

STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING NOTICE AND AGENDA
Hartford Subcommittee of the MARB

Meeting Date and Time: Thursday, May 27, 2021 10:00 AM – 12:00 PM

Meeting Location: This will be a virtual meeting. Meeting materials may be accessed at the following website:
<https://portal.ct.gov/OPM/Marb/West-Haven-Committee-Meetings-and-Materials>

Call-In Instructions: Meeting participants may use the following telephone number and access code

Telephone Number: (860) 840-2075

Meeting ID: 609 086 42

Agenda

- I. Call to Order & Opening Remarks
- II. Approval of Minutes:
 - a. April 22, 2021 regular meeting
- III. Review, Discussion and Possible Action: Labor Contract
 - a. Hartford Police Union
- IV. Review, Discussion and Possible Action: Updated 5-Year Plan
- V. Other Related Business
- VI. Adjourn

DRAFT
STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING MINUTES
Hartford Subcommittee of the MARB

Meeting Date and Time: Thursday, April 22, 2021 10:00 AM – 12:00 PM

Meeting Location: This was a virtual meeting. Meeting materials may be accessed at the following website:
<https://portal.ct.gov/OPM/Marb/West-Haven-Committee-Meetings-and-Materials>

Call-In Instructions:

Telephone Number: (860) 840-2075

Meeting ID: 198 208 282

Members in Attendance: Secretary McCaw, Christine Shaw (State Treasurer designed), Robert White, Matthew Brokman, Mark Waxenberg, Stephen Falcigno

City Officials in Attendance: Jennifer Hockenull, Leigh Ann Ralls, John Philip

OPM Staff in Attendance: Kimberly Kennison, Julian Freund

I. Call to Order & Opening Remarks

The meeting was called to order at 10:05 AM.

II. Approval of Minutes:

a. March 25, 2021 regular meeting

Ms. Shaw made a motion, with a second by Mr. White, to approve the minutes. The motion passed with Secretary McCaw abstaining.

III. Review, Discussion and Possible Action: FY 2022 Recommended Budget

Secretary McCaw noted that the Mayor's Recommended Budget for FY 2022 was released on Monday. MARB approves certain assumptions in the budget, including the mill rate, tax collection rate and State Aid. Ms. Hockenull provided an overview of the proposed budget. The mill rate is proposed to remain flat and the tax collection rate is consistent with the City Charter formula for setting the collection rate. State Aid is consistent with the Governor's proposed budget. Overall expenditures are in line with the 5-Year Plan, with some increases related to 17 additional positions, primarily in Public Works, IT, and Development Services. In addition some Police retention efforts are under discussion and have been included in the budget. Mr. White asked about the timing and anticipated impact of revaluation. Ms. Ralls said the City expects some growth in value on the residential side, but is still uncertain about commercial properties. Revaluation will affect the October 2021 grand list (FY 2023). Secretary McCaw raised questions about the inclusion of Distressed Municipalities funding in the budget, which has not been passed by the legislature yet and would not be a recurring revenue. Ms. Hockenull indicated that subsequent years, as reflected in the 5-Year Plan, includes

a comparable amount of revenue from the newly adopted tiered PILOT revenue. She indicated that the City is compiling a mitigation plan that would address the possibility that the \$11 million in Distressed Municipality revenues may not be included in the final State budget. Secretary McCaw also asked about pay as you go funding of the capital program. Ms. Ralls responded that the City is annually reviewing capital project accounts at year end to ensure that none carry deficits forward. Mr. Waxenberg asked about the City's plans if additional funding from Federal or State sources becomes available. Ms. Hockenull indicated that the current priority would be for capital needs.

Mr. Waxenberg made a motion, with a second by Mr. White, to recommend to the MARB approval of the FY 2022 Budget assumptions, contingent on the City preparing a contingency plan regarding the use of \$11 million Distressed Municipality funding and contingent upon approval of an updated 5-Year Plan. All voted in favor.

IV. Review, Discussion and Possible Action: Updated 5-Year Plan

Ms. Hockenull described the major assumptions used in preparing the updated 5-Year Plan. The Plan as drafted assumes revaluation will result in a 1% increase in the grand list. Mr. Philip provided additional detail on market changes expected to be reflected in the revaluation. Residential values are rising significantly across all residential property types, which are expected to more than offset decreases in commercial property. He is expecting a low single-digit increase in the overall grand list as a result of revaluation. Secretary McCaw asked that the projections with the breakdown of assumptions be forwarded to the MARB. Members noted that the Plan as drafted projects annual deficits that range from \$11.75 million to \$31.8 million by the final year of the Plan, with the gaps to be closed by efficiencies and other mitigation measures. The Subcommittee requested that the City provide the mitigation plan to close projected gaps. In addition to the mitigation plan, the Subcommittee also requested that the City provide detail on the multi-year grand list projections, the CIP with funding sources identified, and a plan for increasing reserves. No action was taken by the Subcommittee.

V. Update: Corrective Action Plan

The City provided a written update on the IT Corrective Action Plan and reported that the plan has been fully implemented.

VI. Other Related Business

None.

VII. Adjourn

A motion to adjourn was made by Mr. Falcigno, with a second by Ms. Shaw. The meeting adjourned at 11:20 AM.

CITY OF HARTFORD

TO: MARB COMMITTEE MEMBERS

FROM: JENNIFER HOCKENHULL

SUBJECT: HARTFORD POLICE UNION AND CITY OF HARTFORD TENTIATIVE AGREEMENT

DATE: MAY 20, 2021

CC: MAYOR LUKE BRONIN

The City of Hartford wishes to enter into a Tentative Agreement with the Hartford Police Union. This agreement will serve to increase the wages of all Police Officers in order to recruit and retain. This agreement is considered necessary due to the following:

1. The City of Hartford has the lowest paid recruit class for cities of our size and in our region.
2. During FY 2021 (July 1, 2020 – March 15, 2021), 26 officers resigned from HPD. During FY2019, 14 officers resigned. Prior to that, less than 10 officers resigned on an annual basis.
3. To recruit, train, and equip an officer, the costs to the City average \$88,000. Many of those who have resigned in the past 2 years had been with the department for less than 5 years. The costs to continually recruit and train officers is ever increasing.
4. Each basic training class averages 16 ½ recruits. Continuing to recruit at this level is not covering the vacancies and, therefore, is continuing to drive increases in the cost of overtime as well as require additional hours from our current officers.

Based on the facts noted above, the City deems the agreement necessary to recruit and retain Police Officers at the City of Hartford. This agreement will start our new recruits at \$61,000 per year and will move all Police Officers up two steps to increase wages to be comparable to other departments.

Attached to this package you will find:

1. Tentative Agreement
2. Financial Impact Analysis
3. Comparison of the current contract to similar cities in our region
4. Vacancy Report through March 15, 2021

We look forward to discussing this information with you during the MARB Subcommittee meeting on May 27th, 2021.

**TENTATIVE AGREEMENT
BETWEEN
THE CITY OF HARTFORD
AND
THE HARTFORD POLICE UNION**

This Tentative Agreement (hereinafter, "TA") is a voluntary agreement made by and between the City of Hartford (hereinafter, "the City") and the Hartford Police Union (hereinafter, "HPU") (collectively, "the Parties") and is subject to the ratification of the Hartford Police Union and approval by the City of Hartford Court of Common Council and the Municipal Accountability Review Board. The July 1, 2016 through June 30, 2022 Collective Bargaining Agreement shall remain unchanged except as specifically outlined in this Tentative Agreement.

WHEREAS, the City is experiencing challenges in the recruitment and retention of Police Officers; and

WHEREAS, the City and HPU recognize that the successful recruitment and retention of Police Officers is in the best interest of the Parties.

NOW, THEREFORE, in recognition of the City's and HPU's mutual interest in the successful recruitment and retention of Police Officers, the Parties agree to the following:

1. Effective the first Sunday after July 1, 2021, the "Weekly Pay Range" for the Police Officer Classification only will be revised for both "Employees Hired Before December 11, 2017" (hereinafter, "Pre-2017 Employees") and "Employees Hired On or After December 11, 2017" (hereinafter, "Post-2017 Employees") as follows:

- A. **Post-2017 Employees Weekly Pay Range for Police Officer Effective July 1, 2021:** Delete the current "Recruit," "Base" and "1st Year" Steps and add two additional steps as outlined below.

| | Base (~ 18 months; Academy & Probationary Period) | 1st Year (Upon Completion of Probationary Period)) | 2nd Year | 3rd Year | 4th Year |
|---------|---|---|----------------------------|----------------------------|----------------------------|
| No Educ | \$1,175.45 | \$1,334.75 | \$1,430.15 | \$1,487.36 | \$1,546.85 |
| 2% Educ | NA | \$1,361.45 | \$1,458.75 | \$1,517.10 | \$1,577.78 |
| 3% Educ | NA | \$1,374.79 | \$1,473.05 | \$1,531.97 | \$1,593.25 |
| 5% Educ | NA | \$1,401.49 | \$1,501.66 | \$1,561.73 | \$1,624.20 |

- B. **Pre-2017 Employees Weekly Pay Range for Police Officer Effective July 1, 2021:** Add two additional steps as outlined below.

| | Recruit | Base | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year | 7th Year |
|-----------|----------------|-------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| No Educ | \$869.63 | \$997.42 | \$1,057.74 | \$1,110.35 | \$1,175.45 | \$1,334.75 | \$1,430.15 | \$1,487.36 | \$1,546.85 |
| 2.5% Educ | NA | NA | \$1,084.18 | \$1,138.11 | \$1,204.84 | \$1,368.12 | \$1,465.90 | \$1,524.54 | \$1,585.52 |
| 5.0% Educ | NA | NA | \$1,110.63 | \$1,165.87 | \$1,234.22 | \$1,401.49 | \$1,501.66 | \$1,561.73 | \$1,624.20 |
| 7.5% Educ | NA | NA | \$1,137.07 | \$1,193.63 | \$1,263.61 | \$1,434.86 | \$1,537.41 | \$1,598.91 | \$1,662.86 |

2. As a result of the changes to the above-described Weekly Pay Ranges for Police Officer and effective the first Sunday after July 1, 2021, the step of current Pre-2017 Employees and Post-2017 Employees then-serving at the rank of Police Officer will be adjusted as follows:

- A. **Post-2017 Employees**

- Any Post-2017 Employee who is at the current "Recruit" or "Base" Step of Police Officer will be moved to the new "Base" Step of the revised Post-2017 Employees' Weekly Pay Range.

- Any Post-2017 Employee serving at the rank of Police Officer who is at the current “1st Year” Step will be moved to the new “1st Year” Step of the revised Post-2017 Employees’ Weekly Pay Range.
- Any Post-2017 Employee serving at the rank of Police Officer who is at the current “2nd Year” Step will be moved to the new “2nd Year” Step of the revised Post-2017 Employees’ Weekly Pay Range.
- Any Post-2017 Employee serving at the rank of Police Officer who is at the current “3rd Year” Step will be moved to the new “3rd Year” Step of the revised Post-2017 Employees’ Weekly Pay Range.
- Any Post-2017 Employee serving at the rank of Police Officer who is at the current “4th Year” Step will be moved to the new “4th Year” Step of the revised Post-2017 Employees’ Weekly Pay Range.

B. Pre-2017 Employees

- All current Pre-2017 Employees will advance two steps.
3. The effective date of current Pre-2017 and Post-2017 Employees’ eligibility for growth increments will not be impacted by the revisions to the “Weekly Pay Ranges” and step adjustments outlined in Paragraphs 1 and 2.
 4. The City and HPU affirm that the only consideration for signing this TA is that which is stated herein and that no other promises or agreements of any kind have been made to or with them by any person or entity to cause them to sign this Agreement.
 5. This TA constitutes the complete understanding between the Parties regarding the subject matter herein and supersedes all prior agreements, oral, or written.
 6. Any amendment to this TA after the date of execution must be in writing and signed by all Parties to the Agreement to be deemed effective.
 7. This TA shall be governed by and interpreted in accordance with the laws of Connecticut.
 8. The provisions of this TA are severable, and if any one or more provisions are determined by a Court of competent jurisdiction to be unenforceable, in whole or in part, the remaining provisions of this Agreement shall nevertheless be binding and enforceable to the maximum extent permitted by law.

FOR THE CITY OF HARTFORD:

FOR HARTFORD POLICE UNION:

By: 

 Luke Bronin, Mayor

By: 

 Anthony Rinaldi, President

Date: 5/18/21

Date: 5/18/21

Summary of Savings: Agreement Between City of Hartford and the Hartford Police Union

| General Topic | Change | Fiscal Impact | | | |
|--|---|---------------------|-----------------------------------|-------------|-------------|
| | | FY 21-22 | Contract to renegotiate in FY2022 | | |
| Wages | General Wage Increases % | __% | __% | __% | __% |
| | Cost of General Wage Increase in \$ | \$ - | \$ - | \$ - | \$ - |
| | Cost of Step Yearly Increment Changes in \$ | \$ 2,559,575 | \$ - | \$ - | \$ - |
| Healthcare | Health Plan Design Change: Cost/(Savings) | n/a - no change | | | |
| Health Premium Cost Share | Current employee share | | | | |
| | Proposed employee share | | | | |
| | Projected Savings | | | | |
| Pension | Current Contribution __% | n/a - no change | | | |
| | New Contribution __% | | | | |
| | Cost/(Savings) in \$ | | | | |
| Net Annual Impact | | \$ 2,559,575 | \$ - | \$ - | \$ - |
| Sick Leave | Current provisions: ____ | | | | |
| | New provisions: ____ | | | | |
| | Cost/(Savings) | n/a - no change | | | |
| Vacation Leave | Current provisions: ____ | | | | |
| | New provisions: ____ | | | | |
| | Cost/(Savings) | n/a - no change | | | |
| Other Measures to Offset Costs of Contract | | | | | |
| | Cost/(Savings) | \$ - | \$ - | \$ - | \$ - |
| | Cost/(Savings) | \$ - | \$ - | \$ - | \$ - |
| | Cost/(Savings) | \$ - | \$ - | \$ - | \$ - |
| Total Savings (includes one-time and non-recurring) | | \$ - | \$ - | \$ - | \$ - |

Notes:

= worst benefit
 =best benefit

| | | Hartford | | Newington | | Rocky Hill | | East Hartford | | Wethersfield | | Windsor | |
|-------------------------------|--------|-----------------|-------|--------------------|---------|------------------|-------|-----------------|-------|--------------------|---------|------------------|-------|
| Wage Increases 2017-2022 | | 2018 – 0% | | 2017 – 1% | | 2017 – 2.75% | | 2017 – 2% | | 2019 – 2.75% | | 2019 - 1% | |
| | | 2019 – 0% | | 2018 – 1%; 2.25% | | 2018 – 3.0% | | 2018 – 2% | | 2020 – 2.75% | | 2020 - 2% | |
| | | 2020 – 2% | | 2019 – 1.25% | | 2019 – 3.0% | | 2019 - 1% | | 2021 – 2.5% | | | |
| | | 2021 – 2% | | 2020 – 1.25%, 2.5% | | 2020 – 3.25% | | 2020 – 2% | | 2022 – 2.4% | | | |
| | | total raise- 4% | | total raise- 9.25% | | total raise- 12% | | total raise- 7% | | total raise- 10.4% | | Total raise - 3% | |
| Wages for 2020 New Hire | | Academy Grad | 25.93 | At hire | 35.2893 | At Hire | 37.52 | At hire | 31.65 | At Hire | 38.5268 | At Hire | 31.55 |
| | Step 1 | 1 year | 27.21 | 1 year | 37.6778 | 1 year | 39.62 | 1 year | 33.31 | 6 month | 39.5494 | 1 year | 32.33 |
| | Step 2 | 2 year | 28.81 | 2 year | 40.2718 | 2 year | 41.69 | 2 year | 34.98 | 1 year | 40.6228 | 2 year | 33.64 |
| | Step 3 | 3 year | 32.71 | 3 year | 42.5813 | 3 year | 43.76 | 3 year | 36.64 | 2 year | 41.6887 | 3 year | 35.01 |
| | Step 4 | 4 year | 35.05 | 4 year | 45.0488 | 4 year | 45.85 | 4 year | 38.31 | 3 year | 42.8631 | 4 year | 36.43 |
| | Step 5 | | | | | | | | | 4 year | 44.0306 | 5 year | 37.91 |
| | Step 6 | | | | | | | | | | | 6 year | 39.44 |
| | Step 7 | | | | | | | | | | | 7 year | 41.87 |
| | Step 8 | | | | | | | | | | | | |
| | Step 9 | | | | | | | | | | | | |

| | | | | | | |
|------------------|--------|--------|--------|--------|--------|--------|
| Start Annual Pay | 53,934 | 73,402 | 78,042 | 65,832 | 80,136 | 65,624 |
| Max Annual Pay | 72,904 | 93,702 | 95,368 | 79,685 | 91,584 | 87,090 |

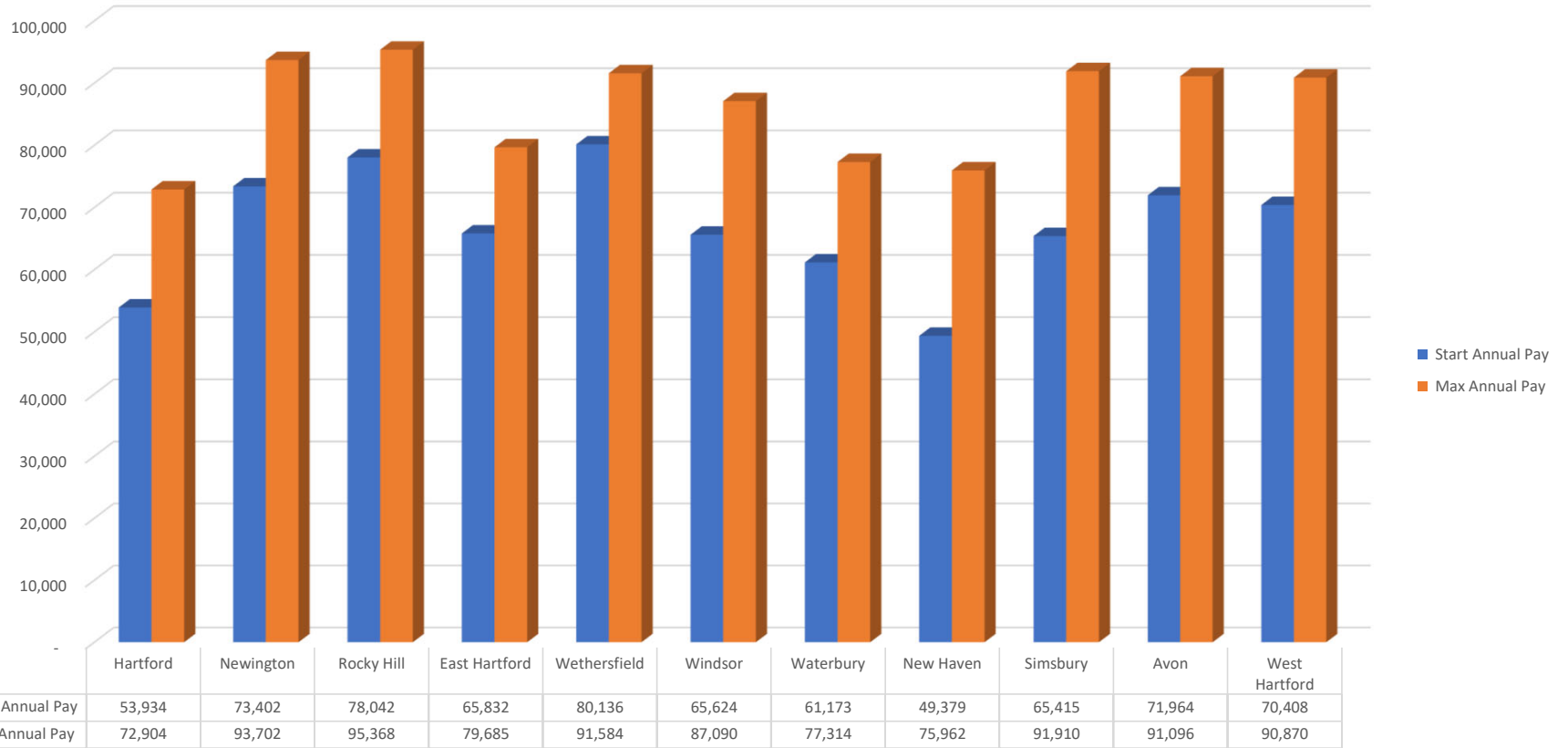
With Contract Change

| | |
|------------------|--------|
| Start Annual Pay | 61,000 |
| Max Annual Pay | 81,513 |

| Waterbury | | New Haven | | Simsbury | | Avon | | West Hartford | |
|--------------------|-------|--------------------|-------|-------------------|-------|--------------------|-------|--------------------|-------|
| 2018 – 2.25% | | 2018 – 2% | | 2017 – 2% | | 2018 – 2.25% | | 2018 – 2.25% | |
| 2019 – 2.5% | | 2019 – 2.25% | | 2018 – 2.5% | | 2019 – 2.50% | | 2019 – 2.37% | |
| 2020 – 2.5% | | 2020 – 2.25% | | 2019 – 2.35% | | 2020 – 2.50% | | 2020 – 2.38% | |
| 2021 – 2% | | 2021 – 2.75% | | 2020 – 2.35% | | Expires 6-30-21 | | Expires 6-30-21 | |
| total raise- 9.25% | | total raise- 9.25% | | total raise- 9.2% | | total raise- 7.25% | | total raise- 7.25% | |
| At Hire | 29.41 | PO 2 (1st Yr) | 23.74 | Step 1 | 31.45 | Step A | 34.60 | Start | 33.85 |
| 1 year | 33.01 | PO 2 (2nd YR) | 28.20 | Step 2 | 33.04 | Step B | 36.14 | Lypi | 35.59 |
| 2 year | 34.38 | PO | 36.52 | Step 3 | 34.63 | Step C | 37.42 | 2 yrs | 37.54 |
| 3 year | 35.72 | | | Step 4 | 36.23 | Step D | 38.92 | LysA | 38.94 |
| 4 year | 37.17 | | | Step 5 | 37.82 | Step E | 40.49 | 4 yrs | 40.68 |
| | | | | Step 6 | 39.41 | Step F | 42.12 | 5 yrs | 43.69 |
| | | | | Step 7 | 41.00 | Step G | 43.80 | | |
| | | | | Step 8 | 42.60 | | | | |
| | | | | Step 9 | 44.19 | | | | |

| | | | | | |
|------------------|--------|--------|--------|--------|--------|
| Start Annual Pay | 61,173 | 49,379 | 65,415 | 71,964 | 70,408 |
| Max Annual Pay | 77,314 | 75,962 | 91,910 | 91,096 | 90,870 |

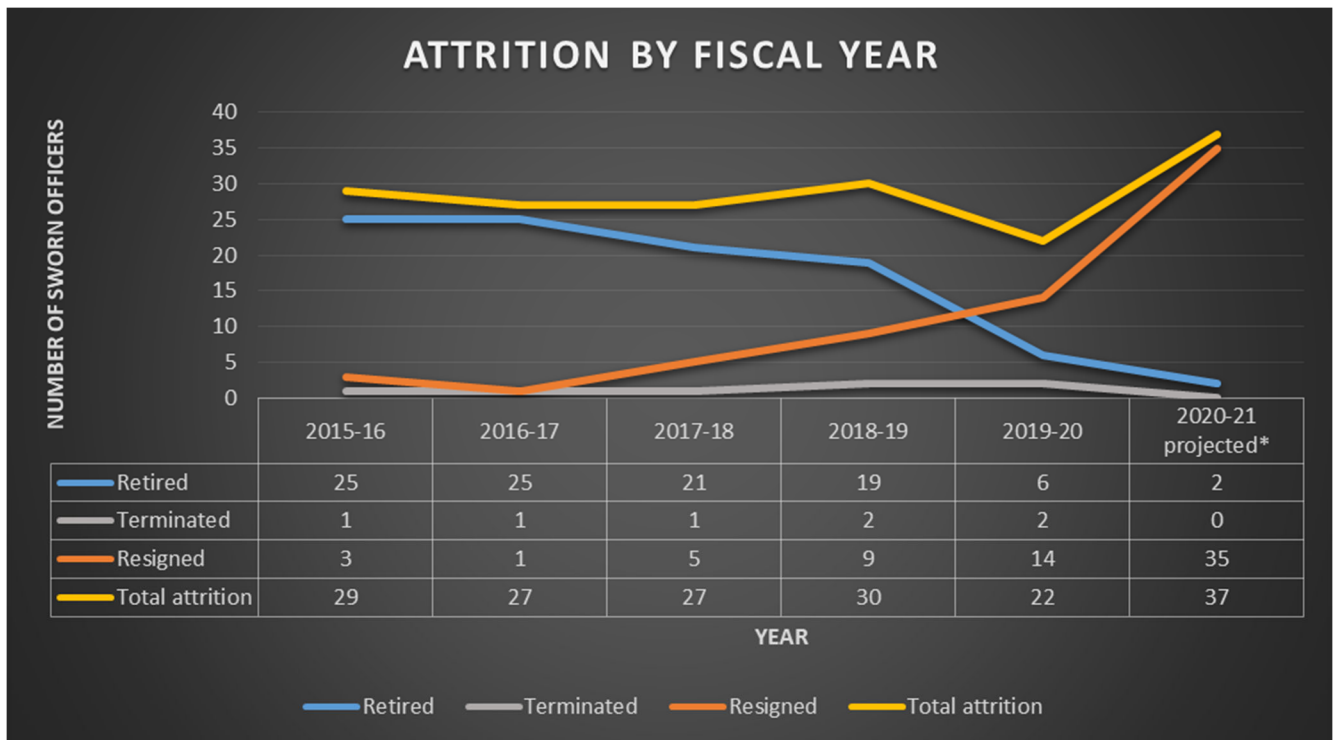
Police Officer Pay - Min/Max FY2020 Comparisons



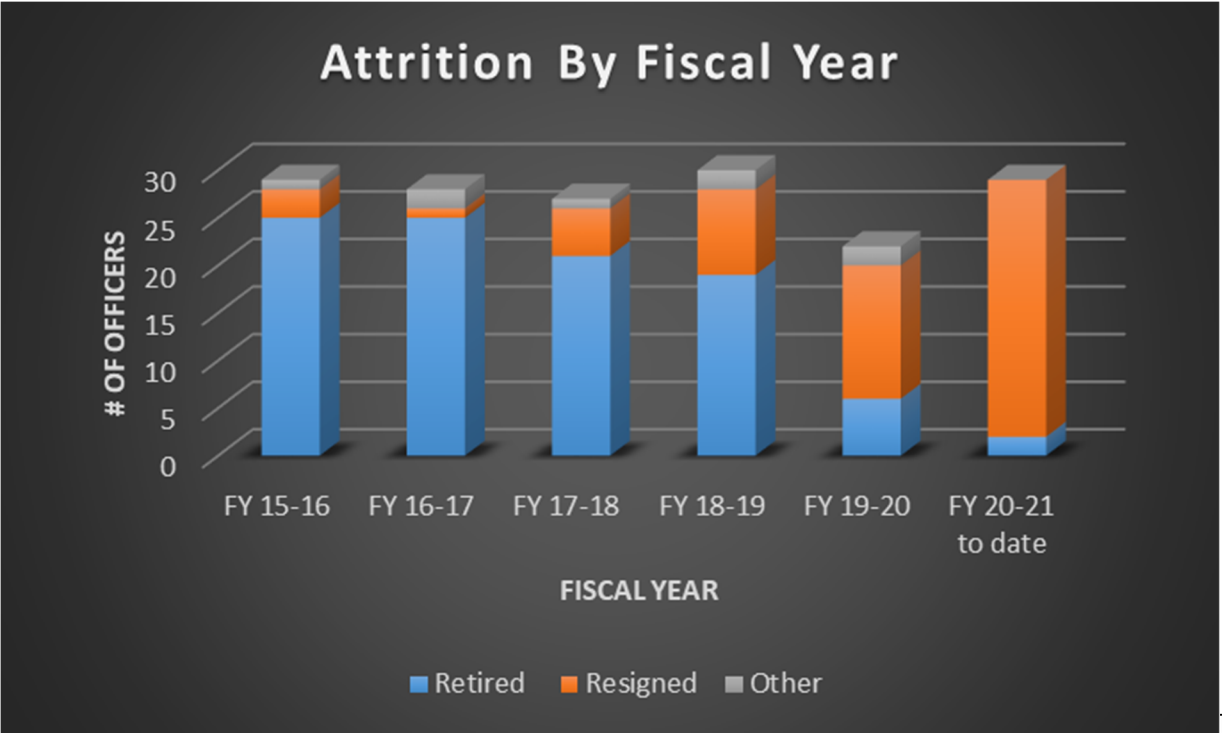
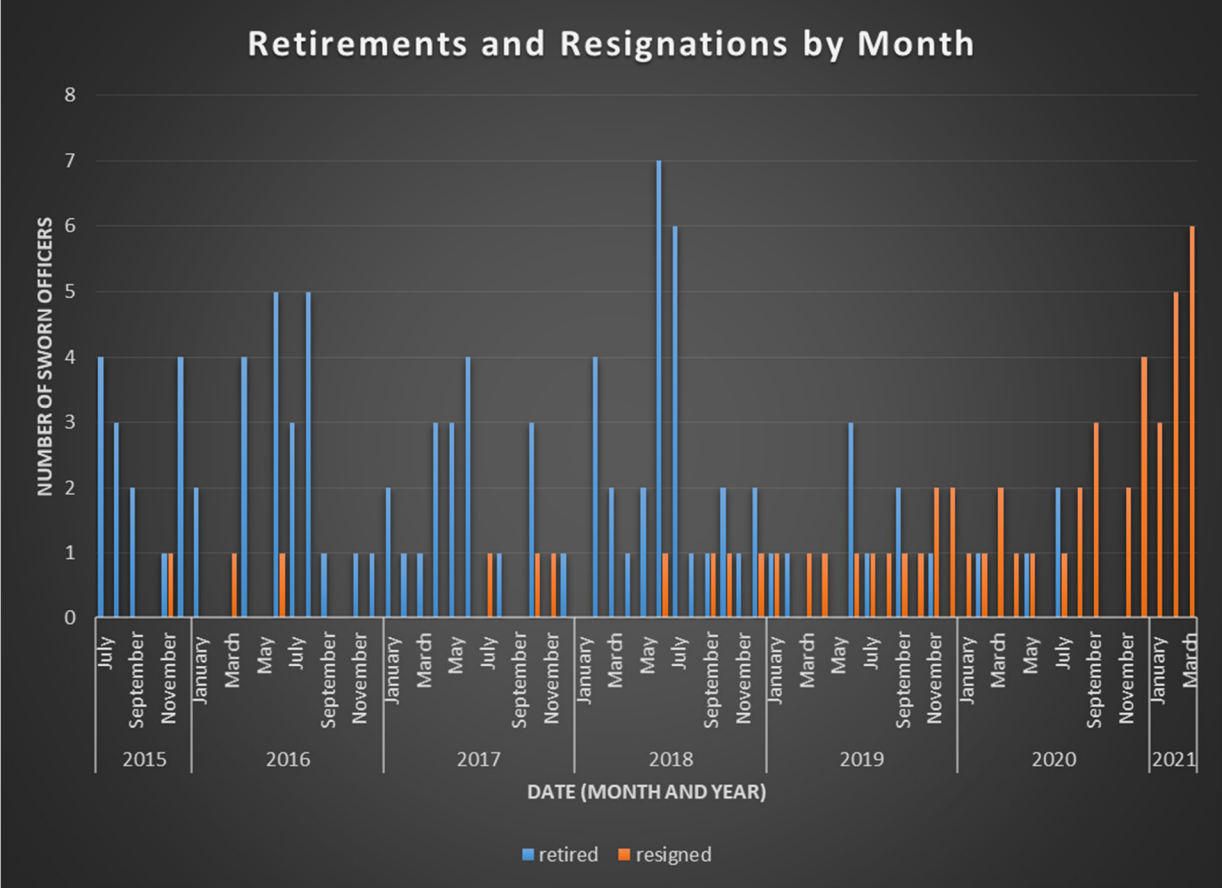
Attrition Data Past Five Years

(July 1, 2015 to March 15, 2021)

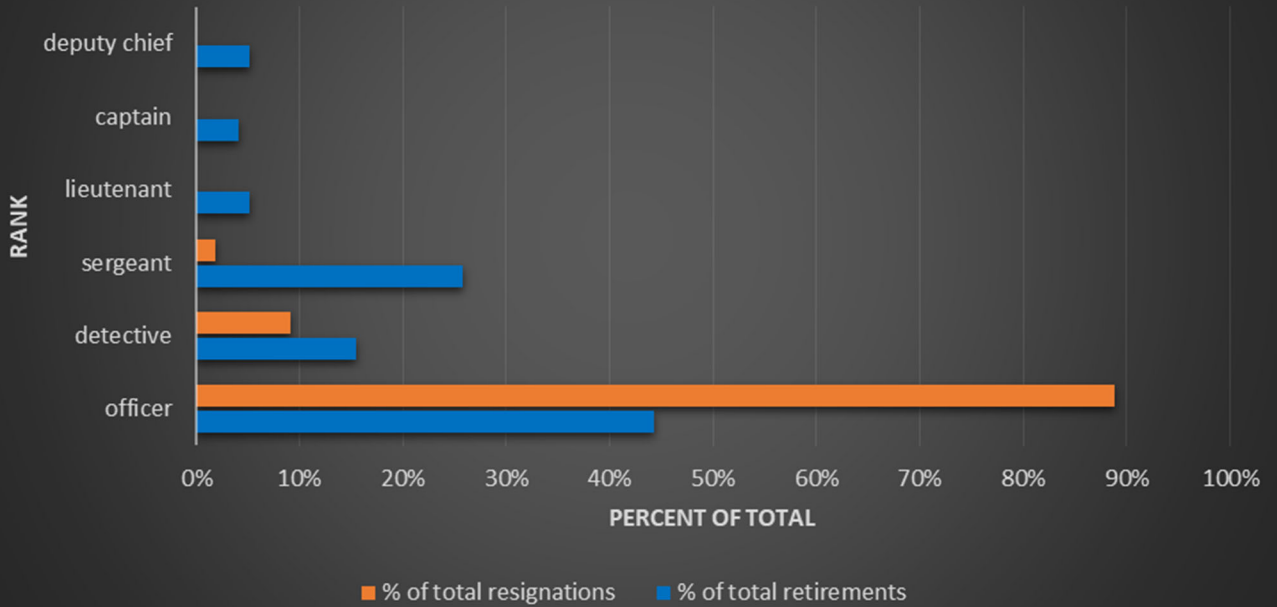
| 5 Year Attrition Breakdown | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|------------------|
| | FY 15-16 | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 | FY 20-21 TO DATE |
| Retired | 25 | 25 | 21 | 19 | 6 | 2 |
| Resigned | 3 | 1 | 5 | 9 | 14 | 26 |
| Terminated | 1 | 1 | 1 | 2 | 2 | 0 |



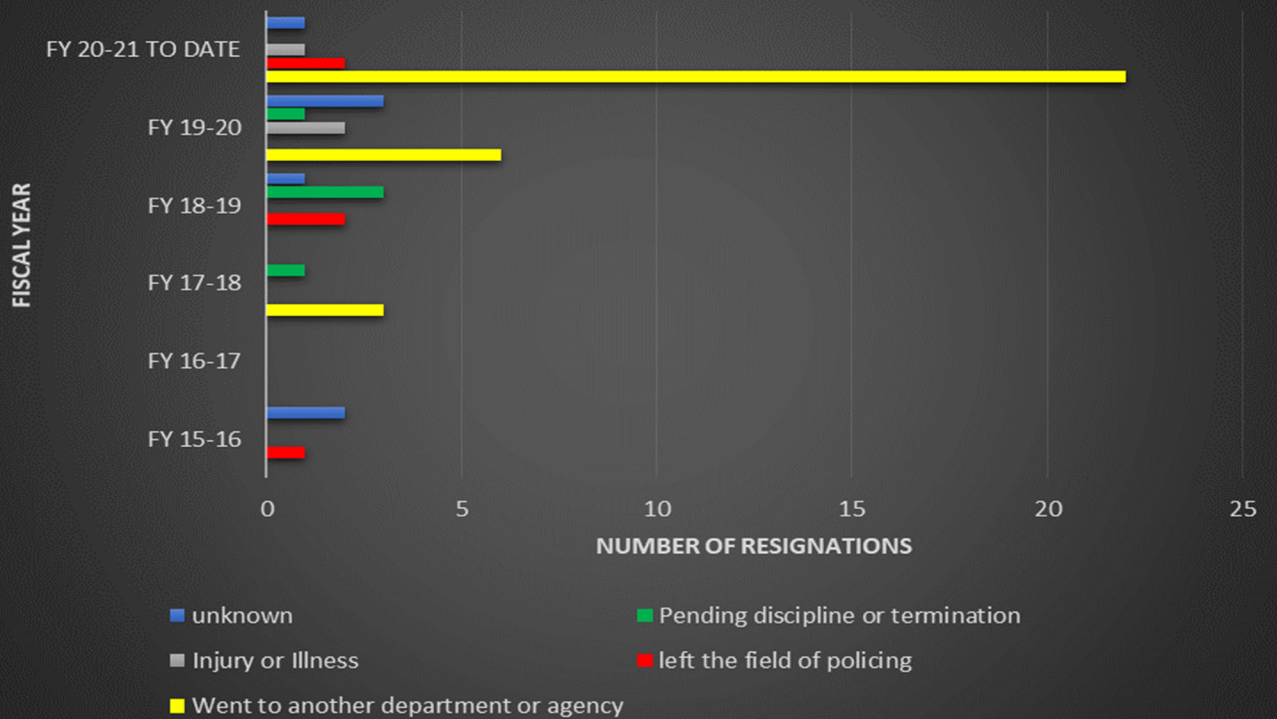
*2020 projection determined by assuming 2.88 resignations per month (the average rate up to this point in FY '21), and assuming no additional retirements (although 3 are eligible to retire at any time).



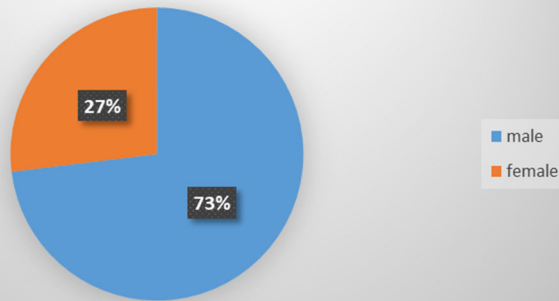
Rank of Employee Upon Retirement or Resignation (2015 to Present, Combined)



Reasons for Resignation by Fiscal Year



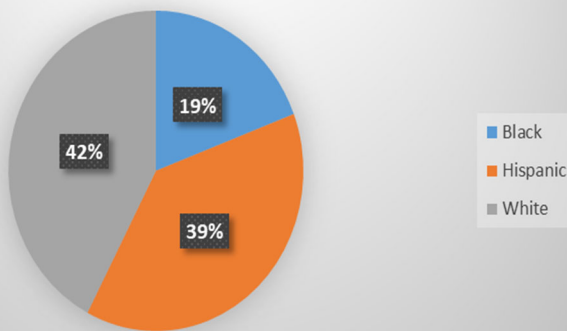
FY '21 Resignations To Date, by Gender



Note that the female representation within this year's resignations is higher than the female makeup of the department. While 27% of those that resigned this fiscal year are female, the current makeup of the department is only 15% female.

This shows we are losing female officers at a higher rate than male.

FY '21 Resignations To Date, by Race Demographic



The current makeup of the department is 21% Hispanic, 10% Black, 66% White and 2% Asian. Note that the percentage of Hispanic officers that resigned this fiscal year is 39%, significantly higher than the makeup of the department; and the percentage of Black officers that resigned this fiscal year is 19%, nearly double the makeup of the department.

This shows we are losing Hispanic and Black officers at a higher rate than any other demographic.

City of Hartford

FY2022-FY2026 Five-Year Outlook to the Municipal Accountability Review Board



Meeting date: April 22, 2021

City of Hartford
FY2022-FY2026 Five-Year Outlook
to the Municipal Accountability Review Board

| | |
|---|---|
| General Fund Expenditure and Revenue Forecast Assumptions | 1 |
| FY2022 General Fund Summary | 5 |
| Revenue Summary - Major Category | 6 |
| Expenditure Summary - Major Category | 7 |
| Expenditure Summary - Departments | 8 |
| Expenditure Summary - 822 Department | 9 |

GENERAL FUND EXPENDITURE AND REVENUE FORECAST ASSUMPTIONS FISCAL YEARS 2022 THROUGH 2026

The Five-Year Financial Forecast (Forecast) for the City of Hartford (City) spans from fiscal years (FY) 2022 to 2026. The purpose of the Forecast is to help make informed budgetary and operational decisions by anticipating the future of the City's General Fund revenues and expenditures, and highlighting anticipated fiscal risks and opportunities. The Forecast surfaces major known fiscal conditions and projected future conditions to support informed long-term planning and decision-making regarding operational and capital improvement resources. As such, this Forecast should be used as a management and planning tool and amended annually. It is also important to note that the Court of Common Council is mandated by Charter to adopt a balanced budget. Therefore, any out-year projections indicating a budget deficit will require adjustments prior to budget adoption.

General Property Taxes are a major source of revenue for the City. The tax revenue projection for the FY2022-FY2026 budget contains the following assumptions:

- Flat mill rate of 74.29 for all property types, except for Motor Vehicles at 45 mills effective in FY2022 through FY2026 consistent with current State law
- Increase of 2.34% in the 2020 Grand List for FY2022, 1.0% annual growth in FY2023, followed by 1.5% growth through FY2024-FY2026
- Tax collection rate of 95.64% is based on the average of three previous fiscal years (95.77% in FY2018, 96.05% in FY2019, and 95.11% in FY2020, from CAFR)
- Relatively static level of tax abatements
- Revenues associated with contractual subsequent lien sales only. As the level of subsequent liens to lien holders decreases over this time period, it is assumed the City's collection of prior year interest will increase from FY2022 and then stay consistent

Licenses and Permits revenues reflects an increase of 0.1% in FY2022 based upon adjustments implemented to housing, licenses, inspections, land use, and other fees. There are various property developments in progress; as such, the aforementioned adjustments to revenues from licensing and inspection are projected to increase by 4.37% in FY2023, followed by 1% in FY2024 and beyond.

Fines, Forfeits and Penalties, primarily comprised of False Alarm Fine revenue, are expected to remain relatively level. This category is relatively small; while all revenues are vital, it is not a major source of revenue.

Revenue from the Use of Money and Property primarily consists of rental/lease and short-term investment income. It is projected that this category will decrease as a result of the impact of COVID-19 pandemic on market interest rates in FY2022. It is projected that this category will remain constant once the market has recovered in out-years.

Intergovernmental Revenue is a major source of revenue to the City. The City's revenue forecast assumes an increase in municipal aid revenues from the State of Connecticut based upon the FY2022 Governor's Proposed Budget. This increase is predominantly due to aid for distressed municipalities owing to the COVID-19 pandemic. The City relies heavily on State assistance since a significant portion of tax-exempt properties are within the Capital City's boundaries. The State payment in lieu of taxes (PILOT) revenue continues to be funded at amounts below the State statutory level. It is projected that the distressed municipalities funding will continue through FY2026. Level funding of the municipal aid from the State of Connecticut is a major assumption and element of the City's Recovery Plan and long-term forecast.

Charges for Services include revenue from conveyance tax, filing of legal documents and all other charges for general government services. FY2022 reflects a slight decrease from the FY2021 Adopted Budget. Out-years are projected flat since many of the revenue items in this category are variable in nature.

Reimbursements include miscellaneous reimbursement amounts and prior-year expenditure refunds. A decrease of 24.5% is projected for FY2022 due to the absence of Prior Year Refunds and Reimbursements for Medicaid Services.

Other Revenue includes the sale of development properties and other miscellaneous revenues. To reduce the City's reliance on one-time revenue sources, FY2022 and all the years to come have no anticipated sale of City properties. In principle, the City does not sell assets that generate annual revenue to the City. There is a slight decrease in FY2022 to reflect the absence of City property and asset sales.

Other Financing Sources include transfers from other funds. The Hartford Parking Facilities Enterprise Fund, which passes the net revenue generated by the Hartford Parking Authority to the General Fund, reflects an increase from FY2021 levels due to the projected leveling as the COVID-19 pandemic begins to wane. This revenue category is projected to recover in future years. The Special Police Services Fund, which accounts for all police private duty activity, is held flat at the FY2021 level of \$2.750 million. Reimbursement for expenses incurred at the XL Center will impact the City's ability to meet this revenue target. Any unfavorable net

position in the Special Private Duty jobs internal service fund will require funding from the General Fund to rectify. Revenues for Downtown North associated with the baseball stadium have been increased from zero in FY2021 to \$395,000 in FY2022 as a resumption of semi-normal events in Downtown North following the COVID-19 pandemic is projected. Other Financing Sources includes the continued \$10 million corporate contribution to the City of Hartford through the contract end date in FY2023.

Assumptions for Expenditure Forecast:

Payroll/Personal Services

Payroll is a broad expenditure line item that includes salary expenses for full-time, part-time, and seasonal workers, as well as other associated costs including, but not limited to, overtime, holiday pay, and shift differential. For the FY2022 to FY2026 period, Payroll/Personal Services in operating departments is projected to increase annually by 3.3% on average. The FY2022 Recommended Budget includes a headcount of 1,417. The expenditure forecast assumes a level headcount.

Benefits and Insurances

In the FY2022 Recommended Budget, Benefits & Insurances, which includes health insurance, pension, property and liability insurances, workers' compensation and other benefits, are projected to increase by 4.7%, or \$4,406,327, due to higher expenses in pension, mitigation strategies, Social Security, insurance premiums and health benefit costs, offset by lower expenses in cashouts, insurance claims, workers' compensation and general liability insurances.

Health

The City has a self-insured health model and the Health Benefits budget reflects the net medical, pharmacy and dental costs after employee contributions for approximately 2,741 active members and 1,725 retirees. Health costs, including medical, prescription and dental, reflect the claim trend experience adjusted for industry standard annual medical and pharmacy inflation of approximately 7% and a 2% Claims Margin. Full-time City employees, in accordance with bargaining agreements, have moved from a Preferred Provider Organization Plan (PPO) to a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) and a partial, employer-funded deductible. In addition, Medicare retirees over age 65 moved to the Medicare Advantage plan consistent with the State effective July 1, 2018.

Health Benefit costs reflect an increase of approximately \$449,000 compared to the FY2021 Adopted Budget, which is due to claims trends being offset by a decrease in Contract Consultant Services costs. Annual escalation is consistently forecasted at 7% throughout FY2023-FY2026.

Pension

In total, the City's pension budget increases by \$2.99 million from the FY2021 Adopted to the FY2022 Recommended Budget. Expenses for the City's Municipal Employees Retirement Plan (MERF) increase by \$3.58 million, and are budgeted based on actuarial valuation as of July 1, 2020, prepared by Hooker and Holcombe, as approved entirely by the City's Pension Commission. The actuarially determined employer contribution (ADEC) for FY2022 is \$55.60 million, comprised of \$47.24 million for the City's Police, Fire and Municipal employees, \$1.10 million for the Hartford Public Library (funded within the HPL appropriation) and \$7.26 million for the Board of Education. The FY2022 Recommended Budget fully funds the ADEC, consistent with historical practice and in line with the contract assistance agreement executed with the State of Connecticut. Higher MERF expenses are partially offset by a \$0.80 million reduction in cashouts.

The City's FY2022 MERF contribution of \$47.24 million, budgeted within Benefits and Insurances, is an increase of approximately \$3.58 million from the FY2021 Adopted Budget. This is primarily due to higher payroll as the actuarial valuation has been updated to reflect City estimated payrolls as of July 1, 2020. The FY2022 Recommended Budget reflects a 6.75% rate of return. The FY2023-FY2026 Forecast Municipal Budget (excluding Education) fully funds the municipal portion of the ADEC, which is estimated at \$49.5 million for FY2023 and grows to \$53.3 million in FY2026. Full funding of the pension ADEC is a requirement of the City's contract assistance agreement with the State.

The City's Connecticut Municipal Employees Retirement System (CMERS) plan for the Local 1716 bargaining unit is funded at \$2.10 million with 3% escalation in the out-years. In addition, payouts associated with vacation and sick exchange are projected to decrease from the FY2022 Recommended Budget due to historically lower than calculated payouts being required.

In FY2023 and beyond, total Benefits and Insurances expenses stabilize at approximately 4.2% annual growth for the remaining years.

Debt Service and Other Capital

Under the contract assistance agreement between the City and the State of Connecticut, principal and interest payments for existing acquired and restructured general obligation (GO) bonds will be paid by the State of Connecticut. The FY2022-FY2026 forecast does not include the debt service for the City's general obligation bonded debt. The City will continue to service the Hartford Stadium Authority Revenue Bonds and therefore this debt service is appropriately budgeted within the debt service forecast at \$4.6 million annually. The debt service line item also includes the GILOT (Grant in Lieu of Taxes) debt service related to a past CBRA (Connecticut Brownfields Redevelopment Authority) project with the University of Hartford. The Debt Service and Other Capital line

item does not include any funding for new debt issuance. The City will manage its Capital Improvement Program to meet basic City infrastructure on a PAYGO (pay-as-you-go) basis for fiscal years 2022-2026.

Education

The City's education contribution to the Hartford Public Schools is projected to be flat in the out-year forecast. The Hartford Public School System continues to receive additional funding directly from Grants and other Special Funds.

Hartford Public Library

The out-year forecast for the Hartford Public Library assumes no changes in the current service model and adjusts for increases in healthcare costs and pension.

Utilities

The City uses data from multiple sources in projecting future utilities expenses. Expenses incurred in the current and prior fiscal years are analyzed, and are provided to an energy consultant for its reference in developing expense projections for specific accounts including electricity and piped gas. Energy pricing data from the U.S. Energy Information Administration (EIA) Web site are reviewed and used to estimate escalation in utility costs. Estimated changes in consumption and existing contracts are among the additional information considered when projecting expenses.

- **Electricity:** For FY2022, the Recommended Budget reflects a 3.9% decrease from the FY2021 Adopted Budget and a 4.0% increase above currently projected FY2021 expenses. Electricity expenses decreased during FY2019-FY2021, primarily due to LED lighting retrofit projects but partly also due to relatively low electricity supply rates. The most significant savings from these LED retrofit projects were obtained from streetlight retrofits. In January 2021, the City began receiving electricity at a supply rate that is roughly 17% lower than the rate received in CY2020, as part of a 4-year agreement that will expire in December 2024. The FY2022 Recommended Budget amount is higher than currently projected FY2021 expenses to accommodate higher electricity distribution costs, a potential increase in electricity usage due to potentially higher building occupancy in FY2022, and uncertainty in the FY2021 expense projection. Using data obtained from the City's energy consultant and the U.S. EIA data, escalation rates applied to FY2023-FY2026 range from 1.5% to 2.5% and have an annual average increase of 2.0%.
- **Piped Heat and A/C:** The FY2022 Recommended Budget for heated and chilled water supplied by Hartford Steam Company (HSC) is 2.5% lower than the FY2021 Adopted Budget and 18.1% higher than currently projected FY2021 expenses. The FY2022 Recommended Budget reflects the consecutive mild winters in FY2020 and FY2021 that resulted in expenses being considerably lower than budgeted for those fiscal years. The FY2022 Recommended Budget is roughly equal to FY2018 expenses and 2% below FY2019 expenses. Projected escalation rates for natural gas derived from U.S. EIA data during the FY2023-FY2026 period were volatile, so these rates were instead based on guidance provided by the City's energy consultant. Expenses were assumed to annually increase at a flat 5.0% for FY2023-FY2026.
- **Piped Gas:** The FY2022 Recommended Budget for natural gas provided by Connecticut Natural Gas Corporation matches the FY2021 Adopted Budget and currently projected FY2021 expenses. Expenses for this account typically exhibit more variability from year-to-year than expenses for the Piped Heat & A/C account. Expenses were assumed to annually increase at a flat 3.0% for FY2023-FY2026.
- **Gasoline:** For FY2022, the Recommended Budget for gasoline includes a 3.5% increase over the FY2021 Adopted Budget and currently projected FY2021 expenses. A gasoline supply contract extending through FY2021 was executed in January 2020 with rates slightly below those included in the previous contract; the higher budget is due to gasoline supply prices likely being higher when the next gasoline supply contract is executed. Using U.S. EIA data for gasoline, escalation rates for this account in FY2023-FY2026 range from 4.4% to 9.8% and have an annual average increase of 5.9%.
- **Diesel Fuel:** The FY2022 Recommended Budget for diesel fuel is 10.1% higher than the FY2021 Adopted Budget and 2.5% higher than currently projected FY2021 expenses. In January 2020, the City executed a diesel fuel contract for FY2021 with a price that was 9.8% lower than the price paid in FY2020. As with the gasoline account, the higher FY2022 budget is due to diesel fuel supply prices likely being higher when the next supply contract is executed. Escalation rates for this account in FY2023-FY2026 were obtained from U.S. EIA data and range from 0.9% to 3.4%, with an annual average increase of 2.4%.
- **Water:** This account funds potable water supply and fire hydrant maintenance by the MDC (Metropolitan District Commission). The FY2022 Recommended Budget matches the FY2021 Adopted Budget and is 16.0% higher than currently projected FY2021 expenses. The FY2022 Recommended Budget accommodates known and projected MDC rate increases for water usage. It also includes a contingency margin partly due to the effect of weather on water consumption at spray parks, and because maintenance fees per fire hydrant, which combined comprise roughly 20% of account expenses, have increased at an average annual rate of more than 7.2% over the past eight years. The escalation rate for account expenses in FY2023 is 5.0% and is a flat 4.0% for FY2024-FY2026.

- Metropolitan District: This account funds payment of the tax on Hartford as a member municipality for sewer services. MDC allocations are developed on a calendar year basis and are based on the estimated property tax revenues for a 3-year period that are received by member municipalities. The FY2022 Recommended Budget is 1.0% lower than the FY2021 Adopted Budget amount and currently projected FY2021 expenses. The FY2022 amount is projected from the MDC's CY2021 tax levy and the method it followed in previous years for allocating future levy increases among calendar year quarters. The CY2021 tax levy identifies amounts for the first two FY2022 quarterly invoices; the last two FY2022 quarterly invoices were estimated based on the aforementioned method. In the four fiscal years preceding FY2022, increases in actual expenses have increased from 4.3% to 12.3% per year, with an average annual increase of 7.2%. The escalation rate used for this account in the FY2023-FY2026 therefore is a flat 7.2%.

| FIVE-YEAR OUTLOOK¹ | FY2022 RECOMM | FY2023 FORECAST | FY2024 FORECAST | FY2025 FORECAST | FY2026 FORECAST |
|--------------------------------------|--------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Revenues ² | 583,959,158 | 587,200,679 | 586,209,048 | 596,374,328 | 601,835,757 |
| Expenditures | 583,959,158 | 598,950,996 | 608,180,632 | 620,506,375 | 633,639,045 |
| Surplus / (Deficit) | 0 | (11,750,317) | (21,971,584) | (24,132,048) | (31,803,289) |
| Efficiencies and Other Mitigation | 0 | 11,750,317 | 21,971,584 | 24,132,048 | 31,803,289 |
| Revised Surplus (Deficit) | 0 | 0 | 0 | 0 | 0 |

¹ Summary tables are rounded.

² Revenues do not include the full projected PILOT bill currently under consideration in the State budget. If passed, the City will receive an additional \$11 million in annual revenue that will significantly offset the other mitigation requirements noted above.

FY2022 Recommended Budget and FY2023-FY2026 Forecast
City of Hartford - General Fund Revenue & Expenditure Summary

| Revenue Category | FY2022 RECOMMENDED | FY2023 FORECAST | FY2024 FORECAST | FY2025 FORECAST | FY2026 FORECAST |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 41-TAXES | (288,722,169) | (290,521,332) | (299,465,343) | (309,565,625) | (314,961,402) |
| 42-LICENSES AND PERMITS | (6,166,426) | (6,435,698) | (6,500,055) | (6,565,053) | (6,630,705) |
| 43-FINES FORFEITS AND PENALTIES | (147,282) | (143,000) | (143,000) | (143,000) | (143,000) |
| 44-INTEREST AND RENTAL INCOME | (1,222,188) | (1,175,985) | (1,175,985) | (1,175,985) | (1,175,985) |
| 45-INTERGOVERNMENTAL | (269,161,247) | (269,111,378) | (269,111,378) | (269,111,378) | (269,111,378) |
| 46-CHARGES FOR SERVICES | (3,061,155) | (3,096,770) | (3,096,770) | (3,096,770) | (3,096,770) |
| 47-REIMBURSEMENTS | (91,869) | (91,636) | (91,636) | (91,636) | (91,636) |
| 48-OTHER REVENUES | (193,822) | (185,744) | (185,744) | (185,744) | (185,744) |
| 53-OTHER FINANCING SOURCES | (15,193,000) | (16,439,137) | (6,439,137) | (6,439,137) | (6,439,137) |
| Grand Total | (583,959,158) | (587,200,680) | (586,209,048) | (596,374,328) | (601,835,757) |

| Expenditure Category | FY2022 RECOMMENDED | FY2023 FORECAST | FY2024 FORECAST | FY2025 FORECAST | FY2026 FORECAST |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| PAYROLL | 118,292,721 | 123,755,132 | 126,928,290 | 130,697,941 | 134,497,430 |
| BENEFITS | 98,278,371 | 101,468,649 | 105,644,929 | 110,061,957 | 114,715,385 |
| DEBT | 11,159,875 | 15,271,728 | 15,273,924 | 15,273,589 | 15,274,880 |
| LIBRARY | 8,460,590 | 8,612,140 | 8,768,487 | 8,929,863 | 9,096,508 |
| MHIS | 4,190,683 | 4,251,177 | 4,312,687 | 4,375,232 | 4,438,831 |
| UTILITY | 27,772,450 | 29,490,465 | 31,262,641 | 33,148,412 | 35,205,596 |
| OTHER | 31,791,194 | 32,088,432 | 31,976,399 | 34,006,106 | 36,397,141 |
| EDUC | 284,013,274 | 284,013,274 | 284,013,274 | 284,013,274 | 284,013,274 |
| Grand Total | 583,959,158 | 598,950,996 | 608,180,632 | 620,506,375 | 633,639,045 |

| | | | | | |
|--|---|---------------------|---------------------|---------------------|---------------------|
| Revenues and Expenditures, Net | - | 11,750,316 | 21,971,584 | 24,132,047 | 31,803,289 |
| Surplus (Deficit), Including Contract Assistance, Labor & Other Savings | - | (11,750,316) | (21,971,584) | (24,132,047) | (31,803,289) |
| Efficiencies and Other Mitigation | - | 11,750,316 | 21,971,584 | 24,132,047 | 31,803,289 |
| Revised Gap | - | - | - | - | - |

FY2022 Recommended Budget and FY2023-FY2026 Forecast Amounts by Revenue

| | FY2022 FORECAST | FY2023 FORECAST | FY2024 FORECAST | FY2025 FORECAST | FY2026 FORECAST |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| 41-TAXES | (288,722,169) | (290,521,332) | (299,465,343) | (309,565,625) | (314,961,402) |
| CURRENT YEAR TAX LEVY | (279,792,169) | (279,771,332) | (288,765,343) | (298,915,625) | (304,361,402) |
| INTEREST AND LIENS | (3,800,000) | (4,500,000) | (4,500,000) | (4,500,000) | (4,500,000) |
| PRIOR YEAR LEVIES | (4,580,000) | (5,750,000) | (5,750,000) | (5,750,000) | (5,750,000) |
| TAX LIEN SALES | (450,000) | (400,000) | (350,000) | (300,000) | (250,000) |
| OTHER | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) |
| 42-LICENSES AND PERMITS | (6,166,426) | (6,435,698) | (6,500,055) | (6,565,053) | (6,630,705) |
| BUILDING PERMITS | (3,614,100) | (3,672,360) | (3,709,084) | (3,746,174) | (3,783,636) |
| ELECTRICAL PERMITS | (797,665) | (790,578) | (798,484) | (806,468) | (814,533) |
| FOOD & MILK DEALER LICENSES | (135,000) | (318,271) | (321,454) | (324,668) | (327,915) |
| MECHANICAL PERMITS | (800,000) | (816,080) | (824,241) | (832,483) | (840,808) |
| PLUMBING PERMITS | (337,846) | (331,533) | (334,848) | (338,196) | (341,578) |
| OTHER | (481,815) | (506,876) | (511,945) | (517,064) | (522,235) |
| 43-FINES FORFEITS AND PENALTIES | (147,282) | (143,000) | (143,000) | (143,000) | (143,000) |
| FALSE ALARM CITATIONS-POL&FIRE | (138,000) | (138,000) | (138,000) | (138,000) | (138,000) |
| LAPSED LICENSE/LATE FEE | (7,100) | (5,000) | (5,000) | (5,000) | (5,000) |
| OTHER | (2,182) | - | - | - | - |
| 44-INTEREST AND RENTAL INCOME | (1,222,188) | (1,175,985) | (1,175,985) | (1,175,985) | (1,175,985) |
| BILLINGS FORGE | (20,428) | (20,428) | (20,428) | (20,428) | (20,428) |
| CT CENTER FOR PERFORM ART | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| INTEREST | (248,000) | (248,000) | (248,000) | (248,000) | (248,000) |
| RENT OF PROP-ALL OTHER | (118,108) | (112,839) | (112,839) | (112,839) | (112,839) |
| RENTAL OF PARK PROPERTY | (72,565) | (70,000) | (70,000) | (70,000) | (70,000) |
| RENTAL OF PARKING LOTS | (600) | (600) | (600) | (600) | (600) |
| RENTAL OF PROP-FLOOD COMM | (148,560) | (148,560) | (148,560) | (148,560) | (148,560) |
| RENTAL-525 MAIN STREET | (21,094) | (21,094) | (21,094) | (21,094) | (21,094) |
| RENTS FROM TENANTS | (115,320) | (115,320) | (115,320) | (115,320) | (115,320) |
| SHEPHERD PARK | (234,393) | (118,000) | (118,000) | (118,000) | (118,000) |
| THE RICHARDSON BUILDING | (156,976) | (235,000) | (235,000) | (235,000) | (235,000) |
| UNDERWOOD TOWER PILOT | (36,144) | (36,144) | (36,144) | (36,144) | (36,144) |
| 45-INTERGOVERNMENTAL | (269,161,247) | (269,111,378) | (269,111,378) | (269,111,378) | (269,111,378) |
| MUNICIPAL AID | (254,029,155) | (254,029,155) | (254,029,155) | (254,029,155) | (254,029,155) |
| CAR TAX SUPPL MRSF REV SHARING | (11,344,984) | (11,344,984) | (11,344,984) | (11,344,984) | (11,344,984) |
| EDUCATION COST SHARING | (187,974,890) | (187,974,890) | (187,974,890) | (187,974,890) | (187,974,890) |
| HIGHWAY GRANT | (1,188,254) | (1,188,254) | (1,188,254) | (1,188,254) | (1,188,254) |
| MASHANTUCKET PEQUOT FUND | (6,136,523) | (6,136,523) | (6,136,523) | (6,136,523) | (6,136,523) |
| MRSA BONDED DISTRIBUTION GRANT | (1,419,161) | (1,419,161) | (1,419,161) | (1,419,161) | (1,419,161) |
| MRSF SELECT PILOT | (12,422,113) | (12,422,113) | (12,422,113) | (12,422,113) | (12,422,113) |
| MUNICIPAL STABILIZATION GRANT | (3,370,519) | (3,370,519) | (3,370,519) | (3,370,519) | (3,370,519) |
| PRIV TAX EXEMPT PROPERTY | (20,009,758) | (20,009,758) | (20,009,758) | (20,009,758) | (20,009,758) |
| STATE OWNED PROPERTY | (10,162,953) | (10,162,953) | (10,162,953) | (10,162,953) | (10,162,953) |
| OTHER STATE REVENUES | (11,210,168) | (11,104,226) | (11,104,226) | (11,104,226) | (11,104,226) |
| DISTRESSED MUNICIPALITIES | (11,114,995) | (11,000,000) | (11,000,000) | (11,000,000) | (11,000,000) |
| JUDICIAL BRANCH REV DISTRIB | (66,947) | (76,000) | (76,000) | (76,000) | (76,000) |
| VETERANS EXEMPTIONS | (28,226) | (28,226) | (28,226) | (28,226) | (28,226) |
| PILOTS, MIRA & OTHER INTERGOVERNMENTAL | (3,918,624) | (3,972,997) | (3,972,997) | (3,972,997) | (3,972,997) |
| DISABIL EXEMPT-SOC SEC | (9,881) | (7,755) | (7,755) | (7,755) | (7,755) |
| GR REC TAX-PARI MUTUEL | (227,868) | (250,000) | (250,000) | (250,000) | (250,000) |
| HEALTH&WELFARE-PRIV SCH | (61,366) | (61,366) | (61,366) | (61,366) | (61,366) |
| MATERIALS INNOVATION RECYCLING | (1,500,000) | (1,500,000) | (1,500,000) | (1,500,000) | (1,500,000) |
| PHONE ACCESS LN TAX SH | (562,817) | (550,000) | (550,000) | (550,000) | (550,000) |
| PILOT CHURCH HOMES INC | (126,872) | (131,112) | (131,112) | (131,112) | (131,112) |
| PILOT FOR CT CTR FOR PERF | (357,056) | (400,000) | (400,000) | (400,000) | (400,000) |
| PILOT FOR HARTFORD 21 | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) |
| PILOT HARTFORD MARRIOTT | (552,764) | (552,764) | (552,764) | (552,764) | (552,764) |
| PILOT TRINITY COLLEGE | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) |
| OTHER | (3,300) | (5,000) | (5,000) | (5,000) | (5,000) |
| STATE REIMBURSEMENTS | (3,300) | (5,000) | (5,000) | (5,000) | (5,000) |
| 46-CHARGES FOR SERVICES | (3,061,155) | (3,096,770) | (3,096,770) | (3,096,770) | (3,096,770) |
| CONVEYANCE TAX | (1,240,916) | (1,240,916) | (1,240,916) | (1,240,916) | (1,240,916) |
| FILING RECORD-CERTIF FEES | (300,000) | (300,000) | (300,000) | (300,000) | (300,000) |
| TRANSCRIPT OF RECORDS | (821,151) | (818,305) | (818,305) | (818,305) | (818,305) |
| OTHER | (699,088) | (737,549) | (737,549) | (737,549) | (737,549) |
| 47-REIMBURSEMENTS | (91,869) | (91,636) | (91,636) | (91,636) | (91,636) |
| ADVERTISING LOST DOGS | (453) | (220) | (220) | (220) | (220) |
| ATM REIMBURSEMENT | (721) | (721) | (721) | (721) | (721) |
| DOG ACCT-SALARY OF WARDEN | (2,600) | (2,600) | (2,600) | (2,600) | (2,600) |
| OTHER REIMBURSEMENTS | (1,000) | (1,000) | (1,000) | (1,000) | (1,000) |
| SECTION 8 MONITORING | (83,890) | (83,890) | (83,890) | (83,890) | (83,890) |
| OTHER | (3,205) | (3,205) | (3,205) | (3,205) | (3,205) |
| 48-OTHER REVENUES | (193,822) | (185,744) | (185,744) | (185,744) | (185,744) |
| MISCELLANEOUS REVENUE | (170,962) | (164,244) | (164,244) | (164,244) | (164,244) |
| OVER & SHORT ACCOUNT | (737) | (1,500) | (1,500) | (1,500) | (1,500) |
| SALE CITY SURPLUS EQUIP | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) |
| SALE OF DOGS | (5,993) | (5,000) | (5,000) | (5,000) | (5,000) |
| SETTLEMENTS - OTHER | (3,000) | (3,000) | (3,000) | (3,000) | (3,000) |
| OTHER | (11,130) | (10,000) | (10,000) | (10,000) | (10,000) |
| 53-OTHER FINANCING SOURCES | (15,193,000) | (16,439,137) | (6,439,137) | (6,439,137) | (6,439,137) |
| CORPORATE CONTRIBUTION | (10,000,000) | (10,000,000) | - | - | - |
| DOWNTOWN NORTH (DONO) | (395,000) | (993,500) | (993,500) | (993,500) | (993,500) |
| REVENUE FROM HTFD PKG AUTHY | (2,048,000) | (2,695,637) | (2,695,637) | (2,695,637) | (2,695,637) |
| SPECIAL POLICE SERVICES | (2,750,000) | (2,750,000) | (2,750,000) | (2,750,000) | (2,750,000) |
| Grand Total | (583,959,158) | (587,200,680) | (586,209,048) | (596,374,328) | (601,835,757) |

FY2022 Recommended Budget and FY2023-FY2026 Forecast Amounts by Major Category

| DESCRIPTION | FY2022 FORECAST | FY2023 FORECAST | FY2024 FORECAST | FY2025 FORECAST | FY2026 FORECAST |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| PAYROLL | 118,292,721 | 123,755,132 | 126,928,290 | 130,697,941 | 134,497,430 |
| FT | 101,557,106 | 106,776,033 | 109,702,130 | 113,221,090 | 116,842,531 |
| HOL | 2,494,938 | 2,532,362 | 2,570,348 | 2,608,903 | 2,648,036 |
| OT | 12,751,927 | 12,943,100 | 13,137,139 | 13,334,088 | 13,457,664 |
| PT | 1,488,750 | 1,503,638 | 1,518,674 | 1,533,861 | 1,549,199 |
| BENEFITS | 98,278,371 | 101,468,649 | 105,644,929 | 110,061,957 | 114,715,385 |
| 1HEALTH | 35,151,047 | 37,595,500 | 40,210,582 | 43,008,221 | 46,001,181 |
| 2MITIG | (1,000,000) | (1,000,000) | (1,000,000) | (1,000,000) | (1,000,000) |
| 3PEN | 52,306,956 | 53,625,891 | 54,979,299 | 56,367,240 | 57,790,601 |
| 3PEN | 50,000 | 51,500 | 53,045 | 54,636 | 56,275 |
| 3PEN-CMERS | 2,182,869 | 2,245,929 | 2,311,690 | 2,379,407 | 2,449,140 |
| 3PEN-MERF | 47,235,000 | 48,415,875 | 49,626,272 | 50,866,929 | 52,138,602 |
| 3PEN-OTHER | 389,087 | 389,087 | 389,087 | 389,087 | 389,087 |
| 3PEN-PAYOUT | 2,450,000 | 2,523,500 | 2,599,205 | 2,677,181 | 2,757,497 |
| 4INSUR | 4,595,305 | 4,687,211 | 4,780,955 | 4,876,574 | 4,974,106 |
| FRINGE REIMBURSEMENTS | (3,236,631) | (3,500,520) | (3,500,520) | (3,570,530) | (3,641,941) |
| LIFE INSURANCE | 164,970 | 169,919 | 175,017 | 180,267 | 185,675 |
| OTHER BENEFITS | 4,741,536 | 4,803,260 | 4,857,969 | 5,003,708 | 5,153,819 |
| SOC SEC | 4,471,536 | 4,525,160 | 4,571,526 | 4,708,672 | 4,849,932 |
| TUITION REIMBURSEMENT | 20,000 | 20,600 | 21,218 | 21,855 | 22,510 |
| UNEMPLOY COMP | 250,000 | 257,500 | 265,225 | 273,182 | 281,377 |
| WAGE | 521,438 | 0 | 0 | 0 | 0 |
| WORKERS COMP | 5,033,750 | 5,087,388 | 5,141,627 | 5,196,477 | 5,251,944 |
| DEBT | 11,159,875 | 15,271,728 | 15,273,924 | 15,273,589 | 15,274,880 |
| DEBT | 11,159,875 | 15,271,728 | 15,273,924 | 15,273,589 | 15,274,880 |
| CLEAN WATER | 115,584 | 115,583 | 115,583 | 115,583 | 115,583 |
| DONO | 4,647,544 | 4,647,263 | 4,647,281 | 4,644,725 | 4,643,750 |
| GILOT | 106,747 | 108,882 | 111,060 | 113,281 | 115,546 |
| PAY GO CAPEX | 6,290,000 | 10,400,000 | 10,400,000 | 10,400,000 | 10,400,000 |
| LIBRARY | 8,460,590 | 8,612,140 | 8,768,487 | 8,929,863 | 9,096,508 |
| MHIS | 4,190,683 | 4,251,177 | 4,312,687 | 4,375,232 | 4,438,831 |
| UTILITY | 27,772,450 | 29,490,465 | 31,262,641 | 33,148,412 | 35,205,596 |
| OTHER | 31,791,194 | 32,088,432 | 31,976,399 | 34,006,106 | 36,397,141 |
| EDUC | 284,013,274 | 284,013,274 | 284,013,274 | 284,013,274 | 284,013,274 |
| Grand Total | 583,959,158 | 598,950,996 | 608,180,632 | 620,506,375 | 633,639,045 |

FY2022 Recommended Budget and FY2023-FY2026 Forecast Amounts by Department

| DESCRIPTION | FY2022 FORECAST | FY2023 FORECAST | FY2024 FORECAST | FY2025 FORECAST | FY2026 FORECAST |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 00111 MAYOR'S OFFICE | 648,055 | 657,461 | 667,007 | 676,695 | 686,526 |
| 00112 COURT OF COMMON COUNCIL | 719,684 | 727,260 | 734,936 | 742,714 | 750,595 |
| 00113 TREASURER | 465,316 | 478,764 | 489,376 | 500,257 | 511,412 |
| 00114 REGISTRARS OF VOTERS | 475,065 | 482,467 | 489,135 | 495,906 | 502,761 |
| 00116 CORPORATION COUNSEL | 1,558,048 | 1,580,514 | 1,603,315 | 1,626,456 | 1,649,941 |
| 00117 TOWN & CITY CLERK | 842,154 | 863,453 | 881,904 | 900,793 | 920,132 |
| 00118 INTERNAL AUDIT | 510,567 | 522,551 | 534,825 | 547,396 | 560,272 |
| 00119 CHIEF OPERATING OFFICER | 1,646,987 | 1,671,476 | 1,696,369 | 1,721,672 | 1,747,367 |
| 00122 METRO HARTFORD INNOVATION SERV | 4,190,683 | 4,251,177 | 4,312,687 | 4,375,232 | 4,438,831 |
| 00123 FINANCE | 3,758,757 | 3,868,397 | 3,966,765 | 4,067,729 | 4,171,332 |
| 00125 HUMAN RESOURCES | 1,730,419 | 1,753,643 | 1,777,174 | 1,801,061 | 1,825,304 |
| 00128 OFFICE OF MANAGEMENT & BUDGET | 1,252,452 | 1,277,866 | 1,299,070 | 1,320,642 | 1,342,586 |
| 00132 CHILDREN FAMILY RECREATION | 3,690,893 | 3,728,369 | 3,761,025 | 3,794,262 | 3,828,090 |
| 00211 FIRE | 37,658,924 | 38,759,846 | 39,755,723 | 40,778,245 | 41,802,306 |
| 00212 POLICE | 48,274,513 | 51,681,721 | 53,077,969 | 55,025,655 | 56,996,712 |
| 00213 EMERGENCY SERVICES & TELECOMMU | 4,027,832 | 4,135,536 | 4,222,720 | 4,311,909 | 4,402,328 |
| 00311 PUBLIC WORKS | 17,903,864 | 18,292,578 | 18,616,284 | 18,946,988 | 19,272,177 |
| 00420 DEVELOPMENT SERVICES | 5,646,084 | 5,789,017 | 5,899,211 | 6,012,197 | 6,127,747 |
| 00520 HEALTH AND HUMAN SERVICES | 5,587,795 | 5,699,909 | 5,783,565 | 5,869,236 | 5,956,922 |
| 00711 EDUCATION | 284,013,274 | 284,013,274 | 284,013,274 | 284,013,274 | 284,013,274 |
| 00721 HARTFORD PUBLIC LIBRARY | 8,460,590 | 8,612,140 | 8,768,487 | 8,929,863 | 9,096,508 |
| 00820 BENEFITS & INSURANCES | 98,278,371 | 101,468,649 | 105,644,929 | 110,061,957 | 114,715,385 |
| 00821 DEBT SERVICE | 11,159,875 | 15,271,728 | 15,273,924 | 15,273,589 | 15,274,880 |
| 00822 NON OP DEPT EXPENDITURES | 41,458,956 | 43,363,200 | 44,910,958 | 48,712,650 | 53,045,656 |
| Grand Total | 583,959,158 | 598,950,996 | 608,180,632 | 620,506,375 | 633,639,045 |

FY2022 Recommended Budget and FY2023-FY2026 Forecast Amounts by Non-Operating Department

| DESCRIPTION | FY2022 FORECAST | FY2023 FORECAST | FY2024 FORECAST | FY2025 FORECAST | FY2026 FORECAST |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| 00822 NON OP DEPT EXPENDITURES | 41,458,956 | 43,363,200 | 44,910,958 | 48,712,650 | 53,045,656 |
| 822002 PAYMENT FOR COMMUNITY IMPACT | 84,371 | 84,396 | 84,421 | 84,446 | 84,472 |
| 535028 HONORARIUM | 5,000 | 5,025 | 5,050 | 5,075 | 5,101 |
| 589232 PUBLIC TV AND MEDIA | 54,371 | 54,371 | 54,371 | 54,371 | 54,371 |
| 589271 CIVIC ENGAGEMENT | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| 822003 VEHICLES AND EQUIPMENT & TECH | 3,587,150 | 3,101,586 | 2,549,909 | 3,325,746 | 3,957,370 |
| 573038 BODY CAMERAS - CEW'S | 231,790 | 231,790 | 231,790 | 231,790 | 231,790 |
| 573040 IN-CAR CAMERAS | 39,900 | 39,900 | 39,900 | 39,900 | 39,900 |
| 573044 CAMERA MAINTENANCE | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| 577320 EXISTING LEASES | 658,979 | 551,677 | - | - | - |
| 577321 NEW LEASES AND PURCHASES | 2,456,481 | 2,078,219 | 2,078,219 | 2,854,056 | 3,485,680 |
| 822004 PAYMENT TO GOVT AGENCY | 187,145 | 187,145 | 187,145 | 187,145 | 187,145 |
| 589228 GRT HTFD TRANSIT DISTRICT | 19,964 | 19,964 | 19,964 | 19,964 | 19,964 |
| 589229 PROBATE COURT | 58,000 | 58,000 | 58,000 | 58,000 | 58,000 |
| 589228 GRT HTFD TRANSIT DISTRICT | 9,181 | 9,181 | 9,181 | 9,181 | 9,181 |
| 589229 PROBATE COURT | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 822005 LEASE PAYMENTS | 2,035,368 | 2,097,007 | 2,160,698 | 2,226,509 | 2,294,514 |
| 544003 RENTAL 250 & 260 CONSTITUTION | 1,585,468 | 1,640,959 | 1,698,393 | 1,757,837 | 1,819,361 |
| 544004 RENTAL OF OFFICES | 227,500 | 232,050 | 236,691 | 241,425 | 246,253 |
| 544024 COPIER MACHINE | 190,000 | 190,950 | 191,905 | 192,864 | 193,829 |
| 590054 PARKING GARAGE EXPENSES | 32,400 | 33,048 | 33,709 | 34,383 | 35,071 |
| 822006 PAY OUTSIDE AGENCIES & OTHERS | 4,166,236 | 4,729,585 | 4,944,957 | 5,969,599 | 7,494,687 |
| 534028 STAFF TRAINING SERVICES | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| 534098 OTHER TECH & PROF SERVICE | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| 543000 REPAIRS AND MAINTENANCE | 425,000 | 427,125 | 429,261 | 431,407 | 433,564 |
| 544202 ELECTIONS EXPENSES | 334,389 | 230,000 | 467,378 | 476,726 | 486,260 |
| 554000 ADVERTISING | 19,000 | 19,095 | 19,190 | 19,286 | 19,383 |
| 555098 DOCUMENT CONVERSION | 170,000 | 170,850 | 171,704 | 172,563 | 173,426 |
| 588999 CONTINGENCY FUND | 2,426,847 | 3,079,795 | 3,042,749 | 4,042,749 | 5,542,749 |
| 589254 SINGLE AUDIT FIN SVCS | 185,000 | 188,700 | 192,474 | 196,323 | 200,250 |
| 589256 TENS | 401,000 | 409,020 | 417,200 | 425,544 | 434,055 |
| 599060 GOLF ENTERPRISE | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 822007 CLIENT SERVER TECHNOLOGY | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 |
| 534098 OTHER TECH & PROF SERVICE | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 |
| 822008 FUEL UTILITY & TIP FEE PMT | 27,831,450 | 29,550,645 | 31,324,025 | 33,211,024 | 35,269,460 |
| 534031 OPERATIONS & MANAGEMENT | 59,000 | 60,180 | 61,384 | 62,611 | 63,863 |
| 534070 CONTRACT CONSULTANT SERV | 200,000 | 201,000 | 202,005 | 203,015 | 204,030 |
| 534098 OTHER TECH & PROF SERVICE | 489,000 | 489,000 | 489,000 | 489,000 | 489,000 |
| 562000 ELECTRICITY | 3,493,000 | 3,562,161 | 3,633,405 | 3,688,015 | 3,780,842 |
| 562024 PIPED HEAT & A/C | 770,000 | 808,500 | 848,925 | 891,371 | 935,940 |
| 562028 FUEL OIL HEATING | 2,500 | 2,655 | 2,712 | 2,748 | 2,782 |
| 562600 PIPED GAS | 750,000 | 772,500 | 795,675 | 819,545 | 844,132 |
| 562625 GASOLINE | 922,000 | 1,011,923 | 1,062,539 | 1,109,567 | 1,158,144 |
| 562627 DIESEL FUEL | 436,000 | 444,807 | 448,891 | 464,265 | 479,159 |
| 562923 WATER | 1,817,000 | 1,907,850 | 1,984,164 | 2,063,531 | 2,146,072 |
| 566263 FUEL CELL LEASE | 273,000 | 273,000 | 273,000 | 273,000 | 273,000 |
| 589226 METROPOLITAN DISTRICT | 13,235,950 | 14,188,938 | 15,210,542 | 16,305,701 | 17,479,711 |
| 590050 OTHER DISPOSAL FEES | 1,814,000 | 1,904,700 | 1,999,935 | 2,099,932 | 2,204,928 |
| 590053 TIPPING FEES (CRRA) | 3,570,000 | 3,923,430 | 4,311,850 | 4,738,723 | 5,207,856 |
| 822009 LEGAL EXPENSES AND SETTLEMNTS | 3,165,000 | 3,210,600 | 3,257,568 | 3,305,945 | 3,355,773 |
| 534010 LEGAL SERVICES | 1,520,000 | 1,565,600 | 1,612,568 | 1,660,945 | 1,710,773 |
| 589371 SETTLEMENTS | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 589372 TAX APPEAL | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| 589373 PY TAX REFUNDS | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| 590040 FEES-CRT RECORD LICEN INS | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 |
| 822013 ADVOCACY | 232,236 | 232,236 | 232,236 | 232,236 | 232,236 |
| 589227 CAP REG COUN OF GOVERN | 87,487 | 87,487 | 87,487 | 87,487 | 87,487 |
| 589245 CCM | 84,749 | 84,749 | 84,749 | 84,749 | 84,749 |
| 589252 LEGISLATIVE SVCS | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Grand Total | 41,458,956 | 43,363,200 | 44,910,958 | 48,712,650 | 53,045,656 |

City of Hartford

Five-Year Plan Efficiencies and Other Mitigation
Prepared on 5-5-2021

| FIVE-YEAR PLAN | 2022 RECOMM | FY2023 FORECAST | FY2024 FORECAST (1) | FY2025 FORECAST | FY2026 FORECAST |
|-------------------------------------|------------------------|----------------------------|--------------------------------|----------------------------|----------------------------|
| Revenues | 583,959,158 | 587,200,649 | 586,209,048 | 596,374,328 | 601,835,757 |
| Expenditures | 583,959,158 | 598,950,996 | 608,180,632 | 620,506,375 | 633,639,045 |
| Surplus/(Deficit) | - | (11,750,347) | (21,971,584) | (24,132,047) | (31,803,288) |
| State PILOT Program Increase | - | 11,000,000 | 11,000,000 | 11,000,000 | 11,000,000 |
| Additional Revenue and Efficiencies | - | 13,885,309 | 11,042,533 | 13,188,606 | 15,767,124 |
| Revised Surplus/ (Deficit) **** | - | 13,134,962 | 70,949 | 56,559 | (5,036,164) |

| Additional Revenue and Efficiencies (each effort includes a City Champion) - Lower Range of Estimates | 2022 RECOMM | FY2023 FORECAST | FY2024 FORECAST | FY2025 FORECAST | FY2026 FORECAST |
|--|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Revenue and Expenditure Initiatives* (See Attachment) | | | | | |
| Projected Increases in Grand List due to Reval (5.13%) | - | 10,360,309 | 7,517,533 | 7,238,606 | 6,217,124 |
| Tax Collection Efforts | - | 300,000 | 300,000 | 300,000 | 300,000 |
| Increased Revenue Collections - Private Duty | - | 250,000 | 250,000 | 250,000 | 250,000 |
| Energy Efficiency | - | 350,000 | 350,000 | 350,000 | 350,000 |
| New Grant Opportunities | - | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Strengthening Golf Operations | - | 100,000 | 100,000 | 100,000 | 100,000 |
| Worker's Compensation Reduction Strategies | - | 150,000 | 150,000 | 150,000 | 150,000 |
| Procurement Efforts | - | 300,000 | 300,000 | 300,000 | 300,000 |
| Facility and Fleet Management Efforts | - | 75,000 | 75,000 | 100,000 | 100,000 |
| Sub-Total Rev and Expend Initiatives | - | 13,885,309 | 11,042,533 | 10,788,606 | 9,767,124 |
| Other Categories: | | | | | |
| General Fund Reduction PayGo Cap Ex** | - | - | - | 2,400,000 | 5,000,000 |
| General Fund Reduction Operating Costs *** | - | - | - | - | 1,000,000 |
| Sub-Total Other Categories | - | - | - | 2,400,000 | 6,000,000 |
| Total | - | 13,885,309 | 11,042,533 | 13,188,606 | 15,767,124 |

* **Revenue and Expenditure Initiatives:** Many of the revenue increases and expenditure decreases will become part of the base revenues and expenditures going forward. For those initiatives that are more one time in nature, it is assume that such or similar efforts will continue or be repeated at times throughout the plan. **The descriptions of these initiatives are attached.**

** **General Fund Reduction PayGo CapEx:** These General Fund reductions will be achieved through reductions to the appropriation OR additional funding obtained through State, Federal aid, grants, or subsidies and other sources. Current CIP funding at \$10,400,000 annually in FY2023 to FY2026.

*** **General Fund Reduction Operating Costs:** These General Fund reductions will be achieved through operational efficiencies or service reductions as necessary OR additional funding obtained through State, Federal aid, grants or subsidies or other sources.

A planned initiative regarding enhancing service effectiveness and operational efficiencies include cost containment efforts related to employee health costs. Another is considering approaches to reduce refuse disposal costs.

**** Surplus generated would be used for CIP and/or to increase general fund reserves.

(1) *Response to 1c(ii)* Corporate contribution of \$10m falls off in FY2024. Corporate partners do not plan to renew their commitment at this time.

ATTACHMENT 1c
CITY OF HARTFORD
REVENUE AND EXPENDITURE INITIATIVES—FY22 to FY26 PLAN

Tax Collection Efforts

Estimated Additional Annual Revenues \$300K-\$500K

- Tax Deed Sales for Residential and Commercial
 - The City held its first tax deed sale in several years in April 2019. The results from the sale resulted in the redemption of 5 properties in the amount of \$159,000, the sale of 8 properties in the amount of \$304,000, and the City took ownership of 23 properties. The City is planning another sale for FY2020 with a focus on delinquent vacant properties and top delinquent properties within the City followed by a follow up sale on delinquent rental property within the City.
 - **February 19, 2020 Update on Tax Deed Sales-** The City's next tax deed sale had been scheduled for Saturday May 16, 2020, but was delayed because of the COVID-19 pandemic. This deed sale was to be focused on primarily vacant land and top delinquent properties throughout the City. There is a total of 61 properties and to date 3 properties redeemed for a total of \$481,000. Of the remaining properties, some will be retained by the City if the owners do not redeem and we project the redemption or sale of another \$650,000. We are exploring a FY2021 tax deed sales focused on delinquent rental properties, the timing of which may also be impacted by the pandemic.
 - **April 19, 2021 Update on 5/16/20 Tax Deed Sales -** The City held the delayed 5/16/20 tax deed sale on October 24, 2020 in accordance with the Governor's executive order allowing the sale to move forward during the pandemic. The results from the sale were the redemption of multiple properties in the amount of \$2,239,534, the sale of 20 properties in the amount of \$1,178,397, the City took ownership of 27 properties, and postponed 2 properties until the next sale. Of the 2 postponed properties, 1 property recently redeemed their property by paying the full amount of taxes due of approximately \$450,000. The City is planning another deed sale for FY2022 with a focus on delinquent rental properties.

- Motor Vehicles – License Plate Scanning & Compliance Initiative
 - The City contracted with a consultant to address non-registered or improperly registered vehicles within the City. This compliance initiative has resulted in additional assessments in FY2019 of \$103,912 and \$1,020,956 in FY2020. The consultant spent a majority of time in FY2019 investigating, and those investigations resulted in numerous bills being sent in October and December of 2019. The City, to date, has increased assessments by \$19m and has billed \$1.1m to non-compliant tax payers.
 - **Update on MTS billing and collections (2/19/20)** – The tax collection office is seeing a trend in MTS billings of about \$100,000 per month with a 15% collection rate to date. For FY2020, we anticipate a total of \$1.6m in billings at a 15% collection rate resulting in approximately \$240,000. By agreement, our vendor gets 50% of collections resulting in an additional \$120,000 in tax revenues for FY2020.
 - **Update on MTS Billing and Collections (4/19/21)** – Prior to the start of the pandemic, the tax collection office was seeing a trend in MTS collections annually. To date, the City has billed \$2,213,356 in new tax billings since the start of this program and has collected \$926,006 through March 2021. This averages 42% in collections of the total amount billed. By agreement, our vendor gets 50% of total collections.

- Personal Property Audits
 - The audit program was suspended due to the pandemic. Most of the remaining targets were in businesses that were likely to be in jeopardy because of the pandemic and we did not want to push anybody out of business. The canvassing of the construction sites continued and because of the pandemic, we were able canvass most of the city to a degree that has been impossible for at least 15 years. Although the effort caused us to remove a significant number of personal property accounts, we also discovered a significant number of accounts and the personal property portion of the grand list rose four percent.

- Personal Property Collection efforts – Use Alias Tax Warrants
 - **Update to Use of Alias Tax Warrants (2/19/20)** – The City went to RFP and just signed into contract with a new collection agency. Unlike our previous collection agency, the new vendor will follow through with tax collections to the court system if necessary. The City’s use of alias tax warrants is not being required at this time as we get situated with a new collection agency and process. However, the City is willing to use alias tax warrants as a collection tool on an as needed basis. The timing of this initiative will likely also be impacted by the pandemic.
 - **Update to Use of Alias Tax Warrants (4/19/21)** - There has been no change to 2/19/2020 update. The City will not use alias tax warrants during the pandemic except for on an as needed basis. At this point in time, there is currently no need.

- Personal Property – Assessors inventory city for construction vehicles not on grand list (Example: there is a visible crane for example)
 - **2/19/20 Update to Construction Vehicles** – Any vehicles discovered during the summer/fall of 2019 were added to the 2019 Grand list finalized January 31, 2020. There was a 6.6% or \$50m in assessed value increase in the personal property category due in part to this initiative, personal property audits, new businesses, canvassing City businesses, and renovations to 2 large insurance companies located in the City. This initiative is now part of the Tax Assessor’s ongoing operations.
 - **4/19/2021 Update to Construction Vehicles** – As mentioned above, the canvassing of the construction sites, including vehicles, has been ongoing and because of the pandemic, we were able canvass most of the city to a degree that has been impossible for at least 15 years. Although the effort resulted in the removal of a significant number of personal property accounts, we also discovered a material number of new accounts resulting in a 4% increase to the 2020 grand list for personal property.

Private Duty Jobs

Estimated Additional Annual Revenues \$250,000-\$350,000

In FY 2020 the private duty police services application was published and enforced by rules and conditions. Failure to pay any invoice after 60 days from its due date may result in suspension of the account and /or the account submittal for collection or other legal action. Suspension will remain in effect until the account is current or a payment plan agreement is in place. Interest charges will continue to accrue. In addition, applicants must be current with all financial obligations, taxes and/or fees due to the City of Hartford, including, but is not limited to, general property taxes, miscellaneous permits, false alarm fees, fire watch fees and/or special event charges. The City reserves the right not to lift the suspension until all monies owed to the City are satisfied. The ability to pay online has also improved collections.

An RFP is currently outstanding to select a collection firm related to outstanding private duty work. As of April 15, 2021, \$609k of the \$874k in uncollected private duty is over 120 days past due. The City intends to increase collection efforts in FY2022 to ensure we are collecting the dollars due to the City in a timely manner.

EXPENDITURE SAVINGS INITIATIVES

Energy Efficiency Opportunities

Estimated Additional Annual Savings \$350,000-\$400,000

*See separate report attached.

- **Lead by Example.** The City is organizing an energy challenge with the utilities, local nonprofits and residents related to measuring and reducing energy use. The City team is taking a “Lead by Example” approach to this effort, ensuring that our own facilities are benchmarked – with performance over time measured and improved.”

Grant Opportunities

Estimated Additional Annual Revenues Amount Varies by Grant

The City is eligible for many Federal and State grants. Departments work directly with the Grants team to determine the level of eligibility for various projects.

In the coming years, there will be many opportunities to offset various capital projects. The most recently released Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant through the Department of Transportation offers the City the opportunity to fund up to \$25m, upon submission and approval. The City would assume such project funding would begin in FY2022 and FY2023, however, no funding is currently included in the budget or forecasts for such projections.

The City is also eligible for an additional SAFER grant which offers funding of new fire recruits. This grant, which will likely be awarded in FY2023, offsets costs of approx. \$1m per year.

Other grants being considered include various Health and Human Service grants, though the exact amounts are not known at this time.

Through proactive grant research, the City will continue to work to offset future capital needs and operating expenses as made available.

Strengthening Golf Course Enterprise Operations

Estimated Additional Annual Savings \$100,000

Golf operations have continued to stabilize, with Goodwin and Keeney either hitting or exceeding projections for rounds played and revenue. These trends are expected to continue and grow enabling the decrease and eventual elimination for the City’s subsidy from the General fund over the next several years. Fees are also increased consistent with maintaining competitive rates. Efforts are also underway to reduce or restructure certain costs. In prior year budgets, \$240,000 was set aside to cover the shortfall; for FY2022, only \$100,000 was set aside due to favorable results during the year.

Workers Compensation Reduction Strategies

Estimated Additional Annual Savings \$75,000-\$200,000

- To reduce slip and fall claims, the City working with contractors and others to keep parking lots and sidewalks safe – during winter weather events as well as provide support to DPW in the prioritization of sidewalk repairs. Both of these should help reduce both Worker’s Compensation and Liability claims.
- Work with City departments to expand light-duty opportunities to assist with return to work; investigate instances of fraud; interdepartmental review of cases
- Work with the City’s Third-Party Workers’ Compensation Claims Administrator to improve the current plan to include telephonic nurse triage plans and consider preferred provider networks for injured workers.

- City is investigating use of new technology/equipment that would help in reducing injuries.
- Training activities:
 - o The City has a contract in place which provides the City a \$12,500 budget to use towards in-person training. All of this related to WC reduction strategies. Training topics include:
 - Preventing Sprains and Strains/Back Injury with Safe Lifting Techniques
 - Preventing Slips, Trips and Falls
 - OSHA/Regulatory Compliance (Ex. Asbestos Awareness, Personal Protective Equipment, etc.)
 - Worker Safety (Ex. Ladder safety, forklift, etc.)
 - Fleet and Driver Safety Programs
 - Worksite Hazard Assessment Services

Cost Reduction Strategies Through Procurement Efforts

Estimated Additional Annual Savings of at Least \$300k Annually

In June 2020, the City hired a new Procurement Manager. The Manager has been able to implement various LEAN improvements which assist with efficiency throughout the procurement process. The LEAN group is proposing the hiring of a Project Manager to continue with these projects in the future. The process improvements coming from the projects may allow the City to obtain more favorable pricing from vendors who in the past may have added a premium to their price for the lag of time between the contract offering, acceptance and payment of projects. The Project Manager will also help find efficiencies throughout the City which will free up current staff to work on other projects.

The Procurement team has already started renegotiating various contracts that will save the City money (i.e. Office Supplies contract will save the City approx. \$128k annually). The team is also working on consolidating and renegotiating the various copier contracts with the City and the BOE which has the potential of \$100k-\$200k in annual savings. Other potential projects in the coming year include bulk purchasing contracts in lieu of one-off purchases of hardware and other large purchases done throughout the year. There are also RFPs currently being reviewed which could produce additional savings in the areas such as solid waste disposal, which have the potential of further annual savings.

The Finance department has initiated two audits during FY2021 – Energy and Telecommunications. These audits will allow the City to understand if the billings received monthly are accurate and if the services we are receiving are necessary.

Cost Reduction Strategies Through Facility and Fleet Management Efforts

Estimated Additional Annual Savings \$75,000 to \$100,000

The City currently has aging buildings and vehicles which require significant maintenance. In the coming years, the City plans to put forth a facility and fleet management plan laying out repair vs. replace guidelines, investing in more fuel-efficient vehicles, consolidate maintenance contracts and better understand the space and vehicle needs of each department. This plan will allow the City to save in repair and fuel costs and more efficiently and effectively perform the necessary roles of each department.

ENERGY PROGRAM SUMMARY

Attachment 1c Supplemental

MARB Report April 2021

Introduction

A comparison chart is in the “Overview” section below, detailing FY 20 and FY 21 energy-related information from our vendors Colliers, Bridge Energy and Graybar.

- **Efficiency Projects.** Both the Public Safety Complex engineering study and interior lighting projects noted in the last report were completed. Additional exterior lighting LED upgrades are in progress at city and park facilities. These projects will offer more cost savings.
- **VNM Savings.** There is a range of possible revenue from current and expected VNM projects. Total credits are valued *between* \$2.6 million to \$3.6 million, based on average annual credits ranging from \$135,000 to \$180,000. This range is due to varying production, and other factors, such as potential increases in market rates. Two of three VNM projects remain unbuilt, but will be electrified within the next 12 months. The annual revenue from the existing VNM project is \$35,000. Bridge Energy will also be evaluating the impact of existing VNM credits associated with the Parkville fuel cell.
- **Demand Response.** There is additional new demand response revenue for the Board of Ed, which was not reported last year.

Overview

A summary of FY20 versus FY 21 is below.

| Project Type | Project Name (Vendor) | Facilities | Estimated Annual Impact (Cost Savings or Revenue) | | Contract Term | Installation Completed? |
|---------------------|------------------------------|-------------------------------|--|---|----------------|---|
| | | | FY2020* | FY2021 | | |
| Efficiency | Interior Lighting (Graybar) | DPW, HPSC, SAND | \$127,400 | \$127,400 | N/A | Yes |
| | Engineering Study (Colliers) | HPSC | \$63,000 <i>(Reflects savings if recommendations are implemented)</i> | \$63,000 | N/A | No <i>(Study Completed; Est. Implementation Summer 2021)</i> |
| Financial Contracts | Virtual Net Metering | Out of Town | Projected (For Life of Contract): \$180,000 Actual: \$35,000 | Projected (For Life of Contract): \$135,000 - \$180,000 | 20 years | No <i>(one of three projects completed).</i> <i>Full implementation estimated in the next 12 months.</i> |
| | Demand Response | Parkville Fuel Cell Microgrid | Projected: \$15,000 - \$25,000 Actual: \$15,190 | Projected: \$18,000 | Annual Renewal | Yes |
| | Demand Response | Board of Ed | Actual: \$33,512 | Projected: \$65,300 | 5 years | Yes |

**FY20 numbers listed here are static estimates reported in the previous year.*

Next Steps

Facility Projects

There will be a continued, and expanded focus on addressing critical facility upgrades.

Comprehensive. The Office of Sustainability and DPW staff are working with the Procurement Agent to issue an RFI for additional efficiency and HVAC work in city facilities. The intention is to identify projects among the recommendations totaling approximately \$12.9 million that can be completed using a mix of financing and funding sources.

More Lighting. On the public schools' side, Graybar is working with HPS staff on three new schools for LED conversion currently (Naylor, Burr, Capitol Prep). That team will continue to audit facilities. In addition, LED conversions will also happen at Keney and Colt Parks, and achieve additional savings.

Steam. A City Hall project to improve the efficiency of the steam system will cost the City approximately \$104,000. Total project costs will be offset by utility incentives from both Eversource and CNG. These incentives will reduce the project cost by about 50%.

City of Hartford
 FY2023 Grant List Growth Projections (Conservative)

| Code | 2020 GL Count | Class | 2020 Market Value | 2020 GL Assm't Ratio | 2020 GL Gross Assessments | 2020 GL Total Exemptions | 2020 GL Total Net Assessment | 2021 Market Value | 2021 GL Assm't Ratio | 2021 GL Gross Assessments | 2021 GL Total Exemptions | 2021 GL Total Net Assessment | 2020 GL Tax with FY 2021 Gross Levy | 2021 GL Tax with FY 2022 Gross Levy | Tax Change | % Change |
|--------------------------|---------------|-----------------------|----------------------|----------------------|---------------------------|--------------------------|------------------------------|----------------------|----------------------|---------------------------|--------------------------|------------------------------|-------------------------------------|-------------------------------------|---------------------|--------------|
| | | | | | | | | | | | | | RE & PP mill | 74.29 | | |
| | | | | | | | | | | | | | MV mill max | 45.00 | | |
| Real Property | | | | | | | | | | | | | | | | |
| 100 | 21,856 | Residential | 2,618,668,543 | 35.0000% | 924,397,020 | 3,535,668 | 912,998,322 | 3,227,681,530 | 35.0000% | 1,137,551,565 | 3,535,668 | 1,126,100,721 | \$67,826,645 | \$83,658,023 | \$15,831,377 | 23.34% |
| 101 | 7231 | One Family | 1,081,466,469 | 35.0000% | 378,513,264 | 1,788,211 | 376,725,053 | 1,297,759,762 | 35.0000% | 454,215,917 | 1,788,211 | 452,427,706 | \$27,986,904 | \$33,610,854 | \$5,623,950 | 20.09% |
| 102 | 3109 | Two Family | 534,189,837 | 35.0000% | 186,966,443 | 715,116 | 186,251,327 | 667,737,296 | 35.0000% | 233,708,054 | 726,397 | 232,981,657 | \$13,836,611 | \$17,308,207 | \$3,471,596 | 25.09% |
| 103 | 3251 | Three Family | 553,074,211 | 35.0000% | 193,575,974 | 740,397 | 192,835,577 | 746,650,185 | 35.0000% | 261,327,565 | 812,242 | 260,515,323 | \$14,325,755 | \$19,353,683 | \$5,027,928 | 35.10% |
| 105 | 2888 | Condominium | 218,081,651 | 35.0000% | 76,328,578 | 291,944 | 76,036,634 | 239,889,817 | 35.0000% | 83,961,436 | 260,964 | 83,700,472 | \$5,648,762 | \$6,218,108 | \$569,347 | 10.08% |
| 107 | 21 | Multi Fam Res | 9,181,800 | 35.0000% | 3,213,630 | - | 3,213,630 | 9,181,800 | 35.0000% | 3,213,630 | - | 3,213,630 | \$238,741 | \$238,741 | \$0 | 0.00% |
| 108 | 481 | Condo Garage | 3,734,100 | 35.0000% | 1,306,935 | - | 1,306,935 | 3,734,100 | 35.0000% | 1,306,935 | - | 1,306,935 | \$97,092 | \$97,092 | \$0 | 0.00% |
| 150 | 4875 | Condo Conversion res | 218,940,474 | 35.0000% | 76,629,166 | - | 76,629,166 | 262,728,569 | 35.0000% | 91,954,999 | - | 91,954,999 | \$5,692,781 | \$6,831,337 | \$1,138,556 | 20.00% |
| 200 | 1,290 | Commercial | 1,874,875,911 | 70.00% | 1,312,413,138 | - | 1,312,413,138 | 1,593,644,525 | 70.00% | 1,115,551,167 | - | 1,115,551,167 | \$97,499,172 | \$82,874,296 | -\$14,624,876 | -15.00% |
| 300 | 101 | Industrial | 76,126,720 | 70.00% | 53,288,704 | 849,934 | 52,438,770 | 72,320,384 | 70.00% | 50,624,269 | 849,934 | 49,774,335 | \$3,895,676 | \$3,697,735 | -\$197,941 | -5.08% |
| 400 | 10 | Public Utility | 26,582,100 | 70.00% | 18,607,470 | - | 18,607,470 | 26,582,100 | 70.00% | 18,607,470 | - | 18,607,470 | \$1,382,349 | \$1,382,349 | \$0 | 0.00% |
| 500 | 924 | Vacant Land | 122,196,494 | 70.00% | 85,537,546 | - | 85,537,546 | 122,196,494 | 70.00% | 85,537,546 | - | 85,537,546 | \$6,354,584 | \$6,354,584 | \$0 | 0.00% |
| 600 | 1 | Use Assm't | 19,200 | 70.00% | 13,440 | - | 13,440 | 19,200 | 70.00% | 13,440 | - | 13,440 | \$998 | \$998 | \$0 | 0.00% |
| 170 | 287 | Condo Conversion apt | 11,232,900 | 70.00% | 7,863,030 | - | 7,863,030 | 11,232,900 | 70.00% | 7,863,030 | - | 7,863,030 | \$584,144 | \$584,144 | \$0 | 0.00% |
| 180 | 17 | CRDA Apartments | 58,529,420 | 35.00% | 20,485,297 | - | 20,485,297 | 79,014,717 | 35.00% | 27,655,151 | - | 27,655,151 | \$1,521,853 | \$2,054,501 | \$532,648 | 35.00% |
| 800 | 1,481 | Apartments | 753,601,124 | 70.00% | 527,520,787 | - | 527,520,787 | 1,017,361,518 | 70.00% | 712,153,062 | - | 712,153,062 | \$39,189,519 | \$52,905,851 | \$13,716,332 | 35.00% |
| Totals | 25,967 | | 5,541,832,413 | 70.00% | \$2,942,263,402 | 4,385,602 | \$2,937,877,800 | 6,150,053,367 | 70.00% | \$3,147,693,671 | 4,437,748 | \$3,143,255,923 | \$218,254,942 | \$233,512,482 | \$15,257,541 | 6.99% |
| Personal Property | 3,788 | Pers. Property | 1,233,492,700 | 70.00% | 863,444,890 | 27,313,420 | 836,131,470 | 1,233,492,700 | 70.00% | 863,444,890 | 27,313,420 | 836,131,470 | \$62,116,207 | \$62,116,207 | \$0 | 0.00% |
| Motor Vehicle | 49,000 | Motor Vehicle | 552,440,427 | 70.00% | 386,708,299 | 7,755,624 | 378,952,675 | 552,440,427 | 70.00% | 386,708,299 | 7,755,624 | 378,952,675 | \$17,052,870 | \$17,052,870 | \$0 | 0.00% |
| Grand Totals | | All | 7,327,765,540 | 57.21% | 4,192,416,591 | 39,454,646 | 4,152,961,945 | 7,935,986,494 | 55.42% | 4,397,846,860 | 39,506,792 | 4,358,340,068 | \$297,424,019 | \$312,681,560 | \$15,257,541 | 5.13% |

| | A | B | E | AG | AH | AI | AJ | AW | AX | AZ | BA | BC | BD | BF | BH | BI | BJ | |
|----|---------------------------------|-------|--|-------------------------------|-----------|------------|------------------|------------|------------------|------------|------------------|------------|------------|------------|----------------------|---------------------------------|---|---------|
| 2 | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | | | | | | |
| 5 | CITY OF HARTFORD | | | | | | | | | | | | | | | | | |
| 6 | CAPITAL IMPROVEMENT PLAN | | | | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | | | | | |
| 15 | ALL PROJECT | | SOURCE: | TBD | TBD | TBD | From FY21 Budget | From Depts | From FY21 Budget | From Depts | From FY21 Budget | From Depts | From Depts | From Depts | From Depts | From Depts | AE + AT + AW + AZ + BB | BD + BE |
| 16 | FY 2022 - FY 2026 | | | | | | | | | | | | | | | | | |
| 17 | | | | FY2022 Recommended | | | FY2023 | | FY2024 | | FY2025 | | FY2026 | | | | | |
| 18 | DEPT | Req # | PROJECT NAME | Total Preliminary Recommended | City | Grant | LoCIP | PROJ | REQ | PROJ | REQ | PROJ | REQ | REQ | FY2027 TO COMPLETION | FY2022 - FY2026 TOTAL REQUESTED | PROJECT (FY22 -- Life of Project) TOTAL REQUESTED | |
| 19 | BOE | 10 | BURNS | 18,386,629 | 1,838,663 | 16,547,966 | - | 12,391,230 | 20,723,444 | 2,334,230 | 5,310,911 | | - | - | 0 | 44,420,984 | 44,420,984 | |
| 20 | BOE | 11 | BULKELEY HS | 45,346,451 | 4,534,645 | 40,811,806 | - | 32,800,000 | 58,167,465 | 74,160,000 | 48,336,271 | 8,690,000 | 3,653,301 | - | 0 | 155,503,488 | 155,503,488 | |
| 21 | BOE | | LEARNING CORRIDOR | 750,000 | 750,000 | | | | | | | | | | | | | |
| 22 | BOE | 12 | DISTRICT SUPPORT FACILITY AT BULKELEY | 6,708,861 | 670,886 | 6,037,975 | - | | 5,361,998 | 5,380,089 | | 1,110,796 | 243,954 | 0 | 18,805,698 | 18,805,698 | | |
| 23 | JBTOTAL | | Subtotal | 71,191,941 | 7,794,194 | 63,397,747 | - | 45,191,230 | 84,252,907 | 76,494,230 | 59,027,271 | 8,690,000 | 4,764,097 | 243,954 | 0 | 218,730,170 | 218,730,170 | |
| 24 | DDS | 9 | North Main Street Streetscape Design | 216,000 | 200,000 | 16,000 | - | - | 3,000,000 | - | 3,000,000 | - | - | - | - | 6,216,000 | 6,216,000 | |
| 25 | DDS | 17 | NW District School Historic Preservation Project | 700,000 | 700,000 | - | - | - | 650,000 | - | 650,000 | - | - | - | - | 2,000,000 | 2,000,000 | |
| 26 | DDS | 3 | Bartholomew Avenue Streetscape Phase II | 2,100,000 | 100,000 | 2,000,000 | - | - | - | - | - | - | - | - | - | 2,770,000 | 2,770,000 | |
| 27 | DDS | 2 | Bicycle and Pedestrian Safety Improvements | 250,000 | 250,000 | - | - | 500,000 | 200,000 | - | 150,000 | - | 150,000 | 150,000 | - | 1,150,000 | 1,150,000 | |
| 28 | DDS | B | CITYWIDE STREETScape IMP | 266,100 | - | 266,100 | - | | | | | | | | | 266,100 | 266,100 | |
| 29 | DDS | 6 | Farmington Avenue Streetscape | 1,233,891 | - | 1,233,891 | - | - | 4,000,000 | - | 3,500,000 | - | - | - | - | 8,733,891 | 8,733,891 | |
| 30 | DDS | C | FEDERAL LANDS ACCESS PROGRAMS | 69,615 | - | 69,615 | - | | | | | | | | | 69,616 | 69,616 | |
| 31 | DDS | D | Hartford Decides | 16,142 | 16,142 | - | - | | | | | | | | | 16,142 | 16,142 | |
| 32 | DDS | E | LYRIC THEATER - LIBRARY AND CULTURAL | 11,558 | 11,558 | - | - | | | | | | | | | 11,558 | 11,558 | |
| 33 | DDS | 4 | Main Street Streetscape | 400,000 | 200,000 | 200,000 | - | - | 5,000,000 | - | 5,000,000 | - | - | - | - | 10,797,076 | 10,797,076 | |
| 34 | DDS | 14 | Parkville Environmental Development Project | 500,000 | 500,000 | - | - | - | - | - | - | - | - | - | - | 655,000 | 655,000 | |
| 35 | DDS | 5 | Riverfront Park Walk And Bike Path | 1,600,000 | 320,000 | 1,280,000 | - | - | 1,200,000 | - | - | - | - | - | - | 2,800,000 | 2,800,000 | |
| 36 | DDS | 16 | Sigourney / Homestead Remediation | 500,000 | 500,000 | - | - | 500,000 | 500,000 | - | - | - | - | - | - | 1,347,000 | 1,347,000 | |
| 37 | DDS | 7 | South Branch Park River Trail | 1,000,000 | 100,000 | 900,000 | - | - | - | - | - | - | - | - | - | 1,300,000 | 1,300,000 | |
| 38 | JBTOTAL | | | 8,863,306 | 2,897,700 | 5,965,606 | - | 1,000,000 | 14,550,000 | - | 12,300,000 | - | 150,000 | 150,000 | - | 38,132,283 | 38,132,283 | |
| 39 | DPW | 27 | Managed Paving Maintenance Program | 3,070,000 | 1,000,000 | - | 2,070,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | - | 17,021,141 | 17,021,141 | |
| 40 | DPW | 23 | Flood Control | 7,802,513 | 4,065,840 | 3,736,673 | - | 1,145,000 | 2,154,000 | 2,278,000 | 3,288,000 | 3,269,000 | 6,876,000 | 6,177,000 | - | 26,894,031 | 26,894,031 | |

| | A | B | E | AG | AH | AI | AJ | AW | AX | AZ | BA | BC | BD | BF | BH | BI | BJ | |
|----|---------------------------------|-------|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------------------|---------------------------------|---|--|
| 2 | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | | | | | | |
| 5 | CITY OF HARTFORD | | | | | | | | | | | | | | | | | |
| 6 | CAPITAL IMPROVEMENT PLAN | | | | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | | | | | |
| 15 | ALL PROJECT SOURCE: | | | | | | | | | | | | | | | | | |
| 16 | FY 2022 - FY 2026 | | | | | | | | | | | | | | | | | |
| 17 | | | | | | | | | | | | | | | | | | |
| 18 | | | | FY2022 Recommended | | | FY2023 | | FY2024 | | FY2025 | | FY2026 | | | | | |
| | DEPT | Req # | PROJECT NAME | Total Preliminary Recommended | City | Grant | LoCIP | PROJ | REQ | PROJ | REQ | PROJ | REQ | REQ | FY2027 TO COMPLETION | FY2022 - FY2026 TOTAL REQUESTED | PROJECT (FY22 -- Life of Project) TOTAL REQUESTED | |
| 41 | DPW | 11 | Citywide ADA Improvements Sidewalks and Buildings | 3,633,799 | 1,109,799 | - | 2,524,000 | 1,191,345 | | 1,291,345 | | 1,191,345 | 2,000,000 | 2,000,000 | 38,400,000 | 7,633,799 | 46,033,799 | |
| 42 | DPW | 24 | Fuel Oil Storage Tanks | 874,278 | 874,278 | - | - | 1,000,000 | 1,252,500 | 800,000 | 103,900 | 200,000 | 804,000 | 404,100 | - | 3,438,593 | 3,438,593 | |
| 43 | DPW | 30 | Neighborhood Environmental Improvements & Citywide Tree Planting | 700,339 | 700,339 | - | - | 405,000 | 300,000 | 505,000 | 300,000 | 505,000 | 500,000 | 500,000 | - | 2,100,000 | 2,100,000 | |
| 44 | DPW | 20 | Environmental Compliance | 125,000 | 125,000 | - | - | | 190,910 | | 191,910 | | 203,000 | 204,000 | - | 914,820 | 914,820 | |
| 45 | DPW | 17 | Citywide Sidewalk Replacement, DECD Grant | 1,221,312 | - | 1,221,312 | - | | - | | - | | - | - | - | 4,221,312 | 4,221,312 | |
| 46 | DPW | 29 | Municipal Facilities Renovations | 1,250,000 | 1,250,000 | - | - | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 6,100,000 | 6,250,000 | 12,350,000 | |
| 47 | DPW | 13 | Citywide Roof Replacement | 300,000 | 300,000 | - | - | 1,554,000 | 2,120,000 | 770,500 | 2,000,000 | 493,400 | 300,000 | 300,000 | - | 5,020,000 | 5,020,000 | |
| 48 | DPW | 12 | Open Options City Wide Card Access Upgrade. | 170,000 | 170,000 | - | - | | - | | - | | - | - | - | 340,000 | 340,000 | |
| 49 | DPW | 7 | Broad Street Reconstruction | 370,988 | 370,988 | - | - | | - | | - | | - | - | - | 370,988 | 370,988 | |
| 50 | DPW | 6 | Bridge Maintenance and Repair | 258,000 | - | - | 258,000 | 600,000 | 2,775,000 | 500,000 | 325,000 | 500,000 | 325,000 | 325,000 | 25,000 | 5,833,000 | 5,858,000 | |
| 51 | DPW | 40 | Traffic Calming | 300,000 | 300,000 | - | - | | 500,000 | | 500,000 | | 500,000 | 500,000 | - | 2,500,000 | 2,500,000 | |
| 52 | DPW | 25 | Goodwin Park Irrigation (HPTF) | 1,379,000 | - | 1,379,000 | - | | (100,000) | | (100,000) | | (100,000) | (100,000) | - | 979,000 | 979,000 | |
| 53 | DPW | 10 | Bushnell Park Sidewalks and Lighting (HPTF) | 834,169 | - | 834,169 | - | | - | | - | | - | - | - | 2,141,462 | 2,141,462 | |
| 54 | DPW | 14 | Colt and Pope Park Improvements | 1,400,000 | 400,000 | 1,000,000 | - | | - | | - | | - | - | - | 1,030,000 | 1,030,000 | |
| 55 | DPW | 19 | LED External Light Conversion | 1,200,000 | - | 1,200,000 | - | | - | | - | | - | - | - | 1,200,000 | 1,200,000 | |
| 56 | DPW | 34 | Park Street Sidewalks, DECD Grant | 1,310,608 | 264,955 | 1,045,653 | - | | - | | - | | - | - | - | 1,310,608 | 1,310,608 | |
| 57 | DPW | 35 | Park Terrace @ Russ St Roundabout | 1,716,369 | 2,735 | 1,713,634 | - | | - | | - | | - | - | - | 1,716,369 | 1,716,369 | |
| 58 | DPW | 15 | Coltsville Phase 1 | 121,864 | 121,864 | - | - | | - | | - | | - | - | - | 121,864 | 121,864 | |
| 59 | DPW | 16 | Coltsville Phase 2 | 4,702,400 | 195,611 | 4,506,789 | - | | - | | - | | - | - | - | 4,702,400 | 4,702,400 | |
| 60 | DPW | 39 | Three Avenues Southend Entrance | 2,832,275 | 707,275 | 2,125,000 | - | | 225,000 | | - | | - | - | - | 3,791,550 | 3,791,550 | |
| 61 | DPW | 41 | Traffic Control Systems CMAQ Project 63-690 | 965,300 | 15,300 | 950,000 | - | | 2,700 | | 3,000 | | 3,000 | 3,000 | 75,000 | 977,000 | 1,052,000 | |
| 62 | DPW | 42 | Traffic Signal System Communications Phase II Proejct 63-717 | 612,585 | 124,917 | 487,668 | - | | 3,000 | | 3,000 | | 3,000 | 3,000 | 75,000 | 624,585 | 699,585 | |

| | A | B | E | AG | AH | AI | AJ | AW | AX | AZ | BA | BC | BD | BF | BH | BI | BJ | |
|----|---------------------------------|-------|---|-------------------------------|------------|------------|------------------|------------|------------------|------------|------------------|------------|------------|------------|----------------------|---------------------------------|---|---------|
| 2 | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | | | | | | |
| 5 | CITY OF HARTFORD | | | | | | | | | | | | | | | | | |
| 6 | CAPITAL IMPROVEMENT PLAN | | | | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | | | | | |
| 15 | ALL PROJECT | | SOURCE: | TBD | TBD | TBD | From FY21 Budget | From Depts | From FY21 Budget | From Depts | From FY21 Budget | From Depts | From Depts | From Depts | From Depts | From Depts | AE + AT + AW + AZ + BB | BD + BE |
| 16 | FY 2022 - FY 2026 | | | | | | | | | | | | | | | | | |
| 17 | | | | FY2022 Recommended | | | FY2023 | | FY2024 | | FY2025 | | FY2026 | | | | | |
| 18 | DEPT | Req # | PROJECT NAME | Total Preliminary Recommended | City | Grant | LoCIP | PROJ | REQ | PROJ | REQ | PROJ | REQ | REQ | FY2027 TO COMPLETION | FY2022 - FY2026 TOTAL REQUESTED | PROJECT (FY22 -- Life of Project) TOTAL REQUESTED | |
| 63 | DPW | 43 | Traffic Signalization System Communications Upgrade LoCIP Project DPW19-10 | 618,000 | 28,000 | 590,000 | - | | 3,000 | | 3,000 | | 3,000 | 3,000 | 75,000 | 630,000 | 705,000 | |
| 64 | DPW | 44 | Traffic Signal Upgrade, Road Diet, and City-wide Timing Optimization Improvements LoCIP | 200,000 | 200,000 | - | - | | 100,000 | | - | | - | - | - | 300,000 | 300,000 | |
| 65 | DPW | 45 | Traffic Signalization of 15 Intersections Project 63-718 | 1,033,215 | 163,215 | 870,000 | - | | 454,810 | | 3,000 | | 3,000 | 3,000 | 75,000 | 2,530,240 | 2,605,240 | |
| 66 | DPW | 46 | Traffic Signalization Weston and Jennings Proejct 63-714 | 618,762 | 83,226 | 535,536 | - | | 3,000 | | 3,000 | | 3,000 | 3,000 | 75,000 | 1,249,523 | 1,324,523 | |
| 67 | DPW | 18 | Emergency Generator Replacement | 500,000 | 500,000 | - | - | | - | | - | | - | - | - | 500,000 | 500,000 | |
| 68 | DPW | 4 | Accident Reduction Signourney Avenue and Asylum Project 63-720 | 337,200 | 46,700 | 290,500 | - | | 2,500 | | 3,000 | | 3,000 | 3,000 | 75,000 | 348,700 | 423,700 | |
| 69 | DPW | 28 | Misc. Sidewalk and Curb Repair | 300,000 | 300,000 | - | - | 1,250,000 | 300,000 | 1,250,000 | 300,000 | 1,250,000 | 300,000 | 300,000 | - | 1,500,000 | 1,500,000 | |
| 70 | DPW | 49 | Bulky Waste Truck Scale Improvements | 575,200 | 575,200 | - | - | | 1,711,000 | | (25,000) | | (25,000) | (25,000) | (25,000) | 2,211,200 | 2,186,200 | |
| 71 | DPW | 47 | Transfer Station Improvements | 50,000 | 50,000 | - | - | | - | | - | | - | - | - | 75,000 | 75,000 | |
| 72 | DPW | 33 | Park River Cleanup | 100,000 | 100,000 | - | - | | - | | - | | - | - | - | 250,000 | 250,000 | |
| 73 | DPW | 31 | New Britain Avenue Roundabout | 130,000 | 130,000 | - | - | | 2,000,000 | | - | | - | - | - | 2,130,000 | 2,130,000 | |
| 74 | DPW | 8 | Bushnell Park Pond Dredging (HPTF) | 130,000 | 130,000 | - | - | | 1,160,000 | | - | | - | - | - | 1,290,000 | 1,290,000 | |
| 75 | DPW | 9 | Bushnell Park Pump House Gallery Improvements | 200,000 | 200,000 | - | - | | - | | - | | - | - | - | 833,000 | 833,000 | |
| 76 | DPW | | Subrogation | 200,000 | 200,000 | - | - | | | | | | | | | | | |
| 77 | DPW | 37 | Pulaski Circle Wall | 50,000 | 50,000 | - | - | | - | | - | | - | - | - | 50,000 | 50,000 | |
| 78 | JBTOTAL | | | 42,193,176 | 14,855,242 | 22,485,934 | 4,852,000 | 11,395,345 | 19,407,420 | 11,644,845 | 11,151,810 | 11,658,745 | 15,951,000 | 14,853,100 | 6,550,000 | 115,030,184 | 159,980,184 | |
| 79 | ES&T | 2 | Public Safety Radio Infrastructure Upgrade | 2,000,000 | 2,000,000 | - | - | | 3,000,000 | | 1,000,000 | | 900,000 | 900,000 | 0 | 8,300,000 | 8,300,000 | |
| 80 | JBTOTAL | | | 2,000,000 | 2,000,000 | - | - | | 3,000,000 | | 1,000,000 | | 900,000 | 900,000 | 0 | 8,300,000 | 8,300,000 | |
| 81 | HFD | 14 | Repairs and upgrades to Station 15 | 100,000 | 100,000 | - | - | | - | | - | | 15,000 | - | 0 | 2,115,000 | 2,115,000 | |
| 82 | HFD | 8 | Replacement Air cleaning - Station 2 | 22,500 | - | 22,500 | - | | - | | - | | - | - | 0 | 22,500 | 22,500 | |
| 83 | HFD | 7 | Repairs and upgrades to Station 1 | 15,000 | - | 15,000 | - | | - | | - | | - | - | 2,100,000 | 15,000 | 2,115,000 | |
| 84 | HFD | 9 | Repairs and upgrades to Station 7 | 40,000 | - | 40,000 | - | | - | | - | | - | - | 0 | 40,000 | 40,000 | |

**GRAND RATEBOOK BALANCE SHEET REPORT
CITY OF HARTFORD
GRAND LIST YEAR 2019**

Year: 2004 To 2019, Pay Date: 04/27/2021, Time: 04/27/2021 04:44:08 pm All

Page: 1

Conditions: Recap By Year:No Recap By Dist:No Act/Susp: Active, Cycle: 00 To 00, Type: All, Bill Type: 88 MV/MVS

| YEAR/TYPE | ACTS | BEGINNING BALANCE | LAWFUL INC. | CORRECTIONS DEC. | TAXES COLLECTABLE | CURRENT SUSPENSE | TAXES/BINT PAID | INTEREST PAID | L+FEES PAID | TOTAL PAID | OVER PAID | UNCOLLECTED TAXES |
|-----------|--------|----------------------|----------------|---------------------|----------------------|---------------------|--------------------|------------------|----------------|---------------|--------------|----------------------|
| YR: 2005 | 6,176 | 1,370,269.65 | 0.40 | -2,604.06 | 1,367,665.99 | 0.00 | 20,612.73 | 59,901.19 | 6,524.12 | 87,038.04 | -776.02 | 1,347,053.26 |
| YR: 2006 | 6,116 | 1,438,771.71 | 560.47 | -5,742.24 | 1,433,589.94 | 0.00 | 22,842.83 | 55,570.90 | 7,526.93 | 85,940.66 | -1,167.92 | 1,410,747.11 |
| YR: 2007 | 6,486 | 1,701,747.81 | 1,314.12 | -7,534.69 | 1,695,527.24 | 0.00 | 26,956.36 | 58,454.87 | 7,832.40 | 93,243.63 | -944.77 | 1,668,570.88 |
| YR: 2008 | 6,109 | 1,584,206.23 | 0.00 | -6,729.87 | 1,577,476.36 | 0.00 | 23,178.50 | 49,580.91 | 6,116.93 | 78,876.34 | -884.15 | 1,554,297.86 |
| YR: 2009 | 5,885 | 1,454,667.08 | 0.36 | -5,985.04 | 1,448,682.40 | 0.00 | 33,171.73 | 53,490.55 | 8,372.07 | 95,034.35 | -936.27 | 1,415,510.67 |
| YR: 2010 | 7,308 | 1,445,151.39 | 75.16 | -4,328.67 | 1,440,897.88 | 0.00 | 33,920.89 | 67,143.34 | 8,016.75 | 109,080.98 | -205.83 | 1,406,976.99 |
| YR: 2011 | 6,603 | 1,566,426.88 | 430.33 | -4,851.27 | 1,562,005.94 | 0.00 | 43,458.16 | 65,507.39 | 9,824.35 | 118,789.90 | -1,855.53 | 1,518,547.78 |
| YR: 2012 | 59,183 | 1,639,466.84 | 606.96 | -4,457.92 | 1,635,615.88 | 0.00 | 57,439.56 | 74,446.09 | 13,480.13 | 145,365.78 | -470.43 | 1,578,176.32 |
| YR: 2013 | 60,296 | 1,869,527.42 | 1,102.84 | -4,774.56 | 1,865,855.70 | 0.00 | 77,156.30 | 87,148.26 | 15,472.10 | 179,776.66 | -3,233.37 | 1,788,699.40 |
| YR: 2014 | 60,910 | 1,998,820.89 | 1,319.72 | -5,752.69 | 1,994,387.92 | 0.00 | 119,837.36 | 108,809.91 | 25,585.87 | 254,233.14 | -2,282.75 | 1,874,550.56 |
| YR: 2015 | 63,356 | 1,089,827.57 | 1,230.73 | -5,860.94 | 1,085,197.36 | 0.00 | 98,857.82 | 72,440.78 | 19,959.75 | 191,258.35 | -1,294.56 | 986,339.54 |
| YR: 2016 | 64,657 | 1,302,867.81 | 185,764.05 | -8,748.83 | 1,479,883.03 | 0.00 | 222,612.76 | 123,553.46 | 40,625.01 | 386,791.23 | -1,213.35 | 1,257,270.27 |
| | | | | | ***REFUND*** | | -496.91 | 0.00 | 0.00 | | | |
| YR: 2017 | 67,477 | 1,853,531.30 | 4,145.10 | -22,933.86 | 1,834,742.54 | 0.00 | 429,608.71 | 191,725.05 | 92,908.74 | 714,242.50 | -155,663.11 | 1,405,133.83 |
| | | | | | ***REFUND*** | | -92,422.56 | 0.00 | 0.00 | | | |
| YR: 2018 | 69,407 | 4,512,281.96 | 255,720.93 | -193,666.24 | 4,574,336.65 | 0.00 | 2,232,265.02 | 407,683.66 | 269,290.40 | 2,909,239.08 | -187,175.54 | 2,342,071.63 |

**GRAND RATEBOOK BALANCE SHEET REPORT
CITY OF HARTFORD
GRAND LIST YEAR 2019**

Year: 2004 To 2019, Pay Date: 04/27/2021, Time: 04/27/2021 06:47:27 pm All

Conditions: Recap By Year:No Recap By Dist:No Act/Susp: Active, Cycle: 00 To 00, Type: All, Bill Type: 88 MV/MVS

| YEAR/TYPE | ACTS | BEGINNING BALANCE | LAWFUL INC. | CORRECTIONS DEC. | TAXES COLLECTABLE | CURRENT SUSPENSE | TAXES/BINT PAID | INTEREST PAID | L+FEES PAID | TOTAL PAID | OVER PAID | UNCOLLECTED TAXES |
|-------------|---------------|----------------------|----------------|---------------------|----------------------|---------------------|--------------------|------------------|----------------|---------------|--------------|----------------------|
| | | | | | ***REFUND*** | | -24,275.88 | 0.00 | 0.00 | | | |
| Prior Total | 24,827,564.54 | 452,271.17 | -283,970.88 | 24,995,864.83 | | 0.00 | 3,441,918.73 | 1,475,456.36 | 531,535.55 | 5,448,910.64 | -358,103.60 | 21,553,946.10 |
| | | | | | ***REFUND*** | | -117,195.35 | 0.00 | 0.00 | | | |
| YR: 2019 | 65,167 | | | | | | | | | | | |
| | 19,310,849.19 | 381,011.57 | -635,032.01 | 19,056,828.75 | | 0.00 | 14,696,858.54 | 191,644.10 | 39,401.99 | 14,927,904.63 | -193,511.07 | 4,359,970.21 |
| | | | | | ***REFUND*** | | -53,439.03 | 0.00 | 0.00 | | | |
| Grand Total | 555,136 | | | | | | | | | | | |
| | 44,138,413.73 | 833,282.74 | -919,002.89 | 44,052,693.58 | | 0.00 | 18,138,777.27 | 1,667,100.46 | 570,937.54 | 20,376,815.27 | -551,614.67 | 25,913,916.31 |
| | | | | | ***REFUND*** | | -170,634.38 | 0.00 | 0.00 | | | |