



To: Participants in March 7 Public Input Meeting

From: Act 47 Coordinator

Date: March 15, 2011

Thank you for participating in the public input meeting on March 7. This document contains the ideas generated at all the tables at the public input meeting. We have organized the ideas into four categories:

- Expenditure Reduction Ideas
- Revenue Generating Ideas
- Incinerator Debt Issues
- Sale/Lease of Assets

We have shown all the ideas generated and you can see that many of the same ideas were brought up in more than one group.

Thank you for participating in developing ideas for Harrisburg's financial recovery. We will be reviewing the ideas as we develop our recovery plan for the City of Harrisburg.

Act 47 Public Meeting Notes

March 7, 2011

Expenditure Reduction Ideas

- look at self-insurance - is it the most cost effective plan
- Employee benefits should be more closely aligned with what people in the community pay/have
- Private haulers for sanitation
- Recycling - increasing recycling would decrease the cost of tipping fees
- Green energy - is this an income potential for the City?
- Reopen contracts with collective bargaining units
- Improve the HVAC at City Hall
- OT - look at the breakeven point for hiring positions instead of paying overtime
- Make sure that employee salaries are not too high
- Drive down the cost of policing - we need community policing
- Examine tax expenditures and eliminate
- Reduce service contracts and do it "ourselves"
- Enforce contracts between haulers and RRF so they don't take loads to the dump
- Look at separating THA from the City
- Look at off budget funds
- Move THA offices to City buildings
- Privatize water and sewer
- More police protection will encourage economic development
- Zoning changes to encourage community development
- Look at self-insurance
- Regional service sharing
- Strategy for partnerships to deliver services and programs
- Eliminate state barriers for fire and police protection
- Purchase goods jointly for economies of scale
- Look at services across the board (don't cut PW as it also impacts public safety)
- Be cautious about outsourcing to make sure it really works
- Talk to line staff to get ideas
- Ask citizens and businesses to take responsibility for more
- Consolidate city services
- Look at cost-effectiveness of self-insurance
- Develop strategy/legislation for absentee landlords (reciprocity across state lines)
- Have federal forensic audit to find out what happened to incinerator/why no performance bonds

- Look at workers compensation – there are many people out of work which impacts services and costs money
- Provide check/balance system to make sure managers aren't using flex time inappropriately for sick and vacation time
- Ensure no overtime for managers
- Use holidays for furlough days across the board
- Partner with universities and hospitals (for example, Parks and Recreation programs)
- Get sponsorship of equipment, playgrounds by local businesses
- Keep police/fire/other pensions (don't take away for retirees)
- Get rid of take home vehicles for all (including management)
- Partner with other counties to host professional conferences
- Provide doctor on premises to save health care costs
- Move to four-day work week
- Reduce paper and energy costs
- Buy all products with all in City, authorities, schools, others to get bulk pricing to lower costs
- Eliminate debt
- Reduce healthcare
- Examine OT for public safety
- Reduce health benefits for City Council
- Outsource as much as possible
 - Mowing, trash collection, recycling pickup
- Regionalize police and fire
- Consolidate purchases with County – joint purchasing
- Eliminate street sweeping – or reduce frequency
- Allow good managers to manage their departments
- Identify and utilize GSA contracts
- Parking ticket fees – should be greater than \$15
- Vehicles – replace with fuel efficient models
- Reduce expenditures by 10% and eliminate debt in 4 years
- Ask departments to cut budgets – they know their departments
- Better enforce trash ordinance
- Enforce jaywalking
- Website to promote businesses – not TV20; Consolidate Council and City websites – review all websites
- Look forward regarding financial projections and impacts
- Partner with businesses
- Cannot ignore schools
- Put city payroll back on direct deposit instead of paper checks
- Clean streets once per month instead of every two weeks
- Examine opportunities for decreasing City employee headcount and outsourcing services

- Define "core services" for the City - if programs don't fall under "core services," evaluate if they should be kept
- Core services in Harrisburg may include public safety, sanitation, maintaining existing parks, and ensuring the health of employees
- Enforce existing laws and operate government more efficiently
- Examine early retirement incentives
- Change to Council/Manager form of government

Revenue Generating Ideas

- put a tax on cell phones for everyone that lives in the City (.005% per month)
- Commuter tax
- Contributions from others who benefit from services
- Step up parking enforcement
- Increase the contribution from the Parking Authority to the General Fund
- Raise our taxes
- Contributions from state - need a steady agreement for how much they will contribute each year
- Sell water to more surrounding jurisdictions
- Grow and sell medical marijuana
- Increase rate State pays for services
- Promote further use of City buildings for special events
- No new taxes
- Building communities will encourage economic development
- Develop long-term economic development strategy
- Regional tax base sharing
- On street parking
 - Increase hours on meters
 - Increase parking fines
- Examine option of PILOTS
- Reduce tax abatements
- Study City fees
- Raise taxes
- Collect payment in lieu of taxes (PILOTs) from nonprofits, universities, and state government
- Work on federal legislation to require state payments to state capitol cities
- Bill state for utilities and other services
- Commuter tax
- Sell artifacts
- More speeding enforcement

- More aggressive enforcement of all traffic and parking
- Add parking meter fee for nights and weekends
- Increase parking rates and evaluate ease of parking
- Fill parking enforcement officer positions
- Bottle DeHart dam/reservoir water and sell it
- Increase enforcement of landlord, code enforcement
- More hotel tax for City
- Get viable development proposal to increase tax base
- Allow fishing for fee on DeHart Dam/Reservoir
 - Look at tax exempt properties
 - Liquor/by the drink tax
 - Parking permit fees
 - Extend fees for parking beyond 5:00
 - Separate meters from garages
 - Commuter tax
 - Look at annexing surrounding townships
 - Require employees to pay more of healthcare costs
 - Examine pension structure
 - Examine leave payouts
 - Aggressively collect city obligations that are unpaid
 - Review all city fees
 - Water and sewer surcharge for tax exempt properties and all properties
 - Staggered and reduced workweek for non-essential employees
 - Examine state payments to the City
 - Sell unneeded properties and all assets
 - Fix RRF steam line so it is operating at capacity
 - Have schools look at their assets to return to tax rolls
 - Relocate City Hall (consolidate office spaces)
 - Redevelop vacant properties
 - Toll bridges
 - Hotel/Restaurant tax
 - Achieve greater recycling rates (reduces dump fees and generates revenue)
 - Look at possibilities to re-plan the City
 - Develop new economic development strategies - grow the tax base
 - Regional asset distribution (6% sales tax)
 - Increase alarm fees; save the services
 - Charge tax exempt properties for services
 - Increase fees for fire
 - Citizen advocacy to increase/negotiate proper PILOT
 - Reexamine parking meter usage and City parking tax

- Drink tax
- Increase tax base - rehab existing dilapidated properties

Incinerator Debt Ideas

- Get the surrounding municipalities to pay their "fair share"
- Convince the bond holders to take less
- Enforce flow control
- Fix the steam line
- Transfer RRF to city so that it shows up on the city's books
- Close RRF
- Increase fees for County and other jurisdictions using incinerator
- Encourage more jurisdictions to bring trash to the incinerator
- Know the actual percent of debt and current rates
- Be prepared to default
- Criteria for all expenditures should be health and welfare of citizens, nothing else should be funded – unlike TV20
- Reduce extraneous services – like Parks and Recreation
- Need a better understanding of how debt was accumulated
- Fair and equitable trash rates
- Have County enforce the rules regarding tipping fees and requiring all cities to use RRF
- Create a different water and sewer authority
- Understand aggregate amount of debt
- Explore getting out of/prioritization of trash collection
- Consider other revenue sources
- Understand process – how we get there; solutions must be global and final; solve full problem
- Solve problem with shared pain – all entities should be part of solution – City, County, THA, bond holders, insurance companies, Covanta
- Need forensic audit to determine how we got here
- Recovery Plan needs transparency to create trust – no back door meetings
- Recovery Plan won't pass without transparency
- Citizens don't have enough assets to satisfy all debts
- Sell the incinerator to another government entity - either City of Harrisburg or a new authority - must maintain trash flow for incinerator to maintain value
- Need to identify new sources of funding for municipal debt
- Seriously negotiate with bond holders
- Consider filing Chapter 9
- State should take incinerator

Asset Sale/Lease

- Parking facilities - get competitive proposals for sale/lease
- Sell artifacts
- Sell incinerator
- Before selling or leasing anything, need appraisal of all City assets so citizens know their value
- Sell or lease water operations/facilities
- Sell RRF
- Inventory and sale of assets
 - WWII artifacts
 - Wild West artifacts
 - Real estate
 - Residential properties
- Sell parking decks
- Sell of parcels that are vacant, especially high value parcels such as Strawberry Square
- Sell civil war museum
- Sell McCormick Island
- Sell incinerator
- Examine potential revenue in selling water and sewer system
- Lease parking garages - must be evaluated carefully, may not generate revenue as projected (see examples in other cities like Chicago)
- Selling assets - must be done carefully and thoughtfully - everything should be inventoried, appraised, and put on the market
- Honest inventory and use appraisal of City properties