

IN THE COMMONWEALTH COURT OF PENNSYLVANIA

DENNIS M. DAVIN, IN HIS
CAPACITY AS SECRETARY
FOR THE DEPARTMENT OF
COMMUNITY AND ECONOMIC
DEVELOPMENT

Petitioner,

v.

CITY OF HARRISBURG

Respondent.

NO. 569 MD 2011

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

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

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Respectfully submitted this 8th day of January, 2020.



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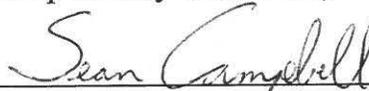
Docket No. 569 MD 2011

CERTIFICATE OF CONFIDENTIALITY

I certify that this filing complies with the provisions of the "Public Access Policy of the Unified Judicial System of Pennsylvania: Case Records of the Appellate and Trial Courts that require filing confidential information and documents differently than non-confidential information and documents.

Respectfully submitted,

BY:



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*Counsel for Petitioner, Dennis M. Davin, in his
official capacity as Secretary at the
Department of Community and Economic
Development*

Date: January 8, 2020

To: The Honorable Bonnie Brigance Leadbetter

From: Marita J. Kelley, MPA, City of Harrisburg, Recovery Coordinator 

Re: 2019 Fourth Quarter Update on the Coordinator'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; on the Modified Plan, the Harrisburg Strong Plan ("Strong Plan"), confirmed by the Court on September 23, 2013 and the Strong Plan Modifications, as confirmed by the Court on July 20, 2016. This will be the twenty-fourth report to the Court since the appointment of the Coordinator, by then Department of Community and Economic Development (DCED) Secretary C. Alan Walker, effective March 1, 2014.

As the Coordinator, in accordance with Act 47, the Municipalities Financial Recovery Program, as amended by Act 199 of 2014, the Recovery Coordinator Team provided the Final Act 47 Exit Plan for the City of Harrisburg on August 8, 2018. The Act 47 Exit plan was not adopted by the Harrisburg City Council prior to its effective annulment by the passage of House Bill 2557, which became Act 124 on October 24, 2018. Under the new law, the Coordinator and Strong Plan shall remain in place until the Intergovernmental Cooperation Agreement (ICA) Executive Board and Executive Director are appointed, after which the ICA shall execute an Intergovernmental Cooperation Agreement with the City. Pursuant to section 706(1) of Act 124, the Strong Plan shall continue until the agreement has been executed by the ICA and the City. Under section 706(2), the City's Act 47 distressed status shall automatically terminate once the agreement has been executed.

This memorandum, supported by the accompanying attachment, provides the Court with a summary of actions that have occurred and issues that are involved with the continued implementation of the Strong Plan, including the modifications thereto, through the fourth quarter of 2019.

With the anticipation of the rescission of the City's Act 47 distressed status in the near future, on July 15, 2019, DCED suspended the contracts for the Act 47 Consulting team that has been working with the Act 47 Coordinator since the inception of the Receivership. The Act 47 Coordinator continues to perform her duties as assigned which largely included biweekly check run reviews and cash flow status analysis. She also met with the City Council President and the Finance Director regularly to maintain input and status of the Strong Plan Activity until the Intergovernmental Cooperative Agreement is finalized and the City Exits Act 47. She reviewed and provided input on the 2020 Annual Budget Proposed and Final Adopted Budget.

During the past three months, (October, November, December) the Coordinator has been working with the City of Harrisburg's Mayor, Finance Department (Accounting Office), and City Council President and Council Members to continue to monitor the budgetary and other related activities through the end of the fourth quarter.

The City's General Fund, available cash balance as of December 23, 2019 stands at \$24.4 million. The Neighborhood Service Fund available cash is \$6.6 million dollars during the same period.

On May 21, 2018 the Commonwealth of Pennsylvania, et al, filed a complaint against seven professional firms based on the Harrisburg incinerator project and the series of financing transactions. The case is filed in the Commonwealth Court at 368MD2018. The Petitioners are represented by Harris, Wiltshire & Grannis LLP. In early September 2019, the Commonwealth Court held oral argument on preliminary objections filed by the seven professional firms seeking to dismiss the complaint. The parties are awaiting a Court decision.

Please review the report provided here forward.

Office of the Receiver/Coordinator

It has now been just over five years and ten 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 appointed a Coordinator to oversee the further implementation of the Court confirmed 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 Recovery plan's status and Harrisburg's Recovery, I am providing this fourth quarter 2019 report on the City's progress with further implementation activities.

During the fourth quarter of 2019, the Recovery Coordinator oversaw the implementation of the Act 47 Strong Plan modifications. The modifications provide financial projections through the end of the quarter, along with attendant recommendations that will advance the City's recovery towards the ultimate Rescission or Exit of its Act 47 designation. The modifications recognize the current financial position of the City and provide a fiscal roadmap for City officials to advance their recovery until the ICA enters into an Intergovernmental Cooperation Agreement with the City. Until such time, however, the Strong Plan remains in place and the City retains its Act 47 distressed status.

It also provides opportunities for funding capital improvement programming for services that are essential to improve the City's quality of life and economic vitality, some of which were incorporated into the 2020 approved budget. In fact, the Mayor and City Council have committed \$8.3 million dollars to the capital improvements and investments in the City. Most of the capital improvements are for IT, Public Works, and Public Safety facilities. The 2020 Budget has a detailed Capital Improvement component.

As Coordinator, I prepare bi-weekly Cash Flow Estimates based on the City's Check Run activity. I continue to monitor the implementation of the Strong Plan Modifications and the proposed Act 47 Final Exit Plan until the planned exit from Act 47 is executed.

The following sections of the report provide an updated summary of progress of the Harrisburg Strong Plan made with respect to:

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

Impact Harrisburg

The fourth quarter of 2019 Impact Harrisburg Board continued to move forward with Infrastructure and Economic Development project grants that the Board has awarded. The Board is responsible for the administration of 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, Impact Harrisburg Board, was appointed by the Coordinator in January 2015 following the receipt of recommendations from the Mayor, City Council, and Dauphin County. The Board historically has been meeting bi-weekly (beginning January 1, 2018 the meetings were moved to monthly meetings rather than bi-weekly meetings) to address organizational activities and has made considerable progress to date. Officers include Neil Grover as Chair, Doug Hill as Vice-Chair (Interim Treasurer), Gloria Martin-Roberts as 2nd Vice-Chair, and Brian Hudson as Secretary. Sheila Dow-Ford serves as Executive Director. The Board had engaged Vance Antonacci of McNees Wallace & Nurick LLC as counsel to assist with its incorporation with the Department of State and establishment as a 501(c)(3) non-profit organization with the Internal Revenue Service. Articles of Incorporation were filed with the Department of State. The 501(c)(3) application was also filed with the IRS in March and approved by the IRS on June 18, 2015.

As Coordinator, I continue to participate and attend the Impact Harrisburg's Board of Directors monthly meetings. I have provided input on contracting, contract compliance issues, disbursements, and related matters.

The Board of Directors has established the Pennsylvania Housing Finance Agency (PHFA) as its permanent meeting location. The organization has adopted a conflicts of interest policy, a records retention policy, an expense allocation policy; and a policy on Impact Harrisburg grant/reimbursement drawdowns. The annual Impact Harrisburg audit was complete on October 31, 2019.

At the Impact Harrisburg organizational meeting held December 15, 2019 the Board of Directors discussed the prospect of introducing a second round of funding during the first quarter of 2020. The consensus was to use the next meeting, January 21, 2020, to convene the board meeting as a committee of the whole for the purpose of reviewing all the program requirements established for the first round of funding, and determining the feasibility, both fiscal and programmatic actions required for the second round.

Wilmington Trust provided a financial market update to the Board of Directors at the December 17, 2019 meeting.

Within the operational realm, working as a team, the Board of Directors and the Executive Director had finalized requirements for the three programs to be established and administered: 1) Economic Development; 2) Community Building, and 3: Infrastructure Contingency. Under the established criteria only two entities, the City of Harrisburg and Capital Region Water are eligible for participation in the Infrastructure Contingency program.

On July 15, 2016 twenty-five applications were filed seeking Impact Harrisburg funding. Over the course of several days, the board met as a committee of the whole to review the applications in detail, and thereafter determined that 15 projects met the established funding criteria. As of December 23, 2019, the total amount of the grant awards allotted by Impact Harrisburg to various grantees stands at \$10,292,420. This amount represents a subsequent increase in the grant

amount provided to one grantee, based upon a request for an amendment to the original grant agreement to accommodate an increase in the project scope due to unforeseen structural issues requiring remediation and other contingencies.

Projects Funded/Grant Amount/Project Status as of December 23, 2019:

Completed Projects:

1. City of Harrisburg Microsoft Office 365 (\$250,000 grant)
2. TLC Construction and Renovations (\$500,000 grant)
3. Webpage FX (\$500,000 grant)
4. Paxton Street Home Benevolent Society (\$100,000 grant)
5. Harrisburg River Rescue (\$81,369 grant)
6. Gamut Theatre (\$250,000 grant)
7. YMCA Camp Curtin (\$500,000 grant)
8. City of Harrisburg Playground Resurfacing (\$250,000 grant)
9. Tri-County Housing Development Corporation (\$370,000 grant)
10. Capital Region Water/City of Harrisburg Multi-Modal Collaborative Facility (\$5,797,701.17 grant)
11. Salvation Army for new facility multi-purpose facility (\$500,000)
12. Harrisburg Redevelopment Authority (\$500,000 grant)

Outstanding Projects:

1. East Shore YMCA (\$138,592 grant)
2. Tri-County Community Action Commission (\$204,759 grant)
3. Community First Fund (\$350,000 grant)

A uniform grant agreement was developed and has been entered into by all grantees with the exception of Community First Fund, with which Impact Harrisburg established a stand-alone agreement because of the unique nature of the purposes of the small business grants (less than \$5,000) which will be utilized with the grant funding.

In addition, to ensure close adherence with all grant program requirements and any applicable state, local or federal laws, the board developed a Request for Proposal under which the organization retained the services of two compliance professionals with extensive expertise in the grant's management area. The two individuals work in close coordination with the Executive Director to provide oversight and technical assistance to grantees, as is necessary and appropriate. The team and Executive Director developed various program templates and processes for working with grantees in a uniform and consistent manner. To date, the compliance consulting team attends many board meetings and provides consistent updates on all projects through a shared drive electronic medium (accessible by grantees and board members) as well as via written reports. After serving in this capacity for one year the board deemed it prudent to extend the compliance contract for one year, given the high quality and value of the work performed by the compliance consultants and the remaining number of grantees with future project start dates.

As of December 31, 2019, the Impact Harrisburg Board continues to meet monthly and in accordance with its Bylaws, elected its board leaders at the Annual Meeting. Further, the Finance Committee meets on a regular basis, between meetings of the board, and all members are invited to attend and participate.

The organization's investment advisers, Wilmington Trust, on a regular basis provides an update on the organization's financial standing and reviews with the Board the feasibility of continuing with the fund allocation policies previously established. The professional recommendation from the Trust is to continue to adhere to the policy as established, with a continuation of regular reviews and updates, as required.

The Harrisburg Business Opportunity Fund

Impact Harrisburg has decided to shift the focus of this program from a low interest loan to a small grant program (less than \$5,000) that can assist businesses with their initial start-up costs. The Board is drafting strict guidelines to assure the proper spending for this programmatic change.

Harrisburg Supplemental Growth Fund

Introduction

In addition to repaying hundreds of millions of dollars in debt of the City, the Strong Plan envisioned an additional approximation of \$26 million infusion of cash that will benefit the City. Of this amount, \$6 million dollars would be deposited into an OPEB Trust Fund, and the remaining \$20 million would be used for economic development and infrastructure. To achieve a portion of these goals, PennDOT committed to provide \$12.0 million annually over a seven-year period toward infrastructure repair in addition to existing funding commitments.

After closing on the Strong Plan transactions, it was determined to establish ***Impact Harrisburg*** which would combine the Infrastructure and Economic Development aspects of the plan into one fund.

PennDOT funding. The City received formal approval from PennDOT through grant funding to undertake much of the street related improvements. The project includes significant modernization of the Third Street corridor in the City from Market to Division Streets. This project was largely finalized by December 31, 2019. Only line painting and ADA sidewalks will need to be finalized. This project included a complete overlay of Third Street as well as ADA compliance walkways and Traffic Calming intersections.

Future Transfers to OPEB Trust and Impact Harrisburg.

- 1. OPEB Trust** – Now that the Escrow Agreement has been terminated and proceeds maintained thereunder have been distributed, the OPEB Trust Fund documents will need to be finalized. The OPEB Trust, has \$3,300,000 that was stated in the Strong Plan to be available for such purpose.
- 2. Supplemental Funds** – Supplemental Funds include any recoveries from pursuit of Incinerator Claims. Supplemental Funds may eventually also include payments of surplus note amounts to the City pursuant to the parking transaction indenture.

Fiscal Matters

The 2020 General Fund Budget includes Revenues of \$74,317,446 compared to the 2019 budget Revenues of \$70,808,153 and Expenses of \$74,316,819 compared to 2019 Expenses of \$70,808,153. The projected Revenues and Expenditures overall represent an increase of approximately 4.9% over the 2019 budget. The 2020 General Fund Budget did not meet the

revenue or expenditure criteria set forth in the Act 47 Final Exit Plan for the City of Harrisburg. This plan is the last budget projection that the Coordinator prepared before the ICA Harrisburg financial plan was put in place; however, the final ICA Harrisburg Agreement has not yet been finalized. As for the Neighborhood Services Fund the Revenues and Expenses total \$17,531,761 each; therefore, producing a balanced budget.

A review of actual revenues and expenditures through the end of December finds that the City's total General Fund revenues were \$68,799,019 (97.1% of budget) while expenditures were \$67,665,085 (95.6% of budget). The City received \$17,240,236 (100.1% of budget) of current year Real Estate Taxes through the end of December 2019. The City also received significant Earned Income Tax (EIT) revenues through December with the year-to-date EIT revenue at \$12,761,772 (110.5% of Budget), which has further strengthened its cash position. Additionally, the City has received its \$5.0 million Public Safety allocation from the Commonwealth of Pennsylvania. Through December the City will have timely met all of its scheduled debt service payments for the year.

Following the December 23, 2019 check run and payroll, the City's General Fund cash balance was approximately \$24.4 million while the Neighborhood Services fund had a balance of \$6.6 million. The City's bi-weekly General Fund payroll averaged \$950,000 for the third quarter and the Neighborhood Services Fund bi-weekly payroll averaged \$150,000.

The Coordinator reviews City payables for both the General and Neighborhood Services Funds on a bi-weekly basis. During the fourth quarter, eight bi-weekly check runs were reviewed, and comments were provided. The 2019 cash flow summary attached with this report reflects actual revenues and expenditures through November with projections through year-end.

The Strong Plan modifications included a number of recommendations related to capital improvements. As the City's recovery progresses, it will have to fund capital projects through a combination of grant funds, borrowing, and pay-as-you-go (PAYGO). The 2019 budget takes advantage of certain grants and likewise uses a portion of its fund balance on a PAYGO basis to address targeted capital needs primarily in the IT, public safety and public works areas. Through August, the City has spent \$2.6 million of its budgeted \$3.3 million on capital expenditures.

The City received its 2019 audit in mid-September from Maher Duessel, the City's independent auditor. During the fourth quarter the City continued to provide the appropriate Material Event Notices on EMMA related to debt obligations and has maintained compliance with Securities and Exchange Commission (SEC) reporting requirements.

The City has completed its 2020 Budget.

Operational Issues

During the fourth quarter of 2019, Harrisburg with the support of the Coordinator, made further progress on a number of key Strong Plan operational initiatives. A progress report regarding these areas, as well as other key Strong Plan operational priorities and initiatives, is detailed below.

In August of Fiscal Year 2016-2017 the City received an Act 47 grant in the amount of \$465,380 to support implementation of four key Strong Plan initiatives relating to augmentation of managerial capacity. The primary areas of focus relate to the utilization of Act 47 grant resources to augment managerial capacity; enhance IT infrastructure development, strategic planning,

project management capacity; and creating lasting improvements in the City's refuse and recycling collection operation.

Operating Departments/Offices

The City of Harrisburg has made progress on several important initiatives in the City's operating departments. A summary of the status of those active projects and initiatives is detailed below.

Treasurer's Office

Dan Miller, CPA is now serving as Treasurer for the City of Harrisburg for the past four years. Mr. Miller is working to make the Treasury Department efficient and well run.

Treasurer, Dan Miller completed a review of the recommendations and has executed several internal control recommendations that include the segregation of accounting duties to strengthen and improve the internal controls for the Treasurer's Office.

Finance and Administration

In the area of finance, administration, and support services, the City has made progress in a number of key areas and is working on several ongoing projects. The City Administrator is focusing on the development of a strategic operating plan for the City which will include a new organization chart. The City Administrator is working to clarify and prioritize operating, management, and resource challenges. This is especially important in the City's key support services areas such as Finance, Human Resources, and IT. These will be priority areas of focus for the City's administrative functions going forward. Updates to the City's Strategic Management Plan were incorporated into the 2020 Budget Process. The Act 47 Coordinator's has reviewed the plan for compliance with the City's Strong Plan and broader Act 47 plan initiatives. Further, the Coordinator will seek to provide implementation support for the plan.

The Finance Bureau and Controller's Officer continue to work closely to monitor and improve the purchasing control process. The City is currently seeking to improve the contract review and management process, which is an important element of the purchasing process.

Information Technology

The age and condition of the City's Information Technology infrastructure continue to be a major structural challenge for the City; however, notable progress has been made. The City signed an agreement with CODY to migrate the mainframe from METRO and Dispatch database and the In-Synch database to the CODY system. The data migration will be completed this year. In addition, the City has started looking for a vendor to migrate the City finance and revenue databases to a new system. The other system is the Personnel Management System. The data migration for the entire system will take several more years to complete.

The City installed a virtual tape server on the mainframe to replicate its data to an offsite data center as a mechanism for disaster recovery. The process for replicating data offsite for the daily and weekly backup processes has been running successfully so far this year. The City is now working on the process for monthly, quarterly, and annual backups and plans to conduct a mainframe disaster recovery test in the second half of 2019. The City has also identified two potential co-location data centers and budgeted for the lease of that space and the purchase of new servers and SAN to replicate what was installed. The plan is to have the Open Systems site fully functional by December of 2019.

Community and Economic Development

In the Community and Economic Development area, the City has seen some progress. At the end of 2016, a \$3.5 million state Redevelopment Assistance Capital Program (RACP) grant was awarded to developers to assist with an \$8 million investment in commercial and residential revitalization in mid-town. A second RACP grant of \$3 million was awarded to the City in October to launch the revitalization of an entire neighborhood in Allison Hill (MulDer Square) with new streetscaping, affordable apartments, and retail stores. The MulDer Square housing project is now 50 % complete and is now in the design phase of implementation. This project has produced 48 new affordable housing units. This is the first significant increase in housing in this neighborhood in more than a decade.

Parks and Recreation

The Bureau of Parks and Recreation is actively engaged in planning for an estimated \$1.8 million in upgrades to five parks and playgrounds in the City. They have obtained grants from DCNR, DCED, Impact Harrisburg, and Capital Region Water to complete major repairs to the Heights playground, Royal Terrace playground, Penn and Sayford playground, Norwood and Holly playground, and the Fourth and Dauphin playground. All five programs and ball fields are fully functional as of December 2019.

Police Bureau

In the Police Bureau, staffing levels continue to be the primary challenge for the Bureau. There are currently 14 position vacancies. The Bureau hired 7 trainees earlier in 2019 and a recruitment class is currently underway with the goal to develop a revised hiring list by September 2019. In addition, in 2020, the Bureau could lose up to 40% of police personnel due to anticipated retirements. The Police Chief is concerned about the potential notable loss of tenured employees due to retirement. This is the reason that the new FOP contract includes both wage and benefit enhancements for patrolmen. The new contract was passed in December 2019.

Fire Bureau

The Fire Bureau is making progress in a number of key areas as well. Currently, the Bureau is staffed with 81 bargaining unit members, two management chiefs, and one management administrative assistant. Total complement is budgeted at 86 personnel. The Bureau administered a civil service exam in December 2019 and has established a new hiring list. The Bureau plans on hiring new patrolmen in the Spring Fire Academy of 2020, from the newly created list, to account for anticipated retirements.

Neighborhood Services Department

The Neighborhood Services Department has been actively engaged in a number of key projects in the refuse and recycling, maintenance, and infrastructure development areas.

With Act 47 funding and support from the Act 47 Coordinator, a comprehensive sanitation program evaluation was completed by Barton & Loguidice. The study concluded that the sanitation system was broken and unsustainable without significant change and provided a plan to modernize the sanitation operation which built on recommendations from the 2013 Strong Plan. Since that study was completed, the City has made considerable progress on the recommended sanitation improvements.

The following discussion will summarize active efforts relating to Public Works and Sanitation system improvements.

The City continues work to upgrade its ability to process unpaid waste invoices. The backlog of unpaid accounts is nearly eliminated. The City attorney assigned to assist BNS with collections on aged accounts has recently achieved some successes and has developed a template that will serve for future account settlements. The lack of retainage of a dedicated attorney has hindered further success.

They will assist the City in getting a DEP permit for the yard waste composting site. A dedicated yard waste site will be a significant step to allow the City to correctly manage its leaf and brush waste. The Act 47 Coordinator's Team has helped the City prepare and submit a revised permit application for this operation, working to meet local and state requirements for a modified operation at the currently proposed site (or, if required, to identify and pursue permitting at an alternate site). The Act 47 Coordinator's team also supported City actions to implement site improvements and provide guidance on equipping and staffing the operation.

The City has done well in assimilating the commercial waste accounts into its service. Going forward, the City desires to implement roll-off service in 2019 and is currently in progress to acquire a roll-off truck. Roll-off service combined with front loading dumpsters is a big step forward for the City that is logical, especially the use of roll-off dumpsters for use in the City-performed vacant building demolition. DPW staff has demonstrated commitment in providing quality customer service. In addition to purchasing the roll-off equipment in 2019, management tools in the form of route software will greatly aid the City's ability to efficiently provide economical commercial service. DPW staff is getting the message that besides providing good and reliable customer service, the City needs to get paid for the service. On this last item, the City needs legal assistance to recover monies owed on unpaid waste collection bills. While some progress has been made, most of the unpaid bills are from repeat customers who pay a little and then become a delinquent account again.

Traffic and Engineering

The Traffic and Engineering Division has made progress updating the City's traffic signal infrastructure and the project is 90% complete. Funding for the remaining signals is included in 2020 budget.

The Third Street Multimodal project is now complete despite the delays and over a million dollars in cost overruns due to Capital Region Water's redesign and weather. The project was completed in November 2019.

To facilitate progress on the project, the City has agreed to take ownership of the conduit banks in exchange for a 25-year easement fee which would cover the cost of maintenance.

Lastly, the City completed its Vision Zero Action Plan, this commitment is designed to eliminate traffic fatalities and serious injuries in the City within 10 years. This was a recommendation in both versions of the draft comprehensive plans. Thus far, the City has received strong support from the public and PennDOT. As the City develops their Vision Zero Action Plan through a grassroots effort with neighborhood groups and the community coming together for the common purpose of traffic safety, they expect to not only save lives but to positively impact community goodwill and City livability. The Plan is to be fully implemented by 2028.

Solicitor's Office

The Commonwealth of Pennsylvania, et al, filed a complaint against seven professional firms based on the Harrisburg incinerator project and series of financing transactions. The case is filed in the Commonwealth Court at 368MD2018. The Petitioners are represented by Harris, Wiltshire & Grannis LLP. In early September 2019, the Commonwealth Court held oral argument on preliminary objections filed by the seven professional firms seeking to dismiss the complaint. The parties are awaiting a Court decision.

The Strong Plan modifications provided for the City to again retain experienced public-sector employment labor counsel for its labor relations activities including the negotiation of FOP and AFSCME contracts that expired the end of 2016 and the IAFF contract that expires the end of 2017. The City engaged John Dean of Elliott Greenleaf to serve as outside labor counsel to assist with these contracts. Elliott Greenleaf attorneys successfully negotiated both the FOP and AFSCME contracts and negotiations with the IAFF have recently concluded. The City and IAFF reached an agreement for a successor CBA, because of fair collective bargaining negotiations. IAFF ratified the terms of this agreement on or about February 8, 2018. The agreed upon terms are integrated into current successor CBA and was approved by City Council on July, 2018. The FOP contract was approved by City Council on December 22, 2019.

Intergovernmental Cooperation

While there are specific instances of cooperation between and among the City, various Commonwealth agencies, Dauphin County, the Harrisburg School District and other neighboring municipalities as discussed below and elsewhere in this report, it remains important for the City to continue to take a proactive role in pursuing intergovernmental cooperation opportunities.

Prior to, and since the City's entrance into the Act 47 program, the City has engaged in collaborative work with a variety of intergovernmental agencies. Examples include the City producing, distributing and collecting real estate taxes on behalf of the School District and performing a similar function for the shared Business Privilege/Mercantile Tax and the recent cooperation on the establishment of a yard waste facility and LERTA program.

The City and Dauphin County collaborate in the provision of various public safety services. The Harrisburg Police Bureau participates in the Dauphin County Special Weapons and Tactics Team (SWAT) and works closely with the Dauphin County District Attorney's Office in criminal investigations. Since June 2011, the Dauphin County Communication Center has provided 911 and dispatch operations for the City, resulting in a significant savings to the City.

Following a Strong Plan recommendation, the City also became a member of the Capital Region Council of Governments (CRCOG.). CRCOG is a voluntary association of 40-member municipalities from Cumberland, Dauphin, Perry and York Counties, formed to promote intergovernmental communication and cooperation. Among its programs are a joint purchasing program and an auction for surplus property and equipment. The City's participation in the COG has resulted in cost savings for various commodities and services. The COG also provides a forum to discuss common issues in the Harrisburg region. The City also uses the COG's job opening website for recruitment of personnel.

Collective Bargaining

The substantial majority of Harrisburg employees are represented by one of three unions: The Fraternal Order of Police Capital City Lodge No. 12 ("FOP"), the American Federation of State County and Municipal Employees District Council 90, Local 521 ("AFSCME"), and the International Association of Firefighters, Local No. 428 ("IAFF"). Each of the City's three unions voluntarily entered into mid-term negotiations to amend their collective bargaining agreements in connection with the filing of the initial Strong Plan. The amendments to the prior collective bargaining agreements for the bargaining units, as well as those initiatives for the non-union City employees, were implemented, and cost reductions resulting from these changes continue to be monitored. Although the formal Amendment documents setting forth the revised contract language were finalized and agreed to by AFSCME and the FOP, an amendment document for the IAFF was never completed. The City prepared a formal Amendment document setting forth the changes in the Tentative Agreement document – which was formally ratified by both the IAFF and the City and provided it to the IAFF for execution – however, the IAFF never responded to this formal Amendment document. The Coordinator has continued to insure implementation of the negotiated changes and assist as necessary with respect to any issues and grievances that arise relating to those changes or to any of the Plan initiatives.

In the Amended Strong Plan that was passed by City Council in April 2016 and approved by the Commonwealth Court on July 20, 2016, the Coordinator established new compensation allocations for the FOP, AFSCME, and IAFF units that are consistent with significant amendments which were made to Act 47, commonly referred to as the Act 133 Amendments of 2012 ("Act 133 Amendments"). As amended, Act 47 now requires the Coordinator to project revenues and expenditures for the current and next three fiscal years and develop a capped amount for each city bargaining unit to be available for total compensation and benefits for employees in that unit. For that reason, and unlike the predecessor Strong Plan, the new Plan separates the costs related to each of the City's collective bargaining units included in the overall cost projections in the Plan so that each bargaining unit can have an active role in collectively bargaining for those compensation items that are most important to the employees in each unit.

The CBA with the IAFF expired on December 31, 2017. At the IAFF's invitation, the Coordinator made a presentation last April to the IAFF's entire membership, providing an overview of the Act 133 Amendments to Act 47 and the terms of the Amended Strong Plan, and opening a discussion up for any questions that the membership might have. The Coordinator felt that this meeting was positive and set the stage for constructive negotiations for a successor agreement. Elliott Greenleaf represented the City as its labor counsel in connection with negotiations with the IAFF. The City and IAFF reached an agreement for a successor CBA because of negotiations. IAFF ratified the terms of this agreement on or about February 8, 2018. The agreed upon terms are integrated into current successor CBA and was approved by City Council on July 3, 2018.

Fire overtime has been a continuing issue for the City since long before the City entered Act 47, as the expenses were constantly exceeding budget. Through prudent personnel management, the City's Fire Chief has successfully been able to continue to contain Fire overtime costs. Positive trends in overtime costs continued in 2015, 2016, 2017, 2018 and year-to-date in 2019. The City has also successfully contained additional premium pay over the course of the five-year period. The City reach an agreement with the Fraternal Order of Police in late December 2019 that provided a more competitive wage for patrolman. The City has provided information to me that they have renegotiated the Police Department wages under the FOP contract because of high turnover and the loss of skilled and trained police officers to other neighboring municipalities. The City's stated goal is to encourage officers to continue their employment with the City and increase

the number of experienced police officers with the renegotiated collective bargaining contract terms.

Asset Monetization Matters

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," and
- Activities related to the transfer of the water and sewer operation from the City to CRW.

After the December 2013 consummation of the Strong Plan, the City is no longer a guarantor of debt payable on either the Resource Recovery Facility or Parking System. Debt service on these assets is now payable by the Lancaster County Solid Waste Management Authority and the Pennsylvania Economic Development Financing Authority (PEDFA), respectively.

The Strong Plan focused not merely on restructuring City liabilities, but also the elimination of the clear majority of the City's debt and other obligations. The exceptions were the City's General Obligation Bonds, and to a more limited extent, the so-called "Verizon Bonds." The former was restructured as part of the Strong Plan's consummation. As to the latter, over half of the debt service will be paid for by lease payments made by the Commonwealth and expense reductions achieved by management. The remaining obligation of the City was restructured as part of the Settlement Agreement on the Verizon bonds.

Harrisburg Parking

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 put in place a monetization structure that maintained ownership of the assets for Harrisburg, and aligned the incentives of the parties, so that the better the system performed, the more the City would benefit. The latter approach was chosen and therefore it is to the City's benefit that it does everything in its power to improve revenues and support the parking system. This includes recognition that proper maintenance of the parking system is critical to the continuing flow of revenue for the City.

The proceeds of the parking monetization that were received in December 2013 were allocated to the "Acquisition Price" used by the HPA and City as follows:

1. Repay the balance of negotiated settlement with Resource Recovery Facility creditors (\$128 million).
2. Pay debt service on GO Bonds for first time since September 15, 2011 (\$6 million).
3. Repay all 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 – (The OPEB Board remains to be created by the City; however, the Coordinator has met with the City's Business Administrator, Marc Woolley, City Solicitor, Neil Grover, and City Finance

Director, Bruce Weber to discuss its construct. The goal is to have the OPEB Board selected during 2019.)

- c. Fund deposit to Impact Harrisburg
- d. Fund a budgetary reserve to get through first three months of each year (This has worked well as the City has not needed to draw on a TRAN)
- e. Repay Pennsylvania Investment Bank
- f. Repay agreed upon amounts to equipment lender

Subsequent to Plan consummation, the parking assets are under the auspices of the PEDFA who engaged Capital Region Economic Development Corporation (CREDC) as their agent to oversee the operation and management of the parking operation. (Please see the note above about the PEDFA proposed amendments). 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 contracted with CDM Smith in the fall of 2015 to review certain financial elements of the Park Harrisburg System given the failure to satisfy the 125% rate covenant under the bond indenture. PEDFA, in consultation with the bond guarantors, determined that a review of the operational issues, to provide recommendations aimed at improving the system's operations and financial performance, would be undertaken.

Park Harrisburg Fiscal Year 2019 Operating and Capital Budgets Projections

The 2019 projected revenues through December 31, 2019 were 5.0% higher than the same period in 2018. The expenses through December 21, 2019 were approximately 5% higher than the same period in 2018.

The 2020 operating and capital budgets have been delivered to the Credit Enhancers and have been rejected by the Credit Enhancers. The 2020 Interim Operating Budget is currently in place. The 2020 interim operating budget will reflect the current rates transient and meter parking while the monthly rate has been increased to \$217 per space per month and the DGS lease rate will increase per the terms of the lease. The 2020 interim budgeted operating expenses will be equal to the budgeted operating expenses for fiscal year 2019 increased by the Consumer Price Index (CPI). The 2020 interim capital budget will be equal to the amount in the CDM Smith report for 2020, which is \$1,250,000.

For year-to-date through December 2019, the City has been paid \$2,241,682 which represents the full scheduled amount. Through December 2019, Harrisburg Parking Authority (HPA) has been paid \$1,275,201 which represents the full scheduled amount due. The City was also paid approximately \$3,650,000 in parking tax in 2019 for total payments to the City and HPA of \$7,166,883 or 27% of total revenues.

Through December 31, 2019, \$146,963 has been deposited for Performance Fees. For the same period, no funds have been deposited for PEDFA fees.

Through December 31, 2019, no funds have been deposited into the Capital Reserve. Balance in the Capital Reserve account as of 1/1/2020 was \$2,030,000.

Fitch ratings downgraded the ratings on the senior bonds partly because of the lack of sufficient cash flow to make deposits in the Capital Reserve in the past and for the future.

Capital & Operational Improvements

Capital Improvement Projects underway in 2019 include concrete repair and generator replacement at Chestnut Street Garage and elevator repair at the Walnut Street Garage.

The project entered an energy saving and has saved \$20,000 YTD through November 2019.

5-7 Free Parking program

Dauphin County, the City of Harrisburg and the Harrisburg Downtown Improvement District (the "DID") agreed to fund a pilot program where the three parties pay Park Harrisburg in an amount equal to \$270,000 in return for free meter parking in the DID area from 5-7pm Monday through Saturday. The \$270,000 amount is the estimated meter revenue which the system collected from the DID area for the 5-7 pm time in 2017. The program commenced on April 1, 2018 and will be renewed on March 31, 2020.

ParkMobile

ParkMobile, the parking application provider for the meter system, had approximately 150,000 transactions for the period of January through November 2019.

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**City of Harrisburg
Parking Revenues**

Table 1

Group	Account Description	2014	2015	2016	2017	2018	As of 12/31/2019
Parking Taxes	MBP PARKING TAXES CURRENT	3,100,722	3,289,446	3,769,704	3,668,788	3,942,440	4,265,145
Parking Taxes	MBP PARKING FEE	16,721	11,573	13,724	12,580	14,774	9,000
Parking Fees	PARKING LICENSE FEE-PRIOR	3,266	2,131	710	4,076	0	368
Parking Fees	PARKING LICENSE FEE-PENAL	3,477	2,007	3,010	3,284	1,459	2,073
Parking Fees	TOWING FEES	28,360	21,665	22,595	20,706	21,144	13,705
Parking Fees	METER BAG RENTAL	62,834	21,504	24,116	49,312	53,848	31,912
Parking Fees	FINE AND COSTS	72,570	49,535	42,244	13,627	28,866	28,751
Parking Fees	BOOTING FEES	14,595	8,850	3,300	2,925	1,575	2,850
Parking Tickets	PARK TICKETS-VIO FINE	475,248	463,641	447,119	376,923	420,396	381,107
Ground Lease Payment	PRIORITY PARKING DISTR.	900,000	527,900	1,093,623	974,526	1,460,125	1,275,290
Priority Parking Distribution	PRIORITY PARKING DISTRIBUTION	1,100,000	636,951	1,717,788	1,457,735	2,097,494	2,241,682
Rental Income	HPA RENTAL INCOME	20,800	0	0	0	0	---
HPA Coordinated Pkg	HBG PRK AUTH COORD PKG	0	0	0	0	0	---
	Total Parking Revenue	5,798,593	5,035,203	7,137,933	6,584,482	8,052,120	8,251,882

****Ground lease payments and Priority Parking payments were inflated in 2018 due to the global settlement reached by all parties (creditors, City, County, PEDFA) in resolving discrepancies with the parking bond indenture.**

Additional Incentive Programs

A 15-minute free parking program was initiated last year for several parking areas in the Central Business District (CBD) of Harrisburg previously marked as loading zones. To date, parking revenue from meters located around the free parking spaces have not been less than what was budgeted. The program was expanded in early 2017 to include conversion of 22 additional loading zones in the Harrisburg Central Business District to 15-minute free parking areas.

On April 2018 the Mayor and Dauphin County announced, "Free Parking," within the Central Business District. The cost is to be borne by the City, County, and the Harrisburg Downtown Improvement District.

ParkMobile

ParkMobile was selected by Park Harrisburg to replace Pango as the provider for mobile-payment solutions effective March 1, 2017. ParkMobile is the leading provider of mobile-enabled parking and mobility-related services in North America. The company's mobile payments solution allows parkers to use their mobile phones to pay for parking at all of the on-street spaces managed by Park Harrisburg. Customers can pay with their smartphones using ParkMobile's mobile applications for iPhone, Android, and Windows phones, or by calling the toll-free number on the ParkMobile meter stickers. Park Harrisburg in partnership with the City and ParkMobile has implemented two other promotional programs that can provide a more customer-friendly parking experience. LUV HBG provides 4 hours of free metered parking on Saturdays and provides \$1/hour meter rates from 5:00 to 7:00 p.m. in the central business district. Park Harrisburg and ParkMobile are working with local businesses on other promotional programs utilizing this application.

The ParkMobile application compares quite favorably to the PANGO transactions. Public response to ParkMobile to date has been favorable.

ParkMobile had approximately 150,000 transactions for the period of January through November 2019.

Accruals

The Trustee has provided an opinion on language in the bond indenture related to the waterfall payments and stated that the language related to accruals is ambiguous. PK Harris, the Asset Manager, engaged CDM Smith to update the capital study in order to factor in capital requirements for the system as part of a term sheet. Subsequent to the completion of the updated capital study, AGM and Dauphin County, in their role as credit enhancers and creditors, prepared a proposed term sheet for discussion. Several positive meetings were held between the creditors and the City to discuss the term sheet. It is the Coordinator's belief that a mutually acceptable resolution that balances the needs of the parking system and the City can be reached by the parties.

Capital and Operational Improvements

Capital Improvement projects completed fourth quarter 2018 include:

1. Concrete repairs and generator replacement at the Locust, Market Square and Chestnut garages. New roof for the Chestnut Street Garage.

2. Repaving of the 7th Street Lot and sealcoating of the 10th Street Lot and Mulberry Street Lots. As a result, of additional research on cost saving measures by the Operator, SP+, the final cost of repaving the 7th Street lot was \$300,000 below estimates in the Capital Study.
3. A new 10-year Capital Study has been completed and will be utilized for identification of capital improvements by year for the future.

Parking Advisory Committee

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); SP+, the Operator; HPA; the Mayor; City Council; Department of General Services (DGS); AGM; and the County was established under provisions of the Asset Transfer Agreement and continues to meet periodically to keep stakeholders informed on the parking 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 parking system.

Resource Recovery Facility

Results for 2014 – 2019

The Lancaster County Solid Waste Management Authority (LCSWMA) has operated the resource recovery facility since December 2013. Tonnage from the City, delivered to the Susquehanna Resource Management Complex (SRMC), exceeded the City's minimum required 35,000 tons in 2014, again in 2015 when the City disposed of 36,636 tons (105%), and again in 2016, 2017, 2018 when the City disposed of 35,953 tons (103%). As of the end of November 2019, year to date, tonnage from the City disposed of at the Susquehanna Resource Management Complex (SRMC) was 299,887 tons. It is running slightly below last year at this point but is on target to again meet the 35,000-ton minimum by December 31, 2019.

The City also receives an annual Host Fee from SRMC. Through November 2019, the City had received \$314,882 in Host Fees.

The "Verizon Bond Matter"

The resolution of the Verizon Bond matter has resulted in significant positive benefits to the City. The resolution has been discussed thoroughly in prior reports. The benefits, though, are continuing to have a positive impact on the City. The lease between Harristown Development Corporation (HDC) and the Department of General Services (DGS) of what is now known as the Commonwealth Tower has resulted in approximately 900 people moving into the Tower through the first quarter of 2019. This influx of employees in the central business district has increased Local Service Tax revenues by approximately \$150,000 per year and also spurred increased economic activity throughout the Strawberry Square and Market Street areas.

Current Status of Commonwealth (formerly Verizon) Tower Project

The Commonwealth renamed the Tower, the Commonwealth Tower, and by mid-2016 DGS had completed the build-out and all Human Services employees had been transferred to the Tower. All told, approximately 900 new Commonwealth employees now work in the Commonwealth Tower.

By all accounts, the project is one of the biggest improvement projects that has been undertaken in downtown Harrisburg and has spawned considerable additional activity in the Strawberry Square complex. This project has also resulted in considerable savings to both the City and the Commonwealth (the former in regard to reduced total debt service obligations and the latter in regard to reduced energy costs under its lease).

Harristown Development Corporation Activities

Harristown Development Corporation (HDC) continues to actively pursue additional development opportunities in Strawberry Square and the surrounding neighborhood. Strawberry Square itself is a great redevelopment story based on the 17-year Commonwealth lease for the Commonwealth Tower. Building on the past years' successes, which included a new Hallmark store, expansions of apparel retailer, Amma Jo, and the Capital Area School for Arts (CASA), several additional projects have moved forward.

For the fourth quarter of 2019, Harristown continues to see economic opportunity and growth. Recently, two separate renovation projects yielded eighty-two (82) apartments or 80,000 square feet of former office space. This will allow for more housing opportunity for Center City.

New lease expansion of Sellers Dorsey complex in Strawberry Square with another 3,800 square feet on the 5th floor giving the company a total of 9,000 square feet in Strawberry Square. Two additional leases were signed for Strawberry Square neighborhood which include Tomboys Barber Shop on North 3rd Street and Lettus Know at 221 North Second across from Strawberry Square.

Secured property site for future development of 307, 309, 311, 313 Market Street. Also, an announcement for another apartment mixed use project at 17 S. Second Street.

HDC is also hosts a monthly Pop-Up Happy Hour in Strawberry Square that creates additional foot traffic in the Strawberry Square complex and is a plus for retail establishments.

The Downtown Improvement District and Harrisburg Property Services recently partnered to open a new safety and security sub-station in the SoMa district. They will work closely with the City's police department and provide safety and security service to residents and patrons of businesses in this neighborhood.

Temple University is also part of the educational corridor with its location in Strawberry Square and has also experienced strong growth in both undergraduate and graduate programs. The Capital Area School for the Arts in Strawberry Square is entering its fifth year as a charter school. It now boosts over 200 students and is expected to renew its charter in 2020.

Strawberry Square Energy Efficiency Upgrade

The Energy Upgrade in Strawberry Square was a separate project thru DGS and HDC that was coordinated with the build-out in PHASE 1 and 2 and is now complete. HDC entered into the performance agreement phase of the contract where the guarantee of savings by Siemens should be sufficient to pay the debt service on the loans. Siemens, as part of their performance agreement, maintains very tight oversight of the building's operation during the ten-year period.

Senator's Stadium Bonds

The park permit/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 amounted to between \$180,000 and \$200,000 annually and has continued to be a growing obligation. The goal of the Receiver, and now Coordinator, was for the City to enter into a new permit/lease that insured adequate revenues paid from operations of the Stadium to fulfill the debt service obligations on the stadium bonds without further burdening City taxpayers. The City and Coordinator met on several occasions to discuss options and staffing for reaching out to the parties involved. The City has now assumed responsibility for the "Senators' Stadium" financing matter, though the Coordinator's team continues to be available to assist should the City desire.

Water Sewer and Storm Water Operation - Transfer of Assets

When the Receiver's Team looked at the City's assets and assessed options, three different strategies for three different assets were pursued. The incinerator was sold, the parking system was "monetized," and water and sewer (wastewater and storm water) operations were transferred to The Harrisburg Authority, now Capital Region Water ("CRW"), which was converted into an operating authority (from a financing authority). Under this structure, water and sewer revenues would be insulated and separated from the City's General Fund; and the infrastructure would be improved through expert and focused management and by eventually reinstating an investment grade credit rating.

The transfer consolidated the ownership, administrative, operational and financial responsibilities for the drinking water, wastewater and storm water operations to CRW. All City employees from the Bureaus of Water, Sewerage, and Operations & Revenue became employees of CRW. This transfer and consolidation was supported by the suburban communities served by the water systems, as well as regulators, and has been well-received by the citizens of Harrisburg. The organization is managed by a five-member, City-appointed Board of Directors with an administration comprised of a Chief Executive Officer, Chief Financial Officer, and Directors of Engineering, Operations and Administration. It has grown from approximately 80 staff to over 115, vastly improving the quality of service being provided to the City's Water and Sewer customers.

Strategic Planning

Capital Region Water's Strategic Plan was approved and adopted by its Board of Directors at its October 26, 2018 Board meeting.

The Strategic Plan identifies the following guiding principles that will lead the organization's decision-making process in the coming years:

Vision: To be a leading, innovative and efficient water utility focused on serving our community.

Values: Capital Region Water has a shared commitment to sustainability and to doing the right thing for public health and the environment, customers and coworkers.

Mission: Capital Region Water is a dedicated team of professionals devoted to customer satisfaction and stewardship of our community's water systems from raindrop to river.

Goals: (1) Efficient Use of Resources, (2) Public Health & the Environment, (3) Customers & Stakeholders, (4) Workforce, and (5) Infrastructure Stability.

All departments of CRW are using the Strategic Plan as a guide toward project prioritization. A system of program tracking, and reporting is being developed. More specific updates will be provided in future reports.

Wastewater and Storm Water Compliance – Partial Consent Decree

The US Department of Justice and the US Environmental Protection Agency ("EPA"), along with the Pennsylvania Department of Environmental Protection ("DEP"), viewed the transfer favorably due to the capacity and expertise at CRW that would ensure the system's compliance with the Clean Water Act and Chesapeake Bay requirements.

The City faced millions of dollars in fines and penalties from the Department of Justice (representing the EPA) and from DEP, due to failure to treat sewage properly and comply with applicable effluent treatment and combined sewer overflow standards. With the support of the Commonwealth, Capital Region Water secured a \$24 million low interest loan from PENNVEST for construction of the AWTF upgrades. With this low interest loan commitment, CRW was able to arrange for a private placement for the balance of the \$50 million AWTF project. Construction on the project was completed as of December 2016 (pending final documentation) and when final costs are tabulated is projected to come in under budget.

CRW has complied with all milestones of the Partial Consent Decree entered by CRW, the City, the State Department of Environmental Protection, the US Environmental Protection Agency, and the US Department of Justice. The potential fines and penalties that would have been imposed on the City appear to have been avoided.

Project Funding

CRW has been successful in preventing large costs of borrowing by developing successful financial strategies. CRW has completed five successful borrowings since 2013 and has recently completed an additional borrowing in the third quarter of 2019.

Due to many factors, including purchase of the water system from the City, water system debt service grew to 60% of operating expenses. In 2014, certain short-term finance deals were scheduled to begin collecting accelerated principal and interest payments. Because of the transition, CRW was able to refund these amounts resulting in a present worth savings of over \$2-million.

CRW with two years of financial records and operating history, CRW was able to restore its Water bond rating (to A+ from Standard and Poor) and refinance over \$52 million in water bonds, resulting in a present worth savings of approximately \$9 million.

The rating agency report had several notable remarks including:

"Based on our Operational Management Assessment (OMA), we view Capital Region Water to be a '3' on a scale of 1-6, with '1' being the strongest. This indicates, in our view, that operational and organizational goals are generally well-aligned, even if some challenges exist. The OMA of "good" includes a secure long-term water supply by way of a CRW-owned-and-operated dam and reservoir on the Susquehanna River that, combined with existing treatment facilities, provides the system with more than twice its peak day demand requirements."

"The water system's financial risk profile is an area of strength, with only minimal qualifications. The current management team has been very aggressive in ensuring that asset management and preventive maintenance are the focus of the capital improvement program. Therefore, the current five-year capital improvement plan (CIP) through 2020 has identified about \$20 million in capital commitments, a number that has been verified by an external consulting engineer that provides annual updates to the general system condition and the financial forecast."

Impact Harrisburg Board's desire for collaborative projects between the City and CRW viewed this project positively. After learning of the City's plans for street restoration in areas with underground infrastructure ("Multi-Modal Transportation Projects") and the importance for their receiving funding for that work, CRW laid aside plans to apply for funding to offset project costs included in the five-year Capital Improvement Plan, and submitted an application requesting funding for water and sewer infrastructure to align with the City's Multimodal Transportation Projects.

CRW's General Counsel provided a draft grant agreement to the Impact Harrisburg Board to establish terms of receipt, however, we have not received a response from the Impact Harrisburg Board regarding the acceptance of the grant agreement.

During the fourth quarter of 2019 CRW would actively coordinating sewer infrastructure repair work and storm water collection and management, both green infrastructure and conventional (catch basin) as part of the City's 3rd St improvement project. The timeline is controlled by the City, as CRW's work is supplementary to the primary City work.

Relationship with City

The City and CRW entered into a Shared Services Agreement to facilitate the transition of service from the City to CRW and to provide for the effective coordination of services between the parties. The Coordinator continues to encourage the City and CRW to work cooperatively on several fronts pursuant to the Shared Services Agreement; however, areas for mutual service cooperation may disappear entirely unless current disputes are resolved, and additional service agreements are negotiated.

CRW met with representatives from the City to discuss the remaining outstanding issues related to the transfer of operations and the Shared Services reconciliation. It is believed that there is agreement on the majority of the items in question. One of the remaining areas to be reconciled is the Street Sweeping portion of the Shared Services agreement. The City provided the Street Sweeping expense summary and CRW is working with City personnel to resolve any remaining issues with the street sweeping charges and was to effectuate a resolution. CRW conducted street sweeping throughout fiscal-year 2019 and it plans to continue the street sweeping throughout fiscal-year 2020.

At the request of the City, CRW prepared a new Shared Services Schedule wherein CRW would complete water and sewer service disconnects on City-demolished properties at the City's

expense. CRW has completed work on a dozen of these properties and is waiting for the City to approve the proposed schedule or offer any amendments to the agreement.

One project that CRW is providing service to the City for is related to sanitary sewer overflows at the Harrisburg Transportation Center (HTC). The HTC has experienced sanitary sewer overflows into its lower areas for quite some time, though until recently nothing had been done to remedy the situation. Following several months of investigative work by CRW, their staff met with Harrisburg Redevelopment Authority to review findings from site analysis and hydraulic modeling of the area.

Forensic Claims

To date many parties have been impacted by the Strong Plan and participated in the resolution of the City's debt related issues. This includes City residents who are faced with higher taxes, City employees who suffered wage freezes and made other concessions; creditors of the City and Authority, including AGM, Dauphin County, and AMBAC; and other creditors who were involved in the renovations to the Resource Recovery Facility and the monetization of City assets. Parties that have not participated to date in the City's recovery are the various professionals who were involved in the financing transactions related to the Resource Recovery Facility. Pursuant to the provisions of the Strong Plan, the Receiver and now the Coordinator have continued to actively pursue the forensic claims.

On May 21, 2018, the Commonwealth of Pennsylvania on behalf of the City of Harrisburg has filed the Incinerator Lawsuit Complaint against seven firms that provided professional guidance and advice to the City of Harrisburg on the Incinerator Project for engineering and financing. The law firm of Harris, Wiltshire & Grannis, LLP are representing the Commonwealth. In early September 2019, the Commonwealth Court held oral argument on preliminary objections filed by the seven professional firms seeking to dismiss the complaint. The parties are awaiting a Court decision.

Concurrently, a separate claim related to the Harrisburg Parking Authority (HPA) and Harrisburg University has also been pursued. This claim relates to the payment of \$3.6 million that was to be made at plan consummation in order to obtain free and clear title to the Harrisburg Parking Authority facilities at Harrisburg University. Under an agreement with HPA this claim was assigned to the City through the Office of the Coordinator. Counsel selected by AGM and Dauphin County determined to opt out of representation of the Coordinator in the complaint originally filed by that counsel in the Dauphin County Court of Common Pleas. As a result, the Coordinator selected Harris, Wiltshire & Grannis to represent him in this matter.

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Summary

As I author the fourth quarterly update of 2019, I want to express my appreciation for the leadership exhibited by the City's Elected Officials. As the Coordinator, for the past three years, I have overseen the Harrisburg Strong Plan and its' related activity. This has given me a chance to understand and become quite familiar with the City's Operational needs. The City's Elected and Appointed Officials have worked with me very closely over this past year as we progressed through the Final Act 47 Exit Plan process.

The Final Act 47 Exit Plan provided direction on a number of issues which include fiscal projections for 2018-2021. The Final Exit Plan was submitted to the Mayor and City Council on August 8, 2018 after a period of written and oral public comment. The Act 47 Exit plan was not adopted by City Council because it was effectively annulled by House Bill 2557, which became Act 124. On October 24, 2018, the Act was signed into law and established the Intergovernmental Cooperation Authority (ICA) for the City of Harrisburg. Under the new law, the Coordinator and Strong Plan shall remain in place until the ICA Executive Board and Executive Director are appointed, after which the ICA shall execute an intergovernmental cooperation agreement with the City. Pursuant to section 706(1) of Act 124, the Strong Plan shall continue until the agreement has been executed by the ICA and the City. Under section 706(2), the City's Act 47 distressed status shall automatically terminate once the agreement has been executed. The initial five-year financial forecast and preliminary report was submitted and accept by the Intergovernmental Cooperation Authority Board on May 30, 2019. The next step is for the full ICA agreement to be adopted by the ICA Board and the Harrisburg City Council. Once this is in place, Commonwealth Court will have to approve the agreement.

The enactment of the Strong Plan modifications, when it was adopted in September of 2013, was a critical next step in the City's recovery and its move towards a path of sustainability and a Rescission from Act 47. The modifications recognize the current financial position of the City and provide a fiscal roadmap for City officials to advance their recovery until the ICA enters into an intergovernmental cooperation agreement with the City.

Although challenges remain, the City has made significant progress on many fronts. Through the fourth quarter of 2019, the City's operating position is healthy and its cash position strong. The fourth quarter of 2019 also saw additional revenue from the Local Services tax along with significant EIT revenues. The General Fund shows a cash balance of \$24.4 million dollar and the City's Neighborhood Services Fund shows a cash balance of \$6.6 million dollars. The City's fiscal health continues to gain strength and stability. The City's cash position is a very positive sign and negated the need for a Tax and Revenue Anticipation Note (TRAN) for fiscal year 2019.

The City has taken a number of steps to restore its fiscal credibility in the financial marketplace including keeping their audits up-to-date, securing compliance with SEC disclosure requirements, making timely debt service payments, and bringing all payables into a current status, The City made another bond payment in October 2019 so it will not need to rely on AMBAC to make its bond payments for the City. The City recently hired Marathon Capital, as their Financial Advisors to assist with the negotiations with AMBAC. The Mayor, City Council, Financial Advisors, and AMBAC have reached a tentative agreement to refund the AMBAC Bond Deal. The Coordinator has reviewed the proposal and feels it is fair and equitable should the City move forward with a final deal with AMBAC. The Harrisburg Receiver negotiated the first two agreements with AMBAC on behalf of the City. The City is eagerly approaching the time when it can fully re-enter the bond marketplace to assist in financing much needed capital infrastructure for the future.

Restructuring City operations has played a key role in the City's positive current fiscal position. Ensuring long-term sustainability remains a challenge and requires the revitalization of the City's tax base to generate sufficient revenues to meet service needs of City residents. With full occupancy of the Commonwealth Tower by over 1,000 Pennsylvania Department of Human Services employees, the City is seeing a number of positive economic benefits in Strawberry Square and surrounding area including new businesses and residences resulting in increased tax and parking revenues. Harristown Development Corporation (HDC) has done a great job in promoting and improving Strawberry Square into a vital and central component of the City's economic recovery.

The Commonwealth Tower project, along with the Transit Oriented Development (TOD) study of the Transportation Center area, serves as further stimulus for further economic activity in the downtown. The City is also experiencing growth in the technology sector industry that is supported by Harrisburg University and other educational institutions in and around the City. Likewise, the continued advance of plans and funding for the new Federal Courthouse in Midtown will spur further economic activity in that area. The GSA broke ground for the courthouse project on June 18, 2018 and began preliminary engineering and utility construction in January 2019. The courthouse construction has progressed significantly during the third and fourth quarter of 2019.

Recent, DCED's Redevelopment Assistance Capital Program (RACP) grant for revitalization efforts in both Midtown and Allison Hill will further incentivize economic activity, all of which serves to strengthen the City's tax base and economic development. It is important that the City continue to build on these successes and partner with governmental and community stakeholders to further advance revitalization efforts.

I, as the Coordinator, will continue to work with Mayor Papenfuse and his Administration, as well as Wanda Williams, President, Harrisburg City Council and other City Elected and Appointed Officials to assist the City until the Rescission from Act 47, Municipalities Financial Recovery Program. Regular interaction with the City Administration on issues involving finance, budget, tax collection, IT issues, planning, sanitation, public safety, parking and human resources are an important element to the City's recovery. The Coordinator has worked with City Officials to effectively manage the adopted 2020 budget, including its capital improvement programming component, increase the City's management capacity, and continue to enact sound financial management policies. City Council Finance Chair, Ben Allatt, recommended for adoption two "best management practices," financial management policies: Fund Balance Policy and Debt Management Policy. These policies were adopted at the City Council Meeting on December 2, 2018.

I will also work to further strengthen public safety, implement additional sanitation system improvements, address City Island matters, to pursue intergovernmental initiatives and work with the Impact Harrisburg Board to implement the approved infrastructure and economic development projects to spur development and improve the quality of life for City residents.

I am pleased to inform the court that I have met with Mayor Papenfuse, Solicitor Neil Grover, Finance Director, Bruce Weber, and the Controller Charles DeBrunner to discuss the transfer of the Other Post-Employment Benefits (OPEB) funds of \$3.3 million from the Harrisburg Recovery Coordinator to the City of Harrisburg in the form of an OPEB Trust. The transfer of funds will occur once directed by the Court once the ICA Agreement is formally in place.

As the Recovery Coordinator, I want to recognize the significant progress that has occurred since Harrisburg entered the Act 47 Program in 2010. Looking forward, I have an optimistic outlook for the future of Pennsylvania's Capital City and I am proud of its renaissance. It is now a place that

individuals want to come to work and live, to serve their community through service on the City's non-profit boards, and to socialize in and to take in a baseball game. Indeed, Harrisburg is a shining example of how, by working collaboratively, engaging in partnerships, and sharing in both the pain and success, a City can transition from near bankruptcy to a City that is fiscally healthy and has a vibrant economy that has carried it forward into the 2020 decade.

**CITY OF HARRISBURG
CASH FLOW**

**City of Harrisburg
General Fund
2019 Estimated Cash Flow**

	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Actual May	Actual June	Actual Jul	Actual Aug	Actual Sep	Actual Oct	Actual Nov	Actual Dec	
Cash Summary													
Unrestricted Cash Balance Beginning of Month	24,418,749	22,329,574	26,108,736	29,707,622	27,708,217	29,626,043	30,049,698	28,009,199	35,058,130	31,152,213	25,233,102	25,823,029	
Surplus/(Deficit)	-2,116,473	3,769,755	3,599,010	-1,986,208	1,916,485	423,655	-1,910,414	6,983,361	-3,905,918	-5,919,111	589,927	-310,055	
Change in Accounts Payable	0	0	0	0	0	0	0	0	0	0	0	0	
Other items affecting Cash	27,297	9,407	-124	-13,197	1,341	0	-130,084	65,571	0	0	0	0	
Unrestricted Cash Balance End of Month	22,329,574	26,108,736	29,707,622	27,708,217	29,626,043	30,049,698	28,009,199	35,058,130	31,152,213	25,233,102	25,823,029	25,512,974	
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Revenues, Expenditures, Surplus/(Deficit)													
Revenues without Transfers	2,205,645	7,889,779	12,193,823	3,738,996	6,472,470	3,846,779	2,830,540	5,583,799	5,854,646	3,158,265	4,829,509	4,383,704	62,987,956
Transfer in from Neighborhood Services Fund	0	0	0	0	0	0	0	0	811,063	0	0	0	811,063
Public Safety Allocation	0	0	0	0	0	0	0	5,000,000	0	0	0	0	5,000,000
Total Revenues	2,205,645	7,889,779	12,193,823	3,738,996	6,472,470	3,846,779	2,830,540	10,583,799	6,665,709	3,158,265	4,829,509	4,383,704	68,799,019
Expenditures													
Personnel	3,627,510	2,646,507	2,978,007	3,400,557	3,403,046	2,521,972	2,895,941	2,686,461	3,272,157	7,758,260	2,540,216	2,789,334	40,519,968
Services	442,636	546,425	529,750	700,074	392,692	528,182	369,590	537,221	268,151	725,051	422,908	456,254	5,918,935
Supplies	61,336	124,129	122,956	122,793	149,929	186,922	146,884	174,366	118,340	242,078	167,648	520,421	2,137,803
Other	190,634	802,963	116,498	801,780	513,783	186,048	925,825	105,855	2,916,549	351,987	329,984	927,750	8,169,657
Debt Service	0	0	4,847,604	700,000	96,535	0	402,714	96,535	3,996,429	0	778,827	0	10,918,643
Total Expenditures	4,322,117	4,120,024	8,594,814	5,725,204	4,555,986	3,423,124	4,740,954	3,600,439	10,571,627	9,077,376	4,239,582	4,693,759	67,665,005
Operating Surplus/(Deficit)	-2,116,473	3,769,755	3,599,010	-1,986,208	1,916,485	423,655	-1,910,414	6,983,361	-3,905,918	-5,919,111	589,927	-310,055	1,134,013
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Accounts Payable													
Accounts Payable Beginning of Month	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105	-1,122,105
Accounts Payable End of Month	-1,122,105												
Change in Accounts Payable	0	0	0	0	0	0	0	0	0	0	0	0	0

City of Harrisburg
 General Fund
 2019 Estimated Cash Flow

Cash Summary

	Actual	Actual	Actual	Actual	
Revenues, Expenditures, Surplus/(Deficit)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Revenues	22,289,247	14,058,245	20,080,048	12,371,478	68,799,019
Expenditures	17,036,955	13,704,314	18,913,020	18,010,717	67,665,005
Operating Surplus/(Deficit)	5,252,292	353,932	1,167,029	-5,639,239	1,134,013
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Unrestricted Cash Balance Beginning of Quarter	24,418,749	29,707,622	30,049,698	31,152,213	
Surplus/(Deficit)	5,252,292	353,932	1,167,029	-5,639,239	
Change in Accounts Payable	0	0	0	0	
Other items affecting Cash	36,580	-11,856	-64,514	0	
Unrestricted Cash Balance End of Quarter	29,707,622	30,049,698	31,152,213	25,512,974	
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Accounts Payable

Accounts Payable Beginning of Quarter	-1,122,105	-1,122,105	-1,122,105	-1,122,105
Accounts Payable End of Quarter	-1,122,105	-1,122,105	-1,122,105	-1,122,105
Change in Accounts Payable	0	0	0	0

City of Harrisburg
2019 Estimated 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	Actual December	Actual Total 2019	Budget 2019	Variance
Real Estate Taxes Current	52,480	3,167,243	9,275,223	430,499	885,551	181,357	210,689	131,914	104,370	66,426	92,726	573,355	15,171,832	14,932,501	239,332
Real Estate Taxes Delinquent	57,735	31,381	156,271	540	158	551,624	183,529	197,084	0	806,209	43,787	40,085	2,068,404	2,294,794	-226,390
Tax Liens Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tax Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EIT	568,389	1,731,088	1,003,095	589,558	1,668,711	987,292	528,599	1,697,258	856,413	559,755	1,605,442	966,171	12,761,772	11,544,297	1,217,475
EMS/LST	178,630	1,429,224	116,439	137,967	1,418,492	134,496	201,215	1,403,172	116,809	203,350	1,379,235	105,366	6,824,394	6,099,149	725,245
Mercantile Business Privilege	219,892	276,966	487,382	1,025,573	710,366	153,592	192,855	238,729	31,434	150,357	253,293	153,798	3,894,236	3,434,050	460,186
Other Act 511 Taxes	6,115	144,080	68,047	3,245	75,363	82,627	58,910	284,213	198,324	61,457	57,085	936,106	1,975,572	1,584,000	391,572
Capital Fire Protection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cdbg Reimb. - Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
District Justice Fees	1,969	30,171	32,471	42,442	38,610	63,943	2,020	33,404	27,613	32,889	57,082	1,393	364,007	388,000	-23,993
Fed/State(Fed)Pass Thr Gr	0	0	0	0	0	0	131,250	0	0	0	0	28,750	160,000	160,000	0
Federal Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees/Permits	243,775	106,275	152,898	92,819	153,674	154,459	98,954	154,413	206,535	140,967	209,398	220,603	1,934,771	1,555,251	379,520
Government Grants	0	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	0	0
Interest	20,027	7,386	37,232	40,883	47,902	56,276	56,733	55,760	58,484	53,186	49,885	47,626	531,381	146,280	385,101
License	0	141,812	0	21,900	135,052	0	0	135,356	6,400	0	129,553	0	570,074	598,250	-28,176
Miscellaneous	101,239	106,652	129,374	187,599	256,775	318,938	113,393	184,000	100,534	228,844	100,326	90,864	1,918,538	1,887,126	31,412
Pension System State Aid	0	0	0	0	0	0	0	8,084	3,302,722	0	0	0	3,310,806	2,885,583	425,223
Public Safety Fees/Permits	11,903	10,642	21,746	27,712	16,361	18,992	17,094	10,461	11,707	12,779	12,210	12,220	183,828	198,481	-14,653
Public Safety Grants	61,552	9,508	6,688	44,979	8,317	7,204	111,227	5,021,435	29,194	43,085	20,431	94,203	5,457,823	5,243,780	214,043
Public Safety Reimbursements	85,311	137,785	133,758	124,499	139,305	60,501	102,464	198,010	42,771	63,492	63,030	80,451	1,231,379	1,019,502	211,877
Public Works Fees/Permits	0	0	0	0	0	0	0	0	0	0	250,000	0	250,000	250,000	0
Reimbursements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental Income	7,363	163	8,563	163	163	2,563	163	163	163	1,393	9,418	4,453	34,725	2,100	32,625
Recreation Fees	10	0	20	0	15	3,600	7,584	2,475	37	30	20	10	13,801	11,231	2,569
Sale Of Assets	0	0	0	0	0	0	4,225	0	0	0	0	57,650	61,875	0	61,875
Vehicle Maintenance Charges	20,310	0	0	140,102	0	68,056	23,004	27,958	30,390	0	0	28,402	338,222	279,300	58,922
PILOTS	-15,060	0	0	107,444	55,254	300,000	27,000	29,811	48,000	7,250	95,238	0	654,938	676,797	-21,860
Pub Utility Realty Tax	0	0	0	0	0	0	0	0	0	42,523	0	0	42,523	45,000	-2,477
Sewer Maint Charge	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewer Maint Liens-Penalty	0	0	0	0	0	0	0	14	0	0	0	2	16	214	-198
Sewer Maint Liens-Princip	1	0	0	21	0	0	105	25	0	0	0	3	156	542	-386
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	0	0	0	0	0	0	0	0
Neighborhood Services Fund	0	0	0	0	0	0	0	0	811,063	0	0	0	811,063	811,063	0
Neighborhood Mitigation Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Landfill/Incin Utility Fd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Parking Taxes	407,926	304,939	294,057	333,141	408,489	314,177	385,401	374,968	369,217	361,200	82,990	618,639	4,255,144	3,962,000	293,144
Parking Fees	6,372	2,684	1,696	8,661	5,420	14,433	2,734	15,357	1,459	5,062	4,227	11,555	79,659	98,020	-18,361
Parking Tickets	36,777	37,377	51,023	51,203	42,407	30,533	25,845	22,021	18,997	24,938	21,059	18,927	381,107	425,102	-43,995
Ground Lease Payments	48,199	77,741	78,988	118,946	147,244	124,049	125,294	129,761	106,267	106,267	106,267	106,267	1,275,290	1,275,201	89
Priority Parking Distribution	84,730	136,662	138,853	209,096	258,841	218,067	220,254	227,952	186,807	186,807	186,807	186,807	2,241,682	2,241,682	0
THA Shared Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Harrisburg Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	2,205,645	7,889,779	12,193,823	3,738,996	6,472,470	3,846,779	2,830,540	10,583,799	6,665,709	3,158,265	4,829,509	4,383,704	68,799,019	64,049,297	4,749,722

**City of Harrisburg
General Fund
2019 Estimated 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	Actual December	Actual Total 2019	Budget Total 2019	Variance Act - Bud
Office of City Council Personnel	22,167	22,229	22,229	22,229	33,343	22,229	22,229	22,229	22,229	33,343	22,229	22,229	288,912	289,580	-668
Office of City Council Services	247	1,238	17,234	1,232	200	1,956	5,736	3,730	1,267	308	3,153	5,627	41,929	114,200	-72,271
Office of City Council Supplies	0	0	1,670	608	0	335	0	446	2,113	1,222	294	2,308	8,996	11,000	-2,004
Office of City Council Other	679	0	0	0	0	0	0	0	0	0	0	0	679	3,400	-2,721
Office of City Council	23,093	23,467	41,133	24,068	33,543	24,520	27,964	26,405	25,609	34,874	25,676	30,164	340,516	418,180	-77,664
Office of Mayor Personnel	17,750	17,947	17,947	18,121	26,243	17,273	17,505	17,532	17,655	24,745	15,725	15,725	224,167	235,378	-11,211
Office of Mayor Services	2,302	29	1,432	0	102	1,956	116	0	448	60	315	4,229	10,988	16,380	-5,392
Office of Mayor Supplies	915	564	349	0	56	0	166	1,142	460	2,217	707	0	6,576	14,187	-7,611
Office of Mayor Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Mayor	20,967	18,540	19,728	18,121	26,402	19,228	17,787	18,674	18,563	27,022	16,747	19,954	241,731	265,945	-24,214
Office of City Controller Personnel	11,745	11,643	11,658	11,657	17,474	11,647	11,674	11,683	11,650	17,488	11,656	11,689	151,665	153,698	-2,033
Office of City Controller Services	40	0	0	0	0	0	0	0	0	0	0	0	40	10,500	-10,460
Office of City Controller Supplies	114	111	23	86	375	30	7	41	29	67	31	488	1,401	9,200	-7,799
Office of City Controller Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Controller	11,899	11,754	11,681	11,744	17,849	11,677	11,681	11,723	11,679	17,555	11,687	12,177	153,106	173,398	-20,292
Office of City Treasurer Personnel	26,552	26,390	26,910	26,622	39,925	26,703	26,703	26,703	26,703	40,015	26,703	26,636	346,567	347,911	-1,344
Office of City Treasurer Services	40	1,750	26,978	3,980	90	40	83	40	61	131	40	40	33,273	61,900	-28,627
Office of City Treasurer Supplies	0	0	0	0	60	0	198	0	145	0	0	70	472	12,000	-11,528
Office of City Treasurer Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Treasurer	26,592	28,140	53,888	30,602	40,075	26,743	26,984	26,743	26,909	40,145	26,743	26,746	380,312	421,811	-41,499
Office of City Solicitor Personnel	27,034	25,371	25,371	25,371	46,571	35,293	35,293	35,293	35,293	45,035	28,968	28,968	393,861	454,200	-60,339
Office of City Solicitor Services	9,745	15,743	5,391	11,540	31,906	943	6,298	1,284	3,076	17,686	16,100	18,218	137,930	232,742	-94,812
Office of City Solicitor Supplies	219	4,480	2,218	3,369	2,458	1,916	515	2,208	57	4,689	1,643	7,641	31,413	50,750	-19,337
Office of City Solicitor Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Solicitor	36,998	45,594	32,980	40,279	80,935	38,152	42,107	38,786	38,426	67,411	46,710	54,826	563,204	737,692	-174,488
Office of Business Administrator Personnel	12,000	9,523	9,523	9,523	18,011	13,249	13,156	13,249	13,249	26,076	19,376	13,990	170,925	175,470	-4,545
Office of Business Administrator Services	0	0	5,000	0	339	7,755	10,000	5,000	5,266	5,249	10,338	1,299	50,247	65,550	-15,303
Office of Business Administrator Supplies	0	139	0	1,713	392	162	0	145	192	316	393	544	3,997	5,100	-1,103
Office of Business Administrator Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Business Administrator	12,000	9,662	14,523	11,236	18,742	21,167	23,156	18,395	18,707	31,641	30,108	15,833	225,169	246,120	-20,951
Bureau of Financial Management Personnel	32,272	30,536	30,536	30,536	45,769	29,853	30,308	30,308	30,031	41,010	29,942	30,188	391,289	449,615	-58,326
Bureau of Financial Management Services	33	24,142	361	249	44,274	2,068	881	59,113	86	25,617	0	13,483	170,307	267,893	-97,586
Bureau of Financial Management Supplies	0	950	43	43	223	34	204	0	206	195	3,744	52	5,693	12,100	-6,407
Bureau of Financial Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Financial Management	32,304	55,628	30,940	30,829	90,266	31,955	31,393	89,421	30,322	66,821	33,686	43,723	567,289	729,608	-162,319
Bureau of Communications Personnel	22,353	21,338	18,811	12,277	15,779	9,286	12,823	13,596	14,700	22,107	14,959	15,095	193,123	292,161	-99,038
Bureau of Communications Services	2,152	791	1,685	1,032	113	4,281	421	290	835	2,960	1,802	1,976	18,337	33,600	-15,263
Bureau of Communications Supplies	1,888	300	0	327	3,868	-3,935	3,059	0	0	2,795	0	4,743	13,045	16,500	-3,455
Bureau of Communications Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Communications	26,394	22,429	20,495	13,636	19,759	9,632	16,304	13,885	15,535	27,862	16,761	21,814	224,505	342,261	-117,756

**City of Harrisburg
General Fund
2019 Estimated 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	Actual December	Actual Total 2019	Budget Total 2019	Variance Act - Bud
Bureau of Grants Personnel	2,338	4,639	4,639	4,639	6,958	0	0	0	0	0	0	0	23,213	60,392	-37,179
Bureau of Grants Services	0	0	0	0	0	0	0	0	0	0	0	0	0	4,000	-4,000
Bureau of Grants Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	500	-500
Bureau of Grants Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Grants	2,338	4,639	4,639	4,639	6,958	0	0	0	0	0	0	0	23,213	64,892	-41,679
Bureau of Risk Management Personnel	5,181	5,204	5,204	5,204	7,806	5,204	5,204	4,422	0	0	0	0	43,427	67,673	-24,246
Bureau of Risk Management Services	0	491	0	1,400	0	0	0	0	0	0	0	0	1,891	11,100	-9,209
Bureau of Risk Management Supplies	0	77	0	0	0	265	549	0	0	0	0	0	892	3,475	-2,583
Bureau of Risk Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Risk Management	5,181	5,772	5,204	6,604	7,806	5,469	5,753	4,422	0	0	0	0	46,210	82,248	-36,038
Bureau of Information Technology Personnel	35,600	35,806	35,806	35,806	53,709	34,833	31,926	31,923	34,226	50,616	32,014	32,014	444,282	506,012	-61,730
Bureau of Information Technology Services	8,223	28,804	11,455	29,270	17,054	89,410	23,113	58,658	17,560	71,728	12,231	8,826	376,331	616,797	-240,466
Bureau of Information Technology Supplies	919	34,181	7,795	9,947	21,553	6,337	6,633	21,026	11,345	30,680	9,855	27,242	187,513	170,580	16,933
Bureau of Information Technology Other	5,127	1,195	49,669	10,852	6,986	5,725	106,016	13,610	24,101	10,254	8,112	279,586	521,233	701,839	-180,606
Bureau of Information Technology	49,869	99,986	104,725	85,875	99,302	136,305	167,688	125,217	87,232	163,279	62,213	347,668	1,529,359	1,995,228	-465,869
Bureau of Human Resources Personnel	23,763	24,001	24,001	24,001	36,001	24,010	24,074	24,096	24,096	37,851	27,891	27,891	321,677	366,680	-45,003
Bureau of Human Resources Services	8,543	3,200	3,319	6,244	4,080	3,641	5,249	4,548	3,802	6,162	4,082	17,507	70,378	123,925	-53,547
Bureau of Human Resources Supplies	244	0	0	200	45	50	355	0	46	52	0	1,687	2,679	2,200	479
Bureau of Human Resources Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Human Resources	32,550	27,201	27,320	30,445	40,127	27,701	29,679	28,644	27,943	44,065	31,974	47,086	394,733	492,805	-98,072
Operations and Revenue (Office of the Director) Personnel	17,427	18,803	20,102	20,097	30,496	20,097	20,097	21,921	23,092	29,526	17,458	18,861	257,976	328,049	-70,073
Operations and Revenue (Office of the Director) Services	18,192	12,396	10,912	27,817	9,928	12,831	15,150	15,781	6,271	19,899	17,257	9,811	176,245	254,372	-78,127
Operations and Revenue (Office of the Director) Supplies	66	1,570	7,361	4,540	1,399	4,168	905	759	4,322	3,592	3,510	2,404	34,596	43,192	-8,596
Operations and Revenue (Office of the Director) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations and Revenue (Office of the Director)	35,685	32,769	38,374	52,454	41,823	37,096	36,152	38,461	33,684	53,017	38,225	31,076	468,816	625,613	-156,797
General Expenses Personnel	1,517,579	701,304	859,580	1,447,898	626,702	622,996	837,418	689,619	1,251,498	740,616	673,767	888,537	10,857,515	12,034,046	-1,176,530
General Expenses Services	137,605	228,603	175,616	367,896	138,443	117,361	106,882	146,129	77,662	282,178	43,416	102,800	1,924,592	2,848,543	-923,950
General Expenses Supplies	0	3,422	0	0	0	0	0	0	0	0	0	0	3,422	25,000	-21,578
General Expenses Other	0	92,642	0	0	86,143	55,000	86,143	0	27,500	86,143	1,920	7,400	442,892	477,573	-34,681
General Expenses	1,655,185	1,025,971	1,035,196	1,815,795	851,289	795,358	1,030,443	835,748	1,356,661	1,108,937	719,103	998,737	13,228,422	15,385,161	-2,156,740
Transfers to Other Funds Debt Service	0	0	4,847,604	700,000	96,535	0	402,714	96,535	3,996,429	0	778,827	0	10,918,643	9,833,638	1,085,006
Transfers to Other Funds Other	0	0	0	0	231,778	53,241	470,000	0	2,532,000	25,000	0	0	3,312,019	2,788,778	523,241
Transfers to Other Funds	0	0	4,847,604	700,000	328,313	53,241	872,714	96,535	6,528,429	25,000	778,827	0	14,230,663	12,622,416	1,608,247
Office of the Director for the DCED Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the DCED Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the DCED Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the DCED Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the DCED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**City of Harrisburg
General Fund
2019 Estimated 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	Actual December	Actual Total 2019	Budget Total 2019	Variance Act - Bud
Bureau of Planning Personnel	7,718	11,221	11,403	11,403	21,074	15,372	15,372	15,372	15,372	14,544	8,468	8,476	155,798	201,435	-45,637
Bureau of Planning Services	1,059	568	4,090	4,119	4,331	3,857	2,653	2,437	105	7,968	13,516	9,428	54,131	98,000	-43,869
Bureau of Planning Supplies	0	1,788	0	535	1,422	50	0	0	0	0	0	0	3,795	4,000	-205
Bureau of Planning Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Planning	8,776	13,578	15,494	16,058	26,827	19,279	18,026	17,809	15,477	22,512	21,984	17,904	213,724	303,435	-89,711
Bureau of Codes Personnel	67,218	64,362	67,405	68,479	99,608	64,364	64,077	64,816	66,223	101,524	68,062	69,389	865,526	900,194	-34,668
Bureau of Codes Services	516	1,172	679	2,299	175	209	1,812	1,375	244	3,671	2,945	1,092	16,189	29,250	-13,061
Bureau of Codes Supplies	0	494	826	3,755	297	425	142	188	1,040	804	373	547	8,891	19,200	-10,309
Bureau of Codes Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Codes	67,734	66,028	68,910	74,533	100,080	64,998	66,031	66,379	67,507	105,999	71,380	71,027	890,605	948,644	-58,039
Economic Development Personnel	8,821	4,707	4,707	572	4,707	0	0	0	1,992	6,641	4,427	4,427	41,000	61,189	-20,189
Economic Development Services	0	0	0	0	0	0	0	0	0	150	0	0	150	4,750	-4,600
Economic Development Supplies	0	0	102	0	0	0	0	0	0	0	0	0	102	0	102
Economic Development Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development	8,821	4,707	4,809	572	4,707	0	0	0	1,992	6,791	4,427	4,427	41,252	65,939	-24,687
Office of the Police Chief Personnel	1,138,537	952,389	979,577	963,423	1,284,610	883,470	938,467	941,293	940,898	5,075,728	916,865	922,492	15,937,750	16,704,008	-766,259
Office of the Police Chief Services	122,222	57,699	77,880	33,425	26,206	135,300	13,890	45,524	16,321	98,981	36,795	29,590	693,833	1,056,277	-362,444
Office of the Police Chief Supplies	5,353	2,022	18,653	14,450	5,058	54,841	17,100	22,258	3,352	7,697	9,694	36,783	197,262	341,615	-144,353
Office of the Police Chief Other	20,071	458,873	-13,109	579,946	154,139	10,446	113,838	20,996	0	160,048	199,232	300,863	2,005,344	1,010,000	995,344
Office of the Police Chief	1,286,183	1,470,984	1,063,001	1,591,244	1,470,013	1,084,057	1,083,295	1,030,071	960,572	5,342,453	1,162,586	1,289,728	18,834,188	19,111,900	-277,712
Bureau of Fire Personnel	519,590	543,788	685,187	539,430	799,512	505,710	556,050	507,959	598,869	1,269,196	492,441	519,209	7,536,942	7,935,765	-398,823
Bureau of Fire Services	14,964	27,545	12,150	46,748	20,924	39,929	28,214	33,536	30,819	20,681	35,034	53,934	364,477	371,350	-6,873
Bureau of Fire Supplies	2,023	1,514	2,234	4,974	25,167	14,848	7,186	30,382	2,240	25,055	15,598	128,774	259,995	303,750	-43,755
Bureau of Fire Other	31,798	0	62,887	5,600	0	10,000	29,962	41,450	318,722	4,812	7,144	50,434	562,811	275,000	287,811
Bureau of Fire	568,376	572,847	762,458	596,752	845,603	570,487	621,411	613,327	950,650	1,319,745	550,217	752,352	8,724,225	8,885,865	-161,640
Office of Traffic and Engineering Personnel	52,951	48,545	47,861	49,866	81,158	60,099	59,711	59,448	61,039	83,854	56,711	60,382	721,624	795,528	-73,904
Office of Traffic and Engineering Services	104,687	120,786	154,416	135,903	44,042	73,254	83,094	133,071	75,564	113,459	174,664	67,140	1,280,079	727,526	552,552
Office of Traffic and Engineering Supplies	-1,507	6,431	2,600	1,876	13,516	9,360	43,871	6,570	17,235	46,928	36,752	99,400	283,032	353,165	-70,133
Office of Traffic and Engineering Other	120,680	116,111	0	168,265	0	37,404	92,240	0	0	0	82,424	109,186	726,310	455,947	270,363
Office of Traffic and Engineering	276,811	291,873	204,877	355,910	138,717	180,116	278,915	199,089	153,838	244,241	350,551	336,107	3,011,044	2,332,166	678,878
Bureau of City Services Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of City Services Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of City Services Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of City Services Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of City Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Vehicle Management Personnel	26,554	26,435	27,236	25,813	37,746	23,587	23,983	25,457	26,975	33,448	26,803	27,486	331,523	554,824	-223,301
Bureau of Vehicle Management Services	8,705	6,381	17,977	18,717	11,059	18,882	14,033	13,132	18,404	31,155	30,417	54,871	243,733	452,527	-208,794
Bureau of Vehicle Management Supplies	50,167	58,314	72,409	68,812	56,434	74,962	54,896	70,133	65,956	96,590	55,344	128,299	852,317	1,028,575	-176,258
Bureau of Vehicle Management Other	12,279	13,042	17,050	37,117	14,226	14,232	27,625	15,847	14,226	14,226	14,226	14,226	208,324	320,000	-111,676
Bureau of Vehicle Management	97,706	104,172	134,673	150,459	119,466	131,664	120,538	124,569	125,561	175,419	126,790	224,882	1,635,898	2,355,926	-720,028

**City of Harrisburg
General Fund**

2019 Estimated 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	Actual December	Actual Total 2019	Budget Total 2019	Variance Act - Bud
Office of the Director of Parks, Recreation and Enrichment Personnel	32,361	40,326	42,315	47,591	69,844	96,695	149,869	129,543	56,366	64,897	45,749	45,649	821,206	948,494	-127,288
Office of the Director of Parks, Recreation and Enrichment Services	3,361	15,087	3,174	8,203	39,425	14,509	51,966	13,573	10,361	17,008	20,803	56,384	253,854	421,075	-167,221
Office of the Director of Parks, Recreation and Enrichment Supplies	934	7,771	6,673	7,558	17,606	23,074	11,099	19,067	9,603	19,178	29,710	79,440	231,713	306,380	-74,667
Office of the Director of Parks, Recreation and Enrichment Other	0	121,099	0	0	20,510	0	0	13,953	0	51,503	16,925	166,055	390,045	524,950	-134,905
Office of the Director of Parks, Recreation and Enrichment	36,656	184,283	52,161	63,351	147,386	134,279	212,935	176,136	76,330	152,586	113,187	347,528	1,696,819	2,200,899	-504,080
Bureau of Act, Culture & Tourism Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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	0	0
	4,322,117	4,120,024	8,594,814	5,725,204	4,555,986	3,423,124	4,740,954	3,600,439	10,571,627	9,077,376	4,239,582	4,693,759	67,665,005	70,808,153	-3,143,147
Personnel	3,627,510	2,646,507	2,978,007	3,400,557	3,403,046	2,521,972	2,895,941	2,686,461	3,272,157	7,758,260	2,540,216	2,789,334	40,519,968	43,862,302	-3,342,334
Services	442,636	546,425	529,750	700,074	392,692	528,182	369,590	537,221	268,151	725,051	422,908	456,254	5,918,935	7,822,257	-1,903,322
Supplies	61,336	124,129	122,956	122,793	149,929	186,922	146,884	174,366	118,340	242,078	167,648	520,421	2,137,803	2,732,469	-594,666
Other	190,634	802,963	116,498	801,780	513,783	186,048	925,825	105,855	2,916,549	351,987	329,984	927,750	8,169,657	6,557,487	1,612,170
Debt Service	0	0	4,847,604	700,000	96,535	0	402,714	96,535	3,996,429	0	778,827	0	10,918,643	9,833,638	1,085,006
Total	4,322,117	4,120,024	8,594,814	5,725,204	4,555,986	3,423,124	4,740,954	3,600,439	10,571,627	9,077,376	4,239,582	4,693,759	67,665,005	70,808,153	-3,143,147
Check	4,322,117	4,120,024	8,594,814	5,725,204	4,555,986	3,423,124	4,740,954	3,600,439	10,571,627	9,077,376	4,239,582	4,693,759	67,665,005	3,143,147	
	0	0	0	0	0	0	0	0	0	0	0	0			

CERTIFICATE OF SERVICE

I, Sean Campbell, hereby certify that on this 8th day of January 2020, the foregoing **Status Report of the Coordinator for the City of Harrisburg** has been served upon counsel in the manner indicated below, which service satisfies the requirements of Pennsylvania Rule of Appellate Procedure 121:

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Date: January 8, 2020


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