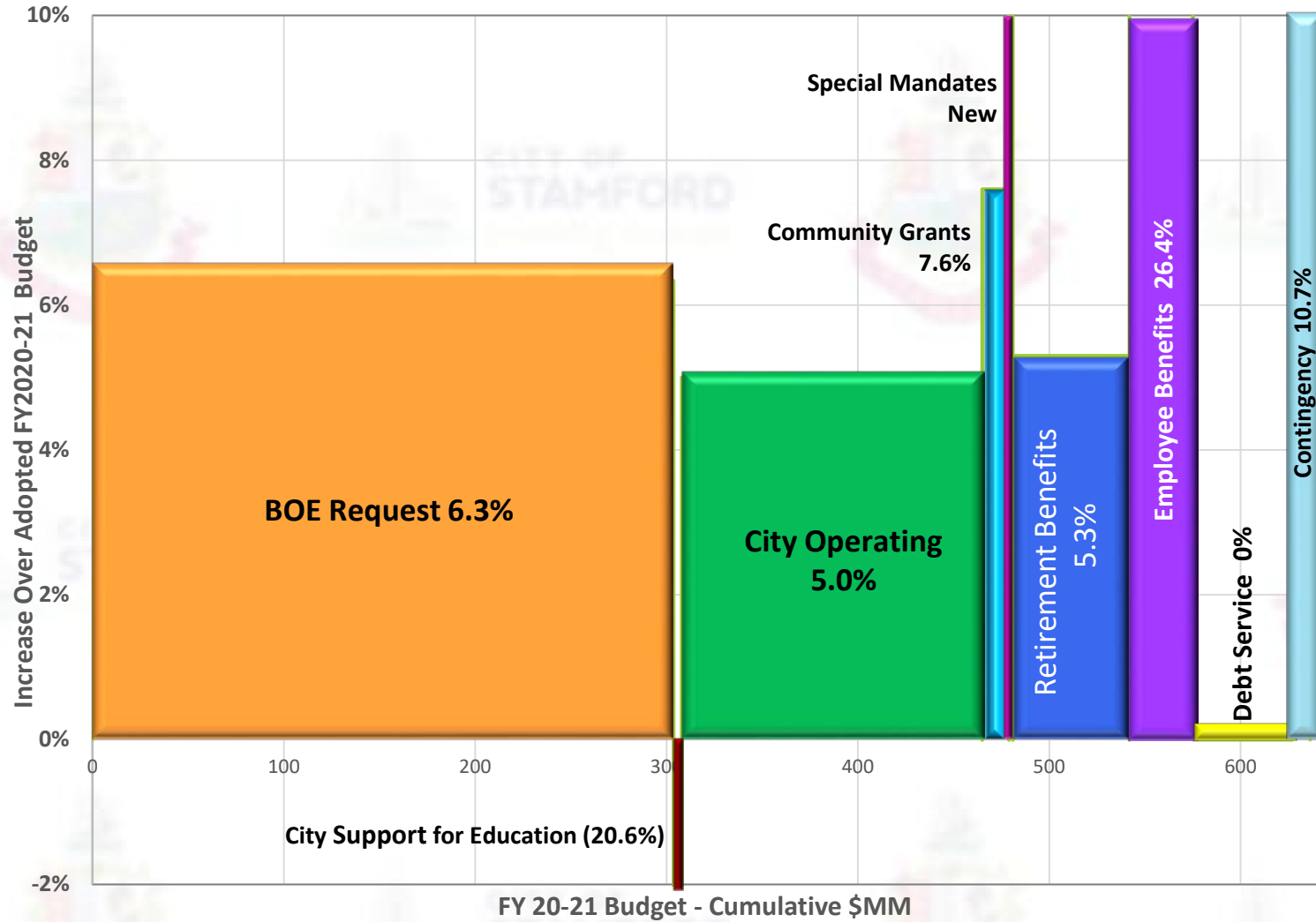


Proposed FY 21-22 Budget Expense Budget

Total Expense Budget
\$636.4 Million Total



Proposed FY 21-22 Budget Expense Budget Drivers



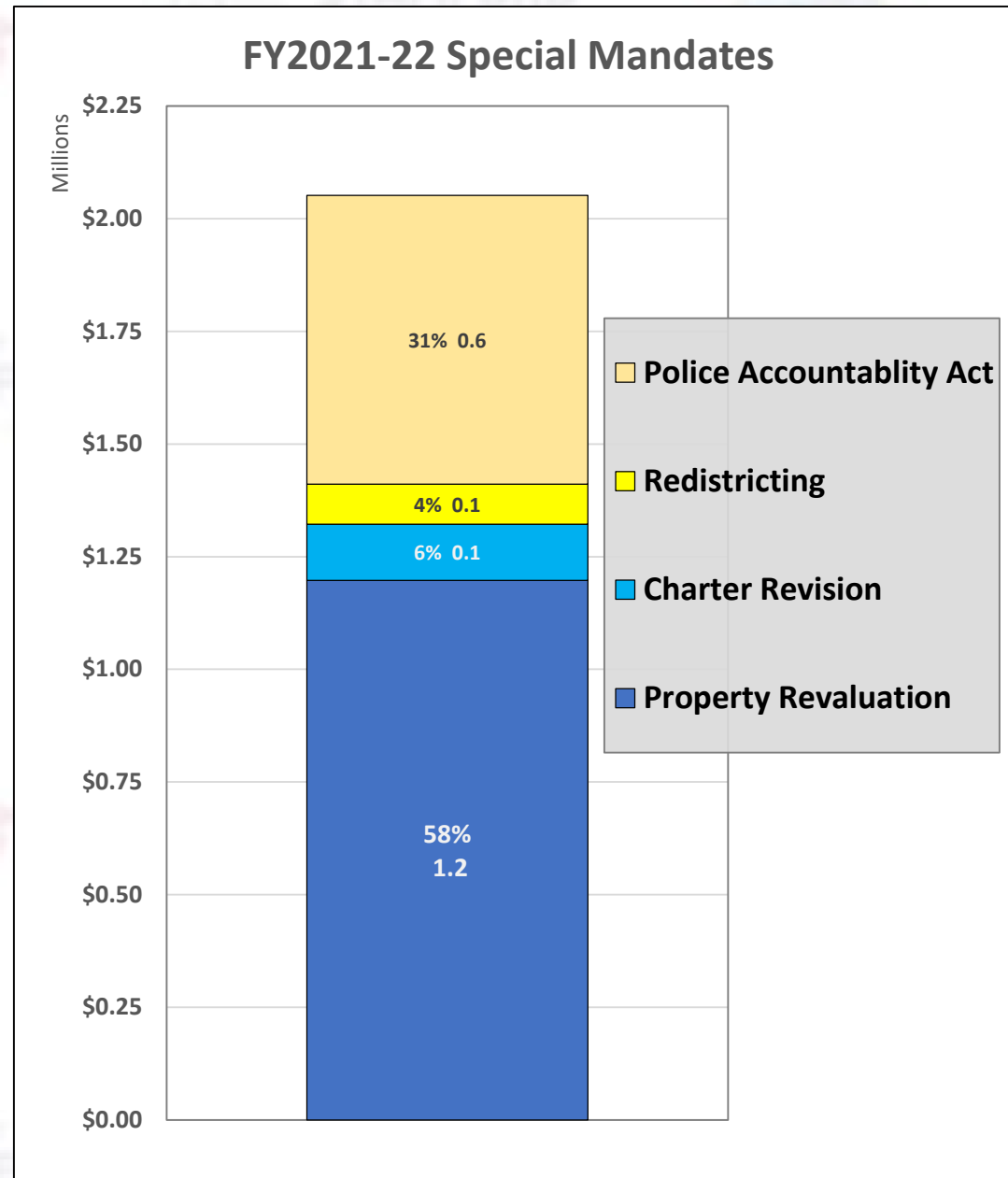
Proposed FY 21-22 Budget

City Operating Expense Highlights

- Moving to full minimum wage of \$15 for all employees. Crossing guards increased from \$14.60 to \$15.25/hour
- “Special Mandates” increase City budget by ~\$2.1+M.
 - Revaluation
 - Charter Revision
 - Redistricting
 - Police Accountability Act



Proposed FY 21-22 Budget Special Mandates



Proposed FY 21-22 Budget

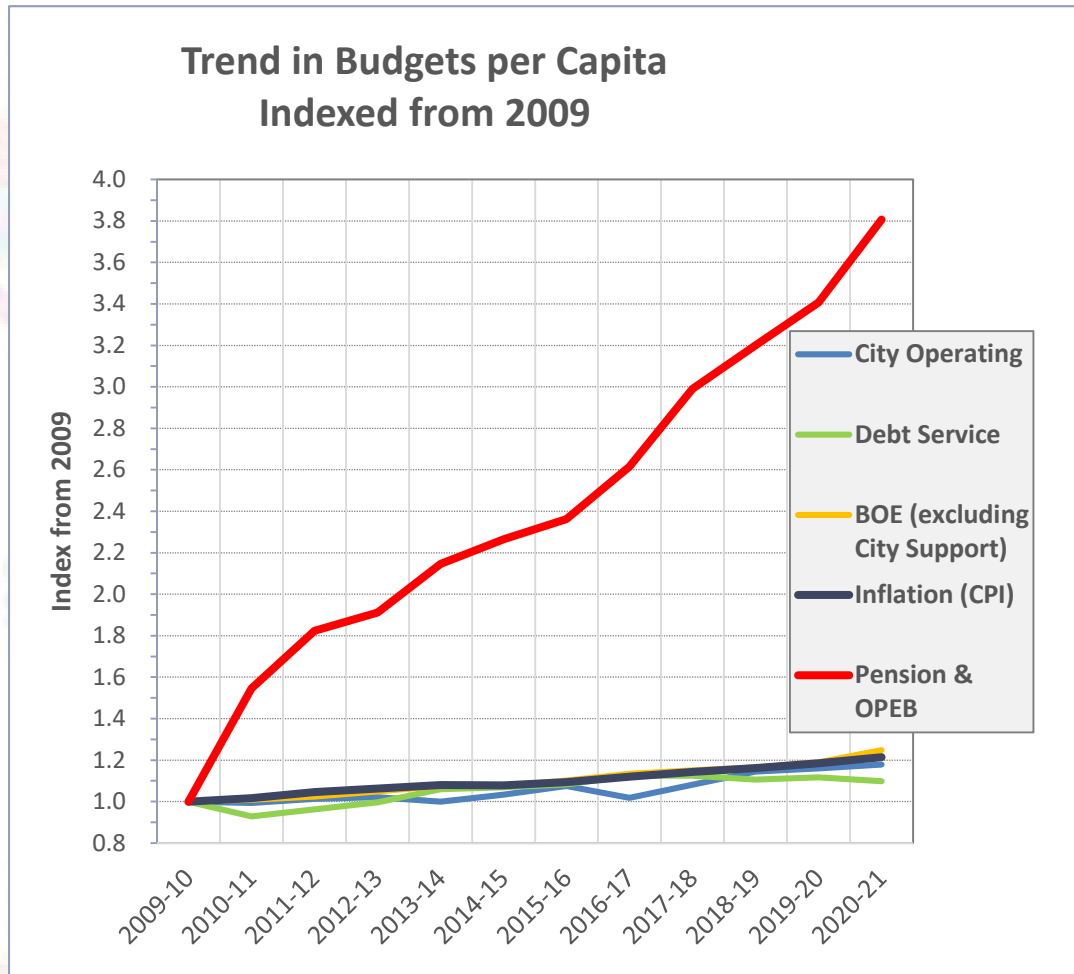
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- Behavioral Health Initiative in Public Health & Safety
- Outside legal budget set to more realistic level based on prior years’ experience
- Increased post-pandemic employee vacation payouts
- Significant Increases for Pensions & OPEB – particularly Police & Fire Pensions



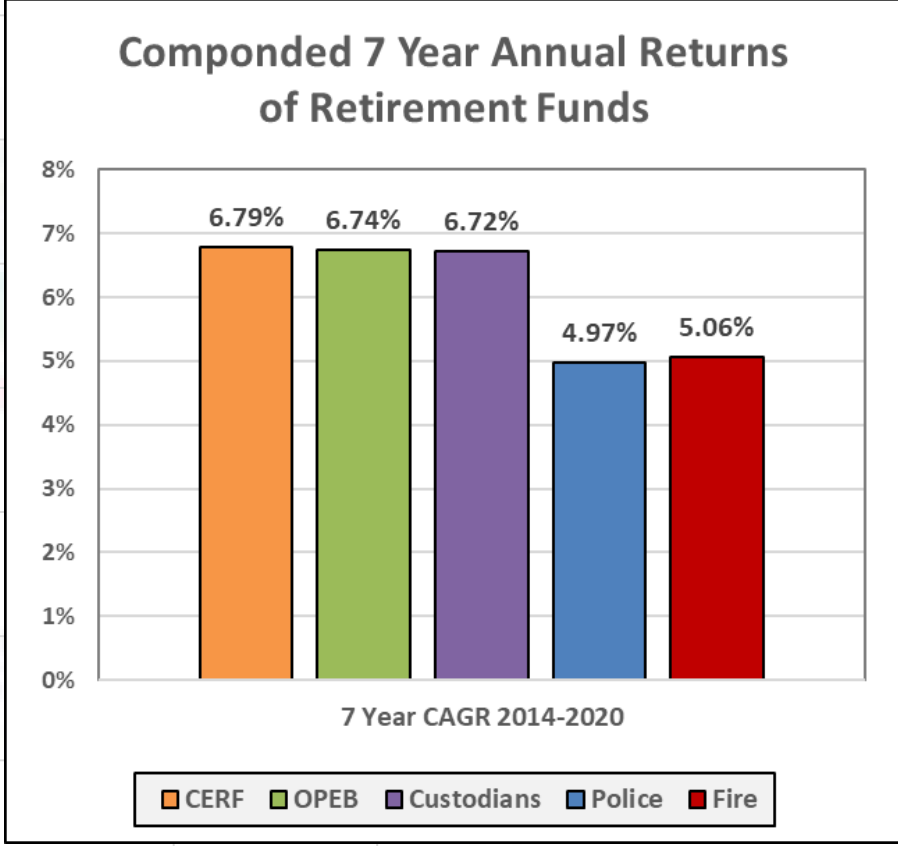
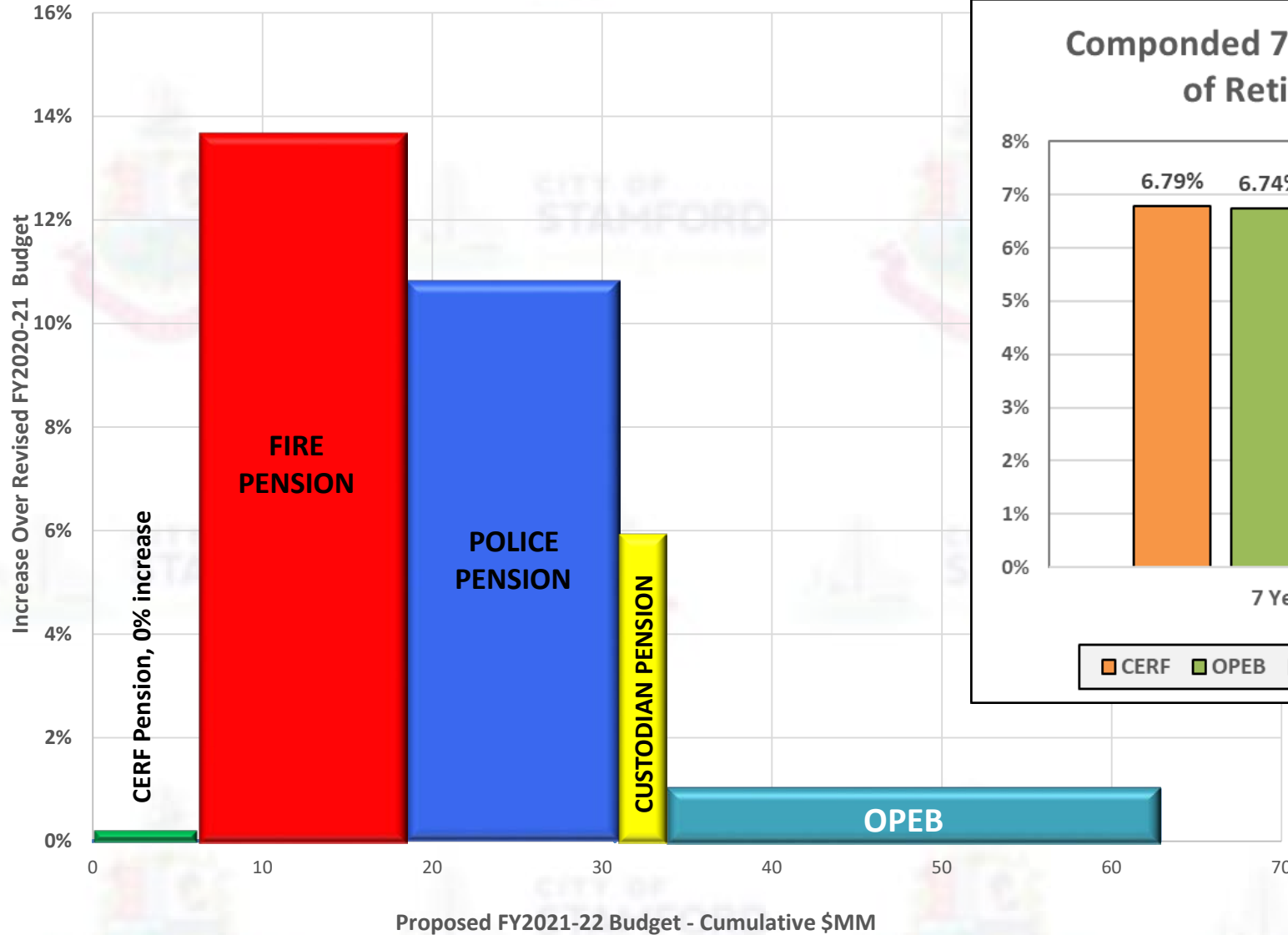
Proposed FY 21-22 Budget

Funding Retirement Benefits



Proposed FY 21-22 Budget

Funding Retirement Benefits



Proposed FY 21-22 Budget

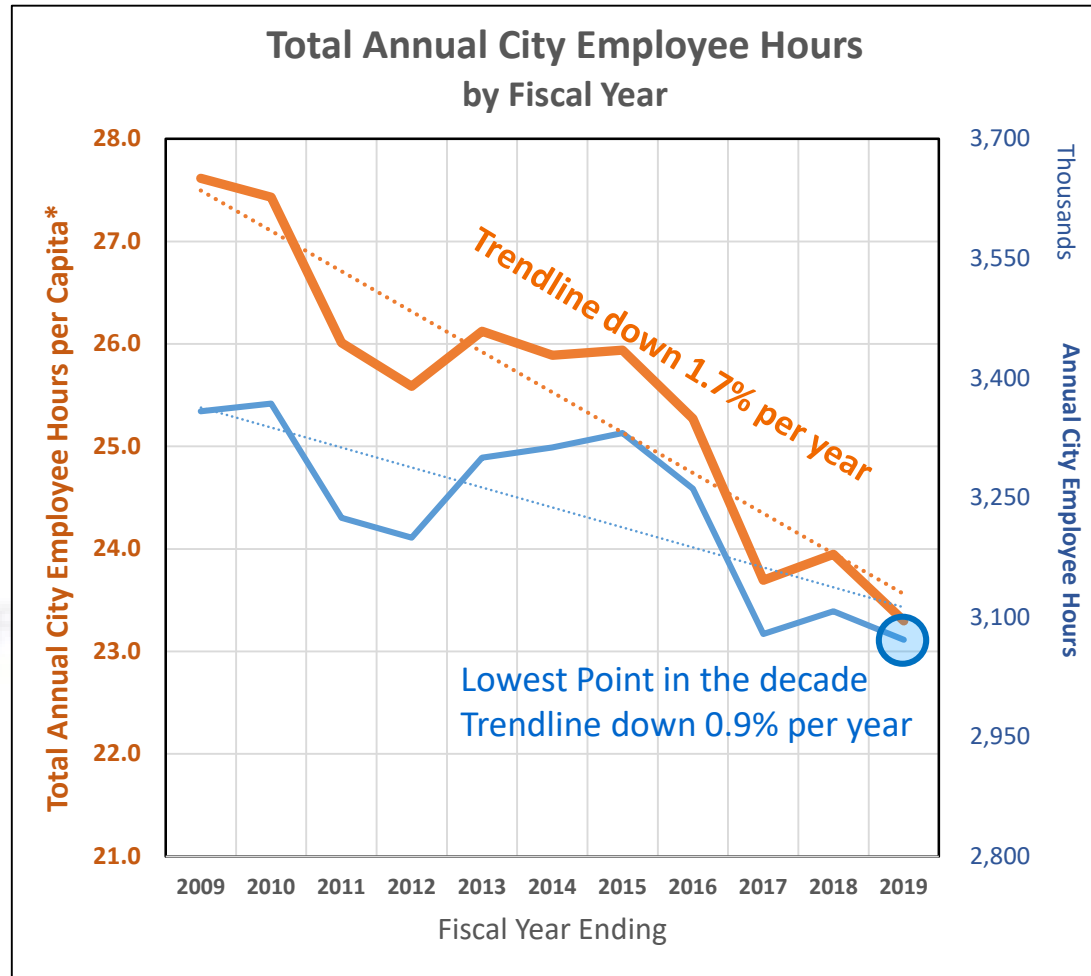
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- **Parks attendants to improve Park supervision**
- **Transfer of Old Town Hall to City Control**
- **Non-City agencies restored or increased over last year.**
- **New Positions growing ~proportional to Grand List Growth. Significant Positions Including:**
 - Chief Information Officer
 - Diversity, Equity, & Inclusion Officer
 - Asst. City Engineer
 - Asst. Director 911



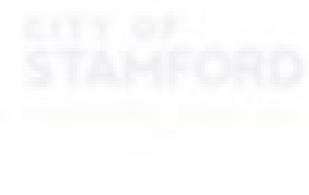
Proposed FY 21-22 Budget

Trend in Total City Employee Hours



* Note: Excludes School Custodians and BOE employees

Proposed FY 21-22 Budget City Position Requests



Job Title

Dept

Chief Information Officer

Data & Information Services

Over time, a technology leader will pay for themselves in efficiency gains, building single points of data and security across the City.

- Ensure data governance to align data in systems across the city
- Implement standards for technology and data to improve service delivery
- Integrate messaging across Citizen Service, the City’s web presence, and City departments
- Revise out-of-date processes to align with current technology
- Perform data security reviews and recommend improvements
- Organize the City’s technology strategy

Without a technology leader managing city-wide technology implementation, budgets, technology acquisition, data governance, and setting priorities, the City may be able to implement the software of a ERP/financial system, but the city may not achieve the benefits because little else will change.

Business Area	Owning Department	System name as of 10/2020	System Application	Interface, Replace or N/A (I, R, or N/A)
Administration	Payroll / HR	CardMan	Payroll/HRIS	I
Administration	HR Dept	Kronos WorkForce	Timekeeping	N/A
Administration	Technology	City Web Site		N/A
Administration	Technology	Exchange		N/A
Administration	Administration/controller/OPM	H.T.E	Financial (G/L/AP/PO)	R
Administration	Technology	Manage Engine Active Directory		N/A
Administration	Technology	Manager		N/A
Administration	Technology	Manage Engine Active Directory		N/A
Administration	Technology	Monitor		N/A
Administration	Technology	Manage Engine Exchange Monitor		N/A
Administration	Technology	Network Password Manager		N/A
Administration	Technology	Solarwinds Network Monitor		N/A
Administration	Technology	Source One Email Archiving		N/A
Administration	Technology	Symantec Anti Virus		N/A
Administration	HR Dept	NeoGov	HR/ Recruitment	N/A
Administration	OPM	Budget Database- Internal Operating and Capital	Budget	R
Administration	Law Department	CityLaw	Document Management	N/A
Administration	Tax	Sewer Lens		N/A
Administration	Technology	ARCIS	GIS	N/A
Administration	Tax	Assessor 2000	Tax	N/A
Administration	Tax	Motor Vehicle Tax	Tax	I
Administration	Administration/controller/OPM	H.T.E	Miscellaneous Receivables	I
Administration	Cashiering and Permitting	ACS	Business Licenses	N/A (I)
Administration	Tax	Personal Property Tax	Tax	I
Administration	Administration/controller/OPM	CAR	CAR	I

The City has over 100 different data systems – many out-of-date/technologically obsolete, utilizing inefficient processes, and not integrated together. There are up to 45 systems that are candidates for integration and/or replacement as part of the new ERP implementation currently underway.

Comparable cities such as Hartford, Cambridge, and Rochester already have a CIO as part of their technology management.

Proposed FY 21-22 Budget City Position Requests

Job Title	Dept
Chief Information Officer	Data & Information Services
Diversity, Equity, Inclusion Officer	Legal Affairs

While the City has made good strides to improve diversity and equity in it's hiring, training, and appointments to Boards & Commissions, the current national social environment requires every City to take the next step.

More cities are adding this key position to address historic & structural barriers that may disadvantage many of their residents.

Concerned Clergy and leaders in our community have communicated that this is a priority for the future.

ICMA
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A New Kind of CEO: The Role of the Chief Equity Officer (and Other Equity Positions)

A closer look at this critical position and why you should have one on staff

Oct 1, 2020 | ARTICLE

As cities and counties continue to grow in variations of age, economic status, educational attainment, immigration levels, and population size, they find themselves in need of someone who can focus on identifying disparities in community programs and services and on helping create ways for departments to address those gaps.

This is especially important now, as COVID-19 has exacerbated our communities' racial and class disparities, while we also experience global civil unrest over racial and social injustice.

Enter the chief equity officer. No matter the exact job title, they will be crucial in leading the charge for equity and inclusivity.

Learn how these five leaders have established an equity and inclusion presence in their local government, along with their challenges, successes, and their advice for local governments trying to create an equitable and inclusive environment.





Proposed FY 21-22 Budget City Position Requests

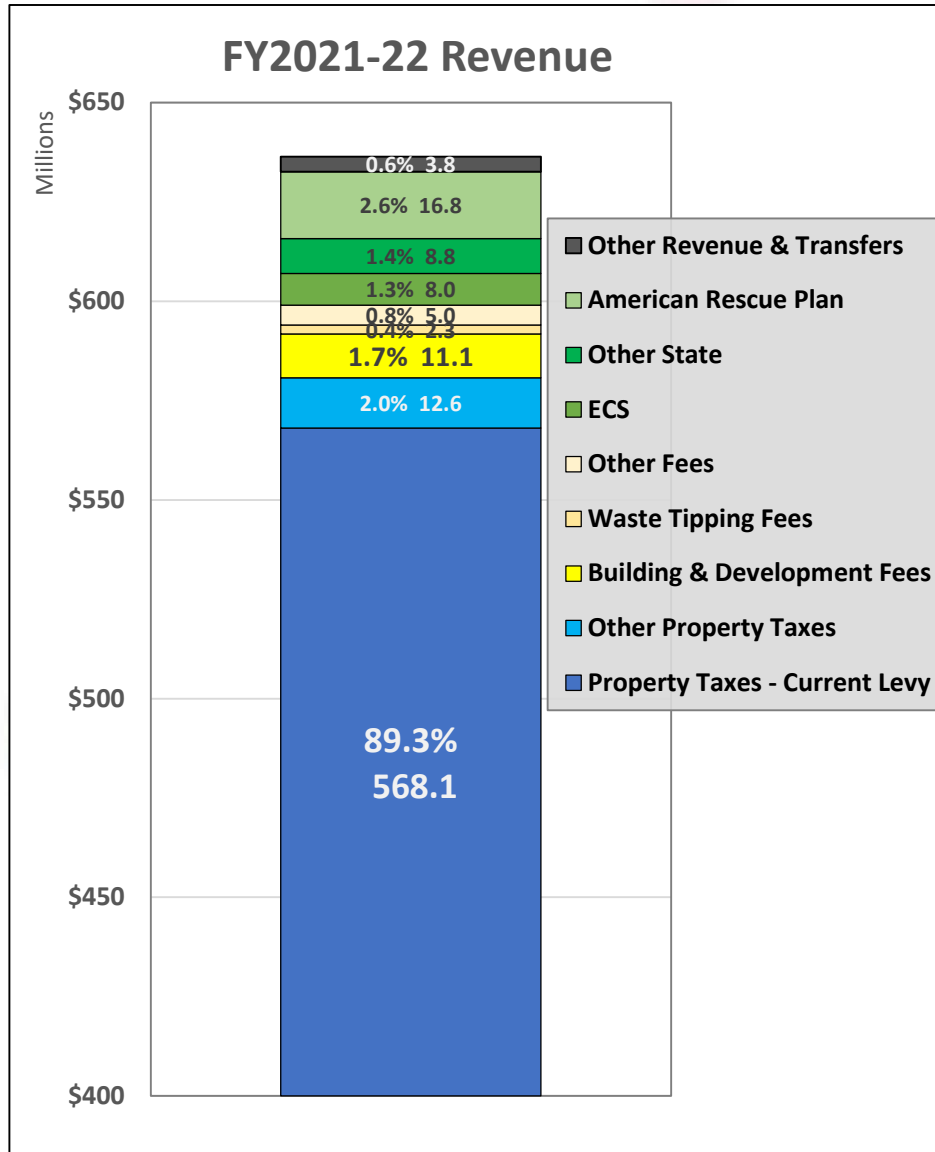


Job Title	Dept
Chief Information Officer	Data & Information Services
Diversity, Equity, Inclusion Officer	Legal Affairs
Asst City Engineer	Engineering
Assistant Director 911	Emergency Communications Ctr
Grants Technician	Grants Administration
Office Support Specialist	Controller
Office Support Specialist	Controller
Environmental Enforcement Officer	Environmental Protection
Operations Prog Specialist	Construction Management
Paralegal	Director of Law
Operations Prog Specialist	Construction Management
Police BWCamera Tech	Police Administration
Computer Technician	Fire Administration
Heavy Equip Operator	Road Maintenance
Heavy Equip Operator	Road Maintenance
Heavy Equip Operator	Storm Water Management
Heavy Equip Operator	Storm Water Management
Laborer	Recycling
Paralegal	Anti Blight FUND
Safety & Training Officer	Risk Management FUND

Proposed Revenue



Proposed FY 21-22 Budget City Revenue Highlights



- Grand List growth of ~1%
- Tax collection rate assumed at 98.6% (a bit higher than now anticipated in current year)
- Increase in development fees vs. prior budget (similar to two years ago).
- State funding based on Lamont’s proposed state budget.
- Intergovernmental revenue from President Biden’s “American Rescue Plan” budgeted at \$16.8M.



Proposed FY 21-22 Budget American Rescue Plan

Still Not Finalized

Primary purpose is to ensure a healthy recovery from the Pandemic Recession.

Final Details and Requirements have not yet been finalized.

City Budget Assumption \$16.8M (35% of previously anticipated revenue)

Potential City ARP Revenue ~ \$49M (?)

Potential BoEd ARP Revenue \$10-15M – maybe as high as \$51M (???)

- Preliminary information suggests that funds are to be spent over 2 to 3 years unless there are specific revenue losses.
- Preliminarily plan to allocate a portion to lost parking revenue – which in turn supports capital repairs of City garages. This is not included in the budget.
- Valid concerns have been raised about creating future “lapping” effects



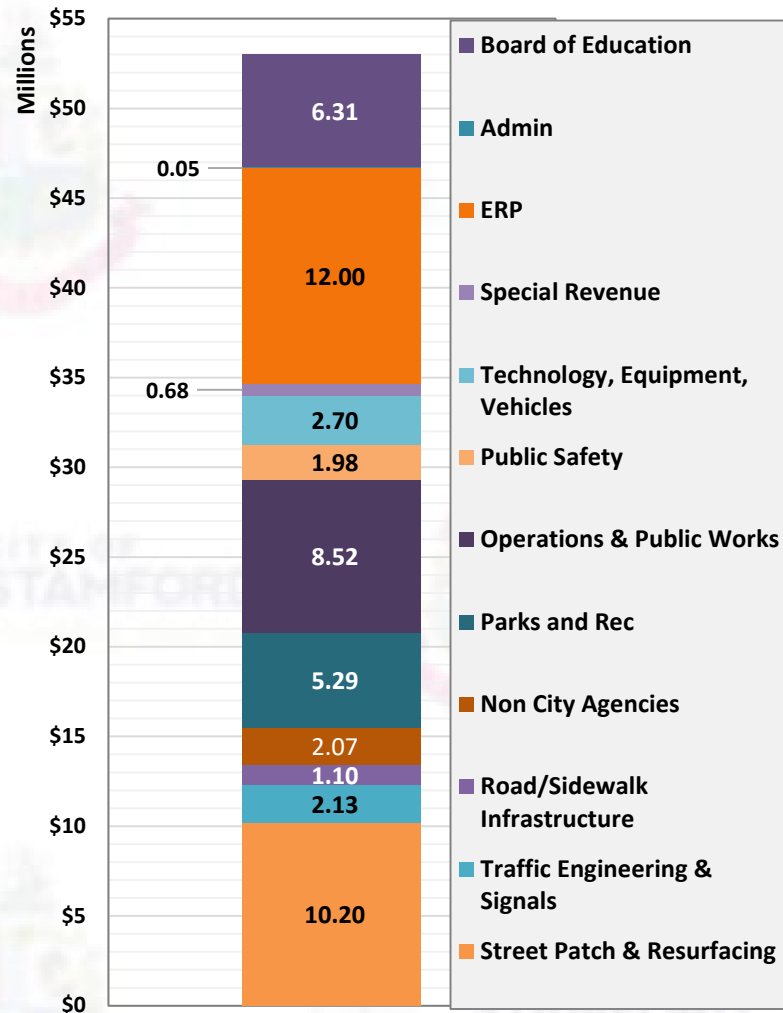
Proposed Capital Budget



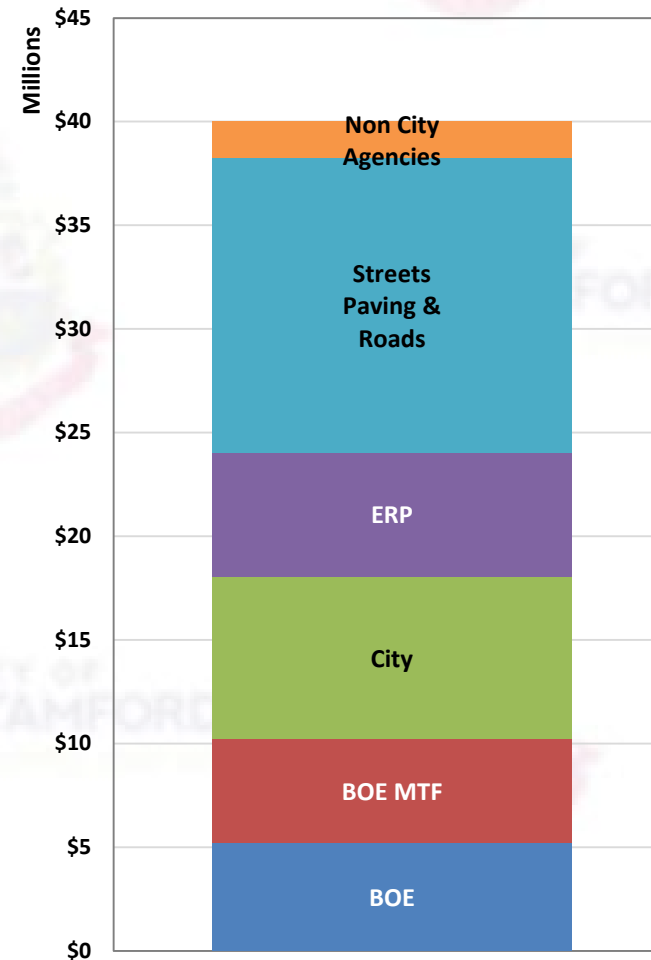
Proposed FY 21-22 Budget Capital Budget



**Proposed Capital Authorization by Activity
\$ Millions**



**Preliminary Capital Bonding Plan
\$ Millions**



Additional Planned Capital Spending:

- Additional \$2.8M set aside for future BOE Capital Projects

Proposed FY 21-22 Budget Capital Budget



FY 2021 / 2022 Capital Authorization

	BOE			City			ERP			Paving & Roads			Non City Agencies			Special Revenue			Total		
	Auth	Bond	Other	Auth	Bond	Other	Auth	Bond	Other	Auth	Bond	Other	Auth	Bond	Other	Auth	Bond	Other	Auth	Bond	Other
Department Request	38.7	38.7	-	26.6	26.4	.2	12.0	12.0	-	20.6	17.1	3.5	3.0	3.0	-	.7	.7	-	101.6	97.9	3.7
Planning Recommendation	6.3	6.3	-	10.9	10.7	.2	12.0	12.0	-	12.4	8.9	3.5	2.1	2.1	-	.7	.7	-	44.3	40.6	3.7
Amount Reduced	32.4	32.4	-	15.7	15.7	-	-	-	-	8.2	8.2	-	.9	.9	-	-	-	-	57.3	57.3	-
Net Change Over Planning	-	(1.1)	1.1	2.1	(1.2)	3.2	-	-	-	6.6	5.8	.8	.1	(.5)	.5	-	-	-	8.8	3.0	5.7
Proposed Budget	6.3	5.2	1.1	13.0	9.5	3.4	12.0	12.0	-	19.0	14.7	4.3	2.1	1.6	.5	.7	.7	-	53.1	43.7	9.4

GO Bonds Plan (preliminary)

	BOE-MTF	BOE	City	ERP	Paving & Roads	Non City Agencies	Special Revenue	Total
Proposed Authorization	-	5.2	9.5	12.0	14.7	1.6	.7	43.7
Current City AUI	38.6	.3	14.3	-	2.7	2.4	-	58.2
Total AUI and Proposed Budget	38.6	5.5	23.8	12.0	17.3	4.0	.7	101.8
Proposed Spending Plan	5.0	5.2	7.9	6.0	14.2	1.8	-	40.0

\$40M GO Bonds

Major Drivers

ERP
STREET PAVING & ROADS
BOE & BOE MTF
GOVERNMENT CENTER RENOVATIONS
ROADWAY DESIGN AND RECONSTRUCTION
FIRE APPARATUS

Note: An additional \$2.8M set aside for future BOE Capital Projects reflecting FY 19-20 surplus

Proposed FY 21-22 Budget Conclusion

Stamford is poised for a strong economic recovery as we emerge from the pandemic.

It is important that the City itself move forward, not jeopardize current or future services, and support organizations in order to ensure and support the economic recovery from the pandemic and provide for improved quality of life.

- ***Mending the Past:***

- Restoring services cut last year
- Budget continues to address unfunded pension & OPEB obligations
- Continuing efforts to improve systems and real infrastructure

- ***Continuing to the Future:***

- Supporting to social service agencies
- Achieving \$15 Minimum Wage
- Positions to ensure and improve service delivery

Final tax increase anticipated in the 0.9% to 1.9% range . . . assuming:

- Prudent revisions to the preliminary expense budget and
- Careful allocation of revenues from the American Rescue Plan.

