

**CITY OF HARTFORD
REVENUE AND EXPENDITURE INITIATIVES**

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

Other General Property Tax Initiatives

- Tenant Recruitment – market vibrant city / raise property values

Other Tax Collection Efforts

- 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

Regional Cooperation and Service Sharing

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

Future Union Negotiations

Benefits

- 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