

STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING NOTICE AND AGENDA
Hartford Subcommittee of the MARB

Meeting Date and Time: Thursday, July 22, 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: 576 203 207

Agenda

- I. Call to Order & Opening Remarks
- II. Approval of Minutes:
 - a. June 24, 2021 regular meeting
- III. Review and Discussion: ARPA Funding Overview and City Priorities
- IV. Review and Discussion: Mitigation Measures Action 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, June 24, 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: 894 756 196

Members in Attendance: Kimberly Kennison (OPM Secretary designee), Christine Shaw (State Treasurer designee), David Biller, Matthew Brokman, Mark Waxenberg

City Officials in Attendance: Jennifer Hockenhull, Kimberly Campagna

OPM Staff in Attendance: Julian Freund

I. Call to Order & Opening Remarks

The meeting was called to order at 10:07 AM.

II. Approval of Minutes:

a. May 27, 2021 regular meeting

Mr. Waxenberg made a motion, with a second by Mr. Biller, to approve the minutes. The minutes were approved with abstentions by Mr. Brokman, Mr. Biller and Ms. Shaw.

III. Review and Discussion: Mitigation Measures Action Plan

Ms. Hockenhull provided the Subcommittee with an overview of a status report on the City's mitigation measures that are part of the 5-Year Plan. Detail will be added and descriptions revised on an ongoing basis. Ms. Kennison noted that some of the measures have been included in prior 5-Year Plans, and the status report will be a tool for monitoring progress in closing projected future budget gaps. Plans for implementing the mitigation measures are at various stages of development with timelines and responsible parties fully developed for some measures. Some require further development. The Subcommittee discussed the format of the report with some suggestions for tracking savings that have been realized and distinguishing those from additional revenues that have been realized. Additional detail on the status of collection efforts, including collections for private duty was also suggested. Data from other internal reports the City is using to track grants, procurement and energy efficiency measures may be suitable for incorporating into the status report by reference. The status report will be presented monthly for the Subcommittee. Ms. Kennison added that the

budget should also be reviewed to determine whether an overly-conservative approach is taken when budgeting certain revenues or expenditures.

IV. Other Related Business

Ms. Campagna outlined the audit schedule. The FY 2021 books will be closed in mid-August followed by several weeks of preliminary field work by the auditor. The auditor will return in November to begin audit work with a draft of the financial statements expected during the first week of December, and submittal of the final audit by December 31.

V. Adjourn

Ms. Shaw made a motion to adjourn, with a second by Mr. Waxenberg. The meeting adjourned at 10:40 AM.

MEMORANDUM
Municipal Accountability Review Board

To: Members of the Municipal Accountability Review Board
From: Julian Freund, OPM
Subject: Overview of ARPA Funding
Date: July 16, 2021

Background

The American Rescue Plan Act (ARPA) of 2021 provides a total of about \$130 billion for local governments across the U.S., including \$1.56 billion for local governments in Connecticut. Of the total amount allocated for local governments in Connecticut, approximately \$692.5 million was allocated for county governments. Since Connecticut does not have functioning county government, the funding allocated for counties will be distributed among cities and towns. The table below shows the ARPA funds allocated for each of the municipalities designated for MARB oversight including the additional allocations resulting from the distribution of the county funding.

Municipality	Municipality's Allocation	Distribution of County Allocation	Total ARPA Funds
Hartford	88,500,760	23,717,465	112,218,225
Sprague	290,795	555,327	846,122
West Haven	18,399,281	10,609,295	29,008,576

The U.S. Treasury has provided guidance regarding eligible uses, reporting requirements and other aspects of the funding through an Interim Final Rule issued on May 10 and supplemented by several FAQ documents since then. The comment period for the Interim Rule closed July 16. The date that the Final Rule will be issued has not yet been set.

Eligible Uses

The Act identified four categories of eligible uses for the recovery funds provided to state and local governments, which are further explained in the Interim Final Rule. The four categories of eligible uses are:

1. Response to Public Health and Economic Impacts:
 - a. **Public Health Impacts:** Measures to control the spread of the disease and to care for the sick fall within this sub-category. Adaptations to public facilities to meet pandemic operational needs are considered part of the response to the public health impacts as well. This category also extends to measure to address mental health impacts, substance abuse, domestic violence, the deferral of preventive health measures, and

inequities resulting from the disparate health impact on certain demographic groups and low-income communities.

- i. Examples of eligible uses include COVID-19 mitigation and prevention, medical expenses, behavioral health care, public health and safety staff (payroll and benefits), and improvements to public health programs
 - b. **Economic Impacts:** This sub-category covers measures that respond to the negative economic impacts on both households and individuals as well as businesses. As is the case with public health impacts, funds in this sub-category may address the disparate economic impact on certain demographic groups and low-income communities. Uses must be designed to address the economic harm resulting from, or made worse by, the pandemic. Responses to the economic impacts must be related to and reasonably proportional to the extent and type of harm experienced.
 - i. Examples of eligible uses include assistance to unemployed workers, assistance to households (rent, food, utilities, eviction and homelessness prevention), loans or grants to small businesses and non-profits, aid to impacted industries, investments in housing and neighborhoods, addressing educational disparities, and promoting healthy childhood environments
2. **Premium Pay to Essential Workers:** Premium pay for essential workers is an eligible use of ARPA funds. Essential workers are workers who “maintain the continuity of operations of essential critical infrastructure sectors, including those who are critical to protecting the health and wellbeing of their communities.” This category allows for premium pay of up to an additional \$13/hour (capped at \$25,000 per person). Retroactive payments are allowed.
3. **To Provide Government Services to the Extent of the Reduction in Revenue:** This category is intended to help restore, and avoid further cuts to, government services resulting from revenue losses during the pandemic. In the Interim Final Rule, government services is interpreted broadly to include general capital expenditures. However, the amount that a recipient may spend under this category is capped to the level of revenue loss calculated.
 - a. **Revenue loss calculation:** The methodology for calculating the revenue loss involves establishing the municipality’s baseline revenues (FY 2019 for municipalities with 6/30 fiscal year end). A growth adjustment is applied to the baseline revenues to estimate what the municipality’s revenues would have been in non-pandemic circumstances (referred to as the “counterfactual revenue” in the Interim Rule). Then, the municipality’s actual revenues are compared to the counterfactual revenue to determine the revenue loss. The amount of lost revenue calculated is the cap on expenditures a municipality may make within this category.
 - b. Examples of eligible expenses in this category include maintenance or pay-as-you-go infrastructure, modernization of cybersecurity, health services, environmental remediation, school or educational services, public safety services
4. **Investments in Water, Sewer and Broadband Infrastructure:**
 - a. **Water and Sewer Infrastructure:** Eligible uses in this category align with the types and categories of projects that would be eligible for assistance through the Clean Water State Revolving Fund (CWSRF) or the Drinking Water State Revolving Fund (DWSRF).

- i. Examples of eligible drinking water system improvements include construction or upgrades of facilities and transmission, distribution and storage systems, and the replacement of lead service lines
 - ii. Examples of eligible wastewater infrastructure improvements include construction of wastewater treatment infrastructure, management and treatment of stormwater, and infrastructure for water re-use
- b. Broadband Infrastructure: The Act’s funding for broadband infrastructure is designed to extend services meeting adequate speeds to unserved and underserved households and businesses. Recipients have flexibility in identifying specific locations to be served and in designing projects.

Restrictions on Use of Funds

The Act specifies several prohibited uses of the recovery funds:

- To offset a reduction in net tax revenue resulting from a change in tax rate, rebate, deduction, credit, or otherwise
- To deposit into any pension fund
- Replenishing fund balance or reserve accounts
- Payments for legal settlements
- Outstanding debt

Timeline for Use of Funds

Funds may be used to cover eligible costs incurred between March 3, 2021 and December 31, 2024. Funds that have been obligated prior to December 31, 2024 may be expended after that date provided that obligated funds are fully expended by December 31, 2026.

Reporting Requirements

Entitlement Communities (Hartford, West Haven):

- Interim Report – August 31, 2021
- Quarterly Reports – Beginning October 31, 2021

Non-Entitlement Communities (Sprague)

- No Interim Report required
- Annual Report – due annually by October 31



City of Hartford FY2022 Recommended Budget Virtual Public Hearing

April 28, 2021

INTRODUCTION



- **Looking back, looking ahead...**
 - We moved our budget from crisis to stability, and this past year was a gut punch
 - Our mission is to regain the momentum we had and lift up every part of our community
 - We have new resources to help do that, and we have to use them responsibly

INTRODUCTION



- **This Recommended Budget...**
 - Is very similar to past budgets, with some new investments in staffing and services
 - Does not raise taxes or include any new borrowing
 - Supports a City workforce that is still 24% smaller than 20 years ago
 - Is consistent with the City's five-year sustainability plan

FIVE-YEAR PLAN



- **Long-term Sustainability Depends Upon:**
 - Pursuing growth aggressively, especially in light of the economic uncertainty of the pandemic
 - Continued discipline when it comes to spending
 - Continuing to fund capital improvements with operating funds and grant/State funding
 - Using American Rescue Plan funding to meet community needs while building a foundation for a strong recovery



**Overview of the
FY2022
Recommended Budget**

FY2022 RECOMMENDED BUDGET

ESSENTIAL SERVICES-ONLY BUDGET



General Fund:	FY2021 Adopted Budget	FY2022 Forecast	FY2022 Recommended Budget	Variance (\$)	Variance (%)
Total Revenues	567,758,310	583,959,158	583,959,158	16,200,848	2.85%
Total Expenditures	567,758,310	583,959,158	583,959,158	16,200,848	2.85%
Surplus / (Deficit)	0	0	0	0	

- Increases in revenue due primarily to a one-time payment from the State of \$11 million related to Distressed Municipality funding to be used for capital and COVID-related needs
- Increases in expenses due primarily to contracted wage increases and increased headcount, as well as technology needs to support the City.

REVENUE SUMMARY



Revenue Category	FY2020 Actual	FY2021 Adopted	FY2022 Recomm	Variance (\$)	Variance (%)
Taxes	279,164,431	281,967,014	288,722,169	6,755,155	2.4%
Licenses And Permits	6,417,686	6,161,581	6,166,426	4,845	0.1%
Fines Forfeits And Penalties	159,380	194,282	147,282	(47,000)	-24.2%
Interest And Rental Income	3,361,237	2,478,879	1,222,188	(1,256,691)	-50.7%
Intergovernmental	304,169,420	258,570,285	269,161,247	10,590,962	4.1%
Charges For Services	3,289,713	3,087,015	3,061,155	(25,860)	-0.8%
Reimbursements	108,890	121,624	91,869	(29,755)	-24.5%
Other Revenues	205,839	236,134	193,822	(42,312)	-17.9%
Other Financing Sources	9,726,738	14,941,496	15,193,000	251,504	1.7%
Total Revenues	606,603,335	567,758,310	583,959,158	16,200,848	2.9%

EXPENSE SUMMARY

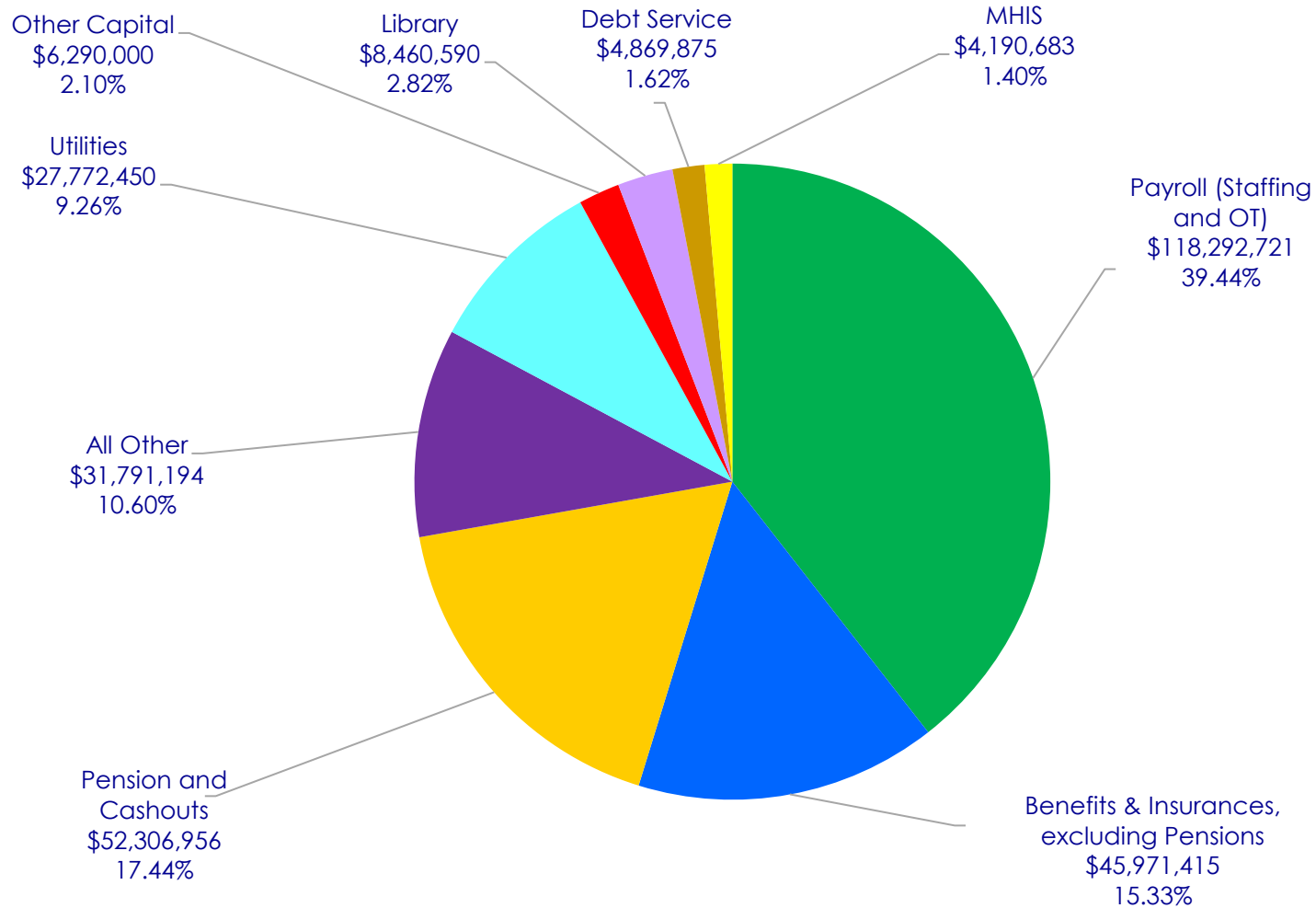


Expenditure Category	FY2020 Actual	FY2021 Adopted	FY2022 Recomm	Variance (\$)	Variance (%)
Payroll	100,457,781	111,531,937	118,292,721	6,760,784	6.1%
Benefits	78,132,921	93,872,044	98,278,371	4,406,327	4.7%
Debt & Other Capital	70,570,660	11,697,446	11,159,875	(537,571)	-4.6%
Library	1,534,650	8,335,687	8,460,590	124,903	1.5%
Metro Hartford Innovation Services	3,193,214	3,167,436	4,190,683	1,023,247	32.3%
Utilities	24,847,819	26,291,225	27,772,450	1,481,225	5.6%
Other Non-Personnel	31,838,956	28,849,261	31,791,194	2,941,933	10.2%
Education	279,856,448	284,013,274	284,013,274	-	0%
Total Expenditures	590,432,448	567,758,310	583,959,158	16,200,848	2.9%

- Increases in non-personal related to cost of energy and waste disposal projected for FY2022.
- Increase in payroll and benefits due to modest wage increases
- Increase in MHIS budget related to needed cyber security investment

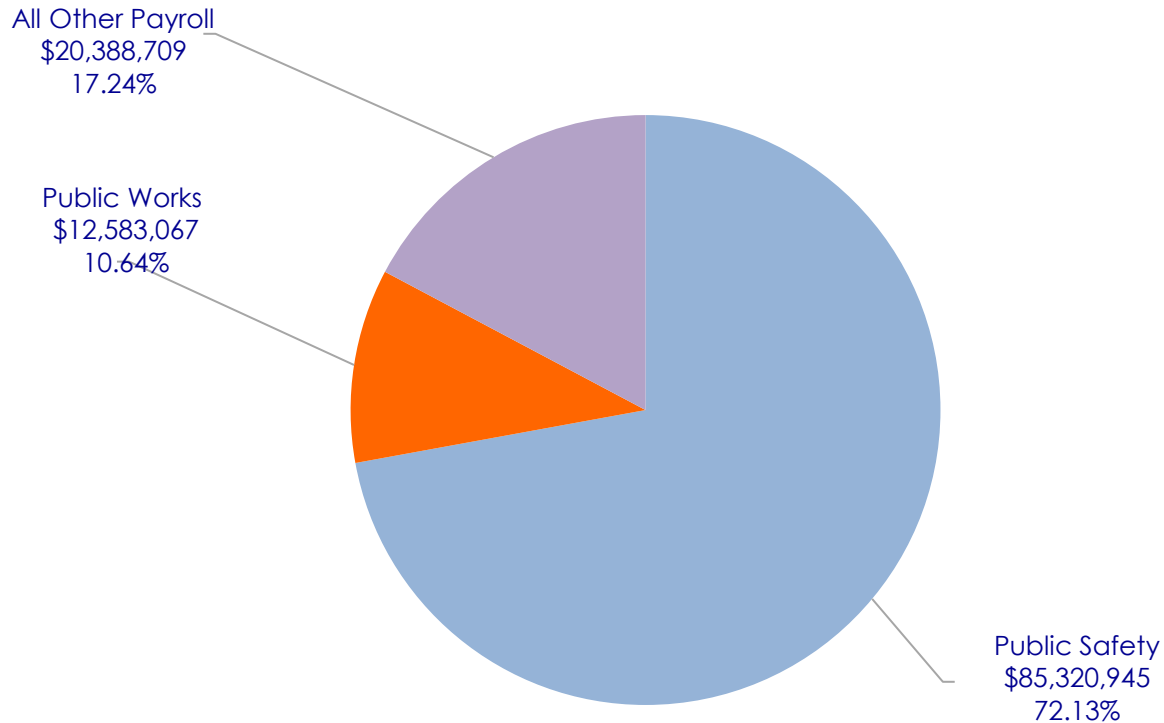
COMPONENTS OF THE EXPENDITURE BASE

\$299.9M MUNICIPAL BUDGET



FY2022 PERSONNEL SERVICES / PAYROLL BUDGET

MUNICIPAL BUDGET: \$118.3M¹

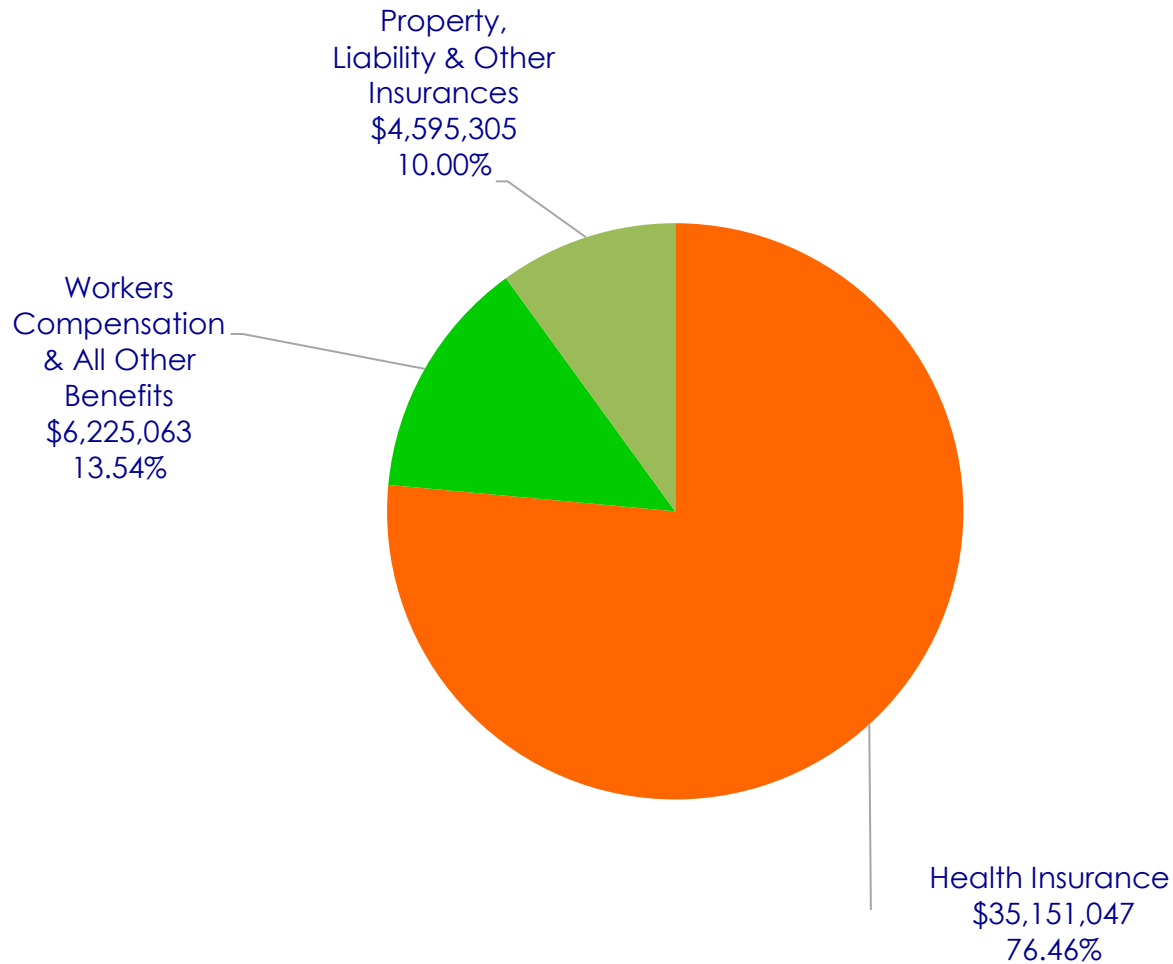


¹ FY2022 Payroll Staffing & OT Budget, excluding Education.

The City continues to provide basic services with a significantly smaller workforce than in prior decades. In FY2022, the City workforce is 1,417 General Fund positions, which is 24% smaller than in FY2002 and 43% smaller than in FY1990.

BENEFITS AND INSURANCES

EXCLUDING PENSIONS (TOTAL \$46.0M)



FY2022 RECOMMENDED BUDGET

SPOTLIGHT ON KEY PRIORITIES



- Continues to protect education funding, including an increase in per pupil spending due to declining enrollment in Hartford Public Schools
- Continues to prioritize school construction in the Capital Improvement Plan, with funding for Bulkeley High School and Burns Latino Studies Academy
- Adds five new positions at Department of Public Works, three new positions at Health and Human Services, and three new positions at MHIS

FY2022 RECOMMENDED BUDGET

SPOTLIGHT ON KEY PRIORITIES



- **Pension Funding**
 - Fully funds the pension obligation (Actuarial Determined Employer Contribution, or ADEC)
 - Decreases the return assumption to 6.75%



American Rescue Plan

Estimated Funding

Direct municipal assistance: \$92.5M

County allocation (Estimated): \$24.2M

Assistance to Hartford Public Schools: \$127M

Reducing Homelessness: \$5.2M



American Rescue Plan

Authorized Uses

Funds may be used only to cover costs incurred by each applicable jurisdiction by Dec. 31, 2024, for the following purposes:

to respond to the public health emergency with respect to COVID-19 or its negative economic impacts, including assistance to households, small businesses and nonprofits, or aid to impacted industries such as tourism, travel and hospitality;

to provide premium pay to eligible workers of the state, territory or tribal government, metropolitan city, nonentitlement unit of local government, or county that are performing such essential work, or to provide grants to eligible employers that have eligible workers who perform essential work;

for the provision of government services to the extent of the reduction in revenue of such state, territory or tribal government, metropolitan city, nonentitlement unit of local government, or county due to the COVID-19 public health emergency, relative to revenues collected in the most recent full fiscal year prior to the emergency (pending Treasury guidance stating otherwise, many organizations, including NACo, have interpreted the legislative text to allow for replacing revenue that was lost, delayed or decreased as a result of COVID-19); or

to make necessary investments in water, sewer or broadband infrastructure.



American Rescue Plan

Mission Statement:

In allocating funds provided by the American Rescue Plan, our mission is to help our community recover from a year of profound emotional pain, economic hardship, and social isolation, while at the same time building a foundation for a stronger, healthier, more vibrant and more resilient city in the years ahead.

We must therefore strike a balance between meeting the urgent needs of the moment and making investments that will last beyond the next few years.



American Rescue Plan

Proposed Categories of Expenditure:

- Youth Services & Support
- Community Safety & Wellness
- Arts & Culture
- Business Support & Activation
- Housing Non-profit support
- Economic & Community Development
- Critical Infrastructure
- Replacement of Lost Revenue



American Rescue Plan

Proposed Categories of Expenditure:

- Youth Services & Support - \$13,900,000
(in addition to \$127M for HPS)
- Community Safety & Wellness - \$11,250,000
- Business Support & Activation – \$15,300,000
- Housing - \$7,000,000
- Arts & Culture - \$5,850,000
- Econ & Comm'ty Development - \$47,300,000
- Critical Infrastructure - \$9,500,000
- Revenue Replacement - \$6,600,000



American Rescue Plan

Youth Services & Support

Eligible expenditures include funding for organizations and initiatives to help young people in Hartford recover and heal from the isolation and disruption of the pandemic, including youth recreation, employment, enrichment, and other supports. Intended uses include:

Youth Services & Support	Amount	Recurring	Total:	\$13,900,000
Youth Engagement Grant Program	\$2,500,000	3	\$7,500,000	
Youth Employment Initiative	\$1,000,000	3	\$3,000,000	
Youth Service Corps Expansion	\$500,000	3	\$1,500,000	
Citywide Youth Sports Support	\$300,000	3	\$900,000	
Community Arts Education Support	\$1,000,000	1	\$1,000,000	



American Rescue Plan

Community Safety & Wellness

Eligible expenditures include funding for efforts and initiatives designed to improve the physical, mental and emotional health of the Hartford community, as well as to combat the increase in violence that Hartford and communities across the country have experienced during the pandemic. Intended uses include:

Community Safety & Wellness	Amount	Recurring	Total:	\$11,250,000
Violence Intervention and Prevention	\$1,500,000	3	\$4,500,000	
Mental Health & Wellness	\$1,250,000	3	\$3,750,000	
Violence Reduction Coordination	\$400,000	3	\$1,200,000	
Reentry Welcome Center	\$300,000	3	\$900,000	
Health Clinic	\$300,000	3	\$900,000	



American Rescue Plan

Business Support & Activation

Eligible expenditures include initiatives to improve the business climate on key commercial corridors, provide direct support for small businesses through loans and grants, and marketing and promotion of the city to assist with the economic recovery. Intended uses include:

<u>Business Support & Activation</u>	<u>Amount</u>	<u>Recurring</u>	<u>Total:</u>	<u>\$15,300,000</u>
Vacant Space Activation	\$4,000,000	1	\$4,000,000	
Small Business Investment Incentive	\$1,000,000	3	\$3,000,000	
Small Business Revolving Loans	\$3,000,000	1	\$3,000,000	
Façade Grants	\$2,000,000	1	\$2,000,000	
Commercial Corridor Ambassadors	\$600,000	3	\$1,800,000	
Marketing & Promotion	\$500,000	3	\$1,500,000	



American Rescue Plan

Housing Non-profit Support

Eligible expenditures include funding for non-profit entities working to improve the quality of existing housing or expand quality housing opportunities in Hartford's neighborhoods, with a particular focus on promoting homeownership. Intended uses include:

Housing-Related Non-Profit Support	Amount	Recurring	Total:	\$7,000,000
Neighborhood Housing Nonprofits	\$7,000,000	1	\$7,000,000	



American Rescue Plan

Arts & Culture

Eligible expenditures include funding for summer and year-round arts & culture events and initiatives to contribute to the city's economic recovery and activate public spaces, as well as the creation of public art, with an emphasis on employing local artists. Intended uses include:

<u>Arts & Culture</u>	<u>Amount</u>	<u>Recurring</u>	<u>Total:</u>	<u>\$5,850,000</u>
Arts & Culture Programming & Activation	\$1,700,000	3	\$5,100,000	
Public Art Program	\$750,000	1	\$750,000	



American Rescue Plan

Economic & Community Development

Eligible expenditures include key neighborhood investments, to the extent permitted by Treasury Department guidance, as well as public private partnerships, including through the Capital Region Development Authority, designed to restore economic activity and promote economic growth throughout the city. Intended uses include:

Economic & Community Development	Amount	Recurring	Total:	\$47,300,000
Hartford Public Library (Barbour, Albany)	\$10,500,000	1	\$10,500,000	
Parkville Market Phase II	\$4,000,000	1	\$4,000,000	
Albany & Woodland Health Department	\$5,000,000	1	\$5,000,000	
Parkville Commercial Development	\$5,200,000	1	\$5,200,000	
Additional Neighborhood Economic Growth	\$9,000,000	1	\$9,000,000	
Downtown Property Stabilization/Development	\$6,000,000	1	\$6,000,000	
Hospitality Emergency Stabilization	\$4,750,000	1	\$4,750,000	
Tourism & Visitors Bureau	\$450,000	3	\$1,350,000	
Innovation Ecosystem	\$500,000	3	\$1,500,000	



American Rescue Plan

Critical Infrastructure

Eligible expenditures include investments in water and sewer infrastructure, including the Hartford flood control system.

<u>Critical Infrastructure Investment</u>	<u>Amount</u>	<u>Recurring</u>	<u>Total:</u>	<u>\$9,500,000</u>
Flood Control/Water/Sewer Infrastructure	\$9,500,000	1	\$9,500,000	



American Rescue Plan

Revenue Replacement

Eligible expenditures include provision of city services and/or capital investment to the extent permitted by forthcoming guidance from U.S. Department of the Treasury

Replacement of Lost Revenue	Amount	Recurring	Total:	\$6,600,000
Housing Inspectors for Residential Licensing	\$333,000	3	\$999,000	
Engineering & Construction Management	\$333,000	3	\$999,000	
Project Management	\$500,000	3	\$1,500,000	
Capital Reserve for Streetscape Work	\$3,000,000	1	\$3,000,000	
Unallocated	\$100,000	1	\$100,000	

City of Hartford
 FY2022 Mitigation Efforts Update
 As of 7/15/22

	Initiative	Savings/ Increased Revenues Estimated (Annual)	Savings/ Increased Revenue Year-to- Date (FY2022)	Remaining Savings/ Revenues to Recognize to Meet Goal	Steps to Take
	REVENUE:				
1	Tax Collection Efforts (Estimated Additional Annual Revenues \$300K- \$500K)	\$300,000	\$0 \$0 <u>\$0</u> \$0	\$300,000	1) Annual Tax Deed Sale – process beings around June (revenue typically exceeds budget annually) 2) License Plate Scanning & Compliance – 3 rd party agreement with 50/50 split of revenue and work performed throughout the year by 3 rd party (revenue not budgeted) 3) Personal Property Audits – ongoing efforts using in-house staff
2	Private Duty Jobs and Other Receivable Collection Efforts (Estimated Additional Annual Revenues \$250,000-\$350,000)	\$250,000	\$0	\$250,000	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)

City of Hartford
 FY2022 Mitigation Efforts Update
 As of 7/15/22

4	Grant Opportunities (Estimated Additional Annual Revenues Amount Varies by Grant)	\$2,000,000	\$0 \$0 \$0 <u>\$0</u> \$0	\$2,000,000	<p>The Grants Department is actively seeking new grants which meet our core objectives. This is an ongoing effort. (<i>City to distinguish between operations and CIP below.</i>)</p> <p>Current significant grant opportunities currently on deck include (but are not limited to) -</p> <ol style="list-style-type: none"> 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 4) Other grants not previously awarded related to operating or CIP expenditures
9	Increased Grand List	\$10,360,309	\$0	\$10,360,309	FY2023 Reval underway as of July 19, 2021. Expected completion by 2022.

City of Hartford
 FY2022 Mitigation Efforts Update
 As of 7/15/22

EXPENDITURES:					
3	Energy Efficiency Opportunities (Estimated Additional Annual Savings \$350,000-\$400,000)	\$350,000	\$0	\$350,000	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.
5	Strengthening Golf Course Enterprise Operations (Estimated Additional Annual Savings \$100,000)	\$100,000	\$0	\$100,000	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.

City of Hartford
 FY2022 Mitigation Efforts Update
 As of 7/15/22

6	Workers Compensation Cost Reduction Strategies (Estimated Additional Annual Savings \$75,000- \$200,000)	\$150,000	\$0	\$0	<p>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.</p> <ol style="list-style-type: none"> 1) Negotiating a lower annual admin rate 2) Planning to use a 24-hour nurse line in lieu of urgent care visits, when possible 3) Closely working with TPA to review program for other efficiencies
				\$0	\$150,000

City of Hartford
 FY2022 Mitigation Efforts Update
 As of 7/15/22

7	Cost Reduction Strategies Through Procurement Efforts (Estimated Additional Annual Savings of at Least \$300k Annually)	\$300,000	\$0 \$0 \$0 \$0	\$300,000	<p>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) -</p> <ol style="list-style-type: none"> 1) Fleet Program Savings 2) Copier/Printer Management and Savings 3) Other Cost Savings Measures
8	Cost Reduction Strategies Through Facility and Fleet Management Efforts (Estimated Additional Annual Savings \$75,000 to \$100,000)	\$75,000	\$0	\$75,000	<p>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.</p>
Totals		\$13,885,309	\$0	\$13,885,309	