

STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING NOTICE AND AGENDA
West Haven Subcommittee of the MARB

Meeting Date and Time: Tuesday, March 22, 2022, 10:00 AM – 12:00 PM

Meeting Location: This will be a virtual meeting. Meeting materials may be accessed at the following website:
[Municipal Accountability Review Board \(ct.gov\)](https://www.ct.gov/marb)

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

Telephone Number: (860) 840-2075

Meeting ID: 694 293 308

Agenda

- I. Call to Order & Opening Remarks
- II. Approval of minutes:
 - a. February 22, 2022 Regular Meeting
- III. Update: CohnReznick Audit
- IV. Review and Discussion: Board of Education FY 2023 Recommended Budget
- V. Review and Discussion: Mayor's FY 2023 Recommended Budget
- VI. Update: ARPA Funds Plan
- VII. Update: MOA Action Plans
 - a. Human Resources (Personnel Dept.)
 - b. Staffing Plan
 - c. Information Technology
 - d. Purchasing/Accounts Payable
 - e. Corrective Action Plan
- VIII. Other Business
- IX. Adjourn

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STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING MINUTES
West Haven Subcommittee of the MARB

Meeting Date and Time: Tuesday, February 22, 2022 10:00 AM – 11:15 AM

Meeting Location: This was a virtual meeting. Meeting materials may be accessed at the following website:
[Municipal Accountability Review Board \(ct.gov\)](https://www.ct.gov/marb)

Call-In Instructions:

Telephone Number: (860) 840-2075

Meeting ID: 544 457 2#

Members in Attendance: Secretary McCaw, Christine Shaw (State Treasurer Designee), Patrick Egan, Stephen Falcigno, Thomas Hamilton, Robert White

City Officials in Attendance: Mayor Rossi, Louis Esposito, Frank Cieplinski, Pamela Alvino, Wilma Petco (Procurement Consultant), Jumaine Samuels

OPM Staff in Attendance: Kimberly Kennison, Michael Milone (OPM Liaison), Julian Freund

I. Call to Order & Opening Remarks

The meeting was called to order at 10:04 AM.

II. Approval of minutes:

a. January 25, 2022 Regular Meeting

Mr. Hamilton made a motion to approve the minutes with a second by Mr. Falcigno. The minutes were approved unanimously.

III. City Credit Card Policy and Procedures

Secretary McCaw noted that the matter of potential misuse of the City's credit card had been raised at a recent City Council meeting. At her direction, Ms. Kennison had contacted the City to advise the card be deactivated and the City adopt controls on the use of a City credit card. The City presented its current policy on the use of the credit card. Mr. Esposito said that he has managed the credit card since 2017. The City currently has only one credit card. He said that he has had difficulty getting receipts in a timely manner from departments. A recent communication to departments and a form for receipt submittal was issued recently in response to that problem. Mr. Esposito pre-authorizes purchases on the credit card, but the purchases are made directly by the departments. Secretary McCaw raised concerns with the credit card policy that the City had forwarded to the board. A credit card policy should include the assignment of different credit card

numbers to departments, dollar thresholds for charges, and specification of commodities that may be purchased with the card.

Members discussed how accountability for proper use of the credit card is enforced and whether misuse of the card had occurred prior to the recent implementation of a policy and form. Mr. Esposito said that no fraudulent use of the credit card by City departments in the four years he has managed the card. Secretary McCaw noted the number of policies and procedures that the City needs to develop in various areas and OPM may need to direct additional resources toward ensuring they are developed and implemented expeditiously.

IV. Update: CohnReznick Audit

Ms. Kennison reported that CohnReznick had completed their field work the prior week and have begun work on their report. One issue that remained unresolved was that the City had yet to reconcile their final grant expenses to payroll records.

V. Update: Board of Education FY 2023 Recommended Budget

Mr. Freund updated the board on the status of the Board of Education FY 2023 budget. The FY 2023 budget was approved on January 18. The budget requests level funding from the General Fund, with grants providing an additional \$16 million to fund operations. BOE staff will attend the March Subcommittee meeting to provide additional detail. Members are encouraged to submit any questions or requests for additional information in advance of the March meeting. Secretary McCaw and Mr. Hamilton suggested that the BOE identify how it will make up for ARPA and ESSER funding, or any other non-recurring funding, in future years.

VI. Update: MOA Action Plans

a. Human Resources (Personnel Dept.)

Ms. Alvino presented the Human Resources action plan which addresses the recommendations from the 2019 HR Consulting Group report. Certain recommendations that had previously been reported as completed were reviewed and validated as complete by Ms. Alvino. She anticipated requesting at least one additional position in Human Resources to be dedicated to the payroll function.

b. Staffing Plan

Ms. Alvino provided an overview of the current status of the recruitment process for vacant positions. An offer for the Procurement Director position has been accepted with an anticipated start date around March 21. A Junior Financial Analyst position has also been filled with an anticipated start date around March 7. Candidates for the Personnel Generalist have not had the combination of HR and payroll backgrounds that the previous posting required. Ms. Alvino noted her recommendation that a separate payroll specialist position be created which would allow for the HR Generalist be posted with just the generalist duties.

The remaining topics under this agenda item were deferred due to time limitation.

c. Information Technology

d. Purchasing/Accounts Payable

e. Corrective Action Plan

VII. Update: ARPA Funds Plan

Discussion was deferred due to time limitation.

VIII. Other Business

None.

IX. Adjourn

Ms. Shaw made a motion to adjourn, with a second by Mr. Egan. The meeting adjourned at 11:15 AM.

**West Haven Board of Education
Superintendent's Recommended FY 23 Budget**

	2020-21 BUDGET	2020-21 ACTUAL	2021-22 BUDGET	2021-22 YTD	2022-23 BUDGET
TUITION	\$ 8,139,686	\$ 8,238,974	\$ 8,246,037	\$ 3,715,634.76	\$ 8,487,214
STUDENT TRANSPORTATION	\$ 5,254,423	\$ 4,613,099	\$ 5,359,512	\$ 1,477,439.71	\$ 5,390,445
SALARIES	\$ 51,922,019	\$ 51,622,019	\$ 51,710,579	\$ 22,910,322.49	\$ 51,438,469
OPERATION OF PLANT	\$ 3,847,829	\$ 3,831,721	\$ 3,847,829	\$ 1,637,507.43	\$ 3,847,829
BENEFITS & FIXED CHARGES	\$ 18,215,805	\$ 16,165,593	\$ 18,215,805	\$ 8,173,348.49	\$ 18,215,805
PURCHASED SERVICES	\$ 1,161,159	\$ 1,303,165	\$ 1,161,159	\$ 537,427.14	\$ 1,161,159
INSTRUCTIONAL SUPPORTS	\$ 1,419,500	\$ 3,864,532	\$ 1,419,500	\$ 849,902.34	\$ 1,419,500
TOTAL:	\$ 89,960,421	\$ 89,660,421	\$ 89,960,421	\$ 39,301,582.36	\$ 89,960,421

**West Haven Board of Education
Superintendent's Recommended FY 23 Budget**

		2020-21 BUDGET	2020-21 ACTUAL	2021-22 BUDGET	2021-22 YTD	2022-23 BUDGET
TUITION:						
A01	TUITION	\$ 8,139,686	\$ 8,238,974	\$ 8,246,037	\$ 3,715,634.76	\$ 8,487,214
		\$ 8,139,686	\$ 8,238,974	\$ 8,246,037	\$ 3,715,634.76	\$ 8,487,214

**West Haven Board of Education
Superintendent's Recommended FY 23 Budget**

		2020-21 BUDGET	2020-21 ACTUAL	2021-22 BUDGET	2021-22 YTD	2022-23 BUDGET
STUDENT TRANSPORTATION:						
B04	CONTRACTED BUS SERVICE - PUBLIC	\$ 3,049,384	\$ 3,033,947	\$ 3,110,372	\$ 871,968.03	\$ 3,110,372
B06	BUS SERVICE: NON-PUBLIC SCHOOLS	\$ 273,075	\$ 114,762	\$ 278,537	\$ 40,865.13	\$ 278,537
B08	TRANSPORTATION: REGIONAL VOC-TECH	\$ 234,167	\$ 161,577	\$ 238,850	\$ 69,286.41	\$ 238,850
B10	TRANSPORTATION: REGIONAL VOC-AG	\$ 73,886	\$ 35,613	\$ 75,364	\$ 23,459.13	\$ 75,364
B12	TRANSPORTATION: PHYS. HANDICAPPED	\$ 1,516,345	\$ 1,223,336	\$ 1,546,672	\$ 417,692.55	\$ 1,577,605
B16	TRANSPORTATION - STUDENT ACTIVITIES	\$ 107,566	\$ 43,864	\$ 109,717	\$ 54,168.46	\$ 109,717
		\$ 5,254,423	\$ 4,613,099	\$ 5,359,512	\$ 1,477,439.71	\$ 5,390,445
SALARIES:						
# of Employees						
C04	1 SALARY - SUPERINTENDENT	\$ 187,337	\$ 187,337	\$ 187,337	\$ 131,046.57	\$ 190,759
C06	1 SALARY - ASST. SUPERINTENDENTS	\$ 152,466	\$ 152,466	\$ 152,466	\$ 86,153.90	\$ 160,000
C07	18 SALARY - CLERICAL: CENTRAL OFFICE	\$ 516,604	\$ 516,604	\$ 516,604	\$ 358,237.79	\$ 928,590
C10	9 SALARY - PRINCIPALS	\$ 1,081,083	\$ 1,081,083	\$ 1,081,083	\$ 364,642.67	\$ 1,199,575
C12	8 SALARY - ASST. PRINCIPALS	\$ 929,234	\$ 929,234	\$ 929,234	\$ 259,805.90	\$ 904,759
C14	10 SALARY - COORDINATORS/DIRECTORS	\$ 1,114,632	\$ 1,114,632	\$ 1,114,632	\$ 441,068.20	\$ 1,334,374
C16	424 SALARY - CLASSROOM TEACHERS	\$ 27,163,377	\$ 27,163,377	\$ 27,063,377	\$ 12,510,087.70	\$ 26,518,934
C18	91 SALARY - SPECIAL EDUCATION TEACHERS	\$ 5,786,082	\$ 5,786,082	\$ 5,736,082	\$ 2,312,441.99	\$ 5,626,082
C20	SALARY - ADULT EDUCATION	\$ 150,000	\$ 150,000	\$ 150,000	\$ 7,535.12	\$ 150,000
C22	SALARY - HOMEBOUND	\$ 125,000	\$ 125,000	\$ 125,000	\$ 18,795.00	\$ 125,000
C24	52 SALARY - SPECIAL AREA TEACHERS	\$ 3,305,682	\$ 3,305,682	\$ 3,305,682	\$ 1,307,246.90	\$ 3,205,682
C26	23 SALARY - PUPIL SERVICES	\$ 1,516,201	\$ 1,516,201	\$ 1,454,761	\$ 621,364.56	\$ 1,454,761
C28	13 SALARY - CLERICAL:SECONDARY SCHOOLS	\$ 694,353	\$ 694,353	\$ 694,353	\$ 277,887.65	\$ 535,410
C30	7 SALARY - CLERICAL:ELEM. SCHOOLS	\$ 310,681	\$ 310,681	\$ 310,681	\$ 118,181.81	\$ 262,551
C32	SALARY - SUBSTITUTE CLERKS	\$ 30,000	\$ 30,000	\$ 30,000	\$ 9,562.50	\$ 30,000
C34	SALARY - LUNCH AIDES	\$ 300,000	\$ -	\$ 300,000	\$ 152,419.71	\$ 300,000
C36	132 SALARY - TEACHER AIDES	\$ 3,044,326	\$ 3,044,326	\$ 3,044,326	\$ 1,637,110.12	\$ 3,131,743
C38	SALARY - PARA SUBS-INSTRUCTIONAL AIDES	\$ 105,000	\$ 105,000	\$ 105,000	\$ 165,398.50	\$ 105,000
C40	SALARY - DETACHED WORKER	\$ 98,261	\$ 98,261	\$ 98,261	\$ 29,882.77	\$ 98,261
C42	SALARY - SUBSTITUTE TEACHERS/INTERNS	\$ 689,815	\$ 689,815	\$ 689,815	\$ 206,891.27	\$ 689,815
C44	SALARY - SEVERANCE PAY	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
C46	13 SALARY - SCHOOL NURSES - PUBLIC	\$ 896,366	\$ 896,366	\$ 896,366	\$ 354,815.30	\$ 824,968
C48	2 SALARY - SCHOOL NURSES - NON-PUBLIC	\$ 143,480	\$ 143,480	\$ 143,480	\$ 37,660.00	\$ 145,480
C58	38 SALARY - CUSTODIANS	\$ 1,918,019	\$ 1,918,019	\$ 1,918,019	\$ 1,018,725.05	\$ 1,877,910
C60	SALARY - SUBSTITUTE CUSTODIANS	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	\$ 105,000

**West Haven Board of Education
Superintendent's Recommended FY 23 Budget**

		2020-21	2020-21	2021-22	2021-22	2022-23
		BUDGET	ACTUAL	BUDGET	YTD	BUDGET
C62	SALARY - OVERTIME : CUSTODIANS	\$ 79,638	\$ 79,638	\$ 79,638	\$ -	\$ 79,638
C64	14 SALARY - MAINTENANCE	\$ 827,083	\$ 827,083	\$ 827,083	\$ 443,432.31	\$ 802,378
C66	SALARY- OVERTIME : MAINTENANCE	\$ 60,799	\$ 60,799	\$ 60,799	\$ -	\$ 60,799
C68	SALARY - STUDENT ACTIVITY ADVISORS	\$ 100,000	\$ 100,000	\$ 100,000	\$ 6,147.70	\$ 100,000
C70	SALARY - ATHLETIC COACHES	\$ 175,500	\$ 175,500	\$ 175,500	\$ 33,781.50	\$ 175,000
C72	SALARY - COMMUNITY SERVICE: CUSTODIAL	\$ 16,000	\$ 16,000	\$ 16,000	\$ -	\$ 16,000
		\$ 51,922,019	\$ 51,622,019	\$ 51,710,579	\$ 22,910,322.49	\$ 51,438,469

**West Haven Board of Education
Superintendent's Recommended FY 23 Budget**

		2020-21	2020-21	2021-22	2021-22	2022-23
		BUDGET	ACTUAL	BUDGET	YTD	BUDGET
OPERATION OF PLANT:						
D02	RECYCLING	\$ -	\$ -	\$ -	\$ -	\$ -
D04	ELECTRICITY	\$ 1,108,733	\$ 1,101,709	\$ 1,108,733	\$ 439,570.83	\$ 1,108,733
D06	NATURAL GAS	\$ -	\$ -	\$ -	\$ -	\$ -
D08	WATER	\$ 103,919	\$ 95,344	\$ 103,919	\$ 30,379.36	\$ 103,919
D10	TELEPHONE & COMMUNICATIONS	\$ 364,178	\$ 364,175	\$ 364,178	\$ 78,712.09	\$ 364,178
D12	RUBBISH REMOVAL	\$ 220,833	\$ 220,833	\$ 220,833	\$ 116,615.96	\$ 220,833
D14	CUSTODIAL SUPPLIES	\$ 163,049	\$ 163,050	\$ 163,049	\$ 85,025.00	\$ 163,049
D16	HEAT FOR BUILDINGS	\$ 564,487	\$ 564,480	\$ 564,487	\$ 37,257.34	\$ 564,487
D18	EQUIPMENT: OPERATION OF PLANT	\$ 45,000	\$ 45,000	\$ 45,000	\$ 12,000.00	\$ 45,000
D20	REPAIR TO BUILDINGS	\$ 625,000	\$ 625,000	\$ 625,000	\$ 459,000.00	\$ 625,000
D22	UPKEEP OF GROUNDS SUPPLIES	\$ 14,050	\$ 14,050	\$ 14,050	\$ 1,500.00	\$ 14,050
D24	BUILDING SECURITY	\$ 388,740	\$ 388,740	\$ 388,740	\$ 326,843.97	\$ 388,740
D26	GAS, OIL & GREASE	\$ 34,090	\$ 34,090	\$ 34,090	\$ 6,735.88	\$ 34,090
D28	REPAIR TO EQUIPMENT: MTCE	\$ 33,250	\$ 33,250	\$ 33,250	\$ 13,817.00	\$ 33,250
D30	OTHER EXPENSES: MAINTENANCE	\$ 50,000	\$ 50,000	\$ 50,000	\$ 2,550.00	\$ 50,000
D32	EQUIPMENT: MAINTENANCE OF PLANT	\$ 32,500	\$ 32,000	\$ 32,500	\$ 10,000.00	\$ 32,500
D34	IMPROVEMENT TO SITES	\$ 100,000	\$ 100,000	\$ 100,000	\$ 17,500.00	\$ 100,000
		\$ 3,847,829	\$ 3,831,721	\$ 3,847,829	\$ 1,637,507.43	\$ 3,847,829

**West Haven Board of Education
Superintendent's Recommended FY 23 Budget**

		2020-21 BUDGET	2020-21 ACTUAL	2021-22 BUDGET	2021-22 YTD	2022-23 BUDGET
BENEFITS & FIXED CHARGES						
E02	CENTRAL OFFICE - TRAVEL	\$ 800	\$ -	\$ 800	\$ -	\$ 800
E04	CENTRAL OFFICE - DUES & CONF.	\$ 7,000	\$ 8,888	\$ 7,000	\$ 7,066.00	\$ 7,000
E06	TRAVEL, CONV. & DUES: TCHRS/ADMIN.	\$ 50,000	\$ 125,528	\$ 50,000	\$ 15,669.92	\$ 50,000
E08	PROFESSIONAL CERTIFICATION REIMB..	\$ 46,500	\$ 19,800	\$ 46,500	\$ 3,600.00	\$ 46,500
E10	TRAVEL - MAINTENANCE	\$ 19,400	\$ -	\$ 19,400	\$ -	\$ 19,400
E12	PROPERTY & LIABILITY INSURANCE	\$ 525,000	\$ 435,925	\$ 525,000	\$ 344,054.73	\$ 525,000
E14	HEALTH INSURANCE: CERTIFIED	\$ 9,487,344	\$ 8,368,014	\$ 9,487,344	\$ 3,984,317.37	\$ 9,487,344
E16	LIFE INSURANCE: CERTIFIED	\$ 187,913	\$ 245,619	\$ 187,913	\$ 111,754.75	\$ 187,913
E18	SOCIAL SECURITY	\$ 764,786	\$ 650,651	\$ 764,786	\$ 358,406.92	\$ 764,786
E20	RETIREMENT CONTRIBUTIONS	\$ 477,406	\$ 324,209	\$ 477,406	\$ 173,896.05	\$ 477,406
E22	MEDICARE ONLY - TAXES	\$ 881,908	\$ 764,939	\$ 881,908	\$ 341,750.52	\$ 881,908
E24	UNEMPLOYMENT COMPENSATION	\$ 100,000	\$ 155,892	\$ 100,000	\$ 45,529.00	\$ 100,000
E26	HEALTH INSURANCE: NON-CERT.	\$ 4,617,748	\$ 4,560,839	\$ 4,617,748	\$ 2,473,877.91	\$ 4,617,748
E28	LIFE INSURANCE: NON-CERT.	\$ -	\$ -	\$ -	\$ -	\$ -
E30	WORKER'S COMPENSATION	\$ 1,050,000	\$ 505,289	\$ 1,050,000	\$ 313,425.32	\$ 1,050,000
		\$ 18,215,805	\$ 16,165,593	\$ 18,215,805	\$ 8,173,348.49	\$ 18,215,805

**West Haven Board of Education
Superintendent's Recommended FY 23 Budget**

		2020-21 BUDGET	2020-21 ACTUAL	2021-22 BUDGET	2021-22 YTD	2022-23 BUDGET
PURCHASED SERVICES:						
F01	FOOD SERVICE	\$ -	\$ -	\$ -	\$ -	\$ -
F02	POSTAGE	\$ 60,000	\$ 60,000	\$ 60,000	\$ 6,891.00	\$ 60,000
F04	PRINTING AND PUBLISHING	\$ 35,000	\$ 35,000	\$ 35,000	\$ 914.00	\$ 35,000
F06	PHOTOCOPY SERVICES	\$ 269,809	\$ 269,809	\$ 269,809	\$ 228,209.34	\$ 269,809
F08	BOARD OF ED. - MISC. EXPENSES	\$ 1,350	\$ 3,560	\$ 1,350	\$ -	\$ 1,350
F10	DATA PROCESSING SERVICES	\$ 78,500	\$ 78,500	\$ 78,500	\$ 1,800.60	\$ 78,500
F12	CONSULTANT SERVICES	\$ 260,000	\$ 260,000	\$ 260,000	\$ 163,123.55	\$ 260,000
F14	SERVICE CONTRACTS	\$ 265,000	\$ 265,000	\$ 265,000	\$ 85,138.58	\$ 265,000
F18	BOARD OF ED. - OFFICE SUPPLIES	\$ 1,800	\$ 68	\$ 1,800	\$ -	\$ 1,800
F20	CENTRAL OFFICE - SUPPLIES	\$ 22,500	\$ 49,093	\$ 22,500	\$ 46,222.10	\$ 22,500
F22	CENTRAL OFFICE - MISC. EXPENSE	\$ 3,500	\$ -	\$ 3,500	\$ -	\$ 3,500
F26	POLICE AND FIRE	\$ 75,000	\$ 75,000	\$ 75,000	\$ 304.28	\$ 75,000
F28	BOARD OF ED. - DUES & CONFERENCES	\$ 25,200	\$ 25,200	\$ 25,200	\$ 2,489.00	\$ 25,200
F30	SUBSCRIPTIONS	\$ 3,500	\$ 60,956	\$ 3,500	\$ 2,334.69	\$ 3,500
F32	EDWARD BENNETT RINK	\$ -	\$ -	\$ -	\$ -	\$ -
F34	FRANK FITZGERALD SPORTS COMPLEX	\$ 60,000	\$ 120,978	\$ 60,000	\$ -	\$ 60,000
		\$ 1,161,159	\$ 1,303,165	\$ 1,161,159	\$ 537,427.14	\$ 1,161,159

**West Haven Board of Education
Superintendent's Recommended FY 23 Budget**

		2020-21 BUDGET	2020-21 ACTUAL	2021-22 BUDGET	2021-22 YTD	2022-23 BUDGET
INSTRUCTIONAL SUPPORTS:						
G02	SUB FINDER/ANSWERING SERVICE	\$ 10,850	\$ 10,850	\$ 10,850	\$ 25,901.25	\$ 10,850
G04	REPAIR TO EQUIPMENT: INSTRUCTION	\$ 25,000	\$ 542	\$ 25,000	\$ -	\$ 25,000
G06	MISCELLANEOUS EXPENSES	\$ 20,000	\$ 12,582	\$ 20,000	\$ 9,651.74	\$ 20,000
G08	ELEMENTARY READING DEVELOPMENT	\$ 12,000	\$ 4,739	\$ 12,000	\$ 32,312.74	\$ 12,000
G10	TEACHING SUPPLIES	\$ 314,400	\$ 315,538	\$ 314,400	\$ 250,120.50	\$ 314,400
G12	TEXTBOOKS	\$ 225,000	\$ 216,476	\$ 225,000	\$ 164,707.85	\$ 225,000
G14	PERIODICALS	\$ 13,500	\$ 9,355	\$ 13,500	\$ 5,055.00	\$ 13,500
G16	EDUCATIONAL MEDIA SUPPLIES	\$ 120,000	\$ 120,000	\$ 120,000	\$ 589.03	\$ 120,000
G18	STANDARDIZED TESTING PROGRAM	\$ 54,750	\$ 2,072	\$ 54,750	\$ 365.00	\$ 54,750
G20	CURRICULUM DEVELOPMENT & STAFF DEV.	\$ 45,000	\$ 49,448	\$ 45,000	\$ 13,356.50	\$ 45,000
G22	LIBRARY BOOKS	\$ 37,500	\$ 37,500	\$ 37,500	\$ 7,865.40	\$ 37,500
G24	OTHER LIBRARY EXPENSE	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 5,000
G26	EQUIPMENT: NON-INSTRUCTIONAL	\$ 20,000	\$ 4,632	\$ 20,000	\$ 7,678.83	\$ 20,000
G28	EQUIPMENT: INSTRUCTIONAL	\$ 50,000	\$ 40,538	\$ 50,000	\$ 12,500.00	\$ 50,000
G29	TECHNOLOGY	\$ 320,000	\$ 320,000	\$ 320,000	\$ 206,939.56	\$ 320,000
G32	MEDICAL SERVICES: SUPPLIES	\$ 11,500	\$ 11,377	\$ 11,500	\$ 5,000.00	\$ 11,500
G34	MEDICAL SERVICES: MISC. EXPENSE	\$ 25,000	\$ 25,000	\$ 25,000	\$ 16,408.51	\$ 25,000
G36	EQUIPMENT: MEDICAL SERVICES	\$ 10,000	\$ 10,000	\$ 10,000	\$ 7,253.13	\$ 10,000
G38	EQUIPMENT AND SUPPLIES: ACTIVITIES	\$ 100,000	\$ 2,668,882	\$ 100,000	\$ 84,197.30	\$ 100,000
		\$ 1,419,500	\$ 3,864,532	\$ 1,419,500	\$ 849,902.34	\$ 1,419,500

West Haven Board of Education FY 2023 All Funding Sources

West Haven Board of Education FY 2023 All Funding Sources							
Sources		FY23 Proposed Budget	Special Ed Excess Cost Grant	Balance of Alliance Grant	ESSER II	ARP/ESSER III	Total All Sources
General Fund Contribution from Tax and Local Revenues		\$ 44,134,841					
ECS Base Grant		\$ 42,141,126					
ECS Alliance Grant		\$ 3,684,454					
Other Grant		\$ -	\$ 2,400,465	\$ 6,636,807	\$ 2,942,668	\$ 4,066,651	
Totals		\$ 89,960,421	\$ 2,400,465	\$ 6,636,807	\$ 2,942,668	\$ 4,066,651	\$ 106,007,012
Uses	# of employees	GF Budget for Education	Special Ed Excess Cost Grant	Balance of Alliance Grant	ESSER II	ARP/ESSER III	Total All Sources
Superintendent	1	\$ 190,759					\$ 190,759
Assistant Superintendent	1	\$ 160,000					\$ 160,000
Clerical Central Office	18	\$ 928,590					\$ 928,590
Principals	9	\$ 1,199,575					\$ 1,199,575
Assistant Principals	8	\$ 904,759					\$ 904,759
Coordinators	10	\$ 1,334,374					\$ 1,334,374
Classroom Teachers	424	\$ 26,518,934		\$ 1,812,261	\$ 2,732,668	\$ 2,825,000	\$ 33,888,863
Special Education Teachers	91	\$ 5,626,082			\$ 110,000	\$ 552,227	\$ 6,288,309
Adult Education		\$ 150,000					\$ 150,000
Homebound		\$ 125,000					\$ 125,000
Special Area Teachers	52	\$ 3,205,682			\$ 100,000	\$ 467,303	\$ 3,772,985
Pupil Services	23	\$ 1,454,761				\$ 222,121	\$ 1,676,882
Clerical Secondary Schools	13	\$ 535,410					\$ 535,410
Clerical Elementary Schools	7	\$ 262,551					\$ 262,551
Substitute Clerks		\$ 30,000					\$ 30,000
Lunch Aides		\$ 300,000					\$ 300,000
Teachers Aides	132	\$ 3,131,743		\$ 287,079			\$ 3,418,822
Para Sub Instructional Aides		\$ 105,000					\$ 105,000
Detached Worker		\$ 98,261					\$ 98,261
Substitute Teachers/Interns		\$ 689,815					\$ 689,815
Severance Pay		\$ 300,000					\$ 300,000
School Nurse Public	13	\$ 824,968					\$ 824,968
School Nurse Non-Public	2	\$ 145,480					\$ 145,480
Custodians	38	\$ 1,877,910					\$ 1,877,910

Uses	# of employees	GF Budget for Education	Special Ed Excess Cost Grant	Balance of Alliance Grant	ESSER II	ARP/ESSER III	Total All Sources
Substitute Custodians		\$ 105,000					\$ 105,000
Overtime Custodians		\$ 79,638					\$ 79,638
Maintenance	14	\$ 802,378					\$ 802,378
Maintenance Overtime		\$ 60,799					\$ 60,799
Student Activity Advisors		\$ 100,000					\$ 100,000
Athletic Coaches		\$ 175,000					\$ 175,000
Community Service Custodial		\$ 16,000					\$ 16,000
Salaries		\$ 51,438,469		\$ 2,099,340	\$ 2,942,668	\$ 4,066,651	\$ 60,547,128
Central Office Travel		\$ 800					\$ 800
Central Office Dues and Conferences		\$ 7,000					\$ 7,000
Travel, Conferences and Dues: Teachers/Admin		\$ 50,000					\$ 50,000
Professional Certification Reimbursement		\$ 46,500					\$ 46,500
Travel: Maintenance		\$ 19,400					\$ 19,400
Property and Liability Insurance		\$ 525,000					\$ 525,000
Health Insurance: Certified		\$ 9,487,344		\$ 564,204			\$ 10,051,548
Life Insurance		\$ 187,913					\$ 187,913
Social Security		\$ 764,786					\$ 764,786
Retirement Contributions		\$ 477,406					\$ 477,406
Medicare Only-Taxes		\$ 881,908					\$ 881,908
Unemployment Compensation		\$ 100,000					\$ 100,000
Health Insurance: Non-Certified		\$ 4,617,748		\$ 564,204			\$ 5,181,952
Worker's Compensation		\$ 1,050,000					\$ 1,050,000
Benefits & Fixed Charges		\$ 18,215,805		\$ 1,128,407			\$ 19,344,212
Tuition		\$ 8,487,214	\$ 2,400,465	\$ 300,000			\$ 11,187,679
							\$ -
Bus Service Public		\$ 3,110,372					\$ 3,110,372
Bus Service Non Public		\$ 278,537					\$ 278,537
Regional Vo Tech		\$ 238,850					\$ 238,850
Regional Voc Ag		\$ 75,364					\$ 75,364
Special Education		\$ 1,577,605					\$ 1,577,605
Student Activities		\$ 109,717					\$ 109,717
Student Transportation		\$ 5,390,445					\$ 5,390,445
Electricity		\$ 1,108,733					\$ 1,108,733
Water		\$ 103,919					\$ 103,919
Telephones & Communications		\$ 364,178					\$ 364,178
Rubbish Removal		\$ 220,833					\$ 220,833

Uses	# of employees	GF Budget for Education	Special Ed Excess Cost Grant	Balance of Alliance Grant	ESSER II	ARP/ESSER III	Total All Sources
Custodial Supplies		\$ 163,049					\$ 163,049
Heat for Buildings		\$ 564,487					\$ 564,487
Equipment: Operation of Plant		\$ 45,000					\$ 45,000
Repairs to Buildings		\$ 625,000		\$ 500,000			\$ 1,125,000
Upkeep of Grounds: Supplies		\$ 14,050					\$ 14,050
Building Security		\$ 388,740		\$ 809,060			\$ 1,197,800
Gas, Oil, and Grease		\$ 34,090					\$ 34,090
Repairs to Equipment: Maintenance		\$ 33,250					\$ 33,250
Other Expenses: Maintenance		\$ 50,000					\$ 50,000
Equipment: Maintenance of Plant		\$ 32,500					\$ 32,500
Improvements to Sites		\$ 100,000					\$ 100,000
Operation of Plant		\$ 3,847,829		\$ 1,309,060			\$ 5,156,889
Sub Finder/Answering Service		\$ 10,850					\$ 10,850
Repair to Equipment: Instruction		\$ 25,000					\$ 25,000
Miscellaneous Expenses		\$ 20,000					\$ 20,000
Elementary Reading Development		\$ 12,000					\$ 12,000
Teaching Supplies		\$ 314,400		\$ 400,000			\$ 714,400
Textbooks		\$ 225,000					\$ 225,000
Periodicals		\$ 13,500					\$ 13,500
Educational Media Supplies		\$ 120,000					\$ 120,000
Standardized Testing Program		\$ 54,750					\$ 54,750
Curriculum Development & Staff Development		\$ 45,000		\$ 500,000			\$ 545,000
Library Books		\$ 37,500					\$ 37,500
Other Library Expense		\$ 5,000					\$ 5,000
Equipment: Non-Instructional		\$ 20,000					\$ 20,000
Equipment: Instructional		\$ 50,000					\$ 50,000
Technology		\$ 320,000		\$ 300,000			\$ 620,000
Medical Services: Supplies		\$ 11,500					\$ 11,500
Medical: Misc. Expense		\$ 25,000					\$ 25,000
Equipment: Medical Services		\$ 10,000					\$ 10,000
Equipment and Supplies: Activities		\$ 100,000					\$ 100,000
Instructional Supports		\$ 1,419,500		\$ 1,200,000			\$ 2,619,500
Postage		\$ 60,000					\$ 60,000
Printing and Publishing		\$ 35,000					\$ 35,000
Photocopy Services		\$ 269,809					\$ 269,809
Board of Education-Misc Expense		\$ 1,350					\$ 1,350
Data Processing Services		\$ 78,500					\$ 78,500

Uses	# of employees	GF Budget for Education	Special Ed Excess Cost Grant	Balance of Alliance Grant	ESSER II	ARP/ESSER III	Total All Sources
Consultant Services		\$ 260,000		\$ 125,000			\$ 385,000
Service Contracts		\$ 265,000		\$ 125,000			\$ 390,000
Board of Education-Office Supplies		\$ 1,800					\$ 1,800
Central Office-Supplies		\$ 22,500					\$ 22,500
Central Office-Misc Expense		\$ 3,500					\$ 3,500
Police and Fire		\$ 75,000		\$ 350,000			\$ 425,000
Board of Education-Conferences and Dues		\$ 25,200					\$ 25,200
Subscriptions		\$ 3,500					\$ 3,500
Sports Complex		\$ 60,000					\$ 60,000
Purchased Services		\$ 1,161,159		\$ 600,000			\$ 1,761,159
Board of Education		\$ 89,960,421	\$ 2,400,465	\$ 6,636,807	\$ 2,942,668	\$ 4,066,651	\$ 106,007,012

West Haven BOE	FY22 Funded Staffing Levels	FY23 Budget Staffing Levels
Teachers	584	584
Administrators	27	27
Nurses	15	15
Paraprofessionals	140	140
AFSCME	97	97
CWA	10	10
Bilingual Tutors	18	18
Elementary Food Service	22	22
Outreach Team	9	9
Superintendent	1	1
Assistant Superintendent	1	1
Business Manager	1	1
Non-Union Secretaries	2	2

West Haven BOE	2017-18	2018-19	2019-20	2020-21	2021-22
Total Number of Positions	890	879	884	886	927
Number of Vacancies	4	3	2	5	2
Turnover Rate	5.62%	6.60%	4.86%	6.21%	4.85%

West Haven BOE	<u>Grant funding received in FY21</u>		<u>Grant funding to be received in FY22</u>		
Alliance Grant (BOE Portion)****	\$	3,874,687.00	\$	5,225,747.00	
Title I Part A	\$	2,601,189.00	\$	2,964,007.00	
Title II Part A	\$	295,292.00	\$	332,124.00	
Title III EL	\$	116,336.00	\$	122,570.00	
IDEA 611	\$	1,680,229.00	\$	1,756,645.00	
IDEA 619	\$	57,324.00	\$	57,937.00	
Perkins Secondary Grant	\$	131,047.00	\$	154,763.00	
Bilingual Grant	\$	36,788.00	\$	36,758.00	
Title IV Part A	\$	176,894.00	\$	186,902.00	
Title III Immigrant	\$	10,000.00	\$	10,000.00	
Family Resource Center	\$	101,530.00	\$	101,650.00	
McKinney-Vento Homeless Assistance	\$	54,956.00	\$	54,956.00	
School Readiness - Priority	\$	1,721,045.00	\$	1,985,243.00	
School Readiness - Priority Quality Enhancement	\$	24,973.00	\$	24,973.00	
Coronavirus Relief Funds	\$	1,281,843.00	\$	-	
ESSER Funds	\$	2,034,327.00	\$	-	
ESSER II Funds	\$	-	\$	9,019,305.00	Grant available to be spent until September 30, 2023
ARP ESSER III Funds	\$	-	\$	19,476,456.00	Grant available to be spent until September 30, 2024

****Total allotment of Alliance Grant \$ 7,559,141.00 \$ 8,940,201.00

The difference between the total allotment and the BOE portion level sets the ECS Grant

CITY OF WEST HAVEN
BOARD OF EDUCATION EXPENDITURE REPORT
January 2022

Variances favorable/(unfavorable)

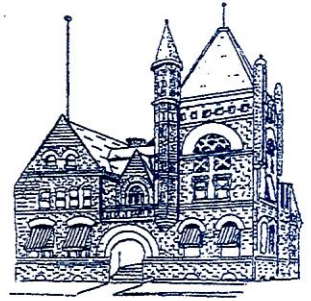
	ACTUAL				FORECAST				Increase/Decrease	Reasoning
	FY22	Budget	Jan YTD	Jan YTD	FY22	Jan YTD	Jan YTD	FY21 YTD		
			Actual	FY21						
Superintendent / Principals / Asst.	2,350,120		988,982	1,146,287	42.1%	51.2%	2,350,120	42.1%	-	
Teachers - Classroom	27,063,377		12,978,741	12,924,028	48.0%	47.2%	27,063,377	48.0%	-	
Teachers - Special Education	5,736,082		2,766,424	2,771,655	48.2%	46.8%	5,736,082	48.2%	-	
Teachers - Special Area	3,305,682		1,604,370	1,604,370	48.5%	47.1%	3,305,682	48.5%	-	
Teachers - Substitutes/Interns	689,815		201,389	201,389	29.2%	28.8%	689,815	29.2%	-	
Teacher Aides	3,044,326		1,562,346	1,637,055	51.3%	54.7%	3,044,326	51.3%	-	
Pupil Services	1,454,761		741,319	750,181	51.0%	47.9%	1,454,761	51.0%	-	
Clerical	1,551,638		852,773	864,616	55.0%	56.8%	1,551,638	55.0%	-	
School Nurses	1,039,846		418,205	445,414	40.2%	43.5%	1,039,846	40.2%	-	
Coordinators/Directors	1,114,632		524,544	565,238	47.1%	53.2%	1,114,632	47.1%	-	
Custodial / Maintenance	3,006,539		1,544,279	1,543,083	51.4%	51.2%	3,006,539	51.4%	-	
Lunch Aides	300,000		176,531	44,183	58.8%	14.7%	300,000	58.8%	-	
Para Subs-Instructional Aides	105,000		183,158	79,849	174.4%	76.0%	105,000	174.4%	-	
Homebound	125,000		26,760	6,435	21.4%	5.1%	125,000	21.4%	-	
Detached Worker	98,261		35,866	36,272	36.5%	36.9%	98,261	36.5%	-	
Athletic Coaches	175,500		36,474	42,121	20.8%	31.9%	175,500	20.8%	-	
Adult Education	150,000		9,415	41,346	6.3%	27.6%	150,000	6.3%	-	
Severance Pay	300,000		-	-	0.0%	0.0%	300,000	0.0%	-	
Student Activity Advisors	100,000		8,059	3,012	8.1%	3.5%	100,000	8.1%	-	
Salaries	51,710,579		24,659,634	24,706,534	47.7%	47.3%	51,710,579	47.7%		
Health Insurance	14,105,092		8,810,642	8,474,991	62.5%	63.9%	14,105,092	62.5%	-	
Medicare Only - Taxes	881,908		405,214	388,150	45.9%	48.3%	881,908	45.9%	-	
Social Security	764,786		416,913	345,190	54.5%	50.1%	764,786	54.5%	-	
Property & Liability Insurance	525,000		435,925	441,084	83.0%	87.8%	525,000	83.0%	-	
Worker's Compensation	1,050,000		455,497	419,204	43.4%	75.9%	1,050,000	43.4%	-	
Retirement Contributions	477,406		202,396	173,954	42.4%	53.7%	477,406	42.4%	-	
Life Insurance	187,913		116,514	65,933	62.0%	31.0%	187,913	62.0%	-	
Travel / Convention / Dues	77,200		38,476	117,753	49.8%	101.5%	77,200	49.8%	-	
Other Benefits & Fixed Charges	146,500		-	152,593	0.0%	221.0%	95,500	0.0%	51,000	Budget reduction due to Unemployment Claims trending much lower than anticipated
Benefits & Fixed Charges	18,215,805		10,881,577	10,578,853	59.7%	64.0%	18,164,805	59.9%	51,000	
Tuition	8,246,037		4,582,041	4,209,308	55.6%	45.3%	8,446,037	54.3%	(200,000)	Budget increase due to rising needs of our special education population
Bus Service	3,388,909		912,833	1,008,449	26.9%	33.0%	3,388,909	26.9%	-	
Transportation - Phys. Handicapped	1,546,672		528,630	394,286	34.2%	26.2%	1,546,672	34.2%	-	
Transportation - Regional VOC	314,214		92,746	61,268	29.5%	24.1%	314,214	29.5%	-	
Transportation - Student Activities	109,717		54,168	7,102	49.4%	6.5%	109,717	49.4%	-	
Student Transportation	5,359,512		1,588,377	1,471,104	29.6%	29.9%	5,359,512	29.6%		
Site Repairs & Improvements	725,000		334,011	376,960	46.1%	52.5%	725,000	46.1%	-	
Electricity	1,108,733		536,918	531,642	48.4%	50.2%	1,108,733	48.4%	-	
Heating	564,487		73,771	89,896	13.1%	17.2%	564,487	13.1%	-	
Water	103,919		42,593	37,408	41.0%	27.9%	103,919	41.0%	-	
Telephone & Communications	364,178		97,075	61,968	26.7%	19.2%	364,178	26.7%	-	
Building Security	388,740		233,634	191,448	60.1%	49.5%	388,740	60.1%	-	
Solid Waste / Recycling	220,833		145,503	83,240	65.9%	42.5%	220,833	65.9%	-	
Supplies & Equipment	273,799		654	25,211	0.2%	6.9%	173,799	0.4%	100,000	Budget reduction due to savings from switching vendors supplying soap, paper goods, etc.
Other Expenses	98,140		10,743	1,665	10.9%	3.3%	98,140	10.9%	-	
Operation of Plant	3,847,829		1,474,902	1,399,438	38.3%	37.2%	3,747,829	39.4%	100,000	
Photocopy Services	304,809		182,790	184,177	60.0%	68.3%	304,809	60.0%	-	
Consultant Services	525,000		296,401	225,953	56.5%	86.9%	545,350	54.4%	(20,350)	Budget Increase due to increases in vendor contracts
Police And Fire	75,000		305	-	0.4%	0.0%	25,000	1.2%	50,000	Budget reduction due to shifting all SRO costs to the Alliance Grant. This line item is now only responsible for after school events (i.e. Sports)
Printing / Postage / Supplies	117,850		17,095	49,529	14.5%	68.1%	98,500	17.4%	19,350	Budget reduction due to additional savings from outside mailing company
Other Services	138,500		59,504	109,358	43.0%	26.3%	138,500	43.0%	-	
Purchased Services	1,161,159		556,095	569,017	47.9%	52.0%	1,112,159	50.0%	49,000	
Instruction	1,419,500		1,095,500	1,099,753	77.2%	82.7%	1,419,500	77.2%	-	
Board of Education	89,960,421		44,838,124	44,034,006	49.8%	49.4%	89,960,421	49.8%		

Note : YTD actuals exclude encumbrances



Office of the Mayor

City of West Haven
355 Main Street
West Haven, Connecticut 06516



City Hall
1896-1968

Nancy R. Rossi
Mayor

March 9, 2022

City Council Chambers
West Haven City Hall
355 Main Street
West Haven, CT 06516

Dear Chairman Massaro,

Please put the attached document, ARPA Community Investment Plan, on the March 14, 2022, City Council agenda.

Thank you for your help and assistance with this matter.

Sincerely,

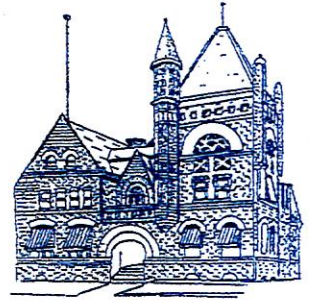
Nancy R Rossi
Mayor



Nancy R. Rossi
Mayor

Office of the Mayor

City of West Haven
355 Main Street
West Haven, Connecticut 06516



City Hall
1896-1968

ARPA Community Investment Plan
State and Local Fiscal Recovery Funds (SLFRF)
American Rescue Plan Act (ARPA)
March 9, 2022

Dear Members of the West Haven City Council,

Attached please find the expenditure plan for the ARPA funds provided to the City under the Corona Virus State and Local Fiscal Recovery Act.

My Staff and I have invested considerable time and energy into learning the parameters and requirements of this funding, and planning for management of the expenditures, and believe this plan is appropriate to meet not only the intent of the legislation, but the letter of the specific guidance provided in the Final Rule.

The City received funding suggestions through a web portal, testimony at public events held by the Council, and at a Town Hall event meeting conducted by the Mayor. The City has carefully reviewed all of the suggestions, and weighed those against the demonstrated needs and the impacts of COVID19 on the City, its governmental budget and operations, City employees, area non-profit organizations, our business community, and our residents.

Our team established several criteria for ranking suggested projects. Firstly, to see if there were other funding sources that can address the issue, or if there are other opportunities in the grant pipeline to better serve a need. We then checked for eligibility under the ARPA Final Rule, and tied each selected project to a line item in the Final Rule that identifies how each item is a permitted expenditure. We also reviewed suggested expenditures to see if we can use these funds to leverage additional opportunities for matching funds.

The team also realized that some eligible topics could not be effectively addressed with the amount of funding available, and we discounted those topics in favor of proposals where we can make a difference with limited funding.

I have assembled a citizen committee to act in a fiscal review and oversight capacity to monitor the expenditures, and am devising a plan to augment the Grants in Aid office and Finance Department functions to professionally administer the funds with legal counsel and audit processes.

At this point I am satisfied the funds will have a positive impact on our community, and that we have addressed the bulk of the suggested projects in fair and equitable manner. I am also satisfied that we have layers of oversight to prevent mismanagement, and a transparent monitored process in place. I am hereby submitting my final proposal to the Council for ratification. I would ask that any proposed changes to the plan be reviewed by our staff for compliance with the law before any final action is taken by the Council.

Sincerely,



Nancy R. Rossi
Mayor



City of West Haven

Mayor's ARPA Community Investment Plan

March 9th, 2022

Housing Crisis Center Fund

\$1,000,000

Funds to establish short term emergency housing facilities for families experiencing an unavoidable housing crisis. The funds will establish a group of housing units that will be operated by Grant funded third party charitable organizations who will provide support, counseling, and management of the physical plant. The City will own the base infrastructure and contract, from time to time, with provider agencies to operate the facilities.

Food Bank Support Fund

\$400,000

This fund will support community kitchens, food and clothing bank operations that serve the City of West Haven. Funding will be made available as sub-grants to charitable organizations to provide goods and services or invest in infrastructure improvements that address their mission. Community agencies will be invited to submit proposals for funding.

Direct Cash Aid to Small Business

\$1,000,000

Program A: **\$750,000** Provides funding for forgivable loans to commercial landlords who will pass on the savings to prospective commercial tenants qualified as small businesses with existing or projected gross receipts less than \$1,000,000 to subsidize tenant fit up expenses through rent discounts, provided the tenant stays in business for a prescribed term. Funding is designed to address vacancies exacerbated by the pandemic, and to aid small business whose capital position was diminished by the pandemic making new business ventures and expansions unattainable without this aid.

Program B: **\$230,000** Provides funding for cash grants up to \$10,000 to small businesses with gross revenues less than \$500,000 who did not otherwise qualify for SBA funding, or other Federal and State programs. This may include restaurants that were eligible for funding, but did not receive any money before the SBA program ran dry. It may also include businesses that could not manage the paperwork of other funds due to a language barrier, lack of loan collateral, credit rating, and similar handicaps.

Program C: **\$20,000** Provides matching funds for an economic development loan available from United Illuminating that funds web business development and web marketing strategy counseling and consulting services. Working with SCORE and REX Development (SCRCOG Regional Economic Development team) these funds expand upon a free four hour seminar funded by the SBA, and provides one on one counseling and advice for local businesses that want to expand customer access online.

It is envisioned this program would be further developed and managed by the Community Development Administration, and make use of their capacity, volunteer board, and staff expertise in managing grant applications, outreach and financial counseling of this nature.

Neighborhood Pocket Parks, Open Space, Trees, Gardens

\$1,000,000

This pool of funds will be made available to City Agencies and established volunteer community organizations to first provide grant matching funds, and second capital improvement funds for landscaping and hardscaping improvements at the City’s numerous open space parks and Neighborhood Pocket Parks. This will include open space trail properties such as 100 Plainfield community garden, Hubbard Park, Sandy Point, 1 Palace St, Marginal Drive Bike Trail, and other nature sanctuaries. Funds will also be made available to supplement grant funding for Urban Forest Renewal (tree planting) city wide. Infrastructure plans include renovation of the Coast Guard building (City/CT Tech High School cooperative project) for future tenant use, and creation of the Kimberly Ave fisherperson’s park and street scape improvements to solve blight in this gateway to WH. Includes initial abatement of invasive plants at 100 Plainfield public farm, and matching funds for farm development grants. It is anticipated that community organizations will submit plans and cost estimates to the Commissioner of Public Works, work with the City Grants-In-Aid Office to explore leveraging funds, and work with Commissioner McCarthy for implementation.

Allingtown Library Branch

\$1,000,000

Funds to support the development of a library branch and community center on City owned land on the Carrigan School Complex. These funds will seek to address long standing inequities suffered by the residents of the Allingtown community exacerbated by the effects of the pandemic. The Library is encouraged through this sub-grant to combine efforts with the Allingtown Fire District to develop the 6 acre parcel North of Carrigan School, and it is intended they be contingent on locating the library on City owned land to maximize the construction funding available, and assure performance within the ARPA timeline. It is anticipated the Library will submit a construction funding plan showing how these funds will be deployed for a completed project within the ARPA timeline.

Public Health Outreach

\$680,000

Inoculation and Health Screening Clinic, Community Nurse **\$330,000**

This program seeks to address the access to health care inequities that were highlighted during the pandemic. Funding establishes a three year operating budget for a pilot expansion of the mission of the WH Dept. of Public Health to include a Community Nurse. This service will provide in-home inoculation and health screenings to those who cannot otherwise access the health system due to finances, mobility, or transportation issues. All available inoculations would be provided along with diabetes, heart, and other issues, and provide health and nutrition counseling. The City will review the option of directly hiring staff or engaging a health care provider to supply staff for the project. The project envisions a ½ time Physician, and three part time RN’s along with administrative staff. The project will also include a travel medicine clinic and inoculation program to help protect the City from communicable disease from citizens who travel abroad.

Renovation of Health Department Space **\$250,000**

These funds will retrofit and re-purpose office space at City Hall to accommodate an inoculation and health screening clinic, maximize smart use of existing space, install specialized refrigeration equipment for vaccine storage, fit out exam rooms and provide office space for the Community Nurse program.

As this program develops, the City will endeavor to establish a permanent funding source through grants and possible insurance billings to fund the program past the three year pilot.

Community Mental Health Support **\$100,000**

Funding to advance the mission of the non-profit health care organization Bridges Healthcare Inc. which has established a Behavioral Health clinic here in West Haven, and has been a reliable partner in many behavioral health missions in the past. Funds will be used to meet the increased demand for services emanating from the impact of the pandemic. Bridges will utilize the funding to provide child and adult outpatient services, psychiatric evaluations and medication management, mobile crisis opioid services, case management and wraparound services.

Arts Center Phase II Construction Funding **\$3,500,000**

This supports remodeling funds to enable a downtown “anchor tenant” and cultural event visitor attraction to assist the downtown business community recover from the negative economic effects of the pandemic, and support the arts community in recovery from the effects of the pandemic. These funds will continue the work started in 2011 (phase I) to renovate the original building and restore the historic façade. This project also recently received 1.5 million in State Bond Funding to renovate the exterior and campus area. This funding proposal will install new electric, plumbing, HVAC, elevator, and base building remodeling to attain a usable space. It is envisioned that an additional capital campaign for Phase III will fit-out the interior for specific arts uses, and a possible Phase IV future addition capital campaign.

Municipal Building Improvements **\$1,650,000**

Johnson Senior Center, Refurbishment **\$640,000**

Funds will be used to remodel the Johnson Senior Center, and relocate it to the main floor. The project will include space programming, reconfiguration of space, refurbishment of the elevator, and other modernizations to update the facility in line with modern Senior Center activities and purposes.

Roof replacement over Child Dev Ctr. **\$360,000**

The roof over the Child Development Center is nearly 40 years old, and has started leaking. This roof serves the wing of the building occupied by a not-for-profit day care center that serves lower income families. The new roof will add R30 insulation to drastically reduce heating and cooling expenses. This project is necessary to enable the installation of new energy efficient HVAC equipment scheduled for the ESCO project, and a solar electric system designed to reduce electrical expenses.

Replacement Windows, City Hall **\$650,000**

The City has long put off replacing the windows at City Hall that leak air badly, and contribute to the extraordinary heating and cooling expenses. Further, the devices that hold the windows up are breaking, and they have become dangerous as these heavy windows can fall suddenly endangering occupants. Many of the windows cannot be locked. Further, we regularly experience leaking water during wind driven rain events, which is compromising the structure and endangering wiring and other surfaces. The Administration feels duty bound to replicate the Architectural detailing of the windows, and will engage an Architect to work with a contractor to replicate the trim. New windows will be air-tight and have energy efficient glazing systems, working locks, and insect screens to promote natural ventilation.

FY 2021 Public Works Infrastructure Paving and Improvements **\$2,000,000**

As the City took advantage of an opportunity to pave streets scheduled for 2022 in 2021 at discounted pricing, the City can use ARPA funds to fill the funding gap and avoid paying interest charges on municipal bonds. The City

was warned by its vendors to expect substantial price increases for paving costs due to rising oil prices, and reduced industry capacity to meet government infrastructure demand in 2022. Therefore, we accelerated the schedule to get more done at the old price, at a considerable cost savings.

Aid to Fire Districts

\$3,075,000

Allingtown: Funding to advance Fire House design to shovel ready status to leverage other grant funds. Design to include sleeping quarters for men and women, and separate berths for airborne infection separation, indoor air quality. **\$1,000,000**

Up to and additional **\$25,000** in funding to immediately install UV air filtration units to improve indoor air quality in the current dormitory and habitation spaces.

Center District: Funding to advance Fire House design to shovel ready status to leverage other grant funds. Design to include sleeping quarters for men and women, and separate berths for airborne infection separation indoor air quality. **\$1,000,000**

Up to and additional **\$25,000** in funding to immediately install UV air filtration units to improve indoor air quality in the current dormitory and habitation spaces.

West Shore District: Funding for Fire House renovation. Design to include sleeping quarters for men and women, and separate berths for airborne infection separation. **\$1,000,000**

Up to and additional **\$25,000** in funding to immediately install UV air filtration units to improve indoor air quality in the current dormitory and habitation spaces.

Storm Water Management

\$3,000,000

This program answers the very loud call from the public to address localized flooding issues that are not necessarily in mapped Special Flood Hazard Areas, such as the RR underpasses where we have experienced flooding fatalities, and areas of town where older subdivision infrastructure was not designed for the rain events we currently experience. Funding will include matching funds of **\$113,000** for a possible State Grant to conduct a feasibility study, and to begin engineering planning, and legal establishment of a storm water utility district.

Initial storm water infrastructure capital fund capitalization: **\$1,000,000**

This base Fund will allow the City to establish a capital fund to maintain Storm Water infrastructure spending at consistent levels through lean budget years.

Vac truck storm sewer maintenance specialty vehicle **\$487,000**

Funds will purchase an advanced technology vacuum truck to replace services presently contracted out at great expense. The truck will be purchased by and owned by the Department of Public Works, and be operated under contract by the Sewer Commission. It is expected the Sewer Commission will use the truck 50% of the time to maintain sanitary sewers, and 50% of the time to maintain storm water infrastructure. An operating and cost share agreement will be negotiated between DPW and the Sewer Commission. This plan will also help us to comply with MS-4 Regulations where we are currently deficient, and avoid associate compliance fines.

Matching funds for storm water upgrade grants and capital expenditures: **\$1,400,000**

This fund will enable the City to pursue other infrastructure grants and funding sources to leverage outside funding, and also to immediately address problem areas affecting residents.

Recycling and Re-Use Center**\$1,000,000**

This project addresses the long term inequities that urban residents face in disposing of non-household waste, and address the issue of illegal dumping, blight, and the cost to cleanup illegal dumping sites. This program will provide the capital funding to adapt city owned land to create a recycling center to promote re-use of discarded items, enhance recycling, and compost operations. This is not a dump site, but a professionally managed recycling transfer station where discarded items will be neatly separated into appropriate containers. This project would eliminate the blight and expense of curbside city-wide bulk trash pickup, and provide a permanent location for residents to recycle mattresses, paint, clothing, metal, cardboard, paper, and compost organic waste such as food scraps and yard waste, and legally dispose of small quantities of construction and demolition debris. The center would have room for a re-use collection similar to Goodwill and Habitat for Humanity re-use centers, and a revenue producing bottle redemption center. The City would seek an employment training and counseling non-profit partner to help staff the facility in part to provide jobs and job training to underprivileged persons and persons recovering from addiction. Future labor costs can be offset with anticipated opioid settlement funding for workers in recovery. The goal of the recycling center is to separate trash for the least cost disposal method of each commodity collected, to reduce our reliance on the incinerator and associated costs.

Child Pedestrian Safety**\$250,000**

This fund enables the installation of new sidewalks and crosswalks on City streets, around school facilities, provides continuity for existing partial sidewalks at parks, playgrounds, pocket parks, and similar places to promote walking to school, and reduce reliance on buses and cars.

Broadband Access**\$585,000**

\$100,000 micro grant fund to provide assistance to households facing negative economic impacts due to Covid-19, via micro grants, including digital literacy training and other programs that promote access to the Internet. This program was developed by the Library, and they have been looking for funding. Income qualified households can make application for and receive either a loaned wireless connection point or a wired broadband account subsidy.

\$485,000. Install community broadband and park Wi-Fi access. This program resurrects an existing defunct fiber optic loop system that connects City assets, and provides for open wireless access points at City Parks. This program funds an in-house network engineer for three years, and modernizes broadband switches. This expenditure is required to enable the PD camera system proposed elsewhere in this document.

Traffic and Boardwalk monitoring cameras**\$500,000**

This project was identified as a priority by the Commissioner of Public Works and the Police Chief. It would provide the PD with real time viewing and forensic data of certain areas that require frequent Police attention such as the boardwalk area and main gateways to town, as well as frequent traffic and illegal dumping trouble spots. Further, these cameras will provide additional public safety monitoring of remote areas frequented by pedestrians such as the beach trail and boardwalk. (Note: Broadband project required to implement this project.)

First Responder Family Relief (Micro-Grant Fund <\$1,000 per family) \$200,000

Homecare Grant: This program would establish a 75% reimbursement micro grant fund to Police, Fire, ERS, and DPW employees where they can document work responsibilities or they were required to quarantine during the pandemic, resulting in their families shouldering an unusual temporary cost for additional daycare, or spousal/domestic partner time off from work to cover the home front, especially for times when the employee was ordered into work. This grant would provide up to 75% of the documented unusual cash expense for child care, elderly caregiver, or loss of income from spousal/domestic partner time away from work to provide child care/home care, where otherwise not already reimbursed by other programs.

Tutoring Grant: This fund would provide 100% reimbursement for extracurricular tutoring of school aged children of any City employee whose children missed schoolwork or grades suffered due to family quarantine requirements associated with their parent’s employment with the City.

Behavioral Health Counseling Grant: This grant would provide subsidies to help pay for behavioral health counseling for Police, Fire, ERS, and DPW employees, their spouses/domestic partners and children to assure access to such services in treatment of COVID19 stress related issues. The grant would supplement other programs, provide for reimbursement of co-payments required by insurance, and directly fund counseling services where insurance coverage is not available.

It is envisioned that the Community Development Administration will administer these grants, and that an application review board with Union, Management, and Community representation will be empaneled to review and approve grants. The subject matter will necessarily require confidentiality for HIPPA reasons. This program will limit awards to no more than \$1,000 per family. In the event these awards are judged to be taxable, the City will consider the net after tax amount to the recipient as the \$1,000 cap.

Police Personnel Retention Funding \$2,400,000

Funds provided to address the police recruitment and retention deficits exacerbated by the pandemic. Provides a cash raise of \$10,000.00 per year for each sworn officer for two fiscal years. The City will plan on budgeting this raise for future years. This plan is designed to address the attrition of City trained officers that are recruited by other towns for higher pay and pension plans, and allow us to compete for and retain the best officers available to serve our community.

Painter Park Sports Field House \$1,000,000

Provides funding for up to 5,500 square foot field house, bathrooms, indoor sports facility to support the Parks and Recreation activities and summer camps, providing shelter in rain storms, and extended season sports activities. The building will be designed with expansion in mind in future budget years, but this phase will provide the base bathrooms, utilities, site work, and at least one indoor sports space.

Sports Camp Support \$100,000

Sports Camp Micro Grants **\$90,000**

Funds to provide a micro-grants in form of camp fees to income qualified families to participate in sports camps and other outdoor activities. Funds will support camp fees, medical needs to qualify for camp, personal sports equipment, clothing and transportation.

Cheer Camp Funding **\$10,000**

Funds to provide free Cheer Camp tuition to a program that was suspended during the pandemic, depriving participants of this important physical and mental development exercise, and outdoor activities.

It is envisioned that the Park and Rec Director will develop a grant program policy and administer the micro grants based on a sliding scale family income qualification.

FEMA-PA and SLFRF rejection backup contingency

\$450,000

As some of the COVID-19 funding is subject to review and qualification, and does not have specific spending approvals in advance, this contingency reserve will provide back-up funding for any rejections submitted under FEMA PA, SLFRF, or similar COVID19 related reimbursement programs to protect the taxpayers from unanticipated budget impacts.

CARES ACT Financial Oversight Support

\$700,000

ARPA and other COVID19 related CARES ACT grants and fiscal support monitoring and accounting oversight. This funding enables the Mayor to create a three year contract position for a Staff Accountant/Assistant Grant Coordinator, and funds third party legal and accounting oversight to audit and review purchasing processes, expenditures, and documentation. These positions will support the Director of Finance, Purchasing Agent, and Grants Coordinator with their City Charter mandated responsibilities to manage these funds, and provide capacity for project management of the fund expenditures. The Mayor has also established a volunteer citizen review panel modeled on the School Building Committee which is charged with review of financial activities associated with these funds, and to publish the oversight activities. The Citizen Review Panel will also counsel and advise sub-grant applicants on physical plant and infrastructure projects. The staff position may be a temporary three year limited position negotiated with the respective Union, or may be an appointed contract position. Third party accounting and legal firms will perform audits and document review as an additional layer of accountability.

ARPA CATEGORY	TOTAL ARPA GRANT	DISCRETIONARY	QUALIFIED	
	\$29,008,576	\$10,000,000	\$19,008,576	
3.11	Housing Crisis Grant Fund		1,000,000	
	Food Bank Support Fund		400,000	
2.9	Aid to small business		1,000,000	
3.6	Pocket parks, trees, open space		1,000,000	
	Library site development for carrigan prop		1,000,000	
1.1,1.2,1.12	Public Health outreach		680,000	
6.1	Arts Center Phase I Construction Funding	3,500,000		
6.1	Municipal Building Improvements	1,650,000		
6.1	DPW Infrastructure Paving and Improvements	2,000,000		
7.3	Aid to Fire Districts		3,075,000	
5.6	Storm Water Management		3,000,000	
6.1, 2.12	Recycling and Re-use center Helm St	500,000	500,000	
3.9	Child Pedestrian Safety		250,000	
5.17	Broadband Access		585,000	
6.1	Traffic Monitoring Cameras	500,000		
3.9, 4.1	First Responder Family Relief Fund		200,000	
4.1	Police Personnel Retention Funding		2,400,000	
6.1, 3.9	Painter Park Field House	500,000	500,000	
3.9	Sports Camp Grant Fund		100,000	
7.1	FEMA-PA SLRFR rejection contingency	450,000		
7.1	CARES Act Financial Management (4 years)		700,000	
	TOTAL EXPENDITURES	9,100,000	16,390,000	25,490,000
	BALANCE REMAINING in Reserve	900,000	2,618,576	3,518,576

The City has \$14,504,287.00 in the bank, and expects the same amount to be distributed after June of 2022

ARPA funding Status

Local governments will receive funds in two tranches, with 50% provided beginning in May 2021 and the balance delivered approximately 12 months later. States that have experienced a net increase in the unemployment rate of more than 2 percentage points from February 2020 to the latest available data as of the date of certification will receive their full allocation of funds in a single payment; other states will receive funds in two equal tranches.

Coronavirus Local Fiscal Recovery Fund Allocations to Local Governments in CT

<u>Code</u>	<u>Town Name</u>	<u>Direct Funding: Entitlement Communities</u>	<u>State Pass-Through: County Allocations</u>	<u>State Pass-Through: Non-Entitlement Units</u>	<u>Total CLFRF Allocation</u>	<u>Tranche 1 - 2021</u>	<u>Tranche 2 - 2022</u>
156	West Haven	18,399,281.00	10,609,294.69	-	29,008,575.69	14,504,287.84	14,504,287.85

ARPA Final Rule Resources:

<https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>

The first advance received by the City is on deposit in the CT Short Term Investment Fund. (CTSTIF)

**A. DEPARTMENT OF PERSONNEL & LABOR RELATIONS - STRATEGIC ACTION PLAN
(March, 2022 Update)**

Action Item #	Action Item	Assigned To	Milestone Date	Status / Explanation
1	RESTRUCTURE PERSONNEL/H.R. ORGANIZATION			
1.1	Consider outsourcing Payroll and Benefits administration		7/1/2021	Completed
1.2	Create and fill the position of Benefits administration		7/1/2021	Completed
1.3	Reorganize Department structure and assign separate individuals to the duties of Human Resource administrator and Director of Personnel and Labor Relations		7/1/2021	Completed
1.4	Fill Director position		10/18/2021	Completed
1.5	Fill Human Resource Generalist position	Director	10/1/2021	Position posted; Interviews conducted - no strong candidate identified. (job desc. Modification recommended)
1.6	Create and fill the position of Payroll Specialist.	Director	5/1/2022	Dedicated position required; payroll cannot be combined with Benefits administration due to demands /requirements of both responsibilities.
1.7	Create and fill new position for Organizational Development Specialist (Sr. HR Generalist)	Director	8/1/2022	This position will assist in the development of enterprise-wide initiatives and programs in the following areas: a) design and implementation of a Succession Planning Framework which will identify key positions; assess existing bench strength; identify internal talent potential having the potential for development and promotion; and assist Mayor and department heads in the development and documentation of action plans for staff members who demonstrate greater potential. b) development and implementation of a Performance Management Assessment for management and non-management staff. c) development in a formalized New Employee Onboarding process that will establish key steps and practices which will advance the assimilation of new hires to their position and to the organization. d) assessment of staff training in such areas as supervisory skills, project management; budgetary planning, etc.; identifying training sources to deliver training and development in these areas.

Action Item #	Action Item	Assigned To	Milestone Date	Status / Explanation
2	BENEFITS ADMINISTRATION			
2.1	Implement Wellness Program	Director, H.R. Generalist, Office Asst.	6/30/22	Conn. Partnership Plane offers a Health Enhancement Program (HEP), a limited wellness program, but yet to be fully activated. HEP Education components are currently promoted through regular newsletter issues. Plan is to activate and promote program for maximum integration.
2.2	Expand and Enhance State H.E.P.	Director, H.R. Generalist, Office Asst.	12/31/22	Will complement HEP with in house program to meet other employee health needs not provided by HEP.
2.3	Enhance benefit management oversight and employee advisory services	Director, Payroll/Benefits Coordinator	7/1/2023	Development to begin once Coordinator can ensure her availability for this function.

Action Item #	Action Item	Assigned To	Milestone Date	Status / Explanation
3	PERSONNEL (H.R.) ADMINISTRATION			
3.1	Audit of Immigration (I-9) forms for active employees.	Personnel Director	12/31/20	Completed and Reviewed. All forms were extracted from the individual employee files and relocated to separate repository binders.
3.2	Move Personnel files to a centralized and secure location.	Personnel Director	12/31/20	Completed and Reviewed. Personnel files are secured in locked cabinets.
3.3	Audit Personnel files for appropriate document filing.	Personnel Director	12/31/20	Completed and Reviewed. The following documents and/or records were purged from Personnel files and relocated: employees' medical history, status, etc.; medical leave, FMLA-related, workers' compensation; child support/garnishments; Affirmative Action self identification of race, gender, disability and veteran status.
3.4	Enhancing Recruitment Efforts	Personnel Director	In Progress	Utilizing job posting sites beyond Indeed.com. For each vacancy, coordinating a targeted advertising Plan (association-related, CCM, etc.) to attract job specific disciplines. Utilizing ADP Recruitment Portal to include "disqualifying questions" to eliminate non-qualified applicants.
3.5	Update Hire/Offer letters to comply with workplace standards	Personnel Director	12/31/20	Completed and Reviewed. New hire package includes an acceptance letter for new hires. An "Employment Acceptance Agreement" is included which includes job-specific information such as work schedule, start date, salary benefits, union affiliation, probationary period, and Employee Handbook of COWH policies and procedures. Employee signature is required upon acceptance. Employees changing positions receive a letter documenting job specific information.
3.6	Exit Interviews with terminating employees	Personnel Director	2/1/22 or first termination	Part 1: Exit interview format created (Completed). Part 2: Begin offering terminated employees invitation to meet with Personnel Director to discuss feedback prior to leaving. Will be initiated with next termination.
3.7	Labor Relations Strategies	Personnel Director	In Progress	1. Reinforce management rights across all labor contracts. 2. Re-evaluate past practices approach in resolving labor issues.

Action Item #	Action Item	Assigned To	Milestone Date	Status / Explanation
4	RECORD MANAGEMENT & COMPLIANCE			
4.1	Employment Application Compliance - AA/EEO Statements	Personnel Director & Staff	12/31/20	Reviewed, revised and completed Dec 31st, 2020. Notices posted in all locations and added to application forms; City of West Haven website has been updated to include the AA/EEO verbage. Electronic and paper Employment Applications have been expanded to include disclosure, authorization sign-off for background test, pre-employment drug testing, and credit background.
4.2	Employment Application Compliance - Fair Credit Reporting Act Form	Personnel Director & Staff	12/31/20	Reviewed, revised and completed Dec 31st, 2020. On-line Employment Application Forms have been updated with Fair Credit Reporting
4.3	Sexual Harassment Training	Personnel Director	6/30/21	Reviewed and completed. On-line training application launched and communicated to all employees as a required training to complete. Completion of 2-hour course will generate a Certificate of Completion which is collected by Personnel and filed. Training is conducted on an ongoing basis and required.

B. PERSONNEL & LABOR RELATIONS - STRATEGIC OPERATIONS PLAN (2022)

Action Item #	Action Item	Assigned To	Milestone Date	Status / Explanation
1	TECHNOLOGY / ADP PORTAL			
1.1	Expand on Recruitment Portal usage to ensure accurate applicant tracking	Personnel Director & Staff	In Progress	External postings include link for applicants to complete employment application within ADP Portal. Additional functionality to be determined.
1.2	Launch ADP Vers. II of time and attendance application	Payroll / Benefits Coord. and Personnel Dir.	Contingent on release of Version II from ADP	Time & Attendance phone App. - Version II - reduced distance radius from work site. Application was activated in Feb, 2022 and later suspended due to ADP tech issue.
1.3	Utilize ADP Vers. II - Employee Onboarding	Payroll / Benefits Coord. and Personnel Dir.	In Progress	1. Currently working on loading new hire processing documents for on-line access and completion prior to hire date. 2. Onboarding schedule will be loaded to track new hire orientation events.
2	ORGANIZATIONAL DEVELOPMENT			
2.1	Develop a standardized format for Performance Assessment/Management	Organizational Development Specialist	Contingent on funding and recruitment of new position	Development of format contingent on addition of Organization Development Specialist
2.2	Design a Succession Planning Framework	Organizational Development Specialist	FY 2023 Contingent on funding and recruitment of new position	Framework will identify key positions, existing benchstrength; internal talent demonstrating greater capability for growth and development; documentation of action plans. Ongoing monitoring of progress.
2.3	New Employee Onboarding Program	Organizational Development Specialist	FY 2023 Contingent on funding and recruitment of new position	Key steps and common practices will be identified to assimilate new hires to the organization. Personnel Dir., Personnel Staff, and hiring managers will sign-off checklist for orientation steps completed.
2.4	Inservice Training and Professional Development	Organizational Development Specialist	Contingent on funding and recruitment of new position	Conduct assessment of training needed in areas such as Supervisory Skills, Project Management, etc.

Action Item #	Action Item	Assigned To	Milestone Date	Status / Explanation
3	PERSONNEL DEPT. OPERATIONS			
3.1	Identify goals, objectives and performance measures for Personnel Staff	Personnel Staff & Dir.	7/1/22	Begin development and plan to incorporate in FY '23 budget to clarify objectives, expectations, and performance metrics.
3.2	Review and update Personnel policies and procedures.	Personnel Staff & Dir.	9/30/22	In Progress. Internal application process change submitted to Union Local #1103 & #681 for review

**CITY OF WEST HAVEN
POSITION VACANCIES - STATUS (Mar. 22, 2022)**

Hiring Department	Position	Recruiting Actions	Fill/Start Date
Finance			
1.1	Finance Director	External candidate selected; offer accepted.	Hired: Feb. 28, 2022
1.2	Asst. Finance Director	Following internal posting requirement, position posted externally Mar. 17, 2022.	TBD
1.3	Junior Financial Analyst	External candidate interviewed and selected (Feb., 2022); offer accepted Feb. 12, 2022.	Hired: Feb. 23, 2022
1.4	Procurement Director	External candidate interviewed and selected (Feb., 2022); offer accepted Feb. 18, 2022.	Hired: Mar. 22, 2022
1.5	Purchasing Specialist (Buyer)	Position posted internally (Mar. 3, 2022); externally posted Mar. 17, 2022.	TBD
1.6	Purchasing Adm. Asst.	Position description updates pending; Union sign-off required.	TBD
Tax Collection			
2.1	Tax Manager	External candidate interviewed and selected (Feb., 2022); offer accepted Feb. 12, 2022.	Hired: Mar. 7, 2022
Planning & Zoning			
3.1	Zoning Inspector	External candidate interviewed and selected (Dec.); offer accepted.	Jan. 10, 2022
3.2	Asst. Building Official (2)	External candidate interviewed (Feb. 18); Candidate declined offer Feb. 25, 2022. Plan underway to repost vacancies as Inspectors (Electrial Insp. & Plumbing & Mechanical Inspector)	TBD

Hiring Department	Position	Recruiting Actions	Fill/Start Date
Community Development Adm.			
4.1	Housing Specialist	External candidate interviewed and selected; Candidate declined offer (Feb., 2022); Advertising for position resumed.	TBD
Personnel & Labor Relations			
5.1	Personnel Generalist	Position posted since Nov., 2021; Interviews conducted - no candidates identified. Advertising for position continues.	
Public Health			
6.1	Sanitarian I	External candidate accepted offer (Feb. 17, 2022).	Hired: Mar. 14, 2022
City Council			
7.1	City Council Adm. Asst.	Internal candidate interviewed and selected (Jan., 2022); position accepted.	Filled on Jan. 18, 2022
Public Works			
8.1	Public Works Secretary	Position posted internally (Jan., 2022); Internal candidates interviewed on Mar. 11; internal candidate selected.	Estimated fill date: Apr. 4
8.2	Water Pollution Contr. Operator	Position is no longer needed.	N/A
8.3	Public Works Driver/Laborer	Position is on Hold.	
8.4	Water Pollution Control Mechanic	Position posted internally (Feb., 2022); internal candidate selected.	Filled on Feb. 22, 2022

Initiative: Information Technology Upgrades

Condition: The City of West Haven Windows Servers, SAN, email, firewalls, network switches are outdated and should be upgraded for security reasons. I recommend doing this in stages.

Solution: Implement new IT stack. Upgrade all legacy servers. Migrate from office exchange 2010 to O365. Improve IT security. Develop a Disaster Recovery plan. Resolve all network issues and upgrade the network & computers on windows 7.

Action Item #	Action Item	Responsible Party	Milestone Date	Status
1	Implement Nutanix AHV Virtualization			
1.1	Order Nutanix Hyperconverge Server (pre-requisite for upgrading Windows servers)	Jumaine	6/10/21	Complete
1.2	Sign Microsoft EA agreement	Jumaine	6/30/21	Complete
1.3	Purchase Datacenter Server 2019	Jumaine	6/30/21	Complete
1.4	Standup and configure Nutanix solution	Jumaine, George, Nutanix	7/10/21	Complete
1.5	Configure networks on Nutanix	Jumaine,George, Nutanix	7/10/21	Complete
1.6	Install MS DataCenter server on Nutanix cluster	Jumaine,George	7/10/21	Complete
1.7	Migrate Domain Controller to server	Jumaine,George, PerimeterWatch	7/10/21	Complete
2	Migrate MS Exchange e-mail server to Office 365			
2.1	Sign Microsoft 0365 Agreement	Jumaine	11/8/21	Complete
2.2	Stand up Office 365 tenant	Jumaine/Dell	11/17/21	Complete
2.3	Stand up domain controller in Azure cloud	Jumaine/PerimeterWatch	11/22/21	Complete
2.4	Migrate users e-mails to Office 365	George, Jumaine, PerimeterWatch	1/13/22	Complete
2.5	Migrate users map drives into 0365 One Drive	George, Jumaine, PerimeterWatch	1/28/2022 Rev. 2/28/22	Complete
2.6	Migrate Dept Drive into Microsoft Sharepoint	George, Jumaine	1/28/2022 Rev. Date 3/31/22	In - progress
2.7	Deploy Office 365/Train users	Jumaine, George	1/10/22	Complete
3	Update all outdated servers to Windows 2019			
3.1	Migrate and upgrade 2003 and 2008 servers to 2019 on Nutanix platform	Department Heads, Jumaine, George	6/30/22	In - progress
3.2	De-commission non-production servers	Jumaine, George	11/20/21	Complete
3.3	Development, testing, training	Jumaine, George	1/10/22	Complete
3.4	System analysis redesign	Jumaine, George	11/15/21	Complete

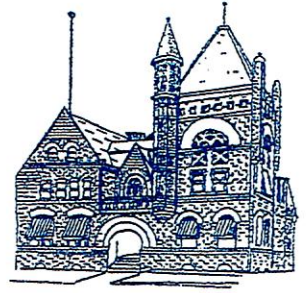
Action Item #	Action Item	Responsible Party	Milestone Date	Status
4	Disaster Recovery/Business Continuity Plan			
4.1	Meet with Back HYCU/ Backup Solution for Nutanix and 0365	Jumaine, George,CDW	12/3/21	Complete
4.2	Setup Call with GoogleCloud for Backup Solution	Jumaine,George,CDW	12/15/21	Complete
4.3	Sign cloud storage Agreement with Cloud Google	Jumaine	12/20/21	Complete
4.4	Meet with Druva/ Backup Solution for Nutanix and 0365	Jumaine,George	10/20/21	Complete
4.5	Setup HYCU Agent on Nutanix Node to Backup to MS Azure Cloud	HYCU, Jumaine, George	2/28/22	Complete
4.6	Setup HYCU Agent on physical Servers to backup to MS Azure Cloud	HYCU, Jumaine, George	2/28/2022 Rev. Date 3/31/22	In-progress
4.7	Configure HYCU with Microsoft Office 365 for all backup	HYCU, Jumaine, George	2/28/22	Complete
4.8	Configure HYCU to talk with Google Cloud for all Backups	HYCU, Jumaine, George	12/17/21	Complete
4.9	Test Disaster Rcovery/ Business Continuity Solution	Jumaine,George	6/30/22	Pending Est cost upon resources needed. This is contingent upon the availability of additional financial resources and network support.
5	Upgrade Windows operating system to MS Windows 10			
5.1	Need budget to replace all outdated computers to Win10	Jumaine	6/30/22	In-progress. Pending budget availability.
5.2	Vulnerability assessment and penetration testing	PerimeterWatch	6/30/22	Pending available finances in order to purchase equipment needed to redesigned network.
6	Convert remaining physical servers to virtual servers and/or move to cloud services			
6.1	Work with software vendors for supported requirements	Jumaine, George	9/30/21	Complete
6.2	Carve out virutal machines base on hardware requirments	Jumaine, George	6/30/22	In-progress
7	Implement Hypervisor virtual machine monitor			
7.1	Work with MSP/Resller on getting SIEM	Jumaine, PerimeterWatch	10/20/22	Policy Decision/ Pending approval of FY 23 budget request to implement SIEM Solution.
8	Miscellaneous			
8.1	Pilot Duo 2FA authentication setup	Duo, Jumaine, George, CDW	2/28/22 - Pending Vendor Availability	In-progress. Pending budget availability.
8.1B	Deploy Duo to participating users	Jumaine, George,CDW	3/1/22	In-progress. Pending budget availability.

Resources Required:		Estimated Amount	Source(s)
Personnel			
9.1	IT NETWORK, SECURITY ENGINEER	78-85K Salary	
Equipment			
9.2A	Laptop + Docking Stations	\$35,000	
9.2B	Core Network switches	\$75,000	
9.2C	Firewalls	\$45,000	Everything listed in this section represents our equipment needs and costs.
9.2D	Wireless AccessPoints	\$10,000	
9.2E	IP PHONE	\$60,000	This will need to be approved by mayor and council and will proceed in the fiscal 23 budget deliberations.
9.2F	Security Cameras	\$25,000	
9.2G	APC Smart UPS	\$6,845	
9.2H	Confrence Rooms Technology Upgrades (Mayor Chambers + 3FI conf + Harriet North	\$190,000	
9.2I	Security MagLock System	\$15,000	
		<u>\$461,845</u>	
		Total FY23	\$461,845



Department of Finance

City of West Haven
355 Main Street
West Haven, Connecticut 06516



City Hall
1896-1968

Frank M. Cieplinski
Finance Director

2/17/2022

To: MARB West Haven Subcommittee
Subject: Procurement Initiative

Committee Members,

This is to serve as an update on the procurement initiative developed by the City of West Haven. The new procedures manual has been completed and distributed to the Department Heads along with a copy of the City's procurement ordinance and MUNIS purchasing process training pages showing step by step instructions for various tasks. As we continue to refine where needed those changes will be communicated to the staff.

The City's procurement consultant has drafted recommended changes to the ordinance and a subsequent request has been made to have the document be revised to show the redline changes to the original ordinance. Once that is complete it will be forwarded to Corporation Counsel for review and then to the City Council for discussion and ratification.

Training has begun with the department heads reinforcing the benefit and importance of the changes, outlining their responsibilities and how the new process will function. Staff have been generally receptive, and response has been positive leading to meaningful discussions. **I am very pleased to report that already people are reaching out daily to our consultant asking for guidance and clarification.**

The City met with candidates for the recently created position of Procurement Director and after multiple interview rounds we have extended an offer and are awaiting a response. Once the new Procurement Director is in place, he will begin the process of finding and hiring a procurement buyer. Additionally, the new Junior Financial Analyst will start on 2/23 which allows our Accounts Payable Analyst to begin the transition process and move full time into the A/P role.

The next steps will be to develop reports and metrics to help evaluate and control the effectiveness of and compliance with the process as we move forward. For example, discipline within the AP process, making sure accurate invoice dates are entered will allow us to identify any requisitions and purchase orders created after or suspiciously close to the invoice date.

Respectfully,

Frank M. Cieplinski
Finance Director

Action Item #	Action Item	Responsible Parties	Milestone Date	Status
1	Update/revise City Purchasing procedures and Accounts Payable procedures			
1.1	Planning session with Tyler/Munis re: Purchasing procedures and Accounts Payable procedures; capabilities of Munis	Finance Director	10/20/21	Completed
1.2	Draft revised/updated A/P Purchasing Process document and Purchasing Procedures Manual	OPM Liaison; Procurement Consultant; Finance Director	11/19/21	Completed
1.3	Communicate changes in procedures to Department Heads. Special Department Head meeting to be convened by Mayor	Mayor	11/30/21	Completed
1.4	Communicate changes in procedures to all City relevant City staff. Department heads to provide lists of relevant staff in each department. Finance Office to communicate changes.	Department Heads; Finance Director	12/03/21	Completed
1.5	Finalize A/P Munis Purchasing Process document	Finance Director; OPM Liaison	12/03/21	Completed
1.6	Develop or modify Purchasing and A/P related forms to ensure compatibility with Purchasing and A/P procedures	Finance Director; Procurement Consultant	12/15/21	Completed
1.6a	Create or modify existing bidding and purchasing documents, including boilerplate, contracts, specifications, and the back of the PO in order to implement best practices	Procurement Consultant	01/14/22	Completed
1.7	Finalize Purchasing Procedures Manual	Finance Director; OPM Liaison	12/15/21	Completed
1.7a	Distribute Manual to Department Heads	Finance Director		Completed
1.8	Review and evaluate change to current purchasing ordinance	Procurement Consultant; OPM Liaison; Finance Director	TBD	Recommendations sent, awaiting Response
1.9	Communication from the Mayor reinforcing procurement responsibilities for departments	Mayor	01/05/22	Completed
2	Provide Munis training to Department Heads and City staff			
2.1	Dialogue with Tyler; Ensure Munis workflow/business rules in alignment with City revised procedures; review training options; verify desktop versions of Munis for trainees, etc.	Finance Director; IT Director	12/03/21	Completed
2.2	Schedule training sessions	Finance Director	12/10/21	In Process
2.3	Communication from Mayor to Department Heads re: mandatory Munis training	Mayor	12/10/21	Completed
2.4	Develop training materials	Finance Director	12/15/21	Completed
2.5	Begin offering self-directed training (web-based)	Finance Director	12/15/21	Completed
2.6	Begin implementation of formal software training	Finance Director	01/05/22	In Process

2.6a	Review and Train on New Procedures Manual	Procurement Consultant; OPM Liason; Finance Director	01/28/21	In Process
2.7	Follow-up training if needed	Finance Director	TBD	as needed
3	Staffing for Procurement Function			
3.1	Evaluate staffing needs; research staffing in other municipalities	Finance Director	11/09/21	Completed
3.2	Identify additional or revised positions needed; estimated cost	Finance Director	11/09/21	Completed
3.3	Research and develop job descriptions for new or revised positions	Finance Director; Personnel Director	11/30/21	Completed
3.4	Recruitment plan for additional positions	Finance Director; Personnel Director	11/30/21	Completed
3.5	Mayor and City Council approval of job creation and authorization of funding (if necessary)	Mayor; City Council	12/13/21	Completed
3.6	Begin execute recruitment and selection plan	Finance Director; Personnel Director	12/14/21	Completed
3.7	Re-evaluate staffing	Finance Director; Personnel Director	12/31/22	Completed
3.8	Procurement Director hired and in place	Finance Director; Personnel Director	02/28/22	Offer Extended
3.9	NEW - Post, interview, and appoint new procurement buyer	Procurement Director; Personnel Director	04/01/22	
4	Evaluation			
4.1	Develop metrics for evaluating compliance with Purchasing and A/P procedures	Finance Director	01/15/22	In process-Being evaluated
4.2	Evaluate compliance with Purchasing and A/P procedures and impacts	Finance Director	03/31/22	
4.3	Mayor follow-up with Departments re: results of evaluation	Mayor	04/30/22	
4.4	Modify policies and procedures based on findings in evaluation	Finance Director	05/31/22	

Resources Required:		Estimated Amount	Source(s)
Funding for additional positions hired prior to FY23:- Procurement Director		\$100,000 annualized salary + benefits	Increased PILOT funding due to State formula change
Procurement Specialist (Admin support)		\$48,000 annualized salary + benefits	Increased PILOT funding due to State formula change

Note: Lines highlighted in RED are critical deliverable dates

**CITY OF WEST HAVEN
FY18 - 19 Audit Issues**

ID #	Area	Condition	Remedy	Comments	Date Completed	Status
1	Education - Payables	During our testing, we noted that a significant number of invoices that were not properly recorded in the proper fiscal year.	The Board will follow the generally accepted accounting principles set forth by the auditor. Effective immediately, the Board has instituted a new systematic month end cut off procedure. This will require the AP staff to book accruals for any invoices that have not been received prior to the close. This will allow the Board to complete its Month End Budget to Actual reports in a timely fashion and provide the reports to the City for their review and to meet their reporting requirements.	All invoices have been recorded to the proper fiscal year.	06/30/2020	Closed
2	City - Payroll	Currently, the City employees that process payroll have the ability to change employee pay rates. These employees also have the ability to update/edit master files, deductions and are set up as payroll super users with no restrictions.	As of 9/1 an employee in the Personnel Department is responsible for changing rates when needed.	Further controls will be automatically implemented once ADP is in house.	09/01/2020	Closed
3	Education - Payroll	Currently, the Education Department payroll clerk that processes payroll has the ability to change employee pay rates. The employee also has the ability to update/edit employee master files, deductions and are set up as payroll super users with no restrictions.	The Board is awaiting the implementation of the of ADP as they were the company selected by the City from the Payroll RFP. This selection will clear this finding immediately. The Board has also recently hired a new payroll coordinator that will be trained accordingly. This person be taught all aspects of the new payroll system and will be shared with the city as a form of cross-training.	HR. Department enters all new employees, job changes, or salary changes into MUNIS and assigns proper salary step or change. Payroll department now only processes payroll.	07/01/2019	Closed
4	Bidding Documentation	• Bid documentation for certain projects could not be located.	Finance Director to investigate which projects were missing and identify root cause of deficiency	The City has hired a procurement consultant to review all procurement processes and redefine or create as needed.	In process	Open
		• Bid waivers approved by City Council were not obtained for emergency projects above the bid threshold.	Department heads have been notified to contact purchasing director prior to addressing any further issues that may be exposed.		In process	Open
		• Items purchased under State bid were not formally documented on the purchase order or voucher	Department heads have been notified that all purchases made from the State Approved vendor list need to be properly documented.		In process	Open
5	City Clerk	Currently, there are no unique separate logins for each City Clerk Department employee. All employees process transactions using the same login.	After the November 2019 election the new City Clerk corrected the situation. Employees now use unique login IDs		12/01/2019	Closed
6	Tax Collector	Currently, voided transactions must be approved by a senior staff member, but there is no review and approval of a monthly void report by the Tax Collector to monitor compliance with the procedure.	New process implented after the 6/30/19 audit and is now in place	In addition to the 2 signatures required at the window, when the drawers are taken off and counted by an Analyst if there is no second signature as is required by business practice on the Void, it is called to the attention of the Revenue and Asset Manager. Additionally, the attached report is reviewed and balanced with the daily cash report when the month is closed.	09/01/2020	Closed
7	Pension Plans	Currently, the Police Pension Plan and Allingtown Pension Plan investments are managed by separate investment advisors with separate investment strategies.	Corp Counsel is working on an RFP to consolidate investment management	Pension RFP scheduled for re-release 7/1/22		Open
8	Alternative Investments	Although the City has their investment manager monitor their pension investments, currently, there is no formal monitoring of the alternative investments by the City Finance Department and/or Pension Commission.	Corp Counsel is working on an RFP to consolidate investment management	Pension RFP scheduled for re-release 7/1/22		Open
9	Account Reconciliation	Currently, the City's withholding liability accounts were not reconciled at year end.	Accounting will implement a process to reconcile the withholding liability accounts		09/01/2020	Closed

**CITY OF WEST HAVEN
FY18 - 19 Audit Issues**

ID #	Area	Condition	Remedy	Comments	Date Completed	Status
10	Allingtown FD - Personnel files	The City Personnel Department does not maintain adequate personnel files and salary related documentation of the Allingtown Fire Department employees.	AFD has agreed to making copies of the personnel files.	Outsourcing payroll and HR will result in electronic records that can be accessed by the City Personnel Dept.	03/01/2021	Closed
11	Allingtown FD - Capital Assets	Capital asset deletions should be identified and reported annually. We noted that the Allingtown Fire Department have not had any significant deletions over the past two fiscal years.	I will speak to AFD again. They were to complete a physical inventory last year.	AFD is preparing an inventory list for the FY20 audit	06/30/2020	Closed
12	Allingtown FD - Pension Fund	During the year, the Allingtown Fire Department withdrew monies from the pension fund and recorded the amount as miscellaneous revenue in the general ledger. The monies were then deposited into the pension fund and recorded as a contribution.	AFD was informed and has discontinued the process		09/01/2020	Closed
13	Education - Journal Entries	Currently, the Education Department journal entries are prepared by the Business Manager, recorded by another employee, and approved in the system by the Business Manager.	Education is revising their closing procedures in coordination with Item #1	All common journal entries are performed by a member of the Business Office and approved by the Business Manager. Any entry that needs advanced analysis will be done by the Business Manager and brought to the City Finance Director to be signed off on.	04/30/2020	Closed
14	Education - Student Activity Funds	Various student activity fund accounting records are maintained on a manual basis and are not under general ledger control.	The Board is awaiting a list of software that is used by the auditor's other clients. Once received, the Board will review and select a program. Staff will be trained and the program will be in use for the beginning of next school year (August 2020).	Software systems are still being researched. Staff training and implementation has been delayed due to the challenges of opening schools under the current climate.		Closed
		Various student activity fund accounting records are maintained on a manual basis and are not under general ledger control.		Funds are being created within MUNIS to bring the accounting records under general ledger control.		
15	Education - Education Grants	We noted that in some instances certain education grants are overexpended during the year, but are adjusted to the correct balances after year end.	The Board's new systematic month end cut off procedures will extend to the Education Grants as well as the Operating Budget accounts. This procedure will ensure the proper monitoring and reporting of the general fund and grants.	All grant adjustments are made in concert with the BOE's month end close procedure.	04/30/2020	Closed

**CITY OF WEST HAVEN
FY19 - 20 Audit Issues**

ID #	Area	Condition	Remedy	Comments	Date Completed	Status
MATERIAL WEAKNESSES						
1	Accounts Payable	It was noted during the audit that some expenditures were not posted to the proper period..	The City shall follow the generally accepted accounting principles set forth by the auditor. Effective immediately as part of the year-end close process review of AP activity will be expanded to all funds and not just the General Fund, Allingtown, and Sewer.	The invoice in question was a construction invoice for the High School project. This bill was processed to the capital fund which was not part of the year-end internal reviews.	07/01/2020	Closed
NON MATERIAL FINDINGS						
2	Cash Controls	Controls in place are not adequate to verify that the entirety of cash received is deposited. Although bank reconciliations would catch material omissions, in performing a review of Receipt Batches during the audit, we noted instances where no approval signatures were present indicating that the batch had been reviewed.	The City shall review and revise (where needed) a control process related to the receipt and deposit of cash.	Process of double sign-off in place	03/01/2021	Closed
3	Purchasing - Shipping Receipts	Controls in place are not adequate to verify that goods and services ordered were properly received	Once the new purchasing manger is in the position we will review all purchasing procedures. Purchase Orders and Accounts Payable are the first areas the City wants expand MUNIS training to employees.	I have met with the new purchasing manager, using the original blumshapiro report we are trying to develop a new internal process to be followed. Training laptops have been delivered and are being configured.		Open
4	Bank Reconciliations	Currently there is no formal process pertaining to the review of bank reconciliations	Bank reconciliations shall be reviewed and approved in a timely manner, including dated signoff.	Bank Reconciliations are reviewed by the Assistant Finance Director	03/01/2021	Closed
5	Timesheets	It was noted that there were instances where timesheets were not approved by a supervisor or department head.	As part of the new ADP process all time records must be approved or the employee will not be paid.		03/07/2021	Closed
6	Purchasing - Approved Vendor List	The City allows purchases without first approving vendors increasing the risk of fictitious vendors as well as not being able to obtain the best price or quality.	Once the new purchasing manger is in the position we will review all purchasing procedures. A new process will be developed around vendor creation.	We are putting together a new procedure for creating vendors, after that we will need BOE to agree to adhere to the structure and process		Open
7	Allingtown FD - Pension	Testing found an employee who was receiving a pension benefit in excess of what was indicated by the pension census file.	There must be a policy implemented with levels of approval and review. Manual processes must be eliminated.	CLA has been onsite conducting the process and records reviews. A report is expected in June and hopefully as soon as the week of 6/14		Open
8	Pension Plans	Currently, the Police Pension Plan and Allingtown Pension Plan investments are managed by separate investment advisors with separate investment strategies.	Corp Counsel has issued an RFP and we are waiting for responses	Pension RFP scheduled for re-issue 7/1/22		Open