

The Segarra Administration FY10-11

A Strategy of Government Responsibility



**Pedro E. Segarra
Mayor**

Overview

- This provides the Administration's beliefs about how Hartford's Office of the Mayor should function in order to abide by the letter of the law (City Charter) and within the limits of power entrusted to the Office of Hartford's Mayor.
- The Mayor must collaborate effectively with the City Council to develop and execute policies and practices that are responsive to the Hartford community.
- City's executive, legislative and legal operations must operate in an effective and efficient way.

The Four Keys Goals

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

**Our commitment to the Hartstat program remains as strong and will be integrated with the Mayor's Four Goals .*

The Means

- **Competent and Accountable**

- The Administration works with the City Council, state and federal government, local business and community entities to get things done.

- **Strategic**

- The Administration proactively addresses emerging and long-standing problems and opportunities to create sustainable changes that improve the City.

- **Consistent and Persistent**

- The Administration steadfastly connects all elements of City government and the community to the common goal of improving Hartford's quality of life.

The Cabinet Team

- **Mayor**

- Chief Executive Officer with overall responsibility for all functions and will be the City's champion.

- **COO**

- In charge of all City line and support operations, coordinates budget process.
- Focuses on top-line initiatives to preserve and enhance City's fiscal and operational condition.

The Cabinet Team

■ COS

- In charge of policy development, public affairs, constituent services and the Mayor's office.
- Represents the Mayor on education and otherwise when not available to attend meetings.
- Coordinates special projects from conception to completion, including research, policy development and program initiation/oversight.
- Provides constituent access, responding to complaints and solving problems.

The Cabinet Team

■ Corporation Counsel

- Chief Legal Officer in charge of protecting the City's legal interests.
- Focused on ways to step-up compliance and enforcement.
- Reviews internal policies and procedures in the areas of FOI requests, insurance coverage(s) and relations, settlements, collective bargaining, procurement and contract and ordinance review.
- Oversees all legal spending and staff and outside counsel assignments including fees.

Internal Actions

- Mayor will reduce the size of the Mayor's office and the proliferation of offices, returning operations to departments where possible while holding them accountable for results.
- Mayor will restore the focus on legal compliance and focus our communications strategy on the City, not the Mayor.
- Mayor will focus on accountability and performance.
- Mayor will undertake strategic and detailed cost cutting action, further restructuring operations along the way to achieve strategic goals.

External Campaigns

■ Green Ribbon Taskforce

- Six month initiative to review and recommend action to improve the quality, condition, financing and governance of our Park system.

■ It's about Us

- A comprehensive, collaborative, and community-oriented strategy to address the various factors that help children and young adults carry a strong voice in our community. It will foster collaboration among the leaders in government, medicine and science, business, education, athletics, community organizations and more.... And it will take into account how life is really lived in our city-encouraging, supporting and pursuing solutions that are tailored to children and families facing a wide range of challenges and life circumstances.

■ Workforce Taskforce

- A focused approach to increase employment through job training and creation by concentrating available funding, partnering with community colleges, non-profits and business, looking at such areas as: early education, police and fire fighting, machinists, construction trades, medical, hospitality and small business development.

■ Hartford's New Image

- By partnering with the business community implement a marketing campaign that is data based that accentuates Hartford's greatest strengths and opportunities as a place for conducting business, for living, working and playing.

The Specifics

■ **Mayor's Office**

- Office of Capital Assets to be merged into DPW.
- Office of Human Relations to be merged into Corporation Counsel with Workforce and MBE/WBE certification moving to Procurement.
- Fully Integrate Constituent Services into Mayor's Office.
- COO to begin search for new Development Director.

■ **Focusing on Fiscal Performance**

- OMB to oversee 311 function.
- COO to oversee procurement functions including workforce monitoring.

- **Corporation Counsel moves back to the second floor and Communications moves to the third floor.**

Our Expectations

- Dept Heads will report back by Oct. 1st on how their FY10-11 strategies for the year specifically meet the Mayor's goals with identified measurable outcomes (*one page maximum*)
- Department Head pay will be based upon performance & accomplishment.
- COO will consolidate our performance measures, internal audit reports and Hartstat program into one accountability & performance function.
- City's Hiring Freeze will apply to all positions. Only life safety, grant, regulatory or revenue generating positions will have priority; all other positions will require a minimum, if approved, of 60 days.
- City will prioritize full implementation of MUNIS this year.
- Implementation of retirement incentive & re-organization.
- Mayor will review & update policies including ethics, FOI, training, travel, parking, employment.

Remember

- Change for the better is already under way and this administration intends to expand and accelerate it.
- We all must have confidence that City government is up to the challenge to build upon Hartford's enduring strengths and to solve its traditional problems in ways that will be able to be sustained through future administrations.
- This Administration intends to institute and define a new standard for the effective and successful functioning of government in Hartford.
- **Hartford is on the right trajectory.**