



Town of Simsbury

933 Hopmeadow Street Simsbury, Connecticut 06070

Board of Finance Agenda Submission

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October 15, 2020

Ericka Butler
Town Clerk
Simsbury, CT 06070

Dear Ms. Butler:

A **Regular Meeting** of the Board of Finance will be held at **5:45 PM on Tuesday, October 20, 2020**, and broadcast live and rebroadcast as noted above.

The Agenda is as follows:

1. Call to Order
2. Pledge of Allegiance
3. Presentation: Lockton
4. Approval of Minutes:
 - August 18, 2020
5. Finance Director's Report
6. Proposed General Fund Fund Balance Transfer
7. Proposed Police Private Duty Fund Transfer
8. Food Services Discussion
9. Town Savings Initiatives
10. FY22 Budget Policy Discussion
11. Adjourn

Yours Truly,
Robert Pomeroy
Chairman

Board of Finance Regular Meeting Schedule:
11/17/20, 12/15/20, 1/19/21

Board of Finance
TOWN OF SIMSBURY, CONNECTICUT
REGULAR MEETING MINUTES
Tuesday, September 15, 2020 at 5:45 P.M.
Zoom Meeting/Simsbury Community Television Live Stream

PRESENT: Lisa Heavner, Arthur House, Derek Peterson, Robert Pomeroy, Kevin Prell, Linda Schofield

ALSO PRESENT: Jackie Battos, BOS; Nick Boulter, Police Chief; Maria Capriola, Town Manager; Matt Christian, Police Sergeant; Tom Fitzgerald, Management Specialist; Mike Glidden, Planning Director; Chris Kachmar, FIA; Honor Lawler, Trust for Public Land; Wendy Mackstutis, BOS; Amy Meriwether, Director of Finance/Treasurer; Chris Peterson, BOS; Tyler Polk, FIA; Jeff Shea, Town Engineer; Tom Tyburski, Culture, Parks & Recreation Director; Eric Wellman, First Selectman

1. Call to Order - Establish Quorum

Mr. Pomeroy called the meeting to order at 5:46 P.M.

2. Pledge of Allegiance

All present stood for the Pledge of Allegiance.

MOTION: Ms. Schofield made a motion to move agenda items 5, 7 and 8 to the beginning of the meeting. Mr. Prell seconded the motion. All were in favor and the motion passed unanimously.

3. Fund Balance Policy

Mr. Pomeroy noted the language has been reviewed and the target fund balance percentage was to be determined. The range discussed was 15-17%.

Ms. Meriwether concurred with that.

Ms. Schofield noted a few changes that should be made to the language, including:

- In Section II, the second sentence should read, “The *Board of Finance* reserves the right to amend this policy as necessary.”
- In Section IV, the last sentence should read, “The Board of Finance shall take action necessary to restore the unreserved, undesignated fund balance to acceptable levels within *three* years...”
- In Section 6, the first line should have a comma after the word “allow.”

There was agreement on amending the language as noted by Ms. Schofield.

MOTION: Ms. Schofield made a motion to adopt the Fund Balance Policy with those changes. Ms. Heavner seconded the motion. All were in favor and the motion passed unanimously.

Mr. Pomeroy asked board members to comment on the range.

Ms. Schofield expressed concern about this being a big jump to 15-17% and proposed a 14-16% range.

Mr. Prell, Mr. Peterson, Ms. Heavner and Mr. House all noted support for the 15-17% range.

Ms. Schofield cautioned against having too much money in the fund balance.

Mr. Pomeroy noted the ability to adjust the fund balance range over time and noted his support of the 15-17% range.

MOTION: Ms. Heavner made a motion to adopt the Fund Balance Policy with the three changes made. Mr. Peterson seconded the motion. All were in favor and the motion passed unanimously.

4. Proposed General Fund and Capital Transfers

Ms. Meriwether gave a brief summary of year-end financial results, noting excess revenues of about \$1.4M and expenditure savings of about \$1.5M. Almost \$3M will be added to fund balance before any transfer requests. She noted the unassigned fund balance with this \$3M contribution increases to 19%. She further noted general fund transfers being requested to come out of the fund as listed in the meeting packet. Questions and discussion followed regarding the golf surcharge, how estimating is being done, and the authority needed to make transfers. Ms. Meriwether then noted year-end transfers from the General Fund Unassigned Fund balance to the General Fund Assigned Fund balance being requested. Next, she noted Capital transfers as listed in the meeting packet.

Ms. Heavner inquired about making designations to the Capital Reserve Fund, and would a breakdown of what is included in the reserve be available for the public to see.

Ms. Meriwether indicated she can include that in her quarterly reports.

Ms. Heavner also requested the requested transfer from the General Fund to the Capital Reserve fund be brought back at a future meeting. Legal counsel has been consulted on the flexibility of the Board of Finance to use the Capital Reserve Fund at their discretion during the budget process.

Ms. Schofield noted concern about having close to an extra \$3M at the end of the year to transfer, adding that the Parks and Recreation position was not funded and now that money is available. She suggested using some of that surplus to fund the position.

It was noted that that position would be an ongoing operating expense, not a one-time expense, and that it should be a request for an appropriation for a position as part of the upcoming budget.

MOTION: Ms. Heavner made a motion to approve the general fund and capital transfers request with the exception of the transfer to the Capital Reserve Fund. Questions and discussion followed about the reserve amount with these transfers and the fund balance range. Mr. Prell seconded the motion. All were in favor and the motion passed unanimously.

5. Proposed Police Private Duty Fund Transfers

Ms. Meriwether gave background on this item as summarized in the Agenda Item Submission Form. Questions and discussion followed on the authorization to make transfers and the Admin vehicle specifications.

MOTION: Ms. Scofield made a motion to approve spending part of the Police Private Duty Fund on car and body worn cameras in the amount of \$114,580. Mr. House seconded the motion. All were in favor and the motion passed unanimously.

MOTION: Mr. Prell made a motion to use the Police Private Duty Fund to purchase Police Admin vehicles in the amount of \$138,000. Ms. Heavner seconded the motion. All were in favor and the motion passed unanimously.

There was discussion about the excess balance. Ms. Meriwether noted the previous discussion regarding transferring the remaining balance to the Capital Reserve Fund to be earmarked for police use or a Board of Selectmen priority list.

Mr. Wellman spoke about the Board of Selectmen's concern that the transfer could be used for anything in any department as opposed to "for police use."

Mr. Pomeroy noted that in the future he would like these funds to go in the Capital Reserve as "unassigned" and the Board of Selectmen will decide how to spend the money.

The Town attorney is currently being consulted as to whether the action to transfer funds from the Police Private Duty Fund to the Capital Reserve requires the action of both the Board of Selectmen and the Board of Finance or just the Board of Finance. This transfer request will be brought back at a future meeting.

6. Presentation: Meadowood Property

Ms. Lawler shared a slide presentation, entitled "Meadowood Conservation Purchase," which was included in the meeting packet. She gave background on the Trust for Public Land and noted project history with the Town of Simsbury. She noted attributes of the property and a phased conservation outcome as detailed in the presentation. She referenced a preliminary map which shows features such as trails, athletic fields and the historic tobacco barns. She provided a tentative capital funding model. Questions and discussion followed regarding the assessed value, classification of the property and TPL's appraisal. There was further discussion about fiduciary responsibility and having a third party appraisal done. Ms. Lawler next spoke about the benefits of conserved lands and conservation economics. Questions and discussion followed about what percentage of town is open space, the fair market value of the property, opportunity costs, the timeline of the project, its impact on the grand list, the value this adds to the Town, and current economic conditions due to the pandemic.

Mr. Pomeroy discussed the timeline for the Board of Finance and the Board of Selectmen to consider the Meadowood Conservation Purchase, the need for public hearings, the positioning of this request versus all the needs of the Town and the Board of Education, and the desire for the

request to be considered as part of the overall budget process in the spring. Other members of the Board of Finance concurred. Mr. Pomeroy thanked Ms. Lawler for her presentation.

7. Presentation: Fiduciary Investment Advisors

Mr. Polk shared a slide presentation entitled, "Town of Simsbury Retirement Plans." He provided a vendor transition analysis and showed a previous MassMutual Fund menu and a proposed ICMA Fund menu for the Board to consider. He further noted plan mapping and an estimated current fee review for the 457 Plan.

Mr. Prell thanked Mr. Polk, Ms. Capriola and Ms. Meriwether for all their work on this.

MOTION: Mr. Prell made a motion to approve FIA's recommendation as presented. Mr. Peterson seconded the motion. All were in favor and the motion passed unanimously.

Mr. Kachmar spoke about the Investment Policy Statement considerations and their recommended modest changes.

MOTION: Mr. Prell made a motion to approve the revised recommendation. Mr. Peterson seconded the motion. All were in favor and the motion passed unanimously.

Mr. Kachmar next spoke about pension plan allocations, the Templeton Global Fund investment approach, portfolio characteristics and positioning entering Q3.

MOTION: Mr. Prell made a motion to accept FIA's recommendations. Mr. House seconded the motion. All were in favor and the motion passed unanimously.

Mr. Prell noted one of the recommendations of the Retirement Plan Subcommittee was to make sure that the participants were automatically enrolled.

Ms. Capriola noted that staff is looking into that and will get back to the Board on it.

8. FY19/20 Year End Financial Results

In the interest of time, Ms. Meriwether asked for questions on her agenda summary.

Ms. Heavner inquired about the \$1.4M in personnel cost savings, noting it is large.

Ms. Meriwether responded that it is a conglomerate of events, including retirements, lags in hiring, the referendum cancellation, highway overtime savings from the mild winter, and unsettled union contacts.

Ms. Heavner asked about health insurance.

Ms. Meriwether noted a significant decrease in claims compared to what was budgeted and noted this is due to deferred medical care stemming from COVID. She added that Simsbury had the least amount of COVID claim impact compared to its peers, the State of Connecticut, and other towns represented by the Town's benefits consultant.

Ms. Heavner asked how estimating is being done in reference to completed projects and in order to be more accurate if possible. She then asked for an update on a few ongoing, long-term projects, including the Town Hall site and safety improvements.

Ms. Capriola noted that project will include paving and reconfiguring entryways and crosswalks to be more safe, with the first phase of construction hopefully starting this fiscal year.

MOTION: Ms. Heavner made a motion to approve the schedule of year-end budget transfers as presented. Mr. Prell seconded the motion. All were in favor and the motion passed unanimously.

9. Finance Director's Report

Ms. Meriwether noted her updated listing of grants and donations.

Under COVID-19 Related Items Update, she referenced the CARES funding from the State of Connecticut for school districts, the amount of which has been revised and is estimated at \$292K. She also noted there will be grant funding for assistance with the upcoming election in the amount of \$13K.

Under the Town COVID-10 Impact update, she noted things have slowed down, while on the Board of Education side, expenditures keep going up. She referenced technology, ventilation and other needs.

Ms. Heavner asked for a breakdown of revenue offsets for the next update.

10. Approval of Minutes - August 18, 2020

MOTION: Mr. Prell made a motion to approve the minutes of the August 18, 2020 Regular Meeting as written. The motion was seconded by Mr. House. All were in favor and the motion passed unanimously.

11. Communications

- July and August Building Reports
- Letters from the Simsbury Soccer Club and Simsbury Youth Lacrosse

Mr. Pomeroy confirmed that the above reports and letters were included and read.

12. Adjourn

MOTION: Mr. Prell made a motion to adjourn at 8:11 P.M. Mr. Peterson seconded the motion. All were in favor and the motion passed unanimously.

Respectfully submitted,

Karen Haberlin
Commission Clerk



Town of Simsbury

933 HOPMEADOW STREET ~ SIMSBURY, CONNECTICUT 06070

To: Board of Finance
From: Amy Meriwether, Finance Director/Treasurer
CC: Maria Capriola, Town Manager
Date: October 20, 2020
Re: Finance Director's Report

Grants and Donations

Below is a listing of donations and grant applications approved by the Board of Selectmen their meetings from September 14, 2020 – October 14, 2020:

- FY20/21 Emergency Management Performance Grant – \$24,952 to offset the costs of the Emergency Management Director's salary. This is a pass through grant to the Simsbury Fire District.
- Center for Tech and Civic Life COVID-19 Response Safe Elections Grant - \$8,682 to administer safe elections in the midst of the pandemic. Funding will be used for a variety of purposes including: personal protective equipment for poll workers, site cleaning and sanitation, additional staff and technology for ballot processing. This grant has been awarded and we have received the funds.
- Greater Hartford Transit District Dial-A-Ride Assistance Grant - \$6,660 to assist with the operation of Simsbury's Dial-A-Ride program. This is an awarded grant.
- Community Connectivity Grant – \$592,000 for a sidewalk along Firetown Road, this grant has not been awarded as of present.
- Big Y Donation - \$2,000 to support Simsbury Police Department's Blue for Pink 2020 Campaign. These funds have been used to wrap one of the police cruisers in pink to raise cancer awareness.

COVID-19 Related Items Update

Below is a breakdown of unbudgeted expenditures, unanticipated revenue losses and savings estimates associated with COVID-19:

Town - COVID-19 Impact				
		Actual @ 6/30/20 (1)	FY21 To Date	Fund Impacted
Library Revenue Loss	\$	(11,129.29)	\$ -	General Fund
Building Rent Revenue Loss		(6,750.00)	-	General Fund
Resident Assistance	*	(52,051.18)	(19,872.19)	Social Services Special Revenue Fund
PPE (Gloves, Masks, sanitizer, plexiglass)	*	(14,376.82)	(2,405.03)	General Fund
Cleaning Supplies	*	(5,196.26)	(203.24)	General Fund
Food Distribution/Curbside Services	*	(929.85)	-	General Fund
Signage	*	(2,893.87)	(758.85)	General Fund
Additional Staff/Overtime	*	(11,653.87)	(11,541.80)	General Fund
Technology	*	(2,332.35)	-	General Fund
Legal	*	(715.00)	-	General Fund
Election Supplies	*	-	(20,700.00)	General Fund
Total Expenses & Loss in Revenues		(108,028.49)	(55,481.11)	
Staff Savings		30,899.20	-	General Fund
Conference & Education Savings		35,396.85	-	General Fund
Cancelled Referendum Savings		6,432.88	-	General Fund
Land Record Revenue Increase	**	12,976.00	-	General Fund
Total Savings		85,704.93	-	
Net Savings (Loss) to the Town	\$	(22,323.56)	\$ (55,481.11)	
* Submitting for Reimbursement				
** Due to low interest rates				

The Town received notification from the Secretary of the State that the Town of Simsbury can expect to receive \$13,738 in grant funding for assistance with the upcoming elections. The Town has already received \$8,682 from Center for Tech and Civic Life COVID-19 Response Safe Elections Grant, as noted above. Remaining expenditures are expected to be reimbursed by a combination of funding from FEMA and the State of CT.

The State of CT allocated \$55,800 in funding for the Town of Simsbury to reimburse COVID expenditures through 6/30/20. Staff is in the process for submitting expenditure to the State to obtain these funds.

Lastly, the Town has submitted COVID expenditures to FEMA for reimbursement. At this point it is unclear what expenditures will be reimbursed.

Board of Education - COVID-19 Impact			
Expense/Program	Actual @ 6/30/20	FY21 To Date	Fund Impacted
Athletics Programs Revenue Loss (Pay to Play)	\$ (110,270.47)	\$ -	General Fund
Food Services Program Loss	(100,000.00)	-	General Fund
Desks	(55,750.00)	(5,915.00)	General Fund
Desk Shields	-	(76,460.52)	General Fund
PPE (Gloves, Masks, sanitizer, plexiglass)	(55,146.55)	(21,742.74)	General Fund
Cleaning Supplies	(39,537.01)	(28,918.71)	General Fund
Laptops	(16,904.63)	-	General Fund
Chromebooks/IPADS and Cases	(8,324.31)	(196,998.30)	General Fund
Distance Learning Software & Supplies	(7,662.94)	(77,169.93)	Grant Fund/General Fund
Signage	(2,427.06)	(5,193.88)	General Fund
Staff Time (Cleaning, Opening Prep Etc)	(1,768.81)	(59,104.38)	General Fund
Hot Spots	(992.32)	(1,046.18)	General Fund
Ventilation	-	(92,680.74)	Capital Fund/General Fund
Speakerphones, Headsets, Adapters, Micropones	-	(50,058.54)	General Fund
Tents	-	(25,601.95)	General Fund
Portable Sinks	-	(20,058.00)	General Fund
USB Charging Stations	-	(9,104.15)	General Fund
Instructional Supplies (Outdoor Learning)	-	(5,427.18)	General Fund
Teacher Carts	-	(4,908.93)	General Fund
Report Card Software	-	(3,000.00)	General Fund
Recess Equipment & Supplies	-	(2,859.31)	General Fund
Personnel	-	(120,000.00)	General Fund
Total Expenses & Loss in Revenues	(398,784.10)	(806,248.44)	
Transportation Savings	476,356.84	-	General Fund
Substitute Teacher Savings	162,378.32	-	General Fund
Instructional Supply Savings	113,690.24	-	General Fund
Conference & Education Savings	53,642.30	-	General Fund
Utilities Savings	126,842.23	-	General Fund
Total Savings	932,909.93	-	
Net Savings (Loss) to the Board of Education	\$ 534,125.83	\$ (806,248.44)	

The Board of Education has been awarded \$375,508 in State Funding for the reimbursement of COVID related expenditures. The remaining operating shortfall for FY21 is anticipated to be covered by the Non-Lapsing Fund. There currently \$651,308 available in the Board of Education Non-Lapsing Fund. After deduction unfunded COVID expenditures, the remaining balance in the Non-Lapsing Fund is expected to be about \$280,000.

Pension Recordkeeping Outstanding Request

A new vendor has been selected to provide recordkeeping services for the Town and Board of Education's deferred compensation and defined contribution pension plans. As part of this transition, Board of Finance members inquired as to whether employees could automatically be enrolled into the voluntary 457 plan. Staff discussed this request with Human Resources as well as the Town's Labor Attorney. Attached is a letter from the Town's Human Resources Coordinator on the matter. All new hires eligible to participate in the town's defined benefit or defined contribution plans are enrolled within 30-days of hire.

Potential Meadowood Acquisition Update

At the last meeting of the Board of Finance on September 15, 2020, a presentation was made related to the potential acquisition of the Meadowood property. The Board of Finance expressed that they did not want to move forward with this acquisition outside of the normal budget process as they would like to look at all Town needs and requests in totality. In the mean time the Town is continuing to put together research and data on this project to prepare for the upcoming budget presentations. Staff has prepared some comparison data regarding the proposed Meadowood acquisition and other recent large open space acquisitions; that data is attached and marked as "draft" as we are polishing up the total number of acres acquired from the Ethel Walker purchase.

Amendments to the Tax Abatement for Volunteer Firefighter and Ambulance Personnel Ordinance

The Tax Abatement for Volunteer Firefighter and Ambulance Personnel Ordinance previously allowed for anyone that had between 2 and 5 years of service to receive an annual abatement of \$500 and anyone with over 5 years of service to receive an abatement of \$1,000. This was in accordance with the allowable amounts under State legislation at the time. Subsequently, the State updated its legislation to allow a municipality the option to increase those values to \$750 and \$1,500, respectively, for 2020 and 2021 tax bills, with another increase to \$1,000 and \$2,000, respectively, for 2022 tax bills and thereafter. These updated guidelines were approved by the Board of Selectmen at their regular meeting on October 14, 2020. The amended ordinance will be in effect for the January 2021 tax billing period and result in an unbudgeted revenue loss of \$33,500 for the current fiscal year.



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

Department of Human Resources

MEMORANDUM

To: Maria Capriola, Town Manger
Amy Meriwether, Finance Director

From: Eric Gomes, Employee Benefits and Human Resources Coordinator

Re: 457(b) Automatic Enrollment

Date: October 16, 2020

The Town of Simsbury strongly encourages new hires to voluntarily participate in the Deferred Compensation 457(b) plan during the orientation process. New hires are presented with the advantages of participating in each retirement saving vehicle offered through the Town including pension, deferred compensation and health savings account options.

Each of the Town's collective bargaining agreements requires that the deferred compensation be available to employees. However, the provisions do not require participation in the 457(b) plan. As per the guidance of labor counsel, we have determined that the Town can take action to encourage employees to participate in the 457(b) plan, but cannot require participation. The Town can't require employees to make a contribution into the 457(b) plan; that would be a mandatory subject of bargaining with the unions.

Employees currently contribute between 7% and 10% of their earnings if they enroll in the defined benefit pension plan and between 4% - 5% if they participate in the defined contribution plan. Although the Town cannot provide investment advice, the Town encourages employees to contribute to the 457 plan to the extent that their budget allows in consideration of their current contribution to the pension plan.

Currently, the process of enrollment in the 457(b) plan (as well as the Defined Contribution pension plan) is manual. One of the advantages of the transition to ICMA is that we recognized that we would have the capability to improve and automate the 457(b) enrollment process. ICMA will create "shell" accounts for employees at the time of hire that will activate once an employee voluntarily contributes to the plan. All new hires will be required to sign an opt-out form within (30) days of hire if they do not want to contribute to the plan at that time.

ICMA will also generate accounts for existing employees. As part of the overall implementation and communication process, existing staff will be encouraged to participate in the plan and will also be required to provide the opt-out form if they do not want to contribute to the plan at that time. We anticipate that this campaign will be completed in February 2021.

Telephone (860) 658-3291
Facsimile (860) 658-9467

egomes@simsbury-ct.gov
www.simsbury-ct.gov
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8:30 - 7:00 Monday
8:30 - 4:30 Tuesday through Thursday
8:30 - 1:00 Friday

Summary of Sample Larger Scale Open Space Purchases - DRAFT

Property Name	Total Acres	Est. Purchase Price	Est. Town Share	% Town Funds Invested	% Other Funds Invested	Cost Per Acre	Town's Cost Per Acre	Grants & Donations Received/ Anticipated
Ethel Walker pt. 1	284	\$9,750,000.00	\$6,083,000.00	62.39%	37.61%	\$34,330.99	\$21,419.01	\$3,667,000.00
Ethel Walker pt. 2	91	\$2,049,666.00	\$1,358,000.00	66.25%	33.75%	\$22,523.80	\$14,923.08	\$691,666.00
Ethel Walker pt. 3	53	\$1,150,000.00	\$650,000.00	56.52%	43.48%	\$21,698.11	\$12,264.15	\$500,000.00
Ethel Walker Total	428	\$12,949,666.00	\$8,091,000.00	62.48%	37.52%	\$30,256.23	\$18,904.21	\$4,858,666.00
"Triangle"	78	\$2,700,000.00	\$2,700,000.00	100.00%	0.00%	\$34,615.38	\$34,615.38	\$0.00
Meadowood	288	\$6,000,000.00	\$2,200,000.00	36.67%	63.33%	\$20,833.33	\$7,638.89	\$3,800,000.00

Note: Dollar values reflect values at that time (not adjusted for present value of the dollar/inflation)

Summary of Sample Larger Scale Open Space Purchases - Adjusted for Present Value - DRAFT

Property Name	Total Acres	Est. Purchase Price	Est. Town Share	% Town Funds Invested	% Other Funds Invested	Cost Per Acre	Town's Cost Per Acre	Grants & Donations Received/ Anticipated
Ethel Walker pt. 1 (2007)	284	\$12,239,344.00	\$7,636,095.00	62.39%	38.13%	\$43,096.28	\$26,887.66	\$4,667,000.00
Ethel Walker pt. 2 (2011)	91	\$2,368,398.00	\$1,569,175.00	66.25%	33.75%	\$26,026.35	\$17,243.68	\$799,223.00
Ethel Walker pt. 3 (2014)	53	\$1,262,612.00	\$713,650.00	56.52%	43.48%	\$23,822.87	\$13,465.09	\$548,962.00
Ethel Walker Total	428	\$15,870,354.00	\$9,918,920.00	62.50%	8.49%	\$37,080.27	\$23,175.05	\$1,348,185.00
"Triangle" (2008)	78	\$3,259,493.00	\$3,259,493.00	100.00%	0.00%	\$50,447.74	\$50,447.74	\$0.00
Meadowood	288	\$6,000,000.00	\$2,200,000.00	36.67%	63.33%	\$20,833.33	\$7,638.89	\$3,800,000.00

Note: Dollar values reflect values adjusted for present value of the dollar/inflation.

Source: <https://www.usinflationcalculator.com/>



Town of Simsbury

933 Hopmeadow Street Simsbury, Connecticut 06070

Board of Finance Agenda Item Submission Form

1. **Title of Submission:** Proposed General Fund Fund Balance Transfer

2. **Date of Board Meeting:** October 20, 2020

3. **Individual or Entity Making the Submission:**

Amy Meriwether, Finance Director

4. **Action Requested of the Board of Finance:**

If the Board of Finance supports the general fund fund balance transfer as presented, the following motion is in order:

Move, effective October 20, 2020, to approve the general fund fund balance transfer as presented.

5. **Summary of Submission:**

At the Board of Finance meeting on September 15, 2020 staff presented the FY19/20 financial results and requested a transfer from the general fund to the Capital Reserve Fund in the amount of \$2,450,000. There were a few reasons for this request:

- It reduces the amount of fund balance sitting in the General Fund, which is monitored by the State, and could potentially impact future funding
- It creates a capital reserve fund that can be used for future capital needs. Given the Town and Board of Education's growing capital needs and upcoming large projects, these funds will help to offset some of those expenditures and reduce the amount the Town has to borrow in the future. In the long term this will save on future borrowing costs and interest payments.
- Creating an alternative reserve outside of the General Fund is something bond rating agencies like to see.

The Board of Finance discussed the above transfer and requested clarification from the Town Attorney as to whether they would be able to utilize the funds in the Capital Reserve at their discretion during the budget process. In speaking with Town Attorney, Bob DeCrescenzo, the normal budget process would be followed where the Board of Selectmen recommend projects and then the Board of Finance would decide how to pay for them (ie Tax Revenue, General Fund Reserves, Capital Reserves, etc)

The Board of Finance also requested scenarios on how much a transfer would equate to at various levels of General Fund reserve balances from a 15% reserve to a 17% reserve. Those scenarios have been provided as an attachment to this packet.

6. Financial Impact:

See "General Fund - Schedule of Changes in Fund Balance Scenarios" worksheet

7. Description of Documents Included with Submission:

- General Fund - Schedule of Changes in Fund Balance Scenarios

**Town of Simsbury
General Fund
Schedule of Changes in Fund Balance Scenarios
For the Year Ended June 30, 2020**

Fund Balance Breakdown Preceding Transfers:		
	% of FY20 Expenditures	Balance
Non-Spendable Fund Balance	0.10%	\$ 104,649
Assigned Fund Balance	0.22%	216,635
Unassigned Fund Balance	17.83%	17,789,084
	<hr/>	<hr/>
Total Fund Balance, June 30, 2020	18.15%	\$ 18,110,368
	<hr/> <hr/>	<hr/> <hr/>

Fund Balance Breakdown Following a Transfer of \$2,800,000

	% of FY20 Expenditures	Balance
Non-Spendable Fund Balance	0.10%	\$ 104,649
Assigned Fund Balance	0.22%	216,635
Unassigned Fund Balance	15.03%	14,989,084
	<hr/>	<hr/>
Total Fund Balance, June 30, 2020	15.35%	\$ 15,310,368
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Fund Balance Breakdown Following a Transfer of \$2,300,000

	% of FY20 Expenditures	Balance
Non-Spendable Fund Balance	0.10%	\$ 104,649
Assigned Fund Balance	0.22%	216,635
Unassigned Fund Balance	15.53%	15,489,084
	<hr/>	<hr/>
Total Fund Balance, June 30, 2020	15.85%	\$ 15,810,368
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Fund Balance Breakdown Following a Transfer of \$1,800,000

	% of FY20 Expenditures	Balance
Non-Spendable Fund Balance	0.10%	\$ 104,649
Assigned Fund Balance	0.22%	216,635
Unassigned Fund Balance	16.03%	15,989,084
	<hr/>	<hr/>
Total Fund Balance, June 30, 2020	<u>16.35%</u>	<u>\$ 16,310,368</u>

Fund Balance Breakdown Following a Transfer of \$1,300,000

	% of FY20 Expenditures	Balance
Non-Spendable Fund Balance	0.10%	\$ 104,649
Assigned Fund Balance	0.22%	216,635
Unassigned Fund Balance	16.53%	16,489,084
	<hr/>	<hr/>
Total Fund Balance, June 30, 2020	<u>16.85%</u>	<u>\$ 16,810,368</u>

Fund Balance Breakdown Following a Transfer of \$800,000

	% of FY20 Expenditures	Balance
Non-Spendable Fund Balance	0.10%	\$ 104,649
Assigned Fund Balance	0.22%	216,635
Unassigned Fund Balance	17.03%	16,989,084
	<hr/>	<hr/>
Total Fund Balance, June 30, 2020	<u>17.35%</u>	<u>\$ 17,310,368</u>



Town of Simsbury

933 Hopmeadow Street Simsbury, Connecticut 06070

Board of Finance Agenda Item Submission Form

1. **Title of Submission:** Proposed Police Private Duty Fund Transfer

2. **Date of Board Meeting:** October 20, 2020

3. **Individual or Entity Making the Submission:**

Amy Meriwether, Finance Director

4. **Action Requested of the Board of Finance:**

If the Board of Finance supports the Police Private Duty transfer request as presented, the following motion is in order:

Move, effective October 20, 2020, to approve the police private duty fund transfer request as presented.

5. **Summary of Submission:**

At the Board of Finance meeting on September 15, 2020 staff presented the FY19/20 financial results and requested a transfer from the Police Private Duty Fund to the Capital Reserve fund in the amount of \$151,329. This balance represents the ending fund balance in the Private Duty Fund as of June30, 2020.

The original documentation pertaining to the creation of the Police Private Duty Fund states "all monies over and above the amount set as the minimum operating fund, (ie \$50,000) would be transferred to the General Fund." The General Fund currently has a healthy reserve and additional funding of this reserve is not necessary. However, the Town is currently underfunding capital needs, particularly maintenance and replacement items valued at \$250,000 or less. The Town's capital needs are growing and large projects are coming down the horizon. Therefore, staff would like to request these funds be transferred to the Capital Reserve Fund to help offset some of these expenditures as the come due and reduce the amount of funds to be borrowed in the future. In the long term this will save on future borrowing costs and interest payments.

Note: Capital Reserve Funds can always be transferred back to the General Fund at any point in time for General Fund use if the funding is needed. There are no restrictions that once the money is in the capital reserve it needs to stay in the capital reserve.

The Board of Finance discussed the above transfer request and requested clarification from the Town Attorney as to whether the Board of Finance could authorize this transfer in its sole discretion or whether it would need a second approval by the Board of Selectmen. In speaking with Town Attorney, Bob DeCrescenzo, the Board of Finance would make a transfer recommendation to the Board of Selectmen and then the Board of Selectmen would approve the transfer. Included in this agenda submission is the opinion letter of the Town Attorney on this matter.

6. Financial Impact:

This transfer would eliminate the fund balance in the Police Private Duty Fund.

7. Description of Documents Included with Submission:

- Letter from Town Attorney, Bob DeCrescenzo, regarding Special Revenue Fund Authority



Robert M. DeCrescenzo
(t) 860.548.2625
(f) 860.548.2680
rdecrescenzo@uks.com

September 21 2020

Via Email

ameriwether@simsbury-ct.gov

Amy Meriwether
Director of Finance/Treasurer
Town of Simsbury
933 Hopmeadow Street
Simsbury, CT 06070

Re: Special Revenue Fund Authority

Dear Amy:

You have asked whether the Board of Finance has the authority to transfer money from the Private Duty Fund into the Capital Non-Recurring Fund (“CNR”) without recommendation of the Board of Selectmen.

The Simsbury CNR fund was established under authority of Chapter 108 of the General Statutes, which authorizes towns to set up capital non-recurring funds for the purpose of funding capital projects that may extend beyond a single fiscal year.

I believe General Statutes section 7-361 provides the answer to the specific question of whether or not the Board of Finance, on its own, can transfer the unencumbered balance of the Private Duty Fund into the CNR fund. That section reads as follows:

Upon the recommendation of the budget-making authority and approval by the legislative body, there shall be paid into such reserve fund (a) amounts authorized to be transferred thereto from the general fund cash surplus available at the end of any fiscal year, (b) amounts raised by the annual levy of a tax not exceeding four mills for the benefit of such fund, and for no other purposes, such tax to be levied and collected in the same manner and at the same time as the regular annual taxes of the municipality or (c) surplus cash funds already held in reserve and available for such capital or nonrecurring expenditures as are contemplated by the terms of section 7-364. All money so accumulated, as hereinbefore provided, together with all interest that accrues

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Amy Meriwether
Page 2
September 21, 2020

thereon, shall be deposited in a separate bank account by the treasurer of the municipality.

In short, Section 7-361 cited above requires that funds transferred into the CNR Fund from surplus cash funds already held in reserve must be approved by the Board of Selectmen upon the recommendation of the Board of Finance. This would apply to a proposal to transfer funds from the Private Duty Fund into the CNR fund.

Should you have any questions, please do not hesitate to contact me.

Very truly yours,

A handwritten signature in black ink that reads "Robert M. DeCrescenzo". The signature is written in a cursive style with a large initial 'R'.

Robert M. DeCrescenzo, Esq.
Town Attorney

RMDe/psm



Town of Simsbury

933 Hopmeadow Street Simsbury, Connecticut 06070

Board of Finance Agenda Item Submission Form

1. **Title of Submission:** Food Services Discussion

2. **Date of Board Meeting:** October 20, 2020

3. **Individual or Entity Making the Submission:**
Amy Meriwether, Finance Director

4. **Action Requested of the Board of Finance:**
None

5. **Summary of Submission:**

Unfortunately, the COVID-19 pandemic had a significant impact on the Board of Education's Food Services Fund. See attached financial statement. During fiscal years 2015/2016 – 2018/2019 the fund was holding steady with small surpluses or deficits from year to year. In fiscal year 2019/2020 the fund lost \$80,100. This loss was after a funding transfer of \$100,000 from the Board of Education General Fund into the Food Services Fund to reduce the actual loss of \$180,100 during the year. If the \$100,000 transfer had not been made, the fund would have ended in an overall deficit position with a negative fund balance. This fund is considered to be insolvent as it can no longer sustain itself.

There were two factors that contributed to the \$180,100 loss in this fund. The main factor was the pandemic. Schools closed in March but the food program was still operating free of charge to all Simsbury families. There was not enough of a decrease in expenditures to make up for the loss of revenue during this time. The portion of the fund loss related to the pandemic was about \$150,000. The remaining loss of \$30,000 was attributable to the State required increase in the minimum wage rate.

Staff is making the Board of Finance aware of this situation as we will need to continue to closely monitor going forward. The ongoing COVID impact on this fund is unknown at present. But we do know that there will be a further minimum wage impact on the fund in upcoming years as minimum wage will increase to \$15.00/hour by FY22/23. Currently, minimum wage is \$12.00/hour. The next minimum wage increase will be August 1, 2021 to \$13.00/hour, followed by another increase starting July 1, 2022 to \$14.00 and a final increase starting June 1, 2023 to \$15.00/hour.

The fund will likely close the current fiscal year in another deficit position based on preliminary lunch data. If this does happen, the Board will need an additional appropriation from the Town General Fund or BOE Non-Lapsing fund to cover the loss.

Staff will collaborate with the Food Services Director during the upcoming budget process to identify long term solutions for the solvency of this program.

6. Financial Impact:

To be determined

7. Description of Documents Included with Submission:

- Food Services Statement of Revenues, Expenditures and Changes in Fund Balance

Simsbury Board of Education
Food Services Fund
Statement of Revenues, Expenditures and Changes in Fund Balance

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Actual</u>
Revenues					
Daily Sales	\$ 540,013	\$ 568,480	\$ 576,991	\$ 617,754	\$ 31,708
Breakfast Sales	44,146	44,209	43,968	43,080	27,243
Advanced Meal Pay	-	-	-	-	403,575
Advanced Sales	-	-	-	-	33,719
Adult Sales	216,151	195,177	166,959	152,835	4,580
Alacarte Sales	-	-	-	-	87,338
Catering Sales	5,546	5,558	4,519	5,533	1,942
Rebates - Café	-	-	-	-	339
Reduced Sales	-	-	-	-	3,381
Commodities	75,655	74,219	62,400	73,593	82,521
Vending Sales	4,485	4,656	5,678	7,081	3,316
Misc Revenue	2,766	1,243	1,506	209	53
State Grants	37,933	234,971	40,900	40,954	41,994
Federal Grants	236,183	43,229	250,050	291,196	244,342
Total Revenues	1,162,877	1,171,742	1,152,972	1,232,235	966,050
Expenditures					
Salaries	609,499	605,021	613,763	596,361	639,333
Benefits	45,446	44,937	45,251	43,886	47,144
Food	513,213	480,821	476,668	521,616	402,848
Supplies	18,107	26,830	29,096	30,346	56,825
Total Expenditures	1,186,264	1,157,609	1,164,778	1,192,210	1,146,151
Operating Transfers					
Transfers In	-	-	-	-	100,000
Total Operating Transfers	-	-	-	-	100,000
Net Change in Fund Balance	(23,387)	14,133	(11,806)	40,026	(80,100)
Fund Balance - 7/1	166,206	142,819	156,952	145,146	185,171
Fund Balance - 6/30	\$ 142,819	\$ 156,952	\$ 145,146	\$ 185,171	\$ 105,071
Fund Balance Reserve for Inventory	24,121	25,340	30,304	30,291	45,562
Unrestricted Fund Balance	118,698	131,612	114,842	154,881	59,509



Town of Simsbury

933 Hopmeadow Street Simsbury, Connecticut 06070

Board of Finance Agenda Item Submission Form

1. **Title of Submission:** Town Savings Initiatives
2. **Date of Board Meeting:** October 20, 2020
3. **Individual or Entity Making the Submission:**
Amy Meriwether, Finance Director
4. **Action Requested of the Board of Finance:**
None
5. **Summary of Submission:**
The Board of Finance has requested a listing of savings initiatives that the Town has taken part in. A listing of initiatives, savings and corresponding efficiencies have been compiled from each of the department heads into the attached document.
6. **Financial Impact:**
See "Savings Initiatives" worksheet attached
7. **Description of Documents Included with Submission:**
 - Savings Initiatives Worksheet

**Town of Simsbury
Savings Initiatives**

Department	Initiative Description	Estimated Annual Savings	Estimated Aggregate Savings	Efficiencies	Implementation Year	Additional Relevant Information
Library	CT Library Consortium Membership	69,000	Est \$650,000	Savings on collection materials and databases through negotiated consortial discounts	10+ Years	Annual membership cost \$890
DPW	The DPW undertook to purchase all the town's streetlights. The town was then able to replace the fixtures with more efficient lights.	115,000	Est \$345,000 To Date	High efficiency LED light fixtures are cheaper and use less energy.	2017	The Town can also respond to and repair the streetlights more cheaply and more quickly than Eversource
DPW	Solar Arrays were installed at the DPW facilities and the Simsbury Farms Complex.	34,000		Save on electric costs, and use energy from a clean and renewable source	2018	
DPW	Grant from DOT for Flashing Beacon at 5 intersection in town, allowing for safer bicycle and pedestrian traffic	170,000	170,000	Funds provided from DOT instead of by town	2020	
DPW	Grant from CROG for traffic calming (originally for David Drive, used on Notch Road)	20,000	20,000	Funds provided from CROG instead of by town	2020	
DPW/Parks/Library	Lighting Upgrades at Simsbury Farms, Library, and Town Hall with more energy efficient light fixtures and more modern lighting controls	43,000		High efficiency LED light fixtures are cheaper and use less energy.	2020	Payments will be funded with on-bill financing. Once capital investment is paid off, Town will see full savings. ROI range from 2.6 to 5.8 years
DPW	Pre-purchase of contracts for liquid fuel for FY22	TBD		Allow Town to lock in lower rate for the year that aren't susceptible to market fluctuations during the year	2022	
DPW	LOTICIP Sidewalk Grant, to add more connectivity to the sidewalk network along Hopmeadow street	809,600	809,600	Funds provided from CT LOTICIP program instead of by town	2021	
DPW	HHW collaboration with other towns instead of through the MDC, which is cheaper and allows for renegotiations with vendor frequently	10,000		Collectively negotiate new contract with vendor for better rates than MDC	2013	
DPW	Sharing of regional equipment			Prevents the Town from renting or purchasing specialty equipment (Tool Cat, Boom Lift, Asphalt Hot Box, Roadside Mower, Paving Box)	2013	
Social Services	Utilization of over 100 volunteers	100,000		Volunteers have worked approximately 3,880 hours		
Police	Reimbursement for Body Cameras	40,000	40,000	50% reimbursement compared to 30%	2020	Mandated Purchase by July 2022
Police	Public Safety Radio System Replacement	1,000,000	1,000,000	Redundancy and use of current infrastructures	2020	Partnership with Fire Department
Police	Oxygen Supply Management	2,325	9,479	5 year aggregate savings	2019	Purchased own bottles
Police	Active Threat Equipment		6,000	All funded through grant	2019	Use of Justice Assistance Grant
Police	BPVG - Ballistic Vest Purchases	5,124	15,371	Required for new officers/replace every 5 years	2018-2020	50% reimbursement through federal grant
Police	AED Replacement	1,000	1,000	Wal*Mart Foundation Grant	2018	
Police	Hosting Training Courses		10,500	Hosting training classes = free attendance	2016-2020	
Parks & Rec	Switch to Natural Gas heating at Simsbury Farms			Lower heating costs at Clubhouse, Main Building. Apple Barn	2019	
Parks & Rec	Conversion to LED lighting at tennis courts		Project in Progress - Forthcoming	Lower electric cost to use lights at tennis courts	2021	
Parks & Rec	Conversion to LED lighting at SF Tennis Courts		Project in Progress - Forthcoming	Lower electric cost to use lights on Tennis Courts	2021	
Parks & Rec	Conversion to LED lighting at Paddle Tennis Courts		Project in Progress - Forthcoming	Lower electric cost to use lights on Paddle Tennis Courts	2021	
Parks & Rec	Replace Rink Control Panel			Increased efficiency of rink mechanical system	2021	
Parks & Rec	Replace Rink Condensor Unit			Increased efficiency of Rink mechanical unit	2021	
IT	Software Subscription (VMWare)	1,500	1,500	Management Software	2021	
IT	Support & Maintenance	5,181	5,181	Network Storage Maintenance	2021	
IT	HPE Hardware Buy Back Program	10,500	10,500	Legacy Network Storage hardware	2020	

Town of Simsbury
Savings Initiatives

Department	Initiative Description	Estimated Annual Savings	Estimated Aggregate Savings	Efficiencies	Implementation Year	Additional Relevant Information
Assessor	Contracted work vs Full Time Hire	50,000	\$1.7M	Due to the high volume of new construction along with other misc improvements being permitted, the assistance of a field worker is crucial in capturing improvements completed to be assessed and taxed timely. An increase in the Grand List and increase in Tax Revenue.	2020	Contracted out with seasoned appraiser to assist with field work to capture real estate improvements completed. Due to COVID pandemic, time spent in the field was drastically reduced for FY 19-20 and will also be reduced for FY20-21.
Assessor	Business Personal Property Audits	25,000	75,000	Implemented a Business Personal Property Program with an estimated return on investment of 4 to 1.	2020	Due to COVID pandemic, the FY19-20 audits were not completed as budgeted and our ROI will be approximately 3.73 to 1 (\$40,500)
Assessor	Business Personal Property Online Filing	5,000		The implementation of online filing of business personal property continues to improve the processing of paper filing. We currently invite 1/3 of our businesses to file online and estimate that 50% will be online filers within two years. This helps expedite the manual processing of paper filers.	2019	This is a service that is provided by our vendor, Quality Data Services. The cost outways the time saved.
Assessor	Interface with Building Permit System	20,000	Est \$500,000	The Assessor is working towards the implementation of an interface with the building departments permitting system. The outcome will be time saved in data entry that can be used towards other time sensitive tasks and a better reporting status of outstanding permits not assessed.	2021	
Finance	RFQ for Bond Advisor			Increased quality providing additional opportunities for savings	2019	The new bond advisor consistently monitors opportunities for savings and communicates such
Finance	Purchasing Cards	1,000	TBD	Rebates are received from utilizing the cards, reduces the amount of checks cut and creates efficiencies in the Accounts Payable Process	2019	Limited savings in the first year since the cards were only used partial year. Currently working with JP Morgan to use their payables program further increase the rebates received. Also would like to include the BOE in the future. Anticipated savings when program is fully implemented is in excess of \$10,000/year
Finance/Town Manager	RFQ for Benefits Consultant	40,000	40,000	New Consultant was able to identify CT Prime was billing based on inaccurate head counts resulting in a refund to the Town.	2019	CT Prime sent the Town a bill for \$32K. Once Lockton researched, we received a refund of over \$8K.
Finance Town Manager	New Acctig System Shared Database with BOE Police Pension Plan Restructuring		200,000 > \$1M	Currently on two databases. If we had not combined the cost of the new system would have been much higher. Identified savings is over a 15 year period	2020 2020	
Town Manager Town Manager	RFQ for Pension Plan Recordkeeping Services Marketing Stop Loss Coverage	- 42,824	-	There is no financial impact to the Town, however, there would be estimated savings of \$112/year to employees invested in the defined contribution plan and estimated savings of \$547/year to employees invested in the deferred compensation pension plans.	2020 2020	
Town Manager	Implemented Flexible Spending Accounts	3,825	6,894	Saves on Employer Paid Payroll Taxes	2019	Aggregate savings is only to date, this savings will continue as long as the program is in place

**Town of Simsbury
Savings Initiatives**

Department	Initiative Description	Estimated Annual Savings	Estimated Aggregate Savings	Efficiencies	Implementation Year	Additional Relevant Information
Various	Shared Services with the Board of Education			<ul style="list-style-type: none"> • Police Officers – Two officers serve as School Resource Officers; the BOE funds 50% of the salaries and benefits for those two positions • IT – The IT Manager and IT Analyst provide service to the Board of Education central offices; the BOE funds 50% of the salaries and benefits for those two positions • Engineering – The department provides services to the Board of Education; the BOE supports the salary for one of the Engineering positions in the amount of \$20,000 • Field Maintenance – The Culture, Parks, and Recreation department provides field maintenance services for the schools; the BOE funds 100% of the salaries and benefits for two parks maintainers • DPW Maintenance Facility – The facilities maintenance staff for the Town and BOE share space at 66 Town Forest Road 		

**BOARD OF FINANCE
TOWN OF SIMSBURY
BUDGET POLICY - FY22**

Adopted by the Board of Finance on _____

I. Policy Statement

The Simsbury Town and Education budgets are financial plans that include expenditures, revenues and debt. Each year the Town goes through a collective process to decide what services the Town should provide and how much money we should spend on those services. The budget expresses the political and civic values of the community through funding priorities and goals balanced with what our residents can afford to pay.

The Board of Finance serves as the budget-making authority for the Town of Simsbury and considers the financial aspects of town government as a whole, rather than from the standpoint of any particular board, department, project or officer. The Board looks at the current budget context, fiscal goals and policies of the town, benchmarking with other AAA rated and neighboring towns, and evaluates long-term obligations including debt and soft liabilities like pensions and benefits.

Guiding principles for the Board include:

- Adopting a balanced budget
- Ensuring efficiencies - doing more with less
- Transparency
- Public input and participation

II. Budget Context

In setting this year's budget, the Town of Simsbury, like all towns across the country, is facing unprecedented circumstances and challenges. Within the scope of these challenges and other affordability benchmarks, we note the following:

- Extraordinary challenges from global pandemic – COVID 19 in education, health, safety and equity
- Likely increased education spending needs
- Probable multi-year recession
- Simsbury unemployment at 5.5% (August 2020 data)
- Grand list growth of 1.43% (\$1,367,788)

- Inflation as measured by the change in the Consumer Price Index (CPI) 1.3-1.4% (est.)
- Oct. 2020 enrollment: 65 students below projections
- MM 2021 enrollment projections: flat
- Five-year school enrollment: down 150 students; 3.8%
- Town population: 25,395 (2019 July Census est.)
 - 4.3% under five years
 - 23.8% under 18 years
 - 17.2% over 65 years
- Population growth projections [Amy, please add]
- Personal median income of \$116,444 (CERC 2019 Profile)
- Abatements (guaranteed across a class and BOS specific awards to individual businesses)
- Social Security COLA of 1.3% (avg. \$20/month)
- Updated Pension investment and mortality assumptions (est. \$2M)

III. Budget Goals and Priorities

This budget policy balances the needs of the Town with what residents can reasonably afford to pay and sets the following goals and priorities in order to develop a responsible budget and spending plan:

- Accomplish more with less - current constraints will necessitate resourcefulness, self-sufficiency, and invention
- Improved transparency, including a clearer budget mailer
- Prioritize health and safety, education and meeting contractual obligations
- Maintain AAA bond rating
- Ongoing operating expenditure budgets should not exceed the amount of ongoing revenue budgets
- New program costs requests shall identify either new ongoing source of revenue or offsetting/ongoing expenditures to be eliminated (e.g. spend to save, fees or grants), or in the case of a state mandated duty, the expenditure should demonstrate that it is not unreasonably excessive and cannot be accomplished at a lesser cost
- Data driven and demonstrated decision-making
- Performance measurements
- Conservative revenue estimates
- General reserves at 16%
- Debt service not to exceed 7% (including/excluding BOE school construction?)
- Debt issues with 10-year series bonds
- Fully fund pension ARC with investment assumption at 6.5%
- Fully fund pension ARC with adjusted mortality rates, for accuracy
- Tax collection assumption at: _____
- Evaluate and determine best use of excess reserves:

- Pandemic response needs
- Mill rate stabilization for feathering pension assumptions/mortality adjustments
- Capital purchases
- Debt service stabilization in anticipation of BOE capital expenditures

IV. Additional Information Requested by the Board of Finance

- Long term plan for Solar taxes declining year to year
- Base capital analysis
- Town Master Capital plan
- Recommendations for Culture, Parks and Recreation Fund
- Ranked Capital and CNR (including capital from grants and special revenue funds)
- Organizational charts for all departments, showing reporting hierarchy and numbers
- Performance metrics by department
- Show benefits by departments (retirement, OPEB, health)
- Itemize proposed capital in BOE operating budget (cars, trucks, furniture, equipment over \$10,000). Rank priorities
- Include COVID costs as separate line item in each department budget, and sources of funding
- Benchmark with Avon, Bloomfield, Canton, Cheshire, Farmington, Glastonbury, Granby, South Windsor, West Hartford, Windsor:
 - Population
 - Mill rate
 - Median income
 - Per capita income
 - Unemployment
 - Median home value
 - Median tax in \$
 - Bond rating
 - Equalized Net Grand List
 - Operating per capita
 - Cost per pupil
 - School ranks
 - Public safety ranks
 - Town and BOE employee numbers (per capita)
 - Debt per capita
 - Debt service as a percentage of operating budget
 - Debt as a percentage of median income

- Debt as a percentage of taxable property
- Total indebtedness
- Total debt as a percentage of expenditures
- General Fund unassigned
- Plan fiduciary net position as a % of total pension liability (General Gov, Police, Education)
- Median pensions for General Government, Police, and BOE
- Budget percent increases for FY22- as they become available

DRAFT