

STATE OF CONNECTICUT  
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING NOTICE AND AGENDA  
Hartford Subcommittee of the MARB

**Meeting Date and Time:** Thursday, June 24, 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: 894 756 196

**Agenda**

- I. Call to Order & Opening Remarks
- II. Approval of Minutes:
  - a. May 27, 2021 regular meeting
- III. Review and Discussion: Mitigation Measures Action Plan
- IV. Other Related Business
- V. Adjourn

**DRAFT**

STATE OF CONNECTICUT  
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING MINUTES  
Hartford Subcommittee of the MARB

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**Call-In Instructions:**

Telephone Number: (860) 840-2075

Meeting ID: 609 086 42

**Members in Attendance:** Kimberly Kennison (OPM Secretary designee), Stephen Falcigno, Mark Waxenberg, Robert White

**City Officials in Attendance:** Mayor Bronin, Jennifer Hockenhill, Police Chief Thody

**OPM Staff in Attendance:** Julian Freund

I. Call to Order & Opening Remarks

The meeting was called to order at 10:04 AM

II. Approval of Minutes:

a. April 22, 2021 regular meeting

A motion was made by Mr. White with a second by Mr. Waxenberg to approve the minutes. The motion passed unanimously.

III. Review, Discussion and Possible Action: Labor Contract

a. Hartford Police Union

The current Police Union contract has a term that expires June 30, 2022. The Police contract covers approximately 435 members. The City has experienced a high rate of attrition for several years and recruitment challenges, resulting in high rate of vacancies. A Tentative Agreement with the union has been negotiated that would elevate the salary schedules for Police Officers to be more competitive with other Police Departments in the region. The City has calculated the cost of increasing the salary schedule of Police Officers at approximately \$2.56 million in FY 2022, which is the final year of the current contract. The City has provided a comparison of the current and proposed salary schedules to other departments in the region and other large departments in the state. Attrition data and the number of resignations over last 5 years was also provided.

Ms. Hockenull reviewed the financial impact of the contract and the current status of approval by a City Council committee and the union members. Subcommittee members discussed the City's experience with vacancies in the Police Department and recruitment challenges. Police Chief Thody explained the competitive environment for recruiting and retaining officers. Officers that have been hired by the Hartford Police Department, completed the department's academy and field training, and gained experience in the department have often been recruited away by other departments in the region.

A motion was made by Mr. White to recommend approval of the Tentative Agreement by the full MARB, with a second by Mr. Waxenberg. The motion passed unanimously.

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

The Subcommittee first reviewed a draft 5-Year Plan at its April 22 meeting in conjunction with the FY 2022 Budget review. The Subcommittee requested the City provide a mitigation plan for closing projected budget gaps in the out years of the Plan. The City has provided some detail on the steps it would take to eliminate the projected budget gaps. The Subcommittee had also requested a breakdown of the projected revaluation impact by property type, which was provided by the City and included in the meeting materials.

Mayor Bronin explained that many of the mitigation measures on the City's list are measures the City would prefer not to have to take. One of the City's hopes is that the tiered PILOT bill is fully funded in the State budget. He added that the corporate contributions of \$10 million which end after FY 2023, will not likely be extended. Mr. White asked which areas of capital improvement that would be deferred if mitigation efforts were needed. Mayor Bronin replied that it's uncertain exactly what would be taken off the table, but that rather than eliminating categories of spending, scaling back or extending the timelines of certain projects. Mayor Bronin noted that the City's flood control system is, for the most part, not included in the CIP because the scale of what is needed to upgrade levees and pump stations is beyond what the City could undertake without Federal assistance.

A motion was made by Mr. White with a second by Mr. Falcigno, to recommend to the full MARB approval of the 5-Year Plan. All voted in favor.

#### V. Other Related Business

None.

#### VI. Adjourn

A motion to adjourn was made by Mr. Falcigno, with a second by Mr. Waxenberg. The meeting adjourned at 11:13 AM.

**City of Hartford**  
 FY2022 Mitigation Efforts  
 As of June 21, 2021

	<b>Initiative</b>	<b>Savings Estimated (Annual)</b>	<b>Steps to Take</b>	<b>Savings/ Increased Revenue Year-to-Date (FY2022)</b>
<b>1</b>	<b>Tax Collection Efforts</b>	<i>Estimated Additional Annual Revenues \$300K-\$500K</i>	1) Annual Tax Deed Sale – process begins around June (revenue typically exceeds budget annually) 2) License Plate Scanning & Compliance – 3 <sup>rd</sup> party agreement with 50/50 split of revenue and work performed throughout the year by 3 <sup>rd</sup> party (revenue not budgeted) 3) Personal Property Audits – ongoing efforts using in-house staff	1) \$0 2) \$0 3) \$0
<b>2</b>	<b>Private Duty Jobs and Other Receivable Collection Efforts</b>	<i>Estimated Additional Annual Revenues \$250,000-\$350,000</i>	1) City to review outstanding receivables (non-tax) to assess collection steps based on type of service provided, date of service and amounts (By July 31, 2021) 2) City to engage with collection agency and begin to assign past due invoices (by August 2021) 3) City to establish written procedures on collection efforts for outstanding receivables going forward (by August 2021)	\$0
<b>3</b>	<b>Energy Efficiency Opportunities</b>	<i>Estimated Additional Annual Savings \$350,000-\$400,000</i>	The Energy Division is managed by a dedicated individual who manages all energy projects throughout the City. They work with departments to track progress and savings. These are ongoing efforts. The City will include updates in future reports on savings to date by project.	\$0
<b>4</b>	<b>Grant Opportunities</b>	<i>Estimated Additional Annual Revenues Amount Varies by Grant</i>	The Grants Department is actively seeking new grants which meet our core objectives. This is an ongoing effort.  Current significant grant opportunities currently on deck include (but are not limited to) - 1) DOT - Rebuilding American Infrastructure with Sustainability and Equity (RAISE) \$5m-\$25m; FY2022 to FY2026 2) CT DEEP - LWCF State and Local Assistance Program and Outdoor Recreation Legacy Partnership (ORLP) Program \$300k-\$5m; FY2022 3) DOT - Pilot Program for Transit-Oriented Development (TOD) Planning \$200k-\$250k; FY2022	\$0

**City of Hartford**

FY2022 Mitigation Efforts

As of June 21, 2021

5	<b>Strengthening Golf Course Enterprise Operations</b>	<i>Estimated Additional Annual Savings \$100,000</i>	The City hired a new Golf Operations Manager in March 2021. Due in large part to the pandemic limiting the number of activities individuals could participate in, golf saw a significant increase in customers. For FY2021, there continues to be a surplus in the golf fund. Therefore, the \$240k set-aside will be repurposed. For FY2022, the City is only including a set-aside of \$100k with the hope that it will not be needed to fill any gaps in the coming year. The continued improvement in the golf operations is expected to continue in future years.	\$0
6	<b>Workers Compensation Cost Reduction Strategies</b>	<i>Estimated Additional Annual Savings \$75,000-\$200,000</i>	Workers Compensation is managed as part of our Safety & Risk Department. The City is currently negotiating a contract with a TPA to ensure additional savings by using new tools to manage both risk and payments out related to workers' compensation. <ol style="list-style-type: none"> <li>1) Negotiating a lower annual admin rate</li> <li>2) Planning to use a 24-hour nurse line in lieu of urgent care visits, when possible</li> <li>3) Closely working with TPA to review program for other efficiencies</li> </ol>	\$0
7	<b>Cost Reduction Strategies Through Procurement Efforts</b>	<i>Estimated Additional Annual Savings of at Least \$300k Annually</i>	In FY2021, the City negotiated an office supply contract which is set to save the City approx. \$128k annually. The City is hiring a Project Manager in FY2022 to take on additional cost reduction projects. Projects that are in discussions for FY2022 include (but are not limited to) - <ol style="list-style-type: none"> <li>1) Fleet Program Savings</li> <li>2) Copier/Printer Management and Savings</li> </ol>	\$0
8	<b>Cost Reduction Strategies Through Facility and Fleet Management Efforts</b>	<i>Estimated Additional Annual Savings \$75,000 to \$100,000</i>	The City has a Fleet Manager works closely with departments to determine the need for vehicle replacements, repairs, etc. on a City-Wide basis. The City is considering establishment of a Fleet Working Group to determine where savings can be realized; from replacing old vehicles with more fuel-efficient vehicles to sourcing repair parts at contracted prices. Working group currently under consideration.	\$0