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12 pages

  
TOWN CLERK

Board of Finance, Town of Stafford  
Veteran's Meeting Room  
Regular Meeting  
August 26, 2019 7 PM

**Board Members Present:** Jane Slater, Tony Pellegrino, David Walsh  
**Board Members Absent:** Brian Bagley, Gary Fisher, Francis Moriarty  
**Board Alternates Present:** Steven Geryk, Conrado Ulloa  
**Board Alternate Absent:** Richard Shuck

Also in attendance were CFO Lisa Baxter, Board of Education Chair Sonya Shegogue, Superintendent of Schools Steven Moccio, Board of Education Business Manager Diane Peters, and Stafford resident Chris Joseph.

1) **CALL MEETING TO ORDER**

Chairman Slater called the meeting to order at 7:02 PM.

2) **ESTABLISH A QUORUM**

Upon motion of Mr. Pellegrino and seconded by Mr. Walsh, the Board voted unanimously to seat alternate members Steven Geryk and Conrado Ulloa. A quorum was established.

3) **APPROVE MINUTES OF JULY 29, 2019 REGULAR MEETING**

Upon motion of Mr. Ulloa and seconded by Mr. Pellegrino, the Board unanimously approved the minutes from the July 29, 2019 regular meeting.

4) **CHRIS JOSEPH PRESENTATION**

Resident and Planning and Zoning Commission Alternate Member Chris Joseph attended the meeting to discuss with the Board his thoughts and ideas on generating revenue and reducing taxes for the Town. He distributed to the members a detailed proposal of purchasing land and building an active adult retirement community that the Town would manage. *(see attached)* He first shared his proposal with First Selectman Mary Mitta, and she encouraged him to speak with various Boards and Commissions to get feedback and direction. Mr. Joseph would like input from the Board, and Mr. Walsh agreed to meet with him outside of a Board meeting so they can discuss in detail his proposal. Mr. Walsh will bring to the Board at a future meeting his findings from their discussion.

5) **BOARD OF EDUCATION**

Superintendent Moccio addressed the Board about a possible excess of ECS money to be returned by the State. He wanted to begin discussions about how the town would allocate the funds, and suggested that it could go the Board of Education's capital projects fund for a reconfiguration study and engineering reports on the elementary schools. CFO Baxter explained that presently the town

does not know what the ECS return will be, that it gets paid quarterly to the Town and the first payment will be coming at the end of October. She agreed that if all the ECS funding comes in higher than anticipated, the excess money could go into the Board of Ed capital projects fund.

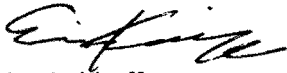
6) **TRANSFERS**

Upon motion of Mr. Pellegrino and seconded by Mr. Ulloa, the Board unanimously approved the transfer requests as presented. *(see attached)*

5) **ADJOURNMENT**

Upon motion of Mr. Walsh and seconded by Mr. Pellegrino, the Board unanimously voted to adjourn at 8:00 PM.

Respectfully Submitted,



Erin Kirchhoffer  
Recording Secretary, Board of Finance

Attachments

# Revenue Generation and Tax Reduction Proposal for the Town of Stafford

## *& Collateral Resident Benefits*

### **Proposal**

The town purchases property with the intention of deriving revenue through the management of a 50 plus active adult retirement community in order to provide quality and attractive housing options for retirees. In addition to generating revenue, this project will also encourage resident retention (as our largest town demographic ages), alleviate the lack of senior housing and effectively lessen the 82% current employment leakage by opening up the doors to an industry and redirecting a portion of the 42.5 million dollars spent annually on commuter expenses, back into Stafford's local economy.

From an economic development stand point, we need to shift our focus from trying to attract individual businesses to trying to attract an industry. By focusing on attracting an industry rather than an individual employer, we can exponentially raise the Grand List – so the more we build, the more taxes we generate.

### **The Need for Increased Town Revenue**

Based upon what appears to be a shared consensus from the citizenry, including board and commission members, there is a need for Stafford to do something regarding its economic (financially bereft) condition. Sparked by comments made by EDC members and the different population groups identified in Donald Poland's 2019 report, it seems that we have an opportunity to create economic growth, more jobs for citizens in town and stabilize population leakage of both younger and older populations to more accommodating and desirable locations.

### **Considerations**

What are our goals as a community and how much revenue do we need to generate to achieve those goals?

### **Suggested Goals**

- Paid fire department
- Completion of sidewalk project along 190
- Town-wide sewer system upgrade to today's standards
- Increase local employment opportunities
- Create a market for new businesses
- Develop an industry

## The Need for In-Town Resident Employment:

“Using several data sources from the US Census such as place-of-work and commute times, we estimate that approximately 82% of Stafford’s labor force works outside of Stafford meaning that approximately 18% or 1,152 persons who live in Stafford also work in Stafford.” (2019 Donald Poland Report)

Stafford only has enough available jobs to support 45.9% of the currently employed population; if all these jobs were filled by Stafford residents, it would still leave a deficit of 54.1% of workers who would be forced to work outside of town due to lack of jobs. The median travel time is 29.5 minutes each way. (2019 Donald Poland Report)

### Implications

At an hour commute per day, both travel time and cost of travel is significant. This means that there are a large number of residents travelling long distances to find employment. According to these numbers, Stafford is the blue collar equivalent of a bedroom community. This is particularly concerning since blue collar jobs typically result in less disposable income. Furthermore, each one of these workers spend at least 1 hour a day less in the community.

### Estimated Town-Wide Dollars Spent by Stafford Work Force Commuting to out of Town Jobs:

- 5,280 residents commute to out of town jobs.
- Average commuter distance and time traveled is 29.5 min. / 30 miles one way. Totaling 60 miles a day.

\*Chart based on Federal reimbursement rate for mileage of \$.56 per mile (fuel, vehicle, insurance)

| Round Trip Mileage Costs             |              |               |                |               |
|--------------------------------------|--------------|---------------|----------------|---------------|
| (60 miles a day<br>X \$.56 per mile) | Cost per Day | Cost per Week | Cost per Month | Cost per Year |
| Per Worker                           | \$33.60      | \$168         | \$672          | \$8064        |
| Per Workforce                        | \$177,408    | \$887,040     | \$3,548,160    | \$42,577,920  |

### Suggestion

1/3 of commuting workers (1,742 employees) spend 14.05 million dollars annually on transportation-related expenses. If we could lessen their commute to just 10 miles each way per day, that would put an estimated 9.27 million dollars’ worth of disposable income back into residents’ pockets annually.

### Employment Statistics (based off of 2019 Census and Donald Poland Report)

Of the 11,949 people who live in Stafford...

- 9,587 people are 18 or older (82.2%).
- Out of the 9,587 people, 6,432 are currently employed.
- Only 1152 (18%) are currently working in Stafford.
- Stafford jobs total 2953 (less than half of the total work force).
- Only 45.9% of the work force over the age of 16 could be employed locally.
- There is a 54.1% employment leakage.
- 45.8% of the employable population in Stafford are service workers (67.2% of those service jobs are blue collar)
- There is a 7% unemployment rate (non-disabled)

## The Need for Housing

According to Housing Authority Resident Service Coordinator, Fran Little, who coordinates services for Somers and Stafford, Stafford currently has 238 people on their waiting list for housing. Somers has approximately 200 plus people on their waiting list. She states, “If I had 400 units become available today, I could have the spaces filled by the end of the week”. Even if Woodland Springs, another senior housing development within Stafford, doubled their total 79 units, that would still leave 321 people on the waiting list – and that is just accounting for Stafford and Somers, not the rest of Tolland County.

Woodland Springs does not provide assisted living – and no services are offered on-site; however, there are residents at Woodland Springs that receive services. Their clientele pay for their residences mainly through a low income tax credit program. Avery Park, another senior housing facility within Stafford, consists mainly of subsidized housing.

### Comparison of Woodland Springs to proposed 50 plus Retirement Living Community

| Woodland Springs                                  | Active 50+ Retirement Living Community   |
|---|--|
| 62+ and/or disabled                               | 50+ Active   |
| Pays for residence through low income tax credits | Pays for residence out of pocket   |
| No services on-site                               | Services (landscaping, trash, laundry, house-keeping, etc)   |
| No assisted living                                | Assisted living options  |
|   | Resort-like Amenities: Pickle ball court, swimming pool, hot tub, exercise facilities, golf course, etc. |

### Suggestions for Target Market

Primary Target is financially independent homeowners and aging renters looking to downsize.

Facility amenities could include a community lodge, golf course, pickle ball courts, swimming pool/hot tub, exercise facilities, etc. – giving seniors who would like to stay up north a comparable option to moving down south as well as a home up north for the snow birds who enjoy this type of lifestyle down south over the winter.

### Suggestions for Types of Housing

**Pad sites** (reduces long-term costs to the town due to aging structures)

Landscaped RV sites and/or park models that hook up to electric and water. This could prove to be the more financially viable option as compared to brick and mortar residences which require greater financial investment over the long-term.

- RV Sites (40x80’ sites allow ample room for slide outs on motor coaches, 5<sup>th</sup> wheels and minimum 25’ trailers allows room for a patio for relaxation and enjoyment of the New England seasons)
- Exclusive Class A Motor Coach Sites (possibly lakeside)
- Park Model Sites (manufactured homes allowed on designated sites for those who want to continue enjoying the RV lifestyle, but are looking for more of a home structure).

**Cottages:** Provides stable independent living option and creates an increased need for service workers in comparison to pad sites.

**Dormitory:** Low rent, low maintenance cost with common spaces for social active adults.

**Town Houses:** Excellent option for the 53.4% of those that rent in the “Front Porch” group (see demographic break-down below). This is a middle ground option between cottages and dormitory living that achieves a balance between higher housing densities and independent living.

**Considerations (see demographics below)**

Stafford’s population is aging. Where will Green Acres and Front Porches retire? A high percentage of renters in these groups could offer easy transition into the retirement community. The two groups, Front Porches and Parks and Rec, show significant portions of their populations to be blue collar and would be well suited to provide services prior to retirement age.

## Stafford Demographic Breakdown based on 2019 Donald Poland Report

### Green Acres (Cozy Country Living)

- 55.2% of Stafford’s population
- Median age 43.9
- Median household income \$76,800/yr.
- Over 60% college educated
- 3.8% unemployment rate
- 86.1% own their own home
- 13.9% rent
- 27% of households derive a large portion of their income from investments and retirement.

### Front Porches (Middle Ground)

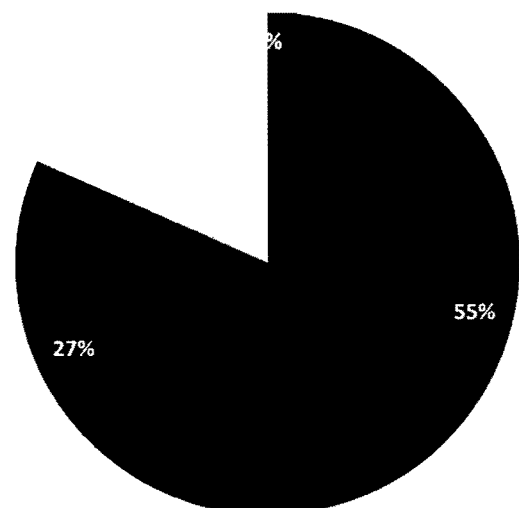
- 26.4% of Stafford’s population
- Median age 34.9 (youngest group)
- Median household income \$43,700/yr.
- “Blue collar work force”
- 7.1% unemployment rate
- 46.6% own their own home.
- 53.4% rent
- Live on smaller lots with lesser acreage

### Parks & Rec (GenXurban)

- 18.3% of Stafford’s population
- Median age 40.9
- Median household income \$60,000/yr.
- Over 50% college educated
- Diverse work force: “professionals in health care, retail trade and education or skilled workers in manufacturing and construction”
- “Older residents draw Social Security and retirement income”

## STAFFORD DEMOGRAPHICS

■ Green Acres ■ Front Porches ■ Parks & Rec ■ Other



# Active 50<sup>Plus</sup> Retirement Living

The following pages represent the impact that such a development could have on the town of Stafford.

## *Why Go South When You Can Stay North*



### **What Does This Offer Potential Residents?**

- Affordable living options
- In-home independent living
- Assisted living services options
- Proximity to shopping
- Pedestrian access to stores
- Public transportation
- Walkable community
- Healthy lifestyle opportunities
- Family Support systems stay intact
- Amenities: Recreation Center, Movie Theater, Pool, Hot tub, Golf Course



### **What Does This Offer the Town & State?**

- Furthers economic growth and opportunities for new businesses (see Economic Growth below)
- Creates Town jobs for facility management.
- Retains aging population from moving out of Town/State.
- Less financial/emotional burden on families because family support systems are not stressed by distance or elder care.

Increased Revenue could be used for:

- Lower taxes
- Lower mill rate
- Paid fire department
- Infrastructure improvements:
  - Sidewalks along 190 (increase access to shopping, restaurants, etc.)
  - Sewer improvements (increase capacity to accommodate more businesses.
  - To fund needed Borough sewer maintenance.



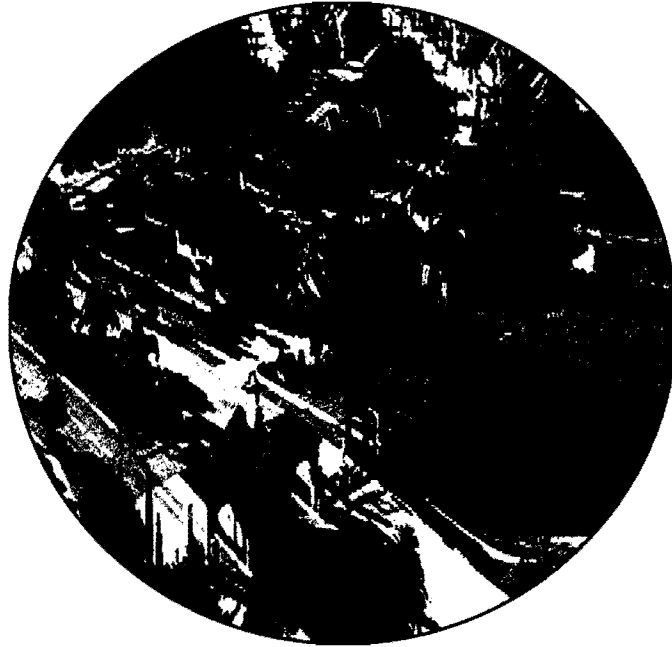


### **What Does This Offer Town Residents?**

- Safe and affordable place to retire in town.
- Improved infrastructure within town.
- More businesses including retailers.
- Lower taxes

#### **Employment Opportunities:**

- Building trades and service work
- Maintenance work
- Housekeeping
- Landscaping
- Snow Removal
- Luxuries (Hair, nails, massage)
- Physical therapy
- Aging services
- Sports and recreation services



### **How Does This Affect Economic Growth?**

Dollars spent on cost of project – project bids for local contractors.

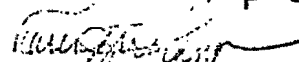
Dollars spent for goods and services at established town businesses.

Potential to establish New Businesses based upon increased need for:

- Restaurants
- Medical Services
- Physical Therapy Services
- Entertainment
- Shopping/Retail

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TOWN CLERK

Town of Stafford  
Board of Selectmen  
Warren Memorial Town Hall  
Veterans Meeting Room  
Regular Meeting  
Tuesday August 6, 2019  
7:00PM

7. Upon motion of Selectman Locke and seconded by Selectman Hartenstein the board unanimously approved sending the following transfer requests to the Board of Finance for approval.

| <b>Board of Selectmen</b> | <b>Legal Services</b> |                |
|---------------------------|-----------------------|----------------|
| <b>FROM:</b>              | <b>TO:</b>            | <b>AMOUNT:</b> |
| 20-100-1005               | 20-180-3200           | 2,658.20       |

| <b>Police Protection</b> | <b>Police Protection</b> |                |
|--------------------------|--------------------------|----------------|
| <b>FROM:</b>             | <b>TO:</b>               | <b>AMOUNT:</b> |
| 20-241-3801              | 20-241-3320              | 7.15           |

Town of Stafford  
Board of Selectmen  
Warren Memorial Town Hall  
Veterans Meeting Room  
Regular Meeting  
Tuesday August 20, 2019  
7:00PM

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*[Signature]*  
TOWN CLERK

August 12, 2019

**TRANSFER REQUEST AS FOLLOWS:**

| <u>From</u>                   | <u>To</u>              | <u>Amount</u> |
|-------------------------------|------------------------|---------------|
|                               | <b>FUEL OIL</b>        |               |
| 205-4215<br>Propane           | 205-4105<br>(Fuel oil) | \$ 1162.00    |
| 300-5600<br>Road Maint.&equip | 205-4105<br>(Fuel Oil) | \$ 6227.27    |
| 200-4900<br>(Town Hall Misc.) | 205-4105<br>(Fuel Oil) | 193.00        |