

CITY OF HARTFORD

Mayor's Vision & Goals

Mayor Segarra's Mission Statement

The mission of the City of Hartford is to be fiscally accountable and achieve results that advance the City's interest. It is essential to safeguard the health, cleanliness and safety of the community in ways that reflect the wants and needs of the people who live, work and visit Hartford. We must create jobs and improve the quality of education for Hartford's children and adults. We must also pursue opportunities to accelerate and expand the economic vitality of Hartford's business community and neighborhoods.

Mayor Segarra's Vision

Connecticut's Capital City strives to be national role model for creating jobs, ensuring safe neighborhoods, continuing to raise academic standards and expectations, and stimulating neighborhood economic development with an emphasis on small business. Our "One City, One Plan" for conservation and development is instrumental in our vision for the next decade to be a global, green, and competitive job hub that provides a vibrant quality of life for all of its residents, employees, and visitors.

The City's Values

- Accountability
- Civic Pride & Engagement
- Community and Business Collaborations
- Effectiveness and Efficiency
- Reliability
- Respect & Inclusiveness

Mayor Segarra's Four Key Goals

1. Ensure that each City office and department is held accountable for operating in a fiscally accountable manner and for getting results that advance the City's interest.
2. Safeguard the health, cleanliness and safety of the community in ways that reflect the wants and needs of the people who live, work and visit Hartford.
3. Create jobs and improve the quality of education for Hartford's children and adults.
4. Pursue opportunities to accelerate and expand the economic vitality of Hartford's business community and neighborhoods.

City of Hartford Strategic Planning Matrix

Mayor's Goals	One City, One Plan Goals	HartStat	Dept. Strategies
<p>1) Ensure that each City office and department is held accountable for operating in a fiscally accountable manner and for getting results that advance the City's interest.</p> <p>2) Safeguard the health, cleanliness, and safety of the community in ways that reflect the wants and needs of the people who live, work, and visit Hartford.</p> <p>3) Create jobs and improve the quality of education for Hartford's children and adults.</p> <p>4) Pursue opportunities to accelerate and expand the economic vitality of Hartford's business community and neighborhoods.</p>	<p>1) Promote Livable and Sustainable Neighborhoods.</p> <p>2) Protect the City's Natural and Built Environment.</p> <p>3) Enhance Mobility through Transit, Pedestrian, and Bike Systems City-Wide.</p> <p>4) Advance Downtown's Role as the Region's Center for Commerce, Culture, and City Living.</p> <p>5) Promote and Encourage the Integration of Sustainable Practices.</p>	<p>Mayoral Goal 1) FinOp Stat: Ensure that each City office and department is held accountable for operating in a fiscally accountable manner and for getting results that advance the City's interest: OOM, OCOO, CC, CNM, CFR, OMB, TREAS, EST, FIN, HR, MHIS.</p> <p>Mayoral Goal 2) Safety Stat: Safeguard the health, cleanliness, and safety of the community in ways that reflect the wants and needs of the people who live, work and visit Hartford: OOM, OCOO, CC, CNM, CFR, OMB, EST, HPD, HFD, FIN, DPW, HR, MHIS.</p> <p>Mayoral Goal 3) Education Stat: Create jobs and improve the quality of education for Hartford's children and adults: OOM, OCOO, CC, CNM, CFR, OMB, HHS, HPD, HFD, FIN, HPL, HR, MHIS, BOE.</p> <p>Mayoral Goal 4) Neighborhood Stat: Pursue opportunities to accelerate and expand the economic vitality of Hartford's business community and neighborhoods: OOM, OCOO, CC, CNM, CFR, OMB, EST, HHS, HPD, HFD, FIN, DEV, DPW, HR, MHIS.</p>	<p>Note: Refer to detail following the City of Hartford Planning Matrix.</p>

Fiscal Year 2011-2012 Departmental Strategic Plan Initiatives

(Presented in accordance with Expenditure Sections)

***Mayor's Office**

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***City Treasurer**

- Establish an automatic Employer/Employee pension contribution system to increase the ability to invest said funds faster and for a longer period of time.
- Recreate the Treasury website to make it more insightful and interactive.
- Build an emerging asset manager program to attract small, local, women and minority firms that will manage fund assets.
- Utilize technology to facilitate secure and prompt payments of paychecks and vendor checks.

***Registrars of Voters**

- Improve annual canvass.
- Special Assistant Registrar program.
- Improve election official training.
- Accuracy of voter information.

***Corporation Counsel**

- Reduction of outside counsel legal expenses.
- Increased number of matters handled by in-house attorneys.
- Increased enforcement of fines and penalties.

***Town & City Clerk**

- Customer service improvements.

***Internal Audit**

- Improve operational policies, procedures and controls.

- Identify cost savings and revenue enhancements.
- Improve the efficiency and effectiveness of operations and functions.
- Provide support and consulting services to management.
- Minimize the potential for fraud and other financial and operational risks and exposures.

***Office of the Chief Operating Officer**

- Provide management support for Mayor and implement Mayoral objectives.
- Oversight of HartStat and performance measurement programs.
- Increase local purchasing and workforce participation.
- Implement neighborhood based development and blight reduction program and enhance blight reduction activities.

***Communications & New Media**

- Disseminate critical and necessary city information in a timely fashion.
- Develop and implement communications strategy.
- Coordinate and plan public events.

***Metro Hartford Information Services**

- Municipal shared service technology and infrastructure.
- Educational shared service technology and infrastructure.
- Business systems implementation plan.

***Finance**

- Internal service fund deficit reduction.
- Other Post-Employment Benefits (OPEB).
- Grow non-tax revenue sources.
- MUNIS 9.1 upgrade.
- FY 2011-2012 revaluation planning.
- Increase delinquent tax collections.
- Improved tax reporting.
- Improved tax and general ledger coordination.

***Human Resources**

- MUNIS Benefits module implementation.
- Health benefit plan design.
- Implement training program.

***Office of Management & Budget**

- Implementation of MUNIS position control and payroll projection modules.
- Expand grant administrative services city-wide.
- MUNIS Grants Management module implementation.
- Continuous financial reporting.

***Children, Families, & Recreation**

- Develop service, family, community and financial partnerships.
- Design goal directed services that are child center and family focused.
- Implement a monitoring system to determine outcomes.

***Fire**

- Accreditation review.
- Capitol Region Council of Governments Captains Program.
- Fire Company area survey pre-plan.

***Police**

- Research and implement appropriate technology to improve the department's ability to continue to reduce crime and increase the safety of the community.
- Reduce Workers Compensation claims & litigation.
- Explore and implement new approaches to the department's response to quality of life crimes.

***Emergency Services & Telecommunications**

- Update department's Standard Operating Procedures.
- Lost time management.
- Plan and coordinate the move into the new Public Safety Complex.

***Public Works**

- Park and cemetery maintenance.
- Park and street litter and recycling.
- Facility and park access management and security.

- Fleet refueling and preventive maintenance.
- Reorganization of staff, management and facilities.
- Work order, inventory control and resource tracking expansion.
- Complete Streets and Green Boulevard program.
- Traffic system improvements and signal optimization.
- Snow Operations program improvements.
- Flood control certification.
- Plan to consolidate city facilities.

***Development Services**

- Alignment of grant funding and capital budget with *One City, One Plan* goals, objectives and action items.
- Complete and implement the required revisions to Hartford Zoning regulations.
- Consolidation and streamlining of the permitting, inspections and enforcement process of the zoning regulations and building codes in Licenses and Inspections.
- Align programmatic economic development and financing activities to focus on small business, workforce development, and business retention and attraction.
- Design and implement a programmatic strategy for City financing programs to maximize homeownership and affordable housing opportunities.
- Engage with state agencies to advance Cornerstone Initiatives, based on the Mayor's partnership with the Governor's office.

***Health & Human Services**

- Health programming initiative (Education Stat).
- Behavioral health needs assessment.
- Joint inspections of problem properties.
- Healthy Hartford campaign.

FY 11-12 City of Hartford Strategic Planning Matrix: Department Glossary

- OOM = Office of the Mayor
- OCOO = Office of the Chief Operating Officer
- CC = Corporation Counsel
- CNM = Communications & New Media
- CFR = Children, Families, & Recreation
- OMB = Office of Management & Budget
- TREAS = Treasurer's Office
- EST = Emergency Services & Telecommunications
- FIN = Finance
- HR = Human Resources
- MHIS = Metro Hartford Information Services
- HPD = Hartford Police Department
- HFD = Hartford Fire Department
- DPW = Public Works
- HHS = Health & Human Services
- HPL = Hartford Public Library
- BOE = Board of Education
- DEV = Development Services

