

CITY OF
STAMFORD
OFFICE OF
ADMINISTRATION

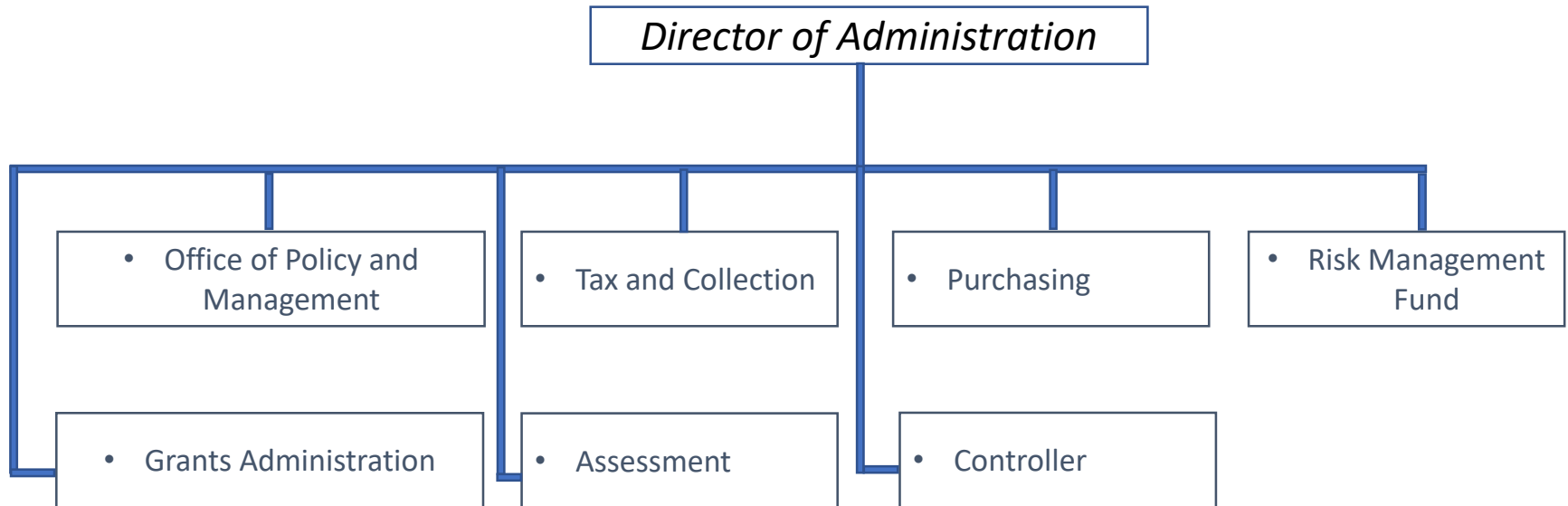
Sandra L. Dennies

Director of Administration

March 8, 2023



Office of Administration



Department Introduction & Brief History



- The mission of the Office of Administration is to ensure that Stamford's taxpayers benefit from sound and prudent financial and administrative management.
- The Office consists of the following departments: the Office of Policy and Management (OPM), Purchasing, Grants, the Assessor's Office, the Tax and Revenue Collector's Office, the Controller's Office, and Risk Management.

Department Introduction & Brief History



State Your Department's Strategic Initiatives for FY2023-2024

- First Year Implementation of Enterprise Resource Planning (ERP) Financials and Teller Cashiering Module as well as integration of external systems
- Budget, Project Portfolio Management, and Licensing and Permitting Modules of the ERP
- Implementation of Enterprise Performance Management (EPM) for budget development

Major Changes



- First year of ERP Financials and Project Portfolio Management implementation and training on EPM for budget
- Tax and Revenue Services will initiate the use of Teller for current revenue collections on the first floor and will begin to migrate collections from other areas of the Government Center to the first floor
- The Oracle Module for Licensing and Permitting will provide status in Building, Engineering, Zoning and Land Use as well as the Health Department to better serve the administering departments and City residents through timely information as well as on-line cash management

Major Changes



■ ERP-Specific Changes

- *A new State-compliant chart of accounts has been implemented*
 - *Realignment of the coding structure to reflect the City's organizational structure*
 - *Funds*
 - *Cost Centers (activity/program)*
 - *Accounts (line items)*
 - *Configured trees to enforce hierarchical controls and reporting rollups*

Organization Tree

Tree Level 3	Office
Tree Level 2	Department
Tree Level 1	Cost Center

Line-Item Tree

Tree Level 3	Major Object
Tree Level 2	Minor Object (line-item)
Tree Level 1	Detail Object

Major Changes



■ ERP-Specific Changes

- *Over the past 20 years, the City has become more complex, and the budget has grown from \$220 million to \$660 million*
- *Controlling the budget at the detail level has become transfer intensive as budget must be moved between very similar accounts*
- *Budgetary control by Minor Object (line-item) has been selected*
 - *Grouping of detail accounts into spending categories (minor object) to enable more departmental flexibility and fewer transfers while controlling spending at a responsible level*
 - *Accommodates price fluctuations without enabling inappropriate cross-category spending*
 - *Grouped by types of line items such as wages, supplies, professional services*

Major Changes



■ ERP-Specific Changes

- *The budget will continue to be developed and presented by detail account*
- *Spending will continue to be by detail account*
- *Identification of the Minor Object as the Budget Control will allow the system to process payments within the category of the Minor Object regardless of funding availability in the detail account*
 - *If a detail account has need for additional funding, another detail account in the same category in that department can provide it*
- *The transfer trigger has changed from detail account to minor category, but transfers will continue to be processed at the detail line level*

Major Changes



Major Object	Minor Object
Wages	Wages
	Full Time Salary
	Overtime
	Stipends
	Paid Time Off
	Accumulated Leave
	Retro Pay
	Other Salary

Major Object	Minor Object
Employee Benefits	Employee Benefits
	Unfunded Retirement Benefits
	FICA
	Retirement Benefits
	Retirement Benefits
	Tuition
	Unemployment Comp
	Payments to Insurance Fund

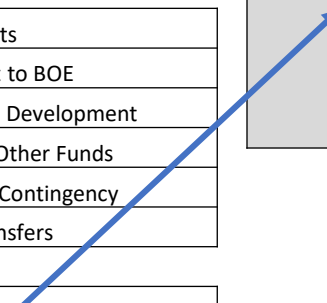
Purchased Professional Services	Purchased Professional Services
Purchased Property Services	Purchased Property Services
Purchased Other Services	Purchased Other Services
	Self Insurance Payments
	Insurance Premiums
Capital Assets	Capital Assets

Other Objects	Other Objects
	City Support to BOE
	Professional Development
	Transfer to Other Funds
	Reserve for Contingency
	Internal Transfers

Miscellaneous	Miscellaneous
	Community & Cultural
	Volunteer Fire Dept
	Debt Service
	Election Expenses
	Dues and Fees

Supplies	Supplies
	Utilities & Commodities

Supplies	Office Supplies & Expenses
	Materials & Supplies
	Program Supplies
	Street Painting Supplies
	Processing Chemicals
	Instructional Supplies
	Animal Supplies
	Maintenance Supplies
	Small Tools & Replacement



Major Changes



- ERP-Specific Changes
 - Purchase Order Carryforward
 - *Purchase orders for goods or services not received as of June 30 of a given FY can be carried forward from one year to the next*
 - *As encumbrances in the new year budget*
 - *Not in a separate bucket*
 - *Unlike current practice, the PO related budget will be carried forward as well*
 - *Expenditures on carried forward POs will be more visible than past years*
 - *This practice is recommended by the City's external auditor*

Major Changes



- ERP-Specific Changes
 - Accounts Payable
 - *Invoices will be scanned into Oracle by the departments*
 - *Departments will confirm the invoices online*
 - *Invoices will be electronically routed through workflow*
 - *For departmental approvals*
 - *Accounts Payable where they will be audited, posted and paid*

Major Changes



- ERP-Specific Changes

- Other Noteworthy Changes

- *As travel authorizations and expense reimbursement requests are entered into the system, the system will redirect users to the appropriate GSA per diem rates for the travel destination*
 - *Project Portfolio Management is an integrated project and grants management module for capital projects, City and BOE grants, and CDBG grants*
 - *Funding source-specific controls – bonds, grants, local funding with priorities and percentage splits*
 - *No longer a separate database that requires manual intervention to update from the GL*
 - *Solid Waste, Recreation, and Cashiering & Tax Collection systems integrated to recognize revenue daily*



What are the most significant accomplishments made & challenges faced by the department in the last FY 2021-2022?



- Improving service delivery through implementation of the ERP
- Improving customer satisfaction (citizens and/or internal customers)
- Consolidation of Cashiering Planning

FY 2023-2024 Goals



Department goals for FY2023-2024 include those stated as Major Changes as well as those related to implementation of appropriate mill rate to address 2022 Revaluation



Office of Administration Budget Totals \$296,115

The only variance is the inclusion of funds to attend GFOA and Oracle meetings.

The Office of Administration will determine one employee to attend each conference.

Funding is the only obstacle to addressing this variance.

Identification of the appropriate individuals to attend that have systems obligations.

Total \$5,000 requested for 2 Conferences. Any remaining funds will support CTGFOA Conference Attendance.

Department Introduction & Brief History



- 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.

Department Introduction & Brief History



Fiscal Year 2023/2024 - Program Detail Report

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Fund: 0001 General Fund
 Office: 012 Debt Service
 Dept/Div: 0101 Administration
 Program: 8080 Transfer To Other Funds

Program Description:

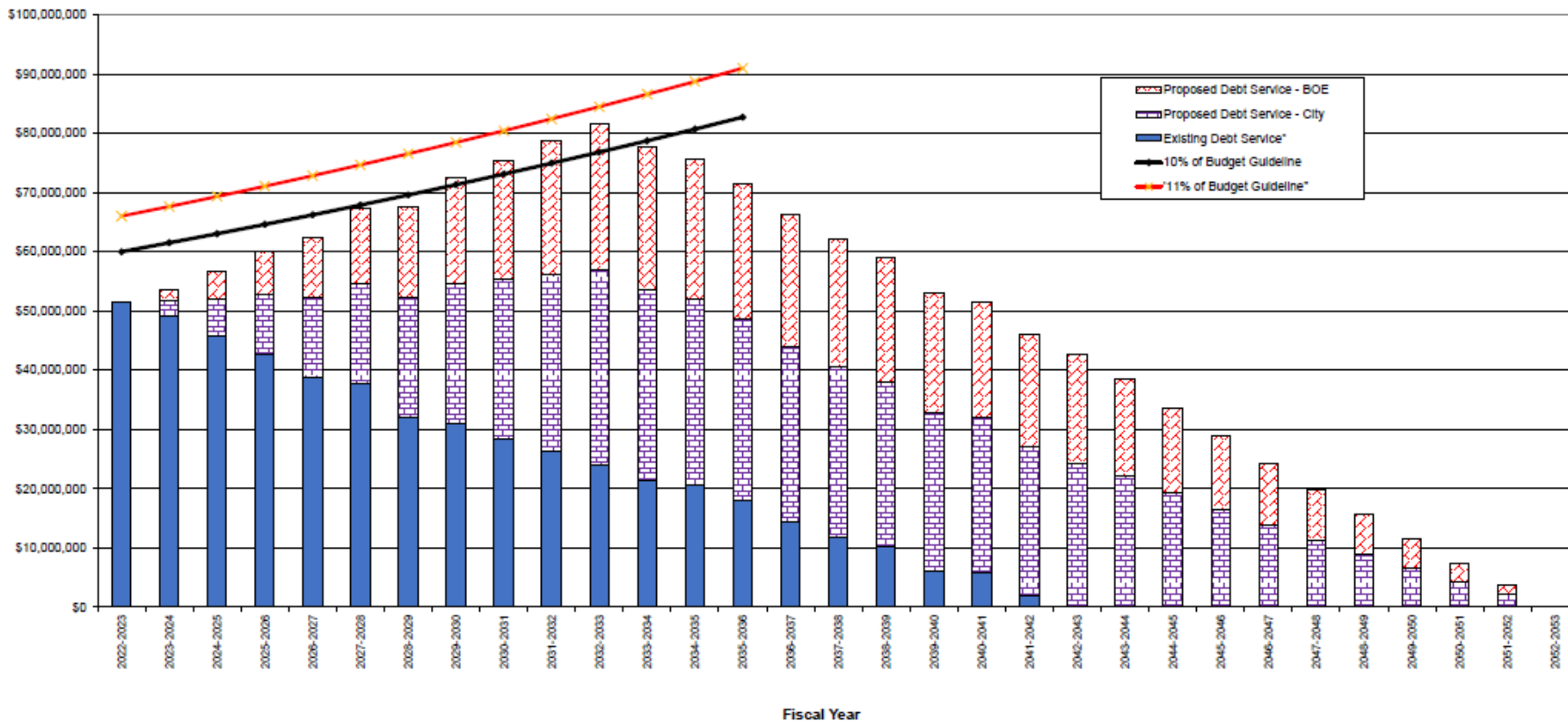
Includes transfers to other Non-General or Special Revenue Funds to support various needs. The program also includes annual debt service payments (principal and interest) on the City's municipal bonds.

Ref #	Account Title	FY 20/21 Actual	FY 21/22 Actual	FY 22/23			FY 23/24			
				Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	\$ Var Adopted	% Var Adopted
01480809012	Transfer to Capital Non-Recurring	12,183,172	15,600,000	0	0	0	0	0	0	0.0%
01480809024	Transfer to Grant Fund #24	666,136	1,468,377	224,353	224,353	0	248,604	248,605	24,252	10.8%
01480809031	Transfer to EG Brennan	0	0	66,206	66,206	0	65,488	65,491	-715	-1.1%
01480809042	Transfer to Terry Connors Rink	404,691	89,772	90,728	90,728	0	23,505	23,523	-67,205	-74.1%
01480809044	Transfer to Marina Fund	94,451	0	156,679	156,679	158,109	147,743	147,743	-8,936	-5.7%
01480809071	Transfer to Rainy Day Fund	500,000	500,000	0	0	0	0	0	0	0.0%
01480809095	Transfer to Self Ins-Risk Mgmt	500,000	6,624,898	0	0	0	0	0	0	0.0%
01480809097	Transfer to URC	0	189,111	0	0	0	0	0	0	0.0%
Transfer to Other Funds		14,348,450	24,472,158	537,966	537,966	158,109	485,340	485,362	-52,604	-9.8%
01480809006	Transfer to Debt Service	52,000,285	52,000,285	52,150,250	52,150,250	52,150,250	53,805,564	53,805,564	1,655,314	3.2%
Debt Service		52,000,285	52,000,285	52,150,250	52,150,250	52,150,250	53,805,564	53,805,564	1,655,314	3.2%
Total Expenditures		66,348,735	76,472,443	52,688,216	52,688,216	52,308,359	54,290,904	54,290,926	1,602,710	3.0%

Department Introduction & Brief History



Existing & Proposed Debt Service for the Next 10 Years
For Local Share of BOE Projects (\$300 Million) and City Projects (\$400 Million)



Excludes: WPCA, Parking Authority, Golf Course, Marina, Mill River & Energy Bonds

Department Introduction & Brief History



Existing & Proposed Debt Analysis For Local Share of BOE Projects and for City Projects

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)
						=> Proposed Bond Issues										\$300,000,000 <== BOE \$30 Million Per Year for 10 years \$400,000,000 <== City \$40 Million Per Year for 10 years \$700,000,000 <== Total \$70 Million Per Year for 10 years				
GENERAL FUND DEBT SERVICE - EXCLUDES SELF-SUPPORTING FUNDS						4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	Total	Total	Total	Total
Fiscal Year	Principal	Interest	Debt Service	Amount Budgeted	Annual Change	July - 2023	July - 2024	July - 2025	July - 2026	July - 2027	July - 2028	July - 2029	July - 2030	July - 2031	July - 2032	Proposed Debt Service	Issuance Costs	Existing & Proposed Debt Service	Annual Change	Fiscal Year
2022-2023	37,077,988	14,360,765	51,438,753	52,150,250		-	-	-	-	-	-	-	-	-	-	-	-	51,438,753		2022-2023
2023-2024	36,217,902	12,875,162	49,093,064		(3,057,188)	4,562,500	-	-	-	-	-	-	-	-	-	4,562,500	150,000	53,805,564	1,655,314	2023-2024
2024-2025	34,350,222	11,366,172	45,716,394		(3,376,670)	4,637,500	6,387,500	-	-	-	-	-	-	-	-	11,025,000	-	56,741,394	2,935,630	2024-2025
2025-2026	32,829,560	9,936,958	42,766,518		(2,949,878)	4,525,000	6,492,500	6,387,500	-	-	-	-	-	-	-	17,405,000	-	60,171,518	3,430,124	2025-2026
2026-2027	30,149,500	8,655,573	38,805,073		(3,961,448)	4,412,500	6,335,000	6,492,500	6,387,500	-	-	-	-	-	-	23,627,500	-	62,432,573	2,627,054	2026-2027
2027-2028	30,198,500	7,442,462	37,640,962		(1,154,111)	4,300,000	6,177,500	6,335,000	6,492,500	6,387,500	-	-	-	-	-	29,692,500	-	67,333,462	4,900,890	2027-2028
2028-2029	25,596,500	6,383,327	31,979,827		(5,661,135)	4,187,500	6,020,000	6,177,500	6,335,000	6,492,500	6,387,500	-	-	-	-	35,600,000	-	67,579,827	246,365	2028-2029
2029-2030	25,638,500	5,456,558	31,095,058		(884,769)	4,075,000	5,862,500	6,020,000	6,177,500	6,335,000	6,492,500	6,387,500	-	-	-	41,350,000	-	72,445,058	4,865,231	2029-2030
2030-2031	23,946,500	4,549,014	28,495,514		(2,599,544)	3,962,500	5,705,000	5,862,500	6,020,000	6,177,500	6,335,000	6,492,500	6,387,500	-	-	46,942,500	-	75,438,014	2,992,956	2030-2031
2031-2032	22,496,500	3,809,634	26,306,134		(2,189,379)	3,850,000	5,547,500	5,705,000	5,862,500	6,020,000	6,177,500	6,335,000	6,492,500	6,387,500	-	52,377,500	-	78,693,634	3,245,621	2031-2032
2032-2033	20,661,500	3,209,143	23,870,643		(2,435,492)	3,737,500	5,390,000	5,547,500	5,705,000	5,862,500	6,020,000	6,177,500	6,335,000	6,492,500	6,387,500	57,655,000	-	81,525,643	2,842,008	2032-2033
2033-2034	18,626,500	2,604,079	21,230,579		(2,640,064)	3,625,000	5,232,500	5,390,000	5,547,500	5,705,000	5,862,500	6,020,000	6,177,500	6,335,000	6,492,500	56,387,500	-	77,618,079	(3,907,564)	2033-2034
2034-2035	18,591,500	2,123,812	20,715,312		(515,267)	3,512,500	5,075,000	5,232,500	5,390,000	5,547,500	5,705,000	5,862,500	6,020,000	6,177,500	6,335,000	54,857,500	-	75,572,812	(2,045,267)	2034-2035
2035-2036	16,386,500	1,639,604	18,026,104		(2,689,208)	3,400,000	4,917,500	5,075,000	5,232,500	5,390,000	5,547,500	5,705,000	5,862,500	6,020,000	6,177,500	53,327,500	-	71,353,604	(4,219,208)	2035-2036
2036-2037	13,151,000	1,227,649	14,378,649		(3,647,455)	3,287,500	4,760,000	4,917,500	5,075,000	5,232,500	5,390,000	5,547,500	5,705,000	5,862,500	6,020,000	51,797,500	-	66,176,149	(5,177,455)	2036-2037
2037-2038	10,886,000	891,547	11,777,547		(2,601,103)	3,175,000	4,602,500	4,760,000	4,917,500	5,075,000	5,232,500	5,390,000	5,547,500	5,705,000	5,862,500	50,267,500	-	62,045,047	(4,131,103)	2037-2038
2038-2039	9,636,000	604,710	10,240,710		(1,536,837)	3,062,500	4,445,000	4,602,500	4,760,000	4,917,500	5,075,000	5,232,500	5,390,000	5,547,500	5,705,000	48,737,500	-	58,978,210	(3,066,837)	2038-2039
2039-2040	5,586,000	350,320	5,936,320		(4,304,390)	2,950,000	4,287,500	4,445,000	4,602,500	4,760,000	4,917,500	5,075,000	5,232,500	5,390,000	5,547,500	47,207,500	-	53,143,820	(5,834,390)	2039-2040
2040-2041	5,586,000	201,880	5,787,880		(148,448)	2,837,500	4,130,000	4,287,500	4,445,000	4,602,500	4,760,000	4,917,500	5,075,000	5,232,500	5,390,000	45,677,500	-	51,465,380	(1,678,440)	2040-2041
2041-2042	1,836,000	73,440	1,909,440		(3,878,440)	2,725,000	3,972,500	4,130,000	4,287,500	4,445,000	4,602,500	4,760,000	4,917,500	5,075,000	5,232,500	44,147,500	-	46,056,940	(5,408,440)	2041-2042
2042-2043	-	-	-		(1,909,440)	2,612,500	3,815,000	3,972,500	4,130,000	4,287,500	4,445,000	4,602,500	4,760,000	4,917,500	5,075,000	42,617,500	-	42,617,500	(3,439,440)	2042-2043
2043-2044	-	-	-		-	-	3,657,500	3,815,000	3,972,500	4,130,000	4,287,500	4,445,000	4,602,500	4,760,000	4,917,500	38,587,500	-	38,587,500	(4,030,000)	2043-2044
2044-2045	-	-	-		-	-	-	3,657,500	3,815,000	3,972,500	4,130,000	4,287,500	4,445,000	4,602,500	4,760,000	33,670,000	-	33,670,000	(4,917,500)	2044-2045
2045-2046	-	-	-		-	-	-	-	3,657,500	3,815,000	3,972,500	4,130,000	4,287,500	4,445,000	4,602,500	28,910,000	-	28,910,000	(4,760,000)	2045-2046
2046-2047	-	-	-		-	-	-	-	-	3,657,500	3,815,000	3,972,500	4,130,000	4,287,500	4,445,000	24,307,500	-	24,307,500	(4,602,500)	2046-2047
2047-2048	-	-	-		-	-	-	-	-	-	3,657,500	3,815,000	3,972,500	4,130,000	4,287,500	19,862,500	-	19,862,500	(4,445,000)	2047-2048
2048-2049	-	-	-		-	-	-	-	-	-	-	3,657,500	3,815,000	3,972,500	4,130,000	15,575,000	-	15,575,000	(4,287,500)	2048-2049
2049-2050	-	-	-		-	-	-	-	-	-	-	-	3,657,500	3,815,000	3,972,500	11,445,000	-	11,445,000	(4,130,000)	2049-2050
2050-2051	-	-	-		-	-	-	-	-	-	-	-	-	3,657,500	3,815,000	7,472,500	-	7,472,500	(3,972,500)	2050-2051
2051-2052	-	-	-		-	-	-	-	-	-	-	-	-	-	3,657,500	3,657,500	-	3,657,500	(3,815,000)	2051-2052
2052-2053	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	(3,657,500)	2052-2053
2053-2054	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2053-2054
	419,448,673	97,761,810	517,210,482			73,437,500	102,812,500	102,812,500	102,812,500	102,812,500	102,812,500	102,812,500	102,812,500	102,812,500	102,812,500	998,750,000		1,516,110,482		