

IN THE COMMONWEALTH COURT OF PENNSYLVANIA

C. Alan Walker, in his capacity as
Secretary for the Department of
Community and Economic Development,

No. 569 M.D. 2011

Petitioner,

v.

City of Harrisburg,

Respondent

**STATUS REPORT OF THE COORDINATOR FOR THE CITY OF
HARRISBURG**

Frederick A. Reddig, Coordinator for the City of Harrisburg (the
“Coordinator”), by and through the Office of Chief Counsel for the Department of
Community and Economic Development, respectfully submits the following Status
Report regarding the implementation of the Harrisburg Strong Recovery Plan, as
confirmed by this Honorable Court on September 23, 2013.

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Respectfully submitted this 1st day of July, 2014.

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official capacity as Secretary of
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Date: July 1, 2014

To: The Honorable Bonnie Brigance Leadbetter

From: ^{FAR} Fred A. Reddig, Coordinator

Re: Update on Receiver's Plan Implementation

I am pleased to provide the Court with the quarterly update on the status of the implementation of the Receiver's Recovery Plan as confirmed by the Court on March 9, 2012 and on the Modified Plan filed with the Court on August 26, 2013 and subsequent to the Court's September 19 hearing, confirmed on September 23, 2013. This will be my second report to the Court since my appointment by DCED Secretary Walker as Coordinator effective March 1, 2014.

This memorandum, supported by the accompanying attachments, provides the Court with a summary of actions that have occurred and issues that are involved with the continued implementation of the confirmed Harrisburg Strong Plan over the last quarter.

Office of the Receiver/Coordinator

Given that the Fiscal Emergency declared in October 2011 by Governor Corbett has now been alleviated, the Department of Community and Economic Development on January 16, 2014 filed an application to vacate the Receivership and return the City to the underlying provisions of Act 47. Following review by the Court, your honor issued an order on February 25, 2014 to vacate the Office of the Receiver and for DCED's Secretary to appoint a Coordinator who will oversee the further implementation of the Court confirmed Harrisburg Strong Plan. The Court will also retain jurisdiction over the further implementation of the Plan. This report represents the first full quarterly report since the Receivership was vacated. As Coordinator, I will continue to keep the Court apprised of the plan's status through our quarterly reports.

The Coordinator has held weekly status conference calls with members of his consulting team to coordinate all aspects of plan implementation thru the end of June. The Team of professional advisors comprised of the Novak Consulting Group, Pennsylvania Economy League, Stevens & Lee, Public Resource Advisory Group and McKenna Long and Aldridge that supported the Receiver remains in place and continue to be engaged in the further implementation of the Strong Plan. These meetings are critical to the overall coordination of implementation activities.

Municipal Financial Recovery Advisory Committee (MFRAC)

Now that the Receivership has been vacated and the provisions of Chapters 6 and 7 of Act 47 are no longer applicable, meetings of the MFRAC have ceased, however, I will continue to provide regular reports to the Court, City officials and the public on activities related to the

continued implementation of the Harrisburg Strong Plan. A press conference was held by the Mayor, members of Council and myself on March 27 to provide an update on Harrisburg Strong activities during the month of March that highlighted the following activities:

- The City made its first payment on its General Obligation Bonds since 2011. Payment of \$4.67 million was made to Bank of New York Mellon prior to the March 15 due date.
- The City paid off the remaining balance on the Metro Bank loan that was secured with the pledge of proceeds of the artifacts auction. In total the City received approximately \$2.6 million from the Wild West artifacts sale.
- The City closed on its first financing since the Series U parking revenue bond transaction. This was a \$2 million Tax Anticipation Note from Metro Bank. The City may not need to draw on this loan; however, it provides backup until its real estate and earned income tax revenues are received to meet debt and creditor obligations.
- City Council approved the necessary steps to utilize a \$300,000 subsidy from Lancaster County Solid Waste Municipal Authority (LCSWMA) for moving its public works vehicle maintenance center from the incinerator property
- The Harrisburg Authority, now known as Capital Region Water (CRW) closed on a \$2 million line of credit with M & T Bank that allows it to proceed with its overdue sewer treatment plant upgrade. This project will result in improvements to the Chesapeake Bay watershed, enabling Harrisburg to avoid millions of dollars in fines.

Asset Monetization Matters

A key milestone of the Harrisburg Strong Plan was reached with the closing on the sale of the Resource Recovery Facility and monetization of the parking assets that occurred on December 23. This step represented the consummation of the Harrisburg Strong Plan and notice of said consummation was provided to the Court at that time. Approximately \$490 million of City debt and other obligations was eliminated at plan consummation. Importantly, after consummation, the City is no longer a guarantor of debt service payable by either the Lancaster County Solid Waste Management Authority (LCSWMA) or the Pennsylvania Economic Development Financing Authority (PEDFA). The vast majority of the Strong Plan was not merely a restructuring of City liabilities, but was the complete elimination of debt and other obligations (see chart attached). The exceptions are the City's General Obligation Bonds and the so-called "Verizon Bonds". The former were restructured and the latter is in the process of being restructured.

Over the last three months our efforts have shifted to focus more on operational issues, though there also remains work to implement actions following plan consummation related to both the Resource Recovery facility and the parking system as well as to pursue matters



related to several other debt related issues that were not encompassed by the plan's consummation.

This section of the report provides an updated summary of progress made with respect to:

- The sale of the incinerator from The Harrisburg Authority to LCSWMA.
- Long term capital lease of Harrisburg's parking assets from the City and HPA to PEDFA.
- Activities related to the "Verizon Bonds" and the "Senators' Stadium" financing.
- Activities related to the transfer of the water and sewer operation from the City to CRW.

Resource Recovery Facility

The Lancaster County Solid Waste Management Authority (LCSWMA) is now operating the resource recovery facility. As of the beginning of April the City had completed the relocation of its public works facility to a former automobile dealership on Paxton Street pursuant to the terms of the sales agreement with LCSWMA. The City was under a March 23 deadline to complete the move in order to receive the full \$300,000 payment from LCSWMA. Although it was a major challenge the City met this deadline and the LCSWMA subsidy will pay for rent on the new facility for approximately 20 months. This will afford the City time to determine a long term plan to address the needs of its public works facility. Work continued during the quarter to complete various renovations to the facility to accommodate City usage. The City has begun to receive approximately \$288,000 per year as a Host Fee from LCSWMA and tipping fees paid by haulers of municipal solid waste derived from the City will be reduced slightly.

Moody's Investors Service affirmed its A3 rating on LCSWMA on March 25, 2014. In February of 2013, well prior to the consummation of the Strong Plan, Moody's had warned of a potential "multiple-notch" downward rating change of LCSWMA should they acquire the Harrisburg Resource Recovery Facility. According to LCSWMA's Executive Director, this rating confirmation, "acknowledges the positive structure of the recent purchase of the former Harrisburg waste-to-energy-plant..."

Parking Facilities

The parking assets are now under the auspices of PEDFA who has engaged the Capital Region Economic Development Corporation (CREDC) to oversee the operation and management of the parking operation. Standard Parking Corporation is managing day to day operations and Trimont Real Estate Advisors is managing the parking assets.

Due to extreme weather and other considerations there was a delay in installing the new parking meters by more than a month. These new meters accept credit cards and now are useable through a cell phone application. Customers of the on street parking system can now enter their cell phone number and receive a message when the time is running out on their meter. A text message reply with the number of minutes the customer would like to add can be used to add time and avoid ticketing. During the summer, Standard Parking

intends to complete installation of all of the smart meters and be in the process of upgrading the technology in the garages. Once the technology in the garages and on street are updated and integrated, the City should see many improvements and customers will have additional options to address issues that have been raised by workers, merchants and residents.

The City is now entitled to lease payments that begin at \$2 million per year and escalate thereafter throughout the term of the PEDFA lease. In addition to the extent the parking enterprise flourishes, the City is entitled to a significant sum of the "residual cash flow" as part of the consideration being paid by PEDFA for the acquisition of the lease. In June, notwithstanding the poor weather conditions earlier in the year, and the delays in installing the new parking meters, the City was paid all rent and other payments due it for the first six months of the calendar year, and payments were made to the asset manager and parking manager for their performance fees.

The City is now benefitting from an increase in parking tax receipts of approximately \$1.55 million per year that had previously been pledged to parking bonds issued by HPA. All parking bonds that were guaranteed by the City have been repaid in full or are in an irrevocable escrow set up to provide for payment when the bonds are redeemed in accordance with their terms. In the event there is a downturn in parking revenues, increase in expenses or both, the City is no longer at risk that its General Fund will be tapped to pay any shortfall on parking bonds.

After the HPA bonds were repaid or "defeased" on December 23, the City received the next \$35.9 million in parking proceeds. The City used \$6 million of the proceeds to pay debt service on its General Obligation Bonds; the first time it has been able to pay any of its General Obligation Bond debt service since 2011. The City also used \$4.5 million of the proceeds to repay 40% of the obligations owed to the Suburban Communities resulting from alleged sewer rate over charges. The City paid another \$1.5 million to the Suburban Communities on April 15 and has now repaid over half of the amount the parties agreed to in their settlement agreement.

A Parking Advisory committee chaired by Trimont Real Estate Advisors, the Asset Manager and comprised of a representative from CREDC (as PEDFA's representative); Standard Parking Corporation, the Operator; the Parking Authority; the Mayor; City Council; DGS; Assured Guaranty; and the County was established early in 2014 and continues to meet. The Advisory Committee serves as a forum for communication and interaction among the parties with interests in the operation of the Parking System and as a vehicle for customer and public input with respect to the operation of the system. The Advisory Committee has no decision-making authority, but is empowered to provide input to the parties.

The national rating agency – Standard and Poor's upgraded Assured Guaranty from AA- to AA on March 18, 2014. This should result in holders' of the Series A and Series C parking bonds enjoying an increase in value in their bonds and increased liquidity.

Water and Sewer Operation

The City transferred responsibility for the ongoing operation of its water and sewer facilities to The Harrisburg Authority (THA), now known as Capital Region Water (CRW), effective November 4, 2013. This action resulted in the transfer and consolidation of the administrative, operational and financial responsibilities for the water, wastewater and storm water operations to CRW. This operational approach addresses compliance with the Clean Water Act and Chesapeake Bay requirements and has been viewed as an acceptable model for the Department of Justice, EPA and DEP. The creation of an operating authority was also supported by the suburban communities. The City and CRW have entered into a shared services agreement to facilitate the transfer and provide for the effective coordination of services between the parties.

The City and CRW were awarded a \$26 million loan from PENNVEST in the summer of 2013 which represents half of the estimated project cost of \$52 million. One of the conditions of the loan was the transfer of operational and financial responsibility to CRW. The loan proceeds will be used to address the necessary upgrades to the wastewater treatment plant to meet Chesapeake Bay requirements. In mid-March, CRW closed on a line of credit with M&T Bank that allows a notice to proceed to be issued to contractors to begin work on the improvements to the wastewater treatment facility and address EPA and DEP requirements. Efforts to secure the remaining financing are currently being finalized with settlement expected in July.

The Verizon Bond Problem and Harrisburg Senators' Stadium

The "Verizon Bond" problem has been a major focus of the Coordinator's Team, since consummation of the Strong Plan. The Verizon Bond problem originated from the fact that the Verizon Bonds were issued by the Harrisburg Redevelopment Authority in 1998 to fill a structural deficit of the City at the time. The assumption was that Verizon or someone would be in the building paying sufficient rent to pay approximately \$40 million of debt service from 2016 – 2033. The City of Harrisburg guaranteed repayment of all the debt service on the Verizon Bonds. The Verizon lease ends prior to the requirement that debt service be paid. Therefore, if Verizon moves out prior to the debt service becoming due, which is expected, and the building remains vacant, the City would be required to pay the entire \$40 million in debt service.

Active discussions have occurred over the last quarter with the Department of General Services (DGS) to address the relocation of state offices to fill vacant office space caused by the departure of Verizon. A lease between the DGS and Hargestown Development Corporation (HDC) has been drafted and reviewed by counsel for each of the landlord and tenant. Discussions continue about term of lease and rental, both of which will have a bearing on how much of the City's obligations on the Redevelopment Authority's Series 1998A bonds will be eliminated or reduced by this transaction. In addition, DGS and HDC are discussing a \$12-\$17 million upgrade to save energy in all three buildings that are part of the complex. This transaction is being pursued contemporaneously with, and has an impact on the structure of the Verizon Bond restructuring. Due to an issue involving the sale of the former state

hospital site that requires legislative approval in order for DGS to move forward, a lease will not be completed by the end of June. The aforementioned legislation was approved by the House and Senate the evening of June 30 and awaits the Governor's signature. All parties continue to believe that it is feasible to move the Commonwealth employees into the building (in stages) so that sometime in 2016, the building will be fully occupied.

Discussions are also under way with Assured Guaranty Corporation the current bond insurer on financing for this transaction. The Commonwealth's agreement to fill the building some time in 2016 will greatly reduce the City's exposure and AGM's exposure (AGM is the bond insurer on the Verizon Bonds).

The Coordinator's Team is also assisting the City in reviewing and revising the lease with the Harrisburg Senator's for the City Island stadium so as to insure that adequate revenues are received to fulfill the debt service obligations on the stadium bonds. The City has reached out to the Senator's organization to discuss revising the Park Permit pursuant to which the Senators make a portion of the payments on the stadium bonds. The Coordinator expects to be aiding the City with modifications of the Park Permit or a new Park Permit. This issue also involves close coordination with the Department of Conservation and Natural Resources (DCNR) as they are the administrator for various federal grants the City received under the Federal Land and Water Conservation Program for work on City Island. Meetings have been held with DCNR to coordinate any proposed lease changes with them as well as other issues related to City Island improvements.

Task Force for Infrastructure and Economic Development

The nine member Harrisburg Strong Plan's Task Force for Infrastructure and Economic Development has been extremely active following its organization in late February. The Task Force was established to: (A) further refine the purposes of Economic Development (EDC) and Infrastructure Improvement Corporations (IIC); (B) identify and assign priorities to the EDC's and IIC's respective proposed activities; (C) make recommendations concerning certain governance features of the EDC and IIC; and (D) create a five year action plan for the EDC and IIC. The Task Force led by Co-Chairs Doug Hill and Les Ford met 6 times as a full Committee during the quarter. They established 3 subcommittees that had numerous meetings and reported back to the Task Force to address the Governance Plan, Action Plan and public outreach. Legal Counsel was also engaged to assist the Task Force with the establishment of the non-profit. Public meetings were also held by the Task Force on May 29 and June 19 to receive input from the public.

The Task Force will provide recommendations on the structure of the non-profit that will administer the funds set aside as part of the monetization for economic development and infrastructure improvements to aid the City in strengthening its tax base and addressing critical infrastructure needs. This effort is also being coordinated with the \$2 million annual allocation from PennDOT that is a result of the Transportation Reform legislation passed in late 2013. Given the funding set aside for Harrisburg by PennDOT, the Task Force decided that it would be more efficient to create a single non-profit to address funding for both Economic Development and Infrastructure.

The Task Force has developed draft Articles of Incorporation, By-Laws, Funding Guidelines, a Conflict of Interest Policy and a proposed Governance Structure and Action Plan. The Task Force is in the final stages of completing their work and anticipates providing their report to the Coordinator for his review within the next week.

Fiscal and Operational Matters

As we now move beyond plan consummation of the Harrisburg Strong Plan our focus has shifted to a greater emphasis on operational issues in order to provide for a sustainable balanced budget. Initiatives in the Strong Plan will assist with effecting greater efficiencies in the delivery of core municipal services, strengthening revenue collection and internal controls and revitalizing the City's tax base thru community and economic development initiatives.

Fiscal Issues

The Coordinator continues to closely monitor cash flow as part of the implementation of the confirmed Strong Plan. The City's bi-weekly payroll now averages \$950,000 slightly below the \$1.1 million for 2013. The Coordinator reviews City payables on a bi-weekly basis to insure expenditures are consistent with the confirmed Plan. During the quarter, 7 bi-weekly check runs were reviewed, comments provided and approved. Through very close monitoring of the City's cash flow and the cooperation of the City's Finance Office, the City was able to meet payroll and critical creditor obligations through the second quarter as well as maintain a current status (within 60 days) for most payables. I have worked with the City to both manage cash and prioritize payables. The cost containment provisions of the Emergency Action Plan continue to be followed as they relate to the City providing for "necessary and vital services". Efforts have also continued to identify and account for all liabilities to ensure they are included in the City's financial reports.

During the quarter the City also made a \$1.5 million payment to the Suburban Communities under terms of the settlement agreement. Through the end of June, and with the receipt of the bulk of the City's real estate taxes and significant earned income tax revenue, the City has maintained its outstanding payables at reasonable level. Payables on hold thru the July 3 check run total just over \$2 million with 75% being within 30 days and the majority of the balance internal payments to reimburse for medical expenses. Payables and have generally been constant at the \$2 million level thru the quarter.

The City's 2014 budget was enacted by Council on December 17; however pursuant to provisions of the Third Class City Code following a Mayoral election, Mayor Papenfuse introduced a revised budget to Council on January 14. This budget was discussed at budget hearings in late January and early February and was enacted by Council on February 10. The Receiver's Office provided comments to the Mayor's Office and Council on the budget to ensure that the revisions were within the framework of the Harrisburg Strong Plan. The revised budget was balanced and generally consistent with the Harrisburg Strong Plan. It reflected total revenues of \$57,577,728 and total expenditures of \$57,575,091 and an estimated positive year end fund balance. The Coordinator is now providing quarterly budget to actual reports to the Administration and Council. An initial report was provided in

early April and upon receipt of June actual numbers a mid-year report will be provided later in July.

As of June 30 and accounting for the July 3 payroll and check run the City has a cash balance of \$7.9 million. This will be the highpoint for the City as the bulk of the City's revenues are received during the second quarter. Revenues will decline considerably during the second half of the year while expenditures will be more constant. Actual financial data thru the end of May and projected thru year end reflects that the City will now end the year with a deficit of about \$1 million on its \$59 million budget. Given the various post consummation related issues, this deficit is manageable as the City moves into 2015 and will be addressed as part of the 2015 budget. The referenced cash flow projection is attached as part of this report.

The City accepted and closed on Metro Bank's proposal for a \$2 million Tax and Revenue Anticipation Note (TRAN) in March. This represented the City's first financing since the Series U parking revenue bond transaction and was a very positive step in its recovery. The TRAN provided the City with a safety net should it be needed to meet payroll, the March debt service payment and other obligations until real estate revenues were received. Thru prudent cash flow management though, the City did not need to draw upon the TRAN thus not incurring any interest expense.

The Metro Bank obligation previously reported was secured by the Wild West artifacts. In late September, the City received its first payment of \$2,088,066 from the proceeds from the July 2013 sale and with authorization from this Court, applied the proceeds to the Metro Bank obligation. Since then the City received two additional payments bringing total proceeds to approximately \$2.6 million. Pursuant to the Court's authorization, the City made final payment to Metro Bank in mid-March satisfying the loan. There remains a residual balance of approximately \$94,000. Agreement has been reached with CRW that the City will retain the \$94,000 balance. They are now determining a proposed use for these funds after which a request will be filed with the Court.

Work on the City's 2014 audit is also underway. The City again contracted with Trout Ebersole & Groff to assist with audit preparation work. Their work is almost complete and the City's auditor Maher Duessel will begin work on the 2013 audit in July with completion expected by late summer.

During the quarter the City continued to provide the appropriate Material Event Notices on EMMA related to debt obligations and audits and maintained compliance with Securities and Exchange Commission (SEC) reporting requirements.

Operational Issues

Implementation of the operational elements of the confirmed plan have focused on key priorities that are the most time sensitive and can affect operational efficiencies and savings.

The Coordinator's Team continued to work extensively with Mayor Papenfuse and his Administration during the quarter to assist with numerous transition issues in helping the



new Administration move forward with Strong Plan initiatives and other operating matters. Strong lines of communication are in place and regular meetings have been held with the Mayor and key administrative staff on issues involving finance, tax collection, IT needs, public safety, City Island issues, CRW/City matters and personnel. Our agendas have focused on the most significant issues that are pending at the moment. Meetings have been very productive and resulted in addressing plan related issues in a constructive and positive way. We have also engaged in periodic meetings with Council President Williams, with the same objectives. Again, these meetings have also been very productive as we work to achieve consensus between the Mayor and Council on plan related initiatives.

Though key management positions including Solicitor, Finance Director, DPW Director, Police and Fire Chiefs, Communications Director and Community and Economic Development Director are filled, the Administration continues to deal with several vacancies in key management positions. A vacancy in the Human Relations Director position occurred near the end of the quarter and efforts are underway to fill it as soon as possible. Efforts to hire an IT Director have also been very difficult.

With the assistance of the Coordinator's Team, the City continues their efforts to integrate a management system within City operations that more clearly defines goals and objectives. Following discussions with the Mayor, the Coordinator's Team is working with the administration to refine the implementation matrix to make it a more useful management tool.

An assessment of the City's IT system was completed during the quarter and recommendations provided to enhance the sharing of information across departments, eliminate redundancy and improve overall efficiency and service to the public. A review of the City's phone system was included and efforts are now underway to secure a new and more reliable voice over internet protocol or VO/IP system.

Mayor Papenfuse has a strong focus on enhancing the public safety services of the City. To that end, the City completed the process to establish a new eligibility list for police officers and following certification by the Civil Service Commission, nine officers were hired and sworn in on June 26 by Mayor Papenfuse. A new Eligibility List for fire positions was also developed and resulted in the hiring of 15 candidates who are enrolled in the Fire Academy Class that started March 24.

Led by Dauphin County Commissioners and the District Attorney's office an initiative is underway to assess the viability of regional approaches to police services. A Task Force has been established comprising police agencies within the County and County officials to guide this process. The Task Force took action during the quarter to unanimously support moving forward with this initiative. Harrisburg's Police Chief is an active participant in this process. The Coordinator's Team will be providing resources to assist with securing the services of a firm to undertake the study and will be providing input into the process which is expected to start during the next quarter. This intergovernmental initiative is consistent with the Strong Plan's goals and could open the

door to even greater cooperative ventures.

Mayor Papenfuse has also revisited the RFP process to outsource sanitation services. Through the assistance of the Coordinator, the firm of Barton and Loguidice has been engaged to assist with undertaking a new RFP process. Initial meetings have been held with the collective bargaining unit and members of Council. Data collection is also underway. It is anticipated that the RFP process will be undertaken during the second half of 2014 and implemented in early 2015. Based on the prior process the City could achieve significant cost savings and avoid the necessity to replace outdated collection vehicles for which it does not have the resources to purchase.

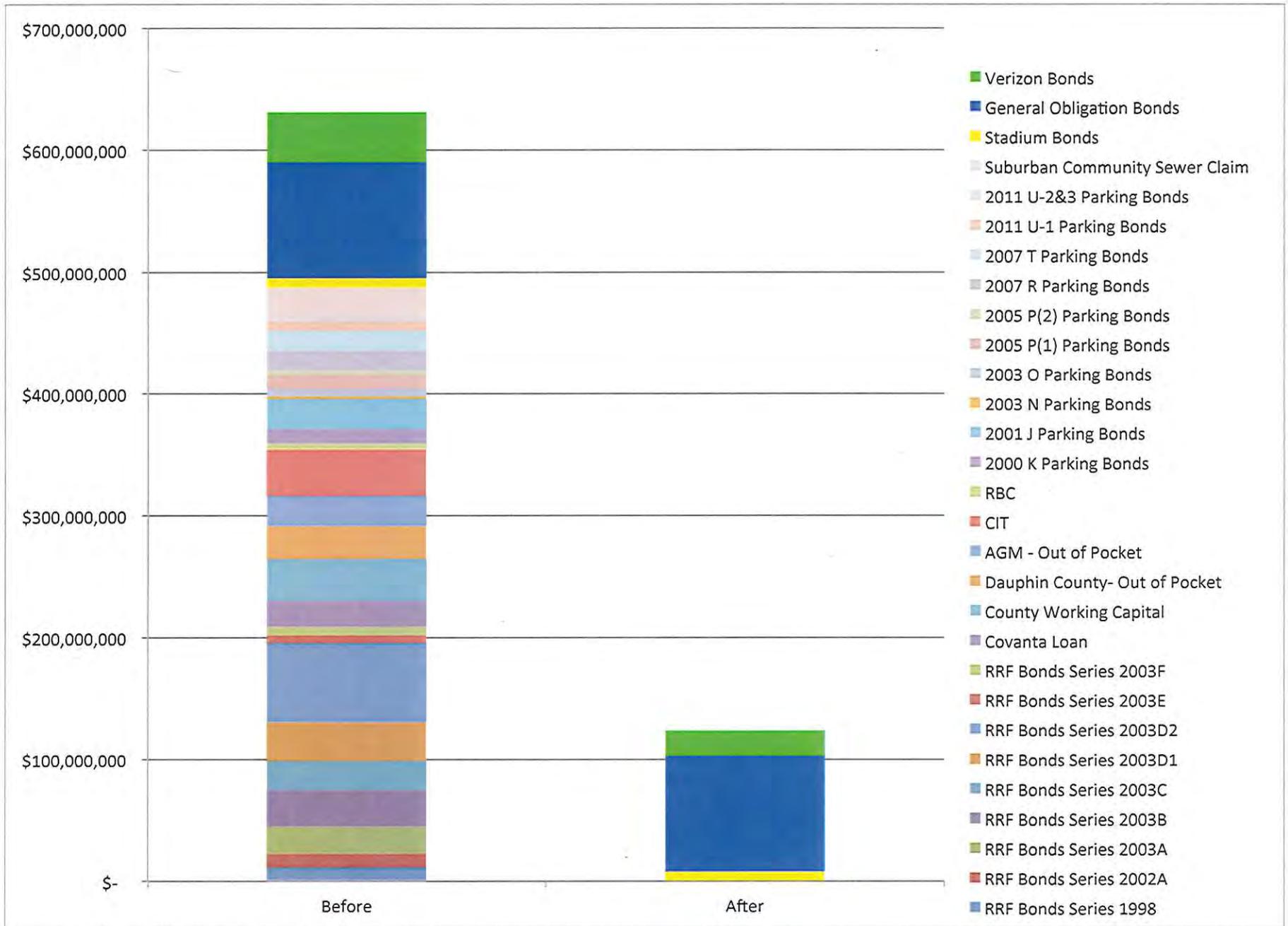
Mayor Papenfuse has also revisited the comprehensive plan update process and has advanced this initiative with City Council and the City's Planning Commission both of whom took action at their May and June meeting move forward. The City has begun the process to update its consolidated plan under the Community Development Block Grant program and issued an RFP for consultant services in May. Responses are now under review. This work will serve as a foundation for and be integrated into the City's Comprehensive Plan update process which will also include the development of a Housing Strategy and an Economic Development Strategy.

Since plan confirmation, the Coordinator's Team has continued to meet regularly with directors of all City departments to review priorities and provide further guidance on implementation activities. A matrix documenting the status of implementation initiatives through late June is attached.

Collective Bargaining

The IAFF membership ratified the Final Proposals presented by the City in February, 2014. City Council subsequently ratified these Final Proposals in April, 2014, and the cost reduction changes, including changes in minimum manning, health care coverage and the closing of the South Second Street firehouse, have been put into effect. Other employee and labor relations matters were settled by the revised agreements reached with AFSCME and the FOP for the City of Harrisburg employees, amending their collective bargaining agreements. Agreements were previously reached with AFSCME representing former City employees now employed by The Harrisburg Authority, and with AFSCME relating to former employees of the Harrisburg Parking Authority. All of these revised agreements have been implemented.

Other employee and labor relations matters have been settled by the various revised agreements reached involving former City employees now employed by The Harrisburg Authority, and former employees of the Harrisburg Parking Authority.



**CITY OF HARRISBURG
CASH FLOW**

City of Harrisburg

2014 Cash Flow

Cash Summary

	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Actual May	Estimated June	Estimated Jul	Estimated Aug	Estimated Sep	Estimated Oct	Estimated Nov	Estimated Dec	Total
Unrestricted Cash Balance Beginning of Month	3,578,271	58,467	2,461,492	3,289,198	6,154,164	8,330,791	6,035,355	3,983,131	3,206,408	2,792,585	2,618,226	1,907,328	
Surplus/(Deficit)	-1,244,156	3,249,806	1,377,514	2,613,360	1,408,829	-2,295,436	-2,052,224	-776,723	-413,823	-296,499	-1,210,898	-1,408,791	
Change in Accounts Payable	-1,648,586	-338,492	-549,808	-1,074,883	836,722	0	0	0	0	0	500,000	1,000,000	
Other items affecting Cash	-627,062	-508,289	0	1,326,489	-68,925	0	0	0	0	122,140	0	0	
Unrestricted Cash Balance End of Month	58,467	2,461,492	3,289,198	6,154,164	8,330,791	6,035,355	3,983,131	3,206,408	2,792,585	2,618,226	1,907,328	1,498,537	

Revenues, Expenditures, Surplus/(Deficit)

Revenues without Transfers	1,873,646	4,978,103	8,959,429	8,804,057	5,527,294	1,940,292	2,881,609	3,280,942	2,597,050	5,342,749	2,325,268	2,879,239	51,389,678
Sanitation Utility Fund	460,000	0	0	0	0	0	0	0	0	667,662	0	1,127,662	2,255,324
Landfill/Incin Utility Fd	0	150,000	0	150,000	0	0	0	0	0	0	0	193,386	493,386
Transfers in from Host Fee for Enviromental Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Funds	0	0	0	0	0	0	0	0	4,504,000	0	0	0	4,504,000
Total Revenues	2,333,646	5,128,103	8,959,429	8,954,057	5,527,294	1,940,292	2,881,609	3,280,942	7,101,050	6,010,411	2,325,268	4,200,287	58,642,388
Expenditures													
Personnel	2,947,229	1,771,467	2,091,855	4,090,796	3,276,487	3,675,092	4,067,932	3,245,632	3,825,687	5,288,160	2,809,920	3,758,456	40,848,715
Services	554,035	22,619	371,186	281,354	557,475	313,533	294,019	452,354	311,008	464,802	492,762	1,122,870	5,238,016
Supplies	350	8,022	8,935	148,041	251,156	133,621	133,348	262,539	159,652	180,143	225,779	633,631	2,145,215
Other	0	0	131,128	1,515,750	33,348	113,481	438,535	97,140	58,729	202,131	7,705	94,121	2,692,067
Debt Service	76,189	76,189	4,978,811	304,755	0	0	0	0	3,159,798	171,674	0	0	8,767,416
Total Expenditures	3,577,802	1,878,297	7,581,915	6,340,697	4,118,466	4,235,728	4,933,833	4,057,664	7,514,873	6,306,910	3,536,166	5,609,078	59,691,429
Operating Surplus/(Deficit)	-1,244,156	3,249,806	1,377,514	2,613,360	1,408,829	-2,295,436	-2,052,224	-776,723	-413,823	-296,499	-1,210,898	-1,408,791	-1,049,041

Accounts Payable

Accounts Payable Beginning of Month	-4,188,357	-2,539,772	-2,201,280	-1,651,472	-576,589	-1,413,311	-1,413,311	-1,413,311	-1,413,311	-1,413,311	-1,413,311	-1,913,311	
Accounts Payable End of Month	-2,539,772	-2,201,280	-1,651,472	-576,589	-1,413,311	-1,413,311	-1,413,311	-1,413,311	-1,413,311	-1,413,311	-1,913,311	-2,913,311	
Change in Accounts Payable	-1,648,586	-338,492	-549,808	-1,074,883	836,722	0	0	0	0	0	500,000	1,000,000	

Notes:

Revenue Assumptions

Earned Income Tax is estimated at \$11.8 million received through December 2014.
 Sewer Maintenance Charges totaling \$823,149 are removed from 2014 estimates.
 THA Shared Services monthly payments are reduced to \$75,000 for November and December. Monthly shared services payments for January through October are at \$130,000.
 No funds held in escrow by LCSWMA will be returned to the City in 2014

Expenditure Assumptions

Budgeted 2014 estimates for expenditure reductions of \$3.9 million from Vacancies and Concessions are removed from expenditures.
 Ratified Firefighter Contract included in expenditures
 General Expenses Personnel expenditures are estimated at \$11,723,510. This line includes employee health care costs.

Other Assumptions

Other items effecting cash includes \$122,140 in October for remaining 2013 transfers.

City of Harrisburg
2014 Projected General Fund Revenues

Real Estate Taxes Current	450,559	1,259,354	7,765,107	3,635,695	650,586	142,081	221,018	175,893	50,666	64,182	78,728	359,261	14,853,130	15,113,239	-260,109
Real Estate Taxes Delinquent	44,418	141,706	211,652	0	365,304	501	317,054	130,578	0	651,459	0	27,126	1,889,797	1,749,833	139,964
Tax Liens Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tax Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EIT	77,293	357,097	0	876,981	473,058	264,444	264,444	378,888	264,444	264,444	448,888	264,444	3,934,425	3,473,967	460,459
Act 47 EIT	154,587	714,194	0	1,753,961	946,116	528,888	528,888	757,776	528,888	528,888	897,776	528,888	7,868,851	6,947,933	920,917
EMS/LST	0	819,763	212,897	0	304,031	0	136,548	433,608	0	258,219	0	0	2,165,067	1,933,965	231,102
Mercantile Business Privilege	92,144	282,587	332,450	895,717	678,790	56,629	89,077	171,154	42,553	198,910	104,517	72,797	3,017,326	2,886,000	131,326
Other Act 511 Taxes	122,543	41,735	51,781	560,190	62,183	27,282	132,988	55,418	53,845	89,858	11,249	203,859	1,412,933	1,333,050	79,883
Capital Fire Protection	0	0	0	0	0	0	0	0	496,000	0	0	0	496,000	496,000	0
Cdbg Reimb. - Demolition	0	0	0	0	0	0	10,697	0	9,923	51,268	0	30,006	101,894	115,000	-13,106
District Justice Fees	0	0	0	172,536	0	41,242	88,029	0	0	142,912	0	51,499	496,218	523,000	-26,782
Fed/State(Fed)Pass Thr Gr	22,152	100,000	0	0	0	0	0	1,692	3,385	0	0	131,923	259,152	137,000	122,152
Federal Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees/Permits	271,127	72,045	54,288	214,601	52,642	74,371	34,010	115,291	90,321	89,874	27,596	181,718	1,277,885	1,465,660	-187,775
Government Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants Fund	73,400	0	0	0	0	0	0	0	0	0	0	0	73,400	87,866	-14,467
Interest	4,155	1,894	1,872	4,950	2,009	5,944	4,215	3,502	3,669	3,083	3,035	3,003	41,331	44,708	-3,377
License	0	137,772	17,400	1,000	139,597	0	0	141,135	4,786	0	132,272	997	574,959	570,000	4,959
Miscellaneous	83,008	17,049	64,671	2,096	645,708	11,239	8,774	7,184	89,251	354	12,111	395,163	1,336,608	550,845	785,763
Pension System State Aid	0	0	0	0	0	0	0	11,330	0	2,032,740	0	0	2,044,070	2,044,070	0
Public Safety Fees/Permits	28,177	19,991	10,402	50,236	20,878	10,596	16,859	16,176	17,496	11,544	6,734	14,007	223,096	156,378	66,718
Public Safety Grants	26,270	224,542	21,861	9,281	1,743	27,537	65,389	11,228	46,864	12,739	8,924	23,616	479,996	1,216,031	-736,035
Public Safety Reimbursements	22,382	145,456	19,325	308,720	34,754	57,572	174,805	58,577	62,964	62,796	38,465	41,399	1,027,215	757,250	269,965
Public Works Fees/Permits	0	0	0	0	0	0	0	0	0	102,191	0	0	102,191	104,333	-2,142
Reimbursements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental Income	20,963	163	163	163	163	1,611	1,611	1,611	1,611	3,221	743	1,611	33,631	23,417	10,214
Recreation Fees	0	0	5	100	5	7,508	4,180	1,561	209	12	0	18	13,598	13,548	50
Sale Of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vehicle Maintenance Charges	53,248	20,220	75,448	15,510	134,736	50,066	4,365	45,411	48,538	82,023	8,270	26,112	563,947	473,002	90,946
PILOTS	10,641	11,339	10,641	213,583	10,641	9,307	25,182	9,453	9,453	31,999	9,453	9,453	361,146	371,158	-10,012
Pub Utility Realty Tax	0	0	0	0	0	0	0	0	0	36,557	0	0	36,557	36,557	0
Sewer Maint Charge	56,329	48,974	34,665	4,192	5,899	0	0	0	0	0	0	0	150,059	823,149	-673,090
Sewer Maint Liens-Penalty	2	120	98	11	31	0	0	0	0	0	0	0	261	700	-439
Sewer Maint Liens-Princip	148	257	222	71	501	0	0	0	0	0	0	0	1,198	2,300	-1,102
Sewer Utility Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sanitation Utility Fund	460,000	0	0	0	0	0	0	0	0	667,662	0	1,127,662	2,255,324	2,255,324	0
Landfill/Incin Utility Fd	0	150,000	0	150,000	0	0	0	0	0	0	0	193,386	493,386	193,386	300,000
Sewerage Utility Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hbg Water Utility Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hbg Prk Auth Coord Pkg	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Funds	0	0	0	0	0	0	0	0	4,504,000	0	0	0	4,504,000	4,504,000	0
Parking Taxes	14,297	523,164	29,416	19,155	494,186	278,617	378,617	378,617	398,390	278,617	278,617	278,617	3,350,308	3,343,400	6,908
Parking Fees	42,071	7,980	4,819	22,335	7,384	22,638	22,638	22,638	22,638	22,638	22,638	22,638	243,057	271,660	-28,603
Parking Tickets	47,581	30,701	40,247	42,973	243,933	156,970	186,970	186,970	185,906	156,970	125,000	100,000	1,504,221	1,500,000	4,221
Priority Parking Distribution	0	0	0	0	252,415	35,250	35,250	35,250	35,250	35,250	35,250	36,085	500,000	500,000	0
THA Shared Service	156,152	0	0	0	0	130,000	130,000	130,000	130,000	130,000	75,000	75,000	956,152	1,560,000	-603,848

Transfers	460,000	150,000	0	150,000	0	0	0	0	4,504,000	667,662	0	1,321,048	7,252,710	6,952,710	300,000
Revenues without Transfers	1,873,646	4,978,103	8,959,429	8,804,057	5,527,294	1,940,292	2,881,609	3,280,942	2,597,050	5,342,749	2,325,268	2,879,239	51,389,678	50,625,018	764,660
Parking Revenue	103,949	561,845	74,481	84,464	997,918	493,475	623,475	623,475	642,184	493,475	461,505	437,340	5,597,586	5,615,060	-17,474

City of Harrisburg 2014 Projected Expenditures by Month	Budget Total 2014	Actual Jan	Actual Feb	Actual March	Actual April	Actual May	Estimated June	Estimated July	Estimated August	Estimated September	Estimated October	Estimated November	Estimated December	Estimated Total 2014	Budget Variance
Office of City Council Personnel	279,352	26,380	17,115	17,416	17,428	16,198	21,489	32,233	21,489	21,489	21,489	21,488	21,486	255,700	23,652
Office of City Council Services	192,293	0	4,631	6,388	1,870	668	3,953	760	2,018	2,324	120,443	2,917	12,368	158,340	33,953
Office of City Council Supplies	14,450	0	0	112	178	0	0	0	2,342	2,486	0	186	1,120	6,424	8,026
Office of City Council Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Council	486,095	26,380	21,747	23,916	19,476	16,866	25,442	32,993	25,849	26,299	141,931	24,590	34,975	420,465	65,630
Office of Mayor Personnel	285,273	27,191	19,777	23,801	21,627	21,627	21,216	31,824	21,216	21,216	21,216	21,275	21,334	273,321	11,952
Office of Mayor Services	22,714	0	0	57	5	19	694	322	886	369	936	337	5,826	9,451	13,263
Office of Mayor Supplies	1,300	0	0	0	158	0	0	0	0	0	0	0	714	871	429
Office of Mayor Other	5,000	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000	0
Office of Mayor	314,287	27,191	19,777	23,858	21,789	21,647	21,910	37,145	22,102	21,585	22,152	21,613	27,874	288,643	25,644
Office of City Controller Personnel	142,988	13,048	6,714	7,045	7,045	7,045	10,968	16,433	10,956	10,901	10,962	10,867	11,610	123,593	19,395
Office of City Controller Services	10,445	0	0	0	0	40	0	0	0	0	6,814	0	3,214	10,069	376
Office of City Controller Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Controller Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Controller	153,433	13,048	6,714	7,045	7,045	7,085	10,968	16,433	10,956	10,901	17,775	10,867	14,824	133,661	19,772
Office of City Treasurer Personnel	286,902	35,750	21,604	18,992	18,662	17,677	22,923	34,384	22,923	22,923	22,346	18,221	17,949	274,352	12,550
Office of City Treasurer Services	73,900	75	0	2,160	996	24,564	367	3,944	765	228	958	71	3,492	37,619	36,281
Office of City Treasurer Supplies	4,500	0	0	260	0	0	282	251	243	225	1,395	0	361	3,017	1,483
Office of City Treasurer Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Treasurer	365,302	35,825	21,604	21,412	19,657	42,240	23,572	38,579	23,931	23,376	24,698	18,292	21,802	314,988	50,314
Office of City Solicitor Personnel	325,275	33,675	22,847	17,653	17,653	16,059	22,506	42,945	22,506	28,630	28,630	26,154	30,122	309,381	15,894
Office of City Solicitor Services	194,200	0	53	7	26,170	14,704	500	33,023	13,815	15,015	397	17,702	46,640	168,026	26,174
Office of City Solicitor Supplies	36,068	0	0	0	4,511	1,804	7,577	2,437	2,437	4,539	683	2,495	7,350	33,832	2,236
Office of City Solicitor Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Solicitor	555,543	33,675	22,900	17,660	48,335	32,568	30,583	78,405	38,757	48,184	29,710	46,351	84,112	511,239	44,304
Office of Business Administrator Personnel	134,563	12,824	3,196	2,825	4,078	4,078	4,447	16,078	10,718	10,718	10,718	10,779	10,840	101,301	33,262
Office of Business Administrator Services	16,750	0	62	5	126	405	1,341	406	1,788	417	8,071	1,001	1,266	14,889	1,861
Office of Business Administrator Supplies	1,400	0	0	0	93	0	0	0	0	0	0	0	1,400	1,493	-93
Office of Business Administrator Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Business Administrator	152,713	12,824	3,259	2,830	4,297	4,483	5,788	16,484	12,507	11,136	18,790	11,780	13,506	117,683	35,030
Bureau of Financial Management Personnel	401,002	29,448	20,961	22,475	22,033	22,033	33,093	44,140	30,831	25,827	28,616	24,000	20,163	323,621	77,382
Bureau of Financial Management Services	281,633	0	0	21,653	484	12,401	773	45,820	88,968	46,520	1,806	35,752	8,864	263,042	18,591
Bureau of Financial Management Supplies	8,532	0	0	0	6,132	0	0	0	771	0	0	3,502	4,259	14,664	-6,132
Bureau of Financial Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Financial Management	691,167	29,448	20,961	44,128	28,649	34,435	33,866	89,960	120,569	72,347	30,422	63,254	33,287	601,326	89,841
Bureau of Information Technology Personnel	528,756	31,712	18,046	20,870	20,870	20,870	43,479	62,884	43,479	38,810	38,810	31,682	30,478	401,989	126,767
Bureau of Information Technology Services	299,380	353	21	82	17,428	143,037	5,583	7,536	11,943	3,013	3,810	4,049	27,945	224,801	74,579
Bureau of Information Technology Supplies	114,066	0	0	0	0	32,317	14,039	9,457	9,185	9,185	10,000	0	9,288	93,471	20,595
Bureau of Information Technology Other	99,700	0	0	0	0	0	99,700	0	0	0	0	0	0	99,700	0
Bureau of Information Technology	1,041,902	32,065	18,067	20,952	38,297	196,224	162,801	79,877	64,608	51,008	52,620	35,730	67,711	819,961	221,941
Bureau of Human Resources Personnel	328,588	29,855	14,444	21,594	21,076	21,076	25,399	38,098	25,399	25,399	25,399	24,329	25,472	297,542	31,046
Bureau of Human Resources Services	45,094	2,657	889	2,238	2,198	2,586	3,242	3,382	4,880	2,593	3,067	2,260	8,367	38,361	6,733
Bureau of Human Resources Supplies	1,405	0	0	32	0	0	0	54	233	0	0	0	1,024	1,342	63
Bureau of Human Resources Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Human Resources	375,087	32,512	15,333	23,864	23,274	23,662	28,641	41,535	30,512	27,992	28,466	26,590	34,864	337,245	37,841
Operations and Revenue (Office of the Director) Personnel	189,021	17,460	10,220	11,375	13,202	13,210	16,375	23,850	16,279	16,101	15,994	11,460	8,182	173,708	15,313
Operations and Revenue (Office of the Director) Services	403,135	400	21	27,510	27,740	19,579	18,971	43,489	33,997	22,465	20,119	9,794	63,402	287,486	115,649
Operations and Revenue (Office of the Director) Supplies	28,200	0	0	1,727	0	4,500	1,358	1,240	725	1,928	3,079	1,677	7,318	23,553	4,647
Operations and Revenue (Office of the Director) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations and Revenue (Office of the Director)	620,356	17,860	10,241	40,612	40,942	37,289	36,704	68,579	51,001	40,495	39,192	22,931	78,902	484,748	135,608
General Expenses Personnel	7,122,946	239,045	-11,436	205,412	2,179,284	1,611,204	1,700,000	900,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	11,723,510	-4,600,564
General Expenses Services	1,204,214	323,510	11,748	68,945	49,888	120,079	65,908	43,725	55,551	65,762	114,346	171,693	89,770	1,180,905	23,309
General Expenses Supplies	20,106	0	0	0	0	0	0	80	0	16,722	0	1,905	1,399	20,106	0
General Expenses Other	1,853,061	0	0	68,128	1,500,000	0	0	153,415	35,889	0	0	0	49,739	1,807,172	45,889
General Expenses	10,200,327	562,555	312	342,485	3,729,152	1,731,283	1,765,908	1,097,220	991,441	1,082,483	1,114,346	1,173,598	1,140,908	14,731,692	-4,531,365
Transfers to Other Funds Other	8,831,177	76,189	76,189	4,978,811	304,755	0	0	0	0	3,159,798	171,674	0	0	8,767,416	63,761
Transfers to Other Funds	8,831,177	76,189	76,189	4,978,811	304,755	0	0	0	0	3,159,798	171,674	0	0	8,767,416	63,761
Office of the Director for the Department of Building and Housing Personnel	0	30	-30	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the Department of Building and Housing Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the Department of Building and Housing Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the Department of Building and Housing Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the Department of Building and Housing	0	30	-30	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Planning Personnel	97,703	5,584	3,601	3,670	3,181	3,181	6,124	9,186	6,124	6,124	6,124	12,154	18,183	83,238	14,465
Bureau of Planning Services	43,545	0	0	5,342	3,517	3,526	2,717	4,449	2,152	5,798	5,322	9,202	4,770	46,794	-3,249
Bureau of Planning Supplies	2,300	0	0	0	0	0	0	0	245	0	0	0	419	664	1,636
Bureau of Planning Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Planning	143,548	5,584	3,601	9,013	6,698	6,707	8,841	13,635	8,521	11,922	11,446	21,355	23,373	130,696	12,852

**CITY OF HARRISBURG
IMPLEMENTATION MATRIX**

**City of Harrisburg, Pennsylvania
Harrisburg Strong: Implementation Plan**

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority¹	Target Completion Date²	Key Implementation Steps	Comment
PI01	Conduct regular Recovery Plan implementation meetings	N/A	Office of the Coordinator	Complete	Priority 1	May 2012	<ul style="list-style-type: none"> Develop meeting agenda and process Schedule meetings 	Meetings began May 2012
PI02	Assemble and deploy Recovery Plan implementation teams	N/A	Office of the Coordinator	Completed	Priority 1	May 2012	<ul style="list-style-type: none"> Identify key staff, consultants, and subject matter experts Develop management and reporting protocol Assemble teams 	Act 47 Team is meeting with departments regularly to review initiatives.
PI03	Develop a performance management system	N/A	Business Administrator	In Process	Priority 3	Ongoing	<ul style="list-style-type: none"> Review City programs and develop outcomes by program Develop detailed work plans for the City's executive team Schedule regular meetings to review work plan progress and program outcomes Develop protocol for results and outcomes to be communicated to elected officials and the public 	Weekly operations meetings between the Mayor and City Department leaders are held to review department programs and outcomes. The Act 47 Coordinator's Team is developing an initiative tracking and monitoring tool for consideration by the Administration.

¹Priority 1 - Important to complete as soon as possible to address emergent and immediate operational and/or financial issues

Priority 2 - Can be completed within one year but not urgent

Priority 3 - Mid to long-term initiatives

²Target completion dates are subject to amendment based on comparative prioritization and/or financial issues

Pending	In Process	Complete	Progress not tracking
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City of Harrisburg, Pennsylvania
Harrisburg Strong: Implementation Plan

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
WF01	Renegotiate existing contract extensions or in the alternative, declare extensions of collective bargaining agreements void and renegotiate existing contracts	N/A	Mayor	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> Consult with legal counsel to determine approach Implement approach 	Collective bargaining agreements with the FOP and AFSCME re negotiated in 2013. The IAFF ratified amendments to its collective bargaining agreement which has not yet been ratified by the City.
WF02	Use professional assistance for labor negotiations	N/A	Mayor	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> N/A 	The Mayor has hired and is using outside counsel. Having labor counsel engage in future negotiations remains important.
WF03	Establish a labor/management committee for all employee groups	N/A	Business Administrator	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> Meet with Union(s) to develop charter for committee Develop committee structure and processes for bringing items before the committee Develop committee work plan Schedule committee meetings 	The draft template for Labor Management Committee meetings has been submitted to management and the president of AFSCME, IAFF, and FOP unions for review and approval. All parties have reviewed the draft document and the final version will be submitted for official adoption at each union's Labor Management Committee meetings once approved by the Coordinator's labor counsel.

**City of Harrisburg, Pennsylvania
Harrisburg Strong: Implementation Plan**

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority¹	Target Completion Date²	Key Implementation Steps	Comment
WF04	Limit new contract enhancements	N/A	Mayor	In Process	Priority 1	Ongoing	<ul style="list-style-type: none"> Implement 	Ongoing initiative, subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF05	Ensure future collective bargaining agreements remain compliant with Recovery Plan	N/A	Mayor	In Process	Priority 3	Ongoing	<ul style="list-style-type: none"> Adopt a practice of vetting each negotiation proposal against the approved Receiver's Plan 	Ongoing initiative, subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF06	Implement a three year wage and step freeze	N/A	Mayor	In Process	Priority 1	December 2013	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF07	Implement a new pay scale for new police officers	N/A	Mayor	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	FOP collective bargaining agreement adopted in 2013.
WF08	Implement a new pay scale for new firefighters	N/A	Mayor	In Process	Priority 1	January 2014	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Final Proposals were ratified by the IAFF but have not yet been ratified by the City.

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
WF09	Freeze longevity pay and eligibility	N/A	Mayor	In Progress	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF10	Reduce paid holidays and personal leave to 10 days annually	N/A	Mayor	In Progress	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF11	Adjust overtime eligibility thresholds to reflect hours actually worked	N/A	Mayor	Pending	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Pending direction from outside legal counsel before any action can be taken.
WF12	Adjust minimum overtime provisions	N/A	Mayor	In Progress	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF13	Reduce vacation leave	N/A	Mayor	In Progress	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been

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								ratified by the City.
WF14	Reduce sick leave allotments	N//A	Mayor	In Progress	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF15	Implement a court-related overtime reduction strategy	N/A	Police Chief	In Progress	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF16	Redesign employee health care	N/A	Business Administrator	In Progress	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF17	Contain post-retirement healthcare cost	N/A	Business Administrator	In Progress	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Subject to contract negotiations. Agreements reached with AFSCME, FOP, and Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
WF18	Enhance light duty program	NA	Business	Pending	Priority 2	July 2014	<ul style="list-style-type: none"> Initiate discussions with labor 	Pending direction from

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			Administrator				union(s)	outside legal counsel before any action can be taken.
WF19	Retain flexibility to fill vacant positions after six months	NA	Office of the Coordinator, Mayor, City Council, & Business Administrator	Pending	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Pending direction from outside legal counsel before any action can be taken.
RET01	Prospectively reduce the level of benefits	NA	City Council & City Solicitor	Pending	Priority 1	Ongoing	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	This initiative is on hold pending labor negotiations.
RET02	Freeze benefit levels for all plans	NA	City Solicitor	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> Initiate discussions with labor union(s) 	Benefit levels are currently frozen.
RET03	Consolidate administration of the City's three retirement plans	NA	City Solicitor	Complete	Priority 3	January 2013	<ul style="list-style-type: none"> Conduct a study comparing the fully loaded cost of administering the City retirement plans Consolidate plan management under the most cost effective trust 	Law Bureau has researched whether consolidation of assets is possible. It is the Law Bureau's opinion that because the Police Pension Plan's separation from PMRS was included in an Act 111 Arbitration Award, any consolidation back in to PMRS must be bargained for. The attorney hired by Novak agreed with the Law Bureau's opinion: therefore, this initiative will not be implemented.
RET04	Seek IRS determination letter for Police Plan	NA	City Solicitor	In Process	Priority 1	June 1, 2014	<ul style="list-style-type: none"> Review Police Plan against the IRS Employee Plan Compliance Resolution System and bring 	Law Bureau has coordinated with the Police Pension Board to

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							<ul style="list-style-type: none"> any plan defects, if they exist, into compliance Complete IRS application for determination Submit application for legal review and revise as appropriate Submit application 	develop an RFP that complies with Act 44 to seek and retain specialized outside counsel to facilitate this initiative. The RFP will be issued for execution in 2014.
RET05	Determine status of 2007 enhanced service increments and prevent implementation of such enhancements, if applicable	NA	City Solicitor	Complete	Priority 1		<ul style="list-style-type: none"> Review Police Plan ordinance to determine if it has been amended to reflect the 2007 agreements If not, do not amend the ordinances If yes, initiate process to prospectively cap service increments at 60% of final salary 	The pension amendment was approved (employee with 27 years of service receive 70% benefit). There is no way to prevent implementation. It has been adopted by City Council.
RET06	Aggressively defend an appeal, if applicable, regarding the 2009 enhanced service increments	NA	City Solicitor	Complete	Priority 1	Complete	<ul style="list-style-type: none"> Implement 	The Law Bureau aggressively defended the appeal by the FOP and recently obtained a favorable decision by the Supreme Court, who upheld the decision of the PA Labor Relations Board that the City did not commit an Unfair Labor Practice when City Council refused to enact the pension enhancement given by the former Mayor.
RET07	Update PMRS Agreement to reflect recent	N/A	City Solicitor	Complete	Priority 1	September 2013	<ul style="list-style-type: none"> Revise ordinance to reflect 	Complete

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	changes in the Firefighters' Plan						<ul style="list-style-type: none"> relevant amendments Submit ordinance to City Council for consideration 	
RET08	Resolve discrepancies between the Non-Uniformed Plan and the Non-Uniformed PMRS Agreement	N/A	City Solicitor	Complete	Priority 1	January 2013	<ul style="list-style-type: none"> Conduct comparative review of uniformed and non-uniformed plans Identify discrepancies and appropriate amendments Revise ordinance to reflect relevant amendments Submit ordinance to City Council for consideration 	The pension ordinance has been revised to reflect new collective bargaining agreements.
RET09	Amend Non-Uniformed collective bargaining agreement	N/A	City Solicitor	Complete	Priority 1	January 2013	<ul style="list-style-type: none"> Amend plan ordinances to reflect collective bargaining changes that went into effect in 2009 Submit ordinance to City Council for consideration 	The contract changes made to the CBA re. pension improvements at the end of 2009 were conditioned upon Council approval within 120 days. Council approval was not obtained rendering those changes to the contract null and void. This initiative is invalid and unable to be implemented.
RET10	Establish Other Post-Employment Benefits (OPEB) Trust	N/A	City Solicitor	In Process	Priority 1	January 2014	<ul style="list-style-type: none"> Identify procedure to establish OPEB Trust Develop timeline, process and implementation plan 	Draft Trust Agreement and supporting documents are under review by Coordinator Team and obligations have been identified with the receipt of the OPEB Actuarial Valuation Report as of 1/1/2012.

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
I&RM01	Fund risk management services	N/A	Director of Financial Management	Complete	Priority 1	October 2012	<ul style="list-style-type: none"> • Contact the City's Third Party administrator to schedule safety trainings • Schedule training events 	<p>The City has contracted Inservco, our workers compensation third-party administrator, to provide safety training. In 2012, three certified training sessions were conducted by Chuck Baker of Inservco for Public Works employees. Seventeen employees attended the Safe Driving Awareness session on 9/17/12. Two sessions were held on Thursday, December 20, 2012 - "Worksafe for Sanitation Workers", at which 17 employees attended and "Worksafe for Public Workers", at which 7 employees participated. The Public Works Director also conducted a Work Place Safety Training on 10/1/12 where 17 employees attended. The City is working with Inservco and Marsh USA to jointly identify other high-risk areas to focus future annual training sessions.</p>

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority¹	Target Completion Date²	Key Implementation Steps	Comment
I&RM02	Revise terms of brokerage service agreement	N/A	Director of Financial Management	Complete	Priority 1	September, 2013	<ul style="list-style-type: none"> Develop and issue RFP Assemble RFP review committee Review proposals and select the lowest responsible bidder 	An RFP was developed and publicly issued on July 23, 2013 and, following an extensive selection process, contract was awarded to Marsh, Inc. on September 2013.
I&RM03	Engage an actuarial firm to perform an independent and objective evaluation of the City's ultimate liability and projected payments for the forthcoming fiscal period using the City's own loss experience as opposed to industry data	N/A	Director of Financial Management	In Process	Priority 2	January 2014	<ul style="list-style-type: none"> Evaluate necessity of initiative based on the City's new insurance program. Develop and issue RFP Assemble RFP review committee Review proposals and select the lowest responsible bidder 	This initiative would require funding for a third-party firm to conduct the analysis. Given budget constraints and pressing fiscal issues, the initiative is temporarily put on hold until resources became available.
I&RM04	Revise collective bargaining agreements to allow for flexible Light Duty Program	N/A	Mayor, Business Administrator, City Solicitor, and Human Resources Director	In Process	Priority 2	July 2014	<ul style="list-style-type: none"> Develop working committee consisting of representatives from management and each labor union Conduct best practice research to define light-duty program options Develop program Draft and adopt MOUs establishing flexible light duty program 	City and unions have agreed to develop labor management committees which will serve as the method for developing revisions to the light duty program
I&RM05	Create a safety program to manage risk of vehicle liabilities	N/A	Director of Financial Management and PW Director	In Process	Priority 2	July 2014	<ul style="list-style-type: none"> Conduct research to identify best practice safety programs Develop process to regularly review motor vehicle records of employees who operate motor 	The City relies upon Inservco, its contracted safety training service provider, to provide certified trainers who

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							<ul style="list-style-type: none"> vehicles • Develop review process for city vehicles involved auto accidents, and associated disciplinary process • Communicate program, policy and procedures to employees/labor groups • Conduct training for employees and initiate program 	conduct the research to identify best practice safety programs as relates to the specific kinds of risk City employees are exposed to.
I&RM06	Conduct a cost benefit analysis to determine adequate Umbrella Excess Liability coverage	N/A	Director of Financial Management	In Process	Priority 1	January 2014	<ul style="list-style-type: none"> • Evaluate necessity of initiative based on the City's new insurance program. • Conduct analysis to determine existing liability • Identify cost associated with increasing liability coverage to cover estimated risk in the interim • Evaluate and implement actions to decrease liability and risk (e.g., create a safety program) • Adopt a practice, as part of the Director of Financial Management's work plan, of assessing risk and coverage levels on an annual basis 	City requested a range of quotes from Marsh USA to potentially expand Umbrella Excess Liability Coverage, as well as benchmarks to help conduct a cost benefit analysis. Marsh USA provided a Benchmark Report on 1/23/12 to compare the City's current Excess Limits of Liability (\$5,000,000) to 89 Public Entity Peers from Marsh's data base and developed estimated premiums for increased coverage for the Coordinator to consider. The additional cost of coverage recommended by Marsh is cost prohibitive at this time. Increases in coverage will be considered as part of

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								the City's request for proposals for insurance brokerage services, with the hope of realizing an overall net savings in the insurance program, despite increases in excess liability coverage.
I&RM07 (New)	Implement a worker's compensation buy-out program	N/A	Business Administrator	Pending	Priority 2	December 2014	<ul style="list-style-type: none"> • Conduct benchmarking research to identify programs that have been implemented in other third class cities • Develop program options • Solicit feedback from collective bargaining units and City Council • Develop and fund buy-out program 	
EL01	Increase communication, and collaboration with Mayor, City Council, City Controller, City Treasurer, and Department of Administration	N/A	All Elected Officials	Ongoing	Priority 1	Ongoing	<ul style="list-style-type: none"> • Convene a working group, staffed with the Business Administrator, to identify the types of information that should be communicated (e.g., cash flow, financial statements, performance data), when, how often, and in what level of detail • Develop and adopt processes to institutionalize communication • Develop agenda, reports, etc., for monthly meetings • Schedule regular meetings 	
EL02	Review progress on Financial Recovery Plan implementation monthly and quarterly	N/A	Mayor & City Council President	Ongoing	Priority 1	Ongoing	<ul style="list-style-type: none"> • Develop agenda, reports, etc., for monthly meetings 	Monthly meetings conducted.

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Chapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
							<ul style="list-style-type: none"> Schedule meetings 	
EL03	Amend and pass City ordinances, fees and taxes as outlined in the Recovery Plan	N/A	City Council	Complete	Priority 1	Ongoing	<ul style="list-style-type: none"> Revise ordinances Submit ordinances to City Council for consideration and approval 	Council adopted a 5% Parking Tax increase and .8 mill real estate tax increase in 2012 budget. Residential Parking increase and Parking Meter Rate increase was also approved in 2013.
IGR01	Identify and implement intergovernmental cooperative initiatives	N/A	Mayor & City Council	Pending	Priority 2	December 2014	<ul style="list-style-type: none"> Schedule meetings with elected officials from other governments and agencies (local and State) to identify opportunities for intergovernmental cooperation Develop prioritized list of opportunities and deliver to respective City staff for analysis Conduct feasibility, cost, and operational impact analysis Implement opportunities 	
IGR02	Pursue membership in the Capital Region Council of Governments	N/A	Business Administrator	Pending	Priority 3	December 2014	<ul style="list-style-type: none"> Identify funding Initiate membership 	
ADMIN01	Implement quarterly financial reporting and associated review process	N/A	Director of Financial Management	Complete	Priority 1	March 2014	<ul style="list-style-type: none"> Develop quarterly department budget review process, and revenue review process managed by the Bureau of Financial Management Develop and document internal revenue and budget analysis process 	The 1st, 3rd, and 4th bullets were developed and implemented during 2012. A formal budget amendment process is currently in place in the form of a Line-item Budget Reallocation Plan

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							<ul style="list-style-type: none"> • Develop reporting process to elected officials • Develop budget amendment process to be included as a contingency option in the review and reporting process 	<p>development, public issuance and review process. However, the Administration will endeavor to review and discuss the possibility of limiting the frequency and amounts of Reallocation Plans by seeking City Council's approval through change in Ordinance to either increase the \$20,000 threshold maximum line-item transfer allowed between the most restrictive category established by Ordinance, or to increase the legal level of budgetary control from the current line-item level to a higher categorical level as part of the 2013 Budget amendment process. Internal processes were documented on April 30, 2013. On July 9, 2013, City Council read into the record Bill No. 20-2013 to increase the current \$20,000 line-item budget transfer threshold, which triggers the need for City</p>

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								Council approval, to \$50,000 for reallocations as set forth in the appropriation and expenditure procedures. The Bill was forwarded to the Budget & Finance Committee for future consideration.
ADMIN02	Develop comprehensive Citywide financial policies	N/A	Director of Financial Management	In Process	Priority 2	September 2014	<ul style="list-style-type: none"> • Conduct research of best practice financial policies (begin with GFOA) • Develop draft policies • Assess existing financial practices against draft polices and develop action plan to amend practices as appropriate • Submit draft policies to the City Solicitor's Office for legal review • Submit policies as amended, for review and adoption by City Council • Conduct staff training 	Support will be provided by the Act 47 Team to develop draft policies for the administration and City Council's consideration in 2014.
ADMIN03	Implement a standard budget development calendar	N/A	Director of Financial Management	Complete	Priority 1	N/A	<ul style="list-style-type: none"> • N/A 	Budget Development calendar has been established.
ADMIN04	Establish standard position control system	N/A	Director of Financial Management	Complete	Priority 1	June 2013	<ul style="list-style-type: none"> • Develop tool (software or Excel) that compares budgeted positions to actual positions in the personnel system (should include cost projections by pay period) • Develop quarterly position control review process to 	In order to eliminate all unbudgeted positions from the DPER system, HR and IT reviewed all positions listed in the DPER system, and coded all positions that were not currently held by an

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							<ul style="list-style-type: none"> identify discrepancies and eliminate unfunded/unbudgeted positions from the personnel system • Eliminate all unbudgeted positions from the personnel system 	employee as "INACTIVE". Then, based on the current list of vacancies that HR is tracking, only those vacant positions were changed back to "ACTIVE". This was done due to the DPER system not being a true position control and budgeting system.
ADMIN05	Conduct comprehensive review of City purchasing policies	N/A	Director of Financial Management	Complete	Priority 2	July 2013	<ul style="list-style-type: none"> • Conduct research of best practice purchasing policies (take Pennsylvania rules into account) • Develop draft policies • Assess existing purchasing practices against draft policies and develop action plan to amend practices as appropriate • Submit draft policies to the City Solicitor's Office for legal review • Submit policies as amended, for review, and adoption by City Council • Conduct staff training 	The current Purchasing Policies are in accordance with the State of Pennsylvania Regulations and the Third Class City Code. The Public Bid Limit for all Third Class Cities was increased to \$18,500, signed into law by the Governor and went into effect January 1, 2012. This directive was approved by the Solicitor's Office and circulated to all City employees and officials. It did not have to be approved by City Council. Due to the current fiscal condition of the City, it has been determined that the City's purchase order limit of \$1,000 will not be

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								increased at this time. One-on-one training on purchasing procedures is provided whenever needed. If it is deemed necessary, a training seminar for all staff involved in the purchasing function will be held in 2013.
ADMIN06	Modify existing chart of accounts to track Commonwealth and Federal grant program funds on individual basis	\$260,000	Director of Financial Management	Complete	Priority 2		<ul style="list-style-type: none"> N/A 	The City has added additional detail to its Chart of Accounts to allow for individual grant-specific revenue and expenditure monitoring. In addition, a Grants Manager was hired June 4, 2012, to manage grant reporting processes.
ADMIN07	Revise the job description and increase hiring salary range for Chief of Staff/Business Administrator		Mayor & Director of Human Resources	Complete	Priority 1		<ul style="list-style-type: none"> N/A 	Interim Chief of Staff/BA hired effective 6/17/13.
ADMIN08	Eliminate manual data entry processes in the Bureau of Financial Management	N/A	Director of Financial Management	Complete	Priority 2	January 2013	<ul style="list-style-type: none"> Develop crosswalk between the Pentamation and the DREV system Test crosswalk in a test environment Conduct pilot, redundant process in live environment Assess and address crosswalk problems Fully implement process 	Crosswalk had been developed. However, upon testing, the data download and upload process proved to be equally manual-input driven to achieve the desired results. Two follow-up meetings were held in early January 2013 with Finance and IT staff to observe the

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								original crosswalk in order to identify what enhancements could be made to alleviate the need for continued manual effort and to tweak the programming to achieve the original desired results. IT staff's programmed changes were proven successful. Finance staff used the new application in test, and basic upload instructions were prepared and distributed. Go-Live occurred February 6, 2013.
ADMIN09	Hire a Senior Accountant position to the Bureau of Financial Management	-	Director of Financial Management	Complete	Priority 1	November 2012	<ul style="list-style-type: none"> • Conduct recruitment and hiring process • Hire and train employee 	Senior Accountant hired on November 5, 2012.
IT01	Replace mission critical IT components	N/A	Director of Information Technology	Completed	Priority 1	February, 2014	<ul style="list-style-type: none"> • Develop inventory of existing IT infrastructure, life cycle, and replacement priority • Develop corollary target replacement schedule • Incorporate schedule into budget development process 	The inventory list of existing IT infrastructure has been developed. The list includes replacement priority and has been incorporated into the budget development process. IT's adopted 2013 budget includes 1 Air conditioner, and the City has applied for a grant to pay for a new

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								UPS. The current UPS is 25 years old.
IT02	Replace outdated personal computers	(60,000)	Network Administrator	Completed	Priority 2	Ongoing	<ul style="list-style-type: none"> • Develop inventory of existing PCs, life cycle, and replacement priority • Develop corollary target replacement schedule • Incorporate schedule into budget development process 	The inventory list has been developed that includes life cycle and replacement priority. Replacement schedule has been developed and incorporated into the budget development process. 47 computers were purchased at the end of 2012. 39 more computers have been ordered and scheduled to start rolling out during the month of September. Once complete an updated inventory list will be supplied.
IT03	Eliminate all personal printers and maintenance on printers	N/A	Network Administrator	Complete	Priority 2	September 2013	<ul style="list-style-type: none"> • Inventory all personal printers • Develop alternative network printing options, if they do not exist, for those with personal printers • Eliminate personal printers 	Inventory of personal printers has been completed. (20 Identified) Alternative network printing options were provided for the 7 printers that were removed. 7 printers are used for special purposes (Photo ID, Fax, and Scanner). The remaining personal printers will be eliminated as supplies

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IT04	Develop custom Interface between County dispatch system and METRO	N/A	Director of Information Technology & Police Chief	Complete	Priority 3	December 2013	<ul style="list-style-type: none"> Seek grant funding from the Commonwealth Contract with an IT vendor to develop custom interface Test interface in a redundant environment Address interface problems Fully implement interface 	are used up. Standard Dispatching software is being provided without cost by Dauphin County. Police Chief and Technical Services Captain are in agreement that the interface is not needed.
IT05	Conduct a needs assessment for an Enterprise Resource Planning system	(80,000)	Director of Information Technology and Director of Financial Management	In Process	Priority 3	July 2014	<ul style="list-style-type: none"> Seek grant funding from the Commonwealth Develop RFP for consultant to complete needs assessment Assemble RFP review committee Review proposals and select the lowest responsible bidder 	An IT needs assessment was conducted for the City on a pro-bono basis by a private technology firm, with follow-up assessment and prioritization completed by the Act 47 Coordinator's Team. The City is seeking funding to address its most critical IT needs.
IT06	Complete a needs assessment and audit of existing phone system and components	(50,000)	Director of Information Technology	In Process	Priority 2	December, 2014	<ul style="list-style-type: none"> Seek grant funding from the Commonwealth Develop RFP for consultant to complete needs assessment Assemble RFP review committee Review proposals and select the lowest responsible bidder 	The City is currently reviewing a bid from Mitel, a firm on the Commonwealth COSTARS bidding list, to replace the phone system with a new VoIP system.
IT07	Pursue long-term strategic IT initiatives	N/A	Director of Information Technology	Pending	Priority 3	N/A	<ul style="list-style-type: none"> N/A 	The City is evaluating the opportunities available in 2014 to fund a system-wide IT infrastructure

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								assessment and strategic plan.
LAW01	Use professional assistance for labor relations activities	N/A	City Solicitor	Complete	Priority 1	N/A	<ul style="list-style-type: none"> N/A 	Hired outside counsel in December
LAW02	Increase the number of staff attorneys from one to three	N/A	Mayor & City Council	Complete	Priority 1	January 2013	<ul style="list-style-type: none"> Incorporate positions into the budget development process as funds are available 	Angela L. Raver, Esq. started employment with the City as Assistant City Solicitor on July 15, 2013. The Law Bureau is now staffed with three attorneys.
LAW03	Complete, recodify, and enact the Code of the City of Harrisburg	N/A	City Solicitor	Complete	Priority 1	December 2012	<ul style="list-style-type: none"> Develop code Submit code for approval by City Council 	City Council adopted the recodification ordinance on April 9, 2013.
POL01	Restructure the Patrol Duty Schedule	131,250	Police Chief	Complete	Priority 1	TBD	<ul style="list-style-type: none"> Develop alternative schedule options Initiate discussion with the FOP 	The Novak Group analysis indicated the 4-10 schedule was more costly to implement than the current 8-hour schedule and that, in light of the City's fiscal constraints, the schedule change is not recommended at this time.
POL02	Implement a vehicle replacement policy	(803,232)	Police Chief, Director of Public Works, & Director of Financial Management	Ongoing	Priority 1	Ongoing	<ul style="list-style-type: none"> Conduct fleet condition and utilization analysis, based on life-cycle, maintenance costs, and the pre-defined utilization standards Reassign or dispense of 	The fleet survey has been completed and the replacement plan incorporated into the budget development process. Marked Patrol

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							<ul style="list-style-type: none"> underutilized vehicles Develop target replacement plan with prioritization Incorporate replacement plan into budget development process 	vehicles with more than 75,000 miles are the priority for replacement. Ten new patrol vehicles have been ordered, with an estimated delivery date in late July. The vehicles and installation of police equipment are funded via the Local Share Gaming grant awarded by Dauphin County.
POL03	Review and revise stipend for newly promoted investigators		Police Chief & Director of Human Resources	In Progress	Priority 1	Jan 2013	<ul style="list-style-type: none"> Draft new salary schedule Initiate discussions with the FOP 	Agreement reached with FOP.
POL04	Implement a proactive crime analysis and crime reduction strategy	N/A	Police Chief	Complete	Priority 1	May 2012	<ul style="list-style-type: none"> Develop crime analysis software Assign personnel as dedicated crime analyst(s) Develop crime pattern analysis and reporting process Develop information sharing and deployment processes tied to real time crime analysis and data 	Assigned sworn police officer has been assigned crime analysis responsibilities. A crime mapping system is up and operational, as of May 2012. The long-term goal of the Department is to convert the crime analyst position to a civilian position and redeploy the sworn officer to policing functions.
POL05	Increase complement of VICE Unit	N/A	Police Chief	Complete	Priority 1	Sept 2012	<ul style="list-style-type: none"> Assess ability to reassign officers from specialty units and/or officers made available from a shift schedule adjustment (Initiative POL1). 	Career Development program in place. District Attorney's Office to pay ongoing 5% stipend. An officer is assigned to Vice

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
							<ul style="list-style-type: none"> Reassign officers to VICE if operationally feasible In the interim, develop a “90 day career advancement” placement to increase VICE resources and provide professional development opportunities 	and paid for from the 5% stipend.
POL06	Assign representative to the District Attorney’s Office Narcotics Task Force	N/A	Police Chief & District Attorney	Complete	Priority 2	January 2013	<ul style="list-style-type: none"> Coordinate with District Attorney’s office to assign personnel 	The Coordinator has granted permission for two additional Detectives to enhance Vice operations and keep it under City control in order to provide more effective neighborhood safety oriented anti-drug operations. These personnel will be assigned to the Vice function by mid-February
POL07	Participate in Dauphin County Forensic Team	N/A	Police Chief & District Attorney	Complete	Priority 1	January 2013	<ul style="list-style-type: none"> Coordinate with District Attorney’s office to assign personnel 	The forensic function is being kept under City control to allow their activities to be focused on neighborhood and community activities/needs . There are currently sufficient resources available to meet the Bureau’s needs without additional personnel.
POL08	Transfer prisoner booking responsibility to	N/A	Police Chief	Complete	Priority 3	July 2013	<ul style="list-style-type: none"> Coordinate with County to 	Complete.

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	Dauphin County						<ul style="list-style-type: none"> formalize booking procedure Train sworn officers on booking process Transition booking process and reassign personnel assigned to booking 	
POL09	Appoint a Civilian Manager for Parking Enforcement Office	N/A	Police Chief & Director of Human Resources	In Process	Priority 2	January 2015	<ul style="list-style-type: none"> Conduct recruitment and hiring process Hire and train employee 	Currently, parking enforcement is directly managed by a Captain. The sale of the City's parking assets has reduced the City's enforcement coverage area by approximately 50%, resulting in a reduction to four parking enforcement officers. However, these positions still warrant civilian rather than sworn oversight. This initiative will be pursued as funding for civilianization becomes available.
POL10	Replace electronic parking ticketing devices	(112,200)	Police Chief & Director of Financial Management	Complete	Priority 1	November 2012	<ul style="list-style-type: none"> Fund replacement of devices Identify and select vendor Purchase/lease and activate devices Train parking enforcement officers 	The devices have been fielded and are fully operational.
POL11	Increase operational efficiency in Parking Enforcement Office	480,480	Police Chief	In Process	Priority 1	Ongoing	<ul style="list-style-type: none"> Establish targets for increased efficiency and relay targets to staff Adopt a practice of accessing 	The Department has implemented handheld ticket writing devices and will continue to pursue

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							employee productivity against targets	opportunities to increase efficiency.
POL12	Implement a new schedule for Parking Enforcement Officers	N/A	Police Chief	Complete	Priority 1	Oct 2012	<ul style="list-style-type: none"> • Create new schedule • Meet with affected employees to discuss schedule change 	Metered enforcement is now handled by Standard Parking, per the asset monetization agreement. Schedule changes are no longer required.
POL13	Increase current parking ticket fees	4,500,000	Mayor & City Council	Complete	Priority 1	Oct 2012	<ul style="list-style-type: none"> • Develop new schedule of fees • Submit revised fee schedule to City Council for adoption • Conduct public information process • Begin enforcement 	Fee increase proposal to increase metered parking fines to \$30 has been adopted by City Council.
POL14	Evaluate the consolidation of Specialized Units	N/A	Police Chief	Complete	Priority 2	Complete	<ul style="list-style-type: none"> • Evaluate efficacy of special units on an ongoing basis, depending on crime profile and community need 	Units have been absorbed into patrol platoons to meet staffing needs, except street crimes unit and traffic unit
POL15	Enhance leave supervision	N/A	Police Chief	Complete	Priority 1	April 2012	<ul style="list-style-type: none"> • Develop chronic sick and injury-related leave policy and sanctions, with advisory input from the FOP • Educate staff on policy and related expectations • Adopt policy enforcement into the performance management system 	Sick leave abuse policy is in place and effect. Officers are allowed to run sick time out, at retirement. Needs to be addressed at labor relations. Considered unfair labor practice if discontinued.
POL16	Evaluate false alarm fee for burglar alarms and aggressively collect fees due	N/A	Police Chief and Director of Bureau of Operations and Revenue	Complete	Priority 1	September 2012	<ul style="list-style-type: none"> • Develop monthly review process of Dauphin County communications' records to identify calls eligible to be billed • Assess false alarm fees in the 	On February 8, 2013, the City Clerk introduced legislation for approval to City Council, in ref to an ordinance addressing to

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							City-wide fee study and adjust as appropriate	update the fee schedule for burglar alarms.
POL17 (New)	Conduct a workload-based staffing analysis of the City of Harrisburg Police Patrol function	N/A	Police Chief	Pending	Priority 1	June 2015	<ul style="list-style-type: none"> Coordinate with Coordinator's Team to develop methodology and approach Work with Dauphin County Communication Center to collect calls for service data Complete analysis and staffing plan Budget for adjustments recommended in the staffing plan 	
FIRE01	Change current shift schedule	N/A	Fire Chief	Pending	Priority 1	December 2012	<ul style="list-style-type: none"> Develop alternative schedule options Initiate discussion with the IAFF 	Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
FIRE02	Eliminate premium pay	N/A	Mayor, Fire Chief, & Business Administrator	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> Initiate discussion with the IAFF 	Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
FIRE03	Evaluate the tradeoffs of taking a piece of apparatus out of service and increasing staffing on remaining apparatus	N/A	Fire Chief & Business Administrator	Pending	Priority 1	Complete	<ul style="list-style-type: none"> Identify alternative apparatus/deployment structures Determine service impact associated with each and corollary impact on response capability Develop preferred option and initiate discussions with the IAFF Implement preferred alternative 	In accordance with the collective bargaining agreement, the Department has closed one fire company/station to accommodate a revised minimum manning standard of fourteen firefighters and one commander.
FIRE04	Implement an engine company inspection	N/A	Fire Chief	In Process	Priority 2	July 2014	<ul style="list-style-type: none"> Review inspection inventory and 	Company officers are

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	program						<ul style="list-style-type: none"> identify company-based inspection plan Develop inspection guidelines and procedures Train inspectors Incorporate inspection work plan into daily company activities 	trained for certification as fire inspector 1. The training is scheduled to be completed in February 2014. The Fire Department is evaluating company-based inspection opportunities
FIRE05	Increase billing/collection of emergency response and vehicle extrication fees	61,875	Fire Chief & City Council	Complete	Priority 1	April 2012	<ul style="list-style-type: none"> Develop fee schedule Submit fee schedule to City Council for adoption Notify insurance companies of fee change Aggressively bill and collect fees from insurance companies 	Ordinance No.13 (Bill NO. 16-2012) passed as amended. The fee of \$500, per vehicle is for Extrication. The Tax & Enforcement office will aggressively bill the insurance companies once notified and provided details of the extrication from the Fire Bureau.
FIRE06	Adjust false alarm fees to more accurately reflect costs and impacts	60,000	Fire Chief	Complete	Priority 1	April 2012	<ul style="list-style-type: none"> Identify fully loaded cost (salary, benefits, vehicle use, and fuel, administrative/ billing overhead, etc.) of each false alarm response Revise fee schedule to recover costs and provide disincentive of multiple false alarms Submit fee schedule to City Council for adoption Develop citizen education plan (include Commonwealth) 	City Council has approved the increases to fire alarms.
FIRE07	Civilianize Bureau's Administrative Assistant position	N/A	Fire Chief & Director of Human Resources	Pending	Priority 2	March 2014	<ul style="list-style-type: none"> Revise job description Incorporate position into 	Final Proposals were ratified by the IAFF but

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							<ul style="list-style-type: none"> budget development process Recruit and hire Confidential Secretary to the Fire Chief Reassign firefighter to suppression duties 	have not yet been ratified by the City.
FIRE08	Mandate formal Safety Committee review of every work-related injury in Bureau	N/A	Fire Chief & Director of Human Resources	Complete	Priority 2	N/A	<ul style="list-style-type: none"> Develop and adopt administrative policy Develop work related injury review process Educate employees on the process 	The Fire Department has established the practice of reviewing workplace accidents and near misses through a joint labor-management committee. The Committee reviews safety issues and injuries and develops interventions as appropriate. This meets the intent of the initiative
FIRE09	Establish a formal in-house training program, including a shift swap system, that allows in-house trainers to lead events	N/A	Fire Chief	In Process	Priority 3	December 2014	<ul style="list-style-type: none"> Develop charter and membership for in-house training committee Conduct inventory of in-house expertise Identify and train in-house trainers Develop training curriculum and training schedule Work with IAFF to develop a short-term shift swap system for in-house trainers 	The Department has an established training program; however, training augmentation and shift swap opportunities will be evaluated for implementation in 2014.
FIRE10	Continue discussions with Harrisburg Area Community College Public Safety Center regarding possible training collaboration	N/A	Fire Chief	Complete	Priority 2	Ongoing	<ul style="list-style-type: none"> Schedule regular formal and informal interaction with the college to identify training opportunities for City 	Regular and informal interaction takes place as part of the Bureau of Fire's annual training

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							firefighters	schedule
FIRE11	Revise turnout gear replacement practices	N/A	Business Administrator, City Solicitor, & Fire Chief	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> Initiate discussions with the IAFF 	Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
FIRE12	Revise IAFF collective bargaining agreement to allow more efficient and effective use of resources	N/A	Business Administrator, City Solicitor, & Fire Chief	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> Initiate discussions with the IAFF 	Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
FIRE13	Eliminate minimum manning upon expiration of current collective bargaining agreements	N/A	Business Administrator, City Solicitor, & Fire Chief	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> Initiate discussions with the IAFF 	Final Proposals were ratified by the IAFF but have not yet been ratified by the City.
PW01	Implement container based collection system for residential solid waste and recycling	N/A (Should result in General Fund savings)	Director of Public Works	In Process	Priority 1	September 2012	<ul style="list-style-type: none"> Conduct route optimization study and identify routes that can be automated Assess capital investment required to automate select routes Issue revenue bonds for capital expenses Purchase carts and equipment Train employees on routes and equipment use Conduct public information campaign and define public inquiry triage process Conduct cart distribution 	The Novak Consulting Group completed an analysis of a fully funded City-owned operation as a basis for comparison. Contract execution is on hold until additional opportunities to augment the City operation can be analyzed and explored.
PW02	Enforce City's right to commercial collection and contract with private collector for collection of	N/A	Director of Public Works	In Process	Priority 1	July 2013	<ul style="list-style-type: none"> Identify all active businesses in the City (may require 	The Novak Consulting Group completed an

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
	commercial waste						<ul style="list-style-type: none"> coordination with the Department of Revenue) • Mail letters to all businesses indicating commercial waste hauling requirements • Issue bills to all Harrisburg businesses • Aggressively collect money owed 	analysis of a fully funded City-owned operation as a basis for comparison. Contract execution is on hold until additional opportunities to augment the City operation can be analyzed and explored.
PW03	Increase recycling through education, accessibility, and enforcement - Sanitation Fund	N/A	Director of Public Works	In Progress	Priority 2	December 2012	<ul style="list-style-type: none"> • Develop recycling education process • Evaluate implementation of recycle bank program to incentivize recycling 	Have a Section 902 grant request with the DEP. Met with DEP on September 10, 2013 to update program. Request to fund a Solid Waste / Recycling Coordinator was approved by council on September 11, 2013. The City is currently recruiting for the position.
PW04	Aggressively manage fleet make-up and quantity	N/A	Director of Public Works	In Process	Priority 2	April 2013	<ul style="list-style-type: none"> • Develop detailed inventory of City fleet that includes key identifying data, life cycle data, mileage/utilization, use profile, etc. • Develop process of tracking and assessing utilization data, maintenance costs, fuel costs, etc. • Conduct fleet utilization analysis based on pre-defined utilization standards • Move underutilized 	Request to fund a Fleet Manager was approved by council on September 11, 2013. Advertisement to follow. This individual, once hired, will develop this program and manage it. The position is currently being recruited for.

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							<ul style="list-style-type: none"> vehicles/equipment out of service Identify target fleet size and composition and incorporate into a vehicle replacement plan that fits within financial constraints 	
PW05	Create Central Fleet Agency with Combined Facilities and Fleet Manager	N/A	Director of Public Works	In Process	Priority 3	January 2014	<ul style="list-style-type: none"> Develop organization structure, bureau mission, programmatic responsibilities, and performance targets Develop bureau work plan by program Communicate change to impacted employees Create internal service fund and associated chart of accounts Incorporate structural and fund change into budget process and pursue City Council approval Recruit and hire bureau director position Incorporate work plan into the performance management system 	Request to fund a Fleet Manager was approved by council on September 11, 2013. The position under recruitment. Initiative will be pursued after position is filled.
PW06 (New)	Develop a plan to develop a fleet and fuel management internal service fund operation.	N/A	Director of Public Works; Director of Financial Management	Pending	Priority 3	December 2014	<ul style="list-style-type: none"> Pending hiring of fleet manager 	Pending hiring of fleet manager
PW07 (New)	Develop an energy conservation program that allows the City to reduce operating costs through designated capital resources or grant funds.	N/A	Director of Public Works	Pending	Priority 2	July 2014	<ul style="list-style-type: none"> Conduct needs assessment of Harrisburg city facilities Develop prioritized list of improvements Solicit grant opportunities 	Pending resource allocation

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority¹	Target Completion Date²	Key Implementation Steps	Comment
FLEET01	Eliminate three dump trucks from the Department of Public Works' fleet	N/A	Director of Public Works	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission vehicle • Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management 	Surplus vehicle elimination is underway.
FLEET02	Eliminate one bucket truck from the Department of Public Works' fleet	N/A	Director of Public Works	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission vehicle • Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management 	Surplus vehicle elimination is underway.
FLEET03	Eliminate two street sweepers from the Department of Public Works' fleet	N/A	Director of Public Works	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission vehicle • Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management 	Surplus vehicle elimination is underway.
FLEET04	Evaluate the elimination of two tractors from the Department of Public Works' fleet	N/A	Director of Public Works	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission one tractor for six month period • Evaluate utilization of remaining tractor • Assess practicality of eliminating one tractor from the fleet • Schedule auction and sell tractor • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management 	Pending hire of fleet manager. Recruitment is underway.

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority¹	Target Completion Date²	Key Implementation Steps	Comment
FLEET05	Eliminate one box van and one sport utility vehicle (SUV) from the Department of Public Works' VMC fleet	N/A	Director of Public Works	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission vehicle • Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management 	Surplus vehicle elimination is underway.
FLEET06	Eliminate 21 inoperable vehicles from the Police Department's fleet	N/A	Police Chief	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission vehicle • Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management 	Surplus vehicle elimination is underway.
FLEET07	Eliminate one prisoner transport van from the Police Department's fleet	N/A	Police Chief	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission vehicle • Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management 	Surplus vehicle elimination is underway.
FLEET08	Eliminate three out of service fire apparatus and one duplicate surplus pickup truck from the Fire Department's fleet	N/A	Fire Chief	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission vehicle • Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management 	Surplus vehicle elimination is underway.
FLEET09	Return PEMA owned apparatus and specialty vehicles to the Commonwealth	N/A	Fire Chief	Pending	Priority 1	July 2014	<ul style="list-style-type: none"> • Initiate hand-over discussions with PEMA • Schedule transfer of vehicles 	Pending the hiring of a Fire Chief
FLEET10	Develop a vehicle pool for the Bureau of Housing, and reallocate surplus vehicles to support two additional code enforcement officer	N/A	Director of Housing; Fleet Manager	Pending	Priority 1	July 2014	<ul style="list-style-type: none"> • Decommission vehicle • Schedule auction and sell vehicle 	Awaiting hiring of fleet manager. Position is under recruitment

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	positions						<ul style="list-style-type: none"> Revise insurance roles Report salvage value and insurance savings to Director of Financial Management Develop vehicle pool scheduling system Communicate system to employees 	
FLEET11	Utilize fleet reduction savings to purchase and install a fleet and fuel management system	N/A	Fleet Manager	Pending	Priority 1	December 2014	<ul style="list-style-type: none"> Solicit feedback from fleet users/departments regarding necessary scope of system Develop system specifications Evaluate options and purchase cost effective software Install software and test with one department. Address system deficiencies and issues Roll out system city-wide Develop data collection and tracking processes and protocols and reporting processes 	
FLEET12	Reclassify an Automotive Mechanic position to a Fleet Manager position	N/A	Director of Public Works	In Process	Priority 1	January 2014	<ul style="list-style-type: none"> Develop job description Obtain funding and City Council approval Recruit and fill position 	Position is under recruitment
BH01	Increase fees, fines, and charges based on fee study results	N/A	Mayor & City Council	Completed	Priority 1	May 2013	<ul style="list-style-type: none"> Develop revised fee schedule Submit fee schedule to City Council for review and approval 	City Council Legislative session met on June 11, 2013 and approved Bill 6 of 2013 which provides for the revised Bureau of Codes fee structure.

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority¹	Target Completion Date²	Key Implementation Steps	Comment
BH02	Quantify extent of inspections backlog and hire additional codes enforcement officers to clear and prevent backlogs	\$100,000	Director of Building and Housing Development	Complete	Priority 2	August 2013	<ul style="list-style-type: none"> • Conduct internal evaluation of inspection backlog by type • Identify target efficiency standards per inspection by type • Assess staffing needs based on inspection backlog and incorporate additional position requests into the process 	Passage of amendments to the Rental Inspection Ordinance and Buyers Notification Ordinance have restructured the Codes inspection programs and reduced unnecessary inspections.
BH03	Contract for demolition of blighted structures	N/A	Director of Building and Housing Development	Complete	Priority 2	July 2012	<ul style="list-style-type: none"> • Develop and issue RFP • Assemble RFP review committee • Review proposals and select the lowest responsible bidder • Develop demolition schedule based on safety priority 	RFP is not required to obtain bids for emergency demolitions. There is no formal RFP Review Committee. RFPs are reviewed by: DBHD, the Purchasing Manager, Office of the Mayor and if needed the Law Bureau. RFP bid responses are awarded to the lowest and most qualified bidder. All properties scheduled for demolition that are based on public safety are reviewed and triaged by the Codes Administrator and staff. Requests for demolition bids are also based on available funds.
BH04	Assemble and systematically deploy code enforcement teams	N/A	Deputy Codes Administrator	Complete	Priority 2	December 2012	<ul style="list-style-type: none"> • Develop composition and structure of teams • Conduct assessment of "problem areas" 	Composition of Team completed. Meeting to be scheduled for DBHD, Fire and Police

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							<ul style="list-style-type: none"> Based on assessment, develop work plan and measurable goals for teams 	Departments.
BH05	Adopt legislation requiring a local responsible agent for rental properties within the City	N//A	City Council	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> Draft ordinance and associated fine structure Develop registration process Submit ordinance to City Council for consideration Conduct public notification and registration campaign before effective date 	The measure was passed by City Council in October 2011, Ordinance 9-2011. In lieu of a registration process, Bureau of Codes maintains an electronic database of rental unit applications. Public notification was accomplished prior to passage of Ordinance.
BH06	Fill vacant HUD funded positions	N/A	Director of Building and Housing Development and Director of Human Resources	Complete	Priority 1	July 2013	<ul style="list-style-type: none"> Conduct recruitment and hiring processes 	Offer of employment made to selected candidate for Rehabilitation Specialist I on June 13, 2013. Start date: July 15, 2013.
BH07	Update the City's Comprehensive Plan	To be determined	Director of Building and Housing Development	In Process	Priority 3	December 2014	<ul style="list-style-type: none"> Develop and issue RFP Assemble RFP review committee Review proposals and select the lowest responsible bidder Conduct public engagement and planning processes 	Implementation of the comprehensive plan development process is tabled for review by the Papenfuse administration.
HS01	Designate a Housing Coordinator	N/A	Mayor	Complete	Priority 1	July 2013	<ul style="list-style-type: none"> Identify and evaluate interested candidates Designate a Housing 	The Housing Coordinator functions have been assumed by the Deputy

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							Coordinator	Director for the Bureau of Housing as well as the Program Directors and Program Managers for the Bureau of Housing.
HS02	Develop a comprehensive Housing Strategy	\$10,000	Mayor, Business Administrator, Housing Coordinator.	In process	Priority 2	December 2014	<ul style="list-style-type: none"> • Convene a working group to guide strategy development • Develop working group charter and objectives • Develop project plan and process to develop housing strategy • Develop draft plan for review and comment by elected officials and partner agencies • Finalize plan based on feedback • Incorporate plan elements into the work plan of the housing coordinator and other relevant staff 	Implementation of the comprehensive plan development process is tabled for review by the Papenfuse administration.
HS03	Utilize Vacant Property Reinvestment Board	N/A	Mayor, Business Administrator, & Housing Coordinator	In Process	Priority 2	December 2014	<ul style="list-style-type: none"> • Develop work plan and goals for the board based on comprehensive housing strategy • Develop implementation plan to engage private redevelopment groups and civic groups 	Implementation of the comprehensive plan development process is tabled for review by the Papenfuse administration.
ED01	Designate an Economic Development Coordinator	\$75,000	Mayor	In process	Priority 1	July 2013	<ul style="list-style-type: none"> • Develop position work plan and priorities • Conduct recruitment and hiring process 	Director of Community and Economic Development appointed in February 2014
ED02	Develop a coordinated long-term economic development strategic plan	N/A	Mayor & City Council	In process	Priority 2	December 2014	<ul style="list-style-type: none"> • Develop and issue RFP • Assemble RFP review committee 	To be included as part of the comprehensive plan. Implementation of the

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							<ul style="list-style-type: none"> Review proposals and select the lowest responsible bidder Conduct planning processes Incorporate planning process results into the Economic Development work plan 	comprehensive plan development process is tabled for review by the Papenfuse administration.
ED03	Evaluate the City's tax abatement strategy	N/A	Mayor & City Council	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> Conduct best practice research to identify successful tax abatement programs Develop tax abatement strategy alternatives Submit alternatives to City Council for consideration Finalize abatement packages and strategies Conduct proactive education and recruitment campaign to solicit program participants 	The Law Bureau has developed a new Tax Abatement program. This new Tax Abatement has been submitted to City Council for approval and is awaiting a vote of Council.
ED04	Improve management of the City's MOED Loan Portfolio	N/A	Mayor, Business Administrator, & Economic Development Coordinator	In Process	Priority 2	June 2014	<ul style="list-style-type: none"> Evaluate options available to centralize management of the MOED portfolio Develop monitoring and enforcement processes and contract with vendors/partners as appropriate 	City Administration will verify with the Revolving Loan Fund Board as to the status of completing its Bylaws. Appointments to the Revolving Loan Fund were approved by City Council on February 12, 2013 and referred to the Mayor for further action.
CIP01	Establish and maintain a multi-year (5-7) Capital Improvement Program	(22,227,548)	Director of Financial Management, with assistance from the Director of Public	In Process	Priority 2	July 2014	<ul style="list-style-type: none"> Conduct inventory and condition assessment of existing capital assets Prioritize capital improvement 	Capital budget planning and development processes will be developed to interface

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			Works & Department Directors				<p>needs based on key considerations such as infrastructure use, condition, safety, cost, etc.</p> <ul style="list-style-type: none"> Identify long-term Improvement plan based on resource estimates Conduct capital budget development process and incorporate 5-7 year CIP development into the process 	with the infrastructure non-profit funding silo established through the debt resolution and asset monetization process.,
CIP02	Establish a CIP development process	N/A	Director of Financial Management, with assistance from the Director of Public Works & Department Directors	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> Develop calendar to include resource estimates, target development, department budget submission, internal review and amendment, executive review, internal budget hearing, and recommended budget formulation Develop associated templates and processes Communicate processes to staff, the public, and elected officials in advance Train staff on capital budget schedule, process, roles, responsibilities, and obligations 	Capital budget planning and development processes will be developed to interface with the infrastructure non-profit funding silo established through the debt resolution and asset monetization process
CIP03	Establish and maintain an asset management system	(187,500)	Director of Financial Management & Director of Public Works	In Progress	Priority 3	January 2014	<ul style="list-style-type: none"> Develop infrastructure condition rating systems and processes and incorporate into department work plans Conduct inventory and 	A current list of vehicles (fixed assets) has been identified. It will need to be consolidated with permanent assets and

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							<ul style="list-style-type: none"> condition assessment of existing capital assets Incorporate infrastructure condition assessments into the capital budget development process 	<p>reviewed on a periodic basis. This program can best be managed by a facilities / fleet / asset management type of professional. Request for fleet manager position has been forwarded to the Coordinator and approved. See initiative PW05. Request to fund a Fleet Manager was approved by council on September 11, 2013. Recruitment is on hold, pending funding availability.</p>
CIP04	Investigate the sale and leaseback of City buildings	N/A	Mayor & Business Administrator	In Process	Priority 1	September 2012	<ul style="list-style-type: none"> Identify City facilities that may have a market for sale and/or lease back Assess operating implications of sale and/or lease back for each facility If operationally feasible, place facilities on open market Negotiate sale/lease back agreements and submit to City Council for consideration and approval 	<p>DBHD in cooperation with the Harrisburg Redevelopment Authority has reviewed City and HRA owned real estate with the intention of promoting selective properties for sale to "low to moderate income" families and individuals. In addition, the City released a RFP for purpose of soliciting a Real Estate Broker to market City and HRA owned properties. City has selected real estate</p>

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
								broker; the real estate broker is developing marketing plan.
OA01	Establish a stormwater utility fee	N/A	THA	Complete	Priority 1	January 2013	<ul style="list-style-type: none"> • Determine legal ability of an Authority to establish a stormwater fee • Conduct fee study • Develop fee schedule and submit to appropriate legislative body for consideration and approval • Develop billing and collection process • Conduct public education process • Implement billing process 	Fee has been established.
OA02	Negotiate Payment in Lieu of Tax (PILOT) agreements with the City of Harrisburg	N/A	THA & Mayor	In Process	Priority 1	January 2015	<ul style="list-style-type: none"> • Define PILOT structure and calculation methodology • Initiate discussions to establish PILOT agreements • Submit draft agreements to City Council for consideration and approval • Develop payment schedule and processes 	City has begun discussions with local non-profits.
OA03	Expand Stormwater Management Ordinance regarding discharges - THA	N/A	Mayor, City Council, & City Engineer	Complete	Priority 1	February 2013	<ul style="list-style-type: none"> • Draft ordinance amendments • Submit to City Council for consideration and approval • Communicate ordinance changes to the development community 	The draft ordinance was completed by the Office of the City Engineer in March and reviewed by the solicitor. The Harrisburg Authority was copied on the final draft. The draft ordinance, Bill

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
								<p>No. 09-2013, appeared before the City Council in April, and the Public Works Committee on May 13th. On May 14th, City Council approved Bill 09-2013 at the scheduled Legislative Meeting. The City of Harrisburg Stormwater Management Ordinance is posted on the city website and can be downloaded by the general public. The city Department of Building, Housing and Development is apprising all land development plan applicants of the revised ordinance and directing stormwater related questions to the Office of the City Engineer. Also, this office has been notifying land development plan applicants and others with stormwater related issues of the ordinance revision informally, over the past year.</p>

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority¹	Target Completion Date²	Key Implementation Steps	Comment
REV01	Increase the Earned Income Tax (EIT) rate as required to eliminate operating deficits	N/A	City Council & City Tax Administrator	Complete	Priority 1	July 2013	<ul style="list-style-type: none"> • Draft enabling ordinance • Submit to City Council for consideration and approval • Communicate rate change to the public • Adjust revenue projections 	City Council approved the EIT tax increase on October 24, 2012. The new tax rate will be effective on January 1, 2013.
REV02	Increase the Real Estate Tax rate as required to eliminate	NA/	Mayor & City Council	Complete	Priority 1	July 2013	<ul style="list-style-type: none"> • Draft enabling ordinance • Submit to City Council for consideration and approval • Communicate rate change to the public • Adjust revenue projections 	.8 increase included in 2012 budget
REV03	Review Real Estate Taxable Assessments	N/A	City Treasurer with County Assessment Office and School District Business Manager	Pending	Priority 2	April 2013	<ul style="list-style-type: none"> • Initiate discussions with partner governments • Develop assessment plan and funding structure • Conduct reassessment • Evaluate revenue impact and revise revenue projections 	
REV04	Review and increase utilization of Payment in Lieu of Property Tax (PILOT) Agreements; consider impact in sale of government owned property	N/A	Mayor, Business Administrator with County Assessment Office and School District Business Manager	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> • Adopt a practice of evaluating property tax revenue impact associated with selling city owned property to non-profits • Identify and analyze opportunities to create new pilot agreements with tax exempt agencies that heavily utilize City services • Initiate discussions to establish PILOT agreements and draft agreements • Submit draft agreements to City Council for consideration and approval 	

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Chapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
							<ul style="list-style-type: none"> Develop payment schedule and processes 	
REV05	Increase business license fees; improve compliance with Business Privilege and Mercantile Tax	N/A	City Council & City Tax Administrator	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> Develop new schedule of fees Increase penalties for non-payment Submit revised fee schedule to City Council for adoption Conduct public information process Institute amnesty period for delinquent remittances Begin enforcement 	The Business Privilege license fee is currently in line with the Maximus fee study results. The contract with Muniservices to help Improve compliance with the Business Privilege tax was signed by the Controller's office on 2/8/13.
REV06	Increase enforcement of the Local Services Tax	N/A	City Council, Mayor & Business Administrator	In Process	Priority 1	September 2014	<ul style="list-style-type: none"> Increase penalties for non-payment Conduct public information process Institute amnesty period for delinquent remittances Begin enforcement 	A proposed Ordinance to increase interest and penalty for the LST along with creating an amnesty period was sent to City Council and is currently in committee. However, the ordinance has been tabled for revision to include language regarding amnesty options relating to other tax revenue sources.
REV07	Pursue Legislative Change for the Local Services Tax Levy	N/A	Mayor & City Council	Pending	Priority 1	September 2012	<ul style="list-style-type: none"> Work with local legislator(s) to draft legislation to increase Local Services Tax 	
REV08	Pursue Department of Revenue determination for additional tax, penalty, and interest	N/A	Law Bureau	Pending	Priority 1	September 2012	<ul style="list-style-type: none"> Contact Department of Revenue to clarify process 	

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
	regarding realty transfer tax						<ul style="list-style-type: none"> Develop agreement with the Department of Revenue Submit agreement and cost benefit analysis to City Council for consideration and approval Develop administrative process Train relevant personnel on process. 	
REV09	Increase Interest & Penalty Provisions Where Permitted	90,000	City Council & Tax Administrator	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> Conduct benchmark analysis of interest and penalty provisions Develop revised interest and penalty framework Submit ordinance to City Council for consideration and approval Conduct public information process Institute amnesty period for delinquent remittances Begin enforcement 	Bill 21-2012 was passed by City Council on January 22, 2013 increasing the penalty and interest provisions of the Business Privilege and Mercantile tax.
REV10	Improve Taxpayer Information	N/A	Tax Enforcement Administrator & IT Director	Complete	Priority 2	July 2012	<ul style="list-style-type: none"> Create repository of tax related documents and forms Design tax webpage and add tax document and forms Test webpage Go live with webpage and conduct public outreach process 	Website updated
REV11	Improve real estate taxpayer collection rate	N/A	City Treasurer, Business Administrator, & Tax Enforcement Administrator	In Process	Priority 1	July 2014	<ul style="list-style-type: none"> Evaluate opportunities to increase the collection rate Develop implementation plan and associated targets Develop improved system for notification of unpaid tax accounts 	

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
							<ul style="list-style-type: none"> Meet quarterly to review real estate tax collections, identify issues, and develop interventions where possible to maintain to improve collections 	
REV12	Generate revenue through Market Based Revenue Opportunities	800,000	Business Administrator	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> Develop and issue RFP for broker to identify potential City assets for an MRBO program Assemble RFP review committee Review proposals and select the lowest responsible bidder Develop policy framework and market MRBO opportunities Enter into agreements with potential partners 	
REV13	Sell City acquired historical artifacts	500,000	Mayor & City Council	Complete	Priority 1	September 2012	<ul style="list-style-type: none"> Conduct asset value study Develop parameters for determining whether a property should be sold or maintained as a City asset Place eligible properties on the market 	Auction commenced on July 15, 2013 and will conclude on July 21, 2013. 7,500 bidders pre-registered for the auction and \$1 million was committed on day 1 of the auction.
REV14	Revise Host Fee agreement between the City and the Harrisburg Authority	N/A	Mayor, City Council, & THA	Complete	Priority 1	September 2012	<ul style="list-style-type: none"> Amend waste disposal agreement Submit revised agreement to City Council for consideration and approval Develop environmental compliance programs that will be supported by the host fee 	Complete
REV15	Collection of \$1 million in Ordinance and Parking Violation Fine	Estimated \$1 million in	Bureau of Police, Constables, Codes	In Progress	Priority 1	2014	<ul style="list-style-type: none"> In Place 	This Initiative calls for the organization of a task

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EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority ¹	Target Completion Date ²	Key Implementation Steps	Comment
		finer	Enforcement					force made up of special unit police, constables and codes officers to identify, locate and issue arrest warrants for individuals with the highest amount of parking and ordinance violations in the City of Harrisburg. A collection plan and task force has been organized, and a Memorandum of Understanding is currently being drafted by the City Law Bureau. Arrests and public announcements will be scheduled in the near future. This Initiative will address collection of approximately \$1 million in outstanding parking and ordinance violation fines.

IN THE COMMONWEALTH COURT OF PENNSYLVANIA

C. Alan Walker, in his capacity as Secretary for the Department of Community and Economic Development,	No. 569 M.D. 2011
Petitioner,	
v.	
City of Harrisburg,	
Respondent	

CERTIFICATE OF SERVICE

I certify that on this 1st day of July, 2014, I served a true and correct copy of the foregoing pleading via Electronic Mail, and via U.S. Mail, postage prepaid, properly addressed to the following:

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By:



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