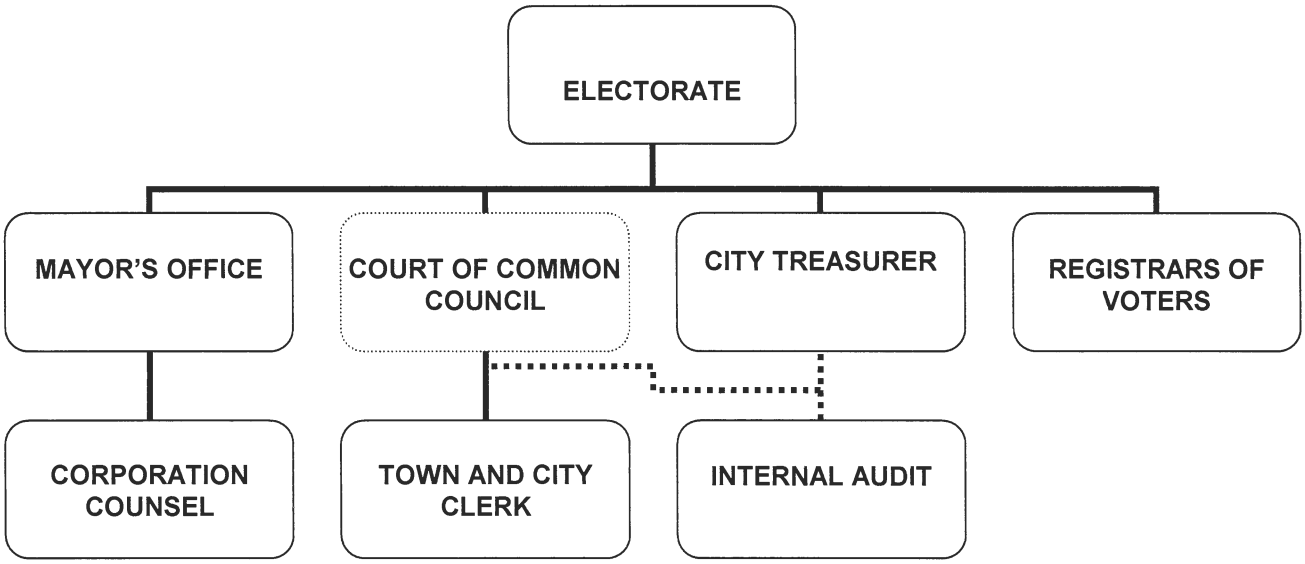
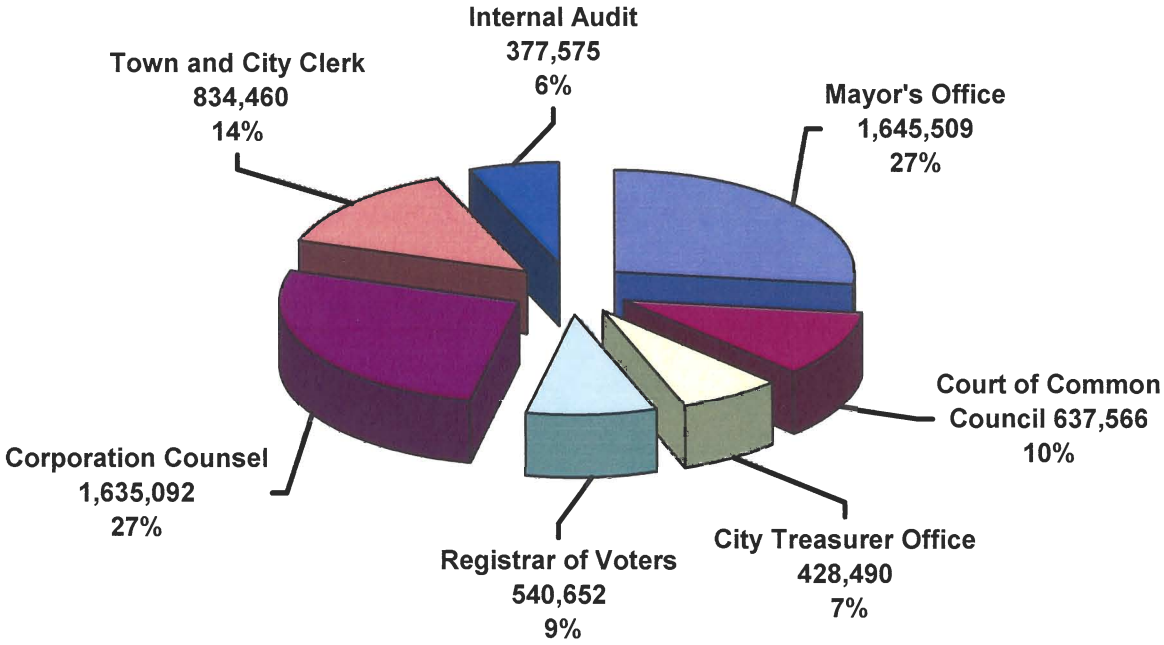
# General Government

## *Appointed and Elected*

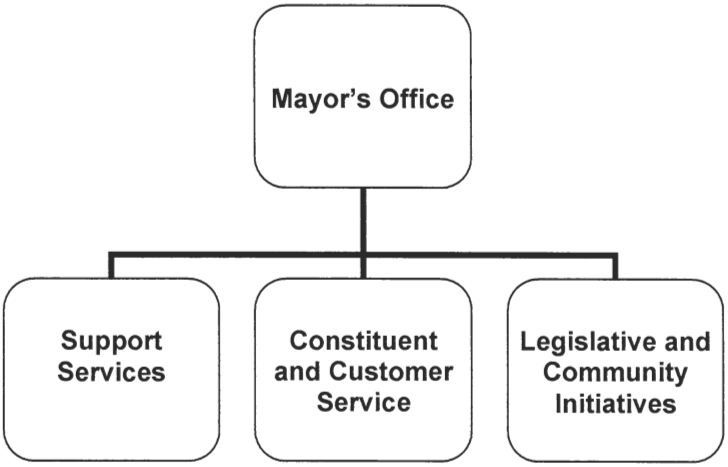



## *Department Expenditures as a Percentage of Appointed and Elected Total*

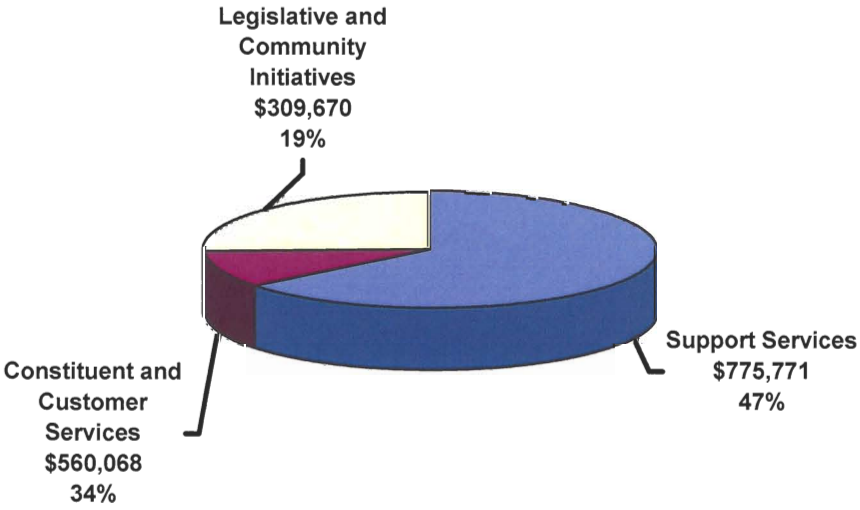


# MAYOR'S OFFICE

## Department Organization by Program




## Program Percentage of Total Mayor's Budget



# MAYOR'S OFFICE

| MISSION STATEMENT | The Mayor's Office with the advice and counsel of the Court of Common Council, strives to provide legislative and policy-making leadership for the municipal government. The Office of the Mayor is responsible for the overall direction and management of operation of services provided by all City departments. |
|---|---|

## SIGNIFICANT FEATURES

The 2006-2007 Adopted Budget is $1,645,509. This reflects an increase of $274,486 over the 2005-2006 Adopted Budget. The net increase is the result of the addition of the 311 Call Takers positions.

## DEPARTMENT BUDGET SUMMARY

| | | FY 04 - 05 Actual | FY 05 - 06 Adopted | FY 05 - 06 Revised | FY 06 - 07 Adopted | FY 07 - 08 Forecast |
|---|---|---|---|---|---|---|
| **Division** | | | | | | |
| 111A | Administration | 1,301,023 | 0 | 0 | 0 | 0 |
| 111B | Staff Assistance | 262,072 | 0 | 0 | 0 | 0 |
| **Program** | | | | | | |
| 111P001 | Support Services | | 698,184 | 698,184 | 775,771 | 814,560 |
| 111P002 | Constituent and Customer Service | | 278,573 | 278,573 | 560,068 | 315,071 |
| 111P003 | Legislative and Community Initiatives | | 394,266 | 394,266 | 309,670 | 598,153 |
| GENERAL FUND | **General Fund Total** | **1,563,095** | **1,371,023** | **1,371,023** | **1,645,509** | **1,727,784** |
| | **Positions** | **22** | **23** | **23** | **29** | **29** |
| | **Revenue** | **0** | **0** | **0** | **0** | **0** |
| | **Fringe Benefits Cost** | **441,820** | **471,482** | **524,229** | **681,566** | **715,645** |
| OTHER FUNDS | **Other Fund Total** | **0** | **0** | **8,426,781** | **8,475,410** | **8,899,181** |
| | **Positions** | **0** | **0** | **4** | **4** | **4** |
| | **Fringe Benefits Cost** | **0** | **0** | **107,361** | **107,361** | **112,729** |

**Program:** Support Services

**Goal:** The goal of Support Services is to provide effective government in an efficient and responsive manner.

**Program Activities**

| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
|---|---|---|---|---|
| Support Services | Provide effective government in an efficient and responsive manner. | | | $775,771 |
| **Total for Program** | | | | **$775,771** |

**Program:** Constituent and Customer Services

**Goal:** The goal of the Constituent and Customer Services is to act as a liaison between City residents and City Hall and translate their needs into quality operational outcomes. And to provide an easy, fast and convenient access to city government information and services that is complete and courteous, in English or Spanish.

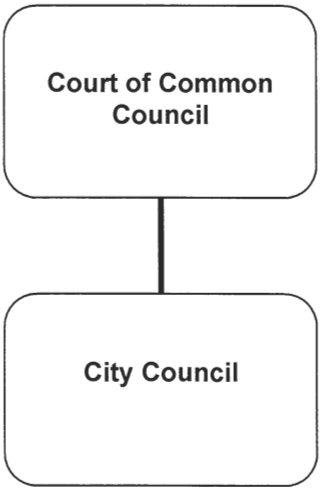
| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Constituent and Customer Services | Act as a liaison between City residents and City Hall and translate their needs into quality operational outcomes. And to provide an easy, fast and convenient access to city government information and services that is complete and courteous, in English or Spanish. | | | $560,068 |
| **Total for Program** | | | | **$560,068** |

**Program:** The goal of Legislative and Community Initiatives is to provide Hartford residents with innovative choices and new solutions to effect positive sustainable change.

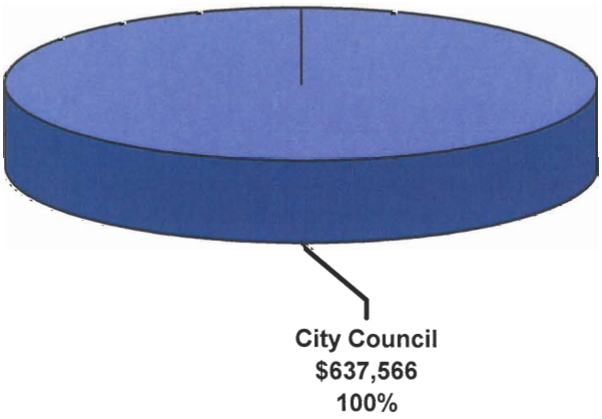
| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Legislative and Community Initiatives | Provide Hartford residents with innovative choices and new solutions to effect positive sustainable change. | | | $309,670 |
| **Total for Program** | | | | **$309,670** |

# COURT OF COMMON COUNCIL

## Department Organization by Program




## Program Percentage of Total Court of Common Council Budget



# COURT OF COMMON COUNCIL

| MISSION STATEMENT | The Court of Common Council strives to direct the administration in the conduct of city business. They act as the policy makers elected by the voters of the City of Hartford. |
|---|---|

## SIGNIFICANT FEATURES

The 2006-2007 Adopted Budget is $637,566. This reflects an increase of $56,596 over the 2005-2006 Adopted Budget. The increase is primarily the result of an increase in personnel costs. The Court of Common Council has no legally mandated activities.

## DEPARTMENT BUDGET SUMMARY

| | | FY 04 - 05 Actual | FY 05 - 06 Adopted | FY 05 - 06 Revised | FY 06 - 07 Adopted | FY 07 - 08 Forecast |
|---|---|---|---|---|---|---|
| **Division** | | | | | | |
| 112A | Administration | 526,394 | 0 | 0 | 0 | 0 |
| **Program** | | | | | | |
| 112P001 | City Council | 0 | 135,000 | 164,335 | 637,566 | 669,444 |
| 112P002 | City Council Support | 0 | 445,970 | 419,880 | 0 | 0 |
| GENERAL FUND | **General Fund Total** | **526,394** | **580,970** | **584,215** | **637,566** | **669,444** |
| | **Positions** | **10** | **10** | **10** | **10** | **10** |
| | **Revenue** | **0** | **0** | **0** | **0** | **0** |
| | **Fringe Benefits Cost** | **209,400** | **216,849** | **215,022** | **209,564** | **220,042** |
| OTHER FUNDS | **Other Fund Total** | **0** | **0** | **0** | **0** | **0** |
| | **Positions** | **0** | **0** | **0** | **0** | **0** |
| | **Fringe Benefits Cost** | **0** | **0** | **0** | **0** | **0** |

**Program:** City Council

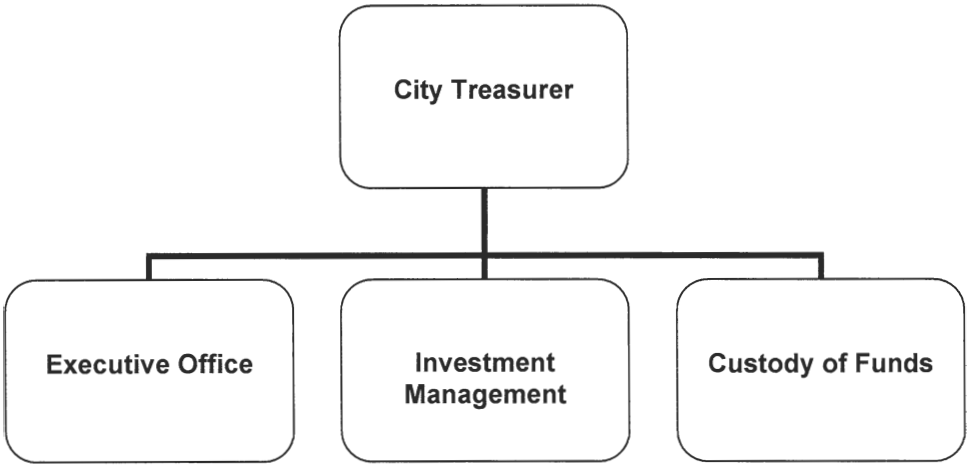
**Goal:** The goal of the City Council is to work with the Mayor and the administration in an effort to conduct City business. They act as the policy makers elected by the voters of the City of Hartford.

**Program Activities**

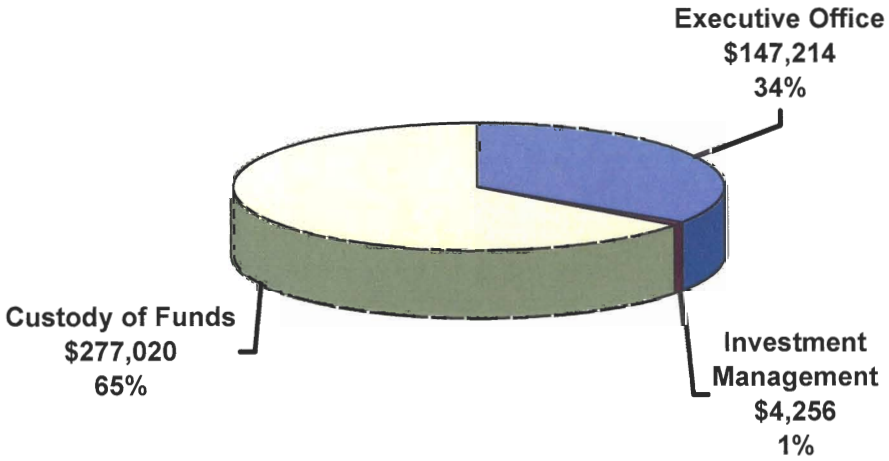
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
|---|---|---|---|---|
| City Council | Work with the Mayor and the administration in an effort to conduct City business. They act as the policy makers elected by the voters of the City of Hartford. | | | $135,000 |
| City Council Support | Provide administrative support to the Court of Common Council Officials. | | | $502,566 |
| **Total for Program** | | | | **$637,566** |

# CITY TREASURER

## Department Organization by Program




## Program Percentage of Total City Treasurer Budget



# CITY TREASURER

| MISSION STATEMENT | As the independently elected custodian and investor of all City funds, co-issuer of the City's debt and the administrator of the City's pension fund, it is the City Treasurer's mission to pursue prudent investment, cash-management and debt-management policies so as to protect all the City's monetary assets, relieve the burden on taxpayers and leverage the powers and authority of the office to improve the quality of life for Hartford residents, retirees and businesses, while maintaining utmost accuracy, honesty and integrity in all fiscal operations. |
|---|---|

## SIGNIFICANT FEATURES

The 2006-2007 Adopted Budget is $428,490. This reflects a decrease of $7,892 from the 2005-2006 Adopted Budget. The net decrease is the result of a decrease in positions. The total cost of legally mandated activities is $428,490, which is 100% of the City Treasurer's Adopted Budget.

## DEPARTMENT BUDGET SUMMARY

| | | FY 04 - 05 Actual | FY 05 - 06 Adopted | FY 05 - 06 Revised | FY 06 - 07 Adopted | FY 07 - 08 Forecast |
|---|---|---|---|---|---|---|
| **Division** | | | | | | |
| 113A | Administration | 494,118 | 0 | 0 | 0 | 0 |
| **Program** | | | | | | |
| 113P001 | Executive Office | 0 | 165,133 | 168,850 | 147,214 | 154,575 |
| 113P002 | Investment Management | 0 | 29,250 | 5,057 | 4,256 | 4,469 |
| 113P003 | Custody of Funds | 0 | 241,999 | 294,296 | 277,020 | 290,871 |
| GENERAL FUND | **General Fund Total** | **388,358** | **436,382** | **468,203** | **428,490** | **449,915** |
| | **Positions** | **11** | **12** | **12** | **10** | **10** |
| | **Revenue** | **4,395,529** | **1,492,170** | **2,392,170** | **2,942,170** | **2,942,170** |
| | **Fringe Benefits Cost** | **124,880** | **168,640** | **201,238** | **189,058** | **198,511** |
| OTHER FUNDS | **Other Fund Total** | **0** | **0** | **0** | **0** | **0** |
| | **Positions** | **0** | **.75** | **.75** | **0** | **0** |
| | **Fringe Benefits Cost** | **0** | **0** | **0** | **0** | **0** |

**Program**: Executive Office

**Goal:** The goal of the Executive Office Program is to initiate planning, establish policies and manage and supervise programs designed to enhance the financial integrity and soundness of Treasury operations and provide overall direction and leadership in carrying out Treasury functions.

| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Executive Management | Provide leadership, oversight and support to Treasury employees to facilitate the achievement of goals and outcomes. | √ | 4 | $22,371 |
| Debt Management | Serve as co-issuer of all City revenue and general obligation bonds in order to finance City capital projects and other needs. | √ | 4 | $16,110 |
| Investor Relations and Public Information | Provide financial reporting and information so that Treasury operations are open and transparent to the public. | √ | 4 | $13,651 |
| Short-Term Investments | Provide income earned on temporarily idle General Fund cash. | √ | 4 | $51,956 |
| Custody of Funds | Keep bank reconciliations current and disburse all payment in a timely manner. | √ | 4 | $43,486 |
| **Total for Program** | | | | **$147,214** |

**Program**: Investment Management

**Goal:** The goal of the Investment Management Program is to invest funds entrusted to the Treasurer to achieve the maximum earnings possible within the constraints of the level of risk consistent with policy.

| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Investment Policy and Asset Allocation | Invest pension and trust funds entrusted to the Treasurer in order to achieve the maximum earnings possible within the constraints of the level of risk consistent with policy. | √ | 4 | $4,256 |
| **Total for Program** | | | | **$4,256** |

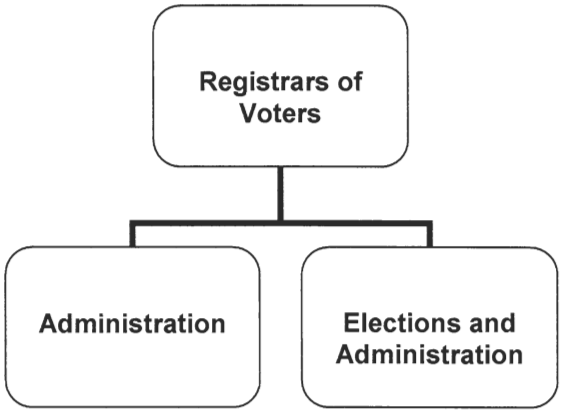
**Program**: Custody of Funds

**Goal:** The goal of the Custody of Funds Program is to manage the inflow and outflow of City funds in an accountable and efficient manner while maximizing the return on short-term investments through accurate and timely financial reporting.

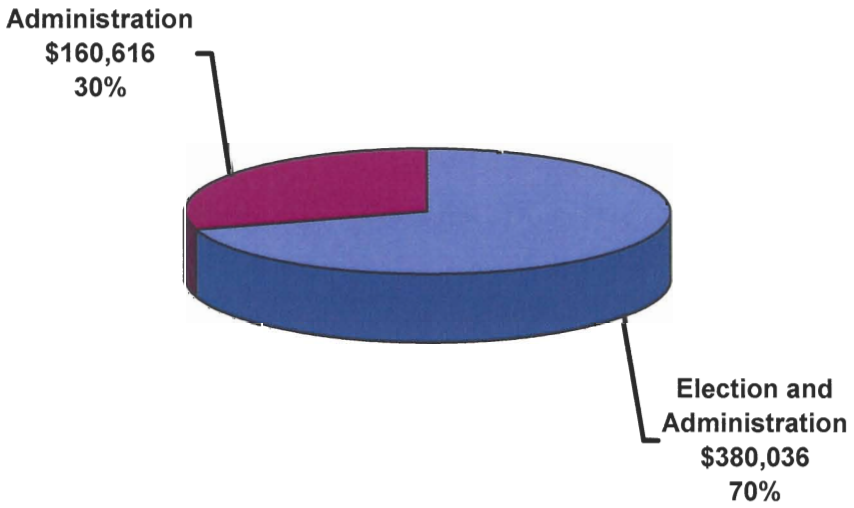
| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Payment Disbursals | Pay City obligations to vendors, employees and retirees in an efficient and timely manner. | √ | 4 | $155,462 |
| Bank Reconciliation | Account for and balance the receipts and disbursals of City funds in conjunction with the City's general ledger and Finance Department accounting systems. | √ | 4 | $84,834 |
| Short-term Investing | Maximize the amount of return from the investment of temporarily idle General Fund cash on a daily basis. | √ | 4 | $36,724 |
| **Total for Program** | | | | **$277,020** |

# REGISTRARS OF VOTERS

## Department Organization by Program




## Program Percentage of Total Registrars of Voters Budget



# REGISTRARS OF VOTERS

| MISSION STATEMENT | The Registrars of Voters strives to increase voter enrollment and participation; to accurately maintain all voter files; to conduct elections, primaries and referendums in a fair and impartial manner and to uphold the integrity of the electoral process. |
|---|---|

## SIGNIFICANT FEATURES

The 2006-2007 Adopted Budget is $540,652. This reflects an increase of $13,343 over the 2005-2006 Adopted Budget. The net increase is the result of increases to salary accounts offset by reductions in contractual services. The total cost of legally mandated activities is $380,036, which is 70% of the Registrars of Voters' Adopted Budget.

## DEPARTMENT BUDGET SUMMARY

| | | FY 04 - 05 Actual | FY 05 - 06 Adopted | FY 05 - 06 Revised | FY 06 - 07 Adopted | FY 07 - 08 Forecast |
|---|---|---|---|---|---|---|
| **Division** | | | | | | |
| 114A | Administration | 685,569 | 0 | 0 | 0 | 0 |
| **Program** | | | | | | |
| 114P000 | Administration | | | | 160,616 | 168,647 |
| 114P001 | Election and Administration | | 527,309 | 666,991 | 380,036 | 399,038 |
| GENERAL FUND | **General Fund Total** | **685,569** | **527,309** | **666,991** | **540,652** | **567,685** |
| | **Positions** | **9** | **9** | **9** | **9** | **9** |
| | **Revenue** | **1,518** | **3,000** | **3,000** | **3,000** | **3,000** |
| | **Fringe Benefits Cost** | **176,597** | **181,802** | **209,231** | **209,234** | **219,696** |
| OTHER FUNDS | **Other Fund Total** | **0** | **0** | **0** | **0** | **0** |
| | **Positions** | **0** | **0** | **0** | **0** | **0** |
| | **Fringe Benefits Cost** | **0** | **0** | **0** | **0** | **0** |

## BUDGET HIGHLIGHTS

**Fiscal Year 2005-2006**

- Conducted Outreach, Education and Voter Registration at all City Secondary Schools, collaborated with the Hartford Public Library in a voter registration drive, participated in voter registration of all new citizens at the monthly Naturalization Ceremonies, and provided outreach to local community groups such as: The Knox Foundation, Democracy Works, H.B.O.E. parent groups, and NRZ's.
- Successfully implemented a "Welcome to Hartford" activity encouraging new residents to register and vote.
- Registered in excess of 2,500 Hartford residents as well as over 1200 state-wide residents.
- Developed and completed an Office Procedures manual.
- Developed and completed a comprehensive Election Manual to be used by election officials during election/primary.
- Provided the training and voting machines for student's use at Bulkeley, Hartford Public and Weaver as they actively participated as election officials, candidates and voters.
- Successfully conducted and effectively trained over 300 election officials to work in the November, 2005 Board of Education election.
- Successfully conducted the November 2005 Municipal Election.
- Conducted a review of all twenty-three (23) polling places.
- Completed the change of three (3) polling place locations to conform to ADA specifications.
- Redesigned the 2006 Annual Canvass Card utilizing bar coding technology to enhance the effectiveness of data collection and to reduce processing time.

- Certification of the petitioning process for 104 candidates was conducted in a timely manner to participate in the March 7, 2006 Town Committee Primary.
- Conducted the 2006 Annual High School Voter Registration drive in all City Secondary Schools.
- Office materials and website translated into Spanish, in addition, established a Spanish telephone hotline to assist this constituency.

**Fiscal Year 2006-2007**

- With the onset of the new voting machines, a new educational and training program will be developed to inform our voters, the general public and election officials on the use of these machines.
- Conduct the November 2006 State and District Election using new bar code technology to expedite election statistics in a timelier manner.
- Conduct the 2007 Annual Canvass of Voters and to increase voter response rate.
- Develop a collaborative relationship with our youth, elderly voters, community agencies and the business community and engage them in the voter educational process.

**Program:** Administration

**Goal:** The goal of the Administration Program is to proficiently manage all departmental activities.

| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Administration | Proficiently manage all departmental activities. | | | $160,616 |
| **Total for Program** | | | | **$160,616** |

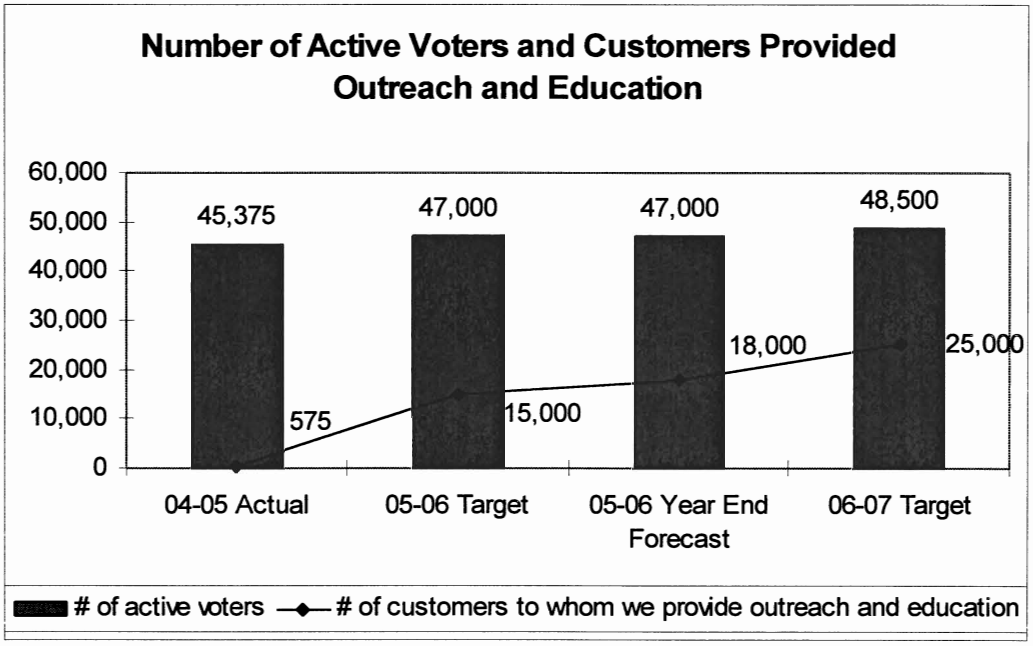
**Program:** Election and Administration

**Goal:** The goal of the Election and Administration Program is to provide outreach, education, registration, and canvassing and election services to the citizens of the City of Hartford in order to uphold the integrity of the electoral process and maximize voter turnout.

| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Voter Registration | Increase the participation of all residents/citizens with special emphasis on our youth to register and to actively participate in all primaries/elections. | √ | | $111,887 |
| Annual Canvass | Efficiently conduct and to provide an accurate Voter Registry List. | √ | | $68,475 |
| Elections | Effectively manage all 2006 – 2007 election/primary activities. | √ | | $120,894 |
| Outreach and Education | Partnership with business and community groups to educate and inform voters of the electoral process and the use of voting machines and to increase involvement of the voters in the U.S. Military. | √ | | $78,780 |
| **Total for Program** | | | | **$380,036** |

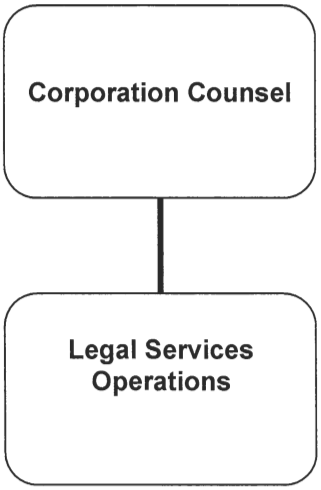
## REGISTRARS OF VOTERS

| Key Performance Measures | 04-05 Actual | 05-06 Target | 05-06 Year End Forecast | 06-07 Target |
|---|---|---|---|---|
| **Output** | | | | |
| # of customers to whom we provide outreach and education | 575 | 15,000 | 18,000 | 25,000 |
| # of new voter registrations generated each fiscal year | 7,330 | 4,500 | 2,500 | 3,000 |
| # of active voters | 45,375 | 47,000 | 47,000 | 48,500 |
| # of voters added | 7,330 | 4,500 | 2,500 | 3,000 |
| # of all voter changes | 18,850 | 18,500 | 9,500 | 12,000 |

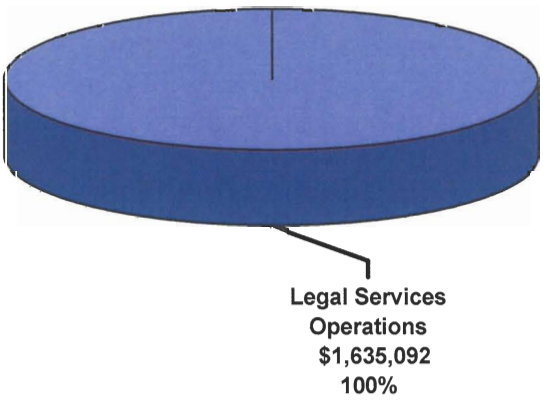


# CORPORATION COUNSEL

## Department Organization by Program




## Program Percentage of Total Corporation Counsel Budget



# CORPORATION COUNSEL

| MISSION STATEMENT | The mission of the Office of the Corporation Counsel is to provide quality legal assistance and advice to City departments and to elected and appointed officials to enable them to better achieve their objectives. |
|---|---|

## SIGNIFICANT FEATURES

The 2006-2007 Adopted Budget is $1,635,092. This reflects an increase of $259,811 from the 2005-2006 Adopted Budget. The net increase is the result of a new Assistant Corporation Counsel position, a new Paralegal position and part-time Citation Hearing Officers. The total cost of legally mandated activities is $1,635,092, which is 100% of Corporation Counsel's Adopted Budget.

## DEPARTMENT BUDGET SUMMARY

| | | FY 04 - 05 Actual | FY 05 - 06 Adopted | FY 05 - 06 Revised | FY 06 - 07 Adopted | FY 07 - 08 Forecast |
|---|---|---|---|---|---|---|
| **Division** | | | | | | |
| 116A | Administration | 1,620,719 | 0 | 0 | 0 | 0 |
| **Program** | | | | | | |
| 116P001 | Litigation | 0 | 775,144 | 1,002,552 | 0 | 0 |
| 116P002 | Advise and Counsel | 0 | 600,137 | 635,180 | 0 | 0 |
| 116P003 | Legal Services Operations | 0 | 0 | 0 | 1,635,092 | 1,716,847 |
| GENERAL FUND | **General Fund Total** | **1,620,719** | **1,375,281** | **1,637,732** | **1,635,092** | **1,716,847** |
| | **Positions** | **14** | **13** | **14** | **15** | **15** |
| | **Revenue** | **243,280** | **2,006,270** | **1,006,270** | **1,286,428** | **1,186,428** |
| | **Fringe Benefits Cost** | **376,408** | **385,394** | **451,678** | **536,638** | **563,470** |
| OTHER FUNDS | **Other Fund Total** | **0** | **0** | **0** | **0** | **0** |
| | **Positions** | **0** | **0** | **0** | **0** | **0** |
| | **Fringe Benefits Cost** | **0** | **0** | **0** | **0** | **0** |

## BUDGET HIGHLIGHTS

**Fiscal Year 2005-2006**

- Resolved numerous commercial, employment and personal injury litigation cases by settlement or by judgment in favor of the City, including matters in State and federal court and before administrative tribunals, including success in the United States Court of Appeals for the Second Circuit (the police tattoo case), and the resolution of dozens of tax appeals.
- Participated in the ground breaking litigation having to do with adequate funding of public education in Connecticut; involvement with programs and legislative proceedings arising out of the Supreme Court's decision in the New London eminent domain case.
- Continued intensive involvement in the historic school building/school renovation work ongoing in the City including that mandated by the State Supreme Court in Sheff v. O'Neill.
- Developed with several other City departments a new Affirmative Action Plan for the City; working with outside counsel to achieve a rewrite of the entire Municipal Code.
- Initiated and/or resolved important litigation to protect the interests of City citizens, including:
    - Prevailed in federal appeals court case involving police tattoos
    - Successful resolution of numerous employment claims at the Commission on Human Rights and Opportunities and at the State Board of Mediation and Arbitration
    - Successful trial of claim of State judge
- Continued progress toward resolving antiquated case management system.

- Resolved claims on behalf of the Police Chief and Assistant Police Chief regarding unreasonable training demands versus state agency (POST).
- Significant legislation and policy documents drafted/proposed, including:
    - News Racks Ordinance
    - New Affirmative Action Plan
    - New Personnel Policies Ordinance
    - New Procurement Ordinance
    - Work on Amending Municipal Code
    - Work on selection of City Financial Advisor
    - Work on Civilian Police Review Board Ordinance
- Coordinated activities/advice and consent to City Departments, including concerted efforts to insure cooperation and information exchange between all departments heads.
- Hartford Parking Authority takeover of Citations/on Street Parking programs.
- Utilized law school interns (paid and for course credit) as staff.
- Worked on the city-wide 311 consumer call-in network.
- Worked on city-wide Wi-Fi internet connection issues.

**Fiscal Year 2006-2007**

- Complete the updating of the Municipal Code.
- Complete the installation/integration of the office's software retrieval system.
- Hire and integrate new parking citation paraprofessional.
- Complement implementation of the new 311 call center program by finalizing negotiations with the software supplier.
- Assist the Mayor with implementing programs and procedures in connection with the Board of Education.
- Develop effective and constitutional ordinances governing news racks located within the City.
- Assist in implementing rebanding of Police and Fire communications systems with outside counsel.

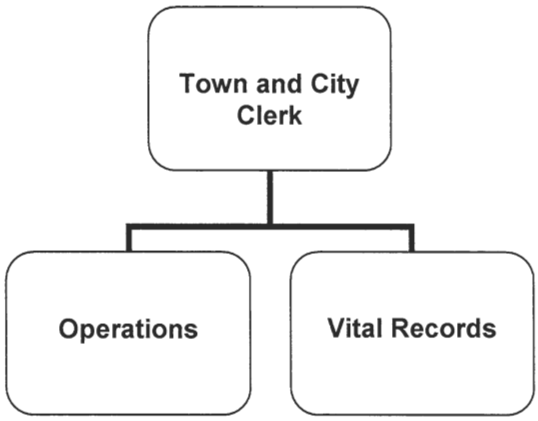
**Program**: Legal Services Operations

**Goal:** The goal of the Legal Services Operations Program is to provide legal services to and for the City, its administrators, departments, boards and commissions so that they may achieve their goals and objectives and to ensure that financial and other legal exposure is minimized.

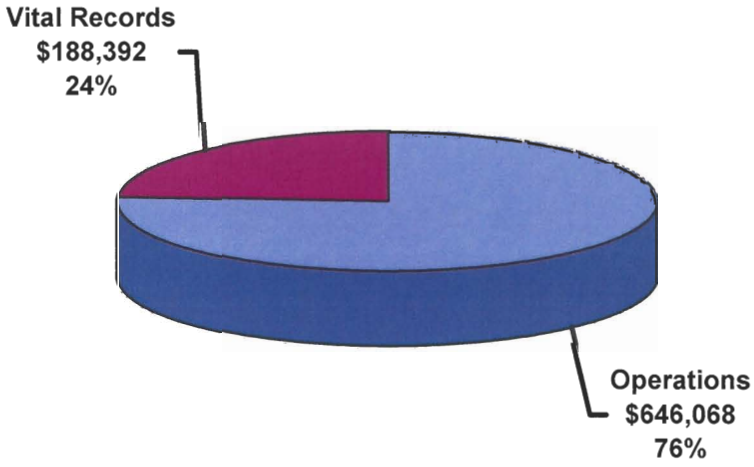
| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Litigation | The goal of the Litigation Activity is to provide legal services to the City in order to maximize collections, minimize financial and other exposure, and, as appropriate, to prosecute the City's claims in State and Federal courts. | √ | 1,5 | $977,577 |
| Advise and Counsel | The goal of the Advise and Counsel Activity is to provide advice and counsel to City administrators, departments, boards and commissions. | √ | 1,2,3,5,6 | $350,254 |
| Commercial and Real Estate | The goal of the Commercial and Real Estate Activity is to review documents, create documents and provide City and Board of Education departments and administrators with necessary legal expertise involved with numerous transactions. | √ | 1,2,3,5,6 | $307,261 |
| **Total for Program** | | | | **$1,635,092** |

# TOWN AND CITY CLERK

## Department Organization by Program




## Program Percentage of Total Town and City Clerk Budget



# TOWN AND CITY CLERK

| MISSION STATEMENT | The mission of the Town and City Clerk is to keep the most up-to-date and accurate official land and legislative records as required by State statutes in order to serve and support the City Council, residents of Hartford, and the general public with accurate and timely information. |
|---|---|

## SIGNIFICANT FEATURES

The 2006-2007 Adopted Budget is $834,460. This reflects an increase of $218,998 over the 2005-2006 Adopted Budget. The net increase is the result of an increase in personnel costs and the transfer of Vital Records into Town and City Clerk. The total cost of legally mandated activities is $834,460, which is 100% of the Town and City Clerk's Adopted Budget.

## DEPARTMENT BUDGET SUMMARY

| | | FY 04 - 05 Actual | FY 05 - 06 Adopted | FY 05 - 06 Revised | FY 06 - 07 Adopted | FY 07 - 08 Forecast |
|---|---|---|---|---|---|---|
| **Division** | | | | | | |
| 117A | Administration | 623,121 | 0 | 0 | 0 | 0 |
| **Program** | | | | | | |
| 117P001 | Operations | 0 | 615,462 | 651,365 | 646,068 | 678,371 |
| 117P002 | Vital Records | 0 | 0 | 0 | 188,392 | 197,812 |
| | **General Fund Total** | **623,121** | **615,462** | **651,365** | **834,460** | **876,183** |
| GENERAL FUND | **Positions** | **11** | **11** | **11** | **16** | **16** |
| | **Revenue** | **3,457,411** | **3,385,130** | **3,685,130** | **3,800,280** | **3,800,280** |
| | **Fringe Benefits Cost** | **190,075** | **198,535** | **231,646** | **323,222** | **339,383** |
| OTHER FUNDS | **Other Fund Total** | **0** | **0** | **0** | **30,000** | **0** |
| | **Positions** | **0** | **0** | **0** | **0** | **0** |
| | **Fringe Benefits Cost** | **0** | **0** | **0** | **0** | **0** |

## BUDGET HIGHLIGHTS

**Fiscal Year 2005-2006**

The Office of the Town and City Clerk goals include the continuation of automating some of our main programs, these include:

- The recording and filing of mortgages, liens, or other encumbrances
- Clerk of the Court of Common Council and responsible for agenda, referrals and minutes
- Fully automated map programs
- Improving controls and increase revenues streams
- Primaries and Elections

When making improvements and upgrading our processes, at the forefront of all decision-making is insuring that, we are providing the best possible customer services to our internal and external clients. This includes training staff on our new systems, enabling them to make information more available and accessible to our customers.

**Fiscal Year 2006-2007**

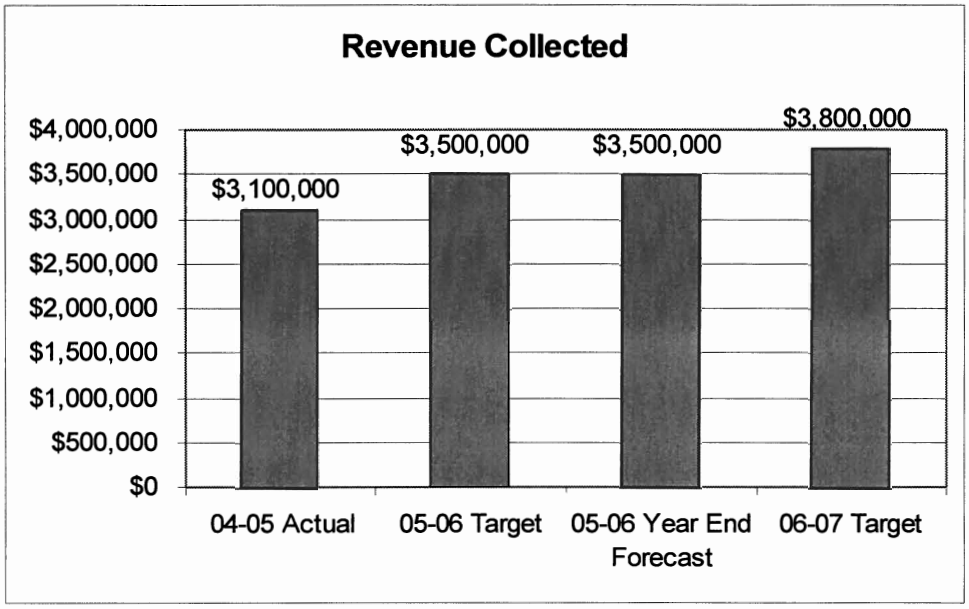
- Transition of Vital Records to the Office of the Town and City Clerk.
- Facilitate Grant Program from the Public Records Administrator.
- Work with City Council to fully automate Council Agenda package.
- Work with the Registrar of Voters to transition into electronic voting.
- Work with Internal Audit to continue automating our accounting procedures.

**Program:** Operations

**Goal:** The goal of the Operations Program is to manage our revenues, and at the same time, provide official land and legislative records. Customer service is always at the forefront of our operations when providing support to the City Council, the residents of Hartford and the general public.

| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| City Council Support | Provide administrative support to the City Council so that the City Council may fulfill its statutory obligations. | √ | 4, 5 | $156,107 |
| Recording Deeds, Mortgages and Land Records | Provide accurate land records and facilitate land transactions in a timely manner. | √ | 4 | $88,983 |
| Licenses | Provide licenses to Hartford residents and the general public in a timely and accurate manner. | √ | 4 | $79,943 |
| Certifications | Provide certification services to Hartford residents and the general public in a timely and accurate manner. | √ | 4 | $82,106 |
| Land Record Vault | Answer land-recording inquiries and assist land record use professionals by providing them with accurate and timely information. | √ | n/a | $177,301 |
| Elections | Provide a complete, thorough and certifiable election process for the voters and citizens of Hartford. | √ | 4 | $61,628 |
| **Total for Program** | | | | **$646,068** |

| **Key Performance Measures** | **04-05 Actual** | **05-06 Target** | **05-06 Year End Forecast** | **06-07 Target** |
|---|---|---|---|---|
| % of agendas published within 25 business hours prior to City Council meetings | 100% | 100% | 100% | 100% |
| % of elections certified within one business day of election | 100% | 100% | 100% | 100% |
| # of agendas published | 22 | 22 | 22 | 22 |
| $ of revenues collected | $3,100,000 | $3,500,000 | $3,500,000 | $3,800,000 |
| # of deeds scanned and printed | 22,000 | 25,000 | 21,000 | 22,000 |
| # of absentee ballots administered | 2,200 | 1,500 | 1,500 | 2,000 |



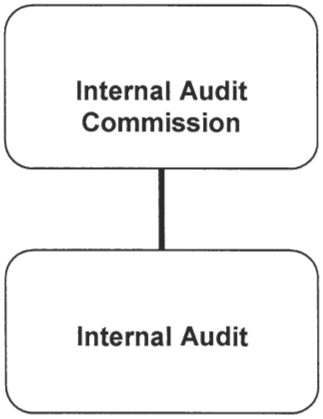

**Program:** Vital Records

**Goal:** The goal of the Vital Records Program is to maintain and make available files of births, deaths and marriage certificates for events that occurred only in the City of Hartford from 1852 to the present.

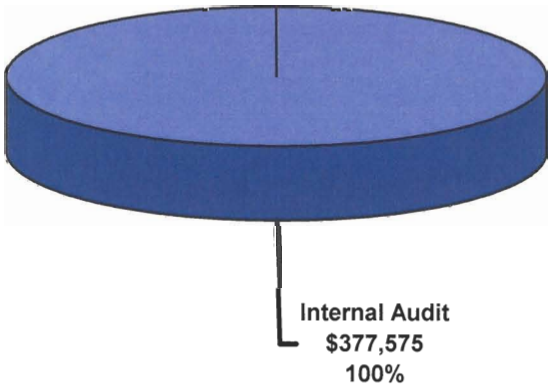
| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Vital Records | Maintain and make available files of births, deaths and marriage certificates for events that occurred only in the City of Hartford from 1852 to the present. | √ | 4, 5 | $188,392 |
| **Total for Program** | | | | **$188,392** |

# INTERNAL AUDIT

## Department Organization by Program




## Program Percentage of Total Internal Audit Budget



# INTERNAL AUDIT

| MISSION STATEMENT | The mission of the Internal Audit Department is to independently examine matters relating to the integrity, efficiency and efficacy of the accounts and operations of the City, including the Hartford Public School System. |
|---|---|

## SIGNIFICANT FEATURES

The 2006-2007 Adopted Budget is $377,575. This reflects an increase of $95,476 over the 2005-2006 Adopted Budget. Per the City charter, "The Mayor's budget shall include, and the Council shall appropriate, for support of the internal audit unit at least the amount necessary to maintain the staffing of the unit as approved in the previous annual budget unless the commission requests a smaller amount." The total cost of legally mandated activities is $377,575, which is 100% of Internal Audit's Adopted Budget.

## DEPARTMENT BUDGET SUMMARY

| | | FY 04 - 05 Actual | FY 05 - 06 Adopted | FY 05 - 06 Revised | FY 06 - 07 Adopted | FY 07 - 08 Forecast |
|---|---|---|---|---|---|---|
| **Division** | | | | | | |
| 118A | Administration | 262,615 | 0 | 0 | 0 | 0 |
| **Program** | | | | | | |
| 118P001 | Internal Audit | 0 | 282,099 | 294,334 | 377,575 | 396,455 |
| GENERAL FUND | **General Fund Total** | **262,615** | **282,099** | **294,334** | **377,575** | **396,455** |
| | **Positions** | **4** | **4** | **4** | **5** | **5** |
| | **Revenue** | **749** | **0** | **0** | **0** | **0** |
| | **Fringe Benefits Cost** | **96,197** | **103,287** | **123,898** | **160,054** | **168,057** |
| OTHER FUNDS | **Other Fund Total** | **0** | **0** | **0** | **0** | **0** |
| | **Positions** | **0** | **0** | **0** | **0** | **0** |
| | **Fringe Benefits Cost** | **0** | **0** | **0** | **0** | **0** |

## BUDGET HIGHLIGHTS

**Fiscal Year 2005-2006**

- Through audits and special reviews and projects, identified more than $2.7 million in actual and potential cost savings year-to-date for the seven months ending January 31, 2006.
- Assisted in the reengineering of the Police Department Private Job Fee Billing and Collection process.
- Coordinated the City's efforts to collect more than $112,000 year-to-date in past due accounts receivable balances.
- Developed and implemented a "Fraud Hotline" for the City, Hartford Public School System and Hartford Public Library.
- In conjunction with the Management and Budget Department, developed and implemented an Audit Report Follow-up Work Plan process.
- Performed our annual "Analysis of Auditable Areas" for all accounts and operations of the City and Hartford Public School System.
- Assisted in securing the elimination of the "Compensated Absences" management letter comment noted by Scully & Wolf in the previous year as both a reportable condition and a material weakness.

- Instrumental in securing the removal of one Scully & Wolf management letter comment relating to bank reconciliations that was designated as both a reportable condition and material weakness in the previous year, and reducing the designation of another bank reconciliation comment from a material weakness to a reportable condition.
- Chaired the Mayor's Fringe Benefit Task Force established to monitor and report on Hartford Public School System fringe benefit expenses.
- Purchased and implemented ACL, an audit software package that is widely used in the Internal Audit profession.
- Identified and assisted in the resolution of numerous departmental operating and control deficiencies.

**Fiscal Year 2006-2007**

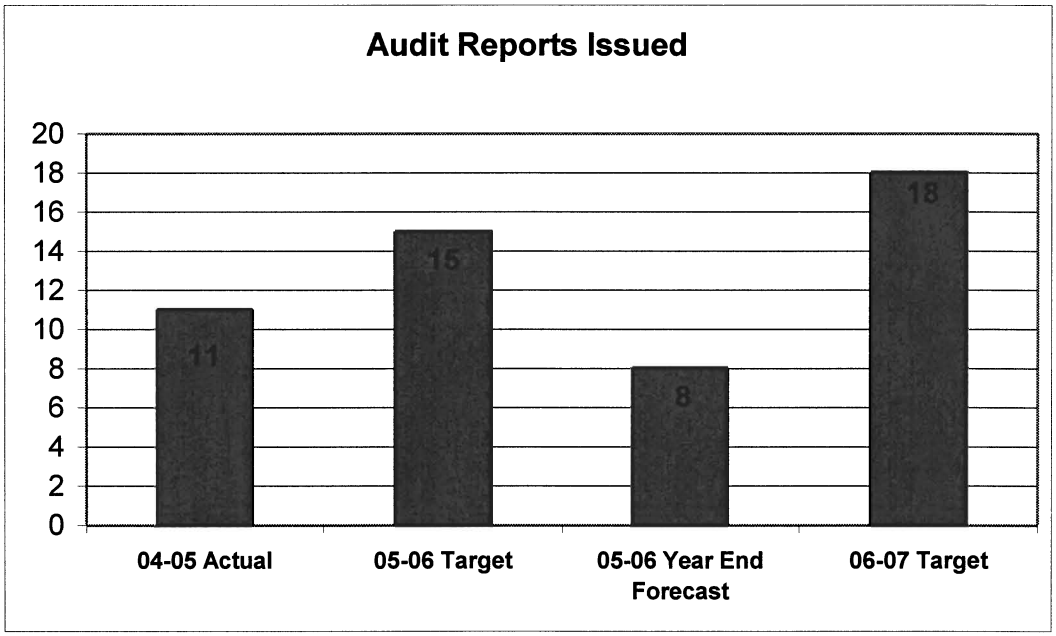
- Meet or exceed the number of planned audits and/or special reviews and projects.
- Identify actual and potential cost savings that meet or exceed Internal Audit Department operating costs.
- Update auditable areas for all City and Hartford Public School System operations and establish revised priorities and audit cycles where required.
- Review and reallocate audit resources assigned to City and Hartford Public School System accounts and operations.
- Assist in process improvement initiatives as deemed necessary and appropriate.
- Determine the status of actions taken or planned by management on Audit Report Follow-up Work Plans.
- Utilize ACL audit software where practical to improve the efficiency and effectiveness of audit engagements.
- Explore implementing components of best practices from the Sarbanes-Oxley Act of 2002 that apply to municipal governments.

**Program**: Internal Audit

**Goal:** The goal of the Internal Audit Department Program is to independently examine matters relating to the integrity, efficiency and efficacy of the accounts and operations of the City, including the Hartford Public School System.

| **Program Activities** | | | | |
|---|---|---|---|---|
| **Name** | **Goal** | **Legal Mandate** | **Mayor's Goal** | **Cost** |
| Planned Audits | The goal of the Planned Audits Activity is to execute a number of specific audits that are selected each year based on a comprehensive risk and exposure analysis and published in the Internal Audit Department's Annual Audit Plan. | √ | 1, 4, 5 | $221,037 |
| Special Projects and Reviews | The goal of the Special Projects and Reviews Activity is to participate in and/or perform a number of special projects and reviews identified by the Chief Auditor or requested by City and Hartford Public School System management and deemed necessary and appropriate by the Internal Audit Commission. | √ | 1, 4, 5 | $95,622 |
| Administration | The goal of the Administration Activity is to provide management, planning, budgeting, accounting, reporting and other support functions for the Internal Audit Department Program. | √ | 1, 4, 5 | $60,916 |
| **Total for Program** | | | | **$377,575** |

| Key Performance Measures | 04-05 Actual | 05-06 Target | 05-06 Year End Forecast | 06-07 Target |
|---|---|---|---|---|
| **Outcomes** | | | | |
| Actual and potential cost savings identified | $2,632,000 | $282,099 | $4,000,000 | $377,575 |
| Cost savings identified as a % of IA's budget | 933% | 100% | 1417% | 100% |
| **Outputs** | | | | |
| # of audit reports issued | 11 | 15 | 8 | 18 |
| Analysis of auditable areas report completed | June 30, 2004 | June 30, 2006 | June 30, 2006 | June 30, 2007 |
| Annual plan completed | June 30, 2004 | June 30, 2006 | June 30, 2006 | June 30, 2007 |



# City of Hartford: Strategic Planning Matrix

City-Wide Goals

City-Wide Strategies

Department Objectives

## Internal Audit

| | | | Activity | Actions | 06 Timeline 07 | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 1Q06 | 2Q06 | 3Q07 | 4Q07 |
| 1.0 | Make Hartford A Safer Place | | | | | | | |
| 1.3 | Further develop Police Department capabilities | | | | | | | |
| 1.3.1 | Through audits identify ways to help further develop Police Department capabilities | | Planned Audits | 1 - Identify and select areas for Audit in the Hartford Police Department. | X | X | X | X |
| | | | | 2 - Assign auditor, develop audit programs and perform field work. | X | X | X | X |
| | | | | 3 - Identify ways to further develop HPD capabilities. | X | X | X | X |
| 1.3.2 | Make recommendations to improve Police Department capabilities | | Planned Audits | 1 - Summarize audit findings and review with staff. | X | X | X | X |
| | | | | 2 - Draft audit report, review with management, issue final report. | X | X | X | X |
| | | | | 3 - Work with HPD management as requested to improve capabilities. | X | X | X | X |
| 1.3.3 | Support Police Department management in these efforts as requested | | Special Projects and Reviews | 1 - Perform as identified, special projects and reviews of HPD accounts and operations. | X | X | X | X |
| | | | | 2 - Report results to management for follow-up and resolution. | X | X | X | X |
| | | | | 3 - Assist with problem resolutions as requested. | X | X | X | X |
| 1.5 | Continue to develop Fire Department efficiency | | | | | | | |
| 1.5.1 | Through audits identify ways to help continue to develop Fire Department efficiencies | | Planned Audits | 1 - Identify and select areas for Audit in the Hartford Fire Department. | X | X | X | X |
| | | | | 2 - Assign auditor, develop audit programs and perform field work. | X | X | X | X |
| | | | | 3 - Identify ways to further develop HFD capabilities. | X | X | X | X |
| 1.5.2 | Make recommendations to improve Fire Department efficiencies | | Planned Audits | 1 - Summarize audit findings and review with staff. | X | X | X | X |
| | | | | 2 - Draft audit report, review with management, issue final report. | X | X | X | X |
| | | | | 3 - Work with HFD management as requested to improve capabilities. | X | X | X | X |
| 1.5.3 | Support Fire Department management in these efforts as requested | | Special Projects and Reviews | 1 - Perform as identified, special projects and reviews of HFD accounts and operations. | X | X | X | X |

# City of Hartford: Strategic Planning Matrix

City-Wide Goals

City-Wide Strategies

Department Objectives

Internal Audit

| | | | | Activity | Actions | 06 Timeline 07 | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 1Q06 | 2Q06 | 3Q07 | 4Q07 |
| | | | | | 2 - Report results to management for follow-up and resolution. | X | X | X | X |
| | | | | | 3 - Assist with problem resolutions as requested. | X | X | X | X |
| 4.0 | Improve Customer Services Through Quality Management | | | | | | | | |
| | 4.1 | Establish and maintain a system of process improvement | | | | | | | |
| | | 4.1.1 | Through audits and special projects and reviews, identify areas and operations requiring improvement | Planned Audits and Special Projects and Reviews | 1 - Perform planned audits and special projects and reviews. | X | X | X | X |
| | | | | | 2 - Identify processes requiring improvement. | X | X | X | X |
| | | | | | 3 - Report results to department and City management. | X | X | X | X |
| | | 4.1.2 | Make recommendations to improve processes and operations | Planned Audits and Special Projects and Reviews | 1 - Summarize findings and review with staff. | X | X | X | X |
| | | | | | 2 - Draft report, review with management, issue final report. | X | X | X | X |
| | | | | | 3 - Work with management as requested to improve processes and operations. | X | X | X | X |
| | | 4.1.3 | Assist management in process improvement projects and initiatives | Planned Audits and Special Projects and Reviews | 1 - Work with management on process improvement projects. | X | X | X | X |
| | | 4.1.4 | Collaborate with M&B's Operations Improvement (OI) Unit on improvement projects and initiatives | Special Projects and Reviews | 1 - Work with M&B's OI Unit on process improvement projects. | X | X | X | X |
| | 4.2 | Establish a process documentation system and make technical upgrades to improve performance | | | | | | | |
| | | 4.2.1 | Through audits verify that processes are documented and identify opportunities for technical upgrades to improve performance | Planned Audits | 1 - Identify and select areas for audit. | X | X | X | X |
| | | | | | 2 - Assign auditor, develop audit programs and perform field work. | X | X | X | X |
| | | | | | 3 - Identify opportunities to document processes and for technical upgrades to improve performance. | X | X | X | X |
| | | 4.2.2 | Make recommendations to document processes and improve performance through technical upgrades | Planned Audits | 1 - Summarize findings and review with staff. | X | X | X | X |

# City of Hartford: Strategic Planning Matrix

City-Wide Goals

City-Wide Strategies

Department Objectives

Internal Audit

| | | | Activity | Actions | 06 Timeline 07 | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 1Q06 | 2Q06 | 3Q07 | 4Q07 |
| | | | | 2 - Draft report, review with management, issue final report. | X | X | X | X |
| | | | | 3 - Work with management as requested to document processes and improve performance with technical upgrades. | X | X | X | X |
| 4.3 | **Establish and maintain a system of accountability** | | | | | | | |
| | 4.3.1 | Through audits and special projects and reviews, identify operations and functions lacking accountability | Planned Audits and Special Projects and Reviews | 1 - Identify and select areas for Audit and/or Special Review. | X | X | X | X |
| | | | | 2 - Assign auditor, develop audit programs, perform field work. | X | X | X | X |
| | | | | 3 - Identify operations and functions lacking accountability. | | | | |
| | 4.3.2 | Make recommendations to improve operational, functional and financial accountability | Planned Audits and Special Projects and Reviews | 1 - Summarize findings and review with staff. | X | X | X | X |
| | | | | 2 - Draft report/memorandum, review with management, issue final report. | X | X | X | X |
| | | | | 3 - As requested, work with management to improve operational, functional and financial accountability. | | | | |
| | 4.3.3 | Assist management in developing and improving operational, functional and financial accountability | Special Projects and Reviews | 1 - Work with management in resolving accountability issues. | X | X | X | X |
| 4.4 | **Train people in quality skills** | | | | | | | |
| | 4.4.1 | Develop and maintain a highly qualified and well educated Internal Audit Department staff | Planned Audits | 1 - Identify staff training, education and certification needs. | X | X | X | X |
| | | | | 2 - Facilitate educational opportunities to meet needs. | X | X | X | X |