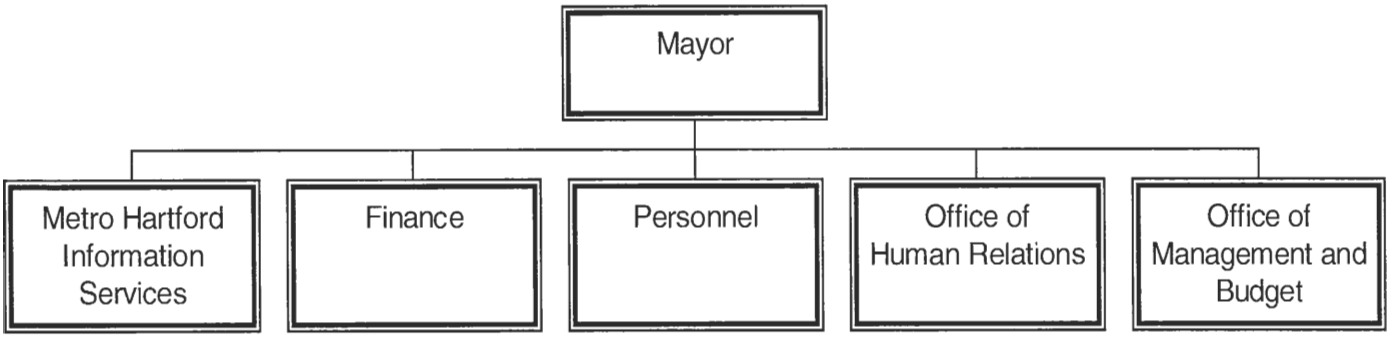
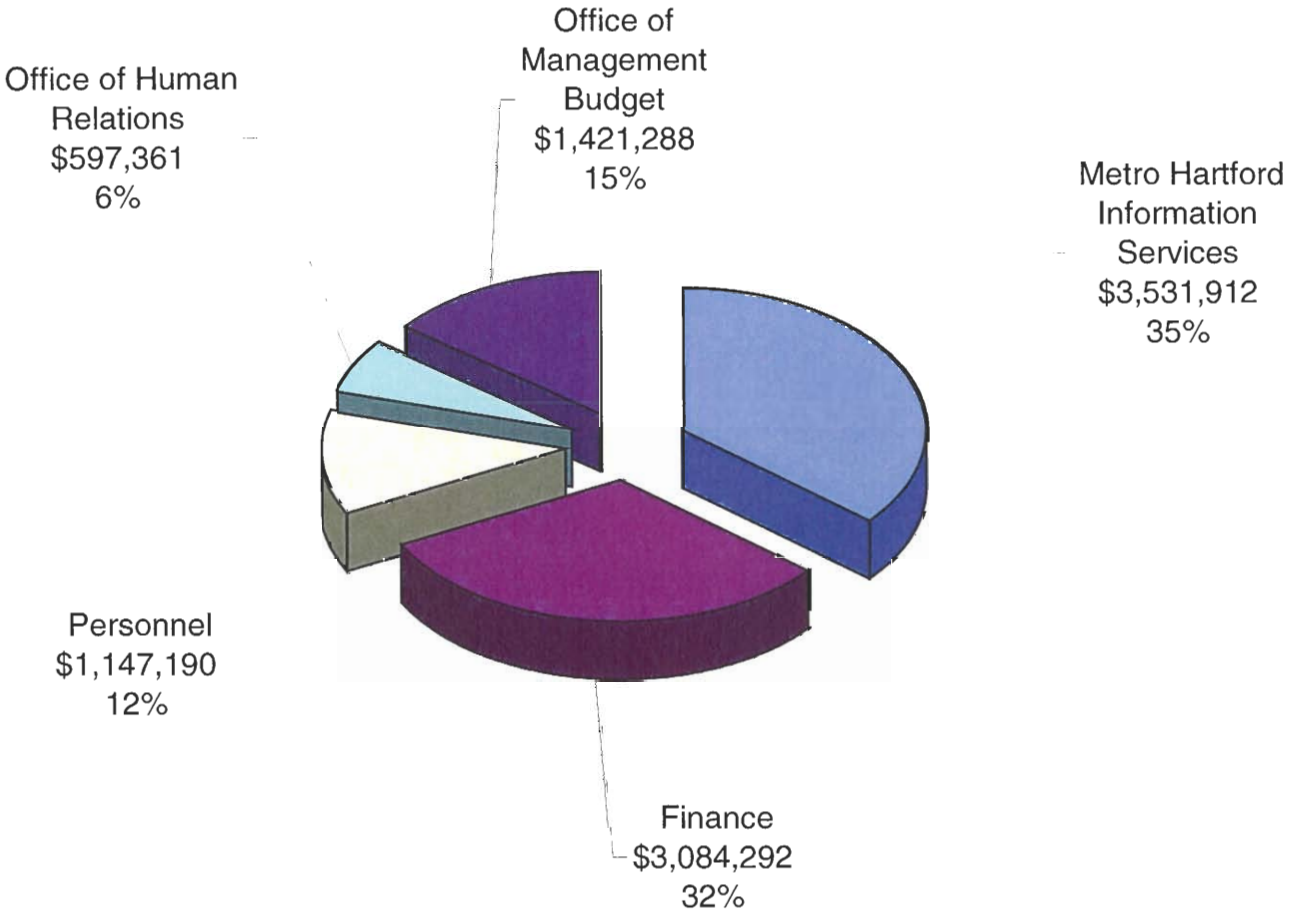
General Government

Administrative Services

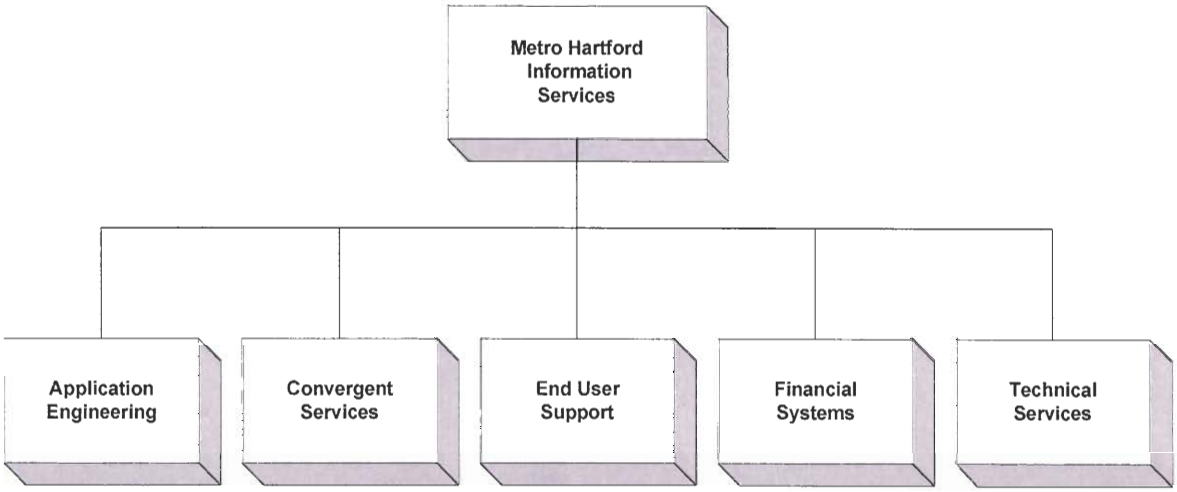


Department Expenditures as a Percentage of Administrative Services Total

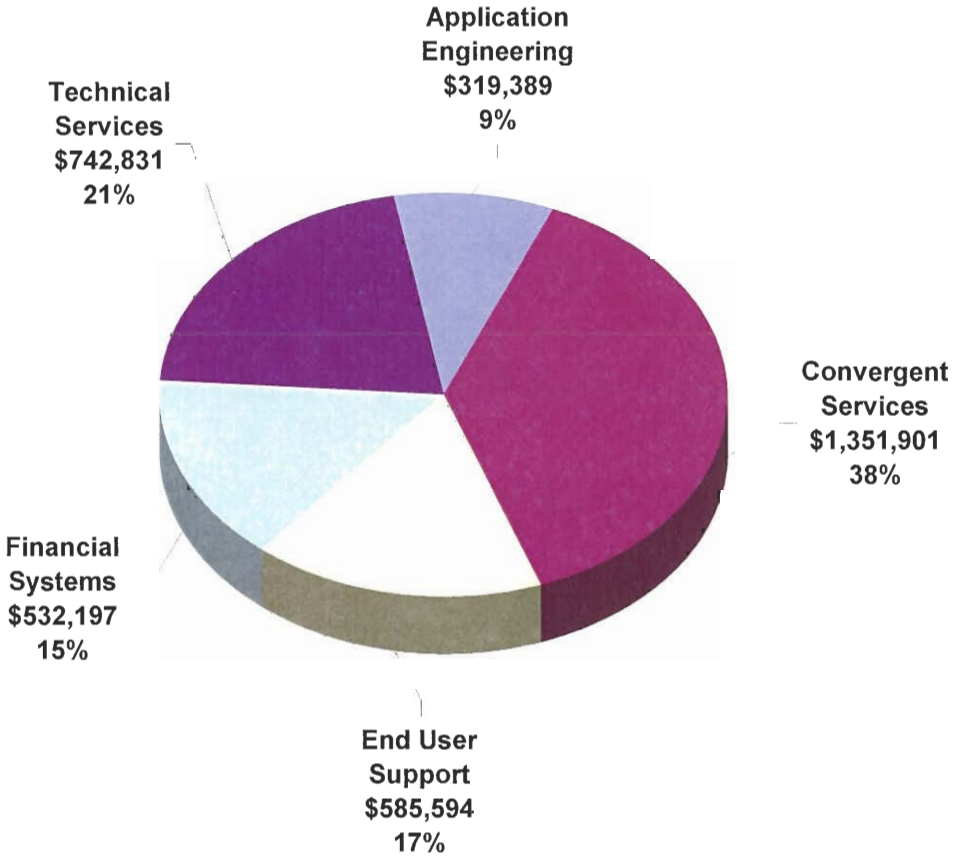


METRO HARTFORD INFORMATION SERVICES

DEPARTMENT ORGANIZATION BY PROGRAM



PROGRAM PERCENTAGE OF TOTAL METRO HARTFORD INFORMATION SERVICES BUDGET



METRO HARTFORD INFORMATION SERVICES

MISSION STATEMENT	The mission of the Metro Hartford Information Services is to support the development and implementation of a unified, up-to-date, well maintained and cost effective information technology environment, capable of exceeding the City of Hartford and the Hartford Public School's requirements now, and for the future.

SIGNIFICANT FEATURES

The 2005-2006 Adopted Budget is $3,531,912. This reflects an increase of $981,332 from the 2004-2005 Adopted Budget. The net increase is the result of significant, planned technological improvements such as the Financial Management System database conversion, infrastructure improvements at Police sub-stations, GIS (geographic information system) development and network engineering. Metro Hartford Information Services has no legally mandated activities.

DEPARTMENT BUDGET SUMMARY

		FY 03 - 04 Actual	FY 04 - 05 Adopted	FY 04 - 05 Revised	FY 05 - 06 Adopted	FY 06 - 07 Forecast
Division						
122A	Information Services	3,116,200	2,550,580	2,550,580	0	0
Program						
1220001	Application Engineering	0	0	0	319,389	331,333
1220002	Convergent Services	0	0	0	1,351,901	1,389,720
1220003	End User Support	0	0	0	585,594	602,869
1220004	Financial Systems	0	0	0	532,197	548,353
1220005	Technical Services	0	0	0	742,831	771,134
GENERAL FUND	**General Fund Total**	**3,116,200**	**2,550,580**	**2,550,580**	**3,531,912**	**3,643,409**
	Positions	**13**	**11**	**11**	**19**	**19**
	Revenue	**0**	**3,500**	**3,500**	**0**	**0**
	Fringe Benefits Cost	**0**	**255,623**	**0**	**389,436**	**405,779**
OTHER FUNDS	**Other Fund Total**	**6,222,000**	**5,101,000**	**5,101,000**	**6,620,000**	**6,731,000**
	Positions	**0**	**0**	**0**	**0**	**0**
	Revenue	**6,222,000**	**5,101,000**	**5,101,000**	**6,620,000**	**6,731,000**
	Fringe Benefits Cost	**0**	**0**	**0**	**0**	**0**

BUDGET HIGHLIGHTS

Fiscal Year 2004-2005

Within the Information Technology world, many important functions may be taken for granted. Phones work and ring, e-mail operates with a high level of dependency, the network is up and stays up, pay checks are created, report cards are disseminated, program applications are protected from viruses, files are backed-up and a technical production function exists to support business users and students. MHIS takes pride in the transparency of providing these services. Accomplishments of note include:

- Provided consistent 24/7 services and support
- Reorganized MHIS staffing successfully
- Implemented a network configuration to meet Public Safety demands
- Deployed over 500 new computers
- Implemented a Special Education data collection system
- Equipped 3 new magnet schools with high technical capacity and infrastructure
- Instituted service level agreements on service calls
- Deployed Licenses and Inspection systems

METRO HARTFORD INFORMATION SERVICES

Fiscal Year 2005-2006

Given the Mayor's identification of technology as being a budget priority, MHIS is extremely excited about the prospects this affords the City. While maintaining the necessary stability in basic service functions, increased funding allows for the deployment and implementation of several technology initiatives and programs. The main FY05-06 objectives are:

- Development of a Strategic Technology Plan
- Deployment of 311 and complementary work order systems
- Implementation of a new Tax and Revenue collection system
- Deployment of a wireless network within the City
- Core Network Upgrade
- Implement an upgrade of City Hall infrastructure
- Continue supporting the development of magnet schools
- Implement improvements to the City-wide geographic information system (GIS)

Program: Application Engineering

Goal: The goal of Application Engineering is to ensure the proper technical environment and administration for all Enterprise and Application servers and programs used by the City of Hartford and the Hartford Public Schools.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Server Support	Provide direction for application design, analysis, architecture, and support for reliable operation of all servers City-wide.		1,2	$30,113
Student Management System (SASIxp)	Provide direction for application design, analysis, architecture, and support for reliable operation of the Student Management System.		2,4	$19,280
User Account/E-mail	Provide direction for application design, analysis, architecture, and support for reliable operation of all user email accounts City-wide.		4	$19,280
City View	Provide direction for application design, analysis, architecture, and support for reliable operation of City View.		1,3,4	$153,216
GIS System Development	Provide direction for application design, analysis, architecture, and support for reliable operation of the geographic information system.		1,2,3,4,5, 6,7	$52,500
Application Integration/ Enhanced Support	Provide direction for application design, analysis, architecture, and support for reliable integration of City applications requiring enhanced support.		1,2,3,4,5, 6,7	$45,000
Total for Program				**$319,389**

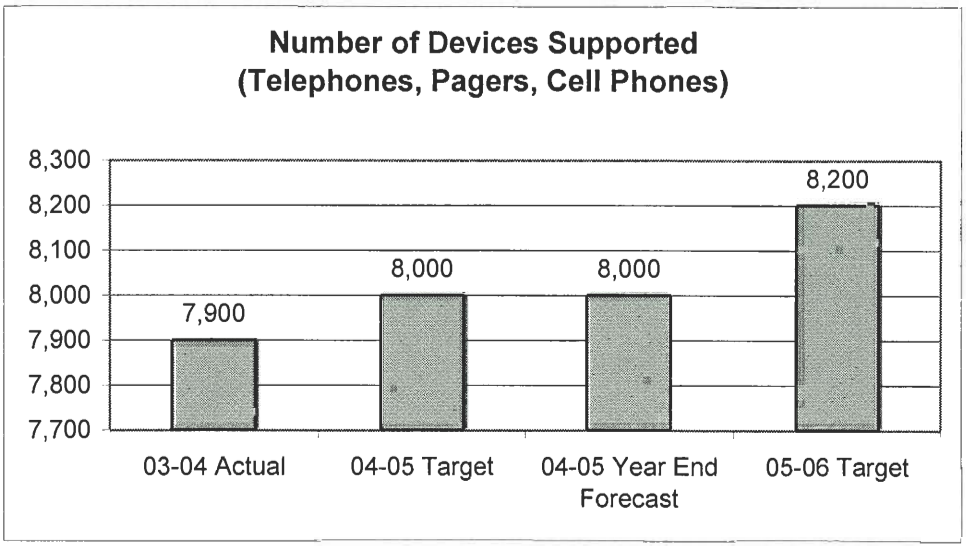
Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of applications deployed on time		100%	95%	95%
% of server up time	99.66%	99.90%	99.84%	99.90%
Outputs				
# of servers supported	n/a	100	100	90
# of applications supported	n/a	45	50	55
# of custom applications created	5	5	15	10
# of end users supported	n/a	4,318	4,318	4,000

Program: Convergent Services

Goal: The goal of the Convergent Services Program is to provide the user population with continuously reliable telephone services and the quickest possible turnaround for new service requests, for maintenance services, and for service changes.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Cellular/Paging	Enable cost effective and reliable cellular and paging services for all municipal workers so they may work effectively.			$105,000
Voice Systems	Enable cost effective and efficient voice communications standards and tools for all municipal workers so that they may work effectively.		1,2,3,4	$743,980
North Meadows Upgrade	Upgrade convergent voice communication systems in the City's North Meadows facilities.		1,4	$502,921
Total for Program				**$1,351,901**

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of help desk calls completed within standard turnaround time	n/a	75%	85%	87.5%
Outputs				
# of devices supported (telephones + cell phones + pagers)	est 7,900	8,000	8,000	8,200
# of voice mail boxes supported (Octels + Unities)	est 2,600	2,700	2,700	3,000
# of Convergent Services Program help desk calls completed	974	1,000	978	1,000



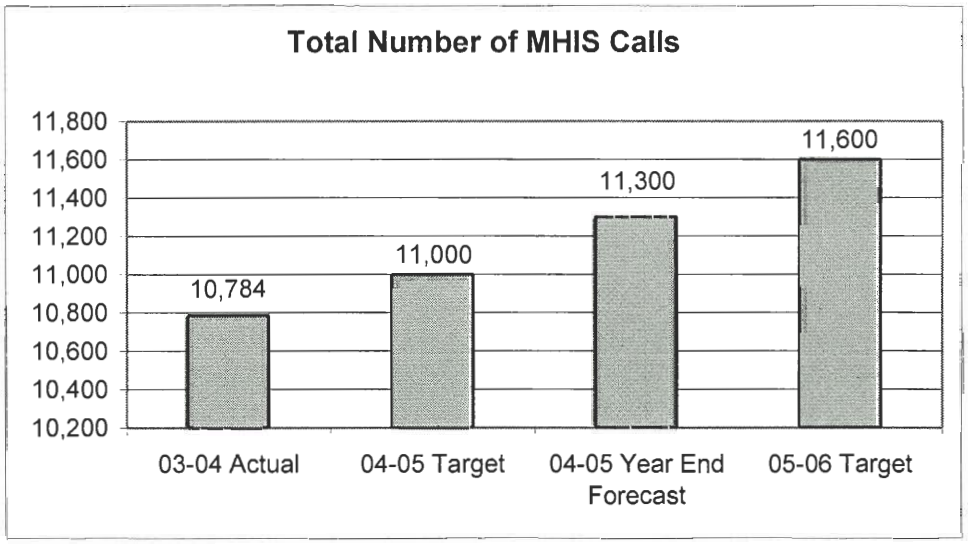
Program: End-User Support

Goal: The goal of the End-User Support group is to provide the City of Hartford and the Hartford Public Schools' computer users with corrective and preventive maintenance of computer hardware and software, printers and peripheral equipment in a timely, professional and cost-effective manner.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Help Desk	Provide timely, efficient and quality responsiveness to end-user requests.		4	$55,240
On Site Technical Services	Respond to user calls for installation and repair services in a timely manner.		4	$285,527
Training	Provide a variety of quality training opportunities to system end users in order to increase their proficiency and productivity.		4	$109,827
PC Purchases	Manage the purchasing of all personal computers City-wide.		4	$100,000
PC Support Software	Manage the purchasing of all personal computers support software City-wide.		4	$35,000
Total for Program				**$585,594**

METRO HARTFORD INFORMATION SERVICES

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of calls completed within standard turnaround time	n/a	75%	73%	75%
Outputs				
# of calls - MHIS Total	10,784	11,000	11,300	11,600
# of calls End-User Support Group	6,492	6,600	8,200	7,600
# of end users supported	n/a	5,934	5,934	6,100
# of courses conducted	57	70	81	91
# of employees trained	591	775	913	1,100



METRO HARTFORD INFORMATION SERVICES

Program: Financial Systems

Goal: The goal of MHIS Financial Systems operations group is to provide technical support, end-user support, vendor liaison and program development for the automated Financial and Human Resource systems, including Accounts Payables, Budget, General Ledger, Payroll, Personnel and Time and Attendance systems for City government, Hartford Public Schools and City Treasury.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Financial Management Systems (SmartStream)	Maintain and support the SmartStream Financial systems including Accounts Payable, Purchasing, General Ledger, Budget, Asset Management, Payroll and Personnel modules, Regulatory reporting (1099MISC and W2) and to maintain the Financial data warehouse and reporting system.		4	$402,917
Time and Attendance Systems	Provide support for the City and HPSS Time & Attendance system including contractual and regulatory changes, SmartStream interface and Lost Time reporting.		4	$70,280
Financial Management System - Database conversion	Provide direction for the conversion of the Financial Management System database.		4	$59,000
Total for Program				**$532,197**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
% of system availability	98.37%	99.00%	98.35%	99.00%
Outputs				
# of modules supported	12	12	12	12
# of service packs/updates installed	8	12	15	10
# of end users supported	n/a	340	340	340

METRO HARTFORD INFORMATION SERVICES

Program: Technical Services

Goal: The goals of MHIS Technical Services are to provide secure, stable, survivable, and recoverable network services to the City and School District, to provide technology planning and integration and to ensure delivery of timely and cost effective technology infrastructure in City and School District construction projects.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Network	Ensure a highly reliable and secure network infrastructure to meet the needs of City technology users.		1,2,3,4	$267,849
Operations	Support the business operations of the City and School District through timely production of payroll, tax bills and other jobs.		2,4	$298,736
Disaster Recovery/Business Continuity Planning	Plan for the continued operation of critical business applications during and after disruption by disaster or emergency situations.		2,4	$58,601
Infrastructure Improvements - Police Sub-Stations	Provide direction for the implementation of infrastructure improvements at the Police Sub-Stations.		1,4	$65,145
Network Engineering	Support the operation of the City and School District computer networks.		1,2,3,4	$52,500
Total for Program				**$742,831**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
% of data network availability	99.80%	99.90%	99.80%	99.90%
% of voice network uptime	99.72%	99.90%	99.80%	99.90%
% of ATM network transport uptime	99.68%	99.90%	99.85%	99.90%
Outputs				
# of end users connections	n/a	25,000	24,738	25,000

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006								
City-Wide Goal			METRO HARTFORD INFORMATION SERVICES					
	City-Wide Strategies							
		Department Objectives	Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
1.0	Improve Public Safety							
	1.4	Build more responsive connections between the Police and residents						
	1.4.1	Deploy an automated phone dialing system which will call on a daily basis the homes of students marked absent	Application Engineering - Support Services	1 - Pilot at a High School and Elementary School	X			
				2 - Work with school attendance workers to customize message and timeframes		X		
				3 - Provide Management reporting capacity to attendance workers.		X		
	1.4.2	Provide the technical infrastructure for a software package which will allow the Dispatch Center to monitor, and potentially bill for, false fire alarms.	Application Engineering - Integration	1 - Work with vendor/dispatch to perform server setup-configuration process.	X			
				2 - Transition to Public Safety Systems Support group for ongoing support.	X			
2.0	Provide Quality Education for Workforce Development							
	2.2	Achieve best teaching practices						
	2.2.1	Ensure a stable technical environment for the various instructional technology programs used by the School District to enhance and augment student learning.	Application Engineering - Integration	1 - Review statistics for server/application uptime and make adjustments as necessary.	X	X	X	X
			End User Support	1 - Monitor help desk tickets - response time and make adjustments as necessary.	X	X	X	X
			Technical Services	1 - Review statistics for network uptime and make adjustments as necessary	X	X	X	X

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006									
City-Wide Goal				METRO HARTFORD INFORMATION SERVICES					
	City-Wide Strategies								
		Department Objectives		Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
				Convergent Services	1 - Review statistics for phone system uptime and make adjustments as necessary.	X	X	X	X
					2 - Provide and maintain Voice Mail for school district staff.	X	X	X	X
					3 - Use e-rate funding to allow for increased voice mail capacity.			X	
	2.4	**Through renovations and improvements, provide schools that are clean, safe and equipped for the educational needs of the Twenty-First Century**							
		2.4.1	Involvement with all school/city construction projects to ensure a technical environment for voice/data communications as well as all end user equipment and relevant system access.	Technical Services	1 - Take part in all functions involved in the delivery of technical services design, installation, configuration, and production.	X	X	X	X
				Convergent Services	2 - Ensure the incorporation of voice systems deployment is consistent and integrated into District standards.	X	X	X	X
	2.5	**Implement Passport to Success Initiative**							
		2.5.1	Provide data dumps of relevant student information to the various community efforts such as "*Hartford Connects.*"	Application Engineering - Support Services	1 - Provide quarterly data dumps of identified and agreed upon data elements from existing school district applications.	X	X	X	X
3.0	**Stimulate Economic Development**								
	3.2	**Develop and implement comprehensive regional initiatives**							

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006								
City-Wide Goal			METRO HARTFORD INFORMATION SERVICES					
	City-Wide Strategies							
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
	3.2.1	Utilize existing city infrastructure capacity as a means to provide, and in some cases charge for, the use of that capacity	Technical Services	1 - Provide services as defined in business partnership MOU, to deliver services to Convention Center.	X	X	X	X
	3.2.2	In participation with Capitol Region Council of Governments, provide technical resources, at an agreed upon service rate fee, to other CRCOG entities.	Technical Services	1 - Ensure access, as contracted, to City housed Public Safety applications to other regional partners.	X	X	X	X
4.0	Improve Quality Management of Processes/Resources							
4.1	Establish and maintain a system of process improvement							
	4.1.1	Establish service level agreements as they relate to help desk service request calls, providing users a vehicle for tracking calls and understanding response time expectations.	End User Support	1 - Monitoring of service agreements statistics and making changes accordingly.	X	X	X	X
4.3	Establish and maintain a system of accountability							
	4.3.1	Provide the technical requirements for the delivery of 311 services to the City.	Convergent Services	1 - Functional voice 311 capacity as identified.			X	
			Application Engineering - Integration	1 - Front end data collection system to be used by 311 operators.			X	
				2 - Work order tracking capacity to work in concert with front end system.			X	
4.4	Train people in quality skills							

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

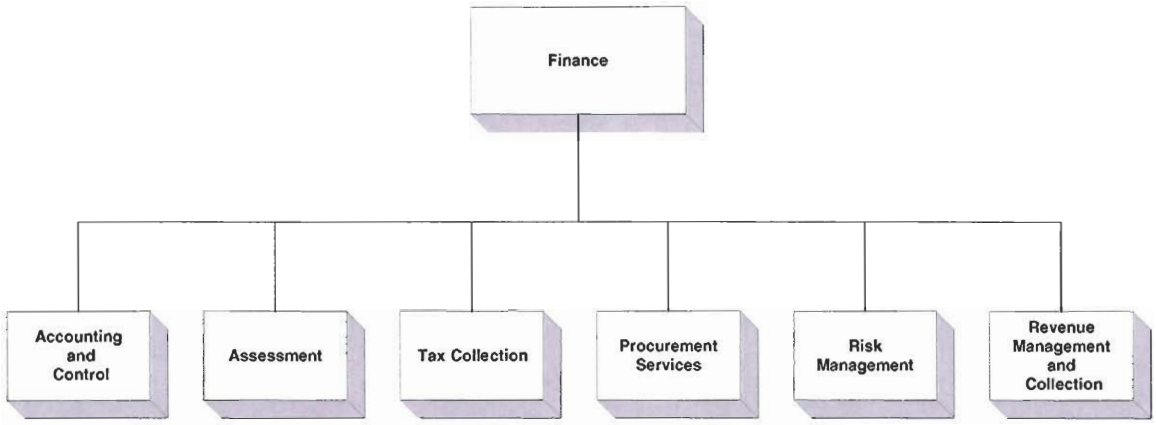
City of Hartford: City Matrix 2005-2006									
City-Wide Goal			METRO HARTFORD INFORMATION SERVICES						
	City-Wide Strategies								
		Department Objectives	Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
	4.4.1	Expand the frequency and the number of computer skills offered on-site in the MHIS training facility to increase staff computer skills, hence reducing the number of level 1 help desk calls.	End User Support	1 - Increase school district staff training opportunities.	X	X	X	X
				2 - Monitor training class enrollments and compare against prior years.	X	X	X	X
				3 - Provide flexible scheduling opportunities (on-site, early morning/late in the day) to increase opportunities.	X	X	X	X
				4 - Monitor number of level 1 help desk calls to gauge training impact	X	X	X	X
	4.5	**Manage our human resources**						
6.0	**Improve City Health and Cleanliness**							
	6.1	**Implement a Health Information Initiative and a system for management**						
	6.1.1	In preparation for ultimate systems integration, continue to provide support to existing systems to ensure the continuance of reporting requirements.	Application Engineering - Integration	1 - Utilize the help desk to accept work request and assign priority based on MHIS prioritization matrix.	X	X	X	X
				2 - Work with identified staff to resolve current application needs.	X	X	X	X
	6.4	**Pursue coordinated, responsive enforcement of all housing, building, health and sanitation codes**						

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

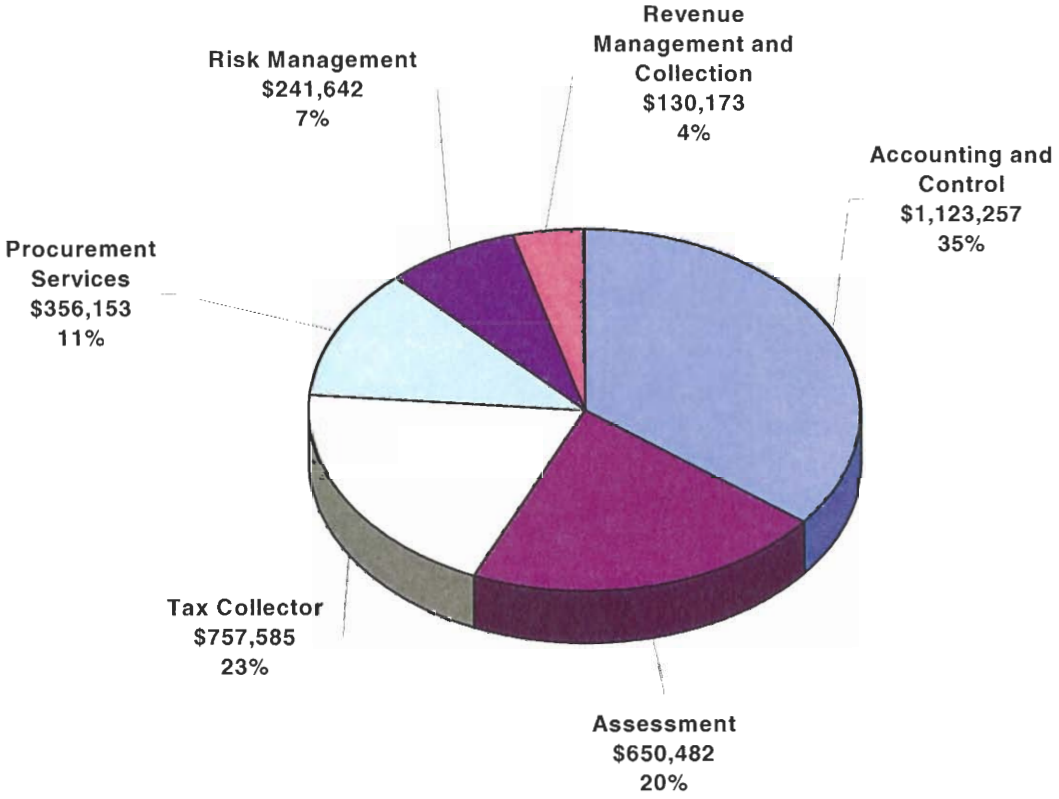
City of Hartford: City Matrix 2005-2006									
City-Wide Goal				METRO HARTFORD INFORMATION SERVICES					
	City-Wide Strategies								
		Department Objectives		Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
		6.4.1	Continue work with Development Services to provide automated solutions for tracking relevant code enforcement policies and procedures.	Application Engineering - Integration	1 - Deploy hand held units for staff to report efficiencies.		X		
					2 - Establish with Development Services work plan to address code enforcement data needs.	X			
7.0	Stimulate Residential Development								
	7.1	Increase homeownership							
		7.1.1	Create WiFi capacity within the city.	Technical Services	1 - Aggregate survey data identifying the technical capacity of geographic areas within the city.	X			
				Technical Services	2 - Develop technical requirements and include in RFP document.	X			
				Technical Services	3 - Continue working within committee structure to establish and execute logical deployment tasks.	X			

FINANCE

DEPARTMENT ORGANIZATION BY PROGRAM



PROGRAM PERCENTAGE OF TOTAL FINANCE BUDGET



MISSION STATEMENT	The mission of the Finance Department is to provide efficient, honest and effective financial services.

SIGNIFICANT FEATURES

The 2005-2006 Adopted Budget is $3,259,292. This reflects an increase of $42,853 from the 2004-2005 Adopted Budget. The net increase is the result of new positions added, offset by a reduction in payments for personal property tax consultants. The total cost of legally mandated activities is $2,568,544, which is 79% of Finance's Adopted Budget.

DEPARTMENT BUDGET SUMMARY

		FY 03 - 04 Actual	FY 04 - 05 Adopted	FY 04 - 05 Revised	FY 05 - 06 Adopted	FY 06 - 07 Forecast
Division						
123A	Office Of The Director	534,495	422,182	539,682	0	0
123B	Assessment	1,399,642	1,104,091	1,027,748	0	0
123C	Accounting & Control	718,996	714,249	719,539	0	0
123D	Purchasing	208,005	264,399	242,039	0	0
123E	Tax Collector	608,881	570,263	542,983	0	0
123F	Risk Management	166,326	141,255	144,751	0	0
Program						
1230001	Accounting and Control	0	0	0	1,123,257	1,131,243
1230002	Assessment	0	0	0	650,482	674,123
1230003	Tax Collector	0	0	0	757,585	634,434
1230004	Procurement Services	0	0	0	356,153	367,045
1230005	Risk Management	0	0	0	241,642	250,292
1230006	Revenue Management & Collection	0	0	0	130,173	133,647
GENERAL FUND	**General Fund Total**	**3,636,344**	**3,216,439**	**3,216,742**	**3,259,292**	**3,190,784**
	Positions	**45**	**50**	**50**	**61**	**59**
	Revenue	**238,598,493**	**250,644,389**	**253,368,750**	**270,442,498**	**267,577,320**
	Fringe Benefits Cost	**848,368**	**957,529**	**975,902**	**1,112,377**	**1,151,380**
OTHER FUNDS	**Other Fund Total**	**96,000**	**84,000**	**56,000**	**65,000**	**65,000**
	Positions	**0**	**0**	**0**	**.5**	**0**
	Revenue	**86,000**	**84,000**	**56,000**	**65,000**	**65,000**
	Fringe Benefits Cost	**0**	**0**	**0**	**9,438**	**0**

BUDGET HIGHLIGHTS

Fiscal Year 2004-2005

- Conducted the valuation of several major new construction projects throughout the City, which are in various stages of completion. Several of them, most notably Adriaen's Landing, the new condominiums on Goodwin Circle, and the renovation of the Colt building took large amounts of time and manpower to inspect, list and enter into the Assessor's valuation system. In addition to the major projects, there were hundreds of property sales and building permits that needed sales validation and field inspections. All of the work relating to inspections goes towards the goal of inspecting every property in the City at least once every 12 years as per State Statute.
- Implemented Garbage Collection Fees with collection by the Tax Collector's office.
- Implemented collection of delinquent Motor Vehicle and Parking Ticket Fees.

- Refinanced Hartford Parking Authority Bonds resulting in a large savings for the City.
- Selected a replacement Tax Collection System.
- Continued to explore and adjust accordingly, all Charges for Services in response to Non Financial Resolution CT-15, passed as part of the FY04-05 Adopted Budget.
- Realized a reduction in the cost of Risk Management, including insurance premiums and benefit programs, resulting in a $300,000 savings.
- Reduced the number of small purchases that require direct Procurement intervention by better utilizing and redeploying existing resources. This has been accomplished by replacing purchase orders and their high administrative costs with Procurement Cards.
- Submitted the Comprehensive Annual Financial Report (CAFR) within 6 months of the City's fiscal year-end.
- Implemented Complus for parking ticket processing. This has provided more accurate data as a result of not handwriting tickets or manually entering data into the system. It has resulted in the elimination of the backlog of tickets.
- Implemented semi-annual Property Tax collections. This has reduced the number of non-delinquent billings as a result of eliminating billings for the October and April quarters. Approximately 30,000 fewer bills had to be mailed, resulting in savings to the City through a reduction in the number of payments processed.
- Began using Tax Serv in October, a collection agency, to help collect real property taxes. To date Tax Serv has collected approximately $174,000, obtained offers for the purchase of liens and forwarded them to the City and initiated a program with state marshals for the issuance of alias tax warrants and, if warranted, the sale of properties.
- Began issuing alias tax warrants last December for State Marshals to collect delinquent personal property taxes or personal property taxes considered to be in jeopardy. This process, which includes a demand for payment prior to issuance of a warrant, has resulted in about $800,000 in collections – about $200,000 by a marshal. Expansion of this process is expected.

Fiscal Year 2005-2006

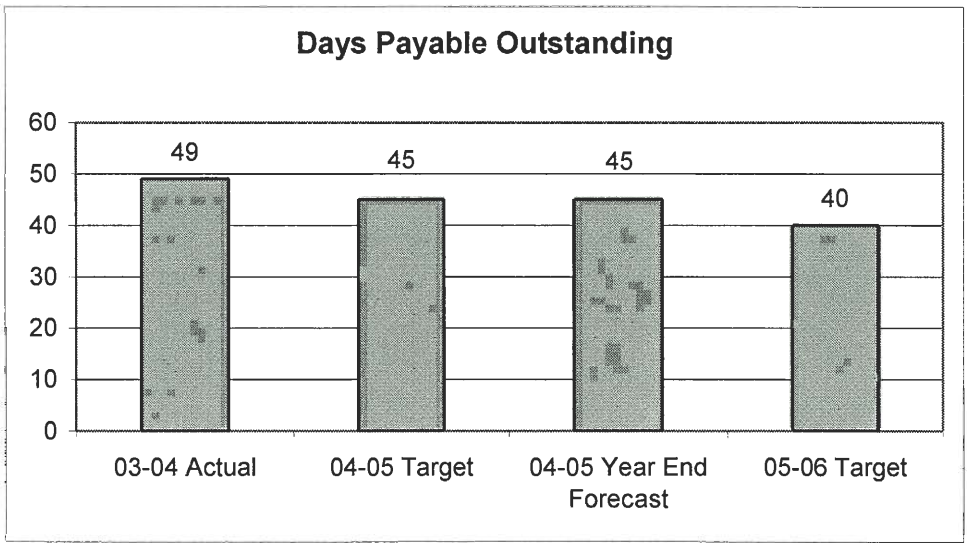
- Begin the revaluation of all Real Property in the City in May of 2005. A completion date of December 2006 is planned. The values will be based on the current market value as of October 1, 2006. This will be the first revaluation under the new system of a 5-year cycle and it will be the first revaluation since 1999. The October 1, 2003 revaluation was postponed until 2006 based on recently enacted State legislation. The Assessor's staff will complete all revaluation work without any outside assistance. In-house inspections and fieldwork are cost efficient for the City compared to the cost of out-sourcing the 5-year revaluation and related fieldwork. The estimated cost for a revaluation if performed by a vendor would be $800,000 - $1,000,000. With existing staff and the proposed additional clerical staff, the Assessor's Office will be able to complete the revaluation within the time frame noted above.
- Perform audits of selected personal property accounts by in-house staff in addition to their regular duties. The accounts selected will be those that are new to the City in the last two (2) years. Based on the findings of these audits a decision will be made to audit additional property in-house or to contract out the remaining work to a national auditing firm.
- Develop a process to collect Police and Fire False Alarm Citations fees.
- Institute charges for Replacement Copies of Employee Payroll Records.
- Implement and manage the Bus Shelter Advertisement program that will generate increased revenue.
- Renegotiate contracts for towing charges.
- Develop a schedule for Fire Department Emergency Services Special Fees.
- Conduct a City-wide/Board of Education/Library time keepers and Workers Compensation coordinator training to save costs.
- Conduct a City-wide/Board of Education/Library 100% re-enrollment of employee and retiree healthcare benefits; audit and eliminate scofflaws.
- Complete implementation of free Life Insurance Legal Referral Program features to enhance employees' benefits.
- Implement technological communications with healthcare 3rd party administrators, and workers compensation systems.
- Conduct a Prescription audit to assess the cost and criteria.
- Create/coordinate wellness and disease management programs.
- Complete implementation of new tax collection/revenue system.

Program: Accounting and Control

Goal: The goal of the Accounting and Control program is to prepare, control and process all accounting documents, prepare financial statements and maintain the automated general ledger system for the City, the Board of Education and the Hartford Public Library in order to provide accurate and timely financial reporting to decision makers, financial institutions and the public.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Annual Financial Reporting/Annual Audit	Produce the Comprehensive Annual Financial Report (CAFR) and Federal and State Single Audit with an unqualified independent audit opinion.	√	1,4,5	$272,291
Fund Accounting	Properly account for the financial transactions of the City of Hartford.	√	3,4,7	$174,999
Fixed Asset Accounting	Maintain the SmartStream fixed asset system to determine the capital assets balances related to government funds by class and function and depreciation expense by function.		3,7	$33,750
Pre-Audit (General Fund and All Other Funds)	Verify that all postings to the general ledger are appropriate and accurate.	√	1,4	$404,811
Payroll	Produce timely and accurate payrolls and reports in order to respond to customers (employee, retiree or legal authority) inquiries on a timely basis.	√	4	$237,406
Total for Program				**$1,123,257**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
Receipt of GFOA certificate for excellence in financial reporting	n/a	yes	yes	yes
% of reports issued timely	100%	100%	100%	100%
(DPO) Days Payable Outstanding	49	45	45	40
Output				
# of projects maintained for Capital Project Accounting	159	122	122	100
# of projects completed for Capital Project Accounting	37	35	35	35



Program: Assessment

Goal: The goal of the Assessment program is to discover, list and value all Real Property, Personal Property, Exempt Property and Motor Vehicles in the City in order to produce a Grand List by January 31st of each year for use by the City Council in setting the mill rate and by the Tax Collector for tax billing.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Board of Assessment Appeals	Hear taxpayer appeals concerning the valuation of property and make a determination as to the correct assessment.	√	4,5	$24,000
Personal Property and Motor Vehicle Assessment	Determine the value of all taxable personal property and motor vehicle grand lists and assist veteran and elder homeowners with tax relief applications so that they may receive a fair and equitable assessment.	√	4	$333,668
Real Property Assessment	Determine the value of all taxable real property of Hartford real property owners so that they may receive a fair and equitable assessment.	√	4	$292,814
Total for Program				**$650,482**

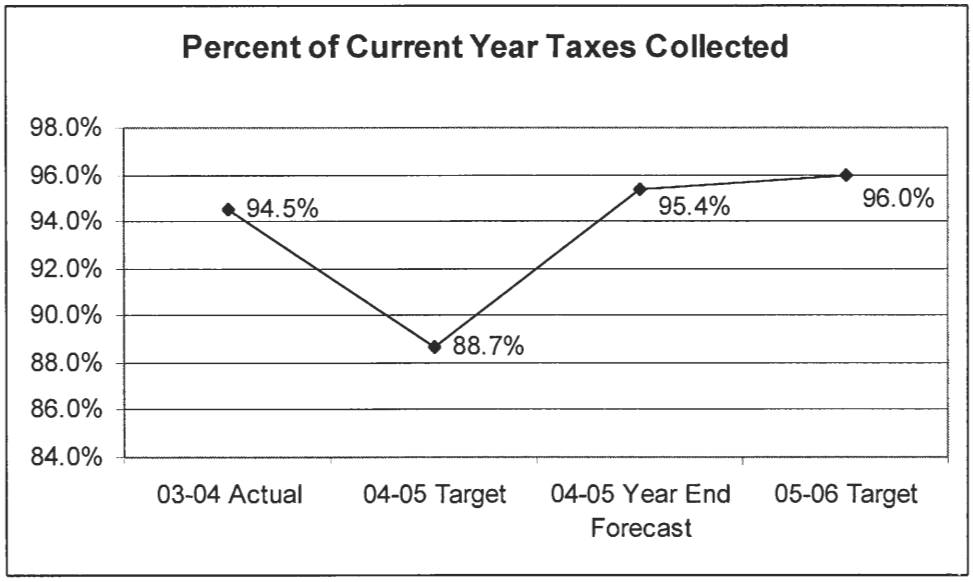
Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of valuations completed timely	100%	100%	100%	100%
% of valuations completed accurately	100%	100%	100%	100%
Output				
# of appeals for Personal Property and Motor Vehicle	24	5	5	10
# of appeals for Real Property	227	58	58	60
% of appeals of Total Account	34%	9%	9%	9%
# of accounts supervised (Taxable and Exempt)	73,647	73,878	73,878	74,200

Program: Tax Collector

Goal: The goal of the Tax Collector program is to bill and collect for real estate, personal property and motor vehicle taxes and collect for parking tickets in a timely and equitable manner to fund the operations of City government in order to maintain fiscal stability.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Systems Support & Maintenance	Keep all tax and parking ticket collection systems current and operational; provide the functionality required to maintain all records in a timely and accurate manner; bill and collect efficiently and effectively; and provide the tools and reports required by Administration and Enforcement to help them achieve their goals.	√	1,4	$77,705
Customer Service	Respond promptly and accurately to customer inquiries, to maintain records in a timely and accurate manner, and to process refund applications.		3,4,5	$254,776
Payment Collection & Processing	Process, collect, balance, report and deposit all revenue and parking ticket receipts in a timely and accurate manner.	√	4	$287,527
Enforcement	Maximize the collection of back taxes owed the City, to reduce the number and amount of delinquencies, and to perform tasks required to secure the City's best financial interests.	√	1,4	$128,750
Total for Program				**$757,585**

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of current year taxes collected	94.5%	88.7%	95.4%	96.0%
% of tax bills mailed timely	98.0%	95.0%	97.0%	100.0%
% of prior year taxes collected	36.6%	29.5%	44.1%	45.0%
Output				
# of accounts maintained	105,000	104,500	104,600	104,200
# of bills produced	286,000	162,000	198,500	198,000
# of refund applications processed	428	273	450	500
Dollars collected	$193,663,409	$183,372,601	$206,000,000	$216,000,000



Program: Procurement Services

Goal: The goal of Procurement Services is to provide timely, legal and ethical procurement support to all City and Education departments in their effort to serve the citizens of Hartford and to contribute to the strategic management of taxpayer dollars.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
P-Card Administration: Implementation and Administration	Manage the process for Procurement Card purchases in order to reduce the number of small purchases handled through purchase orders.		4	$18,189
Training: Procurement Guide & Buying Processes	Provide training to employees in order for them to understand the City's procurement processes and requirements so they can be in compliance.	√	4	$15,410
Technology Planning/ Implementation	Automate procurement functions to streamline operations and improve service to customers.	√	1,4,6	$50,848
Policy and Processes	Develop ordinances/policies/procedures that support an effective procurement process that efficiently serves the City's line departments, employing taxpayer's resources in a responsible way.	√	4	$79,204
Surplus Property Disposition	Establish a surplus property management program that extracts maximum value from City assets.	√	4	$3,683
Procurement	Provide goods and services required by using agencies enabling them to meet their Charter responsibilities.	√	4	$63,427
Contracting	Establish a contract management program providing timely and accurate information to all user agencies.	√	2,3,4	$108,494
SBE/MBE Compliance	Ensure compliance with City requirements for set-asides.	√	3	$13,507
Strategic development	Minimize administrative overhead required to carry out Procurement Service's responsibilities and redirect management resources to high value, strategic projects.		4	$3,391
Total for Program				**$356,153**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
% of eligible purchases completed by P-Card	n/a	50%	55%	90%
% of purchases completed within standard timeframes	n/a	n/a	n/a	80%
% of city Small Business Enterprise (SBE) set-aside requirements met	n/a	100%	unknown	100%
% of city Minority Business Enterprise (MBE) set-aside requirements met	n/a	100%	unknown	100%
% of Total Business awarded to SBE/MBE	n/a	25%	unknown	25%
Output				
Avg. # of days lapsed between requisition and award	n/a	n/a	n/a	21
Total $ value of purchases processed	n/a	n/a	$138,000,000	$138,000,000

Program: Risk Management

Goal: The goal of Risk Management is to administer current and retired employee health benefits, property and casualty insurance and life insurance by protecting the City's financial, physical and human resources more effectively in the identification and quantification of potential loss risk and develop procedures to reduce, eliminate ensure the financial stability and safe operation of the City of Hartford.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Property Casualty Insurance	Provide the City, Board of Education and Library with property and causality insurance coverage for all city properties, building and assets in a responsive and cost effective manner.		3,4,5	$80,851
Umbrella Casualty	Provide the City, Board of Education and Library with Umbrella Casualty Insurance coverage for events to ensure they have appropriate insurance to cover potential losses for accidents that may occur.		4,5	$3,545
Health Insurance Benefits	Provide Health Benefits coverage to meet the needs of employees for the City, BOE and Library in a responsive and cost effective manner.		1,4	$67,967
Workers' Compensation	Administer Workers' Compensation Insurance for employee accidents in a responsive and cost effective manner.		4	$25,108
Retirees Benefits	Administer Health, Life and Disability Insurance for retirees in a responsive and cost effective manner.		3,4	$52,282
Special Events	Review an event sponsor's insurance coverage to ensure the sponsor has appropriate insurance for the participants, general public and City to cover potential losses for accidents that may occur.		3,4,5,7	$10,639
Total for Program				**$241,642**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Output				
# of policies	9	9	9	9
# of city owned properties insured	202	190	190	190
# of automobiles insured	190	190	190	200
# of current employees and retirees insured	9,648	9,592	9,563	9,600
# of Special Events insured	379	360	370	355
# of Workers Compensation claims reported	1,217	742	1,000	950

Program: Revenue Management and Collection

Goal: The goals of the Revenue Management and Collection program are to maintain the timely collection of revenue and proper receipts; plan, organize and provide the vehicle for collection of all taxes, corporate, state and federal revenue; and forecast future revenue and coordinate the receipt of all City charges for various services for all City funds. Included is the supervision and control of all budget appropriations, refinancing of bonds and debt issuance.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Revenue Management	Maintain the timely collection of revenue and proper receipts; plan, organize and provide the vehicle for collection of all taxes, corporate, state and federal revenue; forecast future revenue and coordinate the receipt of all City charges for various services for all City funds. Included is the supervision and control of all budget appropriations, refinancing of bonds and debt issuance.		1,3,4	$130,173
Total for Program				**$130,173**

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006

City-Wide Goal			FINANCE					
City-Wide Strategies								
Department Objectives			Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
2.0	Provide Quality Education for Workforce Development							
2.6	Implement a Workforce Development Initiative							
2.6.1	Finance will hold Seminars for Employment with the Construction Industry		Procurement	1 - hold Reverse Trade Show with break out sessions				X
3.0	Improve Quality Management of Processes/Resources							
3.1	Develop a diverse workforce							
3.1.1	Procurement work with vendors, develop school internship/work study programs		SBE,MBE Compliance	1 - Identify a work process improvement project.		X		
				2. - Identify vendors suitable to the project		X		
				3 - Identify interested student interns			X	
				4 - Develop a work plan.			X	
				5 - Complete implementation.				X
3.5	Effectively market and promote the City.							
3.5.1	Create online guide on how to do business with the City. Including Policies and Procedures		SBE,MBE Compliance	1 - Approve new Ordinances		X		
				2 - Develop internal procedures guide		X		
				3. Adopt the internal guide for vendor use.			X	
3.5.2	GHC and Visitors Bureau Purchasing Conference in 2007 at the Hartford Conference Center		Procurement	1 - Develop working team by running a trade show				X
				2 - Become active in local and national professional organization (NIGP	X			

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006

City-Wide Goal			FINANCE					
City-Wide Strategies								
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
3.6	Improve economic development processes and delivery							
	3.6.1	E-Procurement	Strategic Development	1 - Develop and implement RFR templates.	X			
				2 - Evaluate and make suggestions for process improvements	X	X	X	X
				3 - Ensure the success of the vendor by marketing to other Communities	X	X	X	X
				4 - Identify other processes that can be improved through the use of the same technology	X	X	X	X
4.0	Improve Quality Management of Processes/Resources							
4.1	Establish and maintain a system of process improvement							
	4.1.1	Finance Dept. Customer Service Specialist	Provide Customer Service	1 - Return customer calls within 7 hours	X	X	X	X
				2 - Determine the department that it belongs to and forward the call	X	X	X	X
				3 - Do a follow up to make sure the customer problem was resolved	X	X	X	X
	4.1.2	Payment Voucher Scanning	Technology Planning	1 - Identify areas that are in need of improvement			X	
				2 - Identify available technologies			X	
				3 - Identify and involve stakeholders in the process			X	
				4 - Develop a plan			X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006

City-Wide Goal			FINANCE					
City-Wide Strategies								
Department Objectives			Activity	Actions	05 Timeline 06			
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2.6	Implement a Workforce Development Initiative							
2.6.1	Finance will hold Seminars for Employment with the Construction Industry		Procurement	1 - hold Reverse Trade Show with break out sessions				X
3.0	Improve Quality Management of Processes/Resources							
3.1	Develop a diverse workforce							
3.1.1	Procurement work with vendors, develop school internship/work study programs		SBE,MBE Compliance	1 - Identify a work process improvement project.		X		
				2. - Identify vendors suitable to the project		X		
				3 - Identify interested student interns			X	
				4 - Develop a work plan.			X	
				5 - Complete implementation.				X
3.5	Effectively market and promote the City.							
3.5.1	Create online guide on how to do business with the City. Including Policies and Procedures		SBE,MBE Compliance	1 - Approve new Ordinances		X		
				2 - Develop internal procedures guide		X		
				3. Adopt the internal guide for vendor use.			X	
3.5.2	GHC and Visitors Bureau Purchasing Conference in 2007 at the Hartford Conference Center		Procurement	1 - Develop working team by running a trade show				X
				2 - Become active in local and national professional organization (NIGP	X			

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006

City-Wide Goal			FINANCE					
City-Wide Strategies								
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
3.6	Improve economic development processes and delivery							
	3.6.1	E-Procurement	Strategic Development	1 - Develop and implement RFR templates.	X			
				2 - Evaluate and make suggestions for process improvements	X	X	X	X
				3 - Ensure the success of the vendor by marketing to other Communities	X	X	X	X
				4 - Identify other processes that can be improved through the use of the same technology	X	X	X	X
4.0	Improve Quality Management of Processes/Resources							
4.1	Establish and maintain a system of process improvement							
	4.1.1	Finance Dept. Customer Service Specialist	Provide Customer Service	1 - Return customer calls within 7 hours	X	X	X	X
				2 - Determine the department that it belongs to and forward the call	X	X	X	X
				3 - Do a follow up to make sure the customer problem was resolved	X	X	X	X
	4.1.2	Payment Voucher Scanning	Technology Planning	1 - Identify areas that are in need of improvement			X	
				2 - Identify available technologies			X	
				3 - Identify and involve stakeholders in the process			X	
				4 - Develop a plan			X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006

City-Wide Goal			FINANCE					
City-Wide Strategies								
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
				5 - Create policies/procedures /training materials				X
	4.1.3	Tax Collector computer system upgrade	Systems Support & Maintenance	1 - Upgrades implemented		X		
4.2	Establish a process documentation system and make technical improvements to improve performance							
	4.2.1	Inventory Process	Department Wide	1 - Inventory all revenue received by various departments			X	
	4.2.2	Update System Operational Manuals	Department Wide	1 - Develop policies and procedures for all systems and programs initiated by the department			X	
4.3	Establish and maintain a system of accountability							
	4.3.1	Reengineer Purchasing Dept & P.Card	Technology Planning	1 - Identify areas that in need of improvement	X	X	X	X
				2 - Identify available technologies	X	X	X	X
				3 - Identify and involve stakeholders in the process	X	X	X	X
				4 - Develop a plan	X	X	X	X
				5 - Create policies / procedures / training materials	X	X	X	X
				6 - Implement / Train	X	X	X	X
				7 - Audit / Evaluate	X	X	X	X
4.4	Train people in quality skills							
	4.4.1	Establish a Procurement University	Training : Procurement Guide	1 - Approve new Ordinances		X		
				2 - Develop internal procedures guide		X		
				3 - Develop training materials around the guide.			X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006									
City-Wide Goal				FINANCE					
	City-Wide Strategies								
		Department Objectives		Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
					4 - Identify and train the trainers			X	
					5 - Identify and equip as necessary, training facilities			X	
					6 - Monitor success/improvements through evaluations by students			X	
					7- Adjust the program as necessary			X	
6.0	Improve City Health and Cleanliness								
	6.1	Implement a Health Information Initiative and a system for its management.							
		6.1.1	Development of Wellness Programs to reduce illness and accidents to effect associated costs.	Health Insurance Benefits and Retiree Benefits	1-Form a committee for including providers Anthem BC/BS and HealthNet	X			
					2- Review the areas of high concentration		x		
					3-Asertain the approach to take foster good communications			x	
					4 - Create a plan and implement				X
		6.1.2	Implement new Technological features to Online benefits administration through web enrollment functionality.	Health Insurance Benefits and Retiree Benefits and Workers Compensation	1- Review our vendors available service	X			
					2-Acquire access to web-based system		X		

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006

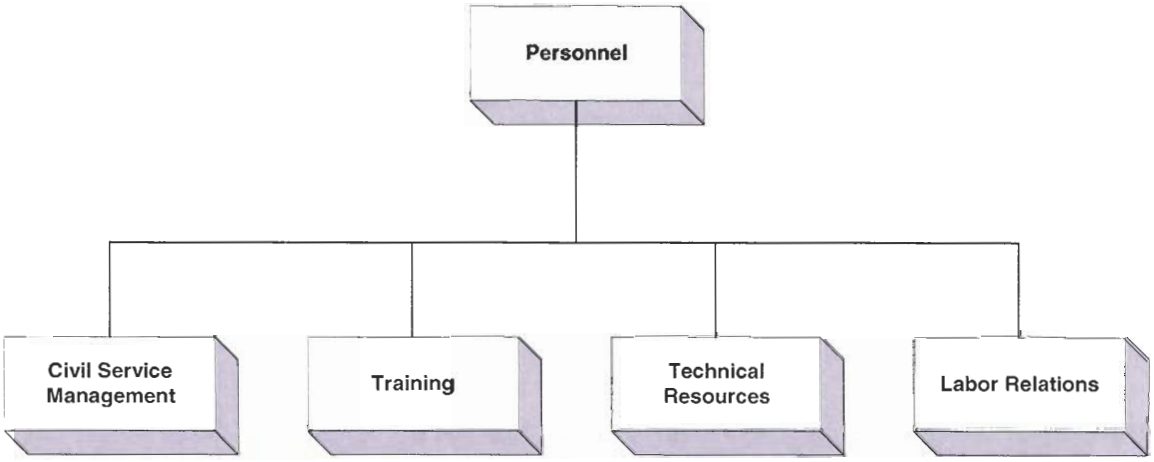
City-Wide Goal				FINANCE					
	City-Wide Strategies								
		Department Objectives		Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
					3-provide staff training		X		
					4-distribute and update desktops for tracking			X	
					5-Conduct quarterly review of WC claims by department				X
		6.1.3	Conduct a 100% re-enrollment for City, Board of Education and Library healthcare benefits.	Health Insurance Benefits and Retiree Benefits	1-Form a planning committee	X			
					2-Generate a RFP and select a firm to conduct 100% re-enrollment		X		
					3-Generate notice advising employees of process			X	
					4-Implementation will not be completed until FY06-07 second quarter				
		6.1.4	Implement Medicare Part D	Health Insurance Benefits and Retiree Benefits	1-Attend meetings for new prescription drug	X			
					2-Research and obtain information	X			
					3-Form Committee incldes Treasurer Dept. to review finds and decide on approach for implementation		X		
					4-Upper management to select option		X		
					5- Set timeline for distribution notices		X		
					5-Meet Sept, Nov and January 2006 timeframes			X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

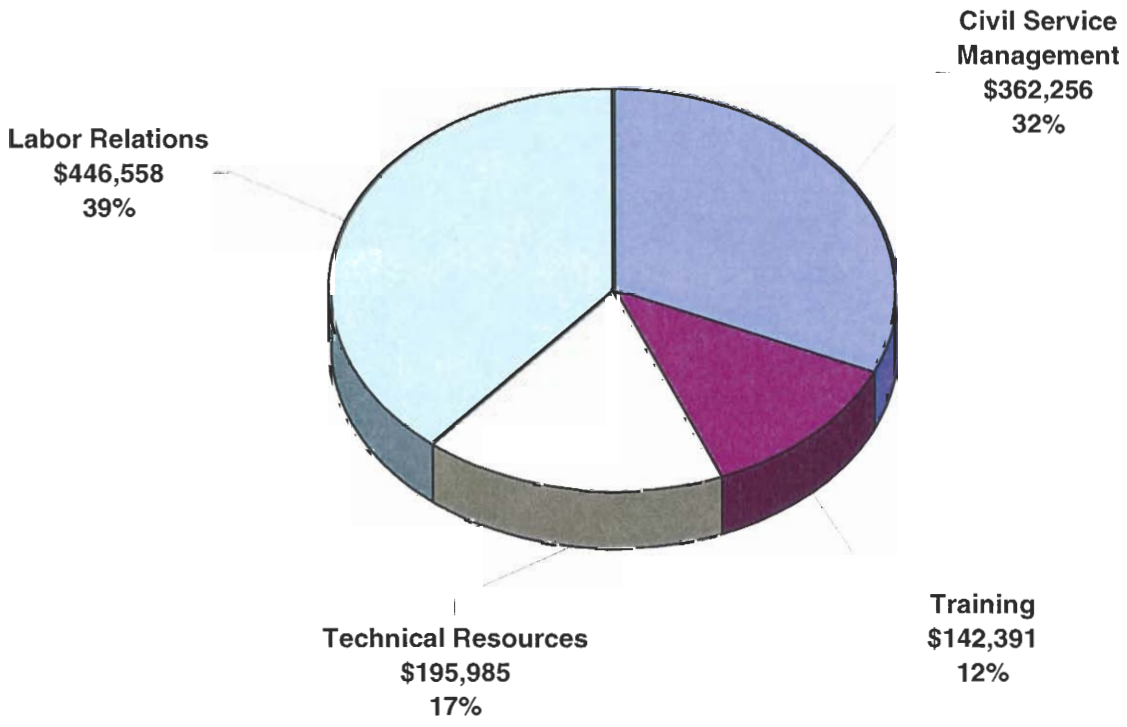
City of Hartford: City Matrix 2005-2006								
City-Wide Goal			FINANCE					
	City-Wide Strategies							
		Department Objectives	Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
				6-Administer annually				
	6.3	Promote civic pride						
	6.3.1	Involvement with Community Organizations	Customer Service	1 - Participate in community organizations' activities	X	X	X	X
	6.3.2	Finance Director liaison w/NRZ	Customer Service	1 - Participate in NRZ activities	X	X	X	X
7.0	Stimulate Residential Development							
	7.3	Establish and implement a property recycling program						
	7.3.1	Tax Office Lien Sales	Enforcement	1 - Identify properties & create file	X	X	X	X
				2 - Forward file to Property Acquisitions & Dispositions	X	X	X	X
				3 - Receive check from Property Acquisitions & Dispositions & deposit	X	X	X	X
				4 - Make appropriate adjustment to tax records	X	X	X	X

PERSONNEL

DEPARTMENT ORGANIZATION BY PROGRAM



PROGRAM PERCENTAGE OF TOTAL PERSONNEL BUDGET



PERSONNEL

MISSION STATEMENT	The mission of the Personnel Department is to provide quality human resource management, training, and technical and labor relations services to all City departments in order to provide a productive and responsive workforce to meet the needs of the community and City employees.

SIGNIFICANT FEATURES

The 2005-2006 Adopted Budget is $1,147,190. This reflects a decrease of $36,949 from the 2004-2005 Adopted Budget. The net decrease is the result of contractual increases to salary accounts, offset by a reduction in the use of outside litigation support. The total cost of legally mandated activities is $1,144,037, which is 99% of Personnel's Adopted Budget.

DEPARTMENT BUDGET SUMMARY

		FY 03 - 04 Actual	FY 04 - 05 Adopted	FY 04 - 05 Revised	FY 05 - 06 Adopted	FY 06 - 07 Forecast
Division						
125A	Administration	305,785	343,005	432,910	0	0
125C	Human Resources Management	325,421	305,096	300,246	0	0
125D	Equal Employment Opportunity & Training Svc	62,375	57,184	54,706	0	0
125E	Technical Resources	257,562	478,854	251,001	0	0
Program						
1250001	Civil Service Management	0	0	0	362,256	369,936
1250002	Training Program	0	0	0	142,391	145,806
1250003	Technical Resources	0	0	0	195,985	200,264
1250004	Labor Relations	0	0	0	446,558	456,950
GENERAL FUND	**General Fund Total**	**951,143**	**1,184,139**	**1,038,863**	**1,147,190**	**1,172,956**
	Positions	**14**	**12**	**12**	**12**	**12**
	Revenue	**20,513**	**0**	**0**	**25,000**	**25,000**
	Fringe Benefits Cost	**251,911**	**261,364**	**321,301**	**343,970**	**350,848**
OTHER FUNDS	**Other Fund Total**	**0**	**0**	**0**	**0**	**0**
	Positions	**0**	**0**	**0**	**0**	**0**
	Revenue	**0**	**0**	**0**	**0**	**0**
	Fringe Benefits Cost	**0**	**0**	**0**	**0**	**0**

BUDGET HIGHLIGHTS

Fiscal Year 2004-2005

- Successfully negotiated and ratified a new six-year Police Agreement with the Union
- Completed the final draft of updated Personnel Rules & Regulations, subject to ordinance adoption
- Successfully negotiated a tentative five-year Library Agreement subject to ratification by the Union and City of Hartford
- Successfully negotiated a tentative five-year Communication Workers of America agreement subject to ratification by the Union and the City of Hartford
- Completed final draft of the new Performance Appraisal form and process for Non-Bargaining Unit and Unclassified employees
- Assisted in the development of Public Safety curriculum as an incentive program for High School students to transition to firefighter work for the City of Hartford (city ordinance was adopted to give students 10 additional points upon completion of the Public Safety curriculum – currently being piloted at Weaver High School)

Fiscal Year 2005-2006

- Implement new Personnel Rules & Regulations for the City of Hartford
- Successfully negotiate a new long-term labor agreement with MLA
- Successfully negotiate a new long-term labor agreement with CHPEA
- Implement new Performance Appraisal form and process for Non-Bargaining Unit and Unclassified employees
- Complete revision of job classifications for Non-Bargaining Unit and Unclassified employees

Program: Civil Service Management

Goal: The goal of the Civil Service Management Program is to assist City departments in recruiting, testing, and establishing eligibility registers of qualified candidates to fill vacant positions or promotional opportunities, determine the classifications of positions in the classified service, administer the pay plan and provide advice and counsel to department directors and employees in order to sustain a productive workforce.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Recruitment	Provide recruitment services to City departments in order to fill personnel needs in a timely manner to sustain a productive workforce.	√	4	$124,107
Classification	Provide classification services to City departments in order to determine the classifications of portions in the classified service to sustain a productive workforce.	√	4	$63,317
Examination Administration	Coordinate and/or administer examinations in order to fill vacant positions or proportional opportunities to sustain a productive workforce.	√	4	$174,832
Total for Program				**$362,256**

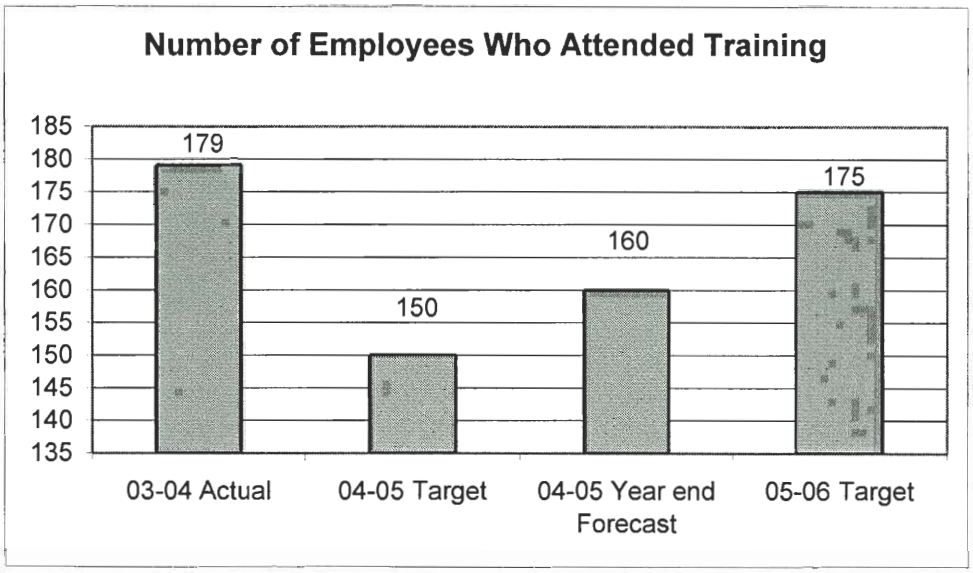
Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Outputs				
# of exams administered on schedule	n/a	30	30	35
# of positions filled	n/a	85	120	110
# of positions posted	n/a	100	110	100

Program: Training

Goal: The goal of the Training Program is to coordinate all training, identify training needs and provide training opportunities and resources for City departments in order to enhance the skills, knowledge and career advancement of city employees.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Training	Coordinate mandated training such as sexual harassment, zero tolerance and supervisor training, as well as labor relations training, for City employees and departments in order to meet the training needs in a timely manner to sustain a productive workforce.	√	4	$139,238
Police Academy Supplemental Training	Provides communications skills enhancement to Police Officer Trainees and Cadets on an as needed basis in order to meet training needs in a timely manner and achieve certification.		1	$3,153
Total for Program				**$142,391**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
Average overall training course rating	n/a	4.5-5.0	5	4.5-5.0
% of training courses offered that were conducted	41%	75% +	80%	80%
Outputs				
# of training courses offered	68	50	50	55
# of training courses offered that were conducted	28	38	40	45
# of employees who attended training	179	150	160	175



Program: Technical Resources

Goal: The goal of the Technical Resources Program is to provide a full range of support services to all Human Resource programs, departments, City employees, applicants and the general public.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Personnel Database	Maintain personnel records of City employees in an accurate and timely manner.	√	4	$97,236
Personnel Activity Forms Processing	Process City personnel forms in a timely and accurate manner.	√	4	$65,270
Contracts Processing	Process City labor contracts in a timely and accurate manner.	√	4	$33,479
Total for Program				**$195,985**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
% of contract increases processed by contract agreement date	n/a	100%	100%	100%

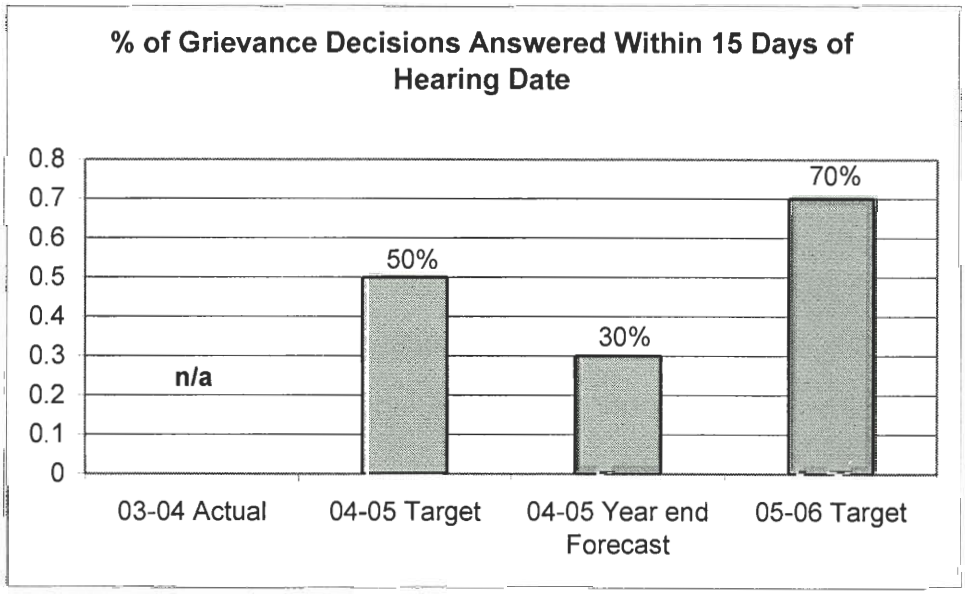
Program: Labor Relations

Goal: The goal of the Labor Relations Program is to successfully negotiate labor agreements and to effectively resolve grievance, arbitration, prohibited practice cases and employee issues, while providing consistent contract interpretation to employees and departments in a timely manner to sustain a responsive workforce.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Contract Negotiations	Provide contract negotiation services to City departments so that contracts may be negotiated in a timely and equitable manner.	√	4	$226,032
Grievance Hearings	Conduct hearings on City employee grievances in an impartial and timely manner.	√	4	$55,262
Contract Interpretation	Provide support services to departments to answer questions in a timely and accurate manner.	√	4	$165,264
Total for Program				**$446,558**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
% of grievance hearings conducted on schedule	n/a	30%	**	30% ***
% of grievance decisions answered within 15 days of hearing date	n/a	50%	30%	70%

KEY:
** = All grievances were heard in a mutually agreeable timeframe between the unions and the Personnel Department, therefore, we achieved 100% of our goal. But, in order to have more statistically meaningful results, contract changes will have to be negotiated; *** = the target figure is dependent upon contract changes being successfully negotiated



ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006								
City-Wide Goal			PERSONNEL					
	City-Wide Strategies							
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
4.0	Improve Quality Management of Processes/Resources							
	4.1 Establish and maintain a system of process improvement							
	4.1.1	Update/Automate Pay Plan	Personnel Database	1 - Data entry updates in SmartStream		X		
				2 - Coordinate business requirements with MHIS		X		
				3 - Distribute updated Pay Plans; publish on website		X		
	4.1.2	Develop Automated Form A/B Process	Personnel Activity Forms Processing	1 - Finalize process mapping with M&B	X			
				2 - Coordinate business requirements with MHIS		X		
				3 - Conduct Pilot		X		
				4 - Implement City-wide			X	
	4.1.3	Revise Job Classifications for Non-Bargaining Unit & Unclassified employees	Civil Service Management/ Classifications	1 - Establish new occupational groupings and classification levels				X
				2 - Update Job Descriptions				X
				3 - Define salary ranges				X
				4 - Pilot project in Personnel Dept				X
				5 - Communicate to management/staff, then implement city-wide				X
			Training	1 - Develop & Distribute Supervisor's Guide & Executive Appointee Handbook			X	
	4.1.4	Improve recruitment and testing processes	Examination Administration	1 - Conduct process mapping	X	X	X	X
				2 - Identify areas for improvement	X	X	X	X

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006								
City-Wide Goal			PERSONNEL					
City-Wide Strategies								
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
			Recruitment	3 - Collaborate with community-based organizations in providing job fairs and employment/ recruitment information to City residents		X		
			Recruitment	4 - Assist in development of curriculum and incentive program for high school students to transition to Police work at the City			X	
			Recruitment	5 - Implement $25 application fee for entry-level Firefighter applicants	X			
	4.1.5	Develop statistical reporting for all examination processes	Personnel Database	1 - Identify all manual reporting processes and potential areas for automation	X	X	X	X
				2 - Implement new processes	X	X	X	X
	4.1.6	Enhance applicant tracking reporting for affirmative action and residency data	Personnel Database	1 - Identify data requirements and coordinate with MHIS			X	
				2 - Implement new processes			X	
			Personnel Database	1 - Create automated system for course management and reporting			X	
	4.1.7	Manage all labor relations processes	Training	1 - Initiate and schedule a minimum of four labor management meetings to discuss issues of mutual concern		X		
			Contract Negotiations	1 - Negotiate MLA contract 2 - Negotiate CHPEA contract 3 - Ensure that union contracts are negotiated in accordance with timeliness under Municipal Employees Relations Act			X	
4.2	**Establish a process documentation system and make technical improvements to improve performance**							

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

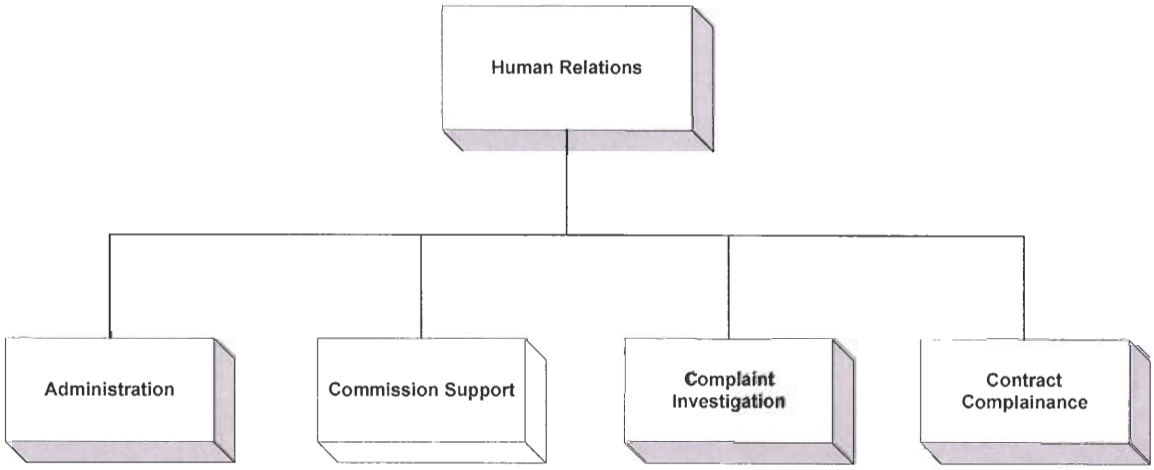
City of Hartford: City Matrix 2005-2006									
City-Wide Goal				PERSONNEL					
	City-Wide Strategies								
		Department Objectives		Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
		4.2.1	Manage day to day operations of the department	Personnel Database	1 - Enhance Personnel website to include online access to city information: job descriptions, Rules & Regulations, Pay Plan, Personnel Forms, Union Labor Agreements, etc.	X	X	X	X
		4.2.2	Conduct quarterly performance appraisals	Civil Service Management/ Policies & Guidelines	1 - Finalize Performance Appraisal Form/Process for Non-Bargaining Unit & Unclassified employees	X			
					2 - Pilot in Personnel Department	X			
					3 - Communicate to management and staff	X			
					4 - Implement process to all non-bargaining unit and unclassified employees		X		
	4.6	Train people in quality skills							
		4.6.1	Identify training needs	Training	1 - Create and conduct City-wide training needs analysis survey			X	
		4.6.2	Schedule courses	Training	2 - Adjust training offerings as a result of survey			X	
		4.6.3	Conduct courses	Training	3 - Create and instruct two new courses: 'Resume Writing' & 'Motivation'		X		
5.0	Establish Legal and Policy Mandate Baselines								
	5.1	Develop and maintain a system for mandate oversight							
		5.1.1	Communicate applicable HR state/federal laws/charter/ordinance mandates to appropriate staff	Contract Processing	Process Contractual wage increases: 1 - Update union rates	X	X	X	X
					2 - Run rate tables	X	X	X	X
					3 - Revise Pay Plan	X	X	X	X

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

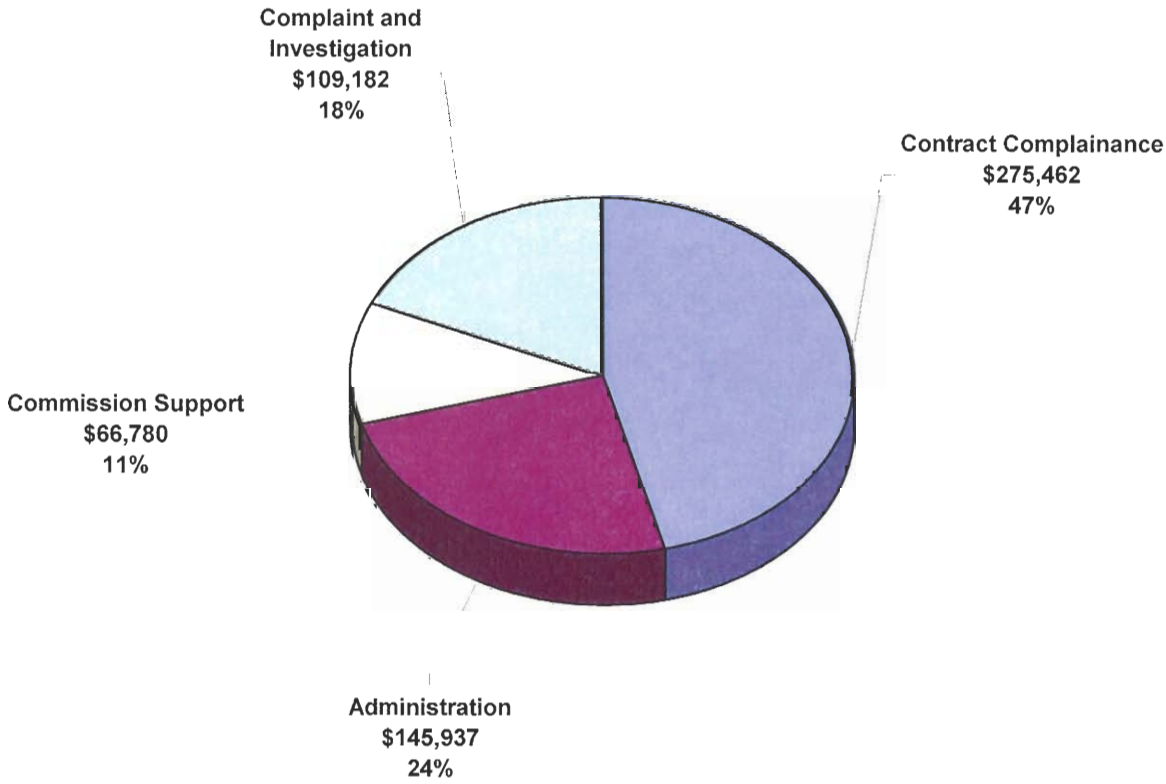
City of Hartford: City Matrix 2005-2006								
City-Wide Goal			**PERSONNEL**					
	City-Wide Strategies							
	Department Objectives		**Activity**	**Actions**	**05 Timeline 06**			
					1Q	**2Q**	**3Q**	**4Q**
			Contract Interpretations/ Training	1 - Conduct semi-annual information sessions on general and union-specific labor trends and issues.		X		
	5.2	**Establish a process for mandate review and challenge**						
	5.2.1	Submit Rules and Regulations for approval	Civil Service Management/ Policies & Guidelines	1 - Obtain ordinance approval for updated Personnel Rules and Regulations	X			
	5.2.2	Communicate changes in Rules and Regulations	Civil Service Management/ Policies & Guidelines	2 - Communicate to employees	X			
	5.2.3	Provide interpretations as needed	Civil Service Management/ Policies & Guidelines	3 - Implement new Rules and Regulations	X	X	X	X

OFFICE OF HUMAN RELATIONS

DEPARTMENT ORGANIZATION BY PROGRAM



PROGRAM PERCENTAGE OF TOTAL HUMAN RELATIONS BUDGET



OFFICE OF HUMAN RELATIONS

MISSION STATEMENT	The mission of the Office of Human Relations is to ensure and improve the social and economic quality of life of City employees, residents, and businesses by promoting equal opportunity, diversity and prevention of discrimination within the City of Hartford.

SIGNIFICANT FEATURES

The 2005-2006 Adopted Budget is $597,361. This reflects a decrease of $68,972 from the 2004-2005 Adopted Budget. The net decrease is the result of reductions in contractual services for software support and outside professional services. The total cost of legally mandated activities is $597,361, which is 100% of the Office of Human Relations' Adopted Budget.

DEPARTMENT BUDGET SUMMARY

		FY 03 - 04 Actual	FY 04 - 05 Adopted	FY 04 - 05 Revised	FY 05 - 06 Adopted	FY 06 - 07 Forecast
Division						
126A	Administration/Commission	312,420	220,242	280,946	0	0
126B	Equal Opportunity Program	141,180	198,465	165,762	0	0
126C	Complaint and Investigation Processing	0	247,626	191,719	0	0
Program						
1260001	Contract Compliance	0	0	0	275,462	282,895
1260002	Administration	0	0	0	145,937	149,131
1260003	Commission Support	0	0	0	66,780	68,847
1260004	Complaint and Investigation Processing	0	0	0	109,182	112,681
GENERAL FUND	**General Fund Total**	**453,601**	**666,333**	**638,427**	**597,361**	**613,554**
	Positions	**7**	**10**	**10**	**9**	**9**
	Revenue	**58**	**40**	**40**	**80**	**80**
	Fringe Benefits Cost	**143,331**	**160,815**	**177,406**	**176,479**	**181,231**
OTHER FUNDS	**Other Fund Total**	**0**	**0**	**0**	**0**	**0**
	Positions	**0**	**0**	**0**	**0**	**0**
	Revenue	**0**	**0**	**0**	**0**	**0**
	Fringe Benefits Cost	**0**	**0**	**0**	**0**	**0**

BUDGET HIGHLIGHTS

Fiscal Year 2004-2005

- Implemented the concept of total quality management in the operation of our programs and services (90% of staff is trained in total quality management)
- Coordinated the Commission on Lesbian, Gay, Bisexual, Transgender Issues Open House and developed bylaws, brochures and ordinance amendments
- Increased the participation of minority and women business enterprises working on the Hartford Public School construction projects
- Increased the number of contractors in compliance with Prevailing Wages and Labor Standards Requirements
- Participated as an active member in the American Leadership Forum Class XXI

- Developed a new Complaint and Investigation Division to administer the responsibilities of the Civilian Police Review Board
- Drafted the City Affirmative Action Plan
- Updated the Fair Housing Guide and distributed to community based organizations
- Conducted an orientation for community based organizations – Citizen Complaint Intake Process
- Developed a database to track citizen complaints against police officers
- Conducted an orientation for newly structured Civilian Police Review Board
- Provided training on law enforcement procedures to the Civilian Police Review Board members
- Developed procedures for Assisted Projects
- Partnered with the US Department of Labor and the Connecticut Department of Labor and Diggs Construction to provide training on Labor Standards and Prevailing Wages for of Hartford Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) contractors and subcontractors
- Partnered with Corporation Counsel to draft changes to the Civilian Police Review Board Ordinance
- Partnered with the Greater Hartford Leadership Latino Development Network to co-sponsor the 2004 Latino Leadership Summit, over 400 participants
- Sponsored the Civic Pride Campaign: 2nd Annual Cultural Awareness Days Celebration in Bushnell Park
- Participated in the Hartford Job Funnel Construction Job Development Work Group as a steering committee member

Fiscal Year 2005-2006

- Continue involvement with all school construction and renovation projects to ascertain participation of M/WBE and employment for Hartford residents
- Increase the number of contractors in compliance with Prevailing Wages and Labor Standards Requirements
- Increase the participation of minorities and females in city construction projects
- Coordinate and monitor the implementation of US Department of Justice ADA Audit remedial actions
- Update the City Affirmative Action Plan, as necessary
- Update the Fair Housing Guide and distributed to community based organizations
- Participate in the College Awareness Day, Mayor's initiative
- Coordinate Prevailing Wages training for M/WBE contractors and subcontractors
- Participate in the Hartford Job Funnel Construction Job Development Work Group
- Participate in the Community Reinvestment Act (contingent upon funding)

OFFICE OF HUMAN RELATIONS

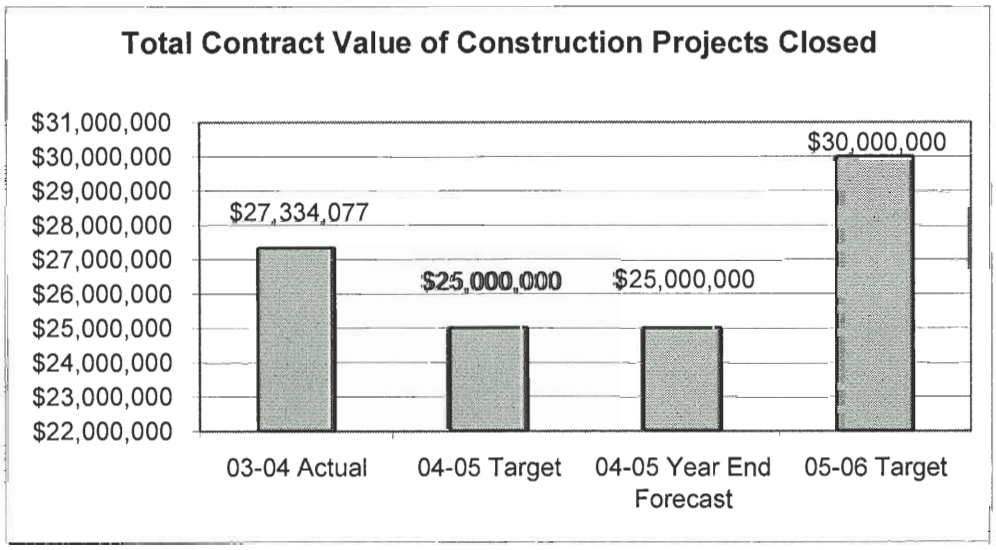
Program: Contract Compliance

Goal: The goal of the Contract Compliance Program is to coordinate and focus on the City of Hartford's responsibilities for local, state and Federal equal opportunity programs and to use governmental mechanisms related to affirmative action and equal opportunity to maximize economic opportunities for local minority and female residents and businesses.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Minority/Woman Business Enterprise Compliance	Ensure that all construction projects comply with the 15% M/WBE participation.	√		$41,954
Prevailing Wages Compliance	Ensure that all construction projects comply with prevailing wages laws/Davis Bacon Act.	√		$54,370
Minority and Woman Trade Workers Compliance	Ensure that construction contractors comply with the good faith efforts in hiring minority and woman workers.	√		$34,017
Hartford Residents Workers Compliance	Ensure that construction contractors comply with good faith efforts in hiring Hartford resident.	√		$22,590
Living Wage Compliance	Verify service contracts compliance with established City of Hartford living wage.	√		$43,807
M/WBE Certification	Establish formal review criteria by which any minority or female company shall be evaluated regarding its participation in City or City related construction contract containing M/WBE requirement.	√		$41,391
Businesses and Suppliers Certification	Monitor the City procurement process to ensure EEO compliance by vendors and suppliers.	√		$25,307
Tax Fixing Agreement	Ensure that development projects receiving tax incentives comply with contractual stipulations regarding employment participation of Hartford residents, minority trade workers as well as the utilization of Minority Business Enterprises.	√		$12,027
Total for Program				**$275,462**

OFFICE OF HUMAN RELATIONS

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Outputs				
# of Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) applications reviewed	138	140	140	150
# of M/WBE certified	62	30	40	45
# of M/WBE re-certified	76	45	75	80
# of projects reviewed for M/WBE compliance	135	154	160	150
% of contracts in compliance with M/WBE participation	98%	95%	95%	95%
Final value of M/WBE participation	$5,502,786	$3,750,000	$3,750,000	$4,500,000
Final value of Hartford base M/WBE participation	$4,324,077	$2,500,000	$2,500,000	$3,000,000
Total contract value of construction projects closed	$27,334,975	$25,000,000	$25,000,000	$30,000,000
# of projects reviewed for Davis Bacon and prevailing wages compliance	83	74	78	65
% of contracts in compliance with Davis Bacon and Prevailing Wages	100%	95%	95%	95%
# of projects reviewed for minority and woman trade workers participation	140	156	160	150
% of contracts in compliance with minority and woman trade workers participation	88%	70%	70%	70%
# of projects reviewed for Hartford residents participation	116	156	160	150
% of contracts in compliance with Hartford residents workers participation	43%	50%	50%	55%
# of projects reviewed for compliance with the living wage	2	1	1	4
# of contracts in compliance with the living wage	2	1	1	4



OFFICE OF HUMAN RELATIONS

Program: Administration

Goal: The goal of the Administrative Program is to provide leadership, direction, and policy implementation to the office divisions as well as support in the areas of personnel management, fiscal control, and contract compliance enforcement.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Equal Employment Opportunity	Receive and investigate EEO complaints against City employees in order to ensure compliance with equal employment opportunity laws for City employees.	√		$66,088
Affirmative Action	Develop and implement the City's Affirmative Action Plan. To monitor department employment practices for compliance with EEO law and to analyze workforce data to develop statistic reports to ensure a diverse workforce and eliminate discriminatory practices.	√		$79,849
Total for Program				**$145,937**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
% of Commission on Human Rights and Opportunities (CHRO) complaint cases closed within deadline	99%	99%	99%	99%
% of FOI responded within 4 days	99%	99%	99%	99%
Outputs				
# of discrimination complaints responded	40	14	14	14
# of (CHRO) complaints responded	14	14	14	14
# of Technical Assistance	138	145	145	145
# of Fair Housing/Technical Assistance/Referrals	95	100	100	135
# of projects reviewed for compliance with Tax Fixing Agreement/Assisted Projects	3	5	6	5
# of contracts in compliance with Tax Fixing Agreement/Assisted Projects	5	5	6	6

Program: Commission Support

Goal: The goal of the Commission Support program is to provide support to various City commissions that promote equal opportunity and take measures to prevent discrimination in the City of Hartford.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Commission on Human Relations	Provide technical support regarding City procedures, ordinances, resolutions as well as record keeping on the commissions' actions.	√		$15,443
Permanent Commission on the Status of Hartford Women	Provide technical support regarding City procedures, ordinances and resolutions as well as record keeping on the commissions' actions.	√		$7,170
Hartford Commission on Disability Issues	Provide technical support regarding City procedures, ordinances and resolutions as well as record keeping on the commissions' actions.	√		$10,527
Civilian Police Review Board	Hear citizen complaints against the Police Department and make recommendations to the Police Chief in order to ensure residents and citizens are treated properly.	√		$26,032
Commission on Lesbians, Gays, Transgenders and Transsexual Issues	Provide technical support regarding City procedures, ordinances and resolutions as well as record keeping on the commissions' actions.	√		$7,609
Total for Program				**$66,780**

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
# of Boards and Commissions receiving staff support	5	5	5	5
Outputs				
% of meetings staffed	72%	72%	72%	72%

Program: Complaint and Investigation

Goal: The goal of the Complaint and Investigation unit is to assure that an independent process exists to review complaints thoroughly and impartially for residents, visitors, and our workforce.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Citizen Complaint	Receive, investigate, track and monitor complaints against police officers.	√		$109,182
Total for Program				**$109,182**

OFFICE OF HUMAN RELATIONS

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Outputs				
# of civilian complaints reviewed	9	9	9	36
# of complaints investigated	28	31	31	30
# of complaints forwarded to Police Department	16	25	30	30
# of community outreach sessions conducted	0	4	4	4
# of Technical Assistance	18	30	50	30

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: Strategic Planning Matrix									
City-Wide Goal			HUMAN RELATIONS						
	City-Wide Strategies								
		Department Objectives	Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
1.0	Improve Public Safety							
	1.1	Instill a community policing philosophy throughout the entire Police Department						
	1.1.1	Empower Civilian Police Review Board	Citizens Complaint	1 - Provide Staff Support for Board's activities.		X	X	X
				2 - Provide training to CPRB members.		X		X
				3 - Procure independent Investigators Services.	X			
2.0	Provide a Quality Education For Workforce Development							
	2.2	Through renovations and improvements, provide schools that are clean, safe, and equipped for the educational needs of the Twenty-First Century						
	2.2.1	Involvement with all school construction and renovation projects to ascertain participation of M/WBE and employment for Hartford residents	M/WBE Compliance	1 - Bi-weekly Meetings with Diggs Construction.	X	X	X	X
			HTFD Residents Workers	2 - Review Monthly compliance report from Diggs Construction.	X	X	X	X
			Minority and Woman Trade Workers Compliance					
3.0	Stimulate Economic Development							
	3.1	Develop a diverse workforce						
	3.1.1	Partnership with HCJI Steering Committee to increase construction job opportunities for Hartford residents	HTFD Residents Workers	1 - Attend HCJI Steering Committee meetings and support the activities that promote the hiring of HTFD residents.	X	X	X	X
	3.5	Effectively market and promote the City						
	3.5.1	Market the Citizens Complaint Process through the Community	Citizens Complaint	1 - Public service announcements.		X	X	
				2 - Press releases- no fee.		X	X	
				3 - Conduct Community-based meetings partnering with NRZs and at local High Schools.		X		X
	3.5.2	Provide M/WBE workshops to promote the awareness of City's M/WBE	M/WBE Certification	1 - Mailing to Minority business and merchants organizations.			X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: Strategic Planning Matrix									
City-Wide Goal				HUMAN RELATIONS					
	City-Wide Strategies								
		Department Objectives		Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
					2 - Workshop regarding our M/WBE Program.		X		
4.0	Improve Quality Management of Processes/Resources								
	4.1	Establish a system of process improvement							
		4.1.1	Coordinate with Finance Dept. (procurement) changes to M/WBE ordinance	M/WBE Certification	1 - Meet with Finance Procurement Staff.	X			
					2 - Review M/WBE proposed Changes.	X			
					3 - Prepare M/WBE ordinance.		X		
					4 - Submit ordinance to Mayor.		X		
		4.1.2	Continue commitment to high quality customer service	All Activities	1 - Initiate response to constituent concerns within 24 hours.	X	X	X	X
		4.1.3	Revise Assistant Project Ordinance	HTFD Residents Workers	1 - Prepare analysis of workforce availability.		X		
				M/WBE Compliance	2 - Prepare analysis of trade workers participation.		X		
				Minority and Woman Trade Workers Compliance	3 - Prepare draft of proposed changes.			X	
					4 - Discuss proposal with Corporation Counsel.			X	
					5 - Present proposal to Mayor.			X	
					6 - Submit proposed changes to Council.			X	
		4.1.4	Enhance the use of technology	Equal Employment Opportunity	1 - Self assessment evaluation for ADA accessibility.		X	X	
				Affirmative Action					
		4.1.5	Enforcement & Implementation of U.S. Department of Justice ADA Compliance Report	Affirmative Action	1 - Review Report.		X		
					2 - Meet with Department Directors.		X		
					3 - Oversee city-wide implementation.			X	
					4 - Report areas of improvements.			X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: Strategic Planning Matrix

City-Wide Goal			HUMAN RELATIONS					
City-Wide Strategies								
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
4.3	Establish a system of accountability							
	4.3.1	Provide leadership, oversight and support	Prevailing Wages Compliance	1 - Produce quarterly report on contract compliance by Department.	X	X	X	X
			Minority/Woman Business Enterprise Compliance					
			Minority and Woman Trade Workers Compliance					
			Hartford Residents Workers Compliance					
			Tax Fixing Agreement					
	4.3.2	Conduct quarterly performance program	Equal Employment Opportunity	1 - Review Reporting Tools.		X		X
			M/WBE Certification	2 - Establish Reporting Procedures.		X		
			Citizen Complaint	3 - Implement Reporting Procedures.			X	
			Affirmative Action	4 - Collection of Data.			X	
			Hartford Residents Workers Compliance	5 - Data Analysis.			X	
4.5	Manage our Human Resources			**1 - Implement Improvement Steps.**			**X**	
	4.5.1	Conduct analysis of staffing needs for all mandated programs	All Activities	1 - Meet with staff.		X		X
				2 - Evaluate working load.		X		
				3 - Identify areas of deficiencies.			X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: Strategic Planning Matrix									
City-Wide Goal			HUMAN RELATIONS						
	City-Wide Strategies								
		Department Objectives	Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
	4.5.2	Identify staff development needs	All Activities	1 - Meet with Staff.	X	X	X	X
				2 - Assess Development Needs.		X	X	
	4.6	Train People on Quality Skills						
	4.6.1	Update training in core responsibility	All Activities	1 - Assess training needs.		X	X	
5.0	Establish Legal and Policy Baselines							
	5.1	Develop and Maintain a system for mandate oversight						
	5.1.1	Review ordinance and modify as appropriate	All Activities	1 - Meet with staff and establish deadline for review process.				X
				2 - Review Staff comments.				X
				3 - Submit ordinance changes to Corporation Counsel.				X
				4 - Submit ordinance changes to Council.				X
7.0	Stimulate Residential Development							
	7.1	Increase Home Ownership						

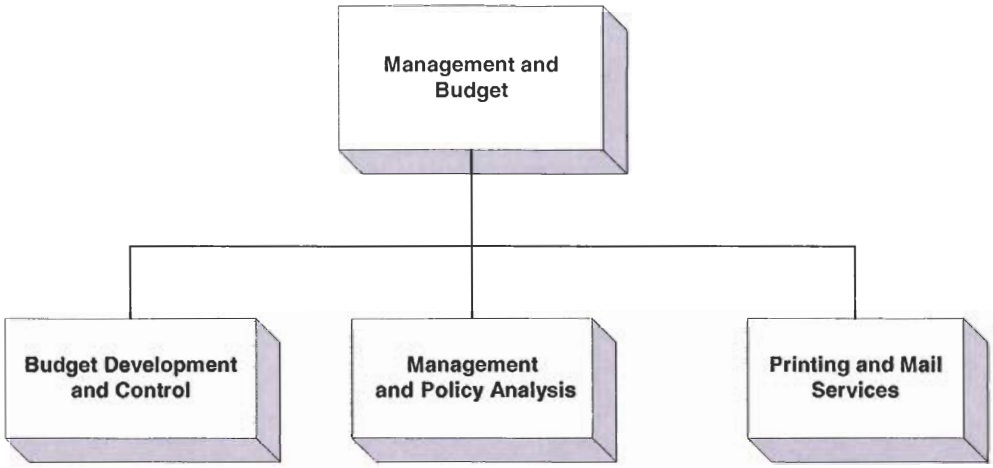
ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: Strategic Planning Matrix

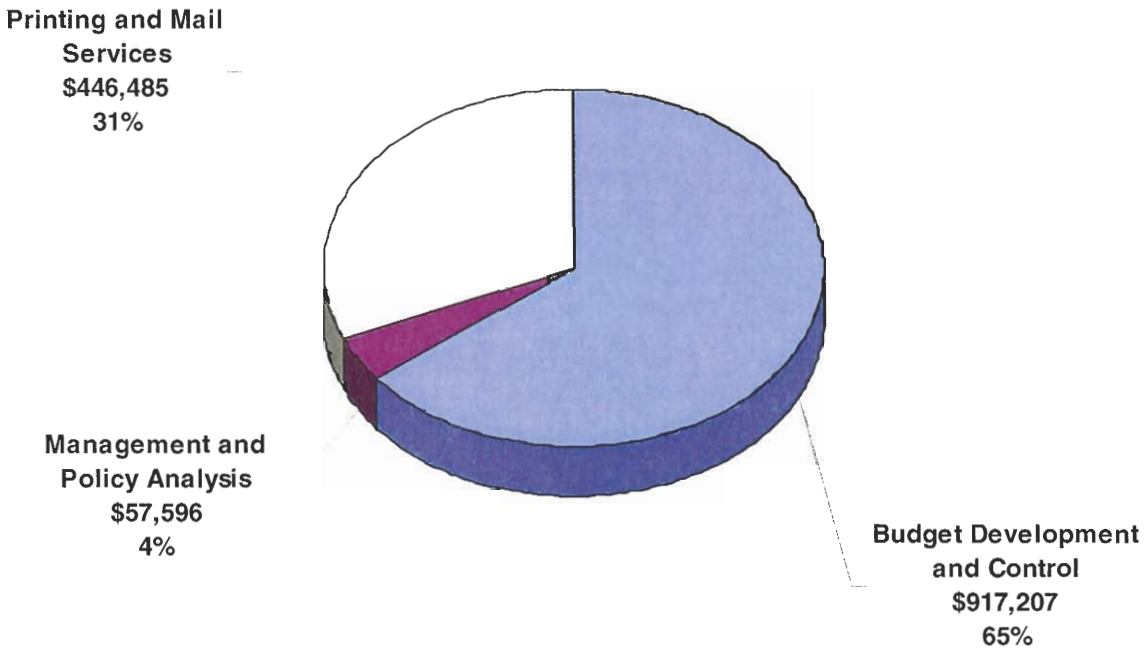
City-Wide Goal				HUMAN RELATIONS					
	City-Wide Strategies								
		Department Objectives		Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
		7.1.1	Implementation of CRA Program (Program implementation is contingent on funding)	Fair Housing	1 - Revise Banks Reporting Forms.		X		
					2 - Develop Reporting Procedures.		X		
					3 - Request reporting forms from Banks.		X		
					4 - Analyze reported data.		X	X	
					5 - Prepare Report.			X	
					6 - Submit Report to Mayor and Council.			X	

MANAGEMENT AND BUDGET

DEPARTMENT ORGANIZATION BY PROGRAM



PROGRAM PERCENTAGE OF TOTAL MANAGEMENT AND BUDGET BUDGET



MANAGEMENT AND BUDGET

MISSION STATEMENT	The mission of the Office of Management and Budget is to provide budget process leadership, research, and analysis and consultation services to enable sound resource allocation decisions and help Departments operate more effectively and efficiently.

SIGNIFICANT FEATURES

The 2005-2006 Adopted budget is $1,421,288. This reflects a decrease of $234,289 from the 2004-2005 Adopted Budget. The net decrease is the result of a reorganization of positions that provides for a progressive career path, and a reduction in contractual services. The total cost of legally mandated activities is $767,819, which is 54% of Management and Budget's Adopted Budget.

DEPARTMENT BUDGET SUMMARY

		FY 03 - 04 Actual	FY 04 - 05 Adopted	FY 04 - 05 Revised	FY 05 - 06 Adopted	FY 06 - 07 Forecast
Division						
128A	Administration	2,126,427	1,655,577	1,416,451	0	0
Program						
1280001	Budget Development and Control	0	0	0	917,207	942,698
1280002	Management and Policy Analysis	0	0	0	57,596	58,844
1280003	Printing and Mail Services	0	0	0	446,485	461,721
GENERAL FUND	**General Fund Total**	**2,126,427**	**1,655,577**	**1,416,451**	**1,421,288**	**1,463,263**
	Positions	**0**	**14**	**14**	**11**	**11**
	Revenue	**0**	**0**	**0**	**0**	**0**
	Fringe Benefits Cost	**0**	**248,879**	**223,673**	**251,525**	**258,888**
OTHER FUNDS	**Other Fund Total**	**0**	**0**	**0**	**0**	**0**
	Positions	**0**	**0**	**0**	**0**	**0**
	Revenue	**0**	**0**	**0**	**0**	**0**
	Fringe Benefits Cost	**0**	**0**	**0**	**0**	**0**

BUDGET HIGHLIGHTS

Fiscal Year 2004-2005

- Developed and implemented the Hartford Budget Model
- Developed and implemented a procedure to identify legal mandates by source, and determine the cost of activities required to meet them
- Integrated the City's Strategic Business Plan with department activities as part of the budget process
- Developed and implemented an Internship Program that included a Public Works' project with students in the UCONN Master of Public Administration Program
- Developed and implemented an Operations Improvement Plan to carry out the recommendations of Internal Audit
- Implemented work process improvements for Special Events and Personnel forms
- Began implementation of MPC – a new, state-of- the-art budget software system
- Began implementation of a Quarterly Reporting System that measures performance results
- Replaced archaic printing presses with state-of-the-art copiers and combined the physical plant of Central Duplicating and the mailroom
- Balanced the budget

Fiscal Year 2005-2006

- Develop and implement a process to review and challenge legal mandates and establish a more cost efficient delivery of mandates that are not successfully challenged
- Expand the Internship Program
- Continue collaboration with Internal Audit for implementation of its recommendations
- Continue work process improvements with departments
- Continue an Operations Improvement Program with Finance to ensure the timely processing of property tax payments
- Assist in developing a method to improve the billing and collection of non-tax revenue
- Collaborate with Finance to streamline and improve financial processes
- Complete implementation of MPC
- Complete implementation of the Quarterly Reporting System
- Balance the Budget

Program: Budget Development and Control

Goal: The goal of the Budget Development and Control Program is to coordinate the development of the City's budget and maintain corporate financial control over budget implementation in order to support sound management of fiscal resources to achieve City goals.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Budget Development	Coordinate the budget process to support the Mayor in preparing the recommended budget and the Court of Common Council in preparing an adopted budget in order to ensure financial stability by balancing service demands with available resources.	√	5	$574,495
Financial Analysis/ Reporting	Monitor department expenditures and fund transfers and maintain position control in order to ensure compliance with the adopted budget and City financial management policies.	√	4, 5	$193,324
Grants Coordination and Monitoring	Coordinate and centralize the City's efforts for seeking grants in order to maximize revenues and monitor grant expenditures to ensure that grants are in compliance with Council policies and priorities and funding requirements.		1, 6	$149,388
Total for Program				**$917,207**

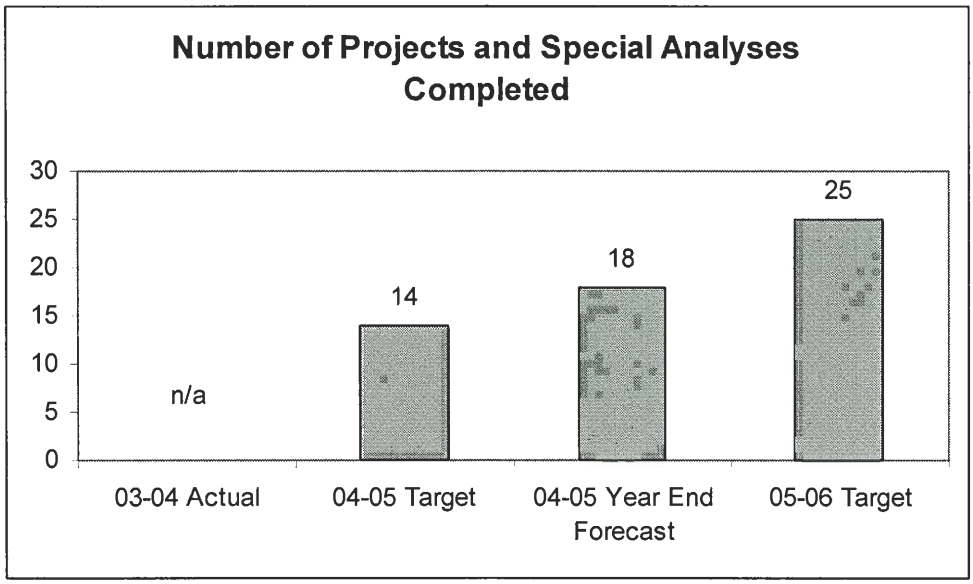
Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of quarterly reports issued within two weeks from end of quarter	100%	100%	100%	100%
Attainment of GFOA Award for Adopted Budget Book under new criteria	n/a	yes	yes	yes

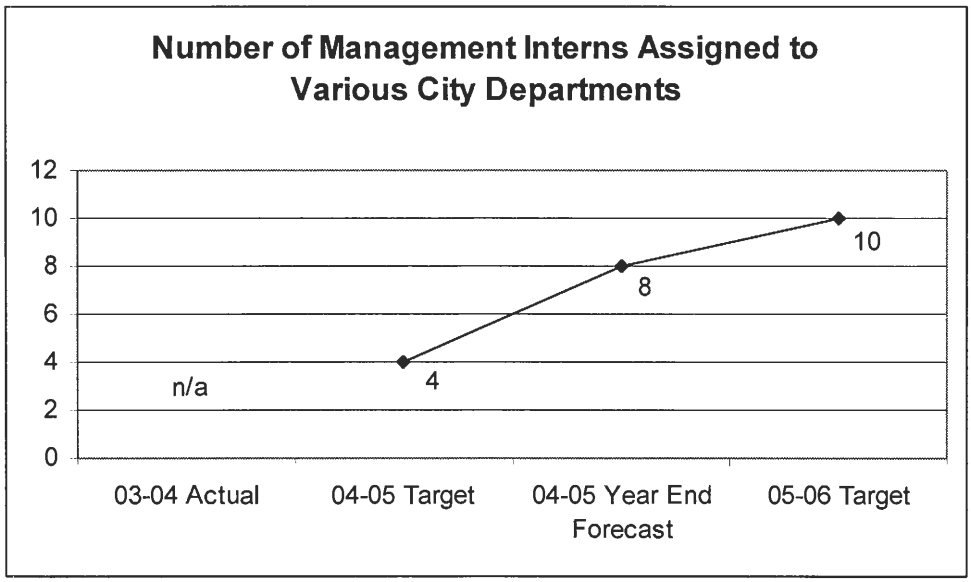
Program: Management and Policy Analysis

Goal: The goal of the Management and Policy Analysis Program is to provide timely and useful research for decision-making and aid departments in operations improvement in order to increase the effectiveness and efficiency of City operations.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Operations Improvement	Provide technical assistance and conduct process improvement projects in order to increase the effectiveness and efficiency of City operations.		2,4	$57,596
Total for Program				**$57,596**

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
Effectiveness				
% of recommendations accepted within one year	n/a	100%	100%	100%
% of customers rating assistance good or excellent	n/a	85%	85%	90%
Outputs				
# of special projects and analyses completed	n/a	14	18	25
# of departments reporting key performance measures quarterly	n/a	10	10	17
% of departments reporting key performance measures quarterly	n/a	59%	59%	100%
# of management interns assigned to various City departments	n/a	4	8	10


Number of Projects and Special Analyses Completed
30
25
20
15
10
5
0
n/a
14
18
25
03-04 Actual
04-05 Target
04-05 Year End Forecast
05-06 Target


Number of Management Interns Assigned to Various City Departments
12
10
8
6
4
2
0
n/a
4
8
10
03-04 Actual
04-05 Target
04-05 Year End Forecast
05-06 Target

Program: Printing and Mail Services

Goal: The goal of the Printing and Mail Services Program is to provide central printing, copy and mail distribution services in a cost effective and responsive manner to meet the needs of City departments.

Program Activities				
Name	**Goal**	**Legal Mandate**	**Mayor's Goal**	**Cost**
Copy Services	Meet the large volume needs of City departments in a timely, responsive and cost effective manner.			$61,552
Mail Distribution	Collect and distribute mail for City departments in a timely, responsive and cost effective manner.			$384,933
Total for Program				**$446,485**

Key Performance Measures	**03-04 Actual**	**04-05 Target**	**04-05 Year End Forecast**	**05-06 Target**
Effectiveness				
% of customers rating service as good to excellent	n/a	95%	95%	95%
Outputs				
# of pieces of mail processed	1,093,920	1,103,000	992,700	1,091,970
# of special document/report pages printed	3,050,000	3,050,000	3,355,000	3,690,500

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006

City-Wide Goal			MANAGEMENT AND BUDGET					
City-Wide Strategies								
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
4.0	Improve Quality Management of Processes/Resources							
4.1	Establish and maintain a system of process improvement							
	4.1.1	Continue to provide assistance to departments as outlined by the approved Operations Improvement Plan	Operations Improvement	1 - Identify a work process improvement project.	X			
				2 - Develop a work plan.		X		
				3 - Establish an implementation team.		X		
				4 - Complete implementation.			X	X
	4.1.2	Assure more timely implementation of Internal Audit Report recommendations	Operations Improvement	1 - Assist the department to create an action plan that will implement recommendations.	X	X	X	X
				2 - Assist the department to complete each task on the implementation action plan.	X	X	X	X
				3 - Periodically review the status of the implemented recommendation.		X		X
4.3	Establish and maintain a system of accountability							
	4.3.1	Maintain departmental performance measurements	Operations Improvement	1 - Request periodic updates to department performance measurements.		X		X
				2 - Include four years of performance measurements in each budget book.			X	X
	4.3.2	Provide the Mayor and Council with departmental Performance Measurement Reports	Operations Improvement	1 - Request periodic updates to department performance measurements.		X		X
				2 - Submit report to the Mayor and Council.		X		X
	4.3.3	Assure more timely implementation of Internal Audit Report recommendations	Operations Improvement	1 - Include status of Internal Audit recommendations in employee performance appraisals.	X	X	X	X
	4.3.4	Integrate the Strategic Business Planning Matrix into the budget process	Operations Improvement	1 - Require department heads to update Strategic Business Plans for each fiscal year.			X	

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006								
City-Wide Goal			MANAGEMENT AND BUDGET					
City-Wide Strategies								
	Department Objectives		Activity	Actions	05 Timeline 06			
					1Q	2Q	3Q	4Q
				2 - Schedule an Alignment Session as part of the budget process.			X	
4.4	Train people in quality skills							
	4.4.1	Continue to build capacity through work process improvement	Operations Improvement	1 - Include department employees on the improvement project implementation team.	X	X	X	X
4.5	Manage our human resources							
	4.5.1	Monitor City department's positions and vacancies	Financial Analysis / Reporting	1 - Request justification documentation for the filling of each vacant position.	X	X	X	X
				2 - Review quarterly changes in positions and vacancies.	X	X	X	X
	4.5.2	Increase number of highly educated and skilled employees through internships that result in permanent employment	Operations Improvement	1 - Provide interns with substantive career development opportunities to gain meaningful experience in local government administration.	X			
				2 - Increase number of interns each year.				X
				3 - Increase number of partnerships with area educational institutions.			X	
5.0	Establish Legal and Policy Mandate Baselines							
5.1	Develop and maintain a system for mandate oversight							
	5.1.1	Enhance department and citywide Activity Maps to identify source(s) of legal mandates	Financial Analysis / Reporting	1 - Review departments' identified mandates.	X			
				2 - Determine their relationship to activities.	X			
				3 - Verify sources.	X			
	5.1.2	Establish procedures for departmental update as new mandates become law	Financial Analysis / Reporting	1 - Coordinate the data flow with Corporation Counsel.		X		
5.2	Establish a process for mandate review and challenge							

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006

City-Wide Goal				MANAGEMENT AND BUDGET					
	City-Wide Strategies								
		Department Objectives		Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
		5.2.1	Identify by their alignment with activities, those non-essential mandates that do not help carry out the Mayor's Goals	Financial Analysis / Reporting	1 - Create a report that will indicate with which mandates and with which goals an activity is aligned.	X			
					2 - Review non-essential mandates and designate ones for challenge.		X		
	5.3	**Establish a more cost efficient delivery of mandates**							
		5.3.1	Assist departments in developing more efficient means to carry out mandated activities	Operations Improvement	1 - Identify projects.		X		
					2 - Develop work plan.		X		
					3 - Establish an implementation team.			X	
		5.3.2	Recommend ordinances to eliminate designated non-essential mandates in the Municipal Code	Financial Analysis / Reporting	1 - Establish a collaborative process with Corporation Counsel and the Mayor's Office.			X	