

# BOARD OF FINANCE

TOWN OF BRANFORD

1019 MAIN STREET, P.O. BOX 150, BRANFORD, CONNECTICUT 06405

JOSEPH W. MOONEY, CHAIRMAN  
VICTOR CASSELLA  
HARRY DIADAMO, JR.  
PAMELA DeLISE  
CHARLES F. SHELTON, JR.  
JEFFREY E. VAILETTE



EX-OFFICIO  
JAMES COSGROVE, First Selectman

CLERK  
LISA E. ARPIN, Town Clerk

## BOARD OF FINANCE SPECIAL MEETING AGENDA January 29, 2024 at 7:30 p.m.

*Lisa E. Arpin*  
BRANFORD TOWN CLERK

2024 JAN 29 A 8:21

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There will be a special meeting of the Board of Finance on Monday, January 29, 2024 at 7:30 p.m. at Fire Headquarters, 45 North Main Street, Branford, CT. The meeting will also be available for remote public viewing via BCTV and Facebook Live.

1. Citizen's Communication
2. To hear a presentation of the FY2022 Audit by CliftonLarsonAllen LLP.
3. To review a request from the Superintendent of Schools pursuant to Section 42-2 of the Code for an advisory review of a ten-year contract for school transportation with Zum Services, Inc. beginning July, 2024.
4. To consider, and if appropriate, approve a request from the Fire Chief for the following FY24 transfer request:

From:		
101419040-588802	Contingency	(\$70,000)
To:		
10142040-544300	Purchase Services-Repairs & Maintenance	\$70,000

5. To hear a presentation from the Finance Director regarding financial challenges and opportunities.

6. To consider and act on the following proposed resolution:

“A RESOLUTION AMENDING ‘RESOLUTION AUTHORIZING AN APPROPRIATION OF \$325,000 FOR THE POLICE HEADQUARTERS RENOVATION PROJECT AND THE FINANCING OF SAID APPROPRIATION BY THE ISSUANCE OF GENERAL OBLIGATION BONDS OF THE TOWN AND NOTES IN ANTICIPATION OF SUCH BONDS IN AN AMOUNT NOT TO EXCEED \$325,000 THEREFOR’ TO INCREASE THE SCOPE OF THE PROJECT AND INCREASE THE APPROPRIATION AND BOND AUTHORIZATION THEREIN BY AN ADDITIONAL \$20,000,000”

and to recommend the resolution for adoption by the Representative Town Meeting.

7. To consider and act on the following proposed resolution:

“RESOLUTION AUTHORIZING AN APPROPRIATION OF \$7,650,000 FOR THE WALSH INTERMEDIATE SCHOOL (WIS) FIELD IMPROVEMENT PROJECT AND THE FINANCING OF SAID APPROPRIATION BY THE ISSUANCE OF GENERAL OBLIGATION BONDS OF THE TOWN AND NOTES IN ANTICIPATION OF SUCH BONDS IN AN AMOUNT NOT TO EXCEED \$7,650,000 THEREFOR”

and to recommend the resolution for adoption by the Representative Town Meeting.

8. To discuss a draft debt policy for consideration at a future meeting.
9. To discuss a draft fund balance policy for consideration at a future meeting.
10. To consider a request from the Finance Director to recommend that the Board of Finance appoint the accounting firm of CliftonLarsonAllen LLP to perform the annual audit for the fiscal year ending June 30, 2024.
11. To consider, and if appropriate, approve and adopt the attached 2024 meeting schedule.
12. Adjournment

Dated this 26th day of January, 2024



Lisa E. Arpin, MMC MCTC  
Board of Finance Clerk

CHRISTOPHER J. TRANBERG, PH.D.  
Superintendent of Schools

ALLISON K. MORAN  
Assistant Superintendent of Schools

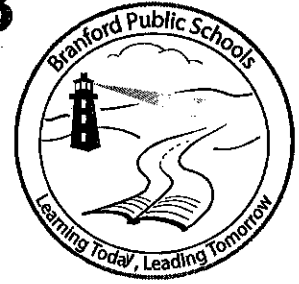
DONALD A. NEEL  
Chief Operating Officer

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2024 JAN 23 P 4: 10

*Neil E. Appin*  
BRANFORD TOWN CLERK

Item #3



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**BRANFORD PUBLIC SCHOOLS**

185 Damascus Road, Branford, CT 06405-3717  
203.488.7276 • Fax 203. 315.3505

To: Joseph Mooney, Chair, Branford Board of Finance  
From: Christopher J. Tranberg, Ph.D., Superintendent  
Donald A. Neel, Chief Operating Officer  
CC: Branford Board of Education  
James Cosgrove, First Selectman  
James Finch, Director of Finance  
Date: January 22, 2024  
Subject: Award of 10-year Transportation Contract to Zum Services, Inc.

In accordance with subsection 42-2 of the Town Charter, we are requesting an Advisory Review of the successor to the current school transportation contract. On January 17, 2024, the Board of Education voted to award the 10-year contract to Zum Services, Inc.

Vendor Selection Process

The identification of a transportation contractor to begin in July 2024 began in spring of 2023 when the District conducted an RFP to identify a consultant to assist with the transportation RFP. The firm selected was TransPar Group from Charleston, SC. The expertise of TransPar was invaluable in crafting the RFP, as requirements for competitive bidding process were necessarily more complicated than a traditional transportation bid or RFP due to the goal of achieving compliance with recent legislation. PA 22-25 states "on and after January 1, 2035, one hundred per cent of the school buses that provide transportation for all school districts in the state shall be zero-emission school buses or alternative fuel school buses." After January 1, 2040 only zero-emissions buses will be allowed. PA 22-25 also allows the maximum contract term for school transportation to increase to 10 years (currently 5) if zero-emissions buses are provided.

The RFP required proposers to comply with PA 22-25 by providing a fully electric fleet by the end of the contract (June 2034) and included other requirements to enhance student safety and upgrade the bus yard, such as paving and provision of heated toilets with running water, which the drivers and yard staff have never had at the current location. The interim option of alternative fueled vehicles was not considered because the District desired pricing that reflects electric vehicle (EV) incentive grants that are available now and presumably for a brief window only until critical mass has been achieved. Acting now will also avoid the mad rush and premium pricing which Connecticut districts that delay compliance until near the deadline will face.

A pre-bid meeting was convened by the Chief Operating Officer in October 2023. 13 companies attended. Three companies ultimately provided proposals. The proposals were rigorously evaluated and scored by a team of 3 District staff based on criteria established in the RFP and reference checks. One, combined score from the consultants was included. The proposal from Zum Services, Inc. received the highest of the averaged four scores.

The companies with the two, highest scoring proposals, Zum and the incumbent, First Student, were invited to make presentations to District leadership and were given an opportunity to provide BAFO (Best and Final Offer) pricing. Both proposals included full transition to EVs substantially sooner than the RFP allowed. While price was only one of the selection criteria, it is notable that the Zum proposal provides a savings of more than \$21 million over the life of the 10-year contract as compared to First Student. In a December letter to the COO, First Student alleged that Zum's bidding practices include "underbidding contracts, giving them a foot in the door on target markets." We concur that it appears Zum intentionally underbid the competition in order to secure its first Connecticut contract. This is a unique opportunity for Branford.

### Contract Summary

Zum has committed to providing a fully electric fleet within the first five years of the contract. Passenger vans will have an increased capacity of 3 students per vehicle, which offers opportunity for route consolidation and cost savings, and will be all electric from the start of the contract. Zum was very accommodating in working with the COO to fine-tune the EV phase-in plan for the larger vehicles to smooth the cost of transition.

The projected transportation services budget increase for 24-25 is 8.1% with the current number of vehicles and routes and will range between approximately 11.2-13.3% in years 2-4 of the contract as EVs are brought online. Annual rate increases for the final five years of the contract are fixed at 3.5%. The COO estimates that the total 10-year cost of the contract under current volumes including field and athletic trips will be \$61 million. In checking references, it was notable that districts reported Zum's success in achieving routing efficiencies with its proprietary software that resulted in significant fleet reductions and savings. It is not unlikely that this would happen in Branford, too.

Proprietary software and electrification are hallmarks of Zum's success. It's founders and leadership have roots in the technology sector and they have developed software for route design and navigation, vehicle inspection and maintenance management, battery management and driver monitoring. Of particular interest to the District is Zum's combination of GPS and RFID technology to allow school Principals and Central Office to know precisely when and where (or if) a student gets on or off the bus. This is a tremendous advance in our ability to ensure the safety of our students. There is also an app whereby parents, for their child(ren) only, can know at all times where they are en route.

Zum has secured through a letter of intent the site at 33 Flax Mill Road in Branford as its future bus depot. This location was chosen specifically by Zum engineers for its proximity to Eversource infrastructure sufficient for powering the electric fleet. Planned improvements at the site are well in excess of \$2 million.

While not a requirement of the RFP, Zum is committed to creating a safer, healthier and more sustainable planet through its Net Zero Initiative, which achieves 100% carbon neutrality in all its operations through the purchase of carbon offsets.

### Zum Services, Inc., the company

With its technology as the backbone of its commitment to school transportation modernization, Zum has been replacing legacy providers on both the East and West coasts. It has been very successful in obtaining EPA school bus and infrastructure grant awards, with the most recent award of \$26 million described here: <https://www.ridezum.com/press-release/zum-awarded-over-26-million-from-epa/>. It was identified by the Financial Times as one of America's Fastest Growing Companies in 2023 <https://finance.yahoo.com/news/z-m-leader-modern-student-175900015.html>. More examples of Zum in the news can be found at <https://www.ridezum.com/company/press/>.

Zum has been extraordinarily flexible and responsive in working with the District to answer questions and meet our needs during the selection process.

BRANFORD FIRE DEPARTMENT  
45 NORTH MAIN STREET  
BRANFORD, CONNECTICUT 06405  
OFFICE OF FIRE CHIEF/DEPUTY FIRE MARSHAL

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2024 JAN 25 P 3:49

*Wes E. Quinn*  
BRANFORD TOWN CLERK

January 26, 2024

Mr. Joseph Mooney, Chairman  
Board of Finance  
1019 Main Street  
Branford, CT 06405

Dear Chairman Mooney,

At their special meeting held January 25, 2024, the Board of Fire Commissioners unanimously approved the following resolution:

“To consider, and if appropriate, approve a request from Fire Chief Thomas Mahoney for the following mid-year budget transfer:

**From:**

ACCOUNT	ACCOUNT DESCRIPTION	AMOUNT
10149040-588802	Contingency	\$70,000.00

**TO:**

ACCOUNT	ACCOUNT DESCRIPTION	AMOUNT
10142040-544300	Purchased Services Repairs and Maintenance	\$70,000.00

Due to unexpected major vehicle and apparatus repairs, we have depleted the repairs and maintenance account. The account currently has a \$42,000 shortfall, which is attributed to our aging fleet and inflation. The average age of the fleet is 18 years, and we are unable to delay expensive repairs to pass DOT, pump, and other certifications. In past years, we have enjoyed small surpluses in this account; unfortunately, this year that is not the case.

I humbly request your approval for the following transfer to get us through to the end of the year.

Sincerely,

*Thomas F. Mahoney, Jr.*

Thomas F. Mahoney, Jr.  
Fire Chief/ Emergency Management Director

Cc: Jim Finch, Robert Massey, James Cosgrove

OFFICE OF THE TREASURER  
BRANFORD, CONNECTICUT

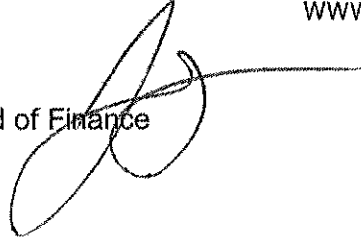
Item #5

1019 MAIN STREET  
POST OFFICE BOX 150



(203) 315-0663  
FAX (203) 315-3736  
WWW.BRANFORD-CT.GOV

Date: January 24, 2024  
To: Joseph Mooney, Chairman Board of Finance  
From: James Finch, Finance Director  
Re: Needs, Challenges and a Framework for Moving Forward



MAILED  
BRANFORD TOWN CLERK

2024 JAN 25 P 1:30

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**Background**

*"Plans are worthless, but planning is everything" Dwight Eisenhower*

At your October and November meetings the Board heard presentations from the fire and police departments on their staffing and facility needs. Additionally in July a meeting with the Board of Education was held in executive session to discuss the financial challenges on the horizon to be considered in teacher negotiations. The take away from these meetings is that we must evaluate these challenges in the context of future budgets and tax rates. The purpose of this memo is therefore to provide a glimpse of the future taking into account projects authorized and anticipated along with projections on upcoming budgets. As with any projection one must make assumptions with regard to net taxable grand list growth, interest rates and annual increases in department requests. Please note that the narratives and attachments are not intended to analyze and account for every possible situation. Undoubtedly changes in interest rates, state funding, non-tax revenues, state mandates and labor costs will also alter the projections.

This memo will be organized in a frequently asked questions format.

**What are some of the financial challenges and needs facing the town during the next five years?**

- Police headquarters renovation.
- Fire staffing and facility needs.
- Local matches will be required on approved and planned capital projects including, but not limited to Main Street improvements, Meadow Street and bridge replacements.

- The town is exploring options to make the wastewater treatment plant and sewer collection system more resilient.
- Improvements are being considered for the town and BOE's athletic facilities including a multi-sport facility at the intermediate school.
- With the expiration of the ARPA program in 2024 (Projects must be allocated by December 2024) new initiatives will likely require local funding.
- Expiration of COVID grants (ESSER) will likely create budgetary pressures for the BOE starting FY 2025.
- BHS roof and window replacements.
- Air conditioning and air quality improvements for two elementary schools.
- Establish (subject to collective bargaining) an industry standard schedule for police officers that is designed to evenly distribute personnel throughout the week.

**What are the town's financial strengths to meet these challenges?**

- The town's AAA bond rating.
- A healthy fund balance that provides a level of flexibility in sizing and timing bond issues when funding capital needs.
- The administration, BOF and RTM have successfully implemented aggressive capital plans over this past decade including, but not limited to, the following projects: Fire Headquarters, Fire Station 9, WIS Renovation, Community House and Senior Center, and JBML Library Improvements.

**How will these strengths and challenges be organized to paint a picture of the future?**

The analysis begins with a five year projection of general fund expenditures and revenues. (Attachment 1). The projection begins by establishing a base case for revenues and expenditures and then adds the projected costs of selected initiatives.

**Revenue:**

Fortunately, most of the town's revenue streams are relatively stable with the largest revenue source being the property tax. Building permits, ambulance fees, and interest income are admittedly more variable however they represent a comparably smaller portion of budgeted income. Nevertheless the projections try to incorporate a conservative bias so as avoid an overly optimistic forecast. The forecast also incorporates new revenue sources such as cannabis receipts.

### Expenditures:

The expenditure forecast is arguably a bit deterministic based heavily on assumptions while incorporating known changes including CMERS and the animal shelter. The town's efforts over the years in establishing sinking funds and pay as you go capital projects also made this exercise more manageable.

### Fund Balance:

Reflecting national trends (see attachment) Branford's fund balance has grown significantly since 2019. Admittedly, this is a nice challenge to have as it provides an opportunity to generate interest income while also providing a high level of flexibility in the timing of bond issues since adequate cash is available to fund projects.

### Debt:

The projection with regard to future debt service begins with identifying projects coupled with a rough estimate of future costs and anticipated borrowing dates. (Attachment 2). The debt service estimates reflect a structure that keeps debt service as a percent of the budget under 8% while it ramps up in future years.

I will discuss all of these factors in more detail during the presentation with the aid of the attachments.

### Board of Education

The Board of Education will be looking to conduct a demographic study and facilities master plan in the next year. As a result, BOE facilities, other than WIS athletic facilities are not part of this plan. When these plans are complete an update to this modeling exercise will be required.

### **Are there any other considerations?**

Yes, additional strategies and resources can be considered, including, but not limited to:

- Selling assets and using the proceeds to offset costs.
- Reallocating existing cash balances on soon to be closed out projects. (WIS)
- Identify non-tax dollars to support debt payments. (Foote Trust)
- Work with Branford's delegation to secure grant funding.
- Identify opportunities through the Inflation Reduction Act
- Evaluate opportunities to reduce pension liabilities with an eye toward reducing future payments.
- Continue to seek grant dollars to offset the costs of resiliency projects.



**How should decision makers view the analysis?**

My purpose is to provide a reasonable plan that is logical and budget sensitive while simultaneously striking a balance between services and tax requirements. It is worth underscoring that this memo and accompanying attachments are not intended to analyze and account for every possible situation and undoubtedly changes in interest rates, construction costs and unanticipated events and opportunities may alter the projections. On a positive note, we have managed multiple priorities, projects and challenges in the past which should leave one to conclude that we can make what is aspirational achievable.

CC J Cosgrove  
Board of Finance

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*Mai Estepin*  
BRANTFORD TOWN CLERK

PROJECTION FOR FY 2025-2029

Baseline Forecast

	2024 Budget	2025 Projection	2026 Projection	2027 Projection	2028 Projection	2029 Projection
<b>Revenues</b>						
Taxes	2,096,199	2,030,856	1,826,846	1,645,554	1,482,391	1,391,884
Back taxes, penalties	3,464,882	3,481,782	3,481,687	3,481,587	3,481,511	3,481,430
Intergovernmental Revenue	5,832,561	5,968,802	6,019,366	6,078,897	6,176,622	6,260,592
Licenses, Permits & Fees	791,035	814,766	839,209	864,385	890,317	917,026
Transfer In WPCA	1,561,667	1,561,667	1,561,667	1,624,134	1,689,099	1,756,663
Investment Income	3,156,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000
Fund Balance Appropriation	<b>16,902,344</b>	<b>16,957,873</b>	<b>16,828,773</b>	<b>16,794,566</b>	<b>16,879,940</b>	<b>16,907,595</b>
<b>TOTAL</b>						
	19,622,407	20,800,512	21,394,100	22,004,684	22,632,750	23,301,637
	12,414,291	12,786,720	13,170,321	13,565,431	13,904,567	14,252,181
	6,146,357	6,576,602	7,168,496	7,813,661	8,438,754	9,113,854
	228,343	12,000	12,001	12,002	12,003	12,004
	3,583,502	3,433,502	3,536,507	3,642,602	3,751,880	3,864,437
	1,648,000	1,746,880	1,799,286	1,853,265	1,908,863	1,966,129
	1,434,980	1,521,079	1,612,344	1,668,776	1,727,183	1,787,634
	87,000	95,000	95,000	95,000	95,000	95,000
	60,000	73,000	76,500	80,000	83,500	83,500
	20,000	20,000	20,000	20,000	20,000	20,000
	1,508,365	1,613,951	1,621,451	1,628,951	1,636,451	1,643,951
	275,000	275,000	275,000	275,000	275,000	275,000
	900,000	900,000	910,000	920,000	930,000	940,000
	62,911,644	65,428,110	68,045,234	70,767,044	73,597,725	76,541,634
	1,700,340	1,759,852	1,821,447	1,885,197	1,951,179	2,019,471
	9,378,646	7,962,765	7,040,365	6,934,538	7,102,788	7,012,775
	1,254,999	1,298,924	1,344,386	1,391,440	1,440,140	1,490,545
	600,000	600,000	600,000	600,000	600,000	600,000
	199,956	368,954	381,868	395,233	407,090	419,303
	3,533,857	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
	310,000	310,000	315,000	320,000	325,000	330,000
	2,115,080	750,000	765,000	780,000	795,000	810,000
<b>Total</b>	<b>130,315,768</b>	<b>132,329,256</b>	<b>136,014,577</b>	<b>140,677,463</b>	<b>145,674,375</b>	<b>150,633,499</b>

EXPENDITURES

Wages	19,622,407	20,800,512	21,394,100	22,004,684	22,632,750	23,301,637
Other	12,414,291	12,786,720	13,170,321	13,565,431	13,904,567	14,252,181
Health Insurance	6,146,357	6,576,602	7,168,496	7,813,661	8,438,754	9,113,854
Retiree Health Fund (OPEB)	228,343	12,000	12,001	12,002	12,003	12,004
MERF Pension	3,583,502	3,433,502	3,536,507	3,642,602	3,751,880	3,864,437
FICA	1,648,000	1,746,880	1,799,286	1,853,265	1,908,863	1,966,129
Police	1,434,980	1,521,079	1,612,344	1,668,776	1,727,183	1,787,634
Vol. Fire	87,000	95,000	95,000	95,000	95,000	95,000
Vol Fire Stipends	60,000	73,000	76,500	80,000	83,500	83,500
Unemployment	20,000	20,000	20,000	20,000	20,000	20,000
Property Auto Liability	1,508,365	1,613,951	1,621,451	1,628,951	1,636,451	1,643,951
Heart & Hypertension	275,000	275,000	275,000	275,000	275,000	275,000
Workers Compensation	900,000	900,000	910,000	920,000	930,000	940,000
Education	62,911,644	65,428,110	68,045,234	70,767,044	73,597,725	76,541,634
Blackstone Library	1,700,340	1,759,852	1,821,447	1,885,197	1,951,179	2,019,471
Debt Existing	9,378,646	7,962,765	7,040,365	6,934,538	7,102,788	7,012,775
Counseling Center	1,254,999	1,298,924	1,344,386	1,391,440	1,440,140	1,490,545
WPCA	600,000	600,000	600,000	600,000	600,000	600,000
Animal Control	199,956	368,954	381,868	395,233	407,090	419,303
Capital Projects	3,533,857	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Coastal Resiliency	310,000	310,000	315,000	320,000	325,000	330,000
Contingency	2,115,080	750,000	765,000	780,000	795,000	810,000
<b>Total</b>	<b>130,315,768</b>	<b>132,329,256</b>	<b>136,014,577</b>	<b>140,677,463</b>	<b>145,674,375</b>	<b>150,633,499</b>

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*Neil E. ...*  
BRANFORD TOWN CLERK

Fiscal Year	2024	2025	2026	2027	2028	2029
<b>New Initiatives</b>						
Fire Staffing Plan	1,930,075	3,485,863	3,729,874	3,980,965	4,270,332	
Fire Non-Personnel	125,000	130,000	235,000	250,000	260,000	
Police Personnel	300,000	321,000	343,470	367,513	393,239	
Police Staffing	387,015	396,690	406,608	416,773	427,192	
Debt from Future Issues	584,250	2,832,500	3,650,250	4,447,500	5,224,250	
	0	3,326,340	7,166,064	8,365,201	9,472,751	10,575,013
<b>Total Expenditures Base Level and New Initiatives</b>	<b>130,315,768</b>	<b>135,655,596</b>	<b>143,180,630</b>	<b>149,042,664</b>	<b>155,147,126</b>	<b>161,208,513</b>
<b>Increase in dollars</b>		5,339,828	7,525,034	5,862,034	6,104,462	6,061,386
<b>Increase as a %</b>		4.10%	5.55%	4.09%	4.10%	3.91%
<b>Net to be raised from Taxation (Before added Fund Balance)</b>	<b>113,413,424</b>	<b>118,697,723</b>	<b>126,351,857</b>	<b>132,248,098</b>	<b>138,327,186</b>	<b>144,300,917</b>
<b>Additional Revenue Offset/Increase use of Fund Balance</b>		(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(750,000)
	<b>113,413,424</b>	<b>118,697,723</b>	<b>124,351,857</b>	<b>130,248,098</b>	<b>136,327,186</b>	<b>143,550,917</b>
<b>Tax Relief Programs (Exp less Non-Tax Revenue)</b>	657,699	657,699	657,699	657,699	657,699	657,699
<b>Gross Taxes Available</b>	<b>115,984,873</b>	<b>121,357,826</b>	<b>127,106,818</b>	<b>133,101,980</b>	<b>139,283,056</b>	<b>146,627,978</b>
Uncollected	1,913,750	2,002,404	2,097,263	2,196,183	2,298,170	2,419,362
<b>Grand List</b>	<b>3,879,790,337</b>	<b>3,908,888,765</b>	<b>3,938,205,430</b>	<b>3,967,741,971</b>	<b>3,997,500,036</b>	<b>4,027,481,286</b>
<b>Collection rate</b>	0.9835	0.9835	0.9835	0.9835	0.9835	0.9835
<b>Mill Rate</b>	29.89	31.05	32.28	33.55	34.84	36.41
<b>Increase in Mills</b>		1.15	1.23	1.27	1.30	1.56
<b>Increase %</b>		3.85%	3.96%	3.94%	3.96%	4.49%
<b>Debt Service</b>	9,378,646	8,547,015	9,872,855	10,584,788	11,550,288	12,237,025
<b>% of Budget</b>	7.20%	6.30%	6.90%	7.10%	7.44%	7.59%
<b>Key Assumptions</b>						
Net Taxable GL Growth	0.075%					
Debt Plan (Attached)	4.00%					
BOE	4.10%					
Bond Rates	20					
Bond Terms (Years)						
BOE State Aid Flat						

**Other Considerations**

Staffing for Adequate Fire and Emergency Response Grant (SAFER) could reduce costs in later years  
 Reallocation of bond proceeds from closouts could reduce borrowing  
 Proceeds from asset sales could off set tax requirements  
 Grants could reduce debt requirements (DEEP, Foote, FEMA.)  
 Fire costs assume full costs are budgeted each year and do not reflect partial years  
 Police costs assume full costs are budgeted each year and do not reflect partial years  
 Revaluation (FY 2026) will likely shift tax burden to residential

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*Noel Espin*  
BRANTFORD TOWN CLERK

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Headquarters</b>						
Fire Personnel & Associated Costs (IAFF)	6,204,400	4,647,096	4,262,051	4,560,394	4,879,622	5,221,195
EMT Personnel & Associated Costs (IAFF)	-	1,930,075	1,032,590	1,104,871	1,182,212	1,264,967
<b>Total Costs</b>	6,204,400	6,577,170	5,294,640	5,665,265	6,061,834	6,486,162
Staff Count FF's	40	28	24	24	24	24
Staff Count EMT's		16	8	8	8	8
<b>Total Staff Headquarters</b>	40	44	32	32	32	32
<b>Indian Neck</b>						
Fire Personnel & Associated Costs (IAFF)	250,000	1,991,612	2,131,025	2,280,197	2,439,811	2,610,598
Fire Personnel & Associated Costs (IAFF) (Overtime Fy 2024)	250,000	1,991,612	2,131,025	2,280,197	2,439,811	2,610,598
<b>Total Costs</b>	250,000	1,991,612	2,131,025	2,280,197	2,439,811	2,610,598
Staff Count FF's	-	12	12	12	12	12
Staff Count EMT's	-	-	-	-	-	-
<b>Total Staff Indian Neck</b>	-	12	12	12	12	12
<b>Eastern Station (Acorn Road)</b>						
Fire Personnel & Associated Costs (IAFF)	-	-	2,131,025	2,280,197	2,439,811	2,610,598
EMT Personnel & Associated Costs (IAFF)	-	-	1,032,590	1,104,871	1,182,212	1,264,967
<b>Total Costs</b>	-	-	3,163,615	3,385,068	3,622,023	3,875,565
Staff Count FF's	-	-	12	12	12	12
Staff Count EMT's	-	-	8	8	8	8
<b>Total Staff Acorn Road</b>	-	-	20	20	20	20
<b>Summary</b>						
<b>Total Staff</b>	40	56	64	64	64	64
<b>Total Costs</b>	6,454,400	8,568,783	10,589,281	11,330,531	12,123,668	12,972,324
<b>Costs of Current Staffing (40 FF/PM)</b>	6,204,400	6,638,708	7,103,418	7,600,657	8,132,703	8,701,992
<b>Costs of Staffing Plan</b>	250,000	1,930,075	3,485,863	3,729,874	3,990,965	4,270,332
<b>Assumptions</b>						
Annual Personnel and Associated Costs / FF	155,110	165,968	177,585	190,016	203,318	217,550
Annual Personnel and Associated Costs / EMT	112,738	120,630	129,074	138,109	147,777	158,121
Increase per year wages and benefits		1.07	1.07	1.07	1.07	1.07

**Estimate of Projects to be Funded**

Lists of Funding Items	Est Costs	FY 2025	FY 2026	FY 2027	Fy 2028	Fy 2029	Fy 2030	Total
Police (see below)	20,125,000	17,000,000	3,125,000	-	-	-	-	20,125,000
BHS Roof/Windows	6,000,000	3,000,000	3,000,000	-	-	-	-	6,000,000
Athletic Facility (WIS)	7,650,000	6,650,000	1,000,000	-	-	-	-	7,650,000
Athletic Upgrades (Parks)	3,500,000	875,000	1,500,000	1,500,000	4,000,000	8,000,000	1,125,000	3,500,000
WWTP & Sewers	12,000,000	5,000,000	2,000,000	2,000,000	3,000,000	-	-	12,000,000
Acom Road Station	2,250,000	1,050,000	1,200,000	-	-	-	-	5,000,000
Supply Pond Bridge	1,100,000	800,000	300,000	-	-	-	-	2,250,000
Fueling Station	18,375,000	28,500,000	9,500,000	6,000,000	2,500,000	1,500,000	8,375,000	1,100,000
Contingency,Matches & Unknowns	76,000,000	28,500,000	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	18,375,000
<b>Total</b>								

**Estimate of Debt Service Requirements for Funded Projects**

FY	Sale Date Fiscal Year Existing (P and I) Budget	Oct-24	Oct-25	Oct-26	Oct-27	Oct-28	Oct-29	Total	Budget	%	Costs
		2025	2026	2027	2028	2029	2030				
2024	9,378,646	-	-	-	-	-	-	9,378,646	130,315,768	7.20%	584,250
2025	7,962,765	584,250	194,750	194,750	-	-	-	8,547,015	135,007,136	6.33%	2,832,500
2026	7,040,355	2,637,750	879,250	879,250	-	-	-	9,872,855	139,867,393	7.06%	3,650,250
2027	6,934,538	2,576,250	879,250	194,750	194,750	194,750	-	10,584,788	144,902,619	7.30%	4,447,500
2028	7,102,788	2,514,750	858,750	879,250	879,250	879,250	194,750	11,550,288	150,119,113	7.69%	5,224,250
2029	7,012,775	2,453,250	838,250	858,750	879,250	879,250	194,750	12,237,025	155,523,401	7.87%	5,980,500
2030	6,782,713	2,391,750	817,750	838,250	858,750	879,250	194,750	12,763,213	161,122,243	7.92%	6,521,500
2031	6,651,856	2,330,250	797,250	817,750	838,250	858,750	194,750	13,173,356	166,922,644	7.89%	6,357,500
2032	6,514,788	2,268,750	776,750	797,250	817,750	838,250	194,750	12,872,288	172,931,859	7.44%	6,193,500
2033	4,197,113	2,207,250	756,250	776,750	797,250	817,750	194,750	10,390,613	179,157,406	5.80%	6,029,500
2034	3,752,288	2,145,750	735,750	756,250	776,750	797,250	194,750	9,781,788	185,607,073	5.27%	

**Other Considerations**

May 2023 200,000 in bond proceeds allocated to police project  
 Foote Trust / Debt Model  
 Grants may be available for Schools, WWTP and Firehouse  
 Sale of Assets Canoe Brook and 1111 Main Street  
 Proceeds from WIS Project will be reallocated in the future

**Changes in Outstanding Debt**

	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029	Fiscal Year 2030
Beginning Balance	77,160,000	70,025,000	92,135,000	94,495,000	96,355,000	97,425,000	97,955,000
<b>Add</b>							
October 2024 Sale (FY2025)		28,500,000					
October 2025 Sale (FY2026)			9,500,000				
October 2026 Sale (FY2027)				9,500,000			
October 2027 Sale (FY2028)					9,500,000		
October 2028 Sale (FY2029)						9,500,000	
October 2029 Sale (FY2030)							9,500,000
<b>Total</b>	<b>77,160,000</b>	<b>98,525,000</b>	<b>101,635,000</b>	<b>103,995,000</b>	<b>105,855,000</b>	<b>106,925,000</b>	<b>97,955,000</b>
<b>Less</b>							
Paydowns Existing Debt 7/1/2023	7,135,000	6,390,000	5,640,000	5,640,000	5,930,000	5,970,000	5,870,000
Paydown FY 2026			1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Paydown FY 2027				500,000	500,000	500,000	1,500,000
Paydown FY 2028					500,000	500,000	1,000,000
Paydown FY 2029						500,000	500,000
Paydown FY 2030							500,000
<b>Total</b>	<b>7,135,000</b>	<b>6,390,000</b>	<b>7,140,000</b>	<b>7,640,000</b>	<b>8,430,000</b>	<b>8,970,000</b>	<b>10,870,000</b>
Ending Balance	70,025,000	92,135,000	94,495,000	96,355,000	97,425,000	97,955,000	87,085,000
Increase in debt outstanding over the period starting 7/1/2023				9,925,000			

OFFICE OF THE TREASURER  
BRANFORD, CONNECTICUT

Items #6&7

1019 MAIN STREET  
POST OFFICE BOX 150



(203) 315-0663  
FAX (203) 315-3736  
WWW.BRANFORD-CT.GOV

Date: January 24, 2024  
To: Joseph Mooney  
Chairman, Board of Finance  
From: James P. Finch  
Finance Director  
Re: Resolutions – Police Headquarters Renovation, WIS Athletic Complex

*James P. Finch*  
BRANFORD, CT 06405

2024 JAN 25 P 1:33

RECEIVED

Last winter the Board of Finance and RTM approved a resolution for \$325,000 to engage a construction manager to estimate the scope and costs of the police headquarters renovation. The original resolution prepared by bond counsel was crafted in a manner that would make it easier to execute future amendments. The attached amendment increases the resolution by \$20 million to account for anticipated construction costs as outlined in the renovation request and supporting letters from the Police Commission and First Selectman.

The second resolution provides for an appropriation and bond authorization of \$7,650,000 for the athletic complex at the middle school. As you may recall, a presentation was made to the board in November.

Actions for Consideration:

Request a motion to waive the full reading of the resolutions and I have attached a "First Person Version" for your use.

Approve the attached resolutions.

Cc J. Cosgrove  
J. Mulhern  
L. Arpin

A RESOLUTION AMENDING "RESOLUTION AUTHORIZING AN APPROPRIATION OF \$325,000 FOR THE POLICE HEADQUARTERS RENOVATION PROJECT AND THE FINANCING OF SAID APPROPRIATION BY THE ISSUANCE OF GENERAL OBLIGATION BONDS OF THE TOWN AND NOTES IN ANTICIPATION OF SUCH BONDS IN AN AMOUNT NOT TO EXCEED \$325,000 THEREFOR" TO INCREASE THE SCOPE OF THE PROJECT AND INCREASE THE APPROPRIATION AND BOND AUTHORIZATION THEREIN BY AN ADDITIONAL \$20,000,000

*M. St. Pierre*  
BRANFORD TOWN CLERK

2024 JAN 26 A 8:55

RECEIVED

WHEREAS, a resolution entitled "RESOLUTION AUTHORIZING AN APPROPRIATION OF \$325,000 FOR THE POLICE HEADQUARTERS RENOVATION PROJECT AND THE FINANCING OF SAID APPROPRIATION BY THE ISSUANCE OF GENERAL OBLIGATION BONDS OF THE TOWN AND NOTES IN ANTICIPATION OF SUCH BONDS IN AN AMOUNT NOT TO EXCEED \$325,000 THEREFOR" was adopted by the Representative Town Meeting on February 8, 2023 (the "Original Resolution"); and

WHEREAS, the Town of Branford (the "Town") would like to amend the project scope of the Original Resolution to include the addition of the improvements.

NOW THEREFORE BE IT RESOLVED:

**Section I.** The Original Resolution is hereby ratified, confirmed and adopted, and is amended to modify the scope of the Project, to increase the appropriation and bond authorization therein by \$20,000,000, from \$325,000 to \$20,325,000, and to make amendments to such resolution as set forth herein.

**Section II.** The caption of the Original Resolution is replaced in its entirety as follows:

RESOLUTION APPROPRIATING \$20,325,000 FOR THE POLICE HEADQUARTERS RENOVATION PROJECT AND AUTHORIZING THE ISSUE OF \$20,325,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE

**Section III.** Section 1 of the Original Resolution is replaced in its entirety as follows:

Section 1. The sum of \$20,325,000 is appropriated by the Town of Branford, Connecticut (the "Town"), for (i) preliminary costs (including architectural and construction management fees) to determine the cost and scope of the renovation of the police headquarters located at 33 Laurel Street in the Town (the "Police Headquarters"), (ii) the planning, acquisition and construction of renovations to the Police Headquarters and the firearms training range located at 30 Harrison Avenue in the Town, including, but not limited to, a carport structure, related site improvements, relocation and temporary facility expenses, communications and computer infrastructure and equipment, furniture, fixtures and equipment, utilities, HVAC systems, repair or improvement of structures affected by the construction, testing, remediation,



surveying, and appurtenances related to the foregoing, or so much thereof or such additional improvements as may be accomplished within said appropriation, and for architectural, engineering, other consultant services as required, in part, and approximately in accordance with the Downes Construction Company report dated November 13, 2023, as may be amended, and (iii) insurance, legal, printing, capitalized interest, financing and debt administration costs (the "Project").

**Section IV.** The first sentence of Section 2 of the Original Resolution is replaced in its entirety as follows:

Section 2. To meet said appropriation, \$20,325,000 bonds of the Town or so much thereof as shall be necessary for such purpose, shall be issued, maturing not later than the twentieth year after their date, or such later date as may be allowed by law.

**Section V.** Sections 3 through 7 of the Original Resolution remain unchanged and are hereby ratified, confirmed and adopted.


**Board of Recreation**

**Paul Criscuolo**  
Chairman

**Helen "Bimmie" Herget**  
Clerk

**Deborah Conklin**  
**Jeanne Crowley**  
**William T. O'Brien**

**Parks & Recreation Staff**

**Alex A. Palluzzi, Jr.**  
Director

**Dale B. Izzo**  
Assistant Director

**Victor Amatori, Jr.**  
Program Supervisor

**Ricky DiRago**  
Program Coordinator

**Colin Sheehan**  
Arts, Culture, &  
Special Events Coordinator

**Monica Sullivan**  
Administrative Assistant

**Kelly Gesuero**  
Administrative Assistant

**Nicholas Polastri**  
Lead Maintainer

**Jeffrey Sitz**  
**Colin Tracy**  
Maintainers

January 10, 2024

*Wai E. Quinn*  
BRANFORD TOWN CLERK

Dear Members of the Board of Finance:

The Branford Board of Recreation enthusiastically supports the athletic field proposal at the Walsh Intermediate School. This is not only a fitting completion to the recent construction at the school, but also presents a much-needed addition to the sports and recreation facilities for the Town of Branford. While a significant improvement to the school's facilities and programs, the project also offers many additional opportunities for the well being and recreation for Branford's citizens.

With the growth of both school-administered athletic programs and the explosive growth of town-wide youth athletic and recreational activities, the plan can enhance the health and enjoyment of our population. The upgraded facilities will offer a much safer and accessible area for all of our Walsh students and youth sports teams and participants. Of upmost importance is the accessibility to the proposed facility to handicapped residents and students.

The Athletic Facilities Strategic Plan, done by BL Companies, noted experts in the field, included an in-depth study of Branford's athletic facilities, coming trends in sports and recreation, numerous public meetings, and focus groups has recommended that the Walsh facility plan be an important step in bringing our town's athletic and recreational facilities into the future. Branford has always been a leader in the recreation and sports for their citizens and this is a way to maintain that position.

We are confident that you will give every consideration to the improvement project at Walsh Intermediate School and share our vision for the health and enjoyment of all Branford residents.

Very truly yours,

Paul J. Criscuolo  
Chairman, Board of Recreation

Alex Palluzzi, Jr.  
Director, Parks and Recreation

cc: Board of Selectman  
Christopher Tranberg, Ph.D, Superintendent of Schools  
Peter Berdon, Board of Education Chair

46 CHURCH STREET \* BRANFORD, CT \* 06405

OFFICE: 203.488.8304 FAX: 203.315.4017

EMAIL: recreation@branford-ct.gov WEB: www.branfordrecreation.org

CHRISTOPHER J. TRANBERG, PH.D.  
Superintendent of Schools

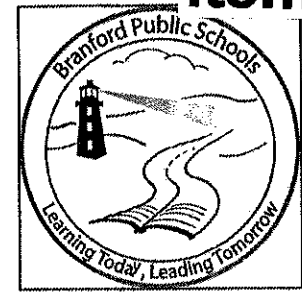
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2024 JAN -5 P 4: 26

ALLISON K. MORAN  
Assistant Superintendent of Schools

DONALD A. NEEL  
Chief Operating Officer

*Kate Stinson*  
BRANFORD TOWN CLERK



**BRANFORD PUBLIC SCHOOLS**

185 Damascus Road, Branford, CT 06405-3717  
203.488.7276 • Fax 475.338.3910

January 5, 2024

Dear Members of the Board of Finance,

On behalf of the Branford Board of Education and district administration, we are writing to express our wholehearted support for the proposed improvement project to reimagine the athletic fields at Walsh Intermediate School. While this facility upgrade is of tremendous benefit to our schools, we firmly believe that investing in these facilities will also contribute significantly to the overall well-being and development of the Branford Community.

The athletic fields at Walsh Intermediate School play a crucial role in fostering physical fitness, teamwork, and a sense of community among our students on a regular basis through our comprehensive physical education program. A well-maintained and upgraded sports facility will not only enhance the overall student experience but will also provide a greater level of access to a larger population of students. Additionally, this improvement will provide a safe and enjoyable space for school-based extracurricular activities and youth sports.

Improving the athletic fields aligns with the broader goal of nurturing a healthy and active lifestyle among our youth. Quality athletic facilities are essential for the physical and mental well-being of our students, promoting discipline, resilience, and teamwork. These attributes are fundamental to their personal growth and success in various aspects of life.

Furthermore, upgraded athletic fields will provide parallel facilities to our outstanding new building construction at WIS. A thriving school with excellent facilities contributes to the overall appeal of our town, making it an attractive place to live for families seeking a high-quality education and a safe environment.

We are confident that supporting the improvement project for the athletic fields at Walsh Intermediate School is an investment in the future. The Board and administration trust that your decision will reflect the shared commitment to the well-being and success of the community. Thank you for your consideration.

Sincerely,

Peter Berdon  
Board of Education Chair

Christopher Tranberg, Ph.D.  
Superintendent of Schools

cc: James Cosgrove, First Selectman  
Board of Education Members  
Alex Paluzzi, Director Parks & Recreation Department

RECEIVED

2024 JAN 26 A 8:55

Walsh Intermediate School

RESOLUTION AUTHORIZING AN APPROPRIATION OF \$7,650,000 FOR THE WALSH FIELD IMPROVEMENT PROJECT AND THE FINANCING OF SAID APPROPRIATION BY THE ISSUANCE OF GENERAL OBLIGATION BONDS OF THE TOWN AND NOTES IN ANTICIPATION OF SUCH BONDS IN AN AMOUNT NOT TO EXCEED \$7,650,000 THEREFOR

Section 1. The sum of \$7,650,000 is appropriated by the Town of Branford, Connecticut (the "Town"), (a) for expenditures related to improvements to the Walsh Intermediate School athletic fields and facilities, including, but not limited to, the planning, design, acquisition and construction costs, equipment, materials, architects' fees, engineering fees, insurance, inspection costs, demolition costs and project management fees related to general site improvements, a new synthetic field, ball field improvements and lighting, as well as other work related to such improvements and appurtenances thereto, or such improvements as may be accomplished within said appropriation, and (b) for interest on borrowings and other financing costs, and for administrative, printing, financing and legal costs and costs of issuance related thereto (the "Project"). The Project shall be constructed approximately in accordance with the BL Companies proposal dated November 27, 2023.

Section 2. To meet said appropriation, \$7,650,000 bonds of the Town or so much thereof as shall be necessary for such purpose, shall be issued, maturing not later than the twentieth year after their date, or such later date as may be authorized by law. Said bonds may be issued in one or more series as determined by the First Selectman and the Town Treasurer (the First Selectman and the Town Treasurer hereinafter referred to as the "Town Officials"), and the amount of bonds of each series to be issued shall be fixed by the Town Officials. Said bonds shall be issued in the amount necessary to meet the cost of the Project, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient, with other funds that may be available for the Project, to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the administrative, printing and legal costs of issuing the bonds. Capital project revenues, including bid premiums and income derived from the investment of proceeds from bonds issued pursuant to this resolution (and net investment income derived from the investment of note proceeds) are authorized to be credited by the Director of Finance to the project account and expended to pay project expenses customarily paid therefrom. The bonds shall be in the denomination of \$1,000 or a whole multiple thereof, or, be combined with other bonds of the Town and such combined issue shall be in the denomination per aggregate maturity of \$1,000 or a whole multiple thereof, be issued in fully registered form, be executed in the name and on behalf of the Town by the manual or facsimile signatures of the Town Officials, bear the Town seal or a facsimile thereof, be certified by a bank or trust company designated by the Town Officials, which bank or trust company may be designated the registrar and transfer agent, be payable at a bank or trust company designated by the Town Officials and be approved as to their legality by bond counsel. They shall bear such rate or rates of interest as shall be determined by the Town Officials. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the

principal thereof and the interest thereon and shall be paid from property taxation to the extent not paid from other funds available for the payment thereon. The aggregate principal amount of the bonds to be issued, the annual installments of principal, redemption provisions, if any, the date, time of issue and sale and other terms, details and particulars of such bonds, shall be determined by the Town Officials, in accordance with the General Statutes of the State of Connecticut, Revision of 1958, as amended (the "Statutes").

Section 3. Said bonds shall be sold by the Town Officials in a competitive offering or by negotiation, in their discretion. If sold at competitive offering, the bonds shall be sold upon sealed proposals, auction, or similar competitive process at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town. A notice of sale or a summary thereof describing the bonds and setting forth the terms and conditions of the sale shall be published (which may include electronic publication) at least five days in advance of the sale in a recognized publication carrying municipal bond notices and devoted primarily to financial news and the subject of state and municipal bonds.

Section 4. The Town Officials are authorized to make temporary borrowings in anticipation of the receipt of the proceeds of said bonds. Notes evidencing such borrowings shall be executed in the name and on behalf of the Town by the manual or facsimile signatures of the Town Officials, bear the Town seal or a facsimile thereof, be payable at a bank or trust company designated by the Town Officials, be approved as to their legality by bond counsel, and be certified by a bank or trust company designated by the Town Officials, pursuant to Section 7-373 of the Statutes. They shall be issued with maturity dates which comply with the provisions of the General Statutes governing the issuance of such notes, as the same may be amended from time to time. The notes shall be general obligations of the Town and each of the notes shall recite that every requirement of law relating to its issue has been duly complied with, that such note is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon and shall be paid from property taxation to the extent not paid from other funds available for the payment thereon. The net interest cost on such notes, including renewals thereof, and the expense of preparing, issuing and marketing them, to the extent paid from the proceeds of such renewals or said bonds, shall be included as a cost of the project. Upon the sale of said bonds, the proceeds thereof, to the extent required, shall be applied forthwith to the payment of the principal of and the interest on any such notes then outstanding or shall be deposited with a bank or trust company in trust for such purpose.

Section 5. Resolution of Official Intent to Reimburse Expenditures with Borrowings. The Town hereby expresses its official intent pursuant to Section 1.150-2 of the Federal Income Tax Regulations, Title 26 (the "Treasury Regulations"), to reimburse expenditures paid sixty days prior to and any time after the date of passage of this resolution in the maximum amount and for the Project defined in Section 1 with the proceeds of bonds, notes, or other obligations ("Bonds") authorized to be issued by the Town. The Bonds shall be issued to reimburse such expenditures not later than 18 months after the later of the date of the original expenditure or the substantial completion of the Project, or such later date the Treasury Regulations may authorize. The Town hereby certifies that the intention to reimburse as expressed herein is based upon its reasonable expectations as of this date. The Director of Finance, or designee, is authorized to

pay Project expenses in accordance herewith pending the issuance of reimbursement bonds, and to amend this declaration. The Town Officials are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds, notes or other obligations authorized by this resolution, if issued on a tax-exempt basis.

Section 6. The Town Officials are hereby authorized to exercise all powers conferred by Section 3-20e of the Statutes with respect to secondary market disclosure and to provide annual information and notices of material events as enumerated in Securities and Exchange Commission Exchange Act Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this resolution.

Section 7. It is hereby found and determined that it is in the public interest to issue all, or a portion of, the bonds, notes or other obligations of the Town authorized to be issued herein as qualified private activity bonds, or with interest that is includable in gross income of the holders thereof for purposes of federal income taxation. The Town Officials are hereby authorized to issue and utilize without further approval any financing alternative currently or hereafter available to municipal governments pursuant to law, including but not limited to any "tax credit bond," "tax-advantaged bond," including direct payment and tax credit versions of such bonds.

RECEIVED

2024 JAN 26 A 9:36

## Town of Branford Fund Balance and Debt Policies

*Wesley E. Quinn*  
BRANFORD TOWN CLERK

### Introduction:

The following policies are enacted in an effort to standardize and rationalize the issuance and management of debt by the Town of Branford, and for the maintenance of fund balance targets in the Town's General Fund.

## Fund Balance Policy

### *Purpose*

The Town of Branford recognizes the need to maintain adequate levels of financial resources to mitigate current and future risks such as revenue shortfalls and unanticipated or one-time emergency expenditures, and to ensure a stable tax structure. Since actual results of operations usually vary from the original adopted budget, sufficient levels of unreserved fund balance can provide for the continued orderly operations of town government and the provision of services to its residents. Fund balance provides stability and the financial flexibility to respond to unexpected adversity, opportunities, and flexibility with the timing and size of debt issues.

### General Fund Balance Policy GASB 54

The Fund Balance Policy is proposed in accordance with the Governmental Accounting Standards Board (GASB) Statement No. 54, *Funding Balance Reporting and Governmental Fund Definitions*. As a result, Fund Balance is to be reported using the five major classifications of the statement.

- 1) **Non-spendable:** Includes amounts either not in spendable form, or legally or contractually required to be maintained intact. This would include inventory, prepaid expenditures, and non-current receivables.
- 2) **Restricted:** Includes amounts whereby constraints are placed on the use either imposed by creditors (such as through debt covenants), grantors, contributors, laws or regulations of other governments; or imposed by laws through constitutional provisions or enabling legislation. This would generally include amounts in bonded capital project funds, debt service funds, and program funds funded with federal program dollars.
- 3) **Committed:** Includes amounts that are committed for specific purposes by formal action of the Board of Finance. Amounts classified as "committed" are not subject to legal enforceability like restricted fund balance, however, these amounts cannot be used for any other purpose unless the Board of Finance removes or changes the limitation by taking the same action it employed to previously impose the limitation. Action to constrain resources must occur prior to year-end, however, the amount can be determined in the subsequent period.
- 4) **Assigned:** Includes amounts that are intended by the Town to be used for specific purposes, but are neither restricted nor limited. This policy hereby delegates the authority to assign amounts to be used for specific purposes to the Board of Finance for the purpose of reporting these amounts in the annual financial statements. (Example the amount of fund balance assigned to a subsequent year's budget).

5) **Unassigned:** Includes any remaining amounts after applying the above definitions.

**Fund Balance Target:**

It is Branford's goal to achieve and maintain an unassigned fund balance in the General Fund equal to 20% - 25% of regular operating revenues which incorporates the Government Finance Officers Associations best practice of two months of budgeted expenditures. The unassigned fund balance may only be reduced below the goal level for non-routine circumstances, such as severe economic downturns or other unanticipated budget shortfalls. Exceptions and/or changes to this policy may be allowed under certain unique conditions to maintain flexibility in case of emergencies and one-time opportunities.

Replenishment of Reserves – If the unassigned fund balance falls below the minimum level, the Town will replenish the fund balance during the annual budget process by appropriating at least 25% of the difference between the policy level and the unassigned fund balance each year until the policy level is met.



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Debt Policy 2024 JAN 26 A 9:36

**Purpose**

The purpose of the debt policy is to establish conditions for the use of debt; create procedures and policies that minimize the Town's debt service and issuance costs for the bonds that are issued; retain the highest practical credit rating; maintain full and complete financial disclosure and reporting; and maintain established levels of debt within certain measures of affordability.

*Neil Shapiro*  
Town of Shelton

**Debt Policy Target:**

Use of Debt Financing – Debt financing, which include general obligation bonds, revenue bonds, certificates of obligation, certificates of participation, commercial paper, lease/purchase agreements, and other obligations permitted to be issued or incurred under Connecticut law, shall be used to purchase capital assets and infrastructure improvements and additions. Assets acquired with debit should last longer than the time it takes to repay the debt.

Issuing Additional Debt – The Town shall not assume additional tax-supported general-purpose debt without performing an analysis as to the community's ability to assume and support additional debt service payments.

Affordability Targets – The Town shall employ an analytical approach to determine whether it can afford to assume new general-purpose debt beyond what it retires each year. The approach will measure the ratio of Net Annual Debt Service expenditures to Total Budgeted Expenditures in the General Fund.

The Town will aim to limit this ratio within a range of six (6) to eight (8.5) percent. To achieve this objective the Town will limit the dollar amount of bonds that are planned to be issued each year. The limit will be that the annual debt service repayment schedule that results from the proposed bond issues will not exceed the above target.

Debt Structure – There shall be no debt structures that include increasing debt service levels in subsequent years, with the first and second year of a bond payout schedule the exception. There shall always be at least interest paid in the first full fiscal year after a bond sale. Principal will start to be repaid no later than the second fiscal year after the bond issue for general obligation debt. There shall be no capitalized interest included in the debt structure.

Call Provisions – Call provisions for bond issues shall be made as short as to provide maximum flexibility to refinance debt in the future for the Town. When economically feasible, all bonds shall be callable only at par.

Bond Sales – The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated sale (Example Bond Refunding). The Town shall attempt to award the bonds based on a true interest cost (TIC) basis. However, the Town may award bonds based on a net interest cost (NIC) basis as long as the financial advisor agrees that the NIC basis can satisfactorily determine the lowest and best bid.

Rating Agencies – Town staff, with assistance of financial advisors and bond counsel, shall prepare the necessary materials and presentation to the rating agencies. Credit rating(s) will be sought from Standard & Poor's, and others if recommended by the Town's financial advisor. The Town shall endeavor to at a minimum keep its current bond rating of AAA by Standard and Poor's.

Continuing Disclosure – The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities and will abide by the provisions of Securities and

Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure.

Refunding Outstanding Bonds – Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 2.0% of the refunded maturities.

OFFICE OF THE TREASURER  
BRANFORD, CONNECTICUT

Item #10

1019 MAIN STREET  
POST OFFICE BOX 150



(203) 315-0663  
FAX (203) 315-3736  
WWW.BRANFORD-CT.GOV

Date: January 25, 2024

To: Joseph Mooney, Chairman Board of Finance

From: James Finch, Director of Finance

Re: Auditor Appointment 23-24

A handwritten signature in black ink, appearing to be "James Finch", is written over the "From:" line of the header.

MAILED  
BRANFORD TOWN CLERK

2024 JAN 25 P 3:34

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As you are aware the Town of Branford was cited in the audit for not having completed the 2022 audit in a timely fashion. I have informed the auditors and the state that we will be implementing an action plan and part of our action plan will span two audit years (FY 22-23 and FY 23-24) as we compress the gap from the year end close and publishing financial statements.. A key element of the plan is to effectively obtain multi-year commitments from our auditors. In this regard I am asking the Board of Finance to appoint auditors for the FY 23-24 year which will allow field work to begin in the fall with a target completion date of December. In a recent meeting with state officials and peers we learned that many communities have sought and obtained multiple year agreements with their audit firm.

It is also important to underscore that despite our best efforts this plan relies on all parties (Town, BOE and auditor firm) having adequate resources in place throughout the process.

**BOARD OF FINANCE  
TOWN OF BRANFORD  
BRANFORD, CONNECTICUT 06405**

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2024 JAN 23 A 11:44

JOSEPH W. MOONEY, CHAIRMAN  
HARRY DIADAMO  
VICTOR J. CASSELLA  
PAMELA DeLISE  
CHARLES F. SHELTON, JR.  
JEFFREY E. VAILETTE



*Lisa E. Arpin*  
EX-OFFICIO  
JAMES B. COSGROVE, First Selectman  
CLERK  
LISA E. ARPIN MMC MCTC, Town Clerk

**2024 MEETING SCHEDULE**

Regular meetings of the Board of Finance are scheduled for the last Monday of each month at Fire Headquarters, 45 North Main Street, in the 2<sup>nd</sup> floor Training Room, beginning at 7:30 p.m., unless otherwise noted or rescheduled.

Month	Date	Time
January	Monday, January 29 (Special)	7:30 p.m.
February	Monday, February 26 (Special)	7:30 p.m.
* March Budget Meetings	Monday, March 18 Tuesday, March 19 Thursday, March 21 Monday, April 1	7:00 p.m.
April	Monday, April 29	7:30 p.m.
May	Monday, May 20 (due to Memorial Day)	7:30 p.m.
June	Monday, June 24	7:30 p.m.
July	Monday, July 29	7:30 p.m.
August	Monday, August 26	7:30 p.m.
September	Monday, September 30	7:30 p.m.
October	Monday, October 28	7:30 p.m.
November	Monday, November 25	7:30 p.m.
January	Monday, January 27, 2025	7:30 p.m.