



Luke A. Bronin
Mayor

February 6, 2019

Melissa McCaw, Secretary
Office of Policy and Management
450 Capitol Avenue
Hartford, CT 06106

Dear Secretary McCaw,

When the Municipal Accountability Review Board (MARB) allocated \$20,000,000 consistent with the City of Hartford's Municipal Recovery Plan prior to the close of FY 2018, the MARB set aside \$750,000 to support the implementation of that plan and to support the operations of the MARB. It is my understanding that authority to allocate those funds rests with the Secretary of the Office of Policy and Management (OPM), in consultation with the MARB. It is also my understanding that, while a portion of those funds has been used to pay for OPM's staff support to the MARB, there are funds remaining from the initial \$750,000.

For your consideration, please find below a list of proposed initiatives to be funded with the remaining balance. As you know, the City of Hartford's Municipal Recovery Plan includes targets both for grand list growth and for additional expenditure savings. We believe that each of these proposals are consistent with the purposes for which the \$750,000 was reserved, and we look forward to working with you to determine an appropriate allocation of the remaining funds.

Financial Management

As the City of Hartford continues our search for a new Chief Financial Officer, it would benefit our budget and finance teams to engage a financial advisory firm to assist with day to day operations as well as provide recommendations regarding potential efficiencies and opportunities for performance enhancement.

Lean Process Evaluation

The City is requesting funds to engage a consultant to conduct a lean process evaluation of key city departments and the supporting processes related to how business is conducted and services are delivered. The goal would be to improve customer experience and service delivery, and minimize waste from business processes, creating more value for customers with fewer resources or within existing resources.

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Maximize Use of Technology

The City is requesting funds to engage a consultant to identify opportunities to use technology to maximize service delivery, allow for faster retrieval of data or processing of requests, and, where appropriate, automate to reduce or maximize existing resources.

Effective service delivery has become more dependent on technology and finding efficiencies in the city's operations can help to eliminate redundancies, waste, and errors. Giving employees fast, efficient access to the information their jobs require is an integral part of successful service delivery. It's important to engage a consultant with specialized expertise in municipal government IT solutions who can help the city identify cost savings, eliminate multiple contracts, provide technology solutions that allow self-service tools for constituents and develop both a long-term and short-term plan for consolidating, replacing, and updating technologies. The goal is to identify technology opportunities to improve the customer response time and service delivery, as well as operate more efficiently.

City, School, and Library Service Partnership and Sharing

The City is requesting funds to engage a consultant to conduct an organizational analysis on the feasibility, benefit or disadvantage from combining municipal and school district operations related to Human Resources, Payroll and Risk Management and Finance. The selected consultant would provide a comprehensive analysis of the existing operations, evaluate the current positions with all related staff, evaluate the way each department and its employees work within their respective department and how the department works within the organization as a whole, and develop an implementation plan for recommendations. Part of the goal is to deliver a framework that would consolidate support services and financial operations of the city and school district. As part of this process, workflows and business process maps would also be documented. The City is in the process of conducting an internal review of the consolidation of the Print Shop and Procurement with internal staffing.

Special Education

Hartford Public Schools serves one of the highest need student populations in the state. The costs to provide adequate programming and support for these students has been increasing steadily and reached \$120 million in FY 17-18. In response to MARB subcommittee inquiries and recommendations, Hartford Public Schools is requesting support to assess the current special education continuum of services. The study would yield recommendations for efficiencies, and the district's readiness to develop and deliver more services and programming in district.

Sincerely,



Luke A. Bronin
Mayor