

City of Hartford
 FY2022 Mitigation Efforts Update
 Through 4-30-22 (Report as of 5-17-22)

| Initiative | Savings/ Increased Revenues Estimated (Annual) | Savings/ Increased Revenue Year-to-Date - FY2022 (One Time) | Savings/ Increased Revenue Year-to-Date - FY2022 (Multi-Year) | Savings/ Increased Revenue Future Years | 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 \$269,127 <u>\$0</u> \$269,127 | <u>\$0</u> \$0 | <u>\$0</u> \$0 | \$30,873 | <p>1) Annual Tax Deed Sale – process beings around June (revenue typically exceeds budget annually) As of May 4, 2022, Redemptions total \$974,830 for 17 properties. There will be approximately 34 properties (mainly residential rental properties) at the sale in June 2022.</p> <p>2) License Plate Scanning & Compliance – 3rd party agreement with 50/50 split of revenue and work performed throughout the year by 3rd party (revenue not budgeted) - through 4-30-22; this contract will not be renewed for FY2023.</p> <p>3) Personal Property Audits – ongoing efforts using in-house staff</p> |
| 2 Private Duty Jobs and Other Receivable Collection Efforts (Estimated Additional Annual Revenues \$250,000-\$350,000) | \$250,000 | \$21,199 | | | \$228,801 | <p>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)</p> <p>As of 10-13-21, we have sent out second requests for payment for over \$50k of blight and citations invoices related to trash clean up; continue to work with other departments to determine how best to collect on unpaid invoices. UPDATE ON PROGRESS 11-9-21: We are receiving payments on the invoices sent out for payment which were old, though not a significant amount. We intend to send batches to collections or to the tax collector by the end of November 2021. Progress on this continues. UPDATE ON PROGRESS 12-6-21: Working with DPW on a more streamlined process. OMBG will work with DPW to report unpaid invoices to the tax collectors office on a regular basis starting in calendar year 2022. UPDATE ON PROGRESS 4-20-22 - sent \$36k in DPW receivables to collection agency on 4/5/22 and \$31k was attached to tax bills as of 3/31/22</p> <p>2) City to engage with collection agency and begin to assign past due invoices (by August 2021) Through April 2022, the City has assigned \$171,758 to collections, \$4,672 was cancelled for various reasons, and \$21,199 has been collected</p> <p>3) City to establish written procedures on collection efforts for outstanding receivables going forward (by August 2021) We are working with Revenue Services LLC and various City Departments to determine the best practices for City collections and continue to refine our policies and procedures. Also, OMBG is in the process of promoting a staff member to serve as the Assistant Director - Revenue. This person will work on overseeing the collections process going forward. This transition is expected to be finalized prior to November 1, 2021. UPDATE ON PROGRESS - This transition will officially take place in December 2021. Written procedures will continue to be reviewed, with a goal of finalization by June 2022.</p> |

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| <p>3 Grant Opportunities (Estimated Additional Annual Revenues Amount Varies by Grant)</p> | <p>\$2,000,000</p> | <p>\$0 \$0 \$0 \$200,000 \$0</p> | <p>\$0 <u>\$500,000</u> \$500,000</p> | <p>\$1,875,000 \$1,875,000</p> | <p>\$1,300,000</p> | <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> 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 Did not apply for in FY2022 - see notes below 2) CT DEEP - LWCF State and Local Assistance Program and Outdoor Recreation Legacy Partnership (ORLP) Program \$300k-\$5m; FY2022 Did not apply for in FY2022 3) DOT - Pilot Program for Transit-Oriented Development (TOD) Planning \$200k-\$250k; FY2022 Will be applying for various grants under the Infrastructure plan - see notes below 4) Other grants not previously awarded related to operating or CIP expenditures Brownfield grant received in 2Q22 5) COPS Grant (not budgeted) Available for 3 years of salary payments for Police Officers; will likely use in FY2023-FY2026 6) 'Smart Policing' Federal Grant focused on responses to non-fatal shootings (not budgeted) As of Number 9, 2021, the City has applied for, or is working on applicants for, a significant number of new grants. We will report out on the dollars received upon award of new grants in the future. UPDATE 5-19-22: We continue to meet monthly to review the grants available to determine projects available to best meet the requirements for projects including infrastructure, broadband and other opportunities. Updates will be provided as funding is awarded.</p> |
| EXPENDITURES: | | | | | | |
| <p>4 Energy Efficiency Opportunities (Estimated Additional Annual Savings \$350,000-\$400,000) REVISED in NOVEMBER 2021</p> | <p>\$69,000</p> | <p>\$202,983</p> | | | <p>(\$133,983)</p> | <p>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. Refer to attachment for update from September 2021 report. Updated potential savings to be more in line with new report from our energy office. Potential for future year savings on projects in the planning phase. Total savings estimates will be calculated as projects are determined. Will revise savings estimates accordingly. UPDATE ON PROGRESS 2-16-22: The City's Director of Sustainability left the City in January 2022. The Assistant to the Director for Facilities and Energy will be moving many of the open projects forward while we work to replace the Director. UPDATE ON PROGRESS 5-19-22: Based on information provided by the City's Assistant Director of Facilities, savings are related to the Parkville Microgrid (\$142k) as well as two Virtual Net Metering projects (\$36,800 and \$24,000). Additional projects are still in the works for additional savings in the future.</p> |
| <p>5 Strengthening Golf Course Enterprise Operations (Estimated Additional Annual Savings \$100,000)</p> | <p>\$100,000</p> | <p>\$0</p> | | | <p>\$100,000</p> | <p>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. This will be updated at the end of the fiscal year upon Golf account reconciliation. UPDATE as of 5-19-22 - Cash balance continues to be strong for golf operations; very likely this will be a full savings at year-end.</p> |

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| <p>6 Workers Compensation Cost Reduction Strategies (Estimated Additional Annual Savings \$75,000-\$200,000)</p> | <p>\$150,000</p> | <p>\$0</p> | <p>\$61,548</p> | <p>\$246,192</p> | <p>\$88,452</p> | <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> <p>1) Negotiating a lower annual admin rate Annual amount for (5) years (includes BOE savings) total = \$307,740</p> <p>2) Planning to use a 24-hour triage nurse line in lieu of urgent care visits, when possible Currently piloting in DPW; plans to roll out to HPF and HFD in 3rd quarter 2021 UPDATE FOR OCTOBER 2021 REPORT: Program is being set up in HFD for rollout in the coming months. It is likely that both will be set up in the first quarter of calendar year 2022. Since the inception of the program at DPW we have decreased the number of lost time claims by 41.7% (36 in calendar year 2020 vs 21 YTD in calendar year 2021). The average cost of a loss time claim has also decreased by 20% for the same period. We continue to monitor the claims closely to ensure fiscally responsible management of the workers' compensation program. UPDATE ON PROGRESS 2-16-22: Tracking to spend approx. \$1m less in FY2022 then in FY2021; Current average claim spend in FY22 is 23.2% lower than FY21; Number of claims over \$100k is decreasing (FY2020=14, FY2021=18, FY2022 through 1/31/22=6)</p> <p>UPDATE ON PROGRESS 5-20-22: For DPW claims, we are on track to incur less than 50% of the PY claim total (savings of over \$600k compared to FY21) and have had 30 reportable claims through April (compared to 60 in FY21 in total). Plans to roll out program in HPD before the end of the fiscal year as well as throughout the City in the next quarter.</p> <p>3) Closely working with TPA to review program for other efficiencies Currently working to set up Safety Committees in required locations to qualify for a Managed Care Plan option for WC which will save significant dollars.</p> |
| <p>7 Cost Reduction Strategies Through Procurement Efforts (Estimated Additional Annual Savings of at Least \$300k Annually)</p> | <p>\$300,000</p> | <p>\$0 \$0 \$0 \$0 \$0 <u>\$0</u></p> | <p>\$0 \$0 \$120,000 \$3,333 \$0 <u>\$5,034</u></p> | <p>\$0</p> | <p>\$171,633</p> | <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> <p>1) Fleet Program Savings 2) Copier/Printer Management and Savings 3) Office Supply Contract Savings - estimated for the FY 4) Mail Machine Contract Savings - \$10k over 3 years 5) Energy Bill Payment and Tracking Program Savings Energy Watch contract in progress to assist with tracking/streamlining energy bills 3) Other Cost Savings Measures Moving to electronic POs for all vendors - annual savings of at least \$5k</p> <p>OTHER INITIATIVES IN PROGRESS: Adobe Contract Routing Implementation to go live in March 2022 - COMPLETED AS OF 4-1-22; Procurement working with MHIS to standardize technology recycling to generate surplus sales or rebates.</p> <p>UPDATE as of 5-19-22: Current Project Manager hired for role has taken on a different role within procurement. The City will need to recruit for a new candidate for this role in the coming months.</p> |
| <p>8 Cost Reduction Strategies Through Facility and Fleet Management Efforts (Estimated Additional Annual Savings \$75,000 to \$100,000)</p> | <p>\$75,000</p> | <p>\$0</p> | <p></p> | <p></p> | <p>\$75,000</p> | <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. The Fleet Working Group Charter is being established. The working group met on 10-13-21. Based on early discussions, we are hopeful to see cost savings from recommendations yet this fiscal year. Recently approved the purchase of 15 new hybrid vehicles for departments and retired several old, less fuel efficient vehicles. Savings to be calculated in coming months.</p> |
| <p>Totals</p> | <p>\$3,244,000</p> | <p>\$693,309</p> | <p>\$689,915</p> | <p>\$2,121,192</p> | <p>\$1,860,776</p> | <p></p> |

City of Hartford
Misc. Revenue Collections Reporting
Monthly Reporting
As of 4-30-22

NOTE: Currently working with collection agency on Private Duty collections. No Fire Marshall services sent to agency at this time. Rents, PILOTS, Other are being monitored internally and do not require agency help at this time. City will be adding various Health Code violations (blight clean up and citations) in coming months. Currently sending out second notices for payment prior to sending to agency. City will add agings to this report as

| | Sum of 0 to 30 Days Past | Sum of 30 to 60 Days Past | Sum of 61 to 90 Days Past | Sum of 91 to 120 Days Past | Sum of Over 120 Days Past | Sum of Total Due Now | Total Change Month over Month |
|-----------------------------|--------------------------|---------------------------|---------------------------|----------------------------|---------------------------|----------------------|-----------------------------------------------------------------------------------------------------|
| Police Private Duty | 313,557 | 50,325 | 16,968 | 2,928 | 2,461,781 | 2,845,559 | |
| Fire Marshall Services | - | - | - | - | 511,399 | 511,399 | |
| Rents, PILOT, Other | 53,941 | 46,501 | 46,501 | 46,501 | 397,745 | 591,189 | |
| Total as of 6-21-21 | 367,497 | 96,826 | 63,469 | 49,429 | 3,370,925 | 3,948,147 | |
| | 9.3% | 2.5% | 1.6% | 1.3% | 85.4% | | |
| Police Private Duty | 134,639 | 53,909 | 10,224 | 6,744 | 2,449,577 | 2,655,093 | (190,466) |
| Fire Marshall Services | - | - | - | - | 501,544 | 501,544 | (9,855) |
| Rents, PILOT, Other | 4,346 | - | 7,440 | - | 366,516 | 378,302 | (212,887) |
| Total as of 7-31-21 | 138,985 | 53,909 | 17,664 | 6,744 | 3,317,637 | 3,534,939 | |
| | 3.9% | 1.5% | 0.5% | 0.2% | 93.9% | | |
| Police Private Duty | 165,914 | 42,746 | 40,359 | 20,448 | 683,998 | 953,465 | (1,701,628) Payment received on XL Center |
| Fire Marshall Services | - | - | - | - | 69,591 | 69,591 | (431,954) Payment received on XL Center |
| Rents, PILOT, Other | 61,904 | - | 2,750 | 7,440 | 359,076 | 431,170 | 52,868 |
| Total as of 8-31-21 | 227,818 | 42,746 | 43,109 | 27,888 | 1,112,664 | 1,454,225 | |
| | 15.7% | 2.9% | 3.0% | 1.9% | 76.5% | | |
| Police Private Duty | 270,391 | 444,222 | 100,463 | 18,743 | 669,000 | 1,502,819 | 549,354 Significant number of jobs performed in past 60 days |
| Fire Marshall Services | - | 7,722 | - | - | 64,663 | 72,385 | 2,795 |
| Rents, PILOT, Other | 78,367 | 51,034 | - | - | 360,493 | 489,894 | 58,724 |
| Total as of 9-30-21 | 348,758 | 502,978 | 100,463 | 18,743 | 1,094,156 | 2,065,098 | |
| | 16.9% | 24.4% | 4.9% | 0.9% | 53.0% | | |
| Police Private Duty | 132,916 | 112,218 | 36,547 | 7,304 | 600,686 | 889,671 | (613,148) Significant number of jobs performed in past 60 days and payments received |
| Fire Marshall Services | - | 7,722 | 7,721 | - | 56,779 | 64,500 | (7,885) |
| Rents, PILOT, Other | 54,895 | 46,591 | 50,201 | - | 360,495 | 512,182 | 22,288 |
| Total as of 10-31-21 | 187,811 | 158,809 | 94,469 | 7,304 | 1,017,960 | 1,466,353 | |
| | 12.8% | 10.8% | 6.4% | 0.5% | 69.4% | | |
| Police Private Duty | 483,495 | 34,163 | 14,469 | 10,288 | 582,514 | 1,124,929 | 235,258 Significant number of jobs performed in past 60 days and payments received |
| Fire Marshall Services | - | - | - | 7,721 | 56,779 | 64,500 | - Amounts are collectable - following up with customers regularly |
| Rents, PILOT, Other | 52,953 | 46,500 | 46,500 | 46,500 | 360,495 | 552,948 | 40,766 Received large payment at end of prior year for monthly rental; assume partially collectable |
| Total as of 11-30-21 | 536,448 | 80,663 | 60,969 | 64,509 | 999,788 | 1,742,377 | |
| | 30.8% | 4.6% | 3.5% | 3.7% | 57.4% | | |
| Police Private Duty | 293,320 | 306,037 | 67,003 | 8,112 | 592,815 | 1,267,287 | 142,358 Increase partially due to holiday delay - approx. \$130k decrease in aging as of 1-18-22 |
| Fire Marshall Services | 8,103 | - | - | - | 60,559 | 68,662 | 4,162 Amounts are collectable - following up with customers regularly |
| Rents, PILOT, Other | 48,014 | 46,500 | 46,500 | 46,500 | 406,995 | 594,509 | 41,561 Received large payment at end of prior year for monthly rental; assume partially collectable |
| Total as of 12-31-21 | 349,437 | 352,537 | 113,503 | 54,612 | 1,060,369 | 1,930,458 | |
| | 18.1% | 18.3% | 5.9% | 2.8% | 54.9% | | |
| Police Private Duty | 225,849 | 130,538 | 82,604 | 18,864 | 559,301 | 1,017,156 | (250,131) Significant number of jobs performed in past 60 days and payments received |
| Fire Marshall Services | 69,423 | 8,103 | - | - | 53,988 | 131,514 | 62,852 Amounts are collectable - following up with customers regularly |
| Rents, PILOT, Other | 48,421 | 46,501 | 46,501 | 46,501 | 449,329 | 637,252 | 42,743 Received large payment at end of prior year for monthly rental; assume partially collectable |
| Total as of 1-31-22 | 343,692 | 185,142 | 129,105 | 65,365 | 1,062,617 | 1,785,922 | |
| | 19.2% | 10.4% | 7.2% | 3.7% | 59.5% | | |
| Police Private Duty | 412,758 | 54,767 | 31,541 | 5,256 | 548,101 | 1,052,423 | 35,267 Significant number of jobs performed in past 30 days and payments received |
| Fire Marshall Services | 60,882 | - | - | - | 41,887 | 102,769 | (28,745) Amounts are collectable - following up with customers regularly |
| Rents, PILOT, Other | 46,501 | 46,501 | 46,501 | 46,501 | 487,997 | 674,001 | 36,749 Received large payment at end of prior year for monthly rental; assume partially collectable |
| Total as of 2-28-22 | 520,141 | 101,268 | 78,042 | 51,757 | 1,077,985 | 1,829,193 | |
| | 28.4% | 5.5% | 4.3% | 2.8% | 58.9% | | |
| Police Private Duty | 134,035 | 94,873 | 21,200 | - | 527,262 | 777,369 | (275,054) Significant number of jobs performed in past 30 days and payments received |
| Fire Marshall Services | - | 54,969 | - | - | 36,960 | 91,929 | (10,840) Amounts are collectable - following up with customers regularly |
| Rents, PILOT, Other | 46,501 | 46,501 | 46,501 | 46,501 | 530,332 | 716,336 | 42,335 Received large payment at end of prior year for monthly rental; assume partially collectable |
| Total as of 3-31-22 | 180,536 | 196,343 | 67,701 | 46,501 | 1,094,553 | 1,585,634 | |
| | 11.4% | 12.4% | 4.3% | 2.9% | 69.0% | | |
| Police Private Duty | 245,177 | 90,507 | 31,246 | 9,344 | 524,176 | 900,450 | 123,081 Significant number of jobs performed in past 30 days and payments received |
| Fire Marshall Services | 53,901 | - | 44,895 | - | 36,960 | 135,756 | 43,827 Amounts are collectable - following up with customers regularly |
| Rents, PILOT, Other | 49,401 | 46,501 | 46,501 | 46,501 | 576,833 | 765,736 | 49,401 Received large payment at end of prior year for monthly rental; assume partially collectable |
| Total as of 4-30-22 | 348,479 | 137,008 | 122,642 | 55,845 | 1,137,968 | 1,801,942 | |
| | 19.3% | 7.6% | 6.8% | 3.1% | 63.2% | | |