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
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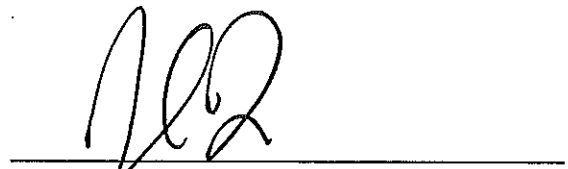
STATUS REPORT OF THE COORDINATOR FOR THE CITY OF HARRISBURG

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 2nd day of October, 2015.



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pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

Date: October 2, 2015

To: The Honorable Bonnie Brigance Leadbetter

From: Fred A. Reddig, Coordinator

Re: Update on Receiver's Plan Implementation

I am pleased to provide the court with the quarterly update on the status of the implementation of the Receiver's Recovery Plan as confirmed by the Court on March 9, 2012 and on the Modified Plan, the Harrisburg Strong 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 seventh report to the Court since my appointment by Department of Community and Economic Development (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 third quarter of 2015.

Office of the Receiver/Coordinator

It has now been just over eighteen months since your honor issued an order on February 25, 2014 to vacate the Office of the Receiver, return the City to the underlying provisions of Act 47 and for DCED's Secretary to appoint a Coordinator who would oversee the further implementation of the Court confirmed Harrisburg Strong Plan. As part of the order vacating the Receivership, the Court retained jurisdiction over the further implementation of the Strong Plan. Consistent with the Court's order and to keep the Court apprised of the plan's status and Harrisburg's recovery, I will continue to provide quarterly reports on the City's progress with further implementation activities.

As Coordinator, I continue to hold weekly status conference calls with members of our 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 Denton (formerly McKenna Long and Aldridge) that have supported the Receiver remains in place, and along with 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.

Our focus during 2015 continues to be on addressing various implementation actions that were required as part of the Plan consummation along with an increased emphasis on operational issues in order to provide sustainable balanced budgets for 2015 and beyond. To that end, as we move through the second half of 2015 it has become apparent that several of the financial projections that were important elements of the Strong Plan are not performing at the levels anticipated, thus creating a structure imbalance for 2016 and beyond. The projections were based on the best available information at the time, however as with other Act 47 recovery plans, it is not uncommon to have to make certain modifications to the plan based on actual performance.

Further, significant amendments to Act 47 were enacted at the end of 2014, and these also require certain modifications to the Strong Plan. Act 199 which amended Act 47 last year has now provided certain options that were not available when the Strong Plan was enacted and thus it is appropriate that these options be considered as part of plan modifications. In addition, certain changes to the Strong Plan are now required by Act 199 in order to provide financial projections through 2018 which represents the initial five-year term for a municipality to be under the provisions of the Act. During the fifth year a review is to be undertaken by the Coordinator and recommendations made as to whether the distressed designation should be rescinded; the Receivership provisions of the Act invoked; a dissolution process undertaken (in limited instances); or a three year exit plan be prepared. Given these matters, the Coordinator and his Team are currently engaged with the City in the preparation of a further modification to the Strong Plan that will provide financial projections for 2016 through 2018 (the five year initial term of Act 47) along with attendant recommendations that will advance the City's recovery towards the ultimate rescission of the Act 47 designation.

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

- Impact Harrisburg – Non-Profit for Infrastructure and Economic Development
- Fiscal Issues
- Operational Matters
- Collective Bargaining/Personnel matters

Impact Harrisburg

The Impact Harrisburg Board continued with numerous organizational activities during the 3rd quarter. The creation of a single non-profit corporation was the recommendation of the Task Force for Infrastructure and Economic Development. Following the Coordinator's submission of the Governance Proposal and Action Plan, Commonwealth Court issued an order approving the Plan on November 25, 2014. The Board will administer the $12.3 million set aside as part of the parking transaction to fund both economic development and infrastructure initiatives to aid the City in strengthening its tax base and addressing critical infrastructure needs thus enhancing the quality of life for City residents.

The nine member Board appointed by the Coordinator and comprised of recommendations from the Mayor, City Council and the County, has been meeting bi-weekly since February to address organizational activities and has made considerable progress to date. Officers include Neil Grover as Chair, Doug Hill as Vice Chair, Les Ford as Secretary and Brittany Brock as Treasurer. The Board had engaged Vance Antonacci of McNees Wallace & Nurick LLC as counsel to assist with the Board's incorporation with the Department of State and their establishment as a 501(c)(3) non-profit organization with the Internal Revenue Service. Articles of Incorporation were filed with the Department of State and approved on March 17. The 501(c)(3) application was also filed with the IRS in March and approved by the IRS on June 18, 2015.

During the 3rd quarter, the Board met on July 23, August 11 and 25, September 8 and 15. The Coordinator and his Team have provided support to the Board and will continue to do so until an Executive Director is hired.

The Board continued to be quite active during the third quarter and by the end of the quarter had finalized the selection of Fulton Bank as its depository. Subsequently, the $12.3 million in funds set aside as part of the parking monetization was transferred into the Board's account. The Board is currently reviewing the proposed Investment Policy and plans to finalize it within the next month after which a portion of their funds will be invested in longer term investments. The Board also finalized arrangements for Board insurance with the Enders Insurance Agency and Director's liability insurance and fidelity bonding were put in place effective August 17. The Board also approved and made payment to Vance Antonacci for the services he has rendered to date as counsel and to the City for the $75,000 allocated for the Comprehensive Plan. The Board is also in the process of securing the services of both an accountant and auditor. The Board also finalized terms of an agreement with Pinnacle Health for no cost office space at the Pinnacle Health facility at the former Polyclinic Hospital site. They will occupy this site beginning in October.

The Board also devoted considerable time to the recruitment of an Executive Director during the quarter. A broad recruitment effort resulted in 39 applications being submitted for the position. These applications were screened to 9 individuals who were interviewed on June 30, July 8 and 9 and 14. A finalist was selected and terms of employment negotiated, however, late in the process the finalist determined that for personal reasons the position would not work and in early August withdrew from consideration. The Board decided that its best course of action was to renew the recruitment process and re-advertise the position. Ads were placed in the local media and various trade publications which resulted in 10 new applications being submitted by the September 15 deadline. These applications are currently under review with interviews pending. It is hoped that a candidate can be selected in the near future and begin work by late October or November. At that time the Board and the Director will focus on the guidelines with the application process beginning in the fall.

Mayor Papenfuse has expressed concerns to me over the amount of time it is taking to reach a point where project applications can be received and funded. Although he understands that the two stage process is in conformance with the Strong Plan and that both the Task Force and Board have moved forward without undue delay, he had hoped that the process would have been faster and the funds set aside for economic development and infrastructure would have had a quicker, positive impact.

The Board also recognizes this and has discussed advancing project applications before year end given the delay in the recruitment of an Executive Director. In hindsight the two step process, though providing for significant input and involvement by stakeholders, may have been a bit cumbersome and slowed the ability to have a faster positive impact on the City and its recovery process.

Harrisburg Supplemental Growth Fund

Impact Harrisburg's activities are also being coordinated with the City, Dauphin County and Assured Guaranty Municipal 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 and the Escrow Disbursement agreement were both executed by all parties in February. 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 PennDOT funding. AGM and the County selected M&T Bank as the depository for these funds and the Coordinator saw that the $6.666 million set aside in the Supplemental Harrisburg Growth Fund was transferred to M&T Bank on February 19 pursuant to the agreement. On May 13, the City received formal approval along with a contract from PennDOT of a $3.19 million grant to undertake street related improvements. After review the City executed the contract and returned it to PennDOT on September 21. A meeting is scheduled for October 8 between AGM, Dauphin County, PennDOT, the City and the Coordinator to discuss next steps with respect to the remaining funds from the $10 million allocation.

Fiscal Matters

The City's 2015 budget of $59.5 million was enacted by Council on December 23. The budget is balanced and generally consistent with the Harrisburg Strong Plan. The budget contains no increase in taxes and serves as the City's financial plan for the year.

Through the end of August the City's revenues were $36,808,894 while expenditures were $38,051,291. Expenditures included the second GO debt service payment that was due in early September. The FY 14 year-end cash balance following adjusting entries was reduced to approximately $5 million. The cash balance allowed the City to meet its early year obligations until tax revenues begin to flow. At this point in the year the bulk of the City's revenues have been received. Concern though exists over what is anticipated to be a shortfall in parking revenues as

discussed later in this report. With actual numbers through August and estimates through December our year-end projection is that the City will have revenues of $57,153,486 and expenditures of $58,412,157 with a negative balance of approximately $1,258,671. The City's FY 14 audit was just completed and released on September 24. Final audited year-end numbers reflect that the City ended 2014 with total revenues of $55,993,158 and total expenditures of $46,886,409 for an excess of $9,106,749. After factoring in other financing sources/uses of $4,334,485 the City had a net increase in fund balance of $4,772,264. The City has continued to effectively manage expenditures and estimates are those expenditures will be approximately $1.1 million below budget thus offsetting to a degree the revenue shortfall. Although not the result we would like, the City should be able to weather the projected $1,258,671 operating deficit this year. Key to this though will be the receipt of the $5 million in public safety funding that is anticipated from the Commonwealth, though the current budget stalemate has delayed this funding. Efforts will continue through year-end to achieve a balanced budget through both more aggressive approaches to revenue matters and continued expenditure constraints. We will continue to closely monitor the City's financial position as the year progresses. The 2015 cash flow summary attached with this report reflects actual revenues and expenditures through August with projections through year-end.

The Coordinator continues to closely monitor cash flow as part of the implementation of the Strong Plan. The City's bi-weekly payroll averaged $911,000 for the quarter, slightly below the $950,000 average for 2014. The Coordinator reviews City payables on a bi-weekly basis to insure expenditures are consistent with the confirmed Strong 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 City's Finance Office, the City has been able to meet payroll and critical creditor obligations through the third quarter as well as maintain a current status (within 60 days) for virtually all payables. Over the last year the City had reduced payables from the $2 million level to approximately $1 million and maintained that level through August. The vast majority of these payables are internal and to the City Treasurer for medical related payments. Given concern as to the timing of the receipt of the $5 million state appropriation for public safety due to the state budget stalemate, the Coordinator recommended that payables begin to be held in order to conserve cash to insure that necessary and vital services continue to be provided. Payables on hold as of the September 24 check run now total $2,682,284 though the vast majority of the payables are internal and deal with medical reimbursements to the City Treasurer. Virtually all payables (95%) still remain less than 30 days. The City also remains current with all of its debt service obligations. The City made its 2nd major general obligation debt service payment of $3,000,000 million in late August in advance of its September 15 due date.

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".

As of September 25 inclusive of the September 24th payroll and check run, the City had a cash balance of $6.1 million. This is approximately $1.9 million higher than at the end of the third quarter in 2014. 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 had periodic meetings with the Controller during the quarter to address fiscal related matters including issues related to the City's year-end position and purchasing matters.

The Controller's office also completed a review of the City's purchasing procedures during the quarter. The review found steady improvement in the various departments complying with purchasing procedures. When the Controller began its review early in the year each individual department, bureau and office was acting as an autonomous purchasing entity operating under its own policies. With the Mayor's support, the long vacant Purchasing Manager position was filled and a commitment made to following City procedures for purchasing. Instances where individuals purchased goods and services prior to a fully executed purchase order being generated have been greatly reduced and there has been a marked improvement in adherence to related fundamental internal controls. The average number of purchases made prior to the issuance of a purchase order averaged 35% for 2014. In the first quarter of 2015 it averaged 81% dropping to 26% in the 2nd quarter and in the third quarter through August was 15%.

The City, with the assistance of Trout Ebersole and Groff, completed pre-audit work for the 2014 audit by mid-June. This year the City's accounting manager led the audit preparation work though Trout Ebersole and Groff assisted on a limited basis by focusing on compensated absences, OPEB and workers compensation matters. As the City continues to build internal capacity it is hoped that the reliance on outside assistance can be totally eliminated. Maher Duessel, the City's auditor began the audit in mid-June, worked smoothly through the summer and issued the audit on September 24. Last year the City completed the 2013 audit the end of November which finally brought its audits up to date. The completion of the 2014 audit prior to the end of September brought the City into compliance and negated the need to file a notice on EMMA. The timely completion of audits represents another critical step in the City's recovery.

The City's Audit Committee was established to provide an independent review and oversight of the City's financial reporting processes, internal controls and its annual audit. The Committee is

comprised of five voting members, and the Chair of the Budget and Finance Committee. The City's independent auditor now reports directly to the Audit Committee. The Committee has been quite active in engaging on fiscal management matters. The Coordinator attended the Committee's June 30 meeting and provided an update on the City's recovery as well as on the financial management policies that are provided for in the Strong Plan. The Coordinator has recommended polices on debt and fund balance to the City's administration and Council and reviewed these policies with the Committee. The Committee Chair has asked the Coordinator to attend the Committee's October 8 meeting to provide the Committee with a further update on recovery activities.

During the quarter the City continued to provide the appropriate Material Event Notices on EMMA related to debt obligations including notices related to the 97 bond issue and has maintained compliance with Securities and Exchange Commission (SEC) reporting requirements.

Operational Issues

Implementation of the operational elements of the Strong 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 with Mayor Papenfuse and his Administration during the third quarter to assist with numerous issues in helping the administration move forward with Strong Plan initiatives and other operating matters. Regular interaction with the Mayor and key administrative staff occurs on issues involving finance, budget, tax collection, IT issue, planning, sanitation, public safety, parking, City Island issues and personnel. Our agendas have focused on the most significant issues that are pending at the moment. Meetings have been 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 other members of Council and the Controller, with the same objectives. Again, these meetings have been very productive as we work to achieve consensus between City officials on plan related initiatives.

The City of Harrisburg has made significant progress implementing many of the substantive operational recommendations in the Strong Plan. Through the collective bargaining process and the implementation of strategic staffing increases in public safety and public works, the City has been able to enhance service levels and limit overtime expenses. The following summarizes the significant operational initiatives currently underway or expected to be initiated in the coming months.

In the fall of 2014 the Act 47 Coordinator subcontracted with a professional engineering firm, Barton & Loguidice, to conduct a detailed assessment of Harrisburg's refuse and recycling 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. It was recognized at the outset that the current system was broken and unsustainable without significant change. Meetings

were held with management, the collective bargaining unit and members of Council to obtain their input. The assessment, which was completed the end of the second quarter of 2015, outlined a number of operational improvements to the sanitation collection and recycling program. Recommendations focus on obtaining new or refurbished collection vehicles, purchasing and deploying new trash and recycling containers, increasing recycling through educational efforts, enforcing current ordinances and validating all commercial and residential billing information. These improvements are specifically designed to address the equipment and staffing deficiencies outlined in the Strong Plan, improve operational efficiency, enhance recycling collection rates, and improve revenue collection. In addition, a representative from Barton and Loguidice, as a member of the Act 47 Coordinator's Team, continues to provide implementation support to the City and meets with City leadership on a bi-weekly basis to provide consultation services and assist with implementation questions.

The City has begun the process of purchasing recycling and refuse collection packers and has developed a plan to purchase several additional vehicles in the coming years. A new recycling truck was purchased through a DEP Recycling grant and delivered in September. This truck will reduce the number of trips crews need to make to the drop off site. Recycling volume continues to increase due to both the hiring of a Recycling Coordinator and the distribution of 35 and 65 gallon recycling containers to City residents and businesses. The City achieved success in increasing its recycling rate from what had been around 5% to almost 20% in 2014 and anticipates this number increasing further. The City allocated $2 million in the FY 15 Sanitation budget for new trash and recycling containers. By the end of the third quarter 14,000 new containers had been distributed city-wide. With an education and outreach program now underway, and through coordination with the County's recycling office, the City is likely to further increase recycling tonnage and should be able to meet or exceed the required tonnage by monitoring and deterring diversion of municipal solid waste from exempt commercial establishments. The more the City recycles, the less it has to pay from sanitation fees collected for disposal, which is all-in-all, a good thing. It is anticipated that these improvements will help stabilize the refuse and recycling collection operation and improve the overall appearance of the City.

The City is also balancing the increase in recycling volume with its 35,000 ton put or pay requirement with LCSWMA. Key to continuing to meet this tonnage will be the reduction in waste, especially commercial waste that is generated in the City but is not attributed to the City's waste stream through greater enforcement efforts. The City is taking an aggressive approach with commercial accounts to ensure that all waste generated in the City is taken to the LCSWMA facility and credit given to the City as was addressed in the Mayor's recent State of the

City address. Thru the end of August the City's has disposed of 24,843 tons (71%) of the put or pay minimum and is on target to meet this threshold.

The City is currently addressing a lawsuit requesting that a declaratory judgment be issued claiming that the City's current commercial refuse rates are unreasonable and unenforceable. The Coordinator is assisting the City's Solicitor in responding to this suit. The above course of action with respect to commercial refuse should greatly assist in resolving this suit. No additional activities occurred with this suit during the third quarter.

The Department of Public Works has also begun implementing a number of important initiatives outside of the refuse and recycling collection system. The Department has begun the process of updating its street light and traffic system inventory to Light Emitting Diode (LED) using City financial resources, Commonwealth grant resources, and proceeds from its first borrowing since before it entered the Act 47 program. A $3.2 million loan with M&T Bank that will fund the street light conversion project closed in late September. Once completed, this capital investment will result in an operational savings of over $500,000 annually through reduced energy consumption.

The most significant staffing issue impacting the Department of Public Works is related to staffing in the refuse and recycling collection operation. Due to shortages in the sanitation operation, the Department has had to draw upon maintenance crews to staff sanitation routes. This has impacted the City's ability to repair transportation infrastructure issues in a timely and proactive way. However, the City is developing plans to improve staffing in the sanitation operation which, if effectuated, will help resolve this issue.

In the public safety area, both the Police and Fire Departments have been stabilized through intentional hiring designed to allow the Departments to absorb normal attrition. This action along with the changes in staffing requirements as a result of the new IAFF contract has helped the Fire Department significantly reduce overtime expenses. In addition, the Fire Department has applied for Federal Emergency Management Association (FEMA) SAFER grant to fund firefighter positions. The Police Department was also recently awarded a federal COPS grant totaling over $550,000 to fund five police officer positions over a two year period. These officers will be devoted to community policing and should be hired by early 2016 bringing the police complement to 152 sworn officers. These staffing improvements will allow both the Fire and Police Departments to continue improving the reality and perception of public safety in the community, which is critical to Harrisburg's recovery.

Led by Dauphin County Commissioners and the District Attorney's office along with financial support from the Act 47 program, the Dauphin County Regional Police initiative continues to move forward. Started in the fall of 2014, the Task Force unanimously agreed to undertake an

assessment of the viability of regional approaches to police services. The Task Force is comprised of police agencies within the County along with County officials and is guiding the initiative. The Police Executive Research Forum (PERF) was engaged through a partnership between the County and the Coordinator's office to undertake the study of various regional and collaborative approaches to police service within the County. A kick off meeting was held on November 13. During 2015 a number of meetings throughout the County were convened by the County Commissioners and District Attorney to gather input with the last meeting of the Task Force held on June 23. Harrisburg's Police Chief and the City's FOP representative are both active participants on the Committee to ensure that the City's issues are an integral part of the study. Their study will consider multiple intergovernmental arrangements for policing services and identify opportunities for increased cooperation and cost sharing among police departments throughout the County. The draft report was completed during the third quarter and provided for initial review in mid-September. A meeting of the Task Force to review and discuss the report and its recommendations is scheduled for October 13. This intergovernmental initiative is consistent with the Strong Plan's goals and could open the door to even greater cooperative ventures.

A key element of the Strong Plan is building administrative capacity in City government within the resources available. The administration judiciously managed the 2014 budget so as to selectively add positions while staying within a tight budget framework. The 2015 budget has allowed additional positions to be filled on a selective basis. Though department director positions are filled, the Administration continues to deal with several vacancies in key positions as it works to rebuild capacity. Efforts to hire a Business Administrator have been very difficult given the budgeted salary of $75,000. As Coordinator I recognize the importance of this position within the City's organizational structure. It would provide the Mayor with a qualified and experienced individual who would manage the City's daily activities thus freeing the Mayor from having to manage internal City operations and allowing him to focus more time on big picture issues that are critical to the City's economic development and public safety needs. Recognizing that recruitment efforts have been stymied due to the current salary allocation I have advanced a willingness for the Act 47 program to provide a salary supplement over a three year period to support the Business Administrator position. I am hopeful that this position can be advanced as part of the 2016 budget process.

With the Court's approval to allocate up to $75,000 from the funds set aside for economic development in the Harrisburg Growth Fund, the City reinitiated the Comprehensive Plan update process early in 2015. Council and the Planning Commission took action to move forward with the update, an RFP was developed, proposals received and evaluated during the first quarter and a consultant selected. In April, the City awarded the contract to Office of Planning and Architecture (OPA) of Harrisburg to lead the process supported by 5 other firms (K&W Engineers and Consultants,

Good Land Collaborative, ARUP Americas, CSPM Group and AB3 Development). A kick off meeting for the project occurred on May 7. Following a contest held to brand the planning process, "BeHBG" was selected as the name for the update process. A "BeHBG" web site established to provide the community with ongoing updates and to allow further community input has resulted in 443 registered users, 202 ideas and 560 comments. During the third quarter the City and consultant scheduled and convened a series of five additional stakeholder meetings and two community workshops, one focusing on transportation and the other on housing. Staff also participated in 24 community events in getting the word out about the update, to gather further input on how the City should evolve and develop over the next twenty years and to obtain a sense of the priority of City issues. Upcoming activities include participation in 10 outreach events during October, public engagement forums scheduled for late October and early November and a community workshop on December 2. The consultants have also met with PennDOT on transportation issues and Harrisburg Housing Authority representatives to discuss housing issues.

Concurrently, the City continues the process of updating its consolidated plan under the Community Development Block Grant program. The Ferguson Group was engaged to assist in this effort as well as to provide some of the data for the Housing portion of the Comprehensive Plan. This work will be integrated into the City's Comprehensive Plan update process.

The City continues moving forward with the organization of a Land Bank Board, following the enactment of an ordinance to create a Land Bank last summer. The Land Bank will provide the City with the ability to acquire vacant or abandoned properties, improve them and return them to the tax base. It will use available resources to facilitate the return of vacant, blighted, abandoned and tax-delinquent properties to productive use, thus combating community deterioration, creating economic growth and stabilizing the housing and job market. This will provide the City with a major tool to tackle blight and assist in growing the City's tax base and furthering its recovery.

The Treasurer's Office went through a transition following last September's resignation of John Campbell due to charges filed by the Dauphin County District Attorney for theft from the Historic Harrisburg Association and the Stonewall Democrats. Tyrell Spradley was selected by Council to replace Mr. Campbell in November and after obtaining his bond, assumed office in December. He is serving the balance of Mr. Campbell's term 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 been actively engaged with the Administration of the Treasurer's office and is working closely with the Controller and Finance offices in assessing its overall operation and in recommending improvements to the City's finance operations. He is being assisted in this effort through the recent hiring of a consultant to review the office's operation.

The City has had an active third quarter on the personnel front. Although five candidates accepted conditional offers for the police officer position, two were disqualified during the physical testing process. Three candidates are currently enrolled in the Police Academy class that began on July 13. Thus far in 2015, 9 police officers have retired or otherwise left City employment. There are also four fire candidates currently enrolled in the Fire Academy class that began in March. Vacancies that occurred during the quarter included the Assistant City Solicitor, Health Officer and Sanitation Billing and Enforcement Officer. Positions filled during the quarter included a Grants Manager in the Finance Bureau, an IDMS Programmer in IT; a Rehab Specialist I and Administrative Assistant in the Housing Bureau; a Park Ranger in Parks and Recreation; 2 Code Enforcement Officer positions in the Codes Bureau; and in Public Works, 2 Demotion Specialists and 2 Motor Equipment Operators. The City is judiciously reviewing all positions to ensure adequate budget appropriations exist before filling, especially given the tight budget that exists, while continuing to provide "necessary and vital services" to City residents and businesses.

Collective Bargaining

The changes contained in the Agreements amending the prior Collective Bargaining Agreements for the AFSCME, FOP and IAFF bargaining units as well as those initiatives for the non-union City employees have been implemented and cost reductions resulting from these changes continue to be monitored. The formal Amendment documents setting forth the revised contract language have been finalized and agreed to by AFSCME and also by the FOP. The City prepared a similar formal Amendment document setting forth the changes in the Tentative Agreement document which was formally ratified by both the IAFF and the City. The IAFF has yet to respond to this formal Amendment document that contains the revised contract provisions. The Coordinator will continue to work with City management to insure implementation of the negotiated changes, and to assist as may be necessary with respect to any issues and grievances that arise relating to those changes or to any of the Plan initiatives.

Fire overtime had been a continuing issue for the City, however, with the new fire contract approved in April 2014, the closing of a fire station and the addition of a new complement of firefighters in July 2014, the City has been able to significantly reduce overtime expense. Total overtime (inclusive of premium pay) for the first quarter of 2014 was $727,432 or 64% of salary. For the balance of 2014 total overtime was $1,100,943 or 32.5% of salary, half of what it had been averaging prior to the new contract. For the year overtime was 40.5% of salary and 91% of the $2 million overtime budget. Positive trends have continued in 2015 and through August show a continuation of reduced overtime and the ability to stay within the $900,000 budget which is less than half the 2014 overtime budget. Overtime (inclusive of premium pay) through August was $587,117 or 18% of normal salary and is tracking at 65.2% of the lower budget amount. This pattern of reduced overtime has had a very positive impact on City finances and is anticipated to continue through the balance of 2015.

Asset Monetization Matters

During the second quarter of 2015 work continued to address various follow up actions that were provided for as part of the Plan consummation along with City operational recommendations as discussed above. Many of these matters related to the parking system and follow up to the Verizon Tower transaction.

Importantly, after consummation of the Strong Plan, 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 as part of the Plan's consummation and the latter were restructured in January as part of the Settlement Agreement on the Verizon Tower.

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

- Long-term capital lease of Harrisburg's parking assets from the City and the Harrisburg Parking Authority (HPA) to the Pennsylvania Economic Development Financing Authority (PEDFA),
- The sale of the incinerator from The Harrisburg Authority, now Capital Region Water (CRW) to the Lancaster County Solid Waste Management Authority (LCSWMA),
- Activities related to the "Verizon Bonds",
- The "Senators' Stadium" financing, and
- Activities related to the transfer of the water and sewer operation from the City to CRW.

Harrisburg Parking

With Plan consummation, the parking assets are now under the auspices of the PEDFA. They have engaged the Capital Region Economic Development Corporation (CREDC) as their agent to oversee the operation and management of the parking operation. PK Harris/Trimont Real Estate Advisors is responsible for managing the parking assets and Standard Parking Corporation/SP+ is managing day to day operations. PEDFA recently awarded a contract to CDM Smith to review certain financial elements of the Park Harrisburg System. Given the failure for revenue to be available to pay debt service to satisfy rate covenants under the bond indenture, it was determined that a review of the operational issues and recommendations aimed at improving the system's operations and financial performance would be undertaken. CDM Smith was engaged the beginning of September and is currently performing the review of the system with their report anticipated to be presented at PEDFA's October meeting.

Improvements to the Parking System

Parking meter stations that accept credit cards, allow for pay-by-phone and add time by phone are now fully operational and have greatly improved meter parking operations. Although behind schedule, bids for the new technology in the garages were received, the contract awarded and installation is currently underway. The automated garage entrances and exits are being installed with two of six garages complete and a third expected to be complete in October. The remaining garages are expected to be completed by mid-November barring any installation issues. The River Street lunchtime discount program discussed in March will be implemented when the automated entrances and exits are installed there in the next 30 days.

Once the technology in the garages is installed, additional parking programs and improvements should become available to workers, merchants and residents. This technology will also allow for further analysis of parking patterns, thus allowing additional enhancements to occur. Once all the technology has been installed and integrated, the City and parking customers will see many improvements and are expected to benefit from the additional options that will address issues raised by merchants, employees and residents.

In the interim, the City has made arrangements with Park Harrisburg to reduce meter rates from 5 p.m. to 7 p.m. and on Saturdays for users of the Pango application. The City agreed to subsidize a reduction in meter rates from 5-7 and on Saturdays, if certain metrics were not otherwise met. Thus far revenues have exceeded thresh holds so there has been no cost to the City for this program.

A Parking Advisory committee chaired by PK Harris/Trimont Real Estate Advisors, the Asset Manager, and comprised of representatives 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 on a periodic basis to keep stakeholders informed on the system's operation. 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. The next public meeting of the Advisory Committee is scheduled for October 19 which will be followed by the PEDFA Board meeting on October 21.

Following concerns expressed by City officials and the public at the February 24, 2015 meeting of the Advisory Committee, PK Harris/Trimont Asset Management and Standard Parking announced at the March 24, 2015 PEDFA meeting several initiatives to address these concerns.

Since that time a number of actions have occurred with respect to the below initiatives.

1. Reduced meter rates from 5 p.m. - 7 p.m. weekdays and a 4-hour free parking period on Saturdays through a subsidy of up to $285,000 provided by the City. To date none of the subsidy has had to be drawn upon.
2. An Ambassador Program is now being provided by the on-street enforcement employees.
3. Free parking is available at Walnut Street Garage for those contesting tickets.
4. Reduced rates to park at River Street garage during lunch hours, weekdays and weekends will be implemented by the end of October when the new technology is in place.
5. Enhanced night-time visibility on the meters to assist with inputting license information.
6. Five minute grace period at all meters. Implementation of this initiative was delayed due to technological issues. The software updates are now being tested and are anticipated to be implemented by the end of October.

Results of Monetization Revisited

The parking monetization was the cornerstone of the City's recovery plan. The choice faced by the Office of the Receiver was whether to sell the system to a private equity firm or hedge fund, or to put in place a monetization structure that maintained ownership of the assets in Harrisburg, and aligned the incentives of the parties so that the better the system performed, the more the City would benefit. The latter was chosen and therefore it is important that the City do everything in its power to improve revenues and support the parking system.

The proceeds of the parking monetization that became available on December 23, 2013 were allocated to the "Acquisition Price" used by the HPA and City as follows:

1. Repay balance of negotiated settlement with Resource Recovery Facility creditors ($128 million).
2. Pay debt service on GO Bonds for first time since 9/15/11 ($6 million).
3. Repay all of the Harrisburg Parking Authority's debt ($99.8 million).
4. Pay $36 million to the City of Harrisburg to be used to:
    a. Reduce payables,
    b. Create an OPEB Irrevocable Trust and fund an initial deposit,
    c. Fund deposit to Impact Harrisburg,
    d. Fund a budgetary reserve to get through first three months of year,
    e. Repay Pennsylvania Investment Bank, and
    f. Repay agreed upon amounts to equipment lender.

In addition, over $9 million was set aside for improvements to on-street and off-street parking facilities and technology (see above description with respect to new meters and new garage technology).

Results of 2014 audited performance

In addition to the up-front benefits of the parking monetization, the City is receiving very significant additional benefit in the form of annual cash flow from the parking monetization. Parking tax collections were projected to increase by more than $1.6 million per year due to among other things, the repayment of the Harrisburg University Bonds and the HPA Series U Bonds (these bonds were repaid using upfront proceeds of the parking monetization). In 2013 parking tax revenue totaled $1.7 million. In 2014 parking tax revenue totaled $3.2 million or almost double and through August 31, $2,077,926 has been collected with the projected year-end revenue again expected to aggregate approximately $3.2 million.

In addition, the amount the City had collected from meter fines ($1.1 m in 2013) was replaced with a payment by PEDFA under the Indenture waterfall. Based on audited results this amount increased to $1,860,000 in 2014. The waterfall payment was projected to be $2 million though was approximately $140,000 lower due to a number of factors including weather delays in the installation of new equipment, the timing of the enactment of parking ordinances and resulting and unrelated delays in the adjudication of delinquent tickets. Still, when taken together, the increase in cash flow with respect to parking taxes and the waterfall resulted in a significant improvement in cash flow to the City (approximately $2.2 million more than prior to implementation of the parking monetization). This improvement along with continuing fiscal restraint by the City's management enabled the City to run a balanced budget in 2014, end the year with an increasing fund balance and adopt a balanced budget in 2015.

Interim Results for 2015

Transient revenue continues to run under budget but that amount is offset by higher meter revenues. Meter rates are generally lower than Transient rates at this point and those using the system are considering that in their decision. Meter utilization is in the mid-30% range during peak hours in the Central Business District so the on street system has the ability to absorb the additional use. Monthly contract revenues are on budget. Revenue from the Commonwealth's DGS lease is also on budget. Approximately 220 new occupants of the Verizon building have drawn parking passes and will generate approximately $120,000 in additional revenue for the system in 2015. When the Verizon Tower is fully occupied by March 2016 approximately 500 additional spaces will be occupied.

Fines and penalties revenues are well below budget due to the large number of outstanding tickets and the difficulty in obtaining adequate responses from alleged offenders in order to move the tickets through the adjudicatory process. The Coordinator and Trimont have both been engaged with the County Court system and Administrative Office of the Pennsylvania Courts in an effort to address this problem and improvements in collection have occurred over the last several months. A meeting was held in July with representatives of the Dauphin County Court Administrator's office, Dauphin County, Trimont and the Coordinator to discuss the status of the outstanding tickets. The meeting was very productive and resulted in a reporting structure that provides detailed information on the status of parking fine collections at the various stages of the collection process. It has also improved communication between all parties involved in the parking fine collection process. This information is currently being reviewed by Trimont/SP+ in an effort to determine the revenue that can be anticipated on a regular basis. Based on information provided by the Court through August total fines assessed were $593,400 with collections of $381,863 for a 64% collection rate. A booting program will be initiated by SP+ in the near future and that should result in improved fine collections especially with parkers who disregard tickets issued.

System operating expenses are expected to be on budget. Due in large part to the disappointing performance of fines and penalty revenues, payments to the City under the waterfall have declined from last year to approximately $780,000 paid through the end of August with an estimate that approximately $200,000 more will be paid by year-end. An audit of SP+'s operation for 2014 is in progress and currently expected to be completed by the end of October. As 2014 was the first year of operation, the accounting detail is more complex than usual. The 2015 results should be easier to review. Trimont is now working with SP+ on the development of the 2016 budget which should be available for discussion at the Advisory Board's October meeting.

Resource Recovery Facility

The Lancaster County Solid Waste Management Authority (LCSWMA) has been operating the resource recovery facility since December 2013 and the City is now receiving approximately $288,000 per year as a Host Fee from LCSWMA. Tonnage from the City of Harrisburg, delivered to the Susquehanna Resource Management Complex (SRMC) for 2014 exceeded the minimum 35,000 tons required under the disposal agreement thus no additional payment was required. This was accomplished while the City greatly increased the amount of recyclables. The more the City recycles, the less it has to pay for disposal fees from the sanitation fees. As of the end of August, the City had disposed of 24,843 tons or 71% of the put or pay minimum and is on target to meet the minimum threshold.

The "Verizon Bond Problem" has been addressed

The "Verizon Bond Problem" is described in greater detail in the Strong Plan, and originated from the fact that the so-called Verizon Bonds were issued as long term, capital appreciation bonds in 1998 to fill a budget shortfall of the City at the time. The assumption was that Verizon or someone would be a tenant in the building paying sufficient rent to pay approximately $41.6 million of debt service from 2016 – 2033. The City had guaranteed repayment of all the debt service on the Verizon Bonds. The current Verizon lease ends in February 2016, prior to the requirement that debt service be paid. Therefore, if Verizon moved out prior to the debt service coming due and the building remained vacant, the City would be required to pay the entire $41.6 million in debt service.

The Coordinator's team worked diligently with the various parties involved through late 2014 and early 2015 to develop a viable resolution to this liability. The negotiation of a lease between Harristown Development Corporation and DGS was a critical component to providing an ongoing revenue stream. The City's repayment obligations were also structured so as to make them affordable and provide it with capacity to borrow for capital improvements over the next several years. A Settlement Agreement was also entered into with AGM and executed by all parties in late January and approved by the Court on March 13, 2015.

The benefits to the City of the arrangement that was consummated on January 30, 2015 include:

- The Commonwealth as a single tenant, with a high credit rating and a high likelihood of staying in Harrisburg entered into a 17 year lease - the entire repayment term of the Verizon Bonds.
- Harristown Development Corporation (HDC) concessions and Department of General Services (DGS) willingness to make installment purchase payments provide a significant reduction (Expected to be in excess of a $20 million reduction) in City repayment obligations.
- Remaining debt service is affordable, allows for incremental capital borrowing over time and maintains the City's debt service ratio within financial industry accepted limits.
- HDC is provided incentives to increase the subsidy of City debt service coming from lease payments.
- Property remains on tax rolls generating approximately $4.4 million per year.
- Over $16 million in capital improvements to the three buildings involved.
- Significant energy savings improvements to reduce cost to Commonwealth and increase amounts available to City.
- Approximately 900 Commonwealth employees will move into the central business district and will be a boost for downtown merchants as well as increase Local Service Tax revenue to City by approximately $46,000 per year.

- The 756 additional vehicles to be parked in system should increase parking tax collections of the City by approximately $330,000 annually and total parking revenues by approximately $1.650 million annually will be generated by the 756 cars added for the Verizon building parkers at $180/space.

Current Status of Verizon Tower Project

All parties believe that it was feasible to move the Commonwealth Department of Human Services (DHS) employees into the building (in stages), so that by March 1, 2016, the building will be fully occupied. The Coordinator has worked closely with DGS to monitor construction activity. Work started in February 2015 to ready the building for occupancy with the first wave moving into the building beginning in September.

Strawberry Square Energy Efficiency Upgrade

Siemens, the contractor doing the energy upgrades, coordinated their work with the R.S. Mowery the General Contractor for the build-out of the space and the energy upgrades for the new space. HDC and Siemens are approximately 75% complete with this undertaking. Installation of over 37,000 LED replacement lights and occupancy sensors is complete, the water fixture retrofit and building envelope insulation projects are also complete. Building automation installation and fire system modifications are well underway and will provide significant improvements to the manner in which HDC operates the buildings. Chillers have been ordered and received, with installation for the chiller at 333 Market Street scheduled for September 26, 2015 and Strawberry Square scheduled for October 17, 2015.

As of HDC's July 2015 financial statement, electric costs were down substantially, per below:

	Budget	Actual	Variance	%
Total Cost w/sales tax	$2,164,394	$1,849,992	$(314,402)	-15%
Total Usage (kWh)	$23,132,300	$20,815,200	$(2,317,100)	-10%
Total Cost/kWh w/sale tax	$0.094	$0.089	$(0.005)	-5%

These savings are a result of:

- $16 million dollars of energy improvements made throughout the complex since January, 2015.
- Managing kilowatt utilization during defined peak demand days identified by PJM.
- Impact of electric commodity rate reduction of one cent per kilowatt which commenced as of the June billing.

As of September 15, Phase 1 has been completed and the 6th and 7th floors successfully occupied by 230 DHS employees. The new security system requirements for secure access with DGS's Security

System Upgrade have also been coordinated with DGS. Phase 2 construction is currently in progress with completion of the 9th floor scheduled for October 13, when an additional 179 DHS employees will move into their new offices. Phase 3 is also on schedule and the remaining floors are to be completed by 3/1/16, the new lease commencement date.

DGS has also officially named the Harrisburg State Office Buildings as:

SO1: STRAWBERRY SQUARE
SO2: 333 MARKET STREET
SO3: COMMONWEALTH TOWER (Verizon)

City Island/Stadium Bonds and Senator's Lease

There remain numerous City Island issues that are yet to be fully addressed including parking issues, DCNR related matters and the Senator's park permit. Coordination with the Harrisburg Parking Authority (HPA) has occurred, as certain parking facilities on City Island are included in the parking monetization transaction. HPA completed a survey of City Island in March to provide the basis for the creation of condominiums related to the parking facilities with the parking garage as the primary footprint. Outside counsel has since worked to prepare City Island legal work for setting up a condominium structure comprised of the parking garage and a small portion of the parking lot to accommodate PEDFA's exercise of its option. With the need for parking for DHS employees in the Verizon Tower resolved through the use of parking in the downtown garages, the Mayor has raised the issue of whether the option is still necessary.

The City has undertaken 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 last fall that was undertaken by the Urban Land Institute (ULI) to assist with this process. The ULI's report was presented to the City in March and provided both short-term and long-term recommendations. Key recommendations included developing a master plan for the Island and centralizing management for island related activities. Other priorities though have limited further pursuit of this initiative. While meetings of the City Island Task Force with DEP and DCED had been scheduled to occur over the summer to try to advance this issue, the Mayor has asked to cancel these meetings as the City pursues other priorities.

The lease with the Harrisburg Senators for the City Island stadium remains an issue as the City has had to make up the difference in debt service from what the permit revenue provides. This amounts to between $180,000 and $200,000 annually. The City has assumed responsibility for the "Senators' Stadium" financing and no updated information is available at this time, other than the fact that we understand the owners are holding back payments to the City in order to fund capital improvements to the stadium, thereby increasing the amount of debt service the City is required to pay under the

Guaranty of the bonds. The goal of a new permit/lease is to insure that adequate revenues are received to fulfill the debt service obligations on the stadium bonds. With a local businessman now owner of the Senators there is a hopeful sign for the renegotiation of the permit. The Mayor continues to have periodic discussions with the new owner to address issues related to the Senator's Park permit in an effort to resolve this obligation. The Coordinator's Team has offered to assist with this effort should the City desire.

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.

With financing put in place last summer, CRW is well underway with its $50 million upgrade of the advanced wastewater treatment facility (AWTF) to meet Chesapeake Bay requirements. The upgrades will help reduce pollution entering the Susquehanna and the Chesapeake Bay as well as update aging equipment. The AWTF currently treats an average of 22 million gallons a day for almost 130,000 residents in Harrisburg, Lower Paxton, Susquehanna, Swatara, Paxtang, Penbrook, and Steelton. Work is proceeding on schedule with completion by early 2016. These upgrades will reduce pollution entering the Susquehanna River and Chesapeake Bay as well as update aging equipment. In late 2014 the Authority approved 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.

The City and CRW continue to work cooperatively on a number of fronts pursuant to the Shared Services Agreement. CRW has now implemented its new billing system for water and sewer and separated from the City's utility billing system. The City remains responsible for refuse billing and is continuing to use their current billing software with the deletion of the water and sewer information. As with any transition of this magnitude there remain a few issues such as CRW now receiving payment for City trash invoices. Both parties though are working closely to resolve these issues.

CRW and the City have also coordinated on other issues including GIS related needs, street openings and are working cooperatively on issues related to the sinkhole problem that has faced the City. With the federal government's expansion of the definition of a disaster in late 2014 to include sinkholes, Harrisburg is now eligible to apply for federal mitigation money to buy homes ruined by sinkholes on South 14th Street. The City is currently pursuing federal funding to address the sinkhole problem and acquire these homes.

Summary

The City continues to make progress on many fronts with the further implementation of the Harrisburg Strong Plan. Following the Office of the Receiver being vacated in March 2014, the City returned to the underlying Act 47 process with continued oversight of Strong Plan implementation provided by the Court. 2015 has seen a continuation of this oversight role. The Strong Plan's consummation in December 2013 also saw approximately $500 million in City debt eliminated (see attached chart) thus representing a major step in the City's recovery.

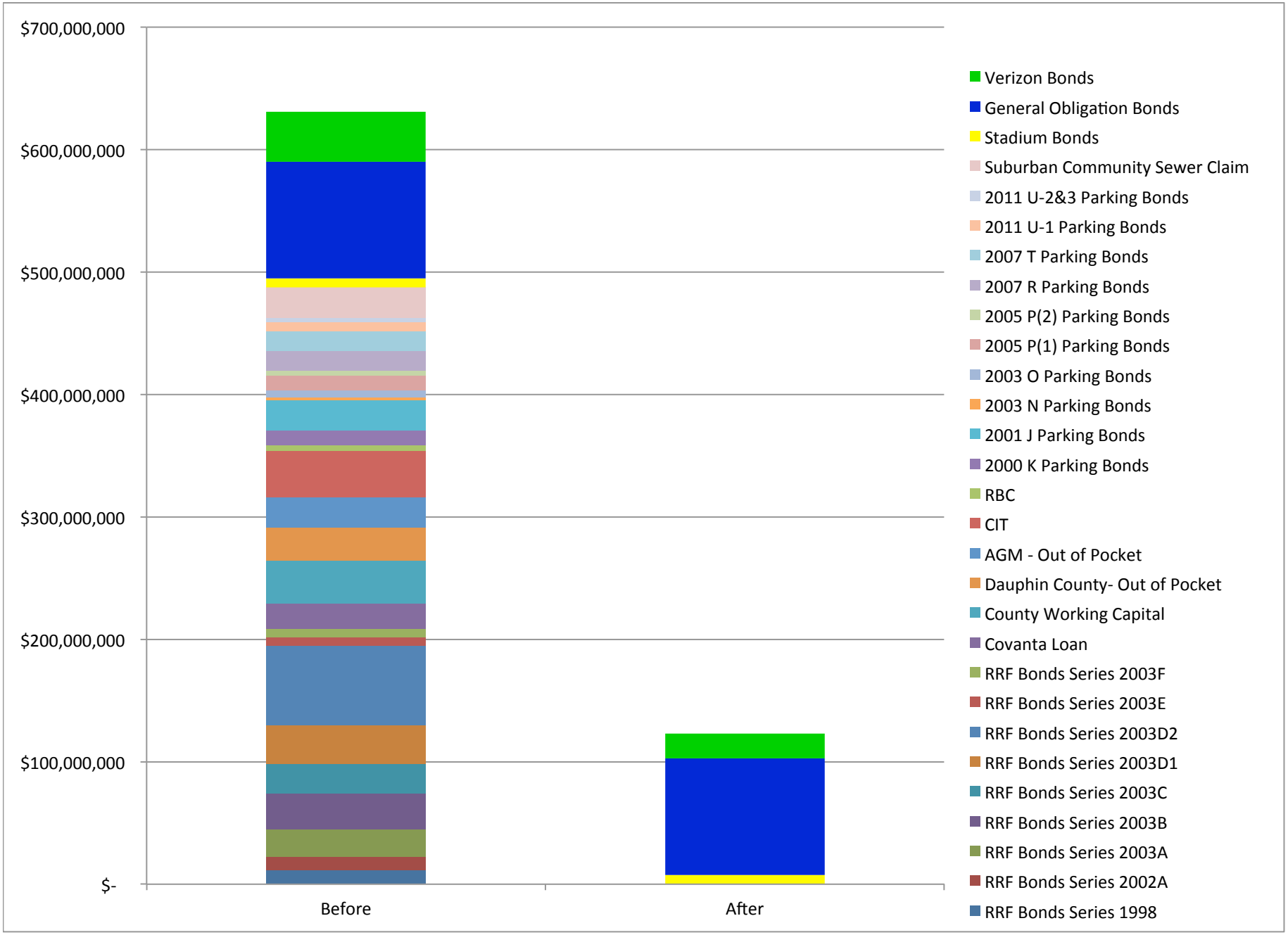
The City has taken a number of steps to restore its fiscal credibility in the financial marketplace including bring their audits up-to-date, securing a TRAN, compliance with disclosure requirement, making timely debt service payments, bringing all payables into a current status and most undertaking its first borrowing since going into Act 47.

As we end the third quarter of 2015, the City's financial position has clearly stabilized, though there remains further work to be done with the implementation of the Strong Plan especially in light of revenue performance this year and projections for the coming years. This year's budget will be extremely tight especially given the challenges with parking and EIT revenues. The Act 199 amendments also necessitate certain modifications to the Strong Plan, which are currently being developed. Positive results are being realized with personnel cost containment given the new collective bargaining contracts that are now fully in place. There remain transition issues with the water and sewer operation that are being worked through with Capital Region Water and challenges with the implementation of recommendations with regard to sanitation service.

With the resolution of the Verizon Tower bonds and the pending occupancy of the Tower by approximately 900 Department of Human Services employees, the City will see a number of positive economic benefits including increased LST and parking revenues as well as additional economic activity in the downtown. Further, the City has resolved what would have otherwise been a $41 million liability with a debt service schedule that has been restructured to fit within its budget and to provide opportunities for future borrowing.

As we move into the fourth quarter of 2015 our focus will be on continuing to effectively manage the City's 2015 budget so that any operating deficit is minimized to the greatest extent possible, increase the City's management capacity, address critical IT related matters, enact sound financial management policies, further strengthen public safety, implement additional enhancements to the parking system, further implement sanitation system improvements, address City Island matters, pursue intergovernmental initiatives, continue work on the City's comprehensive plan update and move the Impact Harrisburg Board to the point where it can begin to approve infrastructure and economic development projects with the $12.3 million that was set aside as part of the parking monetization to spur development and improve the quality of life for City residents. In addition work will continue on the development of the 2016 budget and modifications to the Strong Plan that will include Act 199 provisions, financial projections for 2016-18 and related recommendations to further advance the City's recovery process.

As Coordinator, I will continue to keep the Court apprised of the progress on these initiatives through subsequent reports.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Before
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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
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CITY OF HARRISBURG
CASH FLOW

City of Harrisburg
2015 Estimated Cash Flow

9/28/2015
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	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Actual May	Actual June	Actual Jul	Actual Aug	Estimated Sep	Estimated Oct	Estimated Nov	Estimated Dec	Total
Cash Summary													
Unrestricted Cash Balance Beginning of Month	**7,016,114**	5,566,741	5,853,985	11,929,586	10,800,909	9,034,089	7,424,656	5,895,931	7,050,795	6,137,648	6,986,084	2,882,531	
Surplus/(Deficit)	-1,464,457	355,176	5,319,580	-1,056,412	737,992	-1,940,249	-1,820,562	-1,373,466	-1,113,147	848,437	-4,103,553	4,351,990	
Change in Accounts Payable	479,076	-89,186	-645,424	272,719	243,123	120,536	152,281	206,345	200,000	0	0	-1,200,000	
Other items affecting Cash	-463,991	21,253	1,401,445	-344,985	-2,747,936	210,280	139,556	2,321,985	0	0	0	0	
Unrestricted Cash Balance End of Month	**5,566,741**	**5,853,985**	**11,929,586**	**10,800,909**	**9,034,089**	**7,424,656**	**5,895,931**	**7,050,795**	**6,137,648**	**6,986,084**	**2,882,531**	**6,034,521**	
Revenues, Expenditures, Surplus/(Deficit)													
Revenues without Transfers	1,532,597	3,400,190	13,351,183	3,943,544	3,905,911	2,851,805	2,681,187	4,322,456	2,808,974	5,560,225	2,761,056	2,961,076	50,080,204
Sanitation Utility Fund	0	0	0	0	0	0	0	506,063	0	0	0	1,749,261	2,255,324
Landfill/Incin Utility Fd	0	0	0	0	0	0	0	305,000	0	0	0	0	305,000
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	8,958	0	0	0	0	0	0	0	0	4,504,000	4,512,958
Total Revenues	**1,532,597**	**3,400,190**	**13,360,141**	**3,943,544**	**3,905,911**	**2,851,805**	**2,681,187**	**5,133,519**	**2,808,974**	**5,560,225**	**2,761,056**	**9,214,337**	**57,153,486**
Expenditures													
Personnel	2,462,703	2,527,219	2,407,559	2,873,537	2,586,433	3,559,139	3,801,604	2,920,869	2,940,695	3,314,023	5,421,003	3,349,134	38,163,917
Services	305,298	288,130	489,254	299,128	275,107	471,353	464,097	375,807	326,202	757,349	828,770	877,114	5,757,610
Supplies	9,660	50,558	72,267	110,885	123,396	102,404	194,105	105,829	81,492	513,386	266,219	368,432	1,998,635
Other	193,122	179,107	92,669	1,611,320	19,922	659,158	41,942	104,479	573,732	127,029	173,315	267,668	4,043,462
Debt Service	26,271	0	4,978,811	105,086	163,061	0	0	3,000,000	0	0	175,303	0	8,448,533
Total Expenditures	**2,997,054**	**3,045,014**	**8,040,561**	**4,999,956**	**3,167,919**	**4,792,054**	**4,501,749**	**6,506,984**	**3,922,121**	**4,711,788**	**6,864,609**	**4,862,348**	**58,412,157**
Operating Surplus/(Deficit)	**-1,464,457**	**355,176**	**5,319,580**	**-1,056,412**	**737,992**	**-1,940,249**	**-1,820,562**	**-1,373,466**	**-1,113,147**	**848,437**	**-4,103,553**	**4,351,990**	**-1,258,671**
Accounts Payable													
Accounts Payable Beginning of Month	**-1,079,136**	-1,558,212	-1,469,026	-823,602	-1,096,321	-1,339,444	-1,459,980	-1,612,261	-1,818,606	-2,018,606	-2,018,606	-2,018,606	
Accounts Payable End of Month	**-1,558,212**	**-1,469,026**	**-823,602**	**-1,096,321**	**-1,339,444**	**-1,459,980**	**-1,612,261**	**-1,818,606**	**-2,018,606**	**-2,018,606**	**-2,018,606**	**-818,606**	
Change in Accounts Payable	479,076	-89,186	-645,424	272,719	243,123	120,536	152,281	206,345	200,000	0	0	-1,200,000	

City of Harrisburg
2015 Projected General Fund Revenues

Revenue Group	Actual Jan	Actual Feb	Actual March	Actual April	Actual May	Actual June	Actual July	Estimated August	Estimated September	Estimated October	Estimated November	Estimated December	Estimated Total 2015	Budget 2015	Variance
Real Estate Taxes Current	21,342	1,535,057	10,852,989	324,021	871,943	366,098	157,862	47,971	59,275	113,459	82,120	391,300	14,823,436	14,916,723	-93,287
Real Estate Taxes Prior	0	865	0	0	0	0	0	0	0	0	0	0	865	0	865
Real Estate Taxes Delinquent	0	66,427	22,555	383,098	0	137,934	389,828	0	197,247	530,779	169,299	25,095	1,922,259	2,119,635	-197,376
Tax Liens Principal	0	-17	0	0	0	0	0	0	0	0	0	0	-17	0	-17
Tax Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
													0	0	0
EIT	64,833	300,609	229,132	223,992	465,390	330,735	142,691	451,784	405,845	235,564	532,680	159,481	3,542,736	3,765,133	-222,397
Act 47 EIT	129,667	601,218	458,264	447,985	930,780	661,470	285,381	903,569	811,689	471,129	1,065,360	318,962	7,085,472	7,530,267	-444,795
EMS/LST	0	27,480	436,050	33,619	149,657	300,375	190,455	117,985	130,278	114,369	118,580	145,922	1,764,771	2,025,678	-260,908
Mercantile Business Privilege	117,524	279,622	331,768	1,269,887	383,414	287,058	-38,730	100,485	67,147	189,130	112,921	77,685	3,177,911	3,235,000	-57,089
Other Act 511 Taxes	44,497	14,069	120,468	205,830	34,373	26,594	94,586	1,036,799	74,321	80,339	23,593	138,985	1,894,454	1,536,000	358,454
Capital Fire Protection	0	0	0	0	0	0	0	0	0	0	0	496,000	496,000	496,000	0
Cdbg Reimb. - Demolition	0	0	0	0	0	0	0	0	4,756	38,411	0	28,765	71,933	115,000	-43,067
District Justice Fees	0	60,492	0	63,086	37,421	0	0	0	85,270	87,739	0	47,512	381,521	485,000	-103,479
Fed/State(Fed)Pass Thr Gr	0	0	2,500	0	0	0	0	0	1,453	0	0	145	4,099	75,000	-70,901
Federal Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees/Permits	83,831	112,218	128,281	47,758	81,203	33,026	126,310	118,613	79,041	144,886	29,212	178,201	1,162,580	1,494,217	-331,637
Government Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Grants Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	72,918	-72,918
Interest	606	2,574	2,762	1,868	2,163	2,190	1,516	1,245	2,810	2,451	2,492	2,466	25,146	34,614	-9,468
License	0	133,066	25,700	0	141,216	0	0	147,446	8,780	0	131,073	1,175	588,455	576,000	12,455
Miscellaneous	75,169	32	152,090	194,384	135,178	352,370	87	237,882	119,865	171,106	30	454,765	1,892,956	1,022,852	870,104
Pension System State Aid	0	0	0	0	0	0	0	13,908	0	2,440,000	0	0	2,453,908	2,440,000	13,908
Public Safety Fees/Permits	19,126	12,097	19,207	31,959	13,750	10,031	24,976	9,445	21,016	12,346	7,060	13,983	194,995	804,385	-609,390
Public Safety Grants	37,583	4,260	2,480	21,615	473,929	2,305	82,930	4,373	40,796	4,909	2,173	2,441	679,795	476,357	203,438
Public Safety Reimbursements	12,430	41,707	35,984	193,647	39,346	29,761	135,429	65,495	107,600	113,719	91,091	31,197	897,406	960,000	-62,594
Public Works Fees/Permits	0	0	0	0	0	0	0	0	75,000	0	0	0	75,000	127,000	-52,000
Reimbursements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental Income	163	163	163	163	163	163	238	163	181	272	84	181	2,094	23,200	-21,106
Recreation Fees	0	10	0	123	948	339	10,087	4,578	98	20	0	17	16,220	16,046	174
Sale Of Assets	0	0	0	0	0	0	174,935	0	0	0	0	0	174,935	0	174,935
Vehicle Maintenance Charges	789	60,898	40,980	54,271	59,477	1,185	72,055	42,050	56,280	56,143	2,052	23,159	469,338	416,750	52,588
PILOTS	300,000	698	0	0	0	17,500	147,371	0	16,477	273,165	8,485	8,485	772,181	600,000	172,181
														0	0
Pub Utilty Realty Tax	0	0	0	0	0	0	0	0	0	38,000	0	0	38,000	38,000	0
Sewer Maint Charge	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewer Maint Liens-Penalty	9	0	49	3	2	0	289	4	0	0	0	0	356	0	356
Sewer Maint Liens-Princip	80	0	409	18	149	0	311	45	0	0	0	0	1,011	0	1,011
Sewer Utility Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sanitation Utility Fund	0	0	0	0	0	0	0	506,063	0	0	0	1,749,261	2,255,324	2,155,324	100,000
Landfill/Incin Utility Fd	0	0	0	0	0	0	0	305,000	0	0	0	0	305,000	305,000	0
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	8,958	0	0	0	0	0	0	0	0	4,504,000	4,512,958	4,504,000	8,958
Parking Taxes	222,216	29,526	436,191	280,683	46,188	231,339	502,082	329,701	275,000	275,103	275,000	275,000	3,178,031	3,313,900	-135,869
Parking Fees	3,463	9,699	5,096	10,425	3,817	12,587	13,265	2,856	18,749	17,184	14,872	33,816	145,828	260,700	-114,872
Parking Tickets	100,329	33,392	48,068	119,310	35,405	48,747	114,219	307,833	150,000	150,000	92,878	106,338	1,306,519	1,500,000	-193,481
Priority Parking Distribution	87,286	0	0	35,800	0	0	53,016	220,979	0	0	0	0	397,082	1,000,000	-602,918
THA Shared Service	211,653	74,029	0	0	0	0	0	157,248	0	0	0	0	442,930	650,000	-207,070
Harrisburg Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	**1,532,597**	**3,400,190**	**13,360,141**	**3,943,544**	**3,905,911**	**2,851,805**	**2,681,187**	**5,133,519**	**2,808,974**	**5,560,225**	**2,761,056**	**9,214,337**	**57,153,486**	**59,090,699**	**-1,937,212**

City of Harrisburg

2015 Estimated Expenditures by Month	Actual Jan	Actual Feb	Actual Mar	Actual April	Actual May	Actual June	Actual July	Actual August	Estimated September	Estimated October	Estimated November	Estimated December	Estimated Total 2015	Budget Total 2015	Variance Act - Bud
Office of City Council Personnel	21,026	21,026	21,026	21,026	21,024	21,022	31,533	21,022	20,693	31,039	20,693	20,693	271,823	279,352	-7,528
Office of City Council Services	293	1,999	840	499	1,174	1,956	1,376	445	152	61,917	31,145	25,341	127,137	159,488	-32,351
Office of City Council Supplies	0	1,388	10,478	149	1,600	1,307	3,760	0	100	100	100	100	19,082	19,255	-173
Office of City Council Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Council	21,320	24,413	32,344	21,674	23,798	24,285	36,670	21,467	20,944	93,056	51,938	46,134	418,042	458,095	-40,053
Office of Mayor Personnel	22,169	22,262	20,964	22,268	22,268	22,268	33,402	22,268	22,327	33,491	22,327	22,327	288,344	301,420	-13,076
Office of Mayor Services	4	3,020	199	144	165	162	164	168	1,006	865	703	703	7,302	12,514	-5,212
Office of Mayor Supplies	0	121	0	0	0	0	0	97	25	25	25	25	318	3,300	-2,982
Office of Mayor Other	0	595	100	100	100	0	199	100	0	0	0	0	1,192	2,000	-808
Office of Mayor	22,172	25,998	21,263	22,512	22,533	22,430	33,766	22,632	23,359	34,381	23,055	23,055	297,156	319,234	-22,078
Office of City Controller Personnel	8,736	10,177	10,177	10,177	10,177	10,177	15,513	10,672	10,406	15,609	10,406	10,406	132,636	140,483	-7,847
Office of City Controller Services	41	2	0	0	0	0	1,250	0	625	625	1,080	1,080	4,703	9,000	-4,297
Office of City Controller Supplies	0	0	0	0	39	0	0	327	833	833	833	833	3,699	11,000	-7,301
Office of City Controller Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Controller	8,777	10,179	10,177	10,177	10,216	10,177	16,763	10,999	11,864	17,068	12,320	12,320	141,038	160,483	-19,444
Office of City Treasurer Personnel	18,149	18,159	18,457	18,264	19,669	21,074	31,611	21,065	21,695	32,542	21,695	21,695	264,075	294,882	-30,807
Office of City Treasurer Services	4,153	-314	182	27,428	162	469	334	415	435	2,292	9,672	9,672	54,899	61,000	-6,101
Office of City Treasurer Supplies	0	228	0	346	0	0	33	0	250	2,979	250	250	4,336	12,500	-8,164
Office of City Treasurer Other	0	0	0	0	0	0	0	0	1,667	1,667	1,667	1,667	6,667	20,000	-13,333
Office of City Treasurer	22,303	18,073	18,639	46,037	19,831	21,543	31,978	21,480	24,046	39,481	33,283	33,283	329,977	388,382	-58,405
Office of City Solicitor Personnel	24,930	24,678	24,678	24,678	24,678	24,678	37,017	24,678	27,836	41,754	27,836	27,836	335,276	375,790	-40,514
Office of City Solicitor Services	12	11,651	24,457	4,112	8,381	32,128	8,421	3,729	11,173	9,596	33,137	33,137	179,934	171,400	8,534
Office of City Solicitor Supplies	0	3,275	1,627	1,403	1,558	331	3,343	2,120	1,949	633	8,689	8,689	33,617	36,068	-2,451
Office of City Solicitor Other	0	199	100	100	100	0	199	100	0	0	0	0	797	0	797
Office of City Solicitor	24,942	39,803	50,861	30,292	34,716	57,136	48,980	30,627	40,959	51,983	69,662	69,662	549,623	583,258	-33,635
Office of Business Administrator Personnel	0	0	0	0	0	0	4,458	4,954	5,981	8,971	5,981	5,981	36,324	80,738	-44,413
Office of Business Administrator Services	178	117	47	224	78	128	0	0	118	115	4,670	4,670	10,344	14,450	-4,106
Office of Business Administrator Supplies	0	9	9	14	11	25	15	11	11	0	450	450	1,006	2,700	-1,694
Office of Business Administrator Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Business Administrator	178	126	56	238	89	153	4,472	4,966	6,110	9,086	11,100	11,100	47,674	97,888	-50,213
Bureau of Financial Management Personnel	27,212	28,563	28,205	28,205	28,205	24,642	35,190	28,919	30,634	45,951	30,634	30,634	366,994	413,555	-46,562
Bureau of Financial Management Services	20,573	12,277	14,679	322	252	250	42,090	61,341	1,931	49,377	37,541	37,541	278,174	275,640	2,534
Bureau of Financial Management Supplies	0	0	6,132	0	0	0	973	0	510	635	1,031	1,031	10,311	11,532	-1,221
Bureau of Financial Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Financial Management	47,786	40,840	49,015	28,526	28,456	24,892	78,253	90,260	33,074	95,963	69,206	69,206	655,479	700,727	-45,248
Bureau of Communications Personnel	7,437	8,661	8,098	8,098	8,098	8,098	12,147	8,098	7,575	11,363	7,575	7,575	102,825	102,268	557
Bureau of Communications Services	0	284	155	155	155	741	101	1,748	987	987	987	987	7,288	11,849	-4,561
Bureau of Communications Supplies	0	0	1,295	0	0	0	0	0	609	609	609	609	3,730	7,305	-3,575
Bureau of Communications Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Communications	7,437	8,945	9,548	8,253	8,253	8,839	12,248	9,846	9,172	12,959	9,172	9,172	113,843	121,422	-7,579
Bureau of Risk Management Personnel	2,857	5,706	5,706	5,706	5,706	5,706	8,558	5,706	5,502	8,253	5,502	5,502	70,409	74,279	-3,870
Bureau of Risk Management Services	0	0	325	0	0	0	0	0	60	60	60	60	565	720	-155
Bureau of Risk Management Supplies	0	0	0	0	0	0	0	64	125	125	125	125	564	1,500	-936
Bureau of Risk Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Risk Management	2,857	5,706	6,031	5,706	5,706	5,706	8,558	5,770	5,687	8,438	5,687	5,687	71,538	76,499	-4,961
Bureau of Information Technology Personnel	18,868	18,905	19,322	19,497	20,589	28,414	42,621	32,135	33,091	49,636	33,091	33,091	349,260	446,725	-97,465
Bureau of Information Technology Services	32	6,255	1,043	73,787	10,153	1,744	10,755	12,369	5,668	1,539	32,071	32,071	187,488	239,700	-52,213
Bureau of Information Technology Supplies	0	16,187	615	10,733	9,424	5,615	6,278	6,595	7,932	14,337	14,465	14,465	106,646	128,415	-21,769
Bureau of Information Technology Other	0	0	0	0	0	0	0	0	10,333	10,333	10,333	10,333	41,333	93,000	-51,667
Bureau of Information Technology	18,900	41,346	20,980	104,017	40,167	35,773	59,655	51,099	57,024	75,845	89,960	89,960	684,727	907,840	-223,113
Bureau of Human Resources Personnel	17,164	17,300	17,300	17,300	17,300	17,300	26,322	17,714	17,318	25,977	17,318	17,318	225,631	230,739	-5,107
Bureau of Human Resources Services	1,504	1,130	2,725	2,280	2,346	2,392	3,830	2,819	3,130	2,673	8,637	8,637	42,103	47,251	-5,148
Bureau of Human Resources Supplies	0	0	0	0	0	0	0	0	42	42	955	955	1,993	2,400	-407
Bureau of Human Resources Other	0	199	100	100	100	0	199	100	0	0	0	0	797	0	797
Bureau of Human Resources	18,667	18,629	20,125	19,680	19,745	19,692	30,351	20,632	20,489	28,691	26,910	26,910	270,524	280,389	-9,866
Operations and Revenue (Office of the Director) Personnel	13,475	14,084	14,079	14,187	14,181	14,203	21,632	14,674	14,207	21,374	14,586	14,207	184,887	192,292	-7,405
Operations and Revenue (Office of the Director) Services	10,446	16,327	10,961	13,259	5,882	1,071	22,182	3,709	3,123	12,034	29,813	29,813	158,620	166,451	-7,832
Operations and Revenue (Office of the Director) Supplies	0	0	0	0	576	1,747	4,359	11,463	579	685	5,360	5,360	30,128	27,000	3,128
Operations and Revenue (Office of the Director) Other	0	199	100	100	100	0	199	100	0	874	0	0	1,670	1,195	475
Operations and Revenue (Office of the Director)	23,920	30,610	25,139	27,545	20,739	17,021	48,372	29,946	17,909	34,967	49,758	49,379	375,305	386,938	-11,633
															0
General Expenses Personnel	636,319	676,543	617,205	831,561	836,612	1,615,111	1,032,163	922,892	888,335	691,905	990,898	940,736	10,680,281	10,300,637	379,644
General Expenses Services	183,894	39,706	164,914	55,771	68,785	161,692	36,071	70,597	105,463	127,793	73,772	116,977	1,205,435	1,234,179	-28,744
General Expenses Supplies	0	0	0	0	0	0	175	0	0	0	0	125	300	306	-6
General Expenses Other	0	900	56,414	1,580,000	126	423,173	975	0	66,802	9,744	68,105	11,691	2,217,930	1,818,956	398,974
General Expenses	820,213	717,150	838,533	2,467,333	905,524	2,199,976	1,069,383	993,489	1,060,600	829,442	1,132,774	1,069,529	14,103,946	13,354,078	749,868

City of Harrisburg
2015 Estimated Expenditures by Month

	Actual Jan	Actual Feb	Actual Mar	Actual April	Actual May	Actual June	Actual July	Actual August	Estimated September	Estimated October	Estimated November	Estimated December	Estimated Total 2015	Budget Total 2015	Variance Act - Bud
Transfers to Other Funds Debt Service	26,271	0	4,978,811	105,086	163,061	0	0	3,000,000	0	0	175,303	0	8,448,533	8,273,230	175,303
Transfers to Other Funds Other	0	0	0	0	0	0	0	0	41,667	41,667	41,667	41,667	166,667	250,000	-83,333
Transfers to Other Funds	26,271	0	4,978,811	105,086	163,061	0	0	3,000,000	41,667	41,667	216,970	41,667	8,615,200	8,523,230	91,970
															0
Office of the Director for the Department of Building and Housing Personnel	1,565	2,087	2,087	2,087	2,087	2,087	3,130	2,087	1,994	2,990	1,994	1,994	26,186	26,913	-726
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	1,565	2,087	2,087	2,087	2,087	2,087	3,130	2,087	1,994	2,990	1,994	1,994	26,186	26,913	-726
Bureau of Planning Personnel	6,946	6,946	6,946	6,946	6,946	6,946	10,419	6,946	7,237	10,856	7,237	7,237	91,608	97,703	-6,095
Bureau of Planning Services	227	181	3,461	5,432	2,649	4,280	54,832	45,914	18,422	18,162	21,050	21,050	195,661	218,545	-22,884
Bureau of Planning Supplies	0	0	0	0	0	0	0	0	192	192	192	192	767	2,300	-1,533
Bureau of Planning Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Planning	7,173	7,127	10,407	12,378	9,595	11,226	65,251	52,860	25,851	29,209	28,479	28,479	288,035	318,548	-30,513
Bureau of Codes Personnel	41,573	41,694	39,376	41,687	37,938	39,300	58,695	38,364	47,511	71,267	47,511	47,511	552,428	641,403	-88,975
Bureau of Codes Services	804	688	2,997	1,200	665	638	1,807	767	1,890	802	3,953	3,953	20,164	23,875	-3,711
Bureau of Codes Supplies	0	0	65	1,266	0	55	1,946	0	350	350	1,600	1,600	7,233	6,700	533
Bureau of Codes Other	0	199	100	100	100	0	199	100	0	0	0	0	797	0	797
Bureau of Codes	42,377	42,581	42,538	44,253	38,703	39,993	62,648	39,231	49,752	72,419	53,064	53,064	580,621	671,978	-91,357
Economic Development Personnel	0	0	0	4,548	4,548	4,548	6,822	4,548	5,582	8,373	5,582	5,582	50,132	75,355	-25,223
Economic Development Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development	0	0	0	4,548	4,548	4,548	6,822	4,548	5,582	8,373	5,582	5,582	50,132	75,355	-25,223
Office of the Police Chief Personnel	872,170	903,259	825,023	1,066,141	821,455	844,319	1,298,299	890,564	1,015,421	1,277,160	3,463,621	972,918	14,250,348	14,475,614	-225,266
Office of the Police Chief Services	64,303	76,900	76,263	16,175	38,167	85,261	23,740	24,850	32,213	134,404	43,819	46,581	662,676	802,256	-139,581
Office of the Police Chief Supplies	0	937	11	11,419	8,978	1,380	30,051	813	5,810	3,728	12,623	12,623	88,372	99,100	-10,728
Office of the Police Chief Other	0	23,587	0	0	0	0	0	0	402,000	0	0	0	425,587	427,000	-1,413
Office of the Police Chief	936,473	1,004,683	901,297	1,093,735	868,599	930,960	1,352,090	916,227	1,455,445	1,415,291	3,520,063	1,032,121	15,426,983	15,803,970	-376,987
Bureau of Fire Personnel	531,181	500,439	534,592	548,807	494,028	642,930	732,160	602,540	534,907	636,552	491,329	955,768	7,205,234	7,078,443	126,790
Bureau of Fire Services	1,456	16,163	13,813	17,881	23,724	12,412	66,769	6,243	9,030	24,562	30,392	30,392	252,837	299,140	-46,303
Bureau of Fire Supplies	0	3,880	402	24,882	9,283	20,104	7,481	6,150	13,676	155,746	13,449	13,449	268,501	265,650	2,851
Bureau of Fire Other	0	0	0	0	0	1,800	0	0	10,000	7,500	7,500	7,500	34,300	90,000	-55,700
	532,636	520,483	548,807	591,570	527,035	677,246	806,410	614,933	567,613	824,359	542,670	1,007,109	7,760,872	7,733,233	27,638
Office of the Director of Public Works Personnel	34,685	37,769	39,109	40,566	40,665	40,247	60,745	41,093	38,392	57,589	39,592	40,192	510,644	521,297	-10,653
Office of the Director of Public Works Services	8,799	68,240	137,255	29,384	50,043	48,232	46,491	37,285	47,628	76,333	225,895	225,895	1,001,481	1,091,150	-89,669
Office of the Director of Public Works Supplies	0	4,588	3,468	361	3,317	1,090	2,291	1,953	2,726	4,435	15,068	15,068	54,365	77,850	-23,485
Office of the Director of Public Works Other	177,372	131,385	17,910	0	0	215,087	20,475	0	13,160	417	417	166,707	742,928	760,000	-17,072
Office of the Director of Public Works	220,856	241,982	197,742	70,310	94,025	304,656	130,003	80,331	101,906	138,773	280,972	447,862	2,309,418	2,450,297	-140,879
Bureau of City Services Personnel	112,979	124,971	113,242	99,331	106,472	114,938	167,721	121,951	116,625	158,344	107,082	110,273	1,453,928	1,532,323	-78,395
Bureau of City Services Services	8,093	27,893	32,961	30,904	21,005	100,430	107,599	65,979	28,377	216,431	236,221	236,221	1,112,116	1,030,216	81,900
Bureau of City Services Supplies	0	4,915	12,156	16,769	34,969	16,329	40,735	21,389	1,747	205,589	62,976	62,976	480,550	586,127	-105,577
Bureau of City Services Other	15,750	21,644	17,748	30,722	19,198	19,099	19,298	19,405	28,103	54,828	28,103	28,103	302,002	409,741	-107,739
Bureau of City Services	136,822	179,424	176,108	177,725	181,645	250,796	335,353	228,724	174,853	635,191	434,382	437,573	3,348,596	3,558,407	-209,811
Bureau of Vehicle Management Personnel	32,847	33,901	32,003	31,135	31,174	31,283	47,403	31,128	34,519	51,803	34,363	34,864	426,423	475,903	-49,480
Bureau of Vehicle Management Services	2	3,428	1,242	16,883	40,692	17,086	35,893	7,611	36,558	15,555	3,689	11,869	190,508	277,883	-87,375
Bureau of Vehicle Management Supplies	9,660	14,818	36,010	43,496	53,641	51,308	91,042	53,873	42,678	121,639	127,087	229,173	874,425	1,035,733	-161,308
Bureau of Vehicle Management Other	0	0	0	0	0	0	0	84,477	0	0	15,523	0	100,000	100,000	0
Bureau of Vehicle Management	42,509	52,146	69,255	91,514	125,506	99,678	174,338	177,089	113,755	188,997	180,662	275,907	1,591,357	1,889,519	-298,162
Office of the Director of Parks, Recreation and Enrichment Personnel	10,416	10,089	9,964	11,323	12,613	19,849	84,041	46,850	32,907	21,225	14,150	14,794	288,221	365,023	-76,802
Office of the Director of Parks, Recreation and Enrichment Services	484	2,184	736	3,288	629	281	390	29,820	18,214	1,226	463	463	58,177	53,600	4,577
Office of the Director of Parks, Recreation and Enrichment Supplies	0	212	0	50	0	3,112	1,623	973	1,348	706	333	333	8,692	6,000	2,692
Office of the Director of Parks, Recreation and Enrichment Other	0	199	100	100	100	0	199	100	0	0	0	0	797	0	797
Office of the Director of Parks, Recreation and Enrichment	10,899	12,684	10,800	14,760	13,342	23,242	86,253	77,743	52,468	23,157	14,947	15,591	355,886	424,623	-68,737
Bureau of Act, Culture & Tourism Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	48,443	-48,443
Bureau of Act, Culture & Tourism Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Act, Culture & Tourism Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Act, Culture & Tourism Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Act, Culture & Tourism	0	0	0	0	0	0	0	0	0	0	0	0	0	48,443	-48,443
	2,997,054	3,045,014	8,040,561	4,999,956	3,167,919	4,792,054	4,501,749	6,506,984	3,922,121	4,711,788	6,864,609	4,862,348	58,412,157	59,359,748	-947,590

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, John M. Quain Jr., 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: 7/1/15

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