

CITY MANAGER'S PROPOSED BUDGET

FY 2021-2022

**City of Meriden,
Connecticut March 1, 2021**





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1 Mar 2021

Mayor Scarpati and Members of the Meriden City Council,

In accordance with applicable charter requirements, I am pleased to present to you the City of Meriden FY2022 budget. The budget plan presented herein is designed to effectively manage City operations, provide necessary services, and meet long term financial, social, economic and environmental goals.

This budget presents a 2.7% increase in expenditures that is primarily driven by a \$1.4 million dollar increase (4.8%) within Employee Benefits which includes increases to the City, Fire and Police Pension Plans based on the Actuarial Required Contribution (ARC). Other key drivers within the Budget were Debt Service which increased \$1.8M (13.4%) due to our recent New Money Bond Issuance of \$48.6M for Capital Projects. This is somewhat mitigated by a marginal increase within the grand list of 0.99%. As a result, this budget projects a 0.87 mill increase in the tax rate, from 40.86 to 41.73, or a 2.1% increase.

Additionally this budget currently includes lowering the Return on Investment (ROI) assumption rate from 7.375 to 7.25%. The cost impact for lowering the Discount Rate translates to a total increase of \$520,368 to the Employee Benefits Budget. It should be noted that the City is expecting to receive the full 2020 Pension Valuation shortly so there still could be some adverse impacts which would have to be factored in prior to finalizing FY2022 budget. These will become more evident as we move through the budget approval cycle.

Background

The City continues on its strong financial footing as evidenced in the repeated yearly audits and in Meriden's current credit rating of AA-.

Grand List

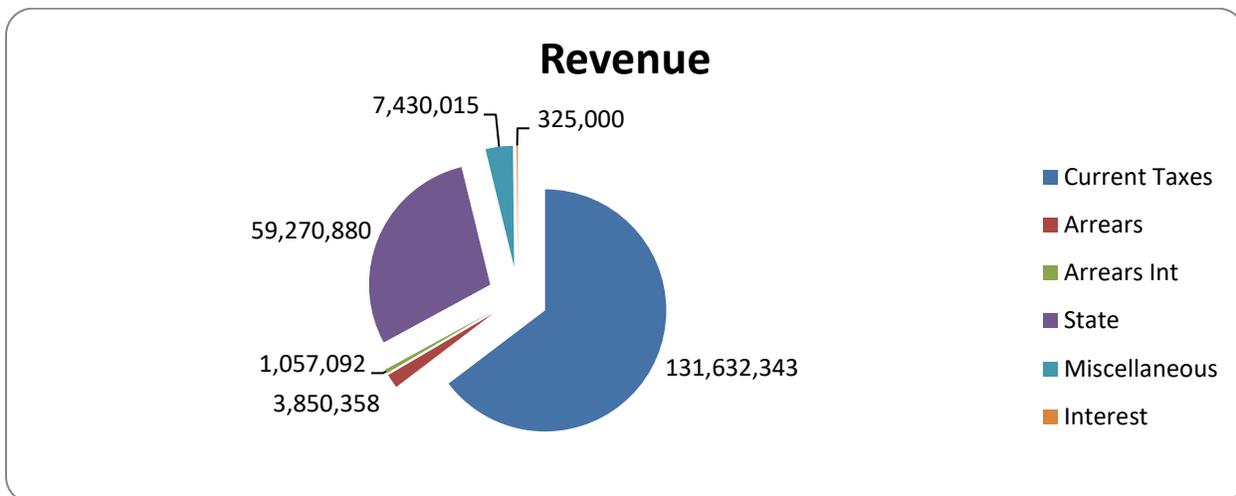
The 2020 Grand List showed a net grand list growth for this year of 0.99%. The chart below shows historical trends specific to the various categories found in the calculation of the Grand List.

Specifically, the category of Real Estate showed an increase of \$4.7 million (0.2% growth), Personal Property \$12.0 million (3.7% growth) and Motor Vehicle increased \$20.2 million (6.1% growth).



Revenue

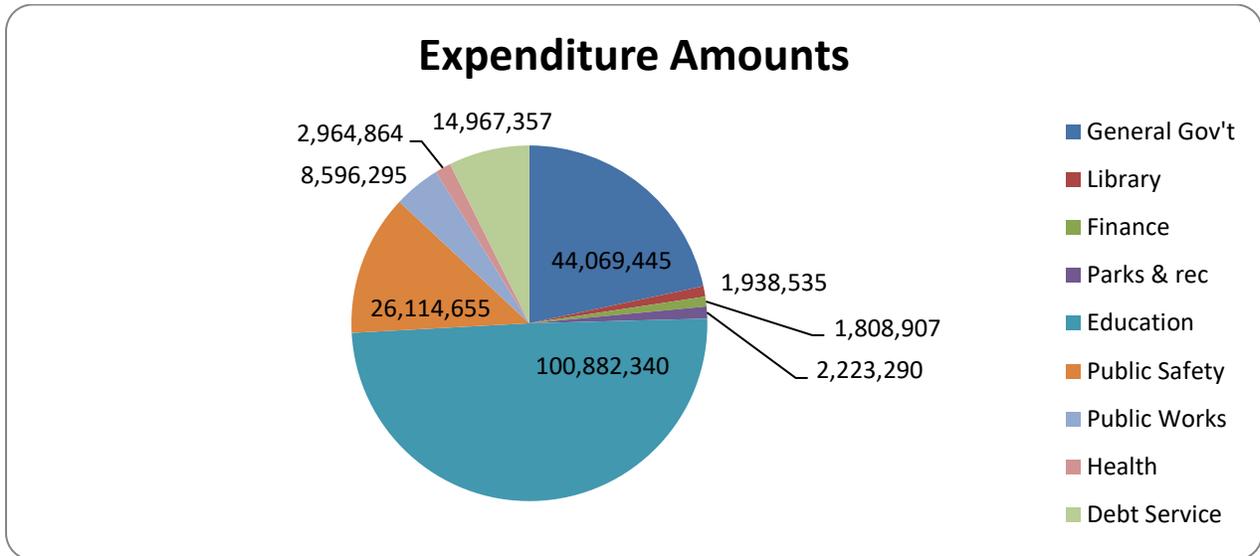
This budget contains revenue totaling \$203,565,688. Where this revenue is generated is shown in the categories contained in the chart below.



Revenue for Current Taxes total \$131,632,343, Arrears total \$3,850,358, Arrears Interest total \$1,057,092, revenues from the State total \$59,270,880 Miscellaneous revenues total \$7,430,015 and Interest total \$325,000.

Expenditures

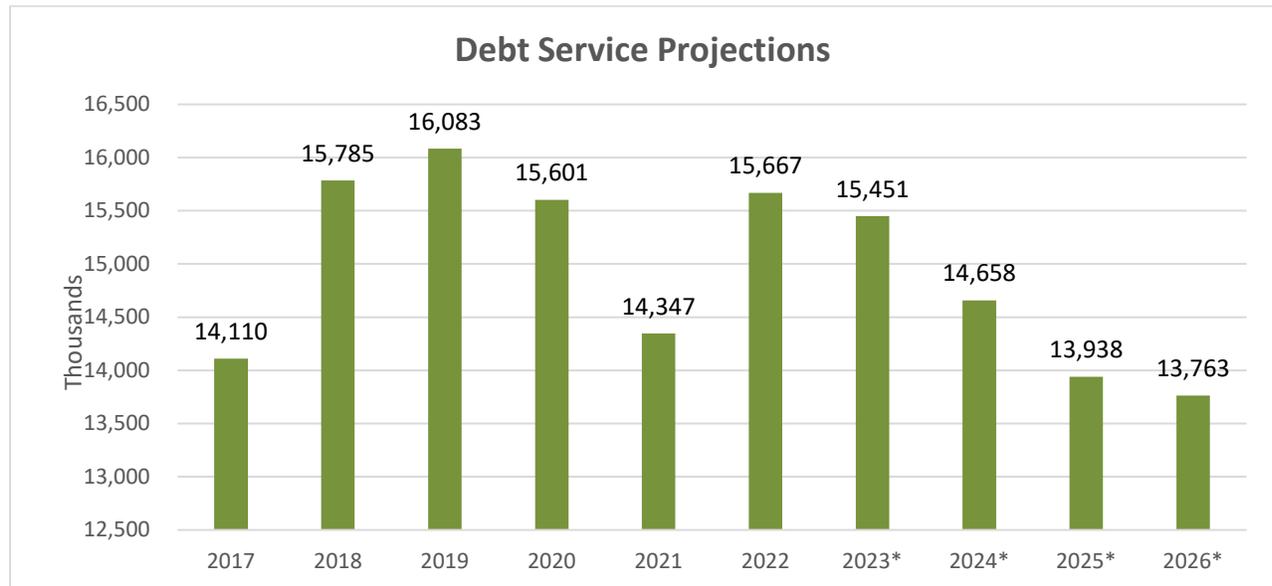
The chart and table below indicates FY2022 expenditures by general City function. Of the 425 budget lines that comprise City expenditures, exclusive of the Enterprise lines and Debt Service, 242 lines (57%) are either flat or reduced.



Function	Amount
General Gov't	44,069,445
Library	1,938,535
Finance	1,808,907
Parks & rec	2,223,290
Education	100,882,340
Public Safety	26,114,655
Public Works	8,596,295
Health	2,964,864
Debt Service	14,967,357

Debt Service History

Debt Service increased \$1.3M (9.2%) due to our recent New Money Bond Issuance of \$48.6M for Capital Projects within the Five Year Capital Plan from 2017 thru 2020.



Personnel Changes and Organizational Efficiencies

Organizational factors led to realignment of some City Departments to operate more effectively, including a new Deputy Chief within the Fire Department which was funded through savings from eliminating a firefighter position and from within other accounts within the Fire Department Budget. The Health Department requested 2.5 new positions (2 Public Health Nurses and 1 part time Health Aide Position). Information Technology requested one new network technician and the Library eliminated 2.5 Full time Positions from the 2022 Budget.

The bottom line there is 1 new fulltime position. I assess the net effect of these personnel changes as being slightly net positive financially for the city.

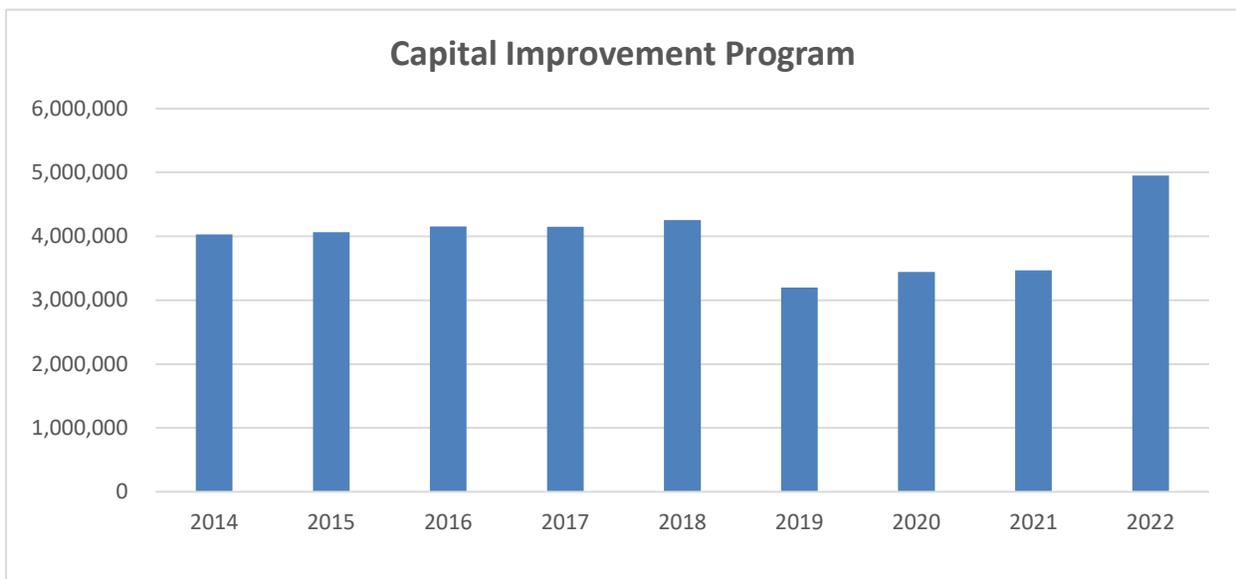
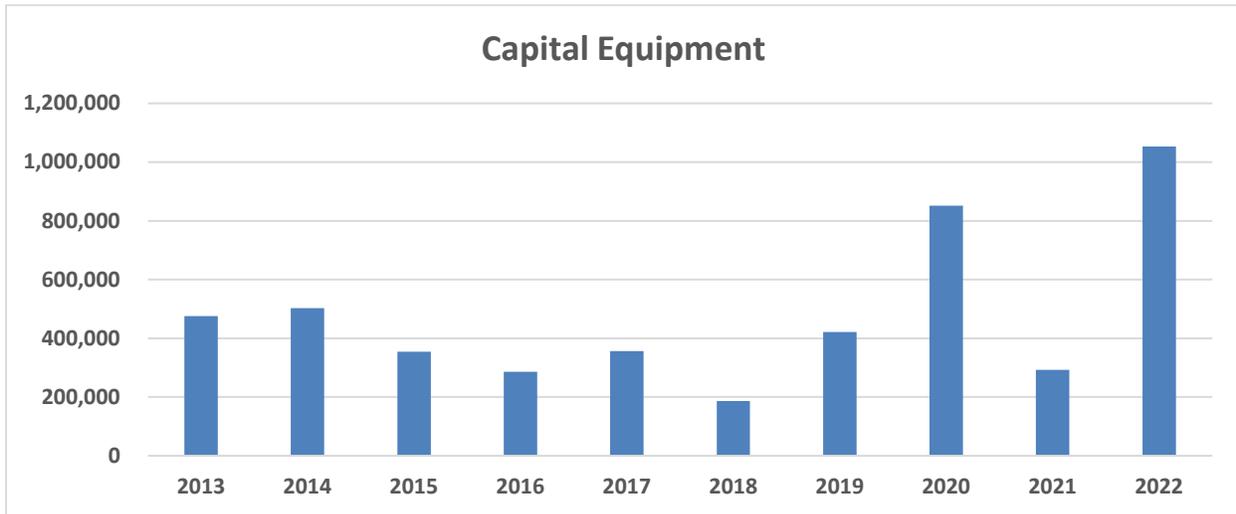
Capital Equipment and Capital Improvement Program

The Capital Equipment account continues the philosophy of being a more appropriate place for items of a lesser dollar amount or a shorter life span. This account increase from FY 21 of \$293,000 to FY22 of \$1,053,394 is mostly attributable to budgeting the cost of the upcoming revaluation and capital equipment needed for critical hardware and software within Information Technology.

The City Council recently approved a new spending cap for the Five year Capital Plan which includes a 2.5% cap based on total General Fund revenues of the current fiscal year. This new cap allows the City to have some more flexibility in developing the

annual Capital Budget and meeting the infrastructure and capital demands for the 12th largest City in Connecticut, ensuring future capital investment.

The current Capital Improvement Program for the City share totals \$4,952,877 which is below the current cap requirement of \$4,956,858 by \$3,981. Initial Department head requests totaled \$14,409,968, which was reduced by \$9.5 million through a collaborative process involving myself, the Finance Director and Department Heads. Some major components of the CIP include \$2.1 million dollars for engineering infrastructure projects and \$1.7M for Fleet replacement.

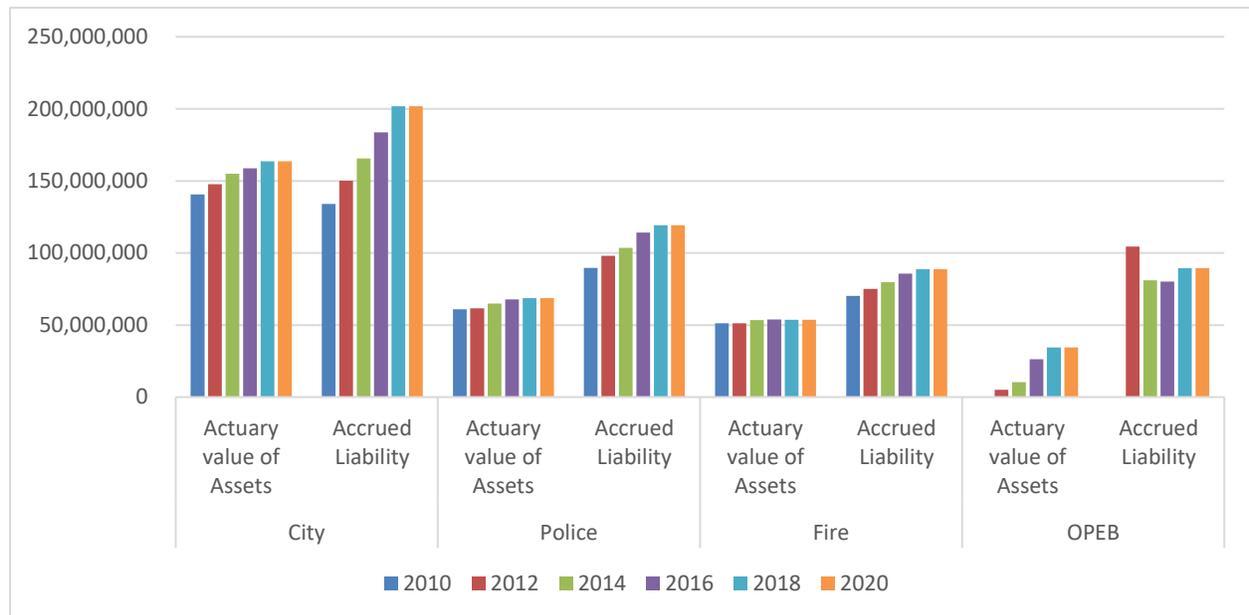


Health Insurance

The City has worked extensively with the Board of Education and the City's health insurance consultant to manage health insurance costs as prudently as possible. At this point in time we project a 5.0% increase in health care costs, however this number is notoriously variable and we should have a more definitive number in late April.

Pension

The City has historically done a good job funding its pension obligations. This budget continues that trend. It includes the adjusted ARC increase mentioned earlier. The chart below shows accrued assets vs accrued liabilities to give a sense of trends related to pension obligations.



Conclusion

This budget represents the professional opinions of myself, the Finance Director and the Department Heads, all of whom were involved in crafting it. I greatly appreciate all the hard work that these professionals provided to me as this budget was crafted. I thank them greatly for it. We feel that this is a strong budget that puts the City in a good position to provide the essential services as efficiently and financially prudently as the City's citizens expect. As always, I look forward to working with the Council and the Mayor as we review and amend this budget as needed.

Respectfully submitted,

Timothy Coon
City Manager

CITY OF MERIDEN, CT
PROPOSED 2021-22 ANNUAL BUDGET

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SECTION 1

INTRODUCTION

<u>DATE</u>	<u>ACTION</u>	<u>BY WHOM</u>	<u>TO WHOM</u>	<u>CHARTER OBLIGATIONS</u>
1/1/2021	Budget Estimates	Finance Director	City Manager	At least 180 days before end of the fiscal year
03/01/2021	Manager's Budget	City Manager	City Council	No later than 120 days from
by 4/16/2021	Hold one (1) or more public hearings	City Council	Public	No later than 75 days from end of fiscal year
5/06/2021	Adopt Budget	City Council	-----	Within 20 days of last Public Hearing
05/11/2021	Mayoral Veto (Line Item Basis)	Mayor	City Council	Within 5 days of adoption
05/14/2021	Set Tax Rate	City Council	-----	Within 10 days of final adoption

Elected Officials

Mayor Kevin M. Scarpati

Meriden City Council:

Deputy Mayor Michael P. Cardona (At Large)

David D. Lowell, Majority Leader (At Large)

Larue A. Graham, Deputy Majority Leader (Area 2)

Sonya R. Jelks, Deputy Majority Leader (Area 1)

Daniel R. Brunet, Minority Leader (Area 3)

Bob Williams, Jr. Assistant Minority Leader (Area 4)

Nicole Tomassetti, (Area 2)

Yvette Cortez, (Area 1)

Bruce A. Fontanella, (At Large)

Krystle Blake, (Area 3)

Michael Rohde, (At Large)

Michael Carabetta, (Area 4)

City Clerk, Denise L. Grandy

Registrar (D), Maureen E. Flynn

Registrar (R), Susan Flynn

Appointed Officials

Timothy Coon, City Manager

Matthew McGoldrick, Corporation Counsel

Stephanie Delolloio - City Attorney

Paul Dickson, Director - Development and Enforcement

Joseph Feest, Director – Economic Development

Doree Price, Director – Emergency Communications

Kevin McNabola, Finance Director

Ken Morgan, Fire Chief

Thomas J. De Vaux, Golf Facility Manager

Lea M. Crown, Director – Human Services

Charles Carrozza, Manager – Information Technology

Clevelle Roseboro, Director - Library

Christian Bourdon, Director – Parks and Recreation

Robert Scalise, Personnel Director

Robert Rosado, Police Chief

Howard Weissberg, Director - Public Works

Richard Meskill, Director - Public Utilities

Financial Policies of the City of Meriden

Council Approved February 1, 2010

Amended November 19, 2012

Unassigned Fund Balance

Purpose

To maintain a balance of unassigned funds sufficient to respond to unforeseen contingencies and unanticipated and unusual changes in revenues or expenses.

Policy

For the purpose of these policies, *unassigned* fund balance is the remaining balance available following the reduction for;

-Nonspendable fund balance - amounts that are not in a spendable form (e.g., inventory and prepaid amounts) or are required to be maintained intact (such as the corpus of an endowment fund);

-Restricted fund balance - amounts constrained to specific purposes by their external providers such as grantors, bondholders, contributors or laws and regulations of the government;

-Committed fund balance - amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority (City Council); amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint;

-Assigned fund balance - amounts a government *intends* to use for a specific purpose; intent can be expressed by the governing body or by the Purchasing Agent, who has the delegated authority to assign amounts by the City Charter.

The City of Meriden recognizes the importance of achieving and maintaining an appropriate level of unassigned fund balance to withstand short-term financial emergencies.

After evaluating the City's operating characteristics, overall financial health, the diversity and flexibility of its tax base, the reliability of non-property tax revenues, its working capital needs, the impact on its bond ratings, national, state and local economic outlooks, emergency and disaster risk levels and other issues, the City of Meriden hereby establishes the following policy regarding the appropriate maintenance of unassigned fund balance. The City shall maintain adequate unassigned fund balance to fulfill the following objectives:

- (1) To maintain funds available for appropriation in an amount sufficient to pay for unforeseen and unusual expenditures or unforeseen and unusual shortfalls in revenue after adoption of the annual budget;
- (2) To maintain adequate levels of reserves sufficient to ensure the timely payment of all City obligations
- (3) To maintain adequate reserves sufficient to avoid unreasonably high spikes in the mill rate due to temporary decreases in revenues or unusual non-recurring increases in expenses;

In keeping with said policy and in order to meet such objectives, the goal of the City is to maintain an unassigned fund balance level equal to the average of one month's budgeted annual operating expenditures and other financing uses (transfers out) for the prior audited fiscal year.

To reach and maintain that goal, the policy of the City also includes the following:

The City recognizes that the unassigned fund balance may fall below the above desired level through differences between planned and actual revenues and expenditures, or financial emergencies or catastrophic events of an unforeseen nature. It is the City's policy to achieve that level of unassigned fund balance and to replenish the level of fund balance should it thereafter fall short of that goal by adopting and implementing a plan to do so over a period no longer than three fiscal years following the date of adoption of these policies or no longer than three fiscal years following a determination in the City's Comprehensive Annual Financial Report ("CAFR") that the unassigned fund balance level has fallen below the level specified above.

To the extent feasible in accordance with these policies, one-time revenues will be applied toward one-time expenditures, used to meet the unassigned fund balance goal or, that goal having been met, to establish reserves for future anticipated expenditures, capital projects, or to reduce debt service; one time revenues will not be used to finance ongoing operating expenses and programs.

The City recognizes that the maintenance of adequate unassigned fund balance is an essential element of sound fiscal management necessary to sustaining a sound credit rating and flexibility in financial management. Exceptions and changes to this policy may be allowed by approval of the City Council upon recommendation of the City Manager and Director of Finance to maintain flexibility in the best financial interest of the City and in case of emergencies and one-time opportunities.

History of Fund Balance

FY Ended	Unassigned (*Unreserved, Undesignated prior to 2011) Fund Balance	Total Fund Balance	Operating Budget and Transfers Out	Policy Percentage Unassigned (*Unreserved, Undesignated prior to 2011) Fund Balance	Policy Percentage Fund Balance
June 30, 2020	15,980,509	17,633,307	197,757,102	7.39%	8.08%
June 30, 2019	15,480,791	16,960,125	198,981,434	7.78%	8.52%
June 30, 2018	14,822,351	16,310,125	193,485,249	7.66%	8.43%
June 30, 2017	16,839,359	18,331,584	191,261,548	8.80%	9.58%
June 30, 2016	16,664,792	18,145,295	190,835,874	8.73%	9.51%
June 30, 2015	16,296,211	17,668,570	185,007,719	8.81%	9.55%
June 30, 2014	16,042,985	17,526,836	181,026,635	8.86%	9.68%
June 30, 2013	15,725,159	17,497,456	185,260,498	8.49%	9.44%
June 30, 2012	16,603,606	17,257,240	181,157,305	9.17%	9.53%
June 30, 2011	17,307,887	18,266,261	180,126,507	9.61%	10.14%
June 30, 2010	13,321,056	14,302,825	167,984,309	7.93%	8.51%
June 30, 2009	13,267,025	14,251,708	177,423,309	7.48%	8.03%
June 30, 2008	3,960,834	9,475,372	174,815,005	2.27%	5.42%
June 30, 2007	3,643,968	11,493,579	168,782,187	2.16%	6.81%
June 30, 2006	3,009,203	9,811,633	160,854,004	1.87%	6.10%
June 30, 2005	1,832,923	9,612,152	156,508,448	1.17%	6.14%

Debt

Purpose

The purpose of the City's policy regarding debt is to establish parameters and guidance for the City to ensure that borrowing and repayment of debt to meet its capital requirements are carried out and executed to ensure the timely and advantageous repayment of its long term debt obligations in a manner affordable to and within the City's capacity to pay.

Policy

The City recognizes the foundation of any well-managed debt program is a comprehensive debt policy. It is the intention of this policy to provide guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt financing, methods of sale that may be used, and structural features that may be incorporated.

Most importantly, this debt policy is the City's recognition of a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets. The policy shall be executed and adhered to so as to ensure that the City maintains a sound debt position and that its credit quality is protected and enhanced.

CAPITAL IMPROVEMENT PLAN

In executing this policy the City prepares a multi-year Capital Improvement Plan for consideration and adoption by the City Council as part of the City's budget process. The Capital Plan identifies capital projects for the forthcoming year and the next succeeding five fiscal years. As part of the capital project planning process, the City evaluates the financial impact of each proposed project. The plan is updated annually. The status of authorized capital projects is reviewed periodically during each fiscal year to ensure that project costs do not exceed authorized funding. The City evaluates its current debt obligations and future debt funding scenarios as part of its Five-Year Capital Improvement Program process in order to prioritize its future financing needs and ensure that authorized long term bonding is within its capacity to pay and adheres to these policies.

The City is guided by three principles in selecting a funding source for capital improvements: equity, effectiveness and efficiency. It is the policy of the City that the beneficiaries of a project pay the costs of the project. For example, a project that is a general function of government that benefits the entire community, such as a school, police station or library, will be paid for with general tax revenues or financed with general obligation bonds. If, however, the project, such as a water or sewer facility, benefits specific users, the revenues are to be derived through user fees, charges and assessments. In selecting a source or sources for financing projects the City elects one or more financing options that effectively funds the total cost of the project. The City seeks first to fund projects with grants and funding from other than City sources, from funds that have been reserved for the purpose of the project or from current revenues. If such sources are not sufficient the City selects a financing technique that provides for the lowest total cost consistent with acceptable risk factors and principals of equity and effectiveness.

It is the policy of the City to budget sufficient current revenues to finance ongoing maintenance needs to keep the City's capital facilities and infrastructure systems in good repair and to maximize the useful life of each capital asset. Each City department with capital needs periodically reviews, plans and schedules the replacement of existing capital assets and the acquisition of new capital assets.

Debt is issued consistent with limitations imposed by federal and state law or regulation and the City Charter and City Code. Connecticut statutes limit the amount of indebtedness the City may have outstanding to seven times the total annual tax collections including interest and lien fees plus the reimbursement for revenue loss on tax relief programs. The City by resolution of the City Council has further limited the amount of indebtedness it may have outstanding to one half the amount allowed by state statute.

DEBT LIMITATIONS

Section C8-13 of the Charter sets forth the general power of the City to issue debt:

§ C8-13. Borrowing.

The city shall have the power to incur indebtedness by issuing its bonds or notes as provided by the General Statutes of the State of Connecticut, as the same may be from time to time amended, and subject to the limitations thereof and of this Charter. The issuance of all municipal bonds and notes shall be authorized by resolution of the City Council.

The City Council or such officials as it shall designate shall determine the rate of interest of such bonds and notes and shall determine the amount of each issue of bonds or notes, their form, their date, the dates of principal and interest payments, the manner of issuing such bonds or notes and by whom such bonds and notes shall be signed or countersigned and all other particulars thereof.

Newly enacted language in 2020 in Section 23-2 of the City Code further limits new borrowing as follows:

The amount of new bonded indebtedness authorized in each fiscal year, except for bonded indebtedness incurred to fund school building projects, expenditures which are mandated or reimbursed by the State of Connecticut, bonded indebtedness to be paid from enterprise funds, or bonded indebtedness incurred for the Harbor Brook flood control project, shall be limited so as not to exceed 2.5% of Total General Fund Revenue beginning with Fiscal Year 2021-22 unless approved by 2/3 of the entire membership of the City Council.

The City plans long-term and short-term debt issuances to finance the City's capital program based on cash flow needs, sources of revenue, capital construction periods, available financing instruments and market conditions. In order to limit further its reliance on long term debt, it is the policy of the City to finance capital projects through the issuance of debt for the shortest period practical. Borrowings by the City are not to be of a duration that exceeds the economic life of the improvement that it finances and where feasible should be shorter than the projected economic life. Debt is not issued for the cost of current operations. Debt is not issued for the acquisition of capital equipment having a useful life of five years or less. Moreover, to the extent possible, the City designs the repayment of the debt so as to recapture rapidly its credit capacity for future use. Duly taking into account its capacity to pay and the other goals enunciated in these policies, it is the preference of the City to pay for capital projects in a period of ten years, except for such improvements that have a life greater than twenty years, such as school construction and except for such projects that are funded by enterprise fund user fees. At the time of establishing the structure of a bond issue, the impact on the mill rate is evaluated so as to minimize overall tax increases and maintain level payments on bonded indebtedness as a percentage of the general fund.

DEBT BENCHMARKS

The City uses a number of debt ratios to assess its debt burden, including those most commonly used in comparable communities and those developed by bond rating agencies. The City recognizes that such ratios are useful guides but not the exclusive means by which it should measure its debt burden and creditworthiness. The City recognizes that from time to time extraordinary capital needs, financial emergencies or unusual changes in the value of its grand list may cause the City to exceed such ratio. With regard to each of the goals set forth below, the City excludes enterprise fund debt from its calculations.

The City employs the following debt ratios when reviewing the City's capacity to issue debt:

- **Total outstanding debt as a percentage of Net Taxable Grand List (Moody's Median: 3.3 %.):**

The goal of the City is for its general obligation bonded indebtedness to be no more than three percent of the value of its net taxable grand list.

Moody's Median: 3.3%				
Grand List of October 1,	Fiscal year Ending June 30,	Net Taxable Grand List (000)	Total General Fund Debt ⁽¹⁾	Total General Fund Debt as a % of the NTGL
2018	2020	3,139,320	123,786,400	3.94%
2017	2019	3,069,921	135,764,700	4.42%
2016	2018	3,098,514	145,821,000 ⁽²⁾	4.71%
2015	2017	3,225,473	157,110,602 ⁽²⁾	4.87%
2014	2016	3,218,337	108,607,000	3.37%
2013	2015	3,227,412	118,714,700	3.68%
2012	2014	3,218,470	77,383,203	2.40%
2011	2013	3,249,442	85,617,203	2.64%
2010	2012	3,639,460	68,929,000	1.89%
2009	2011	3,641,629	77,888,161	2.14%
2008	2010	3,634,360	68,666,078	1.89%
2007	2009	3,659,204	80,903,298	2.21%
2006	2008	3,608,414	69,944,215	1.94%
2005	2007	2,420,649	82,722,012	3.42%
2004	2006	2,373,439	80,476,709	3.39%
2003	2005	2,338,821	93,485,905	3.99%
2002	2004	2,331,434	77,942,889	3.34%

(1) Excludes Enterprise Fund Debt

(2) Excludes \$11,427,000 Crossover Refunding Debt

• **Annual general obligation debt service as a percentage of General Fund operating budget expenditures. Moody's Median: 10%):**

The goal of the City is for its general obligation debt service, excluding debt service for school construction projects, to be no more than five percent of its general fund operating budget. The policy of the City is to adhere to its self imposed annual bond authorization cap, which limits new authorizations, with some exceptions, to no more than one-half of the amount of principal on such debt retired in the preceding fiscal year, until that goal is achieved.

Moody's Median: less than 10%			
Fiscal year Ending June 30,	General Obligation Debt Service (P+I) (000) (1)	General Fund Operating Expenditures (000)	General Fund Debt Service as a % of Operating Exp.
2021	14,401	200,043 est	7.17%
2020	15,601	197,109	7.91%
2019	15,483	198,981	7.78%
2018	15,698	193,485	8.11%
2017	14,110	191,384	7.37%
2016	12,932	188,386	6.86%
2015	11,162	184,757	6.04%
2014	11,247	181,027	6.21%
2013	11,143	185,260	6.01%
2012	11,930	181,157	6.59%
2011	12,397	170,823	7.26%
2010	14,183	167,984	8.44%
2009	14,201	175,731	8.08%
2008	16,946	174,794	9.69%
2007	18,064	177,100	10.20%
2006	17,959	167,283	10.74%
2005	15,867	161,018	9.85%

(1) Excludes Enterprise Fund Debt and net of transfers

• **Retirement rate of principal in 10 years for new debt issuances (Moody's Median: greater than 50%):**

The goal of the City is to maintain a retirement rate greater than 66%.

Moody's Median: greater than 50%		
Fiscal year Ending June 30,	Total General Fund Principal Outstanding (000) (1)	% of Debt Retired after 10 Years
2020	123,786	74.33%
2019	135,765	69.88%
2018(2)	145,821	65.74%
2017(2)	157,111	62.42%
2016	108,607	66.10%
2015	118,715	63.75%
2014	77,383	70.21%
2013	85,617	69.09%
2012	68,629	77.49%
2011	77,888	77.13%
2010	68,666	84.48%
2009	80,903	83.79%
2008	69,944	94.50%
2007	82,722	93.26%

(1) Excludes Enterprise Fund Debt

• **Amount of outstanding debt as a percentage of general fund budget:**

The goal of the City is that outstanding debt be no more than fifty percent of its general fund budget.

Fiscal year Ending June 30,	Total General Fund Principal Outstanding (000) ⁽¹⁾	General Fund Operating Expenditures (000)	Outstanding Principal as a % of Operating Budget
2020	123,786	197,109	62.81%
2019	135,765	198,981	68.23%
2018 ⁽²⁾	145,821	193,485	75.37%
2017 ⁽²⁾	157,111	191,384	82.09%
2016	108,607	188,386	57.65%
2015	118,715	184,757	64.25%
2014	77,383	181,481	42.64%
2013	85,617	185,260	46.21%
2012	68,629	181,157	37.88%
2011	77,888	170,823	45.60%
2010	68,666	167,984	40.88%
2009	80,903	175,731	46.04%
2008	69,944	174,794	40.01%
2007	82,722	177,100	46.71%

(1) Excludes Enterprise Fund Debt

(2) Excludes \$11,427,000 Crossover Refunding Debt

Overlapping Debt

There is no overlapping municipal debt in the City.

METHODS OF SALE

Competitive Sale: The City, as a matter of policy, shall seek to issue its debt obligations in a competitive sale unless it is determined by the Director of Finance with the concurrence of the City Manager that such a sale method will not produce the best results for the City. In such instances where the City, in a competitive bidding for its debt securities (whether general obligation or non-general obligation debt), deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the Finance Director with the concurrence of the City Manager, enter into negotiation for sale of the securities.

Negotiated Sale: When determined appropriate by the Director of Finance, with the concurrence of the City Manager, the City may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in this debt policy under "Selection of Consultants and Service Providers".

Private Placement: When determined appropriate by the Director of Finance, with the concurrence of the City Manager, the City may elect to sell its debt obligations through a private placement of limited public offering. Selection of a placement agent shall be made pursuant to selection procedures developed by the Director of Finance.

DISCLOSURE AND ARBITRAGE COMPLIANCE

Rating Agencies: Full disclosure of operations and open lines of communication shall be made to the rating agencies. City staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies. A credit rating will be sought from one or more of Moody's, Standard & Poor's and FitchRating credit rating agencies as recommended by the Director of Finance, with the concurrence of the City Manager in conjunction with the City's financial advisor.

Arbitrage: The Director of Finance shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirement of the federal tax code. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebateable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants shall be monitored to ensure compliance to all covenants.

Continuing Disclosure: The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities and will abide by the Provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure.

SELECTION OF CONSULTANTS AND SERVICE PROVIDERS

Solicitation: The City's Director of Finance shall be responsible for solicitation and the selection process for securing professional services that are required to develop and implement the City's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices. The solicitation and selection shall conform to the requirements of the City Charter and Code and the policies developed in conformity thereto with regard to the selection of providers of professional services.

Financing Team: The City may employ outside financial specialists, such as bond counsel and a financial advisor, to assist it in developing a bond issuance strategy and preparing bond documents and marketing bonds to investors. Other outside firms, such as those providing paying agent/registrars, trustee, credit enhancement, auditing, or printing services are retained as required.

INVESTMENT OF PROCEEDS

All idle funds are invested in conformity with federal and state laws, rules and regulations, the City Charter and Code and internal policies and procedures. Besides legality, the City's foremost investment objective is safety of principal. The City will maintain sufficient liquidity to meet project expenditure requirements.

Funding of Employee Pension Benefits

Purpose

To fund the pension obligations of the City to its employees upon the accrual of such benefits in the amounts necessary to pay such obligations as they become due.

Policy

To make a contribution equal to the amount determined by the City's actuaries to be necessary to meet its "Annual Required Contribution" (ARC). In accordance with Government Accounting Standards Board (GASB) standards an actuarial valuation is completed every two years. The City may elect to update the valuation annually.

The City of Meriden shall maintain a plan of funding as required to fund its pension liabilities as allowed by GASB Statement Number 68. Funds will be set aside and invested with a long term risk level in accordance with the requirements of the City Charter and Code and in accordance with the investment policy duly adopted by the City of Meriden Pension Board. Trust Funds have been established and will be maintained for the investment of all pension assets.

To the extent that it is practical to do so keeping in mind the other objectives that the City may have with regard to employee benefits, the City shall endeavor to maintain only those benefits that are reasonably affordable and within the City's long term capacity to pay and no more costly than pension benefits that are maintained by other similarly situated cities and towns with a similar capacity to pay for such benefits.

History of Contributions:

<i>Fiscal Year Ended</i>	<i>Employees' Retirement Plan</i>		<i>Police Pension Plan</i>		<i>Firefighters' Pension Plan</i>	
	<i>Annual Required Contribution</i>	<i>Percentage Contributed</i>	<i>Annual Required Contribution</i>	<i>Percentage Contributed</i>	<i>Annual Required Contribution</i>	<i>Percentage Contributed</i>
6/30/21	5,698,548	100%	5,025,145	100%	3,514,375	100%
6/30/20	5,698,548	100%	5,025,145	100%	3,514,375	100%
6/30/19	4,061,085	100.4%	4,769,583	100.0%	3,201,799	100.0%
6/30/18	4,044,454	100.0%	4,769,583	100.0%	3,201,799	100.0%
6/30/17	3,316,370	101.0%	4,464,984	100.0%	3,054,069	100.0%
6/30/16	3,264,731	101.4%	4,441,422	100.0%	3,040,690	100.0%
6/30/15	2,307,742	100.0%	4,227,288	100.0%	2,823,649	100.0%
6/30/14	2,304,669	100.1%	4,201,533	100.0%	2,808,242	100.0%
6/30/13	2,038,150	100.9%	4,066,540	100.0%	2,643,414	100.0%
6/30/12	1,898,009	100.4%	4,028,938	100.0%	2,620,905	100.0%

Funding of Other Post Employment Benefits (OPEB)

Purpose

To fund the long-term obligations of the City of Meriden related to “Other Post Employment Benefits” (OPEBs) in the amounts necessary to meet such obligations.

Policy

It is the policy of the City of Meriden to fund its OPEB obligations fully and adequately as determined by actuarial assessment of those obligations in order to ensure that it will meet its contractual obligations to its employees. The City recognizes that a plan of funding is required to achieve and maintain fund levels and rates of return necessary to fund its long-term liability. It is the policy of the City to do so over a period of 30 years as allowed by GASB Statement Number 75. During June 2009 the City of Meriden established a Trust Fund for the investment of all OPEB assets. The policy of the City shall be to make a contribution equal to the amount determined by its actuaries necessary to meet its “Annual Required Contribution” (ARC). The City recognizes that it has yet to make annual appropriations equal to its ARC. It is the goal of the City to increase its annual appropriation over a five year period from the date of the adoption of this policy until its annual appropriation is equal to its ARC. Funds will be set aside and invested with a long term risk level in accordance with the requirements of the City Charter and Code and in accordance with the investment policy duly adopted by the City of Meriden Pension Board.

To the extent that it is practical to do so keeping in mind the other objectives that the City may have with regard to employee benefits, the City shall endeavor to maintain only such benefits that are reasonably affordable and within the City’s long term capacity to pay and no more costly than the post employment benefits that are agreed to by other similarly situated cities and towns with a similar capacity to pay for such benefits.

OPEB Funding Plan

<i>Fiscal Year</i>	<i>Actual or Budget/Plan</i>	<i>Amount</i>	<i>Trust Assets (including earnings)</i>
2012	Actual	3,500,000	8,855,324
2013	Actual	3,500,000	14,673,865
2014	Actual	3,500,000	20,830,636
2015	Actual	3,500,000	25,421,669
2016	Actual	3,250,000	27,180,098
2017	Actual	2,450,000	32,514,135
2018	Actual	500,000	34,506,569
2019	Actual	900,000	35,912,836
2020	Actual	400,000	34,797,878

Mill Rate Calculation

Purpose

The purpose of this policy is to set forth the procedure by which the mill rate is calculated annually in the adoption of the City budget.

Policy

The mill rate is calculated by first subtracting non-tax revenues from expenditures in the approved budget. The sum is then divided by the net taxable grand list. The result shall then be adjusted to take into account any credits due on taxes for the fiscal year due to settlements of assessment appeals and the amount of other anticipated adjustments to the grand list. The result is then multiplied by the collection rate to arrive at the mill rate.

The collection rate shall be set by averaging the percentage of budgeted tax revenues actually collected as set forth in the City's Comprehensive Annual Financial Report ("CAFR") for the preceding two fiscal years. This rate may be adjusted upward or downward based on current local economic conditions.

The goal of the City is to avoid unreasonable assumptions in the mill rate calculation that will cause deficits in the operating budget.

History of the Collection Rate

Fiscal Year Ended	Collection Rate %	Two-Year Average	Collection Rate Following Year
June 30, 2020	97.88	97.88	97.70
June 30, 2019	97.88	97.98	97.98
June 30, 2018	98.07	97.98	97.98
June 30, 2017	97.89	97.83	97.83
June 30, 2016	97.78	97.69	97.69
June 30, 2015	97.59	97.46	97.46
June 30, 2014	97.33	97.40	97.40
June 30, 2013	97.46% *as adjusted	97.42	97.42
June 30, 2012	97.39	97.44	97.44

Capital Assets

Capital Assets

A capital asset is defined as a piece of equipment or investment in general infrastructure that has a value in excess of \$25,000 and has an expected useful life greater than one year. The annual value of such assets is reported in the Comprehensive Annual Financial Report in accordance with Governmental Accounting Standards ("GASB") has Statement 34.

Controllable Assets

Certain purchases made by the City do not meet the criteria established for designation as a capital asset. However, such items should be monitored for proper use and disposal, even though their value does not substantially impact the overall value of City assets. These controllable assets either render a critical function or put the City at risk by their absence (e.g. office equipment). Department heads make every effort to maintain adequate controls for such controllable assets and relay such controls to the purchasing agent.

Capitalization Threshold

All assets with an initial individual cost of \$25,000 or greater shall be recorded as a distinct asset for the purposes of reporting asset values in the City's Comprehensive Annual Financial Report, Financial Statement, and all related reports. The City shall maintain of minimum the following information on such assets: description, acquisition cost, acquisition date, asset custodian, location, and condition.

The costs for improvements to current assets are to be added to the cost of the existing asset, where practical (in certain cases, improvements may be identified to be a unique asset). The costs of normal maintenance and repairs that do not add to the value of the asset, or materially extend asset lives, are not capitalized. Donated capital assets shall be recorded at the estimated fair market value at the date of donation. Assets shall be assigned to one of the following class groups, for the purposes of reporting in government-wide financial statements: land and land improvements, buildings and building improvements, equipment, construction work in progress, and infrastructure.

Certain assets valued less than \$25,000 but considered significant as to warrant the monitoring of their condition and location, shall additionally be tracked but not considered in the reporting of asset values as described in the City's Comprehensive Annual Financial Report or Financial Statement. Such items include but are not limited to computers, printers, minor furnishings, firearms, and general office equipment.

Asset Classes

Land and Land Improvements

Land and land improvements, including easements and rights of way, are assigned a useful life of 100 years; however, no depreciation is applied to land and land improvements.

Construction

Construction includes all buildings and building-related structures. Construction-in-process is considered as a separate type of construction and is tracked as a separate asset until the time of completion, at which point the value is reclassified as either a new building or related structure, or added to the value of the construction renovated. Construction is divided into the following sub classes, with relevant useful life assigned to each subclass:

300	Buildings & Structures	50 years
301	Portable Structures	25 years
303	Swimming Pools	40 years
304	HVAC Systems	20 years
309	Electrical	30 years
310	Plumbing	30 years
311	Sprinklers/Fire Systems	25 years
312	Elevators	20 years

Infrastructure

Investment in systems that provide a critical service to a municipality when considered as a system, but not a distinct separate asset, is recorded as infrastructure. By its nature, infrastructure is difficult to define as a separate system, and is difficult to define useful life on a broad basis. The Governmental Accounting Standards Board has recommended, and the City of Meriden has adopted, reporting of infrastructure using the following subclasses and relative useful life for the subclasses:

400	General Infrastructure	65 years
401	Bridges	50 years
410	Tunnels	60 years
412	Streets/alleys – subsurface	30 years
414	Streets/alleys - asphalt	20 years
417	Traffic control signals	20 years
420	Sidewalks and curbing	20 years
423	Dams, Basins, and levees	60 years
431	Street Lighting	20 years
435	Water/sewer collection (piping)	40 years

Machinery and Equipment

Machinery and equipment typically comprises the largest number of assets, but comprises the smallest overall value in relation to other classes. Machinery and equipment are given consideration within the following sub classes, with related useful life:

500	Machinery & Equipment	15 years
502	Business Machines	7 years
503	Communications Equipment	10 years
504	Copiers	5 years
505	Custodial Equipment	15 years
506	Furniture & Accessories	20 years
507	Custodial/Kitchen Appliances	15 years
508	Machinery & Tools	15 years

509	Science & Engineering Equipment	10 years
510	Computer Software	5 years
513	Athletic Equipment	10 years
515	Books & Multimedia	7 years
518	Musical Instruments	10 years
519/520	Police and Fire Equipment	10 years
522	Contractor Equipment	10 years
523	Grounds Maintenance Equipment	15 years

The City of Meriden does not engage in the practice of tagging specific equipment; however, all machinery and equipment is monitored by departments on an annual basis.

Vehicles

Consideration is made for vehicles separately from machinery & equipment, in one of the following subclasses:

6xx	Other Licensed Vehicles	8-15 years
602	Fire Protection Vehicles	10 years
603	Police Patrol Vehicles	5 years

Equipment such as forklifts, loaders, bulldozers, and backhoes are considered contractor's equipment, and are not defined as a vehicle for purposes of asset reporting.

Property Accounting

Useful Life Assessments

Normal useful life is defined as the physical life, in terms of years, that an asset is expected to endure before it deteriorates to an unusable condition. Asset classes as defined in this document have been assigned an estimated useful life; a useful life is assigned to each and every asset according to the values listed in the table of classes.

Asset In-Service Dates

An asset's age is typically based on when the asset was acquired, or when the asset underwent its most recent major renovation. The current system uses the invoice date for determination of when the asset was acquired.

Fund Designations/Function Designations

Fund Designations

For accounting purposes, assets are associated with a fund type; either governmental or proprietary. Assets associated with governmental funds are intended primarily for general governmental use, serving such uses as public safety or public use. The source of the funds used to acquire these assets is typically, although not exclusively, derived from common collected taxes and fees. Assets associated with proprietary funds are intended primarily for the use of specific self-supporting units; for the City of Meriden, the Water Department, Sewer Department and Hunter Golf Course is an example of a self-supporting unit. The source of the funds used to

acquire these assets is typically, although not exclusively, derived from specific fees associated with direct use of the services offered.

Function Designations

Assets are additionally associated with a function (also referred to as program use).

The City of Meriden defines assets as relevant to one of the following functions:

- 1000 General Government
- 2000 Public Safety
- 3000 Public Works
- 4000 Health and Social Services
- 5000 Education
- 6000 Libraries
- 7000 Parks and Recreations

Depreciation Considerations

Depreciation shall be applied to all capital assets, assigned on an annual basis. The straight line depreciation method shall be used, according to the following formula: Original cost less salvage value, divided by estimated useful life.

Depreciation is not applied to land or land improvements.

Property Control

Department Responsibilities

City departments maintain all assets within their control in as good condition as may be in the asset's working environment. Departments take care that the working environment for the assets is appropriate and suitable for such assets. City departments must treat all assets in an ethical manner, and must not misuse the assets or use the assets for personal use or benefit.

City departments provide to the Public Works/Garage any relevant information or documents (e.g. vehicle titles, certificates of origin) for vehicle assets within their control. City departments consult with and obtain approval of the Purchasing Department, for suitable and appropriate disposal method for assets no longer required by the department.

City departments annually report all additions and deletions of assets for their department to the Finance Department. Such annual report must be made within thirty days of the end of the fiscal year relevant to the annual report.

Finance Department Responsibilities

The Finance Department maintains a full and comprehensive list of capitalized assets possessed by the City. Information on the asset history, location, and appropriate custodial responsibility is retained and managed in such list. The Finance Department is responsible for the continuing maintenance of asset records in the City's financial records system, including maintenance of tables relative to such asset records. The various departments reports asset additions and/or

deletions to the Finance Office, for its consideration in the preparation of the Comprehensive Annual Financial Report (“CAFR”). The Director of Finance is responsible for the presentation of the value of all assets in the Comprehensive Annual Financial Report. Such reporting includes the reporting of assets both by fund and by function. The Finance Department is responsible for the calculation and application of all depreciation, and any and all adjustments to the appropriate fund(s). The Finance Department provides direction and management in the establishment of appropriate useful lives for asset classes.

Additions and Deletions

All City departments are required to provide detailed information on all assets newly acquired during a fiscal year, no later than thirty (30) days after the last day of the fiscal year. Such information shall include, where possible: asset description, location funding source, acquisition date, purchase order number, serial number, and asset cost.

All City departments are required to provide detailed information on all asset deletions during a fiscal year, no later than thirty (30) days after the last day of the fiscal year. Such deletions shall be within guidelines established by the City regarding appropriate disposition of assets.

Additions and deletions of assets are to be reported directly to the Finance Department, who shall compile a summary of all additions and deletions.

Methods of Asset Disposition

Assets owned by the City may be deleted from the list of assets by the following means:

- 1. Trade-in-** Assets may be considered for trade-in at the time of acquisition of replacement assets, subject to normal purchasing bidding guidelines, and written approval by the department head.
- 2. Surplus Sale-** In the event that no other City department has been identified as a potential recipient of surplus property, the Purchasing Department may sell surplus property by soliciting competitive bids. Such sales will be the result of public notice in a locally distributed newspaper, no less than ten days prior to the scheduled sale. Auctions and internet sales are also allowable disposal methods.
- 3. Discard/Disposal -** A department head, with written approval by the City Manager and the Director of Finance, may recommend the disposal of assets that are both no longer in use and have been determined to have no remaining value.

Annual Reporting

The total value of assets is reported in the Comprehensive Annual Financial Report (“CAFR”) as prepared by the Finance Department. The value of assets, reported by function, shall include the beginning value, a summary of additions, a summary of retirements, and an ending value for the fiscal year being reported.

	2019	2020	2021	2021	2021	City	\$	% Variance
	Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
				as of 12/31/19	Year End	Recommended		CY Budget
SUMMARY								
***** Cost Center Total ***** Revenues	69,271,703	68,152,904	67,396,805	19,894,387	68,931,738	68,082,987	686,182	1.0%
***** Cost Center Total *****	130,396,442	129,604,199	130,877,587	69,871,982	131,077,587	135,482,701	4,605,114	3.5%
Revenue Total for Fund 0001	199,668,145	197,757,102	198,274,392	89,766,369	200,009,325	203,565,688	5,291,296	2.7%
***** Cost Center Total ***** Council	248,772	253,582	248,431	126,376	250,743	251,345	2,914	1.2%
***** Cost Center Total ***** City Manager	308,157	465,841	508,250	262,798	509,450	504,646	(3,604)	-0.7%
***** Cost Center Total ***** Law	1,146,798	848,783	957,335	317,595	954,335	1,025,867	68,532	7.2%
***** Cost Center Total ***** Human Resources	252,756	272,740	269,863	123,961	262,958	277,568	7,705	2.9%
***** Cost Center Total ***** Library	1,964,209	1,984,203	2,085,558	804,234	1,950,473	1,938,535	(147,023)	-7.0%
***** Cost Center Total ***** City Clerk	385,018	396,386	416,299	247,590	463,899	434,468	18,169	4.4%
***** Cost Center Total ***** Aviation	274,219	337,385	315,705	135,495	315,719	411,861	96,156	30.5%
***** Cost Center Total ***** Elections	272,482	202,650	238,040	206,484	276,170	241,186	3,146	1.3%
***** Cost Center Total ***** Economic Development	197,628	255,572	261,603	83,584	261,603	277,226	15,623	6.0%
***** Cost Center Total ***** Contingency	-	-	400,000	-	400,000	500,000	100,000	25.0%
***** Cost Center Total ***** Finance	612,574	638,314	685,271	315,861	674,271	701,604	16,333	2.4%
***** Cost Center Total ***** Insurance	3,987,535	4,245,911	4,696,244	1,844,524	4,696,244	4,765,204	68,960	1.5%
***** Cost Center Total ***** Employee Benefits	30,954,894	28,750,110	29,063,918	13,142,495	30,426,218	30,452,178	1,388,260	4.8%
***** Cost Center Total ***** Finance General Administration	2,298,768	2,097,266	1,927,977	709,588	1,927,977	1,751,849	(176,128)	-9.1%
***** Cost Center Total ***** Capital Equipment	532,879	739,445	293,000	315,134	323,000	1,053,394	760,394	259.5%
***** Cost Center Total ***** Purchasing	280,922	216,399	222,733	109,573	222,733	239,398	16,665	7.5%
***** Cost Center Total ***** Information Technology	989,211	1,047,067	1,163,236	751,753	1,164,836	1,213,936	50,700	4.4%
***** Cost Center Total ***** Tax Collector	450,122	440,560	470,182	184,394	453,182	479,968	9,786	2.1%
***** Cost Center Total ***** Assessment	340,799	355,265	376,780	170,626	383,780	387,937	11,157	3.0%
***** Cost Center Total ***** Development & enforcement	828,925	803,797	864,114	421,984	877,040	908,717	44,603	5.2%
***** Cost Center Total ***** Parks	1,737,539	1,756,828	1,778,591	865,553	1,758,456	1,877,816	99,225	5.6%
***** Cost Center Total ***** Recreation	326,691	315,659	345,643	127,089	302,564	345,474	(169)	0.0%
***** Cost Center Total ***** Education	100,111,455	100,344,707	100,882,340	40,335,029	100,882,340	100,882,340	-	0.0%
***** Cost Center Total ***** Education	1,154	1,253	-	-	-	-	-	-
***** Cost Center Total ***** Police	13,221,524	13,346,250	13,740,435	6,704,185	13,758,974	14,040,388	299,953	2.2%
***** Cost Center Total ***** Fire	9,670,223	10,269,987	10,160,967	5,204,962	10,535,985	10,454,310	293,343	2.9%
***** Cost Center Total ***** Emergency Communications	1,346,725	1,443,291	1,505,567	786,710	1,560,967	1,619,957	114,390	7.6%
***** Cost Center Total ***** Engineering	787,484	828,635	838,039	413,379	841,708	904,130	66,091	7.9%
***** Cost Center Total ***** Snow and Ice Control	588,981	398,226	575,000	122,675	575,000	575,000	-	0.0%
***** Cost Center Total ***** Garage and Warehouse	461,304	497,520	578,136	266,432	563,134	588,671	10,535	1.8%
***** Cost Center Total ***** Traffic Engineering	756,125	754,050	768,671	359,728	807,671	743,472	(25,199)	-3.3%
***** Cost Center Total ***** Highway	1,489,431	1,474,532	1,696,665	758,164	1,597,760	1,733,560	36,895	2.2%
***** Cost Center Total ***** Transfer Station / Landfill	186,623	195,525	184,300	65,610	161,234	163,500	(20,800)	-11.3%
***** Cost Center Total ***** Waste Collection	1,451,614	1,390,944	1,705,500	845,970	1,721,758	1,740,000	34,500	2.0%
***** Cost Center Total ***** Bulky Waste	128,603	103,246	96,360	49,698	103,200	109,360	13,000	13.5%
***** Cost Center Total ***** Building Maintenance	2,153,858	2,109,731	1,954,204	953,818	2,012,138	2,038,602	84,398	4.3%
***** Cost Center Total ***** Parking	96,963	56,674	5,000	28,553	57,106	-	(5,000)	-100.0%
***** Cost Center Total ***** Health	2,102,651	2,005,934	2,179,934	1,065,057	2,238,999	2,321,006	141,072	6.5%
***** Cost Center Total ***** Social Services	24,000	26,800	40,000	-	30,000	30,000	(10,000)	-25.0%
***** Cost Center Total ***** Senior Services	463,226	512,106	577,276	242,875	542,276	613,858	36,582	6.3%
***** Cost Center Total ***** Youth Services	-	-	-	-	-	-	-	-
***** Cost Center Total ***** Debt Services	15,483,406	14,401,182	13,197,225	1,904,865	13,197,225	14,967,357	1,770,132	13.4%
***** Cost Center Total ***** Transfers	60,000	524,826	-	-	-	-	-	-
Expenditure Total for Fund 0001	198,976,251	197,109,184	198,274,392	81,374,402	200,043,126	203,565,688	5,291,296	2.7%
Balance Surplus / (Deficit)	691,894	686,734	-	-	-	(0)	(0)	-

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
REVENUES								
NON-TAX REVENUES								
0001-0210-30-0-0000-602	PENROSE	0	79,001	0	-	-	-	100.0%
0001-0210-30-0-0000-603	PILOT	258,466	258,466	258,466	258,466	258,466	-	0.0%
0001-0210-30-0-0000-604	FEES	23,542	23,542	23,542	11,771	23,542	-	0.0%
0001-0210-30-0-0000-605	SCHOOLS	35,783	12,444	-		-	-	0.0%
0001-0210-30-0-0000-608	HOSPITALS & COLLEGES	772,912	772,912	772,912	772,912	772,912	-	0.0%
0001-0210-30-0-0000-610	TOWN AID TO ROADS	662,689	663,656	662,689	331,431	662,689	-	0.0%
0001-0210-30-0-0000-615	FEMA RECOVERY	-	-	-	1,031,535	-	-	
0001-0210-30-0-0000-617	PEQUOT/MOHEGAN	698,609	698,609	698,609	232,870	698,609	-	0.0%
0001-0210-30-0-0000-618	EXEMPTIONS	340,866	311,222	340,866	314,369	314,369	(26,497)	-7.8%
0001-0210-30-0-0000-620	TRANSIT DISTRICT	316,894	260,031	272,316	100,413	260,031	(12,285)	-4.5%
0001-0210-30-0-0000-622	MUNICIPALITIES	-	-	-	-	123,272	123,272	0.0%
0001-0210-30-0-0000-625	FUND	36,560	34,144	36,156	3,437	36,156	-	0.0%
0001-0210-30-0-0000-626	LICENSES & PERMITS	25,526	15,899	26,453	25,928	26,453	-	0.0%
0001-0210-30-0-0000-627	ADMIN. CHARGES	102,907	133,951	105,525	44,894	105,525	-	0.0%
0001-0210-30-0-0000-628	VEHICLES	1,478	-	2,500	-	-	(2,500)	-100.0%
0001-0210-30-0-0000-629	ALARM FEES	17,725	14,950	14,235	4,675	14,235	-	0.0%
0001-0210-30-0-0000-630	FEES	1,065,822	848,989	975,000	337,547	1,025,000	50,000	5.1%
0001-0210-30-0-0000-635	CITY CLERK FEES	1,508,821	1,346,356	1,374,000	966,268	1,500,000	126,000	9.2%
0001-0210-30-0-0000-640	TAX COLLECTOR FEES	-	-	-		-	-	
0001-0210-30-0-0000-641	INTEREST	1,036,032	1,000,550	1,040,293	\$448,852	1,040,293	-	0.0%
0001-0210-30-0-0000-642	FEES	21,218	16,378	16,799	\$7,488	16,799	-	0.0%
0001-0210-30-0-0000-643	CBS	83,525	86,400	83,525	\$44,025	83,525	-	0.0%
0001-0210-30-0-0000-644	RENTAL	5,000	5,000	5,000	\$2,500	5,000	-	0.0%
0001-0210-30-0-0000-646	FEES	78,737	76,425	78,087		78,737	650	0.8%
0001-0210-30-0-0000-650	FEES	81,998	77,402	80,981	21,686	80,981	-	0.0%
0001-0210-30-0-0000-656	RECREATION FEES	12,957	10,706	12,375	9,373	13,000	625	5.1%
0001-0210-30-0-0000-657	PARK CONC LEASES	12,080	8,200	16,125	6,167	31,125	15,000	93.0%
0001-0210-30-0-0000-660	DAMAGED BOOKS	6,903	4,228	5,927	107	5,927	-	0.0%
0001-0210-30-0-0000-669	PERSONAL PROPERT	177,422	159,035	177,422	-	177,422	-	0.0%
0001-0210-30-0-0000-670	GRANT	54,066,659	53,970,221	53,783,711	13,445,928	53,783,711	-	0.0%
0001-0210-30-0-0000-675	SPECIAL EDUCATION	615,777	753,062	743,809	-	743,809	-	0.0%
0001-0210-30-0-0000-677	Federal Grants	-	548	-	34,445	-	-	0.0%
0001-0210-30-0-0000-678	MISC. STATE GRANTS	-	-	-	44,691	-	-	
0001-0210-30-0-0000-679	PROJECTS	893,641	1,290,737	893,641	-	1,290,737	397,096	44.4%
0001-0210-30-0-0000-680	INVESTMENT - GENERAL	1,038,343	1,220,395	325,000	150,163	325,000	-	0.0%

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
0001-0210-30-0-0000-683	AVIATION-FUEL SALES	229,926	191,131	163,100	108,236	220,000	56,900	34.9%
0001-0210-30-0-0000-685	AVIATION RENT & FEES	113,503	131,176	174,512	97,438	174,512	-	0.0%
0001-0210-30-0-0000-686	ENTERPRISE FUNDS	1,700,000	1,700,000	1,700,000	-	1,700,000	-	0.0%
0001-0210-30-0-0000-687	FUND BALANCE USED	-	-				-	0.0%
0001-0210-30-0-0000-689	AVIATION - RAMP FEES	3,360	1,745	1,450	494	1,450	-	0.0%
0001-0210-30-0-0000-690	RENT	4,400	4,640	5,040	2,420	4,643	(397)	-7.9%
0001-0210-30-0-0000-691	INTEREST - COE ESTATE	9,114	9,267	9,094	4,720	9,094	-	0.0%
0001-0210-30-0-0000-695	OTHER REVENUE	277,009	(118,637)	57,742	3,864	57,742	-	0.0%
0001-0210-30-0-0000-696	PROPERTY	170,591	41,704	75,000	10,981	75,000	-	0.0%
0001-0210-30-0-0000-698	BULKY WASTE FEES	70,825	69,910	106,058	40,450	106,058	-	0.0%
0001-0210-30-0-0000-700	REVENUE	147,391	108,903	154,085	39,423	154,085	-	0.0%
0001-0210-30-0-0000-705	HUMANE SOCIETY	2,400	2,800	3,600	600	3,600	-	0.0%
0001-0210-30-0-0000-706	FIRE MARSHAL FEES	-	118,385	160,000	24,024	120,000	(40,000)	-25.0%
0001-0210-30-0-0000-707	Commons	14,461	-	14,461	-	59,461	45,000	311.2%
0001-0210-30-0-0000-730	REVENUE	-	17,100	11,900	-	11,900	-	
0001-0210-30-0-0000-731	RENTAL INCOME	16,770	16,620	16,650	8,310	16,650	-	0.0%
0001-0210-30-0-0000-732	POLICE	39,251	48,947	42,000	13,600	42,000	-	0.0%
0001-0210-30-0-0000-733	ENGINEERING	21,832	25,609	26,884	13,367	26,884	-	0.0%
0001-0210-30-0-0000-734	PLANNING & IWWC	15,481	25,333	34,096	5,719	25,000	(9,096)	-26.7%
0001-0210-30-0-0000-735	E911 QUARTERLY	11,984	12,045	12,525	9,034	12,525	-	0.0%
0001-0210-30-0-0000-736	ASSESS & COLLECT	1,452	442	1,239	(2,542)	1,239	-	0.0%
0001-0210-30-0-0000-737	MISC. REVENUE - FIRE	62,391	79	1,700	14	1,700	-	0.0%
0001-0210-30-0-0000-738	RECYCLING	4,483	7,594	4,268	1,615	4,268	-	0.0%
0001-0210-30-0-0000-739	PURCHASING	45	-	-	-	-	-	
0001-0210-30-0-0000-740	EDISON REIMB	37,866	41,554	37,866	9,015	-	(37,866)	-100.0%
0001-0210-30-0-0000-742	AIRCRAFT REGISTRATI	3,400	4,360	4,479	3,910	4,479	-	0.0%
0001-0210-30-0-0000-748	LOAN	56,252	67,718	56,252	-	56,252	-	0.0%
0001-0210-30-0-0000-749	LOAN	38,255	37,143	37,293	-	37,293	-	0.0%
0001-0210-30-0-0000-751	HOLD (RECYCLING)	-	-	-	-	-	-	0.0%
0001-0210-30-0-0000-753	PCARD REBATE	54,349	63,521	63,521	60,643	63,521	-	0.0%
0001-0210-30-0-0000-754	Grant New	622,306	622,306	622,306	622,306	622,306	-	0.0%
0001-0210-30-0-0000-755	Screw	124,920	69,072	90,000	-	90,000	-	0.0%
0001-0210-30-0-0000-756	Rebates Solar Fields	201,870	184,640	191,000	-	191,000	-	0.0%
0001-0210-30-0-0000-757	Police Vehicle Outside O/T	282,335	451,620	325,000	164,805	343,000	18,000	5.5%
0001-0210-30-0-0122-699	(0122)	-	42,719	42,720	-	25,000	(17,720)	-41.5%
0001-0210-30-0-0401-699	CLOSED PROJECTS	200,000	-	-	-	-	-	
0001-0210-30-0-0651-699	FUND (116)	-	-	-	-	-	-	
0001-0210-30-0-0681-699	FUND (401)	734,590	-	325,000	-	325,000	-	0.0%
***** Cost Center Total ***** Revenues		69,271,703	68,152,904	67,396,805	19,894,387	68,082,987	686,182	1.0%

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
TAX REVENUES								
0001-0260-30-0-0000-661	CURRENT YEAR	125,324,891	125,638,587	127,033,957	68,389,153	131,632,343	4,598,386	3.6%
0001-0260-30-0-0000-662	PRIOR YEARS	3,231,724	2,191,365	1,997,665	1,482,829	1,997,665	-	0.0%
0001-0260-30-0-0000-663	SUPPLEMENT	1,839,827	1,774,247	1,844,715	-	1,852,693	7,978	0.4%
0001-0260-30-0-0000-664	SUSPENSE	-	-	1,250	-	-	(1,250)	-100.0%
***** Cost Center Total *****		130,396,442	129,604,199	130,877,587	69,871,982	135,482,701	4,605,114	3.5%
Revenue Total for Fund 0001		199,668,145	197,757,102	198,274,392	89,766,369	203,565,688	5,291,296	2.7%

SECTION 2

GENERAL GOVERNMENT:

City Council/Mayor

City Manager

Airport/Meriden Markham

City Clerk

Elections

Law

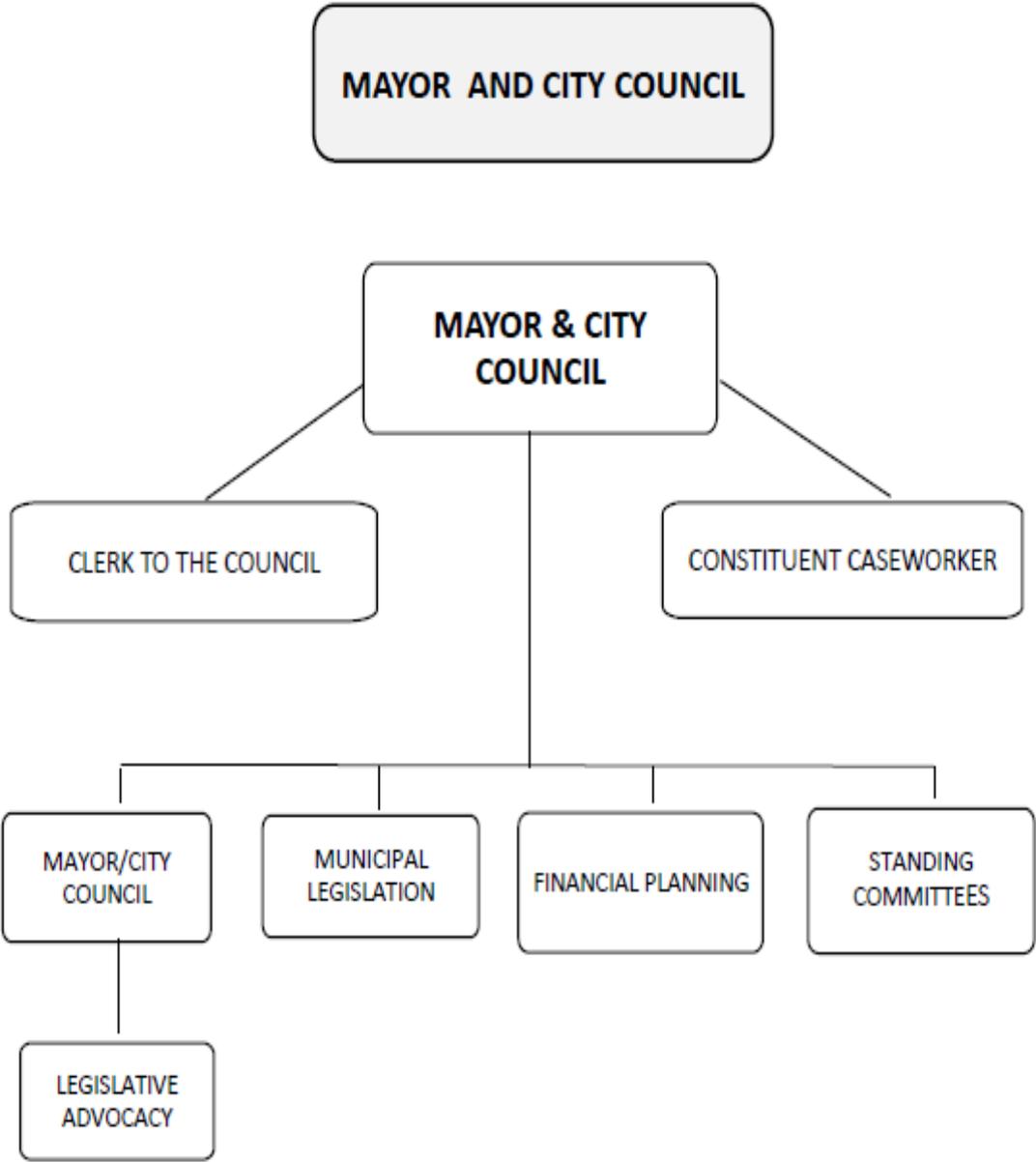
Personnel/Human Resources

Information Technology

Insurance

Benefits

General Administration



MAYOR/CITY COUNCIL

MISSION

Office of the Mayor - Elected to a two-year term of office, presides over the City Council, serves as an ex-officio member and is recognized as the City's Chief Elected Official. The Mayor may recommend or introduce proposed ordinances, resolutions, or motions to the Council, has the power to veto any ordinance, legislative resolution, or appropriation adopted by the Council and may veto the budget on a line item basis. The Mayor does not vote on Council matters except in the case of a tie (except on zoning issues). The Mayor appoints the Deputy Mayor and recommends appointments to selected boards and Commissions.

Clerk to the Mayor/City Council - This position is responsible for facilitating the smooth and efficient operation of the Office of the Mayor, the City Council, as well as various Council committees. The Clerk tracks and records all Council actions, prepares agendas, distributes agendas, reports, and other materials, and disseminates information about legislative actions to the general public. The Clerk also processes US Passport applications for citizens.

Standing Committees - There are several Council standing committees, organized by municipal functions: finance, public works, economic development, public safety, and health and human services, which conduct the majority of the Council's activities at regularly scheduled meetings. The standing committees hold public hearings, review Council referrals, and forward recommendations to the City Council for its consideration and approval. No ordinances or proposed bylaws can be approved by the Council until an appropriate Council Committee has held a public hearing on the item in question.

Municipal Legislation - The Council holds the exclusive legislative power for the City of Meriden and has the power to enact, amend, or repeal ordinances consistent with the Connecticut General Statutes and the City Charter. The Council may also create or dissolve by ordinance, boards, commissions, departments, and offices, except those required specifically by the General Statutes or the Charter. Most proposed legislation is referred to the appropriate standing committee for its review and recommendation prior to final approval. The Council is also the City's Zoning Commission.

Constituent Advocacy - This is administrative and professional work providing specialized staff assistance to the City Council and Mayor. Work involves responding to citizen inquiries and complaints, facilitating solutions and mediating between citizens and government officials, and performing other tasks as assigned by the City Council members and the Mayor.

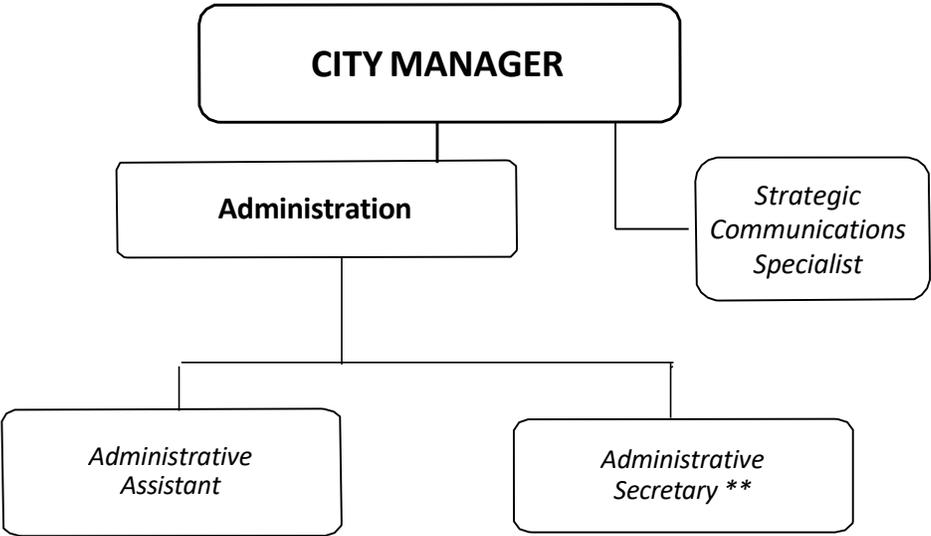
Financial Planning - The Council has the exclusive fiscal and budget-making authority of the City. It has the authority to set the charges to be made for all City services. The Council has the authority to approve capital expenditures. The Council has the power to levy taxes on real and personal property within the City to finance municipal operations.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Payroll Projection							
Program : PR815L							
7/01/21 to 6/30/22							
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
COUNCIL (0110)							
COUNCIL ELECTED	0001	0110	188	100.000		5,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		5,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		2,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		6,800.00	
COUNCIL ELECTED	0001	0110	188	100.000		2,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		4,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		2,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		7,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		2,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		5,800.00	
COUNCIL ELECTED	0001	0110	188	100.000		5,400.00	
COUNCIL ELECTED	0001	0110	188	100.000		3,400.00	
MAYOR ELECTED	0001	0110	188	100.000		16,800.00	70,400.00
CONSTITUENT CASEWORKER	0001	0110	190	100.000		51,283.00	51,283.00
CLERK TO THE CITY COUNCIL	0001	0110	196	100.000		71,841.00	71,841.00
						193,524.00	193,524.00

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
COUNCIL (0110)								
0001-0110-40-0-0000-188	ELECTED OFFICIALS	71,388	71,388	70,400	\$29,745.00	71,388	988	1.4%
0001-0110-40-0-0000-190	ADMINISTRATIVE	50,125	51,394	51,283	\$25,314.33	51,394	111	0.2%
0001-0110-40-0-0000-191	OVERTIME	9,419	10,518	7,500	\$6,058.16	7,500	-	0.0%
0001-0110-40-0-0000-196	CONTINGENCY	9,419	10,518	7,500	\$6,058.16	7,500	-	0.0%
0001-0110-40-0-0000-196	MME	70,533	72,049	71,841	\$35,860.49	72,049	208	0.3%
0001-0110-40-0-0000-386	COUNCIL OF GOVERNMENTS	20,300	20,400	20,400	\$20,200.00	20,400	-	0.0%
0001-0110-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	24,393	27,037	24,393	\$9,123.20	26,000	1,607	6.6%
0001-0110-40-0-0000-640	MEETINGS & MEMBERSHIPS	2,614	796	2,614	\$75.00	2,614	-	0.0%
***** Cost Center Total ***** Council		248,772	253,582	248,431	126,376	251,345	2,914	1.2%

CITY MANAGER



**** 10% of salary pd from CD, 90% from General Fund;
administrative support to Economic Development and Grants
Administrator**

CITY MANAGER

MISSION

The City Manager and staff are responsible for the administration of City government except Education. This includes coordination of all departmental assignments, intergovernmental relations, analysis of municipal issues, development of policy recommendations to the City Council, and preparation and oversight of the City budget. The City Manager is directly responsible to the Meriden City Council and is responsible for implementation of policies established by the Meriden City Council.

Citizen Inquiry Services: Citizen inquiries are received and processed continually throughout the year directly by the City Manager or by the staff.

SUCSESSES AND ACCOMPLISHMENTS

1. Provided steady and supportive leadership to City staff during a once in a century pandemic event.
2. Provided a budget framework that permitted City leadership to provide a zero increase in the mil rate, as well as a reduction in the mil rate in the previous fiscal year
3. Directly led the process of the hiring of a Police Chief and a Director of Planning and Enforcement, and was heavily involved in hiring a Director of Library Services.
4. Completed two important projects for the City that recur at 10 year intervals:
 - a. Census Project – Complete Count Committee
 - b. Plan of Conservation and Development
5. Completed a formalized Department Head evaluation process.

Significant On-going Projects

1. Complete transfer of 1 King Place to developer
 - a. Status: ongoing. Staff has been attempting to work with developer and COA been provided to Council
2. Determine outcome for 116 Cook Ave
 - a. Status: nothing significant to report
3. Continue Meriden Green projects
 - a. Status: ongoing. Meriden Green extension plans fully developed. Begun grant application for funding.
4. Continue Harbor Brook projects
 - a. Status: ongoing. AMTRAK Bridge project. Mill Street work begun. Planning for other components of the project continues.
5. Issuance of road bond
 - a. Status: ongoing. Resolution for \$5 million road bond approved and awaiting sale.

FUTURE GOALS AND INITIATIVES

Proposed Goals

1. Enhance communication and transparency for all stake holders to foster transparency and engagement.
2. Maintain and develop additional processes to strengthen the City fiscally and sustainably.
3. Provide programs that enhance staff morale and lead to the highest level of customer service.
4. Complete Key Projects, and Advance or Initiate New Projects as Needed.
5. Promote a safe and healthy community.
6. Develop a Strategic Plan for City Administration

EMPLOYEES:

FY 20

FY 21

FY22 Proposed

4

4

4

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
		Payroll Projection					
Program : PR815L		7/01/21 to 6/30/22					
					<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>		<u>Request</u>	<u>Total</u>
CITY MANAGER (0120)							
STRAT COMMS SPECIALIST	0001	0120	190	100.000		76,146.04	
CITY MANAGER	0001	0120	190	100.000	161,318.80	162,831.72	238,977.76
ADMINISTRATIVE ASSISTANT	0001	0120	196	100.000	72,036.86	73,041.71	
ADMINISTRATIVE	0001	0120	196	90.000	26,373.67	60,162.43	133,204.14
					259,729.332	372,181.90	372,181.90
ADMINISTRATIVE	1114	0120	190	10.00	39,560.51	6,575.45	66,737.88
					39,560.51	6,575.45	

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
CITY MANAGER (0120)								
0001-0120-40-0-0000-189	SEASONAL WORKERS	-	53,123	45,048	28,653	-	(45,048)	100.0%
0001-0120-40-0-0000-190	ADMINISTRATIVE	138,694	204,811	238,278	116,552	238,978	700	0.3%
0001-0120-40-0-0000-191	OVERTIME CONTINGENCY	856	1,231	-	949	1,000	1,000	100.0%
0001-0120-40-0-0000-196	MME	91,861	125,286	128,460	63,309	133,204	4,744	3.7%
0001-0120-40-0-0000-240	DEFERRED COMPENSATION	6,585	8,267	8,164	4,041	8,164	-	0.0%
0001-0120-40-0-0000-352	VEHICLE MAINTENANCE	3,300	4,903	6,000	2,500	6,000	-	0.0%
0001-0120-40-0-0000-390	MANAGEMENT NON UNION	-	-	25,000		40,000	15,000	60.0%
0001-0120-40-0-0000-394	RECRUITMENT	13,298	89	-		-	-	
0001-0120-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	8,020	23,201	32,500	22,203	32,500	-	0.0%
0001-0120-40-0-0000-640	MEMBERSHIP & MEETINGS	45,543	44,930	24,800	24,591	44,800	20,000	80.6%
***** Cost Center Total *****	City Manager	308,157	465,841	508,250	262,798	504,646	(3,604)	-0.7%

MERIDEN MARKHAM AIRPORT

WWW.MERIDENMARKHAM.COM

MISSION

To provide a safe and economically sound aviation environment that serves the community and promotes general aviation

SUCSESSES AND ACCOMPLISHMENTS

- Constructed 5 state of art new buildings that added 50,000 sq' of additional hangar space to replace two 75yr old buildings and increase tenant rental income
- Upgraded fuel island with an additional pump to expedite fueling in order to facilitate increased fuel demand
- Renovated mid-apron and redesigned tie-down layout to ensure further growth in charter & transient traffic
- Added led taxi lane lighting to north and mid ramps to increase safety awareness at night
- Conducted FAA wildlife study to address past & potential aircraft hazards
- Eliminated airspace obstructions in residential neighborhood via tree removal project to comply with FAA air space regulations
- Repaired and restructured culvert washout on west side of the runway
- Applied past fly-in funds to renovate terminal lobby and lounge in response to increased traffic with the community and general aviation
- Launched new user friendly Meriden Markham airport website www.meridenmarkham.com
- Maintained a high level of communication and cooperation with FAA, CAA and airport engineers to assure all FAA projects were 100% in compliance

Future goals and initiatives

- Provide best possible services and highest level of safety to tenants, visitors and pilot user groups by maintaining upkeep of all structures, grounds, ramps, taxiways and runway
- Replace runway and taxiway to also include upgraded led lighting system due to exceeded life expectancy
- To ensure safety and integrity of airport operations due to increase in tenant and project demands, an increase in part-time & ot staff hours is required

- Continually support aviation education and opportunities for youth in the community by engaging in aviation events with eaa-experimental aircraft association and cap-civil air patrol
- Increase positive airport public & community relations

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Program : PR815L		Payroll Projection					
		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
AVIATION (0181)							
CLERK	0001	0181	189	100.000			
CLERK	0001	0181	189	100.000	9,059.65	22,500.00	
CLERK	0001	0181	189	100.000			
CLERK	0001	0181	189	100.000			22,500.00
AIRPORT MANAGER	0001	0181	198	100.000		60,360.57	60,360.57
					9,059.650	82,860.57	82,860.57

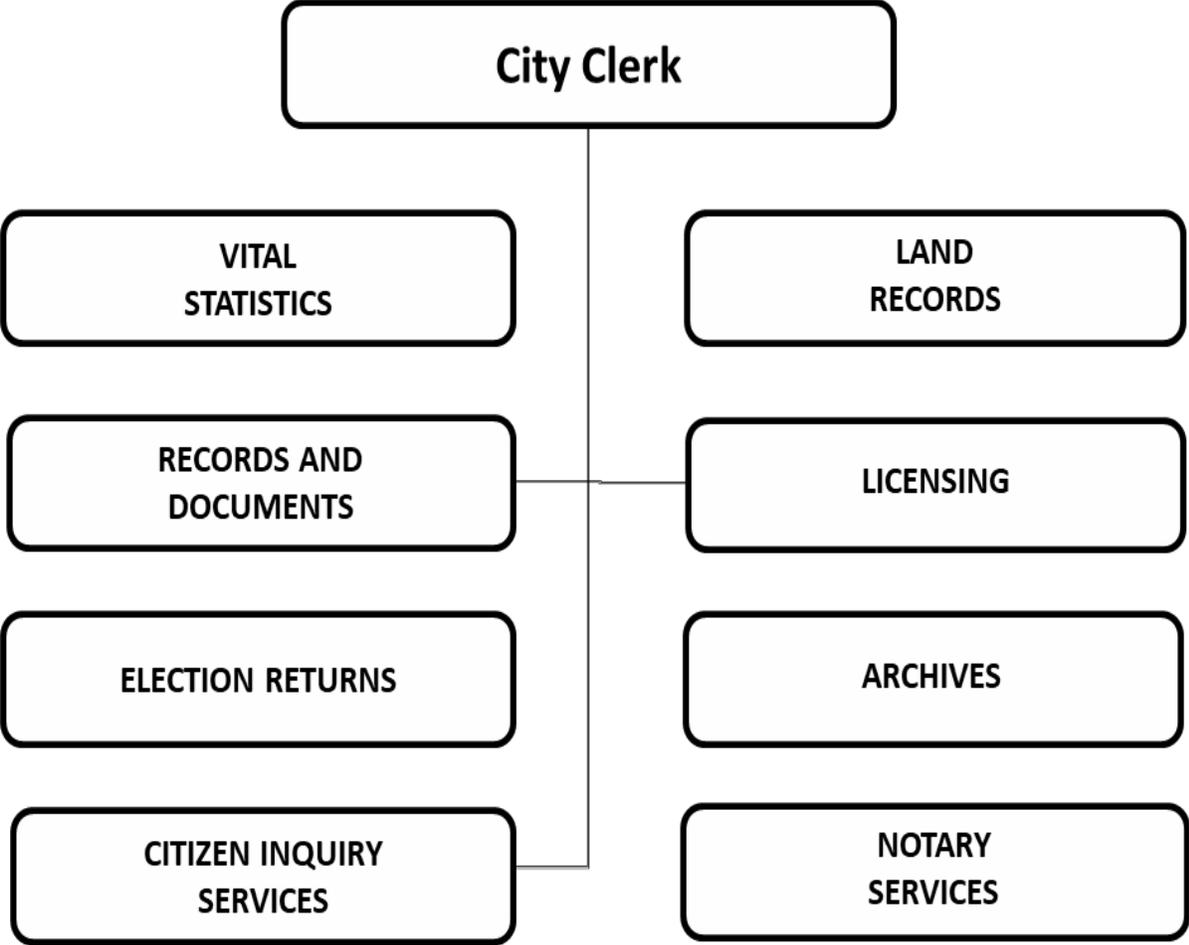
City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
AVIATION (0181)								
0001-0181-40-0-0000-189	SEASONAL WORKERS	14,011	15,112	16,800	10,931	22,500	5,700	33.9%
	OVERTIME							
0001-0181-40-0-0000-191	CONTINGENCY	1,528	1,842	1,500	1,378	2,000	500	33.3%
0001-0181-40-0-0000-198	SUPERVISORS	52,121	58,359	59,305	28,814	60,361	1,056	1.8%
	OTHER PURCHASED SERVICES	-	10,736	6,000	4,644	12,000	6,000	100.0%
0001-0181-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	3,074	4,038	4,000	1,631	5,000	1,000	25.0%
0001-0181-40-0-0000-445	AVIATION MAINTENANCE	38,446	107,816	65,000	11,688	90,000	25,000	38.5%
0001-0181-40-0-0000-449	FUEL COSTS	164,999	139,483	163,100	76,396	220,000	56,900	34.9%
0001-0181-40-0-0000-601	BANKING SERVICES	41	-		14		-	
***** Cost Center Total ***** Aviation		274,219	337,385	315,705	135,495	411,861	96,156	30.5%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATE	FY2021 ESTIMATE
TENANT-HANGAR OCCUPANCY *PENDING CONSTRUCTION	100%	100%	100%	92%*	100%* *
MAINTAIN LOWEST YET COMPETITIVE FUEL RATE IN CT WHILE SECURING	98%	95%	98%	98%	98%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
BASED AIRCRAFT:	56	58	68	75
HANGARED	24	39	46	50
TIE-DOWNS	32	29	22	25
FUEL SALES – GALLONS SOLD *W/RUNWAY REHAB SHUTDOWN	45,985	48,298	38,298	55,000 *45,000



CITY CLERK

MISSION

To serve all who come into the Clerk’s Office with prompt, friendly and professional customer service.

SUCSESSES AND ACCOMPLISHMENTS

- Completed upload of land record images and linked them with land record indexes dating from January 2, 1968 to current. Over 52 years of land records are now viewable and printable online for title search purposes

FUTURE GOALS AND INITIATIVES

- Complete online map conversion into land record system
- Automate online subscription signups and payments
- Complete the microfilming of vital records Birth, Death and Marriage 1999-2018

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1		
Payroll Projection								
Program : PR815L								
7/01/21 to								
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>	
CITY CLERK (0170)								
CITY CLERK	0001	0170	188	100.000	80,059.22	82,636.52	82,636.52	
UNCLASSIFIED ASST CITY CL	0001	0170	192	100.000	62,903.83	50,265.71	50,265.71	
ASSISTANT CITY CLERK, REG	0001	0170	196	100.000	67,842.58	68,786.86		
ASSISTANT CITY CLERK, REG	0001	0170	196	100.000	23,927.66	68,786.86		
CLERK III	0001	0170	196	100.000	52,498.35	54,429.03		
CLERK III	0001	0170	196	100.000	54,504.75	24,811.60	216,814.35	
					341,736.390	349,716.58	349,716.58	

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
CITY CLERK (0170)								
0001-0170-40-0-0000-188	ELECTED OFFICIALS	79,405	81,773	82,411	40,571	82,637	226	0.3%
	OVERTIME							
0001-0170-40-0-0000-191	CONTINGENCY	6,189	4,288	2,200	3,893	4,000	1,800	81.8%
0001-0170-40-0-0000-192	OTHER NON-UNION	11,424	49,694	49,776	24,573	50,266	490	1.0%
0001-0170-40-0-0000-196	MME	218,263	197,975	206,162	102,028	216,815	10,653	5.2%
0001-0170-40-0-0000-351	CODIFICATION	-	5,874	5,000	-	5,000	-	0.0%
0001-0170-40-0-0000-354	LAND RECORDS	39,180	41,185	45,000	26,204	50,000	5,000	11.1%
0001-0170-40-0-0000-355	VITAL STATISTICS	3,413	2,166	2,500	-	2,500	-	0.0%
	OFFICE EXPENSE & SUPPLIES							
0001-0170-40-0-0000-440		15,392	7,000	14,250	5,126	14,250	-	0.0%
0001-0170-40-0-0000-446	ELECTIONS	10,027	4,811	7,000	44,465	7,000	-	0.0%
	MEMBERSHIPS & MEETINGS							
0001-0170-40-0-0000-640		1,725	1,620	2,000	730	2,000	-	0.0%
**** Cost Center Total **** City Clerk		385,018	396,386	416,299	247,590	434,468	18,169	4.4%

REGISTRAR OF VOTERS

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Program : PR815L		Payroll Projection			7/01/21 to 6/30/22		
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
ELECTIONS (0182)							
REGISTRAR ELECTED	0001	0182	188	100.000	30,175.26	31,302.93	
REGISTRAR ELECTED	0001	0182	188	100.000	30,175.26	31,302.93	62,605.8
ASSISTANT REGISTRAR OF	0001	0182	192	100.000	23,592.86	18,865.28	
ASSISTANT REGISTRAR OF	0001	0182	192	100.000	23,592.86	20,214.48	39,079.7
					107,536.240	101,685.62	101,685.6

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
ELECTIONS (0182)								
0001-0182-40-0-0000-188	ELECTED OFFICIALS	61,327	62,842	62,606	30,653	62,606	-	0.0%
0001-0182-40-0-0000-189	SEASONAL WORKERS	4,666	4,440	5,000	218	5,000	-	100.0%
	OVERTIME							
0001-0182-40-0-0000-191	CONTINGENCY	434	-	-	1,256	-	-	0.0%
0001-0182-40-0-0000-192	OTHER NON-UNION	45,556	46,657	38,434	27,773	39,080	646	1.7%
0001-0182-40-0-0000-390	PRIMARIES	85,465	19,261	50,000	71,230	55,000	5,000	10.0%
	OFFICE EXPENSE & SUPPLIES							
0001-0182-40-0-0000-440		10,951	13,619	11,000	13,730	13,500	2,500	22.7%
0001-0182-40-0-0000-446	ELECTIONS	62,668	53,820	70,000	61,465	65,000	(5,000)	-7.1%
	MEMBERSHIPS & MEETINGS							
0001-0182-40-0-0000-640		1,415	2,011	1,000	160	1,000	-	0.0%
**** Cost Center Total **** Elections		272,482	202,650	238,040	206,484	241,186	3,146	1.3%

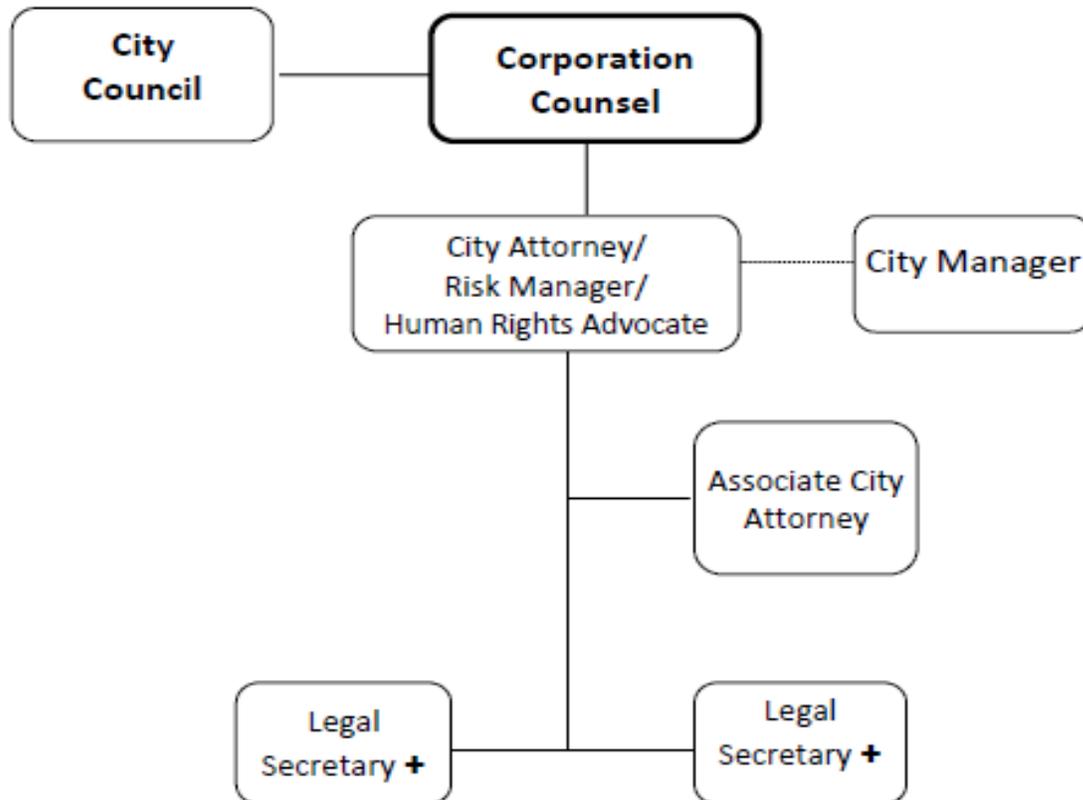
CITY CLERK PERFORMANCE MEASURES

PERFORMANCE MEASURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Revenue	1,509,574.22	1,348,778.55	1,650,000.00	1,400,000.00

CITY CLERK ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 AS OF 12/31/2020
Vitals				
Recorded Births	801	760	983	500
Recorded Deaths	675	720	898	469
Recorded Marriages	255	272	398	228
Land Records	8065	8374	7483	4371
Total Recorded Documents	9796	10984	11026	6912

LAW DEPARTMENT



+ additional responsibilities include support to risk management

LEGAL DEPARTMENT

MISSION

The mission of the Legal Department, through the office of Corporation Counsel, is to provide timely and quality legal services and legal advice to elected and appointed officials and the entire City staff. Where appropriate, the attorneys appear for and protect the City's interests in all actions, suits, and proceedings brought by or against the City or any of its departments, officers, agencies, boards, or commissions. The Corporation Counsel is the legal advisor to the City Council, the City Manager, and all City officers, boards, and commissions in all matters affecting the City and furnish written opinions of any question of law involving powers and duties. Upon request, contracts shall be reviewed and approved. The Law Department shall have the power to appeal from orders, decisions, and judgments and to compromise or settle any and all claims by or against the City.

SUCCESSSES AND ACCOMPLISHMENTS

- Appellate Courts. Briefed and argued Freedom of Information Act matter at the Connecticut Supreme Court (decision pending). Briefed and argued two ordinance matters at the Connecticut Appellate Court wherein the City prevailed.
- Assessment Appeals. Settled numerous tax assessment appeals.
- Closings. Conveyed real property to commercial ownership which added tax revenue; acquired several real properties for flood control purposes.
- Collaboration. Worked with all City departments to accomplish their respective objectives and effectively provided legal advice and services.
- Collections. Work with numerous departments to collect outstanding balances owed. Collected payments on 41 liens; tax sale effectuated to recoup delinquent taxes on eight properties; instituted foreclosure actions on liens and delinquent accounts.
- Freedom of Information. Responded to 83 FOIA requests sent to various departments and coordinated production and compliance.
- Pandemic. Navigated numerous COVID-19 related issues; monitored, analyzed, and implemented Executive Orders.

FUTURE GOALS AND INITIATIVES

- **LAW DEPARTMENT**. Handle legal matters concerning the City of Meriden in accordance with the law in a timely, efficient, and effective manner.
- 1. General Counsel. Act as the City of Meriden's law firm and advocate, having a general recognition of and direct alignment with the City's strategic objectives. Develop and promulgate best-value legal services resulting in positive outcomes for City administration. Provide as-needed legal advice and counsel to entire City; attend meetings as needed.

2. Litigation. Defend civil cases brought against the City in Federal and State courts; represent the City's interests before various state agencies in administrative appeals.
3. Litigation Management. Oversee and assist outside counsel retained for specialized matters and insurance counsel to maximize the delivery of outside legal services to obtain best value outcomes. Develop and manage positive working and tripartite relationships with external legal teams to maximize efficiency and positive results.
4. Labor/Employment. Partner with Human Resources as needed on various labor and employment matters; participate in labor/grievance proceedings; and provide and coordinate training to City staff on a wide variety of matters. Coordinate with Human Resources to review and monitor workers' compensation claims.
5. Legal Opinions. Research, draft, and issue legal opinions on municipal governance, policy issues, and legal matters in accordance with Federal and State law and the City Charter and Code in response to requests of City Council, appropriate City administration officials, and Department Heads.
6. Create Resolutions and Ordinances. Research relevant law and draft/prepare resolutions/ordinances to implement policy decisions of City Council and to update the City Code as needed.
7. Contracts. Draft, negotiate, and/or review contracts, agreements, and other legal instruments to which the City Meriden is a party.
8. Closings/Conveyances of Real Property. Prepare deeds; facilitate closings of real property for the acquisition and disposition of real property.
9. Collections. Provide legal support to City departments having responsibility for collections or obligations owed to the City such as taxes, water, and sewer use charges, liens, and damage to City property.
10. Legal Representation. Represent City officials and defend the City's interests in all aspects of litigation, including but not limited to pleadings, discovery, document production, depositions, hearings, pretrial proceedings, trials, appeals, and other matters which may arise in the scope of officials' employment with the City.
11. Freedom of Information. Serve as the centralized department for Freedom of Information Act requests. Coordinate and review responses and production under the FOIA, sensitive to performing a review of compliance which may include privileged and exempt information.
12. Legal Counsel to Boards and Commissions. Serve as legal counsel to City Council and its committees, as well as other municipal Boards and Commissions. Upon request, attend meetings and provide legal advice.
13. Law Department Administration. Continue staff training and education to strengthen, develop, and grow legal knowledge to maximize employee utilization.
- **RISK MANAGEMENT**. Service delivery and seamless alignment of Risk Management responsibilities with the Law Department and City administration team.
 1. Insurance Coverage. Obtain insurance coverage on an annual basis for all municipal operations based on loss experience.
 2. Certificates of Insurance. Review and recommend appropriate insurance coverage for external sources for activities/contracts with the City. Obtain and provide the City's certificates of insurance as necessary.
 3. Exposure Identification, Risk Control and Analysis. Develop a team approach with City officials to identify areas of risk; review and make recommendations for appropriate risk control measures while balancing demands.

4. Claim and Litigation Management. Document and track all claims and potential claims brought against the City; obtain internal resolution or submit to insurance counsel to strengthen tripartite relationship to derive optimal results for the City with minimal risk and cost.
5. Establish Municipal Risk Management Protocol and Programs. Develop and/or review risk management protocol, policies, and procedures, working in conjunction and proactively with City's insurance agencies to decrease loss exposure.
6. Risk Management through Education and Training. Recommend, coordinate, and conduct training sessions as needed to reduce potential liability of the City; prepare memoranda as needed for same; and provide for continuing risk education and professional development across City departments.
- **ADA COORDINATOR/HUMAN RIGHTS ADVOCATE**. Services are currently the responsibility of the Law Department staff; realign into other departments for FY 21-22.
 1. ADA Coordinator. In conjunction with Engineering and Facilities Management, ensure physical and programmatic accessibility to municipal facilities and programs. Provide technical legal assistance as needed for municipal projects to ensure compliance with State and Federal Law.
 2. Human Rights Advocate. The City Attorney is currently assigned as the Human Rights Advocate in the Meriden Code. The primary duty of the Human Rights Advocate is to ensure the objectivity of any investigations undertaken pursuant to the Meriden Equal Opportunities Ordinances. Liaise with the Human Rights Advisory Board; serve as a clearinghouse for information and referral source for Meriden citizens regarding human rights/legal issues on an as-needed basis.
 3. Disabilities Commission. City attorneys to serve as staff to Commission for Persons with Disabilities when such Commission has a full complement of members.
 4. Municipal Veterans' Representative. After training, serve as the municipal representative for information and resources available for Meriden Veterans.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
		Payroll Projection					
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
LEGAL (0130)							
ASSOCIATE CITY	0001	0130	190	100.000	109,898.16	105,288.42	
CITY ATTORNEY	0001	0130	190	100.000	132,044.26	121,833.87	
CORPORATION COUNSEL	0001	0130	190	100.000	29,238.89	29,159.22	256,281.51
LEGAL SECRETARY	0001	0130	196	100.000	72,036.86	66,002.36	
LEGAL SECRETARY	0001	0130	196	100.000	72,036.86	66,582.86	132,585.22
					415,255.030	388,866.73	388,866.73

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
LEGAL (0130)								
0001-0130-40-0-0000-189	SEASONAL WORKERS	3,097	1,642			-	-	100.0%
0001-0130-40-0-0000-190	ADMINISTRATIVE OVERTIME	262,419	219,839	255,396	126,254	256,282	886	0.3%
0001-0130-40-0-0000-191	CONTINGENCY	851	-			-	-	0.0%
0001-0130-40-0-0000-196	MME	127,502	118,177	124,939	61,891	132,585	7,646	6.1%
0001-0130-40-0-0000-352	VEHICLE MAINTENANCE	2,400	2,532	2,400	1,000	3,400	1,000	41.7%
0001-0130-40-0-0000-356	STREETS & SIDEWALKS	4,975	1,825	10,000	275	5,000	(5,000)	-50.0%
0001-0130-40-0-0000-357	LITIGATION/INSURANCE	650,892	324,833	375,000	53,855	375,000	-	0.0%
0001-0130-40-0-0000-358	FORECLOSURE ACTIVITIES	-	1,500	25,000	4,783	40,000	15,000	100.0%
0001-0130-40-0-0000-359	OUTSIDE COUNSEL	-	134,557	100,000	55,411	145,000	45,000	45.0%
0001-0130-40-0-0000-381	TRAINING	-	-			2,000	2,000	100.0%
0001-0130-40-0-0000-390	ASSESSMENT APPEALS FEES	59,673	20,792	35,000	5,795	35,000	-	0.0%
0001-0130-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	29,560	19,967	26,600	7,278	26,600	-	0.0%
0001-0130-40-0-0000-640	MEMBERSHIPS & MEETINGS	5,428	3,119	3,000	1,055	5,000	2,000	66.7%
***** Cost Center Total ***** Law		1,146,798	848,783	957,335	317,595	1,025,867	68,532	7.2%

ACTIVITY INDICATORS

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED
Administrative Appeals	6	4	0	3
Appellate Court Cases	4	4	7	5
Assessment Appeals	41	17	4	100
Claims Processed and Forwarded to Insurance	250	120	119	200
Closings/Conveyances of Real Property	10	10	4	20
Federal Cases	6	9	4	8
Foreclosures	9	11	6	15
Insurance Certificates	35	21	38	35
Liens Processed (Paid and Released)	69	38	41	50
Liens Recorded on Property	49	75	63	60
Mailbox Claims Processed/Paid	65	88/25	6/5	50
State Court Cases	37	39	24	33
Tax Sales/Sold	1	8	9/8	9

HUMAN RESOURCES

Director of Human
Resources

Human Resources
Specialist

Clerk III

HUMAN RESOURCES

MISSION

It is the mission of the City of Meriden Department of Human Resources to be a proactive strategic partner providing quality support and advice with integrity, responsiveness and sensitivity to all 600+ employees of the City of Meriden, CT. We are committed to providing innovative human resource solutions as well as maximizing the value of our greatest asset – our employees. Toward that end, our goal is to attract and retain exceptional employees by providing them with competitive wages, comprehensive benefits and opportunities for further training and education. The Department continues to ensure a valued work force in a safe and discrimination-free environment by maintaining compliance with employment laws and bargaining unit contracts; providing management and employee training; and developing and updating policies and procedures while reducing spending and controlling costs. The Department continues to serve as a source of information and expertise in all areas of Human Resource management in order to maintain effective, supportive and legal working environments throughout the City.

SUCSESSES AND ACCOMPLISHMENTS

- Responded to the COVID-19 pandemic by developing many new policies and procedures with the City Manager. Partnered with the Department of Health and Human Services to address countless individual employee situations. By necessity, transformed the delivery of most in-person HR services to on-line and virtual platforms.
- Reorganized the department in order to more effectively and efficiently provide HR services.
- On-boarded over 100 new full-time, part-time, seasonal and temporary employees. On-boarding includes job postings, interviews, background checks, pre-employment physicals, offers, acceptances and orientations.
- Concluded negotiations on a new multi-year health insurance agreement with the four-union Coalition: Local 740, Nurses, Local 595/MME and Dispatch.
- Continued to improved relations with City unions, City employees, City departments, City Manager, City Council, Mayor, retirees and the public.
- Achieved 100% compliance with the state of Connecticut requirement to provide sexual harassment training to all 600+ City employees.

FUTURE GOALS AND INITIATIVES

- Ensure that the Department provides cost effective, legally compliant and professional Human Resource services to the City today and in the future.
- Continue to provide necessary staff training to ensure that it maintains a high level of expertise in administering all personnel-related Department programs and policies for City employees and retirees including health insurance and pension benefits.
- Continue to improve upon relations with City unions, City employees, City departments, City Manager, City Council, Mayor, retirees and the public.
- Continue to monitor health insurance claims, including workers' compensation, against the Department's budget and look for cost-savings measures to contain such costs.
- Continue to enhance the Wellness Program in order to make it more effective in getting and keeping City employees "well" under the program's criteria.
- Submit Requests for Proposals ("RFPs") to outside vendors to ensure that the City continues to receive cost effective programs with excellent customer service that meet the needs of its employees and retirees.
- Extend the annual performance evaluation process to non-union personnel and commence discussions with the City's unions to implement it for its members.
- Update the City's policies and procedures and make them available to employees on the City's intranet along with commonly used forms and union contracts to create a convenient and quick user experience.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1		
		Payroll Projection						
Program : PR815L		7/01/21 to 6/30/22						
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>	
PERSONNEL (0150)								
DIRECTOR OF HUMAN	0001	0150	190	100.000	110,906.63	108,634.95		
PERSONNEL TECHNICIAN I	0001	0150	190	100.000	54,505.53	65,993.30	174,628.25	
CLERK III	0001	0150	196	100.000	60,565.49	45,828.20	45,828.20	
					225,977.650	220,456.45	220,456.45	
PERSONNEL TECHNICIAN I	0503	3910	***	66.666%*****		-		
HR TECH II/PENSION ASSIST	0620	0210	196	33.33	20,212.61	20,510.29		
HR TECH II/PENSION ASSIST	0621	0210	196	33.33	20,212.61	20,510.29		
HR TECH II/PENSION ASSIST	0622	0210	196	33.33	20,212.61	20,510.29		
					60,637.840	61,530.88		

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
PERSONNEL (0150)								
0001-0150-40-0-0000-189	SEASONAL WORKERS	19,618	12,026	17,703	-	3,500	(14,203)	-80.2%
0001-0150-40-0-0000-190	ADMINISTRATION	126,087	163,252	162,897	84,103	174,628	11,731	7.2%
0001-0150-40-0-0000-191	OVERTIME CONTINGENCY	-	-	-	-	-	-	0.0%
0001-0150-40-0-0000-196	MME	58,392	38,877	43,799	20,879	45,828	2,029	4.6%
0001-0150-40-0-0000-210	EAP SERVICES	9,962	4,981	4,964	9,962	9,962	4,998	100.7%
0001-0150-40-0-0000-352	VEHICLE MAINTENANCE	1,400	2,400	2,400	1,000	2,400	-	0.0%
0001-0150-40-0-0000-357	FEES	5,600	800	2,000	200	2,000	-	0.0%
0001-0150-40-0-0000-381	TRAINING	-	-	1,500	-	1,500	-	0.0%
0001-0150-40-0-0000-384	TUITION REIMBURSEMENT	19,353	30,200	15,000	2,406	20,000	5,000	33.3%
0001-0150-40-0-0000-390	PHYSICALS	698	9,392	5,000	1,088	5,000	-	0.0%
0001-0150-40-0-0000-391	ALCOHOL/DRUG TESTING	7,900	7,900	7,600	3,952	8,000	400	5.3%
0001-0150-40-0-0000-440	OFFICE EXPENSE & SUPPLY	3,747	2,762	6,000	271	4,000	(2,000)	-33.3%
0001-0150-40-0-0000-640	MEETINGS & MEMBERSHIPS	-	150	1,000	100	750	(250)	-25.0%
***** Cost Center Total *****	Human Resources	252,756	272,740	269,863	123,961	277,568	7,705	2.9%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED
Avoid arbitration in collective bargaining contracts	100%	33% (1 of 3 contracts avoided)	100% (3 of 3 contracts avoided)	100%	100% (Police, Fire, Supervisors and Local 595/MME)
Avoid OSHA complaints	100%	1 complaint (resolved)	100% (none)	100% (none)	100% (none)

ACTIVITY INDICATORS

ACTIVITY INDICATORS	Goal	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Complete sexual harassment training for all City employees in accordance with new Connecticut state law	100%	41% (254 out of 620)	60% (372 out of 620)	100%
Negotiate new collective bargaining agreements with 8 unions thereby avoiding arbitration	100%	100%	100%	100%

INFORMATION TECHNOLOGY DEPARTMENT

MISSION

The Information Technology Department's mission is to provide innovative technology solutions that supports Meriden's departments in delivering quality services to the community.

SUCSESSES AND ACCOMPLISHMENTS

- Expansion of the City mobile workforce.
- City-wide deployment of virtual meeting software/hardware.
- Expanded City switching infrastructure on a modern management platform.
- Upgraded the City Backup Disaster Recovery solution.
- Enhanced infrastructure security using several strategies.
- Migrated the City Citizens Engagement to a platform that will allow for more online services as developed in the future.

FUTURE GOALS AND INITIATIVES

- Migrate the City's Financial application system to Finance Enterprise. Use the state's Chart of Accounts allowing consistency and improved transparency.
- Continue to update Technology infrastructure on a scheduled cycle to ensure the City is current.
- Review the City's infrastructure security and make changes/upgrades as needed.
- Continue building and enhancing the City's GIS to better support the informational needs and operations of our City departments, businesses and citizens.
- Dedicate man hours to develop the Citizens Engagement software to provide more online services to the public.
- Review the City Disaster Recovery plan and make updates as needed.
- Review and update the City's Technology policy as needed.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Payroll Projection							
Program : PR815L		7/01/21 to					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
INFORMATION TECHNOLOGY (0270)							
TECHNICIAN	0001	0270	196	100.000		45,000.0	45,000.0
GIS SPECIALIST	0001	0270	198	100.000		101,863.0	
MANAGER OF IT SERVICES	0001	0270	198	100.000		121,062.3	
NETWORK SUPPORT SPECIALIS	0001	0270	198	100.000		83,699.7	
TECHNOLOGY SPECIALIST	0001	0270	198	100.000		108,498.8	415,123.9
						460,123.9	460,123.9

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
INFORMATION TECHNOLOGY (0270)								
0001-0270-40-0-0000-190	ADMINISTRATIVE	-	-				-	
0001-0270-40-0-0000-191	OVERTIME							
0001-0270-40-0-0000-196	CONTINGENCY	10,447	212	500	461	1,000	500	100.0%
0001-0270-40-0-0000-198	MME	56,258	-	-	-	45,000	45,000	100.0%
0001-0270-40-0-0000-198	SUPERVISORS	315,121	395,999	405,747	201,595	415,124	9,377	2.3%
0001-0270-40-0-0000-325	SOFTWARE LICENSES	431,837	479,360	498,521	457,895	498,827	306	0.1%
0001-0270-40-0-0000-340	COPIERS & COPY COSTS	-	-	40,533	22,280	45,000	4,467	11.0%
0001-0270-40-0-0000-350	GASOLINE	-	-	-	-	1,000	1,000	100.0%
0001-0270-40-0-0000-352	VEHICLE MAINTENANCE	-	-	-	905	1,600	1,600	100.0%
0001-0270-40-0-0000-353	TELEPHONES	130,640	134,726	155,400	63,501	155,400	-	0.0%
0001-0270-40-0-0000-381	TRAINING	15,126	9,390	25,500	3,322	15,500	(10,000)	-39.2%
0001-0270-40-0-0000-391	VIDEO SERVICES	12,600	13,426	21,000	-	14,000	(7,000)	-33.3%
0001-0270-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	6,891	8,076	7,485	1,235	7,485	-	0.0%
0001-0270-40-0-0000-500	CAPITAL EQUIPMENT	-	-	-	-	-	-	0.0%
0001-0270-40-0-0000-510	SOFTWARE	7,185	5,229	5,800	-	8,000	2,200	37.9%
0001-0270-40-0-0000-640	MEMBERSHIP & MEETINGS	3,106	649	2,750	559	6,000	3,250	118.2%
***** Cost Center Total ***** Information Technology		989,211	1,047,067	1,163,236	751,753	1,213,936	50,700	4.4%

INSURANCE

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
INSURANCE (0212)								
0001-0212-40-0-0000-460	BOILERS & MACHINERY	-	-		-		-	
0001-0212-40-0-0000-461	BONDS MONEY & SECURITIES	-	-	1,782	-	20,489	18,707	1049.8%
0001-0212-40-0-0000-462	FIRE & VANDALISM	-	-	275,229	-	361,617	86,388	31.4%
0001-0212-40-0-0000-463	LIABILITY INSURANCE	1,281,291	1,416,788	1,204,440	1,844,524	1,083,697	(120,743)	-10.0%
0001-0212-40-0-0000-469	POLICE PROFESS LIAB	-	-	166,261	-	233,482	67,221	40.4%
0001-0212-40-0-0000-470	PUB OFFICIAL LIAB	8,644	-	74,122	-	77,148	3,026	4.1%
0001-0212-40-0-0000-476	WORKERS COMP INDEMNITY PAYMENTS	2,483,318	2,654,264	2,729,264	-	2,729,264	-	0.0%
0001-0212-40-0-0000-479	WORKERS COMP EXCESS LIABILITY INS	214,282	174,859	245,146	-	259,507	14,361	5.9%
***** Cost Center Total ***** Insurance		3,987,535	4,245,911	4,696,244	1,844,524	4,765,204	68,960	1.5%

BENEFITS AND CONTINGENCY

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
BENEFITS (0213)								
0001-0213-40-0-0000-201	CITY MEDICAL BENEFITS	11,441,273	7,384,373	7,790,514	2,027,378	8,180,040	389,526	5.0%
0001-0213-40-0-0000-202	POST RETIREMENT (OPEB)	900,000	400,000	400,000	-	400,000	-	0.0%
0001-0213-40-0-0000-207	LIFE INSURANCE	115,074	137,873	115,074	68,747	140,873	25,799	22.4%
0001-0213-40-0-0000-220	LONGEVITY	70,644	43,243	45,000	38,187	41,843	(3,157)	-7.0%
0001-0213-40-0-0000-231	EMPLOYEE RETIREMENT DEFINED CONTRIB PLAN	3,709,713	5,226,905	5,226,905	2,613,453	5,539,273	312,368	6.0%
0001-0213-40-0-0000-235	EXP	393,747	689,438	742,260	429,137	742,260	-	0.0%
0001-0213-40-0-0000-236	POLICE DEFINED CONTRIB PLAN EXP	16,916	18,359	30,000	13,175	30,000	-	0.0%
0001-0213-40-0-0000-237	FIRE DEFINED CONTRIB PLAN EXP	2,896	6,665	6,477	4,850	6,477	-	0.0%
0001-0213-40-0-0000-241	UNEMPLOYMENT COMPENSATION	145,108	151,045	125,000	84,707	130,000	5,000	4.0%
0001-0213-40-0-0000-242	UNUSED SICK LEAVE	353,469	188,531	188,531	194,850	188,531	-	0.0%
0001-0213-40-0-0000-244	SOCIAL SECURITY	3,353,590	3,503,328	3,343,471	1,785,527	3,643,471	300,000	9.0%
0001-0213-40-0-0000-250	POLICE BENEFITS	1,017,603	1,250,227	1,097,330	668,995	1,250,000	152,670	13.9%
0001-0213-40-0-0000-254	POLICE RETIREMENT	4,769,583	5,025,146	5,025,146	2,512,573	5,145,146	120,000	2.4%
0001-0213-40-0-0000-260	FIRE BENEFITS	1,372,496	1,118,014	1,320,683	859,310	1,318,737	(1,946)	-0.1%
0001-0213-40-0-0000-264	FIRE RETIREMENT	3,201,799	3,514,375	3,514,735	1,757,367	3,602,735	88,000	2.5%
0001-0213-40-0-0000-277	POLICE LONGEVITY	49,600	50,050	50,050	45,050	50,050	-	0.0%
0001-0213-40-0-0000-278	FIRE LONGEVITY	40,112	37,742	37,742	39,188	37,742	-	0.0%
0001-0213-40-0-0000-282	UNIFORMS GUARDS	1,271	4,798	5,000	-	5,000	-	0.0%
***** Cost Center Total *****	Employee Benefits	30,954,894	28,750,110	29,063,918	13,142,495	30,452,178	1,388,260	4.8%

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
CONTINGENCY (0200)								
0001-0200-40-0-0000-601	CONTINGENCY	-	-	400,000	-	500,000	100,000	25.0%
***** Cost Center Total *****	Contingency	-	-	400,000	-	500,000	100,000	25.0%

GENERAL ADMINISTRATION

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
GENERAL ADMINISTRATION (0214)								
0001-0214-40-0-0000-310	TRANSIT	302,912	268,549	297,316	105,481	297,482	166	0.1%
0001-0214-40-0-0000-331	PUPIL TRANSPORTATION	919,975	870,491	549,896	145,772	364,056	(185,840)	-33.8%
0001-0214-40-0-0000-342	WATER	199,731	191,458	199,731	134,315	199,731	-	0.0%
0001-0214-40-0-0000-343	HYDRANTS	65,000	65,000	65,000	-	65,000	-	0.0%
0001-0214-40-0-0000-344	SEWERS	147,712	143,594	147,712	41,498	147,712	-	0.0%
0001-0214-40-0-0000-371	MALONEY SCHOLARSHIP	18,000	24,000	24,000	24,000	24,000	-	0.0%
0001-0214-40-0-0000-372	VETERANS ORGANIZATION	15,414	12,778	18,450	12,645	18,450	-	0.0%
0001-0214-40-0-0000-374	AMBULANCE	196,166	120,192	157,680	80,729	157,680	-	0.0%
0001-0214-40-0-0000-375	EMERGENCY MEDICAL DISPATCH/EMERGENCY	41,950	35,496	45,177	19,361	38,723	(6,454)	-14.3%
0001-0214-40-0-0000-376	NERDEN RTC DAY CAMP	40,000	40,000	40,000	40,000	40,000	-	0.0%
0001-0214-40-0-0000-388	AUDIT	69,874	72,230	77,007	41,425	77,007	-	0.0%
0001-0214-40-0-0000-395	PROBATE COURT	13,920	13,940	15,000	7,342	15,000	-	0.0%
0001-0214-40-0-0000-440	ZONING EXP & SUPPLIES & PART TIME	4,865	8,347	5,500	258	5,500	-	0.0%
0001-0214-40-0-0000-718	REPAY HOUSING AUTHORITY	11,411	-	11,411	-	11,411	-	0.0%
0001-0214-40-0-0000-719	TEXTBOOK LOAN	14,992	-	-	-	-	-	0.0%
0001-0214-40-0-0000-726	SPECIAL EVENTS & CELEBRATIONS	-	-	-	-	-	-	0.0%
0001-0214-40-0-0000-727	SOLOMON GOFFE HOUSE	-	-	-	-	-	-	0.0%
0001-0214-40-0-0000-730	CONSERVATION COMMITTEE	-	-	1,000	-	1,000	-	100.0%
0001-0214-40-0-0000-746	MERIDEN SCHOLASTIC SCHOLARSHIP FUN	27,000	28,000	30,000	23,000	30,000	-	0.0%
0001-0214-40-0-0000-748	NEIGHBORHOOD ASSOCIATIONS	3,306	3,452	3,500	-	3,500	-	0.0%
0001-0214-40-0-0000-760	TEEN SATELLITE PROGRAMS	74,375	76,250	80,000	33,125	80,000	-	0.0%
0001-0214-40-0-0000-779	PROJECT GRADUATION	-	-	1,000	-	1,000	-	0.0%
0001-0214-40-0-0000-783	LINEAR TRAIL ADVISORY COMMITTEE	962	833	1,000	-	1,000	-	0.0%
0001-0214-40-0-0000-784	GOLF SUPPORTIVE CONTRIBUTION	50,000	50,000	25,000	-	25,000	-	0.0%
0001-0214-40-0-0000-785	MMBC SUPPORTIVE CONTRIBUTION	-	71,680	56,680	-	71,680	15,000	26.5%
0001-0214-40-0-0001-726	SPECIAL EVENTS Veterans Day	2,023	-	1,500	636	1,500	-	0.0%
0001-0214-40-0-0002-726	SPECIAL EVENTS Mayor's Cleanup	764	100	1,000	-	1,000	-	0.0%
0001-0214-40-0-0003-726	SPECIAL EVENTS Memorial Day Parade	2,500	-	2,500	-	2,500	-	0.0%
0001-0214-40-0-0004-726	SPECIAL EVENTS Fly In Airport	2,000	-	-	-	-	-	0.0%
0001-0214-40-0-0005-726	SPECIAL EVENTS Puerto Rican Festival	2,000	-	-	-	-	-	0.0%
0001-0214-40-0-0006-726	SPECIAL EVENTS Miscellaneous	999	875	-	-	1,000	1,000	100.0%
0001-0214-40-0-0010-726	SPECIAL EVENTS Daffodil Festival	70,917	-	70,917	-	70,917	-	0.0%
**** Cost Center Total ****	Finance General Administr	2,298,768	2,097,266	1,927,977	709,588	1,751,849	(176,128)	-9.1%

SECTION 3

FINANCE:

Finance

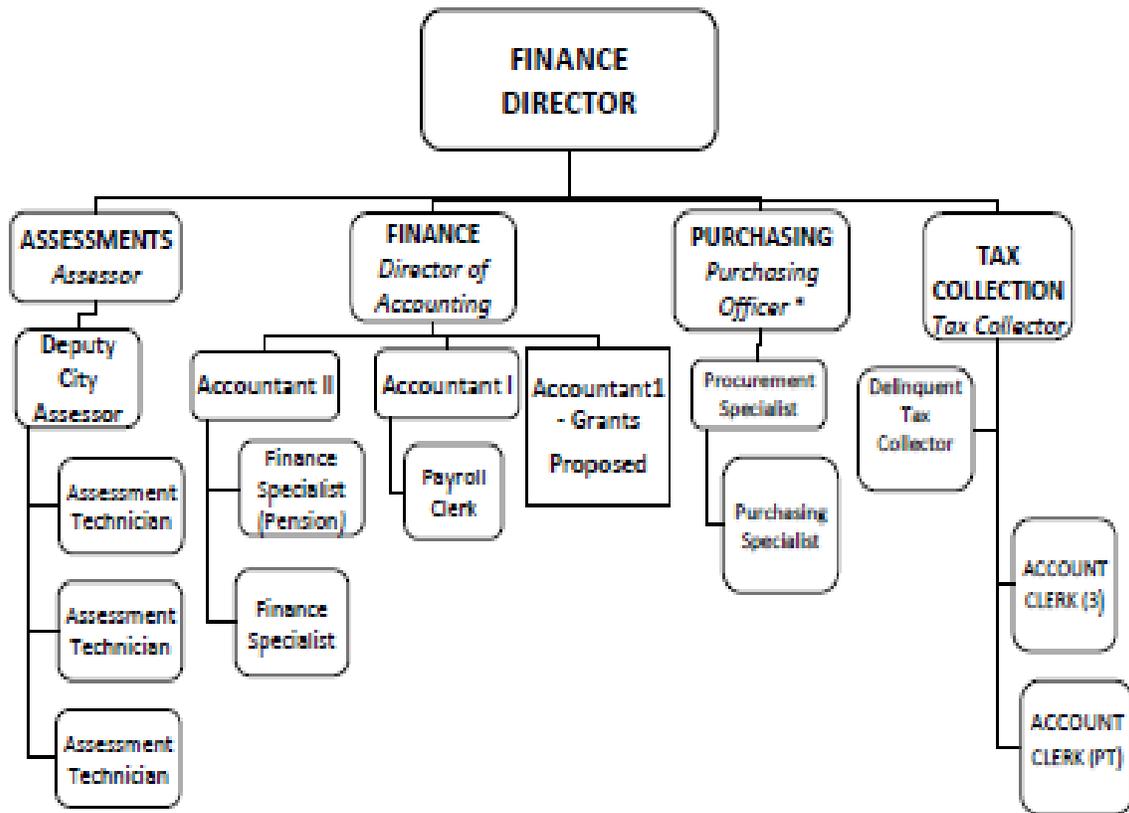
Assessor

Purchasing

Tax

Collection

FINANCE



* Administrative support to MMK

FINANCE DEPARTMENT

MISSION

It is the mission of the City of Meriden Finance Department to provide responsive, cost-effective timely support services to the City of Meriden residents, City employees, City retirees, and Meriden elected officials.

SUCSESSES AND ACCOMPLISHMENTS

- Expected to receive a Certificate of Achievement of Excellence in Financial Reporting for a seventeenth straight year for our annual Financial Statements.
- Executed on two Bond Refunding's based on historically low interest rates generating over \$2.7M of Present Value Savings.
- Implemented a Comprehensive Energy Program which including LED Lighting and Mechanical Upgrades to all City and Board of Education Buildings generating \$1.2M in savings for the City.
- Continue to revamp Finance Department procedures to account for vendor modifications requiring alternative funding and/or payment methods
- Initiated the process of collecting lease guidance information for the City to assist with compliance regarding GASB Standard # 87.

FUTURE GOALS AND INITIATIVES

- Maintain the city's strong financial condition by developing realistic budgets resulting in balanced operations.
- Maintain the city's strong oversight over financial operations through regular revenue and expenditure forecasting. Prepare quarterly forecasts of revenues, expenditures, and changes in fund balance for the general fund.
- Prepare and update the city's three-year pro forma operating budget projection in advance of the annual budget process, in order to assist the City Manager in formulating his budgetary priorities.
- Work closely with Department Heads to drive process improvement in developing the 5 Year Capital Plan and Fleet Plan.

- Enhanced Staff Training including all staff within the Assessor's Office to obtain a Connecticut Certified Municipal Assessor's Designation.
- Maintain the city's excellence in financial reporting by regularly producing timely and accurate financial reports.
- Continue to implement good financial policies including building budgetary reserves targeting a 10% Undesignated Fund Balance by 2023.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
		Payroll Projection					
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
FINANCE (0210)							
DIRECTOR OF FINANCE	0001	0210	190	100.000		135,631.15	135,631.15
FINANCE SPECIALIST	0001	0210	196	75.000		63,030.28	
FINANCE SPECIALIST	0001	0210	196	100.000		59,807.54	
PAYROLL CLERK	0001	0210	196	100.000		66,234.86	189,072.68
ACCOUNTANT	0001	0210	198	100.000		83,699.71	
ACCOUNTANT II	0001	0210	198	100.000		96,923.14	
DIRECTOR OF ACCOUNTING	0001	0210	198	100.000		110,626.29	291,249.14
						615,952.97	615,952.97
FINANCE SPECIALIST	0620	0210	196	8.33		5,163.76	
FINANCE SPECIALIST	0621	0210	196	8.33		5,163.76	
FINANCE SPECIALIST	0622	0210	196	8.34		5,163.76	
						15,491.29	

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
FINANCE (0210)								
0001-0210-40-0-0000-189	SEASONAL WORKERS	914	1,266		-		-	
0001-0210-40-0-0000-190	ADMINISTRATIVE	138,516	146,092	134,219	66,262	135,631	1,412	1.1%
	OVERTIME							
0001-0210-40-0-0000-191	CONTINGENCY	529	1,031	1,500	487	1,500	-	0.0%
0001-0210-40-0-0000-196	MME	137,600	139,845	166,108	84,283	189,073	22,965	13.8%
0001-0210-40-0-0000-198	SUPERVISORS	254,202	286,480	290,294	142,131	291,250	956	0.3%
0001-0210-40-0-0000-352	VEHICLE MAINTENANCE	2,400	2,503	2,400	1,000	2,400	-	0.0%
	OFFICE EXPENSE & SUPPLIES							
0001-0210-40-0-0000-440		26,367	27,142	27,000	7,534	27,000	-	0.0%
0001-0210-40-0-0000-601	BANKING SERVICES	49,974	33,073	59,000	5,275	50,000	(9,000)	-15.3%
	MEMBERSHIP & MEETINGS							
0001-0210-40-0-0000-640		2,072	881	4,750	777	4,750	-	0.0%
	GENERAL OFFICE SUPPLIES							
0001-0210-40-0-0000-703		-	-		8,111	-	-	0.0%
**** Cost Center Total **** Finance		612,574	638,314	685,271	315,861	701,604	16,333	2.4%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Issue timely Financial Statements with no significant deficiencies or material weaknesses	YES	YES	YES	YES	YES
Achieve a tax collection rate that meet or exceed budgeted projections	YES	YES	YES	YES	YES
Complete grand list and required state assessment reports in a timely manner	YES	YES	YES	YES	YES

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL
Purchasing Division Indicators				
Purchase Orders Issued	2,725	1,703	1,332	1,339
Bid Quotes Processed	29	19	24	11
Bids Processed	39	29	32	38

Tax Division Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Tax bills issued	77,891	77,491	77,989	77,232
Assessor Division Indicators				
Real estate accounts (taxable)	18,954	18,932	18,960	18,951
Real estate accounts (exempt)	609	616	583	571
Personal property accounts	1,894	1,879	2,016	2,076
Motor vehicle accounts	46,521	46,767	46,628	44,642
Motor vehicle supplemental accounts	10,522	9,913	10,622	8,853
Finance Division Indicators				
Accounts Payable checks issued	10,913	10,490	10,043	9,318
P-Card transactions processed	7,561	7,620	8,109	8,473
1099-MISC's issued	299	307	310	278
1095-C's issued	616	613	663	675
W-2's issued	790	780	795	737
1099-R's issued	818	840	896	907

PURCHASING

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Payroll Projection							
Program : PR815L		7/01/21 to			2020 Budget	2022 Budget	Object
Job Title	Fund	Dept	Obl	Percentage		Request	Total
PURCHASING (0250)							
PROCUREMENT SPECIALIST	0001	0250	196	100.000		60,619.0	
PURCHASING SPECIALIST	0001	0250	196	100.000		63,030.2	123,649.2
PURCHASING OFFICER	0001	0250	198	100.000		108,498.8	108,498.8
						232,148.1	232,148.1

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
PURCHASING (0250)								
0001-0250-40-0-0000-191	OVERTIME	228	2,098	500	-	500	-	0.0%
0001-0250-40-0-0000-196	MME	146,902	107,685	113,304	55,757	123,649	10,345	9.1%
0001-0250-40-0-0000-198	SUPERVISORS	124,144	101,750	102,679	52,204	108,499	5,820	5.7%
0001-0250-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	8,936	3,744	4,750	1,015	4,750	-	0.0%
0001-0250-40-0-0000-640	MEMBERSHIP & MEETINGS	712	1,122	1,500	598	2,000	500	33.3%
0001-0250-40-0-0000-702	STOREROOM	-	-	-	-	-	-	0.0%
**** Cost Center Total ****	Purchasing	280,922	216,399	222,733	109,573	239,398	16,665	7.5%

TAX COLLECTOR

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1	
Payroll Projection							
Program : PR815L							
7/01/21 to							
<u>Job Title</u>	<u>Fun</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020</u>	<u>2022 Budget</u>	<u>Object</u>
						<u>Request</u>	<u>Total</u>
COLLECTIONS (0260)							
ACCOUNT CLERK	0001	0260	196	100.000		66,847.1	
ACCOUNT CLERK	0001	0260	196	100.000		55,500.0	
ACCOUNT CLERK	0001	0260	196	100.000		63,030.2	
ACCOUNT CLERK	0001	0260	196	100.000		24,819.2	210,196.62
DELINQUENT REVENUE COLLEC	0001	0260	198	100.000		76,733.4	
TAX COLLECTOR	0001	0260	198	100.000		115,537.2	192,270.65
						402,467.2	402,467.27

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
TAX COLLECTOR (0260)								
0001-0260-40-0-0000-189	SEASONAL WORKERS	656	420	-	-	-	-	100.0%
0001-0260-40-0-0000-191	OVERTIME	1,975	3,804	4,500	1,427	4,000	(500)	-11.1%
0001-0260-40-0-0000-196	MME	179,575	184,415	201,487	79,843	210,197	8,710	4.3%
0001-0260-40-0-0000-198	SUPERVISORS	170,102	188,246	190,970	91,621	192,271	1,301	0.7%
0001-0260-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	97,215	63,012	72,000	11,502	72,000	-	0.0%
0001-0260-40-0-0000-640	MEMBERSHIP & MEETINGS	599	664	1,225		1,500	275	22.4%
**** Cost Center Total ****	Tax Collector	450,122	440,560	470,182	184,394	479,968	9,786	2.1%

TAX ASSESSOR

Prepared: 2/1/21,16:36:21					2021-2022 Budget		Page 1	
Payroll Projection								
Program : PR815L					7/01/21 to			
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020</u>	<u>2022 Budget</u>	<u>Object</u>	
						<u>Request</u>	<u>Total</u>	
ASSESSMENT (0280)								
ASSESSMENT TECHNICIAN	0001	0280	196	100.000		46,428.0		
ASSESSMENT TECHNICIAN	0001	0280	196	100.000		57,753.4		
ASSESSMENT TECHNICIAN	0001	0280	196	100.000		54,110.9	158,292.3	
CITY ASSESSOR	0001	0280	198	100.000		118,322.5		
DEPUTY ASSESSOR	0001	0280	198	100.000		81,947.7	200,270.2	
						358,562.6	358,562.6	

Prepared: 2/1/21,16:36:21					2021-2022 Budget		Page 1	
Payroll Projection								
Program : PR815L					7/01/21 to			
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020</u>	<u>2022 Budget</u>	<u>Object</u>	
						<u>Request</u>	<u>Total</u>	
ASSESSMENT APPEALS (0281)								
BOARD OF TAX RELIEF	0001	0280	189	100.000		500.0		
BOARD OF TAX RELIEF	0001	0280	189	100.000		500.0		
BOARD OF TAX RELIEF	0001	0280	189	100.000		500.0		
BOARD OF TAX RELIEF	0001	0280	189	100.000		500.0		
BOARD OF TAX RELIEF	0001	0280	189	100.000		500.0	2,500.0	
						2,500.0	2,500.0	

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
ASSESSMENT (0280)								
0001-0280-40-0-0000-189	MISC PART-TIME	2,000	2,500	2,500	-	2,500	-	100
0001-0280-40-0-0000-191	OVERTIME	17,819	7,198	2,000	2,244	2,500	500	25.0%
0001-0280-40-0-0000-196	MME	135,123	135,034	159,366	64,429	158,292	(1,074)	-0.7%
0001-0280-40-0-0000-198	SUPERVISORS	163,539	180,076	190,039	94,627	200,270	10,231	5.4%
0001-0280-40-0-0000-350	GASOLINE	159	396	400	196	500	100	25.0%
0001-0280-40-0-0000-352	VEHICLE MAINTENANCE	3	221	200	-	375	175	87.5%
0001-0280-40-0-0000-388	AUDIT	-	-	3,000	-	3,000	-	0.0%
0001-0280-40-0-0000-390	REVALUATION	7,750	17,674	-	-	-	-	0.0%
0001-0280-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	12,829	11,505	10,275	7,784	11,500	1,225	11.9%
0001-0280-40-0-0000-640	MEMBERSHIP & MEETINGS	1,578	662	9,000	1,345	9,000	-	0.0%
**** Cost Center Total **** Assessment		340,799	355,265	376,780	170,626	387,937	11,157	3.0%

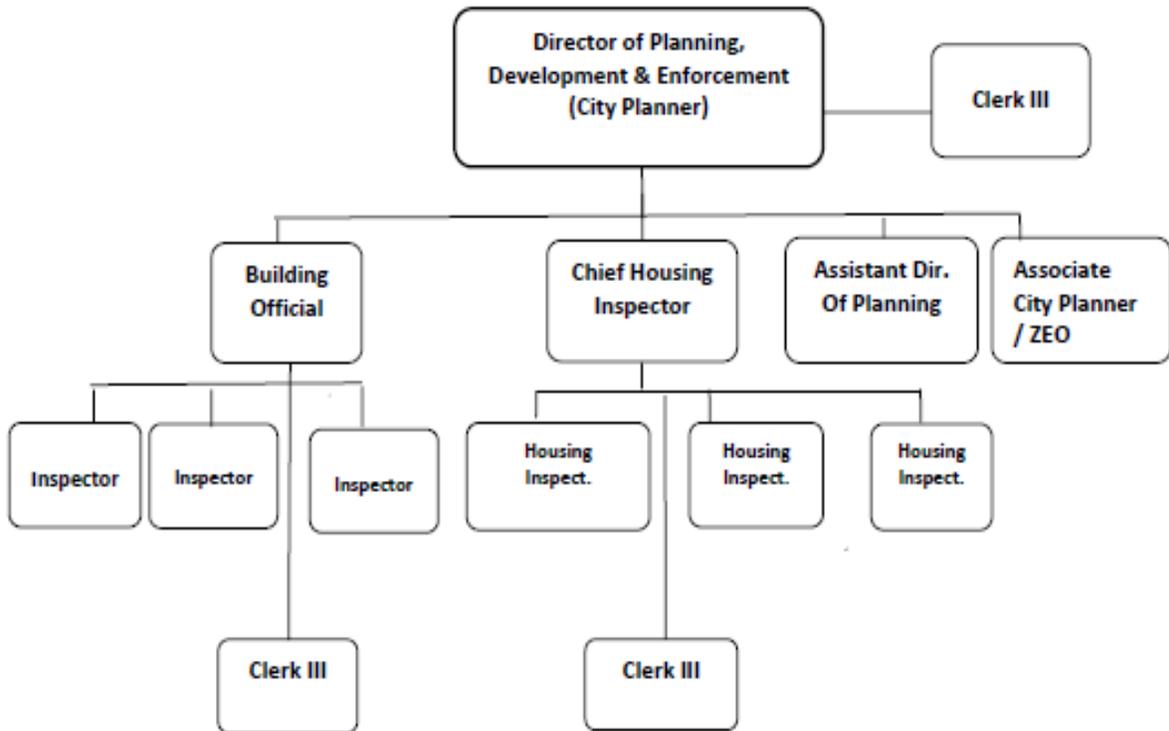
DEBT SERVICE

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
DEBT SERVICE (5211)								
0001-5211-40-5-0000-301	PRINCIPAL BONDS	10,683,300	10,687,300	9,904,300	940,000	10,430,032	525,732	5.3%
0001-5211-40-5-0000-302	INTEREST BONDS	5,400,106	4,913,882	4,442,925	2,114,865	5,237,325	794,400	17.9%
0001-5211-40-5-0000-309	BABS FEDERAL SUBSIDY	-	-	-	-	-	-	0.0%
0001-5211-40-5-0000-699	TRANSFER IN - PREMIUM	(600,000)	(1,200,000)	(1,150,000)	(1,150,000)	(700,000)	450,000	-39.1%
**** Cost Center Total **** Debt Services		15,483,406	14,401,182	13,197,225	1,904,865	14,967,357	1,770,132	13.4%

SECTION 4

DEVELOPMENT & ENFORCEMENT

DEVELOPMENT AND ENFORCEMENT



DEVELOPMENT AND ENFORCEMENT DEPARTMENT

MISSION

The Development and Enforcement Department's mission is:

- To provide outstanding planning, zoning and code enforcement services in order to ensure the highest quality of life in the City of Meriden.
- To work creatively and collaboratively to enhance the natural and built environment of the City of Meriden so that its population grows, its economy thrives, and it becomes the premier community of choice in the region

SUCSESSES AND ACCOMPLISHMENTS

- The Planning division administered a total of 97 land use applications and plan reviews in:

Planning Commission	46
Zoning Board of Appeals	43
Inland Wetlands and Watercourses Commission	8
- The Building Division issued a total of 2,141 building permits and conducted 4,253 inspections.
- Zoning Enforcement
 - Closed 139 Zoning complaints
 - Closed 141 Parking complaints (front lawn/commercial vehicles) between July and December 2020
- The Housing division has conducted 8,229 inspections and closed out 1,878 housing code and blight ordinance violation cases.
- Updated Site Plan and Special Exception components of the City Zoning Regulations.
- Proposed zoning regulations to address current and long-standing land use issues (poultry, non-conforming uses, unaccepted streets, etc.)
- Attained Bronze status for the Sustainable CT Program, which will allow Meriden organizations to take advantage of sustainable grants.
- Created FAQ sheets and instituted a new Zoning Permit with a \$25 fee for small sheds, fences, and poultry to streamline the permitting process.
- Pro-actively addressed temporary outdoor dining and updated outdoor dining regulations and permits so owners could remain open during Covid-19.

FUTURE GOALS AND INITIATIVES

- Provide guidance and support to residents, businesses and developers to encourage investment and economic growth for the City through offering a superb customer service.
- Complete and adopt an Affordable Housing Plan as mandated by the Connecticut General Statutes.
- Continue to promote and seek out additional opportunities for the professional development of our Land Use Board and Commission members.
- Continue property conditions survey (25% complete) and continue development of targeted approach to neighborhood stabilization.
- Develop increased capabilities for online public viewing of land use applications, documents, and notifications.
- Continue the implementation of POCD Action Agenda items.
- Continue comprehensive review of the City zoning and subdivision regulations and propose the revisions as appropriate.
- Work with the Communication Director to educate the public about the services of the Development and Enforcement Department.
- As a part of the Adaptive Reuse initiative, continue to work with State of CT, AIA, and various professionals on creating an incentives package for the adaptive reuse of buildings and sites within the Adaptive Reuse Overlay Zone.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Payroll Projection							
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
DEVELOPMENT & ENFORCEMENT (0510)							
DIRECTOR OF PLANNING	0001	0510	190	100.000	112,540.04	112,540.04	112,540.04
BUILDING INSPECTOR	0001	0510	196	100.000	80,706.06	85,652.11	
BUILDING INSPECTOR	0001	0510	196	100.000	85,330.29	86,765.71	
BUILDING INSPECTOR	0001	0510	196	100.000	62,868.34	78,050.86	
CHIEF HOUSING INSPECTOR	0001	0510	196	25.000	20,059.03	21,404.64	
CLERK III	0001	0510	196	100.000	47,719.54	52,031.94	
CLERK III	0001	0510	196	100.000	56,803.20	57,753.43	
CLERK III	0001	0510	196	50.000	21,817.72	28,871.71	
HOUSING INSPECTOR	0001	0510	196	25.000	13,028.26	14,909.22	
HOUSING INSPECTOR	0001	0510	196	25.000	15,630.17	16,587.72	
HOUSING INSPECTOR	0001	0510	196	25.000	15,810.77	16,790.72	458,818.06
ASSISTANT PLANNING DIRECT	0001	0510	198	100.000	101,863.03	101,863.03	
ASSOCIATE CITY PLANNER	0001	0510	198	100.000	90,872.57	97,486.29	
BUILDING OFFICIAL	0001	0510	198	100.000	101,863.03	92,028.80	291,378.12
						862,736.22	862,736.22
CHIEF HOUSING INSPECTOR	1114-0510-41-0-204			75.000	60,177.09	64,213.27	
CLERK III	1114-0510-41-0-204			50.000	21,817.72	28,871.71	
HOUSING INSPECTOR	1114-0510-41-0-204			75.000	46,890.52	49,763.15	
HOUSING INSPECTOR	1114-0510-41-0-204			75.000	39,084.77	44,727.65	
HOUSING INSPECTOR	1114-0510-41-0-204			75.000	47,432.32	50,372.15	
						215,402.41	

City of Meriden	2019	2020	City Council	2021	City	\$	% Variance	
2022 Budget	Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs	
As of Dec 31, 2020			Approved	as of 12/31/20	Rec.		CY Budget	
DEVELOPMENT & ENFORCEMENT (0510)								
0001-0510-40-0-0000-189	MISC PART TIME	-	-	8,000	10,259	8,000	-	0.0%
0001-0510-40-0-0000-190	ADMINISTRATIVE	135,933	112,786	112,541	53,500	115,000	2,459	2.2%
0001-0510-40-0-0000-191	OVERTIME	1,012	95	2,000	103	2,000	-	0.0%
0001-0510-40-0-0000-196	MME	416,653	377,069	419,774	209,236	458,818	39,044	9.3%
0001-0510-40-0-0000-198	SUPERVISORS	244,980	285,583	294,599	140,221	294,599	-	0.0%
0001-0510-40-0-0000-350	GASOLINE	2,875	3,141	2,400	1,139	3,000	600	25.0%
0001-0510-40-0-0000-352	VEHICLE MAINTENANCE	5,180	5,672	4,300	1,446	4,300	-	0.0%
0001-0510-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	17,082	16,600	16,500	4,902	17,000	500	3.0%
0001-0510-40-0-0000-640	MEMBERSHIPS & MEETINGS	5,210	2,849	4,000	1,176	6,000	2,000	50.0%
***** Cost Center Total ***** Development & enforceme		828,925	803,797	864,114	421,984	908,717	44,603	5.2%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY 2021 TO DATE
Land Use – PC	30 days	25	45	26
Land Use - ZBA	30 days	20	38	32
Land Use - TOD	15	18	5	15
Land Use - Wetlands	30	31	33	22
Land Use – Zoning Commission	30	70	65	54
Building Permit	5 days	3	3.5	4.7

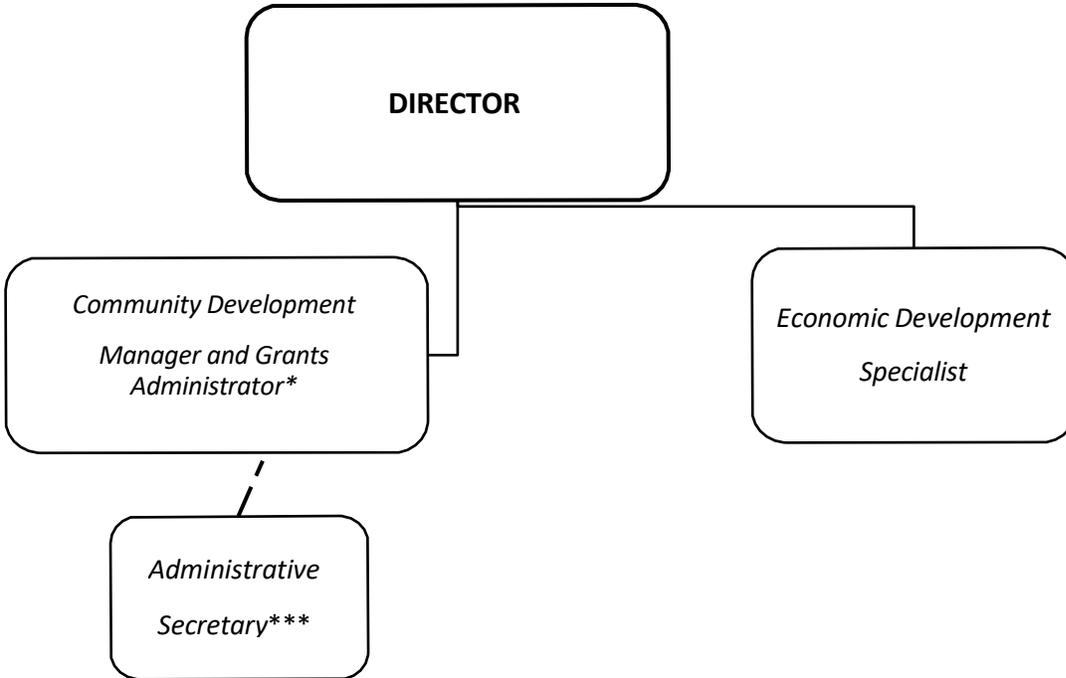
ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 YTD 7/1/20 – 1/31/21
Building permits	1995	1681	2141	1581
Building Dept. - Inspections	3812	4143	4253	1829
Housing Dept. – CofC Inspections	2524	2232	1441	2128
Housing Dept. – Inspections (total)	6924	6810	8229	5637
Planning Dept. – Land Use applications	103	110	97	39

SECTION 5

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT



* 75% of salary pd from CD, 25% from General Fund

***10% of salary pd from CD, 90% from General Fund

- Admin support

ECONOMIC DEVELOPMENT DEPARTMENT

MISSION

The mission of the Economic Development Department (EDD) is to support and foster economic growth in our tax base. Working with current and potential employers, the EDD will help create new jobs and opportunities for expansion within the Meriden community. Under the umbrella of the EDD is the Community Development Block Grant (CDBG). CDBG is federal grant used to advance community development. The EDD staff advances its mission by working on the following objectives.

- Support and champion community leaders who work to make Meriden an attractive and economically viable place to live, work and recreate.
- Collaborate with private, public and non-profit organizations that create jobs and economic activity in Meriden.
- Increase investment in Meriden by attracting new businesses across numerous economic sectors while working to retain existing businesses.
- Pursue funding for and help implement critical infrastructure improvements or other programs that are necessary to support and sustain economic growth.
- Engage in long-term planning while at the same time recognizing the short-term needs of Meriden business owners, residents and workers.
- Following the guidelines of the newly created Plan of Conservation and Development (POCD), the EDD will work with the Planning and Zoning Department to ensure that developers understand our goals and objectives for future land use.
- Engage in long-term planning while at the same time recognizing the short-term needs of Meriden business owners, residents and workers.
- Act in conjunction with State Legislators to provide guidance, service and preventives amid for covid.

SUCSESSES AND ACCOMPLISHMENTS

Marketing: We are in the sixth year of the Meriden2020 marketing campaign and the 18th year of the Meridenbiz marketing campaign. We have officially launched Discovermeriden, and continue to grow our marketing. Accomplishments in 2020 have included:

- Thousands of hours of public service announcements on Lamar billboards promoting Meriden activities in 2020, including announcements and events such as covid testing sites, eat local, win locally. The Farmers Market, Parks department activities, Meriden Public Schools Musicals, and many more non-profit events highlighting the City of Meriden.

- Creation of Discovermeriden, a community-wide calendar that will crawl all Meriden activities and events in collaboration with the Communications Director, MMBC staff, and EDD staff that will populate events throughout the 2020/2021 year.
- The economic development office will continue working with the Meriden Economic Development Corporation (MEDCO), and Making Meriden Business Center (MMBC) help raise over \$200, 000 in grants and private funds. That continues to fund MMBC's CT/ next Entrepreneur in Residence Volunteer Program.
- Continued partnership with CT Small Business Development Center (SBDC) to provide Technical Assistance to small business owners in Meriden at no cost to the City.
- Resume awards to large companies an assistance grant to locate the City of Meriden. Acknowledging, this is the first time the Meriden Manufacturing Agency has awarded this type of grant since 2016. Revisit & revise thresholds for smaller manufacturers to qualify
- Pending covid, seasonal presentations and tours to the first "Downtown Preservation and Development Conference: Co-hosted by CERC, MEDCO, CT Main Street, and MMBC. Numerous individuals representing many facets of economic development attended, in conjunction with outside stakeholders
- Launched Covid Relief Small business grant for \$5,000 on October 14, 2020

Business Development & Retention, Real Estate Development: The EDD works to foster small business developments and retention by assisting in the identification of available properties. By referring businesses to lending institutions and other partners. City staff helped numerous businesses and property owners with their real estate needs in 2020.

Economic Development and Planning Studies: The EDD undertakes economic development and planning studies to advance long-term development in Meriden. Current studies include the following:

- Lewis Ave. Soccer fields: A completed study in 2019. Continue to work with stakeholders to facilitate the process of relocating the fields
- Midstate Medical Center: Continue to work on their expansion project for a new medical building.
- Senior Center: A feasibility study to relocate Senior Center to 1 King Place has been completed. Plans on hold pending future decisions regarding property use.
- South Mountain Road, Pending covid, and numerous studies

Brownfield Redevelopment and Transit-Oriented Development (TOD): The City's EDD has been engaged in a long-term process to assess, remediate, and repurpose underutilized brownfield sites and foster transit-oriented development in Meriden's downtown. Ongoing projects include:

- 1 King Place-former Meriden Wallingford Hospital. \$4 million remediation project completed in 2019. Developer agreement extended until October 2021.
- Mills/144 Pratt Street. \$3.4 million demolition project completed. We are currently working with the State of Connecticut to close out all grants.

- 11 Crown Street/2 South Colony Street. This 31 Million Dollar project. 81-unit mixed-income development project completed 2020.
- 116 Cook Avenue. \$600,000 in site cleanup. Preferred developer agreement extended.
- 69 East Main Street. Phases I/II/III Environmental Site Assessment has been completed. Also, a supplemental Phase III Environmental Site assessment by Louriero. Future uses include open space or memorials.
- 121 Colony Street Rear. Phase I Environmental site assessment completed. Potential future parking lot. Tax lien sale closing pending in January 2019.
- Colony Street. In conjunction with MEDCO on \$600,000 Business co-working space, potentially broken down into 3 phases, future use TBD.
- 116 Cook & 77 Cooper Street, submitted for funding from DECD, future of project TBD

City-owned Property transfers through the Economic Development Task Force: The EDD provides staff support for the Economic Development Task Force, which oversees the acquisition and disposition of city, owned properties. These responsibilities are outlined in Chapter 41 of the City Code. Working with the Planning Dept. and City Legal Department, we have ensured that the correct process is followed with the disposal of city owned properties. Staff is evaluating city-owned properties for future disposal.

Incentives: The City of Meriden offers several incentive programs for businesses of all sizes. The EDD staff determines if a business is qualified for one or more of the following business incentive programs. Then will forward submissions of applicants to City Management for final approval. Additionally, renewed 2020, is the East Main Street incentive program. That expands the geographical area to encourage future development. To date, city leaders have approved two applications, and two are currently pending for West Main Street, and Colony that will reflect East Main Streets incentive plan, increasing the cities threshold of an estimated 3mil into the cities equity.

Grants: The EDD manages grants related to economic and community development in the City of Meriden. Grants being administered include:

- \$8.4 million state and federal grants for Brownfield Remediation and Reuse
- \$2,500 OPM Neglected Cemeteries Grant for West Cemetery
- \$1,053,112 HUD CDBG Year 46
- \$1.97 million FEMA 19-R & 21-R Hazardous Mitigation Grants for Water Dept. Generators
- \$2.4 million FEMA Amtrak Bridge bypass culvert approved
- \$27,690 CT DEEP Open Space Grant for watershed protection land acquisition
- \$60,145 Emergency Management Performance Grants from CT DEMHS grant open
- \$25,175 DOJ JAG Grant for crime prevention & neighborhood stabilization
- \$27,790 DOJ JAG Grant 2018 grant open
- \$28,055 DOJ JAG Grant 2019 grant open
- \$93,985 DOJ COVID Grant 2020 grant open
- **Public Health COVID Grant 2020 grant open**

FUTURE GOALS AND INITIATIVES

- *1 King Place/Former Meriden-Wallingford hospital site (city-owned)*: Manage grant funds associated with this project (\$4 million DECD, \$200,000 EPA). Project in cleanup, full completion, pending transfer of property to advance the private redevelopment of the site Executed extension to October 2021.
- *116 Cook Ave*: Transferred to the preferred developer. EDD and legal in discussion for finalized transfer documents.
- Reinstated Blight and Brownfield Committee
- *Continue Façade Improvement Program for downtown*: Continue Meriden Match program, a loan program encouraging private businesses to undertake façade improvement projects in the city. Manage grant funds associated with this project (\$140,000 CDBG funds) and ensure compliance with federal grant requirements (CDBG). Recruit ten businesses to participate in the program (\$10,000-\$20,000 per project annually). Implement a new signage program for Downtown District, utilizing the above funding. Twenty-twenty one, review small business startup grants for new business owners.
- *Making Meriden Business Center*: Promote downtown development/business development opportunities in cooperation with EDD management in collaboration with MEDCO, Midstate Chamber, and CT Main Street Center.
- Continue to develop a master plan for downtown co-working space. Grant funding will continue to be found, as this will be a possible direction for MEDCO and MMBC.
- *Advance Transit-Oriented Development (TOD) projects* previously approved by Council, including Meriden on the Green: Arrange for transfer of three development parcels at the Green to Pennrose under terms of Master Developer Agreement (extended in 2020), per Meriden's City Council.
- *Community Development Block Grant*: Administer the Community Development Block Grant program (\$1 million annual entitlement grant from HUD) and other grants supporting community and economic development goals.
- *Continue administration of City Incentive programs*: Ensure that businesses eligible for the city and state incentive programs process their applications and receive credit annually. Look to expand out incentive programs to attract and help business owners succeed.
- Expand and support further activity on the Meriden Green. The increased movement will help create and support more economic activity around the TOD.
- Future redevelopment of extensive commercial estates and site usage.
- Redevelopment of media
- South Mountain Use.
- Meridenbiz

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1		
Payroll Projection Report								
Program : PR815L		7/01/21 to				2020	2022 Budget	Object
Job Title	Fund	Dept	Obl	Percentage		Request	Total	
ECONOMIC DEVELOPMENT (0190)								
COMMUNITY DEV MGR & GRANT	0001	0190	190	30.210		25,679.00		
ECONOMIC DEVELOPMENT DIRE	0001	0190	190	90.000		97,771.46		
ECONOMIC DEVELOP SPECIALI	0001	0190	190	70.0		47,775.00	171,225.46	
						171,225.46	171,225.46	
COMMUNITY DEV MGR & GRANT	1115	0120	410	30.0		20,475.00		
COMMUNITY DEV MGR & GRANT	0159	0120	190	3.18		2,703.00		
COMMUNITY DEV MGR & GRANT	1114	0120	190	6.25		5,312.00		
COMMUNITY DEV MGR & GRANT	1113	0120	190	60.36		51,306.00		
ECONOMIC DEVELOPMENT DIRE	1114	0120	190	10.00		10,864.00		
						90,660.00		
GENERAL ADMINISTRATION (0214)								
TRANSIT ADMINISTRATOR	0001	0214	310	100.000		20,265.94	20,265.94	
						20,265.94	20,265.94	

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
ECONOMIC DEVELOPMENT (0190)								
0001-0190-40-0-0000-190	ADMINISTRATIVE	122,732	136,367	161,603	78,463	171,226	9,623	6.0%
0001-0190-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	-	5,721	5,000	2,070	5,000	-	0.0%
0001-0190-40-0-0000-441	ECONOMIC DEVELOPMENT	74,896	110,324	90,000	1	95,000	5,000	5.6%
0001-0190-40-0-0000-640	MEMBERSHIP & MEETINGS	-	3,160	5,000	3,050	6,000	1,000	20.0%
***** Cost Center Total ***** Economic Development		197,628	255,572	261,603	83,584	277,226	15,623	6.0%

ED Director	90% General Fund, 10% CDBG Admin	\$ 110,682.76	\$ 99,614.48	\$11,068.28
Grants Administrator	25% General Fund, 75% CDBG Admin	\$ 73,097.49	\$ 18,274.37	\$54,823.12
ED Specialist*	75% General Fund, 25% NPP Admin	\$ 73,000.00	\$ 54,750.00	\$18,250.00
			\$ 172,638.86	\$84,141.39

*Proposed restructure has ED Specialist taking over NPP responsibilities.
Grant Administrator will administer NPP until position is filled.

**Items included in Economic Developme

Marketing	\$ 10,000.00
Co star	\$ 5,000.00
Environmental (groundwater monitoring at 177 State St.)	\$ 25,000.00
Legal associated with development projects (1 King transfer)	\$ 25,000.00
plans and studies	\$ 30,000.00
	\$ 95,000.00

PERFORMANCE MEASURES

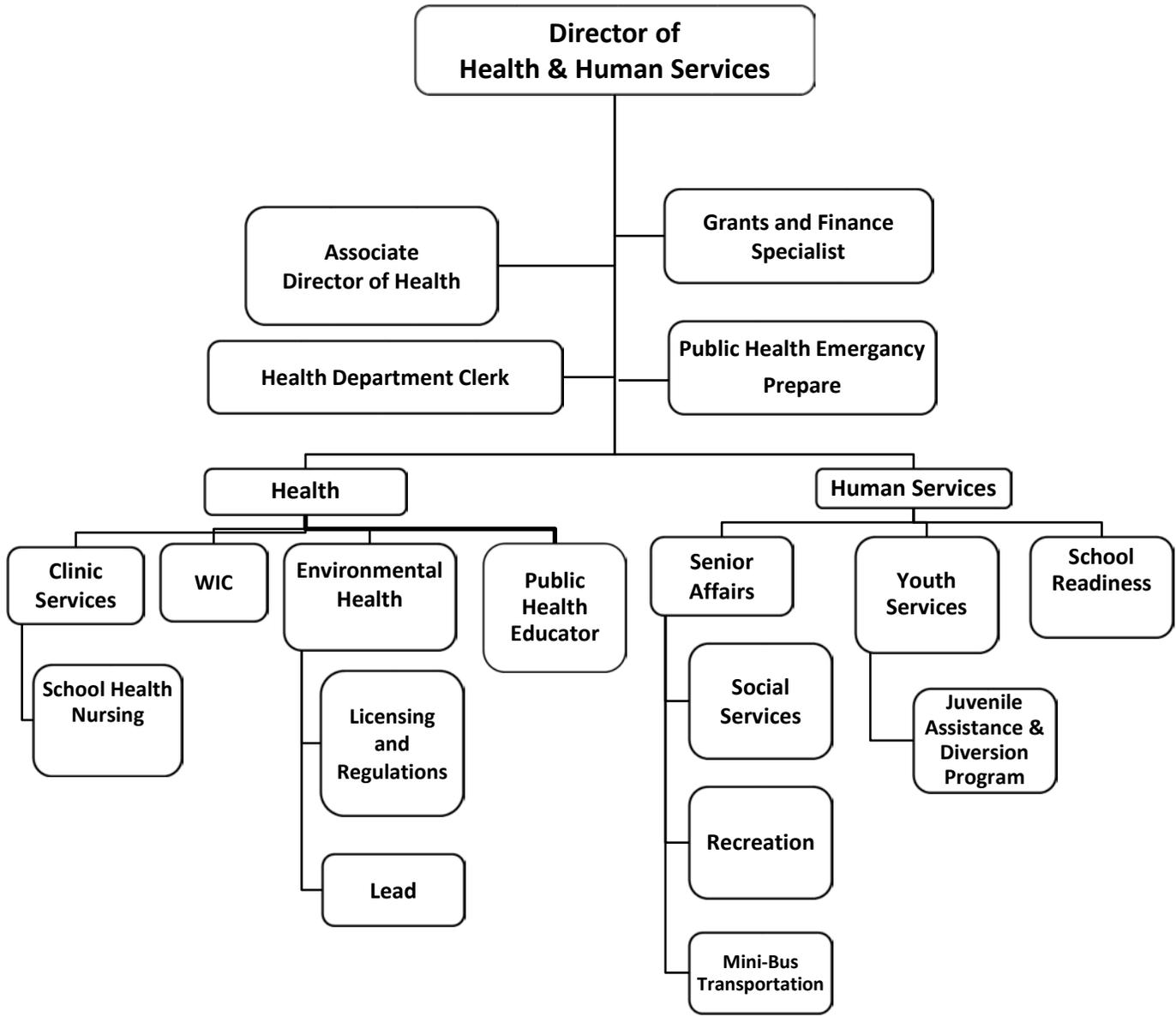
PERFORMANCE MEASURES	GOAL	FY2021 ESTIMATED	FY2022- ESTIMATED
DiscoverMeriden/Meriden2020.com/ Meridenbiz .com users	10,000	10,000	12,000
Brownfield/ Blights	3	3	3
City properties sold	20	20	20
Tax incentive programs	10	20	10
New businesses	10	20	10

SECTION 6

HEALTH

&

HUMAN SERVICES



HEALTH AND HUMAN SERVICES

MISSION

To improve the quality of life for all Meriden residents through the promotion of health, prevention of disease, and by assuring a safe and clean environment.

SUCSESSES AND ACCOMPLISHMENTS FY20

- Provided 2,300 vaccines to our community, including the seasonal flu shot.
- Held 4 car seat installation classes, providing 151 parents/caregivers with education in collaboration with Connecticut Children’s Medical Center (CCMC). Over 200 car seats were installed, all at no cost to participants.
- Conducted several programs on youth vaping, including participating in a round-table discussion with State Senator Mary Daugherty Abrams.
- Held several in person and virtual Narcan trainings for our community, and provided Narcan to participants at no cost.
- Received funding from SAMHSA for a Law Enforcement and Behavioral health Partnership for Early Diversion grant. The grant period is April 30, 2020 to April 29, 2025 and is \$330,000 per year. Our office is partnering with Rushford and the Meriden Police Department to implement this program, locally called Meriden Early Diversion, Referral, and Retention Project (MERR).
- Managed the novel COVID-19 pandemic, starting with Meriden’s first case in March 2020.
 - Stayed current in CDC guidance.
 - Wrote daily, then twice weekly updates on Meriden COVID-19 data and activities that were posted on city website.
 - Answered questions from the community, businesses, day cares, schools, regarding exposure, isolation, quarantine, testing, prevention, vaccination.
 - Per Governor Executive Order, our Department was charged with enforcing Reopen Sector Rules for public health facilities.
 - Conducted contact tracing for positive COVID cases 7 days per week. Adopted the use of the state ContaCT tracing system.
 - Distributed 3,000 KINSA thermometers at Meriden Public School summer lunch sites.
- Our Department refers residents to our Annual Report for a complete list of successes, accomplishments, and challenges faced in fiscal year 2020.

FUTURE GOALS AND INITIATIVES

- Increase marketing of the Department’s services, using the city branding policy and Public Health Accreditation Board (PHAB) standards and measures as a guide.
- Participate in a community needs assessment, develop a community health improvement plan, and develop a strategic plan for the Department.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Payroll Projection							
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
						<u>Request</u>	<u>Total</u>
HEALTH (4710)							
							-
HUMAN SERVICES DIRECTOR	0001	4710	190	100.000		117,414.24	117,414.24
PUBLIC HEALTH EDUCATOR	0001	4710	193	100.000		51,724.40	
Education Stipend	0001	4710	193	100.000		2,000.00	
Lab coat stipend	0001	4710	193	100.000		2,700.00	
Per Diem Nurse	0001	4710	193	100.000		21,000.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		56,365.00	
PUBLIC HEALTH NURSE II	0001	4710	193	100.000		91,962.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		55,096.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		63,363.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		63,835.63	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		54,391.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		44,020.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		53,140.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		62,039.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		63,835.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		53,355.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		29,068.98	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		65,031.78	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		53,355.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		63,836.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		35,489.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		30,709.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		21,109.00	

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1	
Program : PR815L		Payroll Projection					
		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		61,850.00	1,204,152.79
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		65,000.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000		39,878.00	
CLERK III	0001	4710	196	100.000		49,623.20	
COMMUNITY YOUTH SERVICE	0001	4710	196	100.000		68,786.86	
GRANT & FINANCIAL SPECIAL	0001	4710	196	100.000		85,618.57	
HEALTH AIDE I	0001	4710	196	100.000		20,609.00	
HEALTH AIDE I	0001	4710	196	100.000		20,609.00	
HEALTH AIDE I	0001	4710	196	100.000		19,138.00	
HEALTH AIDE I	0001	4710	196	100.000		15,887.00	
HEALTH AIDE I	0001	4710	196	100.000		18,836.00	
HEALTH AIDE I	0001	4710	196	100.000		16,700.00	
HEALTH AIDE I	0001	4710	196	100.000		16,023.00	
HEALTH CLERK	0001	4710	196	100.000		57,753.43	
SANITARIAN	0001	4710	196	100.000		79,090.29	
SANITARIAN	0001	4710	196	100.000		66,632.23	
SANITARIAN II	0001	4710	196	100.000		92,230.29	
SANITARIAN II	0001	4710	196	100.000		86,765.71	714,302.58
ASSOC DIR HEALTH & HUMAN	0001	4710	198	100.000		125,862.18	
ENVIRONMENTAL HEALTH	0001	4710	198	100.000		105,873.56	231,735.74
						2,267,605.34	2,267,605.34
PUBLIC HEALTH EDUCATOR	0116	4718	192	100.000		7,389.20	
HEALTH AIDE 2 BILINGUAL	0001	4710	706	100.000		48,982.00	
SCHOOL READINESS	0001	4710	706	100.000		80,850.45	
						129,832.45	

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
HEALTH (4710)								
0001-4710-40-0-0000-189	MISC. PART-TIME	-	5,160	5,160	3,000	6,000	840	
0001-4710-40-4-0000-149	CERTIFIED SALARIES	122,665	118,836	-	38,540	-	-	0.0%
0001-4710-40-4-0000-190	ADMINISTRATION	113,658	116,537	116,293	58,901	117,414	1,121	1.0%
	OVERTIME							
0001-4710-40-4-0000-191	CONTINGENCY	4,895	6,076	3,681	9,588	3,750	69	1.9%
0001-4710-40-4-0000-193	PUBLIC HEALTH NURSES	972,490	888,641	1,075,838	468,088	1,204,153	128,315	11.9%
0001-4710-40-4-0000-196	MME	624,132	616,500	707,326	340,259	714,303	6,977	1.0%
0001-4710-40-4-0000-198	SUPERVISORS	228,110	226,852	231,736	113,459	231,736	-	0.0%
0001-4710-40-4-0000-350	GASOLINE	1,668	1,541	1,400	823	1,750	350	25.0%
0001-4710-40-4-0000-352	VEHICLE MAINTENANCE	3,620	3,508	3,400	3,766	3,400	-	0.0%
	OFFICE EXPENSES & SUPPLIES							
0001-4710-40-4-0000-440	ENVIRONMENTAL SUPPLIES	8,904	7,068	9,000	3,399	9,000	-	0.0%
0001-4710-40-4-0000-474	HEALTH SUPPLIES	2,973	2,173	4,000	1,672	4,000	-	0.0%
0001-4710-40-4-0000-478	P.A. 10-217A SUPPLIES	11,438	8,496	12,500	3,401	12,500	-	0.0%
0001-4710-40-4-0000-482	LEAD PROGRAM	2,926	475	-	-	-	-	0.0%
0001-4710-40-4-0000-490	MEMBERSHIPS & MEETINGS	2,448	1,968	5,600	3,820	9,000	3,400	60.7%
0001-4710-40-4-0000-640	SPECIAL PROJECTS	2,725	2,103	4,000	1,743	4,000	-	0.0%
0001-4710-40-4-0000-706		-	-	-	14,597	-	-	0.0%
***** Cost Center Total ***** Health		2,102,651	2,005,934	2,179,934	1,065,057	2,321,006	141,072	83 6.5%

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
SOCIAL SERVICES (4720)								
0001-4720-40-4-0000-390	EVICTIONS	24,000	26,800	30,000	-	30,000	-	0.0%
0001-4720-40-4-0000-440	OFFICE EXPENSE & SUPPLIES	-	-	10,000	-	-	(10,000)	100.0%
***** Cost Center Total ***** Social Services		24,000	26,800	40,000	-	30,000	(10,000)	-25.0%

YOUTH SERVICES (4745)								
0001-4745-40-4-0000-198	SUPERVISORS	-	-		-		-	0.0%
0001-4745-40-4-0000-440	OFFICE EXPENSE & SUPPLIES	-	-		-		-	0.0%
0001-4745-40-4-0000-640	MEMBERSHIPS & MEETINGS	-	-		-		-	0.0%
***** Cost Center Total ***** Youth Services		-	-	-	-		-	0.0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED
Maintain immunization compliance rates for school vaccines	100%	100%	100%	100%	100%
Follow up with all communicable disease reports within 24 hours of receipt.	100%	n/a	100%	100%	100%
Follow up with all nuisance complaints within 48 business hours of receipt.	95%	n/a	n/a	N/a	95%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED
Vaccines Given (Adult and Child)	2,494	2543	2,345	4,000 (includes COVID-19 vaccinations)
Lead Screenings Provided	304	263	153	100
Food Service Establishment Inspections	1,177	1,005	818	850
Nuisance Complaints Addressed and Proactive Sweeps Conducted	917	939	1,056	1,200
Sick care visits in School Health offices (adults and children)	53,973	57,604	36,325*	30,000
Juvenile Review Board cases	84	82	55*	35
WIC Participants (Region 8)	3,034	3,092	3,009	3,200

* Schools closed March 13, 2020 due to COVID-19.

SENIOR CENTER

(PART OF HEALTH AND HUMAN SERVICES)

MISSION

To provide seniors in our community with a safe and welcoming space where they can gain access to information, programs and services to enhance their quality of life.

SUCSESSES AND ACCOMPLISHMENTS

- In March 2020, Due to the COVID-19 pandemic, the Senior Center closed to in-person programming and services. Staff quickly transitioned services to meet the needs of our seniors from a distance.
- Staff made major changes to medical transportation services including adjusting seating, providing masks and hand sanitizer to riders, minimizing the number of riders on the bus, and installing Plexiglas barriers around the driver.
- Through a collaboration with our meal provider, LifeBridge, staff delivered five pack-frozen meals to eligible seniors.
- Social Services installed a document drop box outside to ensure access to services during the pandemic. This was used extensively during Renters Rebate season (April to October).
- Recreation staff have provided weekly activity packets, virtual BINGO games, entertainment shows and webinars over Microsoft Teams every month. Special events included a volunteer appreciation event, a car parade, and a Veterans Day celebration.
- For the third year the Senior Center dedicated 2 half days to provide continuing education opportunities for all staff. In September 2020 trainings included blood-borne pathogens, confidentiality, and First Aid/AED training.
- The Social Services Worker hosted a holiday gift-giving event in December 2020, providing 124 member with a holiday gift donated by community members and businesses.
-

Our Department refers residents and city leadership to the Department of Health and Human Service's Annual Report for a complete list of success, accomplishments, and challenges faced in fiscal year 2020.

FUTURE GOALS AND INITIATIVES

- Conduct in a city-wide community needs assessment of our senior population.
- Increase the marketing of our Senior Center by creating bilingual marketing materials for local area agencies and senior housing sites.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21					2021-2022 Budget		Page 1	
Payroll Projection								
Program : PR815L					7/01/21 to 6/30/22			
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Request</u>	<u>Object</u>
							<u>Total</u>	
SENIOR CENTER (4730)								
RENTERS REBATE CLERK	0001	4730	192	100.000				-
CLERK III	0001	4730	196	100.000		46,498.00		
COMMUNITY SERVICES	0001	4730	196	100.000		32,795.00		
MINI BUS DISPATCHER	0001	4730	196	100.000		34,036.00		
MINI BUS DRIVER	0001	4730	196	65.700		48,472.00		
MINI BUS DRIVER	0001	4730	196	100.000		44,881.00		
MINI BUS DRIVER	0001	4730	196	100.000		41,534.00		
NUTRITION SITE WORKER 1	0001	4730	196	100.000		20,596.00		
RECREATION COORDINATOR	0001	4730	196	100.000		55,603.00		
SENIOR CENTER PROGRAM ASS	0001	4730	196	100.000		42,487.00		
SOCIAL SERVICES WRKR BILI	0001	4730	196	100.000		80,592.00		447,494.00
SENIOR AFFAIRS ADMINISTRA	0001	4730	198	100.000		101,863.03		101,863.03
						549,357.03		549,357.03
<hr/>								
MINI BUS DRIVER	Grant	4730	196	34.300		25,072.57		
						25,072.57		
<hr/>								

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
SENIOR CENTER (4730)								
0001-4730-40-4-0000-189	OTHER NON-UNION	1,775	-	-	-	-	-	
	OVERTIME							
0001-4730-40-4-0000-191	CONTINGENCY	1,675	857	1,000	12	1,750	750	75.0%
0001-4730-40-4-0000-192	OTHER NON-UNION	27,420	18,951	20,000	-	25,000	5,000	25.0%
0001-4730-40-4-0000-196	MME	301,647	362,322	418,362	175,490	447,494	29,132	7.0%
0001-4730-40-4-0000-198	SUPERVISORS	95,451	101,998	101,864	49,879	101,864	-	0.0%
0001-4730-40-4-0000-199	ELDERLY NUTRITION	5,923	12,500	8,500	205	8,000	(500)	-5.9%
0001-4730-40-4-0000-350	GASOLINE	10,874	219	8,800	3,181	9,500	700	8.0%
0001-4730-40-4-0000-352	VEHICLE MAINTENANCE	5,900	307	5,000	6,542	6,500	1,500	30.0%
	OFFICE EXPENSE &							
0001-4730-40-4-0000-440	SUPPLIES	12,049	13,987	13,000	6,946	13,000	-	0.0%
	MEETINGS &							
0001-4730-40-4-0000-640	MEMBERSHIPS	512	966	750	620	750	-	0.0%
***** Cost Center Total ***** Senior Services		463,226	512,106	577,276	242,875	613,858	36,582	6.3%

PERFORMANCE MEASURES

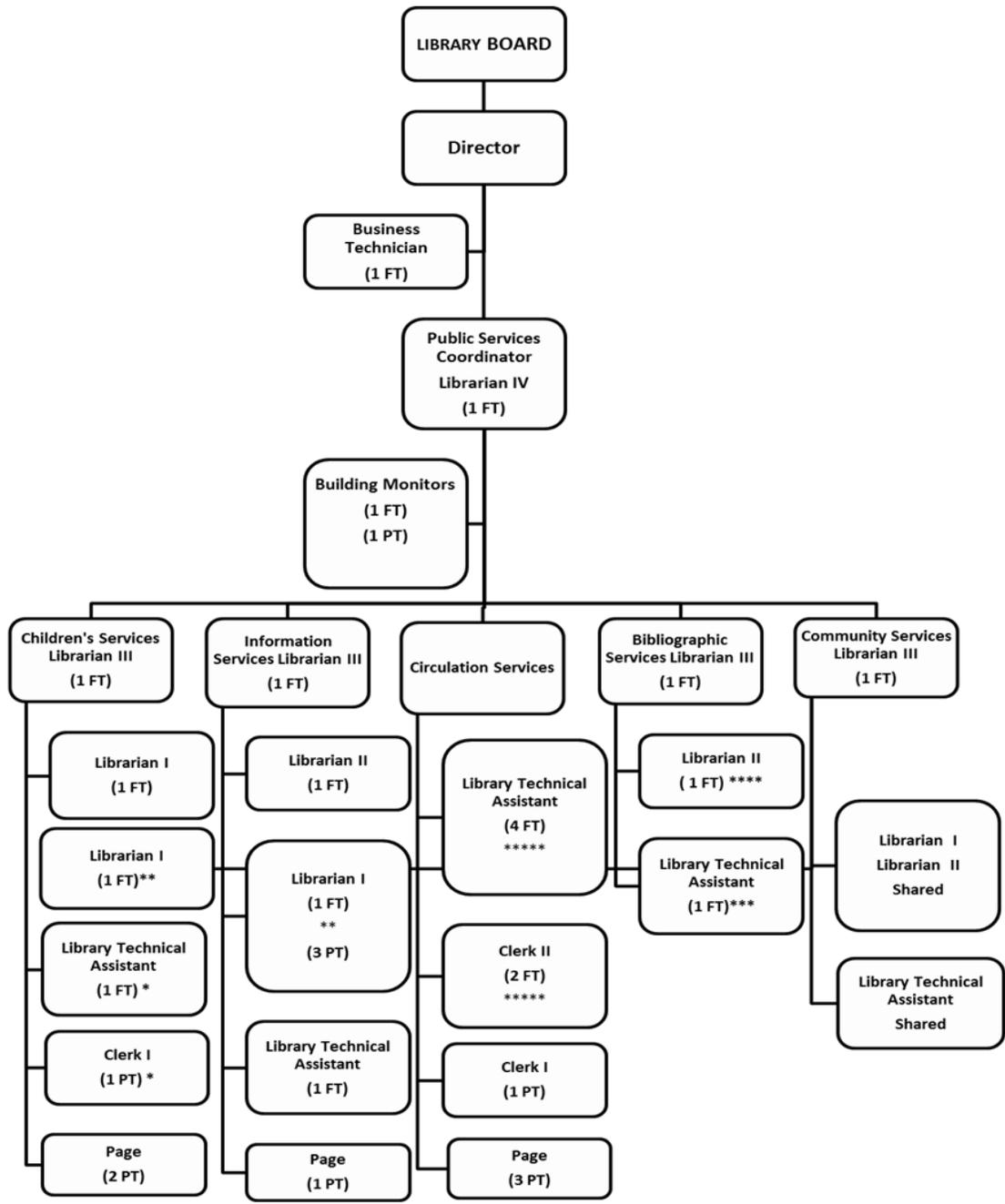
PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATE	FY2022 ESTIMATE
Increase number of volunteer hours at Senior Center.	10%	4029	2969	0%	2500

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATE	FY2022 ESTIMATE
Social Work Clients Seen	1,144	1,316	1,400	1,400
Senior Center Annual Visits (Duplicated)	20,855	14,043	0	10,000
Senior Center Meals Served	11,085	11,455	10,000	10,000
Senior Center Transportation – Rides Provided	21,826	17,401	3,200	5,000
Volunteer Hours	4,029	2969	0	2500
Renters Rebates Processed	1,307	1,190	1,300	1,300

SECTION 7

LIBRARY



LIBRARY

MISSION

The mission of the Meriden Public Library is to inspire lifelong learning, create possibilities and strengthen our community through our resources, programs, and professional assistance.

SUCSESSES AND ACCOMPLISHMENTS

- Adopted a strategic Pandemic Preparedness Plan in response to Covid-19. The plan provided assessment data that identified library-specific revised policy (personnel, service operations, code compliance, and re-opening timeline) and the reallocation of acquisitions/expenditures in accordance Post Covid-19 policy mandates issued by local, state, and federal agencies.
- Expanded access to services, such as: e-cards, deaf/blind/disabled expanded options, fine forgiveness, extended checkout limits, curbside assistance, touchless delivery service, virtual programming, touchless tax preparation assistance, and phased protective services.
- Introduced new technology resources for patron checkout or usage: laptops, hotspots, Wi-Fi, and touchless print/scan/copy/fax services).
- Meriden Public Library was awarded a grant in the amount of \$77,790.00 to support reopening efforts. We acquired technology, furniture, Personal Protective Equipment (PPE), and facility maintenance upgrades/improvements.
- The Library Renovation Committee initiated planning for the library renovation project; to include collaborative campaign with the Meriden Friends of the Library Organization, to raise funding support library expansion addition.

FUTURE GOALS AND INITIATIVES

- Develop a staffing plan and provide staff training that supports new spaces, programs, collections and hours that reflect the needs and interest of the community. This includes improvements to the website, reinstating Bookmobile service, and maintaining library hours.
- Improve marketing methods and materials to ensure the community is aware of the services and resources available to them.
- Partner with architects in planning, designing and estimating costs for renovating the library facility to accommodate the way people use the library today and into the future.
- Conducted a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis, survey polling, and review nation-wide studies to further understand the Library's current and future possibilities.
- Seek out government and/or private grant opportunities.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Program : PR815L		Payroll Projection					
		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
						<u>Request</u>	<u>Total</u>
LIBRARY (0160)							
DIRECTOR OF LIBRARY SERVI	0001	0160	190	100.000		100,549.36	100,549.36
BUSINESS OPERATIONS	0001	0160	196	100.000		79,090.29	
LIBRARY BUILDING MONITOR	0001	0160	196	100.000		22,550.74	
LIBRARY CLERK I	0001	0160	196	100.000		17,025.54	
LIBRARY CLERK I	0001	0160	196	100.000		47,684.17	
LIBRARY CLERK II	0001	0160	196	100.000		48,472.00	
LIBRARY CLERK II	0001	0160	196	100.000		47,684.57	
LIBRARY CLERK II	0001	0160	196	100.000		46,705.46	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000		-	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000		66,847.14	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000		66,847.14	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000		60,591.88	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000		-	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000		63,030.28	
SECURITY GUARD	0001	0160	196	100.000		51,972.00	618,501.21
LIBRARIAN I	0001	0160	198	100.000		35,728.28	
LIBRARIAN I	0001	0160	198	100.000		-	
LIBRARIAN I	0001	0160	198	100.000		76,733.43	
LIBRARIAN I	0001	0160	198	100.000		39,251.93	
LIBRARIAN I	0001	0160	198	100.000		75,431.98	
LIBRARIAN II	0001	0160	198	100.000		54,000.00	
LIBRARIAN II	0001	0160	198	100.000		85,607.61	
LIBRARIAN II	0001	0160	198	100.000		85,607.61	
LIBRARIAN III	0001	0160	198	100.000		85,607.61	

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Program : PR815L		Payroll Projection					
		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
						<u>Request</u>	<u>Total</u>
LIBRARIAN III	0001	0160	198	100.000		85,632.21	
LIBRARIAN III	0001	0160	198	100.000		86,799.79	
LIBRARIAN III	0001	0160	198	100.000		86,089.87	
LIBRARIAN IV	0001	0160	198	100.000		105,873.56	902,363.87
						1,621,414.44	1,621,414.44

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
LIBRARY (0160)								
0001-0160-40-0-0000-189	MISC PART-TIME	57,136	46,973	30,000	17,489	30,000	-	0.0%
0001-0160-40-0-0000-190	ADMINISTRATIVE	105,756	91,786	100,550	37,692	100,550	-	0.0%
0001-0160-40-0-0000-191	OVERTIME CONTINGENCY	1,419	1,600	2,000	1,069	2,000	-	0.0%
0001-0160-40-0-0000-196	MME	682,321	674,165	704,250	315,815	618,501	(85,749)	-12.2%
0001-0160-40-0-0000-198	SUPERVISORS	831,059	865,367	963,358	304,023	902,364	(60,994)	-6.3%
0001-0160-40-0-0000-350	GASOLINE	187	54	480	-	600	120	25.0%
0001-0160-40-0-0000-352	VEHICLE MAINTENANCE	503	100	900	800	1,500	600	66.7%
0001-0160-40-0-0000-389	SECURITY SERVICE	700	1,000	700	-	700	-	0.0%
0001-0160-40-0-0000-390	OTHER PURCHASED SERVICES	88,059	79,408	80,000	37,804	82,000	2,000	2.5%
0001-0160-40-0-0000-413	BUILDING SUPPLIES & MATERIALS	14,148	7,258	9,220	-	9,220	-	0.0%
0001-0160-40-0-0000-430	LIBRARY BOOKS & MATERIALS	156,899	185,876	167,500	78,459	160,000	(7,500)	-4.5%
0001-0160-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	23,598	28,522	24,100	11,082	24,100	-	0.0%
0001-0160-40-0-0000-640	MEMBERSHIP & MEETINGS	2,424	2,093	2,500	-	7,000	4,500	180.0%
**** Cost Center Total **** Library		1,964,209	1,984,203	2,085,558	804,234	1,938,535	(147,023)	-7.0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATE D
Bookmobile Service to average at least 30 hours on the road per month Van	1	30	0	2	30 100
Increase number of active cardholders	1	16,000	15,000	14,365	14,000
Increase attendance at Library programs	1,2	19,000	12,000	7,949	10,000

Increase borrowing to 4.0 per capita	1,2	16,000	15,000	16,057	16,000
Approve a plan with cost estimates for library renovation	3	225,000	222,000	1,000,000	7,800,000
Increase Survey Analysis	2,4	N/A	N/A	20	30
Obtain Grant Funding	5	N/A	N/A	\$77,790	750,000

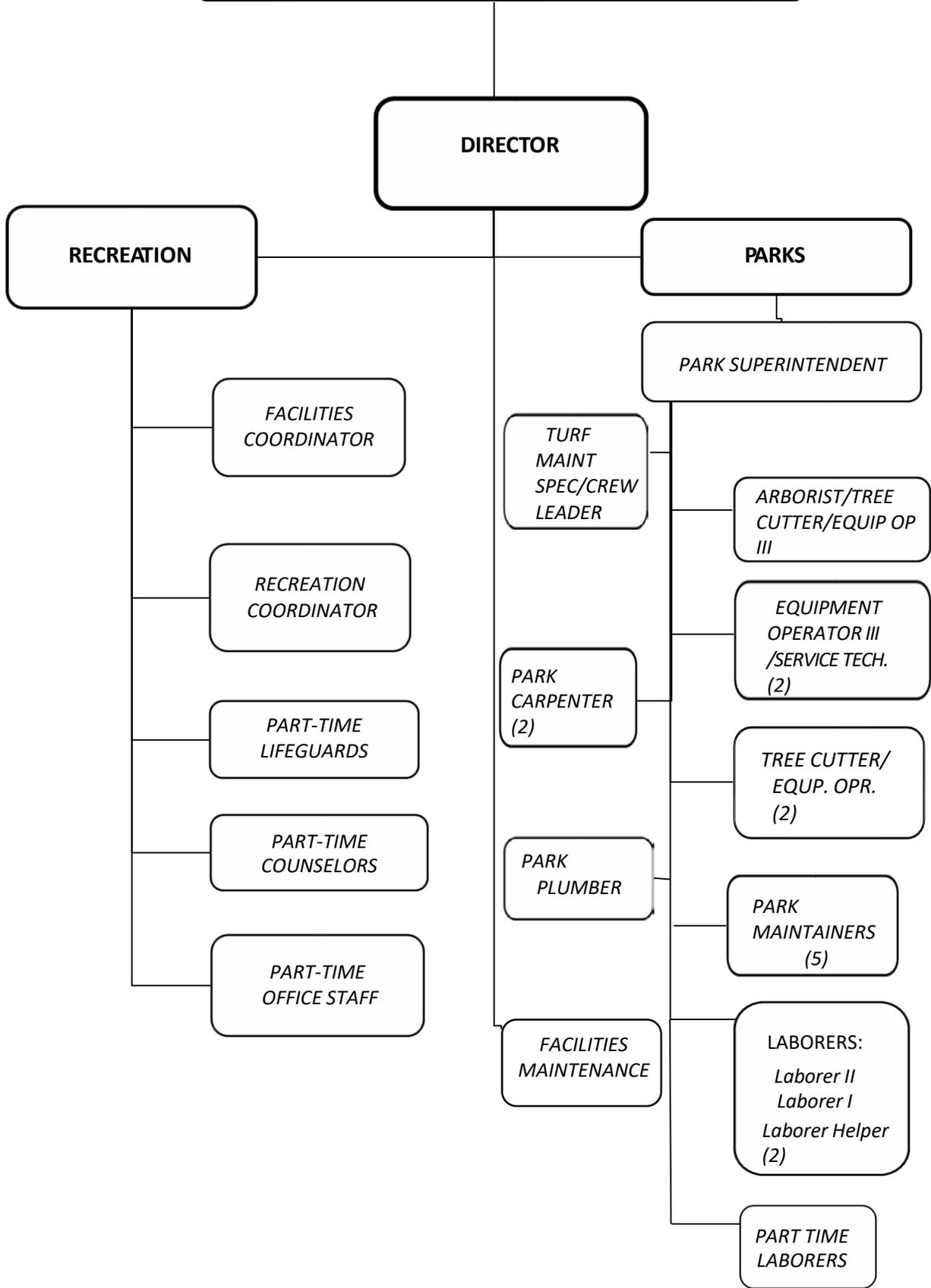
ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED
NUMBER OF ACTIVE CARDHOLDERS	16,642	15,000	14,365	14,000
LIBRARY VISITS (ATTENDANCE)	261,100	202,000	156,482	202,000
ITEMS BORROWED	225,598	222,000	184,109	200,000
DIGITAL DOWNLOADS	24,149	25,500	26,161	30,000
PROGRAM ATTENDANCE	18,668	12,000	7,949	5,775
MEETING ROOM USE OTHER THAN LIBRARY	833	800	565	650
HOURS OF PUBLIC COMPUTER USE	46,638	40,000	32,805	35,100
PERSONAL ASSISTANCE TRANSACTIONS	43,000	40,000	25,392	20,000
WEBSITE SESSIONS	54,000	55,000	214,435	214,600

SECTION 8

PARKS, RECREATION & FACILITIES

PARKS AND RECREATION



PARKS

MISSION

The Parks Division is dedicated to enhancing the quality of life for all Meriden residents through the prudent stewardship of natural resources and provision of recreational opportunities.

SUCSESSES AND ACCOMPLISHMENTS

- Refurbished the Hubbard Park gazebo, including replacing all support columns.
- Reconstructed infield “lip” areas at Ceppa Field & Nessing Field. Installed a new irrigation system at Washington Park.
- Constructed a new storage garage at the Hubbard Park Maintenance Facility yard.
- Installed new front entrance sidewalk to the Augusta Curtis Cultural Center.
- Managed an approximate 800% increase in attendance at Giuffrida Park & Hubbard Park due to the coronavirus pandemic.

FUTURE GOALS AND INITIATIVES

- Enhance Washington Park front entrance area.
- Improve the northern perimeter of Gilman Park through incorporating three recently-acquired properties on Bronson Avenue.
- Increase tree plantings throughout the city.
- Establish a turf improvement program at the Meriden Dog Park.
- Begin improving the water quality at Parks pond locations, including Mirror Lake, Baldwin Pond, & Beaver Pond.
- Finish correcting the Q-River Trail northern shoulder swale drainage issues.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1		
Payroll Projection Report								
Program : PR815L		7/01/21 to						
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>	
PARKS (0801)								
DIRECTOR OF PARKS & PUBLI	0001	0801	190	100.000	108,754.55	109,813.12	109,813.12	
ARBORIST/TREE CUTTER/EQUI	0001	0801	194	100.000	71,383.42	74,376.57		
EQUIP OPER III / SERVICE	0001	0801	194	100.000	83,815.81	85,264.00		
EQUIP OPER III / SERVICE	0001	0801	194	100.000	85,500.11	85,264.00		
LABORER I	0001	0801	194	100.000	49,273.36	50,930.28		
LABORER II	0001	0801	194	100.000	55,145.39	57,378.00		
LABORER'S HELPER	0001	0801	194	100.000	41,360.40	42,031.94		
LABORER'S HELPER	0001	0801	194	100.000	-	38,898.57		
PARK CARPENTER	0001	0801	194	100.000	73,333.29	73,333.29		
PARK CARPENTER	0001	0801	194	100.000	61,669.06	63,288.23		
PARK HIGHWAY MASON	0001	0801	194	100.000	71,028.47	71,028.47		
PARK MAINTAINER	0001	0801	194	100.000	71,028.47	71,028.47		
PARK MAINTAINER	0001	0801	194	100.000	71,028.47	71,028.47		
PARK MAINTAINER	0001	0801	194	100.000	71,028.47	71,028.47		
PARK MAINTAINER	0001	0801	194	100.000	65,554.51	70,997.71		
PARK MAINTAINER	0001	0801	194	100.000	71,028.47	71,028.47		
PARK PLUMBER	0001	0801	194	100.000	74,729.48	74,729.48		
TREE CUTTER EQUIPMENT OPE	0001	0801	194	100.000	74,729.48	74,729.48		
TURF MAINT SPEC/CREW LEAD	0001	0801	194	100.000	81,023.43	83,136.57	1,229,500.49	
PARK SUPERINTENDENT	0001	0801	198	100.000	91,674.11	96,923.14	96,923.14	
						1,436,236.75	1,436,236.75	

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
PARKS (0801)								
0001-0801-40-0-0000-500	CAPITAL EQUIPMENT	-	37,382	-	20,865		-	0.0%
0001-0801-40-3-0000-189	MISC PART-TIME	83,834	73,335	75,000	44,230	85,000	10,000	13.3%
0001-0801-40-3-0000-190	ADMINISTRATIVE	106,300	108,992	108,755	54,685	109,813	1,058	1.0%
0001-0801-40-3-0000-191	OVERTIME CONTINGENCY	67,829	68,915	61,000	28,446	66,000	5,000	8.2%
0001-0801-40-3-0000-194	PUBLIC WORKS	1,112,237	1,109,746	1,172,661	566,006	1,229,500	56,839	4.8%
0001-0801-40-3-0000-198	SUPERVISORS	92,225	88,288	91,675	45,752	96,923	5,248	5.7%
0001-0801-40-3-0000-345	PARK & REC EXPENSE & SUPPLIES	88,628	93,882	82,000	35,086	85,000	3,000	3.7%
0001-0801-40-3-0000-346	CEMETARY MAINT.	5,000	10,354	7,000	5,040	10,080	3,080	44.0%
0001-0801-40-3-0000-350	GASOLINE	49,444	45,208	36,000	19,333	45,000	9,000	25.0%
0001-0801-40-3-0000-352	VEHICLE MAINTENANCE	61,044	51,647	74,000	26,684	70,000	(4,000)	-5.4%
0001-0801-40-3-0000-485	SECURITY	-	-	-		-	-	
0001-0801-40-3-0000-640	MEETINGS & MEMBERSHIPS	2,000	2,000	2,000	300	2,000	-	0.0%
0001-0801-40-3-0000-642	DOWNTOWN	3,500	3,500	3,500	1,179	3,500	-	0.0%
0001-0801-40-3-0000-643	TREE REMOVAL & REPLACEMENT	11,361	10,000	10,000	3,437	10,000	-	0.0%
0001-0801-40-3-0000-645	Meriden Green Maintenance	30,491	29,396	30,000	4,793	30,000	-	0.0%
0001-0801-40-3-0000-646	PARKS LITTER PROGRAM					10,000		
0001-0801-40-3-0000-647	Turf Management	23,647	24,182	25,000	9,715	25,000	-	0.0%
***** Cost Center Total ***** Parks		1,737,539	1,756,828	1,778,591	865,553	1,877,816	89,225	5.0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Major field renovations	2	100%	100%	100%	100%
Major tree maintenance projects	2	100%	100%	100%	100%
% of Bulky Waste program pickups of total pickups	75%	67%	69%	52%	50%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Tree Plantings	8	58	55	70
Tree Maintenance Operations	846	964	875	925
Bulky Waste Pickups	764	725	650	525

RECREATION

MISSION

The Recreation Division is committed to providing high-quality recreational activities that positively impact health, well-being, and community spirit. Particular emphasis is paid to the betterment & celebration of the city's environment, culture, social needs, and improved overall quality of life for all residents & visitors.

SUCSESSES AND ACCOMPLISHMENTS

- Assumed day-to-day management of the Augusta Curtis Cultural Center.
- Added a new indoor winter season of exercise programs – Pilates and Yoga.
- Expanded summer/fall guided hiking program including winter hiking and snowshoeing.
- Helped coordinate new Acoustic Music Series in downtown Meriden. Hosted Connecticut singer/songwriters at several indoor and outdoor parks venues – e.g., Hubbard Park (Castle Craig), Rosa Ponselle Garden and inside the ACCC.
- Expanded the department's social media presence via Zoom & YouTube. Collaborated with the Meriden Historical Society to produce and broadcast a video webinar celebrating Castle Craig's 120th anniversary. Digitized and edited historic "Bernie Jurale Tradition Run" footage for compilation on the City of Meriden's YouTube channel.
- Installed new trail map kiosks at Hubbard Park offering an improved design to communicate trail and safety information to visitors and hikers. Updated and corrected existing Land Trust trail maps, including cleaning, marking, and blazing trails old and new.
- Collaborated with Gallery 53 to install and promote holiday art displays. Promoted the arts and parks system through contests for city children. This included coordinating the delivery of prizes for Thanksgiving and Christmas. Also held a "virtual Easter Egg Hunt" that included delivering Easter baskets to all contestants who participated.

FUTURE GOALS AND INITIATIVES

- Increase the number of fitness and outdoor programs.
- Offer CPR classes to Meriden residents.
- Offer water aerobics classes at Hubbard Park.
- Collaborate with educational programmers to offer additional specialty camps.
- Continue to expand partnerships with local businesses & non-profit agencies to increase programming and economic development opportunities.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21				2021-2022 Budget		Page 1	
				Payroll			
Program : PR815L				7/01/21 to 6/30/22			
Job Title	Fund	Dept	Obl	Percentage	2020 Budget	2022 Budget Request	Object Total
RECREATION (0802)							
FACILITIES	0001	0802	196	100.000	65,385.72	68,786.86	
RECREATION	0001	0802	196	100.000	67,657.72	68,786.86	137,573.72
						137,573.72	137,573.72

City of Meriden 2022 Budget As of Dec 31, 2020	2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
RECREATION (0802)							
0001-0802-40-3-0000-191 OVERTIME	2,992	2,258	3,000	1,347	3,000	-	0.0%
0001-0802-40-3-0000-192 OTHER NON-UNION	126,900	106,620	134,699	32,093	130,000	(4,699)	-3.5%
0001-0802-40-3-0000-196 MME	119,556	127,286	133,044	64,549	137,574	4,530	3.4%
0001-0802-40-3-0000-345 RECREATION PROGRAM EXPENSE	14,497	16,393	16,000	8,230	16,000	-	0.0%
0001-0802-40-3-0000-348 LEAGUE SUBSIDY	30,000	30,000	25,000	15,000	25,000	-	0.0%
0001-0802-40-3-0000-349 SAFETY SURFACE REPLACEMENT	4,194	4,400	4,400	2,193	4,400	-	0.0%
0001-0802-40-3-0000-440 OFFICE EXPENSE & SUPPLIES	6,572	6,678	7,000	2,500	7,000	-	0.0%
0001-0802-40-3-0000-443 FIREWORKS DISPLAY	19,425	19,525	20,000	-	20,000	-	0.0%
0001-0802-40-3-0000-640 MEETINGS & MEMBERSHIPS	2,555	2,500	2,500	1,177	2,500	-	0.0%
***** Cost Center Total ***** Recreation	326,691	315,659	345,643	127,089	345,474	(169)	0.0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Increase brand awareness by increasing following on social media: Facebook	+200/yr.	3171	3913	4163	4413
Increase brand awareness by increasing following on social media: Instagram	+200/yr.	495	1009	1300	1500

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY 20 19	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Group Fitness Classes	10	45	55	65
Guided Hikes	8	14	20	30
Indoor/Outdoor Pool Tags Sold	1318	1129	1400	1500
Indoor Recreational Swim Participant Check In (October – December)	156	170	190	200
Outdoor Recreational Swim Participant Check In (June – September)	3173	1931	3500	3700

FACILITIES

MISSION

It is the primary function of the Facilities Division to provide a clean & safe environment for citizens & employees utilizing City-owned property. The division oversees all custodians & trade vendors and provides support maintenance staff for other departments as required.

SUCSESSES AND ACCOMPLISHMENTS

- Continued savings through negotiating labor rates, materials selection, and more projects being completed in-house by department staff.
- Restructured all office public interaction areas to comply coronavirus pandemic-related distancing requirements.
- Facilitated the Recreation Division's operation of the Augusta Curtis Cultural Center.
- Coordinated LED-lighting improvements to the Animal Shelter, Library, & Senior Center to help reduce energy usage.
- Oversaw the City Hall Clock Tower refurbishment project and installation of new boiler at Engine 2.
- Made interior room improvements at Animal Shelter, City Hall, and Senior Center.

FUTURE GOALS AND INITIATIVES

- Continue negotiating labor rates and contracts to ensure the City is receiving the best ROI for funds spent.
- Continue to upgrade HVAC system to achieve a 90%-plus AFUE rating.
- Continue to upgrade plumbing fixtures to low-GPM models to save on water consumption.
- Refurbish the exterior City Hall main entrance area through door, step, drainage, & monument improvements.
- Continue reshaping the workforce to have greater maintenance capability.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21					2021-2022 Budget		Page 1	
Program : PR815L					Payroll		7/01/21 to 6/30/22	
Job Title	Fund	Dept	Obl	Percentage	2020 Budget	2022 Budget Request	Object Total	
BUILDING MAINTENANCE AND TECH (3360)								
BUILDING CUSTODIAN I	0001	3360	194	100.000	49,908.30	51,350.28		
BUILDING CUSTODIAN I	0001	3360	194	100.000	53,010.95	54,416.28		
BUILDING CUSTODIAN I	0001	3360	194	100.000	60,878.37	63,885.43		
BUILDING CUSTODIAN I	0001	3360	194	100.000	60,878.37	60,878.37		
BUILDING CUSTODIAN I	0001	3360	194	100.000	49,978.06	50,690.28		
BUILDING CUSTODIAN I	0001	3360	194	100.000	47,536.99	50,690.28		
BUILDING CUSTODIAN I	0001	3360	194	100.000	60,715.14	60,878.37		
BUILDING CUSTODIAN I	0001	3360	194	100.000	59,358.54	49,063.00		
BUILDING CUSTODIAN II	0001	3360	194	100.000	64,069.67	63,885.43		505,737.73
CUSTODIAL	0001	3360	198	100.000	93,363.23	93,363.23		93,363.23
						599,100.96		599,100.96

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
BUILDING MAINTENANCE (3360)								
0001-3360-40-3-0000-189	MISC PART-TIME	32,589	15,657	-	5,472	-	-	0.0%
0001-3360-40-3-0000-190	ADMINISTRATIVE	-	-	-	-	-	-	
	OVERTIME							
0001-3360-40-3-0000-191	CONTINGENCY	46,889	53,114	45,000	20,424	50,000	5,000	11.1%
0001-3360-40-3-0000-194	PUBLIC WORKS	395,947	427,607	447,140	235,926	505,738	58,598	13.1%
0001-3360-40-3-0000-198	SUPERVISORS	90,541	93,171	93,364	45,790	93,364	-	0.0%
0001-3360-40-3-0000-350	GASOLINE	1,623	1,934	1,200	800	2,000	800	66.7%
0001-3360-40-3-0000-352	VEHICLE MAINTENANCE	1,453	412	2,500	302	2,500	-	0.0%
0001-3360-40-3-0000-412	REPAIRS & UPGRADES	304,169	335,710	295,000	190,529	310,000	15,000	5.1%
	MAINTENANCE							
0001-3360-40-3-0000-413	SUPPLIES	35,743	49,477	40,000	17,401	45,000	5,000	12.5%
0001-3360-40-3-0000-414	HEAT ENERGY LIGHTS	1,244,905	1,132,649	1,030,000	437,172	1,030,000	-	0.0%
***** Cost Center Total ***** Building Maintenance		2,153,858	2,109,731	1,954,204	953,818	2,038,602	84,398	4.3%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY20212 ESTIMATED
Modernize/update office areas	4	N/A	4	5	5
Major updates through painting and/or floor replacement	2	N/A	2	2	2
Perform previously outsourced operations/projects by in-house staff	50%	N/A	20%	25%	28%

ACTIVITY INDICATORS

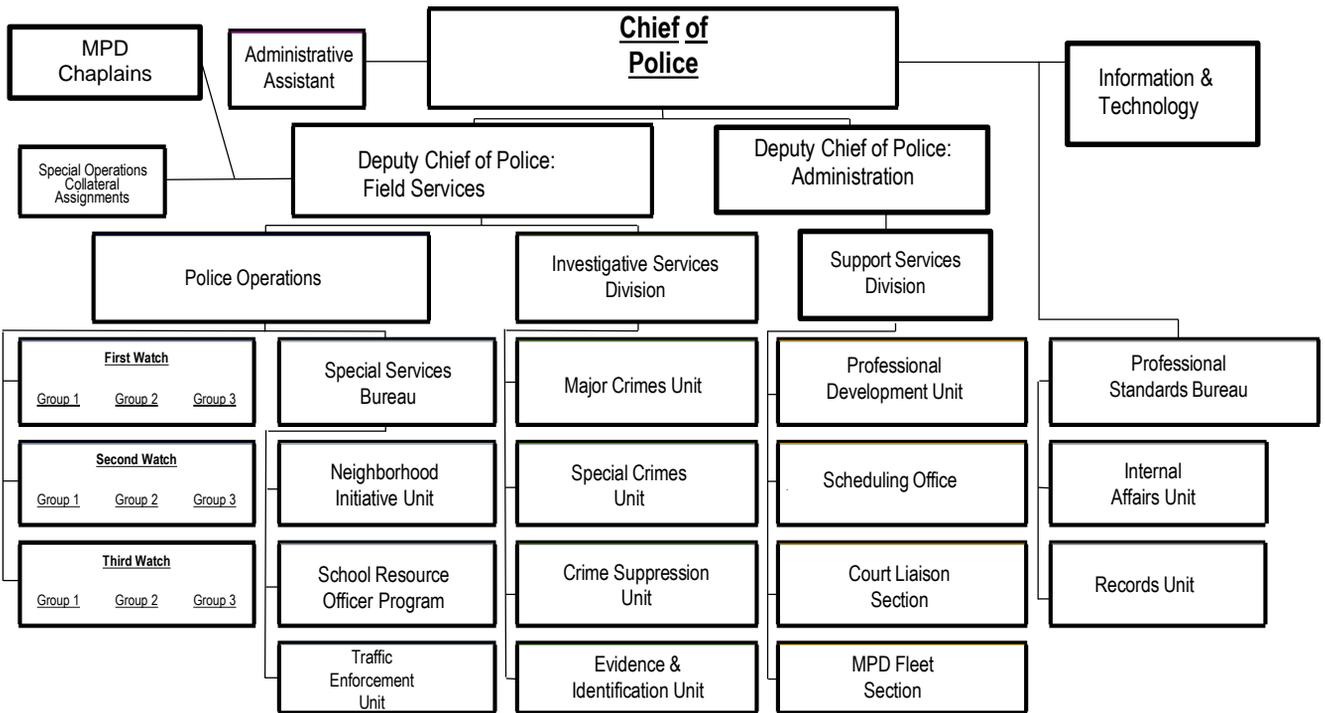
ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2021 ESTIMATED
Employee trainings	1	4	2	5

SECTION 9

PUBLIC SAFETY:

**POLICE
FIRE
EMERGENCY
TELECOMMUNICATIONS**

Police Department



MERIDEN POLICE DEPARTMENT

MISSION

The mission of the Meriden Police Department is to protect life, safeguard property, and enforce the law in an ethical, compassionate, and constitutional manner while using procedural justice to promote fairness, transparency, giving the community a voice and remaining impartial. The Meriden Police Department will utilize 21st Century Policing concepts to provide community based and problem-solving services in an effort to reduce crime, the fear of crime, ensure the safety of our community, enhance the quality of life, and build trust and partnership with our community.

SUCSESSES AND ACCOMPLISHMENTS

- The Police Department completed 152 years of service to the City of Meriden.
- Tier II level Accreditation with the State of Connecticut was confirmed through our compliance review. Tier II Accreditation encompasses the Professional and Liability level certifications covering 206 state standards of modern policing.
- Continued excellent recruiting efforts by the department's training and internal affairs division. We are working towards increasing diversity and a compliment of a full staff. Since July 2020, we have completed two hiring phases and are in the process of completing a review for hiring a few certified officers. During the 2021 fiscal year, our agency has hired 8 new officers:
 - Three (3) Black Males (37.5%)
 - Two (2) Hispanic Males (25%) – (1 speaks Spanish & both are local residents)
 - One (1) Hispanic Female (12.5%) – Also speaks Spanish & Portuguese
 - Two (2) White Females (25%)
 - Note: 2 of the 8 are Meriden residents & 1 was a Meriden Police Service Tech (PST). 4 have Bachelor degrees, 2 will attain their degrees in the summer of 2021, 1 holds an associate's degree, & 1 is working towards a degree.
- Implemented the National Incident-Based Reporting System (NIBRS), which is a new and improved way to report crime to the Federal Government. This system replaces the Uniformed Crime Reporting System currently in place and is required by the FBI. All staff completed NIBRS training and the department is now in compliance.
- Currently implementing a parking program plan for downtown parking consisting of a parking app/website to register and pay to park.
- Partnered with Federal Law Enforcement Agencies to address the increase of gun violence and violent crime within the City. Our specific partnerships are with the U.S. Postal Service, Drug Enforcement Agency (DEA), Federal Bureau of Investigations

(FBI), and U.S. Marshal's Office. Each of these agencies have provided resources to our local and federal level investigations. The following are some examples of the benefits:

- Apprehension of fugitives (Wanted individuals for felony offenses)
 - Short term and long term Narcotics investigations (High level traffickers)
 - Firearms related investigations
 - Gang Activity Investigations
 - Violent Crime Investigations
 - Investigative Resources
 - Federal Asset Forfeiture Seizure
- We have implemented new AXON Body Worn Cameras (BWC), In-Car Cameras and Tasers. This was an effort to maintain compliance with the police accountability bill and replace worn and outdated equipment.
 - AXON camera program includes:
 - AXON III Body Camera with features:
 - GPS location services
 - Shot recognition turn on feature
 - Improved sound and video quality
 - Greater durability
 - AXON Fleet Program
 - Install and activation of in-car (cruiser) cameras
 - When fleet is activated, it automatically turns on BWC
 - Activates with lights and siren
 - New feature - rear facing camera to monitor prisoner compartment (Audio/Video)
 - AXON interview cameras
 - Continuing service
 - Added two (2) covert cameras in the interview room
 - AXON Taser 7
 - New close quarter and long distance cartridges to maximize effectiveness
 - Previous model (X2) shelf life of 5 years was expiring
 - AXON Drone
 - Continuing service that is multi-functional for Police and Fire
 - In the last six (6) months, the Meriden Police Department has successfully arrested approximately 33 individuals involved with violent crime and/or firearms related offenses. In the same period, we have also seized 33 firearms connected to those same individuals. Continuing efforts are being made on these investigations and more arrests are expected. The following are notable cases:

- The 2020 Grove Street homicide case was solved and an extradition from Puerto Rico and arrest was made on it.
 - Arrest made in the 2019 Pierre Mason homicide
 - Closure of the David Paul case with locating the person who gave birth
 - Successful operations to take into custody Justin Coombs and Alton Young for firearms related offenses. They were two of the most dangerous individuals involved in the violent and firearms related offenses in 2020.
- There were no major use of force encounters requiring reporting to higher external agencies. In fact, our use of force used was very low compared to the number of encounters that had the potential to escalate.
 - Low record of Civilian Complaints compared to the overall volumes of calls, citizen interactions and to the previous year. In 2019, the Meriden Police Department generated a total of 45 internal affairs investigations (13 internally generated by staff & 32 citizen complaints). In 2020, those numbers were reduced to a total of 27 internal affairs investigations (8 internally generated by staff & 19 citizen complaints).
 - Completed training to include:
 - Fair and Impartial Policing
 - De-Escalation, Use of Force and Firearms
 - AXON Training for Taser 7, fleet (in-car camera) and Body Worn Cameras.
 - Human Trafficking
 - Mental Health First Aid
 - FBI LEEDA Supervisor Training
 - Basic SWAT School
 - NIBRS
 - Bike School
 - DRONE Pilots
 - Successful partnership with the Health Department and Rushford Hospital to provide services to residents in need of mental health or addiction services. We are in the process of integrating two part-time social workers to work out of the Police Department.
 - With the Health Department's guidance, the Meriden Police Department has been able to stay relatively healthy and had no serious effects from the Covid-19 Pandemic. During the year, we restructured work assignments, hours of work and followed CDC guidelines to maintain services to the City of Meriden.

FUTURE GOALS AND INITIATIVES

- Implement Youth Leadership Academy. This will be an educational experience for youth and to help them grow for the future. We will educate the youth on drug and alcohol prevention, furthering their education, being role models, career opportunities and building a team spirit.
- Reinstate the Citizen Police Academy for the upcoming fiscal year to include:
 - UOF scenario training
 - Case studies
 - Law Enforcement Education
 - Recruiting Opportunity
- Increase overall community engagement. We will look for opportunities to attend more community functions, providing speakers for events, increase youth interactions through community and school partnerships.
- Cell Block renovation to reflect modern policing needs and practices. The renovation will aid in enhancing the safety of prisoners and police officers.
- Planning, implementing and adhering to the Police Accountability Bill.
 - CALEA Accreditation
 - Removing Consent to Search opportunities
 - The requirement of De-escalation and changes to Use of Force
 - Body Worn Camera and In-Car Camera Requirement
 - Mental Health Evaluation (every 5-year period)
 - Drug Screening (every 3-year period)
- In FY2022, the Meriden Police Department will start the process for Commission on Accreditation for Law Enforcement Agencies (CALEA). This is the national standard for accreditation which is very similar to the standards of accreditation by the State of Connecticut POST Council.
- Training for recertification requirements, staff development and plan for succession.
 - Less Lethal Options
 - Firearms and Rifle Instructor
 - Accident Reconstruction School
 - Roger Williams First-Line Supervisor Course
- FBI LEEDA Leadership and Management Course
- Close offsite evidence/property storage (Paddock Ave.)
- Complete purchase, training, and implementation of Cellebrite (Cell Phone Information Extraction).
- Improve the conditions of our fleet and remove vehicles that are a safety hazard and an eye sore (Currently have 19 old Crown Victoria's).

EXPENDITURE, PERFORMANCE AND PERSONNEL SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
		Payroll Projection					
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
POLICE (2605)							
POLICE CHIEF	0001	2605	190	100.000		130,357.15	
POLICE DEPUTY CHIEF	0001	2605	190	100.000		118,600.00	
POLICE DEPUTY CHIEF	0001	2605	190	100.000		118,600.00	367,557.15
PART TIME CLERK - NCIC	0001	2605	192	100.000		20,862.00	
POLICE SERVICE	0001	2605	192	100.000		14,901.43	
POLICE SERVICE	0001	2605	192	100.000		14,901.43	
POLICE SERVICE	0001	2605	192	100.000		14,901.43	
POLICE SERVICE	0001	2605	192	100.000		14,901.43	
POLICE SERVICE	0001	2605	192	100.000		14,901.43	
TECH SUPPORT SPECIALIST	0001	2605	192	100.000		39,020.46	
POLICE SERVICE	0001	2605	192	100.000		-	134,389.61
AUTOMOTIVE MECHANIC	0001	2605	194	100.000		81,023.43	81,023.43
ADMINISTRATIVE ASSISTANT	0001	2605	196	100.000		71,840.57	
ASSISTANT DOG WARDEN	0001	2605	196	100.000		61,989.94	
ASSISTANT DOG WARDEN	0001	2605	196	100.000		45,406.00	
DOG WARDEN	0001	2605	196	100.000		77,780.23	
DOG WARDEN ASSISTANT	0001	2605	196	100.000		13,908.00	
POLICE RECORDS CLERK	0001	2605	196	100.000		40,613.49	
POLICE RECORDS CLERK	0001	2605	196	100.000		40,817.49	
POLICE RECORDS CLERK	0001	2605	196	100.000		38,792.00	
POLICE RECORDS CLERK	0001	2605	196	100.000		38,792.00	
POLICE RECORDS/FLEET	0001	2605	196	100.000		51,972.00	
PROPERTY TECHNICIAN	0001	2605	196	100.000		71,840.57	
SCHEDULING CLERK -	0001	2605	196	100.000		65,754.52	619,506.81

Payroll Projection							
Program : PR815L							
7/01/21 to 6/30/22							
					<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>		<u>Request</u>	<u>Total</u>
POLICE OFFICER	0001	2605	197	100.000		67,542.02	
POLICE OFFICER	0001	2605	197	100.000		78,353.60	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		68,771.71	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,137.71	
POLICE OFFICER	0001	2605	197	100.000		80,825.41	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,137.71	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		67,542.02	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		84,363.26	
POLICE OFFICER	0001	2605	197	100.000		83,057.60	

Prepared: 2/1/21,16:36:21					2021-2022 Budget		Page 1	
Payroll								
Program : PR815L					7/01/21 to 6/30/22			
					<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>	
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>		<u>Request</u>	<u>Total</u>	
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		67,542.02		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		67,542.02		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		81,674.50		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		79,799.88		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		84,363.26		
POLICE OFFICER	0001	2605	197	100.000		(67,542.02)		
POLICE OFFICER	0001	2605	197	100.000		(67,542.02)		
POLICE OFFICER	0001	2605	197	100.000		(67,542.02)		
POLICE OFFICER	0001	2605	197	100.000		(67,542.02)		
POLICE OFFICER	0001	2605	197	100.000		(67,542.02)		
POLICE OFFICER	0001	2605	197	100.000		(67,541.02)		
POLICE OFFICER	0001	2605	197	100.001		(67,540.02)		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		

Prepared: 2/1/21,16:36:21					2021-2022 Budget		Page 1	
Payroll Projection								
Program : PR815L					7/01/21 to 6/30/22			
					<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>	
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>		<u>Request</u>	<u>Total</u>	
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		
POLICE SERGEANT	0001	2605	197	100.000		92,767.52		

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Payroll Projection							
Program : PR815L		7/01/21 to 6/30/22					
					<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>		<u>Request</u>	<u>Total</u>
PARKING (3940)							
SECURITY ATTENDANT	0001	3940	192	100.000		-	
SECURITY ATTENDANT	0001	3940	192	100.000		-	
SECURITY ATTENDANT	0001	3940	192	100.000		-	
SECURITY ATTENDANT	0001	3940	192	100.000		-	
SECURITY ATTENDANT	0001	3940	192	100.000		-	-
						-	-

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
POLICE (2605)								
0001-2605-40-2-0000-189	MISC PART-TIME	4,000	4,152	-	1,667	4,000	4,000	100.0%
0001-2605-40-2-0000-190	ADMINISTRATIVE	307,637	250,066	254,189	147,135	367,200	113,011	44.5%
0001-2605-40-2-0000-191	OVERTIME	1,199,759	1,008,499	1,125,275	659,398	1,125,275	-	0.0%
0001-2605-40-2-0000-192	OTHER NON UNION	85,695	110,783	134,389	53,812	134,389	-	0.0%
0001-2605-40-2-0000-194	PUBLIC WORKS	71,719	75,752	81,024	38,892	81,024	-	0.0%
0001-2605-40-2-0000-196	MME	640,701	551,591	600,524	298,052	619,507	18,983	3.2%
0001-2605-40-2-0000-197	POLICE PATROL	9,191,852	9,723,815	9,808,188	4,692,604	9,787,157	(21,031)	-0.2%
0001-2605-40-2-0000-198	SUPERVISORS	103,232	63,394	66,238	32,430	66,238	-	0.0%
0001-2605-40-2-0000-199	CROSSING GUARDS	226,870	192,708	234,992	107,188	230,000	(4,992)	-2.1%
0001-2605-40-2-0000-350	GASOLINE	171,866	163,964	120,000	61,755	165,000	45,000	37.5%
0001-2605-40-2-0000-352	VEHICLE MAINTENANCE	161,740	118,106	150,000	49,261	140,000	(10,000)	-6.7%
	COMMUNICATIONS & MAINTENANCE	60,095	56,119	85,000	41,419	85,000	-	0.0%
0001-2605-40-2-0000-381	TRAINING	186,330	204,667	170,000	93,489	200,000	30,000	17.6%
0001-2605-40-2-0000-382	SOUTH CENTRAL JUSTICE	12,325	12,325	12,235	12,075	12,325	90	0.7%
0001-2605-40-2-0000-390	EXPLORERS/AUXILIARY POLICE	-	6,435	7,000	205	7,000	-	0.0%
0001-2605-40-2-0000-391	CANINE UNIT	4,185	6,053	5,000	1,176	5,000	-	0.0%
0001-2605-40-2-0000-392	BICYCLE PATROL	2,544	2,035	3,500	352	4,000	500	14.3%
0001-2605-40-2-0000-443	POLICE EXPENSE & SUPPLIES	93,420	93,516	115,880	37,913	115,880	-	0.0%
0001-2605-40-2-0000-490	ACCREDITATION	50	92	500	-	20,500	20,000	4000.0%
0001-2605-40-2-0000-491	CRIME PREVENTION	1,499	161	4,500	-	6,000	1,500	33.3%
0001-2605-40-2-0000-492	HOSTAGE CRISIS	18,487	18,161	20,000	1,771	21,800	1,800	9.0%
0001-2605-40-2-0000-510	IT TECHNOLOGY	269,263	283,200	275,000	214,860	286,022	11,022	4.0%
0001-2605-40-2-0000-511	Body Camera / Taser Expense	130,896	130,600	131,000	-	221,021	90,021	68.7%
0001-2605-40-2-0000-640	MEMBERSHIP & MEETINGS	7,081	2,305	6,000	1,575	6,050	50	0.8%
0001-2605-40-2-0000-699	TRANSFER OUT - DOG FUND	-	10,000	10,000	-	10,000	-	0.0%
0001-2605-40-2-0000-709	POLICE PRIVATE DUTY	130,479	5,833	1	27,219	-	(1)	-100.0%
0001-2605-40-2-0001-191	OVERTIME - School Resource Officer	56,227	58,156	70,000	35,630	70,000	-	0.0%
0001-2605-40-2-0002-191	OVERTIME - Neighborhood Initiatives	83,571	193,761	250,000	94,307	250,000	-	0.0%
**** Cost Center Total **** Police		13,221,524	13,346,250	13,740,435	6,704,185	14,040,388	299,953	2.2%
City of Meriden								
2022 Budget		Actual	Actual	City Council	2021	City	\$	% Variance
As of Dec 31, 2020				2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
				Approved	as of 12/31/20	Rec.		CY Budget
PARKING (3940)								
0001-3940-40-0-0000-191	OVERTIME CONTINGENCY	10,944	11,968	-	5,027	-	-	0.0%
0001-3940-40-0-0000-192	PAYROLL	52,167	44,099	-	23,526	-	-	0.0%
0001-3940-40-0-0000-198	SUPERVISORS	29,775	-	-	-	-	-	0.0%
0001-3940-40-0-0000-323	MAINTENANCE	2,000	-	-	-	-	-	0.0%
0001-3940-40-0-0000-350	GASOLINE	-	-	-	-	-	-	0.0%
0001-3940-40-0-0000-352	VEHICLE MAINTENANCE	126	-	-	-	-	-	0.0%
0001-3940-40-0-0000-440	GENERAL EXPENSES	1,952	607	5,000	-	-	(5,000)	-100.0%
**** Cost Center Total **** Parking		96,963	56,674	5,000	28,553	-	(5,000)	-100.0%

EXPENDITURE SUMMARY (FY2021 YTD AS OF 1/19/2020)

BUDGET MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 YTD
Actual Budget Expenditure	N/A	12,667,251	13,081,725	13,336,250	7,146,200
Percent Used of FY Budgeted Amount	99%	99.9%	99.9%	99.7%	52%

PERFORMANCE MEASURES

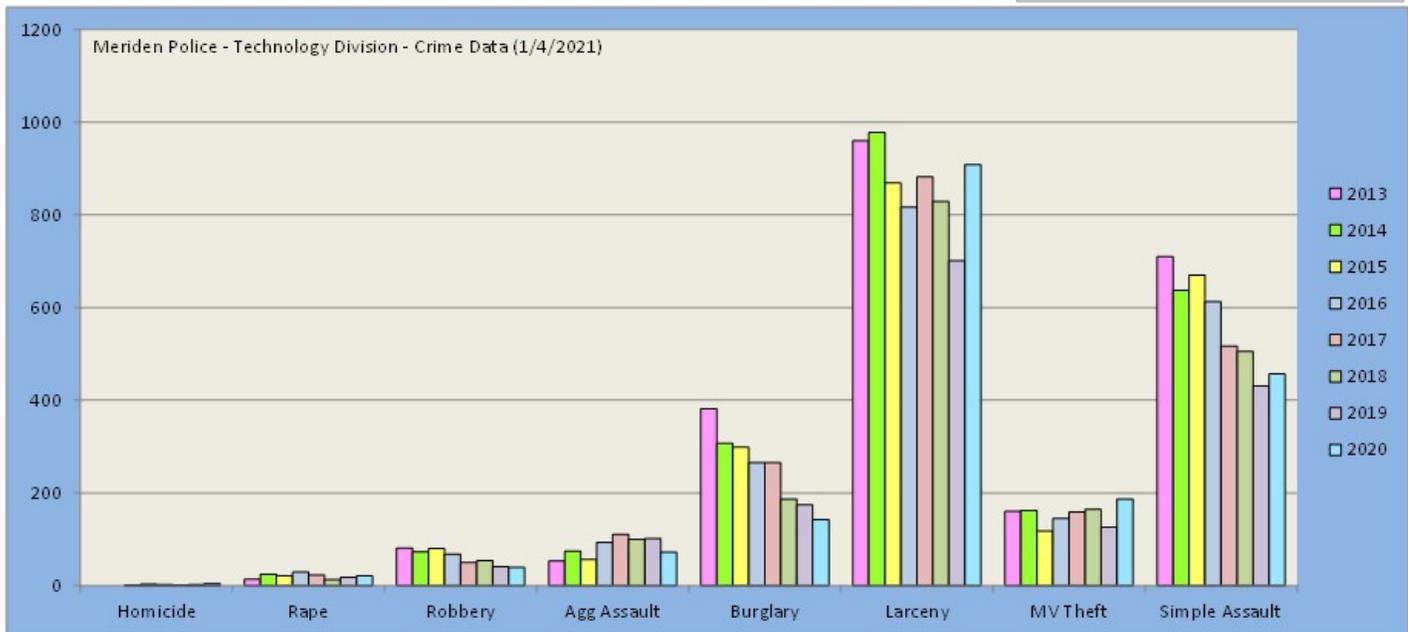
PERFORMANCE MEASURES	GOAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL
Case Clearance Rate	CT Avg. 23.07% Goal 30%	21.4%	28.0%	28.9%	N/A Oct. 2021
Violent Crime Index (per 1,000)	CT Avg. 2.24 Goal 2.5	3.6	3.5	2.62	N/A Oct. 2021

**Meriden Police Department
8 Year Part 1 Offenses: Crime Totals (January 1 - December 31)**

Part 1 Crime	2013	2014	2015	2016	2017	2018	2019	2020
Homicide	0	0	1	3	2	1	2	4
Rape	14	25	21	29	23	13	18	21
Robbery	81	73	80	68	50	54	41	39
Agg Assault	53	74	56	93	110	100	102	72
Burglary	382	307	299	265	265	187	174	142
Larceny	960	978	869	817	882	829	701	909
MV Theft	160	162	118	145	159	165	126	187
Simple Assault	710	637	670	613	517	505	431	457
TOTALS	2360	2256	2114	2033	2008	1854	1595	1831

The chart to the left breaks down the total number of reportable Part 1 offenses from January - December of that year. If the number to the right is **RED** it signifies an increase in that offense from the previous year. If the number is **GREEN** it signifies a decrease in that offense.

Below is a graphical representation of each offense type and its eight year totals. On the following page is a graph displaying the eight year overall crime trend.



Meriden Police - Citizen Calls for Service*
(January 1 - December 31)

Calls for Service (January 1 - December 31)								
Month	2013	2014	2015	2016	2017	2018	2019	2020
January	2281	2074	2083	2043	2040	2001	1801	1735
February	2022	1951	2009	1786	1851	1717	1518	1427
March	2270	2102	2158	2030	2009	1985	1905	1395
April	2413	2211	2170	2098	2072	1860	1794	1121
May	2560	2487	2455	2443	2357	2114	1909	1784
June	2562	2478	2564	2363	2306	2055	2028	1921
July	2659	2567	2542	2267	2305	2227	2051	2111
August	2716	2576	2480	2247	2410	1960	1992	2081
September	2379	2296	2481	2366	2199	2024	1937	1954
October	2506	2434	2299	2155	2287	1994	1982	1693
November	2130	2164	2148	2021	1884	1952	1819	1615
December	2075	2106	2178	2049	1862	1841	1744	1701
TOTALS	28573	27446	27567	25868	25582	23730	22480	20538
Numerical & Percent increase/decrease over previous year.		-1,127 -4%	+121 0%	-1,699 -6%	-286 -1%	-1,852 -7%	-1,250 -5%	-1,942 -9%

The above chart represents the total Computer Aided Dispatch Calls for Service for January through December for each year from 2013 thru 2020. Comparing the Calls (Jan-Dec) of 2013 to 2020 we can see that in eight years time, there has been a decrease of 8,035 calls or a 28% reduction. Comparing a more recent 2017 to 2020 we have decreased 5,044 calls or 20%.

**CAD Calls for Service are all calls originating from citizens. (Does NOT Include Officer Initiated)*

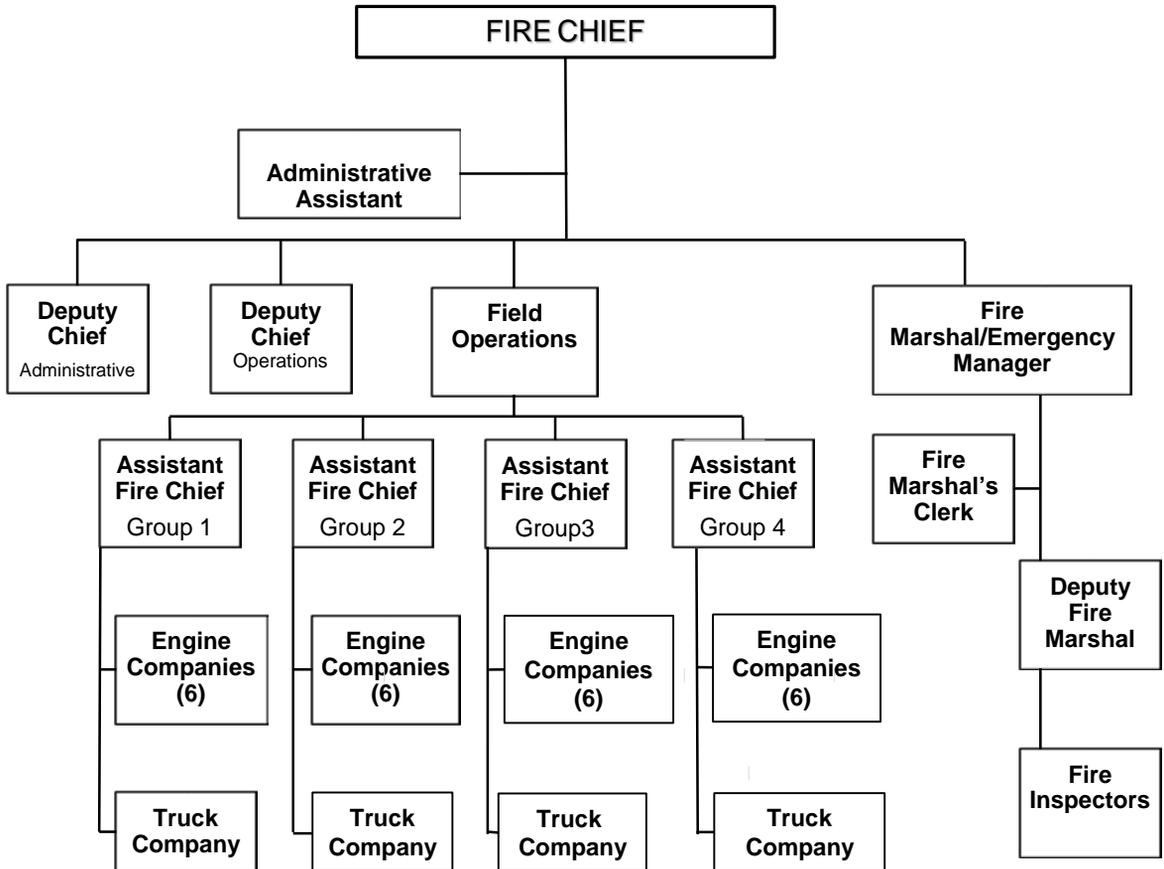
Meriden Police - Computer Aided Dispatch Events¹
(January 1 - December 31)

Computer Aided Dispatch Events (January 1 - December 31)								
Month	2013	2014	2015	2016	2017	2018	2019	2020
January	3004	3039	3091	3527	3188	3480	3819	4648
February	2551	2703	2882	3094	3027	3399	4004	4260
March	3033	3838	3342	3412	3304	3654	4411	3810
April	3397	3934	3252	3634	3490	4214	4716	2762
May	3381	3962	3530	3791	3679	4312	4266	3712
June	3284	3752	3692	3606	3430	3903	4215	3577
July	3527	3861	3816	3408	3390	4063	4282	4083
August	3587	3885	3913	3408	3698	3892	4545	4385
September	3383	3724	3722	3547	3642	3469	4625	4042
October	3344	3747	3433	3450	3987	3760	4654	4053
November	2906	3309	3237	3321	3720	3766	4021	4388
December	2972	3073	3324	3224	3512	3354	3923	4480
TOTALS	38369	42827	41234	41422	42067	45266	51481	48200
Numerical & Percent increase/decrease over previous year.		+4458 12%	-1,593 -4%	+188 0%	+645 2%	+3199 8%	+6215 14%	-3,281 -6%

The above chart represents the total *Computer Aided Dispatch Events¹* for Police calls for January through December for each year from 2013 thru 2020. Comparing the Events (Jan-Dec) of 2013 to 2020 we can see that in eight years time, there has been an increase of 9,831 events or a 26% increase. Comparing a more recent 2017 to 2020 we have increased 6,133 events or 15%.

¹Computer Aided Dispatch Events are any call added in our CAD system (Includes Officer Initiated)

FIRE & EMERGENCY SERVICES



CHIEF EXECUTIVE OFFICER

Kenneth Morgan
Fire Chief

- City Manager
- Council Liaison
- Department Heads
- Large Capital Projects
- Fiscal Affairs
- Apparatus Purchasing
- Union Liaison
 - CBA issues
 - Disciplinary issues
- Staffing
 - Diversity Development Plan
- Strategic Planning Lead
- Accreditation
- Safety Committee

CHIEF ADMINISTRATIVE OFFICER

Ryan Dunn
Deputy Fire Chief

- Assistant Fire Chiefs
- Division Chief of Training
- Fire Training Program
- Officer Development
- Human Resources
 - Promotional/New Hire Testing Strategy
- Pre-Planning Coordinator
- Mutual Aid Coordinator
- Special Operations Coordinator
- Emergency Communications Lead
- Radios, Repeaters & Station Alerting
- NIFRS
- Strategic Planning
- Safety Committee

CHIEF OPERATIONS OFFICER

Michael Shaw
Deputy Fire Chief

- Assistant Fire Chiefs
- Fleet Services
- Volunteer Coordinator
- Emergency Medical Services Coordinator
- Facilities Coordinator
- OSHA Compliance
- PPE Program
- SCBA Program
- Department Health Program
- Department Physicals
- Strategic Planning
- Department Safety Program
- Safety Committee Lead

FIELD OPERATIONS OFFICERS

Assistant Fire Chiefs

- Mark Finnegan
Group 1
- PPE Advisor
- Brian Wysocki
Group 2
- Quality Assurance Advisor
- Brendan Noonan
Group 3
- VCS
- Robert Burdick
Group 4
- Awards Advisor

COMMUNITY RISK REDUCTION OFFICER

John Yacovino
Fire Marshal

- Emergency Management
- LEPC Liaison
- Denis Campbell
Deputy Fire Marshal
- Amanda L'Heureux
Clerk 3
- Fire Investigation services
- Inspections Services
- Code Compliance
- Fire Education
- Drone Program

Deb Hazen
Administrative Assistant

- Accounting
- EMS expendables
- P-Cards
- Clerical

Meriden Fire and Emergency Services

FIRE DEPARTMENT

MISSION

It is the mission of the City of Meriden Department of Fire and Emergency Services to deliver the best fire and emergency protective services to benefit the quality of life for the citizens and visitors of our community

SUCSESSES AND ACCOMPLISHMENTS

- Hired a new mechanic:
 - Completed a fleet review that included needed maintenance and upgrades.
 - Completed full preventative maintenance service in the fleet.
 - Completed DOT inspections on all heavy apparatus.
- Completed an upgrade to the training tower:
 - Addition of a pitched roof ventilation prop.
 - Addition of a flat roof ventilation prop.
 - Addition of a high-angle rope platform.
- Prepared for and trained the department on the pandemic response to Covid-19
- Complete the full implementation of the VCS Staffing Program.
- Progressed to a virtual education platform for EMS and Company Training during the Pandemic:
 - EMT Refresher classes weekly.
 - Fire Size-up Class for residential and commercial structures.
- Began the phase 1 process for unit status change via the iPads.
- Established a Drone program for the MFD in partnership with MPD.
- Revised our mutual aid procedure to ensure city coverage when requesting or giving mutual aid.
- Established a monthly safety bulletin for the department.
- Prepared and implemented a Mass gathering Protocol.
- Prepared for confined space rescue at Harbor Brook during the constriction.
- Placed in service six NEW Thermal Imaging cameras.
- Upgraded the safety gear (PPE) for the Fire Marshal Office.
- Placed in service new 2" hose for attack (more water faster knockdown).
- Replaced 25 automated external defibrillators on all department apparatus
- Met with Con OSHA to begin a complex review of the department safety status:

- Phase 1: Respiratory Protection, Fit Testing. Department Physicals, and other associated policies...COMPLETE
- Phase 2: Hazardous Communications.
- Added 2 LUCAS CPR devices to the department (Engine 2 and Engine 5).
- Completed a re-evaluation of the City's FSRS (ISO rating), increasing it from a 72.67 to a 79.72 maintain a Class 3 Rating (Class 2 is 80.0 or higher)
- Training
 - Completed 6285 hours of training for line personnel
 - Conducted 480 hours of probationary orientation
 - Total 6725 total training hours coordinated by the training division.
- Completed a total of 11722 Responses including:
 - 215 Fire
 - 3372 EMS/Rescue
 - 800 Other Hazard
 - 1730 Good Intent
 - 552 False Alarms
- Maintained an overall response time of 4:59 for the city.

FUTURE GOALS AND INITIATIVES

- Continue to keep department member safe when responding to COVID related calls.
- Complete the process and promote a 2nd Deputy Fire Chief
- Complete a new Strategic Plan.
- Revise the Standards of Cover to reflect the response changes in the city (movement of career unit into south Meriden).
- Continue to pursue grant opportunities for staffing and equipment.
- Continue to leverage technology to assist in increasing efficiency with in the department.
- Obtain replacement Pumper for Engine 1. This will decrease response time with ability to go under the Gypsy Lane Bridge.
- Begin a complex evaluation of diversity in the fire department:
 - Application Process and associated costs.
 - Written exam evaluation.
 - Oral exam evaluation.
 - Cost of Candidate Physical; Ability Test.
 - Restricted Hiring Rules (rule of three).
 - Certification costs (FF1, EMT, etc.)
 - Certification Options
 - Outreach for Minority and disadvantaged citizens.

- Diversity assessment & training in the organization.
- Ensure that the MFD provides safe, cost effective, and professional services to the citizens today and in the future through continued planning of service delivery to address growth and re-development.
- Continue to monitor service-connected injuries (lost time and non-lost time) and develop methods and training to reduce injuries to firefighting staff.
- Continue the process of Accreditation through the Center Public Safety Excellence

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
		Payroll Projection					
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
FIRE (2610)							
DEPUTY FIRE CHIEF	0001	2610	190	100.000		111,350.00	
DEPUTY FIRE CHIEF	0001	2610	190	100.000		109,083.08	
FIRE CHIEF	0001	2610	190	100.000		123,720.92	344,154.00
AUTOMOTIVE MECHANIC	0001	2610	194	100.000		92,879.98	92,879.98
ASSISTANT FIRE CHIEF	0001	2610	195	100.000		105,798.90	
ASSISTANT FIRE CHIEF	0001	2610	195	100.000		105,798.90	
ASSISTANT FIRE CHIEF	0001	2610	195	100.000		105,798.90	
ASSISTANT FIRE CHIEF	0001	2610	195	100.000		105,798.90	
DEPUTY FIRE MARSHAL	0001	2610	195	100.000		95,880.00	
FIRE CAPTAIN	0001	2610	195	100.000		95,834.40	
FIRE CAPTAIN	0001	2610	195	100.000		95,834.40	
FIRE CAPTAIN	0001	2610	195	100.000		95,834.40	
FIRE CAPTAIN	0001	2610	195	100.000		95,834.40	
FIRE CAPTAIN	0001	2610	195	100.000		95,834.40	
FIRE CAPTAIN	0001	2610	195	100.000		95,834.40	

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
		Payroll Projection					
Program : PR815L		7/01/21 to 6/30/22					
					<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>		<u>Request</u>	<u>Total</u>
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,218.12	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		75,611.28	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,327.25	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		75,611.28	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		79,327.25	
FIRE FIGHTER	0001	2610	195	100.000		75,611.28	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		78,102.60	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		74,610.00	
FIRE FIGHTER						70,175.10	
FIRE FIGHTER	0001	2610	195	100.000		79,327.25	
FIRE FIGHTER	0001	2610	195	100.000		79,327.25	
FIRE FIGHTER						70,175.10	
FIRE FIGHTER	0001	2610	195	100.000		79,497.00	
FIRE FIGHTER	0001	2610	195	100.000		70,175.10	

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
FIRE (2610)								
0001-2610-40-2-0000-189	MISC PART-TIME	8,664	4,000	4,000	2,167	5,000	1,000	25.0%
0001-2610-40-2-0000-190	ADMINISTRATIVE	227,555	233,495	232,805	114,739	344,154	111,349	47.8%
0001-2610-40-2-0000-191	OVERTIME							
0001-2610-40-2-0000-194	CONTINGENCY	1,282,311	1,261,462	1,105,075	826,405	1,170,000	64,925	5.9%
0001-2610-40-2-0000-194	PUBLIC WORKS	85,466	125,666	92,880	33,740	92,880	-	0.0%
0001-2610-40-2-0000-195	FIRE	7,479,600	8,041,234	8,125,000	3,941,375	8,248,727	123,727	1.5%
0001-2610-40-2-0000-196	MIME	119,316	107,038	115,476	60,118	115,476	-	0.0%
0001-2610-40-2-0000-235	TRANSFER IN - SMVFD							
0001-2610-40-2-0000-235	MERIT PLAN	28,200	17,800	28,200	-	28,200	-	0.0%
0001-2610-40-2-0000-350	GASOLINE	49,461	44,088	32,800	18,339	40,000	7,200	22.0%
0001-2610-40-2-0000-352	VEHICLE MAINTENANCE	85,035	135,268	82,500	67,169	100,000	17,500	21.2%
0001-2610-40-2-0000-380	COMMUNICATIONS & MAINTENANCE	24,892	22,040	31,000	19,928	30,000	(1,000)	-3.2%
0001-2610-40-2-0000-381	TRAINING	16,260	27,061	39,500	20,017	35,500	(4,000)	-10.1%
0001-2610-40-2-0000-390	PHYSICALS	47,474	32,781	41,683	4,363	41,683	-	0.0%
0001-2610-40-2-0000-394	RECRUITMENT	117	16,575	2,000	-	2,000	-	0.0%
0001-2610-40-2-0000-413	MAINT SUPPLIES	29,421	35,130	41,350	22,618	37,350	(4,000)	-9.7%
0001-2610-40-2-0000-440	OFFICE EXPENSE & SUPPLIES	16,350	21,159	17,340	8,673	17,340	-	0.0%
0001-2610-40-2-0000-500	CAPITAL EQUIPMENT	-	-	-	-	-	-	0.0%
0001-2610-40-2-0000-503	FIRE EQUIPMENT	86,926	71,087	80,658	40,005	70,000	(10,658)	-13.2%
0001-2610-40-2-0000-505	Personnel Protective Equipment	77,760	69,968	78,700	23,815	68,000	(10,700)	-13.6%
0001-2610-40-2-0000-640	MEMBERSHIP & MEETINGS	5,418	4,136	10,000	1,490	8,000	(2,000)	-20.0%
***** Cost Center Total ***** Fire		9,670,223	10,269,987	10,160,967	5,204,962	10,454,310	293,343	2.9%

PERFORMANCE MEASURES

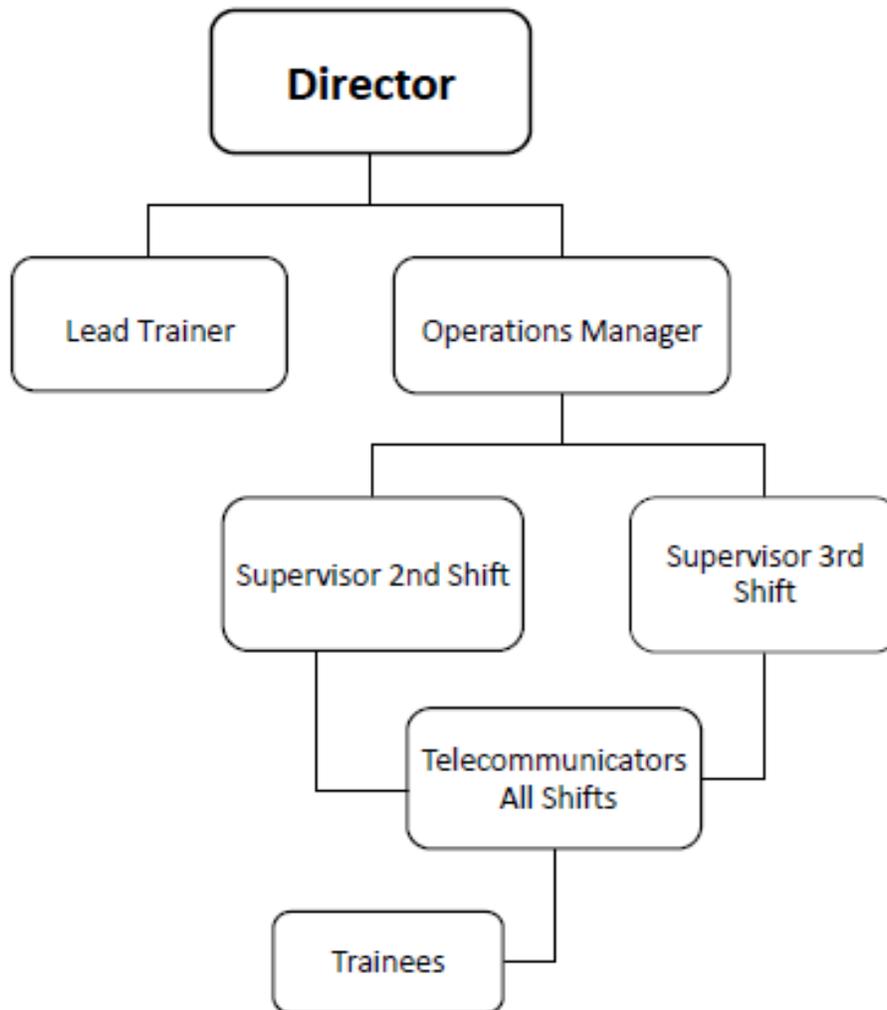
PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 Actual	FY2021 ESTIMATED
Maintain an initial arrival time for the first due company of 4 minutes and 30 seconds (excl. SM)(*w/SM)	95%	100%	99%	96%*	95%*
Maintain a Total Effective Force arrival time for incidents of 8 minutes and 59 Seconds	100%	100%	99%	99%	99%
Deliver fire prevention information to all 3 rd grade classes in Meriden Schools	90%	99%	99%	0%*	50%*
Collect fees for inspection related services to offset related expenditures	90%	N/A	N/A	40%	90%

*Due to COVID-19, The MFD was unable to get into the schools to provide education. For 2021, the ability to provide in-person educations is unknown.

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL*	FY2021 ESTIMATED
Incidents (All Categories)	9420	8776	7213	9533
Fire Incidents	249	223	215	240
EMS Incidents	5064	5058	3372	5010
False Alarms	846	552	618	575
Responses (All Units)	15301	14276	11722	14450
Inspections	1889	1491	1046	1650
Plans Reviewed	56	110	47	100
Burn Permits	81	56	9**	110
Investigations	103	115	124	105
Training Hours	9683	9261	7228.5	7550
Fire	9069	7099	6725	7000
Fire Marshals	614	192	503.5	550
Property Fire Loss (Dollars)	\$1,617,870	\$3,326,841	\$2,093,020	\$\$
Property Fire Saved (Dollars)	\$13,305,097	\$11,687,227	?\$	\$\$
<p>* Modified response in early 2020 has a substantial effect on this data.</p> <p>** Burn permits suspended in 2020 die to COVID-19.</p> <p>\$\$ Statistical Inference is inaccurate.</p> <p>?\$ Data extracted from Firehouse Software is inaccurate</p>				

EMERGENCY COMMUNICATIONS



DEPARTMENT OF EMERGENCY COMMUNICATIONS

MISSION

The mission of the City of Meriden Department of Emergency Communications is to efficiently and compassionately answer the public's call for emergency service response, perform accurate and timely call handling and priority dispatch services for the public we serve, and to support police, fire and EMS responders in accomplishing their mission.

SUCSESSES AND ACCOMPLISHMENTS

- Staffing and recruitment efforts continue to find the “right” candidate for the Center who thrives in a fast pace environment which requires overtime and shift work.
- As of Feb 1st the City launched a bonus and referral program. A city employee who refers a successful candidate will receive a bonus and certified full time and part time dispatchers will receive a bonus once they have completed six months of employment. The mission is to attract certified dispatchers who can thrive in this environment, increase staffing and reduce overtime for the present employees.
- Implementation of an observation period for new candidates. All candidates will spend a few hours in the Center so they have an opportunity to gain some knowledge and observe the dispatchers handling critical calls. The candidate is able to gain some understanding of what will be required of them in the Center.
- Training completed for veteran employees include: Powerphone Law Enforcement Dispatch, Fire Service Dispatch and Emergency Medical Dispatch recertifications. New employees also completed all Powerphone certifications as well as the State of Connecticut Telecommunicator Certification, NCIC/Collect certification, National Incident Management System classes, and in house training.
- Ongoing revision and updating of policies and procedures.
- Continued efforts to coordinate training with the Fire Department and Police Department for new hires and veteran employees.
- Firefighters have been assisting in the Center and have completed all of their certifications.
- COVID had its impact on the Center as it did with other departments. Policy and procedures were modified to accommodate the police and fire departments in order to preserve the safety of our first responders. The dispatchers were given various directives throughout the first six months and remained flexible and professional. The Center was cleaned and the employees were provided with masks, several cleaning

products, and reminded to follow the CDC guidelines. We had several quarantines due to COVID exposure and one positive case thus far.

- The ECC Relocation Committee was established. Silver/Petrucci & Associates was selected as the Consultant to evaluate various locations within the City to relocate the Emergency Communications Center due to severe spatial limitations. The kick off meeting was in August. The final report was received February 1, 2021.

FUTURE GOALS AND INITIATIVES

- **Recruit, Recruit and Recruit!** Top priority, is to recruit and retain new employees.
- Training will be a large focus this coming year to include a revision of the training program. As we continue to hire and increase staffing, there will be a focus on new hire training, re-certification training in all disciplines for all employees, outside training for suicide prevention, active shooter, aggressive situations, customer service and the like to enhance the performance of the employees and also serve as a review.
- Finalize the backup Center with the Fire Department and have employees work from this site to become familiar with it. This is dependent on funding.
- To obtain funding to install a generator at 500 S. Broad Street. This is a critical site for radio communications and installing a generator to ensure its operation during power outages is a priority. This is dependent on funding.
- Upgrade of one or both microwave links submitted as part of the CIP request. Once these are completed the City shouldn't need to upgrade any other site for approximately five years. This is dependent on funding.
- Continue to work with the ECC Relocation Committee to move this project forward.
- Implementation of a formal Quality Assurance Program, which will be the responsibility of the new Assistant Director.
- Continue to research and implement technology that will enhance the efficiency of the department.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1	
		Payroll Projection					
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
						<u>Request</u>	<u>Total</u>
EMERGENCY COMMUNICATIONS (2617)							
ASST DIR EMERG	0001	2617	190	100.000		80,220.00	
DIR OF EMERGENCY	0001	2617	190	100.000		104,459.00	184,679.00
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.000		64,923.58	
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.000		55,147.83	
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.000		53,978.28	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		58,523.54	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		60,235.43	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		51,934.28	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		60,235.43	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		60,235.43	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		59,353.22	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		60,235.43	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		60,235.43	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		60,737.94	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		51,484.34	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		57,035.66	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		53,860.68	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		53,037.48	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		(60,235.43)	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		(60,235.43)	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		51,934.28	
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000		43,221.00	895,878.40
						1,080,557.40	1,080,557.40

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
EMERGENCY COMMUNICATIONS (2617)								
0001-2617-40-0-0000-189	SEASONAL WORKERS	-	-		-	32,000	32,000	100.0%
0001-2617-40-0-0000-379	C-MED	23,848	24,595	25,000	24,594	26,000	1,000	4.0%
0001-2617-40-2-0000-190	ADMINISTRATION	101,166	147,267	183,892	89,529	184,679	787	0.4%
0001-2617-40-2-0000-191	OVERTIME	447,694	561,778	425,000	352,369	425,000	-	0.0%
0001-2617-40-2-0000-196	MME	733,220	664,172	816,275	295,685	895,878	79,603	9.8%
0001-2617-40-2-0000-352	VEHICLE MAINTENANCE	2,400	2,400	2,400	1,000	2,400	-	0.0%
0001-2617-40-2-0000-380	COMMUNICATIONS & MAINTENANCE	3,082	7,527	8,000	5,890	9,000	1,000	12.5%
0001-2617-40-2-0000-381	TRAINING	16,424	20,864	25,000	12,547	25,000	-	0.0%
0001-2617-40-2-0000-440	OFFICE EXPENSE & SUPPLIES	18,891	14,688	20,000	5,096	20,000	-	0.0%
***** Cost Center Total *****	Emergency Communication	1,346,725	1,443,291	1,505,567	786,710	1,619,957	114,390	7.6%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Answer 911 calls within 10 seconds 90% of the time		89.88	92	91.51	90
Track Text-to-911 calls for sufficient staffing needs of the Center		N/A	125	102	110

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
911 Call Volume	25748	24457	25911	26500
CAD Call Volume	54431	60279	55428	63779

SECTION 10

PUBLIC WORKS:

Engineering

Garage

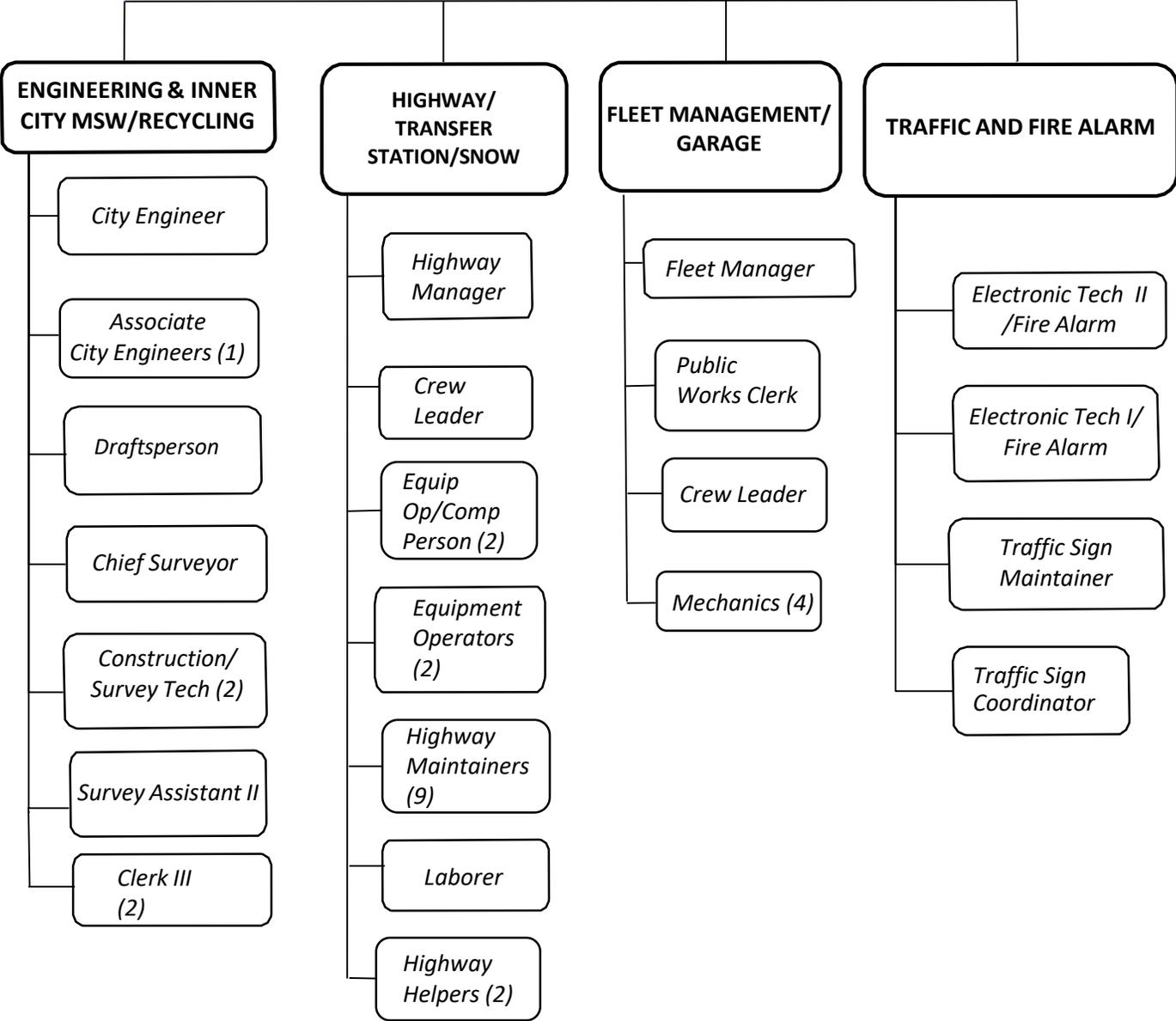
Highway

Traffic

Solid Waste

PUBLIC WORKS

DIRECTOR



DEPARTMENT OF PUBLIC WORKS

MISSION

DPW's mission is to provide the City of Meriden with cost-effective infrastructure management, environmental stewardship, and a safe and efficient transportation network.

The infrastructure under DPW's responsibility include roads, sidewalks, drainage structures, city-owned watercourses, bridges, dams, traffic signals, signs, pavement markings, fire alarms, streetlights, the transfer station and capped landfill.

The Department is comprised of four divisions: Engineering, Highways, Traffic/Fire/Alarm, and Fleet Management. Solid Waste is managed jointly by Engineering (Inner City / Public Building trash and recycling, along with environmental monitoring of the capped landfill) and Highways (Transfer Station operations and maintenance of the capped landfill).

DPW provides technical support for the Department of Public Utilities by maintaining mapping, permitting and inspecting water and sewer work, and marking out water and sewer utilities, representation on the PUC. DPW provides technical support to the Planning Department and other City Departments through plan reviews, and participation in Planning Commission and Inland Wetlands processes.

SUCSESSES AND ACCOMPLISHMENTS

- Managed full-time workforce to meet operational demands of Department during pandemic with minimal disruption to public.
- Replaced significant number of employees leaving due to retirement or transfers.
- Restructured Traffic Division through elimination of Traffic Superintendent and assignment of duties to Highways and Engineering, and reestablishment of Traffic Sign Coordinator position.
- Created full-time Fleet Manager position and continue to assess Fleet Management division.
- Physical restructuring Engineering Department office and creation of City-wide archive space at 55 Michael Drive.
- Continued records disposition to reduce unnecessary and duplicated storage of materials in accordance with State Library guidelines.
- Lead agency of development of Sustainable Meriden Internship Program to help achieve Citywide sustainability goals with respect to equity, transportation, public spaces, solid waste, water quality, and sustainable development
- Implemented new permitting management system

FUTURE GOALS AND INITIATIVES

Learning and Growth Goals

- Reinstigate Safety teams and training plans for all DPW employees
- Develop cross training opportunities with Utilities
- Recognition of Public Works Week

Internal Business Processes

- Continued use of Construction Management with Appia
- Pursue records retention and electronic document management
- Update and improve City standard details to ensure latest design and construction practices are incorporated.

Customer Service

- Implement Work Order Management systems with Central Square
- Use Central Square project software to provide the public with for real time project information
- Enhanced customer portal for permitting via Central Square
- Construct new conference room with multi-media capabilities for Engineering, IT, and general use.

DPW ENGINEERING DIVISION

MISSION

The mission of the Engineering Division is to oversee the City's flood control master plan, manage the paving, sidewalk and drainage infrastructure programs, address citizen concerns relating to infrastructure and traffic safety, manage the City's solid waste and streetlight programs, and provide engineering support for other departments.

Engineering is responsible for the management of the Harbor Brook Flood Control and Linear Trail Master Plan, Citywide Paving, Citywide Sidewalks, and CDBG Sidewalks.

Clerical staff issues and tracks a variety of permits including sewer capping permits, road openings, utility repairs, and dumpster permits. Clerical and Engineering personnel review all residential and commercial site plan applications, plot plans/foundation plans for residential construction, and review record drawings of newly installed water mains, sanitary sewers and storm sewers installed in conjunction with new developments. Staff manages the inner-district solid waste program, including management and complaint tracking.

Staff performs Survey/Call Before You Dig/Construction Services. Construction inspection and Survey personnel conduct surveys of City owned parcels, complete land record research, provide inspection services on City owned facilities, inspect work performed by contractors that impact the City facilities, and locate the City's infrastructure through the Call Before You Dig program in accordance with PURA rules/regulations. Over 2500 CBYD locations occur annually.

SUCSESSES AND ACCOMPLISHMENTS

- Constructed parking lots for Miller St at Catlin St and Hanover St at Towers, and upgraded police parking lot on Hanover St.
- Developed internal auditing process for capital projects
- Increased use of technology, i.e. construction management software, to improve operations on capital projects.

- Successful completion of Amtrak bridge relief drainage system
- Continued progress on Harbor Brook flood control to remove parcels from 100-year floodplain and related flood insurance burdens.
- Design underway on Harbor Brook from Cooper St to downtown, and Meriden Green phase 2.
- Continued work on Brookside Park vegetated buffer installation, trail section and pollinator pathway.

- Continue using alternative pavement methods such as micro-milling, hot in place recycling, and nova-chip, and mitigation of a wear issue experienced in prior year's paving.

- Expanded alternative pavement program to include use of rubber chip seal, which significantly reduced road degradation on affected roads.
- Continued management of the CIDEWALK City Sidewalk Cost Share program that provides assistance for property owners to repair their sidewalks.
- Continued progress on sidewalk trip hazard elimination due to damage caused by tree roots
- Continued replacement of asphalt sidewalk sections damaged by tree roots in South Meriden
- Continued use of new concrete repair techniques for damaged sidewalks and stairs
- Continued coordination with the utility companies has lessened the number of conflicts and damage to newly worked roads and sidewalks.
- Replaced guiderail on Preston Ave, South Curtis St and Thorpe Ave as part of State Grant from the Local Roads Accident Reduction Program

FUTURE GOALS AND INITIATIVES

- Implement partial two-way traffic downtown starting in Spring 2021.
- Construction of the Leslie Drive sewer bridge and Harbor Brook channel improvements, and Cooper Street signal in Spring 2021
- Construct Cooper St bridge replacement in Spring 2021
- Continue the design of the Center St bridge with construction anticipated for 2018
- Initiate design of Harbor Brook improvements from Hanover Pond to Coe Ave
- Begin final design on Research Parkway linear trail, funded through transportation alternatives program.

Survey/Call Before You Dig/Construction Services

- Conduct an A-2 boundary survey of the City and install boundary markers at adjacent town lines.
- Increased utilities training for water and sewer design and operations
- Conduct fire flow testing for fire department and water department during hydrant flushing operations.

MS4 Program

- Continue stormwater sample collection at Michael Drive, Transfer Station and Municipal General Permit locations.
- Implement provisions of the new MS4 General Permit.
- Proceed with goals and objectives of MS4 Annual Report

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21					2021-2022 Budget		Page 1	
Payroll Projection								
Program : PR815L					7/01/21 to 6/30/22			
Job Title	Fund	Dept	Obl	Percentage	2020 Budget	2022 Budget Request	Object Total	
P.W. - ENGINEERING (3310)								
DIRECTOR OF PUBLIC WORKS	0001	3310	190	100.000	124,816.99	126,031.89	126,031.89	
CHIEF SURVEYOR	0001	3310	196	100.000	83,562.29	86,765.71		
CLERK III	0001	3310	196	100.000	60,400.46	54,990.63		
CLERK III	0001	3310	196	100.000	47,938.74	52,120.74		
CONSTRUCTION/SURVEY	0001	3310	196	100.000	77,780.23	79,090.29		
CONSTRUCTION/SURVEY	0001	3310	196	100.000	67,009.37	71,310.57		
DRAFTSPERSON	0001	3310	196	100.000	67,657.72	68,786.86		
SURVEY ASSISTANT II	0001	3310	196	100.000	43,472.23	49,176.80	462,241.60	
CITY ENGINEER	0001	3310	198	100.000	110,929.38	120,742.00		
ASSOCIATE CITY ENGINEER	0001	3310	198	100.000	106,620.20	108,498.86	229,240.86	
						817,514.35	817,514.35	
RESIDENT REPRESENTATIVE								
	0401	7370	235	100.000		13,466.18		
						13,466.18		

P.W. - ENGINEERING (3310)									
0001-3310-40-0-0000-500	CAPITAL EQUIPMENT	6,116				-		-	
0001-3310-40-0-0000-510	SOFTWARE	6,505	6,605	6,910	6,910	6,645	(265)	-3.8%	
0001-3310-40-3-0000-189	SEASONAL WORKERS	5,777	17,113	9,600	1,733	45,280	35,680	100.0%	
0001-3310-40-3-0000-190	ADMINISTRATIVE	124,962	125,090	124,817	61,614	126,032	1,215	1.0%	
0001-3310-40-3-0000-191	OVERTIME	5,614	9,169	5,500	4,044	5,500	-	0.0%	
0001-3310-40-3-0000-196	MME	433,565	425,169	447,822	216,507	462,242	14,420	3.2%	
0001-3310-40-3-0000-198	SUPERVISORS	180,533	216,775	217,550	111,483	229,241	11,691	5.4%	
0001-3310-40-3-0000-320	INSPECTIONS - DAMS & BRIDGES	-	10,225	3,500	3,300	6,700	3,200	91.4%	
0001-3310-40-3-0000-350	GASOLINE	7,211	5,407	6,640	2,009	6,640	-	0.0%	
0001-3310-40-3-0000-352	VEHICLE MAINTENANCE	4,867	3,212	5,000	1,844	5,000	-	0.0%	
0001-3310-40-3-0000-440	OFFICE EXPENSE & SUPPLIES	10,406	8,071	8,200	3,935	8,200	-	0.0%	
0001-3310-40-3-0000-640	MEMBERSHIPS & MEETINGS	1,928	1,800	2,500	-	2,650	150	6.0%	
***** Cost Center Total ***** Engineering		787,484	828,635	838,039	413,379	904,130	66,091	7.9%	

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Capital construction costs	Contingencies and incidentals limited to 20% of project award				
Pavement Condition Rating	No Decrease				

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Square feet of sidewalk installed				
Pavement miles improved				

DPW FLEET MANAGEMENT

MISSION

Staff is responsible for repairs to the City's fleet of vehicles with the exception of Police, Fire and Board of Education vehicles.

The fleet includes approximately 375 plated pieces of rolling stock (cars, pick-up trucks, pay loaders, dump trucks, senior busses, bucket trucks, etc.) and nearly 300 pieces of non-plated equipment (snow throwers, line painting machines, paving box, lawn mowers, etc.). The City owns and maintains a fast fill Natural Gas fueling station on Michael Drive

SUCSESSES AND ACCOMPLISHMENTS

- Developed vehicle purchase request procedures to standardize purchases
- Purchase approved equipment and vehicles and dispose of surplus vehicles through a professional auction facility
- Developed 5-year Fleet Capital Improvement Plan
- Purchase machinery to fabricate parts in-house
- Upgraded diagnostic software and equipment.

FUTURE GOALS AND INITIATIVES

- Work with Purchasing to ensure that all best practices for procurement are followed.
- Perform upgrades on the Natural Gas Station to ensure longevity and develop phase out plan for CNG station including a slow charging station for vehicles that will remain.
- Install covered canopy area for safer storage of large equipment and to generate power via solar
- Develop safety and training program to provide growth opportunities and expanded expertise for garage personnel
- Upgrade garage office layout to provide enhanced efficiency
- Evaluate waste oil furnace for providing primary heat to garage while reducing need to haul and dispose of waste oil.
- Install a regulated waste area external of inner garage area

PERSONNEL AND EXPENDITURES SUMMARY

P.W. - GARAGE (3351)							
AUTOMOTIVE MECHANIC	0001	3351	194	100.000		78,777.4	
AUTOMOTIVE MECHANIC	0001	3351	194	100.000		76,587.4	
AUTOMOTIVE MECHANIC	0001	3351	194	100.000		78,777.4	
AUTOMOTIVE MECHANIC	0001	3351	194	100.000		85,264.0	
MAINT MECH II/GARAGE CREW	0001	3351	194	100.000		92,626.5	412,032.86
PUBLIC WORKS CLERK	0001	3351	196	100.000		63,030.2	63,030.28
FLEET MANAGER	0001	3351	198	100.000		84,508.0	84,508.00
						559,571.1	559,571.14

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
P.W. - GARAGE (3351)								
0001-3351-40-3-0000-189	SEASONAL WORKERS	1,666			-		-	
0001-3351-40-3-0000-191	OVERTIME	6,298	2,485	3,000	1,667	3,000	-	0.0%
0001-3351-40-3-0000-194	PUBLIC WORKS	363,628	386,482	406,536	195,154	412,033	5,497	1.4%
0001-3351-40-3-0000-196	MME	60,590	62,125	61,990	30,945	63,030	1,040	1.7%
0001-3351-40-3-0000-198	SUPERVISORS	-	26,775	84,508	38,975	84,508	(0)	100.0%
0001-3351-40-3-0000-323	REPAIRS & MAINTENANCE SERVICE	3,440	2,862	5,000	902	5,000	-	0.0%
0001-3351-40-3-0000-350	GASOLINE	866	770	1,000	347	1,000	-	0.0%
0001-3351-40-3-0000-352	VEHICLE MAINTENANCE	2,299	2,897	2,300	3,184	3,000	700	30.4%
0001-3351-40-3-0000-440	OFFICE EXPENSE & SUPPLIES	3,372	3,318	6,000	2,770	6,000	-	0.0%
0001-3351-40-3-0000-640	MEMBERSHIP & MEETINGS	130	-	500	-	1,500	1,000	200.0%
0001-3351-40-3-0000-710	GARAGE MATERIALS	14,478	-	1	(16,294)		(1)	-100.0%
0001-3351-40-3-0000-755	INVENTORY OVER/SHORT	(49)	7,507	1	8,781		(1)	-100.0%
0001-3351-40-3-0000-756	CNG FUELING STATIONS	4,587	2,298	7,300	-	9,600	2,300	31.5%
*****	Cost Center Total ***** Garage and Warehouse	461,304	497,520	578,136	266,432	588,671	10,535	1.8%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Fleet Age (by type)	10yrs for dump				
Service response times	1 day vehicles, 1 week				
Vehicles safety checks	100% of vehicles				

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Service per day (2 small and 1 large)				

DPW TRAFFIC / FIRE ALARMS

MISSION

Division maintains 67 signal controlled intersections, 12 flashing lights and 3 closed loop traffic signal systems. Staff maintains the City's Fire Alarm system, which includes 240 call boxes, +/- 90 miles of cable and performs annual testing of the fire alarm system for all schools. Staff maintains and installs traffic signs (No Parking, Handicapped Parking, Fire Lane, etc.), and pavement markings.

SUCSESSES AND ACCOMPLISHMENTS

- Speed awareness program implementation with radar signs and yard signs
- Design work completed on 5 intersections outside of downtown
- Completion of Route 5 Corridor study
- Continued efforts to more effectively manage street light program that city took over three years prior.
- Upgraded streetlights on West Main St and Colony St in downtown Meriden
- Continue the replacement of in-ground vehicle detection with video detection at signalized intersections.
- Maximized pavement marking funds by utilizing different markings dependent on road type and location.
- Fire alarm Maintenance is performed once per year. Each City box gets checked when a facility operator asks to be us to take box off line for their facility systems maintenance or repairs. School fire boxes are checked 2x year: once in August once in February
- Signal maintenance goal is to be perform routine maintenance once per year. This year we have 32 signals scheduled. Next year we plan to perform all 67 signals.
- Signal Repair Calls: Estimate approximately 80-100 call per year.

FUTURE GOALS AND INITIATIVES

- Upgrade 13 signals in downtown Meriden as part of CMAQ two-way traffic grant.
- Explore Shared Service Agreement for traffic signal maintenance with surrounding towns and SCRCOG similar to existing agreement with Southington
- Upgrade signals and controllers citywide to ensure safe efficient operations.
- Perform one in-house signal replacement project per year.
- Continue replacing all non-conforming reflective signs to meet FHWA/MUTCD requirements for sign retro-reflectivity.
- Bike trail striping from Coe Ave to downtown and along Pratt St, Camp St and State St
- Update of signal specifications

- Signals – conflict monitoring and full signal evaluation/maintenance once/year
- Evaluate pavement marking usage by road type and volume
- IMSA training for all traffic personnel
- Unite different traffic functions under one division, with additional personnel to manage streetlights and City facility electrical and data issues.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Program : PR815L		Payroll Projection					
		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
P.W. - TRAFFIC (3353)							
ELECTRONIC TECH I FIRE AL	0001	3353	196	100.000	79,265.15	80,592.00	
ELECTRONIC TECH II FIRE A	0001	3353	196	100.000	90,705.26	92,230.29	
TRAFFIC SIGN COORDINATOR	0001	3353	196	100.000	56,601.60	60,179.83	
TRAFFIC SIGN MAINTAINER	0001	3353	196	100.000	43,798.63	50,069.60	283,071.72
SUPT TRAFFIC OPER/VEHICLE	0001	3353	198	100.00		-	-
						283,071.72	283,071.72

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
P.W. - TRAFFIC (3353)								
0001-3353-40-3-0000-189	PART TIME SUMMER HELP	21,136	7,279		20,798	12,000	12,000	0.0%
0001-3353-40-3-0000-191	OVERTIME CONTINGENCY	7,321	4,458	11,000	4,245	10,000	(1,000)	-9.1%
0001-3353-40-3-0000-196	MME	202,815	258,187	270,371	134,684	283,072	12,701	4.7%
0001-3353-40-3-0000-198	SUPERVISORS	106,202	74,472	-	-	-	-	0.0%
0001-3353-40-3-0000-341	STREET LIGHT MAINTENANCE	305,025	307,184	367,400	163,049	325,000	(42,400)	-11.5%
0001-3353-40-3-0000-350	GASOLINE	7,694	8,024	8,000	3,735	8,500	500	6.3%
0001-3353-40-3-0000-352	VEHICLE MAINTENANCE	10,329	9,550	11,000	4,699	11,000	-	0.0%
0001-3353-40-3-0000-365	SAFETY EQUIPMENT	3,557	2,476	5,000	2,429	5,000	-	0.0%
0001-3353-40-3-0000-366	SIGNALIZATION	47,335	45,733	55,000	13,726	46,000	(9,000)	-16.4%
0001-3353-40-3-0000-367	SIGNS & LINES	41,966	34,386	37,500	11,685	37,500	-	0.0%
0001-3353-40-3-0000-368	ALARM SYSTEMS	14	77	900	-	900	-	0.0%
0001-3353-40-3-0000-440	OFFICE EXPENSE	1,313	1,319	1,500	409	1,500	-	0.0%
0001-3353-40-3-0000-640	MEMBERSHIP & MEETINGS	1,418	905	1,000	270	3,000	2,000	200.0%
***** Cost Center Total ***** Traffic Engineering		756,125	754,050	768,671	359,728	743,472	(25,199)	-3.3%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Upgrade for sign retroreflectivity requirements	15% per year				
Fire alarm maintenance	100%				

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED

DPW HIGHWAYS

MISSION

The Highway Division is responsible for all maintenance activities associated with the City's +/- 190 miles of roads. Activities include paving, patching, pothole repair, curbing, street sweeping, catch basin cleaning, drainage maintenance and construction, collection of leaves / Christmas trees, and snow removal.

SUCSESSES AND ACCOMPLISHMENTS

- Continued to maintain a high level of performance during COVID. Enacted safety protocols to keep personnel safe and efficient.
- Continue the year round use of the patch truck. Pothole complaints and the number of potholes continues to decline due to this program and through crack sealing.
- Continue to expand pre-treatment of roads using the salt brine truck. Additional brine trucks added to fleet allow for greater coverage and reduce the overall salt usage during events.
- Evaluation of alternative treatment materials for snow removal, for both sidewalks and roads.
- Increased in house construction to include catch basins, storm drainage, and in-house paving. Staff repairs and installs new catch basins prior to paving instead of using contracted forces.
- Completed drainage construction on Hicks Ave, and significant construction performed on Thorpe Ave. to reduce drainage issues.
- Sweeping of all city streets during the Spring. Provide continuous sweeping of the inner tax district between April and November.

FUTURE GOALS AND INITIATIVES

Snow removal

- Continue calibration of spreaders, and enhanced training on all pieces of equipment.
- Explore use of additional pretreatment strategies.
- Expand use of brine on roads, sidewalk and parking lots

Construction

- Continue to identify construction activities that can be performed in-house as time permits: Drainage; Catch basin cleaning; Line jetting

Cleanliness

- Continue aggressive sweeping program
- Explore options for more effective removal of illegal bulky waste
- New techniques in removal of trash and pollutants from waterways

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1	
Program : PR815L		Payroll Projection					
		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
P.W. - HIGHWAY (3354)							
EQUIP OPER III/CR LDR COM	0001	3354	194	100.000		85,500.11	
EQUIP OPER III/CR LDR COM	0001	3354	194	100.000		81,155.14	
EQUIPMENT OPERATOR	0001	3354	194	100.000		77,692.86	
EQUIPMENT OPERATOR	0001	3354	194	100.000		77,692.86	
HIGHWAY HELPER	0001	3354	194	100.000		38,982.55	
HIGHWAY HELPER	0001	3354	194	100.000		38,982.55	
HIGHWAY MAINTAINER	0001	3354	194	100.000		59,725.77	
HIGHWAY MAINTAINER	0001	3354	194	100.000		59,528.97	
HIGHWAY MAINTAINER	0001	3354	194	100.000		70,830.86	
HIGHWAY MAINTAINER	0001	3354	194	100.000		67,368.57	
HIGHWAY MAINTAINER	0001	3354	194	100.000		63,593.43	
HIGHWAY MAINTAINER	0001	3354	194	100.000		59,528.97	
HIGHWAY MAINTAINER	0001	3354	194	100.000		69,454.28	
HIGHWAY MAINTAINER	0001	3354	194	100.000		59,725.77	
HIGHWAY MAINTAINER	0001	3354	194	100.000		66,370.17	
HIGHWAY MAINTAINER	0001	3354	194	100.000		67,368.57	
HWY MAINT/CREW	0001	3354	194	100.000		92,626.57	
LABORER II	0001	3354	194	100.000		53,258.28	
LABORER II	0001	3354	194	100.000		-	1,189,386.28
LABORER II	0001	3354	194	100.000		-	
HIGHWAY CREW LEADER	0001	3354	198	100.000		-	
HIGHWAY MANAGER	0001	3354	198	100.000		105,578.66	105,578.66
						1,294,964.94	1,294,964.94
							35,876,997.23

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
P.W. - HIGHWAY (3354)								
	OVERTIME CONTINGENCY	37,931	54,295	36,200	48,905	86,200	50,000	138.1%
0001-3354-40-3-0000-194	PUBLIC WORKS	1,063,475	985,566	1,205,591	530,931	1,189,386	(16,205)	-1.3%
0001-3354-40-3-0000-198	SUPERVISORS	91,083	101,760	105,874	51,835	105,874	-	0.0%
0001-3354-40-3-0000-350	GASOLINE	84,900	67,203	76,000	29,643	76,000	-	0.0%
0001-3354-40-3-0000-352	VEHICLE MAINTENANCE	131,883	179,884	180,000	72,261	180,000	-	0.0%
0001-3354-40-3-0000-359	STREET MAINT SUPPLIES	15,271	16,086	16,000	9,890	12,600	(3,400)	-21.3%
0001-3354-40-3-0000-360	SIDEWALK, BASIN CONSTRUCTION	2,958	2,998	3,000	1,827	6,000	3,000	100.0%
0001-3354-40-3-0000-363	STORM DRAIN CONSTRUCTION	6,523	6,427	6,500	632	10,000	3,500	53.8%
0001-3354-40-3-0000-390	ROADSIDE BULKY WASTE	392	-	500	-	500	-	0.0%
0001-3354-40-3-0000-391	SAFETY & HEALTH PLAN	1,346	2,429	3,000	446	3,000	-	0.0%
0001-3354-40-3-0000-440	OFFICE EXPENSE & SUPPLIES	6,112	3,507	5,500	1,240	5,500	-	0.0%
0001-3354-40-3-0000-442	CLOTHING	6,000	5,172	7,000	4,375	7,000	-	0.0%
0001-3354-40-3-0000-485	SOIL/CATCH BASIN DISPOSAL	41,558	49,107	49,000	5,879	49,000	-	0.0%
0001-3354-40-3-0000-640	MEMBERSHIP & MEETINGS	-	99	2,500	300	2,500	-	0.0%
**** Cost Center Total **** Highway		1,489,431	1,474,532	1,696,665	758,164	1,733,560	36,895	2.2%

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
SNOW AND ICE CONTROL (3320)								
0001-3320-40-3-0000-308	SNOW & ICE CONTROL	588,981	398,226	575,000	122,675	575,000	-	0.0%
**** Cost Center Total **** Snow and Ice Control		588,981	398,226	575,000	122,675	575,000	-	0.0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Snow time to clear roads – normal snow event, ice events					
Cost per event. Cost per inch per lane mile					
Pothole response time - winter/normal					

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUA	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED
Curb miles swept				190
Catch basins inspected / cleaned				102/98
Volume of material collected				40 tons
Total salt and sand used				4000 tons

DPW SOLID WASTE / TRANSFER STATION

MISSION

The mission of the Transfer Station is to serve greatest number of residents while maintaining cost neutrality in its operations. The transfer station allows for Meriden residents to dispose of brush, electrical waste and acceptable mattresses at no cost, and bulky waste items on a fee based schedule. Highways Staff operates the Transfer Station, located on Evansville Avenue. Highways also maintains the capped landfill adjacent to the Transfer Station, and Engineering monitors the landfill management and well reports.

The mission of the Solid Waste Operation is to safely and cost effectively manage Inner District and City building trash and recycling collection.

SUCSESSES AND ACCOMPLISHMENTS

- The transfer station is home to the City's e-waste collection program and the mattress recycling program which began in 2017
- Free voucher program initiated in lieu of Free Bulky Waste Day
- Extended transfer station hours to include late days on Mondays to determine if there is demand for additional hours.
- Provided Hazardous Waste Disposal Day at Transfer Station in Meriden in September
- Continued cardboard recycling at Transfer Station
- Held electronics recycling event at City Hall in September.
- Implemented new contractor for inner city solid waste collection, and developed procures for reporting missing cans and requesting additional cans.

FUTURE GOALS AND INITIATIVES

- Work with Sustainable CT to improve citywide recycling efforts through engagement with the Board of Education
- Explore opportunities for expansion of recycling at Transfer Station.
- Revise the City's Solid Waste Ordinance to comply with updated DEEP regulations.
- Continue to monitor the number of residential units in the inner district that are eligible for City sponsored recycling and MSW collection.

- Continue groundwater monitoring of the landfill to ensure there are no changes in the chemical composition due to the closing of the Saw Mill Well.
- Monitor operations of the solar farm to ensure there are no adverse impacts on the capped landfill.
- Review vehicle and materials fee structure, along with hours of operation, of transfer station
- Conduct additional household hazardous waste day on September 24, 2019 in Meriden to provide easy disposal of hazardous materials.
- Encourage re-use and recycle events to reduce waste, such as Community swap/cleanup and acceptance of cardboard at transfer station

EXPENDITURES SUMMARY

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
P.W. - TRANSFER STATION (3355)								
0001-3355-40-3-0000-191	OVERTIME	16,536	16,878	21,000	16,011	21,000	-	0.0%
0001-3355-40-3-0000-339	MONITORING	69,780	53,200	70,000	30,649	70,000	-	0.0%
0001-3355-40-3-0000-340	RECYCLING-HAZARDOUS WASTE	12,905	30,534	60,000	4,597	40,000	(20,000)	-33.3%
0001-3355-40-3-0000-342	Meriden Green Financial Assurance Fund	65,000	65,000	-	-	-	-	0.0%
0001-3355-40-3-0000-350	GASOLINE	5,176	5,206	4,800	3,100	5,000	200	4.2%
0001-3355-40-3-0000-352	VEHICLE MAINTENANCE	16,884	23,912	25,000	10,064	25,000	-	0.0%
0001-3355-40-3-0000-390	OTHER PURCHASED SERVICES	-	-	1,000	-	-	(1,000)	-100.0%
0001-3355-40-3-0000-440	OFFICE EXPENSE & SUPPLY	343	794	2,500	1,189	2,500	-	0.0%
**** Cost Center Total **** Transfer Station / Landfill		186,623	195,525	184,300	65,610	163,500	(20,800)	-11.3%

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
P.W. - WASTE COLLECTION (3357)								
0001-3357-40-3-0000-340	RECYCLING-HAZARDOUS WASTE	1,576	-	-	284	-	-	-
0001-3357-40-3-0000-369	DUMPING FEES	609,637	538,341	765,000	405,974	800,000	35,000	4.6%
0001-3357-40-3-0000-390	CONTRACT	840,126	852,603	940,000	439,712	940,000	-	0.0%
0001-3357-40-3-0000-440	OFFICE EXPENSE & SUPPLY	275	-	500	-	-	(500)	-100.0%
**** Cost Center Total **** Waste Collection		1,451,614	1,390,944	1,705,500	845,970	1,740,000	34,500	2.0%

City of Meriden 2022 Budget As of Dec 31, 2020		2019 Actual	2020 Actual	City Council 2021 Budget Approved	2021 Y-T-D as of 12/31/20	City Manager Rec.	\$ Variance	% Variance CM Rec. vs CY Budget
P.W. - BULKY WASTE (3359)								
0001-3359-40-3-0000-191	OVERTIME CONTINGENCY	-	193				-	
0001-3359-40-3-0000-350	GASOLINE	2,861	1,705	3,100	1,037	3,100	-	0.0%
0001-3359-40-3-0000-352	VEHICLE MAINTENANCE	2,000	700	4,160	7,253	4,160	-	0.0%
0001-3359-40-3-0000-390	DUMP FEES	122,249	99,902	87,000	41,408	100,000	13,000	14.9%
0001-3359-40-3-0000-440	OFFICE EXPENSE & SUPPLY	1,494	746	2,100	-	2,100	-	0.0%
**** Cost Center Total **** Bulky Waste		128,603	103,246	96,360	49,698	109,360	13,000	13.5%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Recycling pickup rejection rate					
Recycling rate - inner district					

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED
Solid Waste Citations issued				
MSW disposal costs - inner district / City buildings				
Number of transfer station users (free vs fee)				

SECTION 11

EDUCATION

BOARD OF EDUCATION

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
BOARD OF EDUCATION (1000)								
0001-1000-40-1-0000-149	BOARD OF EDUCATION	100,111,455	100,344,707	100,882,340	40,335,029	100,882,340	-	0.0%
0001-1000-40-1-0000-201	HEALTH INSURANCE	-	-	-	-	-	-	
***** Cost Center Total *****	Education	100,111,455	100,344,707	100,882,340	40,335,029	100,882,340	-	0.0%
SCHOOL BUILDING COMMITTEE (1184)								
0001-1184-40-1-0000-160	SALARY EXPENSE	-	-	-	-	-	-	0.0%
0001-1184-40-1-2320-160	SALARY EXPENSE	1,154	1,253	-	-	-	-	0.0%
***** Cost Center Total *****	Education	1,154	1,253	-	-	-	-	0.0%

SECTION 12

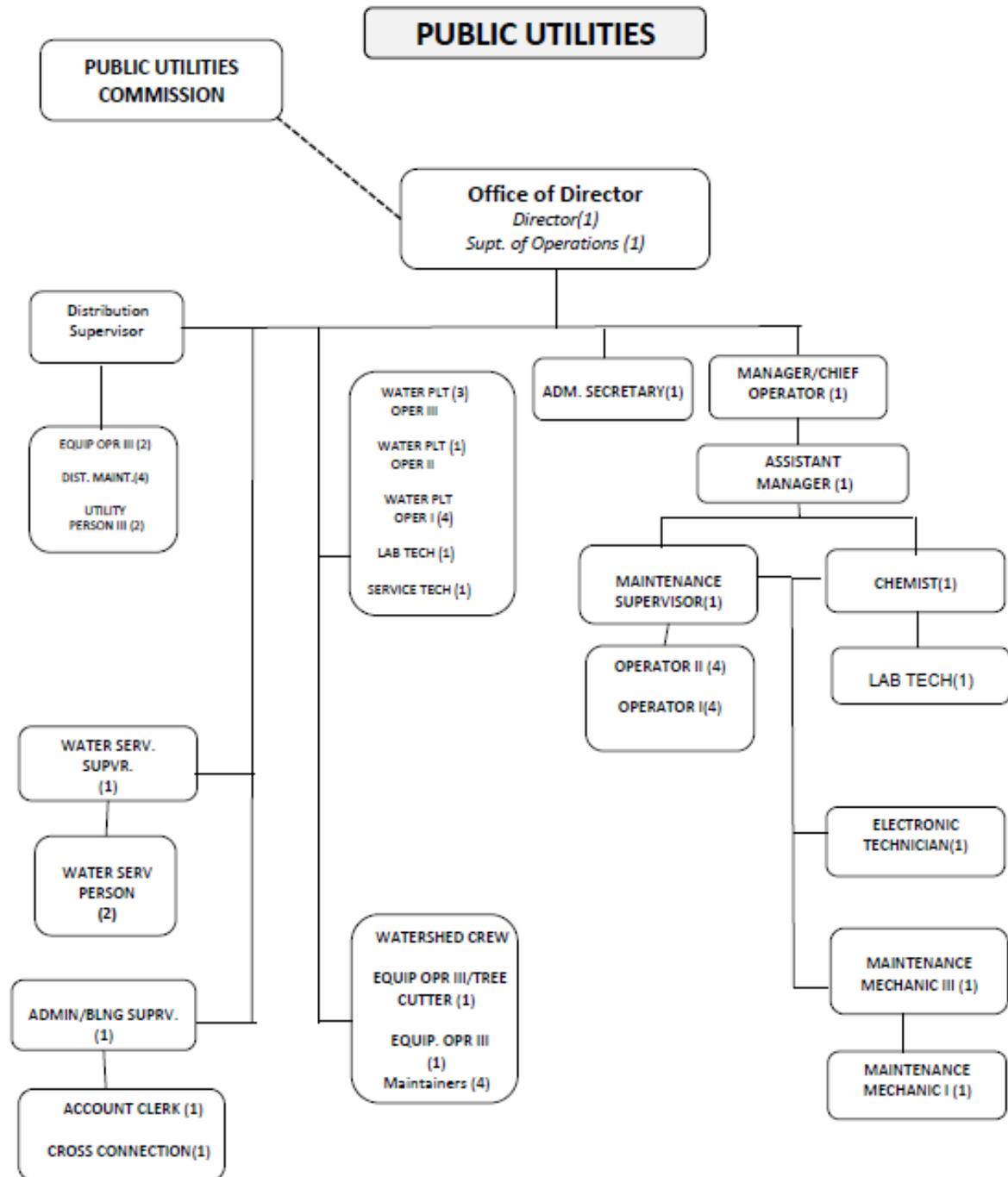
ENTERPRISE:

Fiscal

Water

Sewer

Golf



PUBLIC UTILITIES-WATER DIVISION

MISSION

It is the mission of the Water Division to protect, treat, store, and deliver the highest quality water to its customers in accordance with the regulations of the Connecticut Department of Public Health, in addition to providing for the fire fighting and protection needs of the City in a fiscally prudent manner.

SUCSESSES AND ACCOMPLISHMENTS

- Water treatment facilities process approximately 2 billion gallons of water annually
- Completed 1230 watershed inspection on source of supply land located in Berlin, Cheshire, Meriden and Wallingford.
- Conducted over 29,000 water quality test annually utilizing in house personnel and contracted laboratory services.
- Within the cross connection inspection program, which keeps potentially contaminated water from back feeding into the distribution system, the staff tested 1233 backflow prevention and reduced pressure devices annually
- Distribution crews worked to repair 50 service leaks, 25 main breaks, 6 fire hydrants and 6 water gate valves.
- Inspected and repaired (as needed) 1556 municipal and 282 private fire hydrants
- Safety training hours provided for 29 utility employees.

FUTURE GOALS AND INITIATIVES

- Updating water treatment facilities to current technological standards to improve water treatment, reduce power consumption and enhance alarm system.
- Restore and improve dam structures and gatehouses to reduce long term maintenance of structures.
- Continue rehabilitation of water mains to improve water quality, flow and reduce amount of unaccounted for water.
- Improve pump station performance to maintain better water supply and pressure in the distribution system on the East side of the City.
- Continue water main valve replacement program – current winter treatment of roadways results in corrosion and inoperability of water main valves
- Correspond with Public Works and large commercial facilities to reduce sodium chloride applied in aquifer protection areas to protect public drinking water wells
- Continue to work with neighboring town officials in addressing water quality issues that affect public drinking water supplies.
- Reduce the amount of billing delinquencies

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1	
Payroll Projection							
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
						<u>Request</u>	<u>Total</u>
WATER (0503-3920)							
EQUIP OPER III/CR LDR COM	0503	3920	194	100.000	76,790.53	78,777.43	
EQUIP OPER III/CR LDR COM	0503	3920	194	100.000	83,815.81	85,264.00	
EQUIPMENT OPERATOR 3/CREW	0503	3920	194	100.000	-	-	
EQUIPMENT OPERATOR 3/CREW	0503	3920	194	100.000	-	-	
LAB TECH SOURC WATER INSP	0503	3920	194	100.000	69,255.53	71,185.43	
UTILITYPERSON III	0503	3920	194	100.000	67,260.97	69,078.86	
UTILITYPERSON III	0503	3920	194	100.000	79,449.95	79,449.95	
WATER DISTRIBUTION MAINTA	0503	3920	194	100.000	58,763.32	60,335.43	
WATER DISTRIBUTION MAINTA	0503	3920	194	100.000	58,629.38	59,004.17	
WATER DISTRIBUTION MAINTA	0503	3920	194	100.000	58,134.93	59,791.37	
WATER DISTRIBUTION MAINTA	0503	3920	194	100.000	63,759.41	63,593.43	
WATER PLANT OPERATOR I	0503	3920	194	100.000	63,759.41	65,366.28	
WATER PLANT OPERATOR I	0503	3920	194	100.000	69,654.44	69,654.44	
WATER PLANT OPERATOR I	0503	3920	194	100.000	55,515.23	59,200.97	
WATER PLANT OPERATOR II	0503	3920	194	100.000	77,898.62	79,215.43	
WATER PLANT OPERATOR II	0503	3920	194	100.000	73,488.42	75,440.28	
WATER PLANT OPERATOR III	0503	3920	194	100.000	83,350.41	85,639.43	
WATER PLANT OPERATOR III	0503	3920	194	100.000	92,879.98	92,879.98	
WATER PLANT OPERATOR III	0503	3920	194	100.000	92,879.98	92,879.98	
WATER SERVICE TECHNICIAN	0503	3920	194	100.000	92,879.98	92,879.98	
WATERSHED EQ OP III TREEC	0503	3920	194	100.000	78,629.96	80,800.57	
WATERSHED EQUIP OPER 3/CR	0503	3920	194	100.000	71,466.50	74,376.57	
WATERSHED MAINTAINER	0503	3920	194	100.000	57,809.40	59,594.57	
WATERSHED MAINTAINER	0503	3920	194	100.000	57,917.91	60,879.43	
WATERSHED MAINTAINER	0503	3920	194	100.000	55,515.23	55,515.23	
WATERSHED MAINTAINER						60,879.43	

Prepared: 2/1/21,16:36:21		2021-2022 Budget				Page 1	
Payroll Projection							
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>
						<u>Request</u>	<u>Total</u>
CROSS CONNECTION INSPECTO	0503	3920	196	100.000	77,780.23	79,090.29	1,731,682.64
UTILITY CLERK	0503	3920	196	100.000	61,989.94	63,030.28	142,120.57
WATER ASSISTANT MANAGER	0503	3920	198	100.000	-	86,202.00	
WATER DISTRIBUTION SUPERV	0503	3920	198	100.000	86,231.85	91,270.86	177,472.86
						2,051,276.07	2,051,276.07

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
WATER (3920)								
REVENUES								
0503-3920-30-0-0000-400	Primacy Fee - State of Connecticut	60,636	32,385	32,662	14,023	33,381	719	2.2%
0503-3920-30-0-0000-633	FEES	94,300	94,800	94,800	29,900	94,800	-	0.0%
0503-3920-30-0-0000-634	FIRE SERVICE CHARGE	93,669	94,294	94,240	94,981	94,240	-	0.0%
0503-3920-30-0-0000-641	INTEREST	175,829	159,471	160,000	44,670	120,000	(40,000)	-25.0%
0503-3920-30-0-0000-642	LIEN FEES	40,838	31,131	30,000	7,066	30,000	-	0.0%
0503-3920-30-0-0000-680	INVESTMENTS	25,101	32,765	12,000	1,546	12,000	-	0.0%
0503-3920-30-0-0000-687	CHARGE	833,521	834,792	712,184	417,812	834,792	122,608	17.2%
0503-3920-30-0-0000-691	WIRELESS LEASE INC	15,209	15,076	15,077	7,538	15,077	-	0.0%
0503-3920-30-0-0000-692	LEASE INCOME	26,400	27,720	30,360	15,180	30,360	-	0.0%
0503-3920-30-0-0000-693	LEASE INCOME	33,607	33,607	33,607	16,804	34,237	630	1.9%
0503-3920-30-0-0000-695	MISC. INCOME	97,742	94,715	120,684	74,787	120,684	-	0.0%
0503-3920-30-0-0000-696	MANAGEMENT	50,060	20,329	40,000	-	40,000	-	0.0%
0503-3920-30-0-0000-400	Connecticut	60,636	-	32,662	-	-	(32,662)	-100.0%
0503-3920-30-0-0000-699	RETAINED EARNINGS	-	-	-	-	122,529	122,529	0.0%
0503-3920-30-0-0000-984	WATER SALES	8,849,033	9,504,527	9,061,825	5,809,169	9,742,931	681,106	7.5%
***** Cost Center Total *****	Revenues	10,395,945	10,975,613	10,437,439	6,519,454	11,291,650	854,211	8.2%

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
EXPENSES								
0503-3920-45-0-0000-189	PART TIME SEASONAL		3,810			-		
0503-3920-45-0-0000-191	OVERTIME	177,802	188,897	180,000	115,982	180,000	-	0.0%
0503-3920-45-0-0000-194	PUBLIC WORKS	1,125,393	1,654,995	1,697,533	786,136	1,731,683	34,150	2.0%
0503-3920-45-0-0000-196	MME	142,153	219,225	139,771	69,034	142,121	2,350	1.7%
0503-3920-45-0-0000-198	SUPERVISORS	95,521	267,963	175,584	43,889	177,473	1,889	1.1%
0503-3920-45-0-0000-200	EMPLOYEE'S BENEFITS	735,191	755,757	1,037,895	328,758	1,130,454	92,559	8.9%
0503-3920-45-0-0000-202	BENEFITS	104,335	70,837	57,450	-	70,837	13,387	23.3%
0503-3920-45-0-0000-301	PRINCIPAL	951,100	953,000	973,000	294,000	1,482,500	509,500	52.4%
0503-3920-45-0-0000-302	INTEREST	418,132	423,079	380,371	140,619	704,388	324,017	85.2%
0503-3920-45-0-0000-306	TOWNS	63,088	63,088	68,000	65,861	68,000	-	0.0%
0503-3920-45-0-0000-309	SUBSIDY	-	-	-	-	-	-	0.0%
0503-3920-45-0-0000-314	BROADBROOK DESIGN	72,554	74,019	75,513	31,280	77,037	1,524	2.0%
0503-3920-45-0-0000-315	BROADBROOK DESIGN	23,500	22,036	20,542	8,742	19,018	(1,524)	-7.4%
0503-3920-45-0-0000-316	BROADBROOK DESIGN	-	-	122,107	-	-	(122,107)	100.0%
0503-3920-45-0-0000-317	BROADBROOK	725,767	740,416	755,361	312,900	770,608	15,247	2.0%
0503-3920-45-0-0000-318	BROADBROOK	292,744	278,095	263,150	111,479	247,903	(15,247)	-5.8%
0503-3920-45-0-0000-319	Avenue	61,776	63,023	64,295	26,634	65,593	1,298	2.0%
0503-3920-45-0-0000-320	Avenue	26,227	24,980	23,708	10,034	22,411	(1,297)	-5.5%
0503-3920-45-0-0000-321	PUBLIC UTILITIES	804,358	847,672	825,000	330,129	825,000	-	0.0%
0503-3920-45-0-0000-323	MAINTENANCE	15,415	9,083	20,000	539	20,000	-	0.0%
0503-3920-45-0-0000-350	GASOLINE	46,420	44,141	48,000	21,820	45,000	(3,000)	-6.3%
0503-3920-45-0-0000-352	VEHICLE MAINTENANCE	38,673	43,120	60,000	9,380	45,000	(15,000)	-25.0%
0503-3920-45-0-0000-388	AUDIT	14,667	8,690	16,250	5,713	13,690	(2,560)	-15.8%
0503-3920-45-0-0000-390	WATER PURCHASED	47,405	43,105	45,000	13,852	45,000	-	0.0%
0503-3920-45-0-0000-398	SERVICE	878,461	870,425	801,889	-	831,450	29,561	3.7%
0503-3920-45-0-0000-399	FUND	619,192	619,192	619,192	-	619,192	-	0.0%
0503-3920-45-0-0000-400	Connecticut	45,253	32,223	32,662	16,484	33,381	719	2.2%
0503-3920-45-0-0000-440	SUPPLIES	67,672	105,170	91,000	41,201	80,000	(11,000)	-12.1%
0503-3920-45-0-0000-489	MEDICAL EXPENSE	3,884	2,874	4,000	410	4,000	-	0.0%
0503-3920-45-0-0000-491	ACCESS	35,002	23,277	35,000	8,469	35,000	-	0.0%
0503-3920-45-0-0000-492	RESERVOIR	26,768	12,500	40,000	11,746	40,000	-	0.0%
0503-3920-45-0-0000-493	STATIONS	21,862	33,988	40,000	3,538	40,000	-	0.0%
0503-3920-45-0-0000-494	SERVICES-MATERIALS	(3,993)	(13,394)	7,500	(3,565)	7,500	-	0.0%
0503-3920-45-0-0000-495	TREATMENT EXPENSE	597,630	566,459	622,000	280,041	600,000	(22,000)	-3.5%
0503-3920-45-0-0000-501	CAPITAL OUTLAY	17,503	2,184	15,000	-	15,000	-	100.0%
0503-3920-45-0-0000-504	WATER EQUIPMENT	19,164	31,719	20,000	6,780	20,000	-	0.0%
0503-3920-45-0-0000-506	HYDRANTS-MATERIALS	14,774	14,151	15,000	1,602	15,000	-	0.0%
0503-3920-45-0-0000-602	CONTINGENCY	-	-	-	-	-	-	0.0%
0503-3920-45-0-0000-640	MEETINGS	19,833	18,520	23,000	9,111	23,000	-	0.0%
0503-3920-45-0-0000-643	INSURANCE	893,838	944,995	942,666	244,942	964,411	21,745	2.3%
0503-3920-45-0-0000-714	REPAIR TRENCHES	76,110	79,237	80,000	35,153	80,000	-	0.0%
Expense Total for Fund 0503		9,315,171	10,142,551	10,437,439	3,382,695	11,291,650	854,211	8.2%
Revenue Fund 0503		10,395,945	10,975,613	10,437,439	6,519,454	11,291,650	854,211	8.2%
Balance Surplus / (Deficit)		1,080,774	833,062			-		

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED
Flush 220 miles of water mains	100 %	100%	100%	100%	100%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED
Inspect/repair 1556 Municipal Fire Hydrants	100%	100% 0	100%	100%

PUBLIC UTILITIES – WATER POLLUTION CONTROL FACILITY

MISSION

It is the mission of the WPCF to collect and treat wastewater generated by the City's residents, businesses, and industrial users in an environmentally and fiscally prudent manner while protecting the health and quality of life for the community along with the wildlife living downstream.

SUCSESSES AND ACCOMPLISHMENTS

- Completed first full calendar year of construction on the Water Pollution Control Facility and Remote Pump Station Upgrades project. All major infrastructure has been built. Remainder of contract will be equipment installation and electrical wiring of new equipment.
- SCADA project is 100% complete and now providing online monitoring the WPCF's systems
- Meriden WPCF was the third highest earner in the Connecticut Nitrogen Credit Exchange Program last year earning \$254,558.
- Meriden continued to meet its interim phosphorous removal permit limit of less than 0.70 mg/l
- Phase II of the Inflow & Infiltration (I&I) study was completed and sent to CT DEEP and EPA for approval. Staff is using recommendations from study to schedule sewer line rehab work as part of our federally mandated Capacity, Management, Operation and Maintenance (CMOM) program.

FUTURE GOALS AND INITIATIVES

- Maintain our Nitrogen discharge permit limit to less than 4.4 mg/l which will help earn revenue from the Connecticut Nitrogen Credit Exchange Program.
- Maintain our less than 0.70 mg/l interim phosphorus discharge limits until the associated WPCF and Remote Pump Station Upgrade construction project is completed.
- Use results from the Phase II I&I study to plan for continued improvements to our collection system for conformance with the Federal CMOM mandate.
- Start planning for the startup of the High Flow project that limits the potential for wastewater overflows to the Quinnipiac River at the Harbor Brook Pump Station.
- Plan the startup of new equipment including the Phosphorous Removal system in 2021 which will have a new discharge limit value of 0.094 mg/l

PERSONNEL AND EXPENDITURES SUMMARY

SEWER (0502 - 3930)								
LABORATORY TECHNICIAN	0502	3930	194	100.000	71,028.47	71,028.47		201,975,495

Prepared: 2/1/21,16:36:21				2021-2022 Budget			Page 1	
				Payroll Projection				
Program : PR815L				7/01/21 to 6/30/22				
					<u>2020 Budget</u>	<u>2022 Budget</u>	<u>Object</u>	
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>		<u>Request</u>	<u>Total</u>	
MAINTENANCE MECHANIC I	0502	3930	194	100.000	73,125.14	73,125.14		
MAINTENANCE MECHANIC II	0502	3930	194		-	71,985.00		
MAINTENANCE MECHANIC II	0502	3930	194	100.000	92,879.98	92,879.98		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	69,454.28	59,332.17		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	65,554.51	67,368.57		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	61,853.49	58,102.68		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	71,028.47	69,454.28		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	57,809.40	59,594.57		
SEWER PLANT OPERATOR II	0502	3930	194	100.000	79,449.95	79,449.95		
SEWER PLANT OPERATOR II	0502	3930	194	100.000	79,449.95	79,449.95		
SEWER PLANT OPERATOR II	0502	3930	194	100.000	77,898.62	77,898.62		924,535.38
SEWER PLANT OPERATOR II	0502	3930	194	100.000	-	64,866.00		
ADMINISTRATIVE	0502	3930	196	100.000	63,030.28	63,030.28		63,030.28
CHEMIST	0502	3930	198	100.000	93,189.71	93,436.67		
ELECTRONIC TECHNCIAN	0502	3930	198	100.000	78,503.86	78,503.86		
WPCF ASSISTANT MANAGER	0502	3930	198	100.000	105,873.56	105,873.56		
WPCF FACILITY MANAGER	0502	3930	198	100.000	115,537.22	115,537.22		
WPCF MAINTENANCE	0502	3930	198	100.000	93,436.67	93,436.67		486,787.98
						1,474,353.64		1,474,353.64

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
SEWER (3930)								
REVENUES								
0502-3930-30-0-0000-641	ASSESSMENTS	29,634	9,079	5,222	750	5,222	-	0.0%
0502-3930-30-0-0000-642	INTEREST & LIEN FEES	220,041	190,849	180,266	54,878	180,266	-	0.0%
0502-3930-30-0-0000-644	REVENUE	5,431	5,160	1,500	1,756	1,500	-	100.0%
0502-3930-30-0-0000-680	INVESTMENTS	47,575	48,148	22,196	2,392	12,200	(9,996)	-45.0%
0502-3930-30-0-0000-687	BASIC SERVICE FEE	709,761	711,117	682,758	355,941	694,923	12,165	1.8%
0502-3930-30-0-0000-690	NITROGEN CREDIT	162,547	508,846	195,000	242,383	160,000	(35,000)	-17.9%
0502-3930-30-0-0000-694	CONNECTIONS	-	-	5,560	-	5,560	-	0.0%
0502-3930-30-0-0000-695	MISC. INCOME	50,568	4,354	14,635	3,033	14,635	-	0.0%
0502-3930-30-0-0000-699	RETAINED EARNINGS	-	-	-	-	365,527	365,527	0.0%
0502-3930-30-0-0000-984	SEWER USE CHARGE	8,864,558	9,310,091	9,124,154	5,606,152	9,716,665	592,511	6.5%
**** Cost Center Total ****	Revenues	10,090,115	10,787,645	10,231,291	6,267,285	11,156,498	925,207	9.0%

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
EXPENSES								
0502-3930-45-0-0000-191	OVERTIME	82,681	91,228	95,000	59,605	105,000	10,000	10.5%
0502-3930-45-0-0000-194	LABOR PUBLIC WORKS	704,175	661,692	795,730	384,567	924,535	128,805	16.2%
0502-3930-45-0-0000-196	MME	52,007	57,423	59,907	29,645	63,030	3,123	5.2%
0502-3930-45-0-0000-198	SUPERVISORS	460,689	488,016	486,788	238,346	486,788	-	0.0%
0502-3930-45-0-0000-200	EMPLOYEE BENEFITS	785,205	637,985	731,005	256,729	776,188	45,183	6.2%
0502-3930-45-0-0000-202	BENEFITS	52,325	15,931	9,344	-	15,931	6,587	70.5%
0502-3930-45-0-0000-301	PRINCIPAL RETIREMENT	476,700	476,800	509,800	26,000	999,088	489,288	96.0%
0502-3930-45-0-0000-302	INTEREST	228,887	259,883	238,558	114,931	555,671	317,113	132.9%
0502-3930-45-0-0000-307	CWF	-	-	425,000	-	-	(425,000)	-100.0%
0502-3930-45-0-0000-308	INTEREST CWF	-	-	-	-	-	-	0.0%
0502-3930-45-0-0000-309	SUBSIDY	-	-	-	-	-	-	0.0%
0502-3930-45-0-0000-310	UPGRADE PLANT	1,695,485	1,729,707	1,764,620	730,975	1,800,238	35,618	2.0%
0502-3930-45-0-0000-311	UPGRADE PLANT	461,228	427,005	392,092	167,655	356,475	(35,617)	-9.1%
0502-3930-45-0-0000-312	PRINCIPAL CWF-I&I	82,750	84,420	86,124	35,676	87,862	1,738	2.0%
0502-3930-45-0-0000-313	INTEREST CWF-I&I	24,635	22,965	21,261	9,068	19,523	(1,738)	-8.2%
0502-3930-45-0-0000-321	UTILITIES	1,092,140	1,065,157	1,086,515	423,236	1,130,000	43,485	4.0%
0502-3930-45-0-0000-323	MAINTENANCE	79,286	174,010	110,000	31,017	125,000	15,000	13.6%
0502-3930-45-0-0000-342	WATER/ SEWER BILL	11,752	11,477	12,000	6,896	12,000	-	0.0%
0502-3930-45-0-0000-350	GASOLINE	14,331	11,163	16,000	3,413	16,000	-	0.0%
0502-3930-45-0-0000-352	VEHICLE MAINTENANCE	13,990	7,733	22,000	4,622	22,000	-	0.0%
0502-3930-45-0-0000-388	AUDIT	14,667	8,690	16,250	5,713	13,690	(2,560)	-15.8%
0502-3930-45-0-0000-391	MEDICAL EXPENSES	2,299	1,481	5,000	990	5,000	-	0.0%
0502-3930-45-0-0000-398	DIV.	791,616	785,634	729,406	-	758,593	29,187	4.0%
0502-3930-45-0-0000-399	FUND	541,910	541,910	541,910	-	541,910	-	0.0%
0502-3930-45-0-0000-484	SUPPLIES	433,477	441,010	490,000	154,124	600,000	110,000	22.4%
0502-3930-45-0-0000-485	BICOLID DISPOSAL	690,340	865,924	796,500	297,902	905,000	108,500	13.6%
0502-3930-45-0-0000-486	AND MAINT	14,043	49,893	40,000	9,801	60,000	20,000	50.0%
0502-3930-45-0-0000-501	CAPITAL OUTLAY	1,175	88,000	14,000	-	15,000	1,000	7.1%
0502-3930-45-0-0000-640	MEETINGS	9,524	11,828	16,000	862	16,000	-	0.0%
0502-3930-45-0-0000-643	INSURANCE	681,732	702,968	720,481	198,434	745,976	25,495	3.5%
Expense Total for Fund 0502		9,499,050	9,719,933	10,231,291	3,190,206	11,156,498	925,207	9.0%
Revenue Fund 0502		10,090,115	10,787,645	10,231,291	6,267,285	11,156,498	925,207	9.0%
Balance Surplus / (Deficit)		591,065	1,067,711				-	

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY 2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY 2021 ESTIMATED
Nitrogen Removal	>449 lbs./d	177 lbs./d	102.9 lbs./d	>200 lbs./d	>200 lbs./d
Phosphorus Removal	>0.70 mg/l	0.36 mg/l	.51 mg/l	0.33 mg/l	>0.60 mg/l

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ESTIMATED
Lining (linear feet)	4,300 ft	2,000 ft	Phase II Study and Hanover St Planning	Hanover St brick 36" line rehab in place of lining
Cleaning (linear feet)	64,661 ft	39,818ft	71,635 ft	50,000 ft
Televising (linear feet)	7,390ft	4823 ft	7,582 ft	10,000 ft

FISCAL DIVISION

SUCSESSES AND ACCOMPLISHMENTS

- Continued with the Meter Replacement Program to update the metering system. We target the older style meters that have lead in the body casting and replace them with the new no-lead water meters, which are in line with the State's lead standard policy. Updating the meters also results in more accurate billing.
- Maintained Water Distribution Operator certification through the CT Department of Public Health Operator Certification Program for Public Utilities/Water Division employees.
- The water metering system of about 36,000 devices (water meters, radio transmitters) was kept above a 98% successful read rate, resulting in more accurate billing. We continuously monitor the status of the devices and make repairs as we become aware of the problems.
- We adjusted the way we schedule appointments to increase efficiency in repair work, allowing us to get notices to customers with issues in a timelier manner.
- This past year the meter department (2 servicemen):
 - Services about 18,000 accounts
 - Completed 984 interim readings
 - Replaced 584 water meters
 - Tested 580 water meters for accuracy
 - Replaced 203 radio transmitters
 - Responded to 3,027 total work orders/service calls

FUTURE GOALS AND INITIATIVES

- Continue with the Meter Replacement Program on a consistent pace until all water meters with lead are out of the system.
- Continue with safety training and update written programs and procedures as required.
- Maintain water operator certifications for Public Utilities/Water Division employees through adequate training hours.
- Continue to maintain a 98% successful read rate for the water metering system and aim for a 99% and higher successful read rate to improve billing accuracy.
- Adapt to and use technology/industry trends to increase efficiency of the system when it is cost effective to do so.

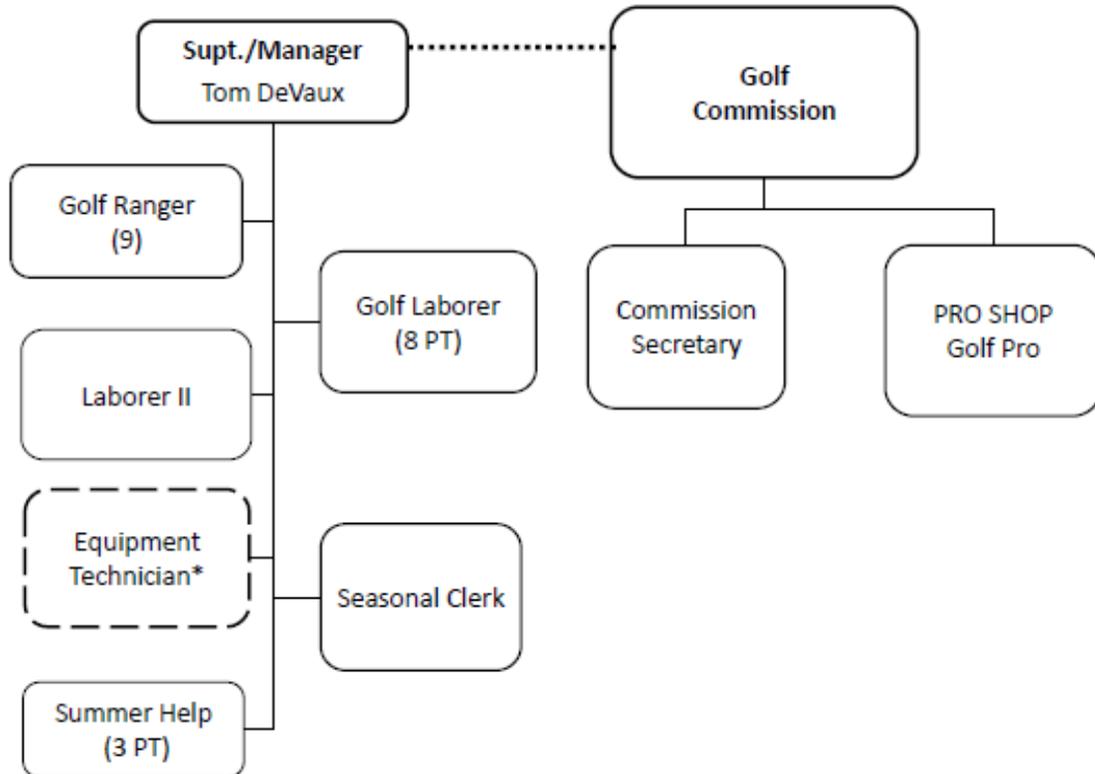
PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21 2021-2022 Budget					Page 1		
Payroll							
Program : PR815L		7/01/21 to 6/30/22					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
FISCAL DIVISION (0503-3910)							
DIRECTOR OF PUBLIC WATER	0503	3910	190	100.000	115,631.96	116,757.50	116,757.50
WATER	0503	3910	194	100.000	61,033.51	62,675.71	
WATER	0503	3910	194	100.000	54,119.04	55,626.00	118,301.71
PUBLIC UTIL BILLING & SUPERINT/OPERATIONS-WATER SERVICE	0503	3910	196	100.000	77,780.23	79,090.29	79,090.29
	0503	3910	198	100.000	120,742.00	120,742.00	
	0503	3910	198	100.000	79,119.01	81,843.43	202,585.43
						516,734.93	516,734.93

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
FISCAL (3910)								
REVENUES								
0503-3910-30-0-0000-648	REVENUE WATER DEPARTMENT	878,461	870,425	801,889	-	831,450	29,561	3.7%
0503-3910-30-0-0000-649	REVENUE SEWER DEPARTMENT	791,616	785,634	729,406	-	758,593	29,187	4.0%
**** Cost Center Total **** Revenues		1,670,077	1,656,059	1,531,295	-	1,590,043	58,748	3.8%

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
EXPENSES								
0503-3910-45-0-0000-190	ADMINISTRATION	138,872	115,885	115,632	57,080	116,758	1,126	1.0%
0503-3910-45-0-0000-191	OVERTIME	3,560	1,206	5,000	1,467	5,000	-	0.0%
0503-3910-45-0-0000-194	PUBLIC WORKS	145,634	107,646	115,153	55,276	118,302	3,149	2.7%
0503-3910-45-0-0000-196	MIME	76,024	77,932	77,781	38,830	79,090	1,309	1.7%
0503-3910-45-0-0000-198	SUPERVISORS	215,984	187,024	200,182	97,679	202,585	2,403	1.2%
0503-3910-45-0-0000-200	EMPLOYEE BENEFITS	1,102,377	280,242	244,105	71,461	290,000	45,895	18.8%
0503-3910-45-0-0000-202	POST RETIREMENT BENEFITS	28,470	26,584	21,559	-	26,584	5,025	23.3%
0503-3910-45-0-0000-350	GASOLINE	4,309	4,845	5,000	1,476	5,000	-	0.0%
0503-3910-45-0-0000-352	VEHICLE MAINTENANCE	4,330	3,282	5,244	1,646	5,244	-	0.0%
0503-3910-45-0-0000-357	ATTORNEY FEES	(2,440)	(435)	9,000	(125)	9,000	-	0.0%
0503-3910-45-0-0000-390	OTHER PURCHASED SERVICES	47,389	54,760	60,000	18,894	60,000	-	0.0%
0503-3910-45-0-0000-391	MEDICAL EXPENSE	-	-	650	-	650	-	0.0%
0503-3910-45-0-0000-443	OFFICE EXPENSES AND SUPPLIES	212	309	1,450	179	1,450	-	0.0%
0503-3910-45-0-0000-463	LIABILITY INSURANCE	22,667	24,826	109,641	24,709	109,482	(159)	-0.1%
0503-3910-45-0-0000-487	METER MATERIALS	10,559	10,281	11,000	1,216	11,000	-	0.0%
0503-3910-45-0-0000-489	TAX COLLECTOR/IT SERVICES	538,898	538,898	538,898	-	538,898	-	0.0%
0503-3910-45-0-0000-494	SERVICE MATERIALS	(1,784)	-	-	-	-	-	0.0%
0503-3910-45-0-0000-712	WATER METERS	2,274	9,029	11,000	199	11,000	-	0.0%
Expense Total for Fund 0503		2,337,335	1,442,314	1,531,295	369,987	1,590,043	58,748	3.8%
Revenue Fund 0503		1,670,077	1,656,059	1,531,295	-	1,590,043	58,748	3.8%
Balance Surplus / (Deficit)		(667,258)	213,745			-	-	

GOLF



* One Laborer II being promoted to Equipment Technician

GOLF DEPARTMENT

MISSION

The Golf Department provides a year-round recreational facility at the George Hunter Memorial Golf Course, with golf being the primary function.

The golf season generally runs from early Spring to late Fall. Winter activities such as cross country skiing, sliding, and snowshoeing are permitted according to the rules set by the Golf Commission.

SUCSESSES AND ACCOMPLISHMENTS

- 18 consecutive months of growth from June 2019-December 2020
- Maintained a safe and healthy environment during the Covid crisis for both patrons and staff
- Hosted a very successful City Open Championship sponsored by Meriden Hyundai

FUTURE GOALS AND INITIATIVES

- Complete work with other area golf course Superintendents in association with the GCSAA and the Turf Pathology Department at the University of Connecticut on the **"Better Management Practices Project"**
 - Create better advocacy when speaking with city and state representatives with regards to:
 - Pesticide use
 - Fertilizer use
 - Water diversion
 - Water consumption
 - Energy conservation
- Implement online tee time program for our website
- Increase average rounds of golf per year
 - Daily green fees
 - Tournament play
 - League play
- Continue to provide a safe recreational activity for both our employees and our patrons

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 2/1/21,16:36:21		2021-2022 Budget			Page 1		
Program : PR815L		7/01/21 to 6/30/22			Payroll		
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2020 Budget</u>	<u>2022 Budget Request</u>	<u>Object Total</u>
GOLF COURSE (509-0810)							
GOLF COURSE EQUIP	0509	0810	194	100.000		67,256.00	
LABORER II	0509	0810	194	100.000		-	67,256.00
SUPT. / MANAGER GOLF	0509	0810	198	100.000		108,766.56	108,766.56
						176,022.56	176,022.56

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
GOLF (0810)								
REVENUES								
0509-0810-30-0-0000-650	RECOVERY FROM GOLF PRO	50,139	55,178	53,100	6,287	58,450	53,100	53,100
0509-0810-30-0-0000-655	GREENS FEES	375,066	447,474	428,284	417,643	503,779	436,284	436,284
0509-0810-30-0-0000-656	SEASONS PASSES	117,575	106,000	125,000	13,900	113,500	135,000	135,000
0509-0810-30-0-0000-657	TOURNAMENTS	61,105	39,891	62,900	15,986	36,800	62,900	62,900
0509-0810-30-0-0000-658	LEAGUES	51,279	33,147	55,900	17,832	42,500	55,900	55,900
0509-0810-30-0-0000-690	RENT	44,400	33,300	44,400	14,800	88,200	44,400	44,400
0509-0810-30-0-0000-692	GOLF CART FEES	42,900	44,182	46,500	36,567	37,500	46,500	46,500
0509-0810-30-0-0000-693	GOLF CART FEES-PRO PORTION	228,798	235,543	225,000	195,025	250,000	225,000	225,000
0509-0810-30-0-0000-695	INTEREST INCOME	2,512	47,488	-	-	-	-	-
***** Cost Center Total ***** Revenues		973,773	1,042,203	1,041,084	718,040	1,130,729	1,059,084	1,059,084

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
EXPENSES								
0509-0810-45-0-0000-189	MISC PART-TIME	86,673	108,101	85,890	70,124	110,840	24,950	29.0%
0509-0810-45-0-0000-191	OVERTIME	13,060	6,055	14,200	7,551	7,050	(7,150)	-50.4%
0509-0810-45-0-0000-194	PUBLIC WORKS	125,566	61,413	115,618	31,468	67,256	(48,362)	-41.8%
0509-0810-45-0-0000-198	SUPERVISORS	99,237	106,115	105,874	51,835	108,767	2,893	2.7%
0509-0810-45-0-0000-200	EMPLOYEE BENEFITS	192,726	81,854	126,500	32,083	82,860	(43,640)	-34.5%
	POST RETIREMENT							
0509-0810-45-0-0000-202	BENEFITS	4,393	4,991	4,762	-	4,991	229	4.8%
0509-0810-45-0-0000-301	BOND PAYMENTS	3,900	2,900	2,900	-	2,900	-	0.0%
0509-0810-45-0-0000-302	BOND & BAN INTEREST	1,416	1,318	1,188	502	1,401	213	17.9%
0509-0810-45-0-0000-303	General Fund PAYMENTS	-	-	25,000		25,000	-	0.0%
0509-0810-45-0-0000-309	IRRIGATION BOND	-	-	-		107,500	107,500	
	GOLF EXPENSE &							
0509-0810-45-0-0000-345	SUPPLY	197,244	202,048	187,437	115,941	199,464	12,027	6.4%
	REIMBURSABLE GOLF							
0509-0810-45-0-0000-346	PRO EXP	50,139	55,945	53,100	44,819	58,450	5,350	10.1%
	GOLF CART FEES-PRO							
0509-0810-45-0-0000-347	PORTION	228,798	235,543	225,000	195,025	228,000	3,000	1.3%
0509-0810-45-0-0000-396	GOLF PRO	10,000	10,000	10,000	(38,200)	10,000	-	0.0%
0509-0810-45-0-0000-441	CLUBHOUSE EXPENSE	34,004	15,579	28,900	12,666	57,800	28,900	100.0%
	LIABILITY & GENERAL							
0509-0810-45-0-0000-463	INSURANCE	47,780	51,152	45,000	34,437	51,250	6,250	13.9%
0509-0810-45-0-0000-500	CAPITAL EQUIPMENT	14,038	1,368	8,500	8,899	5,750	(2,750)	-32.4%
	MEETINGS &							
0509-0810-45-0-0000-640	MEMBERSHIPS	1,775	1,390	1,215	745	1,450	235	19.3%
Expense Total for Fund 0509/510		1,110,749	945,772	1,041,084	567,894	1,130,729	89,645	0
Revenue Fund 0509/510		973,773	1,042,203	1,041,084	718,040	1,130,729	1,059,084	1,059,084
Balance Surplus / (Deficit)		(136,976)	96,431				969,439	

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Increase Total Golf Related Revenue	\$630,500	\$605,094	\$626,917	\$700,500	\$690,200

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Daily Fee/Season Pass Revenue	\$492,710	\$553,879	\$652,200	\$619,200
Tournament Revenue	\$61,105	\$39,891	\$22,500	\$35,700
League Revenue	\$51,279	\$33,147	\$25,800	\$35,300

SECTION 13

Capital Equipment & CIP

CAPITAL EQUIPMENT

City of Meriden		2019	2020	City Council	2021	City	\$	% Variance
2022 Budget		Actual	Actual	2021 Budget	Y-T-D	Manager	Variance	CM Rec. vs
As of Dec 31, 2020				Approved	as of 12/31/20	Rec.		CY Budget
CAPITAL (0215)								
0001-0215-40-0-0280-500	CAPITAL EQUIPMENT-ASSESSOR	424		275,000	275,000	530,975	255,975	93.1%
0001-0215-40-0-0270-500	CAPITAL EQUIPMENT-IT	226,905	211,000	-	22,134	225,000	225,000	100.0%
0001-0215-40-0-0510-500	CAPITAL EQUIPMENT-Planning & Enforc	-	15,000	-		15,000	15,000	100.0%
0001-0215-40-0-0801-500	CAPITAL EQUIPMENT-PARKS	-	-	-		-	-	0.0%
0001-0215-40-0-2605-500	CAPITAL EQUIPMENT-POLICE	115,150	166,600	-		66,174	66,174	100.0%
0001-0215-40-0-2605-699	TRANSFER OUT - Bullet Proof V 1000	(11,900)	(11,900)	-		-	-	100.0%
0001-0215-40-0-2610-500	CAPITAL EQUIPMENT-FIRE	-	20,245	-		10,000	10,000	100.0%
0001-0215-40-0-2617-500	CAPITAL EQUIPMENT-EMERGENCY COMM	44,000	42,500	-		-	-	100.0%
0001-0215-40-0-2619-500	CAPITAL EQUIPMENT-SMVFD	-	-	-		-	-	100.0%
0001-0215-40-0-3310-500	CAPITAL EQUIPMENT-ENGINEERING	6,100	6,100	-		6,245	6,245	100.0%
0001-0215-40-0-3351-500	CAPITAL EQUIPMENT-GARAGE	25,000	30,500	-		37,000	37,000	100.0%
0001-0215-40-0-3353-500	CAPITAL EQUIPMENT-TRAFFIC	54,700	59,400	18,000	18,000	58,000	40,000	222.2%
0001-0215-40-0-3354-500	CAPITAL EQUIPMENT-HIGHWAY	2,500	-	-		-	-	100.0%
0001-0215-40-0-3360-500	CAPITAL EQUIPMENT-FACILITIES	70,000	200,000	-		105,000	105,000	100.0%
0001-0215-40-0-3940-500	CAPITAL EQUIPMENT-PARKING	-	-	-		-	-	100.0%
0001-0215-40-0-4710-500	CAPITAL EQUIPMENT-HEALTH	-	-	-		-	-	100.0%
***** Cost Center Total *****	Capital Equipment	532,879	739,445	293,000	315,134	1,053,394	760,394	259.5%
Expenditure Total for Fund 0001		198,976,251	197,109,184	198,274,392	81,374,402	203,565,688	5,281,296	2.7%
Revenue Fund 0001		199,668,145	197,757,102	198,274,392	89,766,369	203,565,688	5,291,296	2.7%
Balance Surplus / (Deficit)		691,894	647,919			-		

CAPITAL IMPROVEMENT PROGRAM

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
C.I.P. FY 21/22 - 26/27									
Department Request Level									1/11/2021
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL
BOE	Washington Boiler Replacement			820,000					820,000
	Administrative Offices (22 Liberty St.) Roof Replacement				2,000,000				2,000,000
	Thomas Edison Roof Replacement					1,800,000			1,800,000
	TOTAL			820,000	2,000,000	1,800,000			4,620,000
FIRE	PPE Gear Extractors & Dryers for Stations	15,000							15,000
	SCBA (Grant) Project	543,248	(488,923)						54,325
	Extraction and Technical Rescue Tools	40,000		75,000					115,000
	Training Ground/Facility Improvements/ Breathing Air Compressor			175,000					175,000
	Facility Improvement Feasibility Study			75,000					75,000
	Facility Improvements				500,000				500,000
	Extraction Tool Replacement						130,000		130,000
	Training Ground Improvements							75,000.00	75,000
	TOTAL	598,248	(488,923)	325,000	500,000	-	130,000	75,000	1,139,325
POLICE	Portable Radios Upgrade	-							-
	Locker Room Renovations	-		100,000.00					275,000
	Police Bullet Proof Vests (40)	-			100,000.00	75,000.00			-
	Office Furniture (replaces 30th year old desks)	-							-
	License Plate Readers for Police Cruisers	-							-
	TOTAL	-	-	100,000	100,000	75,000	-	-	275,000
LIBRARY									
	TOTAL	-	-	-	-	-	-	-	-
IT	Virtual Desktop Deployment PD/City Hall- 50,000			50,000.00					250,000
	Penetration Testing/Security Improvements-20,000				50,000.00				-
	Disaster Recovery Upgrade/Cultural Center-60,000								-
	Website Upgrade- 70,000								-
	TOTAL	-	-	50,000	50,000	50,000	50,000	50,000	250,000
HEALTH									
	TOTAL	-	-	-	-	-	-	-	-

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
C.I.P. FY 21/22 - 26/27									
Department Request Level									
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL
AVIATION	N.QUNSET HANGAR REPAIR-RUSTOLEUM								-
	FAA AIP REHABILITATE RUNWAY, CONSTRUCTION	2,190,000	(2,010,000)						180,000
	FAA AIP REHABILITATE SOUTH APRON			40,000					40,000
	FAA AIP PERIMETER RD-TENANT PARKING, GATE RELO				6,250				6,250
	FAA AIP REHABILITATE NORTH APRON					12,500			12,500
	FAA AIP AVIGATION EASEMENT RUNWAY 18				8,750				8,750
	TOTAL	2,190,000	(2,010,000)	40,000	15,000	12,500	-	-	247,500
EMERGENCY COMMUNICATIONS	Microwave Link Upgrade Harbor Towers To Michael Drive (Public Works)			21,000					21,000
	Microwave Link Upgrade Harbor Towers To 500 S. Broad St.	26,000							26,000
	Relocation of ECC (ongoing project)	-		2,750,000	2,400,000				5,150,000
	Replacement of PD1 repeaters at Harbor Towers, S. Broad St. Carpenter St., Johnson Ave and Michael Dr. This is a critical item			81,500					81,500
	Upgrade of the radio system for trunked operation			400,000.00	400,000.00				800,000
	TOTAL	26,000	-	3,252,500	2,800,000	-	-	-	6,078,500
FACILITIES	Police Department Records Room Upgrade	-		125,000					125,000
	Police Department Cell Block Upgrades			1,380,000					1,380,000
	Police Department Ground Floor Epoxying			60,000					60,000
	Fire Department Station 2 Roof Replacement	165,000							165,000
	Fire Department Station 3 Emer. Comm. Upgrade			95,000					95,000
	Fire Department Station 5 Boiler Replacement	110,000							110,000
	Fire Department Station 5 Generator Replacement			110,000					110,000
	Fire Department Pavement Repairs			150,000					150,000
	City Hall Clerk Vault Refurbishment			15,000					15,000
	City Hall Eng. Conference Room Refurbishment			30,000					30,000
	City Hall Air Handling System Unit Replacements			3,175,000					3,175,000
	City Hall Air Handling System Pipe/Duct Replacement			3,025,000					3,025,000
	Senior Center Admin. Office Upgrade			40,000					40,000
	Senior Center Dining Room Painting			25,000					25,000
	500 South Broad Emergency Generator	35,000							35,000
	1711 Solomon Goffe House Repairs			100,000	100,000				200,000
	TOTAL	310,000	-	8,330,000	100,000	-	-	-	8,740,000
ECON DEVELOPMENT									
	TOTAL	-	-	-	-	-	-	-	-
PARKS, RECREATION	Parks Buildings & Grounds Improvements	150,000		100,000	700,000	150,000	100,000		400,000
	Parks Paving, Curbs, & Sidewalks			300,000	100,000	100,000			1,200,000
	Playground & Surfacing Improvements	100,000		150,000	125,000	150,000			525,000
	Parks Pond Cleanup	75,000		100,000	100,000			100,000	375,000
	Hubbard Park Splash pad			100,000					100,000
	TOTAL	325,000	-	750,000	825,000	500,000	100,000	100,000	2,600,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
C.I.P. FY 21/22 - 26/27									
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL
Department Request Level									
1/11/2021									
ENGINEERING	PUBLIC WORKS								
	City-Wide Road Reconstruction	425,000		500,000	500,000	500,000	500,000	500,000	2,925,000
	City-Wide Road Reconst LoCIP Funding	525,000	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(2,625,000)
	Road Reconstruction- Bond	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	-	5,000,000
	Grant Proceeds								-
	City-Wide Sidewalks	200,000		350,000	350,000	350,000	350,000	350,000	1,950,000
	Guiderail Replacement	30,000		30,000	30,000	30,000	30,000	30,000	180,000
	Misc. Sidewalk Repairs	75,000		100,000	100,000	100,000	100,000	100,000	575,000
	City-Wide Drainage	50,000		50,000	50,000	50,000	50,000	50,000	300,000
	Bituminous Sidewalk Replacement	-		100,000					100,000
	CIDEWALK Program	75,000		75,000	75,000	75,000	75,000	75,000	450,000
	Downtown Paving - LOTCIP	2,400,000	(2,400,000)						-
	Beaver Pond Dam Rehabilitation	50,000		800,000					850,000
	MS4 Drainage Requirements	-		50,000					50,000
	Bus Route Project - Hubbard Park Connector	20,000		40,000					60,000
	Ives Road Drainage	15,000		50,000	50,000				115,000
	Hicks Ave Drainage/Road Improvements	-							-
	Thorpe Ave Drainage/Road Improvements	50,000							50,000
	Main St SM Streetscape Modifications	30,000							30,000
	Alcove Street Drainage	15,000		50,000	50,000				115,000
	Pond Inspections	-		10,000	5,000				15,000
	New Cheshire Road Drainage Improvements	-		100,000					100,000
	Research Parkway Linear Trail Project	280,000	(224,000)	1,900,000	(1,520,000)				436,000
	CMAQ Traffic Signals			300,000					300,000
	East Main & Broad St Traffic Improvements			75,000	300,000				375,000
	Coe Ave / Hanover St Intersection	600,000	(600,000)	1,000,000					1,000,000
	Bridge/Box Culvert Rehabilitation			100,000	200,000	200,000			500,000
	Bicycle Lanes / Network			30,000					30,000
	Camp Street Amtrak Bridge			40,000	100,000	100,000	100,000		240,000
	Jordan Brook Phase 3				50,000	50,000	550,000		600,000
	Finch Ave Reconstruction						550,000		550,000
	TOTAL ENGINEERING	5,840,000	(3,749,000)	6,185,000	705,000	1,930,000	2,230,000	1,130,000	14,271,000
SNOW									
	TOTAL SNOW	-	-	-	-	-	-	-	-
GARAGE									
	TOTAL GARAGE	-	-	-	-	-	-	-	-
TRAFFIC	Signal / Intersection Upgrade Program	150,000		225,000	248,000	271,000	294,000	317,000	1,505,000
	Pavement Markings	-		75,000	75,000	75,000	75,000	75,000	375,000
	TOTAL TRAFFIC	150,000	-	300,000	323,000	346,000	369,000	392,000	1,880,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
C.I.P. FY 21/22 - 26/27									
Department Request Level									1/11/2021
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL
HIGHWAY	Facility Improvements	50,000		75,000					125,000
	TOTAL HIGHWAY	50,000	-	75,000	-	-	-	-	125,000
TRANSFER STATION	Facility Upgrades	-		10,000					20,000
	TOTAL TRANSFER STATION	-	-	10,000	10,000	-	-	-	20,000
BULKY WASTE									
	TOTAL BULKY WASTE	-	-	-	-	-	-	-	-
	TOTAL PUBLIC WORKS	6,040,000	(3,749,000)	6,570,000	1,038,000	2,276,000	2,599,000	1,522,000	16,296,000
FIRE									
	FLEET								
	One (1) Emergency Response Fleet Vehicles	\$65,000		\$65,000					130,000
	One (1) Emergency Response Fleet Vehicles				\$135,000				135,000
	Two (2) Emergency Response Fleet Vehicles							\$140,000	140,000
	Replace a Fire Pumper	\$575,000				\$610,000			1,185,000
	Replace ATV & Rescue Boat			\$100,000					100,000
	Replace Ladder Truck								1,300,000
	TOTAL FIRE	640,000	-	165,000	135,000	610,000	1,300,000	140,000	2,990,000
POLICE									
	Police Interceptor Vehicles (2)								
	* Patrol Shift Commander (SUV)	-		49,898					49,898
	* Patrol Shift Supervisor (SUV)	49,898							49,898
	Police Interceptor Vehicles (5)								
	* Patrol Interceptor Vehicle (Sedan) - Post 7	43,898		43,898	43,898	43,898	43,898	43,898	263,389
	* Patrol Interceptor Vehicle (Sedan) - Post 8	43,898		43,898	43,898	43,898	43,898	43,898	263,389
	* Patrol Interceptor Vehicle (Sedan) - NI Unit	43,898		43,898	43,898	43,898	43,898	43,898	263,389
	* Patrol Interceptor Vehicle (Sedan) - NI Unit								
	* Patrol Interceptor Vehicle (Sedan) - NI Unit								
	Police Non-Interceptor Administration Vehicles (3)								
	* Administration Vehicle (SUV) - Captain	35,980							35,980
	* Administration Vehicle (Sedan) - Internal Affairs	-		32,980					32,980
	* Administration Vehicle (Sedan) - Internal Affairs	32,980							32,980
	Police Non-Interceptor Detective Vehicles (4)								
	* Detective Vehicle (Sedan) - Major Crimes			32,980					32,980
	* Detective Vehicle (Sedan) - Major Crimes			32,980					32,980
	* Detective Vehicle (Sedan) - Major Crimes			32,980					32,980
	* Detective Vehicle (Sedan) - Major Crimes			32,980					32,980
	Police - Animal Control Vehicle (1)								
	* Medium sized transport van			41,298					41,298
	TOTAL POLICE	250,552	-	173,218	-	-	-	-	1,165,120

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
C.I.P. FY 21/22 - 26/27									
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL
LIBRARY	Delivery Vehicle, Certified				25,000				25,000
	TOTAL LIBRARY				25,000				25,000
HEALTH	Ford E-450 Mini Bus SUV AWD			75,000 29,500	31,500	80,000	32,500	82,000	237,000 93,500
	TOTAL HEALTH			104,500	31,500	80,000	32,500	82,000	330,500
FINANCE / ASSESSOR	Sedan				-				-
	TOTAL FINANCE / ASSESSOR								
AVIATION	Used Pickup					28,000			28,000
	TOTAL AVIATION					28,000			28,000
PARKS, RECREATION, BUILDING MAINT.	Pickup Truck with Plow Replacement Sidewalk plow / riding mower Stumper Attachment Trackless MT 7	52,000		57,000 75,000 11,500 200,000		61,000 75,000 60,000			170,000 150,000 11,500 260,000
	Tracked Aerial Bucket Replacement 72 HD Arbor Pro and Trailer Van - Build Maint. Pickup - Build. Maint.				175,000		31,000	32,000	175,000 31,000 32,000
	TOTAL PARKS, RECREATION, BUILDING MAINT.	52,000		343,500	175,000	196,000	31,000	32,000	829,500
ENGINEERING	AWD Vehicle, Certified			25,000				35,000	60,000
	TOTAL ENGINEERING			25,000				35,000	60,000
SNOW	Dump Body Replacement Chassis/Rail repairs	40,000		40,000	40,000	90,000			90,000 120,000
	TOTAL SNOW	40,000		40,000	40,000	90,000			210,000
GARAGE	Facility Improvements- Wasteoil Furnance Heater CNG Fueling Station Rehabilitation Lift Replacement			25,000		30,000	200,000		25,000 30,000 200,000
	TOTAL GARAGE			25,000		30,000	200,000		255,000
TRAFFIC	Pickup Truck Aerial Bucket Truck				53,000			175,000	53,000 175,000
	TOTAL TRAFFIC				53,000			175,000	228,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
Department Request Level	C.I.P. FY 21/22 - 26/27								
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL
***HARBOR BROOK FLOOD CONTROL PROJECTS									
HARBOR BROOK									
DRAINAGE IMPROVEMENTS									
	Channel work - Bradley to Cooper	2,000,000							2,000,000
	Cedar St Bridge Replacement	500,000							500,000
	Crow Hollow Brook	150,000		200,000	1,500,000	1,500,000			3,350,000
	Meriden Green Expansion-Mill St Area Improvements	-		2,000,000					2,000,000
	Clark Brook Improvements	125,000		500,000					1,125,000
	Channel work - Broad to Westfield Road	120,000							120,000
	Channel work - Cooper to Amtrak			2,275,000	2,275,000				4,550,000
	Channel work - Hanover Pond to Bradley / Coe Ave			200,000		1,500,000	1,500,000		3,200,000
	Property Acquisitions	500,000							500,000
	Channel work - Cedar to Center			1,000,000	1,000,000				2,000,000
	Channel work - Center to Camp			200,000		1,500,000	1,500,000		3,200,000
	Program Management			80,000	80,000	80,000	80,000	80,000	320,000
	Broad Street Bridge							300,000	300,000
	Note: Projects are listed in order of priority								-
	TOTAL HARBOR BROOK DRAINAGE IMPVTS.	2,895,000	-	5,675,000	5,555,000	4,080,000	3,080,000	1,880,000	23,165,000
ENTERPRISE FUNDS									
GOLF	(2) Greensmaster 3150-Q Mowers	-							-
Enterprise	Sand Trap Renovation			50,000	50,000	50,000			150,000
	(2) Greensmaster 3150-Q Mowers							68,500	68,500
	TOTAL	-	-	50,000	50,000	50,000	-	68,500	218,500

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
C.I.P. FY 21/22 - 26/27									
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL
	PUBLIC UTILITIES								
	SOURCES:								
	Halimere Reservoir Spillway			750,000					750,000
	Bradley & Hubbard Reservoir Dam, Gatehouse Improvements								-
	Inspection / Design								-
	Construction	350,000							350,000
	Watershed Canal Improvements				150,000				150,000
	Well Redevelopment						100,000		100,000
									-
									-
									-
	SUBTOTAL - SOURCES	350,000	-	750,000	150,000	-	100,000	-	1,350,000
	FACILITIES/PLANTS:								
	Elmere Treatment Plant (New) & Storage Tank	5,000,000							5,000,000
	Evaluation/Design								-
	Construction			20,000,000					20,000,000
	Grants			(300,000)	(1,500,000)				(1,800,000)
	Merimere Treatment Plant (new)								-
	Design					1,500,000			1,500,000
	Evansville Treatment Plant Upgrade								-
	Evaluation/Design			30,000					30,000
	Construction	35,000							35,000
	Electrical Improvements				100,000				135,000
									-
									-
									-
									-
									-
									-
	SUBTOTAL FACILITIES/PLANTS	5,035,000	-	19,730,000	(1,400,000)	1,500,000	-	-	24,865,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
Department Request Level	C.I.P. FY 21/22 - 26/27				1/1/2021					
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL	
PUMP STATIONS:										
	Carpenter Ave Zone Improvements								-	
	Williams Street Pump Station Evaluation/Design								-	
	Construction			1,000,000					1,000,000	
	Grants								-	
	East Road Pump Station / Flemming Tank Zone								-	
	Design & Construction	100,000							100,000	
									-	
	SUBTOTAL - PUMP STATIONS	100,000	-	1,000,000	-	-	-	-	1,100,000	
TANKS:										
	Fleming Rd - 2,000,000 gal - Rehabilitation								-	
	Restoration w / mixing			500,000					500,000	
	Grants								-	
	Storage tank Upgrades			500,000					500,000	
									-	
									-	
	SUBTOTAL - TANKS	-	-	1,000,000	-	-	-	-	1,000,000	
ADMINISTRATION:										
	Meter Replacement Program	71,000		72,000	72,000	72,000	72,000	72,000	431,000	
									-	
	SUBTOTAL - ADMINISTRATION	71,000	-	72,000	72,000	72,000	72,000	72,000	431,000	

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
C.I.P. FY 21/22 - 26/27									
Dept.	Project Name	FY 21/22	GRANTS	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	TOTAL
Department Request Level								1/11/2021	
	DISTRIBUTION SYSTEM:								
	Distribution Improvements	750,000		750,000	750,000	750,000	750,000	750,000	4,500,000
	Leak Study	30,000			30,000		30,000		90,000
	Water Mains on Bridges								-
	Design								-
	Construction			850,000					850,000
	E. Main St Water Main - Under I91								-
	Clean & Line 10-inch main	840,000							840,000
	New 12-inch main	253,000							253,000
	Structural Liner	150,000							150,000
	Distribution Valve Replacement			150,000	150,000	150,000	150,000	150,000	750,000
	Distribution Materials / Accessories	50,000			50,000		50,000		200,000
	SUBTOTAL - DISTRIBUTION SYSTEM	2,073,000	-	1,750,000	980,000	900,000	980,000	950,000	7,633,000
	TOTAL WATER DIVISION	7,629,000	-	24,302,000	(198,000)	2,472,000	1,152,000	1,022,000	36,379,000
	WATER POLLUTION CONTROL FACILITY								
	COLLECTION SYSTEM IMPROVEMENTS	500,000		500,000	500,000	500,000	500,000	500,000	3,000,000
	CEDARWOOD VALLEY SIPHON DESIGN			100,000					100,000
	CEDARWOOD VALLEY SIPHON CONSTRUCTION				250,000				250,000
	MANHOLE FRAMES & COVERS			30,000		30,000		30,000	90,000
	WPCF BUILDING REPAIRS	40,000					40,000		40,000
	COLLECTION SYSTEM EQUIPMENT UPGRADES			25,000					65,000
	ROOFS ON WPCF BUILDINGS				250,000				250,000
	INLET GRIT STUDY/DESIGN			150,000					150,000
	INLET GRIT CONSTRUCTION					750,000			750,000
	WPCF MAINTENANCE EQUIPMENT	20,000							20,000
	WPCF INSTRUMENTATION UPGRADES	25,000							25,000
	Total WATER POLLUTION CONTROL FACILITY	585,000	-	655,000	1,150,000	1,280,000	540,000	530,000	4,740,000
	TOTAL PUBLIC UTILITIES	8,214,000	-	24,957,000	952,000	3,752,000	1,692,000	1,552,000	41,119,000
	TOTAL ENTERPRISE FUNDS	8,214,000	-	25,007,000	1,002,000	3,802,000	1,692,000	1,620,500	41,337,500
	TOTAL WATER FUNDS	7,629,000	-	24,302,000	(198,000)	2,472,000	1,152,000	1,022,000	36,379,000
	TOTAL SEWER FUNDS	585,000	-	655,000	1,150,000	1,280,000	540,000	530,000	4,740,000
	TOTAL GOLF FUNDS	-	-	50,000	50,000	50,000	-	68,500	218,500