

**City of Harrisburg, Pennsylvania Approved Receiver's Plan:  
Preliminary Implementation Plan**

Chapter - #	Initiative	Five Year Financial Impact	Responsible Parties	Status	Priority <sup>1</sup>	Target Completion Date <sup>2</sup>	Key Implementation Steps	Comment
PI01	Conduct regular Recovery Plan implementation meetings	N/A	Office of the Receiver	In Process	Priority 1	May 2012	<ul style="list-style-type: none"> <li>Develop meeting agenda and process</li> <li>Schedule meetings</li> </ul>	Meetings began May 2012
PI02	Assemble and deploy Recovery Plan implementation teams	N/A	Office of the Receiver	In Process	Priority 1	May 2012	<ul style="list-style-type: none"> <li>Identify key staff, consultants, and subject matter experts</li> <li>Develop management and reporting protocol</li> <li>Assemble teams</li> </ul>	Act 47 Team is meeting with departments regularly to review initiatives.
PI03	Develop a performance management system	N/A	Business Administrator	In Process	Priority 3	December 2012	<ul style="list-style-type: none"> <li>Review City programs and develop outcomes by program</li> <li>Develop detailed work plans for the City's executive team</li> <li>Schedule regular meetings to review work plan progress and program outcomes</li> <li>Develop protocol for results and outcomes to be communicated to elected officials and the public</li> </ul>	Mayor Thompson conducts monthly one-on-one meetings with Department Directors. The fourth session of the City's Leadership Institute will be held on December 19, 2012. The topic for the session will be Performance Management – i.e. job descriptions, performance standards, and performance evaluation for management and executive staff.

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

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

Priority 3 - Mid to long-term initiatives

<sup>2</sup> Target completion dates are subject to amendment based on comparative prioritization and/or resource constraints.

Pending	In Process	Complete	Progress not tracking
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WF01	Renegotiate existing contract extensions or in the alternative, declare extensions of collective bargaining agreements void and renegotiate existing contracts	N/A	Mayor	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Consult with legal counsel to determine approach</li> <li>Implement approach</li> </ul>	The Office of the Receiver will work collaboratively with the Mayor to provide support and direction during the renegotiations. Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF02	Use professional assistance for labor negotiations	N/A	Mayor	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> <li>N/A</li> </ul>	The Mayor has hired and is using outside counsel. Having labor counsel engage in future negotiations remains important.
WF03	Establish a labor/management committee for all employee groups	N/A	Business Administrator	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Meet with Union(s) to develop charter for committee</li> <li>Develop committee structure and processes for bringing items before the committee</li> <li>Develop committee work plan</li> <li>Schedule committee meetings</li> </ul>	The Labor/Management Meetings with all three (3) unions continue to be held on a monthly basis. In the process of developing a Charter for each Labor/Management group.
WF04	Limit new contract enhancements	N/A	Mayor	Pending	Priority 1	Ongoing	<ul style="list-style-type: none"> <li>Implement</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF05	Ensure future collective bargaining agreements remain compliant with Recovery Plan	N/A	Mayor	Pending	Priority 3	Ongoing	<ul style="list-style-type: none"> <li>Adopt a practice of vetting each negotiation proposal against the approved Receiver's Plan</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.

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WF06	Implement a three year wage and step freeze	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF07	Implement a new pay scale for new police officers	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF08	Implement a new pay scale for new firefighters	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF09	Freeze longevity pay and eligibility	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF10	Reduce paid holidays and personal leave to 10 days annually	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Some benefits for management employees have been scaled back already. Mayoral Executive Order 9-2012 Elimination of Personal Leave Carry-Over was sent to all management employees on June 5, 2012. Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF11	Adjust overtime eligibility thresholds to reflect hours actually worked	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and

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								outside legal counsel before any action can be taken.
WF12	Adjust minimum overtime provisions	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF13	Reduce vacation leave	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Mayoral Executive Order 8-2012 Vacation Leave Carry-Over was sent to all management employees on June 5, 2012. Reducing vacation leave for bargaining unit employees subject of mandatory collective bargaining that is being undertaken by outside labor counsel.
WF14	Reduce sick leave allotments	N/A	Mayor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Bonus sick leave deposits for management employees was abolished by Executive Order 6 of 2011. Any additional sick leave reductions are awaiting outcome of union negotiations.
WF15	Implement a court-related overtime reduction strategy	N/A	Police Chief	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF16	Redesign employee health care	N/A	Business Administrator	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel

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								before any action can be taken.
WF17	Contain post-retirement healthcare cost	N/A	Business Administrator	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF18	Enhance light duty program	NA	Business Administrator	Pending	Priority 2	January 2013	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
WF19	Retain flexibility to fill vacant positions after six months	NA	Office of the Receiver, Mayor, City Council, & Business Administrator	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Pending direction from Office of the Receiver and outside legal counsel before any action can be taken.
RET01	Prospectively reduce the level of benefits	NA	City Council & City Solicitor	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	This initiative is on hold pending labor negotiations.
RET02	Freeze benefit levels for all plans	NA	City Solicitor	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussions with labor union(s)</li> </ul>	Benefit levels are currently frozen.
RET03	Consolidate administration of the City's three retirement plans	NA	City Solicitor	Pending	Priority 3	January 2013	<ul style="list-style-type: none"> <li>Conduct a study comparing the fully loaded cost of administering the City retirement plans</li> <li>Consolidate plan management under the most cost effective trust</li> </ul>	Law Bureau is researching whether consolidation of assets is possible. Any change would also need to be voted on by the unions in the collective bargaining process. Therefore, implementation is pending the results of

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								labor negotiations. Inquiry sent to Novak on November 19 regarding whether this recommendation refers to consolidation of assets or simply placing all pension plans under same administrative body. Awaiting response.
RET04	Seek IRS determination letter for Police Plan	NA	City Solicitor	Pending	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Review Police Plan against the IRS Employee Plan Compliance Resolution System and bring any plan defects, if they exist, into compliance</li> <li>Complete IRS application for determination</li> <li>Submit application for legal review and revise as appropriate</li> <li>Submit application</li> </ul>	Law Bureau is performing the preliminary work to have the IRS determination letter filed.
RET05	Determine status of 2007 enhanced service increments and prevent implementation of such enhancements, if applicable	NA	City Solicitor	Complete	Priority 1		<ul style="list-style-type: none"> <li>Review Police Plan ordinance to determine if it has been amended to reflect the 2007 agreements</li> <li>If not, do not amend the ordinances</li> <li>If yes, initiate process to prospectively cap service increments at 60% of final salary</li> </ul>	The pension amendment was approved (employee with 27 years of service receive 70% benefit). There is no way to prevent implementation. It was already adopted by City Council.
RET06	Aggressively defend an appeal, if applicable, regarding the 2009 enhanced service increments	NA	City Solicitor	Complete	Priority 1	Complete	<ul style="list-style-type: none"> <li>Implement</li> </ul>	The Law Bureau aggressively defended the appeal by the FOP and recently obtained a

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								favorable decision by the Supreme Court, who upheld the decision of the PA Labor Relations Board that the City did not commit an Unfair Labor Practice when City Council refused to enact the pension enhancement given by the former Mayor.
RET07	Update PMRS Agreement to reflect recent changes in the Firefighters' Plan	N/A	City Solicitor	Pending	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Revise ordinance to reflect relevant amendments</li> <li>Submit ordinance to City Council for consideration</li> </ul>	HR obtained proposed amended agreement by PMRS. Law Bureau currently reviewing for legality before circulating for signatures.
RET08	Resolve discrepancies between the Non-Uniformed Plan and the Non-Uniformed PMRS Agreement	N/A	City Solicitor	In Process	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Conduct comparative review of uniformed and non-uniformed plans</li> <li>Identify discrepancies and appropriate amendments</li> <li>Revise ordinance to reflect relevant amendments</li> <li>Submit ordinance to City Council for consideration</li> </ul>	<p>HR sent a follow-up to PMRS on November 13, 2012, requesting a status update on where they stand with the draft of the updated contract for the Non-Uniformed Pension Plan.</p> <p>When PMRS accepts the amendments, they will return the agreement to the City and Law Bureau will circulate for signatures.</p>
RET09	Amend Non-Uniformed collective bargaining agreement	N/A	City Solicitor	Complete	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Amend plan ordinances to reflect collective bargaining changes that went into effect in 2009</li> </ul>	The contract changes made to the CBA re. pension improvements at the end of 2009 were

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							<ul style="list-style-type: none"> <li>Submit ordinance to City Council for consideration</li> </ul>	conditioned upon Council approval within 120 days. Council approval was not obtained rendering those changes to the contract null and void. This initiative is invalid and unable to be implemented.
RET10	Establish Other Post Employment Benefits (OPEB) Trust	N/A	City Solicitor	Pending	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Identify procedure to establish OPEB Trust</li> <li>Develop timeline, process and implementation plan</li> </ul>	Assistant Solicitor is researching the process for establishing an OPEB Trust. Research is underway and contact has been made with Steven Goldfield of Public Resources Advisory Group to identify resources for development and implementation.
I&RM01	Fund risk management services	N/A	Director of Financial Management	In Process	Priority 1	October 2012	<ul style="list-style-type: none"> <li>Contact the City's Third Party administrator to schedule safety trainings</li> <li>Schedule training events</li> </ul>	The City has contracted with Inservco, our workers compensation third-party administrator to provide safety training. A certified Training was held on 9/17/12 - Safe Driving Awareness. 21 employees from Public Works & Parks attended. Public Works Director conducted a training on 10/1/12, 17 employees

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								attended. The City is in the process of working with Inservco and Marsh USA to jointly identify other high-risk areas to focus future annual training sessions.
I&RM02	Revise terms of brokerage service agreement	N/A	Director of Financial Management	In Process	Priority 1	July 2013	<ul style="list-style-type: none"> <li>Develop and issue RFP</li> <li>Assemble RFP review committee</li> <li>Review proposals and select the lowest responsible bidder</li> </ul>	RFP has been developed and finalized. Public issuance was withheld for the 10/1/12 and 11/1/12 renewals as the Act 47 Team and Mayor determined it would be better to pursue flat-level renewals through a negotiations process with the incumbent brokers at this time. The RFP is developed and will be issued in July 2013, in time for the 2014 renewal period.
I&RM03	Engage an actuarial firm to perform an independent and objective evaluation of the City's ultimate liability and projected payments for the forthcoming fiscal period using the City's own loss experience as opposed to industry data	N/A	Director of Financial Management	Pending	Priority 2	January 2013	<ul style="list-style-type: none"> <li>Evaluate necessity of initiative based on the City's new insurance program.</li> <li>Develop and issue RFP</li> <li>Assemble RFP review committee</li> <li>Review proposals and select the lowest responsible bidder</li> </ul>	Novak Group is determining if this initiative is still applicable and within the context of the City's current insurance program and, if so, to reassess the value added within the context of the City's broader financial and operational issues. The Director of Financial Management will provide a contact for AIA insurance to the

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								Novak Group to further research the issue.
I&RM04	Revise collective bargaining agreements to allow for flexible Light Duty Program	N/A	Mayor, Business Administrator, City Solicitor, and Human Resources Director	Pending	Priority 2	March 2013	<ul style="list-style-type: none"> <li>• Develop working committee consisting of representatives from management and each labor union</li> <li>• Conduct best practice research to define light-duty program options</li> <li>• Develop program</li> <li>• Draft and adopt MOUs establishing flexible light duty program</li> </ul>	he first bullet point of this initiative (Develop working committee consisting of representatives from management and each labor union) will be placed on the agenda for the upcoming AFSCME, FOP and IAFF in-house Labor/Management Meetings pursuant to the Act 47 Recovery Plan. Full implementation of Initiative I&RM04 is dependent upon successful negotiations with all three unions.
I&RM05	Create a safety program to manage risk of vehicle liabilities	N/A	Director of Financial Management	In Process	Priority 2	July 2013	<ul style="list-style-type: none"> <li>• Conduct research to identify best practice safety programs</li> <li>• Develop process to regularly review motor vehicle records of employees who operate motor vehicles</li> <li>• Develop review process for city vehicles involved auto accidents, and associated disciplinary process</li> <li>• Communicate program, policy and procedures to employees/labor groups</li> </ul>	The City relies upon Inservco, its contracted safety training service provider, to provide certified trainers who conduct the research to identify best practices safety programs as relates to the specific kinds of risk City employees are exposed. Eighteen employees of the Public Works Department participated in a Defensive Driving

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							<ul style="list-style-type: none"> <li>Conduct training for employees and initiate program</li> </ul>	Training Session on Sept. 17, 2012, conducted by Chuck Baker from Inservco. The City will be contacting Inservco and Marsh USA to begin a dialogue requesting their assistance in developing and implementing the 2nd, 3rd, and 4th bullets. Final implementation will require negotiations with the Unions.
I&RM06	Conduct a cost benefit analysis to determine adequate Umbrella Excess Liability coverage	N/A	Director of Financial Management	N/A	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Evaluate necessity of initiative based on the City's new insurance program.</li> <li>Conduct analysis to determine existing liability</li> <li>Identify cost associated with increasing liability coverage to cover estimated risk in the interim</li> <li>Evaluate and implement actions to decrease liability and risk (e.g., create a safety program)</li> <li>Adopt a practice, as part of the Director of Financial Management's work plan, of assessing risk and coverage levels on an annual basis</li> </ul>	Follow-up conference call was held between the Receiver's Team & David Parada of Marsh USA. City will request a range of quotes from Marsh to potentially expand Umbrella Excess Liability Coverage, as well as benchmarks to help conduct a cost benefit analysis.
EL01	Increase communication, and collaboration with Mayor, City Council, City Controller, City Treasurer, and Department of Administration	N/A	All Elected Officials	Ongoing	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Convene a working group, staffed with the Business Administrator, to identify the types of information</li> </ul>	

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							<p>that should be communicated (e.g., cash flow, financial statements, performance data), when, how often, and in what level of detail</p> <ul style="list-style-type: none"> <li>• Develop and adopt processes to institutionalize communication</li> <li>• Develop agenda, reports, etc., for monthly meetings</li> <li>• Schedule regular meetings</li> </ul>	
EL02	Review progress on Financial Recovery Plan implementation monthly and quarterly	N/A	Mayor & City Council President	Ongoing	Priority 1	Ongoing	<ul style="list-style-type: none"> <li>• Develop agenda, reports, etc., for monthly meetings</li> <li>• Schedule meetings</li> </ul>	
EL03	Amend and pass City ordinances, fees and taxes as outlined in the Recovery Plan	N/A	City Council	Ongoing	Priority 1	Ongoing	<ul style="list-style-type: none"> <li>• Revise ordinances</li> <li>• Submit ordinances to City Council for consideration and approval</li> </ul>	Council adopted a 5% Parking Tax increase and .8 mill. real estate tax increase in 2012 budget. Residential Parking increase and Parking Meter Rate increase are still pending in Council Committee.
IGR01	Identify and implement intergovernmental cooperative initiatives	N/A	Mayor & City Council	Pending	Priority 2	April 2013	<ul style="list-style-type: none"> <li>• Schedule meetings with elected officials from other governments and agencies (local and State) to identify opportunities for intergovernmental cooperation</li> <li>• Develop prioritized list of opportunities and deliver to respective City staff for analysis</li> </ul>	

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							<ul style="list-style-type: none"> <li>Conduct feasibility, cost, and operational impact analysis</li> <li>Implement opportunities</li> </ul>	
ADMIN01	Implement quarterly financial reporting and associated review process	N/A	Director of Financial Management	In Process	Priority 1	March 31, 2013	<ul style="list-style-type: none"> <li>Develop quarterly department budget review process, and revenue review process managed by the Bureau of Financial Management</li> <li>Develop and document internal revenue and budget analysis process</li> <li>Develop reporting process to elected officials</li> <li>Develop budget amendment process to be included as a contingency option in the review and reporting process</li> </ul>	The 1st, 3rd, and 4th bullets have been developed and implemented. A quarterly departmental budget review process and revenue review process managed by the Bureau of Financial Management has been developed. The Budget Office has established and implemented procedures beginning with the Mid-Year Fiscal Report as of June 30 2012, to review budgetary performance (revenues and expenditures) on a quarterly basis with all individual department heads/bureau chiefs, prior to the compilation and issuance of a formal Quarterly Fiscal Report. The Quarterly Fiscal Report will be provided to all elected officials within 45 days of each quarter-ended and be made available on the

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								<p>City's website. City has filed its Mid-Year and Third-Quarter Fiscal Reports on July 14 and November 14, 2012, respectively. A formal budget amendment process is currently in place in the form of a Line-item Budget Reallocation Plan development and public issuance and review process. However, the Administration will endeavor to review and discuss the possibility of limiting the frequency and amounts of Reallocation Plans by seeking City Council's approval through change in Ordinance to either increase the \$20,000 threshold maximum line-item transfer allowed between the most restrictive category established by Ordinance, or to increase the legal level of budgetary control from the current line-item level to a higher categorical level as part of the 2013 budget approval process. Internal processes to be</p>

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								documented by March 31, 2013.
ADMIN02	Develop comprehensive Citywide financial policies	N/A	Director of Financial Management	Pending	Priority 2	August 2013	<ul style="list-style-type: none"> <li>Conduct research of best practice financial policies (begin with GFOA)</li> <li>Develop draft policies</li> <li>Assess existing financial practices against draft polices and develop action plan to amend practices as appropriate</li> <li>Submit draft policies to the City Solicitor's Office for legal review</li> <li>Submit policies as amended, for review and adoption by City Council</li> <li>Conduct staff training</li> </ul>	With the assistance of the newly hired Senior Accountant and Accounting Manager positions, we will endeavor to implement this by March 31, 2013. The Novak Consulting Group will provide assistance to update and develop the policies in the first quarter of 2013.
ADMIN03	Implement a standard budget development calendar	N/A	Director of Financial Management	Complete	Priority 1	N/A	<ul style="list-style-type: none"> <li>N/A</li> </ul>	Budget Development calendar has been established.
ADMIN04	Establish standard position control system	N/A	Director of Financial Management	In Process	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Develop tool (software or Excel) that compares budgeted positions to actual positions in the personnel system (should include cost projections by pay period)</li> <li>Develop quarterly position control review process to identify discrepancies and eliminate unfunded/unbudgeted positions from the personnel system</li> <li>Eliminate all unbudgeted positions from the</li> </ul>	Receiver's Implementation teams will provide assistance in completing an Excel based position control tool. The Act 47 Implementation Team met with City staff to identify the systems and data that must be integrated to create Excel based position control tools. The Team is currently developing alternative approaches. The Novak Consulting

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							personnel system	Group met with City IT, finance and budget personnel and identified options to revise the City's PERDAILY HR Mainframe report. City IT will develop a revised PERDAILY budget format by December 8 and The Novak Consulting Group will develop an approved budget upload document to show budgeted position data in the HR system. .
ADMIN05	Conduct comprehensive review of City purchasing policies	N/A	Director of Financial Management	Complete	Priority 2	July 2013	<ul style="list-style-type: none"> <li>Conduct research of best practice purchasing policies (take Pennsylvania rules into account)</li> <li>Develop draft policies</li> <li>Assess existing purchasing practices against draft polices and develop action plan to amend practices as appropriate</li> <li>Submit draft policies to the City Solicitor's Office for legal review</li> <li>Submit policies as amended, for review, and adoption by City Council</li> <li>Conduct staff training</li> </ul>	The current Purchasing Policies are in accordance with the State of Pennsylvania Regulations and the Third Class City Code. The Public Bid Limit for all Third Class Cities was increased to \$18,500.00, signed into law by the Governor and went into effect January 1, 2012. This directive was approved by the Solicitor's Office and circulated to all City employees and officials. It did not have to be approved by City Council. Due to the current fiscal condition of the City, it has been determined that the City's purchase

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								order limit of \$1,000.00 will not be increased at this time. One-on-one training on purchasing procedures is provided whenever needed. If it is deemed necessary, a training seminar for all staff involved in the purchasing function will be held early in 2013.
ADMIN06	Modify existing chart of accounts to track Commonwealth and Federal grant program funds on individual basis	\$260,000	Director of Financial Management	Complete	Priority 2		<ul style="list-style-type: none"> <li>N/A</li> </ul>	The City has added additional detail to its Chart of Accounts to allow for individual grant-specific revenue and expenditure monitoring. In addition, a grant manager has been hired effective June 4, 2012, to manage grant reporting processes.
ADMIN07	Revise the job description and increase hiring salary range for Chief of Staff/Business Administrator		Mayor & Director of Human Resources	Complete	Priority 1		<ul style="list-style-type: none"> <li>N/A</li> </ul>	Chief of Staff/BA was hired April 18, 2012 and was confirmed by City Council on May 22, 2012.
ADMIN08	Eliminate manual data entry processes in the Bureau of Financial Management	N/A	Director of Financial Management	In Process	Priority 2	January 2013	<ul style="list-style-type: none"> <li>Develop crosswalk between the Pentamation and the DREV system</li> <li>Test crosswalk in a test environment</li> <li>Conduct pilot, redundant process in live environment</li> <li>Assess and address crosswalk problems</li> <li>Fully implement process</li> </ul>	Crosswalk has been developed. However, upon testing, the data download and upload process proved to be equally manual-input driven to achieve the desired results. Financial Management and IT will meet to discuss a re-

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								designed approach to eliminate these manual data-entry processes following the hiring of the vacant Network Administrator and vacant Senior Accountant positions
ADMIN09	Hire a Senior Accountant position to the Bureau of Financial Management	-	Director of Financial Management	Complete	Priority 1	<b>November 2012</b>	<ul style="list-style-type: none"> <li>Conduct recruitment and hiring process</li> <li>Hire and train employee</li> </ul>	Senior Accountant hired on November 5, 2012.
IT01	Replace mission critical IT components	N/A	Director of Information Technology	In Process	Priority 1	Ongoing	<ul style="list-style-type: none"> <li>Develop inventory of existing IT infrastructure, life cycle, and replacement priority</li> <li>Develop corollary target replacement schedule</li> <li>Incorporate schedule into budget development process</li> </ul>	Partial inventory list has been developed and a full list should be completed by December 31, 2012. Target replacement schedule should be completed by December 31, 2012. IT's proposed 2013 budget includes 2 Air conditioners and a UPS.
IT02	Replace outdated personal computers	(60,000)	Network Administrator	In Process	Priority 2	July 2013	<ul style="list-style-type: none"> <li>Develop inventory of existing PCs, life cycle, and replacement priority</li> <li>Develop corollary target replacement schedule</li> <li>Incorporate schedule into budget development process</li> </ul>	Partial inventory list has been developed and a full list should be completed by November 30, 2012. Target replacement schedule should be completed by November 30, 2012. IT's proposed 2013 budget includes 10 computers, and 50 more were put in General expenses.
IT03	Eliminate all personal printers and maintenance	N/A	Network Administrator	In Process	Priority 2	September	<ul style="list-style-type: none"> <li>Inventory all personal</li> </ul>	Inventory of personal

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	on printers					2013	<ul style="list-style-type: none"> <li>Develop alternative network printing options, if they do not exist, for those with personal printers</li> <li>Eliminate personal printers</li> </ul>	printers has been completed. (20 Identified) Alternative network printing options were provided for the 6 printers that were removed. 7 printers are used for special purposes (Photo ID, Fax, and Scanner). The remaining personal printers will be eliminated as supplies are used up.
IT04	Develop custom Interface between County dispatch system and METRO	N/A	Director of Information Technology & Police Chief	Closed-N/A	Priority 3	December 2013	<ul style="list-style-type: none"> <li>Seek grant funding from the Commonwealth</li> <li>Contract with an IT vendor to develop custom interface</li> <li>Test interface in a redundant environment</li> <li>Address interface problems</li> <li>Fully implement interface</li> </ul>	N/A – No longer needed.
IT05	Conduct a needs assessment for an Enterprise Resource Planning system	(80,000)	Director of Information Technology and Director of Financial Management	Pending	Priority 3	April 2013	<ul style="list-style-type: none"> <li>Seek grant funding from the Commonwealth</li> <li>Develop RFP for consultant to complete needs assessment</li> <li>Assemble RFP review committee</li> <li>Review proposals and select the lowest responsible bidder</li> </ul>	Commonwealth ACT 47 funding is being sought to hire a consultant to undertake a needs assessment. The City's Grants Manager has been assigned the task of writing the Grant request. IT met with the Grants Manager on 11/14/12 to discuss potential grant funding opportunities. Initiative on hold due lack of

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								funding.
IT06	Complete a needs assessment and audit of existing phone system and components	(50,000)	Director of Information Technology	Pending	Priority 2	April 2013	<ul style="list-style-type: none"> <li>Seek grant funding from the Commonwealth</li> <li>Develop RFP for consultant to complete needs assessment</li> <li>Assemble RFP review committee</li> <li>Review proposals and select the lowest responsible bidder</li> </ul>	Commonwealth grant funding is being sought to offset the cost of implementation. Parts can still be located for the existing phone system when issues arise; as a result, implementation of this item is not critical when compared to other initiatives. The City's Grants Manager has been assigned to the task of writing the Grant request. IT met with the Grants Manager on November 14, 2012.
IT07	Pursue long-term strategic IT initiatives	N/A	Director of Information Technology	Pending	Priority 3	N/A	<ul style="list-style-type: none"> <li>N/A</li> </ul>	As the City's financial condition improves, this initiative will be considered for funding
LAW01	Use professional assistance for labor relations activities	N/A	City Solicitor	Complete	Priority 1	N/A	<ul style="list-style-type: none"> <li>N/A</li> </ul>	Hired outside counsel in December
LAW02	Increase the number of staff attorneys from one to three	N/A	Mayor & City Council	In Process	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Incorporate positions into the budget development process as funds are available</li> </ul>	The Assistant City Solicitor started employment with the City on September 10, 2012.
LAW03	Complete, recodify, and enact the Code of the City of Harrisburg	N/A	City Solicitor	Pending	Priority 1	December 2012	<ul style="list-style-type: none"> <li>Develop code</li> <li>Submit code for approval by City Council</li> </ul>	Consultant was hired by Clerk's Office to complete process in 2009; however, the process has

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								not been completed. This requires the City Clerk's Office to update the Codified Ordinances to include those ordinances passed in the last 2 ½ years. City Clerk had hired an outside consultant to organize the ordinances into a current version, but that was the end of 2009. Once they are updated, the Law Bureau will draft the recodification legislation for City Council. General Code submitted draft of codified Ordinances to City Clerk on 11/19/12 and the City Clerk and Solicitor have 30 days to review and then submit an adopting ordinance to City Council.
POL01	Restructure the Patrol Duty Schedule	131,250	Police Chief	In Process	Priority 1	TBD	<ul style="list-style-type: none"> <li>Develop alternative schedule options</li> <li>Initiate discussion with the FOP</li> </ul>	Information regarding a 4-10 schedule was provided to the Novak Group. A follow up meeting was held on November 20, 2012. At the meeting The Novak Group presented analysis indicating that the 4-10 schedule was more costly to implement than the

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								current 8-hour schedule and that, in light of the City's fiscal constraints, the schedule change is not recommended at this time.
POL02	Implement a vehicle replacement policy	(803,232)	Police Chief, Director of Public Works, & Director of Financial Management	In Process	Priority 1	March 2013	<ul style="list-style-type: none"> <li>• Conduct fleet condition and utilization analysis, based on life-cycle, maintenance costs, and the pre-defined utilization standards</li> <li>• Reassign or dispense of underutilized vehicles</li> <li>• Develop target replacement plan with prioritization</li> <li>• Incorporate replacement plan into budget development process</li> </ul>	Fleet survey has been completed. Met with Public Works Director and discussed the disposal of 20 damaged/unusable vehicles. A resolution authorizing disposal has been approved by City Council. The current plan calls for the replacement of 4-6 vehicles per year. Application has been made for \$409,000 in Dauphin County Local Share Gaming Funds to purchase 10 vehicles. The proposal was presented to the Local Share Board on November 8, 2012 and we are awaiting a decision on funding. \$200,800 will be requested in the 2013 budget as per the Receiver's plan. Marked Uniformed Patrol vehicles with greater than 75,000 miles are the priority for replacement.

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POL03	Review and revise stipend for newly promoted investigators		Police Chief & Director of Human Resources	Pending	Priority 1	Jan 2013	<ul style="list-style-type: none"> <li>• Draft new salary schedule</li> <li>• Initiate discussions with the FOP</li> </ul>	Initiative is on hold pending the outcome of the negotiations between the City's outside legal counsel and the Receiver's team with the FOP.
POL04	Implement a proactive crime analysis and crime reduction strategy	N/A	Police Chief	Complete	Priority 1	May 2012	<ul style="list-style-type: none"> <li>• Develop crime analysis software</li> <li>• Assign personnel as dedicated crime analyst(s)</li> <li>• Develop crime pattern analysis and reporting process</li> <li>• Develop information sharing and deployment processes tied to real time crime analysis and data</li> </ul>	Crime Analyst position was created and assigned in 2012. Crime mapping system up and operational, May 2012.
POL05	Increase complement of VICE Unit	N/A	Police Chief	Complete	Priority 1	Sept 2012	<ul style="list-style-type: none"> <li>• Assess ability to reassign officers from specialty units and/or officers made available from a shift schedule adjustment (Initiative POL1).</li> <li>• Reassign officers to VICE if operationally feasible</li> <li>• In the interim, develop a "90 day career advancement" placement to increase VICE resources and provide professional development opportunities</li> </ul>	Career Development program in place. District Attorney's Office to pay ongoing 5% stipend. An officer is assigned to Vice and paid for from the 5% stipend.

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POL06	Assign representative to the District Attorney's Office Narcotics Task Force	N/A	Police Chief & District Attorney	In process	Priority 2	January 2013	<ul style="list-style-type: none"> <li>Coordinate with District Attorney's office to assign personnel</li> </ul>	Vice Unit short of personnel, Police desire to keep vice operations within bureau operations. Novak Group requested more data from Police department regarding City vs. County utilization and personnel commitment required for participation on County Team
POL07	Participate in Dauphin County Forensic Team	N/A	Police Chief & District Attorney	In process	Priority 1	January 2013	<ul style="list-style-type: none"> <li>Coordinate with District Attorney's office to assign personnel</li> </ul>	Police concerned that City forensics personnel training exceeds those on county forensic team. Novak Group requested more data from Police department regarding City vs. County utilization and personnel commitment required for participation on County Team
POL08	Transfer prisoner booking responsibility to Dauphin County	N/A	Police Chief	In Process	Priority 3	July 2013	<ul style="list-style-type: none"> <li>Coordinate with County to formalize booking procedure</li> <li>Train sworn officers on booking process</li> <li>Transition booking process and reassign personnel assigned to booking</li> </ul>	The Dauphin County Booking Center is scheduled to be fully operational on May 1, 2012. It will be staffed entirely by Dauphin County personnel. The Harrisburg officers currently assigned to booking duties will be reassigned to patrol. No further action is needed on the part of the Bureau

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								of Police.
POL09	Appoint a Civilian Manager for Parking Enforcement Office	N/A	Police Chief & Director of Human Resources	In Process	Priority 2	December 2012	<ul style="list-style-type: none"> <li>Conduct recruitment and hiring process</li> <li>Hire and train employee</li> </ul>	Awaiting feedback from the Office of the Receiver as to whether they will be approving the City's request to fill this position.
POL10	Replace electronic parking ticketing devices	(112,200)	Police Chief & Director of Financial Management	Complete	Priority 1	November 2012	<ul style="list-style-type: none"> <li>Fund replacement of devices</li> <li>Identify and select vendor</li> <li>Purchase/lease and activate devices</li> <li>Train parking enforcement officers</li> </ul>	The devices have arrived and are being tested. Full implementation should take place on or about November 26, 2012
POL11	Increase operational efficiency in Parking Enforcement Office	480,480	Police Chief	In Process	Priority 1	Oct 2012	<ul style="list-style-type: none"> <li>Establish targets for increased efficiency and relay targets to staff</li> <li>Adopt a practice of accessing employee productivity against targets</li> </ul>	The importance of productivity is stressed to enforcement personnel during unit meetings. Ticket count and time/location reports are reviewed daily. Booting productivity year to date has doubled compared to the same period in 2011. The unit currently has three members on long-term medical or disability leave and two in training. Once the unit is fully staffed, personnel schedules will be restructured to provide more meters and permit enforcement later in the day. Tickets issued

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								<p>year-to-date are down 2,000 from similar period last year.</p> <p>To develop proper targets for increased efficiency on establishing targets, Parking personnel are communicating with Parking Enforcement Units in other cities to determine best practices. A meeting with Mayor Thompson to seek further direction has been requested.</p>
POL12	Implement a new schedule for Parking Enforcement Officers	N/A	Police Chief	In Process	Priority 1	<b>Oct 2012</b>	<ul style="list-style-type: none"> <li>• Create new schedule</li> <li>• Meet with affected employees to discuss schedule change</li> </ul>	<p>Scheduling adjustments are pending a proposed change to meter enforcement hours addressed in legislation before City Council. Legislation has been in the Budget and Finance Committee since January 20, 2012.</p>
POL13	Increase current parking ticket fees	4,500,000	Mayor & City Council	In Process	Priority 1	<b>Oct 2012</b>	<ul style="list-style-type: none"> <li>• Develop new schedule of fees</li> <li>• Submit revised fee schedule to City Council for adoption</li> <li>• Conduct public information process</li> <li>• Begin enforcement</li> </ul>	<p>Fee increase proposal has been in Budget and Finance Committee since January 20, 2012.</p>
POL14	Evaluate the consolidation of Specialized Units	N/A	Police Chief	Complete	Priority 2	Complete	<ul style="list-style-type: none"> <li>• Evaluate efficacy of special units on an ongoing basis,</li> </ul>	<p>Units have been absorbed into patrol</p>

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							depending on crime profile and community need	platoons to meet staffing needs, except street crimes unit and traffic unit
POL15	Enhance leave supervision	N/A	Police Chief	Complete	Priority 1	April 2012	<ul style="list-style-type: none"> <li>Develop chronic sick and injury-related leave policy and sanctions, with advisory input from the FOP</li> <li>Educate staff on policy and related expectations</li> <li>Adopt policy enforcement into the performance management system</li> </ul>	Sick leave abuse policy is in place and effect. Officers are allowed to run sick time out, at retirement. Needs to be addressed at labor relations. Considered unfair labor practice if discontinued.
POL16	Evaluate false alarm fee for burglar alarms and aggressively collect fees due	N/A	Police Chief and Director of Bureau of Operations and Revenue	In Process	Priority 1	September 2012	<ul style="list-style-type: none"> <li>Develop monthly review process of Dauphin County communications' records to identify calls eligible to be billed</li> <li>Assess false alarm fees in the City-wide fee study and adjust as appropriate</li> </ul>	DEMA records are reviewed weekly by a Police Data Technician and forwarded to Operations and Revenue for billing. A review of the fee study showed a significant proposed increase in the false alarm fee. Further information is being gathered regarding comparable fee schedules in other 3 <sup>rd</sup> Class cities; direction is being sought from the Administration.
FIRE01	Change current shift schedule	N/A	Fire Chief	Pending	Priority 1	December 2012	<ul style="list-style-type: none"> <li>Develop alternative schedule options</li> <li>Initiate discussion with the IAFF</li> </ul>	Pending negotiations

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FIRE02	Eliminate premium pay	N/A	Mayor, Fire Chief, & Business Administrator	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Initiate discussion with the IAFF</li> </ul>	Pending negotiations
FIRE03	Evaluate the tradeoffs of taking a piece of apparatus out of service and increasing staffing on remaining apparatus	N/A	Fire Chief & Business Administrator	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Identify alternative apparatus/deployment structures</li> <li>Determine service impact associated with each and corollary impact on response capability</li> <li>Develop preferred option and initiate discussions with the IAFF</li> <li>Implement preferred alternative</li> </ul>	Pending negotiations
FIRE04	Implement an engine company inspection program	N/A	Fire Chief	In Process	Priority 2	April 2013	<ul style="list-style-type: none"> <li>Review inspection inventory and identify company-based inspection plan</li> <li>Develop inspection guidelines and procedures</li> <li>Train inspectors</li> <li>Incorporate inspection work plan into daily company activities</li> </ul>	In order to complete this initiative, nine (9) officers need to be trained. Funding has been requested in the 2013 Budget. Once the Officers are trained the inspection plan will be implemented.
FIRE05	Increase billing/collection of emergency response and vehicle extrication fees	61,875	Fire Chief & City Council	In Process	Priority 1	April 2012	<ul style="list-style-type: none"> <li>Develop fee schedule</li> <li>Submit fee schedule to City Council for adoption</li> <li>Notify insurance companies of fee change</li> <li>Aggressively bill and collect fees from insurance companies</li> </ul>	Ordinance No.13 (Bill NO. 16-2012) passed as amended. Extrication fee of \$500 by Extrication. The Tax & Enforcement office will aggressively bill the insurance companies once notified and provided details of the extraction from the Fire Bureau.

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FIRE06	Adjust false alarm fees to more accurately reflect costs and impacts	60,000	Fire Chief	In Process	Priority 1	April 2012	<ul style="list-style-type: none"> <li>Identify fully loaded cost (salary, benefits, vehicle use, and fuel, administrative/ billing overhead, etc.) of each false alarm response</li> <li>Revise fee schedule to recover costs and provide disincentive of multiple false alarms</li> <li>Submit fee schedule to City Council for adoption</li> <li>Develop citizen education plan (include Commonwealth)</li> </ul>	Maximus Fee Study was delivered on October 26, 2012 and was subsequently disseminated to all office/department/ bureau chiefs for review and update of all their existing fees by November 19, so that legislation can be formulated and submitted to City Council in time for implementation of new rates effective January 1, 2013. City is developing implementation plan to adopt the revised fee schedule as part of the 2013 budget process, if possible.
FIRE07	Civilianize Bureau's Administrative Assistant position	N/A	Fire Chief & Director of Human Resources	Pending	Priority 2	January 2013	<ul style="list-style-type: none"> <li>Revise job description</li> <li>Incorporate position into budget development process</li> <li>Recruit and hire Confidential Secretary to the Fire Chief</li> <li>Reassign firefighter to suppression duties</li> </ul>	Initiative is on hold pending the outcome of the negotiations between the City's outside legal counsel and the Receiver's team with the IAFF.
FIRE08	Mandate formal Safety Committee review of every work-related injury in Bureau	N/A	Fire Chief & Director of Human Resources	In Process	Priority 2	January 2013	<ul style="list-style-type: none"> <li>Develop and adopt administrative policy</li> <li>Develop work related injury review process</li> <li>Educate employees on the process</li> </ul>	HR sent a follow-up email to the Novak Group on November 15, 2012, requesting an update on where they are in developing an

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								administrative policy for the City's Workers' Compensation and IOD injury review. The Novak Consulting Group responded that this item will be discussed during meetings with the Fire Chief and Director of Human Resources the week of November 19, 2012, and their plan is to have the process established and adopted by year-end, in accordance with deadline laid out in the plan matrix. <i>The Novak Consulting Group met with Fire Chief on November 19 to discuss the current policy and practice. The Novak Group will revise the current practice and policy to reflect a proactive training practice.</i>
FIRE09	Establish a formal in-house training program, including a shift swap system, that allows in-house trainers to lead events	N/A	Fire Chief	Complete	Priority 3	December 2013	<ul style="list-style-type: none"> <li>• Develop charter and membership for in-house training committee</li> <li>• Conduct inventory of in-house expertise</li> <li>• Identify and train in-house trainers</li> <li>• Develop training curriculum</li> </ul>	All implementation steps have been accomplished.

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							<ul style="list-style-type: none"> <li>and training schedule</li> <li>• Work with IAFF to develop a short-term shift swap system for in-house trainers</li> </ul>	
FIRE10	Continue discussions with Harrisburg Area Community College Public Safety Center regarding possible training collaboration	N/A	Fire Chief	Complete	Priority 2	Complete	<ul style="list-style-type: none"> <li>• Schedule regular formal and informal interaction with the college to identify training opportunities for City firefighters</li> </ul>	Currently being done. As part of evaluation for Water Rescue we are scheduling an instructor training swap with our mutual aid allies.
FIRE11	Revise turnout gear replacement practices in current collective bargaining agreement	N/A	Business Administrator, City Solicitor, & Fire Chief	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>• Initiate discussions with the IAFF</li> </ul>	Pending negotiations
FIRE12	Revise IAFF collective bargaining agreement to allow more efficient and effective use of resources	N/A	Business Administrator, City Solicitor, & Fire Chief	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>• Initiate discussions with the IAFF</li> </ul>	Pending negotiations
FIRE13	Eliminate minimum manning upon expiration of current collective bargaining agreements	N/A	Business Administrator, City Solicitor, & Fire Chief	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>• Initiate discussions with the IAFF</li> </ul>	Pending negotiations.
PW01	Implement container based collection system for residential solid waste and recycling	N/A (Should result in General Fund savings)	Director of Public Works	In Process	Priority 1	September 2012	<ul style="list-style-type: none"> <li>• Conduct route optimization study and identify routes that can be automated</li> <li>• Assess capital investment required to automate select routes</li> <li>• Issue revenue bonds for capital expenses</li> <li>• Purchase carts and equipment</li> <li>• Train employees on routes and equipment use</li> <li>• Conduct public information campaign and define public inquiry triage process</li> <li>• Conduct cart distribution</li> </ul>	The Residential Collection System Information has been provided to the Novak Group and they have provided a draft RFP. PW is in the process of reviewing and recommending initial questions/concerns delivered at a meeting on November 20, 2012. Current routes have been modified and we resumed a five day a

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								week service.
PW02	Enforce City's right to commercial collection and contract with private collector for collection of commercial waste	N/A	Director of Public Works	In Process	Priority 1	July 2013	<ul style="list-style-type: none"> <li>Identify all active businesses in the City (may require coordination with the Department of Revenue)</li> <li>Mail letters to all businesses indicating commercial waste hauling requirements</li> <li>Issue bills to all Harrisburg businesses</li> <li>Aggressively collect money owed</li> </ul>	All active businesses in the city have been identified. All Commercial System Information has been provided to the Novak Group. The RFP does request commercial collection as an option. Based upon the meeting on November 20, 2012 the Novak Group will draft a letter to be sent by the City to businesses that have not complied with the local ordinance. We will review and a tentative implementation date of 1 July 2013 has been set.
PW03	Increase recycling through education, accessibility, and enforcement - Sanitation Fund	N/A	Director of Public Works	Complete	Priority 2	December 2012	<ul style="list-style-type: none"> <li>Develop recycling education process</li> <li>Evaluate implementation of recycle bank program to incentivize recycling</li> </ul>	We have a recycling grant which we have qualified for the last six years. There are planned education events through the Parks and Recreation Department, primarily through the Youth As

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								Restorers (YAR) program. A draft flyer for recycling has been prepared and will be sent for print. The Keep Dauphin County Program will provide an education program at three (3) Harrisburg Public Schools during 2013. There is also an educational component of the refuse RFP.
PW04	Aggressively manage fleet make-up and quantity	N/A	Director of Public Works	In Process	Priority 2	April 2013	<ul style="list-style-type: none"> <li>• Develop detailed inventory of City fleet that includes key identifying data, life cycle data, mileage/utilization, use profile, etc.</li> <li>• Develop process of tracking and assessing utilization data, maintenance costs, fuel costs, etc.</li> <li>• Conduct fleet utilization analysis based on pre-defined utilization standards</li> <li>• Move underutilized vehicles/equipment out of service</li> <li>• Identify target fleet size and composition and incorporate into a vehicle replacement plan that fits within financial constraints</li> </ul>	Fleet inventory has been developed. A tracking and utilization process is in place. Outmoded vehicles are currently in the process of being sold and the fleet will be evaluated quarterly in 2013 to get a better handle on this developing program. Updated list provided on November 20, 2012. Once complete, these data will be sent to the Novak Group for recommended modifications.

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PW05	Create Central Fleet Agency with Combined Facilities and Fleet Manager	N/A	Director of Public Works	In Process	Priority 3	January 2014	<ul style="list-style-type: none"> <li>Develop organization structure, bureau mission, programmatic responsibilities, and performance targets</li> <li>Develop bureau work plan by program</li> <li>Communicate change to impacted employees</li> <li>Create internal service fund and associated chart of accounts</li> <li>Incorporate structural and fund change into budget process and pursue City Council approval</li> <li>Recruit and hire bureau director position</li> <li>Incorporate work plan into the performance management system</li> </ul>	This position is on HOLD.
BH01	Increase fees, fines, and charges based on fee study results	N/A	Mayor & City Council	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Develop revised fee schedule</li> <li>Submit fee schedule to City Council for review and approval</li> </ul>	Fees and study completed by Maximus. Mayor has reviewed study and fees must be adopted by Council.
BH02	Quantify extent of inspections backlog and hire additional codes enforcement officers to clear and prevent backlogs	\$200,000	Director of Building and Housing Development	Pending	Priority 2	December 2012	<ul style="list-style-type: none"> <li>Conduct internal evaluation of inspection backlog by type</li> <li>Identify target efficiency standards per inspection by type</li> <li>Assess staffing needs based on inspection backlog and</li> </ul>	Increased targeted efficiency standards have been achieved through enforcement of the new Rental Permit Program. Per Mayoral directive: 2 additional Codes Enforcement Officers have been included in the

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							incorporate additional position requests into the budget process	2013 budget. Staffing needs are determined by the number of projected annual inspections and State wide building inspections Current backlog for new rental inspection program is two to three weeks (40 units).
BH03	Contract for demolition of blighted structures	N/A	Director of Building and Housing Development	In process	Priority 2	July 2012	<ul style="list-style-type: none"> <li>Develop and issue RFP</li> <li>Assemble RFP review committee</li> <li>Review proposals and select the lowest responsible bidder</li> <li>Develop demolition schedule based on safety priority</li> </ul>	RFP is not required to obtain bids for emergency demolitions. There is no formal RFP Review Committee. RFPs are reviewed by: DBHD, the Purchasing Manager, Office of the Mayor and if needed the Law Bureau. RFP bid responses are awarded to the lowest and most qualified bidder. All properties scheduled for demolition that are based on public safety are reviewed and triaged by the Codes Administrator and staff. Requests for demolition bids are also based on available funds.
BH04	Assemble and systematically deploy code enforcement teams	N/A	Deputy Codes Administrator	Pending	Priority 2	December 2012	<ul style="list-style-type: none"> <li>Develop composition and structure of teams</li> <li>Conduct assessment of "problem areas"</li> <li>Based on assessment,</li> </ul>	The Bureau of Codes has 5 Codes Enforcement Officers and 1 plumbing inspector for the entire City. At the present time

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							develop work plan and measurable goals for teams	with limited staff, the Codes Administrator has been utilizing Police assistance in addressing illegally occupied properties. The Codes Administrator has identified/assessed census tracts 212 and 213 as the most problematic areas. The Bureau's priority Code Enforcement properties list, serves as a "work plan." Goals are measured against annual pro forma number of: inspections, permits, revenues, demolitions, citations and complaints brought into compliance. DBHD will schedule a meeting next week with Police and Fire to discuss coordinating efforts.
BH05	Adopt legislation requiring a local responsible agent for rental properties within the City	N//A	City Council	Complete	Priority 1	July 2012	<ul style="list-style-type: none"> <li>• Draft ordinance and associated fine structure</li> <li>• Develop registration process</li> <li>• Submit ordinance to City Council for consideration</li> <li>• Conduct public notification and registration campaign before effective date</li> </ul>	The measure was passed by City Council in October 2011, Ordinance 9-2011. In lieu of a registration process, Bureau of Codes maintains an electronic database of rental unit applications. Public notification was accomplished prior to passage of Ordinance.

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BH06	Fill vacant HUD funded positions	N/A	Director of Building and Housing Development and Director of Human Resources	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Conduct recruitment and hiring processes</li> </ul>	Currently on hold due to lack of HUD funding.
BH07	Update the City's Comprehensive Plan	\$30,000	Director of Building and Housing Development	In Process	Priority 3	December 2014	<ul style="list-style-type: none"> <li>Develop and issue RFP</li> <li>Assemble RFP review committee</li> <li>Review proposals and select the lowest responsible bidder</li> <li>Conduct public engagement and planning processes</li> </ul>	Implementation steps/bullets 1 -3 are complete. A meeting with M and L was held on October 23, 2012. M and L's role in updating the Comprehensive Plan was discussed . A copy of the Recovery Plan was forwarded to M and L for referencing in the updates. Additional funding is being sought from PA State grant programs. Public engagements will commence with completion of the draft plan. A follow up meeting /teleconference is scheduled for the week of November 19, to provide further detail for the Comprehensive Plan.
HS01	Designate a Housing Coordinator	N/A	Mayor	Complete	Priority 1	July 2013	<ul style="list-style-type: none"> <li>Identify and evaluate interested candidates</li> <li>Designate a Housing Coordinator</li> </ul>	The Housing Coordinator functions have been assumed by the Deputy Director for the Bureau of Housing as well as the Program Directors and Program Managers for

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HS02	Develop a comprehensive Housing Strategy	\$10,000	Mayor, Business Administrator, & Housing Coordinator	In process	Priority 2	December 2013	<ul style="list-style-type: none"> <li>Convene a working group to guide strategy development</li> <li>Develop working group charter and objectives</li> <li>Develop project plan and process to develop housing strategy</li> <li>Develop draft plan for review and comment by elected officials and partner agencies</li> <li>Finalize plan based on feedback</li> <li>Incorporate plan elements into the work plan of the housing coordinator and other relevant staff</li> </ul>	<p>the Bureau of Housing.</p> <p>DBHD has previously developed neighborhood development plans/strategies for Central Allison Hill, South Allison Hill, the Southern Gateway area and Northern Gateway areas. DBHD held a meeting with Mullin and Lonergan on October 23, 2012 in which a project plan, housing strategy, objectives and draft plan were discussed. On November 8, 2012 the City's contracted real estate agent forwarded a marketing plan /market analysis to DBHD. DBHD will include the Housing Strategy as part of the November 19 meeting agenda.</p> <p>Housing Strategy should be coordinated with the development of the Comprehensive Plan.</p>
HS03	Utilize Vacant Property Reinvestment Board	N/A	Mayor, Business Administrator, & Housing Coordinator	In Process	Priority 2	January 2013	<ul style="list-style-type: none"> <li>Develop work plan and goals for the board based on comprehensive housing strategy</li> <li>Develop implementation plan to engage private redevelopment groups and</li> </ul>	<p>DBHD and HRA are in the process of recommending the activities of the Vacant Property Reinvestment Board. DBHD has developed a list of properties to rehab</p>

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							civic groups	and market. DBHD held a meeting with HRA on October 23 to discuss housing strategies, work plan and goals. A follow up meeting with DBHD and HRA was held on November 15 <sup>th</sup> to discuss CAC's request to utilize a strip of land for parking.
ED01	Designate an Economic Development Coordinator	\$75,000	Mayor	In process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Develop position work plan and priorities</li> <li>Conduct recruitment and hiring process</li> </ul>	<p>Receiver is required. Funding sources have been identified and forwarded to HUD. These will be a part of CDBG funding. They are currently pending HUD approval.</p> <p>The Deputy Director will be responsible for developing a work plan. The Deputy Director for Economic Development position is proposed under an amendment to the 2012 Annual Action Plan for funding under CDBG and HUD approval is required. The amendment is pending a public hearing and City Council approval.</p>
ED02	Develop a coordinated long-term economic development strategic plan	N/A	Mayor & City Council	Pending	Priority 2	April 2013	<ul style="list-style-type: none"> <li>Develop and issue RFP</li> <li>Assemble RFP review</li> </ul>	DBHD is waiting for the formal hiring of a Deputy

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							<ul style="list-style-type: none"> <li>committee</li> <li>Review proposals and select the lowest responsible bidder</li> <li>Conduct planning processes</li> <li>Incorporate planning process results into the Economic Development work plan</li> </ul>	Director of Economic Development/Contract Compliance to assist with the completion of a long term economic development strategy and planning. In the interim period DBHD has emphasized the neighborhood development plans/strategies for addressing economic development. No RFPs are needed for the above position and work tasks. The Deputy Director will be responsible for developing an Economic Development Work Plan
ED03	Evaluate the City's tax abatement strategy	N/A	Mayor & City Council	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Conduct best practice research to identify successful tax abatement programs</li> <li>Develop tax abatement strategy alternatives</li> <li>Submit alternatives to City Council for consideration</li> <li>Finalize abatement packages and strategies</li> <li>Conduct proactive education and recruitment campaign to solicit program participants</li> </ul>	DBHD earlier developed and submitted a tax abatement proposal and schedule to the City Council. The Law Bureau has since developed a new Tax Abatement program. Until the new Tax Abatement program is approved by City Council, educational and recruitment programs are postponed
ED04	Improve management of the City's MOED Loan Portfolio	N/A	Mayor, Business Administrator, & Economic	Complete	Priority 2	January 2013	<ul style="list-style-type: none"> <li>Evaluate options available to centralize management of the MOED portfolio</li> </ul>	DBHD has developed revised loan policies and loan underwriting

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			Development Coordinator				<ul style="list-style-type: none"> <li>Develop monitoring and enforcement processes and contract with vendors/partners as appropriate</li> </ul>	guidelines. DBHD has initiated monthly loan reports and loan "work out" plans with some delinquent borrowers.
CIP01	Establish and maintain a multi-year (5-7) Capital Improvement Program	(22,227,548)	Director of Financial Management, with assistance from the Director of Public Works & Department Directors	In Process	Priority 2	July 2013	<ul style="list-style-type: none"> <li>Conduct inventory and condition assessment of existing capital assets</li> <li>Prioritize capital improvement needs based on key considerations such as infrastructure use, condition, safety, cost, etc.</li> <li>Identify long-term Improvement plan based on resource estimates</li> <li>Conduct capital budget development process and incorporate 5-7 year CIP development into the process</li> </ul>	An inventory of capital assets is being prepared by Public Works & Finance for distribution. The "draft" will be distributed to the Administration for their input. The combined data will be forwarded to the Novak Group for review. That reviewed data will then be consolidated and presented to the Mayor as a "draft Plan."
CIP02	Establish a CIP development process	N/A	Director of Financial Management, with assistance from the Director of Public Works & Department Directors	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Develop calendar to include resource estimates, target development, department budget submission, internal review and amendment, executive review, internal budget hearing, and recommended budget formulation</li> <li>Develop associated templates and processes</li> <li>Communicate processes to staff, the public, and elected</li> </ul>	A Capital Improvement Plan (CIP) is being developed with CIP01 initiative. This process will be documented, evaluated, adjusted, and forward for adoption, which will produce our future CIP process. Plan was discussed during our November 20, 2012 with

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							<ul style="list-style-type: none"> <li>officials in advance</li> <li>Train staff on capital budget schedule, process, roles, responsibilities, and obligations</li> </ul>	the Novak Group in which verified we are implementing the right steps. I have received permission to start inventory of capital items within the accounting system.
CIP03	Establish and maintain an asset management system	(187,500)	Director of Financial Management & Director of Public Works	Pending	Priority 3	January 2014	<ul style="list-style-type: none"> <li>Develop infrastructure condition rating systems and processes and incorporate into department work plans</li> <li>Conduct inventory and condition assessment of existing capital assets</li> <li>Incorporate infrastructure condition assessments into the capital budget development process</li> </ul>	A current list of vehicles (fixed assets) has been identified. It requires consolidation with permanent assets and reviewed on a periodic basis. As other inventories are completed, those assets will be added to the list to develop asset management program
CIP04	Investigate the sale and leaseback of City buildings	N/A	Mayor & Business Administrator	In Process	Priority 1	September 2012	<ul style="list-style-type: none"> <li>Identify City facilities that may have a market for sale and/or lease back</li> <li>Assess operating implications of sale and/or lease back for each facility</li> <li>If operationally feasible, place facilities on open market</li> <li>Negotiate sale/lease back agreements and submit to</li> </ul>	DBHD in cooperation with the Harrisburg Redevelopment Authority has reviewed City and HRA owned real estate with the intention of promoting selective properties for sale to "low to moderate income" families and individuals. In addition, the City released a RFP

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							City Council for consideration and approval	for purpose of soliciting a Real Estate Broker to market City and HRA owned properties. City has selected real estate broker; the real estate broker is developing marketing plan.
OA01	Establish a stormwater utility fee	N/A	THA	Pending	Priority 1	January 2013	<ul style="list-style-type: none"> <li>• Determine legal ability of an Authority to establish a stormwater fee</li> <li>• Conduct fee study</li> <li>• Develop fee schedule and submit to appropriate legislative body for consideration and approval</li> <li>• Develop billing and collection process</li> <li>• Conduct public education process</li> <li>• Implement billing process</li> </ul>	
OA02	Negotiate Payment in Lieu of Tax (PILOT) agreements with the City of Harrisburg	N/A	THA & Mayor	Pending	Priority 1	January 2013	<ul style="list-style-type: none"> <li>• Define PILOT structure and calculation methodology</li> <li>• Initiate discussions to establish PILOT agreements</li> <li>• Submit draft agreements to City Council for consideration and approval</li> <li>• Develop payment schedule and processes</li> </ul>	City has begun discussions with local non-profits.
OA03	Expand Stormwater Management Ordinance regarding discharges - THA	N/A	Mayor, City Council, & City Engineer	Pending	Priority 1	January 2013	<ul style="list-style-type: none"> <li>• Draft ordinance amendments</li> <li>• Submit to City Council for consideration and approval</li> <li>• Communicate ordinance</li> </ul>	The draft amendments of the Stormwater management ordinance are currently being compiled. The Solicitor

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							changes to the development community	will assist in the review of the first draft and was contacted October 16. The City Engineer will finalize draft ordinance by December 7, 2012, and forward to City Solicitor.
REV01	Increase the Earned Income Tax (EIT) rate as required to eliminate operating deficits	N/A	City Council & City Tax Administrator	Complete	Priority 1	July 2013	<ul style="list-style-type: none"> <li>• Draft enabling ordinance</li> <li>• Submit to City Council for consideration and approval</li> <li>• Communicate rate change to the public</li> <li>• Adjust revenue projections</li> </ul>	City Council approved the EIT tax increase on October 24, 2012. The new tax rate will be effective on January 1, 2013.
REV02	Increase the Real Estate Tax rate as required to eliminate	NA/	Mayor & City Council	Complete	Priority 1	July 2013	<ul style="list-style-type: none"> <li>• Draft enabling ordinance</li> <li>• Submit to City Council for consideration and approval</li> <li>• Communicate rate change to the public</li> <li>• Adjust revenue projections</li> </ul>	.8 increase included in 2012 budget
REV03	Review Real Estate Taxable Assessments	N/A	City Treasurer with County Assessment Office and School District Business Manager	Pending	Priority 2	April 2013	<ul style="list-style-type: none"> <li>• Initiate discussions with partner governments</li> <li>• Develop assessment plan and funding structure</li> <li>• Conduct reassessment</li> <li>• Evaluate revenue impact and revise revenue projections</li> </ul>	
REV04	Review and increase utilization of Payment in Lieu of Property Tax (PILOT) Agreements; consider impact in sale of government owned property	N/A	Mayor, Business Administrator with County Assessment Office and School District Business Manager	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>• Adopt a practice of evaluating property tax revenue impact associated with selling city owned property to non-profits</li> <li>• Identify and analyze opportunities to create new</li> </ul>	Will await the findings of the Mayor's PILOT Task Force.

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							<ul style="list-style-type: none"> <li>pilot agreements with tax exempt agencies that heavily utilize City services</li> <li>Initiate discussions to establish PILOT agreements and draft agreements</li> <li>Submit draft agreements to City Council for consideration and approval</li> <li>Develop payment schedule and processes</li> </ul>	
REV05	Increase business license fees; improve compliance with Business Privilege and Mercantile Tax	N/A	City Council & City Tax Administrator	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Develop new schedule of fees</li> <li>Increase penalties for non-payment</li> <li>Submit revised fee schedule to City Council for adoption</li> <li>Conduct public information process</li> <li>Institute amnesty period for delinquent remittances</li> <li>Begin enforcement</li> </ul>	Business Privilege license fee is currently in line with the Maximus fee study results. An ordinance to increase penalties for non-payment has been placed on the agenda of the November 27th City Council meeting. Contracted with MuniServices to improve compliance; contract currently in the Controller's office.
REV06	Increase enforcement of the Local Services Tax	N/A	City Council, Mayor & Business Administrator	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Increase penalties for non-payment</li> <li>Conduct public information process</li> <li>Institute amnesty period for delinquent remittances</li> <li>Begin enforcement</li> </ul>	The Mayor, Business Administrator and Tax Enforcement Administrator met with the Capital Tax Collection Bureau to discuss increasing penalties, conducting public information processes and instituting an

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								amnesty period for the LST tax. Decisions to be forthcoming (no later than the end of December 2012) on these items once Capital Tax Collection Bureau researches the items further.
REV07	Pursue Legislative Change for the Local Services Tax Levy	N/A	Mayor & City Council	Pending	Priority 1	September 2012	<ul style="list-style-type: none"> <li>Work with local legislator(s) to draft legislation to increase Local Services Tax</li> </ul>	
REV08	Pursue Department of Revenue determination for additional tax, penalty, and interest regarding realty transfer tax	N/A	City Council	Pending	Priority 1	September 2012	<ul style="list-style-type: none"> <li>Contact Department of Revenue to clarify process</li> <li>Develop agreement with the Department of Revenue</li> <li>Submit agreement and cost benefit analysis to City Council for consideration and approval</li> <li>Develop administrative process</li> <li>Train relevant personnel on process</li> </ul>	City Solicitor advised after consulting with Novak group that the intent of this initiative is not to increase the realty transfer tax. This is currently collected at time of property transfer by Dauphin County Further discussion required.
REV09	Increase Interest & Penalty Provisions Where Permitted	90,000	City Council & Tax Administrator	In Process	Priority 1	July 2012	<ul style="list-style-type: none"> <li>Conduct benchmark analysis of interest and penalty provisions</li> <li>Develop revised interest and penalty framework</li> <li>Submit ordinance to City Council for consideration and approval</li> <li>Conduct public information process</li> <li>Institute amnesty period for delinquent remittances</li> </ul>	The Law Bureau has drafted new language in the form of an ordinance to reflect the increase in penalty and interest directed by the Act 47 Plan. This item will be placed on the agenda of the November 27, 2012, City Council meeting.

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							<ul style="list-style-type: none"> <li>• Begin enforcement</li> </ul>	
REV10	Improve Taxpayer Information	N/A	Tax Enforcement Administrator & IT Director	Complete	Priority 2	July 2012	<ul style="list-style-type: none"> <li>• Create repository of tax related documents and forms</li> <li>• Design tax webpage and add tax document and forms</li> <li>• Test webpage</li> <li>• Go live with webpage and conduct public outreach process</li> </ul>	Website updated
REV11	Improve real estate taxpayer collection rate	N/A	City Treasurer, Business Administrator, & Tax Enforcement Administrator	In Process	Priority 1	September 2012	<ul style="list-style-type: none"> <li>• Evaluate opportunities to increase the collection rate</li> <li>• Develop implementation plan and associated targets</li> <li>• Develop improved system for notification of unpaid tax accounts</li> <li>• Meet quarterly to review real estate tax collections, identify issues, and develop interventions where possible to maintain to improve collections</li> </ul>	
REV12	Generate revenue through Market Based Revenue Opportunities	800,000	Business Administrator	Pending	Priority 1	July 2012	<ul style="list-style-type: none"> <li>• Develop and issue RFP for broker to identify potential City assets for an MRBO program</li> <li>• Assemble RFP review committee</li> <li>• Review proposals and select the lowest responsible bidder</li> <li>• Develop policy framework and market MRBO</li> </ul>	

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							<ul style="list-style-type: none"> <li>opportunities</li> <li>Enter into agreements with potential partners</li> </ul>	
REV13	Sell City acquired historical assets	500,000	Mayor & City Council	In Process	Priority 1	September 2012	<ul style="list-style-type: none"> <li>Conduct asset value study</li> <li>Develop parameters for determining whether a property should be sold or maintained as a City asset</li> <li>Place eligible properties on the market</li> </ul>	Dauphin County Court ruled on 11/15/12 in Mayor vs. City Controller in favor of the Mayor, granting a motion for Mandamus ordering the Controller to sign the contract. Upon execution of the auction & valuation of Artifacts contract the awarded bidder will be notified to proceed with haste to achieve a Spring 2013 auction.
REV14	Revise Host Fee agreement between the City and the Harrisburg Authority	N/A	Mayor, City Council, & THA	In Process	Priority 1	September 2012	<ul style="list-style-type: none"> <li>Amend waste disposal agreement</li> <li>Submit revised agreement to City Council for consideration and approval</li> <li>Develop environmental compliance programs that will be supported by the host fee</li> </ul>	Law Bureau drafted an amendment to the agreement between THA and the City. Amendment was ratified by City Council. Waiting for THA's approval.