



Administrative Operations Manual

City of New Haven, 165 Church Street, New Haven, CT 06510

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www.cityofnewhaven.com/csa

Preface

City departments may have additional internal policies and guidelines, but may not supersede established Citywide policies. See specific Union contracts for further information.

Also, please refer to:

The City of New Haven's Human Resources Department Employee Policies
<http://www.cityofnewhaven.com/HumanResources/Policies.asp>

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I. Summary

Purpose

The Community Services Administration (CSA) was established to increase the health, wellness, and opportunity for success of New Haven residents and its diverse communities. The CSA provides leadership aimed at developing human capital resources, as well as designing and implementing programs, policies, and practices to transform lives of people in our city.

Our Vision

Our vision is to ensure vibrant, engaged, progressive, and healthy New Haven for all of its residents and diverse communities.

Our Goals

- Improve public health & wellness
- Reduce homelessness
- Reduce recidivism into prison
- Reduce food insecurity and access
- Increase Seniors' health and wellness
- Affirm the role of citizens to city and city to citizen via a robust arts and culture agenda
- Increase customer satisfaction
- Improve work flow and service delivery effectiveness
- Increase performance accountability
- Advance the Mayor's Vision for New Haven through the City Transformation Plan (CTP)

Mission Statement

We are on a mission to provide health, hope and empathetic assistance to improve the quality of life for all New Haven residents by improving human and community capacity to enhance overall health, wellbeing, and vitality.

II. Descriptions

Department of Arts, Culture and Tourism

165 Church Street, 2nd Floor, New Haven, CT 06510 203.946.8378

Improves the quality of life and supports economic development by assisting, promoting, and encouraging the expressive and diverse community of artists, art, and cultural organizations and events in New Haven and civic engagement with the arts and culture as a cornerstone of the creative economy.

Elderly Services Department

165 Church Street, 1st Floor, New Haven, CT 06510 203.946.7854

Assists seniors aged 55 and older to live with dignity, stay connected with family and the community, as well as maintain their health and wellness.

Food System and Policy

165 Church Street, 2nd Floor, New Haven, CT 06510 203.815.7407

Addresses challenges and inequities within the complex range of food system issues, including food access and food insecurity.

Office for Homelessness Services & Housing Opportunities for Persons with AIDS

316 Dixwell Avenue, New Haven, CT 06511 203.946.8562

Provides a safety net of support through Emergency Housing, Transitional Housing, Permanent Supportive Housing and case management services for the City's most fragile or vulnerable citizens, including homeless singles and families, and people living with HIV/AIDS.

Newhallville Anti-Violence Initiative

316 Dixwell Avenue, New Haven, CT 06511 203.946.7127

Engages police and community members in long-term planning to address the root cause of violence in high crime areas.

Project Fresh Start

165 Church Street, 1st Floor, New Haven, CT 06510 203.946.7175

Facilitates the coordination of community partners and City services to increase resources, employment, health care, housing referral assistance, pardons classes, and access to education for the formerly incarcerated, which reduces recidivism and stabilizes families.

Social Services Department

165 Church Street, 1st Floor, New Haven, CT 06510 203.946.8523

Coordinates the distribution of case management funds and resources to eligible New Haven residents.

Warren Kimbro Reentry Project

316 Dixwell Avenue, New Haven, CT 06511 203.946.7119

Reduces overall incarceration and recidivism rates by engaging individuals inside and outside the correctional institutions with supportive and placement services and resources for work and quality of life.

CSA Administration

165 Church Street, 2nd Floor, New Haven, CT 06510 203.946.7907
Oversees CSA Operations; strategic initiatives; partnerships; population based service delivery systems; risks and emergency management; governance and accountability of the departments that report to CSA.

CSA Operations

165 Church Street, 1st Floor, New Haven, CT 06510 203.946.7155
Manages Operations of CSA; workflows; budgeting; personnel; contracts and fund developments to optimize the performance of departments that report to CSA.

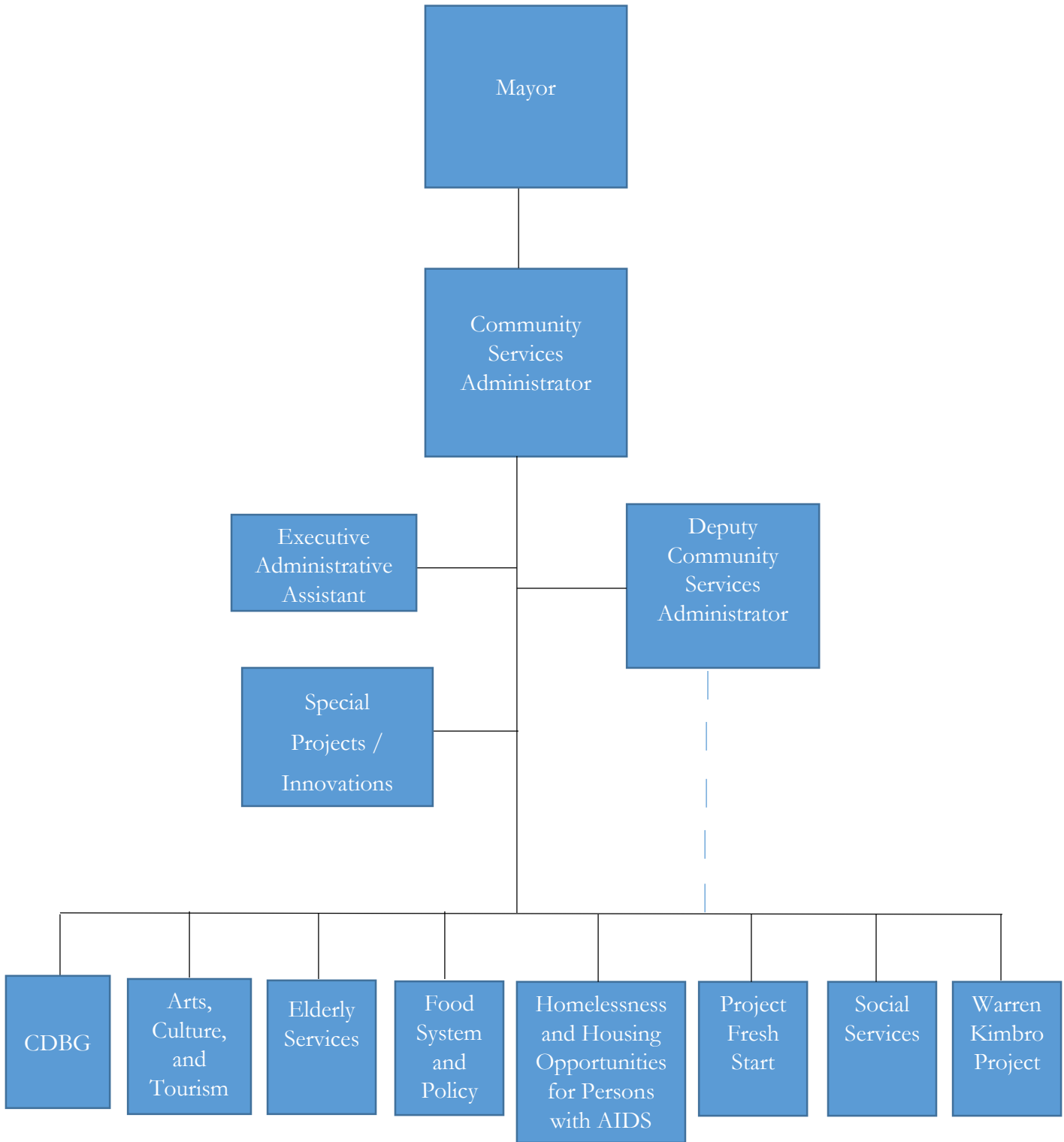
Hours of Operation

The Community Services Administration is located at City Hall, which has public operational hours Monday through Friday from 9:00 a.m. to 5:00 p.m. In case of public hearings or special meetings, the hours are subject to change.

Arts, Culture, and Tourism, Social Services, Project Fresh Start, Elderly Services, and Food Systems and Policy are located at 165 Church Street and also operate Monday through Friday from 9:00 a.m. to 5:00 p.m.

The New Haven Opportunity Center is located at 316 Dixwell Avenue. This location includes the Office for Homelessness Services and Housing Opportunities for Persons with AIDS (HOPWA), the Warren Kimbro Reentry Project, the Newhallville Anti-Violence Initiative, and Social Services Department extension along with special programs areas in partnership with community based organizations, which include: Community Action Agency, Elderly Services Rent Rebate Program, the MOM's Partnership, New Haven Legal Assistance Association, National Veterans Council for Legal Redress, and the UCONN Extension. Hours of operation are Monday through Friday from 9:00 a.m. to 5:00 p.m.

Organizational Chart



III. Communication and Daily Practices

A. Personnel

All personnel assigned to departments that work under the Community Services Administration must be responsible to conduct their respective business based on this manual. Personnel are required to report on time to their worksites and leave at their regularly scheduled time based on operational hours of their respective sites. Variations to this must be approved by Supervisors, in compliance with the union and labor agreements. Hours worked should coincide with the worksite or as per union contract agreements. Any request for variations should be made to the Community Services Administrator. In the absence of the Community Services Administrator, requests should be made to the Deputy Community Services Administrator for approval, with a copy to the Community Services Administrator.

Our goal is to develop and empower our workforce, attract and retain a quality workforce, engage staff in skills and personal development and support their leadership and capacity to better respond to our customers.

Personnel must conduct themselves in a respectful manner with their colleagues at all times. Staff cohesion and inter-personal relationships will be fostered in CSA through ongoing efforts of continuous quality engagement, comradery and collegiality. CSA will aim to offer and support both formal and informal staff engagements, as well as off-hours staff development activities. CSA staff will be encouraged to participate in their areas of interest. The explicit purpose of these efforts is to build trust, empathy and communication between individuals of different backgrounds, experiences, and perspectives to maximize our collective impact.

CSA believes that diverse perspectives within an organization contribute to more creative, productive, and innovative teams for success. All employees are encouraged to adopt a Team Based Leadership Model in their work. Guidance and leadership for this approach will be provided in partnership with the Community Services Administrator, Deputy Administrator, and individual Department Directors. All employees are encouraged and welcome to contribute to CSA workforce development by recommending opportunities for our growth.

CSA staff are expected to refer to the “City of New Haven Workplace Violence Policy” under Employee Policies on the Human Resources page of the City website for information regarding workplace conduct.

B. Phone and Voicemail

As per City policy, all cell phones issued to employees should be kept in clean, working condition. All cords and accessories should be properly maintained. Any problems should be immediately brought to the attention of the Controller’s Office who issues these devices, with a copy to the CSA Deputy Directors who supports the operations and work flow.

Desk phones should be answered prior to the third ring. Maintaining proper customer service means that voice mailboxes are kept clear and responses to messages shall normally respond within 1-2 business days.

Voicemails from external or internal senders shall normally be replied to within a reasonable amount of time during the business week if not interrupted by the weekend or holiday (within 1-2 business days).

Emergency calls are to be responded to within the same business day, if possible, in order to foster good customer service.

Please refer to the “City of New Haven Personal Communications Devices Usage Policy” on the Human Resources website under Employee Policies for information regarding these matters.

C. Computer and Email

In fostering good customer service protocols, emails from external or internal senders in most circumstances should be replied to within 1 – 3 normal business hours, if not interrupted by the weekend or holiday. CSA staff are encouraged to address emails during the week they were received.

When taking extended absence from the Office, please set up an “out-of-office-automatic-reply” prior to leaving the office or on the departure day. You may create such a message remotely as circumstances and access to technology permits. It is suggested that the message should serve to notify our customers of an employee’s absence, anticipated return date, and whether the employee cannot or does not intend to respond to emails during their absence.

For Citywide information, please refer to the “City of New Haven’s Electronic Mail & Internet Access Policy” on the Human Resources website under Employee Policies.

D. Publications

All formal CSA publications and public communications on policies, including but not limited to Newsletters and Annual Reports, must be submitted to the Community Services Administrator or Deputy Administrator for review. All final publications must be pre-approved by the Community Services Administrator prior to printing, publication and public dissemination.

The CSA monthly Newsletter is due for publications during the 1st week of the month.

Please submit your contributions by end of the prior month for review and approval.

Please note: All media inquiries for City agencies, departments and the Mayor should be referred to Laurence Grotheer, Director of Communications at 203-946-7660 or lgrotheer@newhavenct.gov

E. Client Interactions

Positive and respectful interactions with clients are required at all times. CSA emphasizes customer satisfaction and clear, effective communication with members of the public. In the case of a challenge with communication or behavior, staff should defer to their immediate supervisor for assistance.

F. Appointments

As a representative of the City, please make sure all communications are kept professional and appointments are confirmed and kept on time with clients.

G. Office Space Usage

If personnel are interested in changing their office space assignment, pre-approval from the Community Services Administrator or Deputy Administrator is required.

Station 8 in the first floor CSA will be used as a “Drop in Center”, providing CSA departments and outside organizations space to conduct their operations on an as-needed basis. A calendar located in this area is to be used for space reservations.

H. Meetings

Meeting arranged through any means (verbal or written through email) also require a calendar invite sent by the organizer in advance of the meeting date. The sender’s request should be responded to in a timely manner (within 1 -2 business days, when possible) to inform the sender of one’s ability to attend. Once confirmed, meeting cancellations – unless in case of emergency – should also be made with at least 24 hours of notice to the organizer.

I. Signatures

A request for signatures must be submitted with ample time for processing. In the cases of contracts, Board of Alders submissions, and budget transfers, these documents must be processed and approved by immediate supervisors and Deputy CSA prior to bringing them to the CSA Executive Administrative Assistant for CSA signature. Letters, memoranda, and other items requiring CSA’s signature are to be brought directly to CSA Executive Administrative Assistant with an expected response timeline of 1-3 business days.

J. Events

Department events are developed for staff to get involved with the community and promote cohesiveness with the people we serve. All City established rules must be adhered to when planning and sponsoring the City run event. This may involve permits, including the Mayor’s office, CAO’s Office, Police, Fire Marshal, Health Department (when food is served), Building Department, Department of Parks and Recreation or other applicable Offices.

Circumventing the rules increases the liability for the City and may pose a serious issue for the attendees. The Community Services Administrator or designee should sign off on all department events under CSA.

K. Time and Attendance

Timesheets are to be signed by the staff person's supervisor and submitted weekly to the CSA Account Clerk in CSA Operations by 2:00 p.m. on Friday or last business day of the week.

Requests for time off (vacation and personal) must be made prior to departure so that supervisors can assess for adequate coverage; prior to approval from department heads and the Deputy CSA, with a copy to the Executive Administrative Assistant to the Community Services Administrator. Staff notice for vacation and personal time must be in accordance with applicable contractual provisions.

In the case of an emergency, the staff person must contact their immediate supervisor. A phone call or verbal conversation is appropriate in these instances and must be followed up in writing as soon as possible. If the direct supervisor is unavailable, the staff person is to inform the Community Services Administrator and the Deputy Community Services Administrator with a copy to the Community Services Administrator Executive Administrative Assistant.

All Directors are to maintain daily attendance logs for their staff.

In the event a staff member must bring their child(ren) to work, these circumstances must be communicated to one's supervisor as soon as possible. In the event that one's supervisor is unavailable, please follow the chain of command.

Please refer to the "City of New Haven Working from Home Policy" on the Human Resources website under Employee Policies for information regarding requests for these arrangements.

For Citywide information, please refer to the "City of New Haven's Time and Attendance Policy" on the Human Resources website under Employee Policies.

L. Leave of Absence

Please refer to the "City of New Haven's Leave of Absence Policy" on the Human Resources website under Employee Policies.

M. Discipline

Actions taken by supervisors to address staff conduct issues must be reported to the Community Services Administrator.

N. Hiring and Termination

Department Heads seeking to fill a vacant position must notify the Community Services Administrator and Deputy Administrator prior to submitting a job description to Human Resources. Final approval must be obtained from the Community Services Administrator.

Supervisors involved in the termination and hiring of staff must report their process to the Community Services Administrator and Deputy Administrator and follow City Human Resources procedure. Supervisors shall ensure that an exit interview is scheduled with the Community Services Operations to finalize personnel termination. Likewise, supervisors shall ensure that an on-boarding session is scheduled with the Community Services Operations. The Community Services Administrator must be copied on this communication.

Upon leaving a position, employees must save their files to the CSA K-Drive with their work in logically titled folders for transfer to other staff. Supervisors must handle transitional steps with IT to address appropriate email and calendar access as needed to new hires or existing staff. Supervisors are encouraged to contact CSA Operations for assistance, if needed.

O. Fire and Emergencies

In the case of a fire alarm, CSA staff located at 165 Church Street are to exit the building (using the stairwell if located on the second floor) onto Church Street. Once outside, staff should cross Church Street and gather on the New Haven Green until a member of security indicates that the building is safe to enter.

IV. Budget Operations

A. Purchasing

The City of New Haven allows small purchases of \$500 or less not requiring three quotes

Up to \$500 for a single purchase. Other exceptions are yearly subscriptions, utilities, travel and some equipment maintenance contract.

Purchases between \$500 and \$10,000

All purchases of this type require three quotes. Any service quote will also require a certificate of insurance (SCD contracts shall have a preference). Contact Michael Fumiatti, Purchasing Agent, at 203.946.8201 or purchasing@newhavenct.gov. The web portal for purchasing can be found at:

<http://www.cityofnewhaven.com/PurchasingBureauOnline/>

Construction bids – Over \$10,000

Formal bids are typically in excess of \$10,000. The City and or its consultant will prepare Bid specifications and technical drawings. Contact Purchasing for latest Templates.

Small contractor development (SCD) – construction bids – 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 SCD. Only SCD registered contractors are permitted to bid on these projects. Any construction or construction related bid up to \$150,000 must be reviewed by SCD prior to bidding. Contact Michael Fumiatti at Purchasing for latest Templates and see the Purchasing website listed above.

Commodity and Service Related

Commodities and Service Related solicitations greater than \$10,000, refer to sealed bid sections for details. Contact purchasing for the latest Templates.

Request for Proposals (RFP) & Request for Qualifications (RFQ)

An RFP is a sealed formal solicitation whereas the City of New Haven desires an end result but does not have explicit specifications to obtain them – we advise what we want and respondents propose how to achieve the end result. From time to time the City will also seek qualifications (RFQ) of perspective respondents which will later respond to an RFP (RFQ). Contact Michael Fumiatti at Purchasing for latest Templates and see the Purchasing website listed above. RFP contract should be in place by 1st of the month. It is recommended to start this process 45 days in advance.

(Note: There must be no spending without prior approval.)

B. Budget Transfers

Budget Transfers are governed by Section 60 of the City Charter and Section 2-371, 2-385, and 2-386 of City Ordinances. The following rules apply and will be strictly enforced as of Fiscal Year 2015-2016. **Transfers will not be entered on the system nor should expenditures be made until the appropriate approvals have been secured.**

Any transfer from one department to another, regardless of amount needs approval by the full Board of Alders.

Transfer under \$1,500 from one line item to another can be entered directly by Management & Budget provided the Department Head and Administrator have signed off on the prescribed Transfer Form.

Transfers from \$1,500 to 14,999 from one line item to another must be approved by the transfer committee.

Transfers must be submitted to Management & Budget with the Department Head and Administrator's signatures. Management & Budget will coordinate the scheduling of a budget transfer meeting. Attendance is mandatory at these meetings.

Transfer amounts covered under item no. 2 & 3 are on a cumulative basis per service. For example, a transfer submitted in September for \$9,000 would be approved by the transfer committee. A transfer (for the same service) submitted in February for \$10,000 would need to go to the full Board of Alders since the cumulative amount is over \$14,999.

Transfers over \$15,000 are required to be submitted to the full Board of Alders for approval. The regular transfer form plus all the requisite forms for BOA submission must be made by the department in conjunction with their respective coordinators. Attendance by the Administrator, Department Head, or designee is mandatory to explain the transfer.

Note: All budget transactions must have the Community Services Administrator's final approval, and in compliance with CSA current procedures)

C. Vendors, Contracts, and Requisitions:

All potential vendors must submit a W9 and disclosure application to the Office of the Controller to determine their eligibility to become a vendor for the City of New Haven. No vendor should be contracted prior to this step being completed. If vendors have any outstanding obligation to the City of New Haven, the obligation must be satisfied in full prior to us setting up a vendor file and contracting with them.

A requisition must be entered before goods and/or services are obtained. We will not process a requisition after an invoice is received. The invoice date cannot precede the requisition/purchase order date.

If utilizing a State contract or other cooperative purchasing agreement, you must attach the front page of the agreement as backup to the requisition.

Note: for Citywide Purchase Orders the State Contract must indicate a “yes” in the Political subdivision box.

City Wide Contracts (CWC). When utilizing CWC, please indicate the CWC number on the requisition. (A list of Citywide contracts is posted on the Citywide drive under Purchasing).

If 3 quotes are required 3 quotes must be attached. If this is not possible, you must document why it was not possible to obtain 3 quotes (The Purchasing website is an excellent source for obtaining vendors: www.cityofnewhaven/purchasingbureau).

If you would like to have a vendor designated as Sole Source, the Department Head or Designee must send a letter to the Purchasing Agent for approval. Please include the Sole Source number on the requisition.

Requisition line descriptions must be filled in completely. (Eg. If you are ordering 10 computers, you should enter quantity of 10 and unit price).

Generally, if the service requires a company or person to enter City property, they must have insurance and the Certificate of Insurance (COI) must be attached to the requisition.

Any deviations to these policies may result in your requisition being rejected.

If a department would like a contract to start at the beginning of the fiscal year (July 1st), contracts must be finalized by end of the previous fiscal year. Budget implementation is to be finalized in June.

Timeline: Invoices and RFAs must be entered and processed in 5 business days. If employee does not enter invoices or RFAs for themselves they must be reviewed in 2 business days, initialed and sent to Deputy CSA or designee for processing. Once received by Deputy CSA or designee, invoice and RFAs must be processed within 2 business days.

D. Official Travel

The following are guidelines and procedures for the City of New Haven Travel Policy to be used for employees who are **traveling** for a business related trip. In order to provide the accurate amount of reimbursements, all City employees must complete an expense report

detailing the costs of their trip using the states per diem rates. Any similar provisions in union contracts will supersede the terms of this policy.

To minimize confusion and expedite processing of all travel expenses in a timely fashion, all travel reimbursements must accompany supervisor approvals and source of funding covering the travel. All travel request approved by immediate supervisors and Deputy CSA, as applicable, must be approved by the Community Services Administrator. All travel requests should be made as far in advance as possible to research and arrange for the best accommodations.

The City of New Haven's "Request for Conference Attendance and Expense Report" must be completed in it's entirety.

General Fund, Capital Fund, and Special Fund employee travel requests must be approved by the department head. All department head's travel request must be approved by the Community Services Administrator or designee. The Deputy Community Services Administrator's travel request must be approved by the Community Services Administrator. The Community Services Administrator's travel request must be approved by the Mayor's Office or designee. Travel request must be sent to Accounts Payable at least two weeks before the departure date. Each department must include the copy of original signed request form. In case of emergency notice (less than two weeks), staff must obtain approval from CSA operations.

All travel requests must be pre-authorized by said personnel and properly submitted according to the following guideline prior to requester's final commitment or departure.

The use of personal credit cards is not allowed for payment except when it is required to pay for registration online (staff will need to show proof). In all cases, the use of a personal credit card must be approved by the department head in advance. Arrangements should be made through the use of a travel agency for airfare, train and other types of mass transportation not accepting purchase orders.

Guidelines for each expense category listed on the "Request for Conference Attendance and Expense Report" form are as follows:

Note: All checks will be payable to the vendors.

Registration Fees

All conference or meeting fees must be indicated. In addition, a copy of conference announcement, brochure, registration form, etc. must be attached to the request form so that this amount is verified. Should there be any supplemental registration requests for additional events to be attended, these request(s) are indicated in the miscellaneous section of the request form.

Transportation

Local (in state) travel will be eligible for mileage reimbursement at the current IRS rate. Out-of-state travel must be by mass transportation, such as train, bus or plane. Personal vehicles may be used in travel less than 250 miles in-state (round trip). Be sure to

complete the mileage form to record odometer readings for accuracy on the number of miles traveled. The mileage form is to be included with the expense report submitted to the Accounts Payable division upon traveler's return.

Lodging

If a travel agency is not utilized to secure lodging, most conferences will include a list of hotels available for said conference. Employees are required to secure accommodations based on proximity to conference and cost. (The requester is required to demonstrate diligence in securing the lowest rate and must submit written explanation demonstrating solicitation of at least three vendors.) The requester will be reimbursed for the minimum price of a single accommodation room. The conference brochure indicating hotel accommodation cost or the hotel registration form must be attached to the Travel Request form to receive lodging advance. Whenever possible, the City would like multiple requesters to the same conference to share rooms. Hotels will allow requesters to reserve a room on their personal credit card. Full payment will be made by a City check that the requester will bring to the hotel. Payment in full should not be made by a personal credit card.

Luggage

The City will reimburse the costs for up to one bag of checked luggage using the minimum poundage for airline rates.

Meal Per Diem

In the event that meals are not provided by the conference, the requester is entitled to the following, \$10.00 for breakfast, \$15.00 for lunch, \$31.00 for dinner, and \$5.00 for incidentals. The conference brochure must indicate this event in order to receive a meal advance. In the event that breakfast, lunch or dinner is provided by the conference on any day, the requester will not be entitled to a meal per diem on that day. Meal receipts must be submitted upon return along with the final travel expense form to Accounts Payable.

Gratuities

Cannot exceed 15% of total meal request.

Taxis and Carfare

Normally, taxi and carfare do not exceed \$25/day; if amount exceeds that, requesters will need to submit all supporting documentation to be fully reimbursed. Multiple requesters to the same conference are required to share these expenses through a single requester. Upon return, the requester is required to submit receipts when submitting expense report to Accounts Payable.

Garaging and Parking

If applicable, the requester is required to submit receipts when submitting expense reports to Accounts Payable upon return.

Miscellaneous

Advances in this section requires written detail and any brochures or conference forms that show requested cost.

Rental Cars

All rental cars must be approved by the Administrator. It is mandatory to get rental car insurance. Reimbursements will be based on the best economy package rate.

The City's travel policy requires that a completed Expense Report to be submitted to the Accounts Payable division within 10 days of return. Should expenses exceed the original amount advanced, the requester may receive additional reimbursement for registration, transportation, lodging, taxis, and certain miscellaneous items. All expense amounts must be accompanied by receipts. If an additional payment is necessary, the requester must submit new payment voucher with the expense report to Accounts Payable.

In some cases, the requester will owe an amount to the City. They must submit a copy of the expense report and receipts with a check in the amount owed to the City payable to "Treasurer, City of New Haven" to Accounts Payable within 10 days of return.

In compliance with City ordinance, section 62 of the Charter, each department is responsible for forwarding approved reimbursements to the Office of Management & Budget. **Non-compliance of the City's travel policy may result in future denials of travel requests.**

E. Board of Alders – Timelines for Approval

BOA submissions are required for transfer of funds over \$15,000, contracts and multi-year agreements, as well as permission to apply for and accept funds grant funds if awarded.

The BOA Submissions are due to the Legislative Assistant in advance of the Board of Alders Meetings. Please contact the Legislative Assistant for the "BOA Schedule and Submission Deadlines". Documents for submission can be found on the Citywide drive:

N:\ALDERS\BOA Submissions

Submissions are made up of a packet which includes:

- Checklist
- Cover Letter
- Resolutions/Orders/Ordinances
- Prior Notification Form
- Fiscal Impact Statement
- Supporting Documentation (if applicable)
- Notice of Intent (if grant)

- Grant Summary (if grant)
- Executive Summary (if grant)

Signatures from the Community Services Administrator and City Controller are required for submission. Please plan accordingly so that the complete folder can be submitted on time. The Board of Alders Legislative Assistant, Rick Melita, will provide a signature as Mayor's Staff upon receiving the complete folder. Please submit the original copy (with signatures) in person to the Legislative Assistant, along with single file copies of all documents via email to rmelita@newhavencct.gov. Prior to submission of the original documents, make two copies: one for the Community Services Administrator's file and one for the lead grant writer on the project.

I. Metrics

A. City Transformation Plan (CTP)

The City Transformation Plan is a strategic 5-year guide for 8 critical sectors, called “platforms”, which include:

- Workforce and Jobs
- Economic Activity
- Early Childhood
- Education and Positive Youth Development
- Adult Learning and Life Skills
- Community Cohesion and Safety
- Community Health and Mental Health
- Housing and Physical Environment

As the backbone organization to the City Transformation Plan’s implementation, CSA’s role is to ensure that organizations implementing CTP objectives fulfill their commitment to:

- Create new partnerships for innovative solutions to social issues
- Use data to be accountable to New Haven communities
- Emphasize equitable outcomes in all CTP efforts

Many of platform objectives are directly aligned with CSA departments, while others intersect with shared strategies of other City priority areas. Therefore, the outcomes of CSA departments have significant impact on the collect efforts of the City Transformation Plan.

The plan and other information can be found at <http://www.transformnewhaven.org/>

B. Results Based Accountability (RBA)

Results Based Accountability is a performance measurement practice designed to foster introspection and collaboration amongst employees of the same department, as well as a practice that holds those in charge accountable to results previously determined. RBA is also a disciplined way of thinking and taking action that organizations can use to improve the lives of children, youth, families, adults and the community as a whole. Because of this, CSA’s work is to adhere the principles of RBA as a means for the organization to improve the performance of its programs. As a performance measure design, RBA begins at the desired results and works backwards from the results by determining what strategies will achieve these results and what to measure in order to secure them.

RBA is based upon three questions:

- How much did we do?
- How well did we do it?
- Is anyone better off?

The Quarterly Report and Annual Reports will be driven by RBA measures. These are designed to ensure effectiveness of service delivery and quality standards of practices across CSA departments and programs. See below for more information.

C. K-Drive

Departments are expected to add files to the CSA shared K-Drive. Department files are to be added on a monthly basis to the appropriate folders in order to ensure that the structure and logic of files are consistent across Departments.

D. Newsletters

Departments are expected to participate in the creation of CSA Newsletters on a monthly basis. Adherence to the K-Drive updating policy described above will facilitate each Department's ability to share information for the Newsletter production. Staff involved in the publication of Newsletters must receive approval from Community Services Administrator prior to submitting the document for print and public dissemination.

E. Quarterly Reporting

All Departments are expected to create a Quarterly Report. These are to be submitted to the Deputy Community Services Administrator 15 days after the end of each quarter. Please contact the Deputy Community Services Administrator for information and required documents.

Quarter Dates:

- | | | |
|----------------------------|---|------------------------------|
| ○ 1 st Quarter: | January 1 st - March 31 st | Due April 15 th |
| ○ 2 nd Quarter: | April 1 st - June 30 th | Due July 15 th |
| ○ 3 rd Quarter: | July 1 st - September 30 th | Due October 15 th |
| ○ 4 th Quarter: | October 1 st - December 31 st | Due January 15 th |

Note: The fiscal year begins on July 1st

F. Annual Report

All Departments are expected to participate in the creation of CSA Annual Report. The CSA Annual Report will be due on December 15th of each calendar year. Adherence to the K-Drive usage policy described above will facilitate each Department's ability to share information efficiently for the Annual Report production. All departments and offices under CSA that produce their own Annual Report must include the Mayor and CSA's statements/columns in such publication. Staff involved in the publication of Annual Reports must receive approval from their Department Head or Supervisor. Departments that want to publish their own Annual Report in addition to the CSA Annual Report, must submit their final report for review and pre-approval prior to the publication of Report to the Community Services Administrator and Deputy Administrator. A copy of each department's Annual Report should be sent to the Community Services Administrator's and Deputy Community Services Administrator's office.

G. Grant Writing

Refer to the “CSA Grant Writing and Coordination Metrics” for specifics on this work. Also, see the **Board of Alders – Timelines for Approval** section above for information regarding Board of Alders Submissions for grants.