



April 30, 2026

City of Hartford Five Year Plan FY2027-FY2031

SUMMARY



REVENUE AND EXPENDITURE SUMMARY	FY2027 RECOMM	FY2028 FORECAST	FY2029 FORECAST	FY2030 FORECAST	FY2031 FORECAST
Revenues	633,212,669	638,828,196	685,262,197	691,765,318	698,119,949
Expenditures	633,212,669	643,147,173	662,165,904	673,021,243	683,118,194
Surplus / (Deficit)	0	(4,318,977)	23,096,293	18,744,075	15,001,755
Budget Mitigation	0	4,318,977	0	0	0
Available as Surplus, Mill Rate Reduction, or Invest in Education & Other Initiatives	0	0	23,096,293	18,744,075	15,001,755

Highlights

- Modest budget gap in FY2028, followed by annual surpluses
 - Multiple mitigation measures available to offset budget gap as needed in FY2028
 - Capacity to reduce mill rate, increase fund balance, or increase funding for Education
- Average annual budget increases of approx. 1.9% over five-year period

ASSUMPTIONS



REVENUE CATEGORY	FY2027 RECOMMENDED	FY2028 FORECAST	FY2029 FORECAST	FY2030 FORECAST	FY2031 FORECAST
41 TAXES	(309,066,918)	(313,820,244)	(359,964,110)	(365,701,562)	(371,525,074)
42 LICENSES & PERMITS	(7,862,794)	(7,941,422)	(8,020,836)	(8,101,045)	(8,182,055)
43 FINES FORFEITS PENAL	(113,978)	(115,118)	(116,269)	(117,432)	(118,606)
44 INT & RENTAL INCOME	(6,872,895)	(6,881,624)	(6,890,440)	(6,899,345)	(6,908,338)
45 INTERGOVERNMENTAL	(300,045,944)	(300,082,141)	(300,118,699)	(300,155,624)	(300,192,917)
46 CHARGES FOR SERVICES	(3,757,062)	(3,794,633)	(3,832,579)	(3,870,905)	(3,909,614)
47 REIMBURSEMENTS	(512,563)	(517,689)	(522,866)	(528,094)	(533,375)
48 OTHER REVENUE	(165,915)	(812,580)	(885,024)	(1,430,826)	(1,739,877)
53 OTHER FINANCING SCRS	(4,814,600)	(4,862,746)	(4,911,373)	(4,960,487)	(5,010,092)
Grand Total	(633,212,669)	(638,828,196)	(685,262,197)	(691,765,318)	(698,119,949)

Major Revenue Assumptions

- Grand List approx. +1.5% per year, except for FY2029
 - FY2029: Revaluation +26.6% based on current sales data
- State Aid: 0% change through FY2031
- Interest Income: Reduction in FY2027; flat through FY2031
- Income from development agreements: \$645K to \$1.5M
- All other sources: +1.0% per year through FY2031

ASSUMPTIONS



EXPENSE CATEGORY	FY2027 RECOMMENDED	FY2028 FORECAST	FY2029 FORECAST	FY2030 FORECAST	FY2031 FORECAST
PAYROLL	150,346,878	156,053,807	161,698,045	167,171,682	171,789,515
BENEFITS	103,783,571	104,285,506	107,993,229	110,432,206	113,759,017
DEBT	10,076,706	12,743,879	18,876,637	19,703,630	19,654,033
LIBRARY	10,426,903	10,612,550	10,804,017	11,001,581	11,205,536
MHIS	6,013,394	6,099,546	6,187,136	6,276,191	6,366,738
UTILITY	30,306,187	31,599,007	32,956,342	34,381,921	35,879,720
OTHER	38,245,756	37,739,604	39,637,224	40,040,758	40,450,362
EDUC	284,013,274	284,013,274	284,013,274	284,013,274	284,013,274
Grand Total	633,212,669	643,147,173	662,165,904	673,021,243	683,118,194

Major Expenditure Assumptions

- Payroll average +3.3% per year
 - Attrition factor of 10.6% FY2027-FY2028; average 8.6% FY2029-FY2031
- Health Insurance +7% per year
- Pension ADEC based on Actuary Firm's 5-year forecast
- Debt Service includes projected payments on \$25M G.O. and \$25M Lease Purchase for Fire/DPW/IT
- Utilities and Other Non-Personnel: Average annual increases of 2.7%

MAJOR INITIATIVES



- Education Finance
 - BOE, City and State developing multi-year plan to close HSP structural deficit
 - Administrative, legislative and financial measures
 - City contribution to Education
 - Short-term HPS budget mitigation measures
- Economic Development
 - Focus on market rate and workforce housing
 - New development agreements
- Shared Services with East Hartford
 - Regional Performance Incentive Program
 - CRCOG facilitation
 - Pilot phase implementation plan July 2026
- Pension Liability Reduction
 - Work with City Treasurer to manage long-term liability
 - Task force investigating three options

CITY OF HARTFORD



Thank You

