IN THE COMMONWEALTH COURT OF PENNSYLVANIA

C. ALAN WALKER, IN HIS CAPACITY AS SECRETARY FOR THE DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT	:	
Petitioner,	:	
v.	:	NO. 569 MD 2011
CITY OF HARRISBURG	:	
Respondent.	:	

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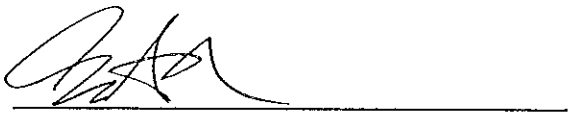
COMMONWEALTH COURT
OF PENNSYLVANIA
30 DEC 2014 16 25

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.

Respectfully submitted this 30th day of December, 2014



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pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

Date: December 30, 2014

To: The Honorable Bonnie Brigance Leadbetter

From: Fred A. Reddig, Coordinator FAR

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 fourth 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 fourth quarter of 2014.

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. As part of the order the Court retained jurisdiction over the further implementation of the Strong Plan. As Coordinator, I will continue to keep the Court apprised of the plan's status through my quarterly reports.

The Coordinator continues to hold weekly status conference calls with members of his consulting team to coordinate all aspects of plan implementation. 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 along with continued support from DCED and the Office of General Counsel, continues to be engaged in the further implementation of the Strong Plan. These weekly status calls are critical to the overall coordination of implementation activities.

With the Harrisburg Strong Plan's consummation on December 23, 2013, our focus during 2014 turned to addressing various implementation actions that were required as part of the Plan consummation along with a greater emphasis on operational issues in order to provide a sustainable balanced budget for 2014 and beyond. 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.

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

- Task Force for Infrastructure and Economic Development
- Fiscal Issues
- Operational Matters
- Collective Bargaining

Task Force for Infrastructure and Economic Development

Following receipt of the final report from the Task Force in August to create Impact Harrisburg and the report's acceptance by the Coordinator, a request was made to both the City and Dauphin County to provide Certificates of Concurrence to show further support for the Governance Proposal and Action Plan. With the receipt of the Concurrence Certificates in late September, the application was finalized and filed with the Court on October 3. Following review by the Court, Judge Leadbetter issued an order on November 25 granting the Coordinator's request to further modify the Harrisburg Strong Plan to approve the Governance Proposal and Action Plan for the creation and operation of a single non-profit corporation to be known as Impact Harrisburg that will promote economic development and infrastructure improvements. The order also approved a request by the City to allocate up to $75,000 to assist the City in financing an update to its Comprehensive Plan. The Comprehensive Plan update is a key recommendation of the Strong Plan and its completion will serve as a basis for the City's economic development and infrastructure priorities and greatly assist Impact Harrisburg in guiding its funding decisions.

The Governance Proposal and Action Plan includes articles of incorporation and by-laws to establish the structure for Impact Harrisburg along with funding guidelines, an ethics policy and an investment policy. Impact Harrisburg will administer $12.3 million in 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. Given the $10 million in funding set aside for Harrisburg by the Pennsylvania Department of Transportation (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 Governance Proposal and Action Plan process is also being coordinated with the City, Dauphin County and Assured Guaranty Corporation (AGM) to address the $2 million annual allocation for each of the next five years from PennDOT that occurred as part of the Transportation Reform legislation passed in late 2013. An escrow agreement has been drafted and is going thru the final review steps. The escrow agreement accounts for the use of funds set aside in the Supplemental Harrisburg Growth Fund and their distribution to the Infrastructure, Economic Development and OPEB funds should the City not receive funding

from PennDOT or to Dauphin County and Assured Guaranty in the event they receive such funding.

Fiscal Matters

The City's revised 2014 budget enacted by Council on February 10 has served as the financial plan for the City. The revised budget was balanced and generally consistent with the Harrisburg Strong Plan. It reflects total revenues of $57,577,728 and total expenditures of $57,575,091 and an estimated positive year-end fund balance.

Through the end of November the City's revenues were $57,211,532 while expenditures were $49,105,471. The City has received virtually all of its real estate taxes and significant earned income tax revenue as well as the state funding for public safety services that was included in the Commonwealth's FY 14-15 budget. Our year-end projection is that the City will have revenues of $60,944,012 and expenditures of $54,932,745 with a positive balance of $6,011,267. This represents a significant turnaround from prior years. Credit goes to the Mayor and his Administration for effectively managing the 2014 budget.

The Coordinator continues to closely monitor cash flow as part of the implementation of the Strong Plan. The City's bi-weekly payroll now averages $950,000, slightly below the average of $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, 6 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 Finance Office, the City was able to meet payroll and critical creditor obligations through the fourth quarter as well as maintain a current status (within 60 days) for virtually all payables. As the end of year approaches, the City has reduced payables from the $2M level for most of the year, to approximately $1 million. Payables on hold as of the December 18 check run total $984,000 with 56% being to the City Treasurer for insurance reimbursements. 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 "necessary and vital services". The City also remains current with all of its debt service obligations.

As of December 18 and accounting for the December 18 payroll and check run, the City has a cash balance of $4.5 million. The City's cash position has remained relatively constant thru the quarter with the receipt of significant EIT revenues. The above referenced cash flow projection is attached as part of this report.

The Coordinator continues to support the work of the City Controller and Finance Office to provide budget vs. actual reports to the Administration and Council. The Coordinator has provided a personnel model to the City for use in determining the current and future fiscal impact of personnel decisions.

Significant work took place during the quarter on the City's 2015 budget. The Coordinator provided a budget process memo and related templates for the City's use and held multiple meetings with the Finance Director and other City officials to discuss budget preparation matters. Department heads submitted their budget request information in mid-October. The Coordinator assisted with key revenue projections especially with the EIT and parking due to this being the first full year of increased revenues. The Mayor submitted his proposed FY 15 budget to Council on November 25. It called for no increase in taxes and general fund expenditures of $59.4 million. It also includes 6 special revenue funds that will increase transparency and account for activities that were previously off-budget. It also calls for a $2 million expenditure for sanitation improvements including new equipment and the hiring of nine police officers. After holding several budget hearings, City Council took action to approve the $59.4 million budget on December 23 with only minor amendments to address personnel salaries.

Recognizing cash flow needs during the first quarter of the new year, the City requested proposals for a Tax and Revenue Anticipation Note (TRAN) in late November. In contrast to the one proposal received for 2014, the financial community expressed much stronger interest in the 2015 TRAN and 3 competitive proposals were received just prior to Christmas. The proposals are currently under review with a best and final offer being requested from each bank to address certain issuance cost matters. It is anticipated that an award will be made in January. The TRAN will provide stop gap funding in the event revenues are inadequate to deal with cash flow needs until real estate revenues are received. The TRAN process and restoring credibility in the financial marketplace is a very positive step in the City's recovery.

As previously reported and pursuant to the Court's order, the City has fully satisfied its obligation to Metro Bank that was secured by the Wild West artifacts. The sale of the artifacts in 2013 produced approximately $2.6 million. Following the City's final payment to Metro Bank in mid-March, there remained a residual balance of approximately $115,000. Although there was a question as to whether the City or the Capital Region Water (CRW) was entitled to any residual amount, an agreement was reached with CRW that the City would retain the balance. The Coordinator requested the City to provide a recommended use for the remaining balance. After internal discussions, Mayor Papenfuse submitted a request to the Coordinator that the funds be used for the replacement of a traffic signal controller and related equipment that is critically needed for the City's traffic signal system to address public safety concerns. The Coordinator then filed a request with Commonwealth Court for the use of the residual funds on October 23. Following its review of the Coordinator's application, the Court approved the request on November 14.

With assistance from Trout Ebersole & Groff, audit preparation work was completed by July and the City's auditor, Maher Duessel, began work on the 2013 audit. Their work was completed in November and the audit was issued November 26 and presented to the City's Audit Committee on December 16. This now brings the City fully up-to-date with its audits. The audit reflects the fact that after many years of negative fund balances, the City began

2014 with the debt and cumulative negative fund balances behind it. The City is targeting for the completion of the 2014 audit by June 30, 2015.

During the quarter the City continued to provide the appropriate Material Event Notices on EMMA related to debt obligations and audits including the completion of the 2013 audit and has 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 fourth quarter to assist with numerous issues in helping the administration move forward with Strong Plan initiatives and other operating matters. Strong lines of communication are in place and the Coordinator and his team held regular meetings with the Mayor and key administrative staff on issues involving finance, budget, 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. I have also engaged in periodic meetings with Council President Williams, with the same objectives. Again, these meetings have been very productive as we work to achieve consensus between the Mayor and Council on plan related initiatives.

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 continues work with the administration to refine the implementation matrix to make it a more useful management tool.

An important element of the Strong Plan is to build administrative capacity in City government within the resources available. The administration has judiciously managed the 2014 budget so as to selectively add positions while staying within a tight budget framework. 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. During the quarter the City hired an Auditor for the Controller's Office, an Assistant City Solicitor, a Purchasing/Risk Manager, a Solid Waste/Recycling Manager, a Project Manager and an Asset Manager both in the Bureau of Housing and a Recreation Director. Seven police officers completed their training and started working in the City on November 24. The City is now going through the selection process to hire four additional police officers. Further, the Mayor with assistance from the Coordinator is currently pursuing the hiring of a Business Administrator. Efforts to hire an IT Director have been very

difficult given available salary, though, an individual has been hired on an interim basis to provide additional IT support.

Following the completion of an assessment of the City's IT system by the Coordinator's Team this summer, assistance has been provided to implement recommendations that will 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 part of the assessment, however, proposals for the report's primary recommendation were beyond the City's current funding capabilities. The City then obtained proposals to service the current Nortel system and found this to be within its financial resources for the next several years. The proposal also included provisions for the audit of the City's current telephone lines that would identify and disconnect lines no longer in use resulting in on estimated savings of approximately $1,000 per month. The City is now implementing this approach until such time as funding becomes available to update the entire telephone system to a VoIP system.

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. Following the Task Force's action to unanimously support moving forward with this initiative, the Police Executive Research Forum (PERF) was engaged through a partnership between the County and the Coordinator's office to undertake a study of possible regional and collaborative approaches to police service within the County. Harrisburg's Police Chief is an active participant in this process and will ensure that the City's issues are an integral part of the study. The Coordinator's Team is providing resources to assist with the study and will be providing input as the process moves forward. The Task Force had its kickoff meeting on November 13. PERF is now in a data collection mode and meeting with local officials and police agencies throughout the County. Their study will consider multiple intergovernmental arrangements for policing services with completion scheduled for the spring of 2015. 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 issue of the most efficient way to provide sanitation services in the City. Through the assistance of the Coordinator, the firm of Barton and Loguidice was engaged to assist with an evaluation of the existing process and to provide recommendations for a more efficient operation. The approach being taken is one of a managed competition through a partnership between the City and the union with the goal of creating an efficient refuse collection system. Meetings have been held with the collective bargaining unit and members of Council to obtain their input. The consultants have spent considerable time in analyzing the current collection operation. At this point the collective opinion of City officials and the bargaining unit is to provide a six month trial period to see if the City's performance level can be optimized. A draft report was recently completed and circulated for input from the Administration and Coordinator. A final report with recommendations should be issued in early 2015.

Following Mayor Papenfuse's request to City Council, agreement was reached to reinitiate the Comprehensive Plan update process. Council and the Planning Commission have taken action to move forward with the update, an RFP was developed with proposals due the end of December. The planning process will occur during 2015 and with significant opportunity provided for resident input in establishing the City's development priorities. A funding request for the use of up to $75,000 was included in the application for approval of the Governance Proposal and Action Plan and approved as part of Commonwealth Court's Order issued November 25.

Concurrently, the City has begun the process to update its consolidated plan under the Community Development Block Grant program and has engaged the Ferguson Group to assist in that effort. 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 both 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 December is attached.

In August, Treasurer John Campbell was charged by the Dauphin County District Attorney with theft from the Historic Harrisburg Association. Mr. Campbell was charged with one felony and one misdemeanor in the theft of $8,400 from the Association's "Lighten Up Harrisburg" campaign. Subsequent to the filing of charges Mr. Campbell submitted his resignation as Treasurer effective September 2. On September 11, Campbell was charged with an additional theft count related to his role as Treasurer of the Stonewall Democrats. Mayor Papenfuse designated former City Treasurer Paul Wambach to oversee the Treasurer's office until such time as Council appointed a new Treasurer. The City with assistance from its appointed auditor undertook a review of activities in the Treasurer's office and found no evidence of abnormalities or missing funds.

During September, Council solicited interest from eligible individuals for the Treasurer's position and received eleven applications. Six of the applicants were found to be qualified and were interviewed by Council on September 29. Although Council initially selected Timothy East to serve the remaining 15 months of the term, Mr. East was unable to obtain the necessary bond, and thus resigned on October 21. Council then considered other candidates who had applied and on November 12 selected Tyrell Spradley to serve as Treasurer through the end of 2015. Mr. Spradley has a degree in accounting from Albright College and more than seven years of accounting experience in the banking, retail and non-profit sectors. Mr. Spradley has obtained his bond and assumed office in early December.

Collective Bargaining

The changes contained in the Agreements amending the Collective Bargaining Agreements for the AFSCME, FOP and IAFF bargaining units have been implemented and the cost

reductions resulting from these changes are being monitored. Fire overtime had been a continuing issue for the City, however, with the new fire contract approved in April, the closing of a fire station and the addition of a new complement of firefighters in July, the City has been able to keep overtime under control this year. Total overtime through November was 85% of budget and based on trends over the second half of the year should come in around $150,000 or more under budget. As a percent of normal salary, overtime for the first three months was 64% of normal salary and since the new contract became effective in April has dropped to 35% of normal salary. The formal Amendment documents setting forth the revised contract language have been finalized and agreed to with AFSCME and the FOP. The IAFF has not yet responded to the formal Amendment document with all of the revised contract provisions which the City prepared and provided to them. Under the existing provisions concerning health insurance, no further changes in the plans are necessary for 2015.

Asset Monetization Matters

With the Harrisburg Strong Plan's consummation on December 23, 2013, our focus during 2014 has turned to addressing various follow up actions that were provided for as part of the Plan consummation along with City operational recommendations as discussed above. 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) on the Resource Recovery Facility or the Pennsylvania Economic Development Financing Authority (PEDFA) for the parking system. 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 are in the process of being restructured.

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, now Capital Region Water (CRW) to LCSWMA.
- Long-term capital lease of Harrisburg's parking assets from the City and the Harrisburg Parking Authority (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. The City was able to successfully relocate its public works facility to a former automobile dealership on Paxton Street pursuant to the terms of the sales agreement with LCSWMA and for the time being operating is out of that facility. The $300,000 payment from LCSWMA provided for this move will cover rental payments for approximately two years and provide the City with time to develop a long-term plan for its public works operation. Work continued during the quarter to more fully complete renovations to the facility to accommodate City usage. The City is also now receiving approximately $288,000 per year as a Host Fee from LCSWMA. Tipping fees paid by haulers of municipal solid waste derived from the City have also been slightly reduced.

Moody's Investors Service affirmed its A3 rating on LCSWMA. 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 LCSWMA acquire the Harrisburg Resource Recovery Facility. According to LCSWMA's Executive Director, this rating confirmation, "acknowledges the positive structure of the purchase of the former Harrisburg waste-to-energy-plant."

Tonnage from the City of Harrisburg, delivered to the Susquehanna Resource Management Complex was 31,180 as of the end of October 2014. The City's disposal agreement provides that at current pricing, 35,000 tons must be provided from the City. It is expected that tonnage will exceed this minimum in 2014, thus no additional payment from the City will be required. As the City focuses on increasing its recycling rate, it will need, though, to closely monitor tonnage in subsequent years to avoid a premium payment. The City's concurrent focus on stronger enforcement of illegal dumping should help to offset the recycling tonnage loss.

Harrisburg Parking

With Plan consummation, the parking assets are now under the auspices of the 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.

The national rating agency – Standard and Poor's Ratings Service - upgraded Assured Guaranty Municipal Corp. (AGM) from AA- to AA in March. 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. In July 2014, Moody's Investors Service downgraded Pennsylvania's general obligation credit from Aa2 to Aa3; stable outlook. In September 2014, Standard and Poor's Ratings Service and Fitch Ratings downgraded Pennsylvania's general obligation credit from AA to AA-. The Commonwealth of Pennsylvania's credit is one factor in the underlying rating of PEDFA's Series A Parking Revenue Bonds. In December, Fitch Ratings affirmed the

BBB rating for PEDFA's rating on the 2013A Parking Revenue Bonds providing further affirmation of the strength of the bonds in the marketplace.

Due to extreme weather and other considerations, there was a delay in installing the new "smart" parking meters by more than a month, though they were installed in both downtown and mid-town by summer. The new meters accept credit cards and are useable through a cell phone application – that is, users are able to review their time remaining on the meter and increase time, by using their smart phone, thus avoiding a ticket. A further enhancement occurred in early December with the launch of the Pango Mobile Parking system. This system allows drivers to use their mobile phone to pay for parking without going to the meter, remember where their car is parked, and obtain parking coupons from local businesses. New garage technology has been specified and bid awarded, with installation underway. The technological improvements continue to be instituted and significant improvements should be visible in 2015. Once all the technology has been installed and integrated, the City and parking customers will see many improvements and benefit from the additional options that will address issues raised by merchants, employees and residents.

Due in part to delays in implementing the adjudicatory process with respect to those not paying their parking tickets, the City is not expected to receive the entire $2 million in payments from the parking system this year. Notwithstanding the foregoing, the City will receive significantly more revenue this year than in recent years from the parking system under its lease to PEDFA, including increased net parking revenues deposited into the General Fund (increased from $1,507,727 in 2012 to $2,297,645 as of November 2014) and increased lease payments (compared with transfers from the Parking Authority of $250,000 in 2012 and $0 in 2013).

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 HPA; the Mayor; City Council; Department of General Services (DGS); AGM; and the County was established early in 2014 and continues to meet. Although it has no decision-making authority, 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 and has assisted in addressing issues related to the transition to the new parking system. During the last quarter they held a meeting on October 9 to keep all parties apprised of the status of the system and the improvements that are occurring. Their next meeting is scheduled for February and will include a public session to obtain feedback from the public.

The Verizon Bond Problem

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 $41.6 million of debt service from 2016 - 2033. The City of Harrisburg guaranteed repayment of all the debt service on the Verizon Bonds, with the City's guarantee insured by AGM. The Verizon lease ends prior to the requirement that debt service be paid. Therefore, if Verizon moves out prior to the debt service coming due, which is expected, and the building remains vacant, the City would be required to pay the entire $41.6 million in debt service.

Although active discussions occurred early in the year with DGS to address the relocation of state offices to fill vacant office space caused by the departure of Verizon, they could not proceed to conclusion until legislation to authorize the sale of the former state hospital site occurred. This legislation had passed the House in February, however, it was not until June 30 that it passed the Senate and was signed by the Governor on July 2. This allowed final negotiations on the lease between Harristown Development Corporation (HDC) and DGS to proceed. A final term sheet was agreed to and the lease between the two parties was approved through the state's procurement process with final approval by the Commonwealth's Commission on Buildings and Grounds occurring on September 18. The lease is for all useable space within the Verizon Building and commences on March 1, 2016. The benefits of the lease to the City include, up to 900 additional employees working in the central business district from March 1, 2016 through February 28, 2033 and a rental payment stream from the tenant sufficient to at least pay a significant portion of the debt service associated with the building. Had such a lease not been entered into, there was a high degree of likelihood that none of the exposure to the City and AGM would have been defrayed by revenues of the operation of the Verizon Building.

In addition, DGS and HDC are discussing a $12-$17 million upgrade to save energy in all three buildings. This transaction is being pursued contemporaneously with, and has an impact on the structure of the Verizon Bond restructuring. All parties continue to believe that it is feasible to move the Commonwealth employees into the building (in stages), so that sometime prior to March 1, 2016, the building will be fully occupied.

In accordance with the Strong Plan, and as confirmed by the Commonwealth Court, to protect the City against the possibility it might otherwise have to commence making reimbursement payments to AGM as early as 2017 for the portion of bond payments that revenues derived from a new lease agreement are insufficient to cover, the Receiver, now the Coordinator, and AGM have agreed to work cooperatively to fashion a repayment schedule that will afford flexibility to the City in repaying its obligations in full over time. By reason of that agreement, should the City have a reimbursement obligation after factoring in the revenues to be generated under the new lease, the repayment of its reimbursement

obligation will be structured in the following manner. Due consideration will be given to when the City's other obligations under the Strong Plan are due and when they are repaid in a manner that creates additional repayment capacity for the City. AGM will be compensated by the City in an amount necessary for AGM to be repaid all amounts advanced by AGM to the bondholders plus interest to AGM from the date of its advance through repayment at a rate to be agreed upon. Negotiations between HDC and its bank with regard to funding of fit out expenses and energy conservation infrastructure are ongoing and need to be completed in January 2015 to stay on schedule. Similarly, negotiations between the Coordinator and AGM for a Settlement Agreement are ongoing, and need to be completed by January 2015 to stay on schedule. Failure to stay on schedule could have material adverse consequences to one or more aspects of the Coordinator's plan for a solution to this problem.

Stadium Bonds and Senator's Lease

The City is undertaking a more comprehensive review of City Island to determine its best use as a regional asset. There are a number of issues that relate to the Island that are under review. The City participated in a charrette this fall that was undertaken by the Urban Land Institute to assist with this process.

The Coordinator's Team is 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 City wanted to wait until the end of the Senator's current season before aggressively pursuing this matter. The Coordinator expects to be aiding the City with modifications of the Park Permit or a new Park Permit.

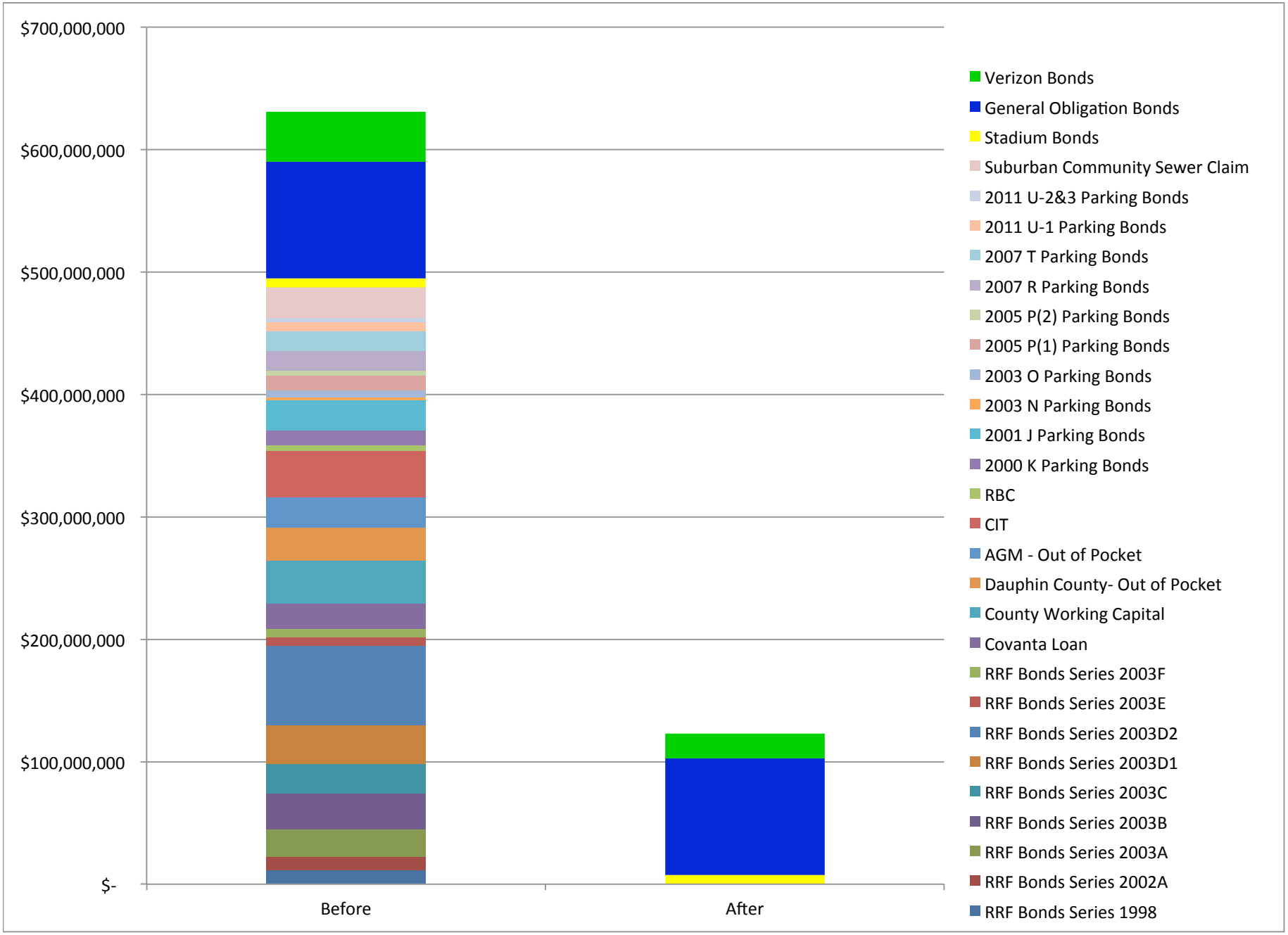
This issue also involves close coordination with the Department of Conservation and Natural Resources (DCNR) as they are the administrator for various federal grants the City received under the Federal Land and Water Conservation Program for work on City Island. Meetings have been held with DCNR to coordinate any proposed lease changes with them, as well as other issues related to City Island improvements.

Coordination with the Harrisburg Parking Authority (HPA) is also an element to the City Island issue, as certain parking facilities on City Island are included in the parking monetization transaction. HPA is currently undertaking a survey of City Island in order to provide the basis for the creation of condominiums related to the parking facilities with the parking garage as the primary footprint. A surveyor has been engaged, however, HPA is awaiting Title commitment before doing work. It's anticipated the survey work will be completed by January 31.

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 $50 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 allowed a notice to proceed to be issued to contractors. Work on the $50 million project began in March and will continue thru early 2016 to address EPA and DEP requirements. These upgrades will reduce pollution entering the Susquehanna River and Chesapeake Bay as well as update aging equipment. The permanent project financing, a combination of a Pennvest loan and the issuance of $29.7 million of variable rate sewer revenue bonds closed on July 17. Just before the Christmas holiday, the Authority gave approval to a partial consent decree with the US Department of Justice, Environmental Protection Agency and Pennsylvania Department of Environmental Protection that will negate the issuance of any fines by those agencies, so long as the Authority fulfills its obligation to reduce sewer overflows and improve system performance through the current wastewater system improvement project.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Before
After
Verizon Bonds
General Obligation Bonds
Stadium Bonds
Suburban Community Sewer Claim
2011 U-2&3 Parking Bonds
2011 U-1 Parking Bonds
2007 T Parking Bonds
2007 R Parking Bonds
2005 P(2) Parking Bonds
2005 P(1) Parking Bonds
2003 O Parking Bonds
2003 N Parking Bonds
2001 J Parking Bonds
2000 K Parking Bonds
RBC
CIT
AGM - Out of Pocket
Dauphin County- Out of Pocket
County Working Capital
Covanta Loan
RRF Bonds Series 2003F
RRF Bonds Series 2003E
RRF Bonds Series 2003D2
RRF Bonds Series 2003D1
RRF Bonds Series 2003C
RRF Bonds Series 2003B
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RRF Bonds Series 2002A
RRF Bonds Series 1998

CITY OF HARRISBURG
CASH FLOW

City of Harrisburg
2014 Cash Flow

12/22/2014
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	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Actual May	Actual June	Actual Jul	Actual Aug	Actual Sep	Actual Oct	Actual Nov	Estimated Dec	Total
Cash Summary													
Unrestricted Cash Balance Beginning of Month	**3,578,271**	58,467	2,461,492	3,289,198	6,154,164	8,330,791	8,862,668	7,066,295	8,605,077	10,762,278	8,218,408	8,479,286	
Surplus/(Deficit)	-1,244,156	3,249,806	1,377,514	2,613,360	1,408,829	2,116,974	-2,223,966	34,893	3,316,424	-2,355,080	-188,536	-2,094,794	
Change in Accounts Payable	-1,648,586	-338,492	-549,808	-1,074,883	836,722	855,993	-463,033	112,254	78,677	-171,968	-821,279	200,000	
Other items affecting Cash	-627,062	-508,289	0	1,326,489	-68,925	-2,441,090	890,626	1,391,634	-1,237,900	-16,821	1,270,693	0	
Unrestricted Cash Balance End of Month	**58,467**	**2,461,492**	**3,289,198**	**6,154,164**	**8,330,791**	**8,862,668**	**7,066,295**	**8,605,077**	**10,762,278**	**8,218,408**	**8,479,286**	**6,584,492**	
Revenues, Expenditures, Surplus/(Deficit)													
Revenues without Transfers	1,873,646	4,978,103	8,959,429	8,804,057	5,527,294	4,231,686	3,283,839	3,096,124	5,170,075	3,303,723	2,681,573	2,037,156	53,946,705
Sanitation Utility Fund	460,000	0	0	0	0	0	0	0	0	0	0	1,695,324	2,155,324
Landfill/Incin Utility Fd	0	150,000	0	150,000	0	36,723	1,261	0	0	0	0	0	337,983
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**	**4,268,409**	**3,285,099**	**3,096,124**	**9,674,075**	**3,303,723**	**2,681,573**	**3,732,480**	**60,944,012**
Expenditures													
Personnel	2,947,229	1,771,467	2,091,855	4,090,796	3,276,487	1,796,196	4,695,307	2,552,645	3,020,256	4,308,603	2,460,334	4,615,990	37,627,166
Services	554,035	22,619	371,186	281,354	557,475	207,781	580,961	280,577	216,788	611,824	235,549	550,145	4,470,293
Supplies	350	8,022	8,935	148,041	251,156	126,467	138,074	117,289	68,879	262,983	126,755	314,830	1,571,779
Other	0	0	131,128	1,515,750	33,348	20,991	94,724	110,720	40,659	143,015	47,471	146,309	2,284,115
HPA true-up	0	0	0	0	0	0	0	0	0	0	0	200,000	200,000
Debt Service	76,189	76,189	4,978,811	304,755	0	0	0	0	3,011,069	332,378	0	0	8,779,391
Total Expenditures	**3,577,802**	**1,878,297**	**7,581,915**	**6,340,697**	**4,118,466**	**2,151,435**	**5,509,066**	**3,061,231**	**6,357,651**	**5,658,803**	**2,870,109**	**5,827,274**	**54,932,745**
Operating Surplus/(Deficit)	**-1,244,156**	**3,249,806**	**1,377,514**	**2,613,360**	**1,408,829**	**2,116,974**	**-2,223,966**	**34,893**	**3,316,424**	**-2,355,080**	**-188,536**	**-2,094,794**	**6,011,267**
Accounts Payable													
Accounts Payable Beginning of Month	**-4,188,357**	-2,539,772	-2,201,280	-1,651,472	-576,589	-1,413,311	-2,269,304	-1,806,271	-1,918,525	-1,997,202	-1,825,234	-1,003,955	
Accounts Payable End of Month	**-2,539,772**	**-2,201,280**	**-1,651,472**	**-576,589**	**-1,413,311**	**-2,269,304**	**-1,806,271**	**-1,918,525**	**-1,997,202**	**-1,825,234**	**-1,003,955**	**-1,203,955**	
Change in Accounts Payable	-1,648,586	-338,492	-549,808	-1,074,883	836,722	855,993	-463,033	112,254	78,677	-171,968	-821,279	200,000	

City of Harrisburg
2014 Projected General Fund Revenues

Revenue Group	Actual Jan	Actual Feb	Actual March	Actual April	Actual May	Actual June	Actual July	Actual August	Actual September	Actual October	Actual November	Estimated December	Estimated Total 2014	Budget 2014	Variance
Real Estate Taxes Current	450,559	1,259,354	7,765,107	3,635,695	650,586	515,235	118,033	150,586	53,078	132,338	140,585	259,261	15,130,419	15,113,239	17,180
Real Estate Taxes Delinquent	44,418	141,706	211,652	0	365,304	201,539	392,096	156,191	430,187	443,637	41,637	27,126	2,455,492	1,749,833	705,659
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
													0	0	0
EIT	77,293	357,097	0	876,981	473,058	283,937	182,755	360,274	234,364	143,967	327,986	217,123	3,534,835	3,473,967	60,869
Act 47 EIT	154,587	714,194	0	1,753,961	946,116	567,874	365,510	720,548	468,728	287,934	655,972	434,246	7,069,671	6,947,933	121,737
EMS/LST	0	819,763	212,897	0	304,031	246,327	33,868	309,486	175,054	6,857	336,636	0	2,444,920	1,933,965	510,955
Mercantile Business Privilege	92,144	282,587	332,450	895,717	678,790	131,290	152,300	137,481	85,207	149,811	59,828	72,797	3,070,403	2,886,000	184,403
Other Act 511 Taxes	122,543	41,735	51,781	560,190	62,183	44,255	93,660	35,775	104,465	96,288	463,626	0	1,676,500	1,333,050	343,450
Capital Fire Protection	0	0	0	0	0	0	496,000	0	0	0	0	0	496,000	496,000	0
Cdbg Reimb. - Demolition	0	0	0	0	0	66,010	0	0	0	28,852	0	21,000	115,862	115,000	862
District Justice Fees	0	0	0	172,536	0	0	0	21,843	148,052	36,123	33,711	30,000	442,265	523,000	-80,735
Fed/State(Fed)Pass Thr Gr	22,152	100,000	0	0	0	0	0	0	0	0	2,500	0	124,652	137,000	-12,348
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	57,580	307,120	100,747	81,578	122,256	191,120	50,000	1,575,105	1,465,660	109,446
Government Grants	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	2,797	2,427	2,582	2,634	2,415	2,000	3,003	32,737	44,708	-11,971
License	0	137,772	17,400	1,000	139,597	0	0	143,118	10,150	0	135,098	997	585,131	570,000	15,131
Miscellaneous	83,008	17,049	64,671	2,096	645,708	75,751	51,874	21,401	208,853	123,033	48,949	395,163	1,737,555	550,845	1,186,710
Pension System State Aid	0	0	0	0	0	-662	0	14,100	2,424,298	662	0	0	2,438,398	2,044,070	394,328
Public Safety Fees/Permits	28,177	19,991	10,402	50,236	20,878	16,307	20,283	10,062	20,750	11,642	24,492	14,007	247,226	156,378	90,848
Public Safety Grants	26,270	224,542	21,861	9,281	1,743	516,878	10,759	4,061	57,062	1,815	6,132	23,616	904,021	1,216,031	-312,011
Public Safety Reimbursements	22,382	145,456	19,325	308,720	34,754	192,595	36,870	80,364	37,052	138,859	40,014	41,399	1,097,791	757,250	340,541
Public Works Fees/Permits	0	0	0	0	0	0	0	0	0	0	0	0	0	104,333	-104,333
Reimbursements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental Income	20,963	163	163	163	163	238	163	163	163	163	238	1,611	24,348	23,417	932
Recreation Fees	0	0	5	100	5	3,358	6,821	2,617	0	25	0	18	12,949	13,548	-599
Sale Of Assets	0	0	0	0	0	25,000	0	0	0	0	0	0	25,000	0	25,000
Vehicle Maintenance Charges	53,248	20,220	75,448	15,510	134,736	9,081	67,022	41,725	73,964	41,213	4,032	5,000	541,199	473,002	68,197
PILOTS	10,641	11,339	10,641	213,583	10,641	63,967	13,223	10,878	28,378	610,878	1,750	9,453	995,373	371,158	624,215
														0	0
Pub Utilty Realty Tax	0	0	0	0	0	0	0	0	0	39,469	0	0	39,469	36,557	2,912
Sewer Maint Charge	56,329	48,974	34,665	4,192	5,899	841	7,733	4,598	-56	-48	-27	0	163,099	823,149	-660,050
Sewer Maint Liens-Penalty	2	120	98	11	31	2	580	0	8	7	0	7	865	700	165
Sewer Maint Liens-Princip	148	257	222	71	501	56	434	62	127	48	0	74	1,999	2,300	-301
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	0	0	1,695,324	2,155,324	2,255,324	-100,000
Landfill/Incin Utility Fd	0	150,000	0	150,000	0	36,723	1,261	0	0	0	0	0	337,983	193,386	144,597
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	537,389	13,913	524,629	0	528,877	54,771	278,617	3,018,413	3,343,400	-324,987
Parking Fees	42,071	7,980	4,819	22,335	7,384	22,021	5,614	23,049	9,685	14,772	8,075	22,638	190,444	271,660	-81,216
Parking Tickets	47,581	30,701	40,247	42,973	243,933	234,926	124,020	219,783	308,727	211,861	102,449	0	1,607,201	1,500,000	107,201
Priority Parking Distribution	0	0	0	0	252,415	247,585	0	0	0	0	0	0	500,000	500,000	0
THA Shared Service	156,152	0	0	0	0	0	780,762	0	207,569	129,968	0	130,000	1,404,451	1,560,000	-155,549
Harrisburg Authority	0	0	0	0	0	169,510	0	0	0	0	0	0	169,510	0	169,510
Total Revenues	**2,333,646**	**5,128,103**	**8,959,429**	**8,954,057**	**5,527,294**	**4,268,409**	**3,285,099**	**3,096,124**	**9,674,075**	**3,303,723**	**2,681,573**	**3,732,480**	**60,944,012**	**57,577,728**	**3,366,284**

City of Harrisburg

2014 Actual Expenditures by Month	Actual Jan	Actual Feb	Actual Mar	Actual April	Actual May	Actual June	Actual July	Actual August	Actual September	Actual October	Actual November	Projected December	Actual Total 2014	Budget Total 2014	Variance Act - Bud
Office of City Council Personnel	26,380	17,115	17,416	17,428	16,198	18,182	31,850	21,233	21,233	21,233	20,451	31,850	260,569	279,352	-18,783
Office of City Council Services	0	4,631	6,388	1,870	668	3,127	4,739	374	14	92,528	574	38,874	153,788	192,293	-38,505
Office of City Council Supplies	0	0	112	178	0	122	292	775	0	0	0	0	1,480	14,450	-12,970
Office of City Council Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Council	26,380	21,747	23,916	19,476	16,866	21,431	36,881	22,382	21,247	113,761	21,026	70,723	415,837	486,095	-70,258
Office of Mayor Personnel	27,191	19,777	23,801	21,627	21,627	21,627	32,441	21,627	21,627	21,627	21,147	32,441	286,562	285,273	1,289
Office of Mayor Services	0	0	57	5	19	627	289	169	215	123	540	0	2,044	22,714	-20,670
Office of Mayor Supplies	0	0	0	158	0	0	0	0	0	0	97	0	255	1,300	-1,045
Office of Mayor Other	0	0	0	0	0	5,131	0	0	0	0	1,983	0	7,114	5,000	2,114
Office of Mayor	27,191	19,777	23,858	21,789	21,647	27,385	32,730	21,796	21,843	21,751	23,767	32,441	295,975	314,287	-18,312
Office of City Controller Personnel	13,048	6,714	7,045	7,045	7,045	7,045	10,567	7,045	7,045	7,045	6,930	10,395	96,965	142,988	-46,023
Office of City Controller Services	0	0	0	0	40	0	0	0	0	0	0	5	46	10,445	-10,399
Office of City Controller Supplies	0	0	0	0	0	813	2,962	0	0	0	0	0	3,775	0	3,775
Office of City Controller Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Controller	13,048	6,714	7,045	7,045	7,085	7,858	13,529	7,045	7,045	7,045	6,930	10,399	100,786	153,433	-52,647
Office of City Treasurer Personnel	35,750	21,604	18,992	18,662	17,677	17,648	25,978	15,670	15,544	14,813	15,087	35,408	252,831	286,902	-34,071
Office of City Treasurer Services	75	0	2,160	996	24,564	94	3,167	5,526	380	7,527	263	9,825	54,576	73,900	-19,324
Office of City Treasurer Supplies	0	0	260	0	0	0	209	1,290	0	297	0	0	2,056	4,500	-2,444
Office of City Treasurer Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Treasurer	35,825	21,604	21,412	19,657	42,240	17,742	29,354	22,486	15,924	22,636	15,350	45,233	309,463	365,302	-55,839
Office of City Solicitor Personnel	33,675	22,847	17,653	17,653	16,059	13,992	21,538	19,558	23,266	24,052	25,409	35,826	271,530	325,275	-53,745
Office of City Solicitor Services	0	53	7	26,170	14,704	8,143	8,574	20,521	10,767	9,324	8,707	31,822	138,793	194,200	-55,407
Office of City Solicitor Supplies	0	0	0	4,511	1,804	242	1,627	3,105	1,400	455	2,430	6,203	21,777	36,068	-14,291
Office of City Solicitor Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Solicitor	33,675	22,900	17,660	48,335	32,568	22,377	31,740	43,185	35,434	33,830	36,546	73,851	432,101	555,543	-123,442
Office of Business Administrator Personnel	12,824	3,196	2,825	4,078	4,078	4,078	6,117	4,078	4,078	4,078	4,078	6,117	59,628	134,563	-74,935
Office of Business Administrator Services	0	62	5	126	405	862	6,008	59	55	53	1,278	3,795	12,707	16,750	-4,043
Office of Business Administrator Supplies	0	0	0	93	0	1,264	61	9	9	0	9	225	1,670	1,400	270
Office of Business Administrator Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Business Administrator	12,824	3,259	2,830	4,297	4,483	6,204	12,187	4,146	4,142	4,132	5,365	10,137	74,005	152,713	-78,708
Bureau of Financial Management Personnel	29,448	20,961	22,475	22,033	22,033	22,033	33,050	22,033	22,033	22,751	23,468	35,202	297,520	401,002	-103,482
Bureau of Financial Management Services	0	0	21,653	484	12,401	16,381	46,333	45,080	2,030	47,176	152	34,825	226,515	281,633	-55,118
Bureau of Financial Management Supplies	0	0	0	6,132	0	0	0	0	192	284	0	600	7,208	8,532	-1,324
Bureau of Financial Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Financial Management	29,448	20,961	44,128	28,649	34,435	38,414	79,382	67,113	24,255	70,210	23,620	70,627	531,244	691,167	-159,924
Bureau of Information Technology Personnel	31,712	18,046	20,870	20,870	20,870	20,870	31,304	20,870	23,248	25,498	25,204	37,806	297,167	528,756	-231,589
Bureau of Information Technology Services	353	21	82	17,428	143,037	7,762	5,284	12,701	5,674	1,650	40,930	28,178	263,101	299,380	-36,279
Bureau of Information Technology Supplies	0	0	0	0	32,317	5,986	5,593	5,735	21,378	11,010	5,264	11,116	98,398	114,066	-15,668
Bureau of Information Technology Other	0	0	0	0	0	0	0	0	0	0	0	0	0	99,700	-99,700
Bureau of Information Technology	32,065	18,067	20,952	38,297	196,224	34,618	42,182	39,306	50,300	38,157	71,398	77,099	658,666	1,041,902	-383,236
Bureau of Human Resources Personnel	29,855	14,444	21,594	21,076	21,076	18,104	23,306	15,183	15,253	16,060	16,060	25,709	237,720		
Bureau of Human Resources Services	2,657	889	2,238	2,198	2,586	2,148	3,995	2,185	2,465	2,101	2,882	6,432	32,776	45,094	-12,317
Bureau of Human Resources Supplies	0	0	32	0	0	0	0	0	0	0	246	343	621	1,405	-784
Bureau of Human Resources Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Human Resources	32,512	15,333	23,864	23,274	23,662	20,252	27,302	17,368	17,718	18,161	19,188	32,484	271,118	46,499	224,619
Operations and Revenue (Office of the Director) Personnel	17,460	10,220	11,375	13,202	13,210	11,586	16,271	10,778	10,807	10,975	10,791	16,271	152,946	189,021	-36,075
Operations and Revenue (Office of the Director) Services	400	21	27,510	27,740	19,579	10,096	161,377	13,792	3,592	13,696	6,338	35,655	319,796	403,135	-83,339
Operations and Revenue (Office of the Director) Supplies	0	0	1,727	0	4,500	0	1,388	3,816	415	491	3,063	4,192	19,592	28,200	-8,608
Operations and Revenue (Office of the Director) Other	0	0	0	0	0	0	0	769	0	2,091	0	0	2,860	0	2,860
Operations and Revenue (Office of the Director)	17,860	10,241	40,612	40,942	37,289	21,682	179,035	29,155	14,814	27,253	20,192	56,118	495,194	620,356	-125,162
															0
General Expenses Personnel	239,045	-11,436	205,412	2,179,284	1,611,204	46,476	1,887,569	750,139	1,185,035	601,291	782,783	1,358,608	10,835,410	7,122,946	3,712,464
General Expenses Services	323,510	11,748	68,945	49,868	120,079	71,435	83,963	44,132	61,054	167,049	16,765	74,075	1,092,622	1,204,214	-111,592
General Expenses Supplies	0	0	0	0	0	0	196	86	0	0	0	5,196	5,478	20,106	-14,628
General Expenses Other	0	0	68,128	1,500,000	0	0	78,974	77,211	3,243	783	6,419	9,559	1,744,317	1,853,061	-108,744
General Expenses	562,555	312	342,485	3,729,152	1,731,283	117,911	2,050,701	871,569	1,249,332	769,122	805,967	1,447,438	13,677,828	10,200,327	3,477,501
Transfers to Other Funds Other	76,189	76,189	4,978,811	304,755	0	0	0	0	3,011,069	332,378	0	0	8,779,391	8,831,177	-51,786
Transfers to Other Funds	76,189	76,189	4,978,811	304,755	0	0	0	0	3,011,069	332,378	0	0	8,779,391	8,831,177	-51,786
															0
Office of the Director for the Department of Building and Housing Personnel	30	-30	0	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	30	-30	0	0	0	0	0	0	0	0	0	0	0	0	0

City of Harrisburg
2014 Actual Expenditures by Month

	Actual Jan	Actual Feb	Actual Mar	Actual April	Actual May	Actual June	Actual July	Actual August	Actual September	Actual October	Actual November	Projected December	Actual Total 2014	Budget Total 2014	Variance Act - Bud
Bureau of Planning Personnel	5,584	3,601	3,670	3,181	3,181	3,181	4,772	5,016	6,852	6,852	6,852	11,273	64,015	97,703	-33,688
Bureau of Planning Services	0	0	5,342	3,517	3,526	4,193	596	4,152	3,917	3,116	4,532	5,506	38,397	43,545	-5,148
Bureau of Planning Supplies	0	0	0	0	0	0	0	0	0	0	139	0	139	2,300	-2,161
Bureau of Planning Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Planning	5,584	3,601	9,013	6,698	6,707	7,374	5,367	9,168	10,769	9,967	11,522	16,779	102,551	143,548	-40,997
Bureau of Codes Personnel	61,543	38,935	38,677	40,015	39,652	39,880	60,716	37,572	37,572	37,572	37,572	56,359	526,066	631,439	-105,373
Bureau of Codes Services	0	0	1,564	1,675	890	788	340	2,173	1,385	680	1,295	4,224	15,014	23,950	-8,936
Bureau of Codes Supplies	0	0	0	0	0	0	0	0	0	0	70	350	420	1,400	-980
Bureau of Codes Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Codes	61,543	38,935	40,242	41,690	40,541	40,668	61,056	39,745	38,958	38,252	38,937	60,932	541,500	656,789	-115,289
Economic Development Personnel	9,770	3,082	3,213	3,213	3,213	3,213	4,819	3,213	3,213	3,213	3,213	4,819	48,195	118,415	-70,220
Economic Development Services	0	53	80	114	0	439	134	165	16	141	137	186	1,465	3,339	-1,874
Economic Development Supplies	0	0	9	1,005	1,664	0	0	0	0	707	227	1,141	4,752	10,100	-5,348
Economic Development Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development	9,770	3,135	3,302	4,332	4,877	3,652	4,954	3,378	3,229	4,061	3,577	6,146	54,413	131,854	-77,441
Office of the Police Chief Personnel	1,228,023	783,106	782,340	868,830	784,923	825,837	1,339,658	895,700	887,088	2,885,971	846,561	1,850,960	13,978,997	15,500,556	-1,521,559
Office of the Police Chief Services	209,371	3,931	99,419	32,521	60,554	19,631	36,879	24,331	31,581	118,533	22,374	44,618	703,744	805,267	-101,523
Office of the Police Chief Supplies	0	540	2,151	4,395	9,330	175	702	5,397	1,460	120	20,151	5,868	50,290	54,100	-3,810
Office of the Police Chief Other	0	0	0	0	0	110	0	990	15,707	0	0	0	16,807	40,000	-23,193
Office of the Police Chief	1,437,395	787,577	883,909	905,745	854,807	845,753	1,377,239	926,418	935,836	3,004,624	889,087	1,901,446	14,749,837	16,399,923	-1,650,086
Bureau of Fire Personnel	818,853	574,850	690,166	649,301	494,828	504,510	777,550	467,620	544,343	427,790	438,616	788,051	7,176,478	7,803,971	-627,493
Bureau of Fire Services	7,826	0	19,784	21,349	70,720	7,527	9,634	28,728	7,708	19,038	12,679	19,670	224,662	253,200	-28,538
Bureau of Fire Supplies	0	0	2,341	1,982	1,018	313	14,985	12,361	5,021	1,264	12,592	7,080	58,957	69,350	-10,393
Bureau of Fire Other	0	0	0	0	0	0	0	0	0	0	628	0	628	0	628
	826,678	574,850	712,291	672,632	566,565	512,350	802,168	508,709	557,071	448,093	464,515	814,802	7,460,725	8,126,521	-665,796
Office of the Director of Public Works Personnel	56,126	29,041	38,075	35,968	35,913	35,997	53,921	35,952	35,964	35,955	35,960	54,287	483,158	557,263	-74,105
Office of the Director of Public Works Services	0	487	83,596	39,532	29,408	15,450	60,037	26,709	19,926	42,604	5,949	123,086	446,783	802,250	-355,467
Office of the Director of Public Works Supplies	0	7,482	1,757	6,852	1,686	1,677	17,284	9,019	2,026	2,683	3,783	15,005	69,253	89,100	-19,847
Office of the Director of Public Works Other	0	0	63,000	15,750	15,750	15,750	15,750	31,750	21,709	129,867	38,441	136,750	484,517	737,241	-252,724
Office of the Director of Public Works	56,126	37,010	186,427	98,101	82,757	68,874	146,993	103,429	79,625	211,109	84,133	329,127	1,483,711	2,185,854	-702,143
Bureau of City Services Personnel	196,366	146,052	114,022	100,463	99,971	107,510	152,689	103,080	113,279	102,137	98,644	159,073	1,493,286	1,749,095	-255,809
Bureau of City Services Services	9,842	594	23,628	27,134	34,465	25,904	112,654	8,223	11,640	76,714	75,574	83,832	490,202	678,000	-187,798
Bureau of City Services Supplies	350	0	0	33,552	21,417	35,396	24,708	25,148	-719	131,083	19,246	47,162	337,343	601,718	-264,375
Bureau of City Services Other	0	0	0	0	17,598	0	0	0	0	10,274	0	0	27,872	293,900	-266,028
Bureau of City Services	206,558	146,645	137,650	161,148	173,450	168,810	290,051	136,452	124,200	320,208	193,464	290,067	2,348,703	3,322,713	-974,010
Bureau of Vehicle Management Personnel	49,790	33,481	35,287	29,823	27,571	30,223	57,930	38,194	9,299	30,768	34,063	52,346	428,776	533,052	-104,276
Bureau of Vehicle Management Services	0	0	8,601	27,253	17,943	12,597	29,402	32,393	42,910	8,741	34,233	5,206	219,278	213,424	5,854
Bureau of Vehicle Management Supplies	0	0	546	88,925	176,888	80,271	68,067	50,547	36,044	113,981	59,438	210,349	885,056	1,311,750	-426,694
Bureau of Vehicle Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	250,000	-250,000
Bureau of Vehicle Management	49,790	33,481	44,434	146,001	222,402	123,090	155,399	121,134	88,252	153,490	127,734	267,900	1,533,110	2,308,226	-775,116
Office of the Director of Parks, Recreation and Enrichment Personnel	24,755	15,860	16,947	17,044	16,159	44,205	123,260	58,084	33,477	8,922	7,444	13,189	379,345	395,634	-16,290
Office of the Director of Parks, Recreation and Enrichment Services	0	129	126	1,377	1,886	577	7,557	9,164	11,458	1,031	345	333	33,984	115,640	-81,656
Office of the Director of Parks, Recreation and Enrichment Supplies	0	0	0	259	531	208	0	0	1,653	608	0	0	3,259	1,000	2,259
Office of the Director of Parks, Recreation and Enrichment Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director of Parks, Recreation and Enrichment	24,755	15,990	17,073	18,680	18,576	44,990	130,817	67,248	46,588	10,561	7,790	13,522	416,589	512,274	-95,686
	3,577,802	1,878,297	7,581,915	6,340,697	4,118,466	2,151,435	5,509,066	3,061,231	6,357,651	5,658,803	2,870,109	5,627,274	54,732,745	57,246,503	-2,513,759

CITY OF HARRISBURG
IMPLEMENTATION MATRIX

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
PI01	Conduct regular Recovery Plan implementation meetings	N/A	Office of the Coordinator	Complete	Priority 1	May 2012	• 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	• 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	• 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.

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

Pending	In Process	Complete	Progress not tracking

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	• Consult with legal counsel to determine approach • Implement approach	Collective bargaining agreements with the FOP and AFSCME re renegotiated 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	• 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	Ongoing	• 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 City and collective bargaining units have established labor management committees and began monthly meetings in September of 2014.
WF04	Limit new contract enhancements	N/A	Mayor	In Process	Priority 1	Ongoing	• N/A	
WF05	Ensure future collective bargaining agreements remain compliant with Recovery Plan	N/A	Mayor	In Process	Priority 3	Ongoing	• N/A	Ongoing initiative, subject to contract negotiations.
WF06	Implement a three year wage and step freeze	N/A	Mayor	In Process	Priority 1	December 2013	• N/A	Ongoing initiative, subject to contract negotiations.
WF07	Implement a new pay scale for new police officers	N/A	Mayor	Complete	Priority 1	July 2012	• Initiate discussions with labor union(s)	FOP collective barraging agreement adopted in 2013.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
WF08	Implement a new pay scale for new firefighters	N/A	Mayor	In Process	Priority 1	January 2014	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF09	Freeze longevity pay and eligibility	N/A	Mayor	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF10	Reduce paid holidays and personal leave to 10 days annually	N/A	Mayor	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF11	Adjust overtime eligibility thresholds to reflect hours actually worked	N/A	Mayor	Pending	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF12	Adjust minimum overtime provisions	N/A	Mayor	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF13	Reduce vacation leave	N/A	Mayor	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF14	Reduce sick leave allotments	N//A	Mayor	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF15	Implement a court-related overtime reduction strategy	N/A	Police Chief	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF16	Redesign employee health care	N/A	Business Administrator	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF17	Contain post-retirement healthcare cost	N/A	Business Administrator	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Ongoing initiative, subject to contract negotiations.
WF18	Enhance light duty program	NA	Business Administrator	Pending	Priority 2	Ongoing	• Initiate discussions with labor union(s)	City has renewed attention to proactively evaluate opportunities to assign employees injured

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
								on the job to light duty work when reasonable.
WF19	Retain flexibility to fill vacant positions after six months	NA	Office of the Coordinator, Mayor, City Council , & Business Administrator	In Progress	Priority 1	Ongoing	• 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	In Progress	Priority 1	Ongoing	• Initiate discussions with labor union(s)	Subject to collective bargaining negotiations
RET02	Freeze benefit levels for all plans	NA	City Solicitor	Complete	Priority 1	July 2012	• 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	• 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, 2015	• Review Police Plan against the IRS Employee Plan Compliance Resolution System and bring any plan defects, if they exist, into compliance	Law Bureau has coordinated with the Police Pension Board to develop an RFP that complies with Act 44 to

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							• Complete IRS application for determination • Submit application for legal review and revise as appropriate • Submit application	seek and retain specialized outside counsel to facilitate this initiative. The RFP will be issued for execution in 2015.
RET05	Determine status of 2007 enhanced service increments and prevent implementation of such enhancements, if applicable	NA	City Solicitor	Complete	Priority 1		• 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	• 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 changes in the Firefighters' Plan	N/A	City Solicitor	Complete	Priority 1	September 2013	• Revise ordinance to reflect relevant amendments • Submit ordinance to City	Complete

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							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	• 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	• 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	• 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.
I&RM01	Fund risk management services	N/A	Director of Financial	Complete	Priority 1	October 2012	• Contact the City's Third Party	The City has included a

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
			Management				administrator to schedule safety trainings • Schedule training events	Risk Manager position in the proposed 2015 budget. In addition, the City continues to fund risk management support and workers compensation, and employee safety training services through third parties.
I&RM02	Revise terms of brokerage service agreement	N/A	Director of Financial Management	Complete	Priority 1	September, 2013	• 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. Services will be periodically re-bid to ensure the best price.
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	• 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	• Develop working committee consisting of representatives from management and each labor union	City and unions have agreed to develop labor management committees which will serve as the

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							• Conduct best practice research to define light-duty program options • Develop program • Draft and adopt MOUs establishing flexible light duty program	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	• Conduct research to identify best practice safety programs • Develop process to regularly review motor vehicle records of employees who operate motor 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	The City relies upon Inservco, its contracted safety training service provider, to provide certified trainers who 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	• 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)	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.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							• Adopt a practice, as part of the Director of Financial Management's work plan, of assessing risk and coverage levels on an annual basis	
I&RM07 (New)	Implement a worker's compensation buy-out program	N/A	Business Administrator	In Progress	Priority 2	Ongoing	• 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	The City Solicitor's Office has begun the process of proactively resolving lingering workers compensation cases. Buy-out options are considered as financial resources allow.
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	• 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	• Develop agenda, reports, etc., for monthly meetings • Schedule meetings	Monthly meetings conducted.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
EL03	Amend and pass City ordinances, fees and taxes as outlined in the Recovery Plan	N/A	City Council	Complete	Priority 1	Ongoing	• 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	Ongoing	• 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	The City is pursuing opportunities as available. In 2014/2015 the City will be participating in regional analysis of police services to determine what opportunities exist to better coordinate police service.
IGR02	Pursue membership in the Capital Region Council of Governments	N/A	Business Administrator	Pending	Priority 3	December 2014	• Identify funding • Initiate membership	
ADMIN01	Implement quarterly financial reporting and associated review process	N/A	Director of Financial Management	Complete	Priority 1	March 2014	• 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 • Develop reporting process to elected officials	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 development, public issuance and review

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							• Develop budget amendment process to be included as a contingency option in the review and reporting process	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 Council approval, to $50,000 for reallocations

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								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	December 2015	• 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	To be included in the Bureau of Financial Management's work plan as staff capacity becomes available and audit/cash reconciliation backlog is fully addressed.
ADMIN03	Implement a standard budget development calendar	N/A	Director of Financial Management	Complete	Priority 1	N/A	• 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	• 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 identify discrepancies and eliminate	The Bureau of Financial Management, Office of the Controller, and the Act 47 Coordinator's team have developed a position control system and methodology for use by the City.

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							unfunded/unbudgeted positions from the personnel system • Eliminate all unbudgeted positions from the personnel system	
ADMIN05	Conduct comprehensive review of City purchasing policies	N/A	Director of Financial Management	Complete	Priority 2	July 2013	• Conduct research of best practice purchasing policies (take Pennsylvania rules into account) • Develop draft policies • Assess existing purchasing 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	The City has hired a purchasing manager who effective January 1, 2015 and has included a contract compliance manager function in the 2015 proposed budget. In addition, the Bureau of Financial Management and Office of the Controller have trained department staff to more effectively implement existing purchasing policies.
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		• 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		• N/A	Interim Chief of Staff/BA hired effective 6/17/13.

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ADMIN08	Eliminate manual data entry processes in the Bureau of Financial Management	N/A	Director of Financial Management	Complete	Priority 2	January 2013	• 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 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	• Conduct recruitment and hiring process • Hire and train employee	Senior Accountant hired on November 5, 2012.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
IT01	Replace mission critical IT components	N/A	Director of Information Technology	Completed	Priority 1	February, 2014	• Develop inventory of existing IT infrastructure, life cycle, and replacement priority • Develop corollary target replacement schedule • Incorporate schedule into budget development process	Ongoing initiative
IT02	Replace outdated personal computers	(60,000)	Network Administrator	Completed	Priority 2	Ongoing	• Develop inventory of existing PCs, life cycle, and replacement priority • Develop corollary target replacement schedule • Incorporate schedule into budget development process	Ongoing initiative
IT03	Eliminate all personal printers and maintenance on printers	N/A	Network Administrator	Complete	Priority 2	September 2013	• Inventory all personal printers • Develop alternative network printing options, if they do not exist, for those with personal printers • Eliminate personal printers	Ongoing initiative
IT04	Develop custom Interface between County dispatch system and METRO	N/A	Director of Information Technology & Police Chief	Complete	Priority 3	December 2013	• 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	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.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
IT05	Conduct a needs assessment for an Enterprise Resource Planning system	(80,000)	Director of Information Technology and Director of Financial Management	Complete	Priority 3	Ongoing	• 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, 2015	• 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 has contracted with Morefield Communications to maintain the existing phone system through 2015 and complete a phone line traffic analysis. The City will re-evaluate a phone system update as part of the 2016 budget process.
IT07	Pursue long-term strategic IT initiatives	N/A	Director of Information Technology	Pending	Priority 3	N/A	• N/A	The City is evaluating the opportunities available in 2014 to fund a system-wide IT infrastructure assessment and strategic plan.
LAW01	Use professional assistance for labor relations activities	N/A	City Solicitor	Complete	Priority 1	N/A	• 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	• Incorporate positions into the budget development process as	Angela L. Raver, Esq. started employment with

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							funds are available	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	• 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	• 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	• Conduct fleet condition and utilization analysis, based on life-cycle, maintenance costs, and the pre-defined utilization standards • Reassign or dispense of underutilized vehicles • Develop target replacement plan with prioritization • Incorporate replacement plan into budget development process	The Department has established a vehicle replacement plan; however, implementation of the plan has been hampered due to limited financial resources. The Department continues to pursue grant opportunities to replace vehicles.

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POL03	Review and revise stipend for newly promoted investigators		Police Chief & Director of Human Resources	In Progress	Priority 1	Jan 2013	• 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	• 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 covert 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	• Assess ability to reassign officers from specialty units and/or officers made available from a shift schedule adjustment (Initiative POL1). • 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	Career Development program in place. District Attorney's Office to pay ongoing 5% stipend. An officer is assigned to Vice 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	• Coordinate with District Attorney's office to assign personnel	The Coordinator has granted permission for two additional Detectives to enhance Vice

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								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	• 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 Dauphin County	N/A	Police Chief	Complete	Priority 3	July 2013	• Coordinate with County to formalize booking procedure • Train sworn officers on booking process • Transition booking process and reassign personnel assigned to booking	Complete.
POL09	Appoint a Civilian Manager for Parking Enforcement Office	N/A	Police Chief & Director of Human Resources	In Process	Priority 2	January 2015	• 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

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
								enforcement coverage area by approximately 50%, resulting in a reduction to two 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	• 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	Complete	Priority 1	Ongoing	• Establish targets for increased efficiency and relay targets to staff • Adopt a practice of accessing employee productivity against targets	The Department has implemented handheld ticket writing devices and will continue to pursue opportunities to increase efficiency.
POL12	Implement a new schedule for Parking Enforcement Officers	N/A	Police Chief	Complete	Priority 1	Oct 2012	• 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	• Develop new schedule of fees • Submit revised fee schedule to City Council for adoption • Conduct public information	Fee increase proposal to increase metered parking fines to $30 has been adopted by City Council.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							process • Begin enforcement	
POL14	Evaluate the consolidation of Specialized Units	N/A	Police Chief	Complete	Priority 2	Complete	• 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	• 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	• Develop monthly review process of Dauphin County communications' records to identify calls eligible to be billed • Assess false alarm fees in the City-wide fee study and adjust as appropriate	On February 8, 2013, the City Clerk introduced legislation for approval to City Council, in ref to an ordinance addressing to 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	• 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	

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							plan	
FIRE01	Change current shift schedule	N/A	Fire Chief	Pending	Priority 1	December 2012	• 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	• 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	• 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 program	N/A	Fire Chief	Pending	Priority 2	Pending	• Review inspection inventory and identify company-based inspection plan • Develop inspection guidelines and procedures • Train inspectors • Incorporate inspection work plan into daily company activities	The Fire Department has evaluated the opportunity to implement a company based inspection program but will not pursue in the near term due to potential court overtime expenditures.
FIRE05	Increase billing/collection of emergency response and vehicle extrication fees	61,875	Fire Chief & City Council	Complete	Priority 1	April 2012	• Develop fee schedule • Submit fee schedule to City Council for adoption	Ordinance No.13 (Bill NO. 16-2012) passed as amended. The

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							• Notify insurance companies of fee change • Aggressively bill and collect fees from insurance companies	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	• 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	Complete	Priority 2	March 2014	• Revise job description • Incorporate position into budget development process • Recruit and hire Confidential Secretary to the Fire Chief • Reassign firefighter to suppression duties	
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	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

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
								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 2015	• 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 2015.
FIRE10	Continue discussions with Harrisburg Area Community College Public Safety Center regarding possible training collaboration	N/A	Fire Chief	Complete	Priority 2	Ongoing	• Schedule regular formal and informal interaction with the college to identify training opportunities for City firefighters	Regular and informal interaction takes place as part of the Bureau of Fire's annual training schedule
FIRE11	Revise turnout gear replacement practices	N/A	Business Administrator, City Solicitor, & Fire Chief	Pending	Priority 1	July 2012	• Initiate discussions with the IAFF	Subject to contract negotiations.
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	• Initiate discussions with the IAFF	Subject to contract negotiations.
FIRE13	Eliminate minimum manning upon expiration of current collective bargaining agreements	N/A	Business Administrator, City Solicitor, & Fire Chief	Pending	Priority 1	July 2012	• Initiate discussions with the IAFF	Subject to contract negotiations.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
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	Ongoing	• 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 City, with support of the Act 47 Coordinator's team, has budgeted for a series of sanitation program improvements in 2015 designed to increase the efficiency and effectiveness of sanitation operations and limit employee risk.
PW02	Enforce City's right to commercial collection and contract with private collector for collection of commercial waste	N/A	Director of Public Works	In Process	Priority 1	December 2015	• Identify all active businesses in the City (may require 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	The City, with support of the Act 47 Coordinator's team, has budgeted for a series of sanitation program improvements in 2015 designed to increase the efficiency and effectiveness of sanitation operations and limit employee risk. Included is a plan to integrate all commercial properties under the City's collection program
PW03	Increase recycling through education, accessibility, and enforcement - Sanitation Fund	N/A	Director of Public Works	In Progress	Priority 2	Ongoing	• Develop recycling education process	The City, with support of the Act 47 Coordinator's

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							• Evaluate implementation of recycle bank program to incentivize recycling	team, has budgeted for a series of sanitation program improvements in 2015 designed to increase the efficiency and effectiveness of sanitation operations and limit employee risk. Included in the improvements is increased focus on recycling program education.
PW04	Aggressively manage fleet make-up and quantity	N/A	Director of Public Works	In Process	Priority 2	April 2013	• 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 vehicles/equipment out of service • Identify target fleet size and composition and incorporate into a vehicle replacement plan that fits within financial constraints	The City has appointed a fleet manager who is proactively managing the vehicle evaluation, surplus, and auction processes.
PW05	Create Central Fleet Agency with Combined	N/A	Director of Public	Pending	Priority 3	Pending	• Develop organization structure,	Pending

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	Facilities and Fleet Manager		Works				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	
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	Pending	• Pending hiring of fleet manager	Pending
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	Pending	• Conduct needs assessment of Harrisburg city facilities • Develop prioritized list of improvements • Solicit grant opportunities	Pending resource allocation
FLEET01	Eliminate three dump trucks from the Department of Public Works' fleet	N/A	Director of Public Works	In Process	Priority 1	July 2014	• 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.

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FLEET02	Eliminate one bucket truck from the Department of Public Works' fleet	N/A	Director of Public Works	In Process	Priority 1	July 2014	• 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	• 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	• 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.
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	• 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	N/A	Police Chief	In Process	Priority 1	July 2014	• Decommission vehicle	Surplus vehicle

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
	Department's fleet						• Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management	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	• 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	• 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	Pending	• Initiate hand-over discussions with PEMA • Schedule transfer of vehicles	Pending
FLEET10	Develop a vehicle pool for the Bureau of Housing, and reallocate surplus vehicles to support two additional code enforcement officer positions	N/A	Director of Housing; Fleet Manager	Pending	Priority 1	Pending	• Decommission vehicle • Schedule auction and sell vehicle • Revise insurance roles • Report salvage value and insurance savings to Director of Financial Management • Develop vehicle pool scheduling system • Communicate system to employees	Pending

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
FLEET11	Utilize fleet reduction savings to purchase and install a fleet and fuel management system	N/A	Fleet Manager	Pending	Priority 1	December 2014	• 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	• 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	• 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.
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	• 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	Passage of amendments to the Rental Inspection Ordinance and Buyers Notification Ordinance have restructured the Codes inspection programs and reduced unnecessary inspections.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							requests into the process	
BH03	Contract for demolition of blighted structures	N/A	Director of Building and Housing Development	Complete	Priority 2	July 2012	• 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	• Develop composition and structure of teams • Conduct assessment of "problem areas" • Based on assessment, develop work plan and measurable goals for teams	Composition of Team completed. Meeting to be scheduled for DBHD, Fire and Police Departments.
BH05	Adopt legislation requiring a local responsible agent for rental properties within the City	N//A	City Council	Complete	Priority 1	July 2012	• Draft ordinance and associated fine structure • Develop registration process • Submit ordinance to City	The measure was passed by City Council in October 2011, Ordinance 9-2011. In lieu of a

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							Council for consideration • Conduct public notification and registration campaign before effective date	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	• 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 2015	• Develop and issue RFP • Assemble RFP review committee • Review proposals and select the lowest responsible bidder • Conduct public engagement and planning processes	The comprehensive plan update process is underway. RFP responses from planning firms were submitted to the City on December 19, 2014. The process is expected to be completed by the close of 2015.
HS01	Designate a Housing Coordinator	N/A	Mayor	Complete	Priority 1	July 2013	• Identify and evaluate interested candidates • Designate a Housing Coordinator	The Housing Coordinator functions have been assumed by the Director of Community and Economic Development
HS02	Develop a comprehensive Housing Strategy	$10,000	Mayor, Business Administrator, Housing Coordinator.	In process	Priority 2	December 2015	• Convene a working group to guide strategy development • Develop working group charter and objectives	Slated for inclusion in the comprehensive plan development process.

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							• 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	
HS03	Utilize Vacant Property Reinvestment Board	N/A	Mayor, Business Administrator, & Housing Coordinator	In Process	Priority 2	December 2015	• Develop work plan and goals for the board based on comprehensive housing strategy • Develop implementation plan to engage private redevelopment groups and civic groups	Slated for inclusion in the comprehensive plan development process.
ED01	Designate an Economic Development Coordinator	$75,000	Mayor	In process	Priority 1	July 2013	• 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	• Develop and issue RFP • Assemble RFP review committee • Review proposals and select the lowest responsible bidder • Conduct planning processes • Incorporate planning process results into the Economic Development work plan	Slated for inclusion in the comprehensive plan development process.
ED03	Evaluate the City's tax abatement strategy	N/A	Mayor & City Council	In Process	Priority 1	July 2014	• Conduct best practice research to identify successful tax abatement programs	The Law Bureau has developed a new Tax Abatement program. This

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							• 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	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	• 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 Works & Department Directors	In Process	Priority 2	July 2014	• Conduct inventory and condition assessment of existing capital assets • Prioritize capital improvement needs based on key considerations such as infrastructure use, condition, safety, cost, etc. • Identify long-term Improvement plan based on resource estimates • Conduct capital budget development process and	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.,

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							incorporate 5-7 year CIP development into the 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	• 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	Pending	• Develop infrastructure condition rating systems and processes and incorporate into department work plans • Conduct inventory and condition assessment of existing capital assets • Incorporate infrastructure condition assessments into the capital budget development process	Pending
CIP04	Investigate the sale and leaseback of City buildings	N/A	Mayor & Business Administrator	In Process	Priority 1	September 2012	• Identify City facilities that may have a market for sale and/or lease back	DBHD in cooperation with the Harrisburg Redevelopment

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							• 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	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 broker; the real estate broker is developing marketing plan.
OA01	Establish a stormwater utility fee	N/A	THA	Complete	Priority 1	January 2013	• 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	• Define PILOT structure and calculation methodology • Initiate discussions to establish	City has begun discussions with local non-profits.

EChapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority[1]	Target Completion Date[2]	Key Implementation Steps	Comment
							PILOT agreements • Submit draft agreements to City Council for consideration and approval • Develop payment schedule and processes	
OA03	Expand Stormwater Management Ordinance regarding discharges - THA	N/A	Mayor, City Council, & City Engineer	Complete	Priority 1	February 2013	• 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 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

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								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.
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	• 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	• 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	• Initiate discussions with partner governments • Develop assessment plan and funding structure • Conduct reassessment • Evaluate revenue impact and revise revenue projections	

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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	• Adopt a practice of evaluating property tax revenue impact associated with selling city owned property to non-profits • Identity 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 • 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	• 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	• Increase penalties for non-payment • Conduct public information process • Institute amnesty period for delinquent remittances	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

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							• Begin enforcement	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	• 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 regarding realty transfer tax	N/A	Law Bureau	Pending	Priority 1	September 2012	• Contact Department of Revenue to clarify process • 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	• 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	Complete	Priority 2	July 2012	• Create repository of tax related documents and forms	Website updated

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			Director				• Design tax webpage and add tax document and forms • Test webpage • Go live with webpage and conduct public outreach process	
REV11	Improve real estate taxpayer collection rate	N/A	City Treasurer, Business Administrator, & Tax Enforcement Administrator	In Process	Priority 1	July 2014	• Evaluate opportunities to increase the collection rate • Develop implementation plan and associated targets • Develop improved system for notification of unpaid tax accounts • 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	• 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	• 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	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

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							market	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	• 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 fines	Bureau of Police, Constables, Codes Enforcement	In Progress	Priority 1	2014	• In Place	This Initiative calls for the organization of a task 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

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								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	:	
Petitioner,	:	
v.	:	NO. 569 MD 2011
CITY OF HARRISBURG	:	
Respondent.	:	

Certificate of Service

I, Christopher C. Houston, hereby certify that on this day I served the foregoing document upon the persons and in the manner indicated below, which service satisfies the requirements of Pa. R.A.P. 121:

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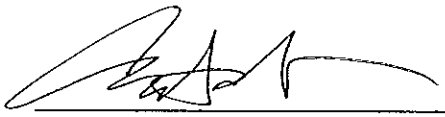
Dated: 12/30/04



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