

Finance Department

200 Orange Street
203-946-8300

Department Head:

Michael O'Neil
MONEil@newhavenct.net
203-946-8360

Additional Point Person:

Michael Fumiatti
MFumiatt@newhavenct.net
203-946-8207

Positions:	GF- 61	SF- 6
General Fund Budget:		\$ 11,089,374
Capital Fund Budget:		\$1,185,000
Special fund Budget:		\$422,737

Legal Authority:

Charter: [Article VII. Department of Finance](#)

- [Sec. 21 to Sec. 32](#) There shall be a department of finance under the direction of the city controller. The controller shall be chosen on the basis of training and at least five years of broad experience in accounting and finance based upon nationally accepted standards, and shall have at least a bachelor's degree in accounting, finance or a similar field. He shall reside in said city during his term of office. He shall, under the charter and ordinances, be subject to the general direction of the mayor in all matters relating to the financial affairs of the city, except as herein otherwise expressly provided. The controller shall be bonded. The controller whenever absent or otherwise incapable of acting, may, by appointment in writing, filed in the office of the city clerk and recorded in the records of the city, designate the deputy controller in the controller's office to act as controller and when so appointed and acting thereunder, said deputy controller shall have and exercise such of the powers, duties and authority of the controller and only such, as may be specified in said appointment, unless and until revoked by the controller, in writing, filed and recorded, as provided for said appointment.

Code of the City:

- [Article IV. Finance and Taxation](#)
- [Articles IX to XII. Pensions/Retirement](#)
- [Article XIII. Self Insurance](#)

Code of General Ordinances:

- Chapter 2: Administration
 - Article VII: Budgetary and Financial Administration
 - Article VIII: Purchasing
- Chapter 28: Taxation

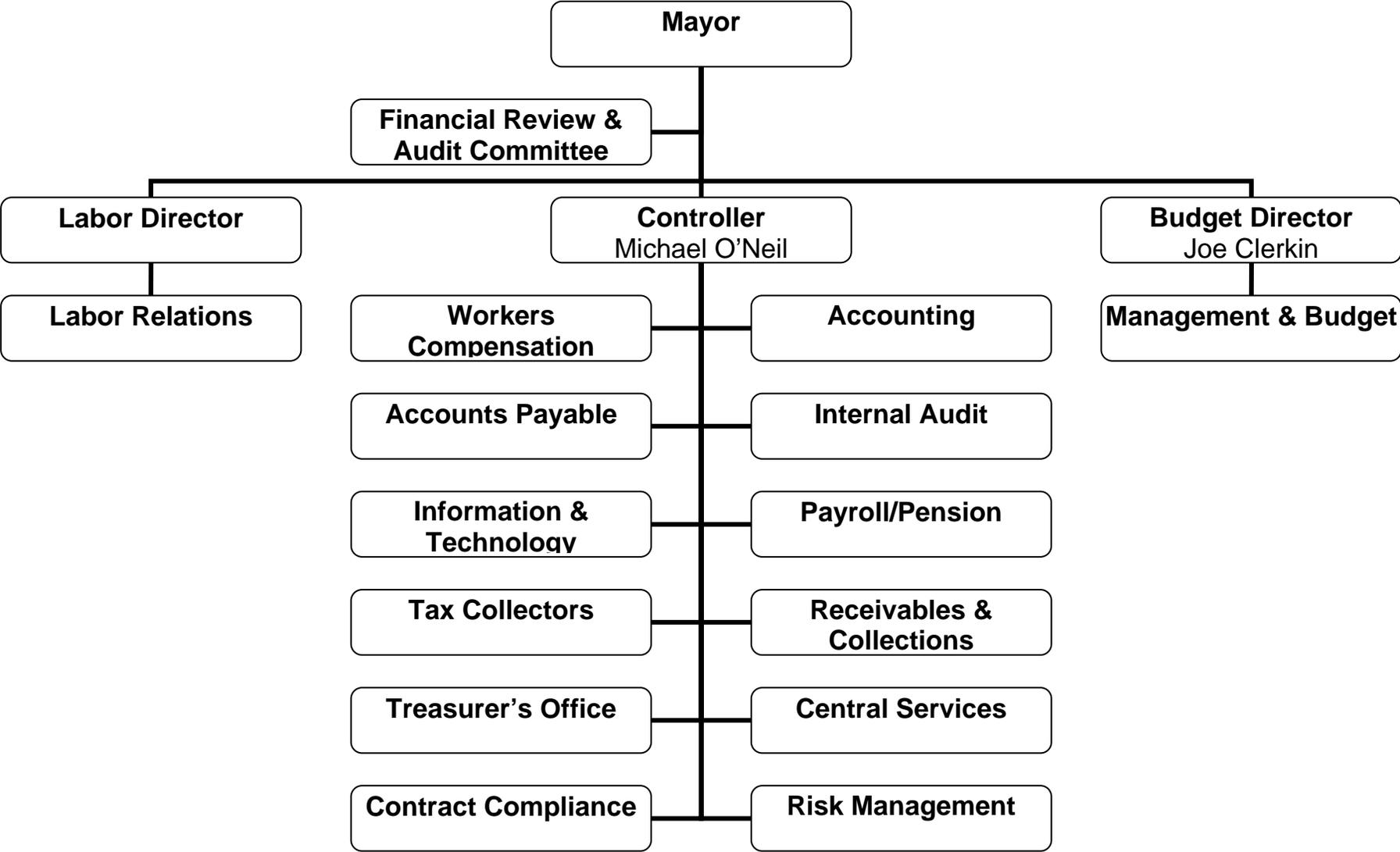
Mission/Overview:

The Department of Finance is responsible for maintaining a system of internal control to ensure that all City funds are properly secured, and that books and records are established to account for all funds, and to provide timely financial information for decision makers. The Department establishes strategic financial goals, provides financial services to all City departments and ensures financial accountability to the citizens and taxpayers of New Haven. The Department's specific responsibilities include:

- Maintain accounts for all of the City's departments and funds.
- Prepare and administer the City's annual budget in accordance with statutes and policies.
- Determine fair assessments for real estate, motor vehicles and personal property owned in the City.
- Collecting property taxes and miscellaneous revenues.
- Financial reporting to City Officials and interested external parties.
- Responsible for year end financial statements and single audit.
- Conduct internal audits on various city wide operations and procedures.
- Provide monthly reports on the financial status of the City.
- Maintaining City's and Board of Education financial records.
- Administrative support to City Employees' and Police & Fire pension funds.
- Oversee the issuance of bonds and notes.
- Investment of City funds.
- Record and process payments to City employees and vendors.
- Administer the City's employee benefits programs and employee pension plans.
- Manage Workers' Compensation cases.
- Enforce Compliance with Procurement Requirements.
- Provide oversight of Federal, State, and Local grants (i.e. CDBG, ESG, HOME and HOPWA,).
- Negotiate with the City's collective bargaining units.

Attention Required by March 31st:

- Cashflow – Analysis for April/May completed February.
- School Construction Line of Credit (“GAN”) Renewal – Begin work for June 2014



Budget Summary:

The Finance Department broken down into 12 separate Divisions. A brief budget summary of each is listed below

1010 – Financial Administration

Salary = \$521,098 for 8 positions – 1 vacant

#100 Controller - Executive Management, Range 9, \$116, 751

#150 Exec Admin Asst = Local 3144, R7-7, \$59,094

#160 Management Analyst I – Local 3144 R6-3, \$44,005 – Assists in Treasury functions

#470 – Treasury Investment Analyst – Local 3144 – R8-1, \$48,222 – Assists in capital projects/debt management and in related treasury functions

#880 – Purchasing Contract Analyst – Local 3144 – R7-10, \$69,639 - Manage contract compliance efforts

#2020 – Management Analyst III – Local 3144 – R7-8 \$62,166 – Lead person on Treasury functions

#2200 – Risk Management Program Coord – Local 3144 – R10-3, \$64,532 – Vacant - Coordinates employee workplace safety efforts and other related tasks.

#2210- Workers Comp Coord – Local 3144, R10-7, \$80,343 – Coordinates workers compensation program and other related tasks such as the employee wellness program.

Non-Personnel Budget - \$726,534

\$230,284 is in 56655 (registration dues and subscriptions) for membership fees for professional organizations relating to public finance and administration, such as National GFOA, CT GFOA, Public Risk Management Assoc., CT Prima, GFOA Pension and Benefits newsletter, Risk Management Reports, Wall Street national GFOA - (Controller & Deputies). Reference materials for public administration and government finance. Registration to Municipal Treasurer's Association, Treasurer Publications Contract Compliance publications and regulations

CT Conference of Municipalities \$ 83,000

US Conference of Mayors \$ 12,300

National Leagues of Cities \$ 9,100

Sister Cities International \$ 880

South Central Council of Governments \$ 35,000

Southwest Conservation District \$ 1,500

Regional Mental Health Board \$ 7,828

Greater New Haven Transit Authority \$ 25,826

City Seed \$ 7,000

Gospel Fest \$ 7,500

CT Minority \$ 1,000

International Festival of Arts & Ideas \$ 35,000

Government Finance Officer Association \$ 1,745.00 (State and Government Dues State \$ 455.00 & Federal \$ \$ 1290.00)
Miscellaneous other publications \$ 2,605.00

\$300,000 is in 56694 (other contractual services) for
Armored Car Service daily to Wachovia for the Treasurers office and Tax office \$ 12,000
Comprehensive Annual City Audit \$ 179,000
Unemployment Contractual Services \$ 51,000
Retirement plans Legal Contractual Services \$ 15,000
Miscellaneous contractual services for the controllers office \$ 43,000

\$150,000 is in 56695 (part time help) for student interns

The remaining balance is for small amount relating to the functioning of the office

1070 – Management & Budget – Also included in Budget Directors package

Salary = \$389,958

#2090 - Supv of Management & Budget R 11-8 \$90,565 – Vacant – Local 3144

#2100 Financial Analyst/Business Manager – R11-6 \$82,378 –Local 3144 – Person dedicated to half time in Office of Management & Budget working on Capital Budget and utility costs containment program and half time in the Library as the systems business manager.

#2110 Management & Policy Analyst – Local 3144 - R8-4 \$55,899 – General Fund support and part time at BOE to support Food Service program.

#2120 Project Coordinator- Local 3144 – R11-6 \$82,378 – Special Funds budget coordinator

#2130 Financial Manager – Local 3144 – R9-9 \$78,738 – Special Funds budget support including IT system budget support

Non-Personnel Budget - \$22,200

General Office Supplies = \$200

Printing & Binding = \$7,000. Budget is issued in March first and again after Board of Aldermen adoption in the spring. The printing costs of these two books make up the cost.

Other Contractual Services = \$15,000 - Funds will be use for special projects relating to such areas as labor presentations, the work of the utility review group and other items that may arise.

1080 – Central Utilities – No personnel

Non-Personnel = \$4,348,168

Electricity = \$362,875

Telephone = \$625,000

Water = \$10,000

Sewer Use = \$10,000

Building maintenance contract for 165 Church and 200 Orange = \$925,000

Rental of building = \$614,693

Gateway partnership monthly rental for Health Dept at 54 Meadow

\$23,897.50/month \$318,000

Gateway partnership operating expenses as part of health dept lease \$ 15,000

New Haven Eviction Warehouse for management and storage \$ 257,693

New Haven Parking Authority for Validation at Elm Street Lot \$ 14,000

Century Business Archives for records retention services \$ 10,000

Phones & Copiers = \$400,100

Other Contractual = \$1,400,500

Heating and cooling services for City Hall and Hall of Records - Thermal

Energies \$ 475,000.00

Fusco Management building management fee \$ 68,000

Nxegen Energy Savings Contract \$ 20,000.00

Source one Savings Contract \$ 50,000.00

City of New Haven copy center cost and maintenance (\$ 125,000.00) - Copy

center funds moved to 11371080 -56656 as part of citywide consolidation

Connecticut Financial Center \$ 2,500.00

Supplies and materials for central services \$ 10,000

Consolidation of Mailing services (see below description) from Administration

(11371010 - 52250) to central services \$ 270,000

Following P.O. Boxes:

Box #306

Caller fee for #306

Box #1762

Box #1802

Box #1776

Box #1941

P. O. Box #1947

Box #1927

Permit #788 fee

Business Reply 00422-00 Business Box 585

Address Correction Permit #95128

Funds used for postage for outgoing/incoming mail for all City Departments such as: Voter mailings
 Misc. other large mailings
 Meter replenishments)

1090 - Internal Audit

Salary = \$152,324 -2 full time filled positions – 1 part time slot

920	Chief Internal Auditor	11	6	82,378	3144
2000	Auditor II	4	10	52,946	3144
14010	Data Control Clerk II P/T			17,000	

No non personnel budget

110- Accounting

Salary = \$387,842 – 6 positions – 1 vacant

340	Chief Accountant	11	8	90,565	3144
350	Senior Accountant	9	7	71,507	3144
360	Accountant IV	8	6	62,036	3144
370	Accountant II	6	7	53,724	3144
420	Accountant I	5	5	44,387	3144
130	Accounting V/Audit Coordinator	8	7	65,623	3144

Small non-personnel budget – Office supplies = \$675, printing costs = \$900

111- Tax Collections

Salary = \$374,227 - 8 position plus 1 from Special Funds

430	Tax Collector	11	7	86,474	3144
440	Deputy Tax Collector	9	4	61,461	3144
460	Management Analyst I	5	8	51,423	3144
480	Project Coordinator	11	1	1	3144

570	Collection Clerk Supv	6	4	46,303	3144
					884
600	Collection Services Rep	8	7	42,818	
2160	Back Tax Investigator	6	5	48,607	3144
2170	Collection Serv Rep	8	1	37,140	884

Non-personnel Budget

Advertising = \$10,000
 Printing of Tax Bills = \$30,000

Other Contractual Service = \$120,000
 Mailing of current and delinquent tax notices \$ 75,000
 Connecticut Department of Motor Vehicles \$ 30,000
 Alarm System for Tax Office (Nationwide Security) \$ 1,000
 Equipment and fee's for Boot and Tow program (Elsag) \$ 2,000
 Subscriptions for Tax Office \$ 3,000
 Other contractual services \$ 9,000

Part Time Help = \$60,000

112 – Office of Technology

Salary = 14 positions and 1 slot for part timers - \$926,527; Also have position funded from capital projects, GIS System Analyst Local 3144 at R7-8 \$62,166.

100	Data Processing Manager	11	9	90,908	3144
110	Deputy Director	10	9	86,790	3144
620	Project Leader	9	1	52,896	3144
640	Project Leader	9	1	52,896	3144
650	Data Center Work Supv	7	8	62,166	3144
680	Project Leader	9	1	52,896	3144
700	Web Designer	8	9	72,696	3144
710	Programmer Analyst	8	4	55,899	3144
2040	P/T Operators - Interns			20,000	ZZZH

3010	Project Leader	9	1	52,896	3144
7050	P C Support Analyst I	8	3	53,344	3144
850	Project Leader	9	1	52,896	3144
5050	Project Leader	9	1	52,896	3144
6000	Network Administrator - Windows	9	10	83,674	3144
6001	Network Administrator - Novell	9	10	83,674	3144

Non- personnel Budget - \$1,382,430

\$8,000 for training and conferences

\$20,000 for office supplies

\$1,324,430 for maintenance agreements

Tyler Technologies	\$ 341,448.60	City Financial System
SunGard Public Sector	\$ 205,789.10	Applications for AS 400 (Tax Office, Assessment, and Police)
SunGard - QRep		additional on-demand reporting
Web Services - Peak Technologies	\$ 16,161.20	services for HTE
A/P Hardware Maintenance -	\$ 16,948.80	Check folder / sealer maintenance
I.B.M. System Maintenance -		
Vendor: New England System (NSI)	\$ 56,918.40	AS/400 Lic and Maint
Liebert UPS Maintenance -	\$ 18,486.60	UPS Maint
Symantec Client Security Software -		
Vendor: Computer Intelligence Associates	\$ 19,693.30	Anti-Virus software
Vision High Availability Software -	\$ 16,766.20	AS/400 redundancy software
IKON Printer Rental and Support -	\$ 20,020.00	Electronic City Request for Agreement System support/Maint
E.S.R.I. Geographical Interface Systems Software -	\$ 25,410.00	GIS Software Maint
BMI Fixed Asset Tracking -	\$ 528.00	Fixed Asset Tracking System
Computer SI Document Imaging -	\$ 26,394.50	OnBase Document Management System

Real Vision Document Imaging Software -	\$ 6,002.70	PD Document Management System on AS/400
Plasticard Identity System Hardware Maintenance -	\$ 3,564.00	City ID Card System
Versitec Document Imaging Hardware -	\$ 3,964.40	Document imaging hardware
Motorola MDT Server Software -	\$ 44,794.20	PD Mobile Data System
Hunt & Hanahan Report Writing Software -	\$ 2,032.80	PD Report Software
Imageware Photo Mugshot Hardware/Software -	\$ 26,336.20	PD Photo Management System
Business Electronics -	\$ 3,049.20	PD Voice Recorder system
SunGard AvantGard LLC (formerly Payformance) CheckWriting Security Software/Hardware	\$ 2,414.50	Secure Check writing system
Boss	\$ 16,555.00	Desktop monitoring
DayStar Groupware Technologies	\$ 10,057.30	Legistar software for Legislative Services
Novell Netware - Vendor: Computer Intelligence Associates	\$ 5,082.00	CSA Shelter software
Nationwide Security Corp.	\$ 82,000.00	Network / Email Licensing
People Cube	\$ 508.20	Server Room Alarm monitoring
Omega Group	\$ 407.00	Mayor's online calendar
New England System (NSI)	\$ 3,399.00	GIS application for Public Safety
InTime Solutions	\$ 4,375.80	AS/400 Maintenance
State of Connecticut Dept. of Public Safety	\$ 1,270.50	Calendar application for PD
Applied Geographics (GPV)	\$ 2,866.60	PD State of Connecticut Collect System
DLT Solutions	\$ 3,176.80	GIS Viewer
Fortigate Firewall	\$ 2,541.00	GIS Licensing and maintenance
Milestone	\$ 6,000.00	Network firewall system
Dean Bentle	\$ 20,000.00	Camera server system for PD & City
Xerox	\$ 36,000.00	AS/400 Support
Sprint	\$ 3,960.00	Printer and Planet Press support and Maint
	\$ 7,000.00	Wireless cards

Aruba	\$	5,000.00	WiFi access and maint for PD FD & City
View Permit	\$	38,236.00	Online building permit and lic system
Kronos	\$	9,248.80	Time Clock system City
TeleStaff	\$	39,394.30	Scheduling system for Public Safety
Azteca (City Works)	\$	12,100.00	Cityworks (TT&P)
See Click Fix	\$	3,300.00	Online complaint system
Cogent	\$	9,000.00	PD fingerprint system
Computer Security Services & Data Communication svcs	\$	21,029.00	Citywide network security review & Additional network connectivity to remote sites
Recoll	\$	70,000.00	City Internet services
Mobile Laptop Aircards	\$	55,200.00	Police connection to mobile data terminal Internet access for police sub-stations and fire houses
Comcast Business		\$ 15,000.00	

\$30,000 – Other Contractual Services

Repairs for computer equipment in various department locations
Materials and supplies for various computer related equipment
Computer hardware & networking consulting services

113- Payroll and Pension

Salary - \$464,380 – 7 positions – 2 vacant #3020 and #3030

810	Payroll Supervisor	13	7	104,506	3144
850	Payroll/Benefit Auditor	8	4	55,899	3144
870	Data Control Clerk II	8	8	44,025	884
2150	Data Control Clerk II	8	8	44,025	884
3010	Management Analyst IV	8	10	77,393	3144
3020	Payroll/Benefit Auditor	8	8	69,266	3144
3030	Payroll/Benefit Auditor	8	8	69,266	3144

Non-personnel budget is comprised of the following line items

\$1,080 Office Supplies

\$1,000 printing of forms

\$500 maintenance agreements & periodicals (time clock)

114 – Accounts Payable

Salary = \$158,772 – 3 positions plus one in Special Funds

950	A/P Auditor II	15	2	48,368	884
970	A/P Auditor II	15	2	48,368	884
1220	Operations Supv A/P	8	6	62,036	3144

Non-personnel budget is comprised of the following line items

Office supplies= \$400

Printing/forms = \$1,200

Maintenance agreements = \$400

115 – Purchasing

Salary = \$208,879 – 3 positions

1000	Purchasing Agent	12	6	90,691	3144
1060	Purch Contract Analyst	7	7	59,094	3144
1110	Procurement Analyst	7	7	59,094	3144

Non-personnel budget is comprised of the following line items

\$975 office supplies

\$7,400 advertising

\$11,000 other contractual

120 – Labor relations – Although budgeted in Finance Labor Relations Director reports to Mayor

Salary – 3 positions – 1 vacant (Director)

8000	Director of Labor Relations	6		98,000	Exec
8005	Exec Admin Asst to Dir L R	3		57,368	Conf.
8010	Public Safety Human Res Mgr	5		92,012	Conf.

Non-personnel budget is comprised of the following line items

\$625 Office Supplies

\$5,000 printing

\$3,000 entry judgment fees

\$4,000 registrations dues and subscriptions
\$35,000 other contractual -

130 – Receivables Collections

Salary = 2 positions \$114,533

2060	Collections Service Rep	8	1	37,140	884
2140	Receivables Collector	8	10	77,393	3144

Non-personnel budget is comprised of the following line items

\$100 for office supplies

\$500 for supplicating and photo supplies

\$450,000 for other contractual – Delinquent parking tag collections (Duncan Solutions)

Capital Budget

#1441 - \$900,000 – New phone system

\$1442 – Computer Hardware, software and Info. Systems = \$919,000

Special Funds – 6 positions

#100 Accounts Payable Auditor Local 884 R15-1 \$47,339

#410 CDBG Financial Analyst /Auditor Local 3144 R8-2 \$48,457

#501 CDBG Prog Monitor/Auditor Local 3144 R8-6 \$62,339

#502 Payroll/Benefit Auditor Local 3144 R8-6 \$62,339

#520 Manager Comm Dev Prog. Local 3144 R8-6 \$34,969

#100 GIS System Analyst Local 3144 R7-8 \$62,469 (Capital)

Summary of Open Items:

- **Finance Department Staffing**
 - There are currently 15 positions in Finance that report directly to the Controller. In 2001 there were three Deputy Controllers – all positions that have since been eliminated. An attempt to reorganize at the top has been under development for some time, but was placed on hold earlier this year in light of the change of administration.

- **Risk Management**
 - The Risk Manager position has been vacant since May. Risk activities are currently being handled by Dan Roche and PMA. This position should be reviewed prior to being filled, as the budgeted salary is below market. Dan Roche has been handling many aspects of risk management for several years. It is recommended that appropriate duties be permanently assigned to Dan in conjunction with a reclass, and that the Risk Manager report to Dan.

- **Pension**
 - Revision of Pension Assumptions
 - Both of the City's pension funds are currently less than 50% funded. Based on data collected by OPM for FY11, there were only 28 (of 210) funds in the state with an actuarial accrued liability of more than \$100 million. Of those funds, the City's two funds (AAL's of \$381mm/CERF and \$557/P&F) each have the lowest funded ratios (47%/CERF and 52%/P&F) of any of those 28 funds except for the Town of Hamden's. The Funds' actuary indicated in conjunction with the release of the most recent valuations (April 2013) that the City's actuarial assumptions should be re-evaluated for the 2014 valuation. The assumptions which are particularly problematic are: amortization period, long-term investment rate of return, and covered payroll inflation. Revisions to any of these assumptions will increase the contribution requirements.
 - Reform Discussions/Pew Study
 - The CERF trustees have actively engaged in pension reform discussions since 2012. In fact it was such discussions noted in meeting minutes that attracted the attention of the Pew Charitable Trusts. In September 2013, the City was formally approached by Pew to be the subject of a study to develop "data-driven pension reforms that are comprehensive, sustainable and fair". At present the City has not formally responded to Pew concerning their offer, which would come at no cost. There have been some recent news articles and related publicity that has been critical of Pew as being opposed to the interests of public employees and public employee unions. Management is currently in the process of determining how best to approach stakeholders to maximize the benefit of this study.

- Pension Study
 - The City has retained Public Financial Management to conduct a study of the investment selection processes, allocation strategies and investment performance of both pension funds. That study is in its early stages at present.
- Police & Fire Fund – GrayCo Alternative Partners I
 - In December 2011, the Police & Fire Fund agreed to invest up to \$10mm in a hedge fund started and managed by the Trustee’s investment consultant, Larry Gray (GrayCo Alternative Partners I). There was considerable concern voiced by one trustee, and by the Finance Department about this decision, as it leaves the Trustees with no independent advisor to oversee the hedge fund investment. Since the beginning of 2013, Gray has come under investigation by the SEC for concerns that he did not fully disclose a similar conflict of interest for a similar investment made by a City of Atlanta pension fund. The P&F Fund has been subpoenaed by the SEC in conjunction with its Atlanta investigation. Additionally, Larry Gray has encountered personal financial difficulties in recent months. He has had liens totaling \$425,000 filed against his home by the IRS, and owes \$1mm after settling a lawsuit that accused him of fraud.
- **Parking Authority Financings**
 - The NHPA is in the process of developing plans to finance ongoing repair and renewal work, and possibly the construction of a new facility. Under state law, the City is the issuer of any Authority bonds. As such, the City’s financial advisors (PFM) and consultant (Query & Associates) have reviewed the preliminary plans. Contacts at the Authority are David Panagore and Brian Seholm.

Major Functions/Projects:

- See separate submissions for:
 - Management & Budget
 - Tax Collector's Office
 - Workers Compensation
 - Labor Relations

- Accounting
 - Daily accounting for cash receipts, disbursements, wire transfers, and all other accounting adjustments/transactions.
 - Posting of weekly payroll to the general ledger. Transmissions of check issues for payroll as well as vendor check issues to the bank.
 - Review of all citywide vendor requests. Additions/adjustments to the vendor file. Accountable for all W-9 submissions for 1099 information.
 - Bank account and all other general ledger account reconciliations.
 - Audit and proof of grant related invoices as well as litigation settlements for payments.
 - Processing of drawdowns for all HUD, DOJ, and Human Services (excluding the Board of Education) grants.
 - Preparation and submittal of quarterly reports for HUD and certain federal grants.
 - Replacement of all lost payroll and vendor checks.
 - Accountable for all citywide NSF checks; their redeposit/adjustment and notification to city departments.
 - Processing of wires for payment to the City's parking meter vendor as well as the Tax Office's vendor for booting vehicles for delinquent taxes.
 - Processing of Request for Agreements for certain Federal/State grants.

- Treasury/Debt Management
 - Receipt and deposit of all checks/cash
 - Administration of all bank/investment accounts
 - Monitoring of cashflow
 - Execution of wire transfers for payroll and other disbursements
 - School construction financing
 - General Obligation financing

- Payroll/Pension Administration
 - Calculation of employee compensation and retirees of the municipal pension funds benefits in a manner consistent with the dictates of federal laws, state statutes, respective collective bargaining unit provisions and city charter requirements.
 - Fiscal year 2012/13 8,095 employees were paid compensation (5,741 general fund employees compensated \$262,065,533 and 2,354 special fund employees compensated \$37,195,670).

- Employee retirement applications (age annuity and service and non-service disability) are calculated and submitted to the plans' actuary for audit. The respective plan trustees deliberate and vote on all disability applications. Payments for all payroll and pension compensation are audited to ensure compliance with respective collective bargaining unit contractual provisions, and federal and state labor laws.
- Mandated employee forms of taxation are calculated and exacted at the correct rate of deduction and forwarded to the appropriate authorities and agencies (federal withholding income tax, state withholding income tax, Medicare, Social Security, appropriate municipal and state pension funds).
- Court ordered employee deductions are calculated and exacted in accordance with prescribed federal and statutory requirements and regulatory formulas and forwarded to the appropriate designated recipients (child support orders, creditor wage executions, federal tax levies, state tax levies, defaulted student loans).
- Employee voluntary deductions are correctly exacted from compensation and forwarded to the appropriate recipients (credit unions, 457 deferred compensation, 403(b) tax sheltered annuity, savings bonds, charitable contributions, personal insurance premiums, cafeteria plan deductions, etc)
- The accountability of employee centralized leave accounting system which ensures that the respective employees have their leave accruals augmented upon prescribed installment dates, attendance debited to their respective accounts, and pay docks are performed for insufficient leave time availability.
- The issuance of properly calculated employee payroll compensation and retirement benefits based upon correct gross compensation, the calculation and exaction of mandatory taxations, court orders, and voluntary deductions, with the derivation of accurate net compensation in the form of payroll check or authorized direct deposit transactions.
- The file maintenance of appropriate employee payroll and pension records and earnings profiles that are consistent with the record retention dictates of the state of Connecticut, and federal taxation agencies (employee earnings profiles, annual federal W2 and state CTW2 tax wage statements, Social Security and Medicare tax records, all other employee authorized payroll deduction records).
- The year end issuance of accurate federal W2 and state CTW2 wage statements by the designated deadlines of the respective authorities to facilitate the employees' proper federal and state income tax filings. Retirement 1099R statements are provided to retirees by the plans' custodial bank Northern Trust.
- The performance of all employee verification of employment inquiries from municipal, state and federal public agencies, private lending institutions, and outside third party employee litigations (mortgage inquiries, home equity loans, credit cards, auto / private loans, federal housing agencies, Social Security Administration, Internal Revenue Service, employee

private law suits which entail loss of work, national child support inquiries, wage execution employee location inquiries, etc). The response to all subpoenas related to current

- The centralized receipt, calculation and payment of special employee compensations (contractual retroactive pays, employee stipulations, employee longevity, perfect attendance, etc)
 - The receipt, data collection and response to all City subpoenas for court cases pertinent to employee earnings history and past employee compensation and retirees of the municipal pension plans, and the presentation of testimony through actual court appearances.
 - Administration of the municipal 457 tax deferred compensation and 403(b) tax sheltered annuity programs (implementation and file maintenance of employee deductions, interaction with the authorized plan participant companies, processing of requisite documents for asset liquidations upon retirement, resignation, death, coordination of employee unforeseen emergency claims to the tax deferred compensation supervisory board).
 - The coordination of unemployment compensation claims administration with the municipal outsource agency Unemployment Services Corporation (USC) and the respective departments (interaction with USC on data collection for claim intake hearings, interaction and coordination of all claim appellate episodes at the referee and Board of Review levels).
 - The administration of deceased employee estate payroll benefit payments through the aegis of the respective probate courts and direct interaction with the designated estate executors/executrices, administrators/administratrices.
 - The administration of unemployment compensation issuance of unemployment notices upon employee termination / discharge via the use of a UC-61 state form, coordination of claim challenges with USC.
 - The administration of all payments to retirees of the City municipal pension plans.
- Accounts Payable
 - Processing of all City/BOE invoices and payments, except for Accounting's Special Grants related payments.
 - This includes a process in which payments are audited within Purchasing Policies and with City Charter.
 - Responsible for processing Requests For Agreements ("RFA's). RFA's are reviewed for correctness for funding and to make sure appropriate documentation is attached to the RFA.
 - Printing and folding of checks and direct deposits (payroll and vendor payments).
 - Maintain records of Agreements and Contracts.
 - Review of City Wide Contracts to make sure of not overspending.
 - Provide Tax Exempts form various City's vendors. Maintain records of Vendor's levies.
 - Provide Check reports to Accounting , needed to post cash.

- Process 1099s.
- Accounts Receivable
 - New Haven parking citation collections:
 - walk-in payments
 - mail-in payments
 - large fleet vehicle citation management
 - vehicle booting/towing program working cooperatively with Tax office, Traffic & Parking office
 - New Haven residential parking permits: walk-in and through the mail issuance of New Haven resident parking permits
 - New Haven Green Park permits: issue permits to all New Haven registered alternative fuel vehicles
 - New Haven parking vouchers: sales of pre-paid parking vouchers to be used for on street parking where required
 - New Haven Police/Fire Private Duty Billing/Payments/Collections: process payments of invoices collections action when necessary to keep accounts current
 - New Haven Small Business Initiative Loan program: process loan scheduled payments, and collections action when necessary to keep loans current
 - New Haven Public Space citation program: process payments of violation citations, and collections action when necessary to collect on citations
- Internal Audit
 - Produce weekly and monthly reports i.e.- short term disability, fire, police, etc.
 - Quarterly review of former city employees but who are still active in the payroll system.
 - Assigned to departments to evaluate operations and recommend improvements.
 - Handle taxpayer complaints.
 - Recommend internal controls such as to establish the process to determine levels of use of MUNIS systems.
 - Assist in annual audit as requested.
 - Provide recommendations regarding cash collections
 - Work with City departments as requested- PW, Food Service, BOE, Purchasing.
 - Assigned to work on parking ticketing and tax contracts- Duncan & MTS.
 - Ongoing audit projects as directed.
- Contract Compliance
 - Review of Development Agreements- Including research into City/Town Clerk Land Records, CT statutes and federal guidelines.

- Review of RFAs- for compliance with federal, state, and local ordinance and charter; monitoring reporting requirements.
- Review various city revenue agreements such as: License Agreements, Non-Profit Voluntary and PILOT agreements.
 - This may include computation of billing, collection (including filing of liens), monitoring, and compliance issues.
- Review Board of Alderman submissions for grants.
- Review tax deferral agreements, tax abatement agreements, land disposition agreements and UDAG/Loans.
- Review Operating Lease Agreements.
- Purchasing
 - Enforce the Procurement Policies
 - Issue RFQs and RFPs
 - Maintain RFP system

Major Functions / Projects: IT

Ongoing IT Support for Departments Citywide

Although IT is organizationally located in the Finance Department and provides computer support for Finance operations including budget, payroll, accounts payable, accounts receivable, etc. it also is responsible for computer systems, hardware, software and training citywide. As the city departments purchase and implement new electronic systems for permitting, citizen complaints, work orders, staff scheduling, time-keeping, communications, camera monitoring, building access, and document management the demands on IT staff and funding increase.

Voice Over Internet Phones (VOIP)

The city's current analog phone system has reached the end of its useful life (12 years). This project is intended to replace the old system with a VOIP system including purchase of new phones, new power over Ethernet (POE) servers, and new battery back-ups. The Police Department, Library and Board of Education already have installed VOIP systems. These systems allow for call forwarding and other features intended to make it easier to for City employees to respond to calls. Capital funds in the amount of \$900,000 have been budgeted in the FY13-14 budget to begin phasing in the new VOIP phone system. It is anticipated that the system will pay for itself through utility cost savings in 10 years.

Virtual Desktop Initiatives

This project is replacing desktop PC's with thin clients which are cheaper to purchase, cheaper to replace, easier to configure and enable workforce mobility since the thin client can be used as a mobile device when an employee is away from their desk to give them access to everything on their desktop work station. As part of this same project IT will implement virtualized desktop environments elimination the need for constant upgrades currently required for desktop PC's. Desktop virtualization leverages a lower cost end user device while providing higher performance across a broader spectrum of applications and reduces energy costs.

Public Safety Wireless Network

In 2008 Emergency Management, through grant money, began with IT to establish an infrastructure to provide for a secure network of voice/data /camera transmission throughout the City of New Haven. It is a wireless (non fiber optic) system and is a redundant backup to fiber in the City. This wireless infrastructure network has and will continue to expand in the future; from what began with just the police department is now in EM,DPW, Parks, Port, 911PSAP, Downtown district, Fire and others. The initial project began with \$1 million which included the first 30 cameras purchased for the Police Department/City. This network is now maintained & budgeted through IT.

Disaster Recovery Back Up Site

IT is working with Emergency Management staff to commission a study and develop a plan for putting a back up network/server center at the 200 Wintergreen Avenue facility. This back up site will provide redundancy for the City of New Haven. In the event

network operations, currently located at 200 Orange Street is compromised or experiences a devastating loss of power.

Microsoft Office Upgrade

Currently most city employees are using Microsoft Office 2003. IT is working to migrate computers to 2013 products. The city is not currently in compliance with all Microsoft licensing requirements. It will cost and estimated \$200,000 in initial license fees and as much as \$200,000 annually to maintain them. IT is exploring a more cost effective solution which would utilize open source office products. These open source products function like Microsoft but can be obtained at no cost. Demonstrations of open source products are being scheduled by IT in September/October 2013. While it is likely we will need to obtain and maintain some Microsoft licenses the open source products will save significant cost.

Server Replacement

As IT servers reach the end of their useful life replacements are obtained using Capital Funds. In the current fiscal year two servers are being purchased for the IT storage area at 200 Orange Street and funds are budgeted for servers as part of the desktop virtualization project. A total of \$150,000 in Capital funding has been budgeted for this purpose.

UPS Battery Back Up

The 12 year old UPS battery back up for the main IT server room at 200 Orange Street is slated to be discontinued in July. \$150,000 has been budgeted in Capital funds for purchase of a new UPS. Ongoing costs include replacement batteries every 3-4 years.

Project Management Services and Support for Police

Because it does not have the capacity to manage the internal network configurations, changes and support for the Police Department, IT contracts with OMNI for this work at a cost in Fiscal Year 14 of \$75,000. IT administers the contract and reviews and approves payments.

GIS Management

Responsible for the development and maintenance of GIS data layers (350+) and their SQL database repository. GIS data creation and maintenance for website tools (Alderman Look up, Garbage Collection). Supply GIS data and web services to Viewpermit (Permitting and Inspections) and Grey Wall (Web VEOCI) applications. Support Police Department in Crime Mapping application and data. GIS data viewer content, programming, maintenance and updates. On-Demand custom map creation (both digital and hard copy) for presentations, program support and display. GIS and AutoCAD software licensing, management and upgrades. Provide technical support for desktop GIS software users.

Key Systems/Processes:

- **MUNIS** – MUNIS is the City’s enterprise-wide financial system. MUNIS is used for all general ledger accounting, cash receipts, purchase requisition/purchase order administration, payroll and accounts payable/cash disbursement functions for both the City and the Board of Education
- **Sunguard/HTE** – All property tax billing, collection and administration is performed on the HTE system. HTE directly interfaces with the Assessor’s system for purposes of valuations, exemptions and corrections.
- **Requests for Agreements (“RFA System”)** – A document workflow system developed on Adobe for purposes of routing all Agreements for approvals/compliance measures prior to submission to Corporation Counsel.
- **Pension Administration and Disbursement** – Both pension funds utilize Northern Trust for pension accounting and disbursement. Activity from Northern Trust is posted to MUNIS.
- **G.O. Debt Administration** – Amortization schedules are maintained in an Access database
- **Purchasing**
 - Small Purchases - Not requiring 3 quotes
 - \$500 for a single purchase
 - \$1,500 for single purchases related to mechanical, plumbing, electrical, painting and carpentry – (Small contractor Development Contractors should have preference.)
 - Other exceptions may be yearly subscriptions, utilities, travel and some equipment maintenance contracts
 - Quotes - Requires 3 quotes (Non-Construction)
 - Purchases between \$500 and \$10,000 (which do not fall into the Small Purchases category)
 - All purchases of this type require three quotes. Any service related quote will also require a certificate of Insurance. (Small contractor Development Contractors should have preference.)
 - Commodity & Service Related - Sealed Bids
Commodities and Service related solicitations greater than \$10,000 (per City Charter), reference sealed bid section for details.

- Request for Proposal (RFP) & Request for Qualifications (RFQ)
Sealed Formal solicitation where as the City of New Haven requests an end product without the actual specifications (RFP). The City from time to time will also seek the qualifications of prospective respondents which will later respond to an RFP (RFQ).
- Construction Bids - Sealed
Formal bids are typically in excess of \$10,000 (per City Charter). The City and or its consultant will prepare Bid specifications and technical drawings.
- Small Contractor Development (SCD)- Construction Bids - Sealed (Generally up to \$150,000)
The City of New Haven has a set-aside program for Small Business Enterprises located within New Haven County. All contractors must be registered and approved by the Small Business Initiative. Only SCD registered contractors are permitted to bid on these projects.

System Deficiencies/Attention Required:

Cashflow:

- With reserves at critical levels, cashflows have been regularly projected and revised on a weekly basis. Approximately \$70mm of state aid (ECS) is received late in the fiscal year (early May), creating a challenging period of restricted cash flows from mid-March to late April. The Controller has resorted to interfund borrowing as necessary during periods of restricted cashflows in the General Fund, relying on unspent balances from capital projects funds (i.e., bond proceeds) and State reimbursements for school construction. Sufficient analysis will need to be performed by February in order to determine whether there will be sufficient cash on hand in April to satisfy General Fund demands.

School Construction Line of Credit (“GAN”) Renewal:

- Since 2002, the City has made use of short-term financing to float the full cost of school construction projects until reimbursements are received from the State. The financing has been used to pay contractors and other vendors for the full costs of construction. Gilbane assists with the preparation of reimbursement requests on a monthly basis, and as these payments from the State are received, they are applied to pay down the short-term financing. As the City issues bonds for the local share of projects, and ineligible costs, those funds are used to pay down short-term financing as well. The current financing program has been in place since June 1, 2010, and consists of the issuance of grant anticipation notes (“GAN”) under a revolving loan agreement with Wells Fargo Bank. The original GAN agreement expired on June 1, 2013. A decision was made to negotiate directly with Wells Fargo for a three-year renewal of the original agreement. Wells showed very little interest in the facility and agreed to a one-year renewal, which expires on June 1, 2014. Alternate lenders and financing arrangements will need to be explored, and work to that end will commence before the end of 2013.

Credit Ratings

- The City’s lowest current credit rating comes from Standard & Poors (BBB+). S&P issued a revised methodology for determining the credit rating of issuers of municipal debt in September 2013. The rating that the City received from S&P on 10/11/13 was determined based on the new methodology. We have been advised by our financial advisors (PFM) and consultant (Query & Associates) that there are several aspects of the S&P methodology under the aegis “management conditions” where the City could improve its score with limited investment, namely by implementing certain financial policies (e.g., a formal fund balance policy). It will be important for the new administration to develop a strategy with investors and rating agencies to reassure all that the City’s current challenges are fully understood, and that a plan has been put in place to address them.

Self-Insurance Fund Deficit Financing

- \$2,000,000 was appropriated in the FY14 capital budget to finance the accumulated deficit in the self-insurance fund. Unless specific qualifying settlements/judgments are identified, these bonds must be issued on a taxable basis. This financing was not included on the 2013 Series B sale (October 2013) to preserve the possibility of issuing these bonds on a tax-exempt basis, and because of the unsuitability of combining a small taxable issue with a much larger tax-exempt issue. Financing the accumulated deficit in the self-insurance fund will be an important factor affecting unassigned fund balance and ultimately the City's credit rating. An additional \$2mm appropriation is planned for both FY15 and FY16. Thought should be given to increasing the FY15 appropriation, but nonetheless, a sale under the \$2mm FY14 authorization and the FY15 authorization should be planned after the FY15 budget is approved and before June 30, 2014.

Bond Reconciliation Project

- In 2012, as cashflows were coming under increased scrutiny due to lower levels of reserves, it was discovered that outstanding capital appropriations exceeded the balance of unexpended bond proceeds on hand. This situation was not altogether unknown to Finance Department staff, due to the high level of capital appropriation and redesignation activity that occurred during the peak years of school construction. The lack of Finance staff resources prevented the completion of a comprehensive reconciliation of bond authorizations, redesignations and proceeds from bond sales prior to 2013. In January 2013, PFM was retained to perform this reconciliation. The consultant has developed a comprehensive database of all capital activity, including school construction dating back to 1992. Currently PFM is in the process of integrating the bond sale data into the database, and developing reporting functionality for purposes of completing the reconciliation and determining what authorizations remain that have not been exercised. These open authorizations should be included with future bond sales to rectify the deficiency of bond proceeds.

IT Budget

Adequate funding – both capital and ongoing maintenance and support needs to be budgeted for IT. As more and more city departments turn to electronic solutions for managing their work the IT budget has stagnated at \$900,000 for the last 6 years. A quick survey of other Connecticut cities show Bridgeport budgeting \$2.5 million a year and Stamford budgeting \$ 2.75 million a year.

Software Licensing/Maintenance/Support

Over the past two years an effort has been made to centralize all software licensing, maintenance and support in the IT budget in order to make sure that adequate funds are budgeted. There are still some departments that purchase computer systems using grant funds or other resources but then don't budget for the costs of ongoing maintenance and support. These funds then have to be found at the expense of other needs.

Computer Equipment by City Departments

While most computer equipment is purchased and maintained by IT there are other types of equipment including phones, cameras and tablets, that are purchased by departments using their own funds or other special fund resources. While these funds cover the initial purchase, the departments need to budget for ongoing repairs and replacement once the initial purchase is made.