

## **State OPM Draft 9-6-18 For Discussion Purposes**

### **CITY OF HARTFORD**

#### **REVENUE AND EXPENDITURE INITIATIVES**

*The City's Five-Year Plan contains targeted operational savings that need to be achieved for the plan to remain in balance and to also help enable the creation of fund balance surpluses and future reductions in the mill rate. At the time of the MARB's consideration of the Five-Year Plan, the City provided a list (see below) of potential revenue enhancement and savings initiatives to achieve the targets in its plans. The City is currently working on or has plans to implement a number of the items below. The MARB's role, in this regard under PA 17-2, includes monitoring the City's financial plan and identifying and making efficiency recommendations.*

*In this regard, **for discussion purposes, highlighted** below (for discussion purposes) are some initiatives which, in part because of their significance, the MARB could work with the City to analyze and make plans and recommendations for implementation. Importantly, the PA 17-2 allows expenses of the board related to its work with designated tier III or IV municipalities, including any staff, consultants and other expenses. In this regard, \$750,000 of the recent allocation of the municipal restructuring funds by OPM to Hartford was set aside to cover the MARB's expenses in this regard. One potential use of the funds could be to hire organizational, benefits or other consultants/experts to assist with one of more of the initiatives highlighted below.*

#### **REVENUE ENHANCEMENT**

##### **Development Initiatives**

- Pearl Street buildings
- Downtown North
- Bushnell Square
- Park and Main
- MIRA Facility Redevelopment
- MIRA/South Meadows RFP
- Westbrook Village
- Bowles Park
- Homestead Avenue Site
- Opportunity Zone Investment
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##### **Other General Property Tax Initiatives**

- Tenant Recruitment – market vibrant city / raise property values

##### **Other Tax Collection Efforts-selected**

- Tax Deed Sales for Residential and Commercial

- Motor Vehicles – License Plate Scanning & Compliance Initiative
- Personal Property Audits – Use accountants during low-season to assist with prep of the personal property audits. Audits can only be done by a certified auditor/assessor. Increase the volume of audits conducted annually.
- Personal Property Collection efforts – Use Alias Tax Warrants
- Residential – Apartment to Condo Conversion Legislation – assisting with mitigating the revenue loss
- Personal Property – Assessors inventory city for construction vehicles not on grand list (Example: there is a visible crane for example)
- Personal Property – Feet on the Street Initiative – identify business in existence not on our grand list

### **Licenses and Permits**

- Development Services new proposed fees
- Fee Task Force in FY2019 for remainder of fees
- Review of Permitting Process – Require copy of contract, signed by owner. Affidavit signed by owner and contractor.
- Construction work completed without permits – increase fines and means to recoup funds and costs after the fact. Increase penalty fee where construction occurs without a permit.
- City’s Contract compliance to confirm that permits have been pulled.

### **Revenue from Money and Property**

- Review of City Leases and Revenue Schedule in context with dates of expiration.

### **Charges for Services**

- Review of Fees not set by statute
- Higher Recreation fees for non-residents / general recreation fee Increases

### **Other Revenues**

- Private Duty Jobs – review of fees and review to allocate the full cost of the PJs (fringes, cost of car, etc)
- Increase fee and regulations of utility cuts in paved surfaces
- Additional User Fees - Review of services provided by departments at a micro-level to determine if there are services we are not charging for.

## **EXPENDITURE SAVINGS INITIATIVES**

### **School/City/Library Service Partnership and Sharing**

- Print Shop
- Human Resources / Payroll
- Purchasing / Procurement

- Risk Management
- Facility Management
- Site and Snow Maintenance

#### **Operational Efficiencies, Productivity**

- Fire
- DPW
- Police
- Other

#### **Regional Cooperation and Service Sharing**

- Health Services (Regional Health District)
- Other Public Services

#### **Future Union Negotiations *including how they relate to the other potential initiatives***

#### **Retiree (Pension; OPEB ) Benefits *Note: Meet with City officials and actuaries in October 2018***

##### **Benefits**

- Active Health Insurance
- Dependent Eligibility Audit
- Workers Compensation Reduction Strategies –
  - Expand light duty program
  - Expand light-duty opportunities to assist with return to work
  - Continued Training

##### **Other Non-Personnel**

- Rightsizing the City Fleet
- Strengthening Golf Course Enterprise Operations
- Expanded Use of Technology
- Lean Process Evaluation / Additional Service Efficiencies
- Reduction in Leased Spaces (Constitution Plaza Year 5)
- Energy Efficiency Opportunities – Continue transition to LED lights, performance incentive contracts with Eversource